AN ASSESSMENT ON THE ROLE OF REGIONAL DEVELOPMENT AGENCIES IN ENVIRONMENTAL GOVERNANCE IN TÜRKİYE: A CASE STUDY ON THRACE REGION

by

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ABSTRACT

AN ASSESSMENT ON THE ROLE OF REGIONAL DEVELOPMENT AGENCIES IN ENVIRONMENTAL GOVERNANCE IN TÜRKİYE: A CASE STUDY ON THRACE REGION

Over past decades, policies shaped solely for the purpose of development have failed to address the level of environmental problems reached and the scope they impact. These problems, seen on each and every scale and affecting every dimension of life, have raised the need for governance that can produce multi-level and multi-dimensional response. Environmental governance, which centers on multi-actor, multi-level and sustainability-focused approaches, has emerged as key response to these accelerating environmental challenges. This framework that is increasingly finding its mark on the global agenda, has also begun to acquire greater importance in Türkiye. Through the accession process to the EU, Regional Development Agencies (RDAs) were established to ensure balanced, participatory, and sustainable development at regional level was introduced in 2006 in Türkiye. In this context, this thesis examines the extent to which environmental governance perspectives are integrated into the RDA model in Türkiye, a country that has a long-lasting centralized decision-making and economic-growth focused approach. To present more grounded findings, this study conducts its analyses through the case study of Thrace Development Agency. The study covers the period 2014–2023 in line with the Thrace Regional Plan and uses content analysis and supporting interviews to present findings on issues that pose challenges and limitations in this integration. The study's findings indicate that, although the regional development agency model in Türkiye appears broadly compatible in concept, there are various issues requiring changes and improvements in terms of integrating environmental governance perspectives into practice more effectively.

ÖZET

TÜRKİYE'DE BÖLGESEL KALKINMA AJANSLARININ ÇEVRE YÖNETİŞİMİNDEKİ ROLÜNE İLİŞKİN BİR DEĞERLENDİRME: TRAKYA BÖLGESİ ÜZERİNE BİR VAKA ÇALIŞMASI

Son on yıllar boyunca, yalnızca kalkınma amacıyla oluşturulan politikalar, ulaşılan çevresel sorunların düzeyini ve bunların etkilediği kapsamı ele almakta yetersiz kalmıştır. Her ölçekte görülen ve yaşamın her boyunu etkileyen bu sorunlar, çok düzeyli ve çok boyutlu yanıtlar üretebilecek bir yönetişim ihtiyacını doğurmuştur. Çok aktörlü, çok düzeyli ve sürdürülebilirlik odaklı yaklaşımları merkezine alan çevresel yönetişim, artan çevresel sorunlara temel yanıt olarak ortaya çıkmıştır. Küresel gündemde giderek daha fazla yer bulan bu çerçeve, Türkiye'de de daha fazla önem kazanmaya başlamıştır. Avrupa Birliği'ne katılım süreciyle birlikte, bölgesel düzeyde dengeli, katılımcı ve sürdürülebilir kalkınma sağlama amacıyla kurulan Bölgesel Kalkınma Ajansları 2006 yılında Türkiye'de hayata geçirilmiştir. Bu bağlamda, bu tez, çevresel yönetişim perspektiflerinin uzun süredir merkeziyetçi karar alma ve ekonomik büyüme odaklı yaklaşımla biçimlendirilen Türkiye'deki bölgesel kalkınma ajansı modeline hangi ölçüde entegre edildiğini incelemektedir. Bu çalışma daha sağlam bulgular sunmak için analizlerini Trakya Kalkınma Ajansı vaka çalışması üzerinden yürütmektedir. Çalışma, Trakya Bölge Planı ile uyumlu olacak şekilde 2014 – 2023 dönemini kapsamaktadır ve bu entegrasyonda zorlukların ve sınırlamaların ortaya çıktığı konularda bulgular sunmak için içerik analizi ve destekleyici görüşmelerden yararlanmaktadır. Çalışmanın bulguları, Türkiye'deki bölgesel kalkınma ajansı modelinin kavramsal olarak genel anlamda uyumlu görünmesine rağmen, çevresel yönetişim perspektiflerinin uygulamaya entegre edilmesi noktasında değiştirilmesi veya geliştirilmesi gereken bir dizi husus olduğunu ortaya koymaktadır.

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Abbreviations	Explanation
ACTO	Amazon Cooperation Treaty Organization
ASEAN	Agreement on Transboundary Haze Pollution
CORINE	Coordination of Information on the Environment
DSİ	State Hydraulic Works (Devlet Su İşleri)
DPT	State Planning Organization (Devlet Planlama Teşkilatı)
EIA	Environmental Impact Assessment
EU	European Union
IUCN	International Union for Conservation of Nature
GAP	Southern Anatolia Project (Güneydoğu Anadolu Projesi)
GIS	Geographic Information System
GLWQA	Great Lakes Water Quality Agreement
GMKA	South Marmara Development Agency
MDBA	Murray-Darling Basin Authority
OECD	Organisation for Economic Co-operation and Development
OGM	General Directorate of Forestry (Orman Genel Müdürlüğü)
OKACOM	Okavango River Basin Commission
NGO	Non-governmental Organization
NUTS	Nomenclature of Units for Territorial Statistics
OIZ	Organized Industrial Zone (Organize Sanayi Bölgesi)
RDA	Regional Development Agency
SPO	State Planning Organization
TBMM	Grand National Assembly of Türkiye (Türkiye Büyük Millet Meclisi)
TDA	Thrace Development Agency
TURKSTAT	Turkish Statistical Institute (Türkiye İstatistik Kurumu)
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
WFD	Water Framework Directive
YER-SİS	Urban and Rural Settlement Systems (Kentsel ve Kırsal Yerleşim Sistemleri)

1. INTRODUCTION

In the last several decades, environmental issues, primarily arising from human activities, have intensified to the point of affecting every dimension of human life. The need to respond to ever-increasing environmental challenges and sustainable management of natural resources require a multi-level governance approach that integrates global, national and local scales as well as economic, social and environmental dimensions. In this globalized world, policies that have long been formulated solely in line with development goals must now adopt a governance approach to design interactions between human and environment, particularly provide answers to environmental challenges (Haque, 2017). As these challenges have exposed the limitations of conventional development models, a crucial need for governance frameworks has emerged that can balance ecological integrity with economic and social objectives. In this regard, environmental governance framework received widespread attention to comprise all dimensions and bridge all scales to ensure sustainability in policymaking.

Environmental governance is broadly defined as the collection of rules, principles, implementers and practices that aim to shape human – environment interactions (UNEP, 2007). Rather than being confined to legal regulations, it represents a shifting paradigm emphasizing the importance of participation and integration to address socio-ecological complexities (Duit, 2014). As this shift altered approaches for governance, it also brought up a change in scale of practice that was greatly based on the national level. In this regard, the region as a scale has become important as it allows for the joint consideration of aspects in three dimensions, including the primarly environmental dimension, and for bridging the national and local levels. This shifting understanding in terms of its approach and level has ensured that environmental governance at the regional scale has achieved much greater prominence worldwide.

Türkiye’s experience provides a distinct case to examine environmental governance at the regional scale and its integration into the development paradigm. Historically shaped by strong centralization and growth-oriented development paradigm, Türkiye has been introduced to this new governance model and institutional structure through its EU accession process. In accordance with the EU's NUTS-2 regional classification system, the regional development agency (RDA) model was introduced in 2006 to operate in Türkiye’s development processes. The main tasks assigned to RDAs are to activate regional potential, facilitating participation and coordination among actors within the

region and to integrate principles of sustainability into regional development processes (Bachtler et al, 2017). This multi-actor, multi-level and sustainability-focused governance approach required compliance with environmental governance perspective. However, their performance has been the subject of debate, as centralized authorities and their economic imperatives generally limit their autonomy and their focus on environmental dimensions (OECD, 2019).

In this context, this thesis aims to examine regional development agencies (RDAs), which this study considers as valeable but underutiziled for integration good environmental governance into the development agenda in Türkiye. To this end, the research questions this study would like to answer are following:

- To what extent do RDAs integrate environmental governance into the regional development agenda?
- How and to what extent does Turkey's centralized decision-making process and focus on economic growth affect the RDA model?
- What are the challenges and limitations the RDA model face in integrating environmental governance into the regional development processes?

Within this background, the central aim of this thesis is to investigate whether the RDA model in Türkiye, and specifically the Thrace Development Agency (TDA), has been capable of embedding environmental governance principles and functionalities into the institutional structure and practices. Furthermore, this study draws relatively more attention to the environmental dimension of the three main pillars of environmental governance, as this model is being implemented in a country where ecological concerns are frequently subordinated to economic development (Arsel & Büscher, 2012).

The examination in the present study focuses on the issues of legal status, of the administrative and financial structure, participation and coordination performance, capacity of expertise, research and data production, technical and financial mechanisms, public communication and strategy discourse, and international engagement performance. These issues forming the basis for the integration of environmental governance perspective are the contexts, in which the prevailing centralized decision-making and economic-growth oriented development approach has led to challenges, shortcomings, and limitations.

The Thrace Development Agency (TDA) presents a distinctive case study to conduct an examination and assessment on these issues. With its strategic location, high potential, and intensive investment, and consequently the serious level of environmental problems it faces, provides an ideal lens through which to evaluate how RDAs implement environmental governance principles. By examining these issues through the case study of TDA, this study seeks to reveal the structural and operational constraints that hinder the integration of environmental governance.

Following this introduction, Chapter 2 reviews the conceptual and theoretical framework of environmental governance, emphasizing its principles, multi-level structure and the role of the region as a scale in governance. In Chapter 3, the historical and institutional trajectory of environmental governance in Türkiye is presented including significant legal milestones and institutional actors. In this chapter, long-lasting conflict between economic development and nature conservation in Türkiye is also addressed to signify the effects of prevailing centralized and growth-oriented approach on the model of RDA. Chapter 4 examines the emergence of RDAs in Türkiye, their legal foundations, administrative, financial and operational structures, and their role and responsibilities. In this chapter, the issues that are previously stated and addressed as the contexts of challenges and shortcomings, are discussed in detail. In Chapter 5, the area of the case study, Thrace Region, is briefly introduced and the methodology adopted for analysis is explained. This chapter describes the qualitative methods of content analysis employed and in-depth interviews conducted with experts of TDA, local farmers and a couple of representatives to perform the analyses. Through the table of the focus areas and the lists of documents and datasets examined, the analyses of the study are explained in detail with each context.

This is followed by the section of results where detailed content analysis and its findings are presented and supported by the excerpts from the interviews. In Chapter 7, the findings are placed in a broader context, and the emerging issues from the analysis are discussed. Finally, the last chapter concludes the thesis, states the contributions and limitations of the study and outlines directions for future research.

2. ENVIRONMENTAL GOVERNANCE AND THE ISSUE OF SCALE

2.1. Definition and Principles of Environmental Governance

At a time marked by severe environmental concerns, notably resource scarcity, loss of biodiversity, and accelerating climate change, environmental governance has emerged as, a critical framework to reconcile human development with environmental limitations, (Biermann et at., 2009; Bulkeley et al., 2013). Environmental governance is a framework referring to the multi-level structure of decision-making, implementation, and assessment processes for the sustainable management of natural resources. This framework comprises the policies, practices and actors that shape the interaction between human and environment (UNEP, 2009). It encompasses a broad network of governances that includes the participation of civil society organizations, private sectors, local communities, and public institutions. The IUCN (2014) defines environmental governance as "the processes of policymaking and implementation ensuring environmental sustainability, carried out with the rules, policies, practices, and accepted behavioral norms, through multi-level interactions among the state, civil society and the market." These definitions underline that environmental governance functions both vertically (global, national, regional, and local) and horizontally (involvement of a wide variety of actors) (Lemos & Agrawal, 2006). Thus, environmental governance is not merely a regulatory concept, but also framework consisting of principles that are simultaneously pursued in economic, social, and environmental dimensions.

The principles of environmental governance provide both normative and functional guidance on how to operate within this framework. Environmental governance literature encompasses a variety of principle sets developed in different theoretical and institutional contexts. Among these, the Lisbon Principles on sustainable governance, Bennett and Satterfield's (2018) practical framework for environmental governance, Sharon Beder's (2006) set of environmental policy principles and the Aarhus Convention's provisions on participation, transparency and justice, are some of the most frequently used. While these sets vary regarding across diverse contexts, they converge around a set of essential themes aiming at the design and evaluation of systems for environmental governance.

Within the scope of the present study, the most widely and frequently referenced elements have been synthesized into five core principles. These principles are prominent for the evaluation of institutional and regional performance in terms of their operational relevance. These principles are:

- **Sustainability**: refers to the comprehensive approach taking economic, social and ecological dimensions into account in a manner ensuring that natural resources are preserved and managed to meet the needs of future generations (UNEP, 2007).
- **Participation**: emphasizes the effective involvement and of all actors and the collaborative mechanisms (Aarhus Convention, 1998; UNEP, 2007).
- **Transparency**: aims to ensure the accessibility of data and information openly, and the traceability of decision-making and implementation processes (Beder, 2006; Aarhus Convention, 1998).
- **Accountability**: envisions that actors and institutions are held responsible for the processes and their outcomes (Bennet & Satterfield, 2018; OECD, 2015).
- **Integration**: aims to address economic, social and environmental policies as an integrated whole and seeks to develop cross-sectoral coherence (UNEP, 2007).

In practice, the principles can serve not only as normative standards, but also as tools to assess policy consistency, institutional capacity, and participation effectiveness. These frequently referenced sets can be applied in a variety of contexts, ranging from multi-scale governance to performance evaluation, from examination of legitimacy to coordination effectiveness. The five core principles provide a foundation to establish strong links the theoretical framework and empirical findings of the present study.

2.2. The Region as a Scale in Environmental Governance

Environmental governance necessitates the management of complex systems operating at diverse spatial scales. The concept of scale may refer to a variety of concepts such as geographical dimensions, socio-economic relations, and administrative jurisdictions (Cash et al., 2006). Determining the appropriate scale of governance is essential in terms of both the dimension and the level of the issue. In this regard, the region plays a vital role in bridging upper and lower scales, global strategies and local realities. The regional scale emerges as a critical intermediate level in terms of administrative and ecological dimensionality. It serves as an integrative unit by capturing ecological continuities as well as socio-economic patterns (Miller & Erickson, 2006). The national scale often dominates in defining legal frameworks and political tendencies. The local scale provides a foundation for implementation and community engagement. The regional scale provides balance in distribution of authority, resource allocation and inter-stakeholder involvement and coordination (Hooghe & Marks, 2003; Paasi, 2009).

In the literature of ecology, the term “ecoregion” refers to areas characterized by similar climate conditions, features of natural resources, and biotic communities (Olson et al., 2001). This concept requires alignment of the governance scale with boundaries of the natural systems and involves linkages to the principle of scale-matching from the perspective of environmental governance (Costanza et al., 1998). Determining administrative boundaries in line with natural boundaries, which are structured according to their own ecological logic, such as forest ecosystems, biogeographic regions and watersheds, is essential to avoid coordination difficulties and policy fragmentations (Folke et al., 2007).

In political science literature, the scale of the region often refers to administrative territories. Accordingy, the region is defined as a socio-spatial construct, built both institutionally and discursively (Paasi, 1986). In this context, the scale of the region provides effective distribution of jurisdictional roles and responsibilities to enhance inter-jurisdictional cooperation between national and local scales. The regional scale is a strategic unit bringing strategies at the national level together with the needs and demands of local scales within. This is conceptualized not only from an administrative perspective but also ecological perspective that often requires spatial units to comprehend ecological values and dynamics.

One of the core advantages of the region as a scale in governance lies in its ability to merge the development context with the environmental dimension. The region constitutes a useful scale for integrating environmental concerns into spatial planning, land use distribution and socio-economic infrastructure development (Brenner, 2004). The regions provide a scale, which can be positioned to align with regional ecosystems and administrative structures, making them suitable units for bridging ecosystem-based management and sustainable development (Young, 2003). Multi-level governance theory positions the regional scale as an intermediate level within the framework of environmental governance, underlining its function as interacting both upward and downward constantly (Hooge & Marks, 2001).

Apart from the advantages such as enhancing capacity for coordination, managing ecological processes within broader spatial level, providing foundation for flexibility and compatibility between national policies and local realities, the regional scale has also some limitations. Prominent ones are mismatches between administrative and ecological boundaries, conflicts over authority among institutions, dependency, and insufficiency to manage efficient linkage between scales (Piattoni 2010; Peters & Pierre, 2004). In fact, especially at the scale of region, advantages and disadvantages may

trigger each other and this is related to the extent of integrating the scale of the region into the environmental governance framework.

2.3 Regional Environmental Governance Models

The emergence of regional governance has been linked to the broader processes of emerging phenomena such as decentralization and globalization that are simultaneously occurring all over the world, and the need for multi governance resulted from the processes (Keating, 1998; Hooghe & Marks, 2003). This emergence mainly necessitates a new governance perspective prioritizing the environmental dimension as the management of natural resources and addressing ecological problems has become crucial issues. Thus, environmental governance at the regional scale came to the fore as a result. Regional environmental governance can be attributed to two main reasons. First, the principle of ecological integrity necessitates structures for intermediate-level coordination, while ecosystem boundaries often do not overlap with administrative boundaries (Folke et al., 2007). Second, multi-level governance theory addresses simultaneous engagement of levels operating at various scales to encounter complex environmental issues, rather than operating solely on the national level (Marks, 1993; Piattoni, 2010). These two fundamental reasons have given rise to the need to derive regional environmental governance models.

Models of regional environmental governance facilitate the integration of national policies aligned with regional conditions while providing solutions for emerging issues. There are a variety of models that operate as environmental governance mechanisms at the regional scale which vary mainly depending on ecological boundaries of each region. Across many continents, several regional environmental governance models with diversified structures can be observed. In North America, for instance, one of the prominent examples is the Great Lakes Water Quality Agreement (GLWQA), encompassing cooperation on ecosystem health, water quality protection and climate adaptation policies (Botts & Muldoon, 2005). In South America, the Amazon Cooperation Treaty Organization (ACTO), aims at the protection and sustainable management of the Amazon Basin and strengthening the rights of Indigenous communities with the involvement of eight countries, (Hochstetler & Viola, 2012). In Africa, the Okavango River Basin Commission (OKACOM) is another well-known regional environmental governance model that focuses on the management of water resources within Angola, Namibia and Botswana (Turton et al., 2004). In the Asia-Pacific, there is a legally binding regional environmental agreement called the ASEAN Agreement on Transboundary Haze Pollution, addressing the issue of air pollution, which is another well-known example as a model (Tan, 2005).

In Australia, a model established as a federal regional coordination body, the Murray-Darling Basin Authority (MDBA), can be given as another example.

On of the most institutionalized models of regional environmental governance is represented in Europe. The European Union developed the classification system of NUTS (Nomenclature of Units for Territorial Statistics) to standardize the level of the region for administrative and planning processes with the aim of developing coherent environmental policies (Eurostat, 2020). In this model, multi-level authority collaborations, originating from the NUTS system, are the essential components to execute environmental policies.

2.4. The NUTS System and Regional Development Agencies in the European Union

In the early 1970s, the European Union established the Nomenclature of Units for Territorial Statistics (NUTS) system to generate a standardized statistical framework for regional development, policy design, and provision of allocation across member states (Eurostat, 2020). The system that is officially regulated by a law passed in 2003, serves as a harmonized territorial classification to ease the collection of regional data, monitoring socio-economic disparities, and effective policy making (European Council, 2003). The prominent objective of the system is the collection of socio-economic, geographical, and environmental data and statistics of the regions to form regional policies. Thereby, promotion of balanced territorial development across Europe is aimed at (Molle, 2007).

The NUTS system is formed by three-level hierarchical classification based on the size of the population, socio-economic factors, and geographical features within territorial dimensions. The hierarchically classified levels of the system are as follows:

- NUTS-1: formed as major socio-economic regions corresponding to broad territorial units and including groups of administrative regions.
- NUTS-2: formed as regional units that are the principal units for policy design and fund allocation.
- NUTS-3: formed as smaller units of the regions for specific diagnoses corresponding to provinces or districts.

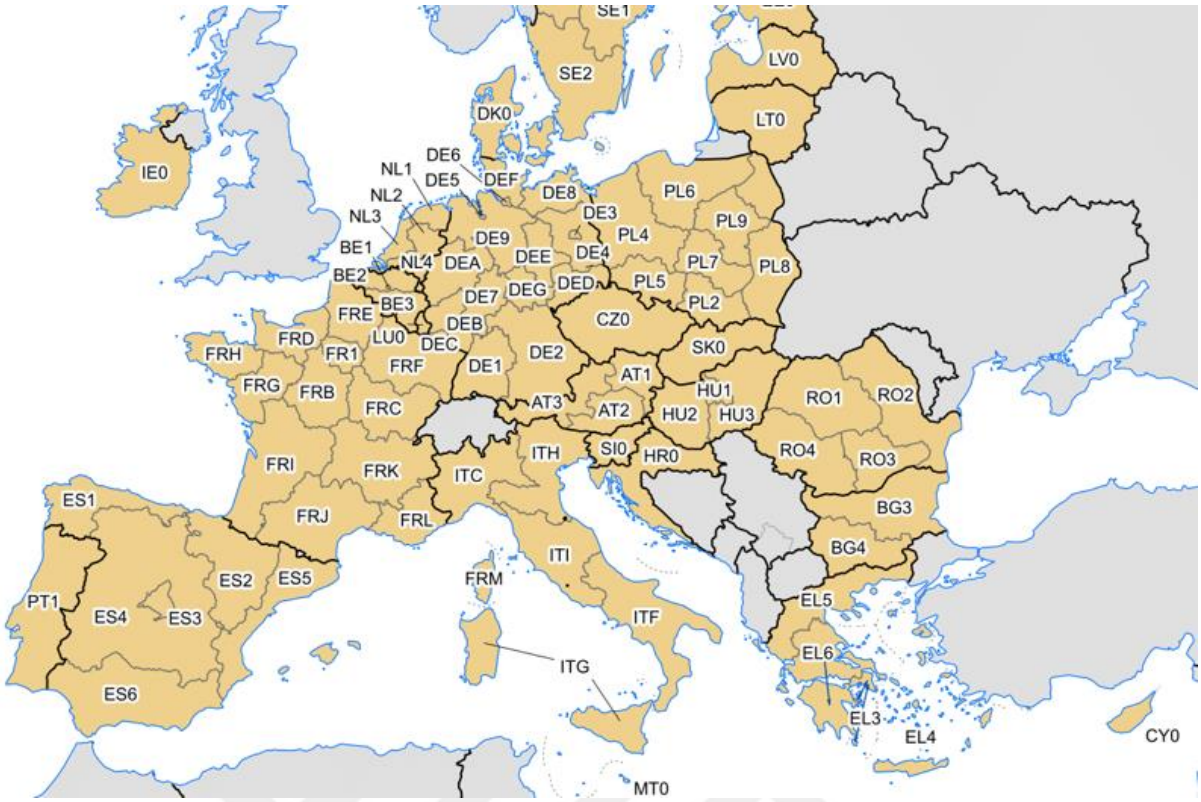

Figure 2.1. NUTS-1 level regions within EU countries (Eurostat, 2024).

This structure of the classification system allows multi-level approaches for the development aligning with environmental management through both macro- and micro-level policy design (Piattoni, 2010). For this, Regional Development Agencies (RDAs) are established at the NUTS-2 level, operating as intermediary institutions between macro- and micro-levels, mainly bridging processes at the national and local scale. RDAs are mainly responsible for setting and implementing regional development strategies and promoting innovation and investment (Bachtler & Yuill, 2001). As they vary across member states in terms of their institutional structures, they facilitate joint core functions including regional planning, operational and financial support, and inter-institutional coordination (Tödtling & Trippl, 2005). The main objective of the agencies is to provide a foundation for processes aligned with cohesion among development strategies and environmental goals across the European Union. In countries like Italy, Germany and Poland, RDAs have leveraged the system to enhance compatibility between regional economic development, climate adaptation and biodiversity conservation (Rodriguez-Pose & Ganau, 2021).

In terms of environmental governance, RDAs play a two-fold role. Firstly, by facilitating the integration of environmental goals into regional development plans, they ensure the development of strategies that are compatible with environmental directives such as the EU's Habitat Directive, Water Framework Directive, and Renewable Energy Directive. Second, they operate as platforms to

facilitate collaboration among public authorities, private sector and civil society actors to address region-specific challenges (Bristow, 2010). In addition, this two-fold role and the alignment of operational and classification boundaries allow for efficient implementation and monitoring along with coherence (Bachtler et al., 2013). Moreover, this eases operating development strategies across whole regional territories both in urban and rural areas. Facilitating development processes in harmony among economic, social and environmental dimensions necessitates taking urban and rural areas both together and separately into account. In Eastern Europe, the mechanism of RDAs has facilitated capacity building in regions where centralized planning processes need to transform to meet environmental and sustainability objectives (Baun & Marek, 2008).

The effectiveness of RDAs in environmental governance varies significantly across the EU. Differences in legal authority, administrative capacity, the degree of dependence on centralized structure and financial autonomy have a significant impact on the performance (Bristow, 2010; Piattoni, 2010). As economic growth priorities come to the fore in various regions of Europe and across the globe, the success of integrating principles of environmental governance into various aspects of regional planning varies between countries and even regions. This situation requires the framework of environmental governance to be integrated into regional planning in a broader and more functional manner. Therefore, enhancing the system's potential in terms of multi-level coordination, policy consistency among the three main dimensions, participatory approaches and sustainable resource management enables the environmental governance perspective to be integrated more effectively into the mechanism of regional development agencies and the regional planning processes they operate.

3. ENVIRONMENTAL GOVERNANCE IN TÜRKİYE

3.1. Historical Background and Evolution of Legal Frameworks

Before examining the environmental governance framework through the mechanism of regional development agencies, the specific context of the present study necessitates the examination of the framework in terms of its historical functions and the transformations it has undergone in Türkiye. The historical development of environmental governance in Türkiye theoretically reflects a transition from fragmented, sector-specific approaches toward a more integrated multi-level governance framework in. This evolution has been shaped by minor changes in the structure of central administration, domestic socioeconomic dynamics, critical changes indicated by environmental factors, international environmental agenda, and Türkiye's European Union (EU) accession process, in particular. The trajectory can be broadly divided into three periods.

Before the 1980s, environmental issues, mainly linked to water resources, forestry and agriculture, were addressed within sectoral approaches without a coherent environmental strategy (Keleş et al., 2005). The development perspective was based on sector-specific approaches and only included environmental considerations only within this context. At that time, the State Planning Organization (SPO), founded in 1960, was the institutional backbone of Türkiye's development. And the major instrument of development was the Five-Year Development Plans, the first of which was introduced in 1963 by the organization. The first three development plans, covering the period 1963 – 1977, only indirectly included natural resource management approaches and did not address environmental considerations as a separate policy area (SPO, 1963; 1968; 1973). In parallel, the early legal instruments such as the Forest Law (Law No. 6831, 1956) and the Fisheries Law (Law No. 1380, 1971) were also solely established by sector-specific approaches. By influences of the United Nations Conference on the Human Environment (Stockholm Conference, 1972) and the foundation of the UNEP in 1972, environmental considerations entered the political agenda of the country. The first environmental body of Türkiye, the Undersecretariat for Environment under the Prime Ministry, was established to initialize institutionalization of environmental affairs in 1978 (Ministry of Environment, 2002).

After the 1980s, significant institutional and administrative reforms started to take place. In 1982, with the new Constitution, provisions on environmental protection recognizing the right to a healthy

environment and the state's responsibility to protect it were founded (TBMM, 1982). This constitutional duty of the state was operationalized by the enactment of the Environmental Law (Law No. 2872) in 1983. These developments led to the establishment of the Ministry of Environment in 1991. Subsequently, in 1993, Environmental Impact Assessment (EIA) procedures, pollution control standards, and the obligation to prepare national environmental strategies were incorporated into the law. And therefore, the establishment of the ministry and the growing adaptation of the EIA practices represented legal efforts to align with the European standards in the environmental domain.

Concurrently, the 6th and 7th Five Year Development Plans aligned some environmental policies with biodiversity conservation, sustainable development perspectives and underlining EIA procedures (SPO, 1990; 1995). During this period, Türkiye became a party to international environmental agreements such as the Barcelona Convention for the Protection of the Mediterranean Sea (1982; ratified by Türkiye in 1984), the Convention on Biological Diversity (1992), and the United Nations Framework Convention on Climate Change (UNFCCC, 1994).

After the 2000s, apart from the establishment of Regional Development Agencies in 2006 under the Law No. 5449, which is integrated through the accession process to the EU, there have been various developments. The evolution continued with the adaptation of the 8th and 9th Development Plans, which represented 2001 – 2005 and 2007 – 2013 periods, promoted the integration of environmental approaches as sustainable resource management and climate change mitigation into national development strategies (SPO, 2001; 2007). Meanwhile, the Ministry of Environment was merged with the Ministry of Forestry in 2003, and this formed the Ministry of Environment and Forestry with the aim of consolidating environmental approaches and natural resource management functions. This institutional arrangement was altered again in 2011 with the establishment of the Ministry of Environment and Urbanization. The adaptation of the National Climate Change Strategy (2010) and the National Climate Change Action Plan (2011-2023) were developments standing out as prominent developments during this period.

Over the past decades, several challenges including environmental conflicts, industrial expansion and rapid urbanization have shaped environment governance in Türkiye (Adaman et al., 2019). Despite some improvements, especially after the 1980s, the incompatibility between economic development strategies and environmental concerns increased. Although legislative alignments, particularly with the EU, have progressed, there are still shortcomings in implementation, particularly in inter-institutional coordination and public participation mechanisms. To comprehend the evolution

of environmental governance in Türkiye, it is necessary to examine not only the historical background but also changes that have occurred over time in legal frameworks, and institutional structures and roles, and strategic planning mechanisms.

3.2. Evolution of Institutional Actors and Shifting Responsibilities

The legal frameworks and institutional foundations of environmental governance in Türkiye have evolved in response to changing environmental and socioeconomic conditions, the accession process to the EU, and international environmental commitments. This evolution is reflected both in legal frameworks and administrative structures, and the reconfiguration of institutional responsibilities over time. Especially institutional actors, which hold the responsibility for environmental governance at different periods of time, have been redefined over time.

Before the 1980s, the State Planning Organization, the Ministry of Forestry and the Ministry of Agriculture were the main actors. The organization that represented the beginning of systematic development planning was indirectly addressing environmental governance perspectives through including environmental considerations only for the improvement of sectoral policies. As development policies at that time centralized sector-specific approaches, these two ministries were highly included in processes consisting of these perspectives indirectly. Their roles were mainly in the context of resource management including irrigation projects, fishery regulations and forest exploitation as development strategies led to production-oriented management (Keleş et al., 2005).

With the establishment of the Ministry of Environment in 1991, responsibilities for policy formulation, monitoring and implementation related to environmental issues underwent changes, as did the institutional actor scheme. The Ministry of Environment started to introduce several key policies such as the regulation of Environmental Impact Assessment (1993) aiming to institutionalize legal environmental reviews for development projects on a large scale (Tekayak, 2014). Even though influences of Ministries representing sectors of Agriculture, Forestry and Energy, and the State Planning Organization remained present to some extent, the Ministry of Environment emerged as a prominent authority. While this change was an advance in aspect of environmental governance, it gave rise to problems including coordination challenges and overlapping authorities as the control of ministries over specific resources continued. Another change that took place during this period was the increased role of the Ministry of Environment in international negotiations and compliance processes with the introduction of international environmental agreements.

From the early 2000s, the integration of environmental governance entered a phase through forming broader development strategies, partly in conjunction with Türkiye's accession process into the EU. With the 8th and 9th Five Year Plans, which explicitly framed environmental protection as a cross-sectoral policy and associated it with climate change mitigation and sustainable resource management, the SPO played a more effective role in integrating environmental governance approaches (SPO, 2001, 2007). A crucial step in terms of this integration was taken in 2003 with the merger of the Ministry of Environment and the Ministry of Forestry. This change in institutional structure aiming to unify environmental policy with natural resource management was seen as a progressive step in the integration process (Ministry of Environment, 2002).

In 2006, a major change took place that had an impact on the integration process of environmental governance framework. With the aim of embedding environmental objectives into regional strategies, the establishment of Regional Development Agencies was introduced. The establishment of RDAs, as the EU accession process necessitated, occurred as a robust step toward multi-level governance in Türkiye. In 2011, two changes occurred in the structure of the ministries. The State Planning Organization was dissolved, and the Ministry of Development was established as a replacement. At that time, this was seen as a mark of the ending of a half-century traditional form based on centralized development planning approach. The transformation of the Ministry of Environment and Foresty into the Ministry of Environment and Urban Development also occurred in the same year. The transfer of powers, which affected the spatial planning perspective particularly, was controversial, as it marked prioritization of infrastructure and urban development over environmental conservation at the national level (Adaman et al., 2019). In the context of institutional authority adjusting the integration of environmental governance perspective, the last change took place in 2018. The Ministry of Environment and Urbanization was renamed as the Ministry of Environment, Urbanization and Climate Change, reflecting a formal step towards the integration of climate policy. This represented an expanded authority in climate change adaptation and global climate diplomacy.

Considering the entire process regarding the institutional actor structure and shifting responsibilities, the establishment of regional development agencies took place as one of the most significant changes. These agencies were envisioned for enhancing coordination and localizing strategies to stimulate regional development as new governance tool (Marks, 1993). This ensured the introduction of the regional scale and multi-level approaches to development planning in Türkiye,

separately from changes at the ministerial level representing the national scale. Thus, an important turning point was reached in terms of the integration of environmental governance framework in Türkiye.

3.3. Conflicts and Priorities: Economic Development vs Nature Conservation in Turkish Policymaking

The historical course of policy making in Türkiye reveals an ongoing imbalance between economic development and nature conservation, stemming from the country's long-standing focus on development alone. Since the early years of the establishment of the republic, industrialization, developing infrastructure and modernization of production have been prioritized and ecological limits are barely considered (Keleş et al., 2005). This development-oriented perspective was embedded in plans that positioned natural resources as inputs for economic productivity rather than considering their intrinsic and long-term value (Adaman & Arsel, 2005).

After the 1980s, the national agenda started to include environmental considerations largely based on the influences of international multilateral agreements and global environmental conferences. In 1983, the introduction of the Environmental Law provided further inclusion in environmental considerations. During that period, further improvements that slightly reduced the gap between development and conservation on a legal basis were made. However, these instruments essentially were limited to the scope of the projects and economic priorities outweighing environmental objectives. For example, projects developed, and licenses granted on large scales during these two decades, frequently conflicted with the preservation of biodiversity and sustainability of local ecosystems.

Since the 2000s, Türkiye's strategies for accelerated economic growth based on the development of mega infrastructure projects, reduction of energy dependence and export-oriented industrialization has critically intensified the conflict between development and conservation (Adaman et al., 2019). There are numerous mega projects in a variety of sectors, such as construction of airports, bridges and highways in infrastructure, coal-fired power plants and large hydropower projects in energy, exploration and extractions operations run on large scale in mining, water-intensive and chemical use based practices in agriculture, and rapid urbanization through mass housing projects, prioritized economic growth oriented strategies dramatically over environmental concerns, including

deforestation, land and soil degradation, air and water pollution, biodiversity loss, natural resource exploitation and carbon emissions.

In the sectors of energy, agriculture and urbanization, developments increased this conflict and revealed the duality between these two concepts taking place in that period. For example, promotion of renewable energy and fossil fuel infrastructure was undertaken simultaneously. However, while renewable energy investments have increased, projects of large hydropower and coal-fired power plants retained a leading role in the national strategy, and trade-offs between energy security and environmental sustainability remained persistent (IEA, 2016). Mining policies also exemplify this tension. In the 2000s, legal amendments, made to the Mining Law to further facilitate operations of exploitation and extraction in sensitive areas such as national parks and protected zones, underlines the prioritization of development over nature conservation. The trend toward economic development has been also represented by urbanization. Large-scale projects conducted for rapid urbanization have converted forest and agricultural areas into built-up areas, including industrial, commercial, and residential zones, thus demonstrating again the approach for economic development (Balaban, 2012).

In summary, economic development has been drastically prioritized over nature conservation in Türkiye since the 1980s. Policies promoting extractive industries, rapid urbanization and economic expansion have posed substantial challenges to efforts for conservation (Keleş et al., 2005). Strategies focusing almost solely on economic development and barely encompassing approaches requiring sustainability in economic, social and environmental dimensions that are main pillars of environmental governance, led to this situation. Addressing this situation of imbalance requires embedding environmental considerations into sectoral policies and strengthening institutional mechanisms to realign development strategies with environmental capacities. For this very reason, there is a clear need for further integration of environmental governance framework into policymaking in Türkiye.

3.4. Türkiye's EU Accession Process and the Integration of the Regional Development Agency Mechanism

In 2000, the NUTS Classification System, the first phases of which were created more than thirty years earlier, gained legal status for the first time. In 2003, the system, which produces and collects socio-economic, geographic, and environmental statistics of the regions for the objective of forming sustainable development policies, was adopted in EU regulations. Thus, the integration of the system

became mandatory for European Union countries and its candidates. Following designation of Türkiye as a candidate country at the Helsinki Summit held in December 1999, Türkiye became one of the countries obliged to adopt this system to ensure accession process to the EU.

The adaptation of the system required the establishment of regional development agencies at the NUTS-2 level, which is considered the principal unit for policy design and eligibility for fund allocation. In this model, RDAs were established to play a pivotal role as intermediaries between national governments and local stakeholders (Bachtler & Yuill, 2001). These agencies were introduced with the task of preparing and implementing regional development plans and integrating environmental objectives into socio-economic strategies. As the accession process required the adaptation of the NUTS system, the establishment of regional development agencies became obligatory for Türkiye. According to the Council of Ministers decision published in the Official Gazette dated 22 September 2002, Türkiye introduced the adaptation of the NUTS System (Eryılmaz & Tuncer, 2014). With Law No. 5449 on Establishment, Coordination and Duties of Development Agencies, RDAs, aligning their operational boundaries with the NUT-2 level classification, gained a legal basis in 2006 (SPO, 2006).

4. REGIONAL DEVELOPMENT AGENCIES IN TÜRKİYE AND ENVIRONMENTAL GOVERNANCE

4.1. Historical Emergence and Legal-Administrative Basis of RDAs in Türkiye

Prior to the official establishment of RDAs in Türkiye, the regional development approach, relied on national development plans and investment incentives prior to regions, and was characterized by central planning under the SPO (Eraydın, 2010). Previous initiatives at the regional level, such as the Southern Anatolia Project (GAP) introduced in the 1980s, were state-led broad projects focused on development in infrastructure and energy production with marginal inclusion of environmental considerations and participatory governance (Bilgen, 2018). In Türkiye, the long-standing tradition of development has been growth-oriented, focusing solely on economic development and allocating resources accordingly, and therefore, dramatically neglected environmental aspects (Erdem & Yenilmez, 2017). Although changes in the legal basis and influence of international agenda have improved this traditional perception of development in terms of a multi-level approach and consideration of environmental dimensions, the prevailing approach to development remained unchanged.

