



T.C.
ORTA KARADENİZ KALKINMA AJANSI



mirroring
EU
&
TURKISH
RDAs



Samsun, 25/26 October 2010
Ondokuzmayıs University Atatürk Convention and Culture Center



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EURADA – The Association of Regional Development Agencies and OKA – Middle Black Sea Development Agency organized “MIRRORING EU AND TURKISH RDAs” Seminar on October 25th – 26th 2010 in Samsun/Turkey. The aim of the seminar was to share best practices on Regional Development and to create an atmosphere where newly established RDAs in Turkey can derive some lessons for future. Regional Development Agencies from Turkey and Europe (Belgium, Italy, Poland), Government Institutions, Universities and Civil Society Organizations attended to this Seminar. It was also particularly a good opportunity for the Regional Development Agencies in designing effective future roadmaps.

EURADA ve Orta Karadeniz Kalkınma Ajansı'nın işbirliğiyle “MIRRORING EU AND TURKISH RDAs” başlıklı seminer 25-26 Ekim 2010 tarihleri arasında Samsun'da gerçekleştirildi. Seminerin amacı Bölgesel Kalkınmada iyi uygulamaların paylaşılması ve Türkiye'de yeni kurulmuş olan Kalkınma Ajanslarının oluşturulacak olan atmosferde gelecekteki programları için bilgi paylaşımının sağlanmasıdır. Ülkemiz Kalkınma Ajansları için de bir fırsat niteliğinde olan bu seminere ülkemizden ve Avrupa'dan (Belçika, İtalya, Polonya) Bölgesel Kalkınma Ajansları ile Kamu Kurumları, Üniversiteler ve Sivil Toplum Kuruluşları katılmışlardır.



ORTA KARADENİZ KALKINMA AJANSI

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MIRRORING EU AND TURKISH RDAs

Samsun, 25/26 October 2010

Ondokuz Mayıs University Atatürk Congress and Culture Center

CONFERENCE PROGRAMME

MONDAY 25 OCTOBER 2010

- 9.00 – 10.00 Registration of the Participants
- 10.00 – 10.15 OKA Video
- 10.15 – 10.45 **Opening Remarks**
- Mr. Prof. Dr. Hüseyin AKAN – President of OKA Development Board and President of Ondokuz Mayıs University
- Mr. Hüseyin AKSOY –Governor of Samsun, Member of the Board of Directors, OKA.
- Mr. Şerif YILMAZ - Governer of Tokat, President of Middle Black Sea Development Agency.
- Renato GALLIANO – President of EURADA
- 10.45 – 11.15 Coffee Break
- 11.15 - 11.45 RDAs in Turkey: Current Situation and the Way Forward
- Mr. Mevlut ÖZEN – Secretary General Middle Black Sea Development Agency
- Mr. Nahit BİNGÖL – Director General of Regional Development - State Planning Organisation
- 11.45 – 12.00 **European Commission (DG Regional Policy) Video**
- 12.00 – 12.30 **Trends in Regional Economic Development**
- Christian SAUBLENS – Secretary General of EURADA
- 12.45 – 14.15 Lunch
- 14.15 – 15.00 **Introduction to EURADA**
- Christian SAUBLENS – Secretary General of EURADA

- 15.00 – 16.00 **Case Study N° 1**
Video – Ecopole
Lucyan PAPIERNIK & Levin OZTURK – IGRETEC Charleroi
- 16.00 – 16.30 Coffee Break
- 16.30 – 18.00 **Turkish RDAs today**

KARACADAĞ, ÇKA, DİKA, DAKA MEVKA, OKA
- 19.30 Common dinner

TUESDAY 26 OCTOBER 2010

- 9.00 – 10.00 **Case Study N° 2**
Renato GALLIANO – Milano Metropoli
- 10.00 – 11.00 **Case Study N° 3**
Stanisław GINDA & Kamila JANKOWSKA – Bielsko-Biała RDA
- 11.00 – 11.30 Coffee break
- 11.30 – 12.45 **Interactive Session**
Christian SAUBLENS
- 12.45 – 13.15 **Closing Statements**
Emre BAŞARAN- Head of Department, Urban and Spatial
Development, State Planning Organisation
Renato GALLIANO – President of EURADA

KONFERANS PROGRAMI

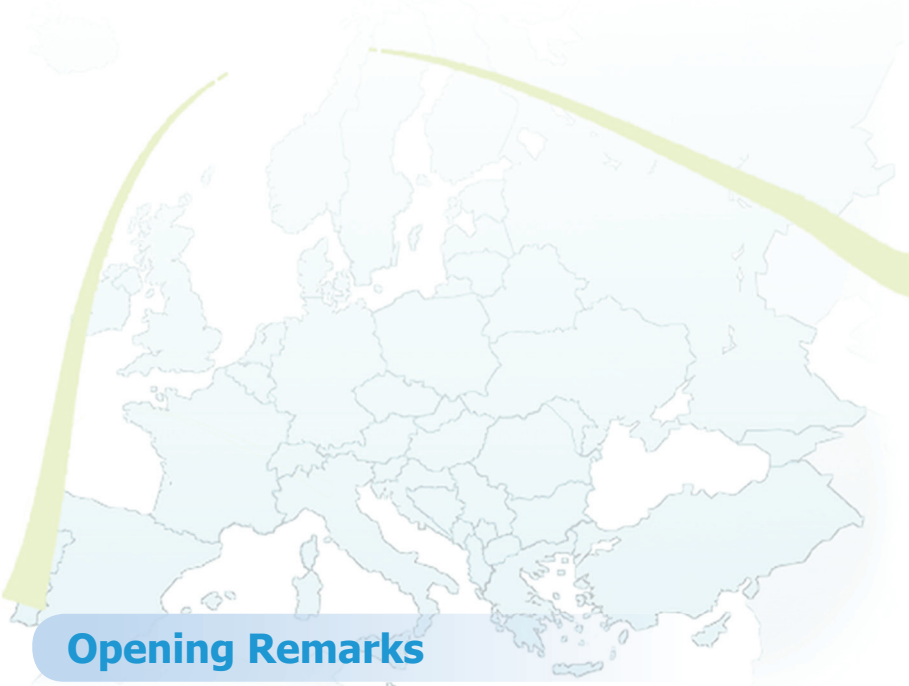
PAZARTESİ 25 EKİM 2010

- 9.00 – 10.00 **Kayıt**
- 10.00 – 10:15 OKA Tanıtım Filmi
- 10.15 – 10.45 Açılış Konuşmaları
Prof. Dr. Hüseyin AKAN – Orta Karadeniz Kalkınma Ajansı
Kalkınma Kurulu Başkanı, OMÜ Rektörü
Hüseyin AKSOY – Samsun Valisi, OKA Yönetim Kurulu Üyesi.
Şerif YILMAZ - OKA Yönetim Kurulu Başkanı, Tokat Valisi
Renato GALLIANO – EURADA Yönetim Kurulu Başkanı
- 10.45 – 11.15 Kahve ve Çay Arası
- 11.15 - 11.45 Türkiye'deki Kalkınma Ajansları: Mevcut Durumları ve Gelecek
Planlamalar
Mevlüt ÖZEN – Orta Karadeniz Kalkınma Ajansı Genel
Sekreteri
Nahit BİNGÖL – Bölgesel Gelişme ve Yapısal Uyum Genel
Müdürü – Devlet Planlama Teşkilatı
- 11.45 – 12.00 **Avrupa Komisyonu Bölgesel Politika Tanıtım Filmi**
- 12.00 - 12.30 **Bölgesel Kalkınmadaki Yeni Akımlar**
Christian SAUBLENS – EURADA
- 12.30 – 14.15 Öğle Yemeği
- 14.15 – 15.00 **EURADA (Avrupa Kalkınma Ajansları Birliği)**
Christian SAUBLENS – EURADA Genel Sekreteri

- 15.00 – 16.00 **Vaka Tartışması N° 1**
Video – Ecopole
Lucyan PAPIERNIK & Levin OZTURK – IGRETEC Charleroi
- 16.00 – 16.30 Kahve ve Çay Arası
- 16.30 – 18.00 **Günümüzde Türkiye’deki Kalkınma Ajansları**
KARACADAĞ, ÇKA, DİKA, DAKA MEVKA, OKA
- 19.30 Akşam Yemeği

SALI 26 EKİM 2010

- 9.00 – 10.00 **Vaka Tartışması N° 2**
Renato GALLIANO – Milano Kalkınma Ajansı
- 10.00 – 11.00 **Vaka Tartışması N° 3**
Stanisław GINDA & Kamila JANKOWSKA Bielsko-Biała RDA
- 11.00 – 11.30 Kahve ve Çay Arası
- 11.30 – 12.45 **İnteraktif Bölüm**
Christian SAUBLENS
- 12.45 – 13.15 **Kapanış Konuşmaları**
Emre BAŞARAN - Kentsel ve Mekansal Gelişme Dairesi Başkanı
Renato GALLIANO – EURADA Başkanı



Opening Remarks

Açılış Konuşmaları





Prof. Dr. Hüseyin AKAN

OMÜ Rektörü

Orta Karadeniz Kalkınma Ajansı
Kalkınma Kurulu Başkanı

Orta Karadeniz Kalkınma Ajansı Yönetim Kurulu Sayın Başkanı, Sayın Valilerim, Sayın Dış İşleri Bakanlığı Müsteşar Yardımcım, Çok Saygıdeğer Konuklar,

Orta Karadeniz Kalkınma Ajansı ve Avrupa Kalkınma Ajansları Birliği'nin ortaklaşa düzenlediği bu toplantıya hoş geldiniz. Kalkınma Kurulu Başkanı ve 19 Mayıs Üniversitesi Rektörü olarak böyle bir toplantıya ev sahipliği yapmaktan dolayı çok memnun olduğumuzu ifade ederken hepimiz saygıyla selamlıyorum.

Orta Karadeniz Kalkınma Ajansı Kalkınma Kurulu Başkanı olarak 2010 yılında görev yapmaktayım. Kalkınma Ajansımız Kasım 2008'de Bakanlar Kurulu kararı ile kurulmuş, Aralık 2008'te ilk toplantısını yapmıştır. Kalkınma Kurulu 2009 yılında 2 toplantı gerçekleştirmiş ve başkanı bulunduğum 2010 yılında Kalkınma Kurulu toplantı sayısı 4'e yükselmiştir. Bildiğiniz gibi Kalkınma Kurulu bölge insanlarının ve dinamiklerinin temsilcilerinden hemen hemen tüm temsilcilerinden oluşturulmuş bir kurul. Burada amaç katılımı sağlamak, bir ortak akıl oluşturmak ve elbette ki bölge dinamiklerinin ve temsilcilerinin taşın altına elini koymasını düşünce geliştirmesi ve proje geliştirmesidir. Bu nedenle de kalkınma kurulu oluşumunda kamu kurum ve kuruluşlarının yanında özel kesim, sivil toplum kuruluşları, üniversiteler ve yerel yönetimler yer almaktadır.

Kurulumuz özellikle yine henüz genç olduğu için 2010 yılında kendisine yüklenen organizasyonda, kurulmasında arzulanan işlevselliğe giderek kavuşmaya başlamıştır. Bu yıl içerisinde 2 alt komisyonla, bunlardan birisi Turizm Alt Komisyonu bir diğeri de Tarım ve Tarıma Dayalı Gıda Sanayi Alt Komisyonları çalışmaya başlamıştır ve yine Kurulun

tavsiyeleri doğrultusunda yeni komisyonlarda oluşturulacak ve bu komisyonların raporları doğrultusunda oluşan raporlar değerlendirmeler birer tavsiye niteliğinde Kalkınma Ajansı Yönetim Kuruluna sunulacaktır.

Ben, Kalkınma Kurullarının gerçekten bölgeyi dert edinen insanlardan oluştuğunu düşünüyorum ve bunların bölgeyi kalkındırıcı, bölgenin sorunlarını ortaya koyup bunları tartışan ve bunlara çözüm önerileri getiren bir kurum olarak çalıştığını gözlemlemekteyiz. Tabii burada özellikle kurul üyelerine sadece toplantılara katılmaktan çok daha fazla görev düşmektedir. Gerek komisyonlara katılarak gerekse konu ve bölge üzerinde kafa yorarak bölgenin ortak olarak kalkınmasını hızlandırıcı ve sürdürülebilir bir kalkınmaya yönelik projeleri kurula getirmeleri gerekmektedir.

Ben, özellikle Avrupa Birliğinin örnek iyi uygulamalarının sunulacağı ve yine Türkiye'deki Kalkınma Ajanslarının deneyimlerinin tartışılacağı bu toplantıdan gerçekten büyük verim sağlanacağını inanıyorum. Hepinize tekrardan hoş geldiniz diyor toplantının verimli geçmesini diliyorum. Saygılarımla.



Hüseyin AKSOY

Samsun Valisi

Orta Karadeniz Kalkınma Ajansı
Yönetim Kurulu Üyesi

Sayın Valilerim, Dışişleri Bakanlığımızın çok değerli müsteşar yardımcısı, Avrupa Kalkınma Ajansı'nın çok değerli başkanı ve yönetim kurulu üyeleri, Kalkınma Ajanslarımızın çok değerli genel sekreterleri ve çalışanları, çok değerli katılımcılar,

Devlet Planlama Teşkilatı, Orta Karadeniz Kalkınma Ajansı ve Avrupa Kalkınma Ajansları Birliği'nin ortaklaşa düzenlediği bu toplantıya Samsun ili olarak ev sahipliği yapmaktan büyük bir memnuniyet duyduğumu ifade ediyor ve bütün konuklarımıza hoş geldiniz diyorum.

Samsun ili Orta Karadeniz'de Anadolu'nun Karadeniz'e açılan bir kapısı olarak önemli bir konumda. Demiryolu, denizyolu, karayolu ve havayoluyla lojistik anlamda önemli bir merkez olma potansiyeli olan bir kent ve Kalkınma Ajansları felsefesi çerçevesinde Çorum, Tokat ve Amasya ilimizle birlikte bölgenin lojistik merkezi olması yolunda önemli bir çalışmayı Kalkınma Ajansımızın da destekleriyle başlatmış bulunuyoruz. Temel amacımız Samsun'u Karadeniz'de bir lojistik merkez haline getirmek ve kuzey ülkeleri ile Kafkaslarla birçok bölgenin gemi trafiğini Samsun üzerinden gerçekleştirebilmek. Bu amaçla başlatmış olduğumuz çalışmada kalkınma ajanslarının felsefesine uygun bir çalışma modeli olarak sürdürmekte olduğumuz bir faaliyet. Samsun, birçok özelliği olan bir kent. Özellikle dışarıdan gelen konuklarımıza Samsun ile ilgili kısa bilgiler vermek istiyorum. Samsun Kızılırmak ve Yeşilirmak Havzalarıyla Çukurova'dan sonra Türkiye'nin en önemli tarımsal potansiyeline sahip bir kent. Bu boyutuyla Samsun'da önümüzdeki süreçte tarımı daha iyi bir noktaya taşıyabilmek adına tarım master planı yapmak suretiyle daha bilinçli, daha

dođru bir yol haritasını ortaya koymayı hedefliyoruz. Yine turizm anlamında çok önemli potansiyelleri var. Kızılırmak kuş cennetinden tutun termal kaynaklarından, kış sporları yapılacak alanlardan ve birçok tarihi doğal zenginliđi içinde barındıran kentin turizmde de daha iyi bir noktaya gelebilmesi için yine bir master plan yaparak yolumuza devam etmek istiyoruz. Özellikle sunumda da ifade edildiđi gibi Samsun'da tıbbi aletlerin üretiminde çok önemli bir potansiyel var ve "Sađlık Kenti Samsun" olma yolunda da çok ciddi bir faaliyet içerisinde Samsun.

Özellikle Samsun'u daha iyi bir noktaya taşıyabilmek adına Kalkınma Ajansı çerçevesinde diđer illerimizle ortak, bölgenin kalkınmasına katkı verebilecek birçok projeyi de önümüzdeki dönemde birlikte gerçekleştirmeyi hedefliyoruz.

Kalkınma Ajansları illerin bölge bazında kalkınmasını hedefleyen ve bu amaçla kurulmuş önemli çalışma yapan kurumlarımız. Türkiye'nin ilk kalkınma ajanslarından biri olan İzmir'den sonra Çukurova Kalkınma Ajansı'nın kuruluş çalışmalarında da bir önceki görev yerim sebebi ile Mersin Valisi sıfatıyla bulunmuş ve Kalkınma Ajanslarının kuruluşundan itibaren Türkiye'de bu konuda çalışma yapan bir kişi olarak Orta Karadeniz Kalkınma Ajansı'nın da bu anlamda bölgemizin kalkınmasında katkı sağlayacağından eminim ve nitekim bugüne kadar önemli çalışmalar yapan bir Ajans olarak faaliyetlerine devam ediyor.

Ben gerek Kalkınma Kurulumuza gerek ajansın faaliyetlerinde bugüne kadar katkı sağlayan bütün kuruluşlara teşekkür ediyorum. Ortak deneyimlerin paylaşılacağı, kalkınma ajanslarının daha fonksiyonel, illerin bölgelerin kalkınmasına katkı sağlayacak güzel projelerin burada tartışılacağı bir ortamın bölgemize ülkemize yararlı sonuçlar getirmesini diliyorum hepimizi sevgi ve saygıyla selamlıyorum.



Şerif YILMAZ

Tokat Valisi

Orta Karadeniz Kalkınma Ajansı
Yönetim Kurulu Başkanı

Sayın Valilerim, Avrupa Komisyonunun Değerli Temsilcileri, Dışişleri Bakanlığı Müsteşar Yardımcımız, Devlet Planlama Teşkilatımızın Sayın Genel Müdürü ve üst düzey yöneticileri ve çok değerli misafirler, hepimiz hoş geldiniz.

Avrupa Kalkınma Ajansları Birliğinin tarihinde ilk defa olarak ülkemizde gerçekleştirdiği “Türkiye Toplantısı” na Orta Karadeniz Kalkınma Ajansı Yönetim Kurulu Başkanı olarak ev sahipliği yapmaktan ve önümüzdeki iki gün boyunca birçok önemli konunun tartışılacağı bu toplantıda sizlerle birlikte olmaktan duyduğum memnuniyeti belirterek sözlerime başlamak isterim.

Malumunuz olduğu üzere Orta Karadeniz Kalkınma Ajansı Amasya, Çorum, Samsun ve Tokat illerini kapsayan bölgemizde faaliyet göstermektedir. Kalkınma ajansımızın amacı bölgemizde bulunan kamu, özel sektör ve sivil toplum kuruluşlarını bir araya getirerek mevcut kaynaklarımızın yerinde ve etkin bir şekilde kullanılmasını sağlamak ve yerel kalkınmanın gerçekleşmesine destek sağlamak ve aracılık etmektedir.

Bölgemizde kalkınma için “yeni bir odak noktası” olan Ajansımız, iyi planlanmış, yeterli kaynaklarla finansmanı sağlanmış program ve projeler uygulayarak bölgemizin, milli gelirden aldığı pay, istihdam oranı, eğitim düzeyi, sağlık, sosyal güvenlik harcamaları gibi birçok ekonomik ve sosyal gösterge bakımından daha ileri bir gelişmişlik düzeyine taşınmasına ve bölgesel refahın artırılmasına yönelik çalışmalarını kurulduğu ilk günden itibaren sürdürmektedir.

Ajansımızda ayrıca 100 üyeden oluşan ve danışma organı olarak görev yapmakta olan bir Kalkınma Kurulumuz mevcuttur. Biraz önce Sayın Başkanımız ifade ettiler, yılda 4 defa toplanarak Kalkınma Ajansımızın çalışmalarına yön vermekte, katılım ve yeni açılımlar sağlamaktadır. Ben, bu katkılarından dolayı Kalkınma Kurulumuza teşekkür ediyorum.

Ajansta alanında uzmanlaşmış, ulusal ve uluslararası düzeyde ihtiyaç duyulan niteliklere sahip personelin istihdamı sağlanmıştır. Genel Sekreterlikte bugün itibariyle toplam 34 personel görev yapmaktadır. Bunlardan, 8 uzman personelimiz dört ilimizde bulunan yatırım destek ofislerinde görevlendirilmiş bulunmaktadır.

Değerli Konuklar,

Ajansımız 30 Aralık 2009 tarihinde başlayan KOBİ Mali Destek Programının değerlendirme sürecini tamamlayarak projeleri uygulamaya başlamıştır. Bu program ile KOBİ'lerimizin rekabet edebilirliklerinin artırılması ve dışa açılmalarına destek verilmesi hedeflenmiştir. Bu kapsamda ajansımıza başvurulan 535 proje arasında 79 proje destek almaya hak kazanmıştır.

KOBİ Mali Destek Programına ilave olarak 14 Eylül 2010 tarihinden itibaren ise Ajansımız Küçük Ölçekli Altyapı Geliştirme Mali Destek Programı proje teklif çağrı sürecini başlatmış bulunmaktadır. Bu kapsamda kamu kurum ve kuruluşları, yerel yönetimler ve sivil toplum kuruluşlarının projelerine aktarılabilecek kaynaklarla küçük ölçekli altyapı projelerine destek olarak turistik ve kültürel değerler ile ekolojik dengelerin korunması amaçlanmaktadır. Bu iki program kapsamında toplamda 32,5 milyon Türk Lirası “kamu kaynağı” olarak bölgemizin kalkınması için aktarılmıştır. Her programda bu kaynakların en etkin projelerle kullanılması için Ajans çalışanlarımız tarafından düzenli bilgilendirme ve eğitim toplantıları düzenlenmektedir.

Proje Teklif çağrılarıyla uyguladığımız bu programlara ek olarak, bölgesel gelişmenin hızlandırılması ve bölgemizin ulusal ve uluslararası düzeyde rekabet edilebilirliğinin artırılmasına yönelik olarak 2011 yılında uygulanacak olan güdümlü proje destekleri hakkında büyük ilerleme kaydedilmiş ve illerimizde büyük ölçekli önemli yatırımların yapılması için ilk adımlar atılmıştır. Biraz önce Sayın Samsun Valimizin de ifade ettikleri gibi “Samsun Lojistik Merkezi” bunların örneklerinden bir tanesidir.

