



The ETCF project  
is funded by the European Union



# ETCF

EU-Turkey Chambers Forum

## CONTRIBUTION OF THE CHAMBERS OF COMMERCE AND COMMODITY EXCHANGES TO TURKEY'S ON-GOING EU ACCESSION PROCESS

Survey  
Accreditation Manuals  
EU TP  
Academy Partnerships



Contracting Authority



EUROCHAMBRES

EUROCHAMBRES and TOBB are the Beneficiaries of this project



TOBB



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# Table of contents

<b>INTRODUCTION</b> .....	6
<b>PART I.</b>	
<b>ACTIVITIES AIMED AT IMPROVING THE KNOWLEDGE OF TURKISH CHAMBERS ON EU LEGISLATION AND POLICIES</b>	
1.1 The Survey on “Corporate preparations in Turkey for EU membership” .....	11
1.2 The EU Training Programme and the database of Turkish experts on EU affairs .....	14
1.3 The EU manuals .....	18
<b>PART II.</b>	
<b>ACTIVITIES AIMED AT ENHANCING THE ABILITIES OF TURKISH CHAMBERS TO GENERATE VALUE-ADDED SERVICES TO THEIR MEMBERS</b>	
2.1 EUROCHAMBRES Academies .....	20
2.2 Accreditation .....	22
2.3 Partnerships between Chambers from Turkey and the EU .....	24

# Introduction

One of the lessons that can be drawn from previous EU enlargements is that the dialogue, communication and cooperation between civil societies from both the EU and the candidate country are of vital importance to improve the quality of the overall process.

Chambers of commerce from both sides are extensively involved in this civil society dialogue. They represent the business community towards local, national, trans-national authorities. In the particular case of Turkey, Chambers<sup>1)</sup> are very important players of the civil society as they represent all the Turkish enterprises operating in Turkey.

In this context, the EU-Turkey Chambers Forum (ETCF) project has been designed to fill the need for bridging the information gap and achieving better mutual knowledge and understanding between civil societies both in the EU and in Turkey, thus ensuring a stronger awareness of the opportunities as well as the challenges of Turkey's accession to the EU in both Turkey and the European Union.

The ETCF project has been implemented by EUROCHAMBRES and TOBB over a two year period (December 2007 and November 2009).

In total, 80 Chambers from all over Turkey and 24 Chambers from the EU have been involved in the various activities which have considerably enhanced the capacity of Turkish Chambers and their role in the EU accession process.

Two kinds of activities have been implemented in the context of the ETCF project:

- Activities which have developed expertise on EU related issues within the Turkish Chamber network.
- Activities which have enhanced the ability of Turkish Chambers to design and generate value-added services to their members by benchmarking with their European counterparts and benefiting from their know-how.

In the context of the first type of activities, EUROCHAMBRES and TOBB conducted the survey on "Corporate preparations in Turkey for EU membership – the view of the Turkish private sector" which highlighted how crucial it was that the Turkish business community is properly and timely informed not only on the business-related *acquis communautaire*, but also on the opportunities and challenges of accession to the European Union.

Based on the survey results, the EU Training Programme has been developed to improve the knowledge and understanding of the Turkish Chamber executives on business-related EU policies so that they can

<sup>1)</sup>Turkish Chambers in this brochure always stands for Turkish Chambers and commodity exchanges

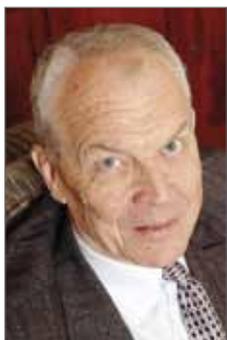
## 80 Chambers from all over Turkey and 24 Chambers from the EU have been involved in the various ETCF activities

help Turkish companies in understanding the impact of policies developed at European level on their daily business as well as in taking the necessary measures to adapt themselves to the membership requirements. To complement the EU Training Programme, 6 manuals on selected EU legislation have been published and widely distributed in the Turkish business community.

In the context of the second type of activities, the establishment of 22 Chamber partnerships between European and Turkish Chambers as well as the participation of Turkish Chamber executives in EUROCHAMBRES Academies have proven to be an effective way to strengthen Turkish and EU Chambers' mutual knowledge. Moreover, the overall quality of the Turkish Chamber network has been enhanced through a new system of quality standards and certification.

Finally, the successful implementation of these various activities and their extensive coverage both in Turkey and the European Union have enhanced the debate on Turkey's EU membership within the business communities in the EU and in Turkey.

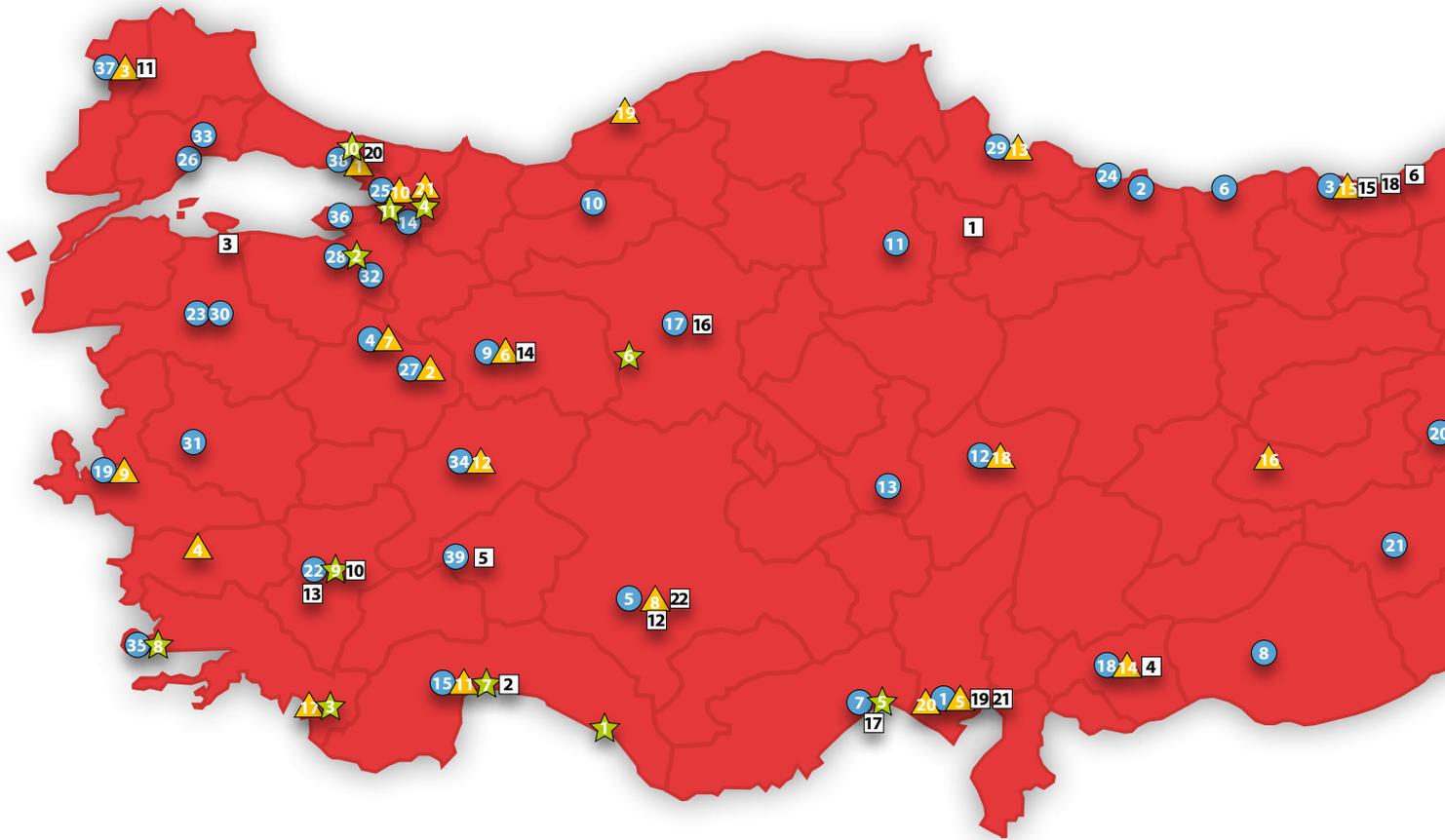
We are delighted to share with you the results of all the ETCF activities, as the contribution of the Chambers to Turkey's on-going EU accession process.