The cornerstone in the transformation of this prevailing approach occurred with the adaptation of the NUTS Classification System and the establishment of RDAs in accordance with it. This transformation, which requires compliance with the EU's regional development framework, led to administrative and scale alterations in development planning in Türkiye. Thus, this laid the foundation for decentralized regional administrative structure modeled on the principles of the EU's harmonization policy (Lagendijk et al., 2009). In particular, the alignment with the regional development model of EU, provided the institutional foundation for the establishment of RDAs, which paved the way for regional governance framework in Türkiye.

According to the new classification, Türkiye is divided into 12 NUT-1 level, 26 NUTS-2 level, and 81 NUTS-3 level territories. With the NUTS-2 designated as a level for operational boundaries, 26 regions have been introduced, each with an RDA. These regions are defined by criteria based on certain characteristics that stand out in economic, social and environmental dimensions: population, climate conditions, geographical features, socio-economic structure, etc. Unlike in the EU, there is

the specific formation of three regions that are İstanbul, Ankara and İzmir, as these provinces are substantially differend compared to others in terms of socio-economic and demographic features.

Figure 4.1. Map of regional development agencies in Türkiye (Ministry of Industry and Technology, 2018)

As the new regional classification structure was introduced in 2006, the establishment of regional development agencies for each NUTS-2 level region started. This establishment process took three years and was completed in 2009 with agencies in each and every region. Following their establishment, RDAs were affiliated with the SPO, the central authority for preparing national development plans. During this period, the role of the organization was ensuring the coordination, strategic orientation, and supervision of the newly established agencies, and the compatibility between national development priorities and regional plans (SPO, 2006). For approximately five years, RDAs have been under the control of this organization.

In 2011, as significant changes occurred in the central administration structure of Türkiye, the SPO replaced by the Ministry of Development. With this transition, responsibilities related to RDAs were transferred. While operations of agencies at the regional level were maintained in a similar scheme, this reflected an administrative initiative to centralize development planning within a ministerial authority (Ministry of Development, 2011).

In 2018, the major institutional change of the adaptation of the presidential system and the reform in ministerial framework took place in Türkiye. This series of events, which completely transformed the administrative and institutional structure, also led to a major change in the model of RDAs. With the dissolvement of the Ministry of Development, the mechanism of regional development agencies

came under the control of the Ministry of Industry and Technology. With this new alignment in 2018, the administrative structure to which regional development agencies are affiliated has undergone a change for the third time since the year of introduction of the model in 2006. This change reflects the fact that greater importance is being given to economic growth and industrial development within regional development planning by bringing the agencies more directly in line with industry, technology, and innovation in regional strategies (Ministry of Industry and Technology, 2018). With this change, Türkiye has become the only country, where RDAs are affiliated with the Ministry of Industry within this model that is introduced across the EU and the candidate countries. Across Europe, the structure of development agencies and the administrative scheme vary. Generally viewed, most development agencies in Europe are organized as autonomous legal entities affiliated with regional governments, local administrations, or hybrid structures (Ferry & McMaster, 2013). In contrast, the most distinctive feature distinguishing Türkiye from the diversity seen in Europe is that all agencies operate under a centralized model affiliated with the Ministry of Industry and Technology. This new situation in administrative structure indicates that Türkiye has integrated the RDA model to function more in line with sector specific approaches and economic development. In the current structure, RDAs are administered by the General Directorate of Development Agencies under the Ministry of Industry and Technology.

4.2. Organizational Structure, Role, and Responsibilities of RDAs

The organizational structure of RDAs defined by Law No. 5449 on the Establishment, Coordination and Duties of Development Agencies (DPT, 2006). By the law, RDAs are defined as public legal entities operating within the boundaries of NUTS-2 level regions, with administrative and financial autonomy under the coordination of the Ministry of Industry and Technology. RDAs as legal entities are governed by a three-tier structure.

The tree bodies that constitute the institutional structure of the agencies play the roles of decision-making, advisory and implementation bodies. *The Board of Directors*, which is the decision-making body of the agencies, comprised of governors, mayors/metropolitan mayors, provincial assembly chairpersons, secretary general and chairpersons of provincial chambers of commerce and industry. This board approves regional plans, annual programs, and budgets that help align national priorities with regional agendas. *The Development Committee*, which is the advisory body of the agencies, guides the agency and develops cooperation with public institutions, the private sector, civil society organizations, universities, local administrations, and non-governmental organizations. This board

consists of representatives from these stakeholder groups. This board, *The General Secretariat,* which is the executive body of the agencies, performs planning, coordination programming, project assessment, monitoring and evaluation and investment support. This body consists of experts in the fields of aforementioned operations and diverse specialties. In addition to these three main bodies, there are Investment and Support Offices, which are the units under the responsibility of the General Secretariat, established in each of provinces within the region. The main responsibility of these units is presenting and promoting the business and investment atmosphere of provinces to local and foreign investors (Ministry of Industry and Technology, 2018).

As a result, the governance approach has shifted to the regional level, and regional development agencies have become central. With this change in the understanding of governance, regional development agencies have become an integral institutional actor of regional policy-making processes (Tiftikçigil, 2015). For this emerging new governance approach at the regional level, development agencies have also become responsible for significant duties in various fields and multifaceted issues. To continue with the duty and responsibilities of RDAs, which varies in the literature, it is useful to cite Article 1 of Law No. 5449.

> *"Accelerating regional development, ensuring its sustainability, and reducing inter- and intra-region regional disparities in accordance with principles and policies set forth in national development plans and programs by promoting cooperation between the public sector, private sector and civil society organizations, ensuring the efficient and effective use of resources, mobilizing local potentials, and reducing differences".*

As stated in the law, regional development agencies are new governance actor established to perform multifaceted tasks on a multi-level basis. They play a key role in processes linking the central and local levels and are tasked with taking an integrated and multidimensional approach to these development processes encompassing economic, social, and environmental dimensions. Scholars underline that RDAs have the responsibility of operating as hybrid institutions between the state and local stakeholders and reconciling development requirements with sustainability principles (Bennett & Satterfield, 2018). This definition, which emphasizes varied duties, assigns them responsibilities in various areas.

The foremost duty of RDAs is to accelerate and sustain the development of their regions. To conclude, they are responsible for preparing Regional Development Plans that combine economic,

social, and environmental dimensions of regional development. These plans must be consistent with national development strategies and regional dynamics that embody the potential, opportunities, and challenges specific to each region. Through these plans and technical assistance to local administrations in their planning and implementation process, RDAs ensure all activities in the region are in line with Regional Development Plans. As these plans are guiding documents for all actors of the region, RDAs are also responsible for ensuring the implementation, monitoring their progress, and providing feedback to the central government (Ministry of Industry and Technology, 2018).

One of the responsibilities, which can be considered as the core purpose of RDAs' establishment, is to provide foundation for participatory governance. Their responsibility is to ensure multi-actor participation and coordination by involving the public institutions, private sector, civil society organizations, and various local actors in regional policymaking and implementing these processes. For this, the Development Board can be seen as an essential institutionalized mechanism. These boards are designed to bring together representatives such as local administrators, universities, professional associations, labor unions, civil society organizations, and incorporate their diverse perspectives into regional policymaking. Moreover, RDAs are responsible for creating regional network platforms where various actors communicate and collaborate. To ensure all these functions, RDAs have an additional and equally important responsibility to play in this role. In participatory governance, the limited influence of non-state actors and the capacity asymmetries among these actors are at issue. To overcome these issues, RDAs are responsible for providing technical expertise, organizing training sessions, and guiding financial support. In short, RDAs are responsible for servicing a platform for policy dialogue and multi-level approaches (OECD, 2016).

An equally important responsibility of RDAs is to function as a monitoring and evaluation mechanism. They have responsibility for tracking the implementation of plans they prepared, and projects supported and funded. For this, RDAs must monitor the progress of significant projects conducted by public, private and civil society actors, and evaluate their effectiveness and compliance with regional strategies. This twofold role demonstrates that RDAs operate as regional coordinators ensuring performance measurement and accountability (OECD, 2016). Through monitoring practices and publicly accessible evaluations, the legitimacy, visibility and accessibility of resources such as public funds and their uses are ensured, and RDAs are expected to act in accordance with the principles of transparency and accountability.

Another responsibility is providing support mechanisms to regional actors. RDAs administer a wide range of instruments, including feasibility support, guided project support, project proposal calls, interest support and technical support. These instruments are comprised of co-financing opportunities, project funds and technical assistances aim to promote entrepreneurship, employment, innovation, and internal and external fund allocations by guiding regional actors in line with regional development strategies. Moreover, Investment Support Offices facilitate investment opportunities to domestic and international investors by simplifying bureaucratic procedures, coordinating licenses and permits, and representing potentials of the region (Ministry of Industry and Technology, 2018). Moreover, RDAs are responsible for ensuring transparency and compliance in fund allocation. As the agencies bridge the gap between local actors, and domestic and international funding opportunities, they have the responsibility of both fostering and ensuring that technical and financial mechanisms operate in an effective and accountable manner.

One of the most significant yet underemphasized responsibilities of RDA is research, data collection and knowledge production. As a fundamental requirement of the NUTS system, RDAs function to produce, collect and systematize regional statistical data comprising economic, social, and environmental domains. RDAs are tasked with generating data in various areas, from demographic changes to infrastructure capacities, from geographical features to natural resources, from sectoral trends to labor market dynamics, investment potentials to innovation. In planning processes, the integration of such data enables evidence-based governance and grounding strategies in measurable realities specific to regions (OECD, 2016). Furthermore, RDAs produce research reports and thematic analysis to guide local administrations, private sector actors and civil society organizations to perform in line with regional strategies. Throughout, RDAs play a significant role in capacity building within the region. The capacity building and context-specific data production contributes to the democratization of planning and policymaking processes, while local stakeholders are better informed and positioned to integrate into these processes and function actively in regional governance (OECD, 2016).

Further responsibility of RDAs is facilitating interregional and cross-border development initiatives, and international cooperation programs. As Law No. 5449 stated, RDAs are tasked with promoting and implementing bilateral and multilateral programs, particularly conducted by the EU (DPT, 2006). For this, RDAs play an important role in introducing a wide range of opportunities to local actors while they organize training and information sessions and capacity building assistance for these actors to fulfill the requirements of applications. By bridging regional capacity with

domestic and international programs and multilateral funds, RDAs serve as intermediaries to ensure regional actors are integrated into cross-border development networks (Baun & Marek, 2008). To fulfill this responsibility, RDAs should act not only as intermediaries but also function actively to collaborate with diverse actors including other agencies, national institutions and international organizations.

Overall, Regional Development Agencies in Türkiye are new governance actors having emerged at the regional scale, and they are tasked with multidimensional responsibilities that integrate economic, social and environmental dimensions of development aimed within regional boundaries. The preparation and implementation of regional development plans being in the first place, they are responsible for ensuring multi-actor participation and coordination to integrate participatory governance approaches, providing both technical and financial support mechanisms, bridging cross-border and international development initiatives with the region. In addition, they have responsibilities of monitoring and evaluation to ensure transparency, accountability and compliance, conducting research, data collection and knowledge production to enhance local capacity building, to guide regional actors and to strengthen evidence-based policymaking. In this regard, RDAs are pivotal institutions forming the dynamics of multi-level governance and coordinating regional development.

4.3. Challenges, Shortcomings and Limitations of RDAs in Environmental Governance in Türkiye

With the establishment of RDAs in Türkiye, one of the major institutional reforms were designed to promote development through regional level policymaking. These agencies were modeled for the integration of the EU's cohesion policy framework but adapted to highly centralized administrative structure of Türkiye (Özaslan et al., 2006). Environmental governance, emphasizing approaches such as multi-level participation, sustainable management of resources and integrative strategy development, have become a global policy priority (Lemos & Agrawal, 2006). However, the model of RDA in Türkiye had difficulty to integrate this governance framework, ecological considerations in particular, into the development agenda. In short, the model of RDAs encountered numerous challenges, shortcomings and limitations, some of which stemmed from their own structures, in integrating the environmental governance framework.

The legal status of RDAs leads to a fundamental limitation. RDAs are not defined as legal entities in the Constitution and therefore have no constitutional status. As their legal status remains ambiguous, they are not defined as part of either the central or local administration. This led to their unclear status within the administrative hierarchical structure of Türkiye (Ertugal, 2017). Moreover, this results in a variety of dependency issues. In countries where central administrations hold extensive authority, multi-level governance requiring a bottom-up approach rather than a top-down mechanism faces various challenges caused by the administrative structure (Karakoç, 2015). Apart from this ambiguity, there is another legal uncertainty limiting the integration of environmental governance perspective. Law No. 5449 addresses sustainability within the broader objective of "balanced development" and but does not define environmental protection as a binding issue (SPO, 2006). Scholars argue that this shortcoming reflects a different policy that is subordinating ecological perspectives to growth imperatives (Piattoni, 2010). As Regional Development Plans prepared by RDAs are required to be consistent with the national strategies, the integration of environmental governance principles remains largely arbitrary. Therefore, this legal uncertainty led to significant differences in how institutions address environmental issues.

Dependency issues cause the RDA mechanism to encounter challenges in several ways. Although RDAs are "regional" institutions, their plans, budgets and executive assignments are subject to approval by the Ministry of Industry and Technology. Environmental governance, by its very essence, necessitates responsive, context-specific strategies and local knowledge (Piattoni, 2010). However, these dependency issues caused by top-down control mechanisms limit regional governance. Considering that most of the budget, being the main instrument for the agencies, is controlled by the state, these issues limit regional autonomy dramatically. Therefore, the dominance of centralized decision-making in these aspects leads to environmental governance approaches being sidelined in case of conflicts with national development strategies.

RDAs are established to promote multi-actor participation and coordination. They are tasked with ensuring through the Development Board, multi-actor meetings, stakeholder consultations and other means. For this, multi-actor governance requires equal and effective participation of a wide range of stakeholders including public institutions, local administrations, private sector, civil society organizations, local people. However, considering the organizational structure of RDAs, the integration of multi-actor governance perspective remains limited. As the structure of the Executive Committee of RDAs leads to great influence of central mechanism, shortcomings occur in processes of participation and coordination. These participatory mechanisms are often dominated by governors,

business elite and chambers of trade and industry, while the influence of civil society organizations, ecological initiatives in particular, remains limited. Moreover, the influence of stakeholders other than public institutions and actors is undermined because they are represented by development boards that function as advisory but not executive committees that function as decision-making bodies. Another reason for the ineffectiveness of multi-actor governance of the RDA model, apart from structural issues, is the centralized, economic development-oriented approach prelavent in the country. Since regional strategies must be consistent with national development strategies, the participation, coordination and collaboration activities, that RDAs are responsible for regulating, are also designed in line with the same understanding. This leads to sector-specific and economic growth-oriented participatory policymaking and the inclusion of stakeholders in this direction. This understanding limits the participation of actors involved in environmental initiatives, as much as it limits the integration of environmental issues into strategies.

A further shortcoming originates from the expertise composition of RDAs. The agencies are tasked with supporting regional actors with their diverse areas of expertise in their structure through technical assistance, consultation and cooperation. Moreover, they are tasked with supporting not only actors but their processes through research and data collection. To ensure this two-fold function, a wide range of expertise needs to be represented. However, the prevailing economic development paradigm in Türkiye hinders progress in this regard and the structure of RDAs is generally formed accordingly. For example, most of RDAs employ economists, engineers and planners but do not have personnel specialized or trained in fields such as sustainable resource management, environmental science or ecology disciplines. As emphasized by the OECD (2016), this shortcoming resulting from the expertise of the agencies' structure prevents the integration of practices for environmental governance perspective into regional development plans and other services. Furthermore, the lack of environmental data, which mainly remains in a secondary position compared to socio-economic data production, weakens evidence-based policymaking at the regional level. Compared to their counterparts in the EU, which have dedicated specific units for environmental considerations such as climate change, sustainability and biodiversity, RDAs in Türkiye have an institutionally shortcoming in terms of playing an active role in environmental governance (Bachtler et al., 2017).

One of the core responsibilities of RDAs is the management of financial instruments, including technical support, grant programs and investment promotion activities. These tools play a significant role in aligning the capacity and activities of regional actors with regional strategies. The promotion and distribution of these tools are of great importance for involving various actors to ensure the

implementation of practices in all economic, social and environmental domains, as required by strategies aimed at sustainable regional development. However, in practice, the use of these resources mainly prioritizes areas such as infrastructure development, institutional capacity building and industrial zones and neglects sustainability-focused efforts (Adaman et al., 2019). Within this function, environmental criteria are often included in selection frameworks but play a very marginal role compared to economic performance indicators. This bias reflects the growth-oriented paradigm prevalent in regional policymaking and treat environmental concerns as externalities rather than fundamental drivers of regional governance. As reflected in the practical implications of this responsibility, the prevailing growth-oriented understanding in Türkiye is shaping regional policymaking as well as guiding regional and local authorities, RDAs being in the first place, in this direction. Therefore, shortcomings in the management of RDAs' financial instruments arise from both actors and are priorities. And this widely occurring situation in the mechanism of RDAs limits the integration of environmental governance principles.

One of the primary responsibilities of RDAs, which is highly in relation with preparation of regional development plans and strategies that is fundamental task of the agencies, is monitoring and evaluation. RDAs are tasked with monitoring and evaluating projects, practices and all sorts of implementations conducted to ensure their alignment with policymaking at regional scale. These functions are of great importance for the full integration of economic, social and environmental approaches. However, monitoring and evaluation mechanisms focus primarily on economic compliance and financial accountability due to the prevailing growth-oriented development perspective, rather than environmental indicators such as ecosystem resilience and biodiversity conservation (OECD, 2016). Although, most of the projects and practices are considered with environmental impacts, RDAs lack robust mechanisms to monitor and evaluate ecological outcomes. This is primarily based on economic performance and prevents the formation of systematic and integrative mechanisms. Therefore, the absence of systematic and integrative monitoring and evaluation weakens transparency and accountability and provides ground for inadequate oversight of projects that may cause issues.

In addition to facilitating multi-actor participation and cooperation, RDAs are also tasked with promoting cross-border and international engagements, particularly within the scope of the EU's framework. The agencies have responsibility of both bridging regional actors, and domestic and international investments, and engaging in projects of international agenda, on sustainable development being first place. However, this role of RDAs is limited by challenges arising from both

administrative structures that lead to dependency issues and the prevailing economic-focused approach. First, the focus on economic targets leads to prioritizing the involvement in trade or investment initiatives rather than environmental projects, which are becoming more and widely important globally (Beder, 2006). Second, the dependency caused by administrative structure leads to limited and inefficient engagement with international agenda. Unlike their EU counterparts, RDAs in Türkiye have no autonomy to manage EU and international funds, that are vital for financing large-scale projects environmental infrastructure being first place (Bachtler et al., 2017). This situation is caused by the fact that RDAs' budget is subject to the control by the Ministry of Industry and Technology. In short, these limitations reduce the ability of RDAs to engage with international agenda and introduce opportunities to regional actors.

Underlying all these challenges is the persistence of economic-focused and growth-oriented development paradigm in Türkiye. Regional policymaking and governance perspective, for which RDAs are designed to be the primary implementer, are still shaped by this hegemonic perspective. The framework of environmental governance in Türkiye is significantly characterized by institutional fragmentation arising from this trajectory. Responsibilities within this framework are divided between the Ministry of Environment, Urbanization and Climate Change, the Ministry of Industry and Technology, the Ministry of Agriculture and Forestry and the Ministry of Energy and Natural Resources. In theory, the mechanism of RDAs is established to play an integrative role, at regional level, in this fragmented structure, but in practice they do not have the official authority and robust autonomy to initiate or implement the coordination (Tiftikçigil, 2015). As this situation weakens the coordination vertically and horizontally, opportunities for integrating sustainability strategies are missed, and thus the integration of environmental governance is prevented.

In summary, RDAs occupy a complex but limited position in environmental governance. While they are legally empowered to integrate the principles of environmental governance at the regional level, their effectiveness is undermined by centralized control, legal ambiguity, imbalances in participation and cooperation, weak monitoring and evaluation systems, growth-oriented support mechanisms, poor research and data production capacity, insufficient engagement with international agenda and fragmentated structure. Unless reforms that are required for overcoming these challenges and the inclusion of approaches particularly in environmental dimensions, will be strengthened, the model of RDAs will remain limited in advancing environmental governance. The role of RDAs in this direction is vital not only for aligning with the EU's coherence policy framework but also responding to increasing environmental concerns at the regional level.

5. METHODOLOGY AND THE CASE STUDY: THRACE DEVELOPMENT AGENCY

This thesis has selected the TR21 Thrace Region as a case study area to assess the role and the performance of the RDA model in environmental governance in Türkiye. The aim is to go beyond the rhetoric of the model and general examination of it by assessing its implications in practice through a case study focusing on a specific region and an agency. For this purpose, the Thrace Region and the agency of the region, TDA, have been identified as this region stands out in several aspects for the analysis focusing the RDA model and the environmental governance. It stands out as one of the regions in Türkiye that is strongly influenced by national strategies focused on economic growth.

5.1. Case Area

Prior to proceeding with the analysis, it would be useful to identify the case area, the TR21 Thrace Region, with prominent characteristics that are important in view of the focus. Located in the northwestern Türkiye, on the border of Grece and Bulgaria, the TR21 Thrace Region is comprised the provinces of Edirne, Kırklareli and Tekirdağ. It is of geopolitical importance as a transit corridor bridging Europe and Asia, in particular the Balkans and Anatolia, and its proximity to İstanbul. The region is also important for being the only region having a coast to thee three seas around it in Türkiye.

Figure 5.1. T21 Thrace Region Map (YER-SİS, 2024).

The Thrace Region covering an area of 18, 655 km² represents 2.4% of the country's total area. Within the region's area, there are various natural areas and resources that need to be considered in advance of conservation and sustainable management. Among these, the Meriç-Ergene Basin stands out. The basin covers an area of 14,500 km² accounting for %78.5 of the region's total area and %1.9 of all basins within the country (https://www.tarimorman.gov.tr/). The basin consists of 283 km long Ergene River and the Meriç River that is 12 km long within Türkiye and 175 km long along the border of Türkiye – Greece (DSİ, 2020). The region also includes the Istranca Mountains surrounding the conservation area of İğneada Longoz Forest National Park in the north-northeast, the Ganos Mountains in the south and 75 km coastal strip near the Saroz Bay Special Environmental Protection area in the south-southwest. Additionally, the region stands out not only for its diverse natural values but also for its fertile lowlands offering significant agricultural production capacity. The region accounts for 15.2% of wheat, 44.5% of millet, %41.1 of sunflower, and 60.7% of canola produced in Türkiye and plays an important role in the country's agricultural production, particularly in the oilseed and grain categories (TURKSTAT, 2022).

To understand the region from a socio-economic perspective, there are certain details that need to be mentioned. With a population of 1.96 million, the region accounts for 2.3% of the country's population. Among NUTS-2 level regions, the TR21 Thrace Region stands out with the highest employment rate at 54.5% and the highest labor force participation rate at 59% in 2023 (TURKSTAT, 2023). This originated from accelerated development strategies located in the region. Since the 1990s, the region has undergone intense industrialization because of investments offered by its geopolitical location, particularly its proximity to İstanbul. This industrialization has concentrated in the districts of Çorlu, Çerkezköy and Lüleburgaz that are located along the European highway and close to İstanbul. Industrialization, coupled with the internal migration and the subsequent increase in residential areas, has led to significant socio-economic changes in the region (Altürk et al., 2019). This transformation offering opportunities in terms of labor and employment has led to several sectoral changes.

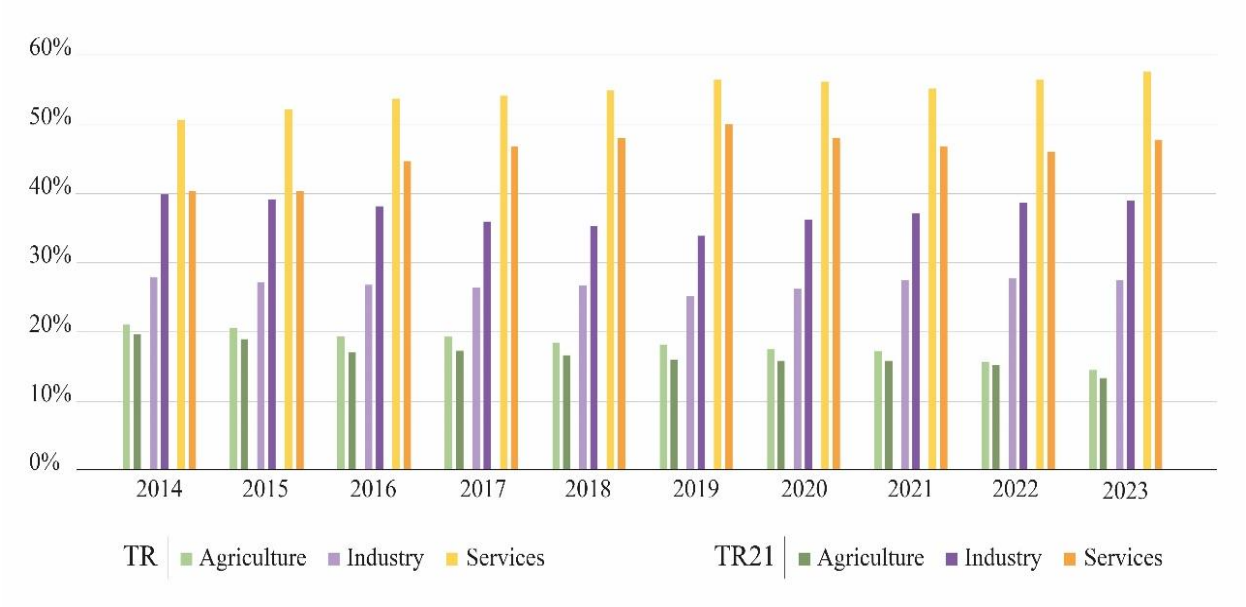

Figure 5.2. Sectoral Distribution of Employment TR – TR21 (TURKSTAT, 2023).

In the region, the sectoral distribution of employment over the years has shown clearer decline in agriculture and an increase in industry than the national average. The industrialization focused transformation as taken place since the 1990s, is the major factor behind this outcome. The country's growth-oriented strategies at the national level are most widely reflected in the TR21 Thrace Region than in any other region. The sectoral implications of these strategies have been reflected in the statistics on the region and its share in different sectors within the country. As shown in the figures below, these strategies have created specific trends in industry both within the region and nationwide. Furthermore, the level of services shows a shift toward tertiary activities, which mainly are logistics, tourism, trade and public services in the case of the Thrace Region. Economically, the positive effects on employment and gross domestic product are clear, but this situation also has different consequences for the region.

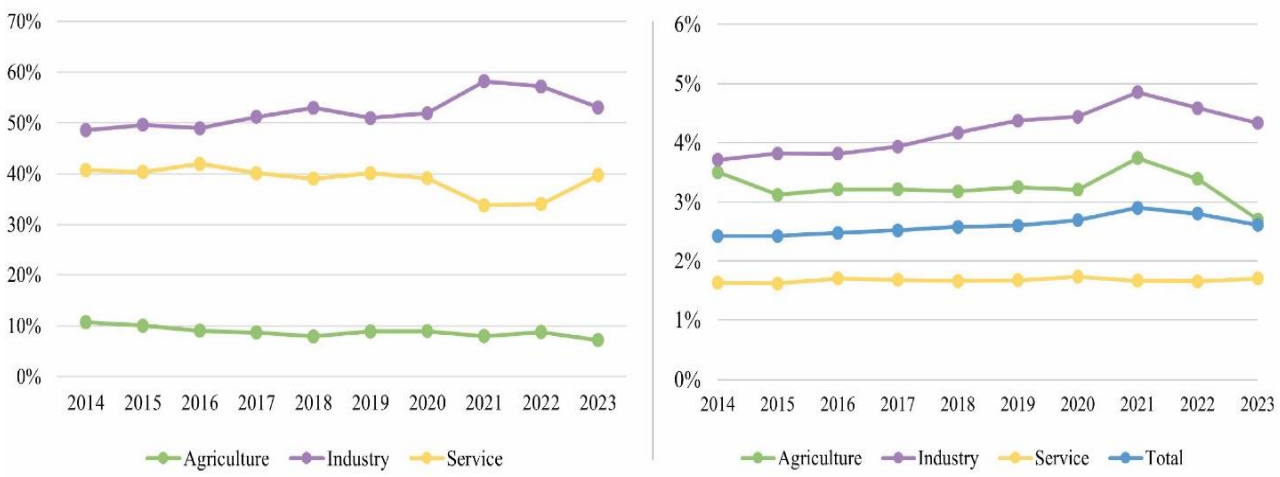

Figure 5.3. Sectoral GDP Distribution of TR21 and Share in TR (TURKSTAT, 2023).

Many of the environmental issues on the global agenda are also experienced at the regional and national level in Türkiye. The TR21 Thrace Region has started to be threatened by diverse environmental problems, primarily drought, water pollution, and overuse of natural resources. Based on the information and data, it can be interpreted that the region's development should be planned in way that addresses economic, social and environmental dimensions simultaneously. Certainly, the region has significant potential in terms of its natural, geographical, and socioeconomic values. To realize this potential in a sustainable manner, the integration of environmental governance perspective within regional level is required. It is clear that the TR21 Thrace Region, which has focused solely on economic development for years and has had to deal with its environmental consequences, needs this integration into practice.

5.2. Content Analysis

This analysis is designed to examine the challenges, shortcomings and limitations faced by Regional Development Agencies in environmental governance in Türkiye through a case study based on the Thrace Region, focusing on environmental governance perspectives, in particular, environmental dimensions. Therefore, the scope of the study is the NUTS-2 level TR21 Thrace Region, and the study focuses specifically on the Thrace Development Agency. The time frame of the study is between 2014 and 2023. This allows the analysis to encompass the period of TR21 Thrace Region Plan to achieve meaningful periodization and comprehensive results.

This study is designed based on qualitative research methods. Document analysis, numerical distribution assessment and visualization, quantitative content analysis, and thematic coding techniques were applied. The qualitative research method was viewed an appropriate tool for analyzing environmental governance mechanisms with multi-layered and multi-actor structure, as this method aims to comprehend the contextual depth of the issues (Denzin & Lincoln, 2011; Yıldırım & Şimşek, 2018). In this study, the challenges and limitations detailed in Section 4.3 are used to determine the focus areas used in the content analysis (Table 5.1).

Table 5.1. Issues focused on in content analysis

Core issues of governance	**Issues involving challenges and limitations**	**Subjects of analysis**
・Centralized decision-making ・Economic-growth focused paradigm	・Legal status ambiguity	・Budget allocation and utilization
	・Administrative and financial dependency	・Technical and financial support mechanism
	・Inadequate participation, coordination and collaboration	・Capacity by area of expertise
	・Inadequate expertise, research and data production capacity	・Performance in research, reporting, and data production
	・Imbalance in technical and financial support mechanism	・Public communication and strategy discourse
	・Inadequate monitoring and evaluation capactiy	・International engagement performance
	・Limited International Engagement	・The “Protect and Use” approach vs “Conservation”

First, I conducted preliminary research to identify documents, sources and data sets that require examination in terms of compliance with the focus areas I specified in Table 5.1 and could reveal the theoretical and practical compatibility of regional strategies. In this regard, I worked on regional plans, annual activity reports, site news and research reports to identify and produce data sets to be examined in line with the evaluation criteria (see Appendix A for the complete list of documents). To complement this, I collected the data required for certain analyses through various public institutions including the ministries (see Appendix B for the datasets). In parallel with these, using the mixed qualitative analysis techniques mentioned above, I created data sets and visual materials for the analysis focuses mentioned in Table 5.1.

Following these steps, I examined these subjects in a way that evaluated them specifically in terms of the areas and stakeholders concerned. Subsequently, I conducted assessments that particularly focused on the environmental dimension, in parallel with the analysis focusing on and emphasizing the challenges, shortcomings and limitations. At the end of the analysis section, I added a section on land use changes within the TR21 Thrace Region to reveal the spatial reflections of all strategies and activities developed at the regional level.

5.3. In-depth Interviews with TDA Experts and Other Stakeholders

This section includes the interviews I conducted with two experts from the Thrace Development Agency to support and enhance the content analysis that forms the basis of the study. To maintain their anonymity, these two experts are assigned the codes Interviewee 1 and Interviewee 2. I conducted in-depth interviews to assess the integration of environmental governance perspectives and to further introduce in further detail the challenges, shortcomings and limitations encountered in this integration. During the interviews, I directed questions that lay the groundwork for the main issues and further details contributing to the issues introduced in this study (see Appendix C for the questions of the interviews). Discussions covered a variety of issues, particularly those in environmental dimensions, which provided valuable insights contributing to the study. Since the subject and the case study are closely linked to the public administration, it needs to be noted that the interviews were limited in certain respects.

Apart from these two main interviews, eight complementary interviews were conducted with several other key stakeholders in the region (e.g., farmers, local government, represetatives from chambers and cooperatives), as shown in Table 5.2. These interviews were unstructured and conducted with the intention of understanding the stakeholders' views on the subject and the status in the region. For this, I discussed with the stakeholders listed to focus on issues related to environmental dimensions particularly through including the issues on agricultural sector, participation and coordination, and environmental concerns. As the Thrace Region stands out with its potential in agriculture, conducting interviews with farmers may contribute to understanding the dynamics on these issues this study addresses.

Table 5.2. List of interviewees

Number	Interviewee City	Role
Interviewee 1	Tekirdağ	Expert of Thrace Development Agency
Interviewee 2	Tekirdağ	Expert of Thrace Development Agency
Interviewee 3	Tekirdağ	Branch Manager in Tekirdağ Metropolitan Municipality
Interviewee 4	Tekirdağ	Representative from Chamber of Agricultural Engineers
Interviewee 5	Edirne	Farmer
Interviewee 6	Edirne	Farmer
Interviewee 7	Edirne	Farmer
Interviewee 8	Kırklareli	Farmer
Interviewee 9	Kırklareli	Farmer
Interviewee 10	Kırklareli	Former Auditor of the Kaynarca Dairy Cooperative

6. RESULTS

6.1. Findings Regarding the Thrace Development Agency

The findings of the present study on the activities TDA carries out for its core responsibilites were developed by examining several documents and sources including regional plan, activity reports, research and comission reports, bulletins, documents on technical and financial support, and the data in the official website. These analyses are designed based on qualitative research methods such as document review, statistical data production and evaluation, content analysis and visualization. Additionally, in-depth interviews were conducted to validate, support, and address any gaps in the findings obtained from the content analysis.

6.1.1. Budget Allocation and Utilization

This analysis was conducted using a dataset prepared from the data on budget items included in the annual activity reports (see Appendix B for datasets on budget allocation and utilization). The aim is to examine the agency's financial structure and present findings on dependency and prioritization issues. The financial structure of regional development agencies, both revenue sources and expenditure priorities, constitute a key indicator in certain issues. The analysis of the Thrace Development Agency's budget data for the period of 2014 – 2023 reveals notable findings regarding the degree to which sources are dependent on, and which activities are prioritized.

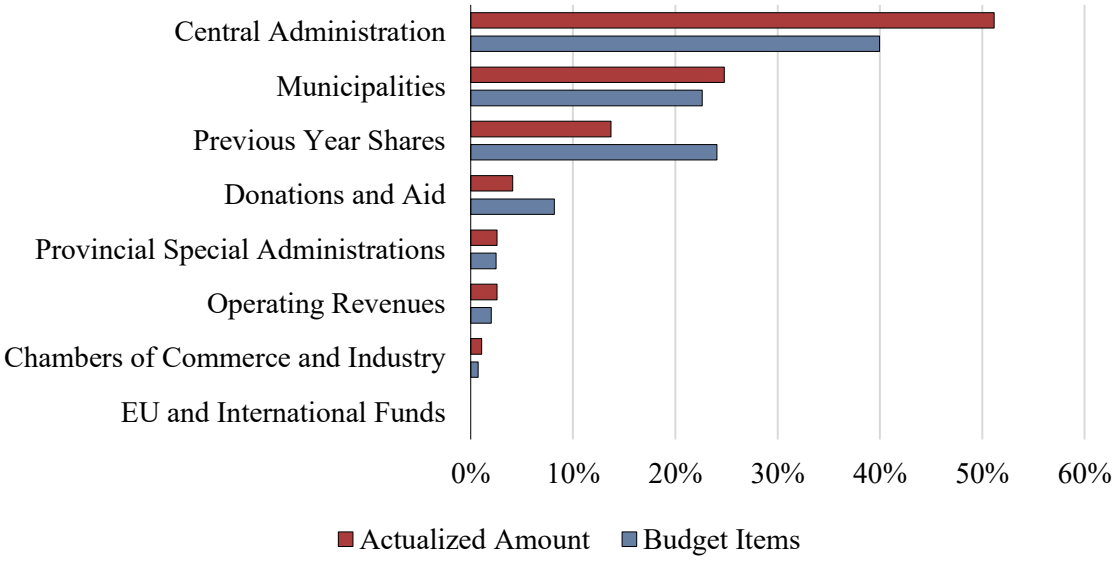

Figure 6.1. Distribution of revenues by source, 2014 – 2023 (TDA, 2023).

The distribution indicates financial dependence on public authority transfers, more than half of which is provided by the central administration, undermining institutional and financial autonomy. The lack of financial autonomy that often results in administrative dependency leads to challenges in independent and region-specific policymaking. As stated in the previous section, the legal uncertainty arising from the ambiguous definition of whether the agencies are central or local administrators has further consolidated central affiliation due to this situation caused by the financial structure. Moreover, although chambers of commerce and industry have right to represent in the Board of Directors, their low rate in budget items reflects the asymmetry between their influence and their contribution, as well as their potential impact on regional strategies that are often in favor of economic growth. Furthermore, the low share of flexible sources such as previous years shares, donations and aid, and operating revenues further limit financial autonomy and sustainability. In both aspects, actualization rates further result in conditions contributing to the dependency issue.

Another noteworthy point is the absence of EU and International Funds. The fact that this source, vital for international engagements and being one of the fundamental duties of the agencies, is not included in revenues points to an important issue. This absence demonstrates the agency's limited capacity to access multilateral funding, particularly those available and critical for environmental considerations, as the prevailing economic-growth paradigm often pushed in the background.

