

**İZMİR**  
**DEVELOPMENT**  
**AGENCY**

**2021**  
**WORK**  
**PROGRAM**



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## ABBREVIATIONS

<b>EU</b>	European Union
<b>ANIMA</b>	The Euro-Mediterranean Network of Investment Promotion Agencies
<b>R&amp;D</b>	Research and Development
<b>ARGEFAR</b>	Ege University Research and Application Center of Drug Development and Pharmacokinetics
<b>B2B</b>	Business to Business
<b>NSRD</b>	National Strategy for Regional Development
<b>WB-IFC</b>	World Bank International Finance Corporation
<b>DCMS</b>	UK Department for Digital, Culture, Media and Sport
<b>MEROP</b>	Marine Economy Result-Oriented Program
<b>DEU</b>	Dokuz Eylül University
<b>DTO</b>	Chamber of Shipping
<b>EBİLTEM</b>	Ege University Science and Technology Application and Research Center
<b>EBSO</b>	Aegean Region Chamber of Industry
<b>IACVR</b>	Industrial Air Conditioning, Ventilation and Refrigeration
<b>EİB</b>	Aegean Exporters' Unions
<b>EPİAŞ</b>	Energy Markets Management Inc.
<b>EURADA</b>	European Association of Development Agencies
<b>EU</b>	Ege University
<b>FAO</b>	United Nations Food and Agriculture Organization
<b>GFDRR</b>	Japan Global Facility for Disaster Reduction and Recovery
<b>GPS</b>	Guided Project Support
<b>GVA</b>	Gross Value Added
<b>LC</b>	Legal Counsel
<b>İBB</b>	İzmir Metropolitan Municipality
<b>İESOB</b>	İzmir Union of Chambers of Merchants and Craftsmen
<b>İUE</b>	İzmir University of Economics
<b>İŞKUR</b>	Turkish Employment Agency (Türkiye İş Kurumu)
<b>İTB</b>	İzmir Commodity Exchange
<b>İYTE</b>	İzmir Institute of Technology
<b>İZBP</b>	2014-2023 İzmir Regional Plan
<b>İZFAŞ</b>	İzmir Fair Services Cultural and Art Affairs Trade Inc.
<b>İZKA</b>	İzmir Development Agency
<b>İZTO</b>	İzmir Chamber of Commerce
<b>ID</b>	Institutional Development

<b>SME</b>	Small and Medium Enterprise
<b>KOSGEB</b>	Small and Medium Industry Development Organization
<b>CMU</b>	Corporate Management Unit
<b>BGPU</b>	Blue Growth Policy Unit
<b>CSA</b>	İzmir Current Situation Analysis
<b>VQA</b>	Vocational Qualification Authority
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>OIZ</b>	Organized Industrial Zones
<b>PIMU</b>	Project Implementation and Monitoring Unit
<b>RSA</b>	Regional Studies Association
<b>ROP</b>	Result Oriented Program
<b>STB</b>	Ministry of Industry and Technology
<b>NGO</b>	Non-Governmental Organization
<b>TCI</b>	The Competitiveness Institute
<b>TEKNOTEST</b>	İzmir Scientific Research, Application, Test and System Development Laboratories
<b>TEPAV</b>	Economic Policy Research Foundation of Turkey
<b>TEU</b>	Twenty-foot Equivalent Unit
<b>CETROP</b>	Clean Energy and Clean Technologies Result Oriented Program
<b>TDZ</b>	Technology Development Zone
<b>TİKA</b>	Turkish Cooperation and Coordination Agency
<b>TOBB</b>	Union of Chambers and Commodity Exchanges of Turkey
<b>TTGV</b>	Technology Development Foundation of Turkey
<b>TTO</b>	Technology Transfer Office
<b>TÜBİTAK</b>	Scientific and Technological Research Council of Turkey
<b>TURKSTAT</b>	Turkish Statistical Institute
<b>TÜREB</b>	Turkish Wind Energy Union
<b>TÜRKLİM</b>	Port Operators Association of Turkey
<b>UAB</b>	Ministry of Transport and Infrastructure
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNDP</b>	United Nations Development Program
<b>WAIPA</b>	World Association of Investment Promotion Agencies
<b>GGPU</b>	Green Growth Policy Unit
<b>ISO</b>	Investment Support Office
<b>IEROP</b>	Innovation and Entrepreneurship Result Oriented Program
<b>IEPU</b>	Innovation and Entrepreneurship Policies Unit

## 1. EXECUTIVE SUMMARY

With the goals and objectives included in the policy documents produced at central and regional level via the Result-Oriented Program (ROP) based working approach implemented by Development Agencies since 2018, it is aimed to clarify how, when and what size a budget those under the responsibility of the agency will be implemented. The most important feature of this approach is to establish an accountable ground through performance indicators by creating an action plan for the Agency.

The applications initiated by the Ministry of Industry and Technology in 2020 within the framework of the procedures and principles regarding Result-Oriented Programs, aim to ensure that the Agencies focus on the sectors and issues that will reveal the potential of their regions, and to develop a new perspective on this sector and issues. And for this reason it had a strengthening effect on the activities and activities of the agencies in their regions. For our agency, 2020 was the beginning of the implementation of Result-Oriented Programs, which were determined based on analysis studies that started in 2019 and supported by extensive field studies.

Even though there are some delays in the Activity calendars of the activities foreseen for 2020 due to the COVID-19 pandemic, many Activities have been initiated and important works have been carried out in terms of institutionalization, development of Agency support applications and creating a unique approach. Efforts have been completed to ensure that the agency has a strong IT infrastructure that will meet the needs of our time and to improve its physical structure. It is thought that the institutionalization works carried out in the organizational structure at all stages from strategic planning to implementation and that will make a more effective, fast and efficient operation prevail will provide an improvement in the Activity quality of the Agency in general.

According to the analyzes and field studies conducted within the scope of the preparation of the 2020-2022 Work Program, İzmir region is under environmental pressure due to heavy industrial facilities in the North axis, agricultural activities in the Küçük Menderes basin, increasing tourism activity in the Peninsula region and intense urbanization in the central region. For this reason, it is necessary to focus the concept of sustainability in terms of regional development, and the following three Result-Oriented Programs, which are determined within the framework of the approach that focuses on the concept of "sustainable production" and have been reflected in the concepts of green and blue growth, will continue to form the road map of the Agency in the period of 2021-2023.

1. Innovation and Entrepreneurship Result Oriented Program (IEROP)
2. Clean Energy and Clean Technologies Program (CETROP)
3. Marine Economy Result Oriented Program (MEROP)

Green growth approach, corresponds to dissemination of cleaner production technologies in industry and agriculture sectors within the scope of CETROP; while the blue growth approach corresponds to targets of activating the coastal economy potential of the region with the focus of İzmir region ports within the scope of MEROP, IEROP is positioned to feed these two ROPs in terms of innovation and entrepreneurship and focuses on the concepts of green-blue entrepreneurship, green-blue technology and green-blue design.

The issues that are considered to be important for the region are covered under the title of Local Development Opportunities (LDO) and functionally associated with all three ROPs.

Based on the results of the 2020 implementation, it is predicted that the 2021-2023 period Work Program, which has been revised with the updates on the basis of Activity, will accelerate development of the region with its pioneering and exemplary works and activities in the focus of green growth and blue growth approaches.



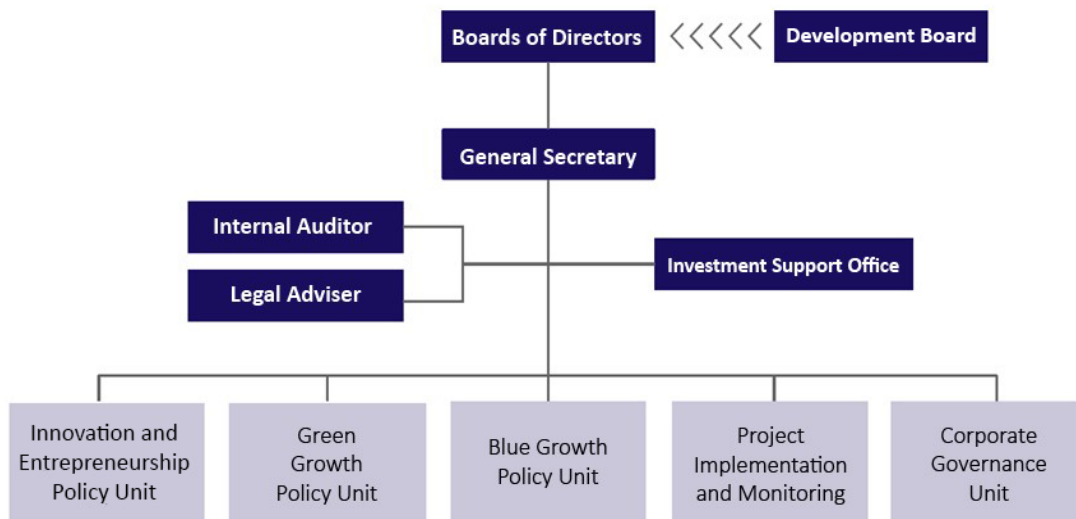
## 2. INTRODUCTION

### 2.1. Establishment Process and Organization Structure

With the publication of dated 06 July 2006 and numbered 26220 of the Council of Ministers Decree No. 2006/10550, which envisages the establishment of Development Agencies in some Level 2 Regions, in the Official Gazette, the agency was established in TR31 Level 2 region, with İzmir being the center.

Services offered by the General Secretariat, which carries out Agency activities are accomplished by Innovation and Entrepreneurship Policies Unit (IEPU), Green Growth Policies Unit (GGPU), Blue Growth Policies Unit (BGPU), Project Implementation and Monitoring Unit (PUIB), Corporate Governance Unit (KYB) and Investment Support Office (ISO)

Currently, a total of 36 personnel, including 1 Secretary General, 4 Heads of Working Unit, 1 Investment Support Office Coordinator, 1 Legal Adviser, 17 Specialized Personnel, 3 Support Personnel and 9 permanent worker assistant services staff, work in the Agency within the framework of the organization chart below.



### 2.2 Corporate Fundamental Policy and Priorities

The vision of the Agency is to be an internationally recognized institution that is taken as an example in the field of regional policy applications with the knowledge it produces, the methods it develops and the original and innovative transformation programs it has implemented and the Mission of the Agency is to produce information on the basis of green and blue growth approaches for İzmir, to develop pioneering, original and exemplary projects.



### Vision of İzmir Development Agency

- Being an internationally recognized institution based on the information it produces, the methods it develops and the original and innovative transformation programs it implements in the field of regional policy practices

### Mission of İzmir Development Agency

- Producing information on the basis of green and blue growth approaches for İzmir, developing pioneering, original and exemplary (30) projects

The agency carries out all its activities within the framework of its legal duties, in line with the basic principles and values of participation, innovation, impartiality, transparency, reliability, solution orientation, efficiency, sustainability, scientificity, sensitivity to environmental and cultural values, social responsibility, efficiency and accessibility.

### 2.3. 2014-2023 İzmir Regional Plan

The vision of the 2014-2023 İzmir Regional Plan prepared with the active participation of actors in İzmir under the coordination of the agency has been determined as "İzmir, the Center of Attraction of the Mediterranean, Producing Knowledge, Design and Innovation". Strong Economy, High Quality of Life and Strong Society constitute the three development axes of the Regional Plan. The 2014-2023 İzmir Regional Plan was prepared under the coordination of the Agency with a wide local participation and was approved by the decision of the Regional Development High Council dated 30.12.2014 and numbered 2014/1.

### 3. RESULT-ORIENTED PROGRAMS

Three ROPs to be implemented by the Agency as of 2021 are specified below:

1. Innovation and Entrepreneurship Result Oriented Program (IEROP)
2. Clean Energy and Clean Technologies Result Oriented Program (CETROP)
3. Marine Economy Result Oriented Program (MEROP)

The details of these ROPs are given respectively and the following programs, which started to be implemented in 2020, will continue to be implemented in the period 2021-2023. Important studies that are not evaluated within the scope of ROPs but need to be done for the development of the region are programmed under the heading of LDO. It is anticipated that both ROPs and LDO will give a separate impetus to the development of the region and will move the region to a more developed position in the coming periods.

#### 3.1. Innovation and Entrepreneurship Result Oriented Program (IEROP)

Information for identification purposes about this ROP implemented by the Agency is listed below. Detailed information on IEROP can be found in the ROP Management Plan. The ROP Management Plan will be revised if new activities that may fall within the scope of this ROP are identified in the ROP monitoring and evaluation studies to be carried out in 2021.

##### 3.1.1. Objective

**General Objective:** Development of innovation and entrepreneurship ecosystem in İzmir in a way that can provide the services needed by sustainable competition in the focus of blue growth and green growth

**Special Objective 1:** Developing the capacity to produce technology and innovation, especially ecological innovations in the region, strengthening the sectoral specialization and innovation infrastructure in this direction

**Special Objective 2:** Promoting investment opportunities of İzmir and increasing investments in the software sector

**Special Objective 3:** Development of advanced technology-based entrepreneurship, especially green entrepreneurship in İzmir

##### 3.1.2. Background and Reason for Intervention

Research, development and innovation are emerging as the main driving forces of countries in increasing their competitiveness and thus increasing community welfare.

*"We are in competition with other regions of the world... We are striving to be the most productive and efficient place to do business... We are competing to become the most innovative region... We are competing to find the region where new things can be done with utmost ease, and where new products can emerge easily... This is the competition we are in."*

Prof. Michael Porter of Harvard University Business School, the Institute for Strategy and Competitiveness brought a "regional" and "local" perspective to global competition policies, integrated global and regional competition approaches with regional development policies, and this perspective successfully combined his theoretical studies on microeconomics and macroeconomics with the practical field of the business world.

In this inclusive approach, "innovation" has been defined as the most important tool in global competition and it has been accepted that innovation and R&D are one of the most important tools in increasing the added value of production and thus strengthening the position of companies, regions and countries in a global competitive environment. The Frascati, Oslo and Canberra Guidelines created by the OECD have been put into use as a reference in R&D and innovation studies.

In this direction, countries allocate important resources to the development of R&D and innovation. According to OECD 2018 data, the countries that allocate the biggest share to R&D expenditures in the world are Israel with 4.9% and South Korea with 4.5%. Switzerland ranks high in R&D expenditures with 3.37%, Sweden with 3.33% and Japan with 3.3% share. This proportion, which already averages around 2% in the EU, exceeds 2.5% in the United States. Although China has a similar ratio with the EU, it has shown a very rapid development in the last 20 years. With this performance of China, it is expected to surpass both the USA and the EU in the coming period.

The EU encourages cooperation between research teams and disciplines in countries by providing funds to develop R&D and innovation, initiates venture capital investments in start-up companies and supports the procurement of innovative products and services by the public. On the other hand, implementing the 2021-2027 budget, which includes R&D and education programs worth 100 billion Euro such as Horizon Europe, launching new programs to encourage venture capital investment in startups and supporting smart specialization strategies at regional level are included in the EU innovation agenda (European Commission<sup>1</sup>, 2018). Depending on the fact that developments in digital technologies make research, science and innovation more open, more collaborative and more global, the EU has placed the 2030 innovation strategy on the axes of Open Innovation, Open Science and Open World (European Commission<sup>2</sup>, 2016).

In the Global Innovation Index 2019, where 129 countries' public and private sector R&D expenditures are analyzed, the United States, China, Japan, Germany, South Korea, France, India and United Kingdom stand out and Turkey ranks 49th (Global Innovation Index Report, 2019).

Significant progress has been made in recent years in increasing R&D and innovation activities in our country and the share of R&D expenditures in GDP increased from 0.82 percent in 2013 to 1.03 percent in 2018. R&D and innovation support programs have been diversified, there has been an increase in private sector R&D expenditures and the number of researchers, research infrastructures have been disseminated and the Law No. 6550 on Supporting Research Infrastructures for increasing their effectiveness entered into force in 2014. However, the need for the development of entrepreneurship and commercialization activities continues with the transfer of know-how and technology that enables R&D results to be transformed into economic and social benefits (11th Development Plan).

Turkey has a strong infrastructure and capacity with 207 universities, 1227 R&D Centers, 371 Design Centers, 84 TDZ (Technology Development Zones), 289 thousand R&D personnel and 112 thousand researchers. 50% of the total R&D investment of 214 billion TL in the last 15 years belongs to the private sector, 40% to universities and 10% to public institutions. The share of the private sector in R & D investments increased from 29% in 2002 to 60% in 2018.

National strategies for the future point to the continuation of an R&D and innovation-oriented development strategy. The 2023 Industry and Technology Strategy aims to move the existing ecosystem further from education to human resource planning, from industrial zones to research infrastructures. The strategy document with the vision of "National Technology Strong Industry" includes five main components: "High Technology and Innovation". "Digital Transformation and Industrial Movement", "Entrepreneurship". "Human Capital" and "Infrastructure". Targets under these components include Determination of Technological Competencies and Sectoral Roadmaps, Ecosystem Understanding and

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<sup>1</sup> [https://ec.europa.eu/info/sites/info/files/factsheet-a\\_renewed-agenda-for\\_research-and-innovation\\_may\\_2018.pdf](https://ec.europa.eu/info/sites/info/files/factsheet-a_renewed-agenda-for_research-and-innovation_may_2018.pdf)

<sup>2</sup> <https://op.europa.eu/en/publication-detail/-/publication/3213b335-1cbc-11e6-ba9a-01aa75ed71a1>

Centres of Excellence in R&D, Digital Transformation of Industry, Regional Development, Employment and Branding, Bringing Entrepreneurship Ecosystem to an Effective Structure, Policies and Practices Strengthening Technology Suppliers and Entrepreneurs, Increasing Research and Development Capacity, especially topics related to innovation and entrepreneurship studies at regional level (STB, 2019).

The importance of regional studies in achieving national objectives is indisputable. The focus approach is also a critical concern in providing effectiveness at regional level. Innovation policies in İzmir have started to be studied on a regional scale since 2010 and İzmir Regional Innovation Strategy was published in 2012. In line with this strategy, significant progress has been made with the studies conducted by both our Agency and stakeholders.

With our agency's nearly 10 years of experience in the field of innovation and R&D policies, it is seen that global competition and economic growth policies have experienced significant shifts in focus in recent years in parallel with the World agenda. In the new situation, an understanding that includes climate change, depletion of natural resources, environmental pollution, inequality in income distribution and social problems arising from these reasons shapes competition policies. The basis of this new approach is the adoption of environmental sustainability measures for the sustainability of competition, the development of business models that bring these two issues together or the reshaping of production models by bringing these two issues together. The concepts of development and growth have been strongly brought together with the environment and the concepts of "green growth" and "blue growth" have begun to be considered as an integral part of the economy. R&D and innovation activities have evolved especially in the direction of increasing resource efficiency, producing green products with high added value and developing clean technologies.

For the transition to the green economy; the OECD, which guides many countries in the world with its Green Growth Strategies, put emphasis on the following matters;

- ✓ Reducing waste and energy consumption and making resources available to achieve the highest value, increasing productivity in the economy,
- ✓ Supporting innovation opportunities for overcoming environmental problems and producing policies,
- ✓ Creating new markets and job opportunities to encourage demand for green technologies, goods and services,
- ✓ Prioritizing promotion of green initiatives and investments (OECD, Towards Green Growth).

In general, these sub-fields, called eco-innovation, green entrepreneurship and clean technologies, are defined as the capabilities that regions targeting the sustainable development approach need to develop themselves. Green entrepreneurship stands out as a concept that includes the environmental benefit element to entrepreneurship, which is an economic gain-oriented approach, and underlines that sustainability can be served while economic gain is achieved. Innovation is seen as the key to radical improvements in environmental practices and performance in the eco-innovation approach.

The fact that eco-innovation is a basic tool for competitiveness also creates opportunities for investors and entrepreneurs. In the goal of sustainable growth, measures to be taken for every process in the value chain, facilitating solutions and design needs create new business areas. These areas of work require a broad perspective covering all processes from raw material supply to recycling and even redefining the need for consumption. They also bring about multi-actor processes that require articulation from individual actions to collaborations, from networks on the local plane to networks extending to the global.

As the products and even the technologies produced contribute to the sustainability of the planet, the fact that they now benefit the whole world and the global society, facilitates the "together" solution development processes of stakeholders and the habit of open innovation and open science is becoming

widespread. While innovation has been the driving force of competition in the past, sustainable competition has become the driving force of eco-innovation and green entrepreneurship. Tools of sustainable production such as clean production, eco-efficiency, resource efficiency, energy efficiency, green purchasing and industrial symbiosis require the production of special solutions through R&D, product development and innovation. This leads to an increase in green investments and employment opportunities, thus providing a holistic contribution to green growth in economic, social and environmental terms and sustainable regional development.

Our Agency, which has been working for the sustainable development of İzmir since its foundation, has adopted green growth and blue growth approaches as the main tools for the development of İzmir in its 2020 Work Program and has designed its result-oriented programs to serve these axes. Innovation and Entrepreneurship Result-Oriented Program aims to develop technology, innovation, entrepreneurship and clustering to serve the green growth and blue growth axes within the framework of İzmir Regional Plan's Strong Economy development axis. Efforts to develop İzmir's innovation and entrepreneurship ecosystem will be handled in a way that will support the goal of strengthening sustainable development in the region with a blue and green economic perspective.

İzmir innovation ecosystem has shown significant development and diversification in the last 10 years both as stakeholders and as outcomes. According to the study of İzmir Innovation Indicators and Innovation Ecosystem (2018), there were 100 different units in the innovation ecosystem such as universities, research centers and umbrella organizations in 2010, while this number increased to 151 in 2016. For example, while there was one technology development zone operating in the İzmir ecosystem, this number has already increased to four. The same increase was observed in the number of technology transfer offices that have an interface function between the university and the rest of the ecosystem. The increase in the number of TTOs (Technology Transfer Offices) and TDZs (Technology Development Zones) has enabled the establishment of more technology-based companies with the potential to produce high value-added goods and services and the emergence of more projects and inventions.

As of 2019, there are 9 universities and 8,821 researchers in the region, 40 scientific publications and 9 TÜBİTAK ARDEB project applications per 100 researchers. While 445 companies operate in technology development zones, 82 of them are companies established by academics. There are 4 patent applications per 1000 researchers. Especially in patenting and commercialization, the regional R&D, innovation and entrepreneurship potential should be addressed together with sectoral specialization (İZKA, 2019).

Sectoral specialization processes and ecosystem development activities in İzmir with IEROP have been designed in a way that can provide the services needed by blue growth and green growth axes and sustainable competition and at the same time provide strengthening by feeding from these axes. In general, it is aimed to increase the ability of the ecosystem to create innovation; however, the main need for this ecosystem is to develop as an incubator that produces clean technologies and provides solutions to İzmir's needs. İzmir is aimed to be a national center in eco-innovation, green entrepreneurship and clean technologies and to become an exporter of innovation by producing global solutions.

Skills and willingness of ecosystem stakeholders in İzmir are rapidly developing. Our agency carries out many studies in cooperation with national and international stakeholders in order to raise awareness and to ensure the dissemination of tools. AGORADA+ 2017 event held in İzmir together with EURADA has been one of the international activities that enables the discussion of the concepts of eco-efficiency along with industry 4.0. In the field of environmental problems or renewable energy, open innovation events such as hackathon, ideathon, etc. organized by our Agency and other stakeholders in the region, entrepreneurs, experts, public institutions and academia come together and these occasions where local solutions are produced and innovative ideas can meet with investors serve to increase awareness on the subject. Greentech Programs, which have been organized for three years, are effective organizations that enable clean technologies produced by entrepreneurs to meet investors. The

reflections of these studies are observed in the field, the ecosystem is getting stronger in this direction and such studies are carried out by private companies. The key role that eco-innovation and green entrepreneurship will play in the sustainable development of İzmir is owned by all stakeholders of the region. These tendencies of stakeholders to produce common solutions support the development of the ecosystem in a way that open innovation and open science can easily be produced.

IEROP will focus on eco-innovation and green/blue entrepreneurship and the production of clean technologies while the efforts to develop İzmir's innovation and entrepreneurship ecosystem continue. In this way, it is envisaged to produce the necessary tools to achieve the targets under the other two ROPs, to increase the resource efficiency required for sustainable competition and to reduce the environmental impacts.

### **Preliminary Risk Evaluation**

It has been evaluated that the biggest risk in the implementation of ROP by the Agency will be the decrease of investments in these areas in our country and the loss of importance of technology development in these areas. However, it can be said that the likelihood of realization of this risk is weak for these issues, which are among the objectives and policies of the 11th Development Plan. Another important risk is that the main stakeholders in the innovation and entrepreneurship ecosystem do not embrace the relevant issues. In order for this program to be successful, it is necessary to develop a regional ecosystem with innovation, entrepreneurship and clustering studies. In order for the stakeholders in the regional innovation ecosystem to embrace the issue, it is important to carry out the activities with participatory mechanisms within the framework of a communication plan and to operate the ROP Steering Board as a participation tool in the management of these risks.

### **3.1.3. Outcome and Output Objectives**

The outcomes aimed to be achieved within the scope of the mentioned ROP are included in the following Key Performance Indicators and Output Performance Indicators tables.

<b>Key Performance Indicators</b>					
<b>No</b>	<b>Indicator Name</b>	<b>Unit</b>	<b>Target</b>	<b>Sources of Verification</b>	<b>Relevant Special Purpose(s) No</b>
1	Number of Firms Investing in Smart Specialization Areas	Piece	5	Agency Data	1
2	Number of Companies Operating in Technology Development Zones	Piece	450	Technology Development Zones	1, 3
3	Number of Institutional Actor-Startup Collaborations Established in İzmir	Piece	10	Technology Development Zones	1, 3
4	Number of Collaborations Established Through Start in İzmir Platform	Piece	10	Technology Development Zones	1, 2, 3
5	The Ratio of the Number of Companies Applying for TEYDEB Supports to Total Firms in the Manufacturing Sector	Percentage	2	TURKSTAT, TÜBİTAK	1, 3
6	Number of Investments Concluded	Piece	6	Agency Data	1, 2, 3

Key Performance Indicators					
No	Indicator Name	Unit	Target	Sources of Verification	Relevant Special Purpose(s) No
7	Number of Startups Established in the Field of Green Entrepreneurship in İzmir	Piece	5	Agency Data	1, 2, 3
8	Number of Companies Benefiting from Newly-Established Infrastructures in the Field of Innovation and Entrepreneurship in İzmir	Piece	50	Agency Data	1,2,3

Output Performance Indicators					
No	Output Indicator	Unit	Target		Sources of Verification
			2021	Total	
1	İzmir Smart Specialization Strategy	Piece	1	1	Agency Reports, Internet Page
2	İzmir Data Bank Platform	Piece	1	1	Agency Reports, Internet Page
3	Number of Firms Benefiting from Venture Capital	Piece	3	9	Agency Reports, Internet Page
4	Number of Entrepreneurship Activities Organized	Piece	2	6	Agency Reports, Internet Page
5	Number of People Participating in Entrepreneurship Activities	Piece	100	400	Agency Reports, Internet Page
6	Network Organizations Participated/Affiliated	Piece	1	2	Agency Reports, Internet Page
7	Cooperation with Member Network Organizations	Piece	1	1	Agency Reports, Internet Page
8	Number of Firms Detected with the Second Class Firm Identification Tool	Piece	3	10	Agency Reports, Internet Page
9	Number of Platforms Developed for Introduction of İzmir Entrepreneurship Ecosystem	Piece	1	1	Agency Reports, Internet Page
10	Number of Startups Supported to Commercialization Processes	Piece	10	30	Agency Reports

Output Performance Indicators					
No	Output Indicator	Unit	Target		Sources of Verification
			2021	Total	
11	Number of Infographics, Animation, Video etc. Promotional Materials Prepared for Investment Promotion towards Software Sector	Piece	12	36	Agency Reports, Internet Page
12	Number of Open Innovation Events Organized	Piece	1	4	Agency Reports
13	Number of Open Innovation Event Participants	Person	50	200	Agency Reports
14	Number of Startup Acceleration Programs Organized	Piece	2	5	Agency Reports, Internet Page
15	Number of Companies Participating in Startup Acceleration Programs	Piece	10	30	Agency Reports, Internet Page
16	Number of Infrastructure Established for Innovation and Entrepreneurship	Piece	1	3	Agency Reports, Internet Page
17	Number of Domestic and International Investment Promotion Activities for the Software Sector	Piece	2	6	Agency Reports, Internet Page
18	Number of Companies Reached in Domestic and Foreign Investment Promotion Activities for the Software Sector	Piece	50	150	Agency Reports, Internet Page
19	Number of Firms Sustained Communication After Domestic and Foreign Investment Promotion Activities for the Software Sector	Piece	5	15	Agency Reports, Internet Page
20	Number of Activities for Improving the Software Sector Investment Environment	Piece	2	6	Agency Reports, Internet Page
21	Number of High-Tech Meetings Held	Piece	3	10	Agency Reports, Internet Page
22	Number of Firms Provided Management Consultancy	Piece	3	9	Agency Reports, Internet Page

#### 3.1.4. Project and Activities

The programs, projects and activities to be carried out within the scope of the said ROP are included in the table of ROP components below.



