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The Role of Regional Development Agencies in Turkey

INTRODUCTION

Globalization is caused to amendments in importance of the actors in the international relations. The regions became prominent actors within this new period and the regional/institutional structurings Regional Development Agencies reached the position of an actor of global competition. This period is current from the point of Turkey as well and it has the novelty [Ozer, 2010, p. 389–390].

Nowadays, Turkey is face to face with review the policies in the direction of anti-instability between the regions and regional development that was began to implement with planned period. The main reason of this obligation is regional development policies are integrated within the European Union Accession Period. Therefore, Turkey placed regional development model, policy and tools on one side that had been applying since approx. 40 years, and entered again in the process of a settlement. The main element of this new structuring is constituted by the units named as Regional Development Agencies (RDA) [Arslan, 2010, p. IX].

Law on “Organization of Development Agencies, Coordination and Duties” No. 5449 that arranges Establishment of Regional Development Agencies and administration entered into force on 25th January, 2006. Many positive and negative opinions become a current issue in public opinion with respect to this Law and it is open to argument [Turan, 2007, p. 2].

As it was stated at first article of the Law with number 5449 in our country; Regional Development Agencies (RDA) are established “with the purpose of developing the cooperation between the public sector, private sector and non governmental organization, ensure to use the resource timely and effective, to speed regional development in line with the principles and policies anticipated in national development plan and programs by means of starting the local potential, to ensure its sustainability and to reduce development differences of interregional and intraregional [Arslan, 2010, p. X]. In this study firstly we will explain globalization and regionalization process and theory of regional development agency with situation in Europe. Afterward we will give information about Turkish regional development agency.

PHENOMENON OF GLOBALIZATION AND REGIONALIZATION

GLOBALIZATION

Globalization in generic terms means the abolition of geographical barriers or the “death of distance”. It means a faster movement of ideas, of technologies , of cultures and economies among nations and individuals . In this process, multinational , transnational and non-governmental organisations have played key roles in articulating the concerns and interests of the world community at large [Lumpur, 2001, p. 86–101].

Globalisation has robbed individuals and societies of their autonomy. For example, American products such as McDonalds’ are fostering of the consumption psychology and has led people to believe that state has ceased to be a “key actor” in the world system in these areas, there is a widely- held perception that globalisation processes in different sectors of human activities have benefitted only the rich. Globalization is pushed by several factors, the most important among which is technological change [Kacowicz, 1998, p. 262].

The impact of globalization in our daily ways of life and in particular on the culture of higher education is serious. It brings about both a valuable opportunity and a threat as well. Globalization raises a series of issues that our society has to face. As problems become more and more complex, they require multidisciplinary approaches. Globalization has created an interconnected world. It is a reality that can not be ignored [Hosseini, 2010, p. 7356–7358].

Globalisation leaves aside market economies, dismantles national states and institutions, clones production systems by the rupture of any relation between “culture and production systems”, and, finally, it de-territorialises the basic existence of the communities. The construction of process of regional integration rooted in the “meso-region” dimension appears to be the best alternative to globalisation and the adequate answer to the new demands on internationalisation in the 21st century [Canavero, Pizzetti, Valent Milan, 2000, p. 14].

Globalization is most often invoked in the context of the increased interdependence of the various national economies. It is argued in the subsequent sections that this needs to be understood over the various levels of human aggregation at which collective action takes place. Specifically identified are the national level, the sectoral level, and the firm level as candidates for inclusion. It is also important to study ecomic globalisation across all the factors of production as well as across the flow of goods and services. [Hart, Prakash, 1996, p. 206].

REGIONALIZATION

Regionalization can be defined as politicoadministrative process by which regions emerge as relevant units of analysis for economic and political activity

and welfare and service provision. In many cases this notion of regionalization can be equated to notions of ‘regionalization from above’ or devolution, i.e. regions being the objects of governmental reforms. The concept of regionalization is reserved for more spontaneous processes of region formation by different actors – state or non-state [Magel, 2004].

As a dynamic process, it can be best understood as a continuing process of forming regions as geopolitical units, as organized political cooperation within a particular group of states, and/or as regional communities such as pluralistic security communities [Whiting, 1993, p. 19].