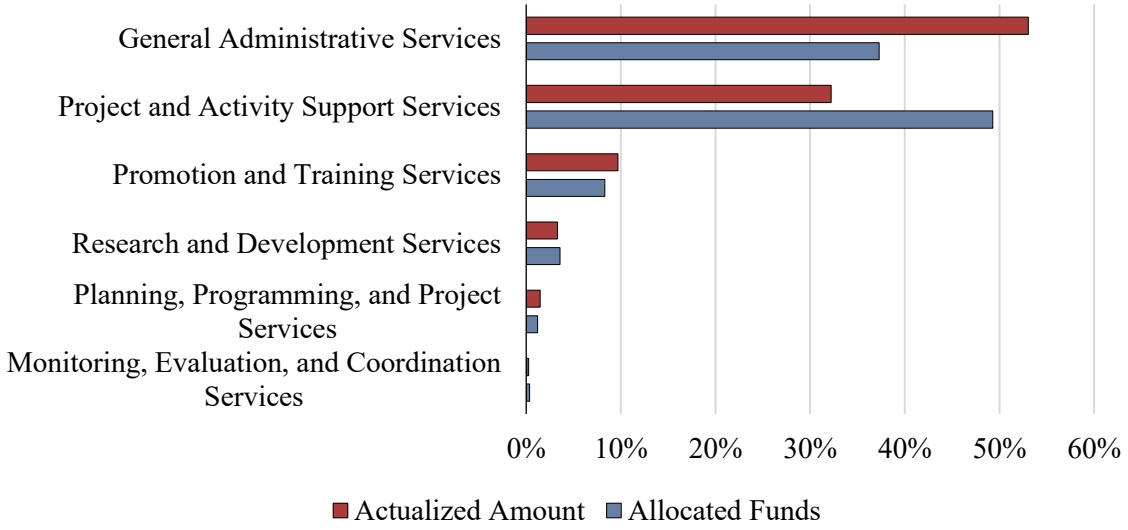

Figure 6.2. Distribution of expenditures by services, 2014 – 2023 (TDA, 2023).

Expenditure patterns also emphasize certain issues arising from administrative and financial structures, and prioritization. The fact that general administrative services, more than half of the expenditures allocated for, indicates a prioritization of structural continuity over any sort of activities required for regional development processes. For example, Not only the actualized amount but the

rate of actualizations further reinforces this prioritization. Conversely, allocations to areas directly linked to essential activities for the integration of environmental governance perspective, such as monitoring and evaluation, research and data production, and planning and project management are highly limited. These services are of great importance, both individually and collectively, in fulfilling the fundamental functions required by environmental governance, including coordination, cooperation, research, implementation, monitoring and evaluation. Particularly concerning is the situation for monitoring, evaluation and coordination services. Without adequacy of these functions, systematic evaluation of project impacts, particularly for tracking and assessing environmental outcomes, cannot be fulfilled. Thus, the integration of perspective, that underscores addressing economic, social and environmental domains holistically, and its principle of accountability will be deficient in practice.

Overall, the analysis of the budget structure reveals a pattern of financial dependence resulting in dependence on central administration. In a country like Türkiye, this situation often leads to limited environmental considerations compared to economic-growth approaches, and thus it limits the integration of environmental governance perspectives into regional governance. Additionally, it signals partial alignment with key principles such as autonomy, accountability and effectiveness.

6.1.2. Technical and Financial Support Mechanism

This analysis was conducted using a dataset generated by examining 474 technical support applications and 241 financial support applications submitted successfully between 2014 and 2023 (see Appendix B for datasets on supports). This analysis conducted by examining and dividing each application according to the applicant actors and areas of activity aims to evaluate the support mechanism in terms of dependency, participation, and sectoral prioritization issues. Decision-making and implementation processes require to be conducted in an inclusive, transparent, multi-actor and multi-level manner (Lemos & Agrawal, 2006; UNDP, 2011). This data I have complied regarding the Thrace Development Agency's support mechanism for the period of 2014 – 2023 indicates significant findings. Data focusing on the sectoral domains, founded activities, and types of actors involved in, provide critical insights into dependence on centralized paradigm, participation and coordination, and sectoral orientations.

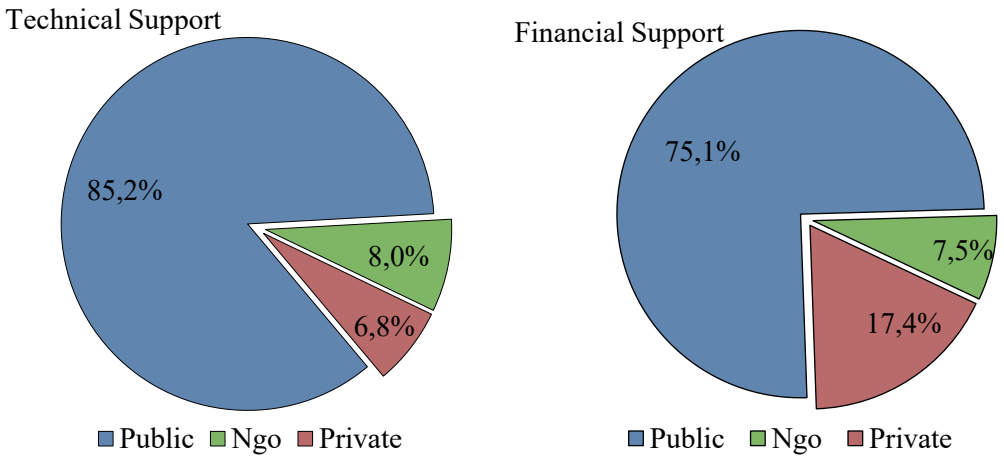

Figure 6.3. Distribution of supports by stakeholder groups, 2014 – 2023 (TDA, 2023).

First, it is important to evaluate the support mechanism through the group of actors involved in, which yield similar results for both technical and financial support. The distribution across both technical and financial support indicates that the mechanism has predominantly focused on public actors, with limited engagement with private sector and, most importantly, with civil society actors. However, in environmental governance, civil society should have a crucial role not only in implementation but also in policymaking processes (Peters & Pierre, 2005). The effectiveness of support mechanisms is evaluated not only by the efficiency of the institution providing support, but also the diversity and active participation of the actors involved in. In this respect, the agencies have responsibilities of both increasing their capacity for support and increasing their participatory and collaborative approaches to provide a foundation for involving a variety of actors. However, the effectiveness of participation and coordination among diversity of actors is highly limited in Thrace Region. The distribution in Figure 6.3 reveals that supports are largely linked to public actors and the mechanism is mainly based on relations within public administrations. This situation reveals the need for public administrations at the sub-national levels, the regional development agencies being in the first place, which are largely financially dependent on the central government and are similarly obliged to align their activities with national development strategies, to act in accordance with the central decision-making processes.

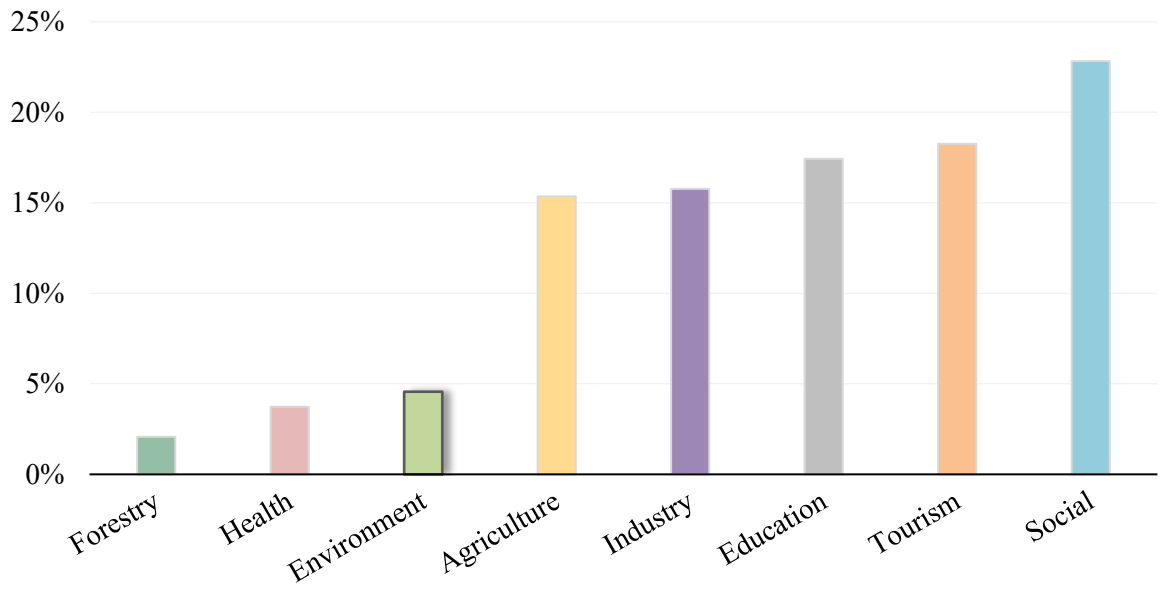

Figure 6.4. Distribution of financial supports by categories, 2014 – 2023 (TDA, 2023).

Second, an examination of the support mechanism in terms of fields and sectors is also important. The Distribution of Financial Support, as outlined in sources, follows similar course with fields focused on by the agency for regional development. This course reveals that, as is the case in almost every area, environmental dimensions remain marginal in the support mechanism (figure 6.4). Only 11 projects were supported in the "Environment" category, and 7 of these were small-scale infrastructure projects focused on renewable energy. All these projects are also in cooperation with public administrations and municipal units within the region. The "Social" category, which accounts for the largest share, consists of several successful applications in fields such as culture, art, sport, urban design and social responsibility. The mechanism also includes several tourism applications diversified as cultural tourism, eco-tourism and health tourism. The projects in forestry were linked to protection in certain aspects with the purpose of tourism potential. Projects in industry and agriculture are mainly based on production, marketing and innovation. Overall, the financial support mechanism performs an effective role to a certain extent in economic and social dimensions. However, fields related to environmental dimensions such as resource management, nature conservation and climate change that this study greatly focuses on appear to be largely overlooked.

A similar trend is emerging in technical support mechanisms. More than 70% of technical support applications are provided to actors on social and vocational training. Although primarily implemented with public actors, the activities for social improvement and vocational training provide valuable insights for realizing multi-actor governance through participation, collaboration and capacity building in this manner. However, this situation alters when it comes to an evaluaton in terms

of the environmental dimension. With the exception of the technical support programs titled “Productive Cities” and “Clean Production, involving only private sector actors in industry, and implemented in 2022 and 2023, the broader technical support mechanism has drastically neglected environmental domain. Outside of these thematic programs applied in last two years of the period this study focused on examine, 12 of 31 applications were linked to environmental issues, only 3 out of 443 technical supports were classified within the scope of environmental issues. These three applications made by municipalities of Kırklareli and Çorlu provinces, and the office of Lüleburgaz District Governor, focused on sustainable development and climate change.

To briefly summarize this assessment, the findings presented by the examination of financial and technical support mechanism indicate that the support mechanism functions largely within the scope of public administration and in line with areas and sectors parallel to the dominant understanding of economic development. This situation on both financially and technically supported projects indicates that the support mechanism is functioning in a “growth-oriented” manner rather than “sustainability-oriented” on the path for the regional development (see Appendix B for the supported applications).

6.1.3. The Capacity by Area of Expertise

This analysis assessing the agency’s capacity according to the areas of expertise, was compiled by examining data obtained from activity reports. The findings are important for examining the agency’s inadequacy for research and data production, monitoring and evaluation, and facilitating cooperation with stakeholders in different areas, as the diversity in expertise enables the agency to operate in broader scope. The agency's capacity in terms of expertise is useful for identifying the areas it focuses on and neglects, and for identifying the problems this will cause. An organization’s ability to integrate economic, social and ecological dimensions into its policies and practices is defined by the institutional capacity that is one of the core pillars of environmental governance framework (Lemos & Agrawal, 2006; UNDP, 2011). In this sub-section, the distribution of TDA’s personnel specializations between 2014 and 2023 is assessed and this analysis provides key findings in terms of fundamental functions of the agency.

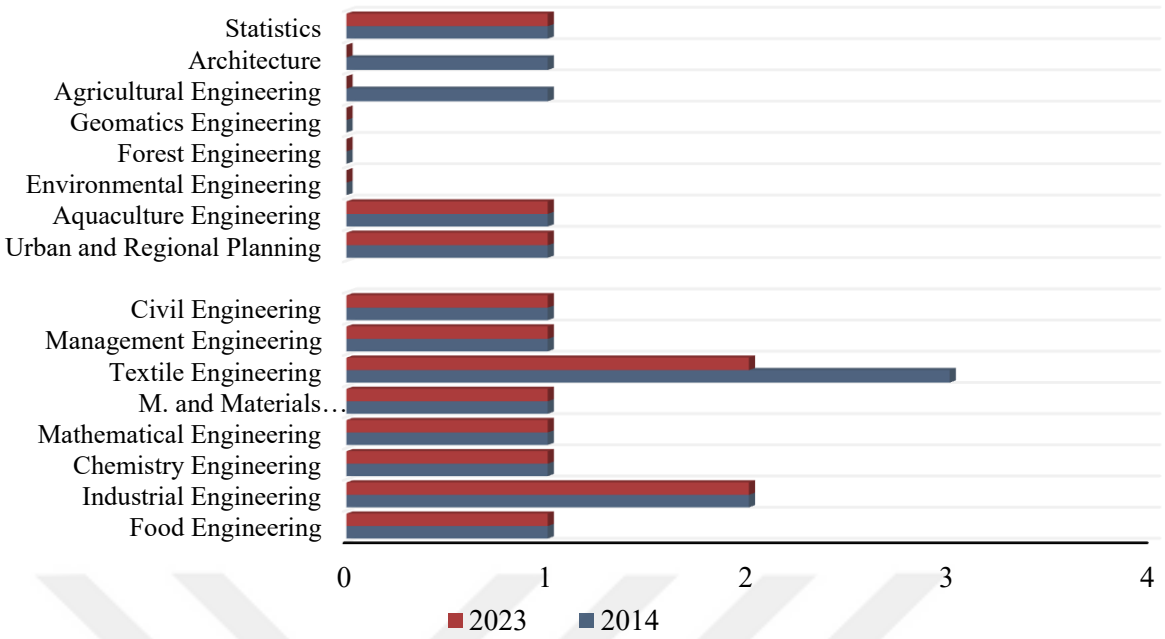

Figure 6.5. Distribution of experts and support personnel by area of expertise (TDA, 2023).

In this study, the expertise required for core activities existing within the TDA, such as public administration, finance and law have been excluded. This analysis presents data composed of the expertise that stands out for evaluating the capacity and orientation in aspects of environmental considerations. During this period, changes in fields of agricultural engineering, architecture and textile engineering were realized by 2016 and reached the same level as in 2023.

First, the absence and the limited representation of expertise in areas directly tied to environmental governance is noticeable. Expertise in fields such as forestry and environmental engineering that are crucial for concepts such as sustainable natural resource management and ecosystem services, and geomatics engineering that is critical for data production, particularly geographic and spatial data, have not been included at all. Additionally, agricultural engineering that is also critical for the concepts stated and for the Thrace Region itself, as the region is known for its agricultural potential, has been represented only in 2014 and 2015. Similarly, architecture that plays an important role in spatial processes concerning the urban scale and built environment, has also been represented only in 2014 and 2015. The agency that is responsible for the preparation of regional plans and determining the spatial implications of regional development strategies, has only one expert in the field of urban and regional planning.

In contrast, expertise in fields related to industrial production and development was more prominently represented. The fact that this expertise is also required for certain criteria including

employment, productivity and development strategies does not alter the fact that the data indicate their predominance within the agency's personnel that underscores a structural orientation toward economy-centered development. This imbalance shows a neglect of environmental considerations. It is necessary to address the fact that deficiencies in areas of expertise represent not only imbalance and orientation but also emerging challenges for a variety of activities. RDAs in Türkiye have responsibilities such as research and data production, monitoring, and evaluation apart from developing strategies. Additionally, the agencies have primary responsibility of ensuring participation and coordination that necessitates the establishment of effective processes with actors operating in these fields. All these activities necessitate expertise in a variety of fields as the agencies are tasked with operating in several areas at regional level. And as the current representation of expertise shows that there are gaps in areas more associated with environmental considerations and that these activities appear to be much more limited in environmental dimensions than others.

In conclusion, the analysis shows that TDA's capacity for expertise reflects critical shortcomings in integrating the perspective of environmental governance into institutional practice. And the data demonstrates a structural orientation toward economic development, and insufficiency to operate inter-disciplinary.

6.1.4. Performance in Research, Reporting, and Data Production

Conducting research, reporting and producing data form the backbone of effective policymaking and implementation in environmental governance (UNDP, 2011). In this context, the research reports published by the TDA are examined (see Appendix B for the list of reports examined). In addition, related topics such as specialized reports and current situation of database preparation have been addressed.

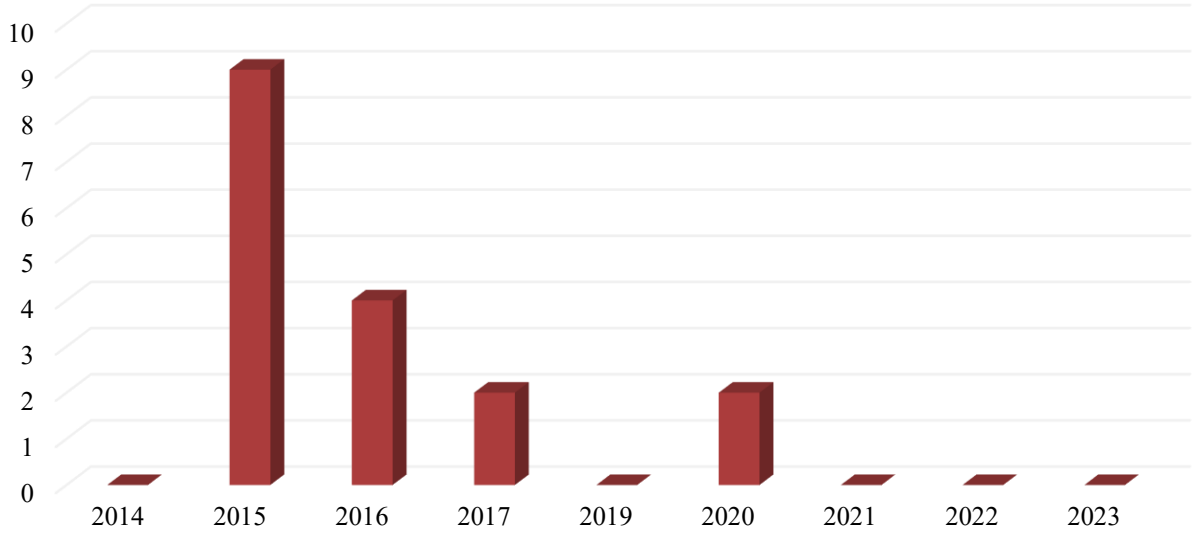

Figure 6.6. Distribution of research reports by years (TDA, 2023).

First, the review of TDA's research reports reveals considerable variability in productivity over time. Between 2015 and 2017, notable productivity of research reports is observed, especially considering that the regional plan was published in the year of 2014. However, a steep decline emerged after 2017, reflecting that no research reports were published afterwards, 2020 being an exception. Such a fall in terms of research reports poses challenges for updating regional strategies and developing implementation tools. Additionally, it leads to inability for possible changes in processes that may require altered approaches. The lack of regular and systematic reporting weakens institutional learning processes and therefore limits long-term planning for regional development.

Contrary to the production performance over the years, the thematic diversity of the reports indicates relatively effective progress. Fifteen reports have been produced in the fields of agricultural machinery, milk and dairy products, medicinal and aromatic plants, innovation, bicycle paths, industrial symbiosis, competitiveness, vineyard and vineyard products, spatial development, lean production in OIZ and health tourism. Among these reports, the three-volume report titled "Hamzadere Region Development Agenda Strategy and Roadmap" stands out. This report is noteworthy for its focus on a smaller scale, its approach to development encompassing three fundamental dimensions, and its process designed to facilitate multi-actor participation. However, the general approach on conducting research and reporting of TDA is neglecting environmental considerations. Key issues such as natural resource management, sustainable land use, climate change adaptation and environmental impact assessments are either absent or insufficiently addressed. For

example, research conducted on medicinal and aromatic plants for agricultural production can be said to be the only research conducted on behalf of biodiversity in thre region. Apart from that, there is no research or data collection activity on biodiversity within the region. As the NUTS system indicates the importance of generating data and statistics in economic, social and environmental domains, the performance in research activities related to environmental issues is highly lacked. Although research reports offer sectoral diversity, production and competitiveness aimed solely at economic growth, they are the dominant approaches neglecting environmental aspects.

Another detail to consider in this context is that there has been no open access to the structures and reports produced by the Special Expertise Commissions established to provide inputs into the the Thrace Region 2014 – 2023 Regional Plan and present a set of policies and priorities in line with the participatory principles for the preparation process of the 2014-2023 Regional Plan. The Special Expertise Commissions were established across the region with nearly 450 participants, covering 16 different topics ranging from governance and civil society to forest and water resources, rural development to natural disaster management, and spatial planning to transformation in manufacturing industry. These commissions were formed based on a list of participants from the public institutions, private sector, and civil society organizations, with a moderator selected from among the agency experts according to each commission's area of expertise (TDA, 2014). As stated in the agency's plan, in addition to qualitative and quantitative research reports, the commissions and their reports are considered as the second main stage of the preparation of TR21 2014 – 2023 Thrace Region plan. However, of the 16 reports produced on 16 different topics, ranging from governance and civil society to forest and water resources, and from human resources to transformation in the manufacturing industry, only the report which is on human resources is publicly available on their website. Public access to these commissions, established to gather the views of local actors from all segments of the region, identify needs, develop solutions to address them, and ensure the effective use of resources in the region, and to the outputs they produce, is not available.

This analysis demonstrates that the capacity for research and data production is limited, particularly in terms of integrating environmental governance perspectives. These limitations originate from prioritizing economic growth and neglecting environmental considerations. Moreover, as previously stated the institutional capacity of the agency, such as diversity of fields of expertise, directly affects the capacity of research and data production. This results in the absence of systematic, data-driven strategies and their implementations within regional development processes.

6.1.5. Public Communication and Strategy Discourse

As the main responsible actor at the regional level, the disclosure of events within region and institutional activities to the public is a critical element for the governance role of RDAs and for ensuring transparency, accountability and participation principles within decision-making. The analysis carried out in this regard provides valuable findings. In this context, the 380 news articles published on the official website and quarterly bulletin of the TDA between 2014 and 2023 are examined. The data set created based on the content of these news articles and the stakeholders involved, according to the relevant areas and dimensions included in the scope, is shown in the graph. This analysis aimed to evaluate the extent to which the agency integrates environmental governance perspective into its communication and strategic positioning.

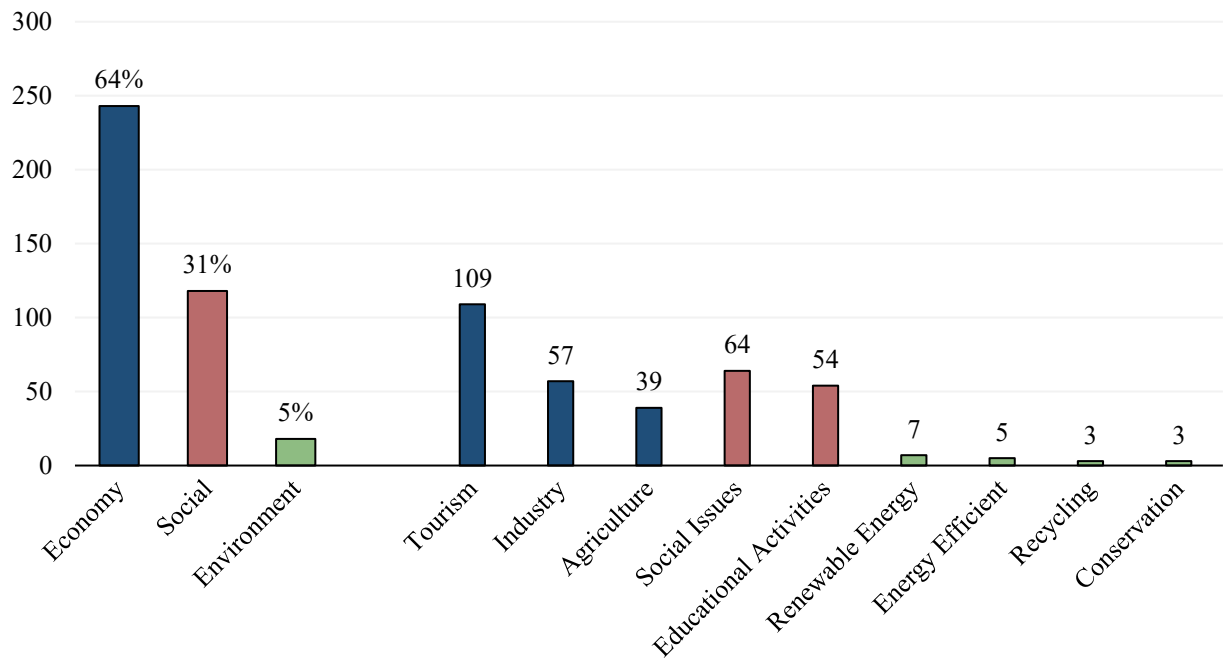

Figure 6.7. Distribution of news content by dimension and area (TDA, 2023).

The content analysis begins with the categorization of news content according to the three pillars of environmental governance: economic, social, and environmental dimensions. The data shows that environmental dimension remains considerably marginal in the agency's communication and strategy narrative through these 380 news articles. These findings reveal that multidimensional representation is highly limited. The distribution of news article content by field and by the dimension that these fields are included in the scope, is presented to exhibit orientation of the agency in public discourse. Content on tourism is predominantly focused, and mainly based on promoting cultural, natural and gastronomic values of the region. Content on industry largely reflects production, innovation and

competitiveness that are points to economic growth. In agriculture, contents are mainly on local branding and productivity, offering limited implications for sustainability. The contents related to the agency's social development agenda were well represented and reflected the activities on social and educational issues such as women's employment, vocational training, and youth education. However, the environmental dimension is barely represented and often covered as secondary components rather than being focal points. Moreover, the number of nature conservation-related content is barely existent. All three of news related to conservation are based on forest areas. The areas covered in the news articles are the İğneada Longoz Forests National Park within the Istranca Mountains located at the north of the region and in Kırklareli, and Gala Lake National Park located at the south coast within the province border of the Edirne. The news articles were based on improvements in terms of fostering eco-tourism by improving infrastructure within the national parks.

News articles frequently feature a variety of actors at the regional level. The broader involvement of diverse actors indicates that the performance for multi-actor participation and coordination is enhanced. Moreover, the visibility of certain groups such as women entrepreneurs, youth and people with disabilities, is ensured and a certain level of inclusivity is provided. Nonetheless, the involvement of actors specifically engaged in environmental initiatives is highly limited, as is the case with content related to this field. This represents shortcomings in multi-literal governance approach that is essential for addressing environmental issues.

Overall, these findings reveal an imbalance reflecting that ecological considerations are outweighed by socioeconomic concerns. They often remained as a secondary consideration. However, the capacity of an institution for environmental governance is demonstrated not only in its activities and projects, but also in its communication with the public and its discourse of strategies. In short, the pattern of news data reveals that the agency's communication and narratives fall short of positioning the environmental dimension as equally important as economic and social dimensions. This exhibits the lack both in terms of participation of actors and orientation of activities towards environmental dimensions. This would be required not only from an environmental perspective but also to ensure multi-actor and multi-dimensional participation.

6.1.6. International Engagement Performance

The TDA's main activities in terms of international engagement represented in annual activity reports are examined to assess the performance of the agency in this manner. To perform a central

role in policymaking, international engagement has become a significant element for RDAs, particularly aligning with the EU norms and global governance frameworks (OECD, 2016). In Türkiye, RDAs have a responsibility to mobilize local actors within the region into international engagement initiatives such as collaboration networks and project-based fundings. Examining the TDA's activities offers insight into its performance in advancing international engagement.

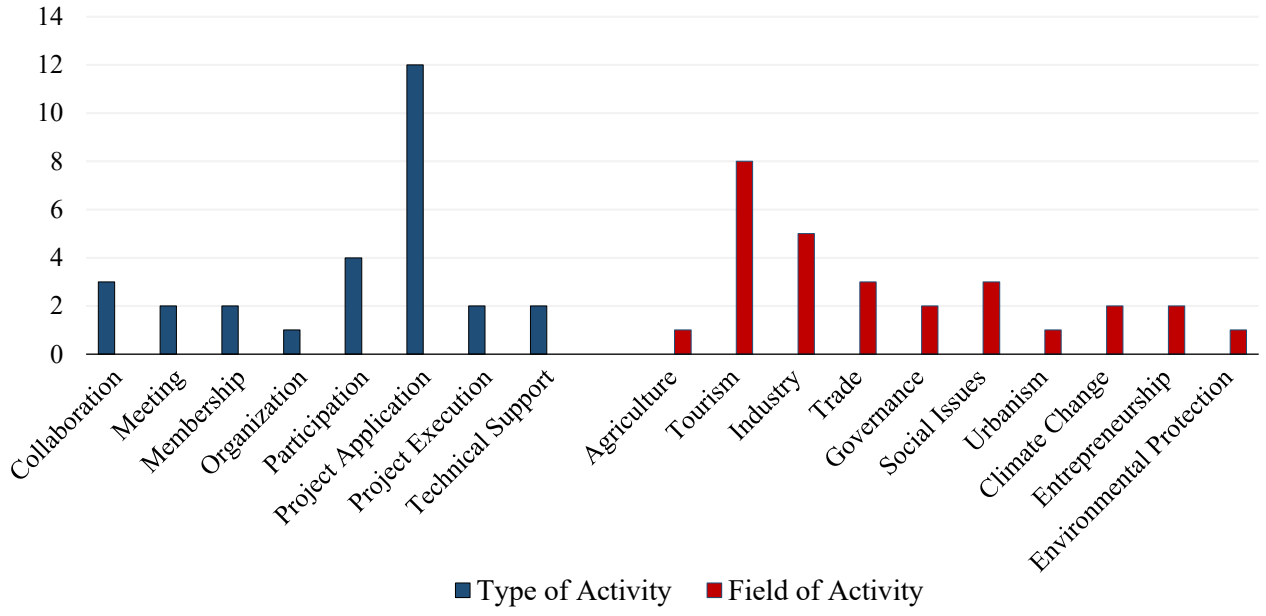

Figure 6.8. Types and fields of engagement with the international institutions (TDA, 2023).

First, the prevalence of project applications reflects strategy aiming to align with the EU and international fundings structures, that are indicating project-based participation as the major path to accessing institutional and financial resources (Bachtler et al., 2017). The relatively small number of activities including cooperation, membership and technical support also indicates that TDA mainly participates through project-focused activities in international cooperation. Scholars argue that to sustain processes of internationalization, a balance between project participation, and lasting institutional memberships and collaborations are needed to ensure policy continuity and knowledge transfer (Piattoni, 2010; OECD, 2020).

In terms of fields of activity, the distribution reflects a clear orientation towards economic development. As seen in the graph, the tourism sector stands out in this regard. The Interreg-IPA Bulgaria-Turkey Cross-Border Cooperation Program, for which the European Union Presidency acts as the National Authority, is also prominent in this area. The work carried out under this program, which aims to promote sustainable tourism, is one of the agency's important activities focusing on international cooperation and sustainability. However, the broader presence of economy-focused

fields prioritizes production, competition and branding over multi-dimensional considerations, as seen in the details of their activities. The low presentation of fields including agriculture, environmental protection and climate change that are crucial for sustainable management of natural resources within the Thrace Region, indicated that environmental considerations are underrepresented in the TDA's international agenda. The weak integration of environmental issues reflects structural criticisms to regional policy model in Türkiye that often subordinates ecological objectives to imperatives focusing on short-term competitiveness (Adaman et al., 2019).

Furthermore, the absence of broader cross-sectoral environmental projects such as maintenance of ecosystem services and biodiversity conservation emphasizes the limited involvement of ecological engagements and inconsistency with global sustainability agendas and the EU's Green Deal (European Commission, 2019). This deficiency reflects both institutional constraints such as financial dependency issues and limited personnel expertise in environmental issues, and structural priorities that are strongly involved in national development discourse of Türkiye (Lagendijk et al., 2009). In brief, TDA requires diversifying participation types and orientations in line with environmental governance perspective to enhance its performance on the international agenda.

6.1.7. The "Protect and Use" approach versus "Conservation" of Nature

To understand the priorities and policies of TDA regarding its stance toward "protection and use" versus "conservation" of nature, 2014 – 2023 Region Plan is examined. The plan is structured around three development axes: "People and Society", "Life and Environment" and "Production and Economy". The plan identified 21 priorities and 94 policies aligned with these priorities.

Table 6.1. Distribution of priorities and policies in TR21 Thrace Region 2014 – 2023 Region Plan

Axe	**Number of Priorities**	**Number of Policies**
People and Society	5	26
Life and Environment	6	31
Production and Economy	10	37
Total	**21**	**94**

Table 6.2. Priorities and policies within the environment dimension in TR21 Thrace Region 2014 – 2023 Region Plan (TDA, 2014)

Priority 9	**The sustainable management of natural resources will be ensured by protecting.**
Policy 9.1.	Groundwater resources will be used in a protected manner.
Policy 9.2.	Measures will be taken to promote the efficient use of water.
Policy 9.3.	Factors causing water pollution from the industrial and agricultural sectors will be minimized.
Policy 9.4.	The surface water potential in the region will be assessed.
Policy 9.5.	Forest areas will be used in a protected manner.
Policy 9.6.	The region's fertile agricultural lands will be used in a protected manner.
Policy 9.7.	A basin-based integrated environmental monitoring information system will be established.
Policy 9.8.	Infrastructure for the collection, recycling, and disposal of solid waste will be developed.
Policy 9.9.	In line with national policies, measures will be taken in the region regarding climate change.
Policy 9.10.	Initiatives to prevent air pollution in cities will be supported.
Policy 7.4	Measures will be taken to ensure sustainable spatial development that takes ecological network systems as reference.
Policy 13.1	Necessary measures will be taken to bring less water-consuming and non-polluting industries to the Ergene basin, taking into account water usage quotas.
Policy 13.2	Environmental polluting factors of businesses will be kept under control.
Policy 19.2	The share of renewable energy sources in the energy supply will be increased.

The Regional Plan not only presents the agency's vision for regional development but also provides critical insights from an environmental perspective. A notable aspect of the plan on environmental domain is that natural resources are addressed more in terms of "use in protected manner" rather than "conservation". This orientation reflects the long-term debated issue in environmental governance literature. Conservation underlines the protection of nature's intrinsic values, while sustainable use refers to the use of natural resources in a context that fosters social and economic development with the consideration of ecological limits (IUCN, 2014). Similarly, the approach of "protect and use" is institutionalized in the EU's Water Framework Directive (WFD), a discourse also adopted by Türkiye in part through the EU harmonization process (European Commission, 2000).

On the other hand, prioritizing environmental concerns primarily from a "protect and use" perspective risks undermining the principle of ecological integrity. To integrate environmental governance perspective, ensuring the adaptive capacity of ecosystems and their resilience is of great importance, apart from promoting sustainable use (Folke et al., 2007). In the case of the Thrace Region, where pollution and overuse of water in the Ergene Basin led to severe environmental and health issues, the indication of "protect and use" is critical. Furthermore, the absence of clear

statements regarding nature-focused themes such as nature conservation and preservation of biodiversity also indicates risks in this aspect. Although the environmental dimension has not been excluded, it is mostly referred to as an element to subject for the objective of sustainable economic development. In the plan, this approach appears to be in favor of "use in protected manner".

6.2. Findings Emerging from In-depth Interviews

In this part of the study based on interviews, the main emphasis is on the interviews conducted with TDA experts. To further enhance understanding and the examination, I incorporated the issues highly linked to the analyses into a main interview with two TDA experts, through a range of questions. In addition, topics about which there was no information or explanation available in agency's sources were specifically, addressed. This phase of interview helped to verify and clarify the findings to a certain level. Conducting the interview along the lines of the analyses, with questions specified on different areas and topics to a certain extent, also provided opportunities to acquire insights and access new information.

Administrative and Financial Structure

The interview began with the question about the administrative structure of the development agencies. Apart from the legal status ambiguity, the agencies' administrative and financial dependence of central administration is addressed. The presence of governors as chairpersons, exemplifies the dominance of central administration and limited autonomy of the agencies (Kutlu & Görün, 2016). In this context, the structure of the agencies' boards of directors and the implications of these boards, particularly being chaired by the governors of provinces of regions are first focused:

> *"The chairmanship of the board being held by governors strengthens relations with the central administrations and eases alignment with national strategies. Additionally, this provides significant persuasive leverage to enhance participation in the projects and activities we carry out."- Interviewee 1*

To address the issue of financial dependency, the topic of how revenues from the central administration is determined and why the amount under heading of the EU and International Funds are not specified in budget items, was brought up:

"The amount of revenues from the central administration changes based on annual evaluation of the agencies' performances."-Interviewee 1

"The method of utilizing EU and International Funds has its own specific process. First, the agencies and project partners apply to a fund. If the outcome is positive, the process to access the fund becomes subject to evaluation by the central administration. Once the decision is made at the central level, agencies can benefit from these revenues. As the process proceeds in this manner, we represent revenues obtained from these sources under the heading of revenues from central administration in reports."- Interviewee 1

These responses reveal that agencies are administratively and financially dependent on institutions responsible at the central level in their decision-making and budget-setting processes, as this issue indicated in the section explaining the model of RDA in general and in the findings of content analysis. Although this situation appears to facilitate compliance between national and regional level, it shows that agencies do not have an autonomous structure in their region and topic-specific strategy and implementation processes. Therefore, they are limited to reflect the needs and demands of local and regional level, and to introduce to national level. However, due to their ambiguous structures, they often cause strains rather than building synergy, even though their regional development agencies are tasked to act as intermediaries between priorities at national level and needs of local (Amin, 1999).

Before moving on to another topic different from the administrative structure, I noted that no information about the board of development can be found in agency sources. Also, I raised the issue of the lack of Development Committees, which is highly important to ensure multi-actor participation in the institutional structure. The experts explain as follows:

"The committee of development has been removed long before. In fact, there has been talk recently that it might be reinstated."- Interviewee 1

"Its function is being continued through consultative collaborations with public and private sector stakeholders in projects and activities, as needed."- Interviewee 2

The absence of the Development Committees, which are the primary bodies in terms of participation and inclusiveness within the institutional structure of RDAs, for nearly past 10 years

emphasizes a critical gap in multi-actor participation and decision-making. This also limits the diversity of actors and the areas they operate in, while also failing to uphold the principles of transparency and integrity. The fact that consultation needs are met on a project-based basis and through external sources indicates a lack of continuity and adequacy in institutional capacity.

