

Bas, Ahmet; Yüzer, Mehmet Alý

**Conference Paper**

## An Anaylsis in Order to Measure of Regional Development Agencies Performance and Their Impacts to the Regional Growth in Turkey

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## 1 INTRODUCTION

Many different methods were been implemented or still implement in Turkey to decrease the regional disparities since 1950. At this point, in order to accommodate to the EU some governmentel institutions also established during the process. One of these governmental institutions are Regional Development Agencies which were established in 2006 by the law of 5449.

During the establishment of RDAs, flexible government and fiscal organisation and diffirent implementation instruments are the basically major claims for agencies to decrease the disparities (Danson, Halkier, & Damborg, 1998). However the arguements never stop since they have been established in Turkey. Today, 26 RDAs are working in NUTS 2 region to develop the regions in Turkey.

In this study we try to understand and analysis how the RDAs work in Turkey since they established and what is their performance regard to 2010 and 2011 implementations, which use the public budget and aim to enhance the investment in the regions, by using several indicators coming from their responsibilities that are written in the law 5449.

## 2 REGIONAL DEVELOPMENT AGENCY (RDA)

The first agency was established in Tennessee Valley, USA after the Great Depression in 1933. Firstly, agency started to eliminate the impact of the depression than continue to increase the labor force in the region. Thus agency constructed some dam to control the unbalanced water and produce cheap energy. After the construction industrial investment increase in the region and the circumstances turns vice versa (DPT, 2000).

Today, there is no transition countries that have regional development agencies, but the establismment process is oftenly diffirent from country to country. The first agencies were run after the II. World War in Europe in Italy and UK to reduce the regional disparities. Continously Austria, Belgium, France and Ireland governments started to run the RDAs during the 1950s. After all, in 1960s Germany, Holland and in 1980s Greece, Spain, Denmark and Finland also established the RDAs (Arslan, 2010) (İTO, 2003).

RDAs basicaly managed, where they operate, bottom-up process that emphasize the local values compare to other central governmental institutions. These RDAs mostly make a diffirence in their region either they are accelerant during the investment and project process. (Danson, Halkier, & Damborg, 1998) (Halkier, 2006).

On the other hand, RDAs position also have to be contraversial in some countries such as Belgium, UK and Polond. At the end of these arguments, UK government abolished the England RDAs in 2012. (John Shutt, 2012) (Halkier, 2006). Fiscal application is one of the big contraversial points for these RDAs according to their implementations. The argument is that the RDAs are not transparency during their project selections and budget implementations. Besides the strong companies also prompted the RDAs in accordance with their desires. (Allen, 2012).

### 2.1 Regional Development Agencies in Turkey

In 2001, Turkey and EU are signed the EU Accession Partnership and in this assignment both organizations will defined some duties to each other. According to this assignment Turkey will define the NUTS 2 regions and established the institutions that will organize and navigate the funds which are funding by EU. After this assignment Turkey determined the NUTS 2 regions in 2002 and the RDAs were established in 2006<sup>1</sup>.

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<sup>1</sup> It can be reached to the detail Turkish RDAs arguments from the “12. Ulusal Bölge Bilimi/Bölge Planlama Kongresi, Bölge Biliminde Yeni Yaklaşımlar (2007) İstanbul”.

Turkish agencies are defined in The Ninth Five Years Development Plan; To enhance the local partnerships and project capacity, in addition to be catalyst during the project process. Besides they will fund the critical investments in the region either they will set in motion by financial or enhance the local companies labor capacity. The big infrastructure project won't be funded by the RDAs (Yaman & Kara, 2008).

### **3 PERFORMANCE ANALYSIS**

#### **3.1 2010 and 2011 RDAs Activities**

Call for proposals are the biggest amount of RDAs budgets in a fiscal year. By this proposals RDAs support the local companies, NGOs and other institutions in order to transfer the high-tech, increase the productivity and improve the labor capacity.

55 different proposals were noticed by the 26 RDAs in Turkey in 2010. 8.885 projects were applied and 1.720 projects were accepted. In 2011 6.643 proposals were applied and 1.929 proposals were accepted. The detail information for proposals is given in the Table 1 and Table 2.

Moreover, RDAs also supported the local governments and NGOs by using Direct Activity Supports. 7 RDAs were made an announcement for this fund. Particularly 500 projects were applied and 93 were accepted. Therefore in 2011, 24 RDAs called for this funds and 1.309 projects were applied and 401 projects were accepted. For the detail information check the Table 1 and Table 2.

Two of RDAs in Turkey were organised the Guided Project Supports in 2010 and these projects were brought into DPT. Six of RDAs were also organised the Guided Project Supports in 2011 and they gave these projects to DPT in order to approve them.

Another supporting way for RDAs is technical supports to the governmental institutions and NGOs. This supportment is aimed to enhance the institutional labor capacity, local planning organizations and to make lobby activities in different parts of the world.

Six of the RDAs were called for the Technical Supports in 2010 and seventeen of the RDAs were called in 2011. 596 projects were applied for this supportment and RDAs were supported 404 projects in 2010 and 1.464 projects were applied and 906 of the them were supported in 2011. (For the detail information check the Table 1 and Table 2).