Pierre Simon  
*President of EUROCHAMBRES*

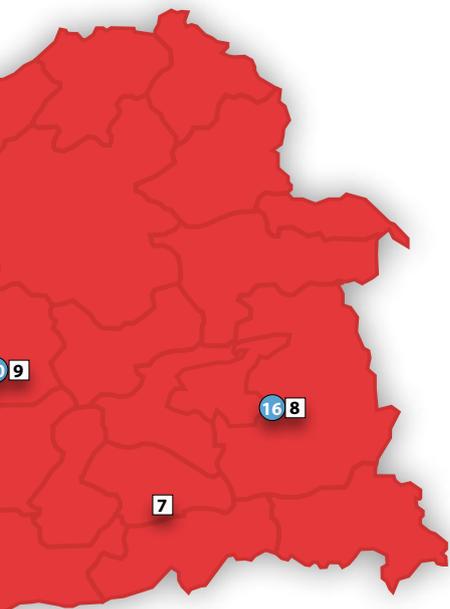


M. Rifat Hisarcıkloğlu  
*President of TOBB*



## PARTICIPANTS IN THE EU TRAINING PROGRAMME

1. Adana Chamber of Commerce & Adana Commodity Exchange
2. Ordu Chamber of Commerce and Industry
3. Trabzon Chamber of Commerce and Industry
4. Tavasli Chamber of Commerce and Industry
5. Konya Commodity Exchange & Konya Chamber of Industry
6. Giresun Chamber of Commerce and Industry & Commodity Exchange
7. Mersin Chamber of Shipping & Mersin Commodity Exchange & Mersin Chamber of Commerce and Industry
8. Sanliurfa Chamber of Commerce and Industry
9. Eskisehir Commodity Exchange & Eskisehir Chamber of Commerce
10. Bolu Chamber of Commerce and Industry
11. Corum Chamber of Commerce and Industry
12. Kayseri Chamber of Industry
13. Nevsehir Chamber of Commerce and Industry
14. Sakarya Commodity Exchange & Chamber of Commerce and Industry
15. Antalya Chamber of Commerce and Industry
16. Van Chamber of Commerce and Industry
17. Ankara Chamber of Industry
18. Gaziantep Chamber of Commerce
19. Aegean Region Chamber of Industry located in Izmir & Izmir Chamber of Commerce
20. Bingol Chamber of Commerce and Industry
21. Diyarbakir Chamber of Commerce and Industry
22. Denizli Chamber of Commerce and Industry
23. Balikesir Chamber of Commerce
24. Fatsa Chamber of Commerce and Industry
25. Gebze Chamber of Commerce
26. Tekirdag Chamber of Commerce and Industry
27. Kutahya Chamber of Commerce and Industry
28. Bursa Chamber of Commerce and Industry
29. Samsun Chamber of Commerce and Industry
30. Balikesir Chamber of Industry
31. Manisa Chamber of Commerce and Industry
32. Inegol Chamber of Commerce and Industry
33. Corlu Chamber of Commerce and Industry
34. Afyonkarahisar Chamber of Commerce and Industry
35. Bodrum Chamber of Commerce
36. Yalova Chamber of Commerce and Industry
37. Edirne Chamber of Commerce and Industry
38. Istanbul Chamber of Commerce
39. Isparta Chamber of Commerce and Industry



- Chambers who participated in the EU Training Programme
- ▲ Chambers who participated in the Academy
- ★ Chambers who participated in the Accreditation Activity
- Leaders of the partnership projects

#### CHAMBERS WHO PARTICIPATED IN THE ACADEMY

1. Istanbul Chamber of Shipping & Istanbul Chamber of Commerce & Istanbul Chamber of Industry
2. Kütahya Chamber of Commerce and Industry
3. Edirne Chamber of Commerce and Industry
4. Aydın Chamber of Commerce
5. Adana Chamber of Commerce
6. Eskişehir Chamber of Industry
7. Tavşanlı Chamber of Commerce and Industry
8. Konya Commodity Exchange & Konya Chamber of Industry & Konya Chamber of Commerce
9. İzmir Chamber of Commerce & Aegean Region Chamber of Industry
10. Gebze Chamber of Commerce
11. Antalya Chamber of Commerce and Industry
12. Afyonkarahisar Chamber of Commerce and Industry
13. Samsun Chamber of Commerce and Industry
14. Gaziantep Chamber of Commerce & Gaziantep Chamber of Industry
15. Trabzon Commodity Exchange
16. Elazığ Chamber of Commerce and Industry
17. Fethiye Chamber of Commerce and Industry
18. Kayseri Chamber of Industry
19. Zonguldak Chamber of Commerce and Industry
20. Tarsus Chamber of Commerce and Industry
21. Kocaeli Chamber of Industry

#### CHAMBERS WHO PARTICIPATED IN THE ACCREDITATION ACTIVITY

- |                |               |  |
|----------------|---------------|--|
| 1. Alanya CCI  | 5. Mersin CCI | 9. Denizli CI                            |
| 2. Bursa CI    | 6. Polatlı CE | 10. Istanbul Chamber of Shipping (IMEAK) |
| 3. Fethiye CCI | 7. Antalya CE | 11. Sakarya CCI                          |
| 4. Kocaeli CI  | 8. Bodrum CC  |  |

#### LEADERS OF THE PARTNERSHIP PROJECTS

- |                 |                |                  |                 |
|-----------------|----------------|------------------|-----------------|
| 1. Amasya CCI   | 7. Siirt CCI   | 13. Denizli CC   | 19. Adana CC    |
| 2. Antalya CCI  | 8. Van CCI     | 14. Eskişehir CI | 20. Istanbul CI |
| 3. Bandırma CC  | 9. Bingöl CCI  | 15. Trabzon CCI  | 21. Adana CI    |
| 4. Gaziantep CC | 10. Denizli SO | 16. Ankara CI    | 22. Konya CI    |
| 5. Isparta CCI  | 11. Edirne CCI | 17. Mersin CCI   |                 |
| 6. Rize CCI     | 12. Konya CC   | 18. Of CCI       |                 |



PART I. ACTIVITIES AIMED  
AT IMPROVING THE KNOWLEDGE  
OF TURKISH CHAMBERS  
ON EU LEGISLATION AND POLICIES

# 1.1. The Survey on "Corporate preparations in Turkey for EU membership"

The Survey on "Corporate preparations in Turkey for EU membership" was carried out, in the second half of 2008, with the aim to provide a detailed insight into the level of awareness and readiness of Turkish companies to apply EU legislation, and to gauge businesses' opinion about Turkey's accession to the EU, and in particular their expectations, fears and hopes

About 3.000 Turkish companies from all regions, size and sectors have responded to a detailed questionnaire. The survey is therefore an important indication of perceptions and opinions of Turkish businesses.

1. The survey highlights a notable **information gap** on EU related issues among the Turkish companies. Not only their level of knowledge on the relevant EU legislation is rather low, but the accession negotiation process between the EU and Turkey remains largely unknown among the business community. Turkish companies see seminars, workshops and conferences as the best tools to fill their information gap, and recognize a role for Chambers of Commerce in improving their knowledge about EU-related issues.

2. The survey results stress that a large majority of Turkish companies have not yet started **preparations to comply with the relevant *acquis* provisions** and as a consequence their level of compliance with the four main areas of the Customs Union (free movement of goods, competition, trade and intellectual property rights) is rather low. Moreover, Turkish companies expect important problems in complying with the *acquis* in general and in particular in the areas of competition and trade.

3. A major finding of the survey is that Turkish enterprises are **strong supporters of accession**. They are interested in participating directly to the accession process.

They agree in their majority that the overall impact of EU accession on their business will be positive. Turkish companies that participated to the survey mainly see benefits arising from the perspective of EU accession. Even if they are aware that competition will be tougher on their domestic market, they are looking forward to enhanced transparency in business practices, long term strengthening of competitiveness, and, to a lesser extent, to more competitive conditions for acquiring new capital, equipment and IT, and easier access to EU markets.

If the benefits of complying with the *acquis* seem not questioned in the long term, in the short and medium term, the large majority of Turkish companies expects major difficulties, in particular financial difficulties, in adapting themselves to the membership requirements.

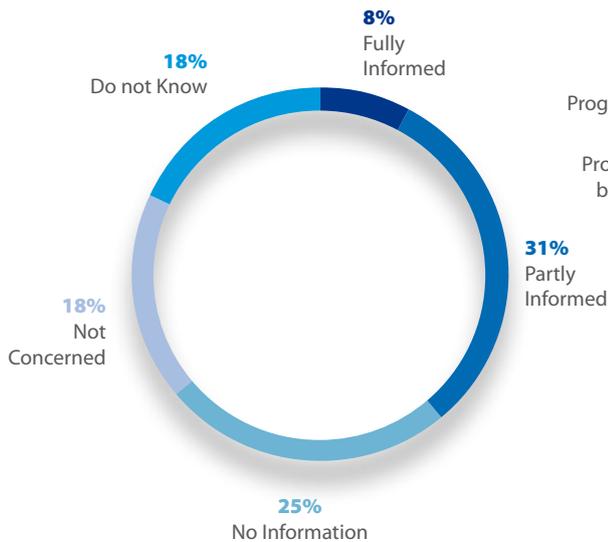
The survey results have already helped to bridge the current information gap on the business-related EU legislation. The design of the ETCF EU Training Programme as well as the conception of the ETCF EU manuals were based on the survey results. The large dissemination of the survey amongst the policy-makers both in the EU and in Turkey, the business communities in Turkey and in the EU as well as in the Turkish and European press has also provided the opportunity to enhance the debate on Turkey's EU membership in particular within the civil society.



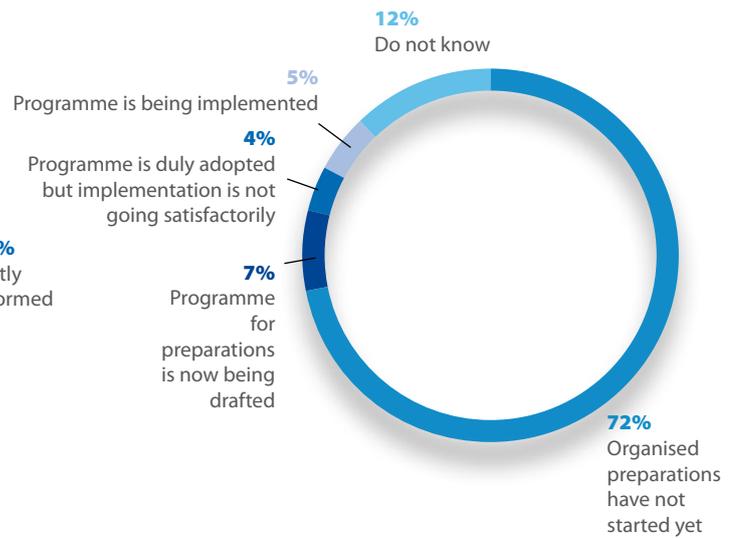
The feedback on the survey report was very positive and led to the presentation and discussion of the findings in various conferences and meetings in Turkey and the European Union.