Ayrıca, Bölge için önemli araştırma ve planlama çalışmalarının yapılması ve stratejik eylemlerin gerçekleştirilmesine yönelik uygulanan Doğrudan Faaliyet Desteği'ni Ajansımız Temmuz ayında uygulamaya başlamıştır ve bugüne kadar 13 proje değerlendirilmiş ve kabul edilen 3 projeye sözleşme imzalanmıştır. Bu programda başvurular devam etmektedir.

Bunun yanı sıra, Ajansımız Avrupa Birliği üyelik sürecinde ülkemize aktarılan mali desteklerden en üst düzeyde yararlanmak amacıyla çeşitli çalışmalar yapmaktadır. Katılım Öncesi Mali Yardım kapsamında Sanayi ve Ticaret Bakanlığı'na sunduğumuz kısa adı "Ajans Kurma Projesi" olan proje kapsamında yaklaşık 5.600.000 Avro kaynağın tamamı hibe olarak Ajansımıza tahsis edilecektir. Bir diğer çalışmamız olan "OKA Kayıtdışı İstihdamla Mücadele Ediyor" projesi kapsamında ise Merkezi Finans ve İhale Birimi ile sözleşme imzalanmış ve genç istihdamını artırmayı hedefleyen bu 400.000 avroluk proje bölgemizde uygulanmaya başlanmıştır.

Değerli Katılımcılar,

Kuruluşunun ikinci yılında bu noktaya gelmiş olan Ajansımız, inanıyorum ki ulusal ve uluslararası arenada diğer kalkınma ajanslarımız ile işbirliği ve ortak çalışma imkânlarının artırılmasıyla beraber yeni ve daha büyük başarılarla imza atacaktır ve böylece hep beraber bölgemizi ve ulusumuzu daha üst noktalara taşımamız mümkün olacaktır.

Değerli Konuklar,

Sözlerimi bitirirken şahsım adına ve Yönetim Kurulu Başkanı olarak Kalkınma Ajansımız adına bu anlamlı günde bizleri onurlandırdığınız için teşekkürlerimi ifade ederken bu toplantının tüm katılımcılara yararlı olması dileğiyle hepinizi saygıyla selamlıyorum.



Renato GALLIANO
President of EURADA

Distinguished governors and their secretary, authorities, representatives of the Middle Black Sea Regional Development Agency (OKA), colleagues, ladies and gentleman,

It is a great pleasure for me and my colleagues of EURADA to be in Samsun today for this first event ever organised by EURADA in your country and I really appreciate the efforts made by OKA to organise it.

The objective – mirroring the experience of EU RDAs with the newly created Turkish RDAs – is in line with EURADA’s core mission statements. Indeed, among our five core missions, we will discuss today and tomorrow those related to the exchange of experience, supporting the integration of new members in to the network.

Before explaining more in details how we see this, let me first wish all RDAs full success in the accomplishment of their objectives. My personal experience shows that if the right regional governance is put in place and if the RDAs receive the proper support from the politicians, a RDA is a strong tool to contribute to the regional development, whatever form they want this concept to be. If those prerequisites are not in place or if key regional stakeholders do not believe in it, the role of a RDA will be limited.

I wish also to address some warm welcome to the newly appointed staff of RDAs, for my colleagues. Working for a RDA is a great job. Every day you will be faced with new exciting challenges. Planning new infrastructure, helping entrepreneurs, improving the attractiveness of your region, providing better quality of life, contributing to job creation, sustainable development are things you will contribute to. I was very pleased to see your

video underlying some focused point like sustainable development made by environmental sustainability, social sustainability and economic sustainability. Human development is something more than human capital which is dignity of a person and the public,

EURADA is a network; this means that it provides you with a platform to exchange experiences and views on how to better achieve your daily work.

The exchange of views is in two directions: which tools and methods are used to strengthen or implement regional development on the one hand, and which business model is to be put in place in order to successfully run a RDA on the other hand.

With this meeting, EURADA aims to help you to better know what the organisation can offer you and the way you can benefit from a range of services provided, but it is also a good opportunity for us to understand what your current needs are in terms of cooperation with your peers in Western Europe. Are you looking for information, staff exchange, a host organisation for a study visit, etc ? I encourage you to talk to me and to the EURADA team, i.e. Mr Papiernik, Mr Ginda, Mr Saublens and Mrs Tombeur during the coffee breaks and the lunches, and to raise questions after the presentations. We received a mandate from the EURADA Board members to bring back a list of “cooperation wishes” from your side.

A first suggestion could be a common project under the umbrella of both European Commission and Turkish Government, to share experiences and best practices between European and Turkish RDAs. As EURADA, we had an experience with the Portuguese RDAs before and it was a very successful project which enabled us to exchange experiences from existing RDAs in Europe and the new RDAs established in Portugal. In your case you have set up your agencies but probably to share capacity building between old RDAs and new RDAs will be very interesting for both of us.

Another project I would like to mention, on which EURADA and OECD working together is a kind of certification for regional development agencies. You probably could be interested in participating in it.

Let me thank again to OKA for their hospitality and wish all of us a very inspiring event as well as good networking opportunities. I hope this event will be the start of a fruitful collaboration between EU and Turkish RDAs as well as a friendship between RDA staff. Thank you.

A light blue map of Europe with a green curved line starting from the top left and ending at the top right, passing over the top of the continent.

RDAs in Turkey: Current Situation and the Way Forward

A light blue map of Europe with a green curved line starting from the bottom left and ending at the bottom right, passing under the bottom of the continent.

Türkiye'deki Kalkınma Ajansları: Mevcut Durumları ve Gelecek Planlamalar



Mevlüt ÖZEN

Orta Karadeniz Kalkınma Ajansı Genel Sekreteri

Sayın Valilerim, Sayın Rektörüm, Sayın Müsteşar Yardımcım, Devlet Planlama Teşkilatının Sayın Genel Müdürü, Yönetim Kurulumuzun ve Kalkınma Kurulumuzun Değerli Üyeleri, EURADA'nın çok değerli Yönetim Kurulu Başkanı ve Üyeleri, EURADA'nın Genel Sekreteri, Kalkınma Ajanslarımızın Genel Sekreterleri ve saygıdeğer personeli, kıymetli katılımcılar,

Öncelikle şahsım adına ve ajansım adına böyle bir toplantıya ev sahipliği yapmaktan ve sizlerle beraber olmaktan duyduğum onuru, memnuniyeti ifade etmek isterim. Hepinizi saygıyla selamlarım.

Kalkınma Ajansımızın Eurada'yla birlikte düzenlediği böyle bir tartışma platformu 2 gün içerisinde ajansların birbirleriyle tecrübe paylaşımı, bir platform oluşturmayı amaçlamaktadır. Bildiğiniz gibi kalkınma ajansları bölgeler arası gelişmişlik farkını azaltmak üzere ve bölge içi gelişmişliğin sürdürülebilirliğini sağlamak üzere kurulmuş organizasyonlar. Dünyada küreselleşme olgusuyla birlikte ticaretin ve bilginin paylaşımı son derece ciddi önem kazanmıştır. Kalkınma ajansları bu bilginin akışkanlığını sağlamada tecrübe paylaşımının yaygınlaşması ve ortak aklın sürdürülebilir şekilde kullanılmasına ev sahibi yapacak moderatörlük yapacak organizasyonlardır.

Bu projeleri bizzat kendileri uygulamamakla beraber paydaşlarıyla beraber katılımcılık esası çerçevesinde hem kalkınma kurulunda hem yönetim kurulunda çok geniş bir kitlenin temsiliyle özel sektörü, sivil toplumu, üniversitesi ve kamu kesimiyle çok ciddi bir çalışma platformu oluşturmuşlar. Bu istikamette yerele özgü çözümlerin üretilmesi, dünya küresel düşünürken bir taraftan yerel davranış biçimlerinin benimsenmesi açısından kalkınma

ajansları ciddi bir önem arz ediyorlar.

Bildiğiniz gibi Avrupa Birliği süreci 1999 yılında Türkiye açısından bir hızlanma kazanmıştır. Bu hızlanmanın bir yansıması olarak da 5449 sayılı kanun çerçevesinde Kalkınma Ajansları hem Avrupa birliği kaynakları hem de kamu kaynakları kullanımında yeni bir enstrüman olarak ortaya çıkmıştır. Sayın valimizin de konuşmalarında ifade ettikleri gibi 5 milyon 600 bin avruluk bir ajans kurma projesi bizim Türkiye'de ilk defa kalkınma ajansları açısından Avrupa Birliği kaynaklarıyla bir ajansın kuruluşunu ve personel eğitimiyle beraber bölgesel açıdan KOBİ'lerin koçluk eğitimi dahil 3 yıl boyunca teknik destek sunulacağı çok ilginç bir program haline gelmiştir. Önümüzdeki aylarda uygulamasına başlanacak bu program sayesinde hem kalkınma ajansı personelinin 3 yıl boyunca teknik destek alması hem de KOBİ'lere koçluk eğitimleri dahil bölgenin coğrafi sistem altyapısı kurulması dahil çok önemli işlere tanıklık yapacağız.

Aynı şekilde kayıtdışı istihdamla mücadele projesi kapsamında Ajansımız uyguladığı meslek içi eğitim programlarıyla 80 kişinin iş makinesi operatörlüğü kursu sonucunda iş sahibi olmasına da aracılık edecektir.

Şimdi Türkiye'deki kalkınma ajansları sürecine baktığınızda bu girişimlerin bir ilk olduğunu görüyorsunuz. Umarım önümüzdeki dönemlerde diğer kalkınma ajanslarımızın da benzeri operasyonlarda yer alacağını müşahede edeceğiz.

Ben sözlerimi bitirirken Orta Karadeniz Kalkınma Ajansı olarak birlikte çalışmaktan, tecrübe paylaşımına ev sahipliği yapmaktan duyduğum onuru, mutluluğu bir kere daha ifade eder, hepinizi saygıyla selamlarım.



Nahit BİNGÖL

Bölgesel Gelişme ve Yapısal Uyum Genel Müdürü
Devlet Planlama Teşkilatı

Sayın Valilerim, Yönetim Kurulumuzun, Kalkınma Kurulumuzun değerli üyeleri, Sayın Müsteşarım, EURADA'nın Sayın Genel Sekreteri ve değerli temsilcileri, kalkınma ajanslarımızın Genel Sekreterleri, değerli mensupları, sayın katılımcılar ben de saygıyla hepimizi selamlıyorum.

Burada bulunmaktan duyduğum memnuniyeti altını çizerek belirtmek istiyorum. Bu bizim için, ajanslar için çok önemli bir kilometre taşı diye düşünüyorum. EURADA'nın bir ilk olarak ülkemizde bu şekilde bir işbirliğiyle bir konferans gerçekleştirmesini, bir birliklilik gerçekleştirmesini sanırım tarihi adımlardan birisi olarak nitelemek yanlış olmayacaktır. Bu ayrıcalıklı organizasyonda yer almaktan da bireysel olarak duyduğum şerefi ifade etmek istiyorum. Ben izninizle ajanslarımızın bana biçilen görevim gereği mevcut durumlarını ve önümüzde bizleri neler beklediğini sizlerle paylaşmak isterim. Bundan önce esasen konferansın temel temasına, sloganına baktığımızda bunun bize çağrıştırdıklarıyla açılış yapmak yerinde olur. Avrupa'daki kalkınma ajanslarının ve onların temsilcisi EURADA'nın ve Türkiye'nin birbirine ayna tutmasından bahsediyor konferansın teması. Demek ki, biz aynayı önce bir kendimize tutacağız. Ben biraz o kısmını yapmaya çalışacağım. Merkezi olarak aynaya baktığımızda neler görüyoruz? Bunları sizlerle paylaşmaya çalışacağım. Sanırım ajanslarımız da kendi suretlerini ilerleyen zamanlarda ortaya koyacaklar. EURADA da aynaya baktığında neler görüyor? Kendini nasıl tarif ediyor? Bunları ifade edecek. Fakat biliyoruz ki, bütün bu oturumlarda, aralarda resmi ve gayriresmi ortamlarda asıl öğrenme, aynaları bir anlamda birbirine tuttuğumuzda vuku bulacak. Aynaların karşılıklı olarak birbirine tuttuğumuzda malum sonsuz sayıda görüntü oluşur. Ben bu bereketin buradaki öğrenme sürecine de birebir yansıtacağına tamamiyle kâniyim. Aynaları böyle birbirine

tuttuğumuzda oluşan görüntü kadar fikrin, samimiyetin, dostluğun burada tesis edileceğine canı gönülden inanmaktayım. Birkaç başlıkta konuyu ele almaya çalışacağım. Bunlardan birincisi belki ajanslarla ilgili merkezi kuruluş olarak bir iki ilerleme ile ilgili somut rakamı sizlerle paylaşacağım. Sonra ileriye doğru baktığımızda önem kazanan temaları sizlerle paylaşacağım. 2006 yılında iki ajansın kurulmasıyla Türkiye'nin bu alandaki tecrübesi, uygulama tecrübesi başlamış oldu. Fakat bunun gerisinde kuşkusuz uzun süre devam eden bir planlama ve bölgesel kalkınmaya duyulan ihtiyaç ve bu konudaki birikim var. 2008 yılında Orta Karadeniz Kalkınma Ajansımızın da içinde bulunduğu 10 ajans kurulmuş oldu. 2009 Temmuz'unda ise geriye kalan 16 ajans kuruldu. Dolayısıyla 26 ajansın tümü 2009 yılında kurulmuş oldu. Kurulma kelimesine belki biraz açıklık getirmek gerek. Kurulmaktan kastımız ajanslarımızın tüzel kişiliklerini kazanmasıdır. Kurumsallaşma ve faaliyete geçme Genel Sekreterlerimizin, personelin atanmasıyla vuku bulmaktadır. Dolayısıyla şu an itibariyle ajanslarımızın farklı olgunluk seviyelerinde olduğunu görmekteyiz. Şimdi bugün itibariyle ajanslarımızın tümünün Genel Sekreterleri atanmış durumdadır. Personel alım süreci devamedegelen bir süreç. Bugün itibariyle 650 civarında teknik ve destek personelden müteşekkil bir personel yapısıyla karşı karşıyayız. 120 civarında personelin de istihdamıyla ilgili süreç devam ediyor. Bunları üst üste koyduğumuzda ajansların faaliyete geçtikleri noktada toplam teknik personel sayısının 800 ila 1000 civarında olacağını öngörüyoruz. Tabii bu personel son derecede vasıflı bir personel ve ajansların kısa, orta ve uzun vadede bölgelerimize, kalkınmaya getirecekleri en büyük katkının temelinde bu vasıflı insan gücünü gördüğümüzü size belirtmek isterim. Bölgesel kalkınmaya dönük olarak mali destek, teknik destek sağlamaya devam ediyor ajanslarımız. Bunu yapmak için tabii ilk adım olarak bir bölgesel gelişme stratejisi oluşturmalarını bekliyoruz ajanslarımızdan.

Bu 26 ajansımızın gene bugün itibariyle 16'sı bu şekilde bölgesel gelişme stratejileri olarak tanımlayabileceğimiz bölge planlarını tamamladılar. Bunlar da belki uzun vadeli bir sürecin, bir tekâmülün başlangıç noktasını oluşturuyor. Tabii bu planlarla kastettiğimiz husus, planların bir ürünü olduğu bir süreçtir. Bu süreci bölgesel kalkınmanın yönetimi ya da yönetişimi olarak kavramsallaştırmak mümkündür. Ajansların iştiğal edecekleri, temel rol alacakları süreci bölgesel kalkınmanın yönetişimi olarak kurguluyoruz.

Mali büyüklükler konusunda biraz bilgi verecek olursam, 2008-2010 döneminde toplam bütçe büyüklüğü 950 milyon TL. mertebesine ulaştı. Bu bütçe büyüklüğünün tabii ki tümü gerçekleşmedi. Malum ajansların bütçe yapısı merkezi idareden ayrılan kaynaklar ve gelen paylardan oluşmaktadır.2010 yılı içerisinde merkezi bütçemizden ajanslara aktaracağımız toplam kaynak, toplam tavan 450 Milyon TL. olarak belirlendi. Kabaca 200-220 Milyon Euro mertebesinde. Yani bütçe dönemi itibariyle 2011 yılında da başlangıç

rakamı bu şekilde belirlendi. Bu ajansların göstereceği performansa göre bu rakamda belli artışlar olabileceği belirlendi. Sayın Gallieno'nun bu konuda bahsettiği bir husus var. Bir sahiplenme ve adanmışlığın gerekli ve yeterli bir şart olduğundan bahsetti Sayın Gallieno. Ben bu şartın en üst düzeyde bizim ajanslarımız için geçerli olduğu hususunu EURADA yetkililerimizle ve değerli katılımcılarımızla paylaşmak istiyorum.

Mali destekler konusunda bir iki rakam vermek isterim. Bizim önümüzde bir siyasi hedef var. Bu kararlılığın bir tezahürü olarak, somut bir yansıması olarak, bütün ajanslarımızın 2010 yılı içerisinde en az 1 kez teklif çağrısına çıkmış olması şeklinde bir hedefimiz var. Bu somut ve basit bir hedef. Fakat tüm somut ve basit hedeflerin taşıdığı özellik olarak aslında son derecede zor bir hedef. Basit olması, karmaşıklıktan uzak olması bunun zor bir hedef olduğu gerçeğini değiştiriyor. Biz de bu doğrultuda çalışmalarımıza devam ediyoruz ve yine bugün itibarıyla toplam 16 ajansımız, 26 ajandan 16'sı teklif çağrılarında çıkmış durumdadır. Bu 26 hedefini tutturmamız biraz güç görünüyor. Çünkü dediğimiz gibi ajanslar farklı olgunluk seviyelerindedir. Fakat bu hedefe çok büyük oranda yaklaşacağımızı düşünüyorum. Çünkü şu anda bölge planına ilişkin onay süreçleri ve diğer ajanslara ait teklif çağrısına çıkmaları son derecede hızla devam eden bir süreçtir. Ajanslarımızla ilgili rakamlara dayanan somut ifadeler bu şekildedir. Ben belki biraz daha önümüzdeki dönemde bizi neler bekliyor? Neler üzerinde duracağız? Bu konuları da paylaşmak isterim. Ajansların aslında bölgesel gelişmenin yönetişimi bağlamında ajans sistemi işlerlik kazanır ve olgunlaşırken biliyoruz ki bölgesel gelişme de evrimleşiyor. Bu küresel bir gerçeklik olarak karşımızda durduğu gibi, ulusal dinamikler de bunun böyle olduğunu gösteriyor. Yani bu iki süreç birbiriyle etkileşim halindedir.

Arka planda ajansların gelişimini 3 fazda ele alabiliriz. Bunu ajanslarımızla çeşitli vesilelerle paylaşıyoruz. Birinci fazda bir kuruluş aşamasından bahsetmek mümkün Kısa vadede hızlı kazanımlarla görünürlüğü ve bilinirliği artırmaya önem veriyoruz. Kurumsallaşma dediğimiz keyfiyet orta vadede düşünüldüğümüz bir fazdır. Esasen biteviye bir süreç kurumsallaşma kuşkusuz. Namütenahi bir süreç. Fakat kurumsallaşmayla kastımız orta vadede ajanslarımız bölgemizde işbirliklerinin ortaklıkların geliştirilmesine destek olması önem kazanıyor diye düşünüyoruz. Uzun vadede ise ajanslarımızın uzmanlaşma ve derinleşme olarak tabir edeceğimiz bir faza geçmelerini öngörüyoruz. Burada ilgili taraflarca özgün bir kalkınma felsefesinin idrak edilmesi yani bölgelerimizde mevcut ilgili tarafların elbirliğiyle ortaya koyduğu kalkınmayı anlamlandırdığı bir felsefeyi ortaya koymalarına ön ayak olmalarını bekliyoruz. Yenilikçi bölgesel gelişme uygulamalarını hayata geçirmelerini, üretmelerini, keşfetmelerini veya bu alanda inovasyon ortaya koymalarını bekliyoruz. Belki bir anlamda gerek kendilerini dönüştürmelerini gerekse fonksiyon icra ettikleri bölgelerimizi

dönüştürecek adımları atmalarını bekliyoruz. Bunlar yapılırken merkezi düzeyde de kuşkusuz kritik adımlar atılacak. Bölgesel gelişme yine yeni anlayış uyarınca yukarıdan aşağıya yönetimin veya planlamanın veya yönetişimin diyelim aşağıdan yukarı boyutun anlamlı bir şekilde birleşmesi hedefini içeriyor. Dolayısıyla merkezde bizim atacağımız adımların başında yine bir şemsiye hedef olarak bölgesel gelişmede yönetişimin güçlendirilmesi ana hedefi doğrultusunda bir bölgesel gelişme komitesi kurulmasını içeriyor. Bu bölgesel gelişme komitesi çeşitli fonksiyonlar icra edecek, temelde bölgesel gelişmeyi doğrudan ya da dolaylı olarak etkileyecek politikaların, siyasarların koordinasyonunu ve insicamını sağlayacak bu komite. Bunu sağlayacak kurallı bir platform işlevi görecek. Bu doğrultuda bu komitenin de gündemini oluşturacak bir bölgesel gelişme ulusal stratejisi geliştirmek istiyoruz. Kuşkusuz bunları da ajanslarımızla birlikte yapacağız. Biliyoruz ki ajanslarımızın ortaya koyduğu bölgesel gelişme stratejilerinin toplamı bir ulusal strateji oluşturmaz. Mutlaka girdi teşkil eder ama ulusal strateji bunlara da ön ayak olacak farklı bir süreç olarak ortaya konulacaktır. Bu doğrultuda ajanslarımızın bölgesel gelişmede oynayacakları rolleri üzerinde bir iki kelimeyle devam etmek ve ardından da toparlamak istiyorum.