Table 1: Number of Applied and Accepted Proposals in 2010.

No	RDAs	Number of Applied and Accepted Proposals in 2010						
		Call for Proposal		Direct Activity Support		Guided Project Support	Technical Supports	
		Applied Projects	Accepted Projects	Applied Projects	Accepted Projects		Applied Projects	Accepted Projects
1	Ahiler Development Agency (AHİ-KA)	240	42	0	0	0	0	0
2	Ankara Development Agency (ANKARAKA)	0	0	130	17	0	0	0
3	West Mediterranean Development Agency (BAKA)	358	40	0	0	0	0	0
4	West Blacksea Development Agency (BAKKA)	174	44	0	0	0	0	0
5	Bursa-Eskişehir-Bilecik Development Agency (BEBKA)	297	68	0	0	0	0	0
6	Çukurova Development Agency (ÇKA)	655	131	0	0	0	0	0
7	Tigris Development Agency (DİKA)	327	68	53	19	0	52	23
8	East Mediterranean Development Agency (DOĞAKA)	484	113	88	16	0	115	87
9	East Anatolia Development Agency (DAKA)	460	71	0	0	0	0	0
10	East Blacksea Development Agency (DOKA)	251	86	0	0	0	0	0
11	East Marmara Development Agency (MARKA)	322	68	0	0	0	155	97
12	Euphrates Development Agency (FKA)	283	45	80	11	0	0	0
13	South Aegean Development Agency (GEKA)	720	108	0	0	0	0	0
14	South Marmara Development Agency (GMKA)	388	67	0	0	0	0	0
15	Silkroad Development Agency (İKA)	379	91	0	0	0	0	0
16	İstanbul Development Agency (İSTKA)	388	98	0	0	0	0	0
17	İzmir Development Agency (İZKA)	330	63	0	0	0	0	0
18	Karacadağ Development Agency (KARACADAĞ)	404	82	0	0	0	0	0
19	North Anatolia Development Agency (KUZKA)	0	0	43	6	0	0	0
20	North-East Anatolia (KUDAKA)	286	78	44	10	1	21	19
21	Mevlana Development Agency (MEVKA)	984	155	0	0	0	148	94
22	Middle Blacksea Development Agency (OKA)	157	36	62	14	1	0	0
23	Middle Anatolia Development Agency (ORAN)	413	60	0	0	0	0	0
24	Serhat Development Agency (SERKA)	169	51	0	0	0	0	0
25	Trakya Development Agency (TRAKYAKA)	416	55	0	0	0	0	0
26	Zafer Development Agency (ZAFER)	0	0	0	0	0	105	84
TOTAL		8.885	1.720	500	93	2	596	404

Table 2: Number of Applied and Accepted Proposals in 2011.

No	RDAs	Number of Applied and Accepted Proposals in 2011						
		Call for Proposals		Direct Activity Support		Guided Project Support	Technical Support	
		Applied Projects	Accepted Projects	Applied Projects	Accepted Projects		Applied Projects	Accepted Projects
1	Ahiler Development Agency (AHİ-KA)	240	44	0	0	0	194	66
2	Ankara Development Agency (ANKARAKA)	251	121	83	20	0	36	31
3	West Mediterranean Development Agency (BAKA)	304	80	82	26	0	0	0
4	West Blacksea Development Agency (BAKKA)	225	83	17	12	1	0	0
5	Bursa-Eskişehir-Bilecik Development Agency (BEBKA)	439	95	71	19	0	90	48
6	Çukurova Development Agency (ÇKA)	493	99	0	0	0	0	0
7	Tigris Development Agency (DİKA)	197	66	72	23	0	72	62
8	East Mediterranean Development Agency (DOĞAKA)	520	195	134	20	1	190	104
9	East Anatolia Development Agency (DAKA)	0	0	56	12	0	4	4
10	East Blacksea Development Agency (DOKA)	154	53	72	29	0	83	48
11	East Marmara Development Agency (MARKA)	312	75	128	36	0	222	96
12	Euphrates Development Agency (FKA)	315	87	44	14	1	47	33
13	South Aegean Development Agency (GEKA)	0	0	28	13	1	0	0
14	South Marmara Development Agency (GMKA)	233	39	23	10	0	23	21
15	Silkroad Development Agency (İKA)	300	90	53	14	0	49	45
16	İstanbul Development Agency (İSTKA)	175	32	41	12	0	0	0
17	İzmir Development Agency (İZKA)	121	47	53	18	1	0	0
18	Karacadağ Development Agency (KARACADAĞ)	232	79	50	22	0	60	21
19	North Anatolia Development Agency (KUZKA)	210	88	0	0	0	0	0
20	North-East Anatolia (KUDAKA)	236	69	22	10	0	55	55
21	Mevlana Development Agency (MEVKA)	346	99	60	36	0	138	101
22	Middle Blacksea Development Agency (OKA)	434	107	45	11	1	0	0
23	Middle Anatolia Development Agency (ORAN)	201	59	24	10	0	0	0
24	Serhat Development Agency (SERKA)	145	62	28	6	0	60	49
25	Trakya Development Agency (TRAKYAKA)	225	98	36	12	0	57	55
26	Zafer Development Agency (ZAFER)	335	62	87	16	0	84	67
	<b>TOTAL</b>	<b>6.643</b>	<b>1.929</b>	<b>1.309</b>	<b>401</b>	<b>6</b>	<b>1.464</b>	<b>906</b>

### 3.2 Definitions of Performance Analysis and Indicators

Performance Analysis (PA) is mainly started after 1980. PA is scale not only the outcomes but also is interested by the results of the activities and institutions capacity. This circumstance is allowed to monitor the real situations for the companies. Firstly this analysis method was used in public and private sector than other institutions and NGOs started to analysis in different ways (Hatry, 2001).