ROP Components Table						
WBS Code	Component Name	Type	Method	Responsible Organization	Responsible Unit	Special Purpose(s)
1	İzmir Smart Specialization Strategy	Activity	Research, Analysis and Programming	İZKA	IEPU	1
2	Theme-Oriented Innovation and Entrepreneurship Activities	Activity	Cooperation and Coordination	İZKA	IEPU	3
3	Research and Analysis Studies for Activating Innovation and Entrepreneurship Activities	Activity	Research, Analysis and Programming	İZKA	IEPU	1
4	Greentech İzmir - Startup Corporate Actors Meeting	Activity	Cooperation and Coordination	İZKA	IEPU	3
5	Monitoring the Activities of International Network Organizations in the Field of Regional Development and Competition	Activity	Capacity Building	İZKA	IEPU	1, 2
6	Investment Promotion Materials for the Software Sector	Activity	Promotion and Investment Support	İZKA	ISO	2
7	Domestic and International Investment Promotion Activities for the Software Sector	Activity	Promotion and Investment Support	İZKA	ISO	2
8	Introduction of İzmir Entrepreneurship Ecosystem	Activity	Cooperation and Coordination	İZKA	IEPU	2.3
9	Improving the Software Sector Investment Environment	Activity	Promotion and Investment Support	İZKA	ISO	2
10	İzmir Regional Venture Capital	Subprogram	Call for Project Proposal	İZKA	IEPU, ISO	1.3
11	Strengthening the Institutional Capacity and Competitiveness of the Private Sector Grant Program (FSP)	Subprogram	Call for Project Proposal	İZKA	IEPU, PIMU	1.3
12	İzmir Teknotest Guided Project	Project	Guided Project	İZKA	IEPU, PIMU	1
13	IzQ (İzmir Entrepreneurship and	Project	Guided Project	İZKA	IEPU, PUIB	1

ROP Components Table						
WBS Code	Component Name	Type	Method	Responsible Organization	Responsible Unit	Special Purpose(s)
	Innovation Center) Guided Project Support					
14	<u>Improving the Strategic Product Production Capacity of ARGEFAR Guided Project</u>	Project	Guided Project	İZKA	IEPU, PUIB	1
15	<u>High Economic Value Industrial Dairy Production Center Guided Project</u>	Project	Guided Project	İZKA	IEPU, PUIB	1
16	Game Software Center Guided Project	Project	Guided Project	İZKA	IEPU, PUIB	1.3
17	Management Consulting Activities	Activity	Capacity Building	İZKA	IEPU	1
18	Management Consulting Support Program	Activity	Executing Financial Support	İZKA	IEPU, PUIB	1
19	Grant Program Execution Activities	Activity	Executing Financial Support	İZKA	IEPU, PUIB	1
20	Participation in Events Organized by Stakeholders Under the ROP and Related Studies	Activity	Capacity Building	İZKA	IEPU	1,2,3

#### 3.1.4.1. Research, Analysis and Programming

As part of the ROP, the following research and analyses have been planned to be carried out in addition to the existing work of the Agency.

**İzmir Smart Specialization Strategy:** As part of the monitoring and evaluation of İzmir Regional Innovation Strategy, the report titled "İzmir Innovation Indicators and Innovation Ecosystem Analysis", which aims to show the development of İzmir innovation indicators and ecosystem under current circumstances, was published in 2018. Within the scope of the report, it was proposed to analyze the entire capacity of the regional economy through smart specialization approach and to devise the İzmir Smart Specialization Strategy that will steer the regional stakeholders in order to achieve more substantial progress in innovation indicators.

To that end, the activities for devising the İzmir Smart Specialization Strategy (İZS3) were initiated in 2019 to address the development of the region's R&D and innovation capacity on a sectoral, sub-sectoral and activity basis. Within this scope, technical specifications were drawn up for establishing an appropriate methodology, analyses, works on entrepreneurial discovery process, and devising a smart specialization strategy at international level, and a tender was put in. Within this scope, the tender process was later terminated as it was considered to be potentially healthier to follow a step-by-step progress, where institutional capacity and appropriation could be greater, instead of a single package. The study continued with the experience gained in these processes. Cooperation was provided with JRC

S3 Platform at the beginning of 2020. In this method, which includes the preparation of the strategy in cooperation with the JRC, İzmir was ensured to be included in the Western Balkans and Turkey Project, which will provide financial support in the S3 design and implementation processes for EU neighbouring and enlargement candidate countries. In this context, it is planned for the JRC to provide expert support in the design and implementation of the process, training and appropriate steps; to provide data, analysis and reporting in accordance with the EU methodology by our Agency, to carry out local operational works, entrepreneurial exploration process, to identify priority areas with coordination with stakeholders and to establish the strategy step by step.

An internationally comparable data infrastructure for a valid smart specialization strategy is a critical issue, with the establishment of a robust indicator monitoring mechanism, the involvement of entrepreneurs in the region and the involvement of all relevant stakeholders. In this context, comprehensive studies and data related to İzmir were obtained and analyzed in 2020. In 2021, the entrepreneurial exploration process, which is the second stage of the strategy, will be completed by considering the measures related to the pandemic; information, coordination and consultation meetings will be organized in order to involve the stakeholders in the region and to improve their awareness. Activities in Turkey and abroad will be monitored and training, awareness and capacity building works will be carried out. İzmir Innovation Indicators Monitoring Study carried out by our Agency since 2016 and "İzmir Data Bank Platform" project that will collect the economic and social indicators related to İzmir on a platform will be implemented, including the data to be followed within the scope of İZS3 in 2021.

In the preparation processes, especially the determination of green entrepreneurship and eco-innovation capacity in the region is prioritized. After the preparation of the strategy, the process will be kept active with the feedbacks to be provided from its implementation. In this regard, contribution and participation will be made to the matching activities related to the theme of Smart Specialization Strategies of the General Directorate of Development Agencies of the Ministry of Industry and Technology.

**Research and Analysis Studies for Activating Innovation and Entrepreneurship Activities:**

In İzmir, innovation and entrepreneurship based issues need to be evaluated together with industry representatives and researchers within the framework of technological developments. In 2021, research and analysis studies and feasibility reports will be prepared in order to increase the capacity in the focus of software and life technologies and to reveal the potential in İzmir.

### **3.1.4.2. Cooperation and Coordination**

All activities within the scope of this ROP will be carried out in cooperation with different stakeholders and in coordination with relevant stakeholders in the region. However, since these are also included under other headings, they are not included here. Other activities within the scope of cooperation and coordination are summarized below.

**Theme-Oriented Innovation and Entrepreneurship Activities:** Studies will be conducted to coordinate green and blue growth-oriented innovation and entrepreneurship activities in İzmir and to improve the ecosystem for entrepreneurs producing advanced technology in İzmir.

In order to increase the contribution of universities and businesses to sustainable development within the scope of the activity, the concepts of green entrepreneurship, green design and eco-innovation will be prioritized in all studies. Important activities, successful examples, support programs, organizations and networks at national and international level will be followed in this regard, capacity in İzmir will be increased and qualified meetings and organizations will be arranged in accordance with the needs of the region. Studies such as analysis, strategy and feasibility research needed for the

development of the information infrastructure in the region will be performed. Studies will be carried out for capacity building in areas such as patent, commercialization, corporation, protection of intellectual and property rights.

Cooperations will be developed with relevant institutions and organizations such as technoparks, TTOs, umbrella organizations, centers etc. at regional and national level in all studies to be carried out. Large-scale projects (Technology Base, model factory, innovation center, etc.) for technology production, innovation and entrepreneurship infrastructure carried out by our Ministry will be followed and coordination will be provided at the necessary points. Activities for sharing experience will be contributed within the framework of the Development Agencies Matching Program implemented by our Ministry.

The studies planned to be carried out in 2021 under the heading of Theme-Oriented Innovation and Entrepreneurship Activities are summarized below.

**High-Tech Meetings:** During the year, meetings will be held with 3-month periods in order to raise awareness about the technical requirements and economic outputs of the prominent advanced technologies. Within the framework of the pandemic conditions, these meetings are planned to be organized on online platforms in 2021.

**Clean Technologies Startup Acceleration Program:** It is planned to cooperate with the relevant institutions within the framework of the theme of "Clean Energy and Clean Technologies" during the Results Oriented Program period. For 2021, Agricultural Technologies theme has been determined and Agriculture 4.0 Startup Acceleration Program will be organized in this context.

**Monitoring Innovation Indicators:** Throughout 2021, 2022 and 2023, data collection, reporting and dissemination works will be continued in line with İzmir Innovation Monitoring System. Projects and activities on R&D, innovation, clustering, entrepreneurship, technology and design in the region will be followed.

**Green and Blue Growth Theme Open Innovation Events:** In the activities to be organized within the scope of this action, it will be ensured that people from different segments spend time for a common goal within a theme and try to come up with new ideas and products related to a problem or issue. In this way, it is aimed to increase the capacity of the regional entrepreneurship ecosystem by developing cooperation, creativity and interaction. A Blue Growth Theme Open Innovation Event will be held in 2021 within the scope of the activity to be organized by selecting one of the blue or green growth themes each year.

**Acceleration Camps for Commercialization of Advanced Technologies:** An acceleration camp will be organized to commercialize innovative technology enterprises based on R&D and engineering that produce technologies that will lead to transformation in known sectors. This activity will be developed as a tool for the identification of entrepreneurs who can receive investment from İzmir Regional Venture Capital.

**Modelling and Dissemination Study for the Determination of High Economic Potential Companies:** "Medium Sized Enterprises Modeling Study" was carried out in 2020 in order to identify innovative companies with high development potential in order to prevent economic vulnerabilities in the sectors. The model obtained within the scope of the study enables the identification of companies that will drive the sectoral progress among small and medium-sized companies in the light of the information indicating the economic and institutional capacity obtained from the companies and minimize the economic risk by spreading it to a wide base. Studies will be carried out to disseminate this model.

**Greentech İzmir - Start-Up Corporate Actor Meeting in Clean Technologies:** In 2018, 2019 and 2020, the "GreenTech İzmir - Start-Up in Green Technologies and Corporate Actors Meeting Program" was developed and implemented by the Agency to eliminate the lack of communication

between existing start-ups and corporate companies. The connections established with these programs are aimed to affect both sides positively through different channels. Corporate companies are an important source of experience, market awareness, customer and supplier network and experience for technology startups. Technology startups can also be a source of innovation for corporate companies. In 2021, a program to bring these two groups together will be developed and implemented. For this purpose, cooperations will be engaged with relevant institutions and organizations such as TÜBİTAK, KOSGEB, EPİAŞ, Technoparks, TTOs, and Incubation Centers etc. where necessary.

**Introduction of İzmir Entrepreneurship Ecosystem:** As part of the promotion of İzmir Entrepreneurship Ecosystem under the institutional identity of "Start in İzmir", promotional materials such as websites, brochures, roll-ups, spider stands etc. will be prepared and the relevant social media accounts will be managed. A platform will be created on Start in İzmir website where startups and small technology companies can register to collect information that will contribute to regional venture capital.

In international entrepreneurship platforms such as Startup Genom and Startup Blink, necessary works will be carried out to make İzmir more recognizable. Through these works to be carried out throughout 2021, 2022 and 2023, it is aimed to make İzmir more recognizable in line with the opportunities offered by the entrepreneurial ecosystem and to improve the entrepreneurial environment in the region.

### **3.1.4.3. Capacity Building**

All activities within the scope of this ROP include activities to increase the capacities of both stakeholders in İzmir and the Agency. However, since these are also included under other headings, they are not included here. Other activities within the scope of Capacity Building are summarized below.

**Management Consulting Activities:** Today, the disappearance of the borders between countries as a result of globalization has created an intense competitive environment for businesses not only nationally but also internationally. Businesses need to continuously improve and increase their ability to adapt to changing conditions with strong financial and institutional structures in order to survive in this challenging competitive environment. In a competitive environment, businesses face problems especially in terms of professional management, strong capital structure, institutionalization, access to finance and qualified labor force, taking advantage of the opportunities provided by information and communication technologies, R&D and innovation, branding, access to markets and making production sustainable. Management consultancy activities aim to improve the capacity of firms in the face of such problems and to provide the support they need to firms. Determination and evaluation of needs that will help companies grow and compete, feasibility, planning and capacity building works will be carried out and activities will be performed in cooperation with the relevant institutions.

**Monitoring the Activities of International Network Organizations in the Field of Regional Development and Competition:** The Agency is a member of the European Union of Development Agencies (EURADA), which works on regional development and competition and also contributes to the Agency's international recognition and cooperation capacity. This membership will be continued throughout 2021, 2022 and 2023 and participation will be provided to organizations that comply with result-oriented programs. Effective cooperation has been ensured with EURADA so far; in 2017, Agorada+ event of the organization was organized in İzmir under the heading Industry 4.0 for Eco-efficiency. In the coming period, collaborations will be developed on ROP titles, especially smart specialization and green growth. It is aimed that the activities to be participated should be compatible with the Agency's activities and focus areas and contribute to the Agency and the ecosystem in İzmir in terms of both information and capacity and connections.

#### **Participation in Events Held by Stakeholders within the Scope of ROP and Related Studies:**

Institutions and organizations at both regional and national levels carry out a number of activities and organize activities that will contribute to the Agency and the region in this sense in accordance with the objectives and priorities of ROP. Participation will be provided in these activities and studies that are in line with the result-oriented program priorities. Following the relevant studies, developments on an international, national and regional scale will be followed, the results will be disseminated in the region, and the information obtained will be taken into account for the development and revision of ROP when necessary. In addition, within the framework of the objectives and priorities of ROP, joint participatory workshops, meetings, activities and training programs will be organized in cooperation with relevant stakeholders to contribute to the content and objectives of ROP.

#### **3.1.4.4. Promotion and Investment Support**

Explanations of the various activities to be carried out for the promotion, support and development of the investment environment in the region within the scope of the said ROP are as follows.

**Investment Promotional Materials for the Software Sector:** In order to introduce the investment opportunities of the software sector in izmir, materials such as infographics, animations, videos etc. to be used especially in digital media channels will be created and it will be ensured to be published up-to-date throughout 2021, 2022 and 2023.

**Domestic and International Investment Promotion Activities for the Software Sector:** In order to promote the investment opportunities of the software sector in İzmir to the companies operating in the software sector and planning new investments in this sector and to enable these companies to include İzmir among their options in the investment location decisions; promotional events will be organized in the target countries abroad and in the cities of Istanbul and Ankara and participation in the organized sectoral events will be ensured. In 2021, only domestic activities will be carried out in this context and new activity planning will be made for the activities to be held abroad in the following years.

**Improving the Software Investment Environment:** In accordance with the priorities determined within the scope of İzmir Software Sector Investment Promotion Strategy prepared by our Agency in 2019, training programs, networking activities will be organized to improve the competitiveness of the sector and increase its contribution to the İzmir economy. In addition, an event will be organized to strengthen the interaction of software companies with universities and new graduates in İzmir and to ensure the employment of local software developers.

#### **3.1.4.5. Agency Supports**

**Grant Program for Strengthening the Corporate Capacity and Competitiveness of the Private Sector:** Grant Program for the Development of the Corporate Capacity of the Private Sector announced by our Agency in 2019, aims to support the digital transformation of companies in İzmir, the development of their institutional and managerial competencies, the adoption of sustainable production methods, and the creation of roadmaps to be prepared with a long-term and strategic perspective for the development of their capacities in order for the sectors producing/using high technology to be more effectively involved in the supply chain. In addition to this, ensuring sectoral specialization aims to support the creation of infrastructures for the application and common use required to support digital

transformation. With an innovative approach, grant program designed to be implemented through interface organizations that coordinate the activities of their members or firms within them, meet their common needs or work to protect their common interests is expected to contribute to the development of the capacities of interface organizations as well as increasing the competitiveness of firms. As in 2020, the project implementations within the scope of the program are thought to be an important example of implementation for the Agency's work in the field of management consultancy, which is one of the main priorities. The implementation of the program is envisaged to be completed at the end of 2021.

**2017 İzmir Scientific Research, Application, Test and System Development Laboratories (İZMİR TEKNOTEST) Guided Project:** With the İZMİR TEKNOTEST project, which is being carried out by İzmir University of Economics, it is aimed to establish and accredit a scientific research, application and test and system development laboratory for the electricity and electronics sector in the region. Private sector organizations that want to export electrical, electronic and electromechanical devices with the project and design and manufacture these products will be able to carry out the necessary tests in İzmir in order to obtain the CE certificate required for both domestic market sales and exports. The support contract for the project was signed on 25.10.2018 and the construction of the laboratory is currently ongoing. Purchasing works for the main test units within the center have been completed. After the delivery and installation of the systems, it is expected that the activities related to the center where the units will serve will be completed in the first half of 2021, especially electromagnetic compatibility tests and safety tests, product development and tests that will provide quality assurance.

**IzQ (İzmir Entrepreneurship and Innovation Center) Guided Project Support:** It is planned to establish an Entrepreneurship and Commercialization Center in İzmir with guided project support in order to facilitate and accelerate the process of transforming creative and innovative business ideas of entrepreneurs into successful businesses. In addition to transforming the entrepreneurial business ideas of the center to be established into business models, it is aimed to provide mentoring and consultancy services to entrepreneurs. Studies will be continued with the İzmir Chamber of Commerce and regional universities for the center that will focus on developing collaborations and providing coordination between local, national and international entrepreneurship ecosystem actors. The structure of the center planned to be established, the services to be provided and the estimated budget were determined by İZTO with the feasibility report within the scope of the Agency's 2018 Feasibility Support. The support agreement of the project, which reached the implementation phase after the approval of the Ministry of Industry and Technology within 2020, was signed and the project is expected to be completed within 2021.

**Improving the Strategic Product Production Capacity of ARGEFAR Guided Project Support:** Encouraging sectoral specialization in the region, leading the production of accredited domestic production in a way to prevent import dependency, increasing the regional exports and the value added production capacity in international standards are important issues for the realization of ROP objectives and objectives. In this context, a guided project work in the health technologies and pharmacokinetics sector, which is one of the prominent sectors in İzmir, has started with the relevant actors. Founded in 1993, Ege University ARGEFAR Drug Development and Pharmacokinetic Research and Application Center is the first center established for pharmacokinetic research and where all clinical research processes can be carried out. With the project to be carried out together with ARGEFAR and relevant stakeholders, it is aimed to bring İzmir's existing research infrastructure and skills in this field to the level where strategic products can be produced on a national scale and then to an accredited

production level in international standards. The application of the guided project, whose preparatory work started in 2019, was made in 2020 and the approval process is ongoing.

**High Economic Value Industrial Dairy Production Center Guided Project Support:** Dairy farming and dairy production in Küçük Menderes Basin, which is located within the borders of İzmir province and covers Bayındır, Beydağ, Kiraz, Menderes, Selçuk, Ödemiş, Tire and Torbalı districts, is a very important source of livelihood and has a great economic potential with raw milk capacity produced. Although there are small, medium and large scale milk and dairy products enterprises in the region, they produce traditional dairy products (drinking milk, cheese, yogurt, buttermilk, ice cream, etc.). In the feasibility study conducted by our agency in 2019, the production of products with high yields from raw milk and whey, which is the waste product of the cheese production process, current market analyses and the operating model of the facility to be established were investigated. In feasibility, it has been observed that there are high potentials especially in high price and criterion productions such as athlete food supplements, baby foods, and enteral nutritional products. In addition, it has been revealed that the inputs of the growing food additives and pharmaceutical sector are formed. A High Economic Value Industrial Dairy Production Center is aimed to be established through guided project support. Within this scope, production of the raw materials needed in the manufacturing of sports food supplements and other products will be a starting point, and later, the aim is to contribute to sectoral transformation by creating a domestic and national brand in the relevant field. Project activities and budget will be finalized after the in-depth studies. Details regarding the project activities and budget are arranged in detail in the feasibility report.

**Game Software Center Guided Project Support:** It is seen that software companies developing games are concentrated in İzmir province. Considering that the gaming sector has created companies that can grow fast and create high economic value, interviews have been conducted with existing and potential investor companies and the needs of the sector have been identified.

It has been determined that a center in İzmir where entrepreneurs who are just entering the sector can develop games and conduct tests will create significant value in terms of both the development of sectoral human resources and the commercialization of existing initiatives. A game software center is aimed to be established in the city center where the most basic hardware and physical conditions are provided in the game sector through guided project support. In 2021, the feasibility study for the project activities and budget will be completed and support studies will be started.

#### **İzmir Regional Entrepreneurship Capital**

Efforts to create a regional venture capital fund by the Ministry of Industry and Technology of continue to include development agencies. In this context, following the finalization of the mentioned studies, it is planned to contribute to the regional venture capital fund by our Agency and to make the fund available in our region within the framework of the determined principles.

In 2020, detailed analysis and field studies within the scope of regional venture capital were carried out and sectors that could gain momentum in İzmir with venture capital support were determined.

**Management Consultancy G Program:** Innovative grant programs will be designed and launched in order to enable companies to benefit more effectively from the related facilities and services in areas such as public offering, technology and innovation management, digitalization, professional management, mergers, e-commerce etc. which can be considered in parallel with the capacity building studies to be carried out on Management Consultancy services, and to improve the capacity and competencies of companies and management consultancy service providers in accordance with global competition



**Financial Support Program Execution Activities:** Within the scope of this ROP, application guides and promotional documents will be prepared and printed for the project calls for tender or feasibility supports to be executed as part of the local development opportunities, followed by the announcement of calls for tender, and holding informational meetings on the preparation and submission of project quotations. In addition to the training sessions to be provided, consultancy services will be procured to provide technical assistance to potential applicants. Activities will be carried out regarding the selection and training of independent evaluators who will participate in the evaluation of projects in terms of technical and financial quality. Assessment committees will be formed on a program basis to conduct the necessary checks on the assessments carried out by independent assessors, to formulate opinions, to report these, and to suggest the list of projects deemed eligible for financial support. Within the scope of the projects, preview visits will be made. Where necessary, organizations will be held related to programs and projects or participation will be ensured in the existing events, and technical support service will be procured.

**3.1.4.6 Major Public Investments**

Within the scope of this ROP, no activities are planned under this heading for 2021. However, the ROP will be revised if a suitable activity is identified in the ROP evaluations conducted throughout 2021.

**3.1.4.7 Projects within the Scope of the EU and Other Outsourced Programs**

Within the scope of this ROP, no activities are planned under this heading for 2021. However, the ROP will be revised if a suitable activity is identified in the ROP evaluations conducted throughout 2021.

**3.1.4.8 Other Projects and Activities**

Within the scope of this ROP, no activities are planned under this heading for 2021. However, the ROP will be revised if a suitable activity is identified in the ROP evaluations conducted throughout 2021.

**3.1.5 Program Duration and Scheduling**

The duration of the ROP is five years lasting from 2021 to 2025. Core activities of the ROP will be concluded within the first three years. In the last two years, the activities carried out within the scope of the financial support programs or outsourcing etc., and the activities that have been initiated but not concluded within the first three years will continue. No new financial support will be implemented within the scope of the ROP in the last two years.

<b>ROP Time Planning Table</b>				
<b>WBS Code</b>	<b>Component Name</b>	<b>Duration</b>	<b>Beginning Period (Year/Quarter)</b>	<b>End Period (Year/Quarter)</b>
1	İzmir Smart Specialization Strategy	42 months	2020/2	2023/4
2	Theme-Oriented Innovation and Entrepreneurship Activities	36 months	2021/1	2023/4

ROP Time Planning Table				
WBS Code	Component Name	Duration	Beginning Period (Year/Quarter)	End Period (Year/Quarter)
3	Research and Analysis Studies for Activating Innovation and Entrepreneurship Activities	36 months	2021/1	2023/4
4	Greentech İzmir - Startup Corporate Actors Meeting	36 months	2021/1	2023/4
5	Monitoring the Activities of International Network Organizations in the Field of Regional Development and Competition	36 months	2021/1	2023/4
6	Investment Promotion Materials for the Software Industry	36 months	2021/1	2023/4
7	Domestic and International Investment Promotion Activities for the Software Sector	36 months	2021/1	2023/4
8	Introducing the İzmir Entrepreneurship Ecosystem	36 months	2021/1	2023/4
9	Improving the Software Industry Investment Environment	36 months	2021/1	2023/4
10	İzmir Regional Venture Capital	36 months	2021/1	2023/4
11	Strengthening the Institutional Capacity and Competitiveness of the Private Sector Financial Support Program (FSP)	36 months	2019/1	2021/4
12	İzmir TEKNOTEST Guided Project	30 months	2018/4	2021/2
13	IzQ (İzmir Entrepreneurship and Innovation Center) Guided Project Support	12 months	2020/4	2021/4
14	<u>Improving the Strategic Product Production Capacity of ARGEFAR Guided Project</u>	24 months	2021/1	2022/4
15	<u>High Economic Value Industrial Dairy Production Center Guided Project</u>	24 months	2021/1	2022/4
16	Game Software Center Guided Project	24 months	2021/1	2022/4
17	Management Consulting Activities	36 months	2021/1	2023/4
18	Management Consulting Support Program	36 months	2021/1	2023/4
19	Grant Program Execution Activities	36 months	2021/1	2023/4
20	Participation in Events Organized by Stakeholders Under the ROP and Related Studies	36 months	2021/1	2023/4

### 3.1.6 Regulations on Management and Coordination

In order to ensure the effective management of ROPs and thematic specialization required by ROP, the working units in the Agency are built on the basis of ROP. The implementation of the ROP in this regard will be carried out by the Innovation and Entrepreneurship Policies Unit (IEPU). The different units responsible for the components within the scope of ROP are included in the table of components above. The Project Implementation and Monitoring Unit will be responsible for the

monitoring and evaluation of the sub-programs and guided projects to be carried out within the scope of the ROP.

In-agency coordination and follow-up of the ROP will be carried out by the ROP Management Working Group consisting of the Secretary-General and Unit Heads. Coordinated management of the ROP process will be ensured with monthly meetings to be held by the ROP Management Working Group. Component Supervisor will be determined by the relevant unit head on an expert basis regarding the activities within ROP and necessary follow-up will be carried out by ROP Management Working Group in the light of detailed work schedule to be created by Component Supervisor.

The general progress of the program will be monitored by the Agency's Board of Directors, and opinions and suggestions of the institutions and organizations cooperated within the scope of ROP can be obtained in line with the request of the Board for problems experienced and solution suggestions.

### **3.1.7 Monitoring and Evaluation**

Monitoring and Evaluation of ROP works will be provided within the framework of the management structure specified above. In regular meetings, the current status of ROP will be monitored, risks will be evaluated and necessary regulatory measures will be taken.

PIMU will be responsible for monitoring and evaluating the sub-programs and guided projects to be carried out by the Agency within the scope of the ROP. Evaluation of the outputs of the activities to be carried out by the Agency within the scope of ROP will be carried out by IEPU. The activities to be carried out by other institutions within the scope of the ROP will be monitored by the members of the ROP Management Task Group.

IEPU, ISO and PUIB are in charge of drawing up the Periodic Progress Reports that will be compiled every 6 months for the ROPs and the conclusion reports to be compiled at the end of the 3rd and 5th years for the ROP. At the end of the 7th year of the ROP, an impact analysis study will be carried out by the ROP Management Task Group.

