

tepav | epṙ

TOBB-BİS

Industry for Peace Initiative

The Union of Chambers and Commodity Exchanges of Turkey

concept and implementation

TEPAV | EPRI  
Economic Policy Research Institute  
Uğur Mumcu Cad. 80/3  
G.O.P 06700 Ankara Türkiye  
Tel.: + 90 312 446 0409; Fax: + 90 312 446 3006  
Tepav@tepav.org.tr

[www.tepav.org.tr](http://www.tepav.org.tr) | [www.industryforpeace.org](http://www.industryforpeace.org) | [www.ankaraforum.org](http://www.ankaraforum.org)

TOBB-BİS

Industry for Peace Initiative

The Union of Chambers and Commodity Exchanges of Turkey

concept and implementation

tepav | epṙ

Esen ÇAĞLAR  
Neslihan KAPTANOĞLU



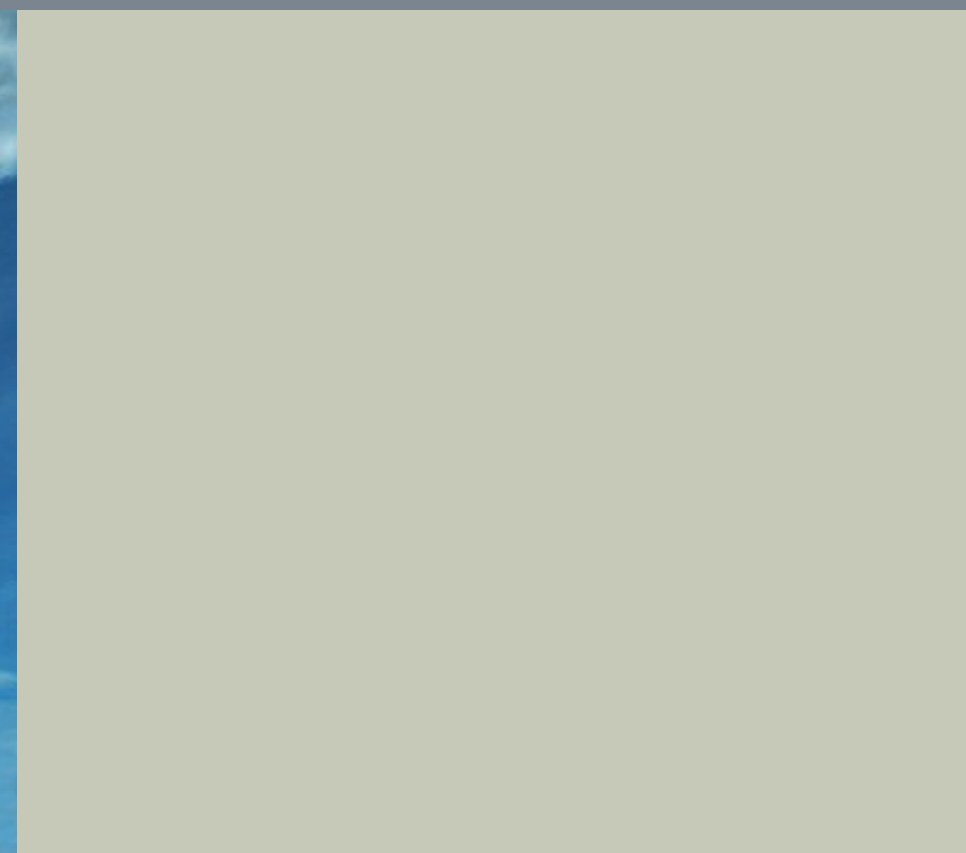




# Business Association Networks Can Lead Change

## contentS

- 
- 4 The Industry for Peace Initiative
  - 6 Ankara Forum
  - 8 The Plan to Transfer Turkey's  
Industrial Park Model to Other Countries
  - 10 The Project to Revitalize the Erez  
Industrial Estate
  - 12 The Middle East Center for  
Industrial Development (MECID)





# The Industry for Peace Initiative

Many countries in the Middle East have unfortunately underperformed in terms of social and economic development for centuries. In an environment where endemic political problems constitute serious impediments to economic growth, the feeble private sector structures lack the means and weight required to bring about change. Furthermore, the demographic explosion that has created a vast underclass of urban youth desperately awaiting employment stands as a major challenge before us all.



Promoting private sector development and market oriented economic advancement can be the real driving force behind the democratization of the region. The question, however, on the minds of many has been how to trigger and organize such an economic transformation.

Turkey's commercial and industrial development experience can guide the transformation process in the Middle East. We have no doubt that transplanting the know-how of the Turkish businessmen throughout the region and beyond can significantly contribute to change.

To this effect, TOBB has launched the Industry for Peace Initiative (TOBB-BIS). With this initiative, the intention is to focus on concrete and specific projects. At the core of this endeavor lies the idea to spread the Turkish model of Organized Industrial Zones (OIZs), the milestones of the Turkish industrialization process. Indeed, the founding spirit of the Turkish OIZs fits the politico-economic environment of the Middle East perfectly since they have evolved out of the desire to create pockets of excellence for industrial activities under unfavorable macroeconomic conditions. The bringing together of many small and medium sized enterprises and providing them with infrastructural and logistical support as well as minimizing the red tape burden have greatly contributed to the creation of competitive industries in Turkey.



Equipped with such experience, Turkish entrepreneurs can transfer the same model to their Middle Eastern counterparts through business association networks that focus on tangible and local economic projects geared toward job creation and wealth generation at the micro level. The success of such models, over time, can seep through the macro institutional structures of the region and contribute to the resolution of political disputes. These industrial zones can then expand in the long term to create a large web through which regional economic integration can be achieved and which, in turn, will help connect the region to the global marketplace.