Evaluation is different from some point of PA. Evaluation means; to measure the results of the determined goals and objectives from the point of fertility, pointedness, sustainability and impacts of activities and to generate balanced strategic decisions for the future planning terms (Sarı, 2010). In this context, PA Evaluation means, to clarify the current circumstances according as the achieved goals and objectives in the determined time by proving the concrete indicators (Ertekin, 2003).

Thus, the PA time for RDAs is determined as 2010 and 2011. The indicators are collected and analysis between these years. The indicators are determined by the law of 5449 that the RDAs duties defined in the matter 5. The study is aimed to measure the RDAs performance by these indicators.

#### Indicators for Performance Analysis

There are vary many different indicators according to the institutions capacity or the region such as developed or less developed regions. In particular, according to the IISD (Institute of International Sustainable Development) indicators, if the indicators would be sustainable, the indicators expiration, time eligibility, data set availability, analysis capacity and reliability should be suitable to make a fertile analysis. Additionally, the SMART method also can be analysis in this context. Fairfax County make an urbanity performance analysis by using Strategic, Measurable, Accurate, Reliable and Time-based indicators (Ertekin, 2003).

In this study, 27 different indicators is used to measure the RDAs performance. First of all, the indicators are determined and they are all scaled according to their importance rank that is determined by the RDAs specialist. The detail formulas are explained in the Table 3.

The indicators show so many RDAs activities but these activities importance to eliminate the regional disparities aren't same as the others. Each activity importance is different from the others. As a result of the difference of the indicators importance, they are calibrated after their rank is determined. The formulation is shown in the 1.1

$$\begin{aligned} T_1 &= (G_1 + G_2 + G_3)k_1 \\ T_2 &= (G_4 + G_5 + G_6 + G_7 + G_8 + G_9 + G_{10})k_2 \\ T_3 &= (G_{12} + G_{15} + G_{16} + G_{17} + G_{18} + G_{24} + G_{25})k_3 \\ T_4 &= (G_{11} + G_{13} + G_{14})k_4 \\ T_5 &= (G_{19} + G_{20} + G_{26} + G_{27})k_5 \\ T_6 &= (G_{21} + G_{22} + G_{23})k_6 \\ (k_1 &= 0,6 \quad k_2 = 0,8 \quad k_3 = 1 \quad k_4 = 0,2 \quad k_5 = 0,4 \quad k_6 = 0,1) \end{aligned}$$

$$P_{\text{Agency}} = (T_1 + T_2 + T_3 + T_4 + T_5 + T_6) \quad (1.1)$$

$P_{\text{Agency}}$ : Performance value for each Agency

$T_1$ : Technical Support

$T_2$ : Call For Proposal And Other Financial Supporting Activities.

$T_3$ : Agencies Institutional Activities.

$T_4$ : Fiscal Applications and Funds.

$T_5$ : Website application, Supporting Office Activities And Other Investment Tracing Activities.

$T_6$ : Trademark, Numbers of Patents And Incentives Ratio

$k$  value is the calibration number for the different indicators group according to their importance in the RDAs activities.

Table 3: Indicators and ratios in order to analysis the RDAs performance.

