

DEVELOPMENT AGENCIES IN REGIONAL DEVELOPMENT: TRAKYA DEVELOPMENT AGENCY

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Abstract: The preliminary source of regional policy and regional instruments in Turkey is the Five Year Development Plans. These plans, however failed to demonstrate the expected effectiveness in regional development. Development agencies are a regional development system that has its own technical and financial mechanism and a non-profit regional development system in where all parties (public, private sector and non-governmental organizations) the region are of advisors, decision makers and implementers. Agencies aim to lead national and global competitiveness both by ensuring a balanced distribution of development throughout the country and by mobilizing the potential of the regions. With its headquarters in Tekirdağ, Trakya Development Agency was established in Edirne and Kırklareli provinces with the authorization of the Council of Ministers on July 14, 2009 to reinforce collaboration between the public, private sector and civil society, to ensure resources are used appropriately and efficiently and to contribute to the socio-economic development of the region by stimulating local potential. Since its inception in 2010, 675 projects have been supported and 174 reports have been prepared for the region. Development agencies playing a role in regional development in Turkey will be examined in this study.

The contribution of the Thrace Development Agency operating in the Thrace region to the regional development is to be demonstrated. For this purpose, studies in this field and official sources are to be the material of the research.

Keywords: development agency, Thrace region, regional development.

Introduction

Regional development, on the purpose of abolish an inequality emerged that result of industrialisation gathered in significant region, is to provide fair wealth level in country by industrializing backward area. Regional development in applied for actualizing this primary aim changes to inequality level of interregional (www.ekodialog.com/Konular/bolgesel_kalkinma.htm).

Various policy and instruments have been implemented to have difference of interregional development balanced, make development of regional and local accelerate and to get on balanced sustainable development in Turkey. Foremost among these, there is a Regional Plan included that is to target various sized region. Regional plan would however, not pose expected impact to reduce development difference of interregional and to form development / medium level targeted. Nowadays, It is observed that Competition in Countries turn into competition among cities and regions. Economies of the region needs flexible and dynamic new organizational structure in order to improve talent for keeping up with new national and local conditions and to make a preparation for necessary infrastructure (<https://kagm.sanayi.gov.tr>).

Regional Development Agencies (RDAs) aim at the economic development of the region by collaborating between all private and public companies, local authorities and non-governmental organizations within a certain geographical region of a country and are established on the basis of a legal provision. Even though Regional Development Agencies are organized in different countries by different structure, the point aimed to reach is close each other. Regional Development Agencies is focal point for new investment. To Promote the region and providing information, guidance regarding accessing to investors, infrastructure, labor and so on. RDAs operate on five main issues. These; providing financial assistance or support, emerging new investment areas, consulting SMEs, setting

long-term development goals of the region and contributing to social developments (Cankorkmaz, 2011).

Regional development agencies are a designated meeting place between local actors. They carry out an economic development mission characterised by the search of the collective or overall interest of an area (and not corporative or sectorial) and which are significantly linked with a local, metropolitan or regional authority with respect to management, financing or missions. In order to carry out this mission, they gather highly skilled professionals and are able to answer the specific needs of firms willing to develop their activities. As major economic actors in their regions, RDAs missions consist in assembling, coordinating and promoting best initiatives (EURADA, 2019).

Material and method

Studies on Development Agencies, official web sites of these organizations and related institutions constitute the material of the study. The data obtained from these sources by evaluating in accordance with the purpose of the research and the text was formed.

Development Agencies in Turkey

An idea of Development Agency establish, financing with public funds and inspected by central in Turkey, Initially has been come to fore in course of participation to EC. Both pre-accession assistance from regional development, as well as post-accession of Turkey to take advantage from EU structural funds, has committed to set up their development agencies at the 2003 Accession Partnership Document (TEPAV, 2019).

Law No. 5449 on the Establishment, Coordination and Duties of Development Agencies was published in the Official Gazette dated 08/02/2006 and numbered 26074 and came into force (Official Gazette, 2019).

Published in the Official Gazette No. 26220 dated July 6, 2006, by Council of Minister's Decision on the Establishment of Development Agencies in Some Level 2 Regions Development Agencies were established in the Çukurova and İzmir provinces covering the provinces of Adana and Mersin

(<http://www3.kalkinma.gov.tr/PortalDesign/PortalControls/WebContentGosterim.aspx?Enc=51C9D1B02086EAFB87C09C48D70E71D1>).