THE LINK BETWEEN GLOBALIZATION AND REGIONALIZATION

Regionalism is emerging today as a potent force in the processes of globalization. If globalization is regarded as the compression of the temporal and spatial aspects of social relations, then regionalism may be understood as but one component, or ‘chapter’ of globalization [Mittelman, 1996a, p. 189]. The process of regional integration can be interpreted as part of the international economic order at the end of the twentieth century; if impelled by raw material forces, then it becomes a result and a component of globalization [Reynolds, 1997, 1]. According to this view, by helping national economies to become more competitive in the world market, regional integration will lead to multilateral cooperation on a global scale, the adoption of liberal premises about cooperation, and the opening of the local economies. Moreover, since globalization unfolds in uneven rather than uniform dynamic patterns, it may reveal itself in processes that are less than geographically global in scope. Therefore, globalization may be expressed through regionalization [Holm, Sorensen, 1995, p. 6–7]. In this process the regions became prominent actors and Regional Development Agencies reached the position of an actor of global competition.

REGIONAL DEVELOPMENT AGENCY

Regional development agencies can be characterised as semi-autonomous organisations that, in a multi functional and integrated manner, support economic development primarily through ‘soft’ means of policy, such as the provision of advice to SMEs inducing networking and learning. These agencies are implemented in EU and many other countries and leading organizations in development [Kayasu, 2009, p. 5].

According to European Association of Regional Development Agencies, Regional Development Agencies are organized structures in the specific area and be in cooperation with local and regional institutions on financing, manage-

ment and duties [Eurada, 1999, p. 16]. According to other definition the regional organizational structures who support economic progress except centralized and local administration that the public finance are called regional development agencies [Halkier et al., 1998, p. 13].

Regional development agencies (RDAs) have played an important role in the rise of bottom-up regional policy in western Europe, and it is often maintained that the RDA approach offers a significant supplement or alternative to the traditional financial incentives of central government. A ‘model RDA’ is expected to be a semi-autonomous public body and to develop an integrated strategy that primarily aims at strengthening the indigenous sector of the economy [Danson, Halkier, 2005].

Regional cooperation and establishment of regional development agencies communication is important. In this regard, the civil, public and private sector institutions and organizations are actors in the region. Regional actors, as key elements in the region and it covers regional authorities, businesses and business associations (chambers of commerce), civil governmental organizations, universities, local governments, organizations, unions, etc. [Özmen, 2008, p. 331]. The Agencies, working in partnership with central and local government, business and other key regional interests, will bring fresh vitality to the task of economic development and social and physical regeneration in the region. The RDAs will bring greater coherence and a sharper regional focus to the public resources available to promote development and regeneration [Deas, Ward, 2000, p. 1].

RDAs were granted a range of powers to meet these objectives, much of which came from a variety of existing government agencies and programmes. Principal amongst these was the Single Regeneration Budget Challenge Fund, responsibility for the management of which was assumed from the GORs [Deas, Ward, 1999].

“The Regional Development Agencies’’, considered to be future vital institutions of structural transformation and sustainable development in the fields of regional development and social improvement, were established under the coordination of State Planning Organization (DPT) [<http://www.kudaka.org.tr>].

DEVELOPMENT AGENCIES IN EUROPE

Regional Development Agencies, the first time in 1950 and 1960 to provide information to the central government-led development programs, they were established to oversee implementation and monitoring of these plans. RDAs, with the understanding of public management and the globalization in the 1980s, they appointed with the active participation of local actors in the private

sector and regional development process. Austria, Belgium, Ireland and France acquainted with the RDAs for the first time in the 1950s. Germany, Holland, Britain and Italy acquainted with the RDAs after the 1960s. Greece, Spain, Finland and Denmark acquainted with the RDAs in the 1980s. The RDAs in America and England are the nature of semi-autonomous entities to realize the private sector and public sector with in cooperation. But in Japan and France, they are sat up for solutions to the problems of underdeveloped regions, and they have been established to carry out long-term programs [Özen, 2005, p. 4].

The district of Paris in the France and its round achieve greater growth from total of the all regions, the difference of the development gained experience between Italy and North-South regions, the regional development policies of the European countries were transformed to competitive and autonomous structure by the reason of the former industry in the United Kingdom, Scotch and Wales has been subsided. Thus, the countries in the Europe established their own organizations for regional development. Within this sensibility, central state power is limited in recent years and the number of the development agencies which fulfill the needs of regional needs was rapidly increased [Kumral, 1994, p. 7].