In particular, a **conference** was held in Brussels to present the results of the survey on 3rd November 2008 with the participation of Mr. Pierre Simon, President of EUROCHAMBRES and Mr. İ. Tamer Taşkın, Member of Executive Board of TOBB, as well as Mr. Michael Leigh, Director General of the DG Enlargement (European Commission), H. E. Ambassador Volkan Bozkır, Permanent Representative of Turkey to the EU and Mr. Dirk Vantghem, Director of the EUROCHAMBRES International Affairs department. About 65 representatives from EU institutions, the Mission of Turkey to the EU, Turkish and European press, business representatives from the EU and Turkey participated to the conference.

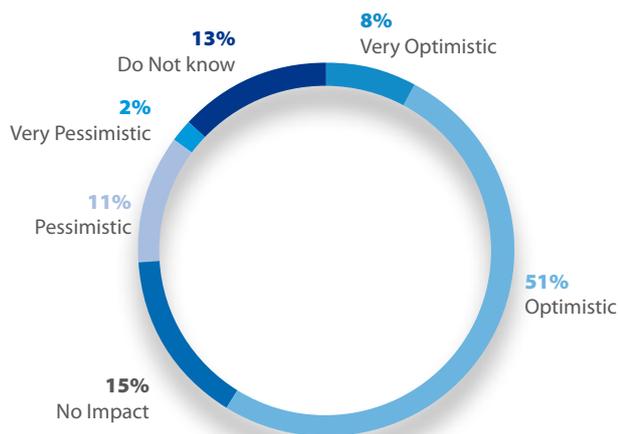
# Main outcomes of the survey



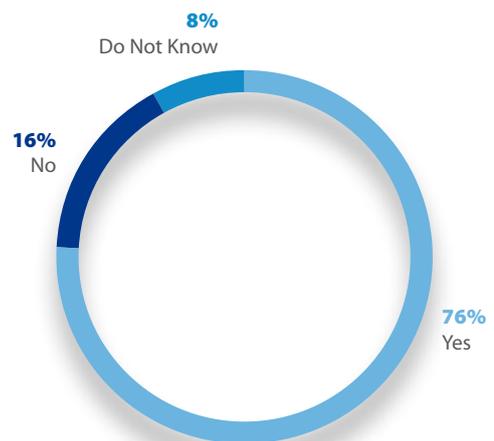
FAMILIARITY WITH THE ACQUIS



PHASE OF PREPARATION FOR THE IMPLEMENTATION OF THE EU ACQUIS



ASSESSMENT OF COMPANY'S BUSINESS PROSPECTS IN VIEW OF ACCESSION



ARE YOU IN FAVOUR OF JOINING THE EU? OVERALL BUSINESS'VIEW

## 1.2. The EU Training Programme for Turkish Chamber Executives and the database of Turkish experts on EU affairs

The Survey on "Corporate preparations in Turkey for EU membership" stressed that Chambers are considered by Turkish companies as the primary source for information on EU legislation, but it also highlights the responsibility they have in helping the Turkish companies to prepare the country for a smooth and successful transition to the Single Market. They have to help companies in adapting their business to the changing conditions implied by the accession process. They provide their member companies with information on the business-related legal framework. They also act as the "voice of industry" in the process of designing legislation and regulations at national level and European level.

The Survey also underlined the fact that there was still room for significant improvement in the quality of services provided by the Turkish Chambers to their member companies to enhance their knowledge on the EU related topics.

To meet the growing need for comprehensive expertise in EU affairs within the Turkish Chamber network, the EU Training Programme for Turkish Chamber Executives has been designed and implemented by EUROCHAMBRES and TOBB in association with Ankara University European Union Research Center (ATAUM) and Bahçeşehir University in Istanbul.

The Programme was a challenging and rewarding experience which provided Turkish Chamber executives with the latest, most insightful and advanced knowledge on EU affairs.

Programme courses were given in the form of 6 intensive and compulsory seminars organised on a monthly basis over a period of two to three consecutive days from April to October 2009. The programme was organised in two locations: ATAUM in Ankara (cycle A) and Bahçeşehir University in Istanbul (cycle B). 25 scholars attended each cycle.

Each module provided an overview of EU legislation and main challenges in the relevant field in the context of the accession negotiations, up-dated information on current issues, best practices and exchange of experiences. The courses focused on the practical implications of European integration for the Turkish business community. Each module was designed to allow maximum participation through debate, discussion and preparation in advance with course leaders.

The Faculty included experienced course leaders from diverse backgrounds: academics, representatives from the European Institutions and experts from the Chamber network.

Following the successful completion of the Programme (written paper and oral test), participants were awarded with a certificate provided by ATAUM and were included in the ETCF EU expert data base (see box next page).

The participants can be considered as EU experts and are recognised as such. The Programme has been a unique opportunity for the participants to acquire a practical understanding of the functioning of the EU, the most effective way to influence EU policy-making and decision making process as well as a deep knowledge on different EU topics of particular interest for Turkish businesses. They were also able to develop their network with EU practitioners.

#### > **Module 6**

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Innovation: IPR and Research and Development (*October 2009*)

#### > **Module 1**

---

Introductory module:  
EU – Turkey relations, EU institutions,  
EU lobbying, EU funding (*April 2009*)

#### > **Module 5**

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EU Social and employment policies,  
free movement of workers, health  
and safety at work (*September 2009*)

#### > **Module 2**

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Customs Union (part 1):  
EU Competition policy, trade policy,  
taxation and customs (*May 2009*)

#### > **Module 4**

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Agriculture and rural development,  
food quality and safety, environment  
(*July 2009*)

#### > **Module 3**

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Customs Union (part 2):  
Free movement of goods, services,  
capital (*June 2009*)

### Scholars in the Ankara cycle (ATAUM)

Alpar Baykozi (*Adana Chamber of Commerce*)  
Alper Abca (*Ordu Chamber of Commerce and Industry*)  
Hakan Eryüzlü (*Trabzon Chamber of Commerce and Industry*)  
Hasan Hüseyin Çakmak (*Tavşanlı Chamber of Commerce and Industry*)  
Hüseyin Ergün (*Konya Commodity Exchange*)  
İbrahim Atiksoy (*Giresun Chamber of Commerce and Industry*)  
İbrahim Kitapçı (*Mersin Chamber of Shipping*)  
İbrahim Polat (*Şanlıurfa Chamber of Commerce and Industry*)  
İhsan Kaymak (*Eskişehir Commodity Exchange*)  
İsmail Gören (*Bolu Chamber of Commerce and Industry*)  
Kenan Boyacı (*Adana Commodity Exchange*)



Murat Zeybel (*Çorum Chamber of Commerce and Industry*)  
Mustafa Kuşçu (*Eskişehir Chamber of Commerce*)  
Raif Okutucu (*Mersin Commodity Exchange*)  
Tolga Gökşen (*Kayseri Chamber of Industry*)  
Veysel Donmaz (*Nevşehir Chamber of Commerce and Industry*)  
Yiğit Ateş (*Sakarya Commodity Exchange*)  
Aslıhan Engin (*Antalya Chamber of Commerce and Industry*)  
Dilek Acar (*Van Chamber of Commerce and Industry*)  
Gözde Gülkaya (*Ankara Chamber of Industry*)  
Gülbin Çalışkantürk (*Gaziantep Chamber of Commerce*)  
Nurhan Bayazit (*Aegean Region Chamber of Industry*)  
Semra Çamuka (*Bingöl Chamber of Commerce and Industry*)  
Vuslat Arslan (*Mersin Chamber of Commerce and Industry*)  
Yasemin Telli (*Konya Chamber of Industry*)

### Scholars in the Istanbul cycle (Bahçeşehir University)

Baver Uçaman (*Diyarbakır Chamber of Commerce and Industry*)  
Bülent Uygun (*Denizli Chamber of Commerce and Industry*)  
Erdoğan Dur (*Balıkesir Chamber of Commerce*)  
Fatih Nacak (*Fatsa Chamber of Commerce and Industry*)  
Gökhan Dulgeroğlu (*Sakarya Chamber of Commerce and Industry*)  
Baran Uçaner (*Gaziantep Chamber of Commerce*)  
Kemalettin Köse (*Gebze Chamber of Commerce*)  
Melih Ergene (*Tekirdağ Chamber of Commerce and Industry*)  
Metin Talic (*Giresun Commodity Exchange*)  
Mücahit Kahraman (*Kütahya Chamber of Commerce and Industry*)  
Nihat Balkan (*Bursa Chamber of Commerce and Industry*)  
Oğuz Sandıkcı (*Samsun Chamber of Commerce and Industry*)  
Onur Topcu (*Balıkesir Chamber of Industry*)

Özgür Yılmaz (*Manisa Chamber of Commerce and Industry*)  
Yüksel Oksak (*İnegöl Chamber of Commerce and Industry*)  
Esra Bulut (*Çorlu Chamber of Commerce and Industry*)  
Evrin Çelik (*Aegean Region Chamber of Industry*)  
Gülçin Aras (*Afyonkarahisar Chamber of Commerce and Industry*)  
Habibe Kayalı (*Bodrum Chamber of Commerce*)  
Hande Güngörür (*Yalova Chamber of Commerce and Industry*)  
Melike Tatlı (*Edirne Chamber of Commerce and Industry*)  
Pınar Erdem (*İzmir Chamber of Commerce*)  
Şebnem Haskınacı (*İstanbul Chamber of Commerce*)  
Gül Ertan (*Aegean Region Chamber of Industry*)  
Gürol Özduman (*Isparta Chamber of Commerce and Industry*)



//

*It was really an extraordinary experience and opportunity to participate in the EU Training Programme. We have gained considerable knowledge on a wide range of EU issues and on the main challenges of Turkey's accession to the EU. But that's not all. We have also established ties with participants, trainers and the ETCF team which have proved invaluable. This has given us added motivation to positively contribute to Turkey's EU integration process, which will be of benefit of us all.*

//

*Ph.D. Bülent Uygun,  
Secretary General,  
Denizli Chamber of Industry*



A **3 day study visit** was organised in Brussels on 12-14 October 2009 at the end of the 6 modules of the ETCF EU Training Programme. The visit to the European Institutions (European Commission, European Parliament, and Council) was a unique

opportunity for the participants to meet EU policy makers dealing with the day to day management of EU affairs. They also participated in the event "Chambers meet MEPs" organised by EUROCHAMBRES on 14 October at the European Parliament.