Technical and Financial Support Mechanisms

The interview continued with technical and financial support. In a similar manner to the issue of the development committee, information on support types that have not been implemented in recent years is not accessible. For the clarification of this issue:

> *"Interest-free loans and interest subsidies are not being implemented. Almost no agency provides these two types of support anymore. The reason for that is there are difficulties in operating executive role like banks in these support types. Furthermore, those applying for these support types are focusing on receiving financial support directly rather than preparing an application consistent with regional strategies."- Interviewee 1*

> *"Another support type that is not being implemented since 2018 is feasibility support. Since then, feasibility support has been incorporated into the agency's own functions. As the stakeholders previously involved in feasibility support processes were unable to carry out effectively, the decision was made to incorporate this into the function of institution. In short, this change was driven by efficiency."- Interviewee 1*

The statement that applicants also play an important role in the efficiency of the mechanism in terms of support, and that two-way performance is also desicive, is signicant to comprehend practices in a multi-actor manner. However, this mechanism and many other functions impose responsibilities from different angles on these agencies to ensure this diversity and participation, in particular, for the inclusion of actor groups and activity areas that are sidelined due to prevailing strategies. As findings of the content analyses show, the support mechanism is mainly built on public domain and specific focused areas. In this regard, for considering the distribution of support among actors and areas and evaluating the mechanism in terms of environmental considerations:

"The distribution of support across areas is largely formed by the applications received. One of the main reasons is that awareness of active participation among local communities and civil society organizations in the region is limited." Interviewee 1

"When considering the environmental dimension, this aspect is connected to every topic and can not be addressed independently. The Agency also carries out activities in this direction. For example, this can be seen in green transformation strategies in industry."- Interviewee 2

Participation and Cooperation

The following issue concerned the state of participation and coordination in the region. Agencies have significant responsibility for implementing these tasks at the regional level. Regional development agencies play a central role in regional development through participatory governance. In addition to this, this situation in the region also depends on the performance of various actors. In relation to this issue:

"For our region, we can mention the lack of civil society actors in cultural and environmental areas, especially youth groups. In addition, I can say that competition among private sectors actors operating in the same sectors also leads to shortcomings in cooperation processes."- Interviewee 2

"If we were to give examples of actor groups and areas that stand out in this regard, private hospitals we collaborate with to promote health tourism within the region can be mentioned. In addition, the sector of vine and vineyard products can be cited as another example. Stakeholders in this sector began to communicate with each other and laid groundwork for collaboration, and then they contacted with the agency."- Interviewee 2

One of the findings this study indicates is that public institutions stand out considering actor distribution across many functions of the agency. Regarding coordination and cooperation processes with public administrations and the shortcomings in these processes the following was stated:

"Within the region, the cooperation among public administrations is quite well. First issue that can be mentioned as insufficient is data sharing. To access certain content and permissions, we

face challenges. Additionally, establishing cooperation for shared data across public institutions is inadequate." - Interviewee 1

In ensuring multi-actor participation and coordination that is one of the roles of agency and one of the examinations of the study, institutional capacity reflected in fieldwork is also important along with the expertise. The following statement mentions in this regard:

"So far, there has been no shortage in this regard. The current performance is sufficient given the dynamics of the region. For example, one of our colleagues is responsible for conducting meetings and cooperating with stakeholders in the field of health tourism."- Interviewee 2

All these statements regarding the participation and cooperation reveal that the agencies need to develop in terms of institutional and operational aspects, and therefore the scope and continuity of these functions require improvements.

Most of the findings presented in this study reveal that prioritization of economic development strategies at the national level have impacts on the TR21 Thrace Region. Apart from the areas such as manufacturing and logistics standing out, it is important to draw attention to participation and coordination activities in other areas in the region that stand out with agricultural production nationwide. Particularly, activities in the agricultural sector and rural areas are important elements that must be considered for the main goal of sustainable development at the regional level. For activities to ensure improvements in rural areas involving local actors including forest and agricultural villagers:

"Meetings are held in a number of rural settlements. Moreover, training sessions were organized on environmental concerns of the region, such as excessive irrigation and pesticide use. However, due to strong resistance from farmers, these trainings did not reach the desired effectiveness."- Interviewee 2

During the interview, one last point regarding participation and cooperation was addressed before moving on to another topic. At this point, the question was about cooperation with regional development agencies in neighboring regions.

"As an example, I can cite a digital innovation training program created by the EU Office, which we invited the South Marmara Development Agency (GMKA) to participate in and jointly attended."-Interviewee 1

Although inter-regional cooperation plays an important role in participation and collaboration, which are the fundamental tasks of agencies, in practice it is seen to be implemented rather weakly.

Expertise and Data Production

Regional institutions' effectiveness depends on their capability to integrate the expertise in ecological fields that are often marganizled in favor of economic orientations (Evans, 2002). Regarding institutional structure and capacity, one of the experts stated the following about the agency's expert staff and the absence of expertise in areas that I indicated in the content analysis:

"Expertise in these areas are addressed when needed. If required for specific tasks, external support such as consulting services is conveniently provided through public-private partnerships, as the agency's core function is coordination. Furthermore, the division of duties varies not only according to the expertise but also according to activities. For example, one of our textile engineer colleagues works in the project unit."- Interviewee 1

During the interview, which addressed cooperation with public administrations for data sharing and institutional expertise, it also covered data collection and production. As research and data production are essential for the integration of environmental governance approach and constitute one of the fundamental responsibilities of regional development agencies, this topic was raised in connection with the Geographic Information System (GIS):

"To my knowledge, there is no completed work on this subject yet. As I mentioned also regarding cooperation on shared data among public administrations is difficult, and therefore challenges are encountered in data collection and production."- Interviewee 1

The fact that the agency plays key role in spatial planning as the preparation of regional plan is its fundamental task, a lack of such a basis infrastructure is a critical indicator on research and data production performance.

Environmental Concerns

In the concluding part of the interview, the focus was on the environmental dimension, one of the three pillars of environmental governance. It is important to focus on the agency's approach and activities regarding this dimension, which this study clearly points to and reveals several findings. The following statements outline the agency's approach to environmental dimensions:

"Pollution in Ergene Basin is the most severe environmental concern within the region. As an agency, we are currently working on directing industries that consume less water or cause less pollution."- Interviewee 2

"To ensure sustainable development in our region, significant steps are also being taken from an environmental perspective. The agency's activities on green transformation, energy and water consumption efficiency are the examples in this regard"- Interviewee 2

"Among the projects and activities of the agency in this dimension, I can mention that the Result-driven Program for the Development of Thrace Seed Industry stands out with the contribution of drought-resistant seed varieties." Interviewee 2

For strategies and activities directly aimed at the ecological basis of sustainability, such as natural resource management, conservation of biological diversity and climate change:

"The program focusing on developing the seed industry can also be cited as an example in this context. Within the scope of the program, research activities on agricultural biodiversity and adaptation to climate change at regional level are ongoing."- Interviewee 2

The final and most crucial part of the interview was the section on environmental issues. As the study has repeatedly emphasized, the prevailing understanding, with its economy-focused approach, often pushes environmental considerations into the background. Institutional structures that are strongly formed by central influences often mirror priorities at national level and lead to limited specialization in environmental and ecological domains (Brenner, 2004). The environmental dimension has generally been treated as a secondary issue, even if it is preserved for strategic purposes. The interview with TDA also shows that this prevailing understanding is similarly reflected at the regional level and in the model. For example, while the biggest problem in the Thrace Region

has been identified by the regional administration, the findings on industry in the content analysis reveal the neglect in the approach to this problem. The main examples that could be evaluated in terms of the environmental context of the region or accepted as response to environmental problems are also given through their inclusiveness in economic sector-specific projects. Throughout the study, almost no direct and primarily focused subject or concept that can be defined in environmental domain.

Overall, the sections emerged during the interviews either support many of the findings revealed in the content analysis or draw attention to different aspects of the common issues such as perspectives of the agency's experts on the board of directors and dependency issue, and the lack of participation due to the inadequate involvement of the local stakeholders. Shortcomings are observed in principles; inadequacies are detected in practice of main perspectives and multi-dimensional approaches are not achieved, regarding the framework of environmental governance. The inverviews provide insights which were postly in parallel with the general content analysis that I carried out on many subtopics, such as dependency issue, imbalanced distribution of support, inadequate expertise and data production, challenges in participation and cooperation, and neglect of environmental issues specifically.

In addition to the interviews with the experts from the Thrace Development Agency, I conducted several other unstructured interviews. As stated before, Thrace Region is one of the regions that stands out for its agricultural production potential, but it is losing its ground in sectoral orientations and statistics. Although the region is highly affected by nationally driven economic growth strategies, the potential is worth focusing on targeted sustainable development at regional level. Along with this potential, the region is increasingly facing serious environmental concerns such as drought and water pollution. Therefore, to comprehend the performance of public administrations, TDA in particular, in the region, I conducted interviews with farmers across the region. The aim of these interviews was to find out whether farmers have been contacted by regional and local public authorities, and they have been knowledgeable about training, support and cooperation. Not only to benefit from improving productivity but also adapting activities in terms of changing environmental conditions.

For carrying out the interviews, I have visited the rural areas of districts such as Havsa, Saray, Demirköy and Kaynarca where I could have opportunities to communicate with stakeholders. During the interviews, I asked the farmers whether they have been contacted by TDA, and the Provincial and Districts Directorates of Agriculture and Forestry regarding their villages or producers living in. In

addition, I attempted to learn their notions on changing climate conditions and their production practices. For example, they mentioned that due to unstable and decreasing rainfall, they altered planting period for sunflowers, a common crop in the Thrace Region, from the beginning of April to mid-March. They explained this as they changed the usual period to benefit possible earlier rainfall. We also discussed the products they use in production and the sales of their products. The general outcome of these discussions was that farmers did not mention any contact or hearing regarding meetings, promotion, training or support, particularly concerning production techniques, changing conditions or marketing issues. No mention was made of any matter other than the process of selling grain products to the office. During my meeting with the former cooperative inspector in Kaynarca, he critically drew attention to the point that, during the transformation of cooperatives into dairy unions, as in plant production, there are no supportive measures in animal husbandry other than price support and calf support. He stated that with the transition to dairy unions, farmers' habit of acting collectively has been lost, and a new format has emerged where only individual support applications are made.

During my interview with the Chamber of Agricultural Engineers, question was asked regarding whether the agency had initiated any joint projects or consultancy activities with the chamber or its agricultural engineers in the field of agriculture. I sought information about the agency's lack of expertise in agricultural cooperation since 2016. The following statement was noteworthy:

> *"During the 14 years that I served as an authorized member of the board of directors, the agency did not contact us unless it was an email sent to the secretary's office that I was not aware of."- Interviewee 4*

Subsequently, when the opinion of this professional association, composed of experts in this field, was sought, while evaluating the activities carried out in the field of agriculture carried out by the TDA and throughout the region:

> *"As far as we can tell, the focus in agriculture is increasingly on the development of the seed industry, which is gaining more and more attention. However, with the potential threats to production reaching such serious levels due to drought and overuse of water resources in the region's agriculture, activities unfortunately seem to be concentrated on a results-oriented program focused on seed industry. It is clear that the majority of farmers in the region need*

production training to address these threats. We hope that the necessary steps will be taken and that we will fulfill our role when needed."-Interviewee 4

I conducted another interview to learn about the governance process regarding the Ergene Basin, where the region's biggest environmental problems occur. The interview is conducted with an official who has been working at Tekirdağ Metropolitan Municipality for a long time, to talk specifically about the steps taken for the Ergene Basin. The first steps towards basin management were taken with the 2008 protection action plan. Many plans and programs were prepared afterwards. Regarding how these steps started to be taken corcerning the Ergene Basin the following statement was crucial:

"The uncontrolled concentration of supra-regional investments led to increased pollution, which seriously affected the quality of life. Local residents living near industrial areas established along the river were particularly affected. Over time, as complaints grew among the public and were met with limited support from civil society, the issue gained significant attention, and preparations began under a ministerial directive."-Interviewee 3

The primary objective in this regard was to learn how the first actions were taken concerning the Ergene Basin, the largest natural resource body in the Thrace Region, and the most serious environmental threats it faces. It is highly important in terms of regional governance approach to comprehend whether practices and actions emerged in line with the identifying such a crucial matter, or whether the public's demand for governance realized it.

With the interviews conducted in addition to the main interviews with TDA's experts, the aim was to provide insights into the extent to which local actors were involved in the issues related to the region's agriculture and natural environment particularly. TDA being the first place, participation and cooperation activities of public administrations play a crucial role in involving local actors into development processes of the regions. In the Thrace Region, where high production potential and increasing environmental problems such as drought and water pollution point to the importance of agricultural activities, the statements of the interviewees are important in terms of understanding the level of participatory and multidimensional governance in the region. As a result, in terms of both representation and participation and involvement, interviews with these actors, who play key roles in the relevant issues, reveal the practical implications of regional governance. The findings from these interviews also point to shortcomings in these terms.

6.3. Findings regarding Spatial Change in the TR21 Thrace Region

6.3.1. Land Cover Changes in the Region

Land cover changes indicate not only spatial transformations but also broader shifts in economic, social, and environmental orientations. This analysis is conducted to represent the spatial changes that occurred in the TR21 Thrace Region complementing the findings of content analysis of this study. The dynamics and changes in land cover, formed by various institutions and decision-making processes largely influenced by the central mechanism and its prioritization of economic growth, have emerged because of processes in which TDA was involved and excluded. The findings of this analysis on land cover indicate the extent to which environmental governance perspective has been embedded in practice and has been reflected spatially. This analysis is carried out by CORINE System land cover data and examines land cover changes in the TR21 Thrace Region and its provinces. The data between 2012 – 2018 is used as it is the most recent period of available data (See Appendix B.1 for the detailed dataset). The primary objective is to assess land cover changes in the region and interpret these results in aspects of environmental governance and spatial impacts on the region.

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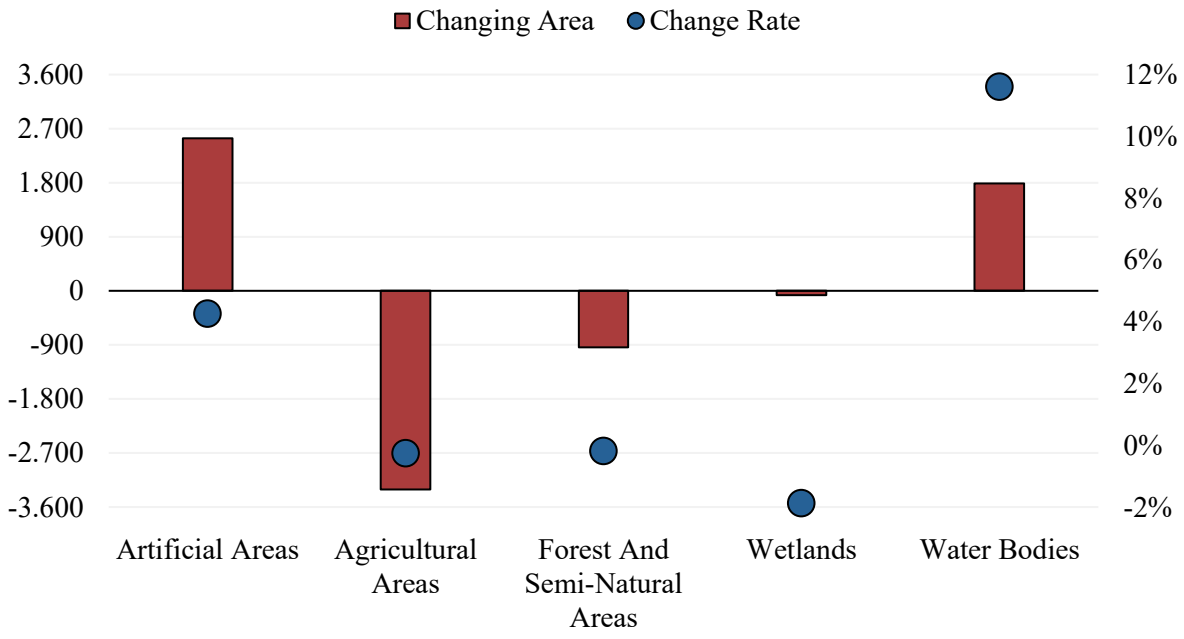

Figure 6.9. Changes by class across the TR21 Thrace Region, 2012 – 2018 (ha) (https://corinecbs.tarimorman.gov.tr/)

The CORINE system categorizes land into five main classes that are artificial areas, agricultural areas, forest and semi-natural areas, wetlands, and water bodies. The data represents both the amount

and the ratio of transformations to emphasize changes and their implications, as the regular size of land classes differ highly from each other. First, the data indicates that there is an increase of over 4% in artificial areas mainly transformed by agricultural areas and forest and semi-natural areas. Although it may not appear as severe in classes experiencing losses, an increase of over 4% within only 6 years indicates a significant transformation and points to possible growth-focused strategies for the development of the region. It is particularly important to note that land conversions do not only represent a volumetric change but also altered dynamics affecting many natural resources and ecological values in and around the transformed areas.

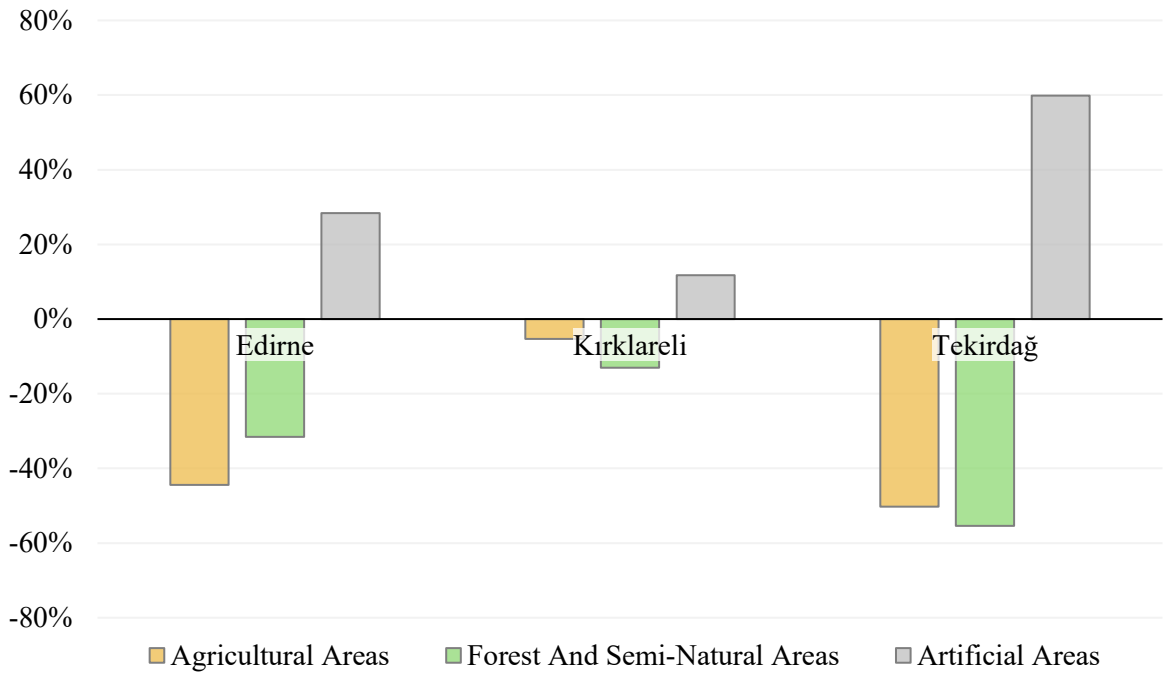

Figure 6.10. Changes by class in provinces, 2012 – 2018 (https://corinecbs.tarimorman.gov.tr/)

Increases and losses in land classes should be evaluated not only in terms of the land they transformed but also in terms of the provinces where these transformations have taken place. For example, the fact that more than 50% of the total transformation occurring across the region took place in the province of Tekirdağ alone, indicates certain implications. It is known that Tekirdağ has become a center for industrial and infrastructure investments, particularly OIZs, over decades, due to its proximity to the İstanbul Metropolitan Area and advantageous geopolitical location providing various logistical opportunities. Considering the amount of land converted in Tekirdağ, this finding indicates a development trajectory oriented toward growth. Similarly, the fact that over 40% of the loss in agricultural area occurred in Edirne, the province where 41,2% of wheat, 17,8% of rapeseed, and 12,9% of sunflowers produced within the country, have a significant reflection. (TURKSTAT,

2022). In contrast, the increase in artificial areas in Kırklareli, where the province contains 57% of the Thrace Region's total forest area in 2012, resulted from transformation occurred in forest areas more than agricultural areas in reverse to changes took place in other provinces (OGM, 2020). These three distinct findings indicate that land use practices conflict with nature conservation practices and natural resource management objectives.

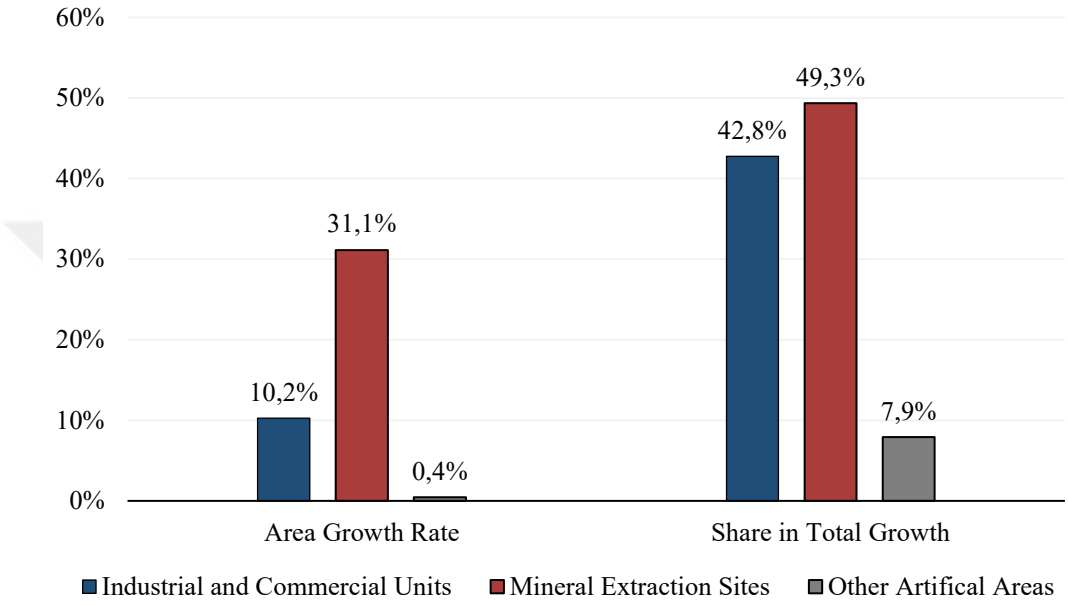

Figure 6.11. Increase in artificial areas by sub-class across the TR21 Region, 2012 – 2018 (https://corinecbs.tarimorman.gov.tr/)

When examining the distribution of the artificial area category, the most significant increases occurred in mining extraction sites, and industrial and commercial units. It is a highly significant finding that nearly 50% of the total increase in artificial areas over the six years was due to an increase in mineral extraction sites, and that this increase corresponds to 31% increase in this sub-class. This finding indicates that beyond rapid urbanization and subsequent industrialization, which stem from growth-oriented approaches and are mainly reflected on a broader scale, the mining sector that is critically targeted for economic growth.

To summarize, although the implementations caused the examined land transformations are not known, these changes reveal inconsistencies between regional development goals, sustainability goals and spatial planning practice. While the Thrace Region Plan emphasizes sustainability and environmental protection, these concepts are heavily limited in practice. This situation generally stems from compliance with broader-scale spatial planning in Türkiye, where economic growth

policies take precedence and dominate land use decision-making processes (Yılmaz et al., 2021). Additionally, the ambiguity in authority leading to severe consequences spatially contributes to this inconsistency. Although the system in general appears to be a multi-actor and multi-level administrative framework, issues of dependency and coordination hinder the development of coherent and sustainable land use strategies.

6.3.2. Organized Industrial Zones in the Region

In this context, the existing and planned organized industrial zones (OIZs) in the TR21 Thrace Region, and the implications of their existence are examined within the framework of this study. In this analysis, the data on OIZs from the official website of the Union of Organized Industrial Zones (OSBÜK) is used. Since both OIZs and RDAs are subject to the coordination of the Ministry of Industry and Technology, the findings of this analysis are of particular importance for assessing the development trajectory in the region. The prevailing development vision within region in practice and the vision stated by the TDA in the Regional Plan are included as criteria for the assessment.

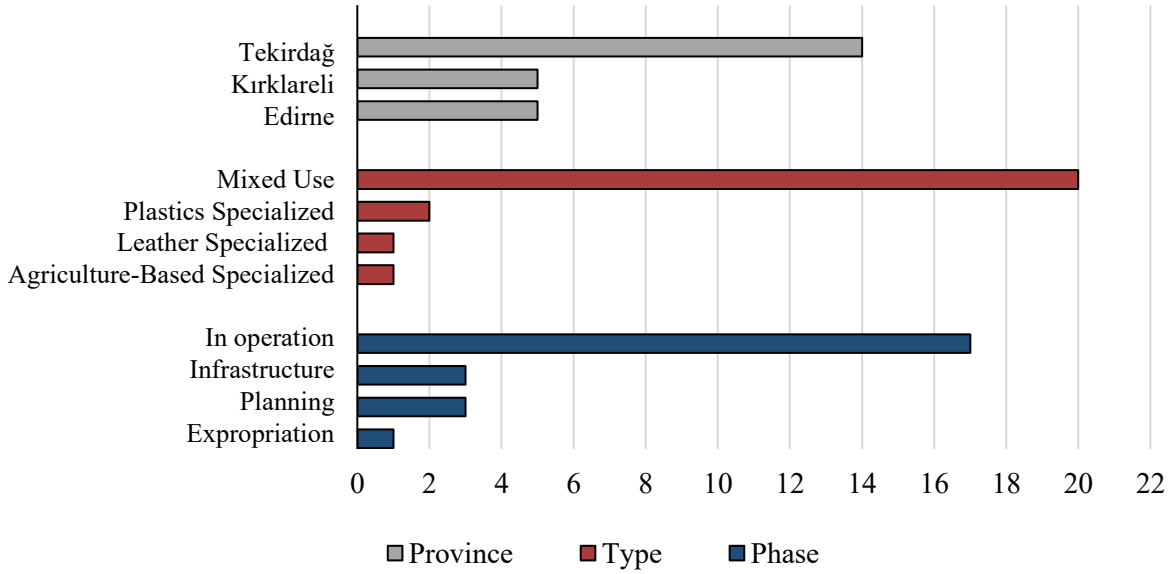

Figure 6.12. Distribution of OIZs by province, type and phase in TR21 Region (OSBÜK, 2024)

First, despite the region's highly defined potential for agricultural production, considering its leading role in the production of sunflowers, millet and canola, no operational agriculture-based OIZs in the region. Furthermore, only one of the planned OIZs is designed to specialize in agriculture sector. It reflects that sectoral orientation in OIZ planning has overlooked the integration of the

region's agricultural capacity with industry. This indicates a structural inconsistency between industrial policy priorities and the focus on agriculture of the regional development vision.

Second, the sectoral specialization of existing and planned OIZs leads to critical concerns. Considering the sectors that are often associated with pollution, chemical waste, and high levels of water consumption, environmental concerns appear to be severe in the region. They pose challenges in terms of environmental carrying capacity, particularly given that the TR21 Regional Plan underscores that the groundwater resources of the region have reached "critical levels". Equally concerning issues appear to be in spatial planning. Especially, considering that the majority of existing and planned OIZs within the region located in the province of Tekirdağ. The districts of Çorlu and Çerkezköy stand out as significant industrial centers. Tekirdağ not only has the highest industrial density in the TR21 Region, but it also hosts environmentally hazardous industries that have been discharging their waste directly into the Ergene River over the past decades.

Since the 1980s, Tekirdağ has been heavily exposed to industrial investment due to its proximity to İstanbul Metropolitan Area and its geopolitic location offering various logistic opportunuities and this decades-long intensive industrialization has led to environmental problems. The Ergene River has long been accepted as one of the most polluted rivers in the country, due to industries including textiles, chemicals and leather, being the major sources of untreated wastewater and heavy metals (Yılmaz, 2022). The cumulative impact of OIZs in this province is not only seen as degradation of water quality but also soil contamination and declines in ecosystems within the Ergene Basin. The industrial areas mainly gathered within these two districts and the Ergene Basin exemplify the tension between growth-oriented paradigms focusing largely on industrialization and environmental sustainability. Altough these areas represent great amount of employment and economic improvement through production, logistic and export activities, they lead to chronic pollution loads simultaneously and disproportionately and impose severe health risks on local communities and all living in the surrounding area (Adaman et al., 2019). Such a level of pollution is strongly linked to a situation defined by Acara (2015) as a governance through neglect, in which pollution and correlated health risks are turned invisible by institutionalized irresponsibility (Acara, 2015).

The Ergene Basin is a prominent issue both in terms of environmental concerns and industrial investments, making it important to examine the plans and programs developed for the basin. At this point, this study provides a brief review of the steps taken for the management of the basin and the responsible institutions in this part of the analysis (see Appendix B.6). For the Ergene Basin, where

numerous plans and programs 2008; been established since 2008, the agency's active role has only been realized as of 2022. While the Ergene basin is a natural ecosystem that is seriously affected by industrial pollution in particular, it is critical that the ministry responsible for controlling activities in industry sector and the regional development agency affiliated with this ministry are excluded from governance practices in the environmental dimension. This situation exemplifies TDA's role in activities carried out in the region, which are more in economic dimension. The information presented for both the planning of OIZs and the management of the basin exhibits the approach affecting the TR21 Thrace Region.

In summary, the patterns of OIZs in the region emphasize the contradictions of development policy in the TR21 Thrace Region. While OIZs are promoted as engines for economic growth, their environmental reflections indicate a lack of effective integration of environmental governance perspectives. In brief, this examination clearly demonstrates severe impacts arising from centralized decision-making and economic-growth prioritization.

6.3.3. Spatial Comparison of Development Approaches at the Regional and National Levels

I compared the spatial implications of the strategies developed for the TR21 Thrace Region across three provinces and the region in general. For this analysis, I introduced the spatial development schemes in the TR21 Thrace Region 2014 – 2023 Regional Plan prepared by the Thrace Development Agency (referred to as the Regional Plan from now on in the text), and the National Strategy for Regional Development 2014 – 2023 document prepared by the Ministry of Development (referred to as the National Strategy from now on in the text) at the time. For the spatial development scheme that emerged in line with the National Strategy, I referred to the draft document published in November 2013, as the scheme was excluded from the main one published in December 2014. Prior to the examination, it is important to note that the task of preparing the National Strategy for Regional Development was transferred to the Ministry of Industry and Technology in 2018 due to the changes occurring in central administration, as the task of coordinating RDAs.

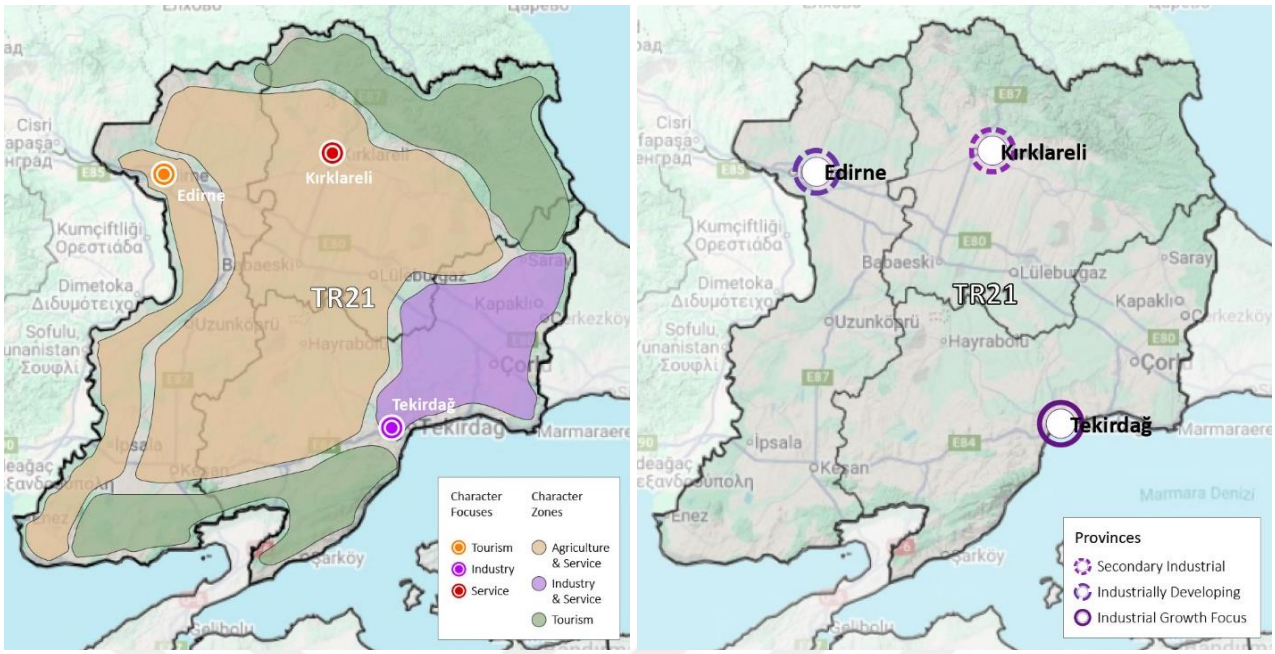

Figure 6.13. Special Development Schemes of TR21 Thrace Region in TR21 Thrace Region 2014-2023 Regional Plan (left) and the National Strategy for Regional Development 2014-2023 (right) (TDA, 2014; Ministry of Development, 2014).

The Regional Plan presents more detailed spatial implications including provincial centers and the entire region together, while the National Strategy presents spatial classification specifically for provinces. In the Regional Plan, the province of Edirne is identified as a tourism hub with its natural, historical and cultural values. However, the National Strategy describes it as a province industrially developing. While several provinces, such as Çanakkale and Balıkesir, are identified as tourism hubs in the National Strategy, the identification of Edirne is industry-based. The same applied to Kırklareli province. Whereas the Regional Plan characterizes Kırklareli as a service hub given the instensity of activities in agriculture and service sectors across the province and its center, the National Strategy identified it as a secondary industrial focus based on its agricultural production potential. In both schemes, Tekirdağ is identified wih industry focus given its high potential for productivity and logistics, and its proximity to the İstanbul Metropolitan Area.

The comparison of these two plan's spatial development schemes for the Thrace Region, one at the regional level and the other at the national level, prepared by the Thrace Development Agency and the General Directorate of Regional Development and Structural Adjustment, which both institutions are under the same ministry, indicates in line with the study's findings. At the scheme prepared by TDA, three provinces of the region are characterized in different sectoral focuses. However, strategies at national level demonstrate entire Thrace Region and its provinces within the

scope of industrial focus. At the nationwide version of the scheme of the General Directorate, there are several provinces that are illustrated with focuses other than industrial features. However, for the Thrace Region, industry has been determined as the only prominent sector. As discussed earlier in the study, the Thrace Region faces many environmental challenges and the region's carrying capacity has become limited. In this comperative analysis, the core issues of governance in Türkiye, which are based on centralized decision-making and economic-growth focused paradigm, demonstrates themselves and this clearly shows how the obligation of aligning regional strategies with national strategies may have incoherent implications on regions in Türkiye.

7. DISCUSSION

The findings of this study shed light on challenges, shortcomings and limitations arising primarily from economic growth-oriented development paradigms and centralized decision-making processes in the integration of environmental governance principles into the regional development agency mechanism. While the establishment of RDAs was framed as a step toward decentralization, sustainable development and multi-actor and multi-level governance under the EU accession process, findings from the case study of TDA for the period 2014 – 2023 reveal that the centralized and growth-oriented policymaking model continues to dominate governance practices, strategies and their implementation at the regional level. Furthermore, this mechanism exhibiting strong orientation to economic development has subordinated issues in environmental dimensions. This case confirms concerns addressed in the literature that governance models introduced into centralized and development-focused understanding generally are adopted superficially rather than essentially (Piattoni, 2010; Börzel & Risse, 2000).

This discussion situates the findings of the present study on certain main themes such as support mechanisms, budget allocations, expertise, research and data production capacities to underline challenges and shortcomings on the path to integration of environmental governance practices. The initial findings addressing budget allocation and usage reveal administrative and financial dependence of the agency. These dependencies have two implications. First, the fact that a large portion of revenue comes solely from central administration implies insufficient autonomy, and this mainly results in regional policymaking being conditioned by national priorities. In line with the present study's findings, recent studies' findings indicated that due to the lack of independent financial sources, regional agencies tend to pursue national strategies rather than sustainable and region-specific strategies (Rodriguez-Pose & Ganau, 2021). Moreover, the fact that EU and International Funds are dependent on decisions made at the central level deepens the problem of autonomy. This situation also weakens the agency's capacity for multilateral funding, cross-border cooperation and benefits from international initiatives, particularly those relevant for the environmental dimension. Comparative data from RDAs in Europe show that access to EU cohesion funds plays an important role in mainstreaming regional environmental policies (Bachtler et al., 2017). Second, expenditure distribution exhibits similar patterns. While more than half of TDA's expenditure is allocated for general administrative services, budget for other main services remains marginal (e.g. services of research, planning, coordination, monitoring and evaluation that are central

to functioning of environmental governance principles). These functions are critical for sustainable development in various aspects, from creating adaptive strategies to ensuring and assessing their implementation, from institutional learning to evidence-based policymaking. Particularly, they are of great importance for addressing emerging environmental challenges. However, findings of the present study indicate that financial dynamics of the agency do not match with its policy rhetoric about sustainability. Furthermore, this situation also points to shortcomings in the principle of accountability.

Findings regarding the technical and financial support mechanism reveal some significant imbalances. First, the results concerning the areas supported during the period examined demonstrate that social projects were supported to a significant extent alongside economic projects. However, projects with clearly defined environmental content constitute only a small minority of support. While field priorities are determined by success of applicants, as well as the support provided, this mechanism comprising a variety of support types needs to be applied in a more balanced manner. The agency's performance in providing support should be improved in all three dimensions to sustain the development of the region. The imbalance in the support mechanism can also be observed through supported actor groups. The prevalence of public institutions as beneficiaries of support is noteworthy. As the findings show, the limited inclusion of private sector and particularly civil society weakens the principles of participation and cooperation. Therefore, although support mechanisms provide a basis for resource allocation to various actors, in the Thrace Region, they are highly limited in promoting environmental initiatives and allocating participatory governance. As stated in Ertugal's article (2017), which describes interviews with 13 personnel in six different regions' RDAs, the findings of the present study align with the concern indicates in this article that the agencies often favoring public institutions and business elites. This situation prevents focusing on environmental issues and organizations related to this from having a significant impact.

In terms of expertise, institutional capacity of TDA further strengthens what this study discusses. While expertise pertinent to environmental considerations is absent from the staff, expertise related to industrial production and economic strategies is represented in the agency. This imbalance reflects growth-oriented perspectives in institutional structure, but also in practice. The absence of specific expertise limits the ability to provide a range of services including project development, monitoring and evaluation, research and data production, and facilitating effective cooperation, in several environment-based areas such as climate change mitigation and adaptation, and sustainable natural resource management. Moreover, it affects ensuring interdisciplinary ground for carrying out multi-

actor and multi-sector activities at regional level. To ensure integrating sustainability into regional strategies and accessing variety of funds including EU climate funds, RDAs in Europe often institutionalize environmental units (Rodriguez-Pose & Ganau, 2021). The lack of TDA in terms of expertise indicates neglect of environmental issues in regional governance model in Türkiye.