RDAs can be classified according to their bureaucratic autonomy, their origins and their activities. A basic distinction between RDAs can be drawn by their positions either inside or outside the core administrative apparatus of politically elected government. Political sponsors can be the local, regional and national actors. A development body incorporated into a government structure is likely to be subjected to a high degree of political control. However, agencies established by central governments have the advantage of resources available for their objectives. Moreover, agencies existing inside local and regional authorities have closer to the local realities but dependency on bureaucratic channels tends to transform them into less operational organizations and agencies established by local/regional authorities can make quicker decisions and less dependent on political attitudes [EURADA, 1999].

Some countries have recognized the RDA later. Some countries like the Czech Republic, Slovakia, Poland, Estonia, Lithuania, Latvia joined EU later and they have recognized the RDA directly at the request of EU in the 1990s. [Özen, 2005, p. 4].

Regional Development Agencies (RDA) as model are establishments which are autonomous and in autonomous structure and have many political tools as supporting the environmental development of the region and SME's, environmental conservation, provide service as infrastructural investment and consultancy services [Hughes, 1998, p. 616]. And Development Agencies' legal status is different from almost every country (table 1).

Table 1. Legal Structure of RDAs in Europe 1999

Countries	Legal Status of the RDA
Germany	The Semi Autonomous Public Corporations
Spain	Public bodies subject to private law
France	Mixed economy companies
Belgium	Inter-municipal agencies
Romania, Denmark	Foundations
Czech Republic, Estonia, Slovakia, Poland	Public-private sector companies
Swedish	Limited company
Netherland, Italy, Ireland, Portugal	Public limited companies
England	Non-public agency of the Ministry (quango) / autonomous organization
Lithuanian	Non-profit organizations
Greece	Initiative of Municipality

Source: [EURADA, 1999].

RDAs the most important financing source are public revenues and EU funds. In order to strengthen the financing structures of RDAs in time of its establishment, the region's administrative, economic, political and legal conditions in each country taking into account the different formulas were produced. For example, Eastern European countries in the 1990s, the first stage of the RDAs, EU funding and quality of public institutions has been established by experts in charge of the EU [Demirci, 2005, p. 6–7].

EURADA

European Association of Regional Development Agencies (EURADA) is considered as a means to provide regional development within the framework of a new regional development. These associations are central administrative and regional strategic establishments where the decisions and the policies about the applications of regional development are made by the inhabitants of the region in a participant manner [DPT, 2008]. EURADA is the unions of agencies founded in an independent structure from the central government having a goal of improving the socio-economic condition of a specified region. EURADA decides the sector-specific and general development problems, determines the potential solutions and supports those projects producing analytic solutions.

The goals of EURADA might be listed as creating a competitive business environment, supplying a labor force at world standard, providing the government support, improving health and environment and building effective associations [Hasanoğlu, Aliyev, 2009, p. 85].

ESTABLISHMENT PROCESS OF DEVELOPMENT AGENCIES IN TURKEY

Development process of development agencies in Turkey is emerged slightly based on the EU force and partly to review due to regional development and interzonal policies are not achieve success fairly that was began to apply with planned period. Turkey placed regional development model, policy and tools on one side that had been applying for many years and entered again in the process of a settlement. The main element of this new structuring is constituted by new local units named as Development Agencies. The subject of Development Agencies the event that first, Turkey's has to think substantially is 1999 Helsinki Summit. In this summit, Turkey gained candidate status to the EU began to dispute this new local settlement that takes part in restructure studies.

First of all legal reforms process for Turkey have been started on Development Agencies that take part in the reforms to be done in the medium term on Certificate of Accession Partnership that was prepared by the EU Commission. In the direction of this process, the European Union system (NUTS) that is known as Statistically Provincial Management Unit and arranged in conformity with the community rules has been accepted by Council of Ministers Decision on 22nd September, 2002 and with number 4720. And immediately after it was decided on Certificate of Accession Partnership of 2003 to establish Development Agencies to benefit from financial aid program before accession [Arslan, 2010, p. 2].

When main features of development agencies in our country are researched it is seen that the agencies are established by cabinet decision that they have legal entity and they be organized in a clear partly autonomous, and flexible structure. Also the agencies shall be established on Level 2 regions within the frame of Nomenclature of Units for Territorial Statistics (NUTS) 127 similarly the European Union Statistical Classification (EUSC) The agencies render service to cooperation between public sector-private sector and non governmental organizations, and to ensure socio economic-development of the region. When this features of the agencies are researched it is seen that they are compatible with the common features of the development agencies in the world broadly [Tamer, 2008, p. 43-46].