INDICATOR NUMBERS	INDICATORS FOR RDAS ACTIVITY STATISTICS	RATIOS
G <sub>1</sub>	Number of total technical supporting projects.	TTD / Number of Total Governmental Institutions and NGOs
G <sub>2</sub>	Number of technical supportings for local administrations.	YTD / Total TD
G <sub>3</sub>	Number of technical supportings for NGOs	STD / Total TD
G <sub>4</sub>	Number of people who attended to the information and education meetings.	log(BEK / Program Sayısı) / log (Number of Total population over 20 years old in the region)
G <sub>5</sub>	Number of applied projects in the call for proposals programme.	log(MDP GPS) / log(Number of Total Governmental Institutions, NGOs and Private Companies)
G <sub>6</sub>	Number of succeeded projects applied in the call for proposals programme.	MDP BPS / Number of Total Proposal
G <sub>7</sub>	Number of succeeded projects done by agencies.	BiPS / MDP BPS
G <sub>8</sub>	Number of applied direct activity supporting projects.	DFD GPS / Number of Total Governmental Institutions and NGOs
G <sub>9</sub>	Number of accepted direct activity supportings projects.	DFD BPS / DFD GPS
G <sub>10</sub>	Number of Guided Projects	GP KPS
G <sub>11</sub>	Amount of financial supportings (TL)	Amount of MD / RDA Total Budget
G <sub>12</sub>	Number of collaborations that make by agency with the other institutions.	AİOS / 12
G <sub>13</sub>	Amount of local contribution in the agency budget (TL)	YAKM / Total Amoun of Money Paid by Local Authority
G <sub>14</sub>	Proportion of local contribution in the agency budget. (%)	YAKM / RDA Total Budget
G <sub>15</sub>	Report and research numbers that has been prepared by agency	RANS / 12
G <sub>16</sub>	Project numbers that has been implemented by agency	UPPS / 12
G <sub>17</sub>	Organizations that agency attends are done outside of the region** (number)	KSOS / 12
G <sub>18</sub>	Number of agencies organizations exhibited in the region	BDOS / 12
G <sub>19</sub>	Investor number***	GYS
G <sub>20</sub>	Number of private companies run in the region newly	YİS / Number of Total Private Companies
G <sub>21</sub>	New trademark numbers in the region	log(MTS) / log(Number of Total Private Companies)
G <sub>22</sub>	Number of incentives spoon fed in a year	log(TBS) / log(Number of Total Private Companies)
G <sub>23</sub>	Number of patent applications in the region in a year	log(PBS) / log(Number of Total Private Companies)
G <sub>24</sub>	Number of Development Committee meetings in a year.	KKTS / 12
G <sub>25</sub>	Development Committe Members attend to the council (person)	(KKKS / KKTS)/100
G <sub>26</sub>	Number of supporting application to the Supporting Office in a year****	log(YDO Application Numbers) / log(Number of Total Governmental Institutions, NGOs and Private Companies)
G <sub>27</sub>	Website	Number of website
*	Governorship, County Governorship, Municipality, Province Private Government Administration	
**	Fair, Congress, Symposium other activities	
***	Investment that are supported by Supporting Office or a project which is directly supported by RDAs	
****	Information and advising activities or other stuffs by doing Supporting Office	

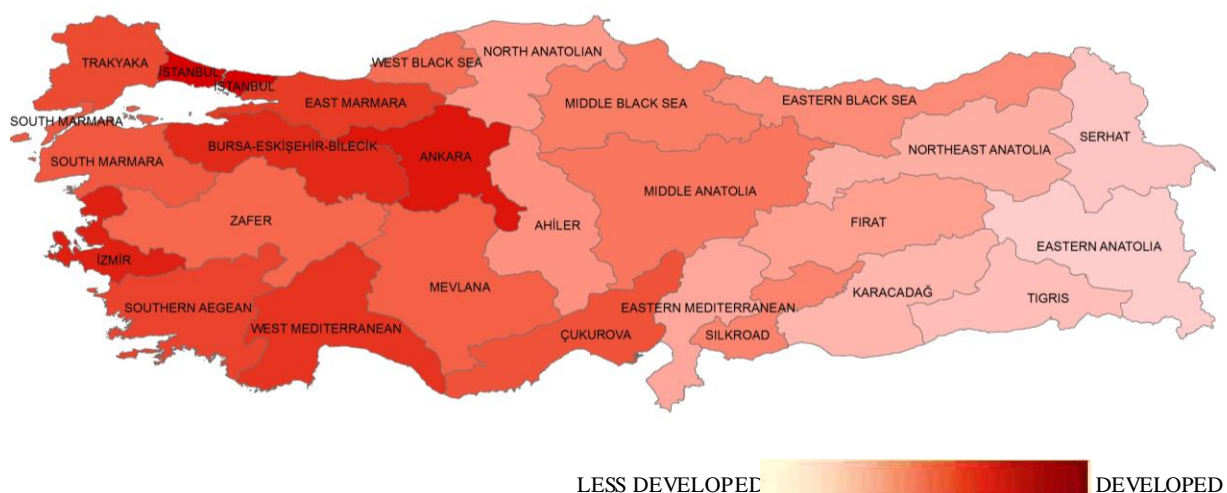
#### 4 RDAs ACTIVITIES AND THEIR PERFORMANCE

RDAs are wholly run in the 26 NUTS 2 region in Turkey in 2010. It is easily seen that all of the agencies are made their missions which are defined in the law of 5449. However, when the agencies activities are examined comprehensively it would be released that some of the agencies performances are higher than the others. It has some reasons such as budget applications, call for proposal programme, supporting activities, local contribution to the projects and budgets as well as the regional organizations either national or international. Beside supporting office activities are also very important especially for the less developed regions.

In particular, the agencies which run the supporting office, start the funds and support the companies either fiscal or technical have high points and show good performance in 2010. As it seen in the Table 3 and Table 4, these agencies used all of the instruments to enhance the investments and to decrease the regional disparities. Some of the agencies performance which got high points in 2010 were decreased as a result of less activities and low supporting funds. Number of applied projects and local contributions to the agencies were the other reasons of the low performance points. It could be compared in Image 1 and Image 2.

Regional disparities between east and west part of Turkey is one of the Turkish reality. There has been a big migration from east part to west and south part of Turkey since 1950 (Image 1). Not only migration also losing the labor force make the region less developed and today there is a huge disparities between east and west part of Turkey. For instance, the difference between the most and the less developed region from the point of GDP in Turkey is 35 fold (Işık, Baysal, & Ceylan, 2010).