The results on the agency's performance in research, reporting and data production provide additional insights into the capacity and the integration level. The findings revealing the absence of reports on ecological issues and sharp decline in productivity in recent years indicate shortcomings. Furthermore, the absence of a GIS infrastructure for collecting and producing geographic data in an agency that is part of the model developed under the NUTS System also indicates a significant capacity gap. These shortcomings limit the agency in many areas such as institutional learning, knowledge production, and evidence-based policymaking. This signifies challenges to adapt strategies to changing socio-economic and environmental conditions. Another notable finding in this regard is the lack of access to reports and participant information of the Special Expertise Commissions that the agency identified as one of the two fundamental stages in preparing the 2014-2023 regional plan. This inaccessibility is a shortcoming not only in terms of research and data collection functions but also in terms of the principle of transparency.

Another issue that needs to be discussed is regarding the agency's public and strategic discourse. The content featured on the agency's website and in its quarterly bulletins present current issues and the activities being carried out within the region. While economic and social issues are covered extensively as they are meant to be, the limited and indirect coverage of environmental issues may lead to implications. First, it makes it difficult for the people of the region to follow developments in environmental dimensions. Second, the discourse's presentation of natural values solely as resources to be used sustainably limit the awareness for environmental issues.

Findings on the international engagement performance of TDA emphasize activities that are particularly project-focused activities and oriented in particular fields. The results of international engagement performance indicate that the agency has limited diversity in international cooperation and funding activities. Moreover, it could also be said that this performance is to some extent a consequence of limitations in terms of budget and expertise. Particularly, given the increasing environmental problems, inadequate interaction with international agenda and EU coherence framework, overall performance needs to be discussed.

In the regional plan, it is observed that the statements regarding natural resources in policies are mainly based on the approach “use in protected manner”. This indicates that although policies demonstrate the understating of sustainability, they still prioritize benefits for development over conservation. This aligns with the prevailing economic development approach considering natural resources more as input than values to be preserved. This finding, which reveals this persistent stance in discourse, shows that integrating sustainability into a growth-oriented paradigm and allocating environmental governance principles in Türkiye is, to a certain extent, a challenging process.

To reveal and assess the findings of this study more broadly, I decided to address a few more topics in addition to focusing on the region’s development agency. To this end, I looked at the issue of OIZs in the Thrace Region, where industry-focused investments are heavily concentrated on national strategies. Another reason for looking at this issue is that OIZs are under the supervision of the ministry responsible for the RDA model and the preparation of the National Regional Development Strategy. The results of analyses conducted on OIZs indicate that strategies in this matter are inconsistent with the dynamics of the region. Another topic was land cover changes in the region between 2012 and 2018, which are the most recent data available in the database. I suggest it is necessary to demonstrate that evaluating this issue from a spatial perspective is as important as examining the strategies themselves and their implementation. The findings revealed in this analysis indicate that land transformations in the Thrace Region, considered both in terms of land classes and provinces, have been significantly affected by strategies focused on economic growth.

Putting these findings together reveals that although TDA and all RDAs in Türkiye were designed to operationalize multi-level, participatory and sustainability-focused governance practices at regional level, in practice, the agency and the model itself remain tightly bound to economic-growth imperatives and centralized policymaking mechanisms. These findings are consistent with scientific studies showing that the integration of governance models into institutions, inspired by the EU in the present case, is often constrained by the central and development-focused approaches leading to a rather limited performance at the regional level (Börzel & Risse, 2000; Dimitrova, 2002). However, there was a specific finding that emerged during the interviews with agency. The fact that governors chair the boards of directors of the agencies, thereby enabling the central administration to exert greater influence over the administrative structure and operations was stated positively by the experts. They viewed this situation as beneficial in terms of ensuring alignment with national strategies and providing foundation for participation within the region. One of the core issues highlighted as

fundamental to the challenges discussed in this thesis, central decision-making and its impacts, was characterized not as a factor constraining region-specific policymaking and implementation by the experts, but rather as a factor facilitating parallel action with the national administration. This being the circumstance, the need for autonomy of the agencies for fulfilling their main responsibilities is undeniable fact. Thus, this study considers it essential to address these two critical issues underlying the challenges and limitations occurring for functions of the RDA model.

The challenges and shortcomings that are a consequence of these two specific factors in terms of legal status, administrative and financial structure, participation and coordination processes, support mechanisms, research and data production, and various other issues, severely limit the RDA's model for allocating environmental governance principles and functions. These situations particularly result in the environmental dimension, one of the three pillars of environmental governance, being placed in a secondary position by development-oriented approaches. Based on the examination of the Thrace Region case study and the issues that reveals challenges and limitations identified in the RDA model discussed broadly in the chapter 4, regional development agencies that are established to perform executive role at the regional level, as defined by their founding objectives, in practice, they have become implementers of national level strategies at the regional level. The two core issues of governance frequently emphasized in the study are the main causes of the issues in which challenges and shortcomings have arisen. These challenges cause development strategies to be reduced solely to their economic dimension in many essential responsibilities and activities of RDAs, from their participation and coordination tasks to the support they provide, to the projects they implement, to collaborations they operate and so on. Therefore, region-specific dynamics, including geographical features, socio-economic parameters, local community characteristics, sectoral potentials, natural and human resources, ecological values, and many others are being reduced to factors shaped for the benefit of the national level development and ignored, rather than gaining desicive determinants in regional policymaking. Consequently, beyond economic dimension, issues, particularly in environmental dimensions, are relegated to the background, and the implementation of integrative governance practices both in terms of stakeholders participated and areas focused fall short in RDA model in Türkiye.

In brief, this study demonstrates that institutional and operational improvements in the issues as indicated in the findings of the study could poteantially enable a targeted sustainable development to be achieved in a more fundamental way by further integrating environmental governance perspectives into the regional development agency model.

8. CONCLUSION AND FURTHER RESEARCH

This thesis assessed the role of Regional Development Agencies (RDAs) in Türkiye's environmental governance, focusing on the Thrace Development Agency (TDA) as a representative case study. Established as part of Türkiye's EU accession process, RDAs were mandated to foster balanced, participatory, and sustainable regional development. Despite this mandate, their capacity to function as effective actors for environmental governance has remained contested and under-examined. The central research question, therefore, investigated the extent to which RDAs contribute to environmental governance and the systemic challenges they face in integrating environmental objectives into regional development. To this end, the study analyzed the institutional structures, governance practices, and development priorities of the TDA between 2014 and 2023, by using a qualitative methodology, combining data from content analysis of official documents—including regional plans and annual activity reports—with semi-structured in-depth interviews conducted with agency experts and additional external stakeholders, like farmers in the region, Chamber of Agricultural Engineers, and representatives from a dairy cooperative and Tekirdağ Metropolitan Municipality. This approach facilitated a comprehensive understanding of the TDA's operational framework, including its budget allocations, expertise and data capacity, and support mechanisms, while also enabling a critical evaluation of its governance practices.

The thesis was centered on the tensions between multi-level, participatory and sustainability-focused ideals found in this governance model of RDAs and Türkiye's centralized and economic-growth (rather than sustainable development) oriented decision-making system. The case study of TDA and Thrace Region has served as a lens for examining broader governance issues including the limited autonomy, administrative and financial dependency, lack of capacity in expertise, research and data production, inadequate participation and cooperation performance, and other challenges for integrating environmental governance perspectives, particularly environmental dimension, into development agenda in Türkiye. This situation coincides with the broader academic discussions underlining that multi-level governance approaches often remain idealistic in centralized political systems and thus constrain the potential of institutions for participatory and sustainability-focused transformation (Bache & Flinders, 2004).

Analysis of the case study indicates that Regional Development Agencies (RDAs) exhibit significant limitations. A primary finding is a lack of financial autonomy, which fosters dependency

and orients the financial structure towards institutional continuity rather than core functions such as coordination, planning, and evaluation. Governance practices are also deficient; multi-actor participatory mechanisms are inadequately implemented, with public-public relations dominating cooperation efforts and leading to one-sided strategies. Furthermore, critical governance challenges stem from insufficient institutional capacity in expertise, research, and data production, resulting in ineffective and inconsistent activities. Consequently, environmental dimensions are marginalized and subordinated to growth-oriented imperatives. Environmental issues are addressed narrowly within specific sectoral domains, reflecting a "protect and use" philosophy over a genuine conservationist approach. Interviews corroborated these deficiencies in resource allocation, participation, and expertise. Ultimately, both the RDA model and broader regional strategies demonstrate a prevailing focus on economic growth, often at the expense of balanced, sustainable development.

Based on these findings, this study concludes that RDAs in Türkiye exhibit a fundamental systemic conflict: Although established to promote balanced, participatory, and sustainable development, they are functionally constrained by a centralized, economic growth-oriented development paradigm. To overcome these limitations, urgent reforms are necessary. The financial structure requires reorganization to ensure independent and effective resource allocation. Institutional capacity must be significantly strengthened, particularly in expertise and research, by improving recruitment, training, and infrastructure to fully integrate environmental and social dimensions. Support mechanisms should be strategically reoriented from a purely economic focus to encompass critical socio-ecological considerations. Furthermore, regional strategies and implementation processes must systematically embed sustainability and participation criteria. To reinforce sound environmental governance, principles of transparency and accountability must be upheld. This can be achieved by expanding inter- and intra-regional cooperation, enhancing public discourse, and implementing robust monitoring and evaluation activities, thereby fostering a more holistic and sustainable approach to regional development.

In sum, this thesis puts forward that RDAs are valuable yet underutilized actors for integrating environmental governance within Türkiye's development framework. While the RDA model introduced a new governance scale and a participatory approach, the case of the Thrace Region reveals significant challenges. The findings demonstrate that for RDAs to become effective agents of sustainable development, substantial institutional reforms, enhanced participatory mechanisms, and fundamental reorientation of development priorities are necessary. This study highlights the critical role of institutional capacity, design, and governance culture in agency effectiveness. Consequently,

the future research agenda should prioritize cross-regional comparative studies to identify best practices. Such research must incorporate mixed-method approaches and diverse ecological indicators to rigorously measure environmental outcomes and systematically integrate sustainability objectives into policymaking, recognizing that governance outcomes are highly context-specific.

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APPENDIX A: LIST OF DOCUMENTS USED IN CONTENT ANALYSIS

Table A.1. List of analysed documents

	Year	Title of Documents	Source
1	2014	Trakya Kalkınma Ajansı 2014 Yılı Faaliyet Raporu	https://www.trakyaka.org.tr/upload/Node/33238/xfiles/2014.pdf
2	2014	TR21 Trakya Bölgesi 2014 - 2023 Bölge Planı	https://www.trakyaka.org.tr/upload/Node/33264/xfiles/trakya_bolge_plani_2014-2023.pdf
3	2014	Bölgesel Gelişme Ulusal Stratejisi 2014 - 2023	https://www.sbb.gov.tr/wp-content/uploads/2018/11/2014-2023_B%C3%B6lgesel_Geli%C5%9Fme_Ulusal_Stratejisi.pdf
4	2015	Bölgesel Kalkınma Dinamikleri Edirne için Orta Gelir Tuzağından Çıkış Stratejileri ve 2023 Senaryoları	https://www.trakyhttps://www.trakyaka.org.tr/upload/Node/33061/xfiles/922016C53ms2.pdfaka.org.tr/tr/32998/Arastirma-Raporlari
5	2015	Bölgesel Kalkınma Dinamikleri Kırklareli için Orta Gelir Tuzağından Çıkış Stratejileri ve 2023 Senaryoları	https://www.trakyaka.org.tr/upload/Node/33062/xfiles/Kirklareli_icin_Orta_Gelir_Tuzagindan_Cikis_Stratejileri_ve_2023_Senaryolari.pdf
6	2015	Bölgesel Kalkınma Dinamikleri Tekirdağ için Orta Gelir Tuzağından Çıkış Stratejileri ve 2023 Senaryoları	https://www.trakyaka.org.tr/upload/Node/33063/xfiles/Tekirdag_icin_Orta_Gelir_Tuzagindan_Cikis_Stratejileri_ve_2023_Senaryolari.pdf
7	2015	Hamzadere Bolgesi Kalkinma Gundemi Strateji ve Yol Haritası Cilt 1	https://www.trakyaka.org.tr/upload/Node/36835/xfiles/Hamzadere_Bolgesi_Kalkinma_Gundemi_Strateji_ve_Yol_Haritasi_Cilt_1.pdf
8	2015	Hamzadere Bolgesi Kalkinma Gundemi Strateji ve Yol Haritası Cilt 2	https://www.trakyaka.org.tr/upload/Node/36856/xfiles/Hamzadere_Bolgesi_Kalkinma_Gundemi_Strateji_ve_Yol_Haritasi_Cilt_2.pdf
9	2015	Hamzadere Bolgesi Kalkinma Gundemi Strateji ve Yol Haritası Cilt 3	https://www.trakyaka.org.tr/upload/Node/36857/xfiles/Hamzadere_Bolgesi_Kalkinma_Gundemi_Strateji_ve_Yol_Haritasi_Cilt_3.pdf
10	2015	Trakya Bölgesi Süt ve Süt Ürünleri Sektör Araştırması Raporu	https://www.trakyaka.org.tr/upload/Node/33082/xfiles/Trakya_Bolgesi_Sut_ve_Sut_Urunleri_Sektor_Arastirmasi_Raporu.pdf
11	2015	Trakya Bölgesi Yenilikçilik Raporu	https://www.trakyaka.org.tr/upload/Node/33079/xfiles/Trakya_Bolgesi_Yenilikcilik_Raporu.pdf
12	2015	TR21 Trakya Bölgesi Tarımsal Üretiminde Yer Alabilecek Tıbbi - Aromatik Bitkiler ve Süs Bitkileri Araştırması	https://www.trakyaka.org.tr/upload/Node/33081/xfiles/Trakya_Bolgesi_Tarimsal_Uretiminde_Yer_Alabilecek_Tibbi-Aromatik_Bitkiler_ve_Sus_Bitkileri.pdf
13	2015	Trakya Kalkınma Ajansı 2015 Yılı Faaliyet Raporu	https://www.trakyaka.org.tr/upload/Node/33239/xfiles/2015.pdf
14	2016	Trakya Bölgesi Bisiklet Yolları	https://www.trakyaka.org.tr/upload/Node/33078/xfiles/Trakya_Bolgesi_Bisiklet_Yollari.pdf
15	2016	TR21 Trakya Bölgesi Endüstriyel Simbiyoz Raporu	https://www.trakyaka.org.tr/upload/Node/33077/xfiles/TR21_Trakya_Bolgesi_Endustriyel_Simbiyoz_Raporu.pdf
16	2016	Edirne Kalkınma Gücü ve Rekabet Gücü Projesi Raporu	https://www.trakyaka.org.tr/upload/Node/33059/xfiles/4112016aKtKI9.pdf
17	2016	Bağ ve Bağ Ürünleri Sektörü İstatistik Raporu	https://www.trakyaka.org.tr/upload/Node/36833/xfiles/118_Bag_ve_Bag_Urunleri_Sektoru_Istatistik_Raporu.pdf
18	2016	Trakya Kalkınma Ajansı 2016 Yılı Faaliyet Raporu	https://www.trakyaka.org.tr/upload/Node/33241/xfiles/2016.pdf
19	2017	Trakya Bölgesi Tarım Makineleri Sektör Raporu	https://www.trakyaka.org.tr/upload/Node/33076/xfiles/Trakya_Bolgesi_Tarim_Makineleri_Sektor_Raporu.pdf
20	2017	TR21 Trakya Bölgesi Rekabet Analizi	https://www.trakyaka.org.tr/upload/Node/39299/xfiles/TR21_Trakya_Bolgesi_Rekabet_Analizi.pdf
21	2017	Trakya Kalkınma Ajansı 2017 Yılı Faaliyet Raporu	https://www.trakyaka.org.tr/upload/Node/36814/xfiles/2017_Yili_Faaliyet_Raporu_20_02_2018_onaylanan.pdf
22	2018	Trakya Kalkınma Ajansı 2018 Yılı Faaliyet Raporu	https://www.trakyaka.org.tr/upload/Node/38651/xfiles/0_2018_Yili_Faaliyet_Raporu_Yayin_Tarihi_20_02_2019.pdf
23	2019	Trakya Kalkınma Ajansı 2019 Yılı Faaliyet Raporu	https://www.trakyaka.org.tr/upload/Node/40904/xfiles/0_2019_yili_Faaliyet_Raporu_13_02.pdf
24	2020	Malkara OSB Yalın Üretim Sonuç Raporu	https://www.trakyaka.org.tr/upload/Node/43858/xfiles/Malkara_OSB_Yalin_Uretim_Sonuc_Raporu.pdf
25	2020	Trakya Bölgesi Sağlık Turizmi Strateji Raporu	https://www.trakyaka.org.tr/upload/Node/41698/xfiles/saglik_turizmi.pdf
26	2020	Trakya Kalkınma Ajansı 2020 Yılı Faaliyet Raporu	https://www.trakyaka.org.tr/upload/Node/43669/xfiles/2020_FR_23_03_21.pdf
27	2021	Trakya Kalkınma Ajansı 2021 Yılı Faaliyet Raporu	https://www.trakyaka.org.tr/upload/Node/45614/xfiles/TrakyaKA_2021_Yili_Faaliyet_Raporu.pdf

28	2022	Trakya Kalkınma Ajansı 2022 Yılı Faaliyet Raporu	https://www.trakyaka.org.tr/upload/Node/46833/xfiles/2022_Yili_Faaliyet_Raporu_25_04_23.pdf
29	2023	Trakya Kalkınma Ajansı 2023 Yılı Faaliyet Raporu	https://www.trakyaka.org.tr/upload/Node/68309/xfiles/TrakyaKA-2023-Yili-Faaliyet-Raporu.pdf
30	2023	Trakya Kalkınma Ajansı 2014 - 2023 Yıllık Çalışma Programı Raporları	https://www.trakyaka.org.tr/tr/36720/Calisma-Programlari
31	2023	Trakya Kalkınma Ajansı 2014 - 2023 3 Aylık Bültenler (36 Adet)	https://www.trakyaka.org.tr/tr/33244/Ajans-Bultenleri
32	2023	Trakya Kalkınma Ajansı 2014 - 2023 Site Haberleri (381 Haber içeriği)	https://www.trakyaka.org.tr/tr/33656/Haberler

APPENDIX B: DATASETS USED IN THE ANALYSIS

Table B.1. Budget Allocation and Utilization (TDA, 2023)

Year	Income by Source	Budget Items	Incomes	Realization Rate
2014	Central Administration	₺ 13.600.000,0	₺ 14.392.804,0	106%
	Provincial Special Administrations	₺ 474.812,0	₺ 506.109,0	107%
	Municipalities	₺ 4.016.179,0	₺ 5.118.603,0	127%
	Chambers of Commerce and Industry	₺ 158.320,0	₺ 167.200,0	106%
	EU and International Funds	₺ -	₺ -	0%
	Operating Revenues	₺ 1.000.000,0	₺ 879.488,0	88%
	Donations and Aid	₺ -	₺ -	0%
	Previous Year Shares	₺ 18.600.000,0	₺ 16.990.000,0	91%
	Total	₺ 37.849.311,0	₺ 38.054.205,0	101%
2015	Central Administration	₺ 10.725.046,0	₺ 11.532.467,0	108%
	Provincial Special Administrations	₺ 378.000,0	₺ 440.442,0	117%
	Municipalities	₺ 4.261.765,0	₺ 3.332.400,9	78%
	Chambers of Commerce and Industry	₺ 182.999,6	₺ 188.235,2	103%
	EU and International Funds	₺ -	₺ -	0%
	Operating Revenues	₺ 1.000.000,0	₺ 794.867,7	79%
	Donations and Aid	₺ -	₺ -	0%
	Previous Year Shares	₺ 5.000.000,0	₺ 1.167.844,7	23%
	Total	₺ 21.547.810,7	₺ 17.456.257,4	81%
2016	Central Administration	₺ 15.089.700,0	₺ 13.374.595,0	89%
	Provincial Special Administrations	₺ 462.464,1	₺ 552.967,0	120%
	Municipalities	₺ 6.209.367,3	₺ 4.186.495,3	67%
	Chambers of Commerce and Industry	₺ 185.917,2	₺ 195.492,6	105%
	EU and International Funds	₺ -	₺ -	0%
	Operating Revenues	₺ 1.000.000,0	₺ 552.584,0	55%
	Donations and Aid	₺ -	₺ -	0%
	Previous Year Shares	₺ 3.650.000,0	₺ 1.407.461,3	39%
	Total	₺ 26.597.448,6	₺ 20.239.595,2	76%
2017	Central Administration	₺ 17.250.000,0	₺ 17.221.248,0	100%
	Provincial Special Administrations	₺ 602.147,2	₺ 731.880,2	122%
	Municipalities	₺ 7.661.673,0	₺ 4.268.620,9	56%
	Chambers of Commerce and Industry	₺ 214.823,0	₺ 234.634,0	109%
	EU and International Funds	₺ -	₺ -	0%
	Operating Revenues	₺ 1.000.000,0	₺ 485.244,1	49%
	Donations and Aid	₺ -	₺ -	0%
	Previous Year Shares	₺ 3.400.000,0	₺ 2.230.722,9	66%
	Total	₺ 30.128.643,1	₺ 25.176.150,0	84%
2018	Central Administration	₺ 17.000.000,0	₺ 14.816.439,0	87%
	Provincial Special Administrations	₺ 805.420,0	₺ 966.209,9	120%
	Municipalities	₺ 8.004.349,9	₺ 4.618.194,7	58%
	Chambers of Commerce and Industry	₺ 257.605,1	₺ 259.050,3	101%
	EU and International Funds	₺ -	₺ -	0%
	Operating Revenues	₺ 1.240.000,0	₺ 551.374,2	44%
	Donations and Aid	₺ -	₺ -	0%
	Previous Year Shares	₺ 6.310.572,1	₺ 2.375.771,3	38%
	Total	₺ 33.617.947,0	₺ 23.646.344,2	70%
2019	Central Administration	₺ 11.250.000,0	₺ 8.829.461,0	78%

	Provincial Special Administrations	₺	1.300.000,0	₺	1.203.873,7	93%
	Municipalities	₺	9.371.684,0	₺	5.633.666,6	60%
	Chambers of Commerce and Industry	₺	278.437,8	₺	292.957,6	105%
	EU and International Funds	₺	-	₺	-	0%
	Operating Revenues	₺	1.000.000,0	₺	951.064,3	95%
	Donations and Aid	₺	264.402,2	₺	146.180,0	0%
	Previous Year Shares	₺	18.718.740,9	₺	925.415,8	5%
	Total	₺	42.183.265,0	₺	17.982.618,8	43%

2020	Central Administration	₺	11.000.000,0	₺	11.018.117,0	100%
	Provincial Special Administrations	₺	1.650.000,0	₺	712.574,6	43%
	Municipalities	₺	10.918.382,5	₺	6.788.844,0	62%
	Chambers of Commerce and Industry	₺	301.107,5	₺	316.657,9	105%
	EU and International Funds	₺	-	₺	-	0%
	Operating Revenues	₺	1.000.000,0	₺	1.049.484,1	105%
	Donations and Aid	₺	264.402,2	₺	232.060,3	0%
	Previous Year Shares	₺	11.252.823,8	₺	2.437.932,5	22%
	Total	₺	36.386.716,1	₺	22.555.670,5	62%

2021	Central Administration	₺	11.000.000,0	₺	17.000.000,0	155%
	Provincial Special Administrations	₺	1.485.000,0	₺	743.845,6	50%
	Municipalities	₺	11.267.106,4	₺	9.965.919,8	88%
	Chambers of Commerce and Industry	₺	353.369,9	₺	348.613,2	99%
	EU and International Funds	₺	-	₺	-	0%
	Operating Revenues	₺	275.663,4	₺	511.272,0	185%
	Donations and Aid	₺	-	₺	91.624,1	0%
	Previous Year Shares	₺	13.765.285,1	₺	2.903.860,1	21%
	Total	₺	38.146.424,7	₺	31.565.134,9	83%

2022	Central Administration	₺	32.810.460,0	₺	29.484.871,7	90%
	Provincial Special Administrations	₺	1.518.000,0	₺	790.915,0	52%
	Municipalities	₺	13.725.886,1	₺	12.930.122,6	94%
	Chambers of Commerce and Industry	₺	441.912,4	₺	514.312,3	116%
	EU and International Funds	₺	-	₺	-	0%
	Operating Revenues	₺	375.000,0	₺	673.147,0	180%
	Donations and Aid	₺	-	₺	-	0%
	Previous Year Shares	₺	13.132.136,6	₺	6.516.758,7	50%
	Total	₺	62.003.395,0	₺	50.910.127,2	82%

2023	Central Administration	₺	26.650.000,0	₺	17.440.729,0	65%
	Provincial Special Administrations	₺	1.600.000,0	₺	1.122.540,2	70%
	Municipalities	₺	18.757.724,7	₺	18.261.667,0	97%
	Chambers of Commerce and Industry	₺	600.000,0	₺	760.126,3	127%
	EU and International Funds	₺	-	₺	-	0%
	Operating Revenues	₺	475.000,0	₺	1.307.453,7	275%
	Donations and Aid	₺	33.450.198,0	₺	12.017.245,0	0%
	Previous Year Shares	₺	6.400.000,0	₺	4.627.742,5	72%
	Total	₺	87.932.922,7	₺	55.537.503,7	63%

Total	Central Administration	₺	166.375.206,0	₺	155.110.731,7	93,2%
	Provincial Special Administrations	₺	10.275.843,3	₺	7.771.357,2	75,6%
	Municipalities	₺	94.194.117,8	₺	75.104.534,8	79,7%
	Chambers of Commerce and Industry	₺	2.974.492,4	₺	3.277.279,4	110,2%
	EU and International Funds	₺	-	₺	-	-
	Operating Revenues	₺	8.365.663,4	₺	7.755.979,1	92,7%
	Donations and Aid	₺	33.979.002,5	₺	12.487.109,4	36,75%
	Previous Year Shares	₺	100.229.558,4	₺	41.583.509,6	41,49%
	Total	₺	416.393.884,0	₺	303.123.606,9	72,8%

Year	Expenses by Service Type	Allocated Funds	Expenses	Realiz. Rate.
2014	General Administrative Services	₺ 8.715.311,0	₺ 7.165.920,0	82%
	Monitoring, Evaluation, and Coordination Services	₺ 92.000,0	₺ 44.873,0	49%
	Planning, Programming, and Project Services	₺ 600.000,0	₺ 342.618,0	57%
	Research and Development Services	₺ 590.000,0	₺ 213.894,0	36%
	Promotion and Training Services	₺ 1.412.000,0	₺ 1.088.341,0	77%
	Project and Activity Support Services	₺ 26.440.000,0	₺ 10.464.607,0	40%
	Total	₺ 37.849.311,0	₺ 19.320.253,0	51%
2015	General Administrative Services	₺ 10.731.466,7	₺ 10.192.244,2	95%
	Monitoring, Evaluation, and Coordination Services	₺ 92.000,0	₺ 72.237,5	79%
	Planning, Programming, and Project Services	₺ 612.000,0	₺ 592.968,1	97%
	Research and Development Services	₺ 752.000,0	₺ 696.223,6	93%
	Promotion and Training Services	₺ 1.790.000,0	₺ 1.780.065,5	99%
	Project and Activity Support Services	₺ 24.560.046,0	₺ 12.130.510,4	49%
	Total	₺ 38.537.512,7	₺ 25.464.249,2	66%
2016	General Administrative Services	₺ 11.317.448,6	₺ 12.342.367,5	109%
	Monitoring, Evaluation, and Coordination Services	₺ 150.000,0	₺ 18.393,0	12%
	Planning, Programming, and Project Services	₺ 830.000,0	₺ 614.462,1	74%
	Research and Development Services	₺ 985.000,0	₺ 372.956,2	38%
	Promotion and Training Services	₺ 2.615.000,0	₺ 2.002.455,0	77%
	Project and Activity Support Services	₺ 14.700.000,0	₺ 9.974.388,7	68%
	Total	₺ 30.597.448,6	₺ 25.325.022,5	83%
2017	General Administrative Services	₺ 13.147.243,1	₺ 11.779.910,5	90%
	Monitoring, Evaluation, and Coordination Services	₺ 150.000,0	₺ 48.021,6	32%
	Planning, Programming, and Project Services	₺ 100.000,0	₺ 83.403,6	83%
	Research and Development Services	₺ 1.400.000,0	₺ 363.305,8	26%
	Promotion and Training Services	₺ 2.371.400,0	₺ 2.031.101,2	86%
	Project and Activity Support Services	₺ 19.960.000,0	₺ 9.239.901,8	46%
	Total	₺ 37.128.643,1	₺ 23.545.644,4	63%
2018	General Administrative Services	₺ 11.982.060,8	₺ 10.574.465,9	88%
	Monitoring, Evaluation, and Coordination Services	₺ 500.000,0	₺ 391.015,7	78%
	Planning, Programming, and Project Services	₺ 960.000,0	₺ 955.313,7	100%
	Research and Development Services	₺ 3.600.000,0	₺ 2.721.799,8	76%
	Promotion and Training Services	₺ 5.260.000,0	₺ 4.652.729,3	88%
	Project and Activity Support Services	₺ 20.800.000,0	₺ 3.361.465,2	16%
	Total	₺ 43.102.060,8	₺ 22.656.789,7	53%
2019	General Administrative Services	₺ 13.022.265,0	₺ 12.519.484,1	96%
	Monitoring, Evaluation, and Coordination Services	₺ 400.000,0	₺ 17.520,8	4%
	Planning, Programming, and Project Services	₺ 350.000,0	₺ 349.739,5	100%
	Research and Development Services	₺ 2.275.000,0	₺ 1.799.759,1	79%
	Promotion and Training Services	₺ 7.812.000,0	₺ 6.637.927,8	85%

	Project and Activity Support Services	₺	18.324.000,0	₺	5.215.107,7	28%
	Total	₺	42.183.265,0	₺	26.539.538,9	63%

2020	General Administrative Services	₺	14.428.041,6	₺	13.721.550,1	95%
	Monitoring, Evaluation, and Coordination Services	₺	100.000,0	₺	100.000,0	100%
	Planning, Programming, and Project Services	₺	420.000,0	₺	420.000,0	100%
	Research and Development Services	₺	1.441.400,0	₺	1.441.392,9	100%
	Promotion and Training Services	₺	4.845.600,0	₺	2.414.199,1	50%
	Project and Activity Support Services	₺	23.452.500,0	₺	7.451.551,1	32%
	Total	₺	44.687.541,6	₺	25.548.693,2	57%

2021	General Administrative Services	₺	19.610.881,4	₺	19.056.428,1	97%
	Monitoring, Evaluation, and Coordination Services	₺	120.000,0	₺	120.000,0	100%
	Planning, Programming, and Project Services	₺	420.000,0	₺	411.368,0	98%
	Research and Development Services	₺	683.000,0	₺	374.528,3	55%
	Promotion and Training Services	₺	3.841.000,0	₺	3.148.015,3	82%
	Project and Activity Support Services	₺	27.925.000,0	₺	12.987.524,6	47%
	Total	₺	52.599.881,4	₺	36.097.864,2	69%

2022	General Administrative Services	₺	33.968.191,0	₺	29.259.400,6	86%
	Monitoring, Evaluation, and Coordination Services	₺	50.000,0	₺	1.770,0	4%
	Planning, Programming, and Project Services	₺	1.410.000,0	₺	771.567,0	55%
	Research and Development Services	₺	3.985.000,0	₺	1.478.671,1	37%
	Promotion and Training Services	₺	6.020.000,0	₺	3.745.506,4	62%
	Project and Activity Support Services	₺	19.557.000,0	₺	3.398.036,0	17%
	Total	₺	64.990.191,0	₺	38.654.951,1	59%

2023	General Administrative Services	₺	46.265.768,0	₺	43.327.360,2	94%
	Monitoring, Evaluation, and Coordination Services	₺	50.000,0			0%
	Planning, Programming, and Project Services	₺	220.000,0	₺	174.532,4	79%
	Research and Development Services	₺	1.797.000,0	₺	1.134.631,1	63%
	Promotion and Training Services	₺	4.830.000,0	₺	3.496.849,8	72%
	Project and Activity Support Services	₺	46.496.781,0	₺	28.979.144,8	62%
	Total	₺	99.659.549,0	₺	77.112.518,3	77%

Total	General Administrative Services	₺	183.188.677,2	₺	169.939.131,1	92,8%
	Monitoring, Evaluation, and Coordination Services	₺	1.704.000,0	₺	813.831,6	47,8%
	Planning, Programming, and Project Services	₺	5.922.000,0	₺	4.715.972,4	79,6%
	Research and Development Services	₺	17.508.400,0	₺	10.597.161,9	60,5%
	Promotion and Training Services	₺	40.797.000,0	₺	30.997.190,1	76,0%
	Project and Activity Support Services	₺	242.215.327,0	₺	103.202.237,4	42,6%
	Total	₺	491.335.404,2	₺	320.265.524,5	65,2%

Table B.2. Distribution of expertise of the personnel (TDA, 2023)

Areas of Expertise	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Computer Programming	1	1	1	1	1	1	1	1	1	1
Labor Economics	-	-	-	-	1	1	1	1	1	1
Economy	1	1	1	1	1	1	1	1	1	1
Electricity - Electronics	1	1	-	-	-	-	-	-	-	-
Electrical Technology	-	-	-	-	1	1	1	1	1	1
Industrial Engineering	2	2	2	2	3	3	3	2	2	2
Food Engineering	1	1	1	1	1	1	1	1	1	1
Public Relations and Promotion	2	2	2	2	2	2	2	2	2	2
Law	1	1	1	1	1	1	1	1	1	1
Economics	7	7	4	4	5	6	5	5	5	5
Civil Engineering	1	1	1	1	1	1	1	1	1	1
Statistics	1	1	1	1	1	1	1	1	1	1
Business	2	2	2	2	2	2	2	1	1	1
Management Engineering	1	1	1	1	1	1	1	1	1	1
Public Administration	2	2	1	1	1	1	1	1	1	1
Chemical Engineering	1	1	1	1	1	1	1	1	1	1
Finance	2	2	2	2	2	2	2	2	2	2
Mathematical Engineering	1	1	1	1	1	1	1	1	1	1
Metallurgy and Materials Eng.	1	1	1	-	1	1	1	1	1	1
Architecture	1	1	-	-	-	-	-	-	-	-
Accounting and Finance	1	1	1	1	1	1	1	2	2	2
Aquaculture Engineering	1	1	1	1	1	1	1	1	1	1
Urban and Regional Planning	1	1	1	1	1	1	1	1	1	1
Textile Engineering	3	3	2	2	2	2	2	2	2	2
Trade Economics	1	1	-	-	-	-	-	-	-	-
International Relations	6	6	6	6	7	7	7	7	7	7
Agricultural Engineering	1	1	-	-	-	-	-	-	-	-

Table B.3 Applications that received technical support (TDA, 2023)

Year	Application Title	Applicant's Legal Name	Applicant Type
2014	Özel Öğrenme Güçlüğü Tanılama ve Uygulama	Lüleburgaz Rehberlik ve Araştırma Merkezi	Public
2014	Satış ve Pazarlamada Profesyonel Yaklaşımlar Eğitimi	Lüleburgaz iş adamları derneği	Ngo
2014	Müşteri İlişkileri Yönetimi Eğitimi	Edirne Genç İşadamları Derneği	Ngo
2014	Çocuğumu Seviyorum	Dünyam Zihin Engellileri Yetiştirme ve Koruma Derneği	Ngo
2014	Eğitimde Kalitenin Sürekliliği İçin Eğitim ve Yaşam Koçluğu	Çorlu Ticaret ve Sanayi İlkokulu	Public
2014	Sermaye Piyasası Faaliyetleri Lisanslama Sınavları İçin Eğitim Verecek Öğretim Elemanlarının Eğitimi	T.C. Trakya Üniversitesi Havsa Meslek Yüksekokulu	Public
2014	Vizede Eğitimde Kalite	Vize İlçe Milli Eğitim Müdürlüğü	Public
2014	İletişim ve Empati Eğitimi	Edirne Devlet Hastanesi	Public
2014	Bireysel Emeklilik Sistemi ve Danışmanlık Eğitimi Projesi	Trakya Üniversitesi Girişimcilik Uygulama Ve Araştırma Merkezi Müdürlüğü	Public
2014	Eğitim Koçluğu Eğitimi	Şarköy İlçe Milli Eğitim Müdürlüğü	Public
2014	Yetkin Zümreler, Etkin Okullar	Edirne İl Milli Eğitim Müdürlüğü	Public
2014	Etkili Liderler Çağdaş Okulları Yönetiyor	Keşan İlçe Milli Eğitim Müdürlüğü	Public
2014	Zeka Oyunları Dersi İçin Uzman Öğretmenler	Çerkezköy İlçe Milli Eğitim Müdürlüğü	Public
2014	Mutlu Sağlık Çalışanı	Kırklareli İli Kamu Hastaneleri Birliği Genel Sekreterliği	Public
2014	Koçum Benim	Uzunköprü Milli Eğitim Müdürlüğü	Public
2014	21.Yüzyıl Okulunda Liderlik	Edirne İl Milli Eğitim Müdürlüğü	Public
2014	Tekirdağ Valiliği Bilgi İşlem Şube Müdürlüğü "Yazılım Kapasitesi Geliştirme" Eğitimi	Tekirdağ Valiliği Bilgi İşlem Şube Müdürlüğü	Public
2014	Ms.Ofis Yazılımları ve Sunum Teknikleri Eğitimi	Kapaklı Gıda, Tarım ve Hayvancılık İlçe Müdürlüğü	Public
2014	Malkara Toplam Kalitede Örnek Oluyor	Malkara İlçe Milli Eğitim Müdürlüğü	Public
2014	Teknik Personel Eğitimi İle Kurumsal Kapasitenin Arttırılması	Edirne Vakıflar Bölge Müdürlüğü	Public
2014	Kurumsal İletişim, Nitelikli Yönetim, Etkin ve Sonuç Odaklı Çalışan Eğitimi	Kırklareli Gıda Tarım ve Hayvancılık İl Müdürlüğü	Public
2014	Sağlık Kurumlarında Eğitimcilere Yönelik Eğiticinin Eğitimi	Tekirdağ İli Kamu Hastaneleri Birliği	Public
2014	Kurumsal Yetkinliğin Arttırılması	Trakya Teknopark Yönetici A.Ş.	Public
2014	Kalite El Kitabı	T.C. Malkara Belediye Başkanlığı	Public
2014	Yaşam ve Çevre Gelişme Ekseni Çerçevesinde Kırklareli Belediyesi Planlama Çalışması	Kırklareli Belediye Başkanlığı	Public
2014	Kapasite Geliştirme Eğitim Programı	Aile ve Sosyal Politikalar İl Müdürlüğü	Public
2014	Etkin Yöneticilik ve Liderlik Eğitimi	Edirne Gençlik Hizmetleri ve Spor İl Müdürlüğü	Public
2014	Sağlık Kuruluşlarımızda İletişim, Ekip Çalışması, Temel Yönetim ve Liderlik Becerileri Eğitimi	Tekirdağ İli Kamu Hastaneleri Birliği	Public
2014	NETCAD ile Teknik Personel Eğitimi	Edirne İl Özel İdaresi	Public
2014	Kurumsallaşma Yolunda Personel Eğitimi	Havsa Belediyesi	Public
2014	Etkin İletişim Etkin Belediyecilik	Kırklareli Belediye Başkanlığı	Public
2014	Uzunköprü Belediyesi'nin Hizmet Kalitesinin Arttırılması	Uzunköprü Belediyesi	Public
2014	Süleymanpaşa Belediyesi Personeli İçin Etkili İletişim Eğitimi	Süleymanpaşa Belediyesi	Public
2014	Eğitici Eğitimi	Edirne Kamu Hastaneleri Birliği Genel Sekreterliği	Public
2014	Ben, İşim ve Geleceğim – Her Şeyin Başı İletişim	Kırklareli İl Milli Eğitim Müdürlüğü	Public
2014	Kariyer Rehberliği	Kofçaz İlçe Milli Eğitim Müdürlüğü	Public
2014	Evlilikte Muhabbet	Kırklareli Halk Sağlığı Müdürlüğü	Public
2014	Ulaşım Ana Planı ve Planlaması Eğitimi Projesi	Lüleburgaz Belediyesi	Public