WBS Code	Component Name	Responsible Organization	Total Budget	2021	2022	2023
1	İzmir Smart Specialization Strategy	İZKA	1.400.000.00	700.000.00	350.000.00	350.000.00
2	Theme-Oriented Innovation and Entrepreneurship Activities	İZKA	2.130.000.00	730.000.00	700.000.00	700.000.00
3	Research and Analysis Studies for Activating Innovation and Entrepreneurship Activities	İZKA	600.000.00	200.000.00	200.000.00	200.000.00
4	Greentech İzmir - Startup Corporate Actors Meeting	İZKA	750.000.00	250.000.00	250.000.00	250.000.00
5	Monitoring the Activities of International Network Organizations in the Field of Regional Development and Competition	İZKA	350.000.00	50.000.00	150.000.00	150.000.00
6	Investment Promotion Materials for the Software Industry	İZKA	75.000.00	25.000.00	25.000.00	25.000.00
7	Domestic and International Investment Promotion Activities for the Software Sector	İZKA	250.000.00	50.000.00	100.000.00	100.000.00
8	Introducing the İzmir Entrepreneurship Ecosystem	İZKA	950.000.00	350.000.00	300.000.00	300.000.00
9	Improving the Software Industry Investment Environment	İZKA	360.000.00	120.000.00	120.000.00	120.000.00
10	İzmir Regional Venture Capital	İZKA	60.000.000.00	20.000.000.00	20.000.000.00	20.000.000.00
11	Strengthening the Institutional Capacity and Competitiveness of the Private Sector Financial Support Program (FSP)	İZKA	2.400.000.00	2.400.000.00		
12	İzmir TEKNOTEST Guided Project	İZKA	4.000.000.00	4.000.000.00		-
13	IzQ (İzmir Entrepreneurship and Innovation Center) Guided Project Support	İZKA	5.000.000.00	5.000.000.00		
14	<u>Improving the Strategic Product Production Capacity of ARGEFAR Guided Project</u>	İZKA	8.500.000.00	5.000.000.00	3.500.000.00	
15	<u>High Economic Value Industrial Dairy Production Center Guided Project</u>	İZKA	10.000.000.00	4.000.000.00	6.000.000.00	
16	Game Software Center Guided Project	İZKA	10.000.000.00	5.000.000.00	5.000.000.00	-
17	Management Consulting Activities	İZKA	1.200.000.00	400.000.00	400.000.00	400.000.00
18	Management Consulting Support Program	İZKA	6.000.000.00	2.000.000.00	2.000.000.00	2.000.000.00
19	Financial Support Program Execution Activities	İZKA	900.000.00	300.000.00	300.000.00	300.000.00
20	Participation in Events Organized by Stakeholders Under the ROP and Related Studies	İZKA	300.000.00	100.000.00	100.000.00	100.000.00
<b>TOTAL:</b>			<b>115.165.000.00</b>	<b>50.675.000.00</b>	<b>115.165.000.00</b>	<b>50.675.000.00</b>

### **3.2 Clean Energy and Clean Technologies Result Oriented Program (CETROP)**

Information for identification purposes about CETROP is given below. Detailed information on CETROP can be found in the ROP Management Plan. The ROP Management Plan will be revised if new activities that may fall within the scope of this ROP are identified in the ROP monitoring and evaluation studies carried out in 2021.

#### **3.2.1. Objective**

**General Objective:** Dissemination of sustainable production and clean energy practices in order for İzmir to grow in a competitive and inclusive way by protecting its natural resources

**Special Objective 1:** Development of clean energy cluster to strengthen domestic equipment production and vocational training capacity

**Special Objective 2:** Introducing İzmir's investment opportunities and increasing investments in the Clean Energy and Clean Technology sector

**Special Objective 3:** Developing sustainable production capacity in İzmir, especially in industrial and agricultural sectors

#### **3.2.2. Background and Reason for Intervention**

In recent years, developments such as global climate change, population growth, decrease in natural resources, increasing environmental pollution have been proven by scientific data that threaten the future of the world. Socio-ecological transformation in economies emerges as an opportunity to cope with these threats, which have reached serious dimensions with rapid technological development and change in consumer behaviours. Socio-ecological transformation has become a compulsory path for sustainable and quality growth for many countries.

Green growth has emerged as a growth model for the realization of transformation at this point. The concept of green growth, which emerged for the first time as "environmentally oriented sustainable economic growth" in 2005, is accepted as a new and competitive growth strategy especially for developing countries. The OECD (Organization for Economic Cooperation and Development) defines green growth as "a system in which environmental factors and natural resources continue to ensure the welfare and well-being of people, while the economy develops taking these into account" (OECD, 2011).

The circular economy model, which focuses on the conservation of resources, increasing the durability of products, sustainable production and consumption practices, eco-design and recycling, is seen as an important tool for the transition to green growth. In this model, it is essential that raw materials and products remain in the system longer and waste production is minimized.

It is envisaged that green growth, which is considered as an important tool in terms of both combating climate change and environmental threats and ensuring the balance between environmental protection and economic growth, will provide new job opportunities with sustainable production practices, changing consumption habits, energy efficiency and clean energy use and thus increase employment and income. For example, new investments in clean energy alone amounted to \$333 billion in 2016. It is expected that research and development expenditures in the field of clean production and clean energy will increase further, new investments with high environmental performance will accelerate, clean production and clean energy investments will be increasingly paved the way, applications for eco-efficiency will increase in many areas such as resource and energy efficiency equipment, energy storage units, electric vehicles, smart cities, green buildings, recycling technologies etc.

UNCTAD (UN Conference on Trade and Development) working under the United Nations General Assembly, 2019 Trade and Development Report entitled "Financing a New Global Green Agreement" highlight the need to seize opportunities related to new technologies and to invest heavily in clean energy, transport and food systems to address the challenges of the global economic system such as instability, increasing debt, uncertainty, polarization of income and rising unemployment. If the trends in the economy and the rate of environmental degradation continue in this way, it is stated by many sources that a point of irreversibility will be reached in both areas in 2030. The solutions put forward by national and international institutions and platforms indicate investment in green technologies and green jobs with a sense of shared responsibility and accelerating green transformation for more inclusive and sustainable growth. Targeted green transformation, that is, green growth, includes the fields of action such as dissemination of clean energy use, integrated resource efficiency/eco-efficiency/clean production practices in production, development of green technologies, dissemination of responsible consumption habits and development of inclusive policies (UNCTAD, 2019).

The creation of income and employment created within the scope of green investments in the place where the investment is located in general offers important opportunities and effective tools for sustainable and quality growth of İzmir. In the light of these opportunities, the Agency conducts significant activities in the fields of clean energy, sustainable production transformation in agriculture and industry in order to ensure adaptation to climate change and prevent its effects. Within the framework of sustainable development principles, İZBP has taken into account the responsibility of evaluating İzmir's existing resources in the most effective way and protecting the quality of life standards of future generations by increasing awareness, responsibility and efficiency in resource use. In the period when the new global division of labour, climate change, energy problem and innovation economies are expected to come to the forefront, the focus is on "sustainability", which is one of the main themes of the agenda of Turkey and the World.

The Agency, together with İZBP, designs and conducts its activities in line with many high-scale plans and strategies. The UN Sustainable Development Goals are the most guiding document in the global context in the field of sustainable development.



The 11th Development Plan entered into force in 2019 contains different targets and areas of action focused on sustainable development in parallel with the Sustainable Development Goals. Protection of natural resources and sustainability are covered under the Main Objectives and Principles of the plan:

*Utilizing the window of demographic opportunity in the best way will ensure that the individual and social quality and competency levels are raised, and that social security regulations and the use of natural resources will be based on intergenerational equity and sustainability.”*

The areas aimed to be intervened through the CETROP in question are expected to contribute to the plan objectives specified under the headings of Stable and Strong Economy, Competitive Production and Productivity, Qualified Person, Strong Society, Livable Cities and Sustainable Environment:

In the National Strategy for Regional Development, İzmir is defined as a metropolis and it is aimed to increase its competitiveness and international effectiveness with other metropolitans on a global scale. For this purpose, it is aimed to focus metropolitan economies on sectors using advanced technology, specialized services and social and cultural sectors; to develop industrial and technological infrastructures of metropolitan cities and sub-centers and to focus on excellence in universities, R&D and intellectual institutions; to strengthen social cohesion by developing urban infrastructure and urban culture.

The fact that İzmir is a poor region in terms of water potential, the abundance of marine and coastal areas and agricultural areas that need to be protected, and the great agricultural potential and touristic values offered by Gediz, Küçük Menderes and Büyük Menderes basins, which are under various environmental threats, make this issue critical for the region. İzmir is also the biggest producer of hazardous wastes in Turkey depending on the presence of polluting industries. It produces one-fourth of all hazardous waste in the country alone. In this context, the Agency has identified the use of clean energy and the production of related technologies, energy and resource efficiency, water management, solid waste and hazardous waste recovery and disposal, sustainable agriculture and biodiversity conservation, and the development of clean production technologies and applications as the main areas to be focused on in the transition process to green growth in the region.

The investment environment and competitiveness should be strengthened by supporting İzmir's high potential in the field of agricultural and industrial production, clean energy and clean technologies with clustering, entrepreneurship, investment promotion and sustainable production activities. In all three development axes of the İzmir 2014-2023 Regional Plan, the targets to be made within the scope of this program are halved.

<b>DEVELOPMENT AXIS 1: STRONG ECONOMY</b>	
<b>Strategic Priority</b>	<b>Target</b>
<b><i>High Technology, Innovation and Design Capacity</i></b>	Physical infrastructure for research and technology development will be developed in universities and enterprises. Human resources in the field of science and technology will be developed according to sectoral priorities and requirements. The transformation of researches in universities and businesses into economic value will be supported.
<b><i>Advanced Entrepreneurship Ecosystem</i></b>	Mechanisms to identify entrepreneurs will be developed. Effective network structures will be provided to create among the actors in the entrepreneurship ecosystem. Entrepreneurship culture will be developed.

<b>Advanced Clusters</b>	Cluster formations in potential sectors will be supported. The management capacity of clusters will be improved. R&D and innovation capacity of clusters will be increased.
<b>Sustainable Production and Service Delivery</b>	Capacity, information sharing and awareness of institutions and industrial organizations will be expanded in line with the regional eco-efficiency strategy.
	Sustainable production practices, especially eco-efficiency and industrial symbiosis, will be expanded.
	Energy efficiency practices and the use of renewable energy will be expanded in all sectors, and renewable energy production will be increased.
	Activities for the development and use of clean technologies will be supported.
	Sustainable agricultural production will be provided.
	Sustainable tourism will be implemented and expanded.
<b>DEVELOPMENT AXIS 2: HIGH QUALITY OF LIVE</b>	
<b>Strategic Priority</b>	<b>Target</b>
<b>Sustainable Environment</b>	Sustainable wastewater, drinking and utility water management will be provided.
	Solid waste and hazardous waste recovery, storage and disposal capacities will be increased.
	In 3 basins, primarily Gediz and Küçük Menderes, integrated basin management will be provided on an institutional basis and industrial, agricultural and urban pollution prevention and control will be realized.
	Biodiversity in sensitive ecosystems will be preserved in İzmir.
	The use of renewable and clean energy to ensure energy efficiency in residential heating will be expanded.
<b>Quality Urban Life</b>	Disaster management capacity will be strengthened.
<b>DEVELOPMENT AXIS 3: STRONG SOCIETY</b>	
<b>Strategic Priority</b>	<b>Target</b>
<b>Quality Education for All</b>	The quality of vocational education will be increased.
	Departments and training programs in vocational high schools and universities will be designed in line with the need in İzmir.
	With the use of innovative models and methods, it will be ensured that the quality of education reaches international standards.
<b>High Employment Capacity</b>	The labor force's ability to meet sectoral needs and expectations will be increased.
	New job creation capacity will be increased and workforce will be trained in these areas.

### Preliminary Risk Assessment

It has been evaluated that the biggest risk in the implementation of ROP by the Agency will be the cessation of investments in these areas in our country and the loss of importance of technology development in these areas. However, it can be said that the likelihood of realization of this risk is weak for these issues, which have been identified as a critical intervention area through priority transformation programs in our development plans.



Another risk with high impact is the difficulties experienced by local stakeholders in owning these areas. It is possible for the educated population of İzmir to prioritize these issues. In addition, although it is seen that local stakeholders attach importance to the priority of the issues and environmental investments, awareness and support to these areas will be increased through awareness-raising studies to be conducted on this subject.

### 3.2.3. Outcome and Output Objectives

The results aimed to be achieved within the scope of the said ROP are included in the following Key Performance Indicators and Output Performance Indicators tables.

Key Performance Indicators					
No	Indicator Name	Unit	Target	Verification Source	Relevant Special Purpose(s) No
1	Number of Clusters Developed	Piece	1	Agency Data	1
2	Number of Cluster Member Firms	Piece	30	Agency Data	1
3	Number of New Companies Producing Clean Energy and Clean Technology Equipment in İzmir	Piece	10	Sector Analysis	1
4	Clean Energy and Clean Technology Equipment Exports Increase of Cluster Firms	Percentage	10	Sector Analysis	1
5	New Employment Number Created in the Field of Clean Energy and Clean Technology in İzmir	Piece	600	Agency Data	1,2
6	Applied Industrial Symbiosis Model	Piece	1	Agency Data	3
7	Number of Investment Regions Starting Industrial Symbiosis Applications	Piece	3	Agency Data	3
8	Number of Collaborations Implemented Under Resource Efficiency Program	Piece	10	Agency Data	3
9	Number of New Companies Starting Sustainable Production Methods	Piece	20	Agency Data	3
10	Number of Vocational Education Institutions Established in the Field of Clean Energy and Clean Technology in İzmir	Piece	1	Provincial Directorate of National Education Data	2
11	Resource Efficiency Center	Piece	1	Agency Data	1,2,3
12	İzmir Agricultural Technologies Center	Piece	1	Agency Data	3

Output Performance Indicators					
No	Output Indicator	Unit	Target		Verification Source
			2021	Total	
1	Number of Strategical Documents	Piece	0	2	Agency Data
2	Number of Action Plan (In Scope of Green and Blue Growth Strategies)	Piece	0	2	Agency Data
3	Number of Analyzes and Strategies for Developing the İzmir Offshore Wind Energy Sector	Piece	1	3	Agency Data
4	Number of Meetings Held for the Dissemination of Sustainable Production Practices	Piece	4	12	Agency Data
5	Number of Industrial Enterprises Receiving Training	Piece	5	10	Agency Activity Report
6	Number of Industrial Enterprises Employees Receiving Training	Piece	20	50	Agency Activity Report
7	Number of Training Cooperatives and Irrigation Unions	Piece	5	10	Agency Activity Report
8	Number of Training Cooperatives and Irrigation Union Members	Piece	20	50	Agency Activity Report
9	Number of Resource Efficiency Center Employees	Piece	0	10	Agency Activity Report
10	Number of Domestic and International Investment Promotion Activities Attended to the Clean Energy Sector	Piece	5	15	Agency Reports, Internet Page
11	Number of Firms Reached in Domestic and International Investment Promotion Events for the Clean Energy Sector	Piece	100	300	Agency Reports, Internet Page
12	Number of Firms Continued to Communicate after Domestic and International Investment Promotion Activities in the Clean Energy Sector	Piece	10	30	Agency Reports, Internet Page
13	Number of Organizations for Improving the Investment Environment of İzmir in the Clean Energy Sector	Piece	2	6	Agency Reports, Internet Page
14	Number of Participants in Organizations for Improving the Investment Environment of İzmir in the Clean Energy Sector	Piece	500	1500	Agency Reports, Internet Page
15	Number of Clean Energy Sector Value Chain and Cluster Analysis	Piece	1	1	BEST For Energy Project Data
16	Number of Interviews and Analyzes for Clustering	Piece	100	100	BEST For Energy Project Data
17	Number of Focus Group Meetings Held for Clustering	Piece	4	10	BEST For Energy Project Data
18	Number of Participants of Focus Group Meetings Held for Clustering	Piece	200	500	BEST For Energy Project Data

Output Performance Indicators					
No	Output Indicator	Unit	Target		Verification Source
			2021	Total	
19	Number of International and National Demand Analysis	Piece	1	1	BEST For Energy Project Data
20	Number of Clean Energy Sector Development Strategy and Action Plans	Piece	1	1	BEST For Energy Project Data
21	Number of Clean Energy Cluster Management Plans	Piece	0	1	BEST For Energy Project Data
22	Number of Sectoral Competition Assessment Reports	Piece	0	1	BEST For Energy Project Data
23	Number of People Receiving Consultancy and Training in Businesses	Piece	0	1450	BEST For Energy Project Data
24	Number of Consultancy and Training Enterprises	Piece	0	250	BEST For Energy Project Data
25	Number of Business to Business (B2B) Events Organized	Piece	0	4	BEST For Energy Project Data
26	Number of Companies Participating in B2B Events	Piece	0	120	BEST For Energy Project Data
27	Number of International Conferences Organized	Piece	0	1	BEST For Energy Project Data
28	Number of International Conference Participants	Piece	0	400	BEST For Energy Project Data
29	Number of Trainer Programs Created	Piece	0	1	İzmir-NIC Project Data
30	Number of Trained TTO, Technology Development Zones, R&D Personnel	Piece	0	15	İzmir-NIC Project Data
31	Number of Accelerator Programs Created for Startups	Piece	0	1	İzmir-NIC Project Data
32	Number of Startups Participating in the Accelerator Program	Piece	0	30	İzmir-NIC Project Data
33	Number of Trainings Organized Under the Accelerator Program	Piece	0	6	İzmir-NIC Project Data
34	Number of People Participating in Trainings	Piece	0	300	İzmir-NIC Project Data
35	Number of Sectoral Fairs Held in İzmir	Piece	0	2	İZFAŞ Data
36	Number of Clean Energy Vocational High Schools Established in İzmir	Piece	0	1	Provincial Directorate of National Education Data
37	Number of Enterprises Provided Financial Support	Piece	15	50	Agency Reports
38	Number of Feasibility Prepared for Businesses	Piece	2	6	Agency Reports
39	Number of Infographics, Animations, Videos etc. Promotional Materials for the	Piece	12	36	Agency Reports, Internet Page

Output Performance Indicators					
No	Output Indicator	Unit	Target		Verification Source
			2021	Total	
	Clean Energy Sector Prepared for Investment Promotion				

### 3.2.4. Project and Activities

The projects and activities to be carried out within the scope of the said ROP are shown in the following table.

ROP Components Table						
WBS Code	Component Name	Type	Method	Responsible Organization	Responsible Unit	Special Purpose (s)
1	Devising Strategies for Izmir's Transition to Green and Blue Growth	Activity	Research, Analysis and Programming	İZKA	GGPU, BGPU	1,2,3
2	Devising Action Plans for the Implementation of Izmir's Strategies for Transitioning to Green and Blue Growth	Activity	Research, Analysis and Programming	İZKA	GGPU, BGPU	1,2,3
3	İzmir Offshore Wind Energy Sector Development Activities	Activity	Research, Analysis and Programming	İZKA	ISO	1, 2
4	İzmir Resource Efficiency Program (İKVP)	Activity	Cooperation and Coordination	İZKA UNDP, EBSO	GGPU, IEPU	1,2,3
5	Works on Dissemination of Practices on Resource Efficiency and Sustainable Production	Activity	Capacity Building	İZKA	GGPU	1,2,3
6	Domestic and International Investment Promotion Activities for the Clean Energy Sector	Activity	Promotion and Investment Support	İZKA	ISO	1, 2
7	Investment Promotion Materials for the Clean Energy Sector	Activity	Promotion and Investment Support	İZKA	ISO	2
8	Organizations for the Development of Izmir's Investment Environment in the Clean Energy Sector	Activity	Promotion and Investment Support	İZKA, Relevant Stakeholders	ISO	1.2
9	Following Up the Activities of National and International Network Institutions that are Members in the Field of Clean Energy	Activity	Promotion and Investment Support	İZKA	ISO	1, 2
10	Improving the Clean Energy Sector Investment Environment	Activity	Promotion and Investment Support	İZKA	ISO	2
11	BEST For Energy Project	Project	Outsourcing Project	İZKA	ISO, GGPU	1.2
12	İzmir-NIC (Network and Innovation Center) Project	Project	Stakeholder Project	İYTE, İZKA	ISO, GGPU	1,2,3

ROP Components Table						
WBS Code	Component Name	Type	Method	Responsible Organization	Responsible Unit	Special Purpose(s)
13	Organizing a Clean Energy Fair in İzmir	Activity	Stakeholder Project	İZFAŞ, İZKA	ISO	1,2,3
14	Clean Energy Vocational High School Project	Activity	Public Investment Program Project	Provincial Directorate of National Education.	GGPU, ISO	1.2
15	Green and Blue Transformation Support Program	Subprogram	Financial Support	İZKA	GGPU, IEPU, BGPU, PUIB	1,2,3
16	İzmir Agricultural Technologies Center Guided Project Support	Project	Guided Project Support	İZKA	GGPU, PUIB	3
17	Financial Support Program Execution Activities	Activity	Executing Financial Support	İZKA	GGPU, PUIB	1,2,3
18	Participation in Events Held by Stakeholders within the Scope of ROP and Related Studies	Activity	Capacity Building	İZKA	GGPU	1,2,3

### 3.2.4.1. Research, Analysis and Programming

As part of the ROP, the following research and analyses have been planned to be carried out in addition to the existing work of the Agency.

**Devising Strategies for İzmir's Transition to Green and Blue Growth:** The concept of sustainable development particularly stands out in regions with high economic potential yet limited natural resources, such as İzmir. This concept aims to increase inhabitant satisfaction, and ensure a sustainable development that is sensitive to the environment and respects human life in a way to support economic and social activities in the region; and prioritizes quality growth by preserving natural resources, taking measures against environmental pollution and adopting inclusive social policies. In this framework, green growth and blue growth tools on the development agenda were identified for the sustainable development of İzmir. The development of the region through green growth and blue growth tools requires a transformation process at the social, economic and institutional levels.

To form the basis of this transformation and to address the issue in depth, the aim is to initiate the works on establishing İzmir's Green and Blue Growth Strategies in 2020 and to complete it in 2021. These strategies will be designed in a way to comprehensively combine the environmental, social and economic development factors of İzmir in both green growth and blue growth areas. In addition to revealing the potential of the region in green growth and blue growth, the strategies will also define how investments and tools such as innovation, entrepreneurship will be utilized throughout these processes, how social policies should evolve in this process, and will help determine other strategic and actions plans that need to be devised. This kind of ecological transformation process will be possible by all organizations and institutions as well as the society utilizing innovation and investment tools for sustainability solutions in a continues manner and change their habits throughout the ecological transformation process.

The first part of the studies consists of the determination of the methodology including the scope, method, timing and governance planning for the preparation process of the strategies. In line with the methodology phase to be completed at the beginning of 2021, studies will be carried out to identify priority areas subject to transformation, to investigate and analyze the economic, environmental and social impacts of transformation, to determine and prioritize intervention options.

The most important objective of the strategies is to prepare a ground for regional stakeholders to act jointly in the green and blue growth areas of İzmir and to design tools. Cooperations will be developed with the organizations that stand out in this regard and have experience at the necessary points, training, information, coordination and awareness studies will be carried out in order to involve the stakeholders in the region as well as analysis and research and to create a regional capacity that will feed the transformation, and relevant activities will be followed at home and abroad.

**Devising Action Plans for the Implementation of İzmir's Strategies for Transitioning to Green and Blue Growth:** As part of İzmir Green and Blue Growth Strategies, the areas that need action plans will be identified to ensure the socio-ecological transformation of the region. These action plans are expected to consist of institutional and sectoral action and management plans that will guide transformation in areas such as circular economy, integrated resource efficiency, responsible consumption and sustainable agricultural production. It is aimed to start the preparation of action plans in 2022 and to complete them in 2023.

**İzmir Offshore Wind Energy Sector Development Activities:** Offshore wind energy is a renewable energy topic that has become a topic of discussion in Turkey in the recent years. There are facilities with ongoing tender preparations by the Ministry of Energy and Natural Resources, and the wind energy sector expresses a growing interest in this field.

İzmir has become the most advanced production base of wind energy equipment manufacturing in its geography thanks to its land and sea connections, logistics infrastructure, qualified human resources, high quality of life it offers to investors and employees, wind energy potential and the presence of important international companies in the sector. There is a need to create and implement a roadmap for the sector in order to ensure the sustainability of the maturity level reached by the İzmir wind industry and to make sure these aspects reach the offshore wind energy market. In this context, our Agency will make studies on; Offshore Wind Measurements, Determination of Offshore Wind Turbine Investment Areas, Determination of Scales and Technologies Suitable for Marine Areas, Production, Logistics and Network. It aims to accelerate the development of the sector by conducting research, analysis and programming studies including Determination of Infrastructure Needs.

All these works will be carried out in coordination and cooperation with relevant organizations, especially Ministry of Industry and Technology, Ministry of Energy and Natural Resources, Turkish Wind Energy Union (TÜREB), South Marmara Development Agency, Zafer Development Agency.

#### **3.2.4.2. Cooperation and Coordination**

All activities within the scope of this ROP will be carried out in cooperation with different stakeholders and in coordination with relevant stakeholders in the region. Activities within the scope of cooperation and coordination are summarized below:

**İzmir Resource Efficiency Program (İKVP):** The activities carried out by our agency in the fields of resource efficiency, industrial symbiosis and digital transformation in the previous years will be addressed within the framework of an operational program covering the period 2021-2024 and the

current capacity of the region will be developed in these areas and a Resource Efficiency (Sustainable Production) Center will be implemented under the Aegean Region Chamber of Industry (EBSO).

The İKVP is constructed in two components:

- a) Within the scope of the Industrial Symbiosis Component, an industrial symbiosis model specific to İzmir will be implemented with the participation of relevant stakeholders, especially OIZs in the region, in cooperation with UNDP. The activities that will start with the creation of the governance model and needs analysis in this field will continue with the support of the R&D dimension of the subject and the development of the legal framework. In addition, at least two industrial symbiosis applications will be implemented within the scope of this component.
- b) Within the scope of the Digital Transformation Component, pilot activities will be carried out in cooperation with EBSO and relevant stakeholders to analyze and improve the digitalization levels of companies in the region and to increase regional capacity in this regard.

These two components will be carried out simultaneously for the implementation of the Resource Efficiency Center, which will serve the İzmir industry in the fields of industrial symbiosis and digital transformation, and organizational and business model proposals will be developed according to the different functions that the Center will have.

The Resource Efficiency Center will provide technical support and consultancy to the development and dissemination of sustainable production and digital transformation practices in all sectors in the region, especially in industry and agriculture, and will direct these activities. The Center, which will keep laboratory infrastructure and equipment not in the region for common use and operate in an organizational structure that carries out local, regional, national and international cooperation in terms of all its functions, will be designed in a way that will bring the relevant people together with the source of information and financing in the identification and solution of needs and problems as well as awareness and training activities.

### **3.2.4.3. Capacity Building**

All activities within the scope of this ROP include activities to increase the capacities of both stakeholders in İzmir and the Agency. However, since these are also included under other headings, they are not included here. Other activities within the scope of Capacity Building are summarized below.

#### **Works on Dissemination of Practices on Resource Efficiency and Sustainable Production:**

Resource Efficiency is also determined by the Ministry of Industry and Technology General Directorate of Development Agencies as the theme of 2021 for agency studies. Accordingly, in cooperation with the relevant institutions in 2021; it is planned to emphasize the importance of resource efficiency and sustainable production tools in terms of quality growth, competitiveness and protection of natural resources, to raise awareness; to organize face-to-face or distance training, conferences and seminars for the dissemination of applications such as industrial symbiosis, eco-efficiency, recycling, waste management; to conduct workshops for the determination of potential, problems and solutions in the relevant sectors within the scope of TETSOP components, to prepare the research and feasibility studies needed in the field of resource efficiency and sustainable production through service procurement, to share experience with the relevant stakeholders and to conduct sectoral meetings, publications, etc. in which cooperation is designed. These studies will be carried out in a way that will complement each

other with the studies on the Establishment of İzmir Strategies for Transitioning to Green and Blue Growth and İzmir Resource Efficiency Program; in this way, they will continue to be implemented after 2021.

**Participation in Events Held by Stakeholders within the Scope of ROP and Related Studies:**

Institutions and organizations at both regional and national and international levels carry out a number of activities and organize activities that will contribute to the Agency and the region in this sense in accordance with the objectives and priorities of ROP. In this context, board and committee activities such as EBSO Environment Working Group, Sustainable Urban Development Network İzmir Board, İzmir Provincial Water Management Coordination Board, Küçük Menderes Basin Management Committee, Circular Economy Working Group and Circlean Project Key Stakeholder Group are monitored and contributed by our Agency. Following the activities and studies in accordance with the results-oriented program priorities, developments on an international, national and regional scale will be followed, the results will be disseminated in the region, and the information obtained will be taken into account for the development and revision of ROP when necessary. In addition, within the framework of the objectives and priorities of ROP, joint participatory workshops, meetings, activities and training programs will be organized in cooperation with relevant stakeholders to contribute to the content and objectives of ROP. Matching activities related to the energy theme of the General Directorate of Development Agencies of the Ministry of Industry and Technology will be followed.

**3.2.4.4. Promotion and Investment Support**

The list and explanations of the fairs and investment promotion tour activities to be carried out for the investment promotion within the scope of the said ROP are as follows.

**Domestic and International Investment Promotion Activities for the Clean Energy Sector:**

In order to introduce the investment opportunities in İzmir for the companies operating in the clean energy sector and planning new investments in this sector and other foreign companies to include İzmir among their options in the investment location decision; promotional events will be organized in the target countries and markets abroad and participation in the sectoral events will be ensured.