Ajanslar bölgesel gelişmede temel olarak ve yerel düzeyde karar alma süreçlerinin iyileştirilmesinde rol oynayabilir. Yani ana akım destek mekanizmalarını bir kenara koyarak bunu söylüyorum. Kuşkusuz geleneksel, rutin ve ana akım destek mekanizmaları devam edecektir. Fakat ajanslar neden vardır sorusunun cevabını arayacak olursak; burada kaliteli karar alma ve buna yardımda bulunma, bunun kolaylaştırıcılığını yapma ajansların üstleneceği kilit rollerden birisidir. İlgili ve yetkili tarafların kaliteli kararlar almasında ajanslarımızın işlevsel olabileceğini düşünüyoruz. Tabii kaliteli karar ne demektir ve nasıl alınır? Burada ortak akli devreye sokmak veri ve bilgiye dayanmak, maliyet ve fayda hesabı yapabilme ve nedensellikleri yani illiyet bağıını iyi tahlil etme çok önemlidir. Özetle; ortak akılla ortaya konmuş yerel bilgi ve tercihlerin yüksek nitelikli analiz süzgecinden geçirilmesidir bahsettiğimiz. Ajanslar bu konuda ciddi roller üstleneceklerdir. Dolayısıyla ajanslara baktığımızda yeni tanımlanmış bir coğrafi kapsamda, bu bahsettiğimiz coğrafi kapsam 26 istatistikî bölgemizdir. Yeni tanımlanmış iş ve işlevleri daha önce başka birimler tarafından icra edilmeyen iş ve işlevleri yenilikçi biçimde icra etmek zorundadır. Yani, yeni işleri yeni biçimde yapmaktan bahsediyoruz. Ajansların stratejik yönetimi ve kurumsal mükemmelliğin sağlanması mali yönetim kalitesinin güçlendirilmesi öğrenmenin ve kapasite gelişiminin belli bir sistematik temelinde desteklenmesi, performanslarının ölçülmesi ve geliştirilmesi önem kazanıyor.. Peki, bu bölgesel gelişmeyi, bölgesel kalkınmayı nasıl anlamalıyız? Yani bölgesel kalkınmanın yöntem ve muhtevası ne olmalı? Bu şekilde soruyu sorduğumuz zaman tabii burada genel bir söylem ve şablonlar

kuşkusuz var. Bunlar mutlaka verilebilir. Ancak burada ajanslar bu sorunun cevabını yani bölgesel kalkınmanın yöntem ve muhtevası ne olmalıdır sorusunun cevabını özgün ve samimi olarak verebilmelidir. Bunun verilebilmesinde etken olmalıdır. Kalkınmanın yönetiminde veya yönetişiminde yani kuşkusuz idari, mali, teknik, metodolojik, kurumsal birçok araç kullanılabilir. Buradaki kilit strateji ise evrensel geçerliliği olan birtakım araçların yani bir bölgede rekabetçiliği analiz etmenin kuşkusuz evrensel araçları vardır. Bunlar en üst düzeyde kullanılacaktır. Ancak bu yeterli değil, bölgenin kendi renkleriyle, üsluplarıyla, beceri kaynaklarıyla ve belki hepsinden öte değerleriyle harmanlanması, uyuşturulması çok önemlidir. Bu bakımdan bunun da üstünde bölgesel gelişme dediğimiz hadise insanlarımızda ve dolayısıyla mekanizmalarımızda kurumlarımızda içselleştirilmiş olan cevherin keşfedilmesi, kışkırtılması, harekete geçirilmesi ve sonuç alacak biçimde yönetilmesini içerir. Ben netice itibarıyla yönetim ve değer temelli bir kalkınma anlayışının Türkiye’de geliştirilmesinde ajansların çok önemli roller üstleneceğine canı gönülden inanmaktayım. Teşkilatımız olarak da üstlendiğimiz pozisyon bize çok yeni ufuklar açmakta, çok önemli katkılarda bulunmakta diye düşünüyorum. Bu şekilde sözlerimi tamamladım.

Bu konferansın düzenlenmesinde emeği geçen bütün taraflara ve tüm katılımcılara bizi buraya da davet ettikleri ve bu organizasyonda yer alma imkânı verdikleri için özellikle OKA’ya çok teşekkür ediyorum ve hürmetlerimi arz ediyorum efendim.



Trends in Regional Economic Development



Bölgesel Kalkınmadaki Yeni Akımlar



Christian SAUBLENS
EURADA

Thank you,

Good afternoon distinguished guests,

I will take 20 minutes to share you about trends in regional development. Those trends are currently influenced by various parameters as we also heard from previous speakers. Globalization of the economy, financial crisis which means that some RDAs in Europe will have less budget that means that they have to achieve more with less money.

We have also challenge of knowledge, also we have to face societal challenges among them sustainable development and aging population and of course social inclusion.

How those challenges are taken into account in RDAs' daily life?

First of all we have to ask what is economic development. After 20 years in EURADA it is easy to answer this question. It is swift to define it by 4Ps. It is about Place; and whether it is a country, a city or a region, it is about People; the citizen, the entrepreneur, the investors the student, the tourists or shoppers or congress attendees. All of those are part of the development process of the region.

It is about Perspectives; what is the offer you do for your people for the next ten years? Is it quality of life? Is it growth in job perspectives and revenues, experience, dreams we had yesterday afternoon in the restaurant in front of the black sea or is it social inclusion? Of course also this is linked to the Productivity of entrepreneur, innovation, investment, skills and competition. What could be the regional economic development objective? We

have on one hand rising real income per capita, so that you keep the people and talent in your region. Are you aiming to reduce the disparities and foster and cohesion inside your region, inside a country like we heard from the Commission (DG Regional Policy) message or can you enhance competitive advantage and also the attractiveness of a territory ? Finally or you will go for the sustainable development? To reach those objectives we need to improve infrastructure, to attract foreign direct investment, to invest in local and regional potential, may be the population, the people, the talent and of course creativity of your population. We need to improve the entrepreneurship framework condition, but remember that framework conditions are important because only companies are creating jobs. You have to foster innovation, an issue also became critical in global economy and sometimes you have to act in contra-cycle. We have to recognize that in some of the member states in the EU currently counteracting proposals are not fully employed because there are agencies whose budget were reduced by 20 or 30 percent. So how they will be contribute to the future? Also, you have to think about your land planning, the needs between infrastructure and land use, you have to develop community service, utilities, industrial parks and techno parks. You have to look to your dynamics at urban level and also at the industrial one. What type of enterprise support services are you providing? Is it for start-ups or for existing companies and what are you doing with macro enterprises who are the borne of your region? Today especially for when you look at the nature of the EU programmes they want to concentrate on small sectoral support. We heard about clustering in the video, but there are other ways of supporting the real sector; it is not always about training, but it is about retention and attraction of talent. What are the advantages of your region offered for those people? And again how do you achieve social integration? What are the techniques we can use? We can have goal oriented Project Planning and SWOT analysis. Can you have good review of your assets -who or which are they? Or how can you go for regional specialization? Can you look to the value chain of the public services and finally how do you achieve territorial marketing? So you see that I raised much more questions to you than bringing solutions. That is because regions are different.

If we look to different techniques very shortly what can be the goals to prioritize? It will define the means of resources in order to reach a vision or the strategy of a region. So the question you have to raise there is what I have to develop? Sometimes it will be to build new things, whether it is tangible or intangible infrastructure. By tangible I mean road, Science Park or whatever, and intangible is networking between the people and key stakeholders. What is role of universities in economic development? Is it only to train students or can they be active players in cluster and so on. Or when you provide all those services what type of needs you should meet ? Finally, you also have to consider to

build new things instead of upgrading what we have. If you do your work exercise, what would be the key question to ask? The first one would be in the strategic context. How could investments help the local economy achieve its purpose? The second question is how important is the industry in the local economy, are you sure that the type of industry you have today will still be alive in 5 or 10 years period? what are regional strengths? Is the industry more important to the sub-region or region rather than local economy? We have seen from different videos that even in Middle Black Sea region four provinces have different assets. So can you cultivate them and reform them? What are the real desired outcomes of the strategy? What type of achievements do you want to have? I mentioned several. What type of interventions will be the most suitable and how do you achieve balance between the infrastructure and soft support. What will be the partners involved in this exercise? Sometimes it is more top down. But even top down doesn't necessarily mean it comes from the central government. Sometimes people who are responsible at regional level have also top down approach and don't necessarily look to the local authorities behind them. What cost will be the investment? Are we sure that we are making the right opportunity cost? If everybody says today that we need to invest in knowledge and innovation. But what we are financing exactly? Is it a new campus? Is it new course? Is it start up? And how you balance all of this because the resume is not there especially that some of the investments we have longer term effects than some others. So, how you balance the prospects of happening like in ten years with the need of politicians to be reelected in four years? Finally there is the question related to evaluation. What are the measures of success of the investment in that industry? Sometimes you just look whether the money has been spent on different projects. SWOT as an analysis is very typical and you can do it for any purposes you need in your economic development. So assume that biomass is coming from solid oil residues and olive oil residues in a Spanish region. So if you think that transport is important for your region, are you taking that into account? The most important thing is that how you present your SWOT results. In terms of Money, people to be engaged, the type of infrastructure, the knowhow in the region? Or should you make agreements before the regions that have complementary type of knowhow available. How do you transfer that type of knowhow? What are the roles of catalyst? What are the roles of development agency and the chamber of commerce in your exercise? And finally what type of networks both in the region or outside region you will be able to build? This way you know exactly what to do and what type of people to be involved.

I mentioned asset review, often people limit themselves to look to the infrastructure, the human capital, financial capital because we all have to look for some funding sources for

different projects. But there are other type of capitals. They are even more important than the social capital. Are the people in your region open to cooperate? Or are the universities and research centers cooperating with small and medium sized enterprises (SMEs) ? Maybe they are just eager to cooperate with big companies. What is the research and development capital and is that research meets the needs of the region? You can have people who want to invent a lot of things. Other people would like that what is produced is applied immediately by SMEs in your region.

Innovation? What do mean by innovation? Is it rocket science? Is it non-technological innovation like business model? We have recent good examples. Before jet air there were planes. So just invent another way to transport people from A to B. That was not a real revolution. How can you capture your natural and cultural resources to realize economic development ? And of course to do that you have two things to do it in a sustainable way. Often non-spoken is the institutional capacity and administrative capital. You cannot finalize a regional program if the bureaucracy behind that is breaking the speed of doing things you are doing. In my country where I am living, there is a big debate. Green parties in power will give extension to industrial real estate and decide to stop the pyramids of wind energy because they think that it is not in line with what people expect them to do. Everybody wants to travel with plane but nobody wants a airport next door. And finally how you work about attractiveness ? Of course we are all living in a great region, but is it also a perception shared by others ? We all compete nowadays for capital, for people, knowledge and localization of enterprises. So, you need segmentation to offer a little more to the foreigners. Are you looking for manufacturing? Are you looking for headquarters, back office, distribution centers, research centers ? We need to make a proposal for them. If we look at the Arizona case, they have clearly targeted the technology they have in the region and want to attract people and companies.

What are the bottlenecks? Be honest when I read the list. Sometimes we like clear governance. My definition of governance is a way that people agree for the future. And you can have a different vision. Maybe the chamber of commerce believes that it is textile, university believes that it is biotechnology and other people believe that it is tourism. If they don't agree on that from the beginning, the strategy and your future development will be in trouble. Sometimes we have lack of leadership. So, who will in the region bring enthusiasm to be shared by others and make things happen? We have to also recognize that we have a fragmentation of public support services. In a recent paper I have read that in West Midland in UK, they have 5 urban schemes to support enterprises. Who can know about it? How do you deliver so many support services? In other regions there is sense of private investor, or private investors are very risk averse. In other region, sometimes

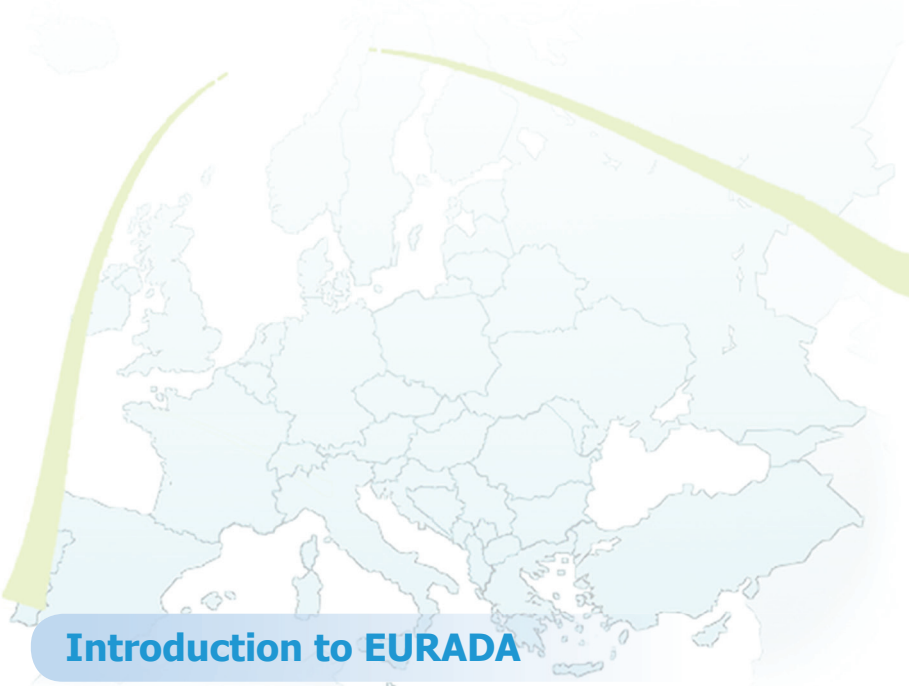
at EU level, they have the attitude of fashion-victim; everybody has a cluster today, everybody has an incubator, everybody has a science park. You have really the assets to perform in it ? In other regions, there is permanent assisted mentality; nobody will move if there is no subsidies and grants in. How can you change that? Maybe through public-private partnerships (PPP), maybe moving to revolving mechanism instead of giving continuing grants. In other regions you can see the pure effectiveness and marketing campaigns. Sometimes there are too many basic schemes and insufficient added-value support services. Again in another recent article for region of 3 million inhabitants, there are seventy organizations pretending offering innovation services. Are you sure that with three million inhabitants there are seventy new companies who are able to receive innovation support services? I put the question on it. And we can all they give as call touch and goes support services. But who is in a region support services on intellectual property rights protection or investment readiness check to make sure that the guys know what the bank expects from him and what venture capitalist is looking before to invest ? We often have to offer of service attitude instead of a real demand analysis. Today everybody speaks about globalization that means export. What is the best way to support export in a company? It is not necessary the best way give them grants to make a market study. Maybe first thing to do is giving them a language course. To make sure that if somebody picks a phone from a customer, he can speak in English. And the second would be some instructions about legislation.

Finally, as already mentioned we have the absence of evaluation culture. So, when we think about governance and strategy, you can have three types of attitudes. What I put here as wishful strategy -famous "I have a dream" from Martin Luther King and "Yes I can" from Obama. But if they have a dream, is the dream, the dream of region ? The other is demand strategy that I told you which is the typically bottom-up and sometimes the lobbism. If you remember two years ago that there was financial crisis and also the car lobby in France, in Germany, in Belgium, in Spain and in Greece. They asked to receive support so that cars are subsidized to buy a new one. I told that we were in the knowledge economy. I haven't seen any minister investing in computer school neither in new equipment for chemistry nor physics in university, labs. What is the relationship between the car industry and the knowledge industry today ? And finally hopefully you will do what I put it a document strategy and then you can say I have a dream and yes we can do together. What type of regional strategy you can look at ? So you can do a generic strategy. Today we have at the EU level; EU2020 strategy. Why not Samsun2020 ? You can have different sectoral strategy and you can also have goal oriented strategy, for instance two years from here a lot of regions will have to create a strategy to capture EU structural funds. As it was said in the Commissions video on structural funds, it will

be a seven year period and you have to think about it. You can have a strategy for cluster, innovation and entrepreneurship between university and enterprise relationships or the foreign direct investment. As always, it is very complicated and difficult to transform strategy to concrete proposals. Because you need to have a lot of things in place and to make sure that the interaction between them are working perfectly. What is your quality of life stream ? What is your quality of human capital ? The funding mechanisms, the knowledge and innovation streams.. What are the entrepreneurial support and internationalization strategy? Finally do you have good market idea about what works in local, national and global level and what can be achieved by this in local, national and global level ? Finally look to what type of innovation you will support. As already mentioned, can you create knowledge competences in technology ? Are you looking for new products or find solutions in production process ? Should we look to new services or focus on new design or branding? Looking for new business models; what are the part of the value chains and the value networks that you were in? Can you imagine you in working practice on organization and managing model ? And finally what role of the public services ? Can they be realized in a new way ? Can they form new partnerships ? Can they use public procurement to support innovation ? And the last point which now occurs especially with the crisis which we have faced two years ago, maybe we have to rethink the segmentation of companies we have and their importance for the local economy. Therefore we have to look for the social and non-profit economy. Than nature of the innovation focus on social and societal part of the economy for instance service to people or eco-friendly support. Then you have a regional economy; companies that have markets in local economy, member states or in global markets and they offer matching sustainable and economic proposal. And finally few companies will go for global operations. You have to address those companies with different offers. Remember that I mentioned two minutes ago that we often focus on offering and ignore the demand side. We have to look to the demand and response in a differentiated way.

So that's all for this session to put into context the challenges we all face together and there are maybe tools to use to have better proposals which take into account our specificities.,

Thank you.



Introduction to EURADA

Avrupa Kalkınma Ajansları Birliđi





Christian SAUBLENS
EURADA

Thank you and hello again,

This time I will speak on three different things: What is EURADA and how you can benefit from it if you are a member ? And the second part will be what are the profile of the members ? And then what are the activities of the members so that we are in the middle of the things which are also topic of this conference “Mirroring the European and Turkish RDAs.

About EURADA, we are non-profit organization, we have been set up in 1991, it means that next year, we will celebrate the 20th anniversary of the EURADA. We have more or less 130 members because it is voluntary membership and sometimes members join, sometimes they leave or as it is in the UK at the moment they have been closed down. We are an independent organization which is financed directly by membership fee. It means that we can have strong voice or independent voice towards the European administration. And of course we represent the interest of the all the organization, network with public sector participation to implement programs on regional economic development mainly in the EU. We have seventeen missions. Renato this morning already talked about two of them. The other one of that is lobbying and fostering good dialogue with the European administration. You have to understand that there are 3000 thousands organizations in Brussels, all of them trying to present their view while the European Union administration is putting this into a program. The second point is exchanging experience via conferences and publications. Third is promoting transnational projects. Renato (EURADA President) also mentioned that we can try to use the programmed for cooperation between EU RDAs and newly created Turkish RDAs. We also try to promote the concept of regional development

agencies in countries where this concept is not strong. There was a conference on that in Portugal a few years ago and we also did that after the Berlin Wall fell in 1990s. We are assessing and disseminating new tools in economic development and RDA management. We are of course serving the members. If you look for a document or you look for finding a partner, we help you on that. The only thing that we cannot lobby EU administration for single member. Finally we try to fasten the integration of the new members from new member states to the EURADA network. We try to establish a dialogue between EURADA and European administration but also between the members themselves. Than members can look what are the type of funding available in EU administration. And what are the legislation directly influencing them ? To do that we have some intelligence, brokerage and we do advocacy and on the other side the members are effectively searching for funding or they want to impact the legislation. How can we see the different activities ? To do that we organize world and European conferences, we organize the dialogue days in the EU administration, we do some thematic workshops, we publish newsletters, we also draft papers and documents reflection on a topic, we also try to be involved in a transnational project, what we is not so much on management, we launch ideas and if members are interested they have to take it over for the management.

From time to time the EU ask for advice and we take part in working committees held by different parts in the Commission, also we try to deliver speeches in conferences and seminars like we do here today. How we disseminate all that we have conferences or annual conferences we brand them in the wording Agorada. The next one will be on the 25th and 26th of November take place in Arnhem(NL). First day we will have study cases and speeches and second day we will visit three companies who have received support from West Netherland Development Agency. They are dealing with open innovation and cluster so that will be interesting to see how the companies have used this tool. Until this year we organized yearly conference for the new member state RDAs. we had also been part of a conference on foreign direct investment held in France. We had three times "The World Forum on Regional Economic Development". We invite people from rest of the world. For instance in the latest World Regional Development Forum we had colleagues from China, Japan, Australia, Morocco and of course from USA. Finally we had a set of newsletters some are in classic in paper and some are in electronic version.

As I mentioned we have cooperation outside the Europe, the next will it be with your country. We do and help for informal cooperation among members, for instance few months ago there was a staff Exchange between members, somebody move to Brussels from Finland. We have another case that someone from UK who was looking for evaluation

of RDA activities, and that is really funny because he receives at least one from Scotland. It is funny that somebody from UK call Brussels to receive something from UK. So you can use EURADA as much as you want. You can be a passive member just wait that newsletters and check inboxes for e-mails.

In conclusion, we try to be to the point and we try to have easy and ready useful information. We have a lot of networking opportunities including with non-EU organizations.