Image 1: Regional development of Turkey according to NUTS 2 region in 2011 (Kalkınma Bakanlığı, 2013).



Supporting offices have big impact in the regions. They are not only looking for the national or international investments, also they give a hand to the local entrepreneurs as well as SMEs. In this case study, supporting offices activities have a big deal with the RDAs performance due to their impact factors. Supporting offices in the east part of Turkey have critical functions during the proposal announcements and preparing project processes. In west part of Turkey, companies have advisors or other assistants to seek into new investment areas. However, on the contrary in the east part of Turkey, the advisor offices aren't enough to answer the local entrepreneurs needs. Supporting offices change this circumstances and filled the gaps in the local area. It can be easily seen that the number of application proposals was totally changed from 2010 to 2011.

Number of private companies is also important to compare the applications. There is big differences between west and east part of Turkey as well as north and south. In the west and south part of Turkey, private companies work either national or international and the number of companies is higher than the other parts. As a result of this situation, number of applications for the proposals and other RDAs activities are higher than the other regions. However, as it seen from the Table 4 and Table 5 and Image 2 and Image 3, even the number of private companies in the west and south part of Turkey is higher than the less developed regions in the north and east part, the participations to the activities aren't as much as high compare to the number of companies. This defines that the east and north part of Turkey have big potential to make the investment.

Some RDAs performance decreased too much from 2010 to 2011. There are several reasons for this situation. First of all, the performance of the Eastern Anatolia RDA has effected too much from the earthquake which occurred in 2011 in Van. Because of the earthquake, companies and other institutions hadn't made their activities naturally and RDAs activities interrupted for one year.

West Mediterranean RDA didn't make any call for proposals. That's why the RDAs performance decreased too much in 2011.

Table 4: RDAs performances distribution in 2010.

No	RDAs	T1	T2	T3	T4	T5	T6	Total <sub>2</sub>	Total
1	Karacadağ Kalkınma Ajansı	0,720	2,184	7,67	0,256	3,472	0,126	14,302	14,428
2	East Anatolia Development Agency	0	1,536	9,21	0,176	2,600	0,107	13,522	13,629
3	West Mediterranean Development Agency	0	1,552	6,50	0,226	5,004	0,145	13,282	13,427
4	Silkroad Development Agency	0	1,616	9,44	0,374	1,388	0,145	12,818	12,963
5	Middle Blacksea Development Agency	0	1,808	7,57	0,406	0,972	0,128	10,756	10,884
6	İzmir Development Agency	0	1,552	7,16	0,302	1,324	0,152	10,338	10,49
7	North East Anatolia Development Agency	0,594	2,816	4,65	0,230	1,476	0,112	9,766	9,878
8	East Marmara Development Agency	0,444	1,568	6,54	0,170	0,700	0,155	9,422	9,577
9	Dicle Development Agency	0,648	1,720	5,49	0,370	0,664	0,099	8,892	8,991
10	Çukurova Development Agency	0	1,600	6,36	0,310	0,616	0,138	8,886	9,024
11	Mevlana Development Agency	0,414	1,600	6,04	0,232	0,528	0,159	8,814	8,973
12	Ankara Development Agency	0	0,880	7,02	0,044	0,800	0,157	8,744	8,901
13	West Blacksea Development Agency	0	1,600	5,14	0,214	0,532	0,101	7,486	7,587
14	İstanbul Development Agency	0	1,568	5,19	0,326	0,400	0,167	7,484	7,651
15	East Mediterranean Development Agency	0,312	2,080	3,24	0,132	0,648	0,127	6,412	6,539
16	Firat Development Agency	0	1,872	3,33	0,104	0,628	0,139	5,934	6,073
17	Ahiler Development Agency	0	1,616	2,81	0,408	0,400	0,123	5,234	5,357
18	Middle Anatolia Development Agency	0	1,608	2,65	0,282	0,400	0,149	4,940	5,089
19	Serhat Development Agency	0	1,648	2,58	0,220	0,400	0,077	4,848	4,925
20	Bursa-Eskişehir-Bilecik Development Agency	0	1,592	2,15	0,138	0,612	0,159	4,492	4,651
21	Trakya Development Agency	0	1,568	2,28	0,242	0,400	0,131	4,490	4,621
22	South Aegean Development Agency	0	1,616	2,10	0,208	0,400	0,137	4,324	4,461
23	East Blacksea Development Agency	0	1,640	1,90	0,208	0,400	0,128	4,148	4,276
24	North Anatolia Development Agency	0	0,544	3,01	0,092	0,400	0,105	4,046	4,151
25	South Marmara Development Agency	0	1,576	1,39	0,152	0,400	0,122	3,518	3,640
26	Zafer Development Agency	0,378	1,608	0,66	0,258	0,400	0,157	3,304	3,461

Total<sub>2</sub>: Without T6 indicators.

Image 2: RDAs performances distribution compare to the other regions in 2010.

