



Bölgesel Kalkınmada Anahtar Bir Merkez: Yatırım Destek Ofisleri

A Key Center In Regional Development: Investment Support Offices

Dr. Emin GİTMEZ

Karacadağ Development Agency, Malatya/TURKEY

ORCID: 00

ABSTRACT

Development is not just about increasing output or the amount of per capita income. Development is the improvement of the economic, social and cultural structure in both underdeveloped and developing societies. All countries have implemented different development strategies in order to ensure efficiency in the distribution of resources and to increase investments over the years. Especially in developed Western economies, with balanced development, the increase in welfare, sustainable economic structure and reduction of poverty rates have also been a model for developing countries at the end of the 20th century. With the establishment of Development Agencies in our country, the center of planned development has moved to the local area. Development Agencies have made great contributions to improving intra-regional and inter-regional income distribution, ensuring coordination between public-private-NGOs and developing project culture at the local level. Investment Support Offices (ISO)- an unit of Development Agencies- continue their operations in Turkey's 81 provinces. ISOs provide investment, promotion and consultancy services to people who want to invest in their provinces. ISOs play a key role in the development of the provinces with the qualified personnel within its structure. Institutional capacities of ISOs should be developed in order to ensure economic vitality and to improve the investment climate in the province.

Keywords: Region, Development, Development Agency, Investment Support Office

ÖZET

Kalkınma, sadece üretimin veya kişi başına düşen gelirin miktarının artırılması değildir. Kalkınma, hem az gelişmiş hem de gelişmekte olan toplumlarda iktisadi, sosyal, kültürel yapının iyileştirilmesidir. Tüm ülkeler kaynakların dağılımında etkinliği sağlamak ve yatırımları arttırmak amacıyla yıllar boyunca farklı kalkınma stratejileri uygulamıştır. Özellikle gelişmiş Batı ekonomilerinde 20. yüzyılın sonlarında dengeli kalkınma ile gelen refah artışı, sürdürülebilir ekonomik yapı ve yoksulluk oranlarının düşürülmesi gelişmekte olan ülkeler için de model olmuştur. Ülkemizde Kalkınma Ajanslarının kurulmasıyla planlı kalkınmanın merkezi yerele taşınmıştır. Kalkınma Ajanslarının bölge içi ve bölgelerarası gelir dağılımını iyileştirmek, kamu-özel-STK'lar arasında koordinasyonu sağlamak ve yerelde proje kültürünün geliştirilmesi konusunda büyük katkıları olmuştur. Yatırım Destek Ofisleri (YDO) bölge Kalkınma Ajanslarına bağlı birimler olup Türkiye'nin 81 ilinde faaliyetlerini sürdürmektedir. YDO'lar buldukları illerde yatırım yapmak isteyen kişilere yatırım, tanıtım ve danışmanlık hizmeti vermektedir. Bünyesinde nitelikli personel barındıran YDO'lar, illerin kalkınmasında anahtar role sahiptir. İlde ekonomik canlılığı sağlamak, yatırım iklimini geliştirmek için YDO'ların kurumsal kapasitelerinin geliştirilmesi gerekmektedir.

Anahtar Kelimeler: Bölge, Kalkınma, Kalkınma Ajansı, Yatırım Destek Ofisi

1. INTRODUCTION

At the end of the 20th century, the acceleration of the circulation of capital and labor along with the globalization trend played an important role in the growth and development of countries. The results of the development have also had an effect on the economies of the countries at different rates due to globalization. Especially developed countries have increased their investments

in underdeveloped countries and made them a market for their products. They used the earnings - they gained in both their countries and poor countries- in the economic and social development of their citizens, so they ensured a double wealth in their country. As a result of these developments, developing countries started to examine the reliability of traditional development models that they have been implementing for years, and as a result, they introduced a new regional development approach. In the traditional development approach, policies are generally determined and put into practice by the centralized management. However, as an innovative development approach, bottom-up development policies and strategies have been determined and implemented since traditional top-down development approaches in providing economic development cannot achieve sufficient success. International development organizations have also taken the lead in the development and settlement of this approach. In the new generation regional development approach, regions are accepted as the main point in the field of learning, knowledge creation and innovation (Florida, 1995: 528). Ohmae claims that in the globalizing world, the nation-state has lost its importance and regions have become the focal point of economic activities (Ohmae, 1995: 26).