A **database of Turkish Chambers experts on EU legislation** has been developed. It includes in particular the EU Training Programmes speakers and participants as well as the authors of the EU manuals. The database is available to the Chamber

network and the wider public as a recognised source of information for EU affairs on the ETCF website ([www.etcf.org.tr](http://www.etcf.org.tr)) on TOBB's website ([www.tobb.org.tr](http://www.tobb.org.tr)) and on EUROCHAMBRES' website. The database will be regularly updated.

## 1.3. The EU manuals

To complement the EU Training Programme for Turkish Chambers Executives, EUROCHAMBRES and TOBB have published **six manuals on EU topics** of particular relevance for the Turkish business community.

The manuals provide practical, accurate and up-to-date information to Turkish Chambers and Turkish companies on the following EU policies.

- 1. Free movement of goods
- 2. Competition
- 3. EU environmental policy
- 4. Taxation and customs
- 5. Trade
- 6. Agriculture, Fisheries and food quality

They focus on what the Turkish Chambers need to know to inform their company members on the selected EU topics and to influence the policy-making process at national and European levels.

The readers have also the opportunity to find more information if needed. Tools to easily and quickly find more specific / precise information are provided to improve the visibility of EU information

sources. The ETCF survey on “corporate preparations in Turkey for EU membership” highlighted that only 19% of the companies claimed to sufficiently use the available sources of information. It is therefore essential that the available sources of information reach the business community.

Three of the manuals (free movement of goods, EU environmental policy and agriculture, fisheries and food quality) include an *acquis audit* check list. The check lists “translate” relevant EU legislation into a series of questions for the companies to answer. They provide to the companies with an overview of what they need to comply with to be fully “EU fit”.

The authors came from diverse backgrounds: representatives from Turkish specialised organisations / institutions, experts from the European Chamber network, academics from Turkey, European law firms, etc.

The manuals will be also widely distributed in the business community in Turkey.





PART II. ACTIVITIES AIMED  
AT ENHANCING THE ABILITIES  
OF TURKISH CHAMBERS  
TO GENERATE VALUE-ADDED  
SERVICES TO THEIR MEMBERS

## 2.1. EUROCHAMBRES Academies

EUROCHAMBRES Academies have proven to be an efficient way to strengthen the knowledge and skills of Turkish Chamber executives through the exposure to European Chambers Senior and Middle Management, the participation in high level trainings and intensive networking.

In the context of the ETCF project, scholarships have been provided to 29 Turkish Chamber executives. 20 executives have participated to

EUROCHAMBRES Summer Academies and 9 executives to the specialized International Trade Academies.

During three days (for the Trade Academies) and five days (for the Summer Academies), the scholars have followed a professional development programme exclusively designed for Chamber managers to enhance their management skills and improve the services offered to their member businesses.

### EUROCHAMBRES Trade Academy 2008 (27-30 January 2008, Brussels, Belgium)

Mr. Murat TUNCER (*Istanbul Chamber of Shipping*)

Ms. Bahar ÖZSU (*Istanbul Chamber of Commerce*)

Mr. Mücahit KAHRAMAN (*Kütahya Chamber of Commerce and Industry*)

Ms. Melike TATLI (*Edirne Chamber of Commerce and Industry*)

Ms. Güneş Açelya SİPAHI (*Aydın Chamber of Commerce*)

### EUROCHAMBRES Summer Academy 2008 (23-27 June 2008, Porvoo - Helsinki, Finland)

Mr. Alpar BAYKOZİ (*Adana Chamber of Commerce*)

Mr. Ercan ONGÜN (*Eskişehir Chamber of Industry*)

Ms. Gonca ÜNDÜL (*Istanbul Chamber of Industry*)

Mr. Hasan Hüseyin ÇAKMAK (*Tavşanlı Chamber of Commerce and Industry*)

Mr. Hüseyin ERGÜN (*Konya Commodity Exchange*)

Ms. Pınar ERDEM (*Izmir Chamber of Commerce*)

Ms. Pınar SELVİ (*Aegean Region Chamber of Industry*)

Mr. Serkan DİNÇER (*Gebze Chamber of Commerce*)

Mr. Seyfi SUNA (*Konya Chamber of Industry*)

Ms. Vildan DEMER (*Antalya Chamber of Commerce and Industry*)

### EUROCHAMBRES Academy Trade Forum 2009 (28 -31 January 2009, Menthon Saint Bernard – Annecy, France)

Mr Veyis ERSÖZ, *Konya Chamber of Commerce*

Ms Gülcin ARAS, *Afyonkarahisar Chamber of Commerce and Industry*

Mr Okan GÜMÜŞ, *Samsun Chamber of Commerce and Industry*

Mr Hasan Baran UÇANER, *Gaziantep Chamber of Commerce*

### EUROCHAMBRES Summer Academy (15-19 June 2009, Obidos, Portugal)

Mr Seyfettin BİÇİCİ, *Gebze Chamber of Commerce*

Mr Şükrü ERÜZ, *Trabzon Commodity Exchange*

Mr Yusuf İ. İYMEN, *Gaziantep Chamber of Industry*

Mr Mehmet KARABULUT, *Elazığ Chamber of Commerce and Industry*

Mr Yüksel KART, *Fethiye Chamber of Commerce and Industry*

Mr Nihat MOLU, *Kayseri Chamber of Industry*

Mr Hasan OPSAR, *Zonguldak Chamber of Commerce and Industry*

Mr Rasim SARI, *Tarsus Chamber of Commerce and Industry*

Mr Barış TOPAL, *Adana Chamber of Commerce*

Ms Tülay UZUNKOL, *Kocaeli Chamber of Industry*

“ I came back from the Academy armed with new, practical ideas that I can implement directly on return to my Chamber. The Academy was a unique opportunity to share experiences and learn from what works best elsewhere. It was also an exciting and intensive experience for networking and contacts. ”

Melike Tatlı (Edirne Chamber of Commerce and Industry)



Turkish participants in EUROCHAMBRES Summer Academy, 23-27 June 2008, Porvoo - Helsinki in Finland



Certificate ceremony, EUROCHAMBRES Academy International Trade Forum, 28-31 January 2009, Menthon-Saint-Bernard – Lake Annecy in France



The 10 Turkish participants in EUROCHAMBRES Summer Academy, 15-19 June 2009, Obidos in Portugal



Summer Academies have focused on the leadership and management of Chambers. They addressed the key challenges that Chamber executives will face over the coming years: adapting to increasing competition, responding to changing conditions, leading increasingly complex organisations, developing strategic partnerships and alliances, and exploiting new technologies successfully.

Trade Academies have focused exclusively on international trade and globalisation, including *trade policy formulation and internal market policies, export documentation and trade promotion instruments, investment promotion, organising trade missions, market information.*

The sessions were presented by experienced course leaders with distinctive backgrounds such as Chamber specialists in training programmes, consultants and academics.

Participants received a certificate and have been integrated in the EUROCHAMBRES Academy Alumni network, allowing them to establish and maintain contacts with their peers, exchange information, find partners for a project, etc.

The Academies were very popular in the Turkish Chamber network. Not only EUROCHAMBRES and TOBB received a large number of applications (on average twice more applications than the number of scholarships offered), but the selected scholars were particularly active during courses and were very enthusiastic by the Academy experience.

## 2.2. Accreditation

### *Enhancing a quality model for the Turkish Chambers Network*

The Quality Project has involved TOBB and BCC who worked closely together to bring the existing Chamber accreditation standard up to date with the state of the art quality approach.

The standard has been successfully established in a previous project (implemented in the context of the Turkish Chamber Development Programme - TCDP) and has so far engaged 68 Chambers and commodity exchanges which are currently accredited.

Activities included the review, revision and execution of TOBB's accreditation system:

- Review of the Accreditation Standard and incorporation of any necessary change;
- Re-assess the Accredited Chambers to ensure they continue to meet the Standard and to inform on the review process;
- Engage the Accreditation Board to become the driving force behind a gradual national roll out of the Standard;
- Select and train external assessors ("Inspectors") for local Accreditation audits;
- Inform and train selected Turkish Chambers to prepare for Accreditation;
- Provide a development program to the selected Chambers.

Accredited Chambers have been actively involved in the following activities:

- **Review Visits** on February 18-19, 2009 were conducted to Adapazarı CCI, Antalya CE, Bodrum CC, Denizli CI, Istanbul Chamber of Shipping (IMEAK).



- **Training** on the revised accreditation standard on June 22-24, 2009 in Ankara with 95 Chamber representatives present.
- **Accreditation Audit Visits** between September 14- 30, 2009 were conducted to the following 6 pilot Chambers that successfully provided information that developed the Standard: Alanya CCI, Bursa CI, Fethiye CCI, Kocaeli CI, Mersin CCI, Polatlı CE.