2014	Kurumsallaşma Eğitimleri	Çerkezköy Ticaret ve Sanayi Odası	Public
2014	Kırklareli TB ISO 9001 Kalite Yönetim Sistemi Projesi	Kırklareli Ticaret Borsası	Public
2014	Kırklareli TSO Hedeflerini Belirliyor, Geleceğini Planlıyor	Kırklareli Ticaret ve Sanayi Odası	Public
2014	ISO 10002 Müşteri Memnuniyeti ve Şikayetleri YS Bilgilendirme ve Uygulama Eğitimi	Çorlu Ticaret Ve Sanayi Odası	Public
2014	KOBİ'lerin Büyüme Stratejileri ve Yöntemleri	Uzunköprü Ticaret ve Sanayi Odası	Public
2014	Etkili İletişim Etkin Kurumlar	Kapaklı Sosyal Yardımlaşma ve Dayanışma Vakfı	Public
2014	"Öğretmenler Öğreniyor, Otizmin Sırrı Çözülüyor"	Zihinsel Yetersiz Çocukları Yetiştirme ve Koruma Vakfı	Ngo
2014	Kamu İhale Usulleri ve EKAP Eğitimi	Uzunköprü Sosyal Yardımlaşma ve Dayanışma Vakfı	Public
2014	"Erken Yaşta Güvenilir Değerlendirme Demek, Sağlıklı Nesiller Demek"	Zihinsel Yetersiz Çocukları Yetiştirme ve Koruma Vakfı	Ngo
2015	Otojenik Gevşeme Terapisi Eğitimi	Lüleburgaz Rehberlik ve Araştırma Merkezi	Public
2015	Çocuk Değerlendirme Testleri Eğitimi	Kırklareli Rehberlik Ve Araştırma Merkezi	Public
2015	Hayvancılıkta Model Uygulamalar Eğitimi	Tekirdağ İli Damızlık Sığır Yetiştiricileri Birliği	Ngo
2015	Arıcılık Eğitimi ile Kırsal Kalkınmanın Desteklenmesi Projesi	Lalapaşa Bal Üreticileri Birliği	Ngo
2015	Etkili İletişim, Güvenli Gelecek	Trakya Roman Engelliler Derneği	Ngo
2015	Lisemiz Kalbinizi Koruyor	Keşan Dr. Rıfat Osman Mesleki ve Teknik Anadolu Lisesi	Public
2015	Mesleki Eğitim/ Mikrodenetleyici Programlama Eğitimi	Tekirdağ Mesleki ve Teknik Anadolu Lisesi	Public
2015	Eğitimde Koçlarımız , Öğretmenlerimiz	Pehlivanköy İlçe Milli Eğitim Müdürlüğü	Public
2015	Eğitimde Lider Öğretmenler	Enez İlçe Milli Eğitim Müdürlüğü	Public
2015	Güçlü İletişim, Kaliteli Eğitim	Kofçaz İlçe Milli Eğitim Müdürlüğü	Public
2015	Kariyerde Gelişim: Mentörlük Çerçevesinde "Eğitimcinin Eğitimi"	Trakya Üniversitesi Girişimcilik Uygulama Ve Araştırma Merkezi Müdürlüğü	Public
2015	Malkara'da Kaliteli ve Yenilikçi Eğitim	Malkara İlçe Milli Eğitim Müdürlüğü	Public
2015	Psikolojik Danışmanlara Yönelik Kriz Müdahale Becerileri Eğitimi	Tekirdağ Rehberlik ve Araştırma Merkezi Müdürlüğü	Public
2015	SPSS Uygulamalı Veri Madenciliği ve Biyoistatistik Eğitimi	Tekirdağ İli Kamu Hastaneleri Birliği	Public
2015	Eğiticinin Eğitimi	Kırklareli İli Kamu Hastaneleri Birliği Genel Sekreterliği	Public
2015	Kurum Kültürünün Geliştirilmesi	Edirne Valiliği	Public
2015	Sağlık Hukuku	Edirne Kamu Hastaneleri Birliği Genel Sekreterliği	Public
2015	PRAG İhale Usulleri Eğitimi	Edirne Belediye Başkanlığı	Public
2015	Kurumsallaşma:İç Kontrol Sistemi	T.C. Malkara Belediye Başkanlığı	Public
2015	NETCAD ile Teknik Personel Eğitimi	Edirne İl Afet Ve Acil Durum Müdürlüğü	Public
2015	Hastanemizde Karşılama Ve Danışma Personeline Yönelik Etkin İletişim Teknikleri Ve Hasta / Hasta Yakınlarıyla İletişim Eğitim	Tekirdağ Devlet Hastanesi	Public
2015	Avrupa Birliği Satın Alma ve İhaler Usulleri Eğitimi (Prag İhale Usulleri)	Lüleburgaz Belediyesi	Public
2015	Güvenlik Kültürünün Geliştirilmesi	Edirne Belediye Başkanlığı	Public
2015	Süleymanpaşa Belediyesi Tasarım Kalitesinin 3ds-max ile Arttırılması	Süleymanpaşa Belediyesi	Public
2015	Tekirdağ Limanı İşletme ve Terminal Operasyonlarının İyileştirilmesi Eğitimleri	Türkiye Denizcilik İşletmeleri Anonim Şirketi	Public
2015	Huzurlu Okul Huzurlu Toplum	Meriç İlçesi Milli Eğitim Müdürlüğü	Public
2015	Sağlam Adımlarla Geleceğe Bakış	Lüleburgaz Kaymakamlığı	Public
2015	Eğitici Eğitimi Yazarlar Atölyesi	Kırklareli İl Milli Eğitim Müdürlüğü	Public
2015	Erasmus Plus Ka1- Ka2 Proje Yazma Eğitimi	Babaeski İlçe Milli Eğitim Müdürlüğü	Public
2015	Sağlık Turizmi Liderleri	Edirne Kamu Hastaneleri Birliği Genel Sekreterliği	Public

2015	Edirne Ticaret ve Sanayi Odasının Kurumsal Kapasitesinin Geliştirilmesi	Edirne Ticaret ve Sanayi Odası	Public
2015	Etkili İletişim Teknikleri İle Hizmet Kalitesini Geliştirme	Edirne Ticaret Borsası	Public
2015	Kurum Kültürü Ve Değişim Yönetimi Eğitimi	Çorlu Ticaret Ve Sanayi Odası	Public
2015	Mutlu Üye ve Mutlu Yönetim	Uzunköprü Ticaret ve Sanayi Odası	Public
2015	ÇTSO ile Üyeleri Arasında Köprü	Çerkezköy Ticaret ve Sanayi Odası	Public
2015	Öğretmenler Öğreniyor, Dil ve Konuşma Bozuklukları Terapi İle Çözülüyor	Zihinsel Yetersiz Çocukları Yetiştirme ve Koruma Vakfı	Ngo
2015	Kurum Kültürünün Oluşturulması Ve İnsan Kaynakları Kapasitesinin Geliştirilmesi	Süleymanpaşa Sosyal Yardımlaşma ve Dayanışma Vakfı	Public
2015	İnsanı Tanımak Farklılıkları Anlamak	Sosyal Yardımlaşma Ve Dayanışma Vakfı	Public
2016	İletişim Kalitesinin Geliştirilmesi	Trakya Romanları Eğitim Geliştirme ve Kültür Araştırma Derneği	Ngo
2016	Derneğin Kurumsal Kapasitesinin Artırılması	Trakya Balkan Türkleri Kültür Ve Dayanışma Derneği	Ngo
2016	Kapasite Geliştirme Eğitim Programı	ARTI BİR Gençlik Sosyal Sorumluluk ve Dayanışma Derneği	Ngo
2016	Mesleki Eğitimde 3D Yazıcı Sistemleri	Vize Mesleki ve Teknik Eğitim Merkezi	Public
2016	Yaşam için On Nokta otuz dakika	Namık Kemal Üniversitesi Teknik Bilimler Meslek Yüksekokulu	Public
2016	İleri İstatistiksel Analiz ve Uygulamalı Sayısal Yöntemler Eğitimi	Trakya Üniversitesi Sağlık Bilimleri Fakültesi	Public
2016	Çocuklarla Oyun Oynarken Onları Tanımak: Çocuk Testleri Eğitimi	Yahya Kemal Beyatlı Anaokulu	Public
2016	Sağlığın Ahengi: Bioritm ve Motivasyon	Kırklareli İl Sağlık Müdürlüğü	Public
2016	Özel Eğitimde Alternatif Eğitim/Öğrenme Teknikleri	Tekirdağ Rehberlik ve Araştırma Merkezi Müdürlüğü	Public
2016	Özel Eğitim Öğretmenlerinin Mesleki Becerisinin Geliştirilmesi	Uzunköprü Özel Eğitim İş Uygulama Merkezi Müdürlüğü	Public
2016	Gelişen Eğitimciler, Kaliteli Eğitim	Pehlivanköy ilçe milli eğitim müdürlüğü	Public
2016	Kamu İhale Kanunu Eğitimi	Edirne İl Özel İdaresi	Public
2016	Malzeme ve Depo Yönetimi Eğitimi	Kırklareli İli Kamu Hastaneleri Birliği Genel Sekreterliği	Public
2016	Profesyonellerin Sıradışı Yaklaşımlarla Gözlem, Tahmin ve Yardım Becerilerinin Artırılması	Edirne Aile ve Sosyal Politikalar İl Müdürlüğü	Public
2016	H2020 Proje Hazırlama Eğitimi	Edirne Belediye Başkanlığı	Public
2016	Sonuç Odaklı Çalışıyoruz	Tekirdağ İli Kamu Hastaneleri Birliği	Public
2016	Sağlıkta Lider Yöneticiler	Kırklareli Halk Sağlığı Müdürlüğü	Public
2016	"Uygulamalı Horizon 2020 Proje Yazma Eğitimi"	Trakya Üniversitesi Proje Koordinasyon Uygulama ve Araştırma Merkezi Müdürlüğü	Public
2016	ArcGIS ile Teknik Personel Eğitimi	Edirne İl Afet ve Acil Durum Müdürlüğü	Public
2016	Dimanik - Acil Sürüş ve Vıp Sürüş Teknikleri Eğitimi	Edirne İl Özel İdaresi	Public
2016	Eğitimde Koçluk ve Fasilitasyon	Saray İlçe Milli Eğitim Müdürlüğü	Public
2016	Vize Belediyesi İtfaiyesi Eğitimle Bilinçleniyor	Vize Belediyesi	Public
2016	Risk Tabanlı Proses ve Dökümantasyon Yönetimi	T.C. Malkara Belediye Başkanlığı	Public
2016	Geçmişini Yitirmiş Çocuklara Gelecek İnşa Etmek: Mülteci Çocuklar ve Okul	Tekirdağ Rehberlik ve Araştırma Merkezi Müdürlüğü	Public
2016	Küçük Kalplere Sağlıklı Dokunuş	Edirne Kamu Hastaneleri Birliği Genel Sekreterliği	Public
2016	Erasmus plus Avrupa'ya Açılan Kapı	Kırklareli İl Milli Eğitim Müdürlüğü	Public
2016	Kırklareli Ticaret ve Sanayi Odasından Beş Yıldızlı Hizmet	Kırklareli Ticaret ve Sanayi Odası	Public
2016	Çerkezköy TSO'da Finansal Açılım	Çerkezköy Ticaret ve Sanayi Odası	Public
2016	İş Adamı Okulu	Lüleburgaz Ticaret ve Sanayi Odası	Public
2016	Edirne TSO Daha Verimli Bir Gelecek İçin Stratejik Hedeflerini Belirliyor	Edirne Ticaret ve Sanayi Odası	Public
2016	Duyu Bütünleme Terapisi Eğitimi	Zihinsel Yetersiz Çocukları Yetiştirme ve Koruma Vakfı	Ngo

2016	Dahilerin Hastalığı "Disleksi Eğitimi" İçin Birlik Olalım.	Zihinsel Yetersiz Çocukları Yetiştirme ve Koruma Vakfı	Ngo
2017	Trakya Üniversitesi Sağlık Uygulama ve Araştırma Hastanesi Aşçılık Eğitimi	Trakya Üniversitesi Sağlık Araştırma ve Uygulama Merkezi	Public
2017	Üstün Yetenekli Bireylerde Kullanılabilecek Nicel Ölçme Araçları Geliştirme Süreci	Bilim ve Sanat Merkezi	Public
2017	Basın Mensupları Kapasite Geliştirme Programı	Edirne Gazeteciler Derneği	Ngo
2017	STÖ Etkin Yönetim Eğitimi	Malkara Gençlik Ve Sosyal Yaşamı Destekleme Derneği	Ngo
2017	Sanat Terapisinin Erken Çocukluk Döneminde Etkin Kullanımı	Yahya Kemal Beyatlı Anaokulu	Public
2017	Renk ve Çizgilerin Özgün Dilini Öğrenerek Çocukların Dünyasını Anlamak	Şehit Öğretmen Neşe Alten Anaokulu	Public
2017	Eğitici Eğitimi: Yazarlık Atölyesi	Cafer Tayyar İlkokulu	Public
2017	Hiçbir Çocuk Geride Kalmayacak: Özel Eğitimde Yapısal Yaklaşım	Yahya Kemal Beyatlı Anaokulu	Public
2017	Sağlıkta İnovasyon ile Değişim ve Gelişim İçin Bizde Varız..	Tekirdağ İli Kamu Hastaneleri Birliği	Public
2017	Sağlık Hukuku ve Çalışanlar	Tekirdağ İl Sağlık Müdürlüğü	Public
2017	STEM Gelişim Projesi	Süleymanpaşa ilçe Milli Eğitim Müdürlüğü	Public
2017	Etkili İletişim Teknikleri	Hayrabolu İlçe Gıda Tarım Hayvancılık Müdürlüğü	Public
2017	Afet ve Acil Durumlarda İleri ve Güvenli Sürüş Teknikleri Eğitimi Projesi	Tekirdağ İl Afet ve Acil Durum Müdürlüğü	Public
2017	Enez'de Eğitim 4.0 Gençliğini Yetişiyor	Enez İlçe Milli Eğitim Müdürlüğü	Public
2017	Sağlıklı Nesiller İçin Ebelik Becerileri Geliştirme Eğitimi	Çorlu Devlet Hastanesi	Public
2017	Babaeski Mesleki Eğitimde 3D Yazıcılarla Buluşuyor	Babaeski İlçe Milli Eğitim Müdürlüğü	Public
2017	Uygulamalı Ekonometri ve Sayısal Analiz Yöntemleri Eğitimi	Trakya Üniversitesi Proje Koordinasyon Uygulama ve Araştırma Merkezi Müdürlüğü	Public
2017	Gelişen Öğretmen Gelişen Türkiye	Enez Kaymakamlığı	Public
2017	Sağlıkta Siber Güvenlik	Edirne Kamu Hastaneleri Birliği Genel Sekreterliği	Public
2017	Resmi Yazışma Kuralları ve Etkili Yazışma Teknikleri Eğitimi	Kırklareli İli Kamu Hastaneleri Birliği Genel Sekreterliği	Public
2017	Kırklareli İl Sağlık Müdürlüğü SPSS Eğitimi	Kırklareli İl Sağlık Müdürlüğü	Public
2017	İnsan Kaynakları: Kurumsal Gelişimin Başlangıç Noktası	Keşan Devlet Hastanesi	Public
2017	İletişim ve Motivasyon Eğitimi	Edirne İl Özel İdaresi	Public
2017	BT Öğretmenleri Kapasite Geliştirme Eğitimleri	Çerkezköy İlçe Milli Eğitim Müdürlüğü	Public
2017	Kişisel Ve Profesyonel Gelişim ile Huzurlu Çalışma Ortamı	Tekirdağ İl Sağlık Müdürlüğü	Public
2017	Kamu İhale Mevzuatı Eğitimi	Tekirdağ İli Kamu Hastaneleri Birliği	Public
2017	Güleryüzlü Personel ile Mutlu Hasta	Tekirdağ devlet hastanesi	Public
2017	Eğitimde Ölçme ve Değerlendirme	Tekirdağ MEM	Public
2017	Prag İhale Usulleri Eğitimi	Edirne Belediye Başkanlığı	Public
2017	Kurumsal Mükemmelliğin İlk Adımı: Süreç Yönetimi Ve Çevre Koruma Ve Kontrol Daire Başkanlığının İş Süreçlerinin Modellenmesi	Tekirdağ Büyükşehir Belediyesi	Public
2017	Vektörel tabanlı çizim program gelişimi	T.C. Malkara Belediye Başkanlığı	Public
2017	TS EN ISO 9001:2015 KYS Temel Eğitimi Projesi	Kırklareli Halk Sağlığı Müdürlüğü	Public
2017	Yenilikçi Girişimcilik Alanında Belediyecilik Hizmetlerinde Kurumsal Kapasitenin Arttırılması ve Eğiticinin Eğitimi	Lüleburgaz Belediyesi	Public
2017	NETCAD ile Teknik Personel Eğitimi	T.C. Malkara Belediye Başkanlığı	Public
2017	Muratlı Devlet Hastanemizde Kalite İçin Etkin Yönetim Ve Beceri Geliştirme Eğitimi	Muratlı Devlet Hastanesi	Public
2017	Hizmette Mükemmelliğin İlk Adımı: Çalışanların Verimliliği ve Performans Yönetimi	Tekirdağ Büyükşehir Belediyesi	Public
2017	Erasmus ile Avrupa Köprüsünü Kuruyoruz	Lüleburgaz İlçe Milli Eğitim Müdürlüğü	Public
2017	Çocuk ve Ergenlerde Klinik Görüşme Teknikleri	Tekirdağ Rehberlik ve Araştırma Merkezi Müdürlüğü	Public

2017	Edirne' de TÜBİTAK İçin Mucit Gençler Yetişiyor	Edirne İl Milli Eğitim Müdürlüğü	Public
2017	Sağlıklı Anneler Mutlu Yarınlar Projesi	Kırklareli Halk Sağlığı Müdürlüğü	Public
2017	Yaşamı Tehdit Eden Kronik Hastalıklarda Aileye Destek Olmak: Eğitici Eğitimi	Tekirdağ Rehberlik ve Araştırma Merkezi Müdürlüğü	Public
2017	Akıl ve Zeka Oyunları Eğitici Eğitimi	Vize İlçe Milli Eğitim Müdürlüğü	Public
2017	Atatürk Toprak Su ve Tarımsal Meteoroloji Araştırma Enstitüsü Müdürlüğü Çalışanlarının Coğrafi Bilgi Sistemleri Eğitimi	Kırklareli Atatürk Toprak Su ve Tarımsal Meteoroloji Araştırma Enstitüsü Müdürlüğü	Public
2017	Tarımda Kalite Gıda da Güvenlik	Kırklareli İl Gıda Tarım ve Hayvancılık Müdürlüğü	Public
2017	Süleymanpaşa Belediyesi Personeli için Modern Serada Çiçek Üretimi Eğitimi	Süleymanpaşa Belediyesi	Public
2017	Vize ve Çevresi Turizm Danışmanı Yetiştirme Programı	Vize Belediyesi	Public
2017	Kooperatifimiz Kurumsallaşıyor	S.S.Önder Çiftçi Üretim ve Pazarlama Kooperatifi	Ngo
2017	Hizmet Kalitesinde Mükemmellik	Çerkezköy Organize Sanayi Bölgesi	Public
2017	Etkili Sunumlar, Etkili Sonuçlar	Tekirdağ SağlıkSen	Ngo
2017	ISO 27001 Bilgi Güvenliği Yönetim Sistemi Danışmanlığı	Çorlu Ticaret Ve Sanayi Odası	Public
2017	İnsan Kaynaklarında Kurumsal Dönüşüm	Çerkezköy Ticaret ve Sanayi Odası	Public
2017	Motivasyon ve Ekip Çalışması Eğitim Programı	Edirne Ticaret ve Sanayi Odası	Public
2017	Stratejik Plan, ISO 9001 Danışmanlığı ve Eğitimi Projesi	Uzunköprü Ticaret ve Sanayi Odası	Public
2017	Öğretmen, Öğrettikçe Öğrenir; ZİÇEV Öğretmenlerine Okuma-Yazma Öğreticiliği Eğitimi	Zihinsel Yetersiz Çocukları Yetiştirme ve Koruma Vakfı	Ngo
2017	Öğretmenlerimizi Geliştirelim; 0-6 Yaşındaki Çocuklarımızı Bilinçli Yetiştirelim	Zihinsel Yetersiz Çocukları Yetiştirme ve Koruma Vakfı	Ngo
2017	2017 Yılı Teknik Destek Programı Tarımsal Pazarlama Satış Eğitimi	Uzunköprü Ziraat Odası	Public
2018	Ameliyathanede Kullanılan Hassas Endoskopik Aletlerin, Daha Verimli ve Ekonomik Kullanımı İçin Personel Eğitimleri	Trakya Üniversitesi Sağlık Araştırma ve Uygulama Merkezi	Public
2018	Üstün Yetenekli Bireylerde Kullanılabilecek Farklılaştırılmış ve Zenginleştirilmiş Öğrenme Modelleri	Bilim ve Sanat Merkezi	Public
2018	Eğitimli Fikir İşçileri ile Daha Güçlü Basın	Tekirdağ Büyükşehir Gazeteciler Derneği	Ngo
2018	İletişim ile Kaliteli Haber, Kaliteli Hizmet	Trakya Gazeteciler Derneği	Ngo
2018	Kırklareli Üniversitesi Cisco Academy için Cisco Eğitmen Eğitimi	Kırklareli Üniversitesi	Public
2018	Veli Öğretmen İşbirliği İle Okul Öncesindeki Okullaşma Oranının Arttırılması	Yahya Kemal Beyatlı Anaokulu	Public
2018	Kırklareli Üniversitesi Proje Geliştirme ve Koordinasyon Birimi Mesleki Gelişim Eğitimi	Kırklareli Üniversitesi	Public
2018	Bilinçli Gebeler ve Mutlu Aileler İçin Herkese Eğitim Mesleki Gelişim Programı	Keşan Devlet Hastanesi	Public
2018	Stem ve Maker Öğretmen Eğitimi	Lüleburgaz İlçe Milli Eğitim Müdürlüğü	Public
2018	Tübitak 2204 Proje Hazırlama Atölyesi	Edirne İl Milli Eğitim Müdürlüğü	Public
2018	Sağlık Hizmetlerinin Geliştirilmesi İçin Problem Çözme ve Kök Neden Analiz Eğitimi	Tekirdağ İl Sağlık Müdürlüğü	Public
2018	Stem: Hayat İçin Çözümler	Çorlu İlçe Milli Eğitim Müdürlüğü	Public
2018	Ardunio Eğitmen Eğitimleri	Malkara İlçe Milli Eğitim Müdürlüğü	Public
2018	Gelecek Kodlamada	Çerkezköy İlçe Milli Eğitim Müdürlüğü	Public
2018	Robotik Kodlama Öğretmen Eğitimi	Süleymanpaşa İlçe Milli Eğitim Müdürlüğü	Public
2018	Devamsızlık Nedenleri Ölçeği Geliştirilmesi ve Veri Analizi Eğitimi	Tekirdağ Rehberlik ve Araştırma Merkezi Müdürlüğü	Public
2018	Eğiticilere Autocad Eğitimi	Çorlu İlçe Milli Eğitim Müdürlüğü	Public
2018	Sağlıklı Gebelik, Sağlıklı Doğum VE Sağlıklı Bebekler İçin Güçlü Sağlık Çalışanı...	Çerkezköy Devlet Hastanesi Başhekimliği	Public
2018	Eğitimde Artırılmış ve Sanal Gerçeklik Uygulamaları	Lüleburgaz İlçe Milli Eğitim Müdürlüğü	Public
2018	İkinci Kademe ve Ortaöğretimde STEM Yaklaşımı Eğitimi	Babaeski İlçe Milli Eğitim Müdürlüğü	Public
2018	Uzunköprü Meriç Ordinho ve Kodlama Öğreniyor	Uzunköprü İlçe Milli Eğitim Müdürlüğü	Public

2018	Robotik Kodlama Eğitici Eğitimi	Keşan İlçe Milli Eğitim Müdürlüğü	Public
2018	Edirne STEM Çalışmaları	Edirne İl Milli Eğitim Müdürlüğü	Public
2018	İletişim Metodları Ve Beden Dili Okuma Teknikleri Eğitimi Projesi	Kırklareli İl Emniyet Müdürlüğü	Public
2018	Tekirdağ Büyükşehir Belediyesi Kurumsal Mükemmellik Proje Ekibi Eğitimleri	Tekirdağ Büyükşehir Belediyesi	Public
2018	Bilimsel Proje Hazırlama Sürecinde 3 Boyutlu Yazıcı Teknolojileri	Pınarhisar İlçe Milli Eğitim Müdürlüğü	Public
2018	Etkin Yönetici, Etkin Sağlık Hizmeti	Edirne İl Sağlık Müdürlüğü	Public
2018	Kurum Kültürü Bilincinin Oluşturulması	Edirne İl Özel İdaresi	Public
2018	Yerel Yönetimlerde Taşınmaz Yönetimi Eğitimi	T.C. Malkara Belediye Başkanlığı	Public
2018	Motivasyon, Stres ve Zaman Yönetimi Eğitim	Tekirdağ İl Sağlık Müdürlüğü	Public
2018	Dijital Hastane ile Doğa Dostu ve Güvenilir Hizmet	Keşan Devlet Hastanesi	Public
2018	İletişim ile Kapasite Geliştirme Eğitim Programı	Edirne İl Göç İdaresi Müdürlüğü	Public
2018	Beklenen Hizmet İçin	Namık Kemal Üniversitesi Sağlık Uygulama ve Araştırma Merkez Müdürlüğü	Public
2018	SAP 2000 Programı ile Statik Analiz ve Boyutlandırma	Tekirdağ Büyükşehir Belediyesi	Public
2018	Kırklareli Çevre ve Şehircilik İl Müdürlüğü Teknik Personeline Netcad eğitimi verilmesi	Çevre ve Şehircilik İl Müdürlüğü	Public
2018	Afetlerde Kesintisiz Haberleşme ve Telsiz Kullanım Eğitimi	Tekirdağ İl Afet ve Acil Durum Müdürlüğü	Public
2018	Sağlıkta sınırları kaldıralım	Edirne Devlet Hastanesi	Public
2018	İstismara Uğrayan Çocuklarda Oyun Aracılığıyla Travma Sağaltım Teknikleri	Tekirdağ Rehberlik ve Araştırma Merkezi Müdürlüğü	Public
2018	"Yara Bakım Eğitimi İle Yaralara Merhem Olacağız" !.	Tekirdağ Devlet Hastanesi	Public
2018	İnsanlar Önemsendiğini Bilene Kadar, Ne Bildiğinizi Önemsemezler.	Edirne Devlet Hastanesi	Public
2018	Bağımlılık Danışmanlığı Eğitimi	Ergene Kaymakamlığı	Public
2018	Yaratıcı Drama Eğitici Eğitimi	Tekirdağ Milli Eğitim Müdürlüğü	Public
2018	Çok Tehlikeli Sınıf Çalışanlara Mesleki Eğitim	Vize Belediyesi	Public
2018	Erasmus+ Okul Eğitimi ve Mesleki Eğitim Projeleri Planlama ve Tasarım Eğitimi	Pınarhisar İlçe Milli Eğitim Müdürlüğü	Public
2018	Dahilerin Farkındalığı İçin Disleksi Eğitimi	Çorlu Devlet Hastanesi	Public
2018	Eğitimde Zeka Oyunları	Tekirdağ MEM	Public
2018	Atatürk Toprak Su ve Tarımsal Meteoroloji Araştırma Enstitüsü Personelinin İleri Seviye Coğrafi Bilgi Sistemleri Eğitimi	Kırklareli Atatürk Toprak Su ve Tarımsal Meteoroloji Araştırma Enstitüsü Müdürlüğü	Public
2018	Kültürlerarası Sağlık Köprüsü Projesi	Edirne İl Sağlık Müdürlüğü	Public
2018	"İnovasyon, Yaratıcı Düşünme ve Triz Teknikleri" Eğitimi	Çerkezköy Organize Sanayi Bölgesi	Public
2018	Kalkınma İçin Stratejik Planlama, İzleme ve Değerlendirme Eğitimleri	Kırklareli Ticaret ve Sanayi Odası	Public
2018	KOBİler için Büyüme Stratejileri Eğitim ve Danışmanlığı	Kırklareli Ticaret ve Sanayi Odası	Public
2018	ISO 31000 Risk Yönetim Sistemi Danışmanlığı	Çorlu Ticaret ve Sanayi Odası	Public
2018	Kurum Kültürü ve Finansal Kriz Yönetimi	Uzunköprü Ticaret ve Sanayi Odası	Public
2018	Keşan Ticaret ve Sanayi Odası TOBB Akreditasyon Danışmanlığı ve Stratejik Plan ve Kalite Yönetimi Eğitimleri	Keşan Ticaret Ve Sanayi Odası	Public
2018	Otizmli Çocukların Eğitiminde Alternatif Tedavi Yöntemleri ve Öğretim Yöntemleri	Zihinsel Yetersiz Çocukları Yetiştirme ve Koruma Vakfı	Ngo
2018	Otizmli Çocuklarda Konuşma Becerilerini Geliştirme Yöntemleri	Zihinsel Yetersiz Çocukları Yetiştirme ve Koruma Vakfı	Ngo
2019	Psikolojik Danısmada Çok Boyutlu Müdahale Modeli Egitimi ve Süpervizyonu	Lüleburgaz Rehberlik ve Araştırma Merkezi	Public
2019	Göz Hareketleri İle Duyarsızlaştırma Ve Yeniden İşleme (EMDR) Eğitimi	Kırklareli Rehberlik Ve Araştırma Merkezi	Public
2019	Psikometrik Uygulamalarla Çocuk Değerlendirme Eğitimi	Lüleburgaz Rehberlik ve Araştırma Merkezi	Public

2019	Öğretmenler İçin "Profesyonel Öğrenci Koçluğu Eğitimi"	Şehit Nefize Çetin Özsoy Bilim ve Sanat Merkezi	Public
2019	Özel Yetenekli Çocuklar Felsefeyle Tanışıyor: Eğitici Eğitimi	Bilim ve Sanat Merkezi	Public
2019	Kurumsal Mesleki Gelişim: Eğitici Eğitim Programı	Kırklareli Üniversitesi	Public
2019	Abiye giyimde drapaj tekniği ve model uygulama eğitimi	Edirne Teknik Bilimler MYO	Public
2019	ISO 9001:2015 Kalite Yönetim Sistemi Temel ve İç Tetkikçi Eğitimi	Kırklareli Üniversitesi	Public
2019	Kültürün Zamana Yansımasında Modern Fotoğrafçılık	Kırklareli Olgunlaşma Enstitüsü	Public
2019	Diksiyon ve Güzel Konuşma	Kırklareli Mesleki Eğitim Merkezi	Public
2019	Gelenekselden Geleceğe Tasarım Yolculuğu	Kırklareli Olgunlaşma Enstitüsü	Public
2019	Travmaya Duyarlı Okullarda Kalıcı Öğrenme Sürecinde Okul Psikolojik Danışmanlarının Rolü	Tekirdağ Rehberlik ve Araştırma Merkezi Müdürlüğü	Public
2019	Sağlıklı Gelecekler İçin Ebe Eğitici Eğitimi	Tekirdağ İl Sağlık Müdürlüğü	Public
2019	İkinci Kademe ve Ortaöğretimde Endüstri 4.0 Zamanı; Robotik Kodlama	Babaeski İlçe Milli Eğitim Müdürlüğü	Public
2019	Başarısızlık Nedenleri Ölçeği Geliştirilmesi ve Veri Analizi	Tekirdağ Milli Eğitim Müdürlüğü	Public
2019	Stres Yönetimi ve İletişim Eğitim Programı ile Kapasite Geliştirme	Edirne İl Tarım ve Orman Müdürlüğü	Public
2019	Robotik, Kodlama ve Ardunio Eğitici Eğitimi	Kırklareli İl Milli Eğitim Müdürlüğü	Public
2019	Antrenörlükte Liderlik ve Yetkinlik Geliştirme Eğitimi	Edirne Gençlik ve Spor İl Müdürlüğü	Public
2019	Oyun Terapisi Eğitimi	Lüleburgaz İlçe Milli Eğitim Müdürlüğü	Public
2019	Robotik Sistem Tasarımı ve Arduino ile Robotik Kodlama Eğitici Eğitimi	Pınarhisar İlçe Milli Eğitim Müdürlüğü	Public
2019	Dikkat Testleri Eğitimi	Tekirdağ Rehberlik ve Araştırma Merkezi Müdürlüğü	Public
2019	Palyatif Bakımda Güncel Yaklaşımlar İle Hemşirelik Eğitimi	Çorlu Devlet Hastanesi	Public
2019	Çocuk ve Ergeni Tanıma ve Müdahale Teknikleri Eğitimi	Saray İlçe Milli Eğitim Müdürlüğü	Public
2019	Saray Belediyesi Personeli İçin Satın alma Usulleri Ve Esasları Eğitimi	Saray Belediyesi	Public
2019	Sağlıklı Gebelik, Güvenli Doğum, Sağlıklı Nesiller İçin Mesleki Gelişim Eğitimi	Edirne Sultan I. Murat Devlet Hastanesi	Public
2019	STEM Eğitici Eğitimi	Kırklareli İl Milli Eğitim Müdürlüğü	Public
2019	Manevi Rehberlik Ve Danışmanlık Eğitimi	Kırklareli İl Müftülüğü	Public
2019	Defansif Ve İleri Sürüş Teknikleri Eğitimi	Edirne İl Özel İdaresi	Public
2019	İşimizi Seviyoruz, Öğrenerek Güçleniyoruz.	Tekirdağ Limanı Veteriner Sınır Kontrol Noktası Müdürlüğü	Public
2019	Eğitim Yöneticileri Gelişim Projesi	Malkara İlçe Milli Eğitim Müdürlüğü	Public
2019	Mesleki Gelişim Projesi	Süleymanpaşa İlçe Milli Eğitim Müdürlüğü	Public
2019	Netcad Eğitimi	TESKİ - Tekirdağ Su Ve Kanalizasyon İdaresi Genel Müdürlüğü	Public
2019	Stres Yönetimi Ve İletişim Eğitim Programı	Edirne Kapıkule Veteriner Sınır Kontrol Müdürlüğü	Public
2019	Netcad Eğitimi	Tekirdağ Gıda Tarım Ve Hayvancılık Müdürlüğü	Public
2019	Öğretmenlere "Çocuklar İçin Felsefe (P4C)" Eğitimi	Enez Kaymakamlığı	Public
2019	Objektif Testler Eğitimi	Çerkezköy İlçe Milli Eğitim Müdürlüğü	Public
2019	TS EN ISO/IEC 17025:2017 Deney ve Kalibrasyon Laboratuvarlarının Yeterliliği İçin Genel Şartlar Standardı Eğitimi	Tekirdağ Gıda Kontrol Laboratuvar Müdürlüğü	Public
2019	Tekirdağ Büyükşehir Belediyesi Deprem Risk Yönetimi Ekibi İçin Netcad Eğitimi	Tekirdağ Büyükşehir Belediyesi	Public
2019	PRAG Usulleri ve AB Proje Yürütme Eğitimi	Vize Belediyesi	Public
2019	Belediye Gelirleri Finansal Analizi	T.C. Malkara Belediye Başkanlığı	Public
2019	İleri Excel Eğitimi	Edirne Valiliği	Public
2019	Protokol ve Görgü Kuralları Eğitimi	Edirne İl Özel İdaresi	Public
2019	Tekirdağ Valiliği Yazılım Kapasitesini Geliştirme Eğitimi	Tekirdağ Valiliği	Public