Development plans -the main documents of the development concept in Turkey- prepared in the desks by the central institutions for many years without the ideas of local institutions and organizations. These plans, which were prepared without referring to local actors, were implemented despite the locals. Since these plans do not include the needs and opinions of local stakeholders, they did not yield the expected results in practice. With the establishment of İzmir and Çukurova Development Agencies as pilot agencies in 2006, two local structures were created to be addressed in determining the central government's policies. But, the establishment of Agencies continued until the end of 2010 in all regions. The aim of the Development Agencies is to reduce the intra-regional and inter-regional development disparities and ensure that everyone can benefit from the benefits of development in fairly. Development Agencies implemented grant programs to increase employment in the regions where they were established and the technical capacities of enterprises in the provinces in order to achieve this goal. Central and local organizations operating locally have also benefited from these programs by implementing various projects apart from the enterprises. Apart from these supports provided by the agencies with their own resources, there are also various activities carried out in order to improve the investment climate in the region and to develop investment opportunities. This institutional structure, which carries out these activities of the agencies and is organized in each city center, is the ISOs affiliated with the Agency.

In this study, information was given about the institutional structure of the Investment Support Offices (ISO), employee profile, duties, activities, problems encountered in practice and what needs to be done for the effective operation of the offices. Previously, information about the conceptual and theoretical framework was given. Based on their activities, ISOs are the most effective bodies of the agencies in the region.

2. CONCEPTUAL FRAMEWORK

2.1. The Concept of Development

The concept of development can be explained as a concept that includes processes such as bringing the nation to the desired level in every aspect, increasing financial welfare, and minimizing poverty. Development is a dynamic concept that suggests entering into change moved on the current situation or the previous position. The concept of development is one of the most defined concepts and it is the name given to the positive alteration of the structural changes of a country. Development- in the narrowest sense- is the achievement of the nation to a desirable level in all aspects (Tolunay & Akyol, 2006: 116).

The discussions on improvement are connected to straightforward inquiries, for example, "why rich nations are rich while helpless nations are poor?", "Why helpless nations fall behind rich nations in the advancement of expectations for everyday comforts?", "In what capacity can helpless

nations get more extravagant? In such manner, a significant component of improvement alludes to financial development, to be more exact, to development in per capita public item (Türk, 1970: 55).

Development should not be considered only in terms of its economic aspect. Generally, the economic dimension of development can be associated with the concept of growth. However, the concept of development corresponds to a broader meaning that affects the economic, social, cultural, legal and political structure, improves practices in this field and enables people to have better living conditions. A country can have very good economic resources and income, but if it does not share these resources with its citizens, it cannot be said that it is a developed country. The main indicator of a developed country can be understood in what living conditions the society of that country continues to exist (Halkier, 2009: 4-5).

There are some socio-economic indicators used to measure development. These indicators; monthly minimum wage amount, per capita annual income, increase in the production of goods and services in the country, inflation rate, industrial production index, amount of electricity used in industry, amount of energy produced, etc. economic dimension indicators; participation rate of women in business life, employment rate of higher education graduates, total unemployment rate across the country, female-male employment rate in labor and capital-intensive sectors, etc. labor market indicators; pre-school education statistics, public sector education investments and expenditures, graduation level indicators, number of science and technology graduates, number of teachers per student, number of students per class, physical conditions of schools, etc. are used as training indicators. In addition, social protection and health indicators, agriculture and food statistics, population and demographic indicators, and R&D and technological indicators are also among the basic indicators of development (Eurostat, 2020).