DUTIES AND FUNCTIONS OF TURKISH DEVELOPMENT AGENCIES

The regional development describes a period that could only come true with the participation of local, regional, national and even international actors. Countries have sought different solutions to eliminate the disparities

found among the regions. The regional development agencies (RDAs) have been established to realize this objective. The basic contribution of the RDAs to the underdeveloped regions might be regarded as to build up competitive regional policies to encourage investments. Another contribution of the RDAs is bringing the technological progresses to the region through the RDAs, supporting the processes of development and research and observing the improvements in the region via establishing data banks [Kantarci, Karadag, 2010, p. 295–306].

RDA has five aims. These aims are ; to provide economic and social development, to support the investments made in the region, to increase the abilities of the personnel in the region, to provide employment and to ensure sustainable development [Gibbs, 1998, p. 366]. As well as these aims RDAs have an active role in increase the opportunities in the region, to promote competition among managements, to use managements in the fighting against poverty, in development intersector cooperation for local governments to allow the attendance directly to these process [World Bank, 2009] and aim at “to decrease the level of domestic market failure” [Cameron, Danson, 2000, p. 15].

According to Draft Law on Establishment of Development agencies, Coordination and Duties the primary duty of the Agencies is to develop the cooperation between the public sector, private sector and non governmental organization in the region and ensure to participate, decision making of the parties in the region and application process (Article 5) [Ozen, 2005, p. 25].

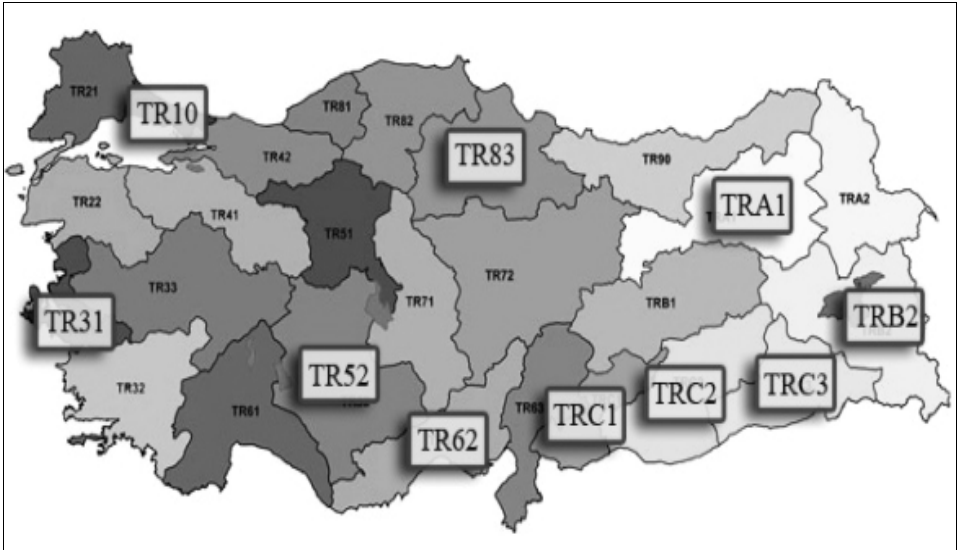
Besides; there are duties such tracking, financial and technical assistance, regional advertising, to do necessary researches in order to exposure investment potential, to give support to investors through perform exclusive necessary permissions and licence operations by administrative offices named One Stop Offices [Ozen, 2005, p. 25].

As is seen here, the Agencies are not implementing agency of development plans, they are an official intermediary firms that SPO will make final decision, to provide information for regional development plans, to ‘follow’ during implementation and to inform the failing aspects of the program. Otherwise, the primary duties of the BKA’s is to make bureaucratic treatments easier for investors via One Stop Offices and to undertake the region overview [Ozen, 2005, p. 25].