What are the members look like ? The first thing you have to keep in mind that there is no European model. So don't worry that if you would become a member of the EU to say in 5 years or more, since there won't be any bureaucrat in Brussels who would say that your model is not good. The most important thing is to see that there is an unstable environment for development agencies in Europe. I already mentioned that new government in the UK has closed down ten agencies, meantime with the new government in Netherland they gave more power to the regional development agency, previous government had withdrawn some power from the agency. The important thing is what is the trend in your country regarding decentralization and regionalization of your country. Of course it will be also important to look to the regional governance, we have spoke about that in the morning, for instance political party in power is more in favor of regional governance or not. What is the quality of the local partnership ? Sometimes this partnership is very strong and sometimes people fight among themselves and sometimes people on the board of development agencies are there just to make sure that development agency is not doing things which may be problem for them. Of course it also depends on financial means. If you have a budget less than one euro for per inhabitant for your region you will do less than if you are in a position to have ten or on hundred Euros. Finally what type of political support for regional development is on the agenda, few years ago, in the Flemish part of the Belgium, they decided to split the development agency in two parts; the part we was looking to give support to enterprises has been transferred to the organization of the entrepreneurs and the part mainly work on infrastructure like management of industrial parks, incubators remained in to the agency. So whether the model is good or not, we can discuss about it but that was a decision taken at the political level and you have to adapt and change what you are doing. If we look at the members' experience, what can be the precondition of success ? First of all it is the institutional recognition. Are the RDAs perceived positively by all the stakeholders ? Then this is a good sign that it will be successful if not, you enter into problems; you have to fight for your budget and responsibilities that you have. The second will be the quality of the partnership that you are able to built. So we see that in some countries there are good partnerships with

universities, there are good partnership with entrepreneurs and association of private sector and that reflects the success of the agency. The other part will be with the relevance of the midterm vision of the local regional economic development and again this come from the recognition of the institution and quality of the local partnerships. Because some people want to develop tourism, some people want to develop biotech and some want to develop another sector. Is the agency able to structure and foresee what will be happening in next five to six years? And again another important thing is what are the financial and human resources that the Agency will receive. For economic development strategy, governance and then mix of direct and indirect services to businessmen and firms are important whether they operate in commercial sector or not. It is clear that today the social economy is important to built a solid human capital and also quality of the life in the region. The other point of course will be the quality of the human resource in the region. Some region may suffer from a brain-drain and other region may have some attractiveness for talented people, so be careful on that point. If you look at the system it is quite complicated in that since you have macroeconomic developments which have influence on your region, Lisbon Agenda, EU regulations, subsidies, political parties etc. Then you have local complexities or context; what are the local governance thinking about that?, What are the branch organizations and financial institutions and how do they work together ? Finally you have your macroeconomic context; what type enterprises you have and how they work with you and what is their representation in your managing board. This means that you have to work in multiple operational context because I showed already in the morning, you have to take care of incubators, infrastructure, you need to attract investment, if you are in EU, you have to integrate with Commission's policies and priorities etc. So it is not easy to put that all together in a single organization. Last year we did a survey about what are the members are doing and what are their budgets etc. We got 58 responses and in some countries like in Spain, three agencies have 400 million Euros under their management. In other countries, the budget is a little less -around 16 million Euros in Italy and 2.5 million Euros in Germany. But the agency in Germany is not on the level of land but about inter-city cooperation. The budget size of agencies ranges from 1 million Euros to 15 million Euros in general. These figures also show the variety of the agencies in Europe; big ones living with small ones together. If you look at the figures concerning Euros allocated per inhabitant some has less than one euro others have more than six Euros but range let say is between 1 Euros to 5 Euros per inhabitant. The statutory body of the agencies is board of executive directors and the average number is 22. And the president elected in most of the agencies in 3 years but there are also examples ranging from 1 year to 6 years. Staff figure for agencies is in average 34 (2006), 41(2007) and 43(2008) respectively. As you see there is a small increase in average staff employed by

agencies. What are the activities which are more common to that sample of 58 agencies ? First of all it is reflected by all governments, people putting support to companies and technology through clusters, technopols and internationalization. In second part is business location and services; service to investors and also to people looking for the management of the business parks. And third is about regional support and administrative which is financial control and management of the project. So we divided the survey in five points. The first one of course business development support. The business project development(42), support for business developers (37) are common activities of many agencies. But it seems a little strange that less than half of the (22) agencies had reported that they have tools to support the internationalization of SMEs. The second one is business growth support. Results show that business growth advice (39), growth finance work (39), participation in clusters (35) are very common among agencies. When it comes to the local and regional services, a lot of agencies involved in the activities related to enterprise zones (41), technological and science parks (38), development and promotion of excellence centers (38) and physical distribution centers/parks (36). We have also other activities. These are specific activities which targets rural (22) and urban (18) areas and tourism promotion (20). When it comes to services to local authorities, a lot of agencies involved in this activity area especially through putting together development strategies (48) and development advice (46). Also a lot of agencies are involved in the cross-regional activities either in the trans-regional or cross-border form. When we look to contacts with investors, we made a split between domestic and foreign investors. We have more response(43) positively for visiting/receiving domestic investors than the visiting/receiving foreign investors (41). In line with this result average person assigned to these roles is around 3 and 2 respectively for domestic and foreign investors. There are 13 agencies that have offices abroad with around 5 staff. The places chosen are other member states, Russia, USA(Silicon Valley), China (Shanghai) and Japan. Everybody chooses the same place to find investors. Do we have the necessary assets and resources for that places ? Why not choose Texas or the Kansas instead of Silicon Valley ? That places may be more suitable for your region.

Thank you for your attention.

Question: Thanks for your well-prepared and detailed presentation. What is your power concerning Commission's work on regional policy and issues you also related with ?

Christian Saublens: Ok. Good question. But we have to be modest. We have three functions. First is about setting the agenda. We were first to talk about benchmarking and we were the first to make a conference on business angels. So we can draw the attention

of Commission to this kind of issues concerning financing and other ways of assistance. The second is we can try to change the legislation. In early September we had meeting with the general manager of the DG Regional Policy, we have submitted a paper in which we said that article three is not fit for us to do innovation. Because the financial condition you put on it made it too complicated for us to use it. Please in next round of legislation, change it. We also were successful on state aid legislation which inhibits assistance to SMEs with the lobbying together with all relevant stakeholders. And the last point is that we shape a little with what will be the call for Project proposals. Some of you may know about “Regions of Knowledge”. We have at least shaped the agenda concerning this call for projects. The biggest success of the EURADA was with the Regional Development Fund (RDF) legislation. We have secured that they have maintained the tool which is global grants mainly used by Spanish Development Agency. The agency has 100 million Euros for seven years with this tool and without our intervention it would be a trouble for the agency.

Question: You also mentioned in your speech that in Europe every country has its own regional development system. By the way how EU has managed RDAs’ evolution so far and what will it look like in the future ? Also what do you suggest for our situation ?

Christian Saublens: EU will not interfere with the way agencies are created in one country. So you have different set of agencies. In first model let’s say legislation creates the agencies. That was the case with ten English agencies. The problem with this model is that if the new government comes, it could abolish the legislation. And there are certain number of countries where legislation says that regions can or can not create a development agency. That was the case in Spain and France for instance. Third situation is that you use the right of associations in some French regions at the inter municipality level they can come together and instead of playing football they can make economic development. That is also the case in Belgium. The only thing that regional policy impose in the past that there must be regional level which is called NUTS2. It means surfing between municipal states to drive regional funding. You also don’t need an elected chamber. If you go to Bulgaria or Romania, there are development agencies but they don’t have the counterparties on the political level. They are administrative regions. So don’t expect that EU administration will change the system you have. They will not interfere.

Question: We have seen the right picture until now. I would like to ask you to what are the major obstacles you have confronted while building bridges among your members and carrying out your organization’s duties in general ?

Christian Saublens: This is a network so it means it is on the people. People will market the difference. If in an agency there is a manager who is open minded and believing in cooperation then we have a lot of contact with them. So if the manager move or the successor don't believe in cooperation and sharing experience it would be low.

Question: So, how do you evaluate your members overall tendency to cooperate ?

Christian Saublens: You see it is for projects. We do conferences people turn up, people volunteer to make a presentation like friends with me. When I asked that we have to help a colleague in this country, Lucian, Renato and Stanislav said okay. Also in general there are two type of queries. At first people ask for documents or newsletters. Second one is about finding partners for projects. This is a byproduct of EU programs which oblige you to find partners from different countries.

Question: Renato mentioned this morning importance of political support for regional development agencies. We have seen in UK which is also mentioned today that new UK government closes all RDAs and last week I heard that new government in Hungary has not paid any salaries for development agencies since last May. I am just wondering there any lessons perhaps to be drawn from this situation for colleagues in Turkey whether you can expand upon this cyclical nature of politics and politicians on RDAs ?

Christian Saublens: I don't know about the Hungarian case but in the UK it is purely dogmatic. So I am afraid we cannot do anything about it. If you go back to history, Mrs. Thatcher, a name at least familiar to some of you, closed down the existing agency or they offered them the way to be privatized so that share of the agency could be bought by the local authorities. That was the Greater London Enterprise, West Midlands Agency were floating on stock exchanges. When Tony Blair came in to power, the idea to recreate RDAs were came to the table and even we were invited by the minister at that time. The delegation of the EURADA explained the different roles and different models of RDAs in Europe and how they can own their attitude on that. With the UK I think, it is difficult to do something since there is strict legislation to create them. When you use the other forms of existence, there you have to find out how you can generate your own money ? Is it by developing an industrial park and having the fee, land or renting buildings ? The other point I want to mention is that how to build a revolving mechanism whether it is a special investment vehicle (SIV) or venture fund or grants coming from Brussels or capital city to create an incubator and using revenues raised by incubator (supporting company capital) to develop new incubators. It can use the money to create another incubator. It is not the case with grant mechanisms. Of course the legislation must allow you to do that. Also

this is valid for more Anglo-Saxon and Scandinavian model that agency can charge for the services they are doing. If you are in the continental part of the Europe, if you provide public service it must be free of charge. If you start to generate a little bit of your own Money, than you are in a better situation and more independent from the organization giving you the budget. There is also a new trend and it started in Belgium, there are contracts for 3-4 years made by the local authority and agency so that they are secure for more or less 3 years a budget and of course objectives to fulfill. So there are different models but if you have mono-source funding and the strict legislation you may get in trouble if the guys fund you change the mind.

Question: Thanks for your presentation. I would like to ask whether you encourage a country to establish a association of development agencies independent from the government made under your recommendations and what will be your proofs for these recommendations ?

Christian Saublens: If yes and we have done it; directly and indirectly. Especially when the 12 new members started to look at the development issues. We have been the catalyst in Bulgaria, Romania, to some extent in Poland and even in Spain to think that they should make an association in order to lobby and make an influence on their national authorities. We have also indirect effect, I remember the time, there were 5 development agencies in Czech Republic and they only meet at EURADA meeting in Brussels. One day they said that it is stupid to come Brussels to talk to each other and let's come together in Prag or another city. Being a lobbyist for thirty years I say yes but that is great. But you have to find out where you don't have to compete with your colleague. If you talk about innovation and support for SMEs you don't compete with each other. You can learn from your colleagues. Also you should not touch upon the issues like foreign direct investment since it may harm cooperation. Than you can have common position vis-à-vis the legislation in Ankara. If there is a discussion about how to foster innovation and research, you may tell them that it is better to take into account specific features of regions via using RDAs. You can also lobby for the cases like in UK today. You can say that at least give us ten years before you decide to abolish the agencies. Because development agency needs a certain numbers of years to change the face of the region. You cannot change the face of region in two years. So, in principle yes, it is not a bad idea but be careful how you fix your agenda and purposes of your organization.

Question: I wonder whether you have any measure for your members about their effectiveness and also do you have any evidence on the impact of human development

index for their own regions?

Christian Saublens: This is a good question indeed. No, we don't have any indicator or whatever. We even don't have any awards for the most innovative members. It is very difficult because the regions are different from each other, also you have seen differences in finances, it is difficult to do that. But we have a debate on what are the tools the agencies are using to evaluate their performance themselves but we will not make ranking or whatever. What we did in past was a lot of different kind of exercise of benchmarking. From those, we had two conclusions. We can only be inspiring for you. So if you have a process by which you can assess and deliver the grants to a company and it takes three months of bureaucracy, if your colleague is able to do it in two weeks so you can learn from that where the problems are etc. The other point that we have also learned doing the benchmarking, the cost of doing things in regions in the public sector can vary from one moment to the other. I will give you an example. The second president of the EURADA was manager of a RDA in a rich region and she was always critical about the funding that poor regions receive from the EU. She said well when we create a job here ten thousands euro or more, when we look at the Spain it costs around thirty thousand Euros to create one job. Okay you can say it is not fair and inefficient. Then a company well-known in your country, Renault decided to close the factory in the region. She had completely different approach about whole cost of the new job. So, you calculate something in a region one day that seems to perform but on the other day it doesn't. Second the development agency is not the sole actor on economic development. Again we did this benchmarking exercise when you take the absolute figure, city-capital regions will be performing more than the other. But what you are try to understand that if the job created in the state of city is the result of the action of the development agency or not? So we have case where we look, we found out that the most performing regions in the Europe to create a new job is West Castillia. You can ask the president of the EURADA he would not bet one single cent to West Castillia. We have another example in Tampere, Finland where huge number of start-ups coming from universities. A development agency could not demonstrate that it was whose activities creates the start-ups. It is also true for company attraction. It is not easy to know which guy or the institution should had the credit for the investment decision of a company in one region.

Renato Galliano: Instead of thinking about having a ranking on the goal achieved by development agencies, we are developing this concept of label or certification. That means how a regional development agency works and what kind of services and in what way it delivers the services etc. Because the achievement of the goal depends on the

many different aspects not the all of them managed by development agency but having in mind that we the local developer is a profession and you have to be skilled and to do that we need specific tools and you have to use these specific tools in that way. It would be probably better for an association like EURADA to help its members through putting the work in the best way on a paper regarding what they have to do, what is the list of services, what is the way of delivery etc. This is the concept of having a label for development agencies. We are working on it. Not only EURADA but also in other international partners like OECD work on this. we have the experience of all the regional development agencies but you can bring us new point of view with newly development agencies and say this goal is too high and hard to achieve in the short term what we can do that, in the midterm you can do that. So I encourage you to work with us on this topic.

Christian Saublens: Thank you for your attention and listening.

A light blue map of Europe with a yellow-green curved line starting from the top left and ending at the top right.

Case Study N° 1

IGRETEC Charleroi

A light blue map of Europe with a teal curved line starting from the bottom left and ending at the bottom right.

Vaka Tartışması N° 1



Lucyan PAPIERNIK & Levin ÖZTÜRK
IGRETEC Charleroi

Good afternoon my name is Lucyan Paperniek and I am working for Igretec Charleroi I have been responsible for economic development for 35 years. The presentation will be done with my colleague Levin Öztürk. I think we have little time.

Levin ÖZTÜRK:

Ladies and gentlemen,

Today we will talk about our regional development agency and about our regional transformation process. My presentation is based on 5 points. The first Point I am going to talk about IGRETEC, about what we do and who we are. Second, I am going to talk about Charleroi, in order to understand the regional transformation process. It is important to understand what our challenges are, how our past was, and to know assets and opportunities. Third, some of our results of this dynamic change will be discussed. In Point four I am going to show an example about Aeropole and finally I will show you a summary of Projects which we expect to achieve in the next five years.

We are located in Charleroi -Belgium. We were created in 1946. Our number of staff is around 265 and we have an annual budget of 37 million €. Our shareholders are 21 cities, and municipalities We cover an area of 500 km² and a population of 460.000 inhabitants. Our budget per inhabitant is around 80 €. So as you can see we are located just in the middle between France and Germany. We are close to many European big cities like Brussels, Antwerp, Paris, London, Frankfurt, etc.. There are two airports. Also you can reach Charleroi by road, by rail and by waterway.

The system of governance: Our board directors is composed of 29 members who represent their cities and municipalities. Our management committee members are 11 and they also represent cities and municipalities. There are 5 departments. First one is the regional development department. The departments mission is to develop global solutions for each company large or small for each new or established investor in the region. We inform and provide support and guidelines in the number of fields: searching for sites or buildings, recourse to various incentives and regional or European grants, financing investment through venturing capital funds, staff recruitments and training, etc.. We also ensure the interface with the authorities different economic organizations and agencies for which it is a recognized and well informed intermediary. We do assistance to local and foreign companies, , legal and logistic support, and the support on European and regional grants.

Our second department is our design and planning department. It is really important to have these two departments in the same house. Our design and planning department is in charge of water treatment and management, road construction, environment, architecture, stability, special techniques of building, building management, ICT, and town planning.

Lucyan PAPIERNIK: Just two words about the design and planning department. For instance, we had ten years ago, a large Project about logistic, logistic platform, business parks. We are specialized in logistics thanks to the presidency of our design and planning department. We could make this professionally. And with people we could talk together during the whole course of the construction of the infrastructure. It is very important to have for us to have those departments.

Levin ÖZTÜRK: Our clients: Of course our main clients are the companies. But we also work, for the cities and for the municipalities and for private enterprises. We have public-private partnerships. We work with three regional research institutions in the fields of aeronautics, ICT, biotechnology and we also work in association with the port autonomies of Charleroi for the management for the logistical multimodal platform. We also have a client in social enterprises through Carolidaire which is a seed fund for social innovation. We are logistic providers. So we create business in science parks, incubators and we also work for the universities.

Our funding resource are the municipalities of course, the subscription is 1€/year/inhabitant, the other main funding resource are the European Regional Development Funds and the Wallonia Grants. By the way of the call for proposals, and we have various revenues from the sales of land and from the rental of the buildings

Point Two Charleroi: In 1988 we had to face the transition economy, after the golden age

of steel, glass and coal. There were not any universities which are supposed to be the key of the innovation economy. There were only road and train transport hubs. We had very high unemployment rates. And there were a few multinationals, only Caterpillar, Alcatel, and few others.

Levin ÖZTÜRK: We have to decrease the unemployment rate which was higher than 20 %. We have to make urban cleaning, derelict areas and green the landscape, improve the attractiveness of the area, increase the presence of universities and research centers and of course attract new investments in all the fields like logistic, transport, ICT, biotechnologies, aeronautics and printing industry etc.

We have some assets which helped us for our regional transformation process. The first one is that we have a really central geographic location. We are close to the main European urban and industrial areas. We have a qualified and flexible labor force and a wide range of incentives from the European and Walloon development authorities, very dense economic network. And we also have outstanding standards of living within a quality environment.

Our opportunities: The first one and may be one of the most important is the resource intensive cluster opportunity the BIOPARK. The new research and development centers in the fields of Aeronautics, ICT and life sciences. Development of activities around our regional airport and the development of new activities benefiting from the fact that we are close to the capital of Europe. So we can develop the tertiary sector.

The result of the dynamical change: After 20 years of process working we had some results. First one is real estates. Now we have 18 business parks 800 hectares dedicated to 500 enterprises and 20.000 jobs. Two logistic parks and one multimodal platform. Actually there are two new industrial and science parks under construction. Now we have sectors of activities in other areas aerospace, transport and logistics, the food industry, the environment technology, health, information and communication Technologies.

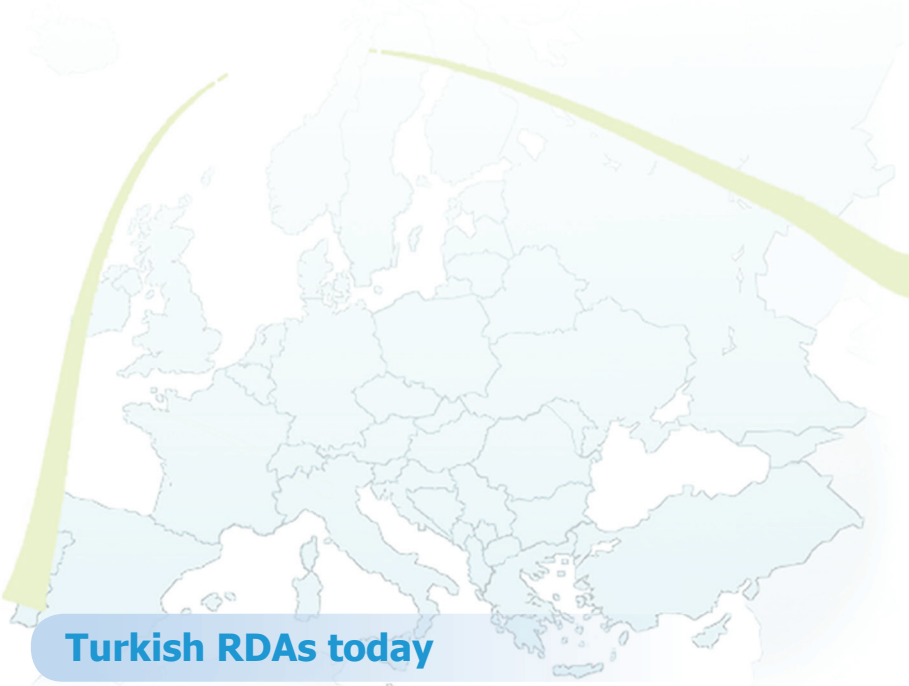
Levin ÖZTÜRK: Logistic hub in the middle of Charleroi is served by three ways of transport: railway, roadway and waterway. Our regional airport is **BSCA: Brussels South Charleroi Airport**. It was a small airport in the 80s, and now it is one of the most important airports in Belgium. There is a brand new terminal and an extension is to come in the next five years. The venture capital we worked with is Fonds d'Amorçage which is a seed fund for SMEs and very small enterprises. And **Carolidaire** is another seed fund for social innovation- SMEs of profitable social economy.

Lucyan PAPIERNIK : Just one word. These two funds have been initiated by Igretec. We are the larger shareholder of those two funds.

Levin ÖZTÜRK : We have one Business Innovation Center (BIC) HERACLES which provides assistance to the creation of SMEs and to innovation, design, creativity, etc. This Project creates synergy between the European Regional Development Funds and CIP (Competiveness Innovation Program) in association with other BIC's and regional development agencies of Wallonia. We have biotech incubators and ICT incubators. We also develop infrastructures for companies which cover 18 building sizing 33.000 m² and hosts 950 people. Other than these we have research intensive cluster in biotechnologies, the RIC BIOPARK, three research centers; CENAERO, CETIC:ICT and IMMUNE HEALTH: Life Sciences.