2.2. Regional Development

The concept of region is defined differently according to different disciplines. Therefore, it is possible to make different definitions in terms of economy, geography and even politics. From a geographical point of view, the region; refers to an area of certain size whose geographical scope and physical properties are limited. According to geographical description; It is considered a part of the earth's surface that possesses a qualified commitment derived from a harmonious and continuous relationship between common features. The region is a unit that is determined by the network of relationships, formed by locals that do not have spatial continuity, opens directly to international relations, and has variable borders in the global approach. The quality of the network of relationships and the density of the relations determine the development of the local, hence the region. In this case, local dynamics are the driving force of economic development and regional development. As an actor in the local, global economy, it may be a rural industrial zone or a metropolitan with a large population-service-production concentration (Paasi, 2008: 77).

The concept of regional development, on the other hand, can be defined the body of studies that adopt participation and sustainability as a basic principle and aim to increase the welfare of the region by developing human resources and activating economic and social potentials which considering the regional vision formed by the mutual interaction of the regions in the country with the surrounding regions and the world (Abuşoğlu and İnan, 1989: 6).

Regional development is generally accepted as an important part of economic and economic development for all countries. Regional differences that occur in a country also reveal different problems such as regional poverty, inequality, social exclusion, informalization in labor markets over time. In these cases, the difference between regional development policies and regions is tried to be minimized and it is aimed to develop the country in a balanced way (Förster et al., 2003: 52).

The idea of interregional improvement distinction normally brought along the strategy of carrying the less evolved locales closer to the created districts as far as social government

assistance, that is, the end of the distinctions. These improvements have prompted the thought of the ideas of "area" and "advancement" in general and raised the quest for elective arrangements in arranging and territorial improvement endeavors. The approach of regional planning and regional development agencies, which has been emphasized for many years in developed countries and has a wide application opportunity, has not been popular in developing countries and has been limited to supporting various infrastructure investments. Turkey also adopted planned model of development at the national level and regional planning studies could not be started for various reasons. Instead, provincial planning was preferred and emphasis was placed on the practice of "priority regions for development" in order to eliminate regional development differences (Arslan, 2005).

Although interregional development differences are not a problem specific to our country, it is delayed in the initiation of regional development practices; causes the policies to be implemented to address these problems to be inefficient and the problems to remain important. The basis of the regional development approach is the aim of minimizing the interregional development and income differences that arise as a result of the concentration of industry. Therefore, the state should encourage the development of underdeveloped regions by focusing on regional development policies in its development plans (Sevinç, 2011: 40).

2.3. Regional Development Agencies (RDAs)

Development agencies emerged as economic development agencies (EKA) in the world firstly. In the following process, regional development agencies were established by moving towards a decentralized structure with the globalization and governance tendencies that dominate the world. However, regardless of the name, the sole purpose of the organizations established was economic development. RDAs have been established in order to improve the socio-economic opportunities of a region with demarcated borders since the 1930s. The first example of regional development agencies with a similar function is the Tennessee Valley Authority (TVA), which was established by Franklin Roosevelt in the State of Tennessee in the USA on May 18, 1933, and this institution continues its activities today (Rungee & Kim, 2017: 2).

The first examples of regional development agencies in Europe were established in the 1950s in order to stimulate the intra-regional economy and ensure sustainable development in Western Europe. With the use of the European Union Structural Funds, the number, activity areas and authorities of development agencies have increased. Development agencies in the European Union first started their activities in Belgium, France and Italy. The United Kingdom and the Netherlands in the 1970s, Spain, Germany and Ireland were the countries where regional development agencies were established in the 1980s (Türkoğlu, 2015: 218).

The European Association of Development Agencies (EURADA) has approximately 66 regional development agency members from almost all European Union member states and candidate countries, the number of which is 21. Established as a non-profit organization in Brussels, Belgium in 1992, the aim of EURADA is "to support regional economic development through dialogue with the European Commission services, exchange of good practices among its members, and international cooperation" (EURADA, 2020).

3. LITERATURE REVIEW

There are many national and international academic studies in the literature on investment, the concept of region, regional development and regional development agencies. However, there are very few studies that have dealt with the structure, working areas, activities, personnel structure and problems of investment support offices.