SOME CERTAINS TO DEVELOPMENT AGENCIES

In Turkey it was targeted to establish regional development agencies under coordinatorship of the DPT with the Law 5449 numbered that was accepted in Turkey on 26 January, 2006. Turkey has been zoned and divided 26 regions by

law. It was stipulated to establish development agency in every region. The agency of the every region is established by legal decisions issued by the Cabinet Officers and treated. 2 development agencies has been established by Cabinet Decision dated 6.7.2006 published on RG, 8 development agencies by Cabinet Decision dated 22.11.2008 published on RG, 16 development agencies by Cabinet Decision dated 25.7.2009 published on RG. 26 development agencies has been established in 26 regions. In the following table development agencies in Turkey and provinces involved are indicated below. (<http://www.karasaban.net/bolge-kalkinma-ajanslari-ahmet-atalik>).



Source: [<http://www.planlama.org/new/bolgesel-kalkinma-ajanslari/turkiye-de-bolgesel-kalkinma-ajanslari-bka.html>].

Experiences of Regional Development Agency in Turkey [Turan, 2007, p. 81]:

- Regional Development Oriented Projects (GAP Regional Development Project – GIDEM, Eastern Anatolian Development Program),
- Those which Established Within the Scope of AB Aided Programs (Yesilirmak Watershed Development Association, Middle Black Sea Development Association, Erzurum-Erzincan-Bayburt Development Association, Central Anatolian Development Association, Konya Karaman Development Association, Border Provinces Development Association, Eastern Anatolia Development Association),
- Those which Established by initiative of Local Actors (EGEV, Mersin Development Agency – MEKIK, BAGEV).

Table 1. Regional Development Agency founded in Turkey

TR31: Izmir	TR33: Afyon, Kütahya, Manisa, Uşak
TR62: Adana, Mersin (Çukurova)	TR41: Bilecik, Bursa, Eskişehir
TR10: İstanbul	TR42: Bolu, Düzce, Kocaeli, Sakarya, Yalova
TR52: Karaman, Konya	TR51: Ankara
TR83: Amasya, Çorum, Samsun, Tokat	TR61: Antalya, Burdur, Isparta
TR11: Bayburt, Erzincan, Erzurum	TR63: Hatay, Kahramanmaraş, Osmaniye
TRB2: Bitlis, Hakkâri, Muş, Van	TR71: Aksaray, Kirikale, Kırşehir, Niğde, Nevşehir
TRC1: Adyaman, Gaziantep, Kilis	TR72: Kayseri, Sivas, Yozgat
TRC2: Diyarbakır, Şanurfa	TR81: Bartın, Karabük, Zonguldak
TRC3: Batman, Mardin, Şırnak, Siirt	TR82: Çankiri, Kastamonu, Sinop
TR21: Edirne, Kırklareli, Tekirdag	TR90: Artvin, Giresun, Gümüşhane, Ordu, Rize, Trabzon
TR22: Balıkesir, Çanakkale	TRA2: Ağrı, Ardahan, Iğdır, Kars
TR32: Aydın, Denizli, Muğla	TRB1: Bingöl, Elazığ, Malatya, Tunceli

Source: [DPT, 2009].

AEGEAN ECONOMY DEVELOPMENT FOUNDATION: EGEV

EGEV has been established under the guidance of Izmir Governor of the period in 1992 on initiation of municipality, chamber, university and non governmental organizations for the purpose to introduce the Aegean Region to foreign investors.

In 1998, it has been involved all Aegean region by participating Izmir, Afyon, Aydın, Denizli, Muğla, Manisa, Kutahya, Canakkale, Balıkesir, Usak governorships, municipalities, universities, chambers, various STK's and private companies. EGEV provided all kinds of technical and information support from DPT concerning region development plan with a protocol signed with DPT. EGEV performs a task of Greece –Turkey Cross Border Cooperation Program's regional technical secretariat [Ozen, 2005, p. 20].

CUKUROVA DEVELOPMENT AGENCY

Adana province being centre Cukurova Development Agency including Adana and Mersin provinces is one of the first two implementations of the development agency model which is constituted in Turkey. For a developed Cukurova region the agency adopted a mission to ensure local development by setting a motion local potential.

Three main objectives of the Agency draw the attention [Karaaslan, 2008, 96–97]:

- To exposure economical and social potential in order to increase the region's attraction, Give a demonstration of the region in the national and international arena.
- Development of human resources capacity and assurance of effective management of the immigration.
- Provide support to production and employment activities in the region.