The **6 Pilot chambers** showed that the levels in the new standard do work for Chambers at different stages of development. The 67 currently accredited Chambers and 14 prospective Chambers will be striving for this new version in the future along with all the new Chambers that will be encouraged to join the network of accredited Chambers and Commodity Exchanges.



### Results and Sustainability:

The detailed revision of the standard resulted in a restructuring of the main criteria structure into **8 Core Competencies** and **5 Core Services** that represents state of the art for quality systems.

The creation of **3 different levels** of Chamber accreditation status adds another important enhancement the accreditation system. This will attract more Chambers for accreditation by giving them the opportunity to strive towards excellence.



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## 2.3. Partnerships between Chambers from Turkey and the EU

The ETCF partnerships were based on the experience and success of a similar initiative implemented in the context of Turkish Chamber Development Programme (TCDP), implemented in two phases by EUROCHAMBRES and TOBB from 2001 to 2005.

Twenty-two partnerships between Turkish and European Chambers were selected through a call for proposal launched by the Central Finance and Contract Unit (CFCU) in March 2008. TOBB and EUROCHAMBRES actively facilitated the matching process between Turkish and EU Chambers.

The implementation of the partnerships started on 1st December 2008. The majority of the partnerships lasted one year. The partnerships involved a total of 56 Chambers from Turkey (34), the EU (21), and Croatia (1). The projects involved from two to nine partners.

The aim of the ETCF partnerships was to strengthen the dialogue and co-operation between the Turkish Chambers and their counterparts in the EU as members of civil society; thus promoting the integration of EU and Turkish business communities.

Through the implementation of their projects, the partners have increased the knowledge of the Turkish partners on core Chamber issues (management, services, communication). Moreover, the projects have increased the understanding of EU business practices in Turkey, and vice versa as well as fostered opportunities for trade and investment between both regions.

The partnership themes varied from traditional capacity building to support to women entrepreneurship, vocational training, environmental policy, trade and internationalisation of enterprises, Corporate Social Responsibility, intellectual property rights and financial services.

Besides the Central Finance and Contract Unit in Ankara (CFCU), who, as the contracting authority, was responsible for the administrative and financial implementation of the partnership grant scheme, the ETCF team was responsible for the effective implementation of the projects at local level. Not only the ETCF team provided support during the whole implementation process, from the inception phase until final reports and payments, but the team monitored closely the projects.



Partnership Kick-off Meeting, 13-14 January 2009, Istanbul



Partnership Mid Term Conference,  
1 – 2 July 2009, Trabzon

The **Kick-off meeting** of the ETCF partnerships was held on **13<sup>th</sup> and 14<sup>th</sup> January 2009 in Istanbul**. Egemen Bağış, Turkish Minister for EU affairs, Tibor Varadi, Counsellor, Deputy Head of the EU delegation in Ankara, M. Rifat Hisarcıklıoğlu, President of TOBB and Pierre Simon, President of EUROCHAMBRES participated to the opening session.

The **Mid Term Conference** of the ETCF partnerships was held on **1st and 2nd July 2009 in Trabzon**. Halfway point in the implementation of their projects, the partner Chambers had the opportunity to present the activities they have had implemented so far, to exchange information on the implementation of their projects, to ask the ETCF team and the CFCU clarifications on the procedures and to network.



Partnership Kick-off Meeting, 13 -14 January 2009, Istanbul

Trabzon region





#### INTERNATIONALISATION / TRADE PROJECTS

- 1 **Amasya – Europe Commerce Network** ..... p.28  
Amasya CCI, Lucca CCICA (Italy), Brindisi CC (Italy)
- 2 **Euro-West Mediterranean Chamber Network** ..... p.29  
Antalya CCI, Isparta CCI, Budrur CCI, London CCI (UK), Nuremberg CCI (Germany)
- 3 **Internationalization of SMEs in District of South Marmara by Enhancing the Service Capacities of Chambers of Commerce** ..... p.30  
Bandırma CC, Oviedo CCIN (Spain), Gönen CC, Susuluk CC, Erdek CC
- 4 **International Business Development Dialogue between Gaziantep and Gipuzkoa Regions** ..... p.31  
Gaziantep CC, Gipuzkoa CCIN (Spain)
- 5 **MUTUAL TRADE AND CAPACITY BUILDING** ..... p.32  
Isparta CCI, Isparta CE, Yalvaç CCI, Zagreb CC (Croatia), Sibiu CCIA (Romania), South Ostrobothnia CC (Finland), Arkadia CC (Greece), Brindisi CC (Italy)
- 6 **Building Dialogue Bridges from Rize to Stockholm** ..... p.33  
Rize CCI, Stockholm CC (Sweden)
- 7 **Siirt Institutional Capacity and Trade in Cooperation** ..... p.34  
Siirt CCI, Sibiu CCIA (Romania)
- 8 **Tree Pillars of Regional Development** ..... p.35  
Van CCI, Liverpool CCI (UK)

#### WOMEN ENTREPRENEURSHIP PROJECTS

- 9 **Better Opportunities for Young and Women Entrepreneurs** ..... p.36  
Bingöl CCI, Liverpool CCI (UK), Brindisi CC (Italy)
- 10 **D&S for DWE: Cooperation between Chamber of Denizli and Stockholm for Developing Women Entrepreneurship** ..... p.37  
Denizli SO, Stockholm CC (Sweden)
- 11 **AWAKE: Advancement of Women Activity via Knowledge of Entrepreneurship – Support to Women Entrepreneurship** ..... p.38  
Edirne CCI, Drama CCI (Greece)
- 12 **W-EMPOWERMENT: Boosting Women Entrepreneurship through Capacities, Services and Partnerships Building in Konya** ..... p.39  
Konya CC, FORMAPER Agency of Milan CC (Italy)

#### VOCATIONAL TRAINING PROJECTS

- 13 **European Management Training (EMANTRA)** ..... p.40  
Denizli CC, Pecc-Baranya CCI (Hungary), Manchester CC (UK), Drama CCI (Greece), Nazilli CC
- 14 **A Model Project of German Dual Vocational Education. Certified Mechatronics Training** ..... p.41  
Eskişehir CI, Stuttgart CCI (Germany)
- 15 **Empowering SMEs by Training Key Personnel** ..... p.42  
Trabzon CCI, Sheffield CCI (UK)

#### IPR AND FINANCIAL SERVICE PROJECTS INCLUDING BUSINESS ANGEL

- 16 **Transferring EU Best Practices in the Field of IPR to the Turkish Business Community** ..... p.43  
Ankara CI, Voka CCI /Antwerpen (Belgium), Çaycuma CCI
- 17 **Business Angels and Entrepreneurs Academy and Network for Financing Innovative Business Ideas** ..... p.44  
Mersin CCI, Thames Valley CCI (UK), Liverpool CCI (UK), Şanlıurfa CCI
- 18 **Financial Information Center** ..... p.45  
Of CCI, Hungarian CCI

#### ENVIRONMENTAL PROJECTS

- 19 **Green Touch** ..... p.46  
Adana TO, Sheffield CCI (UK), Ceyhan CC
- 20 **How Green is my Firm?** ..... p.47  
Istanbul SO, Valencia CC (Spain), Mersin CCI

#### CSR PROJECT

- 21 **Responsible Competitiveness** ..... p.48  
Adana CI, Liverpool CCI (UK)

#### REGIONAL COMPETITIVENESS PROJECT

- 22 **Development of Automotive Sub-Industry-Cluster in Konya and Regional Cooperations** ..... p.49  
Konya CI, Southwest Saxony CCI (Germany), Kırşehir CCI, Aksaray CCI



### Internationalisation / trade projects

## Amasya – Europe Commerce Network Project

The partnership has involved Amasya Chamber of Commerce and Industry (project leader) and Lucca Chamber of Commerce and Industry (Italy).

The specific objectives of the project were:

- To increase the export capacity of enterprises in the Amasya region,
- To determine and introduce the products which have not been exported sufficiently so far although they have high export potential in Amasya,
- To increase the interest of foreign investors in the region,
- To increase the foreign trade volume of Amasya,
- To increase the job opportunities in the region.



Over the nine month implementation period, the partners have achieved the following results:

- The partners created a website,
- CD and brochures that describe the agriculture, Industry and tourism investment environment of Amasya were published,
- A Foreign trade department (1 new member of staff and 2 members of staff newly trained) was created in order to provide services to firms in Amasya on foreign trade,
- 70 companies from Amasya have developed a long-term cooperation with Italian companies,
- Finally, the partners have set-up a long-term economic co-operation for the mutual benefit of their two Chambers.

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### Internationalisation / trade projects

## Euro-West Mediterranean Chamber Network

The partnership has involved Antalya Chamber of Commerce and Industry (project leader), Isparta Chamber of Commerce and Industry (Turkey), Burdur Chamber of Commerce and Industry (Turkey), London Chamber of Commerce and Industry (UK) and Nuremberg Chamber of Commerce and Industry (Germany).

The specific objectives of the project were:

- To improve existing Chamber services to members on consultancy, foreign trade, investment through the establishment of web sites,
- To develop new Chamber services for new and current members,
- To establish dialogue and cooperation between partner Chambers and create a network between them; to improve dialogue between participant Chambers in Turkey and their members,
- To prepare firms to the global commercial competition.

Over the twelve month implementation period, the partners have improved the services provided by the Turkish partner Chambers

and improved the foreign investment and export capacity of Turkish Chambers:

- Study visits of Turkish experts to London and Nurnberg CCI were organized as well as study visits of London and Nurnberg expert team to Antalya, Burdur and Isparta,
- A welcome package for newly registered members of Antalya, Burdur and Isparta CCIs was elaborated in cooperation with London CCI,
- Effective and user friendly websites for Antalya, Burdur and Isparta CCIs were elaborated with the cooperation of London CCI,
- A "One Stop Information Desk" and volunteer consultancy service for existing and potential members were established in cooperation with Nurnberg CCI.