Nasrullah et al. (2020, 11-22), in a survey study conducted on 36 people working in the One Stop and Investment Services office in the Gowa Region in Indonesia, revealed that the personnel had a very successful performance in terms of quantity, quality, timeliness, attendance and ability to

work together. Based on the product-moment correlation test analysis, it is stated that there is a positive and significant effect of the use of work facilities on the performance of employees at the Office of Investment and One-Stop Services, Gowa Regency by 52%, stated that it is accepted with a strong level of influence.

Akpınar (2017, 159-168) has been made his study on eight personnel who have been working at Zafer Development Agency and İzmir Development Agency Investment Support Offices for at least three years, it is stated that investment support offices are considered as agency branches as an extension of development agency centers in provinces, revealed that they have problems in producing and obtaining socio-economic data and that some of the problems they experience stem from the agency legislation at the end of study. As a result, it is stated in the study that it would be beneficial to organize a workshop where all problems will be discussed.

İlhan (2016, 182-198) evaluated the activities of investment support and promotion agencies within the framework of the new public management approach. It has been evaluate legal framework, objective of incorporation and functions, personnel, sevice units, consultancy board, budget and financial management of Investment Support and Promotion Agency of Turkey (ISPAT) in study. The goal of this paper was determined to demonstrate in what ways investment promotion agencies are products of New Public Management.

4. TURKEY IMPLEMENTATION OF REGIONAL DEVELOPMENT AGENCIES

There are social differences and economic inequalities between regions within Turkey. The State Planning Organization (SPO) was established in 1960 in order to eliminate these differences and ensure development in a holistic manner. Development plans have been started to cover a five-year period at national level. Approaches regarding development policies have been transformed sometimes under the influence of internal dynamics and global economic and political developments. In this transformation, the practice of priority regions in development especially has an important place in the development of the Eastern and Southeastern regions. Incentive legislation applied in this context has had a significant positive effect on the development of some regions and cities. SPO comes to the fore the creation and implementation of regional development policy in Turkey. In the historical process, there have been changes in both the administrative structuring area and the approach of local administration and development policies within the EU harmonization process along with the phenomenon of globalization. In this context, the first European Statistical Regional Units with the decision of the Council of Ministers was established in 2002 in accordance with the classification level 2 level 26 regions in Turkey (Lagendijk et al., 2009: 383).

With the adoption of Law No. 5449 on the Establishment, Coordination and Duties of Development Agencies on December 25, 2006, it is aimed to establish Development Agencies in NUTS Level 2 regions. In the first stage, Development Agencies were established in TR62 Çukurova and TR31 İzmir Level 2 regions, which are two pilot regions, according to the Cabinet Decree No. 2006/10550 published in the Official Gazette No. 26220 dated July 6, 2006. In the second phase, TR52 Mevlana, TRA1 Northeast Anatolia, TRB2 East Anatolia, TRC1 Silkroad, TRC2 Karacadağ, TRC3 Tigris, TR10 İstanbul and TR83 Middle Black Sea Development Agencies were established according to the Cabinet Decree No. 2008/14306 published in the Official Gazette dated 22 December 2008. At the last stage, according to the Cabinet Decree numbered 2009/15236 published in the Official Gazette dated 25 July 2009 and numbered 27299, TR32 South Egean, TR21 Trakya, TR22 South Marmara, TR41 Bursa, Bilecik, Eskişehir, TR42 East Marmara, TR61 Western Mediterranean, TR51 Ankara, TR33 Zafer, TR63 Eastern Mediterranean, TR72 Central Anatolia, TR90 Eastern Black Sea, TR71 Ahiler, TR81 Western Black Sea, TRB1 Fırat, TRA Serhat and TR82 North Anatolian Development Agencies were established (Karaarslan, 2008: 105).

The Ministry of Industry and Technology (MoIT) is responsible for territorial improvement strategy. Under the MoIT, the Directorate General for Development Agencies is coordinating 26

improvement offices. At the neighborhood level, there are advancement offices in every one of the 26 NUTS-2 locales and speculation uphold workplaces inside the assemblage of improvement organizations work in 81 regions (OECD, 2019).