Within the scope of these activities, the target countries are Denmark, Germany, China and Spain and the planned activities are described below.

Wind Europe Fair is the largest event in Europe attended by leading companies in the sector in wind energy. Promotion activities of the clean energy sector, which is one of the target sectors determined within the scope of the Agency's investment promotion strategy, will be carried out in this fair, especially in the field of wind turbine equipment production. The attendance will be by a booth and will include a delegation of businessmen and the investment environment will be presented to the exhibitors. In addition, B2B meetings will be held with the participating companies in order to promote investments in clean energy' olabilir. Wind Europe Fair participation is an activity to be carried out in 2021, 2022 and 2023.

Global Offshore Wind Summit is the most important event that has begun to be organized in recent years by the Global Wind Energy Council (GWEC), the highest level organization in the world in wind energy for the rapidly developing Overseas Wind Energy sector. Promotion activities of the clean energy sector, which is one of the target sectors determined within the scope of the Agency's investment promotion strategy, will be carried out in this fair, especially in the field of wind turbine equipment production. The attendance will be by a booth and will include a delegation of businessmen and the investment environment will be presented to the exhibitors. In addition, B2B meetings will be



held with the participating companies in order to promote investments in overseas wind energy sector.. Wind Europe Fair participation is an activity to be carried out in 2021, 2022 and 2023.

It is important to regularly participate in the activities organized in our country for the clean energy sector in order to meet investor companies and to gather the actors of the sector. Promotional activities will be carried out by participating in important events such as International Energy and Environment Fair and Conference (ICCI), International Energy Congress and Fair (EIF), Intersolar Turkey Summit, Solarex, Istanbul, SolarTR, TÜREK, İzmir Wind Symposium. This participation and promotion activity will be carried out throughout 2021, 2022 and 2023.

**Investment Promotional Materials for Clean Energy Sector:** In order to introduce the investment opportunities of İzmir for the clean energy sector, materials such as infographics, animations, videos etc. to be used especially in digital media channels will be created and it will be ensured to be published up-to-date throughout 2021, 2022 and 2023.

**Organizations for the Development of İzmir's Investment Environment in the Clean Energy Sector:** Different events will be organized during the year in order to bring together the stakeholders operating in the sector, to create new collaborations, to discuss the latest developments and to attract the interest of investors to İzmir. In this context, cooperation will be made with Turkish Wind Energy Union (TÜREB) for the organization of TÜREK conference in 2021 and 2023 in İzmir (one year in İzmir, two years in Ankara). In addition, actions will be made for the international regional event of Wind Europe of the European Wind Energy Union to be held in İzmir in 2022.

**Following Up the Activities of Affiliated International Network Organizations that are Members in the Field of Clean Energy:** Within the scope of investment promotion and other activities of the Agency in the clean energy sector, membership applications will be made to national and international network organizations in order to ensure close communication and cooperation with relevant international stakeholders, especially investors.

In this context, Turkish Wind Energy Union (TÜREB), which is one of the member organizations, is the strongest non-governmental organization in Turkey in wind energy, established by the Ministry of Energy and Natural Resources with the decision of the Council of Ministers in 1992. TÜREB, which is an official member of the European Wind Energy Union (Wind Europe) and the Global Wind Energy Council (GWEC), aims to bring Turkey's wind energy potential contribution to the country's economy. Our Agency will carry out joint works with TÜREB for the development of the sector such as Turkish Wind Energy Congress, Turkish Wind Energy Statistics Report, establishment of a TÜREB office in İzmir, etc.

In this context, another organization to be a member has been designated as the European Wind Energy Union (Wind Europe). Wind Europe is the most significant umbrella organization of the wind energy sector in Europe with 400 members from 35 countries, including public, private sector, NGOs and research organizations. It carries out activities such as determining policies for wind energy, conducting communication studies analyses and research studies, organizing training programs for members, organizing sectoral fairs and events.

In this context, the Agency is planned to become a member of the European Wind Energy Union (Wind Europe), to ensure the representation of the wind energy equipment production sector in İzmir as an umbrella organization in the union, to promote İzmir's capacity in this sector at the international level and to ensure that the companies in İzmir benefit jointly from the opportunities of the union. It is also possible to transfer the network and communication to be formed by the Agency in the ROP period to the cluster organization to be developed within the scope of the BEST For Energy Project in the long term.

**Improving the Clean Energy Sector Investment Environment:** Sectoral training programs, activities will be organized to improve the competitiveness of the clean energy sector and increase its contribution to the İzmir economy.

Another activity within this scope will be setting Çandarlı Port, whose construction works are ongoing, with the functions of being the port of export for wind energy equipment and the installation for offshore wind plants. The product sizes of the wind energy equipment production sector, which has a comparative advantage for İzmir, are quite large and are growing with new technologies such as offshore wind plants. It is becoming increasingly difficult for these products to enter the city center in terms of logistics, and ports that do not have enough rear storage space cannot provide the appropriate logistical infrastructure for these products. Çandarlı Port offers an important logistic potential for the sector companies concentrated in the north of İzmir with both highway connection and its wide background. However, Çandarlı Port is having a transfer and installation port function, which will be the first in our country and the Mediterranean basin, for offshore wind plants expected to become widespread all over the world, will provide a significant competitive advantage for both the sector and the port itself. This activity will be carried out in coordination with research and analysis activities within the scope of the Maritime Economy ROP.

#### **3.2.4.5. Agency Supports**

**Financial Support Program Execution Activities:** Application guides and promotional documents will be prepared and printed for the project calls for tender, alternative financial support programs, guided project supports, financing supports or feasibility supports to be executed within the scope of this ROP, and financial supports will be announced, and informational meetings will be held on the preparation and submission of project quotations. In addition to the training sessions to be provided, consultancy services will be procured to provide technical assistance to potential applicants. Activities will be carried out regarding the selection and training of independent evaluators/external experts who will participate in the evaluation of projects in terms of technical and financial quality. Evaluation committees will be established on a programme basis in order to carry out the necessary checks on the evaluations carried out by independent evaluators/external experts, to form opinions, to report them and to propose the list of projects deemed appropriate for financial support. Within the scope of the projects, preview visits will be made. Where necessary, organizations related to programs and projects will be organized or participation in existing events will be provided, technical support service, survey-analysis, consultancy service purchases will be made.

**Green and Blue Transformation Support Program:** The aim of the Green and Blue Transformation Program is to implement pioneering, original and exemplary (3O) projects in the fields of sustainable production techniques and digital transformation in order to reduce the environmental pressure faced by TR31 İzmir Region and internalize an approach that takes into account future generations in the use of natural resources in this direction by entrepreneurs, producers and institutional actors. The priorities of the programme are set out below for each applicant group:

- a) Entrepreneurs: Development and localization of sustainable production techniques aiming to use less resources in the industry, agriculture and services sector,
- b) Manufacturers: Promoting the use of sustainable production techniques in the industrial and agricultural sector; inclusion of firms in the supply and value chain at mid-high or high technology level, production of high value-added products or sector change for the production of a new product,

c) Corporate Actors: Ensuring digital transformation to increase efficiency and business quality in community-oriented services is the implementation of energy efficiency solutions to reduce energy consumption of institutions.

This support program aims to implement strategies and examples of good practice within the scope of ROP and to provide the region with the necessary financial support for the targeted transformations in the agriculture, industry and services sector. Accordingly, design works for the relevant support program were started in 2020 and it is planned to implement successful projects in 2021.

**İzmir Agricultural Technologies Center Guided Project Support:** In order to combine the agricultural production and innovation capacity of İzmir, guided project preparatory works were started in 2020 to establish an agricultural technologies center for the region to become an R&D base of agricultural technologies, to integrate the agricultural and livestock sectors into technological developments and to develop them in a sustainable way. İzmir Agricultural Technologies Center (İTTM), which is planned to be established, is envisaged to be an infrastructure that identifies the problems in the field and produces the necessary technological solutions, provides training and consultancy services, develops agricultural entrepreneurship and application competencies, accommodates experimental production areas and provides accelerating services. Other studies required for the implementation of the guided project will be continued in 2021.

#### **3.2.4.6. Major Public Investments**

**Clean Energy Vocational High School Project:** A model has been created for the vocational high schools in this field with Cezeri Green Technology Vocational and Technical Anatolian High School implemented in cooperation with the Ministry of Energy and Natural Resources, the Ministry of National Education and UNDP in our country. It is aimed to establish similar vocational high schools in other cities. This project aims to establish a vocational high school that will provide vocational education within the scope of the sectoral framework defined in this ROP and fulfill the needs of the İzmir labor market.

#### **3.2.4.7. Projects within the Scope of the EU and Other Outsourced Programs**

**BEST For Energy Project:** The Agency's Project for Boosting Effective and Sustainable Transformation for Energy (BEST- Boosting Effective and Sustainable Transformation for Energy) qualified for sponsorship under the title of "Manufacturing Industry" as part of the call for bid within the scope of the Second Term of the Competitive Sectors Program (IPA II) run by the Ministry of Industry and Technology. The budget of the project, which started in June 2020, is approximately 2.89 Million Euros. The project, which will be carried out in partnership with the Association of Energy Industrialists and Businessmen (ENSİA) and will last 36 months. The project aims to increase the global competition levels by supporting the companies manufacturing equipment and environmental technologies for the clean energy sector in İzmir.

The BEST For Energy Project will be conducted on the axes of value chain and cluster analysis, development strategy and action plan preparation, cluster promotion and internationalization for the purpose of developing a cluster covering clean energy equipment, production of clean technologies and related service sector. The works to be carried out under these axes are as follows:

- 1- Preparing Development Strategy and Action Plan for Clean Energy and Clean Technology Cluster
  - Preparation of Cluster Map

- Regional Value Chain and Cluster Analysis for Clean Energy and Clean Technology Sector
  - Detailed Industry Capability Analysis
  - Benchmark Study
  - National and International Demand Survey
  - Preparation of Sustainable Development Plan and Action Plan
    - Strategy Development
      - International Benchmark cluster visits
      - Workshops and thematic focus group meetings
      - Production of basic and support sectoral strategies
      - Sectoral Information Meeting
    - Preparation of Action Plan
      - Focus group meetings and interviews
      - Development of Action Plan and related Management Plan
      - Sectoral Information Meeting
- 2- Clean Energy and Clean Technology Cluster Promotion and Internationalization Works
- Capacity Building Studies for SMEs in Cluster and Cluster Organization
    - Analysis study for capacity building
    - Competitiveness Evaluation study
    - Providing consultancy and training services
    - Staff training sessions for cluster organization
    - Organizing Study Visits
  - Cluster Promotion Works
    - Designing and implementing portals
    - Preparation of Introduction Kit
  - B2B Meetings
  - International Conference

#### **3.2.4.8. Other Projects and Activities**

Interinstitutional and inter-project interaction and collaboration play a critical role in achieving the goal of the ROP. Within the scope of the said ROP, the Agency may be guiding in the works to be carried out by other stakeholders in the region. These studies have been identified as follows in the first stage. However, the ROP will be revised if an important new project or activity is identified in the ROP evaluations carried out in 2021.

**İzmir-NIC (Network and Innovation Center) Project:** The Project of Teknopark İzmir's NIC (Network and Innovation Center) qualified for sponsorship under the title of "Manufacturing Industry" under the title of the Second Term of the Competitive Sectors Program (IPA II) run by the Ministry of Industry and Technology. The budget of the project, which started in 2020, is approximately 3 Million Euros. The project, which will be carried out in partnership with the İzmir Institute of High Technology (İYTE) and the Association of Software Industrialists (YASAD), will last 36 months. The project aims to transform, commercialize and internationalize the technologies of SMEs, startups and entrepreneurs operating in clean energy and information communication technologies sectors into final products.

İzmir-NIC Project has been prepared in accordance with the BEST For Energy Project with the technical contribution of our Agency and Teknopark İzmir and our Agency will act in coordination during the execution of the activities.

**Organizing a Clean Energy Fair in İzmir:** İzmir Fuarçılık Hizmetleri Kültür ve Sanat Etkinlikleri A.Ş., established under the leadership of İBB with the partnership of Turkish Union of Chambers and Commodity Exchanges (TOBB), EBSO, İZTO, İTB and EİB. (İZFAŞ) is responsible for the management of İzmir Fair Area. İZFAŞ organizes numerous specialized fairs in İzmir since 2015, which has a total area of 330 thousand square meters and an open and closed exhibition area of 120 thousand square meters. İZFAŞ will start to organize a fair for the clean energy sector, which is one of the priority sectors of İzmir since 2021. We will cooperate with our Agency for the preparations of this fair.

### 3.2.5. Program Duration and Scheduling

The duration of the ROP is five years lasting from 2021 to 2025. Core activities of the ROP will be concluded within the first three years. In the last two years, the activities carried out within the scope of the financial support programs or outsourcing etc., and the activities that have been initiated but not concluded within the And first three years will continue. No new financial support will be implemented within the scope of the ROP in the last two years.

<b>ROP Time Planning Table</b>				
<b>WBS Code</b>	<b>Component Name</b>	<b>Duration</b>	<b>Beginning Period (Year / Quarter)</b>	<b>End Period (Year / Quarter)</b>
1	Devising Strategies for İzmir's Transition to Green and Blue Growth	24 months	2021/1	2022/4
2	Devising Action Plans for the Implementation of İzmir's Strategies for Transitioning to Green and Blue Growth	18 months	2022/3	2023/4
3	İzmir Offshore Wind Energy Sector Development Activities	36 months	2021/1	2023/4
4	İzmir Resource Efficiency Program (İKVP)	48 months	2021/1	2024/4
5	Works on Dissemination of Practices on Resource Efficiency and Sustainable Production	36 months	2021/1	2023/4
6	Domestic and International Investment Promotion Activities for the Clean Energy Sector	36 months	2021/1	2023/4
7	Investment Promotion Materials for the Clean Energy Sector	36 months	2021/1	2023/4
8	Organizations for the Development of İzmir's Investment Environment in the Clean Energy Sector	36 months	2021/1	2023/4
9	Following Up the Activities of National and International Network Institutions that are Members in the Field of Clean Energy	36 months	2021/1	2023/4
10	Improving the Clean Energy Sector Investment Environment	36 months	2021/1	2023/4
11	BEST For Energy Project	33 months	2021/1	2023/3
12	İzmir-NIC (Network and Innovation Center) Project	36 months	2021/1	2023/4

<b>ROP Time Planning Table</b>				
<b>WBS Code</b>	<b>Component Name</b>	<b>Duration</b>	<b>Beginning Period (Year / Quarter)</b>	<b>End Period (Year / Quarter)</b>
13	Organizing a Clean Energy Fair in İzmir	36 months	2021/1	2023/4
14	Clean Energy Vocational High School Project	36 months	2021/1	2023/4
15	Green and Blue Transformation Support Program	36 months	2021/1	2023/4
16	İzmir Agricultural Technologies Center Guided Project Support	36 months	2021/1	2023/4
17	Financial Support Program Execution Activities	36 months	2021/1	2023/4
18	Participation in Events Held by Stakeholders within the Scope of ROP and Related Studies	36 months	2021/1	2023/4

### **3.2.6. Regulations on Management and Coordination**

In order to ensure the effective management of ROPs and thematic specialization required by ROP, the working units in the Agency are built on the basis of ROP. In this context, the implementation of the ROP will be carried out by the Green Growth Policy Unit (GGPU). The different units responsible for the components within the scope of ROP are included in the table of components above. The Project Implementation and Monitoring Unit will be responsible for the monitoring and evaluation of the sub-programs and guided projects to be carried out within the scope of the ROP.

In-agency coordination and follow-up of the ROP will be carried out by the ROP Management Working Group consisting of the Secretary-General and Unit Heads. Coordinated management of the ROP process will be ensured with monthly meetings to be held by the ROP Management Working Group. Component Supervisor will be determined by the relevant unit head on an expert basis regarding the activities within ROP and necessary follow-up will be carried out by ROP Management Working Group in the light of detailed work schedule to be created by Component Supervisor.

The general progress of the program will be monitored by the Agency's Board of Directors, and opinions and suggestions of the institutions and organizations cooperated within the scope of ROP can be obtained in line with the request of the Board for problems experienced and solution suggestions.

### **3.2.7. Monitoring and Evaluation**

Monitoring and Evaluation of ROP works will be provided within the framework of the management structure specified above. In regular meetings, the current status of ROP will be monitored, risks will be evaluated and necessary regulatory measures will be taken.

The PICU will be responsible for the monitoring and evaluation of the sub-programs and guided projects to be carried out by the Agency within the scope of the ROP. Evaluation of the outputs of the activities to be carried out by the Agency within the scope of the ROP will be carried out by the relevant unit. The activities to be carried out by other institutions within the scope of the ROP will be monitored by the members of the ROP Management Task Group.

YBP is responsible for preparing the Periodic Progress Reports to be prepared every 6 months for ROPs and the closing reports to be prepared at the end of the 3rd and 5th years for ROP. At the end of the 7th year of the ROP, an impact analysis study will be carried out by the ROP Management Task Group.

WBS Code	Component Name	Responsible Organization	Total Budget	2021	2022	2023	2024
1	Devising Strategies for İzmir's Transition to Green and Blue Growth	İZKA	2,000,000.00	1,100,000.00	900,000.00		
2	Devising Action Plans for the Implementation of İzmir's Strategies for Transitioning to Green and Blue Growth	İZKA	1,000,000.00	0	500,000.00	500,000.00	
3	İzmir Offshore Wind Energy Sector Development Activities	İZKA	1,500,000.00	900,000.00	300,000.00	300,000.00	
4	İzmir Resource Efficiency Program (IKVP)	İZKA UNDP	35,500,000.00	7,000,000.00	13,000,000.00	13,000,000.00	2,500,000.00
5	Works on Dissemination of Practices on Resource Efficiency and Sustainable Production	İZKA	1,300,000.00	500,000.00	500,000.00	300,000.00	
6	Domestic and International Investment Promotion Activities for the Clean Energy Sector	İZKA	2,250,000.00	750,000.00	750,000.00	750,000.00	
7	Investment Promotion Materials for the Clean Energy Sector	İZKA	75,000.00	25,000.00	25,000.00	25,000.00	
8	Organizations for the Development of İzmir's Investment Environment in the Clean Energy Sector	İZKA, Relevant Stakeholders	1,200,000.00	400,000.00	400,000.00	400,000.00	
9	Tracking the Activities of National and International Network Institutions that are Members in the Field of Clean Energy	İZKA	1,500,000.00	500,000.00	500,000.00	500,000.00	

WBS Code	Component Name	Responsible Organization	Total Budget	2021	2022	2023	2024
10	Improving the Clean Energy Sector Investment Environment	İZKA	300,000.00	100,000.00	100,000.00	100,000.00	
11	BEST For Energy Project	İZKA	150,000.00	50,000.00	50,000.00	50,000.00	-
12	İzmir-NIC (Network and Innovation Center) Project	İYTE, İZKA	30,000.00	10,000.00	10,000.00	10,000.00	-
13	Organizing a Clean Energy Fair in İzmir	İZFAŞ, İZKA	-	0	0	0	-
14	Clean Energy Vocational High School Project	Provincial Directorate of National Education.	-	0	0	0	-
15	Green and Blue Transformation Support Program	İZKA	50,000,000.00	10,000,000.00	15,000,000.00	25,000,000.00	-
16	İzmir Agricultural Technologies Center Guided Project Support	İZKA	7,000,000.00	2,000,000.00	3,000,000.00	2,000,000.00	-
17	Financial Support Program Execution Activities	İZKA	1,500,000.00	500,000.00	500,000.00	500,000.00	-
18	Participation in Events Held by Stakeholders within the Scope of ROP and Related Studies	İZKA	450,000.00	100,000.00	150,000.00	200,000.00	-
<b>TOTAL:</b>			<b>105,755,000.00</b>	<b>23,935,000.00</b>	<b>35,685,000.00</b>	<b>43,635,000.00</b>	<b>2,500,000.00</b>



### **3.3. Marine Economy Result Oriented Programme (MEROP)**

Descriptive information for this ROP, which was started to be implemented by the Agency since 2020, is listed below. Detailed information on MEROP can be found in the ROP Management Plan. The ROP Management Plan will be revised if new activities that may fall within the scope of this ROP are identified in the ROP monitoring and evaluation studies carried out in 2021.

#### **3.3.1. Objective**

**General Objective:** Development of maritime and coastal economy in İzmir focusing on blue growth principles

**Special Objective: 1:** Improving the potential and competitiveness of blue economy sectors in İzmir,

**Special Objective: 2:** Development of maritime transport and port services in İzmir

**Special Objective 3:** Supporting employment through the training of qualified and equipped personnel in port services in İzmir

**Special Objective 4:** Development of design- and creativity-oriented economic activities and coastal tourism in İzmir

#### **3.3.2. Background and Reason for Intervention**

The concept of the blue economy can be summarized as "the creation of the green economy on our blue planet". As a matter of fact, the blue economy is a new generation development paradigm that supports "aquatic life" within the framework of the UN's "Sustainable Development Goals" and thus offers coordinated actions for the sustainable management and conservation of oceans and seas for present and future generations, significantly reduces environmental risks and ecological scarcity, offers sustainable options to evaluate the potential of the coast, aims to ensure the participation of all affected social groups and sectors and thus aims to increase positive externalities. This paradigm provides an inclusive model that extends the social and economic value set by removing seas and oceans from being merely a mechanism for economic growth. With the blue economy, it is aimed not only at economic growth, but also at the conservation and development of intangible "blue" resources on the coast to help mitigate the devastating effects of traditional lifestyles, carbon emissions and climate change. In this sense, the main axes of the blue economy paradigm are coastal tourism, fishing and marine life, maritime transport and ports, shipbuilding and ship-recycling and blue energy. MEROP has focused on the maritime economy's maritime transport and ports component in particular during the three-year result-oriented planning period. As a complement to this focus, the development of sectors exporting by sea, the production of value-added products through design, the development of coastal tourism and the increase of tourism oriented economic diversity on the coast have been identified as complementary domains.

More than 90% of the loads in world trade are carried by maritime trade, and the amount of loads reaching 11.5 billion tons in 2017 is expected to exceed 14 billion tons in 2030 and 16 billion tons in 2050. Growing ship sizes and carrying capacities feed this increase in cargo. Twenty years ago, the largest ship capacity was around 7,000 TEU, reaching 14,000 TEU in 2009 and 21,000 TEU in 2017. It is known that 23,000 TEU ships sail on the main trade routes in 2020. The increase in demand for new trade routes, growing ship lengths and container exports indicates that maritime transport will continue to be the dominant mode of transport in the future. Maritime transport and ports, which are an axis that creates economic growth within the blue economy paradigm, are a superiority area depending on the relationship of regions with the sea and coastal potentials in global and regional competition. Likewise, in order to combat the devastating effects of climate change, to control carbon emissions and to make

responsible use of the blue resources on our planet, it is important to construct the relationship between ports, maritime transport sectors and coastal ecosystems in a good way and effectively manage them.

İzmir, which is the largest city of the Aegean Region in terms of both population and foreign trade, is a port city for five thousand years. When evaluated with coastal and coastal interaction areas, TR31 İzmir region is a region with advantages in terms of maritime transportation and ports with 14 ports in Aegean Region, which accommodates 22 different ports. 75% of İzmir's exports, nearly corresponds 10 billion dollars, are made by sea transportation. As a matter of fact, the main exporter sectors, where directly by design product quality can be improved are food, textile-apparel, plastic, machine parts and components and furniture based on functional design.

On the other hand, it is observed that individuals who create innovation, produce high value-added services and products, contribute more to growth and innovation, use their spatial preferences in favor of coastal cities and so there is a high correlation between being a coastal city and creativity. This point draws attention to the geographic relation of human capital theory, where highly educated and qualified labor force contributes more to growth. As a matter of fact, Hamburg, Antwerp, Singapore, Beijing can be shown as an example of a port city in terms of the creative class (creative core human resource potential) that works to realize meaningful innovative elements and earns its income in this way. The fact that creative centers are located within the interaction areas of the ports is an example of the relationship of the seas, coasts and ports with the concept of creativity. Similarly, the interaction area of İzmir Port, which is one of the oldest ports in the history of the Republic and located in the heart of İzmir, has a strong potential for a rapid transformation as a creative center with its structures that host an important part of İzmir's industrial cultural heritage. The region also constitutes one of the cultural production points of the city through art initiatives and creative culture productions. Therefore, addressing the intervention approach for this region with the participation of relevant stakeholders in the city is prioritized in the complementary studies of ROP.

Considering İzmir's characteristic of being a port city mentioned above as a strength, the strategic priorities of “High Technology, Innovation and Design Capacity”, “Advanced Clusters” and “İzmir, Center of Attraction of the Mediterranean” under Strong Economy within the IZRP, and the strategic priorities of “Quality Urban Life” and “Accessible İzmir” within the sphere of High Quality of Life were linked with the strategic priority of “High Employment Capacity” within the Strong Society sphere as part of the ROP design, and the relevant activities were designed accordingly.

<b>Development Axis 1: Strong Economy</b>	
<i>Strategic Priority</i>	<i>Target</i>
<i>High Technology, Innovation and Design Capacity</i>	With the dissemination of cooperation and innovative organizational culture, the regional innovation ecosystem will be improved.
<i>Advanced Clusters</i>	Cluster formations in potential sectors will be supported.
<i>İzmir, the Center of the Mediterranean</i>	An attractive business and investment environment will be provided.
<b>Development Axis 2 : High Quality of Life</b>	
<i>Strategic Priority</i>	<i>Target</i>
<i>Quality Urban Life</i>	Sustainable integrated coastal management will be provided and İzmir's relationship with the sea will be strengthened.
<i>Accessible İzmir</i>	İzmir's national and international transportation network and accessibility will be strengthened.

	The transportation connections, infrastructure and service facilities of İzmir Port will be strengthened.
	In transportation investments, priority will be given to rail and maritime transport, taking into account the requirements of the logistics sector.
<b>Development Axis 3: Strong Society</b>	
<i>Strategic Priority</i>	<i>Target</i>
<b>High Employment Capacity</b>	The labor force's ability to meet sectoral needs and expectations will be increased.
	New job creation capacity will be increased and workforce will be trained in these areas.

"TCDD (Turkish State Railways) İzmir Alsancak Port Assessment Report in Terms of the Regional Economy from Past to Present", compiled by İZKA in 2019 in cooperation with Dokuz Eylül University Maritime Faculty provides up-to-date and qualified analyzes regarding the MEROP framework. The report analyzes in terms of İzmir economy and Turkish economy the developments in maritime transport both around the world and in Turkey, the Ports of the Aegean Region, the İzmir Port's history and its current status, the port privatization process, the port investments from past to present and their possible outcomes, the necessary future investments and their possible outcomes, the results of multiple regression analyses and load demand forecasting specific to the İzmir Port in the light of extensive field interviews, as well as the loss of income due to delays in the necessary investments to be made in İzmir Port (dredging, superstructure renovation works and service process improvements).

According to the report, the three ports (Ege Gubre, Nemport and SOCAR Terminal Ports) located in the Gulf of Nemrut, and the İzmir Port, located in the city center, stand out as the ports that are capable of serving new types of ships, especially with their capacity to serve container type cargoes, the length of their docks and the adequate hinterland storage areas. Especially İzmir Port is the most important economic value of the region as it has both 3500 meters long dock and Turkey's largest backyard storage area.

One of the major challenges specific to the İzmir Port is human resources. This problem, which impairs the service quality of the port and causes operational delays, is due to the fact that the port staff predominantly consists of individuals over the age of 45. In the light of current developments, the intensive use of information systems, and the management and delivery of port equipment through said information systems through partial automation make it necessary to work with personnel well-equipped for this structure. Delays/problems encountered in the adaptation of the existing personnel to the learning processes can lead to disruptions in the delivery of services.

The fact that maritime transportation constitutes the major mode of transport in the world, highlights the importance of the need for the employment of specialized personnel in this area. In fact, while the automation and shifting to unmanned vehicles and processes and data sharing via blockchain technology rise in importance in the European and Asian examples, the ports operating in the Turkic Republics, North Africa and the Middle East regions within Turkey's immediate geography have labor-intensive operation processes, where needs toward qualified specialized personnel gain prominence. Private-sector operated ports organize special training programs that last from 6 months to 1 year for the personnel to be employed, including individuals who have graduated from vocational high school or vocational school of higher education, and can offer employment only after professional qualification certificates are obtained, which is widely considered a loss of time and income by the sector.

With the Communiqué published in the Official Gazette dated 11 November 2018 and numbered 30592, Vocational Qualification Certificate Requirement for Vocational Qualification was introduced

in 36 more professions. As stipulated by the Communiqué numbered 2018/1 of the Ministry of Family, Labor and Social Services, individuals who do not have VQA-Vocational Qualification Certificate in various professions in the port services business sector, will not be able to be employed as of 11 November 2019.