In 1993 the first company was setup and after 15 years process work, the results are these; we have 100 hectares of land dedicated to 150 companies where 4000 workers are employed. This Project necessiated 300 million € of European and Walloon investments. It was financed 40% by European, 50% by Wallonia, and 10% by Igretec grants. In the 90s the virtual of the area was an industrial sides. Once the European funds came the image has been changed. Today the industrial sides changed into business parks. So the aero pole was the first side to changed. A map out concept: We want to develop something new. and to create an integrated channel,a place to work. As an integrated channel we worked on a plan including high performance research centers and adapted training center. We also wanted to create a place of living so we developed the environmental techniques, green frame and the architectural research. Now there are six business sectors in the aeropole; the biotechnologies, the ICT, aeronautical, services dedicated to enterprises and auxiliary services. We wanted to promote the ecological concept at aerepole.

I would like to tell you a few words about an interesting project we developed with the University of Brussels. It is Biopark; this is a research intensive cluster in a biotechnology. We find here the complete innovation chain with research, IBMM, EMI. We have technology platform. If you want to create new activities



Turkish RDAs today

Günümüzde Türkiye'deki Kalkınma Ajansları





Hülya ÖZÖNEN
KARACADAĞ DEVELOPMENT AGENCY
Head of Unit/ Planning Programming and
Coordination

Distinguished participants,

My name is Hülya ÖZÖNEN and I am head of the Planning Programming and Coordination Unit in Karacadağ Development Agency. I am also the Eurada contact person of Karacadağ Development Agency.

Karacadağ Development Agency was officially established on 22 November 2008 to provide services in the TRC2 Region (Diyarbakir and Sanliurfa). Karacadağ Development Agency was named after the mountain located in the middle of 2 provinces. Karacadağ is acknowledged to be the gene-pool of many cereals and wheat.

Secretary General assumed office on 20 August 2009. The official opening ceremony took place on 5th of December 2009 for Diyarbakir and on 7th of March 2010 for the Investment Support Office in Sanliurfa. After a highly competitive recruitment process, 27 specialists and 5 support staff were employed.

We have different areas of specialization among our staff from a wide range of disciplines; from Civil Engineering to City and Regional Planning and Economics to International Relations etc.

When it comes to the organizational chart, it is very much similar to the other development agencies in Turkey. We have a Board of Directors and Development Committee. In Board of Directors we have 8 members and it is the decision making body of the Agency. We have 100 members in the Development Committee which is an advisory body.

And the executive body is Secretariat General. Under the Secretariat General we have Planning, Programming and Coordination Unit as well as Programme Management Unit and Monitoring and Evaluation Unit and Support Office in along with Investment Support Offices in both in Şanlıurfa and Diyarbakır.

Before activities of the Agency, I want to give you a brief overview of our region (TRC2). Our region is located in the southeast of Turkey which is the gateway of the Turkey to the Middle East. If you look at the main socio-economic indicators of the region, we have a population around 3.1 million. On socioeconomic rank, a study done by the State Planning Organization in 2003, we are 23rd out of 26 regions. That figure is quite old and we are improving. When it comes to the population growth and the other indicators we are above the national average. For instance population growth in our region (19.9‰) is above the already high national average (14.5 ‰). Also total dependency ratio which measures the burden on the productive part of the population in our region (76.9 %) is well above the national average (49.2 %).

We have started our activities with a preliminary regional development plan. Preliminary Regional Development Plan is a participatory and feasible plan that determines the strategies and priorities oriented at motivating and mobilizing local dynamics and potentials. The underlying aim of the Preliminary Regional Development Plan is to facilitate the economic and social development in our Region, to determine the general tendencies and to ensure the specialization in existing and rising sectors in which our Region has comparative advantage. We have conducted different workshops and SWOT analysis during preparation phase with relevant stakeholders. Our objectives are;

- To increase employment, accelerate human and social development.
- To improve the business climate in the region as the center of Southeastern Anatolia and as the gateway of Turkey to the Middle East, to attract and increase investments and to promote the regional competitiveness.
- To reveal the tourism potential of the region, to develop the tourism infrastructure and to promote tourism.
- Improving agricultural production capacity and developing the agro-industry.
- Enhancing the region's industry and industrial infrastructure.

- Developing urban infrastructure and environmental protection.
- Developing transportation infrastructure and turning the region into a logistics center.

I don't want to give detail on our objectives but if you are interested in our region you can read executive summary of the report both in English and Turkish accessible through our website.

For 2010, we have two basic purposes;

- Increasing production and employment
- Revealing the tourism potential of the region and improving tourism infrastructure

Based on the above-mentioned socio-economic development objectives and priorities for the Region, Karacadağ Development Agency announced 2 grant programs through calls for proposals in 2010.

The first programme is Economic Development (12.5 million TL) and the second one is Tourism Infrastructure (10.4 million TL).

To make people aware of our activities and programmes we have conducted Informatory meetings (approximately 2200 people attended) and Trainings on Project Cycle Management (approximately 700 people attended). In Economic Development programme, out of 404 projects, 62 projects were announced to be supported. In Tourism Infrastructure programme Out of 66 projects, 20 projects were announced to be supported. Currently we are signing contracts with the successful applicants.

At the same time we are working on the 2011-2013 Regional Plan. Primarily, Regional Plan Process Planning has been prepared, and division of work has been performed accordingly. Current situation in each sector has been researched and analyzed by specialists. Vision of the Region has been determined in a participatory manner. 17 Sector Analysis workshops have been organized in 2 provinces. The plan is being finalized at the moment.

As I mentioned in organizational chart we have also have investment support offices (ISO) in both cities and they both provide consultancy and referral services for 852 investors and/or companies, 588 in Diyarbakir and 264 in Sanliurfa. They also developed common platforms for specific sectors: Agriculture and Tourism in Diyarbakir, Industry in Sanliurfa

so they come together and find better solutions to common problems.

We also research and publish different set of guidelines and reports which also includes informatory brochures and investment guidelines like country reports. Actually we are working on a report on Iran in addition to Syria and Iraq country reports. We also attend fairs to promote and give information on our region to investors and business community.

Thank you.



Ertan ZİBEL
ÇUKUROVA DEVELOPMENT AGENCY
Head of Unit/ Planning and Programming

Good afternoon distinguished guests,

I am here to make a short presentation on our activities. First, I want to thank to Middle Black Sea Development Agency (OKA) for this ambitious event. I think this is a start and hopefully will open new perspectives for regional development agencies in Turkey to make similar initiatives in order to set future agenda.

As you know, Çukurova Development Agency is one the first agencies established in Turkey. We are four years old and establishment with the Decision of Council of Ministers dated 6th July 2006.

Our region covers two provinces Adana and Mersin (TR62). We have 3.700.000 people in our region with 30.000 km² area. One of the most important factor in our region is infrastructure. In our region we have Adana Airport and Port of Mersin. We have Organized Industrial Zones, Free Zones and Technology Parks. And we have also relatively good multi-modal transportation system.

We work using a quite universal project cycle methodology which starts with planning. We have strategic plan and prepared with the participation of local participants and stakeholders. After this we have programme management phase. Until now we have implemented grant scheme programmes. In the future we plan to implement programmes using different tools. Competitiveness & Transparency and Fairness & Objectivity is very important when managing a programme. As you know this cycle continues with

monitoring&evaluation. Since we are using public money we have to monitor very closely. Evaluation is also very important. After implementing a programme we need to do impact analysis. And this will give feedback to planning and programming unit. Also we have investment promotion and consultation duty as well. In our case It is close to the planning and programming unit. Because main issues are coming from the regional plan and strategies. For instance investment promotion strategy is very much related to regional plan and strategies.

Actually we have completed our regional plan in this summer and we are now at approval stage. Main sectors coming from the plan are (divided in 3 subsections);

Leading Sectors

- Agriculture & Food Manufacturing
- Textile & Leather Products Manufacturing
- Chemical and Petrochemical Products Manufacturing

Strong Sectors

- Paper and Paper Products Manufacturing
- Metal Prod., Machinery & Automotive Manufacturing
- Logistics

Emerging Sectors

- Wooden Works and Furniture Manufacturing
- Tourism
- Renewable Energy Technologies

We also have regional priorities in our region. We can also call them as themes. These are;

- Regional Competitiveness

- Labour Force and Human Resources Development
- Social Harmony
- Livability
- Environmental Sustainability

In regional plan, we are trying to merge this two axes: sectoral axes and thematic axes. So our strategy is product of this two axes.

As I said before our one of our main activities is financial aid. So far we have implemented two programmes one is in 2008 and the other in 2009 (continuing). In 2008 programme we had 454 project applications and we signed contracts with 94 beneficiaries. Total budget of the programme was 40,5 million TL of which 16,5 million TL was grant. And in 2009 programme we have 606 project applications and we signed contracts with 94 beneficiaries. Total budget of the programme was 40,5 million TL of which 16,5 million TL was grant. Related to this 2008 programme, we have an interesting finding on marginal investment amount needed for additional employment. According to our calculations it is more efficient to use regional (Around four times lower; 59.000 TL in Agency programmes and 271.000 TL in country-level incentives.) grant programmes to create jobs in local economies.

We also carry out or participate in other projects

- Technological Villages: Rural Empowerment Project
- Innovation Based Energy Cluster Project
- Mersin Business Angels Project
- Technical assistance to T.R. Lefkoşa Embassy Financial Aid Commission to reform the method of use of the financial aids transferred by Turkish Republic to Turkish Republic of Northern Cyprus
- Technical assistance to Development Agencies in Turkey to help during the institutionalization period by transferring the know-how and experiences of Çukurova Development Agency. Thank you.



Selim DURAN
TIGRIS (DİCLE) DEVELOPMENT AGENCY
Head of Department, Promotion and Cooperation

Good afternoon,

I am honored to address this distinguished group and congratulate Middle Black Sea Development Agency.

I want to give you a brief information on our region and vision. Our region has 4 provinces: Batman, Şırnak, Mardin, Siirt. Our vision is to reflourish Dicle (Tigris) Region as a center of production, trade and civilization where everyone lives in peace and prosperity. To achieve these goals we want to utilize our rich historical and cultural heritage as well as our natural resources and geo-strategeal position in a rational, innovative and participatory manner.

If you look at our organizational structure, you will see that we have a different department in addition to units related with well known project cycle. It is promotion and cooperation department. Why we need such a department ? Since the Agency is newly established and we are passing through a institutionalization process, we thought that it is better to bring all issues difficult to separate and which are very important in this phase, “Communication & Brand Management, National-International Relations & Cooperation “ under an umbrella department.

Before joining to Tigris Development Agency, I was working in marketing sector and I saw that your message, your word, your look, your energy affects how your message is perceived. Therefore it is important for development agencies and you need to manage communication. Then how you can manage communication ?

- First you should create a create a dynamic discourse shared by all team members.
- Build up a true Confidence
- Aware of expectations but do not mind
- Try to discover & face feelings lying behind expectations with questions.
- Aware of the critiques
- Develop an autonomous attitude providing trust and support among all stake-holders
- Become a strategic institution (long run).

Tools currently we have or working on at our disposal;

- Preliminary Regional Development Plan 2010
- TRC3 Tigris Mines Report
- Small and Medium Sized Enterprises(SME Grant Scheme)
- Small Scale Infrastructure (SSI) Grant Scheme
- Sector Reports
- Regional Plan 2011-2013(Being prepared)

Thank you.



Volkan GÜREL
EASTERN ANATOLIA DEVELOPMENT AGENCY
Head of Unit, Planning and Programming

Good afternoon,

The name of my presentation is the pathway from Eastern Anatolia Development Programme (EADP) to Eastern Anatolian Development Agency (EADP) and the importance of an RDA in Eastern Anatolia. In my presentation, I will talk about

- Where TRB2 region is located?
- What are the development potentials of the region?
- What is Eastern Anatolia Development Programme (EADP)?
- What we do as Eastern Anatolia Development Agency?
- What we expect from Eurada?

TRB2 region is located in the eastern part of Turkey covering Bitlis, Hakkari, Muş and Van bordering to Iran and Iraq and closed to Middle East. Our region is mountainous and have large paddock – plain and also we have Van lake which is the biggest in Turkey. Deriving from our regions natural and historical potential for 2010 – 2013 RDP we have prioritized sectors;

- Animal husbandry and husbandry related industry
- Vegetable and fruit production
- Mining and mining related industry

- Tourism (Urartu, Ahlat, Akdamar island, Nemrut crater lake etc.)
- Labor-intensive industry (plastic, textile, furniture, metal products)

The strategies under the 2010 – 2013 RDP mainly focus on:

- the detailed R&D of the potential sectors
- building infrastructure in the related fields
- improving the capacity of the HR
- providing financial support for the competitiveness of the enterprises

So what is the Eastern Anatolian Development Programme (EADP) ?

• It was the first integrated regional development programme in Turkey financed by EU. Duration: 2004 - 2007. It covered Bitlis, Hakkari, Muş and Van. Total budget of the programme was 45 million euro. It has four components. These are;

- Agricultural and rural development
- SMEs development
- Tourism and environment
- Social development
- Grant schemes, feasibility studies, technical assistance, training, mobile health units etc.

If we look at the results we achieved;

- Institutional capacity building: SPO, CFCU, EADU (later on EADA)
- New info transferred to farmers and SMEs
- Grant schemes addressed the capital saving problem, increased motivation on development and developed capacity on project drafting
- Mobile health units: One of the best practices under the EADP which will be multiplied.

Building on this experience our Agency Established on November 2008. We have recruited our staff on July 2009. We have used the benefits of the EADP. We have three calls for proposals (two of them addressed to SMEs and the other is to the farmers) until

now. In addition to these;

- We prepared sectoral reports prepared (Solar energy, textile, husbandry etc.)
- We prepared the PRDP covering 2009 – 2010 and RDP 2011 – 2013
- We worked on the promotion of the tourism potential of region
- We held sectoral meetings with local stakeholders as using the participatory approach.

Why EADA needed in the region ?

- Bring innovative ideas through highly qualified staff
- Improve the HR capacity
- Enlighten the unutilized resources
- Address lack of coordination among public authorities, private sector and NGOs
- Provide financial support to development projects.

What we expect from EURADA ?

- Technical assistance (organizational, sectoral etc.)
- Facilitate sustainable partnerships among Turkish and European RDAs focuses on knowledge transfer (regional planning methods, financing tools etc.)
- Establish new possibilities of cooperation between Turkish and European regions (Trade ?)
- A Turkish manager in EURADA.

Thank you.



Çığatay CERAN
MEVLANA DEVELOPMENT AGENCY
Expert, Investment Support Office

Good afternoon,

First of all I would like to thank you for giving us this opportunity to present and promote our region. TR52 region consists of two provinces : KONYA & KARAMAN. Population of our region is 2.224.547. The region is located at the southern of the Central Anatolia just south of capital Ankara. There exist Cukurova region in the south, Aegean Region in west . It takes one hour to reach the biggest city of TURKEY Istanbul by flight.

Main production sectors includes machine production industry, crane building, agricultural machinery, shoe industry, automotive spare parts industry, biscuit production, food industry. "Konya - Karaman" is a very important agricultural, industrial and commercial area.

Konya is the granary of Turkey. Karaman is the top biscuit producer and comes 2nd in apple production. Our region have a great project potential considering last 8 years.

Our region also has huge potential considering last eight years in EU-financed programmes. Between 2002-2010, in 23 different grant programs, Konya comes second in Turkey with 172 projects and comes third with 17,1 Million Euros grant amount. Also in Karaman 43 projects have been granted with 7.894.566 Euros and Karaman comes 20th in Turkey. In this program Konya comes first with 152 projects and 15,5 Million Euros grant . In total Konya has 25 Social projects, 120 SME's projects, 7 Infrastructure projects. And in Karaman 42 projects have been granted with 7,7 Million Euros. In total Karaman has 13 Social projects, 24 SME's projects, 5 Infrastructure projects.

Concerning our Agency,

Our Secretary General assigned at 20 May 2009. Our staff started at 23 September 2009. We have started 2 programmes in 2009;

- Small Scale Infrastructure Financial Support Program, Budget 3.000.000 TL,
- 12 Projects including water pipe systems, waste management and etc.
- Rural Development Financial Support Program, Budget 7.000.000 TL 46 Projects including Agricultural Irrigation systems , milk production systems, education projects and etc.

In 2010 programme, we have provided technical support for 94 projects.

We have started social development financial support program;

Budget :5.000.000 TL; End Date : 29/11/2010

Economical Development Financial Support Program,

Budget :15.000.000 TL; End Date : 30/11/2010

Thank you for your attention.



Gökhan YALÇIN

Middle Black Sea Development Agency
Head of Planning, Programming and Cooperation Unit

Dear participants,

This presentation is going to be about facilities of Middle Black Sea Development Agency and what we have done so far. OKA has been established within the first group of RDAs in Turkey after the two pilot implementations. On paper, it is established on November 10th, 2008 and in 2009 practically the staff were employed and we turned into a fully operative agency. Like other agencies, on the top you will find the administrative board, then the Secretariat General. Under the Secretariat General there are Planning, Programming and Coordination Unit, Program Management Unit, Monitoring and Evaluation Unit, Human Resources and Financial Services Unit. The first one is in charge of writing regional development plans, basically structuring and designing annual programmes of Agency. Program Management Unit is working on dissemination of details of grant programmes and assisting the evaluation of projects by external evaluators. Monitoring and Evaluation Unit is working on implementation of projects through monitoring of tendering and procurement processes. Human Resources Unit is much internal to the institution itself. Investment Support Offices are for the promotion of the Region, they help to sort out problems of the investors in the region. As discussed in the morning session each agency is supposed to prepare the regional strategy and it's called regional plan. In our Region the Plan is called Yeşilirmak Basin Development Project. Here 5 strategic objectives have been identified in the framework of effective spatial organization, development of human resources, increasing competitiveness of enterprises and fostering opening to foreign markets, reservation of ecologic balances and strengthening the institutional structure. First implementation example of regional development plan is Small and Medium Sized

Enterprises Financial Support Program. This is launched only after two months when the staff were employed. The aims are to encourage sustainable development in TR83 Region, to increase competitiveness of the enterprises and support their internationalisation, to help them have high technology, qualified work force and of course in the end we want to increase the ability to adapt to changing conditions and increase the capacity of the region in implementing grant programmes. What we get in the end; 535 project applications, 79 projects contracts signed with a total investment of 38 million TL. The sectors came to the fore are machinery, metal, furniture, plastic, wood, construction, medical equipments and food sector.

In our development perspective social development is also very important. In order to implement a much better programme, we organized a conference together with the World Bank in Samsun. Here, we discussed the World Bank reports “Expanding Opportunities for Next Generation: Life Chances” and “Women’s Labour Force Participation in Turkey: Trends, Determinants, and Policy Framework” and discussed the current situation of Women’s Employment in TR83 Region. The third leg of mechanism is setting up international cooperation. We had two groups of visits to European development agencies. The first one was to the Irish development agencies and then we visited some agencies in Spain. We had some lessons derived from these agencies. For instance in Spain there was a really good model of Business Development Center and we have some lessons of internationalism and innovation. For the Irish case we had certain discussions about qualified human resources. Today, we are running a financial program for small scale infrastructure which is within the frame of our regional plan. In this call for proposals we have three measures. First one is small scale infrastructure for effective spatial organization devoted to tourism. Second is improvement and Protection of Ecologic Balances and Environment. And the last one is improvement of infrastructure especially for the common production and Commerce. We are also running a project called OKA Fights Against Informal Employment. This is an EU funded project. If you ask me the peculiarity of the Mid Black Sea Development Agency, I would probably say that we are turning into a cooperation who is not only giving money but also taking money from structures like the European Union. OKA Fights Against Informal Employment is an example of this situation. This is a 12 month project with a budget of 400.000 Euros. In the end we expect to employ 80 young people in the work machines. The Project Of Establishing Of Middle Black Sea Development Agency, One Stop Offices And Support-Implementation Center Of SME’s To Improve Their Competitiveness. This project is not about only construction of a building

but construction of an institution. The budget is about 6 million Euros and Under the scope of the project there are Support and Implementation Building for SME's, Domestic and Abroad Training Programs for Project Members, Training Programs for SME's, Promotion of TR83 Region, Institutional trainings, corporate development. So far so good. For the future perspective in the long run we are trying to implement an agency that is focusing on research and development, innovation, coaching and trainings focused financial supports for SMEs. This does not mean sacrificing the social development perspective. Within this framework our region moves forward hopefully.

Soru: Benim sorum Ertan Bey'e (Çukurova Kalkınma Ajansı) olacak. Gerçekten biz OKA olarak diğer ajanslarımızın deneyimlerine çok önem veriyoruz. Özellikle pilot Ajanslar Çukurova ve İzmir Kalkınma Ajansı'nın deneyimleri oldukça önemli. Benim dikkatimi çeken birinci aşamada güçlü sektörler ile lider sektörler arasındaki fark nedir ve genel anlamda sektör analizi yaparken hangi yöntemleri kullanıyorsunuz ? İkinci nokta ise istihdam yaratmanın maliyeti ile ilgili. Türkiye çapında bir merkezi kurum destek verdiğinde, diğer deyişle hazine destekleri söz konusu olduğunda ilave bir istihdam yaratmanın maliyeti bölgesel bir Ajans (Çukurova Kalkınma ajansı) desteği ile yaratılan istihdamın maliyetinin oldukça üstünde olduğunu ifade ettiniz. Bu bulguların daha detaylı analizlerler güçlendirilmesi gerektiğini de ifade ettiniz. Benim merak ettiğim husus olgunlaşma aşamasında da olsa bu çalışmanın arka planındaki yöntem ve araçlar nelerdir ? Yeni kurulan Ajanslar olarak bizlerde önümüzdeki süreçte uygulanan programların etkilerini ölçmeye yönelik analizler yapacağız. Bu sorunun cevabının bu anlamda da önemli olduğunu düşünüyorum.