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### Internationalisation / trade projects

## Internationalisation of SMEs in District of South Marmara by Enhancing the Service Capacities of Chambers of Commerce

The project has involved Bandırma Chamber of Commerce and Industry and Navigation (project leader), Oviedo Chamber of Commerce and Industry (Spain), and three other Turkish Chambers from South Marmara, Gönen Chamber of Commerce, Susurluk Chamber of Commerce and Erdek Chamber of Commerce.

The specific objectives of the project were:

- To provide support in the area of foreign trade to Turkish companies from South of Marmara including Bandırma, Ganen, Susurluk and Erdek districts willing to start or to increase their exports through the transfer of knowledge and experience of Oviedo CCI,
- To implement a pilot project successfully implemented several times by Oviedo CCI, the "Complete Development of Export Capacity Programme" and to adapt it to the local needs of Bandırma Chamber.

Over the twelve month implementation period, the partners have achieved the following results:

- Chambers in the District of South Marmara have developed their institutional capacity building in the area of Internalisation of

SMEs. Staff from the Chambers participated in a 2 month training programme. 6 of them (3 in Bandırma CCI, 1 in Gönen CC, 1 in Susurluk CC and 1 in Erdek CC) became in this context Advisors on foreign trade,

- The export capacity of local SMEs has been developed. The trained advisors have worked with companies willing to start their internationalisation. They acted as the international department of the companies, leading to the launch of export activities on behalf of the participating companies:
  - 80 SMEs have received a first appraisal report of their export capacity (40 from Bandırma CCI, 40 from its local partner CC),
  - 20 companies with significant export potential hosted an advisor during 4 months to develop a personalized Action Plans to develop their export capacity (10 from Bandırma CC and 10 from its local partners),
  - 10 companies started their internationalisation operations with an Advisor (5 from Bandırma CC, 5 from its local partners),
- A pilot project, the "Complete Development of Export Capacity Programme" has been tested by Bandırma Chamber of Commerce and its local partners. They will continue to implement the Programme.

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### Internationalisation / trade projects

## The Project of International Business Development Dialogue Between Gaziantep and Gipuzkoa Regions

The partnership has involved Gaziantep Chamber of Commerce (project leader) and Gipuzkoa Chamber of Commerce and Industry and Navigation (Spain).

The specific objectives of the project were:

- To exchange adequate knowledge of foreign trade departments of Gaziantep CC and Gipuzkoa CCI and to enhance the service capacity of the Chambers by benchmarking with each other,
- To contribute to develop the relation between Gaziantep ABIGEM A.Ş. (European Union Business Development Centre Co.) and PEGSA (Promocion Empresarial Gipuzcoana, SAU) which are the consultancy companies of Gaziantep CC and Gipuzkoa CCI,
- To increase understanding of Spanish business practices in Gaziantep and vice versa Turkish business practices in Gipuzkoa,
- To foster opportunities for trade and investment between SMEs in Gaziantep and Gipuzkoa.

Over the twelve month implementation period, the partners have increased the service quality of their foreign trade departments through experience sharing and know-how transfer between related departments:



- “Country days” were organized within the structure of both Gaziantep CC and Gipuzkoa CCI with the participation of commercial counselors of the Embassies, representatives of the Chambers and Chambers’ consultancy companies ABIGEM and PEGSA,
- A one week staff exchange programme was implemented between foreign trade departments of Gaziantep CC and Gipuzkoa CCI,
- A brochure about the project itself and economic and commercial structures of Gaziantep and Gipuzkoa was published in Turkish and in Spanish.

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### Internationalisation / trade projects

## Mutual Trade and Capacity Building

The partnership has involved Isparta Chamber of Commerce and Industry (project leader), two other Turkish Chambers, Isparta Commodity Exchange and Yalvaç Chamber of Commerce and Industry as well as Zagreb Chamber (Croatia), Sibiu Chamber of Commerce, Industry and Agriculture (Romania), South Ostrobothnia Chamber of Commerce and Industry (Finland) and Chamber of Arkadia (Greece).

The specific objectives of the project were:

- To foster opportunities for trade in Isparta,
- To reinforce the capacity of the Chambers in the Isparta region so as to enable them to actively promote intra-regional trade and co-operation,
- To empower Chamber organizations in the region to take up a leadership role in promoting local development and attracting investments as well as supporting increased participation of local companies in the EU single market and in the world economy,
- To develop the capacity of Isparta CCI in the fields of representation (regional, national and international), networking, international trade and information services by increasing the management, service and communication quality of Isparta CCI

- To increase the knowledge of SMEs in Isparta on international trade in particular regarding the following sectors: carpet, blanket, textile, rose oil, etc.

Over the twelve month implementation period, the partners have strengthened their relationship as well as enhanced abilities of Turkish Chambers to design and generate value added services to their members in the field of international trade:

- Isparta CCI visited the European Chambers to keep track of the recent developments in Foreign Trade. Each visit lasted five days including a three day training. In addition, the partner Chambers attended workshops in Isparta,
- Isparta CCI provided training to its members on international trade, entrepreneurship and IPR. The trainers had been trained in the partner Chambers,
- The project results have been disseminated widely in the Turkish business community.

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Stockholm Chamber of Commerce

### Internationalisation / trade projects

## Building Dialogue Bridges From Rize to Stockholm

The partnership has involved Rize Chamber of Commerce and industry (project leader) and Stockholm Chamber of Commerce.

The specific objectives of the project were :

- To improve institutional capacity of Rize Chamber of Commerce and Industry on consultancy services to the SMEs,
- To develop trade relations between companies in Rize region and European companies, in particular Swedish companies.

Over the twelve month implementation period, Rize Chamber of Commerce and Industry has increased its service quality through experience sharing and know-how transfer:

- Stockholm Chamber specialists provided capacity building trainings to Rize Chamber of Commerce's staff (including English courses, foreign trade training, capacity building training),



- To complement the capacity building training, four key staff of Rize CCI visited the Stockholm Chamber for job shadowing activity,
- The trained staff in Rize CC provided a one week training for their colleagues to disseminate what they have learnt,
- The trained staff in Rize CC offered new / improved consultancy services to 10 companies (pilot phase),
- Based on two market researches, four Turkish companies and four Swedish companies were matched to improve the trade between both countries,
- Finally, a two day seminar on trade was provided to SMEs in the Rize region.



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### Internationalisation / trade projects

## Siirt Institutional Capacity and Trade in Cooperation Project

The partnership has involved Siirt Chamber of Commerce (project leader) and Industry and Sibiu Chamber of Commerce and Agriculture (Romania).

The specific objectives of the project were:

- To increase by 15% the trade income of Siirt in the next 5 years,
- To increase by 6 % the employment rate among woman and young population in the Siirt region,
- To diversify the production activities in Siirt,
- To increase the trade volume between Siirt and Sibiu, in particular, and between Siirt and the EU in general.

Over the twelve month implementation period, Siirt Chamber increased its capacity in providing services to its members, its knowledge of organizational structure of Chambers in the EU and has developed new trade opportunities for its members:

- A consultancy office has been established in Siirt Chamber for the producers who desire to get benefit from EU grants,
- Market researches (in Turkey, the EU and Middle East countries) on selected products specific to Siirt have been conducted and discussed between the partners,
- Representatives from Siirt Chamber had two four day study visits in Romania,



- Members of Siirt Chamber and young entrepreneurs were trained on the following issues: marketing, entrepreneurship, export, e-trading, intellectual property, crisis management, strategic planning, EU trade policy, web design and advertising,
- After the trainings, new investments and investment projects have been developed.

The results of the project were widely diffused in the business community in Siirt which increased awareness on potential trade development and increased investments.

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### Internationalisation / trade projects

## Three Pillars of Regional Development

The partnership has involved Van Chamber of Commerce and Industry (project leader) and Liverpool Chamber of Commerce and Industry (United Kingdom).

The specific objective of the project was to promote the regional development of the VAN area where Van CCI plays an important role in investment promotion, internationalisation of enterprises and women entrepreneurship .



of Van CCI. They have also developed investment promotion tools and promoted gender equity via the support to women entrepreneurship:

- The Booklet "Invest in Van" was printed,
- The Conference on "Investment Promotion in Van" was organised,
- The Web Page "Invest in VAN" was launched,
- The Conference on "IPA and Other Regional Development Tools and Opportunities for VAN" was organised,
- Trainings were organised for 20 Stakeholders on PCM and Project Management, for another 20 stakeholders on IPA Funding Opportunities, FP7 and Life Long Learning, for 10 stakeholders on winning Proposals Writing, and for 10 stakeholders on Cost Benefit Analysis Methodology,
- Trainings were organised for 10 people on "Trainers' Training for Entrepreneurship" and another 10 on "Mentoring Woman Entrepreneurs",
- The manual on Woman Entrepreneurship was published.



Over the twelve month implementation period, the partners have shared knowledge and experience to increase the capacity

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### Women Entrepreneurship Projects

## Better Opportunities For Young and Women Entrepreneurs

The partnership has involved Bingöl Chamber of Commerce and Industry (project leader) and Liverpool Chamber of Commerce and Industry (United Kingdom) as well as Promobrindisi (Italy).

The specific objectives of the project were:

- To enhance entrepreneurship skills of unemployed male, female and the handicapped and give consultancy support to entrepreneurs including new entrepreneurs,
- To improve consultancy services of the Chamber in this area through capacity building.