The authoritative structure of improvement offices comprises of the Development Board, Board of Directors, General Secretariat and Investment Support Offices. The Development Board is the warning body of the organization. It comprises of a limit of 100 individuals so as to guarantee a reasonable portrayal of the regions in the area so as to create collaboration between open, private, common, colleges and nearby organizations in the district and to coordinate the office (Official Gazette, 15 July 2018, art.191). The Board of Directors is the office's dynamic body. The Board of Directors is the office's dynamic body. The Board of Directors include from the lead representative, the metropolitan city hall leader, the executive of the common gathering, the administrator of the office of industry, the executive of the office of business and three delegates from the private area and/or non-legislative associations to be chosen by the advancement board in offices comprising of a solitary territory; It comprises of commonplace lead representatives in locales comprising of more than one region, chairmen of metropolitan districts, or chairmen of common focal chairmen in non-metropolitan territories, leaders of common committees and chairmen of offices of trade and industry, one individual from every region The executive of the top managerial staff is the lead representative (Official Gazette, 15 July 2018, art.193). The Secretary General is the executive body of Development agencies. The secretary general is responsible to the board of directors as the top manager of the general secretariat and ISOs (Official Gazette, 15 July 2018, art.195). Investment Support Offices (ISO), is the body that informs investors about the project applications made to the agencies, monitors the works of the investors such as permits and licenses, and makes preliminary examinations about the applications. It is responsible to the general secretary regarding its duties (Official Gazette, 15 July 2018, art. 197).

With the transition to the Presidential Government System, the duties and authorities of the agencies were redefined with the Presidential Decree on the Organization of the Affiliated, Related and Associated Institutions and Organizations and Other Institutions and Organizations No.4. According to the decree, the Agency's duties and authorities are as follows (Official Gazette, 2018):

- Providing specialized help for arranging investigations of neighborhood governments.
- To uphold exercises and tasks that guarantee the usage of local plans and projects; To screen and assess the execution cycle of the exercises and ventures upheld inside this degree and to report the outcomes to the Ministry of Industry and Technology.
- To add to the advancement of the provincial and neighborhood improvement limits of the district as per the local plans and programs and to help the tasks inside this degree.
- To screen other and venture that regarded significant as far as local plans and projects completed by the public area, private area and non-administrative associations in the district
- To improve the collaboration between the public area, private area and non-legislative associations so as to accomplish the local advancement objectives.
- Using or making accessible the inside and outside assets assigned to the Agency for territorial improvement as per the local plans and projects.
- To complete investigates to decide the assets and chances of the district, to quicken financial and social turn of events and to expand seriousness, to help explores led by different people, foundations and associations.
- To advance speculation chances of the locale at public and worldwide level in collaboration with the important organizations.
- To screen and facilitate the authorization and permit exchanges and other managerial works and exchanges inside the extent of obligation and authority of financial specialists, public

foundations and associations in the territories of the locale inside the period indicated in the significant enactment.

- To uphold little, medium-sized ventures and new business visionaries by helping out significant associations on issues, for example, the board, creation, advancement, showcasing, innovation, money, association and labor force preparing.
- To make the advancement of the exercises identified with two-sided or multilateral global projects in which Turkey takes an interest and adds to the improvement ventures under these projects.
- To build up a site where the exercises, budgetary structure and different issues identified with the office will be distributed modern.

5. INVESTMENT SUPPORT OFFICES

Investment Support Offices (ISOs) are set up in the territories of the district comprising of up to five specialists and incorporating one organizer with the choice of the top managerial staff. On the off chance that the quantity of pro staff working in venture uphold workplaces gets unfit to address the issues of the area and territory, this number can be expanded with the choice of the governing body and the endorsement of the Ministry of Industry and Technology. ISOs are capable to the overall secretary with respect to their obligations. Administrations offered to financial specialists in venture uphold workplaces are totally for nothing out of pocket. The obligations and specialists of the ISOs indicated in the Presidential Decree No. 4 are as per the following (Presidential Decree, 2018).

- To screen and facilitate the consent and permit exchanges and other managerial works and exchanges of private area financial specialists inside the extent of obligation and authority of public establishments and associations in the interest of the governing body.
- To advise and control the financial specialist in accordance with the application conditions and required reports in the pertinent enactment.
- To pre-analyze the applications.
- To play out the methodology determined in the guidelines on the execution of this Section.
- To illuminate the governorship and the overall secretariat about business and exchanges.