Ertan ZİBEL: Sektör analizi metodolojisinde yaptığımız 3'lü gruplama tamamen bizim kendimize has bir gruplandırma oldu. Lider sektörler için o bölgede yerleşmiş olan sektörler belirlendi. Güçlüden farkı ise güçlü sektörlerin son yıllarda öne çıkan sektörler olması. Kümelene analizi bunda belirleyici oldu. Bunun dışında konum katsayısı analizleri yaptık. En sonunda çok yeni ancak gelişme kapasitesi olan sektörleri belirledik. İstihdam modeli oldukça kaba bir şekilde hesaplandı. İzleme ve Değerlendirme Birimi'nin uygulanan program sonucunda yaptığı değerlendirmelere dayanarak yaratılan işgücü hesaplandı. Bu tabii başlangıç aşamasında bir çalışma, bu çalışmaları geliştirmek gerekiyor.

Nahit Bingöl: Tüm ajanslarımıza teşekkür ediyorum. Bu şekilde somut aşama kaydettiklerini görmek ve dinlemek bizler için de mutluluk vesilesi oluyor. Bu rekabetçilik analizi daha üst bir kategori olarak söylenebilir. Bu konuda DPT ajanslarla birlikte beraber çalışacağı

bir program ve girişim olacak hem eğitim hem uygulama anlamında önümüzdeki yıldan başlayarak. Bölgesel gelişmeyi çalıştıracağımız çeşitli mecralar var. Bunlardan biri rekabetçilik. Kümelenmeyi bunun altında düşünmek lazım. Fakat formel analiz her zaman güvenilir değil, sağlamlığını farklı araçlarla desteklemek gerekir. Erkan Bey'in anlattığı kümelenme analizi bizim bildiğimiz anlamda sinai anlamda kümelenme değil, istatistiki bir kümelenme analizi. Bu tip mecralarından bir diğeri yenilik ve sosyal alanlar. Bugün sosyal girişim kavramı büyük önem taşıyor. Bu bizim için ufuk açıcı bir konu olabilir. Bu tip sınıflamalar mutlaka faydalı fakat bunlar tek ve mutlak değil. Farklı metodolojilerle çapraz olarak birbirini sınyayan çeşitli analizleri yapmak gerekir. Farklı liste koysak da gerçek ve fark yaratacak asıl sektör buradaki listelerde görülmeyen bir alan olabilir.

Soru: Çukurova kalkınma ajansına bir soru yöneltmek istiyorum. Şu ana kadar uyguladığınız projelerde etki değerlendirmesi çalışması yaptınız mı?

Ertan ZİBEL: 2008 bütçesiyle uygulanan program 2009'da gerçekleşti, dolayısıyla program kapanışı birkaç ay önce oldu. 2009 programı ise devam ediyor Dolayısıyla etki analizi yapılacak bir süre henüz geçmedi. Ama küçük çapta gösterge mahiyetinde verilerimiz var.



Case Study N° 2

Milano Metropoli

Vaka Tartışması N° 2

Milano Kalkınma Ajansı





Renato GALLIANO

Milano Metropoli

Good morning everybody,

I will use my time sharing it in three parts. The first will be giving you some basic figures about the Agency, in the second part I will go deeper into some projects and in the third part, I will show you very briefly some part of our website to consider useful tools to promote our activities but also a tool for working. So, Milano Metropoli is the Agency for the metropolitan area of Milano and it was created in 1996. We are around 25 staff members and right now we have a budget around 3 million. This budget can change a lot, it depends on the project; when we are involved in real estate project you can imagine that budget can raise. We have shareholders and we have a mixed structure, i.e. public and private structure. Most of our shares belong to the public sector and 39 % belongs to the Province of Milano and 19% belongs to the Chamber of Commerce. Then, we have 4 municipalities located in the northern part of the metropolitan area of Milano. This is because when we started Milano metropoli - and that time it was called North Milano Development Agency - the aim of the Agency was to foster the local economy only of this part, the northern part of the metropolitan area. We have also the financial institution belonging to the region of Lombardy called Finlombarda. It is a kind of bank, it used to be a mixed structure, 50% from the region of Lombardy and 50% belonging to private banks, but right now they are completely 100% public. Plus another development agency focused on a small area in the west part of the metropolitan area, plus 5% as private shareholder. Why? When we started, our mission was to work on this area that

had lots of problems because of the closure of big factories, manufacturing and cellular production. And these privates are usually owner of private local bank that are interested in local economy. The size of the impact zone considering inhabitants is more than 3 million people. We are located in Europe, Italy, Lombardy and the metropolitan area of Milano. The governance of the Agency; we have a Board of Directors composed of 7 people designated by public shareholders. The chairman belongs to the Chamber of Commerce and CEO belongs to the province of Milano. We have a strong relationship with institutions at European level, mostly with environmental because we are involved also in the cleaning up process of the ex-industrial areas. At the state level, we are mostly with the Minister of Productive Activities and Minister of Labor. At the regional, province or country level, it is quite clear that we have a strong relationship being them also our shareholders. Our funding resources; 10% comes from European projects; let's say 10% from the state. We have more than 50% coming from project that we do for the province of our first shareholders and around 30%, 28% is from the services we sell on the market, and particularly the incubation activity. These are our structures; Milano metropoli has different projects and legal structure. BIC, Business Innovation Center, La Fucina is a different legal structure from Milano metropoli but belongings right now 50% to Milano metropoli. We used to have 100 % of the shares of BIC La Fucina, the others are projects our brand but they aren't in different legal form than from Milano metropoli. LIB, that means Innovation Laboratory Breda, is a business incubator, Quarto Laboratorio is a kind of research center for the third sector, for the not-for-profit sector, NGOs etc. We have teleservices structure called Proxima. We work a lot in networking and we launched the Italian Association of Regional Development Agencies. Yesterday someone asked if it is useful to have national association of RDAs. We talked that at certain point, it was necessary to have a national association because our government was thinking about changing some rules about local development and we thought that all the agencies could work with national government in order to improve what they were doing in this field. We are member of EURADA, BIC is member of EBN (European network of Business Innovation Centres), we work very closely also with OECD and particularly with LEED program that means local employment and economic development. We use that work with other national and international networks. We also strengthen the local networking activities with universities, with local authorities or the association of entrepreneurs and with the association of Small and Medium Enterprises, with research institutes and with public companies. One of these companies is in charge of public housing.

We have a Board and President and CEO, as I told before members of the Board are

designated by public shareholders, the President is designated by Chamber of Commerce and CEO is designated by province of Milano. Me, that is the General Manager, I play the function of the General Secretariat of the Agency. Then we have activities staff, the internal activities and group of people working on the projects. And in the last year, we focused our activities in three sectors: culture and creativity, territory and not-for-profit. These are our operational area of working. Then we have different activities concerning the management of incubator, the administration, secretary etc. Our clients, who are the structures that can benefit from the activity, are first of all the public sector. We work very closely with our shareholders, but not only with our shareholders, with all the municipalities and the metropolitan area of Milano. This is the first part of our clients. The second part of our clients are private companies, private enterprises with the incubator but also with services delivered by BIC La Fucina that can help people that want to open new company and we discuss with people the idea, transforming this idea into business idea and transforming business idea in a business plan and then making a plan to open a new start-up by providing services and spaces inside of our incubator. We work a lot with the social enterprises. We consider the third sector, the not-for-profit sector, as a productive sector with different goals than common or ordinary enterprises focused on making revenues for shareholders. The third sector in Italy is a strong sector and the aim of this sector is not providing revenues to our shareholders, but is providing services for the territory and providing activities to disadvantaged population or group of people that could be handicapped people with difficulties or immigrants or in some cases women that have problem to enter in the labor market or to re-enter in the labor market. We launched in Italy the Business Angel Network but right now, the Business Angel Network is a completely independent structure from Milano metropoli, from BIC La Fucina, but we still have a very close contact and we work together in order to be able to find out the new start-ups in our area. With the university, research center and technology transfer organization, with some of them we signed specific agreements, with the others we usually work together in managing together projects. The utility sector is not relevant for us, we deal with them on specific and very focused projects, but they are not our target. What kind of services we provide? Infrastructure, incubator and industrial areas but I will go deeper into one of these, particularly how we built industrial areas for SME's in the northern part of the metropolitan area. We provide what we call soft support help to finance technology transfer, mentoring business plan etc. We don't finance directly SME's but we help them to find financial resources from the -let's say- public market, financial aids, or the private market with specific agreements with local banks. And we provide support to the regional authorities to our shareholders making for example the urban strategic planning for our

area. We started with the northern part of the metropolitan area but in the last three years, we were involved in also at the metropolitan area - that means bigger area - making the strategic plan for development. But we think we are able also to suggest our shareholder with new concepts, for example in a part of the province of Milano we saw that wellness could be an interesting productive sector and we make a plan for the province of Milano in order to help all the activities in this sector and to strengthen their business. But we will see it later. Our main objectives are enhancement of the local area with strategic planning, with projects focused on governance with urban re-development, promotion of the area and we are also involved in mobility and infrastructure. I mean mobility is we declined all of this concept in a sustainable way. What does it mean: sustainability for a RDA? As I mentioned yesterday, we consider sustainability based on four pillars: The first is environment and energy; it is quite clear what I mean with this. Environment projects for saving energy or producing energy in a different way etc. Social sustainability that means we are tempted to the inclusion of people or group of people with problems. Why a RDA need to work in this field? Just one suggestion: If you have a territory that doesn't have any problem with particular group of people and the concept of inclusion is embedded in regional development concept, your territory is more attractive for foreigners that want to come in your territory to open new activities, to live there; because people coming from other parts of the world, if they have to choose to come to Milano or Paris or to another urban area in Europe, they are thinking about their job, that's for sure, but they are thinking also about if the area is safe for him or for his family. For example; if you have good services, if you have good schools, good educational system, if you have lively cultural activities that you can spend your free time etc. It is not only focused on business, but it is focused on different aspects of life and we think that social inclusion is an important point for enhancing the attractiveness of the area. Near the social sustainability, we have the economic sustainability. What does it mean in our use: economic sustainability? Just an example to clarify what I am saying: In the middle of the 90's, when all big factories closed in our area, we thought about the strategy of re-industrialization of our area. We had two chances: making a big effort to attract in our area Toyota, let's say - yesterday Christian talked about Toyota - or other big international company that come to your territory, they plant a new factory, 10.000 employees etc. or fostering and helping the local SME's to become the real engine of local economy. What's the difference? Yes, it's easier if you reach big investor and if you agree with investor to make big investment in your territory to re-develop the territory and foster local economy. But, usually these big multinational companies take their decision on the basis of few aspects: cost of labor, financial public aid, the taxation system and maybe the location; if location is near to the

market or is near to supplier etc. All of these aspects are completely independent from the local level. You can't do something for, for example, the labor cost. Labor cost depends on many things and something that is managed at national level, not at local level and is managed anymore at local level but probably at European level in Europe and it depends on completely disconnected to the local power or to the local possibility that you have. So, to your account in your territory and after 5 years, they realize that in Thailand they have better condition for the labor market, for the taxation etc. and they simply move to another country. And you have to restart with another project, with attracting something else etc. This phenomenon is very well-known in some parts of Europe and particularly right now in Ireland, they were able to attract big international companies with some financial aid but right now they are dealing with business retention because these multinational companies want to move to another part of the world. Fostering local economy, helping local SME's is more difficult and it takes longer, takes many years because you have to work with small entrepreneurs but small entrepreneurs are rooted on the territory, they are family, they know their client, they know their suppliers, they live there and they take decision also considering where they live. So, we choose the second way and we think it is more sustainable working with local economy, working with local SME's, then attracting big multinational players because as French speaking say, sustainability is 'development that can stay longer in time' and we choose this. The fourth pillar is the institutional sustainability. What does it mean: the institutional sustainability? It means that all different administrative levels have to be in the correct way, want the same thing and putting altogether with different competences the right tools in order to foster the economy. That in our case means the European level, the national level, the regional level and the municipality level. Four administrative levels. That means when you have to sign an agreement to make project on re-industrialisation, that agreement has to be signed by national level, regional level and municipalities, and it is financed after sent from the European Commission. All these aspects have to be on the line and have to agree on the final goal but also on the operational tools that you have to launch and to manage because if the municipality for example doesn't agree about the change of the designated area that could host the industrial activities instead of housing, your project is completely out. So, working with different administrative levels and trying to put together all these decisions is what we call the institutional sustainability. This is an example of a project that can try to put together environment, energy and social responsibility; it is the first corporate responsibility fair in Italy. Social responsibility is an important task; it is about what is the responsibility of the industrial sector using local energies. What I mean by local energy is they use local skills, professional people, local services; they use road,

they use the telecommunication system, they use everything at local level. What they give to the local level? They give salary – yes, they do – but is it enough? All these aspects of what is the social responsibility of the companies at local level is considered in the social responsibility aspect. And it becomes very important in some moment of industrial development because when a company wants to leave the territory and leaving the territory the industrial area remains there, and the public sector has to deal with the cleaning-up process for example and to pay for that if the company is leaving. What about the unemployed people that can't move with the company to another state? So, in this case social responsibility becomes an important point that public sector has to agree with the company/enterprise. Another aspect that I am trying to take together and to make comprehensive whole aspects of the industrial process are the guidelines for setting-up and managing ecological aspects that keep the industrial areas. How make an industrial area that is, let's say, not a problem for a territory and how you have to build this industrial area taking care of environment, energy, transport, managing the industrial area, services for people working there etc. We produce this guideline with all of our stakeholders, I mean the province, the region, the chamber of commerce, the association of entrepreneurs, the association of artist and handcrafts etc. So these are our main projects and before going through to see some specific projects and particularly what we did in the industrialization sector, I would like to ask you if you have any questions on this, please:

Mevlut Özen: First of all, I completely agree with what you have said about factors of sustainability, I really agree; but I would like to learn more about - you said social enterprises prepare project sometimes - what kind of social projects you are involved in and can you give more about the idea and you provided services because in your budget also you have 28% of your resources coming from services provided by yourself. What kind of services and what are the expectations from the agency, what does the government expect from you?

Renato Galliano: The other partner social enterprises, OK. First I have to say that our project is not to do something that the market can provide. We want to work as a system integrator, putting together different sectors providing different services but not double the services. What we did with not-for-profit sector - third sector - social enterprises or better social cooperatives because in Italy we have a special law for social cooperatives and the aim of the social cooperatives is the integration/inclusion of people with problems. These people with problems could be as I mentioned before people with some handicap that have problem to have job but the public sector has to pay for providing services

to these people and it's the public cost. If they can find a job, we reach two goals: The first is that we can save public money to provide services to them and the second is that these people can help the local economy providing their services too, their energy, their work, their activity. When we had to face very high unemployment rate for the local system - we reached 10-12% unemployed people in the northern part of Milano - the social cooperative played an important role because they were able to help families with problems providing services to these families and helping them to re-enter on the labor market. We did this with an agreement with the trade unions and with the association of entrepreneurs. But these services were delivered by social cooperatives and the social cooperatives made training courses for these unemployed people. They hire people for 6 months, 1 year, for a limited time in order to help them to re-enter on the market. These are specific projects we helped them to find financial resources to deliver these services. But we saw just the beginning that it was not enough to have specific projects. We need a kind of center that can help all of the social cooperatives in producing services for the local community. So we open with them a research center focused on social economy. Social economy in our case is not only for unemployed people, for immigrants etc. They provide also services to the public administration, they provide services like the green on the park of the municipality, they take care about the small parks in the gardens in the municipality and the municipality instead of paying a normal/ordinary company/enterprise to cut grass on the park, pay a social cooperative; the social cooperative has some obligation in order to cut grass, they have to employ people with difficulties. And this is a circle. Did I answer your question?

Mevlut Özen: Very nice, thank you very much. I learned a lot. I think in our cities, in some provinces that can be implemented because we have a lot of voluntary associations, non-governmental organizations. This kind of activities also can be done with the disadvantaged people. Thank you very much.

Question: Thank you for the presentation. I wonder why you don't directly support SME's financially. Are there other mechanisms in Italy or is there a particular reason for that?

Renato Galliano: We don't have money to support. We can help SME's to find money – where the money are – but we don't have money. Only in one case, we had money to do that. We applied for a big project to the Ministry of Labor in Italy and this project was made by 5 actions. One of these actions was to finance directly the SME's with innovative projects. So, the Ministry of Labor gave us money and we launched a public call in order to receive innovative projects and we financed directly the SME's. Otherwise,

you can find money at regional level – regional government – in some cases also the province government - not anymore because the financial crisis cut everything in Italy or at national level or at the European level by answering to public call. But it is very unusual that Development Agency can finance directly SME's.

Question: I want to learn that you mentioned that you have mechanisms called support mechanisms and in this regard, you mentioned about technology transfer. But from the presentation we learned that you have a small budget. So, how do you conduct these technology transfer projects with such small budget? Can you mention about it?

Renato Galliano: Technology transfer is not something that can cost a lot, first of all. It is more something that you have to find the right technician to do that. Generally speaking, the technological transfer process starts with a kind of review, technological internal review in the SME's and then find what the problem is, looking for the right person or the right research institute to answer this problem in order to solve it and to put in place the result of the process. The relationship between the SME and the research center or the university or the technician, the expert in this sector is a matter of relationship between the SME and the research center. We can provide help for them, for example by writing together a project in order to finance all the process. But this money doesn't come to us, goes directly to SME's. We play role of coordination, we play role of looking for the right research center but this money doesn't come to us, goes directly to the SME. So, because of that we don't have in our budget this aspect. As we approach this being a systemic integrator, it is not necessary that all the money pass through the Agency to go to the SME's or to go someone else. We help SME's to find money, but the money usually goes directly to the SME's.

Question: You mentioned about disadvantages of attracting foreign direct investment and you focused on SME's. Despite this, do you have a division interested in foreign direct investment or did you totally ignore that area? If like this, secondly you have an old RDA, did you have an effectiveness report about SME's in your area? Thank you.

Renato Galliano: We don't have an internal department for foreign investment. We work closely with the promotion agency in Milano. It belongs to the Chamber of Commerce and they have offices all over the world. And they do that, but when they find an investor in Brazil or in Canada and this investor has to find a new place, a new industrial area or offices in Milano for example. They don't know, they simply don't know because they work in Canada, they work in some part of Brazil etc. They have a small office in Milano

and they don't know really the real situation in the metropolitan area. So, they ask us to help them to find the right place for the foreigner investors. We work in that way, but we don't do any campaign for attracting foreigner investors. Other agencies are focused on that and we work closely together. To the second part of the question, what are the results with the SME's? Later, I'll show you a project with some figures about re-industrialisation of an area in our region.

Question: We know that SME-based industrial policy is behind success of Italian economic development, but according to the literature, in recent years Italian industrial districts have been linked to the poor Italian growth performance. So, how do you explain this? What has changed in Italy and why industrial districts are not performing well in recent years?

Renato Galliano: Difficult question and probably I have to write a book in order to answer this question. Industrial districts in Italy were an important tool for the local development. They were born in that way: There is someone producing an object and the company grows. Someone from this company exits from the company and opens another company very close to this, producing the same or a part of this object and this process was a process of catalisation of activities in specific areas. This is not yet a district, this is an industrial area specialized in something. In order to face the market, in order to gain new sector in the market, the industrial district makes a kind of internal specialization according to the value chain of the production and each part of this chain was very very specialized and very efficient. This is the reason of the fortune of the industrial district. Then what happened? In this process, also the research centers entered the district but what the Italian district in my view weren't able to do is to maintain a strong connection with two parts: the research part and the production part. This relationship was not working very well in the last 10 years let's say, and this is because our industrial district loses some part of the market. The new industrial districts are called clusters, but cluster means adding together three actors: public sector, business sector and research sector. The three of them, the academic call them the triple helix, but now they are thinking about the penta helix with also citizens and the third sector, a new concept of cluster. But at least the three aspects and what we didn't do in Italy is exactly this; we don't have a strong research sector helping the productive sector. This is our problem, yes. Last question and then we go ahead. Please.

Question: Can you please talk a little bit about your personnel, the number and qualification of your personnel and decision making procedures within the agency.

Okey. Skills and how the agency takes decisions. We have around 25 people working

in the agency. We have staff with different competences. We have engineers, we have architects, we have anthropologist. We have administrative people focused on management. So we have different skills and we look for specific skills on the base on our working sectors. So if our shareholder like is doing right now us to work closely with the company in charge for social housing we need someone that is able to work in this field. That means knowing the real estate market but knowing also how to deal with poor people that is living in social houses. You have to go there to explain the project. Because you have to ask them to move from their apartment, to go somewhere in another place and to come back. This is a completely different approach than technical approach. So we have also psychologist working with us. Usually they are not internal resources but they are consultant that we hire for the specific project. How decisions are taken in our company? So we have the board of directors. It is at the end the body in charge for everything. Two people that can take decision daily are the CEO and the General Manager. We provide information and budget to the Board of Director and we provide also a strategic plan for the agency. The strategic plan has to be approved by the Board of Director. The budget and the balance sheet at the end of the year have to be approved by the assembly, the shareholder assembly. But to the daily decision is between the CEO and the General Manager.