2019	Süleymanpaşa Belediyesi Stratejik Planının Uygulamasında Verimliliğin ve Sürdürülebilirliğin Sağlanması	Süleymanpaşa Belediyesi	Public
2019	Ölçme Değerlendirmede İnovatif Yaklaşımlar	Lalapaşa İlçe Milli Eğitim Müdürlüğü	Public
2019	Etkin Sunumlar, Yetkin Kurumlar	Tekirdağ Limanı Veteriner Sınır Kontrol Noktası Müdürlüğü	Public
2019	Kurum Personel Verimliliğinin Arttırılması	Tekirdağ İl Kültür Ve Turizm Müdürlüğü	Public
2019	UMKE İle Afetlere Hazırlık	Tekirdağ İl Sağlık Müdürlüğü	Public
2019	Yönetici Becerileri Geliştirme Projesi	Ergene İlçe Milli Eğitim Müdürlüğü	Public
2019	Pınarhisar Kaymakamlığı Çalışanlarına Kamusal Sosyal İçermeler De Etkili İletişim Eğitimi Ve Danışmanlık	Pınarhisar Kaymakamlığı	Public
2019	İçerde Oyun Var	Edirne Kapalı Cezaevi Müdürlüğü	Public
2019	Gökteki Eğitimli Gözümüz	Edirne Valiliği	Public
2019	Engelliye Doğru Yaklaşım Modelleri Eğitimi	Edirne Gençlik ve Spor İl Müdürlüğü	Public
2019	Gelişen Lider Gelişen Okul Projesi	Kapaklı İlçe Milli Eğitim Müdürlüğü	Public
2019	Atatürk Toprak Su ve Tarımsal Meteoroloji Enstitüsü Teknik Personelinin Uygulamalı SPSS Eğitimi	Kırklareli Atatürk Toprak Su ve Tarımsal Meteoroloji Araştırma Enstitüsü Müdürlüğü	Public
2019	Tekirdağ Gıda Kontrol Laboratuvarı'nda Eğitim Eğiticiden Başlar	Tekirdağ Gıda Kontrol Laboratuvar Müdürlüğü	Public
2019	Sığırlarda Döl Verimliliğinin Arttırılması ve Suni Tohumlama Faaliyetleri Hakkında Mesleki Gelişim Eğitim Programı	Edirne İl Tarım ve Orman Müdürlüğü	Public
2019	Kırklareli Tarımında Teknolojik Dönüşüm; İnsansız Hava Araçları (İHA1) Pilotluk Lisansı Eğitimi	Lüleburgaz İlçe Tarım ve Orman Müdürlüğü	Public
2019	Personelin Mesleki Gelişimine Yönelik Yabancı Dil Seviyesinin Arttırılması	Tekirdağ Bağcılık Araştırma Enstitüsü Müdürlüğü	Public
2019	Kırklareli Tarımda Projelerle İlerliyor	Kırklareli İl Gıda Tarım Ve Hayvancılık Müdürlüğü	Public
2019	Restorasyon İlkeleri Ve Doğru Malzeme Kullanımı	Edirne İl Kültür Ve Turizm Müdürlüğü	Public
2019	Tekirdağın İncisinde Eğitimcilerin Mesleki Gelişimi İçin Eğiticinin Eğitimi	Tekirdağ Ağız ve Diş Sağlığı Merkezi Başhekimliği	Public
2019	Sağlık Turizminde Kalite İçin Kalite Yönetimi Eğitimi	Tekirdağ Ağız ve Diş Sağlığı Merkezi Başhekimliği	Public
2019	Liderlik ve Etkin Yöneticilik Eğitiminin alınması	Çerkezköy Ticaret ve Sanayi Odası	Public
2019	Kaliteli Hizmet için Kurumsal Gelişim Eğitimi ve Danışmanlığı ISO 9001:2015	Kırklareli Ticaret ve Sanayi Odası	Public
2019	Pazarlama Eğitimi	Tekirdağ Ticaret Borsası	Public
2019	Etkin Takım Kurma, Yönetme ve Takımdaşlık Eğitimi	Uzunköprü Ticaret ve Sanayi Odası	Public
2019	Etkin Yöntemler ile Kurumsal Kapasitenin Geliştirilmesi	Edirne Ticaret Borsası	Public
2021	Büyükmandıra Kadınlarının Kurum Kültürü Ve Takım Çalışması Eğitimi İle Ekonomiye Kazandırılması	Büyükmandıra El Sanatları Ve Doğal Yaşam Derneği	Ngo
2021	Kırklareli A+ Turizmde Hizmet Kalitesinin Arttırılması	Kuzey Trakya Bağ ve Gastronomi Turizmini Geliştirme Derneği	Public
2021	Kırklareli A+ Turizmde Satış Teknikleri, İnsan Kaynakları Ve Hizmet Kalitesinin Arttırılması	Kuzey Trakya Bağ ve Gastronomi Turizmini Geliştirme Derneği	Ngo
2021	Sağlık Turizmi Uzmanlığı Ve Yönetimi Eğitimi	Trakya Sağlık Turizmini Geliştirme Derneği	Ngo
2021	Trakların İlk Yerleşim Bölgesinde Sağlık Turizminde Bir Adım Öndeyiz!	Trakya Sağlık Turizmini Geliştirme Derneği	Ngo
2021	Kırklareli Üniversitesi Açık Kaynak Akademisi (KLU-AKA) için Linux Sistem Yönetimi Eğitimi	Kırklareli Üniversitesi	Public
2021	Karma Yöntem Araştırmalarında Nitel ve Nicel Analiz Eğitimi	Trakya Üniversitesi Uzunköprü Meslek Yüksekokulu	Public
2021	Öğrenmeyi Öğrenme İçin Eğitici Eğitimi	Kırklareli Üniversitesi	Public
2021	Nitel Yöntemler ve Nitel Veri Analizi Eğitimi	Namık Kemal Üniversitesi Sosyal Bilimler Meslek Yüksekokulu	Public
2021	Önlisans Eğitimlerinin Dijital Çağa Entegrasyonu - Endüstri 4.0 ve Sektörel Uygulamalar	Namık Kemal Üniversitesi Çorlu Meslek Yüksekokulu	Public
2021	Akreditasyon Sürecinde Öğretim Tasarımı	Trakya Üniversitesi Uygulamalı Bilimler Fakültesi	Public
2021	Trakya Üniversitesinde Etkili İletişim Teknikleri	Trakya Üniversitesi	Public

2021	Kamu Mevzuatı Eğitimi	Trakya Üniversitesi	Public
2021	Sürdürülebilir Şehirler ve İklim Değişikliği	Kırklareli Belediye Başkanlığı	Public
2021	Ölçtüm Biçtim Yolumu Seçtim	Çorlu İlçe Milli Eğitim Müdürlüğü	Public
2021	Edirne FETEMM Atölyeleri Eğitici Eğitimi	Edirne İl Milli Eğitim Müdürlüğü	Public
2021	21.YY Problem Çözme Becerileri Eğitici Eğitimi	Enez İlçe Milli Eğitim Müdürlüğü	Public
2021	Rehberim Öğretmenim	Uzunköprü İlçe Milli Eğitim Müdürlüğü	Public
2021	Sözel Ve Sayısal Derslerde Web 2.0 Araçlarını Uygulama Eğitimi	Pınarhisar İlçe Milli Eğitim Müdürlüğü	Public
2021	Sağlık Yönetiminde Dijital Okuryazarlık	Kırklareli İl Sağlık Müdürlüğü	Public
2021	Öncü Öğretmenler Proje Hazırlıyor	Lüleburgaz İlçe Milli Eğitim Müdürlüğü	Public
2021	Matematik Okuryazarlığı ve Öğretim Düzenleme Teknikleri	Edirne İl Milli Eğitim Müdürlüğü	Public
2021	İletişim Becerileri Eğitimi	Süleymanpaşa Belediyesi	Public
2021	Sesim Mesleğim Senin Desteğin	Edirne Valiliği	Public
2021	Terapistim Oyun	Çorlu İlçe Milli Eğitim Müdürlüğü	Public
2021	Proje Döngüsü Yönetimi Eğitimi PCM	Süloğlu Kaymakamlığı	Public
2021	Sekreterlik Becerilerinin Geliştirilmesi Eğitimi	Edirne Valiliği	Public
2021	Oyun Terapisi Eğitimi	Keşan İlçe Milli Eğitim Müdürlüğü	Public
2021	Stratejik Planlama ve Yönetim Eğitimi	Uzunköprü Kaymakamlığı	Public
2021	Etkili İletişim Eğitim Programı	Enez Belediyesi	Public
2021	Minik Düşünürler Atölyesi	Hayrabolu İlçe Milli Eğitim Müdürlüğü	Public
2021	Doğru ve Etkili Anlayarak Hızlı Okuma Eğitici Eğitimi	Kırklareli İl Milli Eğitim Müdürlüğü	Public
2021	Yerel Yönetimlerde Sürdürülebilirlik Çalışmalarının Yaygınlaştırılması; Mesleki Gelişim Eğitimi	Tekirdağ Büyükşehir Belediyesi	Public
2021	Uluslararası Akreditasyon İçin UMKE Ekibine İngilizce Eğitimi	Tekirdağ İl Sağlık Müdürlüğü	Public
2021	Tasarımdan Uygulamaya Peyzaj Mimarlığı Disiplini	Trakya Belediyeler Birliği	Public
2021	İmar ve Altyapı Projelerinde Uzmanlaşıyoruz	Kırklareli İl Özel İdaresi	Public
2021	Belediyelerin Horizon 2020 Proje Uygulamalarında Bütçenin Kullanımı, Harcama Yöntemleri ve Raporlamalar	Edirne Belediye Başkanlığı	Public
2021	Kurum İçi Kişisel Gelişim Eğitimi	Kapaklı Belediyesi	Public
2021	Planlı Şehirler, Mutlu İnsanlar	Edirne Belediye Başkanlığı	Public
2021	Sınırsız Yardım İçin Sınırsız İletişim	Edirne İl Afet ve Acil Durum Müdürlüğü	Public
2021	Ergenlerde Doğru Davranış Yönetimi "HERTÜRLÜ BAĞIMLILIĞA HAYIR" eğitim projesi	Enez Kaymakamlığı	Public
2021	Çocuk ve Ergenlerde Psikolojik Sağlamlık Eğitimi	Tekirdağ İl Milli Eğitim Müdürlüğü	Public
2021	Çocuk İstismarında Grafoloji Eğitimi	Edirne Aile ve Sosyal Hizmetler İl Müdürlüğü	Public
2021	Kırsal Kalkınmayı Destekleyecek Mevzuata Uyumlu Projeler Üretiyoruz	Edirne İl Özel İdaresi	Public
2021	Teknik personel istatistik bilgisinin R programlama dili yardımıyla geliştirilmesi	Tekirdağ Bağcılık Araştırma Enstitüsü Müdürlüğü	Public
2021	Kooperatifimiz İletişim Eğitimleri İle Güçleniyor	Sınırlı Sorumlu Valide Kadın Girişimi Üretim ve İşletme Kooperatifi	Ngo
2021	Entegre Yönetim Sistemleri	Çorlu Ticaret ve Sanayi Odası	Public
2021	İletişim ve İkna Teknikleri Eğitim Programı	Edirne Ticaret ve Sanayi Odası	Public
2021	Problem Çözme Teknikleri Eğitimi	Uzunköprü Ticaret ve Sanayi Odası	Public
2021	Oda Üye İlişkileri Yönetim Programının Uygulanması Eğitimi Projesi	Çorlu Ticaret ve Sanayi Odası	Public
2021	Personelin İletişim Kalitesinin ve Organizasyon Becerilerinin Arttırılması	Edirne Ticaret Borsası	Public
2021	Keşan TSO Bilgi Güvenliği Sistemleri ve Kurumsal Kapasite Gelişimi Eğitim Projesi	Keşan Ticaret Ve Sanayi Odası	Public
2021	Kadın Girişimcilere E-Ticaret Eğitimi	Edirne Şehir Gönüllüleri Vakfı	Ngo
2021	Trakya Proje Öğreniyor	Yeşilay Edirne Şubesi	Ngo

2021	Duyulara Fısıldayan Öğretmenler	Zihinsel Yetersiz Çocukları Yetiştirme ve Koruma Vakfı	Ngo
2022	Drone Eğitimi	Süleymanpaşa Basın Mensupları Derneği	Public
2022	Stres Yönetimi Eğitim Programı	DÜNYAM Zihin Engellileri Yetiştirme ve Koruma Derneği	Ngo
2022	Modern Biyoteknolojik Yöntemlerin Tohum Islahında Kullanılması	Trakya Tohumcular Derneği	Ngo
2022	Tohumculukta Doku Kültürü Uygulamaları	Trakya Tohumcular Derneği	Ngo
2024	Tohumluk Üretiminde Dijitalleşmenin Sağlanması ve Dijital Teknolojilerin Kullanımının Yaygınlaştırılması	2a Tohumculuk Zirai Ürünler ve Tarım İnş. Emlak Oto. San. ve Tic. Ltd. Şti.	Private
2024	Tarım Teknolojilerinin Tohumluk Üretiminde Kullanılması ve Akıllı Dönüşüm	İyi Tarım Uygulamaları ve Tarımsal İlaç Paz. San. ve Tic. Ltd. Şti.	Private
2024	Akıllı Tarım Teknolojilerinin Tohum Üretiminde Kullanılması	Akçakaya Tarım Ticaret ve Sanayi Limited Şirketi	Private
2024	Dijitalleşme ve Akıllı Tarım Entegrasyonu ile Tohum Üretimi	Yavuzlar Yapı ve İnşaat Malz. Tarımsal Paz. Hayv. Nak. San. ve Tic. Ltd. Şti.	Private
2024	Tohum Üretiminde Dijital Dönüşüm ve Tarım Teknolojilerin Yaygınlaştırılması	Tarar Un Ve Gıda San. Tic. Ltd. Şti	Private
2024	Tarımda Dijital Dönüşüm ve Akıllı Çözümlerle Verimliliği Artırma	Agrogen Ziraat A.Ş.	Private
2024	Tarımda Dijitalleşmenin Sağlanması ve Dijital Araçların Tohum Üretiminde Daha Fazla Kullanılması	Özseven Tohumculuk Ltd. Şti	Private
2024	Dijitalleşme ile Birlikte Tohum Üretiminde Dönüşüm	Tekcan Tohumculuk Gıda ve Tarım Ürünleri Sanayi Ticaret Limited Şirketi	Private
2024	Teknolojinin Tarım Sektörüne Entegrasyonu ve Tohumluk Üretiminde Dijital Dönüşüm	Harman Tarım Tohumculuk Ve Gıda Pazarlama Ticaret Ltd. Şti.	Private
2024	Tarımda Dijital Dönüşüm ve Tohum Üretiminde Akıllı Teknolojilerin Rolü	Cto Ekin Tarım Ürünleri Ticaret Limited Şirketi	Private
2022	Yazılım Yaşam Döngüsü ve Git Kullanımı Eğitimi	Kırklareli Üniversitesi	Public
2022	Çorlu Belediyesi Sürdürülebilir Şehirler ve İklim Değişikliği Eğitimi	T.C. Çorlu Belediye Başkanlığı	Public
2022	Sosyal Beceriler ve Zihin Kuramı Becerilerinin Değerlendirilmesi ve Öğretimi Eğitimi	Süleymanpaşa İlçe Milli Eğitim Müdürlüğü	Public
2022	Araştırmacı Okul Ortamında Proje Yazma Becerilerinin Geliştirilmesi	Tekirdağ İl Milli Eğitim Müdürlüğü	Public
2022	İhmal ve İstismara Bütüncül Bir Bakış: Öncesi ve Sonrası İçin Etkili Müdahale Teknikleri	Ergene İlçe Milli Eğitim Müdürlüğü	Public
2022	Bir Öğrenim Aracı Olarak Hikaye Anlatıcılığı	Çorlu İlçe Milli Eğitim Müdürlüğü	Public
2022	Gıda Duyusal Analizlerinde Panelist Eğitimi	Tekirdağ Gıda Kontrol Laboratuvar Müdürlüğü	Public
2022	Lüleburgaz'da Akademik Başarıyı Arttırıyoruz	Lüleburgaz İlçe Milli Eğitim Müdürlüğü	Public
2022	Hafıza Teknikleri Eğitim Programı	Edirne Valiliği	Public
2022	Hızlı Okuma Eğitim Programı	Tapu ve Kadastro Edirne Bölge Müdürlüğü	Public
2022	Yapay Zeka ile Kendimizi Keşfetme Eğitimi	Pınarhisar İlçe Milli Eğitim Müdürlüğü	Public
2022	1 Eğitim 33 Proje	Lüleburgaz Kaymakamlığı	Public
2022	Etkili İletişim ve Beden Dili Eğitimi	Tekirdağ Gıda Kontrol Laboratuvar Müdürlüğü	Public
2022	Çocuk ve Ergenlerde Bilişsel Davranışçı Terapi Uygulamaları Eğitimi	Marmaraereğlisi İlçe Milli Eğitim Müdürlüğü	Public
2022	Eğitim Koçluğu ile Başarımız Artıyor	Edirne İl Milli Eğitim Müdürlüğü	Public
2022	İyi Diksiyon İyi İletişim Hızlı Destek	Edirne Valiliği	Public
2022	Projelendirilmemiş Fikir Kalmasın	T.C. Çorlu Belediye Başkanlığı	Public
2022	Fayda Maliyet Etkisinde Finansal Ölçme Değerlendirme	T.C. Malkara Belediye Başkanlığı	Public
2022	Zor Kişiliklerle Etkili İletişim Kurma Sürecinde Hizmet Kapasitesinin Arttırılması	Tekirdağ Aile ve Sosyal Hizmetler İl Müdürlüğü	Public
2022	Lider Eğitim Yöneticisi Programı (LEYÖP)	Çorlu İlçe Milli Eğitim Müdürlüğü	Public

2022	Yaşlı Bakım Hizmetlerinde Etkin Yöntemler ve Etkili İletişim Teknikleri	Edirne Aile ve Sosyal Hizmetler İl Müdürlüğü	Public
2022	Erasmus+ ve ESC Programlarında Uzmanlaşma	Edirne Belediye Başkanlığı	Public
2022	Kültür ve Turizm Sektöründe Proje Geliştirme ve Yazma Eğitimi	Tekirdağ İl Kültür ve Turizm Müdürlüğü	Public
2022	Güçlü ve Kurallı Büyüme İçin Özcanlar Köfte Aile Anayasası	Özcanlar Restaurant Hiz. Et ve Gıda San. İç ve Dış Tic. Ltd. Şti.	Private
2022	Tekirdağ Ticaret Borsası Personeli için İleri Excel eğitimi	Tekirdağ Ticaret Borsası	Public
2022	Hizmet Kalitemiz Avrupa Yolunda	Çorlu Ticaret ve Sanayi Odası	Public
2022	Hizmet Süreçlerinde Yenilik Çalışmalarının Uygulanması	Babaeski Ticaret ve Sanayi Odası	Public
2022	Yönetim Sistemleri Eğitim ve Danışmanlığı	Uzunköprü Ticaret ve Sanayi Odası	Public
2022	Tekirdağ Ticaret ve Sanayi Odası Kalite Standartlarını Yükseltiyor	Tekirdağ Ticaret ve Sanayi Odası	Public
2022	Tekirdağ Ticaret ve Sanayi Odasının Hizmet Kapasitesinin Arttırılması	Tekirdağ Ticaret ve Sanayi Odası	Public
2022	Floortime - Oyun Terapisi Eğitimi	Zihinsel Yetersiz Çocukları Yetiştirme ve Koruma Vakfı	Ngo
2023	Çevrimiçi Eğitimde İnteraktif İçerik Geliştirmeye Yönelik Articulate Storyline 360 Kullanımı	Kırklareli Üniversitesi	Public
2023	Akreditasyon ve Toplam Kalite Yönetimi	Trakya Üniversitesi Sağlık Bilimleri Fakültesi	Public
2023	Afet Sonrası Psikososyal Destek Hizmetleri Veren Ruh Sağlığı Profesyonellerinin Saha Becerilerini Artırmaya Yönelik Eğitim	Trakya Üniversitesi Eğitim Fakültesi	Public
2023	Sürdürülebilir Kalkınma ve İklim Değişikliği	Lüleburgaz Kaymakamlığı	Public
2023	Yazarken Öğrenenler	Ergene İlçe Milli Eğitim Müdürlüğü	Public
2023	İcat ÇıkarıyorUZ STEM Eğitimi	Uzunköprü İlçe Milli Eğitim Müdürlüğü	Public
2023	Okul Yöneticileri İçin Liderlik Eğitimi	Kırklareli İl Milli Eğitim Müdürlüğü	Public
2023	Başarı ve Sonuç Odaklılık Eğitimi	Edirne İl Özel İdaresi	Public
2023	Doğru Soru Bilmenin Yarısıdır	Edirne İl Milli Eğitim Müdürlüğü	Public
2023	Psikometrik Uygulamalarla Çocuk Değerlendirme Eğitimi	Lüleburgaz İlçe Milli Eğitim Müdürlüğü	Public
2023	Pardus İşletim Sistemi Arayüz Kullanımı Ve Açık Kaynak Kodlu Yazılım Uygulamaları Eğitimi	Tekirdağ İl Müftülüğü	Public
2023	Proje Döngüsü Yönetimi Eğitimi	Edirne Valiliği	Public
2023	Zaman Yönetimi Eğitim Programı	Enez Belediyesi	Public
2023	İleri Düzey Proje Yazım Becerileri	Kapaklı İlçe Milli Eğitim Müdürlüğü	Public
2023	Anlayarak Hızlı Okuma Eğitim Programı	Süleymanpaşa Tapu Müdürlüğü	Public
2023	Stres Yönetimi Eğitimi İle Artan Hizmet Kalitesi	Tapu ve Kadastro XIV. (EDİRNE) BÖLGE MÜDÜRLÜĞÜ	Public
2023	Anlayarak Hızlı Okuma Teknikleri Eğitim Programı	Tekirdağ Kadastro Müdürlüğü	Public
2023	Nöroplastisite Prensiplerinin Eğitime Uygulanması	Çorlu İlçe Milli Eğitim Müdürlüğü	Public
2023	Hizmet İçi Çevre Yönetimi Mesleki Gelişim Eğitimleri	Kapaklı Belediyesi	Public
2023	Öğretim Teknolojilerinde WEB 2.0 Araçları Eğitici Eğitimi	İpsala İlçe Milli Eğitim Müdürlüğü	Public
2023	Diksiyon, Etkili İletişim Ve Doğru Destek.	Tekirdağ Valiliği	Public
2023	Tekirdağ Emniyeti Stratejik Liderlik İle Güçleniyor	Tekirdağ İl Emniyet Müdürlüğü	Public
2023	Özel Gereksinimli Çocuklar için Duyusal Oyun Stratejileriyle Öğrenme Ortamlarını Güçlendirmek	Tekirdağ İl Milli Eğitim Müdürlüğü	Public
2023	İpsala ERASMUS İle Bir Adım Önde Eğitim ve Danışmanlık Projesi	İpsala İlçe Milli Eğitim Müdürlüğü	Public
2023	Vize'de Akademik Başarıyı Arttırıyoruz. Vazgeçilebilecek Hiçbir Çocuk Yoktur	Vize İlçe Milli Eğitim Müdürlüğü	Public
2023	Özel Yetenekli Çocuklar ve Zenginleştirilmiş Öğrenme Modelleri	Tekirdağ İl Milli Eğitim Müdürlüğü	Public
2023	Kooperatifçilik Eğitimi	Sınırlı Sorumlu Çorlu Koordine Sanayi Sitesi İşletme Kooperatifi	Ngo
2023	İleri Düzey Excel Eğitimi	Edirne Ticaret Borsası	Public
2023	Keşan TSO Etkili İletişim ve Takım Çalışması Eğitimi ile Kurum İçi Verimlilik ve İşbirliğini Artırma Projesi	Keşan Ticaret Ve Sanayi Odası	Public

2023	Tekirdağ Ticaret ve Sanayi Odası Stratejik Plan Hazırlama Eğitimi Danışmanlığı Projesi	Tekirdağ Ticaret ve Sanayi Odası	Public
2023	Stratejik Plan Hazırlama Eğitimi ve Danışmanlığı Projesi	Lüleburgaz Ticaret ve Sanayi Odası	Public
2023	Çerkezköy TSO Kalite Standartlarını Artırma Projesi	Çerkezköy Ticaret ve Sanayi Odası	Public
2023	İnsan Kaynakları Ve Performans Sistemi İle Yalın Yönetime Geçiş Danışmanlığı	Çorlu Ticaret ve Sanayi Odası	Public
2023	Tekirdağ TSO Yöneticileri İçin Liderlik Eğitimi ve Danışmanlığı	Tekirdağ Ticaret ve Sanayi Odası	Public
2023	Kırklareli TSO Kalkınma için Stratejik Planlama, İzleme ve Değerlendirme Eğitim ve Danışmanlık Projesi	Kırklareli Ticaret ve Sanayi Odası	Public
2023	Davranışlar Değişir, İnsanlar Gelişir (Uygulamalı Davranış Analizi Aba/Uda Eğitimi Projesi)	Zihinsel Yetersiz Çocukları Yetiştirme ve Koruma Vakfı	Ngo
2023	Tarımda Dijitalleşme ve Akıllı Teknolojiler	Uzunköprü Ziraat Odası	Public
2023	Tarımda Dijitalleşme	Süleymanpaşa Ziraat Odası	Public
2023	Teknolojik Dönüşüm ve Tarımda Dijitalleşme	Hayrabolu Ziraat Odası	Public
2023	Akıllı Tarımda Dijital Dönüşüm	Babaeski Ziraat Odası	Public
2023	Tarımda Dijitalleşme Süreçleri	Pınarhisar Ziraat Odası	Public
2023	Tarımda Dijitalleşme ve Akıllı Dönüşüm	Havsa Ziraat Odası	Public
2023	Akıllı Teknolojiler ve Tarımda Dijitalleşme	Lüleburgaz Ziraat Odası	Public
2023	Akıllı Tarım	Edirne Ziraat Odası	Public
2023	Dijital Tarım ve Akıllı Dönüşüm	Vize Ziraat Odası	Public
2023	Akıllı Dönüşüm ve Tarım Teknolojilerinin Entegrasyonu	Meriç Ziraat Odası	Public
2023	Akıllı Dönüşüm ve Tarımsal Teknolojiler	Muratlı Ziraat Odası	Public
2023	Akıllı Teknolojiler ve Tarım Sektörü Bağının Kurulması	Enez Ziraat Odası	Public
2023	Dijitalleşme Süreci ve Tarım	Malkara Ziraat Odası	Public
2023	Dijitalleşme ve Tarım	Keşan Ziraat Odası	Public
2023	Akıllı Teknolojiler ve Tarımda Dijitalleşme	Saray Ziraat Odası	Public
2023	Akıllı Tarım ve Dijital Dönüşüm	Kırklareli Ziraat Odası	Public
2023	Tarımsal Dijitalleşme	İpsala Ziraat Odası	Public
2023	Tarımda Dijital Dönüşüm	Çorlu Ziraat Odası	Public
2023	Tarımda Dijital Dönüşüm	Çerkezköy ziraat odası	Public
2023	Teknolojinin Tarım Sektörüne Entegrasyonu ve Dijital Dönüşüm	Lalapaşa ziraat odası	Public

Producing Cities Thematic Technical Support Program, 2022			
Year	**Application Title**	**Applicant's Legal Name**	**Applicant Type**
2022	Doğal Kaynakların Verimli Kullanılması	Özyurt Tekstil San. ve Tic. A.Ş.	Private
2022	2022 Yılı Üreten Şehirler Tematik Teknik Destek Programı	Temtaş Tekstil San. ve Tic. A.Ş.	Private
2022	Temiz Üretim Danışmanlık Programı Çevreye ve doğaya zarar vermeyen, sürdürülebilir sanayi ile üretim döngüleri oluşturmak.	Öztek Tekstil Terbiye Tesisleri San. ve Tic A.ş.	Private
2022	Temiz Üretim etüt çalışması ile tesiste kullanılan su, hammadde ve enerji kaynaklarının detaylı olarak ölçülmesi, analizleri	Uğurteks Tekstil Ürünleri Ticaret ve Sanayi A.Ş.	Private
2022	Elvan Tekstil Temiz Üretimde Buluşuyor	Elvan Tekstil Boya Apre San. Tic. AŞ.	Private
2022	2022 Yılı Üreten Şehirler Tematik Teknik Destek Programı	Bilkont Dış Ticaret ve Tekstil San. AŞ.	Private
2022	2022 Yılı Üreten Şehirler Tematik Teknik Destek Programı katılım talebi Migiboy Tekstil	Migiboy Tekstil Sanayi ve Ticaret Anonim Şirketi	Private
2022	Temiz Üretim Danışmanlık Programı, Yaşam Döngüsü Analizi-Karbon Ayak İzi Ölçümü ve Analizi Desteği	Ereks Konfeksiyon Sanayi ve Ticaret A.Ş.	Private
2022	Üreten Şehirler Teknik Destek Programı – Temiz Üretim Danışmanlık Programı	Altınyıldız Tekstil ve Konfeksiyon A.Ş	Private

Producing Cities Clean Production Thematic Technical Support Program , 2023			
Year	**Application Title**	**Applicant's Legal Name**	**Applicant Type**
2023	Temiz Üretim Danışmanlık Programı	Perge Tekstil İşletmeleri A.Ş.	Private
2023	Paşa Tekstil Temiz Çevre	Paşa Tekstil Sanayi ve Ticaret A.Ş.	Private
2023	Temiz Üretim Danışmanlığı	Lila Kağıt Sanayi ve Ticaret A.Ş.	Private
2023	Gelişim Tekstil Sürekli İyileştiriyor Gelişiyor	Gelişim Tekstil San. ve Tic. A.Ş.	Private
2023	Temiz Üretim Destek Programı	Zeynar Mensucat Sanayi ve Ticaret Anonim Şirketi	Private
2023	Spectro Tekstil Temiz Üretim Danışmanlığı Başvurusu	Spectro Tekstil San.ve Tic.Ltd.Şti.	Private
2023	Karsal Demek Temiz Üretim Demek !	Karsal Örme Tekstil San. ve Tic. A.Ş	Private

Producing Cities Export Thematic Technical Support Program , 2023			
Year	**Application Title**	**Applicant's Legal Name**	**Applicant Type**
2023	Karmavent İle İhracatta İlk Adım	Karma Havalandırma Tesisat İzol. ve Malz. Elk. Mak. Müh. Mim. İnş. San. ve Tic. Ltd.Şti.	Private
2023	İhracat Teknik Desteği	Sebcup Kağıt Bardak Üretim San ve Tic Ltd.Şti	Private
2023	Yurtdışı İhracat Desteği	Ahmet Erman	Private
2023	Numax Kimya Globalleşiyor	Numax Kimya San. İml. Dış Tic. Ltd. Şti.	Private
2023	Yerli Ve Özgün Üretilen Sinyal İşleme Amaçlı Veri Toplama Uzatma Çubuğunun Yabancı Pazarlara Açılması	Environıcs Global Endüstriyel Dış Tic. A.Ş.	Private
2023	Arslan Gıda Paz. San. ve Tic. Ltd. Şti/İhracat Danışmanlığı	Arslan Gıda Pazarlama İnşaat Tic. ve San. Ltd. Şti.	Private
2023	Destereci Fırını Sektörde 75.Yılını, Yeni Üretim Tesisi ve İhracatla Taçlandırıyor.	Set 10 İnşaat Taahhüt Mimarlık Organizasyon Turizm Gıda İmalat ve Hizmetleri San. Tic. Ltd. Şti.	Private
2023	Özcanlar Köfte Dünya İçin Üretiyor	Özcanlar Köfte San. ve Tic. A.Ş.	Private
2023	3nas Dünyaya Açılıyor	Fts Lojistik ve Tarım Makinaları Sanayi Tic. Ltd. Şti	Private
2023	Hedefimiz İhracat	Şenol Çalışkan	Private
2023	Hedefimiz ihracat	Özgül Tarım Makineleri Gıda Tarım ve Hayvancılık Ltd. Şti.	Private
2023	Baydemirler İhracat Yapıyor	Baydemirler Mak. ve İnş. San. Tic. Ltd. Şti	Private
2023	Altayoğlu Mühendislik İhracatını Geliştiriyor	Altayoğlu Mühendislik Tarım Makinaları San. Tic. Ltd. Şti.	Private
2023	İhracat danışmanlık desteği	Apipark Arıcılık Üretim Danışmanlık Eğitim Islah ve Arge İthalat İhracat Sanayi Ticaret A.Ş	Private
2023	Yurt Dışı Pazar Geliştirme	Agros Makina San. ve Tic. Ltd. Şti.	Private

Table B.4. Applications that received financial support (TDA, 2023)

Year	Application Title	Applicant's Legal Name	Applicant Type
2014	Tarım Makineleri Üretim Tesisinde Büyük Ölçekli Makine Üretimi Ve Üretim Kapasitesini Arttırma Projesi	Kurt Mühendislik Makine Sanayi Ve Dahili Ticaret Limited Şirketi	Private
2014	Ülkemizin İlk Hffr Malzeme Geliştirilmesine Yönelik Ar-Ge Laboratuvarının Kurulumu	Koç Elektrik Plastik Sanayi Ve Ticaret Limited Şirketi	Private
2014	Bilgi Ve İletişi Teknoloji Kullanımı, Tasarım, Yenilikçilik, Ar-Ge, Üretim Süreçlerini Ve İhracatı Geliştirme Projesi	Elkon Çelik Makina Üretim San. Ve Tic. Ltd.Şti.	Private
2014	Enerjisini Güneşten Alan Çevre Dostu Üretim	A Bağcılık Şarapçılık Tarım Ürünleri Üretim Pazarlama İthalat İhracat Sanayi Ltd	Private
2014	İhracata Körükle Gidiyoruz	Orsan Ticari Araç Sistemleri Limited Şirketi	Private
2014	Penduline DOK Limited Şirketine Meyveden Sıkılma Doğal Siyah Üzüm Suyu Üretim Tesisinin Kazandırılması	Penduline DOK Gıda Meşrubat Otomotiv Turizm Otelcilik Ve İnşaat Sanayi Ticaret Limited Şirketi	Private
2014	Ar-Ge Çalışmaları İle Kulak Çubuğu Sarma Makinesi Üretimi Projesi	Kerem Otomasyon Elektromekanik Ve Makine İmalatı Sanayi Ticaret Limited Şirketi	Private
2014	Galvaniz Çelik Elektrik Tesisat Konduitlerin Türkiye'de İlk Üretimi	Turkuaz Elektroteknik San Ve Tic Ltd Şti Çerkezköy Şubesi	Private
2014	Doğa Yürüyüş Parkurlarının Düzenlenmesi Projesi	T.C. Orman Ve Su İşleri Bakanlığı I. Bölge Müdürlüğü	Public
2014	Yıldız Dağlarını Keşfedelim Projesi.	Kırklareli Orman Ve Su İşleri Şube Müdürlüğü	Public
2014	Istranca Ekoturizmi Geliştirilme Projesi	Dayko Doğal Yaşamı Koruma Vakfı	Ngo
2014	Elimin Hamuru İle Güvenli Geleceğe	Adalet Bakanlığı Edirne Açık Ceza İnfaz Kurumu İş Yurdu Müdürlüğü	Public
2014	"Basamak Taksi Yollarda"	Kırklareli İl Özel İdaresi	Public
2014	Genetik Hastalıklar Tanı Merkezi Ve Doku Tiplendirme Laboratuarlarının Kapasitesinin Geliştirilmesi Projesi	Trakya Üniversitesi Tıp Fakültesi	Public
2014	4 Köyde 100 Çiftçiye 200 Dekar Yüksek Telli Terbiyeli Modern Bağcılık Projesi	Uzunköprü İlçe Gıda,Tarım Ve Hayvancılık Müdürlüğü	Public
2014	Hayat Ağacım	Trakya Üniversitesi	Public
2014	Eller Zihnin Araçlarıdır	Hayrabolu İlçe Milli Eğitim Müdürlüğü	Public
2014	Biraz Destek, Üretmemize Yeter	Tekirdağ Özel Eğitim Mesleki Eğitim Merkezi	Public
2014	Bölgemizde Sosyal Huzurun Arttırılması	T.C. Çorlu Belediye Başkanlığı	Public
2014	Obezite Kaderimiz Değil	İl Sağlık Müdürlüğü	Public
2014	Engelsiz Yaşam	Tekirdağ Gençlik Hizmetleri Ve Spor İl Müdürlüğü	Public
2014	Benim Evim Okulum	Meriç İlçesi Milli Eğitim Müdürlüğü	Public
2014	Edirne Aktif Yaşlanma Merkezi	Trakya Üniversitesi Sağlık Bilimleri Fakültesi	Public
2014	Yalnız Değilsiniz	Babaeski Belediye Başkanlığı	Public
2014	Tüm Trakya El Ele Bilim Merkezine	Bilim Ve Sanat Merkezi	Public
2014	Gelecek Sanatla Buluşuyor	Hayrabolu İlçe Milli Eğitim Müdürlüğü	Public
2014	Okul Öncesinde Akıl Oyunları	Hayrabolu Kaymakamlığı	Public
2014	Hayat Ergene'de Güzelleşiyor Çünkü Engeller Aşılıyor	Ergene Kaymakamlığı	Public
2014	Şarköy Osmanlı Hamamı Restorasyonu Ve Turizme Kazandırılması Projesi	Şarköy Belediyesi	Public
2014	Kent Kültür Evi	Kırklareli Belediye Başkanlığı	Public
2014	Tükenmeden Dönüştürüyoruz	İpsala Köylere Hizmet Götürme Birliği	Public
2014	Vize İlçesinin 23 Köyünde Katı Atıkların Toplanması Ve Bertarafı Projesi	Vize İlçesi Ve Köylerine Hizmet Götürme Birliği	Public
2014	Uzunköprü Tarih Ve Sanatı Turizm'e Sunuyor	Uzunköprü Belediyesi	Public
2014	"Dupnisa Mağarası Ve Yakın Çevresindeki Köylerin Eko-Turizme Kazandırılması"	Kırklareli İl Özel İdaresi	Public
2014	Etkin Sulama Verimli Üretim	Edirne İl Özel İdaresi	Public

2014	Enez Sahil Düzenleme Projesi	Enez Köylere Hizmet Götürme Birliği	Public
2014	Evimi Temizliyorum Misafirlerimi Bekliyorum	Edirne Saros Turizm Merkezi Turizm Altyapı Hizmet Birliği	Public
2014	Temiz Çevre, Temiz Gelecek	Lalapaşa Köylere Hizmet Götürme Birliği	Public
2014	Daha Temiz Yarınlar, Daha Temiz Yaşamlar	Köylere Hizmet Götürme Birliği	Public
2014	İğneada Longoz Ormanları Milli Parkının İzlenmesi Ve Tanıtımı	Kırklareli Orman Ve Su İşleri Şube Müdürlüğü	Public
2014	"Güneşin Suya Dokunuşu"	Ss. Balabanköy Tarımsal Kalkınma Kooperatifi	Ngo
2014	Vize Tabakhane Deresi Islahı Ve Çevre Düzenlemesi İle Yeşil Yollar Oluşturma Projesinin Hazırlanması	Vize Belediyesi	Public
2014	Uzunköprü Ticaret Borsası Ürün Tahlil Laboratuvarı Plan/Proje Ve Fizibilite Çalışması	Uzunköprü Ticaret Borsası	Public
2014	Kırklareli Organize Sanayi Bölgesinde Güneş Enerjisi İle Elektrik Üretimine İlişkin Fizibilite Çalışması	Kırklareli Organize Sanayi Bölgesi	Public
2014	Hayvancılığın Merkezinde Canlı Hayvan Borsası	T.C. Malkara Belediye Başkanlığı	Public
2014	Malkara İlçesi Organik Tarım Ve Kırsal Turizm Potansiyeli Fizibilitesi	Malkara Önder Çiftçi Danışmanlık Derneği	Ngo
2014	Süleymanpaşa İlçesi Serada Çiçekçilik Fizibilitesi	Süleymanpaşa Belediyesi	Public
2014	Lüleburgaz'da İş Geliştirme Merkezi Kurulumu Fizibilitesi	Lüleburgaz Ticaret Ve Sanayi Odası	Public
2014	Ayvasıl Yamaç Paraşüt İniş Alanı Düzenlemesi Uygulama Projesi	Tekirdağ Yamaç Paraşüt Kulübü Derneği	Ngo
2014	Esetçe Turizm Beldesi; Yerel Ürünler Mikro İşletmeler	Esetçe Belediyesi	Public
2014	Lüleburgaz Bilim Merkezi Fizibilitesi	Lüleburgaz Belediyesi	Public
2015	ÜRETİLEN MAKİNALARIN KATMA DEĞERİNİN ARTIRILMASI İÇİN OTOMATİK KOLİ AÇMA VE KOLİ DOLDURMA MAKİNASININ AR-GE İLE GELİŞTİRİLMESİ	ŞAKAR MAKİNA OTOMASYON İTHALAT İHRACAT SAN. TİC. LTD.ŞTİ	Private
2015	KÖMÜR SUSUZLANDIRMA İŞLEMLERİNDE YENİ TEKNOLOJİNİN KULLANILMASI VE PROSES SUYUNUN GERİ KAZANIM MİKTARININ YÜKSELTİLMESİ	UYSAL MADENCİLİK NAKLİYAT SANAYİ VE TİCARET LTD.ŞTİ.	Private
2015	YENİLENEN ÜRETİM SÜREÇLERİYLE KATMA DEĞER ARTIŞI SAĞLANMASI	DURMAZ ZİRAAT ALETLERİ	Private
2015	TRAKYA'DA BAHAR ŞENLİĞİ	BAHAR ARITMA SİSTEMLERİ MÜHENDİSLİK VE İMALAT SAN. TİC. LTD. ŞTİ.	Private
2015	TRAKYA DA KİMYA SEKTÖRÜNDE YÜKSELİYOR	AYDIN KİMYA SAN. VE TİC. A.Ş.	Private
2015	YENİ TEKNOLOJİ İLE ÜRETİMDE VE İHRACATTA KATMA DEĞER ARTIŞI	ÖĞE ZEYTİNCİLİK GIDA VE ORMAN ÜRÜNLERİ SANAYİ TİCARET LİMİTED ŞİRKETİ	Private
2015	SAKLI KENT KIYIKÖY	UZEL TURİZM VE İNŞAAT TİCARET LİMİTED ŞİRKETİ	Private
2015	ADALI MAKİNE AR-GE ALTYAPISININ İYİLEŞTİRİLMESİ VE MOBİL KÖMÜR ZENGİNLEŞTİRME MAKİNESİNİN PROTOTİP GELİŞTİRİLMESİ	ADALI MAKİNA SAN. TİC. LTD. ŞTİ	Private
2015	SULAR TARIMIN YÜKSEK TEKNOLOJİLİ ÜRETİME GEÇİŞİ PROJESİ	SULAR TARIM MAKİNELERİ TİCARET VE SANAYİ LİMİTED ŞİRKETİ	Private
2015	YALIN ENJEKSİYON SİSTEMLERİ	TECHNOCAST OTOMOTİV SANAYİ VE TİCARET LTD. ŞTİ.	Private
2015	ÇEVRE DOSTU SOĞUTMA GRUBU ÜRETİMİ, İHRACATIN ARTTIRILMASI VE MARKALAŞMA	ŞENOL SOĞUTMA SAN.VE TİC.LTD.ŞTİ	Private
2015	SOFRALIK ZEYTİN ÜRETİMİNDE KATMA DEĞER ARTIŞI SAĞLAYACAK SÜRDÜRÜLEBİLİR TEMİZ ÜRETİM SÜREÇLERİNİN UYGULANMASI	SS 987 SAYILI MÜREFTE ZEYTİN TARIM SATIŞ KOOPERATİFİ	Ngo
2015	İRTEM TARIM YENİLİKÇİ ÜRÜNLERİYLE TARIM SEKTÖRÜNDE FARK YARATIYOR	İRTEM TARIM MAKİNALARI SANAYİ VE TİCARET LİMİTED ŞİRKETİ-HAYRABOLU ORGANİZE SANAYİ BÖLGESİ ŞUBESİ	Private
2015	TRAKYA DAN DÜNYAYA UÇAK VE HIZLI TREN PARÇALARI ÜRETİMİ PROJESİ	ARDÖKSAN DÖKÜM SANAYİ VE TİCARET ANONİM ŞİRKETİ ŞUBESİ	Private