As there is a lack of a specialized agency providing training sessions in this field in Turkey, training specialized personnel for the sector remains as an issue. Addressing employment problems in the light of current and global developments, developing policies and designing tools with an approach that can meet the needs of the sectors and give qualifications and professions to young people in youth unemployment is a priority. In this context, it is considered that İzmir can be positioned as a base where the personnel who can take part in operational processes can receive training in terms of their own ports, other ports in hinterland and ports in their immediate geography.

In the ROP design, activities have been planned in line with the specified needs to support employment through the training of qualified and well-educated personnel in port services, to improve maritime transportation and port services, and to develop sectors engaged in maritime export.

### **Preliminary Risk Assessment**

As stated above, the most important activity within MEROP is to provide an economic analysis of the region on the basis of its ports. The target audience of the study is private sector stakeholders who export by sea and stakeholders who are port users. Accordingly, the reluctance of the groups and organizations forming the target audience of the program to the program is evaluated as the most basic risk. It is important to establish effective participation mechanisms in the management of this risk. In this context, it is aimed to ensure regular participation in existing governance mechanisms, to create a new governance mechanism and to ensure regular communication with target groups.

### **3.3.3. Outcome and Output Objectives**

The results aimed to be achieved within the scope of the said ROP are included in the following Key Performance Indicators and Output Performance Indicators tables.

<b>Key Performance Indicators</b>					
<b>No</b>	<b>Indicator Name</b>	<b>Unit</b>	<b>Target</b>	<b>Verificaiton Source</b>	<b>Relevant Special Purpose(s) No</b>
1	Number of Clusters Developed	Piece	1	Agency Data	1.2
2	İzmir Maritime Customs Total Value of Exported Product (FOB USD)	Value	4.89 Billion Dollar	TURKSTAT	1.2
3	Number of Cluster Member Ports	Piece	8	Agency Data	1.2
4	Employment Increase in Port Services in İzmir	Percentage	10	SSI (Social Security Institution) Data	3

Key Performance Indicators					
No	Output Indicator	Unit	Target		Verificaiton Source
			2021	Total	
1	Number of İzmir Region Ports Development Strategy and Ecosystem Analysis	Piece	1	1	Agency Data
2	Port Community Actors Coordination Meetings	Piece	3	9	Agency Data
3	Number of Identification and Revitalization Strategies of Ancient Cultural and Production Basins	Piece	1	1	Agency Reports
4	Number of Participants in Port Community Actors Coordination Meetings	Piece	15	45	Agency Data
5	Bilateral Collaborations and Study Visits with Creative Centers in the UK	Piece	1	1	Agency Reports
6	Implementing the NESTA Creative Entrepreneurship Program	Piece	1	3	Agency Reports
7	Number of Producers in Ancient Production Basins	Piece	30	30	Agency Reports
8	Number of Products Detected in Ancient Production Basins	Piece	30	30	Agency Reports
9	Number of Destinations Included in the UNESCO Cultural Heritage List	Piece	1	1	UNESCO Reports
10	Analysis and Feasibility Studies for the Development of Blue Economy Sectors in İzmir	Piece	2	2	Agency Reports
11	Preparation of the İzmir Underwater Cultural Heritage Inventory for the Development of Coastal Tourism	Piece	1	1	Agency Reports

### 3.3.4. Projects and Activities

The programs, projects and activities to be carried out within the scope of the said ROP are included in the table of ROP components below.

ROP Components Table						
WBS Code	Component Name	Type	Method	Responsible Organization	Responsible Unit	Special Purpose (s)
1	İzmir Region Ports Development Strategy and Ecosystem Analysis	Activity	Research, Analysing and Programming	İZKA	BGPU	1,2,3

ROP Components Table						
WBS Code	Component Name	Type	Method	Responsible Organization	Responsible Unit	Special Purpose (s)
2	Activities for the Analysis of Creative Industries at the Level of IBMS-2 Regions and Implementation of İzmir Study in Turkey	Faaliyet	Cooperation and Coordination	İZKA	BGPU	1.4
3	Identifying and Revitalizing Ancient Cultural and Production Basins	Activity	Research, Analysis and Programming	İZKA, İzmir Foundation	BGPU	4
4	Port Community Actors Coordination Meetings	Activity	Cooperation and Coordination	İZKA, DTO, İzmir Area Port Users	BGPU	1,2,3
5	İzmir Tourism Strategy and Action Plan Monitoring and Evaluation Studies	Activity	Cooperation and Coordination	İZKA	BGPU	4
6	Bilateral Collaborations and Study Visit to Creative Centers in the UK	Activity	Capacity Building	İZKA	BGPU	1.4
7	Implementation of NESTA Creative Entrepreneurship Program	Activity	Capacity Building	İZKA	BGPU	1,2,3
8	Çandarlı Port	Activity	Public Investment Program Project	UAB	BGPU	1,2,3
9	Kemalpaşa Logistics Village	Activity	Public Investment Program Project	UAB	BGPU	1,2,3
10	Covid-19 Crisis Response and Resilience Project	Project	Stakeholder Project	Ministry of Industry and Technology, UNDP	BGPU, GGPU	2
11	CREATE IN İZMİR: Developing the Creative Culture Industries Ecosystem and the Project on the Establishment of the Creative Cultural Industries Center	Project	Stakeholder Project	IEU, İZKA	BGPU	1.4
12	Analysis and Feasibility Studies for the Development of Blue Economy Sectors in İzmir	Activity	Research, Analysis and Programming	İZKA	BGPU	1

ROP Components Table						
WBS Code	Component Name	Type	Method	Responsible Organization	Responsible Unit	Special Purpose (s)
13	Establishment of İzmir Underwater Cultural Heritage Inventory for the Development of Coastal Tourism	Activity	Research, Analysis and Programming	İZKA	BGPU	4
14	Support Program for the Development of the Sectors Sustaining the Port	Subprogram	Call for Project Proposals	İZKA	BGPU	1,2,3
15	Ancient Culture and Production Basins Support Program	Subprogram	Call for Project Proposals	İZKA	BGPU	4
16	Port Academy Guided Project	Project	Guided Project	İZKA	BGPU	1,2,3
17	Financial Support Program Execution Activities	Activity	Executing Financial Support	İZKA	BGPU	1,2,3
18	Participation in Events Organized by Stakeholders Under the ROP and Related Studies	Activity	Capacity Building	İZKA	BGPU	1.4

### 3.3.4.1. Research, Analysis and Programming

As part of the ROP, the following research and analyses have been planned to be carried out in addition to the existing work of the Agency.

**İzmir Region Ports Development Strategy and Ecosystem Analysis:** The creation of "İzmir Region Ports Development Strategy", which started in 2020 will be continued. With this study, it is being put into practice to examine the existing port presence and maritime transport in İzmir in terms of current trends, developments and development of Turkey's foreign trade in the world, to make an opportunity analysis for İzmir and to propose positioning for İzmir ports within the scope of this opportunity analysis. Such positioning will include a vision, capacity proposal and strategies and activities related thereto, as well as the benefits to be provided for the region where the proposed works are carried out will be defined concretely. With the strategy created, it is aimed to direct and focus the activities and investments of actors at both regional and national level through valid information and analysis and to strengthen the regional economy through the role of "being a center of attraction in trade as a whole" in İzmir's historical identity. As a complement to the strategy, efforts will be made to identify the ecosystem actors that make up the port cluster in İzmir ports, to analyze human resources needs in the ports in the region together with the actors and to identify the professions needed.

**Identifying and Revitalizing Ancient Cultural and Production Basins:** In the study, which started in 2020, traditional elements and productions that are culturally related to production basins in İzmir are identified and an inventory is put forward. It is aimed to revive traditional production methods in rural areas including especially Bakırçay and Küçük Menderes basins and Peninsula region, to protect cultural values with environmentally sensitive practices and to improve the income level of the region

by obtaining higher added value from production. This inventory will be used as data for the development, promotion and protection of tourism products. In addition, a pilot study will be carried out to record production information, develop production infrastructures, analyze raw material production and supply, create marketing channels and promote Bergama Carpet, which is considered to be one of the most valuable souvenirs in the world and is currently in danger of being destroyed.

**Establishment of İzmir Underwater Cultural Heritage Inventory for the Development of Coastal Tourism:** İzmir has potential in terms of shipwrecks of different centuries as it is an important port city on the maritime trade route since history. In this respect, the investigation and identification of underwater cultural assets in the Gulf of İzmir, the discovery of lost historical values over time and bringing them to tourism are important in terms of developing the potential of coastal tourism in the region. In the project to be carried out in order to reveal and protect the underwater cultural heritage in the Gulf of İzmir and to bring it to cultural tourism, identification of underwater cultural assets and inventory study will be put into practice. With the project planned to be realized in 2021, suggestions will be developed for the acquisition of finds in underwater cultural tourism and İzmir to be a model province in this field.

**Analysis and Feasibility Studies for the Development of Blue Economy Sectors in İzmir:** The concept of the blue economy covers a large number of economic sectors whose activities are based directly on the seas or have an indirect relationship with the seas. In EU resources, the existing sectors such as coastal tourism, maritime transport, shipbuilding, repair and recycling, port services, seabed mining, aquaculture, and sea fishing are generally considered as the existing sectors; and the sectors such as blue energy (offshore wind, wave, tide), blue biotechnology and sea water treatment are considered as the emerging sectors. Research, analysis and feasibility studies will be conducted to determine the potential and investment opportunities of the region in both existing and newly developing sectors and to determine new technology areas to provide value-added production in the region. For these purposes, necessary research, analysis and feasibility studies will be carried out in cooperation with regional stakeholders and relevant institutions and organizations in required areas, with a special focus on the environmentally friendly vessels and marine technologies, blue energy resources and equipment, innovative materials in ships and overseas structures, value-added marine products, establishment of a specialized technology development zone, economic input output analysis, smart and green applications to improve ports and marine transportation and port services human resource needs analysis. Studies will be conducted to improve the ship recycling sector that is concentrated in İzmir Aliağa.

#### **3.3.4.2. Cooperation and Coordination**

All activities within the scope of this ROP will be carried out in cooperation with different stakeholders and in coordination with relevant stakeholders in the region. However, since these are also included under other headings, they are not included here. Other activities within the scope of cooperation and coordination are summarized below.

**Port Community Actors Coordination Meetings:** Port governance practices based on new multi-actor participatory and partnership-based management models are encountered in improving the performance of ports and improving their services. The development, effectiveness and efficiency of ports depend on location, development of infrastructure and superstructure, connection with transportation systems, relationships with stakeholders, customers and the environment. With the coordination activity to be carried out in the focus of İzmir Regional Ports Development Strategy, studies will be carried out primarily for the promotion of the strategy before the stakeholders. Accordingly, it is



aimed to improve knowledge and adoption of the strategy, to raise awareness of port stakeholders in the region in line with governance principles, to develop dialogue between actors, transparency, cooperation and accountability, and to increase performance. These cooperation and coordination activities will also include works on the shipbuilding, repair and recycling sectors, which are an integral part of maritime transport and port ecosystem.

**Activities for the Analysis of Creative Industries at the Level of IBMS-2 Regions and Implementation of İzmir Study in Turkey:** In the study completed in 2020, a comparative analysis of İzmir's potential for creative industries was made and the prominent areas were identified through statistics such as total production value, added value, number of employees, number of firms, investment rate, foreign trade and R&D in accordance with the definition of creative industries made by the United Kingdom Department of Culture, Media and Sports (DCMS) in 2001. Accordingly, while the highest specialization is observed in the information technologies, software and computer services sector in İzmir, advertising and public relations activities and specialized design services (fashion, industrial design, interior architecture services) have been identified as the sectors closest to specialization. It has been determined that the "creative diffusions" defined as the direct contribution of creative industries to the creative capacity of the region where they are located with their innovative activities and the spread of this effect to other areas of the economy, and the "co-location" defined as the tendency of the sectors and companies with information diffusion to be located in the same regions, have a strong association with the information technologies, software and computer services sector and the design activities sector specialized in advertising and public relations in the İzmir region. In the light of these findings obtained as a result of the analysis, it is aimed to carry out activities to strengthen the relationship between both sectors and to strengthen the capacity in the field of design. At the same time, as a complement of the study, mapping was carried out for the actors in the creative industries ecosystem in İzmir. In 2021, studies will be carried out to develop the creative industries ecosystem and to develop the prominent creative industries for İzmir.

In addition, in the United Kingdom, which has many examples of good practice in terms of the birth and development of creative industries, it is aimed to make a study visit to transfer the experience to our region by connecting with the creative centers primarily included in the Thinking Up Culture network and the British Council-NESTA network. Within the scope of the study visit, the study visit planned to be carried out in partnership with Originn Coworking, which is the only center included in the ThinkUp Culture network from İzmir, and İzmir University of Economics Creative Economy Research Center, is expected to facilitate the transfer of knowledge and experience especially in the context of high technology and creative industries and design.

**İzmir Tourism Strategy and Action Plan Monitoring and Evaluation Studies:** Monitoring and evaluation works of İzmir Tourism Strategy and Action Plan prepared by İzmir Foundation, which has a heterogeneous structure that brings local government, private sector and non-governmental organizations together and is located as the actor responsible for the promotion of İzmir, will be carried out by the Agency. In the monitoring and evaluation studies planned to start in 2022, it is aimed to measure the impact of the strategy and to evaluate the impact of the studies determined in the strategy and action plan on the urban economy, especially the coastal economy.

### **3.3.4.3. Capacity Building**

**Bilateral Collaborations and Study Visit with Creative Centers in the UK to Improve İzmir Creative Industries Ecosystem:** Within the scope of the study visit planned to be carried out in the fourth quarter of 2021, in the United Kingdom, which has many examples of good practice in terms of the birth and development of creative industries, it is aimed to transfer the experience to our region by connecting with the creative centers primarily included in the Thinking Up Culture network and the NESTA network. A study visit is planned to be carried out in partnership with Originn Coworking,

which is the only center included in the ThinkUp Culture network from İzmir, and İzmir University of Economics Creative Economy Research Center. One of Originn Coworking's partners, being included as a facilitator in the NESTA Global Network and being one of the regional leaders selected for the British Council Creative Culture Industries Women Leaders program, and being elected as a board member of Baltic Creative Hub located in Manchester as of 2019, will facilitate the transfer of knowledge and experience especially in the context of high technology and creative industries and design.

**Implementation of NESTA Creative Entrepreneurship Program:** In the trainings to be held in 2021, 2022 and 2023, it is planned to implement a 3-day training program consisting of different modules to help creative entrepreneurs turn their business ideas into reality. In the program, the target groups are defined as creative entrepreneurs who have a strong business idea at design stage, whose businesses are at establishment stage (0-3 years), or who have a rudimentary creative business they plan to transform. The focus of the program will include creative sectors such as design, fashion and technology, and throughout the modules, the program participants will be conveyed experience and know-how on developing business ideas, identifying potential customers, analyzing markets and income models, assessing financial position, and establishing and managing a successful venture.

**Participation in Events Held by Stakeholders within the Scope of ROP and Related Studies:** Institutions and organizations at both regional and national levels carry out a number of activities and organize activities that will contribute to the Agency and the region in this sense in accordance with the objectives and priorities of ROP. Participation will be provided in these activities and studies that are in line with the result-oriented program priorities. Following the relevant studies, developments on an international, national and regional scale will be followed, the results will be disseminated in the region, and the information obtained will be taken into account for the development and revision of ROP when necessary. In addition, within the framework of the objectives and priorities of ROP, joint participatory workshops, meetings, activities and training programs will be organized in cooperation with relevant stakeholders to contribute to the content and objectives of ROP.

#### **3.3.4.4. Agency Supports**

**Support Program for the Development of the Sectors Sustaining the Port:** The financial support program includes the design and implementation of financial support tools in accordance with the sectors and their needs identified in the İzmir Regional Ports Development Strategy and Ecosystem Analysis study. With the financial support program, which will be a regional adaptation of a model previously implemented in the UK, the aim is to increase through design the value-added goods production, export and creativity capacities of the identified pilot sub-sectors that are engaged in export via maritime transportation. The aim is to perform comprehensive analyses of enterprises, which will be determined among the pilot sectors through calling, in terms of production, service and human resources, to start the implementation period of the program in businesses through designer-business matchmakings, and to disseminate the anticipated leverage effect to other economic sectors in the medium and long terms. Program priorities, project activities and budget will be finalized after detailed studies and will be shaped around the activities to be carried out throughout the year.

**Ancient Culture and Production Basins Support Program:** The aim of the program is to support the producers who utilize conventional production methods in the rural area, especially the Bakırçay and Küçük Menderes basins, that is mostly dominated by coastal districts and containing the Peninsula region, to transform the production methods into environmentally-conscious practices, and to improve the income level of the region by achieving higher added value in production. The support program is planned to be implemented within the framework of the cooperation and coordination to be

engaged with the İzmir Foundation (İZVAK), the tourism destination management organization incorporating all relevant public institutions and trade associations in İzmir, as well as the non-governmental organizations and academic institutions that carry out studies on the subject. The program is planned to be implemented with the protocol to be signed between İZVAK and/or İzmir Metropolitan Municipality and the Agency, and alternative support models will be implemented with the aim of providing direct support to small manufacturers. The support program is planned to be launched in 2021.

**Port Academy Guided Project:** It is aimed to form a training structure in which the human resources needed by the boat yacht manufacturers, especially in terms of materials and manual labor, and human resources needed by the port enterprises in the port area are trained. To that end, the plan is to establish a training program to be structured upon the human resource needs analysis study, the inclusion of the experienced staff of TCDD İzmir Port in the process in the “trainer” role, to utilize the existing field experience and know-how, obtaining professional competence and certification support from Port Operators Association of Turkey (TÜRKLİM), to create a training center that can provide practical training through simulators, and to support this training center under a guided project setup. Project activities and budget will be finalized after in-depth studies.

**Financial Support Program Execution Activities:** Application guides and promotional documents will be prepared and printed for the project calls for tender to be executed as part of the ROP, followed by the announcement of calls for tender, and holding informational meetings on the preparation and submission of project quotations. In addition to the training sessions to be provided, consultancy services will be procured to provide technical assistance to potential applicants. Activities will be carried out regarding the selection and training of independent evaluators who will participate in the evaluation of projects in terms of technical and financial quality. Assessment committees will be formed on a program basis to conduct the necessary checks on the assessments carried out by independent evaluators, to formulate opinions, to report these, and to suggest the list of projects deemed eligible for financial support. Within the scope of the projects, preview visits will be made. Where necessary, organizations will be held related to programs and projects or participation will be ensured in the existing events, and technical support service will be procured.

### **3.3.4.5. Major Public Investments**

**Çandarlı Port:** North Aegean Çandarlı Port project site is located within the boundaries of Bergama District, Zeytinadağ Municipality. Located in the east of the 20 km-long and 25 km-wide Çandarlı Bay, the region is 80 km from İzmir by road and 55 nautical miles from the sea. Çandarlı Port, the site selection survey for which was carried out in 1993, was planned primarily to provide services for transshipments. Four feasibility studies have been carried out by the former General Directorate of DLH Construction (the Ministry of Transport, Maritime Affairs and Communications General Directorate of Infrastructure Investments) related to Çandarlı Port, and there are ongoing works for its implementation. The plan is to reach a total capacity of 2,000,000 TEU/year with a 1,000-meter wharf investment in the first phase of the port, which is planned as two stages, and to further extend the dock length to 2,000 meters and achieve 4,000,000 TEU/year by 2035, the set target year.

**Kemalpaşa Logistics Village:** The logistics village project carried out by the Ministry of Transportation, Maritime Affairs and Communications in Kemalpaşa district will provide connection to the OIZs in Turgutlu, Manisa, Torbalı, Aydın, Denizli, Istanbul and Ankara with railway connection. The village, which is planned to be established on an area of 1.2 million square meters, will have a 3 million square meters backfield. The first phase of the village, which was included in the investment

program in 2010 and tendered for infrastructure in 2012, was completed and second phase tenders were held in 2018. It is aimed to commission the ongoing investment in the expropriation processes in 2022.

#### **3.3.4.6. Projects within the Scope of the EU and Other Outsourced Programs**

Within the scope of this ROP, no activities are planned under this heading for 2020. However, the ROP will be revised if a suitable activity is identified in the ROP evaluations conducted throughout 2021.

#### **3.3.4.7. Other Projects and Activities**

Interinstitutional and inter-project interaction and collaboration play a critical role in achieving the goal of the ROP. Within the scope of the said ROP, the Agency may be guiding in the works to be carried out by other stakeholders in the region. These studies have been identified as follows in the first stage. However, the ROP will be revised if an important new project or activity is identified in the ROP evaluations carried out in 2021.

**CREATE IN İZMİR: Developing Creative Culture Industries Ecosystem and the Project on the Establishment of Creative Culture Industries Center:** : Within the scope of the Competitive Sectors Program launched as a joint undertaking of the Ministry of Industry and Technology and the European Union, an application has been filed in the Creative Industries component by the İzmir University of Economics as the applicant and our Agency as one of the project partners with the project titled "Create In İzmir: Developing Creative Culture Industries Ecosystem and the Project on the Establishment of Creative Culture Industries Center." The Create In İzmir Project aims to improve and consolidate the creative culture industries ecosystem in İzmir, to boost the entrepreneurship and innovation capacity of the region through creative industries, to strengthen the bonds between ecosystem actors, increasing the product development capacity in the target sectors, and establishing a powerful and effective Creative Industries Center in the region that will embody the cooperation between the actors. Joint activities will be carried out under this heading.

**Covid-19 Crisis Response and Resilience Project:** The project, carried out by the United Nations Development Programme (UNDP) and our Ministry of Industry and Technology and funded by the Japanese Government, started in 2020. Within the scope of the project, analysis of fragile sectors in the Covid-19 process on a regional scale, market analyses will be made according to changing needs and opportunities, training and consultancy will be provided to SMEs, the capacity of Agency employees in disasters and crisis management areas will be improved and efforts will be made for the young unemployed. In order to achieve the objectives of the project, it will be ensured that the necessary support is given specifically for İzmir.

#### **3.3.5. Program Duration and Scheduling**

The duration of the ROP is five years lasting from 2021 to 2025. Core activities of the ROP will be concluded within the first three years. In the last two years, the activities carried out within the scope of the financial support programs or outsourcing etc., and the activities that have been initiated but not concluded within the first three years will continue. No new financial support will be implemented within the scope of the ROP in the last two years.

<b>ROP Time Planning Table</b>				
<b>WBS Code</b>	<b>Component Name</b>	<b>Duration</b>	<b>Beginning Period (Year / Quarter)</b>	<b>End Period (Year / Quarter)</b>
1	İzmir Region Ports Development Strategy and Ecosystem Analysis	12 months	2021/1	2021/4
2	Activities for the Analysis of Creative Industries at the Level of IBMS-2 Regions and Implementation of İzmir Study in Turkey	12 months	2021/1	2021/4
3	Identifying and Revitalizing Ancient Cultural and Production Basins	6 months	2021/1	2021/2
4	Port Community Actors Coordination Meetings	36 months	2021/1	2023/4
5	İzmir Tourism Strategy and Action Plan Monitoring and Evaluation Studies	27 months	2021/4	2023/4
6	Bilateral Collaborations and Study Visit to Creative Centers in the UK	1 months	2021/4	2021/4
7	Implementation of NESTA Creative Entrepreneurship Program	36 months	2021/1	2023/4
8	Çandarlı Port	36 months	2021/1	2023/4
9	Kemalpaşa Logistics Village	36 months	2021/1	2023/4
10	Covid-19 Crisis Response and Resilience Project	9 months	2021/1	2021/3
11	CREATE IN İZMİR: Developing the Creative Culture Industries Ecosystem and the Project on the Establishment of the Creative Cultural Industries Center	12 months	2021/1	2021/4
12	Analysis and Feasibility Studies for the Development of Blue Economy Sectors in İzmir	12 months	2021/1	2021/4
13	Establishment of İzmir Underwater Cultural Heritage Inventory for the Development of Coastal Tourism	36 months	2020/2	2022/4
14	Support Program for the Development of the Sectors Sustaining the Port	15 months	2022/4	2023/4
15	Ancient Culture and Production Basins Support Program	15 months	2022/1	2023/4
16	Port Academy Guided Project	36 months	2021/1	2023/4
17	Financial Support Program Execution Activities	26 months	2021/4	2022/4

<b>ROP Time Planning Table</b>				
<b>WBS Code</b>	<b>Component Name</b>	<b>Duration</b>	<b>Beginning Period (Year / Quarter)</b>	<b>End Period (Year / Quarter)</b>
18	Participation in Events Organized by Stakeholders Under the ROP and Related Studies	36 months	2021/1	2022/4

### **3.3.6. Regulations on Management and Coordination**

In order to ensure the effective management of ROPs and thematic specialization required by ROP, the working units in the Agency are built on the basis of ROP. In this context, the implementation of the ROP will be carried out by the Blue Growth Policy Unit (BGPU). The different units responsible for the components within the scope of ROP are included in the table of components above. The Project Implementation and Monitoring Unit will be responsible for the monitoring and evaluation of the sub-programs and guided projects to be carried out within the scope of the ROP.

In-agency coordination and follow-up of the ROP will be carried out by the ROP Management Working Group consisting of the Secretary-General and Unit Heads. Coordinated management of the ROP process will be ensured with monthly meetings to be held by the ROP Management Working Group. Component Supervisor will be determined by the relevant unit head on an expert basis regarding the activities within ROP and necessary follow-up will be carried out by ROP Management Working Group in the light of detailed work schedule to be created by Component Supervisor.

The general progress of the program will be monitored by the Agency's Board of Directors, and opinions and suggestions of the institutions and organizations cooperated within the scope of ROP can be obtained in line with the request of the Board for problems experienced and solution suggestions.

### **3.3.7. Follow-Up and Evaluation**

Monitoring and Evaluation of ROP works will be provided within the framework of the management structure specified above. In regular meetings, the current status of ROP will be monitored, risks will be evaluated and necessary regulatory measures will be taken. PIMU will be responsible for monitoring and evaluating the sub-programs and guided projects to be carried out by the Agency within the scope of the ROP. Evaluation of the outputs of the activities to be carried out by the Agency within the scope of the ROP will be carried out by the relevant unit. The activities to be carried out by other institutions within the scope of the ROP will be monitored by the members of the ROP Management Task Group. The relevant unit is responsible for preparing the Periodic Progress Reports to be prepared every 6 months for ROPs and the closing reports to be prepared at the end of the 3rd and 5th years for ROP. At the end of the 7th year of the ROP, an impact analysis study will be carried out by the ROP Management Task Group.

Code	Component Name	Responsible Organization	Total Budget	2021	2022	2023	2024
1	İzmir Region Ports Development Strategy and Ecosystem Analysis	İZKA	250000	250000	-	-	-
2	Activities for the Analysis of Creative Industries at the Level of IBMS-2 Regions and Implementation of İzmir Study in Turkey	İZKA	500000	500000	-	-	-
3	Identifying and Revitalizing Ancient Cultural and Production Basins	İZKA	250000	250000	-	-	-
4	Port Community Actors Coordination Meetings	İZKA	200000	100000	50000	50000	-
5	İzmir Tourism Strategy and Action Plan Monitoring and Evaluation Studies	İZKA	150000	-	75000	75000	-
6	Bilateral Collaborations and Study Visit to Creative Centers in the UK	İZKA	25000	25000	-	-	-
7	Implementation of NESTA Creative Entrepreneurship Program	İZKA	450000	150000	150000	150000	-
8	Çandarlı Port	UAB	-	-	-	-	-
9	Kemalpaşa Logistics Village	UAB	-	-	-	-	-
10	Covid-19 Crisis Response and Resilience Project	Ministry of Industry and Technology, UNDP	-	-	-	-	-
11	CREATE IN İZMİR: Developing the Creative Culture Industries Ecosystem and the Project on the Establishment of the Creative Cultural Industries Center	IEU, İZKA	75000	25000	25000	25000	-
12	Analysis and Feasibility Studies for the Development of Blue Economy Sectors in İzmir	İZKA	1500000	500000	500000	500000	-
13	Establishment of İzmir Underwater Cultural Heritage Inventory for the Development of Coastal Tourism	İZKA	2000000	2000000	-	-	-
14	Support Program for the Development of the Sectors Sustaining the Port	İZKA	10000000	-	3000000	3000000	4000000
15	Ancient Culture and Production Basins Support Program	İZKA	5000000	-	3000000	2000000	-

Code	Component Name	Responsible Organization	Total Budget	2021	2022	2023	2024
16	Port Academy Guided Project	İZKA	5000000	-	2000000	3000000	
17	Financial Support Program Execution Activities	İZKA	100000	-	50000	50000	
18	Participation in Events Organized by Stakeholders Under the ROP and Related Studies	İZKA	300000	100000	100000	100.000-	
<b>TOTAL:</b>			<b>25800000</b>	<b>3900000</b>	<b>8950000</b>	<b>8950000</b>	<b>4000000</b>

#### 4. Institutional Development

Descriptive information under the Organizational Development (ID) title is given below. Under this title, activities related to the organizational structure of the Agency, human resources, corporate management and communication, promotion and personnel training are included

##### 4.1. Activities

Programs, projects and activities to be carried out within the scope of ID are listed in the table of components below.