Over the 12 month implementation period, the partners have improved the consultancy services of Bingöl Chamber:

- The “investment Consultancy and entrepreneurship centre” was established,
- Staff of Bingöl Chamber was trained to provide advice and guidance to their members on how to set up a business and how to keep growth,
- 120 potential entrepreneurs registered with the Turkish Employment Office (TEO) were also trained on entrepreneurship. 30 SMEs were trained on entrepreneurship and growing their business within the training courses and seminars.



- 12 seminars were held on entrepreneurship and work-idea for potential new entrepreneurs,
- 30 SMEs were interviewed to identify the problems of the SMEs in the region and to guide them in planning their future strategies. 50 reports were prepared on potential investment areas,
- The following guides were published: “Entrepreneurship process of establishing work and work plan guide”, “project preparation guide”, “the publication of feasibility preparation”, “guide of marketing plan”, “finding and identifying a work idea”, “Bingöl research of appropriate investment areas” as well as a brochure introducing the center services,
- A six day study visit was organized in Liverpool for ten people from Bingöl (staff from the center, from the Chamber and five successful trainees).

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### Women Entrepreneurship Projects

## Cooperation Project between Chamber of Denizli and Stockholm for Developing Women Entrepreneurship (D&S for DWE)



The partnership has involved Denizli Chamber of Industry (project leader) and Stockholm Chamber of Commerce (Sweden).

The specific objective of the project was to promote women entrepreneurs and leveling the gender equality in Denizli.

Over the twelve month implementation period, the partners have developed entrepreneurship knowledge, culture, spirit and courage of women in Denizli. They have also increase solidarity, communication and mutual aid between women. They have finally built an institutional capacity about women entrepreneurship within Denizli Chamber of Industry.

→ Twelve candidate entrepreneurs were trained over a two month

intensive programme including personal development training as well as basic and intermediate level of business training,

- An effective women entrepreneur network (DWEN) was established and new connections with the other organizations and networks were set up,
- Institutional capacity about women entrepreneurship was established within Denizli Chamber of Industry,
- A seminar on Women entrepreneurship was organized at the end of the project.

A specific department related with women entrepreneurship and employment will be established six months after the end of the project within Denizli Chamber of Industry. The Development Women Entrepreneurship Network will be transferred to this department.



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### Women Entrepreneurship Projects

## AWAKE: Advancement of Women Activity Via Knowledge of Entrepreneurship



The partnership has involved Edirne Chamber of Commerce and Industry and Navigation (project leader) and Drama Chamber of Commerce and Industry (Greece).

The specific objectives of the project were:

- To encourage entrepreneurship spirit among women located in the region,
- To stimulate women entrepreneurs, women managers, executives and experts to look into new possibilities of business developments within the *Acquis Communautaire* for Gender Mainstreaming.

Over the twelve month implementation period, the partners have supported women entrepreneurs and potential women entrepreneurs through knowledge and experience sharing while enhancing the capacity of Edirne Chamber in this field as well as developing an effective cooperation network among the women entrepreneurs of both regions:

- A specialized training programme directed to women entrepreneurs' needs and adapted to Turkish' cultural and business conditions was developed to create a core group of women business experts,
- A specialized training programme for Edirne Chamber's staff on modern management methods towards development of women enterprises,
- Two International Conferences on women entrepreneurship were organized in Edirne and in Drama,
- Study visits were organized in Greece (Evros and Drama) for Turkish women entrepreneurs. It was the opportunity for them to acquire know-how, expertise and to develop business contacts,
- A comprehensive study on Gender Mainstreaming to be used by women organizations, other Chambers, etc. in Turkey and Greece was published.

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### Women Entrepreneurship Projects

## W-Empowerment: Boosting Women Entrepreneurship



The partnership has involved Konya Chamber of Commerce (project leader) and Formaper Agency of Milan Chamber of Commerce (Italy).

The specific objectives of the project were:

- To increase the number of women entrepreneurs in Konya region, by encouraging the start up of business,
- To improve survival opportunities for existing female enterprises and promote self employment as solution for unemployment,
- To encourage networking of women entrepreneurs and strengthening the image of women in business,
- To enhance public awareness toward women entrepreneurship.

Over the twelve month implementation period, the partners have increased the quality of the services provided by Konya CC which offers new information, training and assistance to women entrepreneurs and future women entrepreneurs:

- The future members of the team which will be involved in the new Service for women entrepreneurship were trained,
- 3 future "Desk officers" for the Service for women have worked side by side with their Italian colleagues from Formaper (twinning),
- 3 executives/decision makers got acquainted with policies for women entrepreneurship support through a Study visit in Milan,
- Network for the development of women entrepreneurship in Konya was established,
- Konya Women Entrepreneur Desk (KAGIM) was established in Konya Chamber and the desk officers were appointed officially.
- A Conference on women entrepreneurship was organized in Konya on 12 June 2009,
- In the framework of pilot activities, 50 future women entrepreneurs and existing women entrepreneurs were trained by Konya Women Entrepreneur Desk (KAGIM) team.

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### Vocational Training Projects

## European Management Training (EMANTRA)

The partnership has involved Denizli Chamber of Commerce (project leader), Nazilli Chamber of Commerce (Turkey), Pecs-Baranya Chamber of Commerce and Industry (Hungary), Manchester Chamber of Commerce (United Kingdom), and Drama Chamber of Commerce and Industry (Greece).

The specific objectives of the project were:

- To provide a structured training programme adapted to Turkish Chamber needs and to Turkish cultural and business conditions to create a core group of business export and marketing trainers for the benefit of member companies,
- To include training on modern management methods and members services within the participating regional Chambers,
- To provide information on the European Union, European rules and regulations necessary for doing business in Europe and to provide information on European market access to relevant stakeholders in the Denizli region.

Over the twelve month implementation period, the partners have improved the internal management of the participating Turkish Chambers, improved the services provided to local Turkish companies by Denizli Chamber of Commerce and Nazilli Chamber of Commerce as well as increased awareness on European acquis communautaire among Turkish businesses in the region:

- Staffs from Denizli Chamber of Commerce (25) and Nazilli Chamber of Commerce (12) were trained (6 modules of 2-3 days) to better support local member companies and improve internal management,
- 3 day Market visits were organized in the European partners for 10 trainees to develop business contacts and contact via coach/mentor system,
- Workshops were organized in Denizli region to inform member companies on EU topics of particular relevance for the Turkish business community,
- An Online European Export manual was created. The manual includes all presentations, case material and notes from the modules as well as background information, and market access information.

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ESKIŞEHİR CHAMBER OF INDUSTRY



### Vocational Training Projects

## A Model Project of German Dual Vocational Education: Certified Mechatronics Training



The partnership has involved Eskişehir Chamber of Industry (project leader) and Stuttgart Chamber of Commerce and Industry (Germany).

The specific objectives of the project were:

- To adapt German dual vocational education system to the Eskişehir region and to implement it,
- To increase the technical capability of firms in Eskişehir and bring qualified workers in regional industry as required,
- To promote social dialogue between Eskişehir Chamber of Industry and Stuttgart Chamber of Commerce and Industry with European social dialogue principles and in line with the Lisbon Strategy,
- To make a contribution to regional development.

Over the twelve month implementation period, the partners have strengthened the technical skills of employees in Eskişehir and improved the dialogue between both Chambers:

- Study visits were organised in Stuttgart and Eskişehir in order to explore the German dual system and to realize a model project for the region with the purpose of improving the vocational training activities,
- The “Certified Mechatronics Vocational Training” course was implemented in Eskişehir as a pilot course over a nine month period. 12 companies located in Eskişehir were trained and successful trainees were certified by Stuttgart Chamber of Commerce and Industry and the Foundation for the Development of Technical Education (TEGEV).

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### Vocational Training Projects

## Empowering SMEs by Training Their Key Personnel

The partnership has involved Trabzon Chamber of Commerce and Industry (project leader) and Sheffield Chamber of Commerce and Industry (UK).

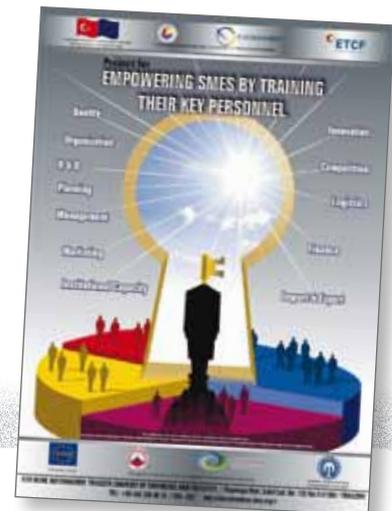
The specific objectives of the project were:

- To develop skills of Trabzon Chamber staff and selected SMEs of the region,
- To consolidate institutional structure of Trabzon Chamber and to improve its service capacity towards its members.



Over the twelve month implementation period, the partners have increased the service quality of Trabzon Chamber towards its members. The skill ability of key staff members and SMEs have increased:

- Surveys were conducted in several sectors (textile, shipping, agriculture, tourism and food stuff) among 1000 SMEs to analyse the SMEs' needs in the region,
- The training programme for SMEs was implemented,
- Studies for increasing the understanding of EU business practices in Turkey and vice versa were conducted,
- Visits for the 3 most successful SMEs in the training programme were organized to Sheffield Chamber,
- 10 agreements between regional SMEs and EU SMEs were signed.



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### IPR Financial Services Projects

## Transferring EU Best Practices in the Field of IPR to the Turkish Business Community

The partnership has involved Ankara Chamber of Industry (project leader), Çaycuma Chamber of Commerce and Industry (Turkey) and VOKA - Antwerp Chamber of Commerce and Industry (Belgium).

The specific objective of the project is to raise awareness on Intellectual and Industrial Property Rights among the business community in the Ankara region.