The duties and authorities of ISOs, whose general framework was determined by the Presidential Decree, are listed as follows in the Investment Support Offices Regulation (Development Agencies Investment Support Office Regulation, 2014).

- Conducting / making analysis, reports and strategy studies regarding the business and investment environment of the province
 - To carry out inventory studies regarding the business and investment environment of the province,
 - Providing information to investors and directing them,
 - To work in partnership with relevant institutions and organizations to improve the business and investment environment,
 - Monitoring investments,
 - To introduce the business and investment environment of the province and to attract investors,
 - To carry out the works and procedures specified in the relevant legislation regarding state ,
 - To monitor and coordinate investors' permits and licenses and other administrative affairs and transactions on behalf of the agency's board of directors in order to finalize them before the relevant authorities and authorities,
 - To inform and report studies,

- To carry out the works and procedures specified in the regulations issued based on Article 4 of the Law.

5.1. Activities of Investment Support Offices (ISOs)

The first corporate form of ISOs are one-stop offices, examples of which are seen in Europe. "One Stop Shops" is a concept that refers to the provision of public services from a single point and in line with the preferences of those who will benefit from the service. It is a proactive corporate structure that enables access to multiple services from a single point simultaneously (Kircher, 2019). The four main reasons for establishing one-stop shops in Europe are explained as follows (Askim et al., 2011: 2).

- To ensure the coordination of public institutions within and among themselves
- To develop holistic, user-oriented and user-friendly services
- To provide a multi-dimensional integrated public service
- If possible, the necessity of a mechanism where all the services of public institutions are provided together

ISOs operating in Turkey is followed all business and transactions regarding investors by a single source similar to one-stop shops. ISOs are not independent organizations, It is a unit affiliated with the agency. The duties of the ISOs can be grouped under three headings considering the duties specified in the legislation. These tasks are the works and transactions aimed at improving the investment environment, monitoring the investment incentive certificates and expertise transactions and transactions related to other units of the Agency.

5.1.1. Works and Transactions for Improving the Investment Environment

Defined as a subheading in the Regulation on ISOs, "providing information and guidance, conducting analysis, reporting and strategy studies, conducting inventory studies, cooperating and working with institutions and organizations, promoting the business and investment environment of the province, attracting investors, following permit and license procedures and coordinating, informing and reporting, etc. " all of the tasks can be classified under this heading (Development Agencies Investment Support Office Regulation, 2014). Also; They have supported investors like incentive certificate, consultancy in permit and license procedures, attracting the investor to the region, showing the investment location, permit and license follow-up, company establishment, ensuring the consultation of the investors before the ministry, the municipality and the district governorship and in this context, ensuring the coordination of their work and transactions, information and follow-up on the allocation of investment sites etc. in many areas.

ISOs act with a very proactive approach in carrying out these activities. All ISOs are operating in Turkey referring to the activities carried out under this heading in 2019, 83 investors allowed and they get involved in the process related to licensing procedures and permissions, 39 of them were observed to have completed the permit and licensing process. Investors meeting with ISOs have investment commitments of 2 billion TL. Potential employment is foreseen as 2,543 people at this stage for these investments. ISOs provide consultancy services and give information to institutions, companies and individuals about investment opportunities and potentials of the region. When the number of stakeholders informed and consulted is examined, it is seen that the ISOs provided information and consultancy services to approximately 19 thousand people and institutions in 2019 (Development Agencies General Activity Report, 2019).

Participation of the agency personnel to remains limited and it is aimed to ensure the participation of the relevant stakeholders in the region to these organizations and to establish

cooperation for the regional economy essentially. It stands out generally purchasing delegation meetings, project markets, eco-tourism workshops, e-commerce seminars, sector meetings, R&D centers cooperation meetings, informing potential investors, increasing the tourist potential and promoting the region in order to highlight the alternative tourism areas of their regions and hosting activities of foreign institutions and organizations representatives in organizations. The agencies participated in different organizations and activities in order to share their views on thematic issues, increase the awareness and promotion of their institutions and the region, and develop cooperation and network within the framework of their mission in their regions. 216 organizations were organized to promote the investment opportunities of agencies and their regions under the coordination of Investment Support Offices during 2019. In addition, 338 fairs and organizations were participated (Development Agencies General Activity Report, 2019).