*SOUTHEASTERN ANATOLIA PROJECT REGIONAL DEVELOPMENT
ADMINISTRATI ON (GAP BKI)*

Southeastern Anatolia Project Regional Development Administration that is established in 1989 even so it is a headquarter administration body determines regional strategies in order to reduce intra regional and interzonal development difference and apply them, brings it to bear on and ensures coordination between institutions and establishments. GAP regional development administration is qualified as central developmennt administration with this mission [Ozen, 2005, p. 21].

ENTERPRENEUR SUPPORT AND ORIENTATION CENTRES (GIDEM)

GIDEMs began as KOBİ (SME Enterprises) development project in the provinces of Adiyaman, Diyarbakir, Gaziantep, Sanliurfa and Mardin in 1997–2002 period within the scope of a project that is performed together for GAP administration and the United Nations Development Agency (UNDP) for GAP region. The purpose of the project is to assist establishments established recently with developed GIDEM services and to fortify entrepreneurship, operational and administrative capacities of micro, small and medium sized enterprises and promoters. GIDEMs provide business development services on informing, training and consultancy/recommendation.

SOURCE OF INCOME OF DEVELOPMENT AGENCIES AND SUPERVISION

The foremost source of finance of the BKA's which being active in the Europe is public revenue and the EU funds.

In Turkey, development agencies are not subjected to the provisions of the Public Procurement Law No. 4734 and State Bidding Law No. 2886, Public Finance Management and Control Law No. 5018 and development agencies law no. 5449. Development agencies' income constitutes 5 per thousand of the amount remaining after necessary deductions are made from budget and tax incomes and 1 percent of the remaining amount after necessary deductions are made from special provincial administration and municipalities' budget. Funds that will be raised from the EU and other international funds is considered as agencies' incomes. It is seen that agencies' incomes will be consist of incomes collected based on widely public force accordingly. (<http://www.karasaban.net/bolge-kalkinma-ajanslari-ahmet-atalik>). According to Law No. 5449 the agencies' budget is consist of the following incomes below [Cankorkmaz, 2011, p. 121].

a) From transfer compensation that will be reserved every year at the rate of five per thousand over remaining amount after shares transferred to funds and local administrations are reduced and returns of tax of general budget tax revenue collection realized in the previous year, a share to be determined accord-

- ing to performance criteria and development level, population for each agency by Higher Planning Council.
- b) The European Union and sources of funds to be obtained from other international funds.
 - c) Operating revenues.
 - d) One percent excluding helping items received from general, annexed budget institutions and private budget institutions and over budget incomes realized in the previous year, and by way of borrowing and allotment for special provincial administrations. For municipal corporations, it is at the ratio of one percent excluding income items by way of borrowing and allotment, share to be transferred from current year budget.
 - e) Share to be transferred from current year budget at the ratio of one percent from the previous year final budget income of chambers of industry and trade in the region.
 - f) Compensation and aids granted by national and international agency and institutes.
 - g) Revenue brought forward from previous year.

Within the frame of audit principles that take part in 25th article of the Law No. 5449 Internal and external inspection is conducted in Regional Development Agencies. In the internal inspection, the activities of agency, accounts, treatments and performance is checked by the chairman of the board or secretary general and an internal auditor. In external inspection, according to procedure and principles to be determined the Ministry of Internal and the Ministry of Finance and SPO jointly all kinds of accounts and treatments are checked by the board of directors from independent boards of supervisor founded according to the legislation of Capital Market Board on March every year at the latest and if appropriate. In this situation, a report that will be prepared by independent board of supervisor is submitted to SPO and the Ministry of Interior synchronously [Karaaslan, 2008, p. 93].

CRITICISM ORIENTED TO REGIONAL DEVELOPMENT AGENCIES

Various criticism bring oriented to regional development agencies. The initial is how is regional development agencies treated in unitary structured state system and how development agencies in Turkey is ready in the future new regional politics. In this subject the comments are differ from, some people think that Turkey could stand to alteration, some people think that the unitary structure will result in problems in the course of Development Agency. Furthermore, the anxiety that regional development agencies will harm to political cohesion is reflected [Gönül, 2007, p. 108].

The other criticism is concerned regional development agencies' financial way. Because of financial resources of the agencies is so limited the improvement power of backward area. Centre of responsibility belongs to management but the base of development agencies model have an aim to minimize the intervention of the state's economic, social life. In this situation, it looks like regional development agencies to compromise with Turkish governing, management and economic structure will take time notably [Berber, Çelpeçi, 2005, p. 12].