Over the twelve month implementation period, the partners have increased the level of expertise in the Turkish Chamber partners in delivering practical tools, study visits to the EU and training in Turkey:

- A survey on IPR needs amongst Turkish enterprises was conducted,
- Promotional meetings were organized in Ankara and Çaycuma,
- Trainings and Workshops were organized in Turkey on IPR,
- A 3 day study visit focusing on IPR in the EU was organized in Antwerp for 10 people (Chamber staff and entrepreneurs),
- A study visit to the EU agency responsible for the Community Trade Mark and the Community Model or Design (OHIM) was organized in Alicante,
- The "Guide on IPR in the EU" was published.



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### IPR Financial Services Projects

## Business Angels and Entrepreneurs Academy and Network for Financing Innovative Business Ideas



The partnership has involved Mersin Chamber of Commerce and Industry (project leader), Şanlıurfa Chamber of Commerce and Industry (Turkey), Thames

Valley Chamber of Commerce and Industry (UK) and Liverpool Chamber of Commerce and Industry (UK).

The specific objectives of the project were:

- To facilitate the BAN (Business Angel Network) system within Turkish chambers, as an alternative source of finance for entrepreneurs with innovative ideas, in order to develop the competitiveness of the regional economy,
- To raise awareness of the BAN system among potential business angels, entrepreneurs, key authorities and stakeholders.

Over the twelve month implementation period, the partners have made available alternative sources of finance to innovative entrepreneurs, besides the traditional financial sources. They have established the BAN system in Mersin to provide financial source and managerial experience to entrepreneurs, which increase the capacity of start-ups to survive:

- Trainings were provided to twelve people on Intellectual Property Rights & Business Plan in Mersin,
- Trainings were provided to six people in the UK on Business Angel Network (three days in the Thames Valley Chamber and two days in Liverpool), A pool of consultants/mentors/coaches was formed to support and advice both the Business Angels & Entrepreneurs,
- Consultancy services within chambers were provided to entrepreneurs with innovative ideas to help them to prepare business plans and to inform them on Intellectual Property Rights,
- The project team participated to five fairs in Istanbul, Mersin and Şanlıurfa,
- Seminars and Conferences were organized on Business angels and innovative entrepreneurs,
- A project match-making event was organized at the end of the project,
- Two handbooks were published on BAN one for entrepreneurs and one for the business angels.

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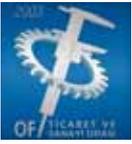
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### IPR Financial Services Projects

## Financial Information Centre Project

The partnership has involved Of Chamber of Commerce and Industry (project leader) and the Hungarian Chamber of Commerce and Industry.

The specific objectives of the project were:

- To make alternative finance sources accessible for the firms of the region,
- To enable new investments by increasing access to grant and credit,
- To increase the regional employment through new investments,
- To increase the international cooperation between the SMEs through visits abroad, publications and dialogues,
- To enhance the capacity of Of CCI.

Over the twelve month implementation period, the partners have increased Of CCI's capacity in offering new services to its members in the area of financial services:

- A new finance information centre was established within the Of CCI,
- Seminar and a workshop on the new services was held in July 2009,
- A three day Study visit in Hungary was organized for ten people from Of,
- A data bank IS was established concerning possible investments,
- Companies were advised within the Financial Information Center on how to prepare applications to get finance.

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### Environmental Projects

## Green Touch Project



The partnership has involved Adana Chamber of Commerce (project leader), Ceyhan Chamber of Commerce (Turkey) and Sheffield Chamber of Commerce and Industry (UK).

The specific objectives of the project were:

- To raise awareness on environmental issues amongst Turkish enterprises,
- To build a "green" culture, promote environmental activities amongst enterprises and increase the environmental innovation capacity of the enterprises,
- To increase the competitive advantages of enterprises through activities raising continuous awareness on environmental facilities/products.

Over the twelve month implementation period, the partners have increased the level of awareness on environment in the Adana region, enhanced Adana Chamber's capacities through the development of new services and created a new brand on environment (Green Touch):

- An informal Business and Environment Club "Green Business Club Adana – GBC" was created (100 members so far),
- 10 companies received the ISO 14000 Certificate,
- The Green Touch Brand was created,
- Conference on Environmental policy were organized in Adana,
- Seminars on "Brand development" and "Intellectual Property Rights" were organized,
- Regional Environment Position and its Future Report were submitted.

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**Cámara**  
Valencia



## Environmental Projects How Green Is My Firm?

The partnership has involved Istanbul Chamber of Industry (project leader), Mersin Chamber of Commerce and Industry (Turkey) and Valencia Chamber of Commerce (Spain).

The specific objectives of the project were:

- To develop awareness among the Turkish industrial sectors about the EU Environmental Acquis,
- To contribute to the EU negotiation process on the environment chapter,
- To disseminate environment-related know-how of Istanbul Chamber of Industry to other Turkish regional chambers,
- To enhance the environment-related service capacity of Istanbul Chamber of Industry and Mersin Chamber of Commerce and Industry in cooperation with EU Chamber from Spain.

Over the twelve month implementation period, the partners have increased the capacity of the Environment Department of Istanbul Chamber, the capacity of Mersin Chamber on the EU environmental acquis as well as the knowledge of representatives of chemical sector on EU environmental acquis.



- The EU and Turkish environmental legislation for the chemical sector was assessed and the check list of "How Green is My Firm" was prepared,
- 54 chemical companies were visited in May and June 2009,
- Based on the results of the check list and of the company visits, the need analysis for chemical sector was elaborated,
- Two training seminar were organized for the selected companies in Istanbul and in Mersin,
- A five day training visit program was organized in Spain for Chambers' staff (two from Istanbul and two from Mersin) and ten representatives from chemical companies,
- A Guideline on Turkish Chemicals management legislation was published.

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### CSR Project

## Responsible Competitiveness

The partnership has involved Adana Chamber of Industry (project leader) and Liverpool Chamber of Commerce and Industry (UK).

The specific objectives of the project were:

- To build capacity within Adana Chamber of Industry to pilot the measurement of corporate social responsibility (CSR) performance on a regional and sectoral level, which will help to identify links between competitiveness and CSR activity and will contribute to the development of competitiveness of SMEs in the Adana Region,
- To broaden and embed CSR within SMEs by developing the capacity and competencies of Adana Chamber of Industry in order to make CSR one of the core services that they offer.

Over the twelve month implementation period, the partners have increased the capacity of Adana CI's staff on CSR, increased understanding among businesses of issues related to CSR, increased understanding among businesses of the risks and opportunities arising from management of CSR issues:

- Two Awareness raising seminars were organized for the business community,



- Measurement of CR performance of member organizations was conducted. Based on the results, a report on the region competitiveness was published,
- Four members of Staff of Adana Chamber of Industry went to Liverpool for one month to build up their CSR skills and capacity.

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South-West Saxony  
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### Regional Competitiveness Project

## Development of Automotive Sub Industry Cluster in Konya and Regional Cooperation

The partnership has involved Konya Chamber of Industry (project leader), Kırşehir Chamber of Commerce and Industry (Turkey), Aksaray Chamber of Commerce and Industry (Turkey) and Southwest Saxony Chamber of Commerce and Industry (Germany).

The specific objectives of the project were:

- To obtain adequate knowledge on one of the core Chamber services - cluster facilities,
- To foster opportunities for trade and investment between Konya and Germany,
- To contribute to increase international competitiveness of Konya auto sub industry via cluster model.

Over the twelve month implementation period, the partners have improved the service capacity of the Turkish Chamber partners, increased the competitiveness of the Automotive Sub industry in the region and developed trade opportunities between Konya region and Southwest Saxony:



- A Cluster was formed for Konya Automotive sub industry,
- A SWOT analysis was done for the sector,
- A PAJEK analysis was done for the sector,
- A "best practice analysis" visit was organized in Zwickau (Germany),
- The project team participated in international / regional fairs,
- Trainings were organized to increase competitiveness of the sector,
- Information seminars were organized in Konya, Kırşehir and Aksaray.

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Created in 1958, one year after the birth of the European Communities, EUROCHAMBRES is the Brussels based Association of European Chambers of Commerce and Industry.

EUROCHAMBRES represents over 19 million member enterprises in Europe through 46 members (45 national associations of Chambers of Commerce and Industry and 1 transnational Chamber Organisation) and a European network of 2000 regional and local Chambers. More than 99% of these enterprises are Small and Medium Enterprises (SMEs). Chambers members employ over 120 million employees.

EUROCHAMBRES is the sole European body that serves the general interests of European business – due to the multisectoral membership of Chambers – and the only one so close to business, as a result of the Chambers' regional focus.



The Union of Chambers and Commodity Exchanges of Turkey (TOBB) is the highest legal entity in Turkey representing the private sector. It is the umbrella organization for Chambers and Commodity Exchanges established in 1950.

TOBB represents today a network of over 1,3 million enterprises, 365 local Chambers and 56 sectoral assemblies. Chambers are the main business support organizations in Turkey which has a strong national tradition of independent and democratic chamber system where membership is compulsory like in France, Germany, Italy, Spain, Austria, etc.

TOBB's national network includes the Foreign Economic Relations Board (DEİK) and the Economic Development Foundation (IKV). TOBB has established the University of Economics and Technology (TOBB-ETU) in 2003 and the Turkish Economic Policy Research Foundation (TEPAV) in 2004. Permanent representations are maintained in Brussels and Washington.

TOBB represents the Turkish private sector on international level at organizations like the World Chambers Federation, International Chamber of Commerce, EUROCHAMBRES, ECO Chamber of Commerce and Industry, Islamic Chamber of Commerce and Industry, ASCAME, OECD Business and Industry Advisory Committee (BIAC), Association of the Balkan Chambers, Association of Black Sea Zone Chambers of Commerce and Industry and the International Road Transport Union (IRU).



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