Development Agencies are legal entities coordinated by the Ministry of Industry and Technology. They aim to reduce interregional and intra-regional development differences and create a regional development momentum. Development Agencies are not investment enterprises. Development Agencies have been established to develop the cooperation between the public sector, private sector and civil society, to provide meaningful and effective use of regional resources, to accelerate regional development, to provide sustainability and to reduce inter-regional and intra-regional development differences. In Turkey, there are 26 different Development Agencies that have been established based on NUTS 2 regions.

The Nomenclature of Units for Territorial Statistics (NUTS) is a statistical subdivision standard by Eurostat. According to NUTS classification, there are 12 NUTS 1 and 26 NUTS 2 regions in Turkey. These regions are not administrative but statistical units. Development Agencies have been set up based on NUTS 2 regions and works according to "Law on The Establishment and Duties of Development Agencies" (No. 5449) and related regulations.

Development Agencies duties are:

- Discover localregional potential, dynamics and uniqueness and utilise these in the best possible way;
- Turn the potential and dynamics into economic, social, cultural values which could activate the region in a competitive, participative, flexible way to contribute its value in both national and international markets;

- Create a development awareness and momentum in –entrepreneurs being first all parts of the society through administrative, financial and technical supports provided to institutions, organizations and persons;
- Develop application capacity of the development plans, regional improvement plans and programs through competitionbased source allocation, effective monitoring and evaluation;
- Contribute positively to welfare and stability of the country by improving economic and social parameters (employment and income being first), reducing interregional and intra-regional development differences both on national and regional-local level (GMKA, 2019).

A total of 67,400 projects have been submitted to agencies since its establishment and support contracts have been concluded with 20.400 projects. Development agencies consist of management boards, development boards, general secretariat and investment support offices. The development board is the advisory body of the agency, the board of management is the decision-making body and the Secretariat General is the executive body (Ministry of Industry and Technology, Development Agencies 2018 Annual Report).

Development Agency, established by law no 5449, are autonomous institutions and public legal personality abide by private law conditions at any area that not be applied law no 5449. Most of the financial resources of the agencies are comprised of appropriations transferred from the central budget. The remaining part consists of the shares of the institutions transferred from the budgets of Municipalities, Special Provincial Administrations and Chambers of Commerce and Industry within the scope of the Agency (SERKA, 2019).

It is pursued that Regional development agencies founded in Turkey is primarily setting to work regional development plan preparation by the recommendations of the State Planning Organization and then they started to regional development plans prepared by the grant programs aimed at priority. It is seen that these studies are developing with different processes in each development agency depending on many different criteria (Akgül, 2010).



Figure 1. Development Agencies in Turkey

Table 1. Development Agencies in Turkey

NUTS II	Name of Development Agency	Center of Development Agency	Cities
TR71	Ahiler Development Agency (AHİKA)	Nevşehir	Nevşehir, Aksaray, Kırşehir, Niğde, Kırşehir
TR51	Ankara Development Agency (ANKARAKA)	Ankara	Ankara

NUTS II	Name of Development Agency	Center of Development Agency	Cities
TR61	West Mediterranean Development Agency (BAKA)	Isparta	Isparta, Antalya, Burdur
TR81	West BlackSea Development Agency (BAKKA)	Zonguldak	Zonguldak, Bartın, Karabük
TR41	Bursa Eskişehir Bilecik Development Agency (BEBKA)	Bursa	Bursa, Eskişehir, Bilecik
TR62	Çukurova Development Agency (ÇKA)	Mersin	Mersin, Adana
TRC3	Dicle Development Agency (DİKA)	Mardin	Mardin, Batman, Şırnak, Siirt
TR63	East Mediterranean Development Agency (DOĞAKA)	Hatay	Hatay Kahramanmaraş Osmaniye
TRB2	East Anatolia Development Agency (DAKA)	Van	Van, Bitlis, Hakkâri, Muş
TR90	East BlackSea Development Agency (DOKA)	Trabzon	Trabzon, Artvin, Giresun, Gümüşhane, Ordu, Rize
TR42	East Marmara Development Agency (MARKA)	Kocaeli	Kocaeli, Bolu, Düzce, Sakarya, Yalova
TRB1	Fırat Development Agency (FKA)	Malatya	Malatya, Bingöl, Elazığ, Tunceli
TR32	South Aegean Development Agency (GEKA)	Denizli	Denizli, Aydın, Muğla
TR22	South Marmara Development Agency (GMKA)	Balıkesir	Balıkesir, Çanakkale
TRC1	Silkroad Development Agency (İKA)	Gaziantep	Gaziantep, Adıyaman, Kilis
TR10	İstanbul Development Agency (İSTKA)	İstanbul	İstanbul
TR31	İzmir Development Agency (İZKA)	İzmir	İzmir
TRC2	Karacadağ Development Agency (KARACADAĞ)	Diyarbakır	Diyarbakır, Şanlıurfa
TR82	North Anatolia Development Agency (KUZKA)	Kastamonu	Kastamonu, Çankırı, Sinop
TRA1	Northeast Anatolia Development Agency (KUDAKA)	Erzurum	Erzurum, Bayburt, Erzincan
TR52	Mevlana Development Agency (MEVKA)	Konya	Konya, Karaman
TR72	Central Anatolia Development Agency (ORAN)	Kayseri	Kayseri, Sivas, Yozgat
TR83	Middle BlackSea Development Agency (OKA)	Samsun	Samsun, Amasya, Çorum, Tokat
TRA2	Serhat Development Agency (SERKA)	Kars	Kars, Ağrı, Ardahan, Iğdır
TR21	Trakya Development Agency (TRAKYAKA)	Tekirdağ	Tekirdağ, Kırklareli, Edirne
TR33	Zafer Development Agency (ZAFER)	Kütahya	Kütahya, Afyonkarahisar, Manisa, Uşak