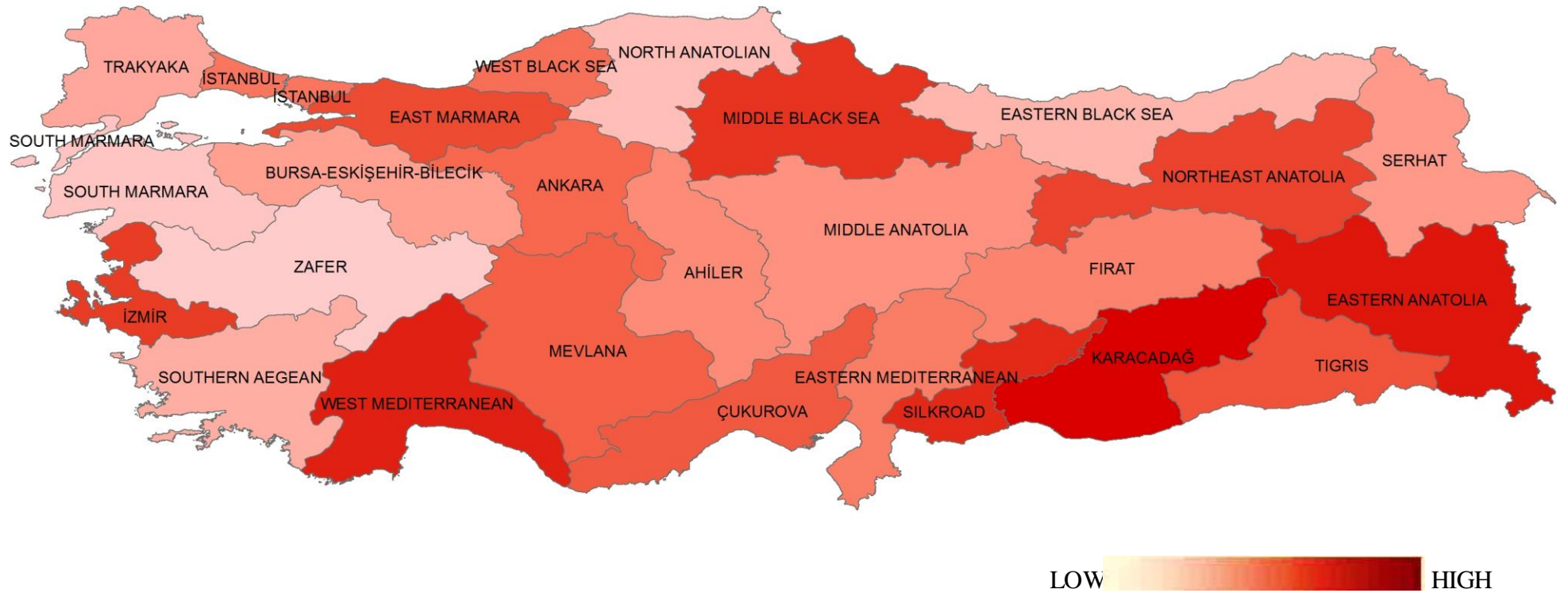
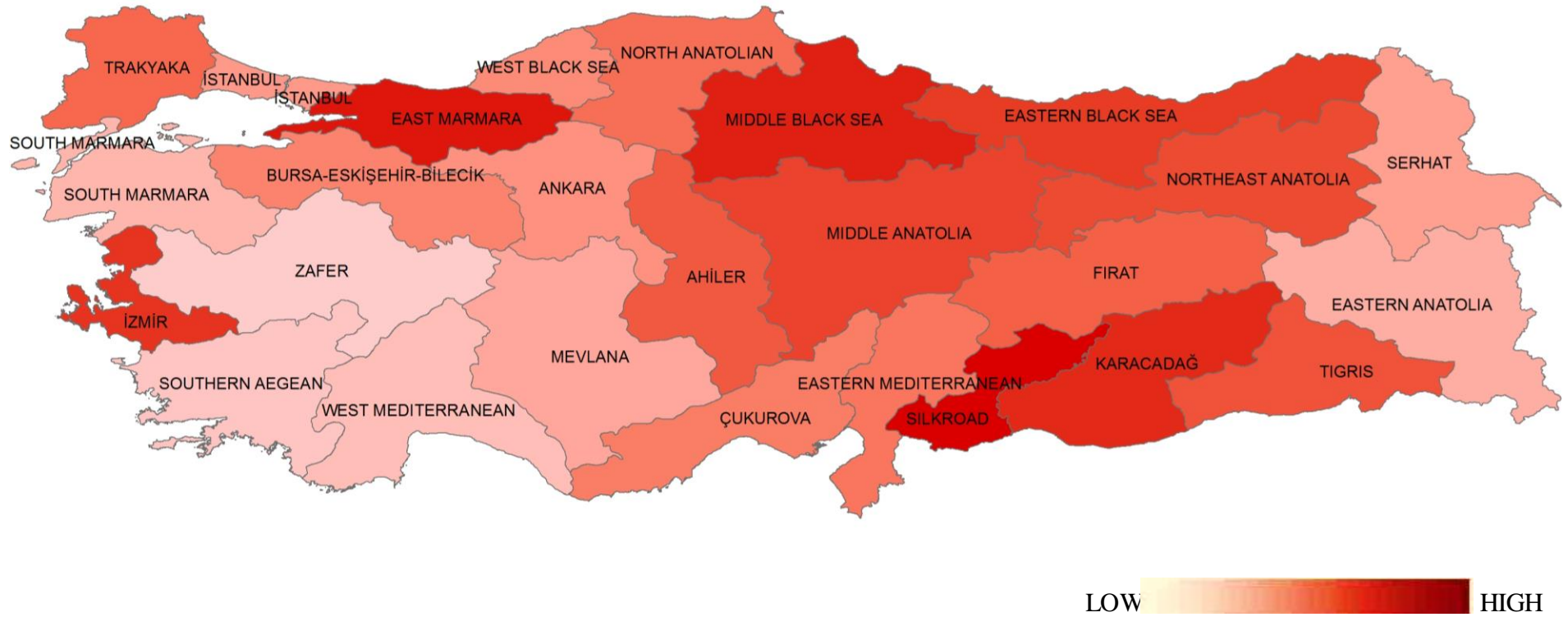