5.1.2. Monitoring of Investment Incentive Certificates and Expertise Processes

The procedures for receiving, evaluating and issuing the applications regarding the investment incentive certificate are carried out by the General Directorate of Incentive Application and Foreign Capital affiliated to the Ministry of Industry and Technology. The monitoring of investment incentive certificates is carried out every six months by ISOs to determine whether the investor who has received the certificate has completed the investment, and if not, how much of it. A new provision was added to the Communiqué on the Implementation of the Decision on State Aid in Investments published in 2012, and it was stated that development agencies would be assigned in the event that expertise transactions are not made by the General Directorate in 2018. The transaction made by the Development Agencies is not a transaction regarding the completion of the investment. Because this authority belongs only to the Ministry. Agencies can perform the expertise process of all documents within the scope of both general incentives and regional incentives without any limitation in investment expertise transactions. For this purpose, the expertization process of 114 documents was completed by ISOs in 2019 (Development Agencies General Activity Report, 2019).

5.1.3. Transactions Regarding Other Units of the Agency

Other transactions that make up the workload of the ISOs are those of the other units of the Agency. ISOs are Agency bodies operating in each city center. The center of the agency is in certain provinces so, it is not possible to assign personnel from other units within the Agency for every subject. For this reason, the work and transactions of these units are also carried out by ISOs. For example, while participation of a staff from the Planning Unit to the Provincial Planning Board is required, this task is carried out by the ISO staff. While application submission must be fulfilled by the Program Management Unit within the scope of the support programs carried out by the agency, the ISO staff accepts the applications. These activities also prevent ISOs from doing their primary work since there are not enough personnel in each province.

6. CONCLUSION AND RECOMMENDATIONS

Information was given about the institutional structure and activities of the Investment Support Offices (ISO) in this study. ISOs are the most active body that provides the Agency's visibility and awareness in the field. ISO employees must constantly produce work proactively within their own working boundaries. In other words, he does not wait for the investor to come to him, he finds the investor and gives the necessary support.

Os play a role in facilitating investors to invest in a place they have not gone before. ISOs provides like meet the investors, find suitable investment areas, follow their official transactions, provide free consultancy services on the incentive arrangements about the place of investment in their operations. In Anatolian cities, where economic investments are relatively low, the biggest contribution was made by ISOs in increasing the investments. For example, 224 investment incentive certificates were obtained in the province of Şanlıurfa between 2001-2010, and the total projected employment number was 7.276. Between the years 2011-2019 when ISO was active, the number of investment incentive certificates received throughout the province was 1.061. With these documents, the number of people planned to be employed was 50,620.

It is very important to improve the quality of personnel, increase their language competencies and provide sectoral specialization in order to increase ISOs efficiency in the provinces. ISOs personnel is composed of Turkey's best university graduate who knows the foreign language generally. For example, five staff members of Şanlıurfa ISO have graduated from METU, Hacettepe, Marmara, Gazi and Çukurova universities and speak English as of 2020. There is no other institution in the provinces where such qualified personnel graduated from good universities can be found together.

In order to work more actively for ISOs,

- It should be restructured as a separate institution independent of the agency, with its own budget resources.
- All ISOs in the provinces should be under the coordination of the Presidency Investment Office. In-service trainings should be emphasized in order for the personnel to become qualified and specialized.
- More severe conditions should be sought in the selection of personnel (graduation from certain universities, if not at least 10 years of experience), and the salary and personal rights of the personnel should be improved.
- The implementation of investment expertise transactions by ISOs should be ended.
- In economic public investments and private sector investments above a certain amount of investment, the conformity opinion should be obtained from the ISOs.
- Board of Trustees of Organized Industrial Zones, Provincial Employment Board, etc. It should be ensured that there is a representative from the ISOs in the boards.

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