ID Components Table					
WBS Code	Component Name	Type	Method	Responsible Organization	Responsible Unit
1	Agency Corporate Transformation Studies	Activity	Research, Analysis and Programming	İZKA	KYB
2	Ex-Post Evaluation Study of Previously Implemented Grant Programs	Activity	Research, Analysis and Programming	İZKA	PUIB
3	Project Pool Building and Pre-Feasibility Studies	Activity	Research, Analysis and Programming	İZKA	ALL UNITS
4	Development of Strategic Plans and ROPs, Necessary Analysis and Research Studies	Activity	Research, Analysis and Programming	İZKA	ALL UNITS
5	Studies to Increase the Effectiveness of Financial Support Program (FSP) Projects with Guided Projects	Activity	Cooperation and Coordination	İZKA	ALL UNITS
6	Participation in Activities Organized by Stakeholders for Corporate Development Related Studies	Activity	Capacity Building	İZKA	ALL UNITS
7	Disaster and Emergency Training and Capacity Building Studies	Activity	Capacity Building	İZKA	ALL UNITS



ID Components Table					
WBS Code	Component Name	Type	Method	Responsible Organization	Responsible Unit
8	Promotional Studies and Organizations to be Performed by the Agency	Activity	Promotion Activities	İZKA	BGPU
9	Preparation of Agency Promotional Materials	Activity	Promotion Activities	İZKA	BGPU
10	My Investment Support Partner Program	Activity	Promotion Activities	İZKA	ISO
11	General Investment Promotion and Support Activities	Activity	Promotion Activities	İZKA	ISO
12	Meeting of Companies with Foreign Capital	Activity	Promotion Activities	İZKA	ISO
13	Education Activities	Activity	Other Projects and Activities	İZKA	KYB
14	Payments Regarding Personnel Expenditures	Activity	Other Projects and Activities	İZKA	ALL UNITS
15	Activities Related to Audits of the Agency	Activity	Other Projects and Activities	İZKA	KYB
16	Execution of the Legal Processes of the Agency	Activity	Other Projects and Activities	İZKA	HM
17	Performance of General Administrative Services	Activity	Other Projects and Activities	İZKA	KYB
18	Activities Related to the Construction of the New Service Building	Activity	Other Projects and Activities	İZKA	KYB
19	Agency Website and Management of Social Media Accounts	Activity	Other Projects and Activities	İZKA	BGPU
20	Media Monitoring of the Agency and Institutional Advertisements	Activity	Other Projects and Activities	İZKA	BGPU
21	Preparation of Agency Promotional Materials	Activity	Other Projects and Activities	İZKA	ALL UNITS

#### 4.1.1. Research, Analysis and Programming:

Within the scope of this ROP, the following researches and analyses are planned to be carried out in addition to the Agency's existing studies.

**Agency Corporate Transformation Studies:** Technical infrastructure works for executing agency business processes through a single web-based software platform will be completed and thus the paperless office target will be largely realized.

**Ex-Post Evaluation Study of Previously Implemented Financial Support Programs:** In order to evaluate the results of the grant programs that have been completed and to determine to what extent the intended results have been attained, ex-evaluation studies of nine grant programs that have been implemented in the past years have started to be carried out in 2020. The study, which aims to evaluate the effects and results of 2012 Renewable Energy and Environmental Technologies, 2013 Preschool and Vocational Education, 2014 Information Society Transformation and Information Communication

Technologies, 2015 Vocational Education, 2015 Industrial Zone Development Small Scale Infrastructure, 2015 Renewable Energy and Environmental Technologies, 2016 Sustainable Development in the Peninsula, 2016 Intra-Regional Development Differences and 2016 Small Scale Infrastructure Financial Support Programs for Development of Small Industrial Sites, is expected to be completed in the first half of 2021. Upon completion of the study, the impact analysis study on all financial support programs implemented by the Agency in the past and which should have been subject to impact analysis in accordance with the relevant legislation will be completed.

#### **Project Pool Building and Pre-Feasibility Studies:**

In order to support production by developing projects that will reveal İzmir's potential and accelerate its economic development, preliminary feasibility studies will create a project pool ready. Projects to be developed are expected to be financed by public investment, state subsidies, public-private cooperation, outsourced loans, international funds or private sector equity in addition to guided projects.

The project topics to be included in the project pool are determined to support institutionalization, marketing, innovation and transport infrastructures of the region, which will enable the value chains to reach the upper stages in the fields and mid-high-tech products specialized within the scope of the ROPs to be implemented by our Agency, which will allow integration with the global procurement network. The determined project subjects are included in Annex-1/B.

#### **Development of Strategic Plans and ROPs, Necessary Analysis and Research Studies:**

Activities to develop Agency ROPs will be continued in 2021. Participatory activities and collaborations will be developed in order to reveal the future vision of the region, to improve the knowledge and awareness of the stakeholders about the issues on the regional agenda and to get the opinions of different segments with new research and analysis studies that reveal the role of the agency in the realization of the goals in ISBP and its institutional strategic orientation.

#### **4.1.2. Cooperation and Coordination**

All activities under the heading of QA will be carried out in cooperation with different stakeholders and in coordination with relevant stakeholders in the region. Other activities within the scope of cooperation and coordination are summarized below.

**Studies to Increase the Effectiveness of FSP Projects with Guided Projects:** It is necessary to increase the effectiveness and outputs of the projects supported by the Agency with guided project support and grant programs, to provide the multiplier effects in the project setup and to strengthen the sustainability of the resulting structures in the ecosystem. For this purpose, large-scale promotion and dissemination studies will be implemented in cooperation with the beneficiary institutions, especially in the sector or field to which the projects belong. In addition, it will be carried out within the scope of this component to identify and meet the different needs of the beneficiary institutions arising from the application, to improve the cooperation of the projects with the targeted segments and to determine the issues aimed at strengthening the R&D, innovation and large-budget infrastructure facilities for sectoral specialization obtained especially with guided projects from different points such as promotion, functionality, efficiency and institutionalization with expert support. These works to be carried out in 2021, 2022 and 2023 will be implemented in cooperation with the relevant institutions and organizations.

#### **4.1.3. Capacity Building**

All activities under the heading of QA include activities to increase the capacities of both stakeholders in İzmir and the Agency. However, since these are also included under other headings, they are not included here. Other activities within the scope of Capacity Building are summarized below.

### **Participation in Activities Organized by Stakeholders for Corporate Development Related Studies:**

Institutions and organizations at both regional and national levels organize national and international conferences, seminars and activities that will contribute to the institutional development of the Agency. Participation will be provided in these activities and studies that are in line with the priorities of our agency. Following the relevant studies, developments on an international, national and regional scale will be followed, the results will be disseminated in the region, and the information obtained will be used to strengthen institutional development policies when necessary. In addition, within the framework of institutional development studies, joint participatory workshops, meetings, activities and training programs will be organized in cooperation with relevant stakeholders.

### **Disaster and Emergency Training and Capacity Building Studies:**

The Covid-19 pandemic, whose effects are felt at the global level, requires that all disasters and emergencies in Turkey have negative effects on sustainable development, prosperity and competitiveness to be reconsidered. In this context, within the scope of the "Emergency Response and Resilience Project for SMEs", participation in disaster and emergency training and capacity-building activities will be provided during the year as a complement to disaster risk reduction and resilience capacity building activities in cooperation with the General Directorate of Development Agencies and UNDP.

#### **4.1.4. Promotional Activities**

Promotion and investment support activities within the scope of QA are as follows.

**Promotional Studies and Organizations to be Performed by the Agency:** Promotional films will be prepared regarding the activities carried out and the working priorities, especially the closed programs of the Agency. The success stories within the scope of these programs, and promotional materials will be created and effective promotional studies will be carried out. Large-scale meetings will be held to announce the processes and results of grant programs, guided projects and other support activities and Agency activities to the public more widely and effectively, and publicity activities will be implemented through written and visual media channels and digital media channels in the promotion and dissemination dimension. Meeting, visual and printed material production and promotion works will be carried out annually and periodically within the year in order to ensure that the Agency's 2021-2023 Work Program and priorities within the scope of the program are better understood and adopted in the public and thus its success will increase. Publication and research studies will be carried out to evaluate the historical and cultural values of İzmir in studies that support the activities of the Agency in promotion and investment support. Activities such as activities, organization, material production and consultancy procurement can be carried out for promotion at home or abroad, provided that they will contribute to the economy of İzmir and the country and increase the activities of the Agency's activities related to the issues that are in the focus areas within the scope of the result-oriented programs of the Agency. Modeling the history of İzmir by periods and providing access with technological infrastructure that will allow interaction on a web-based platform; studies that will allow the versatile use of this infrastructure for computer game development, education, tourism promotion etc. purposes will be continued. In this context, İzmir's values included in the UNESCO World Heritage Site in 2021 will be addressed within the scope of this study.

**General Investment Promotion and Support Activities:** Support activities will continue to be carried out within the scope of technical consultancy duties in every process such as providing the

domestic and foreign companies planning to invest in İzmir with the information they need such as finding an investment area specific to their projects, coordination with institutions, information about incentives and conducting permit license procedures.

Two main objectives are pursued within the scope of this task area:

1. Contributing to attracting new domestic and foreign investments in İzmir

Contributing to the aftercare of existing investments and expansions of foreign –capital companies in İzmir. Within the scope of these two main objectives, consultancy services will continue to be provided to potential investors in their investment processes. Infrastructure activities such as preparing necessary documents and reports to provide better service to potential investors, conducting joint works with relevant institutions, holding meetings with relevant commissions, being a member of international databases following foreign investment movements will be carried out.

Field visits to the company and private investment areas will be carried out and support activities will be continued in order to solve the problems of foreign direct investments that have already invested in İzmir or have new investment plans. Within the scope of these visits, it will be ensured that investors' problems are identified on-site and steps are taken to solve them. With these visits, it is aimed to improve the negative image of the public that creates bureaucracy in the eyes of the investor and to create a new public image that visits investors personally to solve their problems. These visits to be made throughout 2021, 2022 and 2023 will be planned monthly and applied weekly. Within the scope of this activity, 120 companies will be visited and reported.

Within the scope of the duties assigned to the Development Agencies included in the Decision on State Aid in Investments no. 2012/3305 published in the Official Gazette on 19 June 2012, activities will be carried out to receive the applications of the companies that will apply for incentive certificates, to carry out the completion of surveys communicated by the Ministry and to inform and guide the companies that will apply for incentives.

Another study to be carried out within the scope of this activity is the creation of a software-based real estate database primarily to provide services to foreign investors. Through this database to be created, it is aimed to determine the potential investment areas, to present the possibilities to the investor and the land owner by making an evaluation within the framework of the environment and ownership of the determined areas and to facilitate the reconciliation between the investor and the real estate owner by presenting the available suitable investment areas to the investors with appropriate prices.

**Meeting of Companies with Foreign Capital:** “Meeting of Companies with Foreign Capital” event will be organized in which companies with foreign capital and related organizations working in İzmir and gathering and discussing cooperation opportunities.

**My Investment Support Partner Program:** There are some services locally required by local and foreign investors that carry out feasibility studies on and/or have decided to invest in İzmir. This process involves provision of information and consultancy services on issues such as investment incentive system, state supports, relevant legal regulations and favorable investment locations by ISO. However, in the future processes, service needs that require more detailed and professional information for the investors, and direct guidance from ISO is often asked to get these services.

The İzmir Business Partners Program aims to refer reliable, quality service provider companies requested from ISO by the investors in order to eliminate the needs that complement ISO services related to the investment processes of domestic and foreign investors, on an institutional basis by creating a partner company pool.

In this context, it is aimed to facilitate the investment process of the investor by ensuring that the professional services and ancillary services needed in the feasibility process, which are the continuation

of the consultancy service received from ISO in the fields of Financial Consultancy, Legal Consultancy etc. of domestic/foreign companies that will invest in İzmir, are received by reliable institutions and organizations locally, free of charge or at low cost and quickly. In addition, it is also aimed to increase the service quality of service providers and ISO experts with the coordination of ISO in ensuring that these services are provided locally in an institutional manner.

#### 4.1.5. Projects within the Scope of the EU and Other Outsourced Programs

Within 2021 under the heading of Corporate Development, no activities are planned under this heading. However, the title will be revised if a suitable activity is identified during the year.

#### 4.1.6. Other Projects and Activities

**Financial Support Program Monitoring and Evaluation Activities:** An initial meeting and other training meetings will be held for the owners of the projects with which the grant contract has been signed, and the necessary stationery materials will be purchased in the preparations for the contracting process.. Monitoring and evaluation activities of grant programs and monitoring activities for guided project supports will be carried out. Training service purchases related to monitoring and evaluation processes and participation expenses and allowance fees in training and meetings organized within this scope shall be included within the scope of this activity. Technical evaluation services will be purchased if necessary within the scope of the projects, as well.

**Payments Regarding Personnel Expenditures:** Payments such as personnel salaries, other financial and social rights, taxes, fees etc. shall be made within the framework of the relevant legislation, decisions of the Board of Directors and court decisions.

**Training Activities:** Various training sessions will be organized in order to improve the professional and personal competencies of the Agency personnel. Agency training sessions will be carried out in three main areas: development of employees' areas of expertise, administrative capacity of the institution and personal interests and skills of employees.

The main training topics planned to be carried out in these areas for Agency staff in 2021 are exemplified in the table below. New training sessions can be constructed in the relevant titles based on the standards in the Agency legislation according to the needs developing during the year. In 2022 and 2023, training activities will be continued with the same understanding.

No	Field	Education Subject	Purpose of Education
1	Development of Specialization Areas	Interpreting Macroeconomic Indicators	Basic indicators and policies, which are important in evaluating the market and general economic situation, will be examined in detail and information will be transferred to interpret these concepts.
2	Development of Specialization Areas	Economics for Public Policy Professionals	The Agency, which is a policy maker in the field of regional development and carries out activities at the point of implementation of these policies, aims to acquire a comprehensive notion of economics in the studies to be carried out, and to receive an economics education that will strengthen them to look at their work from this perspective.
3	Development of Specialization Areas	Innovation and Design	Providing information on topics such as Product Design and R&D for Global

			Competition, Sustainability and Eco-Design, Design Trends, Smart Products, Entrepreneurship Success Stories.
4	Development of Specialization Areas	Recent Developments in Regional Development Theory	Having knowledge about new approaches developed in regional development and their applications (Capabilities approach, Intelligent Specialization etc.)
5	Development of Specialization Areas	Introduction to GBS and Basic Applications	Developing the capacity for the analysis and visualization of spatial data, priorities and policies, especially within the scope of the ArcGIS program, and to provide spatial analysis input to sub-regional strategy studies.
6	Development of Specialization Areas	GBS Spatial Analysis Applications	Developing and putting into practice the knowledge and skills of the techniques offered within the ArcGIS program for detailed analysis of spatial data.
7	Development of Specialization Areas	Design Thinking	Learning and applying the Design Thinking method, which consists of developing innovative solution methods for different needs, definition, research, interpretation, idea development, prototyping and evaluation.
8	Improving Agency Administrative Capacity	Research Methods and Data Compilation	Developing capacity in the areas of face-to-face interviews, survey design and analysis, cluster analysis, data compilation and interpretation required in analysis and planning studies.
9	Improving Agency Administrative Capacity	Sustainability Management	To enable the management of environmental and social based internal and external impacts and the adoption of sustainability by all employees.
10	Improving Agency Administrative Capacity	Zero Waste Management System Training	Organizing a basic training for the agency personnel, including the concept of zero waste, zero waste management system, the transition to the system, the responsibilities of the institution and its employees.
11	Developing Employees' Personal Interest and Skills	Microsoft Power BI, Stata	To transform independent data sources into consistent, visually immersive and interactive insights, as well as to share these resources with anyone or anyone.

The aimed results of the training activities of the agency personnel are given in the Output Performance Indicators table below.

<b>Output Performance Indicators</b>
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No	Component Name	Output Indicators	Unit	Target		Verification Source
				2021	Total	
1	Education Activities	Annual Training Participation Period on Employee Basis	Day	10	30	Agency Activity Report
2	Education Activities	Orientation Training for Newly Employed Personnel	Hour /Person	60	60	Agency Activity Report

**Activities Related to Audits for the Agency:** The external audit of the Agency shall be conducted by an independent audit organization through service procurement. Internal audit shall be carried out in accordance with the internal audit plans and programs. Necessary activities will be carried out for the possible audit of the Court of Accounts within the year.

In addition, since internal auditor employment is not realized, internal audit and internal control activities will be carried out again in 2021. Although agencies are not subject to the Public Financial Management and Control Law No. 5018, it is important to establish an agency internal control system. Accordingly, an action plan for compliance with internal control standards will be prepared and the documents previously prepared in the agency will be reviewed and updated and the deficiencies will be completed.

The results aimed to be achieved in is a that the activities related within the scope of are included in the table of Output Performance Indicators below.

Output Performance Indicators						
No	Component Name	Output Indicator	Unit	Target		Verification Source
				2021	Total	
1	Activities Related to Audits of the Agency	Agency Audit Report	Piece	1	1	Agency Activity Report
2	Activities Related to Audits of the Agency	Establishing Internal Control System	Piece	1	1	Agency Activity Report

**Execution of the Legal Processes of the Agency:** In 2021, 2022 and 2023, the processes related to the cases to which the Agency is a party and the execution proceedings will be carried out and opinions will be formed about the legal issues asked from the Board of Directors or the General Secretariat authority and other units and the cases and transactions that will have legal, financial and criminal consequences. In addition, the agreements and contracts to be signed by the Agency and the directives, contracts and protocols issued by the Agency will be examined and their compliance with the legislation will be evaluated and legal follow-up of the projects submitted for legal action will be carried out.

**Performance of General Administrative Services:** Within the scope of general administrative services, the rent, withholding tax, share of common expenses, maintenance-repair and other expenses will be covered for the existing service building, and the expenses related to institutional services rendered through the service procurement method will be reimbursed. Expenses related to recruitment and orientation of new personnel, and correspondence, transportation and communication expenses, archive management and creation of a digital archive system, bank and notary expenses, court fees, taxes and other legal expenses will be covered.

The scope of this component also includes determining the working model by keeping in mind the compatibility of the Agency's Corporate Management Unit with the business processes, creating a conceptual design, procurement and installation of the necessary modular software to ensure the implementation of the Business Process Systems in an integrated manner, and determining the technical and administrative features of the required consultancy, maintenance and support services. The agency's information technologies hardware and software infrastructure will be renovated, and up-to-date technologies will be used for information security and data backup. Institutional harmonization studies will be carried out for the legislation that came into force within the scope of information security and protection of personal data, and internal guidelines, policies and rules will be created regarding these issues. These works to be carried out in 2021, 2022 and 2023 will be implemented in cooperation with the relevant institutions and organizations. The results aimed to be achieved in this context are included in the table of Output Performance Indicators below.

Output Performance Indicators						
No	Component Name	Output Indicator	Unit	Target		Verification Source
				2021	Total	
1	Performance of General Administrative Services	Business Process Systems Software	Piece	1	1	Information Systems Inventory
2	Performance of General Administrative Services	Creation of Internal Communication and Information Portal	Piece	1	1	Information Systems Inventory

**Activities Related to the Construction of the New Service Building:** Land supply works were carried out for the agency service building between 2008-2012 and 1.505 m<sup>2</sup> land registered in Konak District Akdeniz Neighborhood 7490 Block 1 was purchased. Subsequently, as a result of the architectural project competition opened at the national level, a service building project with approximately 10,000 m<sup>2</sup> indoor area was obtained in 2014. After the completion of the implementation projects, Konak Municipality was applied for a permit for construction, but no progress was made in this regard until 2018. In 2018, the negotiations with Konak Municipality for the construction license of the current project yielded results and reached the stage of obtaining a license. However, considering both budget opportunities and spatial needs, the construction of the service building has been re-discussed, different alternatives have been studied, and as of the stage reached, the existing land has been evaluated within the framework of an income-generating model in 2020 and work has started on the construction of the service building without spending resources from the Agency budget. The decision to be taken as a result of the works to be carried out will be submitted to the approval of the Ministry of Industry and Technology in the first quarter of 2021.



**Agency Website and Management of Social Media Accounts:** The technical infrastructure of the agency website will be kept up to date and supported by the content to be produced. Search engine optimization and social media promotions will be made. Effective use of social media will be ensured and posts will be shared regularly. E-bulletins detailing the activities of the Agency will be prepared periodically in Turkish and English, and will be delivered via e-mail. In 2021, 2022 and 2023, the activities related to the management of the Agency website and social media accounts will be discussed on an ongoing basis. Regular news will be added on [www.investinIzmir.com](http://www.investinIzmir.com) investment promotion website and relevant sections will be updated. In addition, information will be shared regularly from social media accounts. Internet-based promotional activities and updating of the website will continue throughout 2021, 2022 and 2023.

**Media Monitoring of the Agency and Institutional Advertisements:** Works on institutional announcements will be carried out and these announcements will be published in newspapers and magazines. Also, monthly procurement of media follow-up services will continue. The activity will continue throughout 2021, 2022 and 2023.

**Preparation of Agency Promotional Materials:** In 2021, 2022 and 2023, the aim is to create films and various materials for the promotion of the Agency and of İzmir's values, tourism in particular. Promotional brochures and materials detailing the Agency activities will be updated. Institutional souvenirs will be procured.

**Compiling Agency Activity Report:** The Agency's unit activity reports and interim and annual Agency activity reports will be compiled in line with the periods specified in the legislation. Studies will be carried out on the design, printing and distribution of the reports. The activity will continue throughout 2021, 2022 and 2023. Agency Activity report will be compiled semi-annually and annually under this activity.

WBS Code	Component Name	Responsible Organization	Total Budget	2021	2022	2023
1	Agency Corporate Transformation Studies	İZKA	1,000,000.00	1,000,000.00	0	0
2	Ex-Post Evaluation Study of Previously Implemented Period Financial Support Programs	İZKA	625,000.00	375,000.00	150,000.00	100,000.00
3	Project Pool Building and Pre-Feasibility Studies	İZKA	1,350,000.00	750,000.00	300,000.00	300,000.00
4	Development of Strategic Plans and ROPs, Necessary Analysis and Research Studies for This:	İZKA	750,000.00	250,000.00	250,000.00	250,000.00
5	Studies to Increase the Effectiveness of Financial Support Program (FSP) Projects with Guided Projects	İZKA	150,000.00	50,000.00	50,000.00	50,000.00
6	Participation in Activities Organized by Stakeholders for Corporate Development Related Studies	İZKA	4,050,000.00	1,650,000.00	1,200,000.00	1,200,000.00
7	Disaster and Emergency Training and Capacity Building Studies	İZKA		50,000.00	50,000.00	50,000.00
8	Promotional Studies and Organizations to be Performed by the Agency	İZKA	45,000.00	15,000.00	15,000.00	15,000.00
9	Preparation of Agency Promotional Materials	İZKA	800,000.00	400,000.00	200,000.00	200,000.00
10	My Investment Support Partner Program	İZKA	300,000.00	100,000.00	100,000.00	100,000.00
11	General Investment Promotion and Support Activities	İZKA	330,000.00	130,000.00	100,000.00	100,000.00
12	Meeting of Companies with Foreign Capital	İZKA	45,000,000.00	13,500,000.00	15,000,000.00	16,500,000.00
13	Education Activities	İZKA	90,000.00	30,000.00	30,000.00	30,000.00
14	Payments Regarding Personnel Expenditures	İZKA	225,000.00	50,000.00	75,000.00	100,000.00
15	Activities Related to Audits of the Agency	İZKA	14,000,000.00	5,500,000.00	4,000,000.00	4,500,000.00
16	Execution of the Legal Processes of the Agency	İZKA	1,000,000.00	1,000,000.00	0	0
17	Performance of General Administrative Services	İZKA	650,000.00	250,000.00	200,000.00	200,000.00
18	Activities Related to the Construction of the New Service Building	İZKA	345,000.00	120,000.00	100,000.00	125,000.00
19	Agency Website and Management of Social Media Accounts	İZKA	30,000.00	10,000.00	10,000.00	10,000.00
<b>TOTAL</b>			<b>70,890,000.00</b>	<b>25,230,000.00</b>	<b>21,830,000.00</b>	<b>23,830,000.00</b>

## 5. LOCAL DEVELOPMENT OPPORTUNITIES

Projects and activities that are not in the focus of ROPs but are beneficial in terms of regional development and to be implemented by the Agency are discussed under the title of Local Development Opportunities.

The budget of the projects and activities within the scope of Local Development Opportunities does not exceed 20 percent of the expenditure budget.

### 5.1. Objective

The purpose of these activities is to conclude the financial support practices and newly added activities that before the Agency started to work with ROP in the most efficient way.

### 5.2. Background and Reason of Interference

The reason for these activities is to conclude the financial support practices and newly added activities that before the Agency started to work with ROP.

### 5.3 Result and Output Targets

The results aimed to be obtained by LDO are listed in the Key Performance Indicators and Output Performance Indicators tables below.

Key Performance Indicators				
No	Indicator Name	Percentage	Target	Verification Source
1	Increase of Service Providers in the Number of Project Applications	Percentage	10	Agency Data, Data of Relevant Support Provider Institutions
2	Increase of Service Providers in the Number of Project Applications	Percentage	20	Agency Data, Data of Relevant Support Provider Institutions
3	Number of Trained Service Provider Institutions	Percentage	20	Activity Report
4	Increase of Service Providers in the Number of Project Applications	Percentage	10	Agency Data, Data of Relevant Support Provider Institutions

Output Performance Indicators					
No	Output Indicator	Unit	Target		Verification Source
			2021	Total	
1	Number of People Who Received Trainer Training	Person	20	20	Agency Data
2	Analysis Report	Piece	2	2	Agency Activity Report
3	Number of Meetings Attended	Piece	10	10	Agency Activity Report

Output Performance Indicators					
No	Output Indicator	Unit	Target		Verification Source
			2021	Total	
4	Number of People Participating in Activities	Person	120	120	Agency Activity Report
5	Number of People Who Received Training	Person	100	100	Agency Activity Report

#### 5.4. Projects and Activities

Programs, projects and activities to be carried out within the scope of Local Development Opportunities are given in the table of LDO components below.

WBS Code	Component Name	Type	Method	Responsible Organization	Responsible Unit
1	İzmir Cooperative Analysis	Activity	Research, Analysis and Programming	İZKA	ALL UNITS
2	İzmir Employment Profile and Its Correlation With The Profile of Higher Education Status	Activity	Research, Analysis ve Programming	İZKA	ALL UNITS
3	Developing the Agency's Overseas Relations Network	Activity	Cooperation and Coordination	İZKA, İzmir Representation of the Ministry of Foreign Affairs, TİKA, THY, İKTM	ALL UNITS
4	Execution Activities of Grant Program	Activity	Financial Support	İZKA	ALL UNITS
5	Project with name "Let's Shape the Future Together" Social Development Support Program	Project	Guided Project Support	İZKA	PUİB
6	Project with name "Famous Products" Social Support Program	Project	Guided Project Support	İZKA	PUİB
7	Small-Scale Infrastructural Grant Program of 2018 for Strengthening Social Cohesion	Subprogram	Call for Proposal	İZKA	PUİB

WBS Code	Component Name	Type	Method	Responsible Organization	Responsible Unit
8	Grant Program for the Conservation and Restoration of Cultural Heritage in 2018	Subprogram	Call for Proposal	İZKA	PUIB
9	Project of Social Development Support “Corporate Resource Planning Training-Qualified Personnel on Enterprise Resource Planning (ERP) and Bringing it to İzmir Industry”	Subprogram	Guided Project Support	İZKA	PUIB
10	Project of ”Turkish Textures Opened to the World” Social Support Program Project	Subprogram	Guided Project Support	İZKA	PUIB
11	Developing Social Entrepreneurship Awareness Among Youth	Activity	Cooperation and Coordination	İZKA, İzmir Katip Çelebi University	IEPU
12	Küçük Menderes Basin Sustainable Development Grant Program (FSP) of 2019	Subprogram	Call for Proposal	İZKA	PUIB
13	Fostering Entrepreneurship Capacity for Sustainable Socio-economic Harmony (ENHANCER)	Project	Outsourced Project	Ministry of Industry and Technology, General Directorate of Development Agencies, İZKA	IEPU

#### 5.4.1. Research, Analysis and Programming

**İzmir Cooperative Analysis:** Preparations for conducting İzmir Cooperative Analysis were started in 2019 in order to conduct the works for the cooperatives throughout İzmir province more comprehensively and efficiently, to direct the works of the institutions carrying out the work in order to develop the cooperatives in the region and to contribute to employment, and it is envisaged that the study will be completed within 2021. In this study, it is aimed to draw spatial and thematic cooperative maps based on product, target group and region, to create cooperative network maps, to evaluate institutional structures, to reveal needs and development potentials. As a result of the analysis, it is aimed to obtain outputs that

will guide the cooperative support of the Agency and other relevant institutions in the region. İzmir Cooperative Analysis to be implemented within this framework will be carried out in cooperation with the relevant institutions and organizations and information, coordination and consultation meetings will be held in order to involve the stakeholders in the region as well as analysis and research studies.