In order to make Development Agency even more effective; Stated sector, achieve the target of indicated development, is to implement result-oriented programs to get conclusion at tema or place since 2018. Through these programs in line with the objectives and objectives of the regional plan, local actors of regional development will be able to plan their activities and resources around the same goal. In addition to these activities, development agencies provide feasibility support, guided project support and technical support. Investment support office operating in agencies undertakes continuously permit and license follow-up, investment incentive certificate completion procedures, informing about the incentive system on the purpose of promoting investment opportunities and to support potential investors. (Ministry of Industry and Technology, Development Agencies 2018 Annual Report).

In addition to these activities, development agencies provide feasibility support, guided project support and technical support. Besides, Agencies carry out clustering activities in order to make SMEs more organized among themselves and in cooperation with large enterprises, universities and research centers.

Trakya Development Agency (TRAKYAKA)

With its headquarters in Tekirdağ, Trakya Development Agency was established in Edirne and Kırklareli provinces with the authorization of the Council of Ministers on July 14, 2009 to reinforce collaboration between the public, private sector and civil society, to ensure resources are used appropriately and efficiently and to contribute to the socio-economic development of the region by stimulating local potential. The agency started its operations in May, 2010, with its first staff recruitment following the assignment of the general secretary in the month of December, 2009. With the aim of ensuring regional development, the agency is carrying out planning, programming and coordination operations directed at the public, the private sector, universities and civil society organizations. Result-oriented projects are carried out for social and economic development in the Thrace Region (TRAKYAKA, 2019).

Agency supports are Feasibility Support, Call for Proposal, Guided Project Support, Technical Support, Interest-free Loan Support and Interest Support. Interest-free Loan Support and Interest Support are not yet provided by Trakya Development Agency. Feasibility Support and Technical Support are used as a tool for the development of the region.

Feasibility support:

With the feasibility support, the agency supports the development of the region and for it to take advantage of significant opportunities in terms of competitive power, the critically important research and planning work done for taking urgent measures against threats and risks in terms of the region economy, and the work to be done to develop the region's innovation and entrepreneurship capacities in accordance with the region plan.

Call For Proposal:

A call for proposal is an invitation for potential candidates whose qualifications have been clearly indicated within a certain support program, to present their project proposals in accordance with the pre-determined topic and conditions. Calls for proposal are a form of direct sponsorship.

Throughout the call for proposal process, briefing meetings are held with the aim of informing potential candidates about the support program. The agency may also organize training and workshop sessions for potential candidates to help them prepare projects in accordance with the procedures and principles indicated in the application guide.

The objectives and priorities of the call for proposal are determined under the light of the aims and strategies within the region plan and indicated in the application guide, and programs and applications will be reviewed in accordance with the application guide.

Guided Project Support:

The agency may provide support for projects whose feasibility has been approved by the Ministry of Development in the fields of priority, indicated in the region plans or determined as a result of field studies. In line with the initiatives determined in the region plan, guided projects which are aimed at ensuring direct support without the implementation of the call for proposals method, are special quality model projects whose subjects and conditions are determined with under the guidance and direction of the agency.

These project, in general, include the following principles:

a) Developing production and export capacities in a way that will strengthen private sector operations, building good application samples, supporting sectoral specialization, development, transfer or promotion of special information, skills and technologies, development of new financing models, supporting public-university-industry collaboration, development of new service and production organizations, forming collaboration networks and other chains, supporting clustering, developing new industry infrastructure and organization models and development of human resources in fields which will be required by sectors in the region,

b) Establishing infrastructure which will ease access of disadvantaged groups to social, cultural and physical services in a way that will strengthen awareness of social solidarity and responsibility, protect and develop cultural values; preventing the negative effects of migration, facilitating social life and keeping immaterial cultural heritage alive.