Someone from Izmir here? No one from Izmir. So I can talk about Expo 2015. You probably know why I am joking with Izmir. Because Milano and Izmir made this competition in order to win the international Exposition in 2015 and Milano won this competition. But we had lots of problem in order to start with the project. What I mentioned before the institutional sustainability in this way didn't work at all. The municipality doesn't want to buy the land want to rent this land and give back this land to the private with a very high indicator that means the possibility of building houses, shopping center etc. There is an index in Italy that compare the land with the possibility to build on this land and this fight between two administrative levels was very very hard in Milano. We were scared about not being able to work on the exhibition. Two days before the end of the process they reach an agreement. So the BI the Bureau International accepted this proposition coming from Milano. But apart to this, that is not my business, what Milano Metropoli did for Expo 2015. You probably know that this international exposition and the subject of this exposition is for the energy for life. We told that the territory, the local community the local business community, the local community focused on research, university etc. but also institution and third sector, social cooperative etc. they have some project concerning this subject. So we launched a competition called "Expo dei territory". That means Expo for territories and we received 170 projects presented by almost 700 organizations that taking part to the competition. 42 projects won the competition and we created this project park,

project list. We still are in contact with them in order to develop these projects. Projects are in the field of research, in the field of commercialization, in the field of governance, in the field of international cooperation with developing countries. This is something quite new for development agency. But if you think in that way a territory host a big international event how can I bring from the international events added value for my territory and if you think about Olympic games, if you think about football competition, international football competition, international exposition or many other things or like Istanbul at this year capital of culture. How can I benefit from these big events that usually attract people and investors on my territory? This is the reason why we work on it and we are still working on this aspect. And I give you some suggestion on different project completely different each one from another because you I think regional development agency add to be able to deal with many different assets. Local economy is based on diversity. And diversity means different projects like this international project, very very local, very focused projects or delivering very specialization very services specialized in some field. And you have to be able to pass from one to another and that is require a mental dynamics that you can learn by doing this kind of activities.

This is one project Expo 2015 and this one is another project completely different something that we did because of deindustrialization of the northern part of the metropolitan area of Milano. So starting from the second half of the 70's big heavy industries closed and yesterday we mentioned also the closure of the steel production and I would like underline that the closure of the steel production was supported by the European Commission. And right now we need again a new steel production because China is buying everything in the world in this field. And the biggest local production of steel where made by the group called Falk, received lots of money from the European Commission just to close and to maintain on the market a standard price of the steel. Right now after twenty years we are in opposite situation of this. But apart of this general consideration the area faced some important problems. First was unemployment rate that was more than ten percent and in province of Milano we are under five percent usually as unemployment rate. The role of the public policy in that period these four municipalities that use to consider themselves the engine of the industrial sector in Italy lived something that was completely unacceptable for them. They lost their identity and to the local community loose the local identity because all the community was organized with this task: producing in big factory. And the bars and restaurants etc. they open or close following the timing of the factory. In few months the community was completely different and they have lose money, jobs and identity. So the role of the public sector was what we have to do in order to relaunch this area. We add a peer review made by OECD in 1996 and one of the suggestion was, you need a local development agency that will be

the focal point of for the relaunching of this area. we and north Milan development agency was set up in 1996. Here we have a list of strategies that we considered in our activity to transform the crises in opportunities support the great entrepreneurial vitality of the area to take advantage of possibilities connection and reuse of the ex-industrial area etc. what they want to underline is this. When and I said that because I am talking to professional of local development and each of you have a task to understand the region you work with. What kind of activities you have to launch, what kind of decision you have to take what kind of sector you have to strength in order to have a better a local economy. You have to start considering what are the local vocation, what do you have on your territory, what are the most important thing, what is the added value that you can use in your territory. If in Samsun the strategic position of Samsun suggest that Samsun can become an important logistical point, probably is not necessary to invest in other activities and having aeronautic sector. So the plan for fostering local economy as to start to consider what you have in your territory and what is the vocation and that means what are the heart of territory. If you have space, if you don't have, if you have industrial sector or if you don't. What are the soft, what are the skills of the people, what are the characteristics of the people that you have is the territory attractive for someone or not for the other etc. but starting with the local capacity that you have. We did and we started to the possibility to reuse the ex-industrial areas. In metropolitan area when you close a big factory this brown field could be a big problem or could be a big opportunity if you are able to launch a big project on this brown field. The problem is taken local economy framework, employment, social problem, lost of identity and land use. We started with also some financial tools of course. We made a framework agreement with the three level of the public sector in Lombardy. And we received more than 15 million euros from the Ministry of Labor. We were able to find almost other 10 million Euros from other public fund, more than 4 million Euros from European Commission, and other resources that we put from the project. But this amount of public money was able to attract more than 676 million. So the leverage of the finance of this public money was enormous. Using at this beginning of this process public money that we were able to attract 700 million Euros of investment in that area. I think public money has to be use not to divide public money but using public money in order to attract private investments. Some figures that someone asked me you have here some figures more than 70 SME's were created. These are figures at 2008. At the end I can give you all this materials for you. You can ask the OKA staff to have these slides and figures. We dealed 4 industrial districts to business incubators and laboratory for artisan and commercial activities.

Other activities. You have seen what we did for EXPO 2015. What we did in the industrial sector. This is a completely different activity. We have in Milano some important sector,

let's say. You probably know Milano because Prada is there, because Armani is there, because we have the fashion week etc. and because of design. Design is an important sector for Milano, employing thousands of people in different stage of producing furniture. But right now design is not only for furniture. You have design for services, for food, for everything. And this is a vocation for Milan. This is very important point that we have to strength. Design and fashion was one of our strategic sectors. On which Milano Metropoli is involved. One of our activity was this, making a international road show called Milano made in design. Not just showing a chair or a bottle or the object of the design but showing what does it mean a territory producing design. What kind of skills you need, what kind of activities are involved in producing a chair or a table. Starting from the universities, international schools of design and the artisans and the communicators etc. the value chain of this sector. We made this exhibition "Milano Made in Design". We started with New York then Toronto, Tokyo, two places in Tokyo, Beijing and Shanghai. These are some figures about the exhibition. So you see that we pass from reindustrialization, building an industrial area and to the international exhibition, a kind of road show of objects territory. The speakers involving the commercial part of the embassy so that Italian embassy in different places etc. These are some pictures and information about "Milano Made in Design". It was promoted by the province of Milan and the chamber of commerce of Milan and in the second part of the exhibition also with the municipality of Milan and someone asked me how you take decision. This was decision taken by our staff, internal decision. We decided that it was good thing to make this exhibition and we propose it to our Board, to our shareholders. We make kind of activity for finding money, with public money and private sponsors we launched it. All the company and association of companies that there is mainly associations focused on lighting, focused on different sectors in design were with us in order to launch and to promote this exhibition. And this is my very last point and it is something interesting from my your point of view. We don't have in Italy for example a minister of planning. Planning is made by each region. I will move from Milano Metropoli next week to a region and in which sector in planning. Because planning and the organization of the territory is the base of the local development is there. Where you choose how to use an important aspect that is the territory. The territory doesn't mean only land; It means capacity all you have on and under the land. So I saw in your presentation yesterday that many of you are involved in planning activity. I am very happy about it. Because in Europe for example a RDA are more focused on SME's services or cluster activities or innovation etc. Planning is something that only right now coming as a task of development agency. We do that and these are some planning activities that we did in Milano. The first "città di città" that means town of towns is the strategic planning of the province of Milano that is almost the metropolitan area of Milano made by different

focused and different area in polycentric way and altogether formed metropolitan area of Milano. This was made with in collaboration with polytechnic of Milano and the way that we use was again a public call asking from project coming from the territory. The second one is the process of adapting the territorial plan for the provincial coordination. That means this. The second administrative level is the province and then you have the municipality. You have a strategic plan at the regional level. You have coordination plan at the province level and then you have for each municipality a specific tool for planning. We work with the province to help to make a coordination plan. Just to give you an example because this coordination plan is important for local development. In Milano we find the attractive pulse in the province of Milano specialized in different aspects. There is a pool where all area districts more focused and specialized in something or you have the health system aggregating different hospital university, research center, services in this sector etc. in a specific area. So we did this. In another part of the metropolitan area, you probably have is more focused on services or in financial services or in communication. This is the base on which that you have start with understanding your territory in order to conceive new project to help this economic sectors. The third one is a very focused project for 7 municipalities. If you go down the strategic planning to the province level then you have the coordination at the province level and then you have the planning with part of municipality that is quite clear that you have to maintain a strategic vision at first but you have to deeper into the real problem and facing aspects like mobility like industrialization, like brown field, like connection, like services where to put services on the territory for example that are very very operational, very concrete. Sorry if I was very long! stop myself. Please if you have questions.

Question: Hello, first of all I want to mention that I am from Izmir, Izmir Development Agency. I was outside when you talk about Expo situation. What I want to learn is how you managed to beat us, to win the Expo. Can you give some advices to us? Because Izmir plan to be nominee for the further Expo's. What can we do better than we did in the campaign process?

Most important points for the project was we were able to put together all the administrative levels and the governance on the institutional sustainability as we talked before. We have the help and all of them were able to work with us starting from nation level until the municipality in order to conceive the right project. This is very important aspect. The second one if you ask me why Milano won and not Izmir, I think also is connected to the subject. Izmir presented a subject tied to the health system and Milano presented a subject focused on food and energy for life. This subject came out from a benchmark of what the Expo did before and what the strategic paper at the international level where

talking about and goes for the millennium for the sample was one these etc. I think that also the subject was important for the competition and as you know the competition is voted in France and there are lots of countries voting. Strong connections with all of them were absolutely important. You can read it with two faces. Going to Kongo or to another country saying “please vote for me, this is my project etc. if you vote for me we can do something together etc.” you can read it in bad way or in a good way. Because also starting cooperation with developing countries in order to help, to support and vote for the project. I think is important. I mean Expo 2015 is not ready yet to be in 2015. But connection and project with many developing countries have started and right now there are projects running in this way. Independently from Expo 2015 this is and added value for Milano and for also developing countries.

Question: Buongiorno ! I am also from Izmir. As I see from your presentation have exiting RDA's in Italy for decades. But you still have big differences between North Italy and South Italy. So why you RDA's are not fully successful to eliminate differences between industrialized North Italy and not very good developed South Italy.

It is not the task of development agencies. I mean a development agency is regional development agency working in specific area. The area could be small or bigger. But the agency focused on one area. Solving the problem that “a part of the nation is industrialized and the other part isn't” is a national task, is not a regional task. Regional development agency can play an important role but at the local level fostering local economy etc. But they are working in existing environment and my colleagues from South of Italy they have lots of problem. More than mine. Because first of all the administration system in South of Italy doesn't work as it works in the Northern Italy. We aren't able to spend all the Money that comes from Brussels in some region of southern Italy. Sicily for example we are not able to spend all the money that was assigned to the region. Because the public administration is not so efficient like is in Lombardy like is Remonte or in other region this problem could not be solved by regional development agency. The regional development agency working in Sicily can help the local administration to use in a correct way to spend the money and to use it in a correct way. That is the task of the regional development agency. But the regional development agency has to exist there in order to do that. In some cases regions don't want to have regional development agency. Because they prefer to take decision how to spend money by themselves. Without adding any analysis and regional perspective that can give them suggestion and projects options to do. I am very strong what I am saying but unfortunately it is our reality in Italy.

Question: You are also the president of the Eurada. Would you like to talk about the

general condition of the Regional Development Agencies in Europe. For example to what extent do you think they are successful or to what extent they differ from each other? For example do all of them directly financing Small end Medium Enterprises ? Could you mention some similarities or differences? Thank you.

As Christian said yesterday there is no one model in Europe for Regional Development Agency. It depends from the local condition, it depends from the local legislation, it depends from the decision taken concerning public or administrative bodies. In some cases Regional Development Agencies were able to bring money directly from the European Commission and distribute money to SME's directly. This is a very powerful position. The region was able to deal to the agency this possibility. In other cases regions or the nationals said don't want to that. They want to decide where money has to go and how to use this money. This is a kind of puzzle and each part of the puzzle is made by the local legislation and the local conditions. Yesterday we talked about British Development Agencies. They are big institutions with 1000 employees. In Italy this won't be possible for example. Development agencies are small entities twenty ten thirty people something like that with a budget that is around yesterday we saw that one has a budget 16 million Euros. I know because the regional development agency for a region that is Emilia Romania that is a part of the of the regional government. But we have a budget for around 12 million Euros when we were involved in a real estate aspect. But usually they are small structure. Because of that is not so easy compare development agencies in different countries with different legislation with different cultures. Because there are differences between the northern part and the southern part of Europe. Because of the legislation but also because of the culture I think. Thank you for listening. I hope not to boring for you



Case Study N° 3

Bielsko-Biala Metropoli



Vaka Tartışması N° 3

Bielsko-Biala Kalkınma Ajansı



Stanisław GINDA
President
Bielsko-Biala RDA

Kamila JANKOWSKA
Expert
Bielsko-Biala RDA

Kamila JANKOWSKA: Merhaba, ben Kamila ve arkadaşım Yönetim Kurulu Başkanı Stanislaw Ginda öncelikle büyük bir memnuniyetle Türkiye'ye geldiğimizi ve bugün bu konferansta olmaktan dolayı çok mutlu olduğumuzu söylemek isterim. Türkiye bugün Avrupa'da önemli bir aktör olarak karşımıza çıkmakta ve Türkiye ve Polonya'nın ekonomik, sosyal ve çevreyle ilgili konularda beraber çalışması gerekmektedir. Bu çalışmaların deneyim, bilgi ve kapasitemizi paylaşmamız için faydalı olacağına inanıyoruz. Bu bakışla sizlere Ajansımızla ilgili bilgi vermek istiyoruz. Nasıl kendimizi geliştirdik, sermayemizi nasıl geliştirdik ve Ajansımızın perspektiflerini sizinle paylaşmak istiyoruz.

Stanislaw GINDA: The main topic of our presentation is history of our agency and the way of sustainability. Before I start my presentation I have a question for you. How many legs should a normal chair have to have a comfortable sit? 1,2,3,4? Try 1 for example. It is impossible to sit, on two maybe sometimes, 3 legs it's ok. We need at least 3 legs if you start your business you would like to have independency sooner or later to create three independent resources. Today I would like to talk about, how we made the process of RDAs work in Poland, history of regional development agencies in Poland, Bielsko Biela development account, initiative context and international context.

Poland is a country which is located in eastern part of Europe, covering 312.000 km² with a population of 38 million. The biggest city is the capital Warsaw with 2, 5 million people, and then Krakow with 800.000 million inhabitants and Lodz with 700.000 inhabitants.

Poland is divided into 16 independent regions and we are located on the southern part of Poland in Silesian voivodeship. We were created among the first RDAs in Poland in 1992. Currently we employ 32 people with a turnover of 2 million euro and in part population of this is area where we are providing our main services is one million. The key sector of our industry are automotive, food, electronic, engineering and tourism. The economic agenda of our Agency -where are we focusing during the operations: The most of our activities are related to SMEs such as supporting services for SMEs consulting and advisory services on vary various aspects. The second part is innovation support. We are dealing as an intermediary between government and SMEs. On the tender basis we apply for projects and using the fund from the project we provide SMEs with services like technological audit transfer, technology implementation of property rights etc. The third main activity of our agency is real estate management. I will tell you how we gather during last 20 years real estate and how we managed and how we revenue we get from the real estate. And the last part this is the essential part, we are participating in policy making process within our region so we are our people personally were involved in many political dispute about strategies, planning, staff, etc. What are the threats and opportunities of our region? Main threat is that we have to compete with surrounding areas and if you know Poland you probably understand that in radius of hundred kilometers there are two big cities: Katowice and Krakow. Krakow population 800.000 people and Katowice with a total number of 3 million people. Bielsko Biela has 1.800.000 inhabitants. So, you see how big this proportion is between these regions and of course if you are fighting for foreign direct investment our chance to get something is much less than RDA from Krakow for example because it is more famous and has some additional infrastructure. Stagnation was a problem in our case, because of the lack of flexibility after changing from one system into the free market economy some regions including us face stagnation. We didn't know in which direction we should develop our activities. The third one from the biggest threat is outflow of young well educated people. In Bielsko Biela actually there are five independent universities, four of them are private and one is public. But most of our more educated youngsters are willing to go to Krakow because the environment and education is much better than in Bielska. And you can imagine that after finishing the university, they try to find a job in Krakow and many do not want to come back to Bielsko Biela. So the problem is with the young well educated people. We used to have one main industry, in our Silesian Voivodeship there were around 70 coal minings, right now remains around 15. In Bielsko Biela city we had 10 government textile companies, right now none exists anymore. So, it was a threat that we were faced during the transitional period from 1980s to 1990s. Lack of proper recognition as attractive place lack of cooperation between

the main stakeholders -Regions, regional authorities, local authorities, universities, researchers and education units are other important threats. The last but probably the most important point is lack of balance between economic growth and development, especially in social, cultural and environmental aspects. What I mean is that thanks to European funds we built new infrastructure, we improved our infrastructure very fast. But after them we realised that there is a big gap within social, cultural and environmental expectations of local populations. So, everybody wants to have a highway but no one wants to have a highway next to his door. Everybody wants to have good connections but nobody wants to allow starting build new aerodrome next to neighboring community. So this is a problem and right now a lot of emphasis has been put forward to explain to people that this investment is good for the whole local community, not only for small part of individuals who are involved in it.

What are our opportunities? The high level of entrepreneurship; Bielsko Biela was always among the first Polish counties where a private business was started and I remember that a special corporation was set up during 1980s. It was a joint venture company, so foreign investors can come to Poland, create on this special situation special rules, joint stock companies. Because we are located close to the Czechs, Slovaks, and Austrian border a lot of Austrian companies start their businesses in Bielsko Biela. So we have a lot of positive entrepreneur skills. Good infrastructure and regional recognition are also among the opportunities of the region. Bielsko Biela is among the first Polish cities which fulfilled the road conditions. Right now we have a ring around the city if you want to pass the city you don't have to go inside the city. The surrounding area is very interesting for investors. They are investing the money outside the city, but at the same time they have opportunity of using our road system to come directly to the city for meetings, for opera, theater, etc. So the communication system was built recently and it works. Around Bielsko Biela we have two independent airfields. One is a grass airfield for small aircraft and another one is an asphalt airport. So, it was another opportunity to develop air transport. Another opportunity is attractive social, cultural and spatial environment. Tailored investment offers and improvement of business environment are other opportunities. We have a number of NGOs within the city. From one part it is ok because entrepreneurs can get services from different sources, on the other hand most of these agencies and most of these entities compete for the financing from the same sources which creates problem. But in Bielsko Biela we have guarantee schemes for SMEs, industrial and Technology Park, incubator etc. All these NGOs are well done in Bielsko Biela. I also want to give information about RDAs process in Poland. The process of developing RDAs starts in

1991 because communism collapsed at the end of 1989. After a year when people get used to this new situation, we had a lot of funds available from United States and Europe. People went to the training, into study tours and saw this kind of organization is working properly in US and Europe. When they came back they started the process of creating such entities. Looking at the entities created in that year we see that in 1991 there were 10 agencies created. In 1992, additional 10 new were created, so total number agencies in 1992 increased to 20. The process was developed till 1994 and seems that number of agencies is pretty much stable. All these agencies were organized on different manners. There is a big disproportion between these agencies. Few of them like Malopolska RDA located in Krakow. This is a huge joint stock company with a capital of around 40 million euro. But most of these companies are small entities like in RDA in Bielsko Biela. There is big difference among agencies, some agencies are operating on local level of NUTS 4 and NUTS 5, some are like our agency is mainly operating on the level of NUTS 3 and there are few big agencies operating on NUTS 2 level. As you know there is no one single European model of creation of RDAs. In Poland all agencies have been created using the model from bottom to the up. So, all agencies have been created by the local and regional authorities or local or regional entities. Entities are private and public organizations. We have 26 stockholders right now. The biggest share belongs of municipality of Bielsko Biela which has 57 percent of share. 20 percent belongs to the government, 10 percent belongs to regional government and additional 5 percent belongs to local government and 1 private company from Silesian. Rest is divided between local communities. So, in Poland the basic model of creating the RDAs is from bottom to the up. As I said before they have been created as a result of civil initiatives and entrepreneurship or other group of interest and the model top to down doesn't exist in Poland. Of course this kind of model, from bottom to up it gave us a lot of strength because we were connected right from the beginning with the local authorizes. In the other hand it gave us problems. Right from the beginning we had to face with the problem that how we can get financing, because nobody wanted to finance us. All local and regional governments participated in creation of RDAs but nobody wanted to finance. How did these organizations finally succeed? Legal form of RDAs in Poland is mainly (90 percent) joint-stock company. Few of them limited liability companies and some are foundations. Lubnin RDA is the only agency organized as foundation. Only 6 percent of all RDAs are owned on 100 share by the local and regional authorities. Almost 40 percent local and regional authorities have 80-100 percent, 14 percent whole RDAs are owned by public and regional authorities between 60-80 percent. More than half of RDAs are running by regional and local authorities.

What are the main activities of all RDAs? This is the regional competitiveness in many different phases; restructuring, big participating in structuring processes in north Poland economy's, they mobilizing regional resources, they participate in regional investment scheme, they provide services for foreign direct investment, consultancy to SMEs, they fighting with unemployment rate which is right now on the level of around 12 percent and they promote their region. In the report of RDAs prepared a year ago, you can see the value revenue generated by RDAs in the period of 2000- 2009. Until Poland got into the full accession of EU in 2004, the revenue generated by the agencies was between 22-30 million Euros. And after that when Poland accessed the EU, the revenue generated from our activities increased significantly, and last year all RDAs which fulfilled this survey declared that their revenue exceeds more than 70 million Euros. It is also the same for the amount of the initial capital of this company. It is seen that when we became member of the EU, we as RDAs were among the first beneficiaries of this process.