**İzmir Employment Profile and Its Correlation With Higher Education Status Analysis:** In the light of the employment data obtained within the scope of İzmir Regional Input-Output Analysis, the employment profile of the city will be created and gender-based analyzes will be made in terms of labor concentration by sector, knowledge-intensive and technology-intensive sector labor force relations by profession and activities, sector and professions. In the second phase of the study, the correlation with higher education will be examined depending on the labour force demand in the region, and its relationship with the graduation qualifications and the demands of the employee's demand will be analyzed; then policy recommendations will be presented.

#### **5.4.2. Cooperation and Coordination**

**Developing the Agency's Overseas Relations Network:** It is aimed to increase the effectiveness and impact of the studies carried out by developing the Turkish representations of foreign development agencies, the trade-tourism consultancies of foreign country missions, and the cooperation with the foreign representations of our country in order to publicize and promote the activities carried out by the Agency for the purpose of investment promotion, tourism promotion and regional development more widely. With these activities to be carried out in order to introduce İzmir in 2021, 2022 and 2023, an effective communication network will be tried to be established with all these stakeholders.

#### **5.4.3. Agency Supports**

Among the ongoing financial support programs announced by the Agency in the past years, those that are not directly related to the existing ROPs are included and budgeted under this heading.

**"Let's Shape the Future Together" Social Development Support Program Project:** Within the scope of the 2019 Social Development Support Program, the project to be launched by the İzmir Provincial Directorate of Labor, Family and Social Services aims to reintroduce youth into social and economic life by simultaneously improving the physical and psychosocial well-being of young people who are excluded from social life, have family issues, are involved in crime and are under institutional care through exclusive social support, implementing social reintegration programs that include vocational education and sports activities, as well as improving their family relations, education and employment opportunities, increasing their accessibility to recreational activities and means for social life. In this way, the project that is planned to be launched in İzmir aims to set a great example for Turkey, and help the Turkish youth make a contribution to the advancement of our country as healthy individuals by means of popularizing such and other similar studies across Turkey in the long term. The Project will be carried out as part of the Implementation Procedures and Principles of the 2019 Social Development Support Program prepared by the Ministry of Industry and Technology.

**"Famous Products" Social Support Program Project:** Although there are many institutions tackling with the issue of substance abuse both locally and nationally, these entities have severely limited financial power and capacity to provide employment support to dependent or at-risk individuals. Therefore, ensuring financial adequacy and sustainability is critical in combating addiction and providing support to relevant disadvantaged groups. In this context, as part of the project to be implemented by the İzmir Association on Combating Drugs and Addiction within the scope of the 2019 Social Development Support

Program, the plan is to produce bakery products under the brand of “Famous Products” which will earn a reputation among the consumers in terms of their quality, health benefits and food safety, and to ensure the sustainability of the established social venture. The Project will be carried out as part of the Implementation Procedures and Principles of the 2019 Social Development Support Program prepared by the Ministry of Industry and Technology.

**Corporate Resource Planning Training Qualified Personnel on ERP and Bringing it to İzmir Industry Social Development Support Program Project:** With the project, it is aimed to provide qualified young employment in the manufacturing industry in İzmir, to develop the use of ERP in the sectors determined by the employment-guaranteed trainings to be provided and to support the capacity development of industrial enterprises in this way. The Project will be carried out in the out as part of the Implementation Procedures and Principles of the 2020 Social Development Support Program prepared by the Ministry of Industry and Technology.

**“Turkish Weaves Open to the World” Social Development Support Program Project:** The project will contribute to the participation of disadvantaged women living in Bergama, Kınık and Ödemiş districts of İzmir province in income-generating activities, increasing entrepreneurial potential, ensuring the accessibility of the produced products to the national and international market and strengthening the participation of women into social life by protecting, sustaining and increasing the product value through innovative approaches. The Project will be carried out in the out as part of the Implementation Procedures and Principles of the 2020 Social Development Support Program prepared by the Ministry of Industry and Technology.

**Developing Social Entrepreneurship Awareness in Youth:** Since social entrepreneurship is a fairly new agenda in our country, awareness studies on the awareness of social entrepreneurship will be organized in İzmir together with NGOs and public institutions, especially İzmir Katip Çelebi University. Within the scope of the activity to be carried out in 2021, training activities will be carried out with relevant institutions and organizations in order to develop social entrepreneurship awareness in young people.

**Execution Activities of Financial Support Program:** Application guides and promotional documents will be prepared and printed for the project calls for tender or feasibility supports to be executed as part of the local development opportunities, followed by the announcement of calls for tender, and holding informational meetings on the preparation and submission of project quotations. The processes of developing project proposals will be managed within the scope of the 2021 Social Development Support Program. In addition to the training sessions to be provided, consultancy services will be procured to provide technical assistance to potential applicants. Activities will be carried out regarding the selection and training of independent evaluators who will participate in the evaluation of projects in terms of technical and financial quality. Assessment committees will be formed on a program basis to conduct the necessary checks on the assessments carried out by independent evaluators, to formulate opinions, to report these, and to suggest the list of projects deemed eligible for financial support. Within the scope of the projects, preview visits will be made. Where necessary, organizations will be held related to programs and projects or participation will be ensured in the existing events, and technical support service will be procured.

#### **5.4.4. Projects within the Scope of the EU and Other Outsourced Programs**

**Developing Entrepreneurship Capacity for Sustainable Socio-economic Harmony:** The “Development of Entrepreneurship Capacity for Sustainable Socio-Economic Harmony” (ENHANCER) Project, funded

under the European Union's Refugee Assistance Program in Turkey (FRIT II) and benefiting the Directorate General of Development Agencies, started under the implementation of the International Centre for Migration Policy Development (ICMPD) as of January 2020 and is planned to be completed in 2023. The aim of the project is to contribute to the socio-economic integration of Syrian refugees under temporary protection in Turkey through the development of entrepreneurial potential and improvement of livelihoods. For this purpose, efforts will be made to increase entrepreneurship activities of Syrian refugees under temporary protection and citizens of our country in 11 provinces including İzmir, to develop local entrepreneurship ecosystems, and to contribute to strengthening policy, implementation and coordination at central and local level.

### 5.5. Program Duration and Scheduling

Among the activities within the scope of Local Development Opportunities, both financial support and feasibility support practices and components under other topics are expected to be concluded in 2020.

<b>ROP Time Planning Program</b>				
<b>WBS Code</b>	<b>Component Name</b>	<b>Duration</b>	<b>Beginning Period (Year/Quarter)</b>	<b>End Period (Year/Quarter)</b>
1	İzmir Cooperative Analysis	12 months	2021/1	2022/4
2	İzmir Employment Profile and Its Correlation with the Higher Education Status	12 months	2021/1	2022/4
3	Developing the Agency's Overseas Relations Network	36 months	2021/1	2023/4
4	Execution Activities of Grant Programs	36 months	2021/1	2023/4
5	Project of "Let's Shape the Future Together" Social Development Support Program	12 months	2021/1	2022/4
6	Project of "Famous Products" Social Development Support Program	12 months	2021/1	2021/4
7	Small-Scale Infrastructural Grant Program of 2018 for Strengthening Social Cohesion	12 months	2021/1	2021/4
8	Grant Program of 2018 for the Conservation and Restoration of Cultural Heritage	12 months	2021/1	2021/4
9	Küçük Menderes Basin Sustainable Development Grant Program (FSP) of 2019	12 months	2021/1	2021/4
10	Project of "Corporate Resource Planning Training -Qualified Personnel on Enterprise Resource Planning (ERP) and Bringing it to İzmir Industry Social Development Support Program"	24 months	2021/1	2022/4
11	Developing Social Entrepreneurship Awareness in Youth	12 months	2021/1	2021/4
12	'Turkish Textures Presented to the World'' Social Development Support Program Project	24 months	2021/1	2022/4



ROP Time Planning Program				
WBS Code	Component Name	Duration	Beginning Period (Year/Quarter)	End Period (Year/Quarter)
13	Developing Entrepreneurship Capacity for Sustainable Socio-economic Harmony (ENHANCER)	48 months	2020/1	2023/4

## 5.6. Regulations on Management and Coordination

The coordination required within the scope of these activities will be carried out by the unit responsible for the activity. The Project Implementation and Monitoring Unit will be responsible for the monitoring and evaluation of the sub-programs and guided projects to be carried out within the scope of this activity.

## 5.7. Follow-Up and Evaluation

Within the scope of financial support programs, PIMU provides support for the continuation and successful completion of the projects in accordance with the contracts and the results are monitored. The results obtained from these projects and activities are shared with the related units and used in the design of new programs.

It is the responsibility of the relevant unit to carry out the activities outside the grant programs and evaluation of the outputs of the activities to be carried out by the Agency will be carried out by the relevant units.

WBS Code	Component Name	Responsible Organization	Total Budget	2021	2022	2023
1	İzmir Cooperative Analysis	İZKA	400,000,00	400,000,00	-	-
2	İzmir Employment Profile and Its Correlation with Higher Education Status	İZKA	200,000,00	200,000,00		
3	Developing the Agency's Overseas Relations Network	İZKA	300,000,00	100,000,00	100,000,00	100,000,00
4	Financial Support Program Activities	İZKA	45,000,00	15,000,00	15,000,00	15,000,00
5	Project of "Let's Shape the Future Together" Social Development Support Program	İZKA	1,000,000,00	1,000,000,00		-
6	"Famous Products" Social Development Support Program Project	İZKA	1,350,000,00	1,350,000,00		-
7	Small-Scale Infrastructure Grant Program of 2018 for Strengthening Social Cohesion	İZKA	2,700,000,00	2,700,000,00		

WBS Code	Component Name	Responsible Organization	Total Budget	2021	2022	2023
8	Grant Program of 2018 for the Conservation and Restoration of Cultural Heritage.	İZKA	3,800,000,00	3,800,000,00		
9	Küçük Menderes Basin Sustainable Development Grant Program (FSP) og 2019	İZKA	2,500,000,00	2,500,000,00		
10	Project of Corporate Resource Planning Training- Qualified Personnel on Enterprise Resource Planning (ERP) and Bringing it to İzmir Industry Social Development Support Program”	İZKA	1,500,000,00	1,000,000,00	500,000,00	
11	Developing Social Entrepreneurship Awareness Among Youth	İZKA	300,000,00	300,000,00	-	-
12	Project of 'Turkish Textures Opened to the World'' Social Development Support Program	İZKA	1,500,000,00	1,000,000,00	500,000,00	
<b>TOTAL</b>			<b>15,595,000,00</b>	<b>14,365,000,00</b>	<b>1,115,000,00</b>	<b>115,000,00</b>

## 6. CONCLUSION AND EVALUATION

It is observed that the preparation of more focused and 3-year programs instead of annual programs increases the implementation power of regional plans. It is natural for agencies to concentrate their activities and resources on important issues and areas where they are strong in terms of their regions and to increase the effectiveness of Agencies.

Before the establishment of the ROPs, the current situation, potentials and dynamics regarding the TR31 İzmir region, the regional plan, the regional BGUS, the Eleventh Development Plan, the United Nations Sustainable Development Goals framework were examined. In addition to this information, the studies carried out by the agency and other institutions, the experiences provided from them, regional analysis and strategies, opinions and evaluations obtained from participatory processes, the institutional potential of the agency and the powers and responsibilities determined by the legislation were evaluated. Within the framework of the ROPs determined after all these works, the Agency carried out its activities in 2020 and shaped its works for the period 2021-2023.

In the new period, the Agency will both increase its own institutional capacity and continue to ensure cooperation and coordination by creating the necessary capacity in the region. In addition, it will take the necessary measures to achieve the desired results and outputs at the end of the implementation process of

ROPs and will make the highest contribution to the sustainable development of the region by making the best use of other development opportunities.

The 2021 Work Programme has been established in detail and it is evaluated that the activities included in the program can be successfully implemented with the existing human, technical and financial capacity of the Agency within the new unit structure.

In order to support the targeted benefits with ROPs, it is also important to realize the related projects that are targeted to be carried out by local institutions and organizations.

The studies to be carried out to eliminate the foreseen risks are also important for the realization of the targets determined by ROPs.

## **7. ANNEXES**

**ANNEX1-A**  
**A SCALE - INCOME BUDGET**

CODES				INCOME ITEMS	AMOUNT (TL)	RATIO
<b>01</b>				<b>TRANSFERRED SHARES FROM THE CENTRAL ADMINISTRATION BUDGET</b>	<b>10,000,000.00</b>	<b>7.73</b>
	01			Shares Transferred From the Central Administration Budget	10,000,000.00	7.73
<b>02</b>				<b>SHARES TRANSFERRED FROM PROVINCIAL SPECIAL ADMINISTRATIONS</b>		<b>0.00</b>
	35			İzmir Special Provincial Administration		0.00
<b>03</b>				<b>SHARES TRANSFERRED FROM MUNICIPALITIES</b>	<b>40,436,252.75</b>	<b>31.27</b>
	35			Shares Transferred from İzmir Municipalities	40,436,252.75	31.27
		01		İzmir Metropolitan Municipality	24,416,305.88	18.88
		02		District Municipalities	16,019,946.87	12.39
<b>04</b>				<b>SHARES TRANSFERRED FROM THE CHAMBERS OF INDUSTRY AND COMMERCE</b>	<b>1,166,621.92</b>	<b>0.90</b>
	35			İzmir Chamber of Industry and Commerce	1,166,621.92	0.90
		01		<b>Aegean Region Chamber of Industry</b>	259,565.22	0.20
		02		İzmir Chamber of Commerce	766,063.87	0.59
		03		Other Chambers of Commerce	140,992.83	0.11
<b>05</b>				<b>RESOURCES FROM THE EUROPEAN UNION AND OTHER INTERNATIONAL FUNDS</b>	<b>0.00</b>	<b>0.00</b>
	01			Funds From the European Union	0.00	0.00
	09			Funds From Other International Institutions and Organizations	0.00	0.00
<b>06</b>				<b>OPERATING INCOME</b>	<b>1,000.00</b>	<b>0.00</b>
	01			Income of Intangible Rights	0.00	0.00
	09			Other Activity Income	1,000.00	0.00
<b>07</b>				<b>DONATIONS AND AIDS</b>	<b>0.00</b>	<b>0.00</b>
	01			Conditional Donations and Grants	0.00	0.00
	02			Donations and Aids	0.00	0.00
<b>08</b>				<b>COLLECTIONS FROM RECEIVABLES</b>	<b>3,050,000.00</b>	<b>2.36</b>
	03			Shares Transferred From Municipalities	3,000,000.00	2.32
	04			Shares Transferred from Chambers of Industry and Commerce	50,000.00	0.04
	05			Shares Transferred From The European Union And Other Funds	0.00	0.00

		01	Funds From the European Union	0.00	0.00
		02	Funds From Other International Institutions and Organizations	0.00	0.00
<b>09</b>			<b>REFUNDS ON SUPPORT PAYMENTS</b>	<b>0.00</b>	<b>0.00</b>
	01		Supports Provided Through Project Call For Proposals	0.00	0.00
	03		Guided Project Supports	0.00	0.00
<b>10</b>			<b>OTHER INCOME</b>	<b>107,000.00</b>	<b>0.08</b>
	01		Interest Income	0.00	0.00
		01	Interest Income on Bank Deposits	0.00	0.00
		02	Project Advance Accounts Interest Income	50,000.00	0.04
		03	Interest of Default	0.00	0.00
	02		Income From Fixed Assets	100,000.00	0.08
		01	Immovable Assets Sales Income	0.00	0.00
		02	Immovable Assets Rental Income	100,000.00	0.08
		03	Movable Estates Sales Income	0.00	0.00
		04	Movable Estates Rental Income	0.00	0.00
	03		Receivables from Persons	0.00	0.00
	04		Specification, Printed Documents, Forms, Books, Publications etc. Sales Revenues	1,000.00	0.00
	05		Letters of Guarantee to Record As Revenue	1,000.00	0.00
	06		Penalties	5,000.00	0.00
<b>90</b>			<b>REJECTION and REFUNDS (-)</b>	<b>0.00</b>	<b>0.00</b>
			<b>TOTAL YEAR BUDGET</b>	<b>54,760,874.67</b>	<b>42.35</b>
			<b>CASH FINANCING</b>	<b>74,558,964.68</b>	<b>57.65</b>
			Banks	74,558,964.68	
			<b>THE OVERALL TOTAL</b>	<b>129,319,839.35</b>	<b>100.00</b>

**ANNEX-1 A**  
**TABLE B – EXPENSE BUDGET**

INST. CLASS.			FUNCT. CLASS		ECON CLASS.		EXPENDITURE ITEMS	AMOUNT (TL)	RATIO
<b>50</b>							<b>DEVELOPMENT AGENCIES</b>		
<b>50</b>	<b>03</b>						<b>AEGEAN REGION</b>		
<b>50</b>	<b>03</b>	<b>31</b>					<b>IZMİR DEVELOPMENT AGENCY</b>	<b>129,319,839.35</b>	<b>100.00</b>
			<b>01</b>				<b>GENERAL SERVICES</b>	<b>51,820,991.97</b>	<b>40.07</b>
				<b>01</b>			<b>GENERAL MANAGEMENT SERVICES</b>	<b>28,023,686.97</b>	<b>21.67</b>
					<b>01</b>		<b>PERSONNEL EXPENSES</b>	<b>11,214,764.00</b>	<b>8.67</b>
						01	Personnel Payments	9,114,381.00	7.05
						02	Severance and Notice Payments	81,780.00	0.06
						03	Social Rights	437,523.00	0.34
						04	Overtime Works	79,054.00	0.06
						05	Prize and Premiums	1,451,595.00	1.12
						09	Other Payments	50,431.00	0.04
					<b>02</b>		<b>SOCIAL SECURITY INSTITUTION PREMIUM COSTS</b>	<b>2,269,395.00</b>	<b>1.75</b>
						01	Unemployment Insurance Fund Payments	190,820.00	0.15
						02	Social Security Institution Payments	2,078,575.00	1.61
					<b>03</b>		<b>GOODS AND SERVICES PROCUREMENT EXPENSES</b>	<b>8,073,536.00</b>	<b>6.24</b>
						02	Purchase of Goods and Equipment for Consumption	323,338.00	0.25
						03	Travel Payments	1,093,586.00	0.85
						04	Duty Expenses	90,150.00	0.07
						05	Service Procurements	3,283,800.00	2.54
						06	Representation and Advertising Expenses	20,434.00	0.02
						07	Movable and Incorporeal Rights Maintenance and Repairment Expenses	3,262,228.00	2.52
						08	Real Estate Maintenance and Repairment Expenses	0.00	0.00
						09	Tehcnical Support Expenses	0.00	0.00
					<b>05</b>		<b>CURRENT TRANSFERS</b>	<b>0.00</b>	<b>0.00</b>
						09	Other Current Transfers	0.00	0.00
					<b>06</b>		<b>CAPITAL EXPENDITURE</b>	<b>0.00</b>	<b>0.00</b>
						01	Purchase of Manufactured goods	0.00	0.00
						02	Movables Producing Expenses	0.00	0.00
						03	Receiving Incorporeal Rights	0.00	0.00
						04	Real Estate Purchase	0.00	0.00
						05	Real Estate Producing Expenses	0.00	0.00
						06	Movables' Major Repairment Expenses	0.00	0.00
						07	Real Estate Major Repairment Expenses	0.00	0.00
						09	Other Capital Expenses	0.00	0.00
					<b>09</b>		<b>RESERVE ALLOWANCE</b>	<b>6,465,991.97</b>	<b>5.00</b>

				<b>02</b>		<b>MONITORING, EVALUATION AND COORDINATION SERVICES</b>	<b>5,155,750.00</b>	<b>3.99</b>
					<b>02</b>	<b>GOODS AND SERVICES PROCUREMENT EXPENSES</b>	<b>5,155,750.00</b>	<b>3.99</b>
					02	Purchase of Goods and Equipment for Consumption	60,200.00	0.05
					03	Travel Payments	0.00	0.00
					04	Duty Expenses	0.00	0.00
					05	Service Procurements	5,095,550.00	3.94
					06	Representation and Advertising Expenses	0.00	0.00
					07	Movable and Incorporeal Rights Maintenance and Repairment Expenses	0.00	0.00
					08	Real Estate Maintenance and Repairment Expenses	0.00	0.00
					09	Technical Support Expenses	0.00	0.00
				<b>03</b>		<b>PLAN, PROGRAM ve PROJECT SERVICES</b>	<b>2,847,500.00</b>	<b>2.20</b>
					<b>02</b>	<b>GOODS AND EQUIPMENT PURCHASE EXPENSES</b>	<b>2,847,500.00</b>	<b>2.20</b>
					02	Purchase of Goods and Equipment for Consumption	132,750.00	0.10
					03	Travel Payments	0.00	0.00
					04	Duty Expenses	0.00	0.00
					05	Service Procurements	2,714,750.00	2.10
					06	Representation and Advertising Expenses	0.00	0.00
					07	Movable and Incorporeal Rights Maintenance and Repairment Expenses	0.00	0.00
					08	Real Estate Maintenance and Repairment Expenses	0.00	0.00
					09	Technical Support Expenses	0.00	0.00
				<b>04</b>		<b>RESEARCH AND DEVELOPMENT SERVICES</b>	<b>11,823,250.00</b>	<b>9.14</b>
					<b>02</b>	<b>GOODS AND SERVICES PROCUREMENT EXPENSES</b>	<b>11,823,250.00</b>	<b>9.14</b>
					02	Purchase of Goods and Equipment for Consumption	156,350.00	0.12
					03	Travel Payments	0.00	0.00
					04	Duty Expenses	0.00	0.00
					05	Service Procurements	11,666,900.00	9.02
					06	Representation and Advertising Expenses	0.00	0.00
					07	Movable and Incorporeal Rights Maintenance and Repairment Expenses	0.00	0.00
					08	Real Estate Maintenance and Repairment Expenses	0.00	0.00
					09	Technical Support Expenses	0.00	0.00
				<b>05</b>		<b>ADVERTISEMENT AND TRAINING SERVICES</b>	<b>3,970,805.00</b>	<b>3.07</b>
					<b>02</b>	<b>GOODS AND SERVICES PROCUREMENT EXPENSES</b>	<b>3,970,805.00</b>	<b>3.07</b>
					02	Purchase of Goods and Equipment for Consumption	362,925.00	0.28
					03	Travel Payments	0.00	0.00

					04	Duty Expenses	0.00	0.00
					05	Service Procurements	3,607,880.00	2.79
					06	Representation and Advertising Expenses	0.00	0.00
					07	Movable and Incorporeal Rights Maintenance and Repairment Expenses	0.00	0.00
					08	Real Estate Maintenance and Repairment Expenses	0.00	0.00
					09	Technical Suport Expenses	0.00	0.00
			<b>02</b>			<b>PROJECT AND ACTIVITY SUPPORT SERVICES</b>	<b>77,498,847.38</b>	<b>59.93</b>
				<b>01</b>		<b>PROJECT SUPPORT SERVICES</b>	<b>77,498,847.38</b>	<b>59.93</b>
					<b>07</b>	<b>CAPITAL TRANSFER</b>	<b>77,498,847.38</b>	<b>59.93</b>
					01	Supports Provided by Project Call Proposal	48,400,000.00	37.43
					03	Guided Project Supports	20,000,000.00	15.47
					04	Feasibility Support	0.00	0.00
					05	Interest Free Credit Support	0.00	0.00
					09	Other Capital Transfers	4,748,847.38	3.67
					90	Attraction Center Program Support	0.00	0.00
					91	Cross-border Cooperation Program Support	0.00	0.00
					93	Capital Transfers Made Within the Scope of Shares Transferred from European Union Funds	0.00	0.00
					95	Social Development Support Program	4,350,000.00	3.36
			<b>02</b>			<b>ACTIVITY SUPPORT EXPENSES</b>	<b>0.00</b>	<b>0.00</b>
				<b>07</b>		<b>CAPITAL TRANSFERS</b>	<b>0.00</b>	<b>0.00</b>
					02	Direct Activity Support	0.00	0.00
					08	Feasibility Support	0.00	0.00



## Annex-1/B Project List

Subject of the Project	Industry (Agriculture, Livestock, Energy, etc.)	Application Area (Province, District)	Description (Importance of the project, why it should be studied should be explained)	Project Financing Method (Private sector equity, public investment, public-private cooperation, International fund, guided project, state subsidies * *)	Estimated Budget*
Offshore Wind Turbine Tower	Wind Energy Equipment	İzmir's OIZ and Free Zone Districts (Investment Areas Intensified by Companies in Similar Sectors) Aliğa, Bergama, Kınık, Kemalpaşa, Torbalı, Menderes, Tire, Ödemiş, Çiğli, Gaziemir, Menemen	Today, the use of wind energy as a renewable resource is increasing rapidly, and technologies in this field continue to develop due to this increase. In this process, in addition to onshore, offshore areas with more wind potential requiring new technologies are added to the areas where wind power plants are installed. While there are different types of turbines to be used in offshore wind farms, floating wind turbines are also planned to be used in regions where the seas are deep in our country constitute one of the future links of the value chain in wind energy equipment manufacturing. Although there is no production for any part of the floating wind turbines in our country, it is seen that the production of the towers of these turbines can be rapidly transformed thanks to the existing infrastructure in İzmir. It has been evaluated that an appropriate feasibility to be presented to the relevant companies with the necessary production infrastructure in our country may lead these companies to enter this market by incremental innovation and both meeting the needs of our country and investing for export purposes. In addition, feasibility <a href="#">assessment</a> to be made in this	Private sector equity	It will occur after the preliminary feasibility study to be conducted

			area will be useful for attracting foreign companies to this area.		
Advanced Technology Solutions for Plant Protection and Plant Development (domestic biopesticides, ozone-based plant protection, monitoring products, etc.)	Agriculture-Chemistry	İzmir Küçük Menderes, Gediz ve Bakırçay Basins Ödemiş Ödemiş, Tire, Bayındır, Kiraz, Beydağ, Torbalı, Sekçuk, Bergama, Dikili, Kınık, Aliğa, Foça, Kemalpaşa	The global growth trend in the smart agricultural technologies market is seen as important due to the potential to reduce imports by producing solutions to the position of the national market, which is stuck in conventional agricultural solutions and completely importing innovative solutions. Healthy food production, protection of our agricultural products exports from risks such as drug residues etc. are considered as an important work area in terms of efficiency and agricultural sustainability. The national strength of the Regional Faculties of Agriculture and their experience in field work are among the strengthening aspects of the project. Smart agricultural technologies are considered as one of the areas with export potential of our country.	Private sector equity	It will occur after the preliminary feasibility study to be conducted.
Perovskite Solar Cell	Renewable Energy Equipment Production	İzmir's OIZ and Free Zone Districts (Investment Areas Intensified by Companies in Similar Sectors) Aliğa, Bergama, Kınık, Kemalpaşa, Torbalı, Menderes, Tire, Ödemiş, Çiğli, Gaziemir, Menemen	Silicone-based solar panel cells, which are widely used today, are not efficient enough to convert sunlight into electricity. This means lower electricity generation and large number of solar cells must be used to meet the need. This leads to greater space requirement, more materials and expensive production for the installation of panels. In addition, the initial investment cost in this technology is quite high. As an alternative to this technology, intensive efforts are underway all over the world to develop new technologies. Perovskite solar cells are one of the most energy efficient solar cells (functional material) in recent years and one of the fastest developing material technologies in this sector. These materials become commercially viable with high efficiency as well as low production costs. Generally, in solar energy technologies, the production of this product in our	Private sector equity	It will occur after the preliminary feasibility study to be conducted.