Table 5: RDAs performances distribution in 2011.

No	RDAs	T1	T2	T3	T4	T5	T6	Total <sub>2</sub>	Total
1	Silkroad Development Agency	0,678	2,000	18,68	0,378	2,216	0,147	23,864	24,011
2	East Marmara Development Agency	0,396	2,088	16,75	0,244	0,324	0,163	19,802	19,965
3	Middle Blacksea Development Agency	0	2,688	15,92	0,438	0,608	0,131	19,654	19,785
4	Karacadağ Development Agency	0,643	2,200	10,97	0,206	2,276	0,121	16,295	16,416
5	İzmir Development Agency	0	2,088	10,75	0,282	2,980	0,157	16,100	16,257
6	East Blacksea Development Agency	0,560	2,096	9,53	0,148	0,988	0,131	13,322	13,453
7	Middle Anatolia Development Agency	0	2,008	10,80	0,236	0,180	0,145	13,224	13,369
8	North East Anatolia Development Agency	0,330	2,112	6,01	0,370	4,292	0,105	13,114	13,219
9	Tigris Development Agency	0,558	2,104	8,16	0,280	1,908	0,115	13,010	13,125
10	Ahiler Development Agency	0,578	1,656	8,97	0,262	0,208	0,121	11,674	11,795
11	Fırat Development Agency	0,432	2,864	7,31	0,240	0,252	0,133	11,098	11,231
12	Trakya Development Agency	0,498	2,104	6,30	0,274	1,600	0,139	10,776	10,915
13	North Anatolia Development Agency	0	1,928	5,16	0,430	3,044	0,100	10,562	10,662
14	East Mediterranean Development Agency	0,414	3,304	5,59	0,222	0,684	0,130	10,214	10,344
15	Çukurova Development Agency	0	1,552	7,85	0,246	0,220	0,140	9,868	10,008
16	Bursa-Eskişehir-Bilecik Development Agency	0,270	1,872	5,52	0,122	1,820	0,167	9,604	9,771
17	West Blacksea Development Agency	0	3,192	5,23	0,234	0,228	0,106	8,884	8,990
18	Ankara Development Agency	0,522	2,272	5,73	0,340	0	0,162	8,864	9,026
19	İstanbul Development Agency	0	1,665	6,34	0,288	0,144	0,184	8,437	8,621
20	Serhat Development Agency	0,252	2,008	5,66	0,224	0,292	0,081	8,436	8,517
21	Mevlana Development Agency	0,426	2,256	5,38	0,230	0,140	0,158	8,432	8,590
22	East Anatolia Development Agency	0,606	0,520	5,10	0,272	1,792	0,089	8,290	8,379
23	South Marmara Development Agency	0,708	2,368	4,31	0,186	0,508	0,120	8,080	8,200
24	West Mediterranean Development Agency	0	2,072	4,68	0,316	0,232	0,148	7,300	7,448
25	South Aegean Development Agency	0	1,480	4,78	0,162	0,216	0,141	6,638	6,779
26	Zafer Development Agency	0,396	1,872	3,20	0,306	0,220	0,154	5,994	6,148

Total<sub>2</sub>: Without T6 indicators.

Image 3: RDAs performances distribution compare to the other regions in 2011.



## 5 EVALUATION

For the Turkish RDAs, it can be easily said that they all do their duties which have been determined in the law of 5449. Some of them make their duties well, some of them not but at least they prepared their regional plans, made supporting programmes such as call for proposals, direct activity supporting and guided projects.

One of the basic values for the regional organizations is that the RDAs bring together the local authorities around the same table and they started the negotiation between the different institutions, NGOs and other partners. By this way, regional problems and potentials are talked and solved by the stakeholders. However, some of the institutions, NGOs and private companies don't participate the advising committee although the participation is very important for the RDAs philosophy.

There are more than 900 hundreds specialist works for the RDAs. These specialists are very important for the local organizations because of their experiences. Especially in the less developed regions, these specialists make big differences about the labor power, investments as well as human capital.

Central authority is one of the stakeholders in the administrative board and has been transferred the RDAs budget since they had been established. On the contrary, while the RDAs was established in 2006, the authorities declared that the RDAs would be used the local sources and EU instruments. However, it hasn't been occurred till now. The biggest amount of RDAs budgets are supported by the central government. In the long term, it could be a serious problem for the RDAs budgets.