The other matter is due to regional development agencies are working affiliated with State Planning Organisation (SPO) performance of the agency is not determined with its own efficiency.

That is to say the efficiency of the agency is direct associated with SPO's efficiency. Because of Regional development agencies have a public body identification they are seen as employment area like state economic enterprises in the course of time and they can attain a bulky structure.

Whether the interregional competition policies to enhance or not the inequality is another critical subject. For example, it was seen that such type policies applied in Poland since 1990 were enhanced the inequality instead of reducing.

CONCLUSION

Economic progress is provided by a balanced progression between regional and central units. In the countries which adopted social state principle it is an important subject that which units gain the national income as well as how it is divided. Interregional wage gaps to minimize is essential fact for progress. The structure of the revenue, and how it is produced and which sectors to be and how does it divide up is an important subject of the government and development plans. BKAs take their places in the economy as a development policy [Cankorkmaz, 2011, p. 130].

The European Union regional policy is formed of arrangement and means directed regional difference of development in itself and also is waiting for this from the countries which are expected to be a candidate in the near future. Within that period Turkey began to establish regional development agencies and the policies to harmonize with the EU and to benefit from regional development funds of the EU. The first treatment devoted to regional development agencies in Turkey began in 1990 [Hekimoğlu, Altındeğer, 2006, p. 36].

These organizational structures are obliged to consider their own internal dynamic, economic policies, financial, political and social structures of the country. But these structures bring to successful conclusion. A project which implemented in a country or a region and accomplished could be failed in the another country. For this reason, the projects produced by BKAs must consider absolutely internal dynamics of the country and the region [Cankorkmaz, 2011, p. 130].

A development agency has been established currently in every region in Turkey. But preparation of the strategies intended regional development and follow up process, passing from centralized management to local management is still a new concept in Turkey. This new development sensibility is appeared almost impossible in Turkey [Atak, 2011, p. 90].

Regional development agencies are a new fact for Turkey. As well as there are comments that agencies will support toward regional development also there are comments toward it is opposite to Turkish administrative and economic and management structure and it will be insufficient in order to support regional development. It will be possible to evaluate in the long term by looking the results of implementation in this respect.

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Summary

Regional development agencies can be characterised as semi-autonomous organisations that, in a multi functional and integrated manner, support economic development primarily through 'soft' means of policy, such as the provision of advice to SMEs inducing networking and learning. These agencies are implemented in EU and many other countries and leading organizations in development. Establishing regional development agencies in Turkey started with the effect of the process of joining EU. The main role that is imposed to these agencies are to guide the regional development and revive the regional economy. These agencies are in a position that is motivating development in these regions.

In this study we examined what roles RDAs are expected to play as part of the state's organisational structure and policy programmes, versus a role as a self-sustaining strategic and/or operational agent and broker in particular regional settings. Whilst theories such as 'new regionalism' suggest that RDAs can lead integrated, bottom-up regional development actions, it is questionable whether Turkish RDAs have the capacity to adapt to the type of role that proponents of this approach expect.

Rola agencji rozwoju regionalnego w Turcji

Streszczenie

Agencje rozwoju regionalnego mogą być scharakteryzowane jako półautonomiczne organizacje, które w sposób wielofunkcyjny i zintegrowany wspierają rozwój regionalny, głównie poprzez „miękkie” narzędzia polityki, takie jak porady dla MSP wspierające tworzenie sieci i uczenie się. Agencje te zostały utworzone w UE i wielu innych państwach oraz zalecane są przez organizacje działające na rzecz rozwoju. Powołanie agencji rozwoju regionalnego w Turcji rozpoczęło się w wyniku procesu integracji z UE. Główne zadanie, jakie zostało przypisane tym agencjom to wspieranie regionalnego rozwoju i stymulowanie gospodarki regionalnej.

W opracowaniu skonfrontowano oczekiwaną rolę ARR jako części państwowych struktur organizacyjnych i realizacji programów politycznych z rolą samodzielnego strategicznego oraz operacyjnego agenta specyficznych regionalnych warunków. Podczas gdy teorie takie jak „nowy regionalizm” sugerują, że ARR mogą prowadzić do zintegrowanego, oddolnego rozwoju regionalnego, jest dyskusyjne, czy tureckie ARR mają zdolności do adaptacji do roli, jaką wyznaczają im zwolennicy tego podejścia.