			foreign-dependent country will cause reduction of foreign dependency in energy, the increase in clean energy production, the production of a high value-added product in our country, etc.		
Wind Turbine Wing and Other Composite Material Recycling Facility	Recycling	Aliağa	Wind turbines are large-scale products as a clean energy generation tool. With its offshore uses, the product life cycle of the first examples of these products, which are expected to meet a significant part of the world's energy needs in the future, have completed their life span and the needs for recycling of these products have started to emerge in many countries of the world. Similar needs are expected to emerge in our country soon and a large investment is needed to bring these materials to the economy by recycling them appropriately. On the other hand, Ship Recycling facilities in İzmir Aliaga have specialized in the recycling of products such as large-scale ships. By evaluating this clustering and specialization, it is considered that an investment that will enable the recycling of both wind turbine blade and other composite materials can be made in this region.	Private sector equity	It will occur after the preliminary feasibility study to be conducted.
Antifouling Paint Production	Chemistry	İzmir's OIZ and Free Zone Districts (Investment Areas Intensified by Companies in Similar Sectors) Aliağa, Bergama, Kınık, Kemalpaşa, Torbalı, Menderes, Tire, Ödemiş, Çiğli, Gaziemir, Menemen	Algae, mussels and other slimy creatures clinging to the surfaces of the vessels in contact with water are the factors that prevent the speed of the vessels and damage the surface. It is important that these creatures are cleaned from the surface where they are located in structures such as the underwater parts of boats and ships, fish nets and offshore platforms in fish farming and eliminated by considering environmental factors without damaging marine ecosystems. The use of so-called slippery surface technology, which can clean itself from the surface, is increasing with both the regulations expected to enter into force in the field of maritime transport by 2030 and the	Private sector equity	It will occur after the preliminary feasibility study to be conducted.

			importance of environmentally friendly applications. İzmir region has the potential to become a pioneering production center for the production of new generation antifouling dyes, which are researched on TÜBİTAK MRC with its pioneering position in the field of living marine resources cultivation and its expertise in paint and chemical substance production. It is considered that conducting a feasibility study for the production of this strategic product, which is closely related to the defense industry, and providing an expansion in this production area with the regional opportunities of İzmir are also compatible with the priority areas of "blue growth" "green technologies" of our Agency.		
Thermoplastics Composite Production	Chemistry	İzmir's OIZ and Free Zone Districts (Investment Areas Intensified by Companies in Similar Sectors) Aliağa, Bergama, Kınık, Kemalpaşa, Torbalı, Menderes, Tire, Ödemiş, Çiğli, Gaziemir, Menemen	Thermoset materials currently used in the aerospace and automotive sectors are not suitable for recycling. Therefore, thermoplastic materials, which can be reused in accordance with the circular economy structure, both provide mitigation and improve performance, are rapidly developing and emerge as value-added composites of the future. Within the scope of the green growth focus of our agency and İzmir's high concentration in the chemical sector, it is considered that an investment can be made in order to reduce the foreign dependence of our country in this field and to evaluate the export potential of sustainable, green and high performance materials to developed markets by using high knowledge in the field of material development.	Private sector equity	It will occur after the preliminary feasibility study to be conducted.
Soil-Free Agricultural Lighting and Other	Agriculture	İzmir's OIZ and Free Zone Districts (Investment Areas Intensified by Companies	Today, in order to meet the nutritional needs of the rapidly increasing world population, very large new agricultural areas are needed every year, and agricultural activities in these large areas cause	Private sector equity	It will occur after the preliminary

Equipment Manufacturing		in Similar Sectors) Aliğa, Bergama, Kınık, Kemalpaşa, Torbalı, Menderes, Tire, Ödemiş, Çiğli, Gaziemir, Menemen	damage to natural areas and decrease biodiversity. While problems such as excessive fertilizer and water consumption, soil fatigue, energy inefficiency etc. are encountered in traditional agricultural methods, problems such as water shortage and desertification are faced. At this point, soil-free agriculture, vertical agriculture, etc. are becoming widespread day by day. With this method, which can prevent water and food shortages due to global warming, the environments where the highest yield is achieved can be created on large scales. These applications are also on the agenda in our country and it is considered that they will become widespread rapidly. However, the lighting and other materials used in these applications are not produced sufficiently in our country. Production of these products is planned with the facility to be feasible.		feasibility study to be conducted.
Livestock Animal Exchange	Agriculture	Küçük Menderes Basın (Ödemiş, Tire, Bayındır)	Livestock animal exchanges are the places where the supply and demand of bovine and ovine live animals meet in accordance with certain rules and the prices determined as a result of the purchase-sales transactions are announced. Livestock animal trade is mostly carried out individually between producers, intermediaries, butcher tradesmen and industrialists, and partly in live animal markets that do not have an institutional functioning. An effectively functioning livestock exchange has important functions in terms of determining the true value of the animal with sales in front of a large number of buyers, easily solving the supply problem of the buyer, protecting the rights of the state and highlighting the health of the consumer. İzmir has become one of the important production centers in the field of animal husbandry in general and dairy livestock in particular. It also	Public-private cooperation	It will occur after the preliminary feasibility study to be conducted

			has an important animal consumption potential as the third metropolitan city. This high potential in production and consumption leads to the development of the animal products industry and the formation of an intensive livestock trade as a natural consequence of all this. In this sense, the establishment of an effectively functioning livestock exchange in İzmir will be an important gain for the city economy, especially for industry stakeholders.		
Carbon Fibre Production Facility	Renewable Energy Equipment, Chemistry	İzmir's OIZ and Free Zone Districts (Investment Areas Intensified by Companies in Similar Sectors) Aliğa, Bergama, Kınık, Kemalpaşa, Torbalı, Menderes, Tire, Ödemiş, Çiğli, Gaziemir, Menemen	Although carbon fiber materials have been actively used in many sectors such as aviation, space and automotive recently, they are one of the basic raw materials used especially in wind turbine blade production in İzmir region. Large-scale wind turbine blade manufacturers clustered in İzmir are experiencing great difficulties in obtaining this material domestically and face high costs in obtaining it from abroad and become disadvantaged in terms of their competitiveness. In this context, the feasibility assessment of a new facility to be established for the production of these materials is planned.	Private sector equity	It will occur after the preliminary feasibility study to be conducted.
COLLECTOR	Architecture	İzmir/Konak	Establishment of a platform, material library and design workshop bringing together designers and material manufacturers, especially architecture	A financial model is planned in which the material manufacturers and suppliers will bear the establishment and operating expenses and the designers will reference the manufacturers and suppliers in the prescriptions to be used in the bidding works.	1 million TL

Studies on the Establishment of Umurbey Neighborhood Creative Center	Urban Planning, Architecture, Regional Transformation, Functioning, Urban Protection	İzmir/Konak	It is aimed to transform the region, which is adjacent to İzmir Port, formerly known as Darağaç Neighborhood, where an important part of İzmir's industrial and heritage is located, into a creative center within the scope of urban protection. This region is also a neighborhood located right next to İzmir Port and can be considered as the first visit point for tourists coming to the city with cruise tourism. With the energy created by art initiatives in the region, it will be possible to functionalize and restore the cultural heritage structures in the region and to bring them to urban tourism and cultural life.	In the project, it is envisaged to cooperate with stakeholders in the region (İZTO, Konak Municipality, art initiatives), especially İzmir Metropolitan Municipality, and to prepare budget planning in consultation with the central administration. The envisaged financing model is public investment.	200 million TL
Technical Studies for Rehabilitation and Renovation of İzmir Port	Marine Transport, Port Services	İzmir/Konak	It is aimed to carry out the necessary superstructure and screening studies in the light of the feasibility reports prepared in recent years of İzmir Port and to improve the service capacity related to container and general cargo loads in this way.	Public Investment/Public-Local Cooperation	1.8 billion TL
Making Çandarlı Port a Specialized	Energy, Logistics	İzmir, Dikili	İzmir Wind Energy has become the focus of equipment production and export. It is necessary to develop institutionalization, marketing,	Public investment, public-private cooperation	

<p>Port for the Installation of Export Port and Overseas Wind Power Plants for Wind Power Equipment</p>			<p>innovation and transport infrastructures of the region, which will enable to enrich the value chains of the wind energy equipment production companies in İzmir and reach the upper stages in mid-high-tech products, which will allow integration with the global production systems.</p> <p>In the production of Wind Energy equipment, İzmir has reached a level of clustering on a European scale and has become a center where many companies invest which operate worldwide . This leads to the development of our local companies and their participation in this value-added sector.</p> <p>The continuous growth of the sector and the need for electricity leads to the development of wind turbines with greater installed power and lengths such as 100 meters.</p> <p>In the future, the development of the sector is expected to accelerate with the installation of offshore wind plants.</p> <p>In our region, there are especially wind turbine blade and tower manufacturers producing in this sector and it also raises the need to revise the standards of highways such as intersection, tunnel, underpass, port arrangements in terms of production sizes and logistic needs in terms of width and length. In fact, the logistics and other related infrastructure investments to be made in the region in the following years must be planned and realized accordingly. The current situation limits the sector and investments in the production of larger products.</p>		
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			<p>Within this framework, Çandarlı Port, in İzmir which is increasing the competitiveness of the sector and meeting its needs, is important to make it an export port for wind energy equipment and a specialized port for the installation of offshore wind plants.</p>		
<p>Establishment of a Clean Energy Vocational High School in İzmir to meet the need for qualified personnel in the sector</p>	<p>Energy, Education</p>	<p>İzmir, Bergama</p>	<p>In the production of Wind Energy equipment, it is seen that İzmir has reached a level of clustering not only in our country but also on a European scale; it is determined as a production center by many companies operating worldwide, and also many of our local companies in İzmir are integrated into the value chain of this value-added sector.</p> <p>Within the scope of these developments, our Agency also contributes to the sector with strategy development, financial support and investment promotion activities, and it is seen that one of the most important needs emerging in the analysis studies conducted for the sector is qualified human resources. However, there are no vocational education institutions in İzmir that meet the needs of the sector and sector representatives have urgent requests to meet these needs. Our Agency included this subject in the 2019 Work Program under the title of "Clean Energy Vocational High School Project" and studies were planned to provide the necessary cooperation in establishing a vocational high school in this field in İzmir. In addition, the subject of "Vocational Training" has been determined by our Ministry as the 2019 Theme of Development Agencies.</p>	<p>Private sector equity, public investment, public-private cooperation</p>	

			<p>On the other hand, in 2018, a protocol was signed between the Ministry of Energy and Natural Resources and the Ministry of National Education for the establishment of "Natural Resources and Renewable Energy Technologies Vocational and Technical Anatolian High Schools" within the scope of "National Energy Education Movement". With this protocol, it was planned to construct 10 schools with 16 classrooms fully equipped with workshops, laboratories, pensions and indoor sports halls in Istanbul, Hatay, Trabzon, Zonguldak, Kütahya, Artvin, Kahramanmaraş, Balıkesir and Sivas provinces; 3 of them are renewable energy high schools and the other 7 are natural resources high schools. The inclusion of İzmir in the scope of these studies will provide a solution to the urgent need of the sector, which will provide an important added value for our country, and will make a great contribution in terms of preserving its competitiveness.</p> <p>Another alternative is Bergama Organized Industrial Zone establishing this vocational high school within the scope of the support provided for OIZs to establish vocational high schools.</p>		
Higher Value Added Industrial Dairy Products Facility	Food	Küçük Menderes Basin	<p>Agriculture based on milk and dairy products in Küçük Menderes Basin located within the borders of İzmir province is a very important source of livelihood and has a great economic potential with raw milk capacity produced. In the feasibility study conducted by our agency in 2019, the production of products with high yields from raw milk and whey, which is the waste product of the cheese production process, current market analyses and the operating model of the facility to be established were investigated. In feasibility, it has</p>	Private sector equity, state supports	

			<p>been observed that there are high usage potentials especially in high price and criterion productions such as athlete nutritional products, baby foods, enteral nutritional products. In addition, it has been revealed that the inputs of the growing food additives and pharmaceutical sector are formed. With the investment, it will be possible to produce the raw materials needed in the production of sports foods and other products.</p>		
Game Software Workshop	Advanced technologies	İzmir	<p>It is seen that software companies developing games are concentrated in İzmir province. Considering that the gaming sector has created companies that can grow fast and create high economic value, interviews have been conducted with existing and potential investor companies and the needs of the sector have been identified.</p> <p>It has been determined that a workshop in İzmir where entrepreneurs who are just entering the sector can develop games and conduct tests will create significant value in terms of both the development of sectoral human resources and the commercialization of existing initiatives. A game software workshop is aimed to be established in the city center where the most basic hardware and physical conditions are provided in the game sector through guided project support. In 2021, the feasibility study for the project activities and budget will be completed.</p>	Private sector equity, state supports	

\* Since the budgets related to the projects can be clarified after the feasibility of the studies are made, they are not included in the table at this stage.

\*\* It refers to the investments to be included in the scope of the Decision on State Supports in Investments (considering that this decision can also be changed).

Annex-1/C Table of International Fairs and Study Visits \*

Target Country	Purpose of Visit	SOP associated with the visit	Expected Benefit	Collaborations planned to be established	Number of Agency Participants	Number of Companies/Organizations/People Participating in the Visit from the Region	Cost from Agency Budget
United Kingdom	Sharing experience with on-site observation and policymakers, especially in creative industries and sectoral practices	MEROP	<ul style="list-style-type: none"> <li>- Seeing program and policy experience in using design in a way that creates leverage effect in sectors</li> <li>- Developing bilateral collaborations with creative centers</li> </ul>	<ul style="list-style-type: none"> <li>NESTA</li> <li>-Baltic Creative</li> <li>- World Design Institute</li> </ul>	2	<ul style="list-style-type: none"> <li>-EU Creative Economy Research Center (Director - 1 person)</li> <li>-Originn Coworking (2 persons)</li> </ul>	25,000 TL
Due to the Covid-19 outbreak, the country it will take place in	Wind Europe Fair Establishment of İzmir Wind Pavilion and Promotion of	CETROP	Investment promotion of İzmir in order to ensure that the parts of wind energy equipment not yet produced in İzmir can be produced in İzmir and contributing to the internationalization of these	Turkish Wind Energy Union (TÜREB), Wind Europe, Related Country Trade	2	15 (10 companies, 5 Institutions)	500,000 TL

2021 has not been finalized.	investment in İzmir's Wind Energy sector		companies by increasing the cooperation of existing local producers with international companies	Consultancy and Attaché , Association of Energy Industrialists and Businessmen (ENSİA), Presidential Investment Office, equipment manufacturers in İzmir			
Due to the Covid-19 outbreak, the country it will take place in 2021 has not been finalized.	Global Offshore Wind Summit  Establishment of İzmir Wind Booth and Promotion of Investment in İzmir in Wind Energy Sector	CETROP	Investment promotion of İzmir in order to ensure that the parts of wind energy equipment not yet produced in İzmir can be produced in İzmir and contributing to the internationalization of these companies by increasing the cooperation of existing local producers with international companies	Turkish Wind Energy Union (TÜREB), Global Wind Energy Council (GWEC), Related Country Trade Consultancy and Attaché Offices, Association of Energy Industrialists and Businessmen (ENSİA), Presidential Investment	2	10 (5 companies, 3 Institutions)	250,000 TL

				Office, equipment manufacturers in İzmir			
Denmark	Seeing examples of good practice for clean production center and research infrastructure	CETROP	Examination of an exemplary model for the Resource Efficiency Center to be established in İzmir, creation of cooperation opportunities with universities and institutes for clean production research	TÜBİTAK MRC, Danish Technological Institute	2	0	25.000 TL
EURADA	Follow-up of EURADA activities to which our agency is a member	IEROP	Participation will be ensured in the Agora meeting where the General Assembly, which is compatible with the Agency's activities and focus areas and will contribute to the Agency and the ecosystem in İzmir in terms of both information and capacity and connections, and the activities organized with the thematic focus and compatible with the regional agenda.	EURADA	2	0	100000 TL

\* Final decision regarding participation in the activities will be made according to the status of Covid-19 s perception

**Annex-1/D Activities Table to be performed**

<b>Event To Be Performed</b>	<b>Related ROP</b>	<b>Purpose of Event</b>	<b>Expected Benefits and Outcomes</b>	<b>Detailed Activity Budget (TL - Including VAT)</b>	<b>Province where the Event will take place</b>	<b>Institutions to be Cooperated and Costs Charged</b>	<b>Activity Responsible Agency Work Unit</b>	<b>Event Calendar</b>
ThinkUp Culture -Design Thinking	MEROP	Meeting examples from creative centers about design-oriented thinking practices, listening to design-oriented thinking practices centered on creative industries, bringing ecosystem actors together	<ul style="list-style-type: none"> <li>- Establishing regional relations with new creative centers</li> <li>- Developing agency external relations</li> <li>- Increasing cooperation between creative industries ecosystem actors, creating international collaborations</li> </ul>	80.000	İzmir	20.000 TL	BGPU	November 2021
Young Brains New Ideas	IEROP	To strengthen the interaction of software companies with universities and new graduates in İzmir and to ensure the employment of local software developers within		100.000	İzmir	Universities and Technoparks in İzmir (Institution is not expected to charge costs)	ISO	May 2021

		the scope of Improving the Investment Environment of Software Sector.						
Turkey Wind Energy Congress (TÜREK)	CETROP	Attraction of Turkey Wind Energy Congress, which is Turkey's largest wind energy event organized by Turkish Wind Energy Union (TÜREB), to İzmir	Promoting investment in İzmir's wind energy sector and improving the investment environment	400.000	İzmir	TÜREB: 1,100,000	ISO	November 2021
Activities within the Scope of İzmir Smart Specialization Strategy	IEROP	Improving the level of knowledge and awareness on smart specialization through activities such as Opening Meeting, Workshop Events and Closing Meeting, announcing the Agency's strategy work, and learning about ideas and suggestions of stakeholders.	Developing knowledge and awareness of smart specialization  Strategic work that takes into account the opinions and suggestions of stakeholders	200,000	İzmir	-	IEPU	4th quarter of 2021
Greentech İzmir - Start-Up	IEROP	The connections established with Startup and Corporate Company	Developing cooperation in the form of experience, market awareness,	250,000	İzmir	-	IEPU	the 3rd Quarter of 2021



Corporate Actor Meeting Events		Meeting in Green Technologies are aimed to affect both sides positively through different channels.	customer and supplier network and experience for technology startups; providing source of innovation for corporate companies					
Green Growth and Blue Growth Theme Open Innovation Events	IEROP	Trying to come up with new ideas and products related to a problem or issue within the framework of a common goal by people from different segments within the given themes	Increasing the capacity of the regional entrepreneurship ecosystem by developing cooperation, creativity and interaction	100.000	İzmir	Regional universities, TGZs, clusters and other umbrella organizations.	IEPU	During 2021
Improving the Clean Energy Industry Investment Environment	CETROP	Sectoral training programs, activities will be organized to improve the competitiveness of the sector and increase its contribution to the İzmir economy.	Creating the necessary qualified human resources to improve the competitiveness of the sector and increase its contribution to the İzmir economy	100,000	İzmir	Technology Development Zones, Regional Universities, Relevant NGOs	ISO	During 2021
Meeting of Companies with Foreign Capital	ID	Coming together with companies with foreign capital operating in İzmir to protect	Creating a sharing, cooperation and network environment by gathering companies	100.000	İzmir	OIZ, Free Zone, TFZs, ISTO and EBSO	ISO	4th quarter of 2021

		communication after investment	with foreign capital operating in İzmir					
Agricultural Technologies Acceleration Program	IEROP	Acceleration programs will be organized to train startups operating in İzmir on Agricultural Technologies and Renewable Energy.	Developing existing and newly shaped startups to reach the capacity to cooperate with global companies	200.000	İzmir	As a subcontractor company, it is planned to work with Kök Projekt.	IEPU	First 6 months of 2021

**Annex-1/E Research, Analyses, Strategies and Reports Table**

<b>Research/Analysis/Strategy/Reports to be Made</b>	<b>Objective</b>	<b>Mode of Preparation (by Agency /Partial Service Procurement/Service Procurement)</b>	<b>Service Procurement Reason and Scope</b>
İzmir Regional Ports Development Strategy	Preparation of sectoral and regional development strategy for the development of maritime transport and port enterprises and port services in İzmir in the light of blue growth principles	Service Procurement	With this study, it is aimed to make an integrated evaluation of ports and logistics centers in the Aegean Region. It is planned to prepare a study focusing on cargo and cargo centers, evaluating ports through functions, cargo demand forecasts and growth scenarios, examining the connections between ports and regions and sectors in those regions, providing suggestions for sectors, associating and evaluating the roles of logistics centers within this framework with strategic priorities in regional plans.
Port Users Sector Profile and Ecosystem Analysis	Analysis of regional sectors and users receiving service from ports in İzmir region, creation of	By agency, by the piecemeal service procurement method	Examining the sectors exporting by sea in İzmir in terms of foreign trade sizes,

	ecosystem map including port operations, maritime transport actors		manufacturing sizes, contribution to employment, innovation capacity, identifying the ecosystem actors that make up the port community in İzmir ports
Identifying and Revitalizing Ancient Cultural and Production Basins	Determination of basin-based cultural products for increasing coastal tourism and coastal economic diversity in İzmir in the light of blue growth principles and bringing them to tourism	Service Procurement	It is aimed to revive traditional production methods in rural areas including especially urban center perimeter area, Bakırçay and Küçük Menderes basins and Peninsula region in İzmir, to protect cultural values with environmentally sensitive practices and to improve the income level of the region by obtaining higher added value from production.
Offshore Wind Measurement	<i>Offshore</i> wind energy is a renewable clean energy type that has become a topic of discussion in Turkey in the recent years. There are facilities with ongoing tender preparations by the Ministry of Energy and Natural Resources, and the wind energy sector is increasingly interested in this field. However, in order to make an investment in this field, which is new for our country, an offshore wind model of usable quality is needed. With this study, the first offshore wind measurements will be carried out in Turkey and these	Service Procurement	The said study includes a technical study other than the knowledge and competence of the agency.

	<p>models will be created and the results will be shared with industry stakeholders. In this way, the necessary data will be produced for the Ministry of Energy and Natural Resources and investors to be able to include İzmir on their agenda within the scope of new investments. With these investments, it will be possible to accelerate the development of the wind energy equipment production sector, which is still a concentrated value-added sector especially in İzmir. The project, which started to work in 2019, has been planned to include the years 2020-2021.</p>		
<p>Wind Energy Equipment Production Sector Logistic Needs Analysis</p>	<p>Due to the fact that wind energy equipment is tonnage and volume products, the needs of the sector will be identified and solution proposals will be developed in order to develop logistics facilities such as highways and railways of the city and to plan them to include the sector. In addition, analyses will be made about the creation of an export and offshore port in İzmir. The results of the said work shall be shared with the relevant port administrations, the Ministry of Transportation and Infrastructure, İzmir Metropolitan Municipality and General Directorate of Highways.</p>	<p>Partial Service Procurement</p>	<p>Some areas within the scope of the said study include a technical study other than the knowledge and competence of the agency.</p>

<p>İzmir Smart Specialization Strategy</p>	<p>To create a strategic roadmap that addresses the structure of the region, its capacity to produce technology, entrepreneurship resources, existing knowledge and skills together with an international perspective and entrepreneurial discovery process, and that will take forward the regional innovation strategy that will enable the limited resources of both the Agency and other institutions and organizations in the region to be directed to these areas where the specialization areas and capabilities that will enable the transformation of the economy in İzmir will be determined.</p>	<p>By agency/Partial service procurement/Cooperation</p>	<p>Low performance of project production and innovation capacities in the existing innovation ecosystem</p> <p>Failure to achieve an improvement in the innovation ecosystem that will affect the regional economy</p> <p>Inability to use existing limited resources effectively with the sectoral diversity owned</p> <p>Lack of comprehensive analysis of the regional economy beyond basic economic data with all sources and competition elements</p>
<p>İzmir Strategies for Transitioning to Green and Blue Growth</p>	<p>The development of İzmir with green growth and blue growth tools requires a transformation process at social, economic and institutional level. Two strategies will be prepared to form and guide the basis of this transformation. These strategies will be designed to bring together the environmental, social and economic development factors of İzmir in a comprehensive manner in both green growth and blue growth areas.</p>	<p>Collaboration or partial service procurement</p>	<p>There is not much competent knowledge and experience in green growth and blue growth within the scope of the Agency and in our country in general. Cooperations will be developed with domestic and foreign organizations that stand out in this regard and have experience at the necessary points, and fragmentary service purchases will be made at the necessary points.</p> <p>It is envisaged to organize training, information,</p>

			coordination and consultation meetings in order to involve the stakeholders in the region as well as analysis and research within the scope of cooperation and service procurement.
Analysis and reports to be made within the scope of the establishment of İzmir Resource Efficiency Center	Production of academic knowledge for sustainable production, relevant environmental technologies, service services such as analysis and consultancy in the region with the aim of a successful green transformation process; establishment of an infrastructure that works continuously in the region to ensure sustainability and integrated resource efficiency methods are continuously applied in production and consumption processes	Co-operating	The said project will be carried out in cooperation with UNDP Turkey.
Strategy, analysis and reports to be prepared within THE scope of THE BEST For Energy Project	The project aims to increase the global competition levels by supporting the companies producing equipment and environmental technologies for the clean energy sector in İzmir and to create a strong cluster.	Under IPA 2, it will be carried out through Technical Assistance.	All activities, analysis and strategies within the scope of the project will be produced within the scope of technical assistance.
İzmir Cooperative Analysis	It is aimed to direct the works of the institutions carrying out the work in order to conduct the works for the cooperatives throughout İzmir province more comprehensively and efficiently, to develop the	Cooperation and Partial Service Procurement	It is envisaged that analysis and mapping activities shall be carried out within the scope of cooperation with a local university and field work shall

	cooperatives in the region and to contribute to employment.		be carried out by service procurement method.
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#### Annex-1/F Activities to be Performed in the Theme of Resource Efficiency

Name of Activity	Activity Description	Estimated Budget	Activity Schedule
The establishment of İzmir Resource Efficiency Center	In order to implement sustainability methods in production and consumption processes, a center will be established to coordinate sustainable production activities in all sectors, especially in industry and agriculture, to carry out activities such as awareness raising, education, to make needs determinations and to solve problems.	15.000.000 TL	2021/1-2023/4
Studies on Dissemination of Practices on Resource Efficiency and Sustainable Production	In coordination with the studies for the establishment of the Resource Efficiency Center, training, conferences and seminars will be organized by the Agency in cooperation with the relevant institutions to emphasize the importance of resource efficiency in terms of quality growth, competitiveness and protection of natural resources, to raise awareness, to disseminate the relevant practices.	1.300.000 TL	2021/1-2023/4
BEST For Energy; Project	The Agency's Project for Boosting Effective and Sustainable Transformation for Energy (BEST- Boosting Effective and Sustainable Transformation for Energy) qualified for sponsorship under the title of "Manufacturing Industry" as part of the call for bid within the scope of the Second Term of the Competitive Sectors Program (IPA II) run by the Ministry of Industry and Technology. The budget of the project, which started in June 2020, is approximately 2.89 Million Euros. The project, which will be carried out in partnership with the Association of Energy Industrialists and Businessmen (ENSİA), will last 36 months. The project aims to increase the global competition levels by supporting the companies producing equipment and environmental technologies for the clean energy sector in İzmir. The BEST For Energy Project will be conducted on the axes of value chain and cluster analysis, development strategy and action plan preparation, cluster promotion and internationalization for the purpose of developing a cluster covering clean energy equipment, environmental technologies production and related service sector.	2.89 Million Euro	2021/1-2023/3
Organizing a Clean Energy Fair in İzmir	In order to bring various events and organizations to İzmir in the energy sector in İzmir, a fair with a clean energy theme will be organized and cooperation will be made with İZFAŞ for the preparation of the fair.	-	2021/1-2021/4



Clean Energy Vocational High School Project	A vocational high school will be established to provide vocational education within the scope of the needs of the İzmir labor market as a similar to the green technology vocational and technical high school model implemented in cooperation with the Ministry of Energy and Natural Resources, the Ministry of National Education and UNDP.	-	2021/1-2023/4
Green and Blue Transformation Support Program	The aim of the Green and Blue Transformation Program is to implement pioneering, original and exemplary (3O) projects in the fields of sustainable production techniques and digital transformation in order to reduce the environmental pressure faced by TR31 İzmir Region and internalize an approach that takes into account future generations in the use of natural resources in this direction by entrepreneurs, producers and institutional actors.	50,000,000 TL	2021/1-2023/4
Sustainability Management Training for Agency Employees	Training will be organized in order to enable the management of environmental and social internal and external impacts and the adoption of the sustainability phenomenon by all Agency employees.	20,000 TL	2021/1-2021/4
Zero Waste Management System Training	A basic level of training will be organized for agency employees, including the concept of zero waste, zero waste management system, the process of transition to the system, the responsibilities of the institution and employees.	5.000 TL	2021/1-2021/4