2015	ALTIYÜZ YILLIK OSMANLI SARAY MUTFAĞI CANLANIYOR	ÖZTÜRKLER KONAKLAMA OTELCİLİK VE TURİZM TİCARET LTD	Private
2015	TEKNOLOJİ İLE BÜYÜYEN ANT MAKİNE	MELEK ALTINSOY-ANT HİDROLİK	Private
2015	AKILLI ELEKTRONİK MODÜL ÜRETİMİ İÇİN YÜKSEK FREKANS LABARATUVARI KURULMASI	SENA MÜHENDİSLİK SEMA ÖZHAN	Private
2015	ÇATIMIZDA GÜNEŞ TARLASI, DEPOMUZDA MEVSİM MEYVASI	HAVSA İLÇESİ MEYVE ÜRETİCİLERİ BİRLİĞİ	Ngo
2015	BABAESKİ TRAKYAKA ÇOCUK ORKESTRASI	BABAESKİ İLÇE MİLLİ EĞİTİM MÜDÜRLÜĞÜ	Public
2015	KOFÇAZ GELENEKSEL ÜRÜNLER ATÖLYESİ KADIN İSTİHDAMI PROJESİ	KOFÇAZ BELEDİYE BAŞKANLIĞI	Public
2015	KALİTELİ BADEM VE CEVİZ ÜRETİMİ	KEŞAN İLÇESİ SERT KABUKLULAR ÜRETİCİLERİ BİRLİĞİ	Ngo
2015	TEKİRDAĞ'IN UNUTULMAYA YÜZ TUTMUŞ YÖRESEL EL DOKUMALARI CANLANIYOR EV HANIMLARINA EKONOMİK KATKI SAĞLIYOR	TEKİRDAĞ BÜYÜKŞEHİR BELEDİYESİ	Public
2015	OTİZMİN RUHUNDAN ÜRETİME YANSIMALAR	OTİSTİK ÇOCUKLARI EĞİTİM VE YAŞATMA DERNEĞİ	Ngo
2015	MONTESSORİ İLE MUHTEŞEM ALTI YIL	PINARHİSAR MESLEKİ VE TEKNİK EĞİTİM MERKEZİ	Public
2015	DESTEK EĞİTİM ODALARININ GÜÇLENDİRİLMESİ	HÜSEYİN HÜSNÜ TEKIŞIK REHBERLİK VE ARAŞTIRMA MERKEZİ	Public
2015	SERHAT MESLEK GENÇLİĞE DESTEK	SERHAT İMKB MESLEKİ TEKNİK ANADOLU LİSESİ	Public
2015	SELİMİYE SANAT MERKEZİ	SELİMİYE MESLEKİ VE TEKNİK ANADOLU LİSESİ MÜDÜRLÜĞÜ	Public
2015	UZUNKÖPRÜ GİRİŞİMCİLİK DESTEK OFİSİ	UZUNKÖPRÜ TİCARET VE SANAYİ ODASI	Public
2015	SİMÜLATÖRLÜ EĞİTİM İLE PROFESYONEL OPERATÖRLÜK	MERİÇ HALK EĞİTİMİ MERKEZİ	Public
2015	KONFEKSİYON ALANINDA VASIFLI ELEMAN EĞİTİM MERKEZİ	EDİRNE TERZİLER ESNAF VE SANATKARLAR ODASI	Public
2015	ÖNCE EĞİT(İŞ)İM	İPSALA HALK EĞİTİMİ MERKEZİ	Public
2015	HAYAL ADASI	TEKİRDAĞ VALİLİĞİ AVRUPA BİRLİĞİ VE DIŞ İLİŞKİLER KOORDİNASYON MERKEZİ	Public
2015	GÖZ SAĞLIĞINIZ İÇİN AYAĞINIZA GELİYORUZ	TEKİRDAĞ İLİ KAMU HASTANELERİ BİRLİĞİ	Public
2015	HAMDİBEY KÖYÜ VE SİSLİOBA KÖYLERİ ZİYARETÇİ MERKEZİ	DEMİRKÖY DOĞAYI KÜLTÜREL DEĞERLERİ KORUMA VE TANITMA DERNEĞİ	Ngo
2015	OKULLAR DONANIYOR, OKUL TERKİ AZALIYOR	ERGENE KAYMAKAMLIĞI	Public
2015	YENİ OPERATÖRLER KIRKLARELİ' MİZİ İNŞA EDİYOR	KIRKLARELİ HALK EĞİTİM MERKEZİ VE ASO	Public
2015	ÇALIŞAN KADINLAR UMUTLU YARINLAR	SOSYAL YARDIMLAŞMA VE DAYANIŞMA VAKFI	Ngo
2015	NİNEMİN KİLERİ	YAYLAGÖNE GÜZELLEŞTİRME VE YARDIMLAŞMA DERNEĞİ	Ngo
2015	ZİÇEV FOTOĞRAF ATÖLYESİ	ZİHİNSEL YETERSİZ ÇOCUKLARI YETİŞTİRME VE KORUMA VAKFI	Ngo
2015	TRAKYA BÖLGESİ TURİZM PAYDAŞLARININ ORTAK TURİZM ROTALARI VE ORTAK TANITIMA YÖNELİK İŞBİRLİĞİ PLATFORMU KURULMASI	KIRKLARELİ ÜNİVERSİTESİ	Public
2015	BÖBREK HASTALIKLARI VE SON DÖNEM KRONİK BÖBREK YETMEZLİĞİ HASTALIĞI İLE MÜCADELE	TÜRK BÖBREK VAKFI TEKİRDAĞ ŞUBESİ	Ngo
2015	AB STANDARTLARINDA ÜRÜN TAHLİL LABORATUVARI İLE BÖLGEYE HİZMET	UZUNKÖPRÜ TİCARET BORSASI	Public
2015	EDİRNE ORGANİZE SANAYİ BÖLGESİNDE "YAŞANILABİLİR ÇEVRE" İÇİN BİYOLOJİK ARITMA TESİSİ YAPIM PROJESİ	EDİRNE ORGANİZE SANAYİ BÖLGESİ YÖNETİM KURULU BAŞKANLIĞI	Public
2015	VİZE'NİN CAZİBE MERKEZİ "YEREL PAZAR" PROJESİNİN HAYATA GEÇİRİLMESİ İLE HALİÇİ BÖLGESİNİN İYİLEŞTİRİLMESİ	VİZE BELEDİYESİ	Public
2015	KIRKLARELİ DEMİRKÖY İLÇESİ HAMDİBEY TURİZM KÖYÜ SİVİL MİMARİ VE SOKAK SAĞLIKLAŞTIRMA PROJESİ	KIRKLARELİ İL KÜLTÜR VE TURİZM MÜDÜRLÜĞÜ	Public

2015	HAYRABOLU OSB O.G. DAĞITIM ŞEBEKESİ METAL MAHFAZALI MODÜLER HÜCRELER İLE XPLE KABLO HATTI YENİLENMESİ PROJESİ	HAYRABOLU ORGANİZE SANAYİ BÖLGESİ	Public
2015	KIRKLARELİ OSB ENDÜSTRİYEL ATIKSU ARITMA TESİSİ	KIRKLARELİ ORGANİZE SANAYİ BÖLGESİ	Public
2015	PINARHİSAR KÜLTÜR MERKEZİNE KAVUŞUYOR	PINARHİSAR BELEDİYE BAŞKANLIĞI	Public
2015	TARİHİ DEĞERLERİ İLE YAŞAYAN VE YAŞATILAN EDİRNE	EDİRNE BELEDİYE BAŞKANLIĞI	Public
2015	EMEKLERİMİZ ERİMESİN	MERİÇ BELEDİYE BAŞKANLIĞI	Public
2015	KIRKLARELİ TİCARET BORSASI CANLI HAYVAN BORSASI KURULMASI PROJESİ	KIRKLARELİ TİCARET BORSASI	Public
2015	ŞARKÖY İNÖNÜ CADDESİ SAHİL DÜZENLEME VE NOSTALJİK LOKOMOTİF HATTI PROJESİ	ŞARKÖY BELEDİYESİ	Public
2015	TEKİRDAĞ TİCARET BORSASI AKREDİTE GIDA TAHLİL LABORATUVARI PROJESİ	TEKİRDAĞ TİCARET BORSASI	Public
2015	MALKARA OSB BİYOLOJİK ATIK SU ARITMA TESİSİNİN YAPILMASI PROJESİ	MALKARA ORGANİZE SANAYİ BÖLGESİ	Public
2015	Kıyıköy' ün Çevresi Güzelleşiyor	Kırklareli İl Kültür ve Turizm Müdürlüğü	Public
2015	Sağlık Turizmi: Trakya Destinasyonu	Edirne Kamu Hastaneleri Birliği Genel Sekreterliği	Public
2016	İstihdamı ve Verimliliği Arttırmaya Yönelik Olarak AB Standartlarına Uygun Kaynak Temini	Atalay Madeni Eşya San. ve Tic.A.Ş.	Private
2016	Yeni Teknoloji Kaynak Robotu Yatırımı İle Tarım Makineleri Üretiminde Katma Değerin Artırılması ve Yeni Ürün Üretilmesi	Altayoğlu Tarım Makinaları Gıda Tarım Hayvancılık Ticaret ve Sanayi Limited Şirketi	Private
2016	Atık ısıdan elde edilen 40 ve 60 derece ısı geri kazanım sistemi	Canlar Tekstil Sanayi ve Dış Ticaret Limited Şirketi	Private
2016	Yenilikçi İnce Kesme Taşlarında Seri Üretime Geçilmesi, Sürdürülebilir Ar-Ge ve Ür-Ge için Laboratuvar Altyapısının Kurulması	EGESAN Aşındırıcı Taşlar Sanayi Anonim Şirketi	Private
2016	Karıştıran Bağları	İrem Çamlıca Bağcılık Şarapçılık ve Tarımsal Danışmanlık San. Tic. Ltd.Şti.	Private
2016	Biyokütle Enerjisi Dönüşüm Projesi	Selim Pek Ağaç Ürünleri Ambalaj Atığı Toplama Ayrıştırma Ahşap Ambalaj Geri Dönüşüm Geri Kazanım	Private
2016	Poyraz Orta-Yüksek Teknolojili Üretime Geçiyor	Poyraz Ziraat Aletleri ve Endüstri Makinaları San. ve Tic. Ltd. Şti.	Private
2016	Laboratuvar Kurulumu, Ar-Ge ve İnovasyonun Geliştirilmesi Projesi	SUPAŞ Makine ve Otomat Sanayi ve Ticaret Limited Şirketi	Private
2016	Döner Tip Devrilebilir Ergitme Fırını ile Geri Dönüşüm	Bayram Metal	Private
2016	Üzüm Ekstresi Standardizasyona Kavuştu	TE-HA Danışmanlık Tarım Sanayi ve Ticaret Ltd. Şti.	Private
2016	Kalite, Fiyat, Zaman Rekabetinde Yeşil Marka EURO UKA	Uzun Kereste Amb.İnş.Mob.Oto.San ve Tic.Ltd Şti.	Private
2016	Babaeski Engelleri Aşıyor	Babaeski Halk Eğitim Merkezi	Public
2016	İşbirliği ile Kobi'lerde Verimlilik Dönüşümü	Çerkezköy Ticaret ve Sanayi Odası	Public
2016	Kırklareli'de Teknik Personel Niteliklerinin Geliştirilerek Sanayide Teknoloji ve Enerji Verimliliği Kültürünün Oluşturulması	Kırklareli Üniversitesi	Public
2016	Evrenin Sınırlarına Yolculuk	İpsala Anadolu Lisesi	Public
2016	Ekonomi Yaratacak Katma değerli Yüksek ileri Teknolojik Girişimcilik Modeli	Namık Kemal Üniversitesi	Public
2016	Renkli Okul İstekli Öğrenci	Şehit Öğretmen Aydın Yılmaz Ortaokulu	Public
2016	"KRC Robot Kulüp"	Kırklareli Fen Lisesi	Public
2016	Yeniliklerle BİLSEM'de Öğreniyorum	Kırklareli Bilim ve Sanat Merkezi	Public
2016	Diş Hekimimi Seviyorum	Kırklareli İli Kamu Hastaneleri Birliği Genel Sekreterliği	Public
2016	Rüzgarın Çocukları	Edirne Saros Turizm Merkezi Turizm Altyapı Hizmet Birliği	Public
2016	El Ele Geleceğe	Serhat İMKB Mesleki Teknik Anadolu Lisesi	Public
2016	Teknolojinin Eğitimle Buluşması	Edirne Mesleki ve Teknik Anadolu Lisesi	Public

2016	Sesime Ses Ver	Şehit Öğretmen Adnan Tunca İşitme Engelliler ilk/orta Okulu	Public
2016	Ağız Sağlığınız İçin Yolları Aştık Kapınıza Ulaştık	Edirne Ağız ve Diş Sağlığı Merkezi	Public
2016	Yaşam Alanlarım Oluşuyor Hayatım Renkleniyor	Hatice Erkurt Anaokulu	Public
2016	Mutlu Kentin Gözleri Kitapların Sesleri	Süleymanpaşa Engelsiz Yaşam Derneği	Ngo
2016	Peynir Kenti Kırklareli, Coğrafi İşaret Alma Yolunda İlerliyor	Kırklareli Ticaret ve Sanayi Odası	Public
2016	İstihdam için Teknoloji ile Eğitim	Keşan Mesleki ve Teknik Anadolu Lisesi	Public
2016	Bir Dil Bin İnsan	Küplü Şehit Öğretmen Zeki Savruk Ortaokulu	Public
2016	Vize Gençlik Kampının Hayat Bulması	Vize Belediyesi	Public
2016	LMTAL'E Gidiyorum, Mesleğimi Ediniyorum	Lüleburgaz Mesleki Ve Teknik Anadolu Lisesi	Public
2016	Vize Antik Anfitiyatro Örenyeri Projesi	Kırklareli İl Kültür ve Turizm Müdürlüğü	Public
2016	ZİRAATBİYOTEK	Namık Kemal Üniversitesi, Ziraat Fakültesi	Public
2016	Kıyıköy Kültürü ve Tarihi ile Markalaşıyor	Kıyıköy Belediyesi	Public
2016	Güneşin Gücü	Tekirdağ Büyükşehir Belediyesi	Public
2016	Suyumuz Güneşten Geliyor	Kırklareli İl Özel İdaresi	Public
2016	Güneşin Suyla Buluşması	Kırklareli İli Merkez İlçe Köylerine Hizmet Götürme Birliği	Public
2016	Güneş Uzunköprü'de Enerjiye Dönüşüyor	Uzunköprü Belediyesi	Public
2016	Şehrin Yüzündeki Tarihi Çizgiler - Fevzi Çakmak Caddesi Kentsel Tasarım Hamlesi	Kırklareli Belediye Başkanlığı	Public
2016	Kocayazı Köyü İçmesuyu Pompasının Elektriğini Sağlayacak Güneş Enerjisi Sisteminin Kurulması	Kofçaz İlçesi Köylerine Hizmet Götürme Birliği	Public
2016	Moleküler Tarımsal Tanı Laboratuvarı Kurulumu	Trakya Üniversitesi Mühendislik Fakültesi	Public
2016	Süleymanpaşa İlçesi Modern Serada Çiçekçilik Örnek Uygulama Alanı	Süleymanpaşa Belediyesi	Public
2016	Antik Yollarda	Enez Belediyesi	Public
2016	Kavaklımeşe Korusu Tabiat Parkı Yeniden	Orman ve Su İşleri Bakanlığı 1. Bölge Müdürlüğü Kırklareli Şube Müdürlüğü	Public
2016	Güneşin Gözleri	Edirne Valiliği	Public
2016	Saraçilyas Hamamı ile Canlanan Tarih	İpsala Belediye Başkanlığı	Public
2016	Teski ve Güneş El Ele Enerjide Verimliliğe	Teski - Tekirdağ Su Ve Kanalizasyon İdaresi Genel Müdürlüğü	Public
2016	Şarköy Turizm Köyleri Çevre Düzenleme ve Eko-Turizmin Geliştirilmesi Projesi	Şarköy Belediyesi	Public
2016	Edirne'nin Taş Masaları- Dolmen- Röleve-Restorasyon, Restitüsyon ve Çevre Düzenleme Projeleri	Edirne Müzesi Müdürlüğü	Public
2016	Tekirdağ İli Tarımsal Atık Potansiyelinin ve Bertaraf Yöntemlerinin Belirlenmesi	Tekirdağ Büyükşehir Belediyesi	Public
2016	Edirne Gençlik Parkları Projesi	Edirne Belediye Başkanlığı	Public
2016	Batı Trakya Doğa Sporları Parkı ve Akademisi Projesi	Kırklareli İl Özel İdaresi	Public
2016	Kırklareli Ticaret Borsası Tarımsal Ürün Depolama Fizibilitesi	Kırklareli Ticaret Borsası	Public
2016	Osmanlı Mirası "Koloğlu" Yenileniyor	Kırklareli İl Milli Eğitim Müdürlüğü	Public
2016	Trakya Üniversitesi Tematik Teknopark Fizibilite Raporu	Trakya Teknopark Yönetici A.Ş.	Private
2016	Kıyıköy Tarihini Koruyalım	Kıyıköy Belediyesi	Public
2016	Evrensekiz Islah OSB'nin Proses suyu kapasitesinin artırılması	Evrensekiz Islah OSB	Public
2016	Trakya'nın en büyük görsel şöleni Pavli Panayırı	Pehlivanköy Belediyesi	Public
2018	Prototipi Yapılan 'Otomatik Beslemeli ,Yeni Tasarım Agromelli, Çift Filtreli Ekstrüder ' Makinesinin Ticarileştirilmesi	Üstüniş Makina San. Ve Tic. Ltd. Şti.	Private
2018	Zemin Konveyörlerinde Power&Free Sistemlerinin Üretimine Başlanması Projesi	Yakut Makina Ve Zincir Sanayi Limited Şirketi	Private
2018	Birol Plastik Yüksek Hızda Hassas Ekim Yapabilen Tohum Hücresi Projesi	Ayşe Birol	Private

2018	Savunma Sanayinde Yerli Milli Tank Şanzıman Ve Yedek Parça Üretimi	Akcan Dişli Sanayi Ve Ticaret Limited Şirketi	Private
2018	Tam Otomasyon Ve Yüksek Teknoloji İle , Stor Perde Üretim Makinası	Cengiz Kesir	Private
2018	Trakya Şartlarına Uygun Ve Yüksek Kalite Değerlerine Sahip Ekmeklik Buğday Tohumu Islah Projesi	Akçakaya Tarım Ticaret Ve Sanayi Limited Şirketi	Private
2018	Temiz Çevre, Temiz Kumsallar, Mutlu Yarınlar	Tekirdağ Büyükşehir Belediyesi	Public
2018	Özel Eğitim Güçlü Eğitim Projesi	Tekirdağ Milli Eğitim Müdürlüğü	Public
2018	Ayçiçeği Islahında Kış Döneminde Tam Kontrollü Sera Kullanılarak Generasyon Atlatma Çalışmaları	Trakya Tarımsal Araştırma Enstitü Müdürlüğü	Public
2018	İğneada Longoz Ormanları Milli Parkı Altyapı ve Tesis Uygulamaları Projesi	Orman ve Su İşleri Bakanlığı 1. Bölge Müdürlüğü Kırklareli Şube Müdürlüğü	Public
2018	Tarih ve Lezzet İç İçe	Tekirdağ Valiliği	Public
2018	Sürdürülebilir Seracılık İçin El Ele	Meriç Belediye Başkanlığı	Public
2018	Sürdürülebilir Turizm Varış Noktası: Dupnisa Mağarası	Kırklareli İl Özel İdaresi	Public
2018	Edirne Açık Ceza Evi Et Entegre Tesisinde Kapasite Arttırılması	Adalet Bakanlığı Edirne Açık Ceza İnfaz Kurumu İş Yurdu Müdürlüğü	Public
2018	Babaeski Ticaret Borsası Canlı Hayvan Borsası Kurulması Projesi	Babaeski Ticaret Borsası	Public
2018	Edirnekâri Müzesi	Edirne Müzesi Müdürlüğü	Public
2018	Şerbet-i Fünun	Trakya Üniversitesi	Public
2018	Bölge Tarımında İnovasyon	Uzunköprü Ticaret Borsası	Public
2018	Örtüaltı Yetiştiriciliği Örnek Uygulama Ve Eğitim Merkezi Oluşturulması	Kırklareli Açık Ceza İnfaz Kurumu	Public
2018	Longoz Yıldızı	Demirköy Köylere Hizmet Götürme Birliği	Public
2018	Malkara Kültür Ve Sanat Parkı Çevre Düzenleme Projesi	T.C. Malkara Belediye Başkanlığı	Public
2018	"Meriç Yer Fıstığı Eğitim ve Uygulama Merkezi"	Meriç Kaymakamlığı	Public
2018	Gala Gölü Milli Parkı Tabiat Turizmine Açılıyor	Orman Ve Su İşleri Bakanlığı Edirne Şube Müdürlüğü	Public
2018	Su İle Gelen Medeniyet - Tarihi Çeşmelerin Restorasyonu	Kırklareli Belediye Başkanlığı	Public
2018	Körfezin İncisi Parlatılıyor	Enez Köylere Hizmet Götürme Birliği	Public
2018	Küçükbaş Hayvanların Banyo Keyfi Projesi	Kırklareli Damızlık Koyun Keçi Yetiştiricileri Birliği	Ngo
2018	Kırklareli Tarım ve Hayvancılık Ürünleri Teknolojik Ortamlarda Depolanıyor; Sektörel Üretim Canlanıyor	Kırklareli Ticaret Borsası	Public
2018	Endüstri 4.0 Eğitim Ve Danışmanlık Merkezi Kurulması Fizibilite Desteği	Çerkezköy Organize Sanayi Bölgesi	Public
2018	Tekirdağ Miras Atölyesi	Tekirdağ Büyükşehir Belediyesi	Public
2018	Osmanlı Otağ Köy Cazibe Merkezi Projesi Fizibilite Çalışması	Edirne İl Özel İdaresi	Public
2018	Trakya Süt Mükemmeliyet Merkezi Kurulmasına Yönelik Fizibilite Çalışması	Namık Kemal Üniversitesi	Public
2018	Trakya Üniversitesi Laparoskopik Ve Robotik Cerrahi Eğitim - Araştırma Ve Tetlab Ar-Ge Merkezi Fizibilite Projesi	Trakya Üniversitesi	Public
2019	İmalat Sektöründe Güncel Teknolojilere Hakim, Üretim Kalitesini Artıracak Aranan Elemanlar Yetiştirmek.	Hayrabolu İlçe Milli Eğitim Müdürlüğü	Public
2019	"Nitelikli Yetiştir, İstihdamı Geliştir"	Muratlı Mesleki ve Teknik Anadolu Lisesi Müdürlüğü	Public
2019	Mesleki Eğitime Güç Ver, İstihdama Yön Ver	Tekirdağ Mesleki ve Teknik Anadolu Lisesi	Public
2019	İmalat Sanayinde Sanaldan Gerçeğe	Namık Kemal Üniversitesi Çorlu Meslek Yüksekokulu	Public
2019	Babaeski İMKB Gelişiyor, TR21 Değişiyor	Babaeski İMKB Mesleki ve Teknik Anadolu Lisesi	Public
2019	Malkara'da Mesleki ve Teknik Eğitimin Güçlendirilmesi	Malkara İlçe Milli Eğitim Müdürlüğü	Public
2019	Metal Teknolojileri Atölyesini Yenilikçi Makinelerle Donatıyoruz	Keşan Mesleki ve Teknik Anadolu Lisesi	Public
2019	Mesleki Eğitim Gıda Teknolojileri Alanı Makine, Ekipman,Bilgi Altyapısının Geliştirilmesi.	17 Kasım Mesleki ve Teknik Anadolu Lisesi	Public

2019	Akıllı Mutfakta Lezzet Avı	Süleymanpaşa Mesleki ve Teknik Anadolu Lisesi	Public
2019	Eski Ahşap Sıralar Oyuncak Oluyor, Doğanın ve Çocukların Yüzü Gülüyor.	Çerkezköy İlçe Milli Eğitim Müdürlüğü	Public
2019	İşimiz; İş	Halit Narin Mesleki ve Teknik Anadolu Lisesi	Public
2019	Moda Rüzgarları Serhat'tan Eser	Serhat İMKB Mesleki Teknik Anadolu Lisesi	Public
2019	CNC ile Üreten Gençler	Mimar Sinan Mesleki ve Teknik Anadolu Lisesi	Public
2019	Bilgisayar Destekli İmalata Yönelik İş Gücü Piyasasının Güçlendirilmesi	Saray İlçe Milli Eğitim Müdürlüğü	Public
2019	Tasarımdan Üretime Yeni Vizyon	Edirne Mesleki ve Teknik Anadolu Lisesi	Public
2019	Kariyerim Mesleki Yeterlilik	Ahi Evran Mesleki ve Teknik Anadolu Lisesi	Public
2019	Kaynağım 4.0 İle Eğlenceli Mesleki Eğitime Hoş Geldin Ergene	Ergene İlçe Milli Eğitim Müdürlüğü	Public
2019	Mobilya ve Makine İmalat Sektörüne Yönelik Mesleki Eğitimin Geliştirilmesi	Edirne Teknik Bilimler MYO	Public
2019	İmalat Sanayinde Yenilikçi Çözümler	Mehmet Rüştü Uzel Mesleki ve Teknik Anadolu Lisesi	Public
2019	Aşağıpınar Örenyeri Ziyaretçi Karşılama Merkezi Uygulama Projesi	Kırklareli İl Kültür ve Turizm Müdürlüğü	Public
2019	Kampüsteki Eviniz	Tekirdağ Namık Kemal Üniversitesi	Public
2019	Tekirdağ Büyükşehir Belediyesi Ahşap Atölyesi	Tekirdağ Büyükşehir Belediyesi	Public
2019	İnce Koru Mesire ve Kamp Alanı Düzenlemesi	Vize Belediyesi	Public
2019	Geçmişten Geleceğe Yeşil Dünya	Meriç Köylere Hizmet Götürme Birliği	Public
2019	Sınırsız Sağlıklı Gülüşler	Edirne Ağız Ve Diş Sağlığı Merkezi	Public
2019	Kapaklı Belediyesi Turizm ve Yöresel Ürünler Merkezi Projesi	Kapaklı Belediyesi	Public
2019	Edirnekâri Atölyesi	Uzunköprü Kaymakamlığı	Public
2019	Şifa Şehri Edirne	Edirne Sultan I. Murat Devlet Hastanesi	Public
2019	Trak-Kano, Trakya Turizm Koridorlarında Kano Destinasyonları	Edirne Doğa Sporları Kulübü Derneği	Ngo
2019	Şarköy'e Hoşgeldiniz	Şarköy İlçe Milli Eğitim Müdürlüğü	Public
2019	Alpullu Yeni Turizm Konuları Deneyimliyor.	Alpullu Belediyesi	Public
2019	Sağlık Turizminde Geleneksel Tıbba Modern Yaklaşım	Keşan Devlet Hastanesi	Public
2019	Sürdürülebilir Turizm Varış Noktası Avcılar Köyü	Demirköy Köylere Hizmet Götürme Birliği	Public
2019	Ergene Atatürk Evi	Ergene Belediye Başkanlığı	Public
2019	Kofçaz El Emeği Kültür ve Sanat Meydanı	Kofçaz Belediye Başkanlığı	Public
2019	"İğneada Hanımeli Kültür Ve Sanat Meydanı"	İğneada Belediye Başkanlığı	Public
2019	Pınarhisar Doğa Bisiklet-Yürüyüş Yolu- Kültür ve Sanat Meydanı	Pınarhisar Belediye Başkanlığı	Public
2019	Evinize Hoşgeldiniz	Edirne İli Çevre Koruma Vakfı	Ngo
2019	Edirne Turizm Akademisi	Edirne Valiliği	Public
2019	Tekirdağ Hatırası	Süleymanpaşa Belediyesi	Public
2019	Osmanlı Otağ Köy Cazibe Merkezinin Kurulması	Edirne İl Özel İdaresi	Public
2019	Süt Birlikleri Dijital Rehabilite	Hayrabolu İlçesi Süt Üreticileri Birliği	Ngo
2020	Keşan İlçesi İbrice Limanı Turizm Potansiyelinin Artırılması Fizibilite Çalışması	Keşan İlçesi Köylere Hizmet Götürme Birliği	Public

Table B.5. Land cover change data (https://corinecbs.tarimorman.gov.tr/)

		2012 (ha)	2018 (ha)	Changing Area	Change Rate
Artifical Areas	Edirne	16.068,18	16.788,32	720,14	4,48%
	Kırklareli	13.415,42	13.714,60	299,18	2,23%
	Tekirdağ	30.093,74	31.613,83	1.520,09	5,05%
	TR21	59.577,34	62.116,75	2.539,41	4,26%

		2012 (ha)	2018 (ha)	Changing Area	Change Rate
Agricultural Areas	Edirne	473.644,47	472.175,01	-1.469,46	-0,31%
	Kırklareli	336.509,60	336.333,12	-176,48	-0,05%
	Tekirdağ	480.780,68	479.116,59	-1.664,09	-0,35%
	TR21	1.290.934,75	1.287.624,72	-3.310,03	-0,26%

		2012 (ha)	2018 (ha)	Changing Area	Change Rate
Forest and Semi-Natural Areas	Edirne	113.991,22	113.693,52	-297,70	-0,26%
	Kırklareli	290.043,22	289.920,51	-122,71	-0,04%
	Tekirdağ	103.198,76	102.675,94	-522,82	-0,51%
	TR21	507.233,20	506.289,97	-943,23	-0,19%

		2012 (ha)	2018 (ha)	Changing Area	Change Rate
Wetlands	Edirne	3.282,61	3.209,70	-72,91	-2,22%
	Kırklareli	458,26	458,26	0,00	0,00%
	Tekirdağ	141,07	141,07	0,00	0,00%
	TR21	3.881,94	3.809,03	-72,91	-1,88%

		2012 (ha)	2018 (ha)	Changing Area	Change Rate
Water Bodies	Edirne	6.275,04	7.394,95	1.119,91	17,85%
	Kırklareli	4.430,67	4.430,67	0,00	0,00%
	Tekirdağ	4.683,21	5.350,04	666,83	14,24%
	TR21	15.388,92	17.175,66	1.786,74	11,61%

		2012 (ha)	2018 (ha)	Changing Area	Change Rate
Artifical Areas	Industrial and Commercial Units	10.598,49	11.684,38	1.085,89	10,25%
	Mineral Extraction Sites	4.025,22	5.278,02	1.252,80	31,12%
	Other Artifical Areas	44.953,63	45.154,35	200,72	0,45%
	Total	59.577,34	62.116,75	2.539,41	4,26%

		2012	2018	Area Growth Rate	Share in Total Growth
Artifical Areas	Industrial and Commercial Units	17,8%	18,8%	10,2%	42,8%
	Mineral Extraction Sites	6,8%	8,5%	31,1%	49,3%
	Other Artifical Areas	75,5%	72,7%	0,4%	7,9%

Table B.6. Plans and Regulations for the Ergene Basin (Ministry of Environment, Urbanization, and Climate Change; Ministry of Agriculture and Forestry; Thrace Development Agency; 2023).

Year	**Plan & Program**	**Authorized Institution**
2008	Meriç-Ergene Havza Koruma Eylem Planı	Çevre ve Şehircilik Bakanlığı
2009	Trakya Alt Bölgesi – Ergene Havzası 1/100.000 Revizyon Çevre Düzeni Planı	Çevre ve Şehircilik Bakanlığı
2010	Meriç-Ergene Endüstriyel Atıksu Yönetimi Ana Planı	Çevre ve Şehircilik Bakanlığı
2011	Ergene Havzası Koruma Eylem Planı	Orman ve Su İşleri Bakanlığı
2016	Meriç-Ergene Su Kalitesi İzleme Programı	Orman ve Su İşleri Bakanlığı
2018	Meriç-Ergene Nehir Havzası Yönetim Planı	Tarım ve Orman Bakanlığı
2019	Ergene'de Deşarj Standartları Genelgesi	Çevre ve Şehircilik Bakanlığı
2021	Marmara Denizi Eylem Planı	Çevre, Şehircilik ve İklim Değişikliği Bakanlığı
2022	**Trakya Alt Bölgesi – Ergene Havzası 1/100.000 Revizyon Çevre Düzeni Planı Yeniden Revizyonu** (2022 Çalışma Programı'nda planın Yatırım Destek Ofisleri ve Planlama, Programlama ve Koordinasyon Birimi tarafından hazırlanacağı belirtiliyor.)	**Trakya Kalkınma Ajansı (Sanayi ve Teknoloji Bakanlığı)**
2022	Meriç-Ergene Taşkın Risk Yönetim Planı	Çevre, Şehircilik ve İklim Değişikliği Bakanlığı

APPENDIX C: SEMI-STRUCTURED INTERVIEW QUESTIONS

Questions from interviews with Trakya Development Agency experts

Questions on administrative structure

- What are your thoughts on the position of chairman of the board being held by governors that are representatives of the central administration? What advantages and disadvantages do this scheme of the agency's organization present?
- How do you think this situation in the organizational structure affects the agency's activities? What is its impact on adherence to national strategies?
- There is no information about the Development Board on the agency's website. Could you provide information about the current status of the Development Board?
- Does the abolition of development board, which is important to ensure the representation of different stakeholder groups, create a gap? How do you fulfill the advisory function that is the primary role of the development board?

Questions on budget items

- It appears that a large portion of the agency's budget comes from the central administration. How is this determined, and how does it affect the agency's activities?
- Why is the amount of income under heading of the EU and International Funds not specified in budget items?

Questions on support mechanisms

- As I reviewed the types of financial support offered by the agency, I was unable to access data on interest and interest-free loan support. Additionally, I was only able to access information on feasibility support up to 2020. Could you provide information on this matter?
- How are distributions by actors and areas determined in terms of receiving technical and financial support from the agency? It is observed that support is mainly provided to other public institutions. What is the reason for the low participation of other actor groups?

Questions on Participation and Cooperation

- You mentioned that cooperation activities with public institutions in the region is effective. Which of the cooperative activities with public institutions do you think are most lacking?
- In terms of participation and cooperation, what would you say about the overall situation in the region? Which group of actors do you think performed best and worst? What do you think caused this situation?
- What is the level of cooperation with other regional development agencies? Can you give examples of activities carried out in this regard?
- Reviewing the agency's activities and documents reveals that actor groups such as civil society organizations in the environmental field have very little involvement in participation and cooperation activities. How do you assess this situation?
- How many personnel of the agency are involved in the cooperation activities in the fields of health tourism or vineyards and vine products that you mentioned as successful examples? How would you assess the field capacity that enables the agency to continue its cooperation in this area?
- Are there any activities carried out with farmers or forest villagers to spread development throughout the region and ensure the participation of the local population? How would you assess current performance of the agency on this matter?
- Have you developed any collaborative work with regional development agencies in the surrounding area? Can you give an example?

Questions on expertise and data production capacity

- When I examined the distribution of the agency's staff according to their areas of expertise, I found that there were no experts in fields such as environmental engineering, forestry engineering, and geomatics engineering, which are important for activities in terms of environmental issues. In addition, there was only one expert each in the fields of agriculture and architecture until 2016. In contrast, there are one or more experts in textile, industrial, and chemical engineering, which are related to the industrial sector. What can you say about the needs caused by the lack of expertise and the difference in distribution?
- You mentioned that the most challenging aspect of inter-agency cooperation is data access and sharing. Could you provide information about the agency's data production? What is the status of GIS data production within the agency?

Questions regarding environmental dimensions

- What do you think is the most serious environmental problem in the Thrace Region? Could you tell us about the agency's activities in this regard?
- Could you give an example of the agency's environmental activities for sustainable development? Which of these activities you consider the most successful example?
- Apart from activities that are part of sector-based processes, can you give examples of the agency's activities in ecological areas such as sustainable natural resource management and biodiversity conservation, which are related to the environment but separate from its sectoral activities?