How was our agency created? First, our Agency was created on 27th of July, 1992 and right from the beginning we were looking for capital because we know that if we want to succeed we should have independent source of capital. Because that time we still have government factories in our economy, most of which were on the age of bankruptcy, we tried to get as much as we can from the government and to push our politicians in order to show them that we can reconstruct these ruins as use them assets for our future development. This is what we did on period from 1996 to 1998. What did we with these properties? We sold some of them, we found people willing to buy these. We generated some income and we put this income for construction process. Now, this textile company looks like a completely new building. Until 1990 Bielsko Biela was a center for textile, textile engineering industry and automotive. From automotive side I would like tell you that if Fiat bought the Polish car factory in 1982. After the fall of communism the need was identified as changing of structure. We had to introduce new economic activities into attracting new investors. Until 1998, we basically were involved in privatization process of government companies involved in aircraft industry, textile, and other industries. We simply on behalf of government managed these companies to the stage of selling them. But revenue from selling those companies didn't accrue to our account but gone to the government account. We get only some percentage of sold properties and sometimes we try to overtake the properties of bankrupt companies. We provided basically an infrastructure consultancy for local municipalities. And the last phase which includes today is a completely new way to do business. It includes attracting new investors and new companies and developing additional infrastructure like industry and technology parks. Our goal is introducing new economic activities and restructuring

economic profile of the city and the region. One of the examples is Bielsko Biela Service and Industry Park. The area of the park is 5.6 hectares. We got some financing from the pre-accession programme far in 2000 and using this money to infrastructure and using money from European Regional Development Fund we attract investors and create technological incubator. The incubator was an interesting project because we started to build this incubator we went into RDAs in western part of Europe and after the study tour we decided to divide the activities on this incubator in two separate parts. One is the simple rental of offices to SMEs. However, because we sell there is shortage of the conference rooms, we designate the first floor as conference and training rooms .We have two rooms each one 470 visitors and additional two rooms for trainings for 20 and 10 people and the last floor is a hotel. Here people coming to the conferences don't have to go somewhere else; everything is in one complex package. What are the additional activities, we are providing information about economics, consulting on business start-up process, organizing of international economic missions, networking and partner search for ourselves and for requests outside, and organization of and participation in international fairs.

I would like to give you more information about our administrative structure. When our agency was organized in 1992, Poland was divided into 49 independent small regions. But after 1999 the government decided to change administration map and instead 49 Voivodeship, they introduced 16 new ones. So they put more small entities into the one biggest region. As a result of that Bielsko Biela lost its regional status and our Agency lost regional status. Some responsibilities from our Region was taken to the upper level –city of Katowice and because suddenly all these 49 RDAs created under different administration structures started to compete with each other on the very hard way. So, 1999 and 2000 were very difficult for us because we lost some resources from local and regional authorities. On the other hand we started compete with similar organizations around Poland. How did we succeed? 1989-1990 global condition emerged as information society, new global trends and market conditions. Core business was knowledge and science instead production and facilities. This brought new concept of regional development. On European level new European policies introduced such as Lisbon Strategy. Opportunities for financing and new opportunities for cooperation appeal for us. On national level new economic environment, new administrative situation and country specific regulations were enforced then. In local conditions all these changes on administrative level forced to change some expectation from our stockholders. They changed their needs and necessities, we had to find a niche to provide new services

for them and they –local authorities and local society demand new services and new products. Everything moves us to the next stage of development, so this is a need for new services which satisfy local and regional authorities. We were on situation either to stay with this asset we gathered or we had to think and try to find a new way generating of revenue for our company so we start to look around and that time national system for adversary services for SMEs started national information system. We immediately applied to such system but everything is connected with RDAs is connected to the grand/t system. We applied for some subsidies. We were lucky we succeeded. In 2000 we were involved into this system so we opened 5 independent information systems around our city. All these activities were financed by government. Another project created that time-2002-2005 was “knowledge triangle” where we put together research, education and innovation. As a result of these activities we signed an agreement with municipality and local university. They gave us permission to build technological incubator in Bielsko Biela. Another example how we try to find new niches is the national innovation system. When in 2007 the system was created we were among the first organizations to apply to this system on tendering procedures and right now we get some financing from national authorities to increase innovativeness of Polish SMEs. What we are doing? We are providing them with technological audit, assist with technology transfers (improvement of existing or introducing new technology process), we provide complex pro-innovation service (on the spot visits, reports, presentations and suggestions) which help them to get some financing from government and EU funds for their own investment purposes and monitoring.

The Beskid Industrial and Technology Park is a project launched in 2006. We put together research institutions, companies, and municipality of Bielsko Biela. They gave us land. We applied to the Polish agency of Industry and we got 12 million for creation of the park and this incubator is working. We provide people and entrepreneurs with space, with advisory service and training facilities so they can get whole package from us. The last project from 2008 we applied to the governmental organization. We got 15 million for creation new technologically advanced companies. This is the procedure how we are working with these companies. First the company the company or the individual who want to get to have this money has to present idea after then using financing from the programme we are providing him with technology audit, intellectual property rights investigation, we are constructing marketing and business and finally we are signing an agreement and creating company. Our percentage of these shares in this company cannot exceed 60 percent and the total private equity what we putting to the company

cannot exceed 200.000 euro. So far we created 3 companies, two of them on ICT and one on medical services.

I came at international context. I would like to tell you 3 things how we started with our international corporation, how it looks now and why it is so important. Basically our Agency had interest in international cooperation and strongly embedded in European context since our creation. We also had an interest in becoming EURADA member. Before the actual membership of EURADA in 1999, we functioned as a partner institution because in fact we were a small agency at the time and didn't have the money to pay the membership fee so we still had the context with EURADA and we were trying to gain as much as we could so accumulate as much knowledge as many examples of good practices our European partners so that we could transfer all these solutions to our region. In the end we could create our own international project department because we finally had the capacity to do so and also thanks to our cooperation with EURADA. I would like to give one example. In 2003 during Rome table we were asked as a RDA to make applications for the Interreg programme. We said we wouldn't apply because we are not member of the EU. However, they answered that we can apply now and our budget will be frozen and released in 2004 when we join. This was the information nobody had that time. We immediately applied before the adhesion to the EU and in 2004 we got the budget. Thanks to EURADA we were one year ahead of other Polish companies who were in the process of application where we already in the process of implementation the project. So this one good example of this importance of knowledge exchange. Currently we have established relations more than 150 institutions and to make clear I don't mean necessarily EURADA members because those 150 institutions are the institutions we do the projects with as a member of international consortium. Right now, approximately 20 projects have been implemented or are now being implemented and most of them in past 6 years. All of those institutions are different regional executive bodies of regional authorities, energy agencies, transportation agencies and business incubators. We started with Interreg projects for administration and staff training and later on we moved to projects- cultural heritage tourism development because they were most easy to do and then when we were ready we moved on more ambitious international projects on innovation and competitiveness of SMEs. Currently we are implementing 9 projects. There are 3 EU programmes we deal with. These are Central Europe program, Intelligent Energy Europe and Cross-border Cooperation with Slovak Republic. And those projects are also very different because of this we have to cluster projects. We try to have new policies on the clusters; we try to help clusters to become competitive, to research. Also, we try to connect clusters from different European regions with our partners. Then

we have programmes of innovativeness and competitiveness of SMEs where we do the benchmarking also linking the companies with each other in Europe. We have some programmes of energy on bio-gas and we have the program of developing tourism with our Slovak partners. I would like to mention that first international cooperation gives a lot possibilities in actions in different fields but it's also good possibility to get finance because it's a lot of money to possible to get when you are acting as an international consortium from the EU. Also, international cooperation in my opinion is a very important tool of regional development itself because we exchange knowledge and best practices and we can transfer them to our region. When we work with international consortium it is possible that they have better marketing manager or they have already done some analyses. So we all join resources and we can have a stronger impact by that way. We can express our needs jointly towards European Commission. We are trying to partner our regional companies and institutions with foreign ones so that they have bigger strength and we are also promoting the visibility of the region. So, the main outcomes are that we accumulate much more knowledge and know-how as we would be able to working only on our own. We achieved big recognition of our region as a region of competence and high value because of that and we have built a network of reliable, qualified and competent partners to whom we can all the time contact if we need help. From my perspective I would advice if you have only the possibilities because capacity comes later when you start with projects. If you have the possibility to get involved this kind of international projects.

In summary if you want to create RDA as a dynamic institution you have to put the puzzles together you have to find your own way of new product, be active and very flexible because world is changing and your competitors are changing. Everybody competes for the same money and if you want to succeed you have to be always among the first agencies. Everybody tries to copy achievements of others. For example, if someone was active in the field of FDI, everybody wants to be as well. For my perspective, I think the best way especially if you are a small entity is to try to find right from the beginning a market niche and after them another market niche and so on.

How do we manage our organization from 2002 to 2010? In 2002 more than 95 per cent of revenue was generated from real estate. Only 3 per cent was generated by privatization process, 2 per cent from promotional services and 0,5 per cent from advisory services for municipalities and local regional authorities. In 2010, 66 percent of our revenue comes from national projects mainly on technology and innovation, 22 per cent is revenue generated on real estate, international projects generate 8 per cent and training

center gave us 5 per cent of revenue. Basically you see that there is no big difference between 2002 and 2010. We're still depending on one main source of income but on the managerial side it is completely different because in 2002 if we lose most of our rent from the company, we will stay with the huge fix cost because we have to pay property tax, we had the cost of the renovation of this building, electricity etc. There are fix costs, it doesn't matter how many offices we rent we have to cover this cost. In 2010 it is a completely different picture because these national projects do not generate a lot fix costs. The only cost what we have on the behalf of our Agency is piece of our papers and nothing more really. If we are losing this source of income we are losing huge part of our costs. I think this is what you should take under consideration, try to find as much as you can and as soon as possible independent sources of income and diversify your activities into at least 3 independent pillars.

At the end I would like to present organizational structure of our Agency. There are General Assembly, Supervisory Board and Executive Board. Under these structures there are President and Vice President. Under the Presidency there are Center for Counseling and European funds, International Projects Department and Industrial and Technology Park. All these three departments are basically involved in projects. If they have money they are hiring people if they don't have money they are losing money, mean everything is really flexible. Some part of their salaries coming from our Agency but the next one is depending on each department. They intend to find projects; they are very active and self motivated people. At the end we identified key factors of success.

- Marketing approach: You have to be always market-oriented,
- Flexibility: Organization as the whole and each of the individual in this organization should be flexible because without that it's that to think that organization will have a success.
- Financial Independence: As soon you get this independency as soon you will be more independently in your activities. If you not financially independent you have to focus on activities what someone from outside is giving to you but if you're financially independent like our Agency, you are able to try to find new niches. You can invest some of our spare financial resources into new activities, to research for example new markets, to spend money for travelling even without financing from other sources because we have some amount of money we want to invest and try to find future market niches.

- Cooperation with local authorities: This is the main issue and international cooperation. Everything together lead us to qualify well-educated and motivated personnel.
- International Cooperation

Last, our intention for near future. We would like to sell some of our buildings, premises and we expect to get 4 million euro revenue. We apply for revolving capital and we succeeded and so we get additional 3 million euro for revolving capital fund. The total amount of money what we expect to have within two years is 7 million euro. We want to put this money for financing of European programmes and most of this financing -21 million, 75 per cent from EU and 25 percent from our own resources. In near future like 2 or 3 years we can exceed the value of our activities to the level of 28 million euro. Where do want spend this money? First, new construction and infrastructure related projects to build new premises because we are specializing on this kind of activities. Second we want to put this money for new services related to development of technology and innovation related services for SMEs, and we would like to put some money into the field of further involvement in energy filed, at the end we want to new international cooperation: joint projects, study visits, knowledge and experience exchange. Until 2005 we got half a million of euro and 2010 the volume of initial capital increased up to 800.000 euro but the company value assets company increased dramatically between 2005 and 2010 because of infrastructural projects funds we get from EU.

Question: Thank you very much for your presentation. At the beginning you mentioned the difference between economic growth and development. At the end of the presentation I saw you're working on infrastructure projects, construction, innovation, technology transfer and so on. In order to fill the gap between economic growth and development do you have other social plans or measures to put in life into next years?

Stanisław GINDA: We always work with our local municipality, sometimes we're working as an intermediate between department of local municipalities and social side of our city. For example there is a lot of dispute now regarding city planning airfield. Some people don't like this idea because they have houses around the aerodrome. We as an intermediate try to develop a new project help people either find different places to live or involve them into the business in this airfield. It's not a big deal to renew road structure or build solid system but changing the mentality of the people is a big job.

Kamila JANKOWSKA: At the international project department we don't directly finance

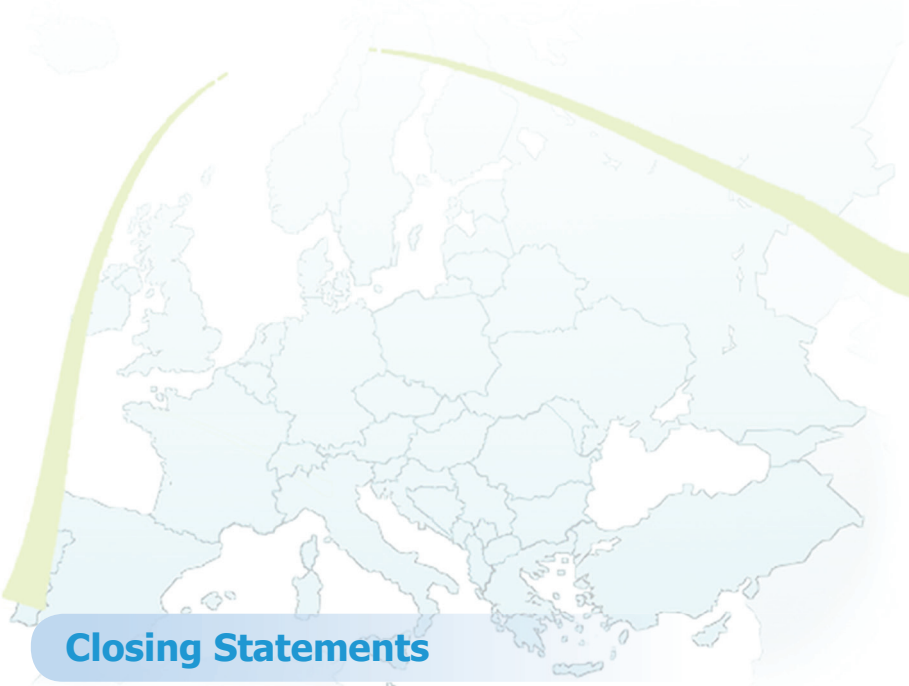
people to help them be more socially included. An example is a tourism project. We try to work with the local community to tell them how can benefit from tourism how they can include new activities, become guest houses. Tourism projects, energy projects also involved in promoting the idea of building their own bio-gas plants in their fields. This will generate on one side help the municipality to be cleaner because they would have sustainable energy resources. On the other hand it will help farmers to have income. This is also an example of the projects we do.

Stanisław GINDA: We see that it was a big jump in revenues between 2002-2010. I have two questions. First, you mentioned about immigration from small cities to big cities. In 2004 there was 2 million people immigrated to Britain. I wonder what is the latest situation? Second question is that you joined the EU May 2004. At that time the EU was very rich until the crisis in 2008. The question is whether you will have the same generous fund from the EU or not when you compare to 2005 and 2006?

Stanisław GINDA: Definitely a lot of Polish youngsters went to UK and Ireland for jobs. As everywhere each country is not homogenous. We have the regions very well developed and with very lower level of development. All these people immigrated basically from rural areas, who didn't really have a chance to get a job in Poland. This is why we try to introduce new programmes. Through these programmes we want to identify talented people right from grammar school or high school. This is a complicated process. After that we want to introduce local and regional system which will provide these talented people scholarships, in return they obliged to come back to the region. It is only the starting point for this system. It helped us to retain the most talented people in the region. Regarding the second question right now we are receiving 68 million euro from the EU on the period 2007-2012. This is unbelievably huge amount of money. Most of this money goes to infrastructure projects. But the budget for innovation and transfer of technology in Poland is around 2.5 billion euro dedicated only projects within research and education structure, venture capital or this kind of activities.

Question: What we see in this two day is that there is no predefined model for development agencies neither in Turkey nor in Europe. According to the characteristics of each region a different model is developed. Therefore, when thinking about examples like the Polish one we are talking on, we should not forget that it is indeed a model can not or may not be suitable to situations like we have in Turkey. It may be valid for many regions but we should be precautious. As a last point, I wonder how you value your company assets ? You said that the value of them has risen sharply in recent years.

Stanisław GINDA: We are not willing to show that this model is valid for the Turkish RDAs. We as a member of European associations want to simply show you that we are coming from very different perspectives. In each country you can generate your own model of RDA. No doubt about that this Polish business model generates some problems. For example, we have a problem to get money directly from local and national government because there is legislation not allowing them to finance companies in the status of joint-stock companies. Now, Polish legislators try to put legislation for the period of 2014-2020. This may be a solution how to convey increased money to organizations like us. They maybe think that the best way is the equation of new independent network of regional development agencies. This shows that there is no straight road and it is a complicated process. From my perspective as a manager of this organization I think this model what I present here is good for employees because it gives them motivation for their further employment, to increase their ability to go into training. They know if they will be flexible and oriented, they will be in this company for a long time. Plus we introduced a motivation system, which gave them unlimited level of income. We as a company provide them only with a basic level of salary, after them everything depends on them. If they are active they can get projects, they can get financing, and they can get additional part of their salary. In summary it is up to your specific conditions which model you want to adopt.



Closing Statements

Kapanış Konuşmaları





Emre BAŞARAN

Kentsel ve Mekansal Gelişme Dairesi Başkanı
Devlet Planlama Teşkilatı

Hepinize iyi günler, kısa bir değerlendirme yapmak istiyorum. Öncelikle ben de OKA Yönetim Kurulu'na Genel Sekreterimiz Mevlut Bey'e ve bütün personele çok teşekkür ediyorum böyle bir organizasyon gerçekleştirdikleri için ve sizlere katıldığınız için çok teşekkür ediyorum. Bay Galliano sunum yaparken aklıma 2005 yılında İtalya ile gerçekleştirdiğimiz bir twinning projesi geldi. Bölgesel gelişme genel müdürlüğünün misafiri olarak İtalya'da bir haftalık bir gezimiz sırasında kalkınma ajanslarını ziyaret etmiştik. Birbirimize çok benzer yanlarımız vardı, o zaman Kalkınma Ajansları konusu Türkiye'de yeni yeni fikir olarak vardı. Burada da gördünüz ki Kalkınma Ajansları ne kadar farklı şekillerde yapılanmış bulunmaktalar. Biz Türkiye'de şu anda bir yapılanma sürecinden geçiyoruz. Bu süreç sadece kalkınma ajanslarını kurup hibe dağıtmak şeklinde gelişmiyor. Burada biz ciddi anlamda iş yapma geleneğimizi bozuyoruz. Bundan belki 10-15 sene önce hayal dahi edemeyeceğiniz bir şekilde bir kamu idarecisi, bir STK yönetici aynı masada eşit oy hakkıyla beraber oturuyor. Bunun tabii sancıları olacak, beraber çalışma kültürünü Türkiye'de yerleştirmek kolay olmayacak. Sizden önceki İzmir ve Çukurova Kalkınma Ajansları bunu yaşadılar, kanunlar iptal edildi. Bu tür sıkıntılar olacak. Ama EURADA ile bundan sonraki ilişkiler için şöyle bir önerim var. Kıta Avrupası'yla idari anlamda çok benzerlikler taşıyoruz. Muhtemelen onların kamu kuruluşlarıyla ilişkileri ve yerelde kabullenilmeleriyle ilgili süreç çok da kolay olmamıştı. Şu anki tecrübelerimizle bu tür sorunları aşmada, paydaşları bir araya getirmede beraber iş yapabilme kültürünü ortaya koymada onların karşılaştıkları zorlukları ve çözüm önerilerini bize sunmalarında çok fayda var. Bundan sonraki organizasyonlarımız odağı bu olsa çok iyi olur diye düşünüyorum. Ayrıca bir de şu var tabii, biz bir model kurduk

Türkiye'de bir şekilde ağır aksak ilerliyor. Bu demek değil ki bu model sabit değişmeyecek, görüyorsunuz tüm ajanslar bir noktadan gelmişler bir başka noktaya doğru gidiyorlar, zaman içerisinde bir dönüşüm geçirmişler. Muhtemelen bizde de böyle olacak. Bundan sonraki bilgi alışverişinde bu konuyu göz önünde bulundurmalıyız.

Teşekkürler.



Renato GALLIANO
President of EURADA

I would like to thank OKA for this very well organized conference and all the staff of OKA who participated in the organization. I would like to wish a very successful future for RDAs. As I told before you are at an interesting starting point. You are young, skilled, well educated, well motivated and full of energy. You should be strongly committed to these aspects to achieve goals and to develop the mission of your agency. Also I congratulate the State Planning Organization and Director General because of their mission. For the future, I can suggest that we can work together to launch a common project- through collaborating with the Commission and with your national government in order to finance a common project, share common experiences and best practices etc. We have to find probably a financial programme under European Commission. We can organize more focused seminars or conferences on the specific subjects that we can discuss together. You should consider becoming EURADA member because you can have services and you can have knowledge from EURADA. Until now Turkish RDAs could be associate members. That means statutory aspects, you can't vote etc. But except that you can benefit from all of our services.

Thank you again.



EURADA – The Association of Regional Development Agencies and OKA – Middle Black Sea Development Agency organized “MIRRORING EU AND TURKISH RDAs” Seminar on October 25th – 26th 2010 in Samsun/Turkey. The aim of the seminar was to share best practices on Regional Development and to create an atmosphere where newly established RDAs in Turkey can derive some lessons for future. Regional Development Agencies from Turkey and Europe (Belgium, Italy, Poland), Government Institutions, Universities and Civil Society Organizations attended to this Seminar. It was also particularly a good opportunity for the Regional Development Agencies in designing effective future roadmaps.

EURADA ve Orta Karadeniz Kalkınma Ajansı'nın işbirliğiyle “MIRRORING EU AND TURKISH RDAs” başlıklı seminer 25-26 Ekim 2010 tarihleri arasında Samsun'da gerçekleştirildi. Seminerin amacı Bölgesel Kalkınmada iyi uygulamaların paylaşılması ve Türkiye'de yeni kurulmuş olan Kalkınma Ajanslarının oluşturulacak olan atmosferde gelecekteki programları için bilgi paylaşımının sağlanmasıdır. Ülkemiz Kalkınma Ajansları için de bir fırsat niteliğinde olan bu seminere ülkemizden ve Avrupa'dan (Belçika, İtalya, Polonya) Bölgesel Kalkınma Ajansları ile Kamu Kurumları, Üniversiteler ve Sivil Toplum Kuruluşları katılmışlardır.



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