The agency brings together probable parties who will be implementing the project it has put forth with its general framework, starting from its initial stages of creation. University, public sector, private sector and civil society organization partnerships are encouraged in these projects. Agencies may only provide up to seventy percent of the total project cost of guided projects. With guided projects, it is essential for project partners to also provide financial support and guarantee the sustainability of the project. In the development process of guided projects, a feasibility report is prepared by the probable project owner and partners under the coordination of the agency, based on the definitive project in accordance with the guidelines determined by the Ministry. In the event that the applicability of the project is proven with a feasibility study, other documents such as budget plans and contracts are presented together with the feasibility report to the Agency Board of Directors. Following the approval of the board, the guided projects' feasibility report and other documents constituting a basis for the report are sent to the Ministry for approval. In the event that the project proposal in question and the feasibility report with other documents constituting a basis for the report are approved by the Ministry, the project may be supported by the agency.

Technical Support:

The agency may provide technical support for operations of local actors in the region who play a significant role in terms of regional development, but experience difficulty in their stages of preparation and implementation due to institutional capacity shortages. Technical support may involve services of institutional and capacity developing quality, such as training, contributing to program and project design, appointing temporary expert personnel, providing consultancy, lobby activities and forming international relationships. Local administrations, other state institutions and organizations, professional organizations with the qualities of a state institution, civil society organizations, organized industrial zones, small industrial areas, science parks, technology development zones, industrial zones, professional development centers, unions and cooperatives and partner businesses of or businesses established by these institutions and organization listed, may all apply for the technical support program. In terms of technical support, no direct financial support is provided for the beneficiary organization.

The activities of Trakya Development Agency for regional development are as follows:

- Thrace Region 2010-2013 and 2014-2023 Regional Plans
- Specialized commission report on 16 topics such as human resources, environment, rural development, agriculture for the regional plan

- Thrace Tourism Master Plan
- 174 Reports (Thrace Region Competition Analysis, Regional Development Dynamics, Development and Competitiveness, Thrace Region Social Structure Analysis, Farmer Perception, Thrace Region Milk and Dairy Products Sector Research, Thrace Region Tourism Potential Research,...)
- 23 District Vision Studies for Edirne, Kırklareli and Tekirdağ
- Films and publicity documents prepared for the promotion of Thrace Region
- Training Activities (Foreign Trade School, Project Preparation Training and Technical Help Desk)
- Supported 675 projects
- Strategy and analysis studies (Machine Sector Analysis, Seed Sector Analysis, Regional Competition Analysis, Tekirdağ Ecological Industrial Zone and Logistics Central Report, SME Productivity Feasibility, Model Roaming Chicken Feasibility and E-Commerce Feasibility Report)
 - Number of investors informed by the Investment Support Offices, provided consultancy services and attracted to the region (4 investors)
 - Development agencies financial support programs, training and information activities (45 activities and 707 participants for 2018,)
 - Result-Oriented Programs (Development of Seed Sector, Result-Oriented Program and Development of Milk and Dairy Products Sector-Oriented Program)
 - Geographical Sign Studies (Karacakılavuz Dimi woves and Velimeşe Bozası)
 - Promotional Days and Fairs

Conclusions

The source of regional policy in Turkey is a five-year development plan. These plans were however inadequate for regional development and the targeted results could not be achieved. Development agencies have started to be established in 2006 following the recommendation of the establishment of regional development agencies in terms of conformity to the European Union.

Trakya Development Agency is one of 26 development agencies founded in Turkey. The areas that Agency operating are comprised of provinces with borders to two different countries (Bulgaria and Greece). Edirne, Kırklareli and Tekirdağ provinces have advantages especially in agriculture, industry, tourism and logistics. These advantages could however not be actualized. The development agency provides to actualize local potential by local actors

Thanks to the support that provided by the Agency, the Bank cooperates with small and medium-sized enterprises, non-governmental organizations, cooperatives, universities, public institutions and organizations for regional development through projects. It continues training and support activities, especially considering the region's potential.

The resources allocated for the support given increasingly continue over the years. By this means, institutions and organizations whose budget is inadequate to meet the project subject implement projects with the support of the agency. The development agency plays a role in promoting the region, mobilizing local products, potential and resources. The activities carried out for regional development that emerges how important of the agency for the region.

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