Call for proposals instrument is a critical financial supporting for the less developed regions. RDAs either supported the local public administrations and NGOs or private companies. However, there is a big challenging question for this supporting instrument. One of them is 26th of the RDAs used the same instrument for the different regions and the amount of the financial fund is more or less the same. For this reason, at the beginning of the term in the 2010, this instrument had been made a difference in the less developed regions but as time goes by, developed regions not only used the financial funds also have a well educated labor. These people know how to prepare a project and use the funds. Thus after 2011, this instrument content has changed. This is a critical point and RDAs have to solve this problem.

All of the RDAs have studied potential of their regions to bring either national or international investments. So, there has been occurred a well studied projects and investments library for Turkey. If investors want to make an investment in Turkey, they will be find so many reports and research notes in the RDAs library.

Supporting Investment Offices have a big role in the regions. They don't only make contacts with the investors, also they prosecute the investment works. If investors want to make an investment in the regions, supporting investment office guide the investors and help them during the investment process from beginning to end. This makes also easy the bureaucratic works. As it seen from the proposals, there are so many new companies that are run newly in the regions and this circumstance effects the unemployment ratio. Surely, proposals aren't the unique instruments to decrease the unemployment ratio but it has helped to the employers.

To sum up, the expectations from Turkish RDAs were big and since they have been run, the activities and organizations that have been done by RDAs, make differences in regions. However, on the contrary their position and administrative framework is still argued. If the RDAs put themselves outside of these arguments, in the long term they will help to the either central or local administratives to decrease the regional disparities and enhance the wealth of Turkey.

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## APPENDIX

Table A1: NUTS 2 region: distributions of regional population, numbers of governmental institutions, NGOs and private companies.

No	Regional Development Agency	+20 Age (2010) <sup>2</sup>	+20 Age (2011)	Private Companies <sup>3</sup> (2002)	Govern. Insti. And NGOs <sup>4</sup>	Total <sup>5</sup>
1	TR71 NUTS 2 Region (AHİKA)	979.708	986.785	40.426	398	40.824
2	TR51 NUTS 2 Region (ANKARAKA)	3.347.657	3.442.461	130.013	189	130.202
3	TR61 NUTS 2 Region (BAKA)	1.876.427	1.886.009	86.281	430	86.711
4	TR81 NUTS 2 Region (BAKKA)	747.991	739.637	32.467	285	32.752
5	TR41 NUTS 2 Region (BEBKA)	2.544.165	2.579.304	104.233	450	104.683
6	TR62 NUTS 2 Region (ÇKA)	2.411.792	2.458.231	91.835	375	92.210
7	TRC3 NUTS 2 Region (DİKA)	937.652	1.002.947	20.071	291	20.362
8	TR63 NUTS 2 Region (DOĞAKA)	1.830.415	1.835.985	60.333	293	60.626
9	TRB2 NUTS 2 Region (DAKA)	968.298	1.014.556	22.078	349	22.427
10	TR90 NUTS 2 Region (DOKA)	1.739.704	1.756.717	69.835	491	70.326
11	TR42 NUTS 2 Region (MARKA)	2.214.512	2.276.716	76.272	424	76.696
12	TRB1 NUTS 2 Region (FKA)	1.045.268	1.084.973	32.087	269	32.356
13	TR32 NUTS 2 Region (GEKA)	1.951.540	1.993.336	106.456	289	106.745
14	TR22 NUTS 2 Region (GMKA)	1.129.247	1.232.618	55.007	215	55.222
15	TRC1 NUTS 2 Region (İKA)	1.351.148	1.395.075	47.204	349	47.553
16	TR10 NUTS 2 Region (İSTKA)	9.058.699	9.363.633	347.617	450	348.067
17	TR31 NUTS 2 Region (İZKA)	2.878.520	2.897.537	119.552	284	119.836
18	TRC2 NUTS 2 Region (KARACADAĞ)	1.567.487	1.638.098	41.605	287	41.892
19	TR82 NUTS 2 Region (KUZKA)	538.618	540.488	22.393	286	22.679
20	TRA1 NUTS 2 Region (KUDAKA)	661.163	669.021	20.662	244	20.906
21	TR52 NUTS 2 Region (MEVKA)	1.447.247	1.471.451	61.072	290	61.362
22	TR83 NUTS 2 Region (OKA)	1.867.816	1.862.712	75.531	412	75.943
23	TR72 NUTS 2 Region (ORAN)	1.532.670	1.536.784	48.496	446	48.942
24	TRA2 NUTS 2 Region (SERKA)	601.684	627.387	17.453	248	17.701
25	TR21 NUTS 2 Region (TRAKYAKA)	1.112.199	1.157.192	47.924	295	48.219
26	TR33 NUTS 2 Region (ZAFER)	2.125.472	2.070.458	81.288	634	81.922

<sup>2</sup> Population data in 2010 and 2011 gets from TURKSTAT.

<sup>3</sup> According to the NACE classification.

<sup>4</sup> Governmental Institutions and NGOs are counted from the Government Website for each agency.

<sup>5</sup> Governmental Institutions, NGOs and private companies number.