With the Economic Policy Research Institute of Turkey (TEPAV | EPRI) as the executing agency, TOBB-BIS has undertaken two important steps in 2005 and is planning on undertaking many more in 2006 and the years ahead. Establishment of the Ankara Forum and revitalization of the Erez Industrial Estate in Palestine marked the beginning of the initiative. In 2006, the focus will be on the launching of the Middle East Center for Industrial Development (MECID) with a view to institutionalize the vision of the TOBB-BIS initiative.





# ANKARA FORUM

For Economic Cooperation Between Palestine, Turkey and Israel



Ongoing private sector dialogue mechanisms have the potential to contribute to the peace process in the region. With this vision, TOBB-BIS has launched the “Ankara Forum for Economic Cooperation between Palestine, Turkey and Israel”, which consists of TOBB, the Federation of Palestinian Chambers of Commerce, Industry and Agriculture and the Manufacturer's Association of Israel.

This trilateral private sector dialogue mechanism among business associations represents the first much needed civil society initiative of the Middle East peace process. The aim is to contribute to the Israeli-Palestinian peace process through business enterprises. Instead of attempting to rush and push through grand theoretical schemes, the Forum focuses on what it refers to as doable projects on-the-ground that will unfold on a gradual basis.

The first meeting of the trilateral forum was held in Ankara in April of 2005. Two steering committees were established. The first focused on the tourism opportunities in Gaza that were to arise following the Israeli disengagement. To this effect, another meeting took place in Antalya on September 2005 where members of both the Palestinian and Turkish tourism sectors met and agreed to a joint initiative involving the capacity building for the workforce of the Palestinian tourism industry.

The second steering committee was founded to revitalize the Erez Industrial Zone. The idea quickly turned into a concrete project and is explained in detail below.

## First Meeting of the Ankara Forum

The first meeting of the trilateral forum was held in Ankara in April of 2005. The businessmen from the three countries have discussed the bottlenecks for economic development of the region. After the first meeting, they have reached a consensus for a number of subjects:

- 1 Private sector dialogue is a major confidence building mechanism.
- 2 There is a need for mutual understanding of concerns but the focus should be on concrete projects.
- 3 Establishing joint working groups to deal with issues on a regular basis is critical for the success of the dialogue.
- 4 For private sector dialogue to bear fruits, there is a need to address issues such as institutional capacity building as well as to focus on selected sectors that may have positive spillover effects such as tourism, industry, infrastructure and agriculture.
- 5 Utilizing what is already available like the qualified industrial zones and free trade agreements will be key to success.
- 6 Unemployment is a major problem in Palestine. Trade and investment are important for solving the unemployment problem.
- 7 Both internal and external trade impediments need to be tackled to foster trade.
- 8 Transparent legal systems are vital to promote investment in both countries.
- 9 Joint ventures between Palestinian, Turkish and Israeli businessmen should be encouraged.
- 10 Insurance mechanisms for the potential investors are necessary to attract investors to the region.



From left to right: President of the Israeli Manufacturer's Association Shraga Brosh, President of TOBB M. Rifat Hisarciklioğlu, Turkey's Minister of Foreign Affairs Abdullah Gül, President of the Federation of Palestinian Chambers Ahmed Hashem Ezzogheir and Turkey's Special Coordinator for Palestine, Vehbi Dinçerler

## Third Meeting of the Ankara Forum

Ankara Forum held its third meeting in Istanbul on September 20-21, 2005. In this meeting, the Forum has discussed the developments on the work of the revitalization of the Palestinian Industrial Free Zone-PIFZ (Erez Industrial Estate) and tourism sector. Issues of SME development, access to finance, future business opportunities with a special emphasis on construction were among the issues discussed. With the successful completion of the first phase of the Disengagement Plan and economic issues, especially of job creation in Gaza, have become vital to sustain the successful continuation of the process. Forum participants have reiterated their determination to contribute to the process by revitalizing the Palestine Industrial Free Zone through an Ankara Forum based developer-company. The efforts of TOBB and the Federation of Palestinian Chambers have been noted by all participants to the Forum. The three delegations have agreed on the following issues:



Istanbul, September 20-21, 2005

## Second Meeting of the Ankara Forum

Ankara Forum held its second meeting in East Jerusalem on June 8, 2005. In this meeting the businessmen discussed the concrete steps for moving forward and the efforts to institutionalize the ongoing dialogue mechanism. The Forum has agreed on:

- 1 Forming a contact group composed of two members from each side in order to handle logistical matters of the Ankara Forum.
- 2 Forming a trilateral working group on tourism opportunities with the purpose of developing projects.
- 3 Forming a working group on the revitalization of the Erez Industrial Estate.
- 4 Launching of a website that can serve as a platform to share information across businessmen from the three countries.



- 1 The understanding of the PA to turn Erez Industrial Estate into a free zone is regarded as a step in the right direction. The Forum calls upon the respective governments to reach an understanding on the requirements of the Project on the Revitalization of the Palestinian Industrial Free Zone (formerly, Erez Industrial Estate).
- 2 Investment insurance facilities and support for investment are noted as crucial for the success of the project.
- 3 The immediate start of investment promotion activities is of utmost importance. Turkish companies will be encouraged to open the way for the investments in the Palestine Industrial Free Zone. The assistance of Palestine Investment Promotion Agency (PIPA) will be essential in the process.
- 4 The report of the working group on the revitalization of Palestine Industrial Free Zone has shown that it is crucial to attain the effective and predictable flow of goods to and from Palestinian Industrial Free Zone (Erez Industrial Zone). Provision of public utilities to the Palestine Industrial Free Zone will also be vital.
- 5 Considering the SME structure of Palestinian firms, it has been decided to start a Project on SME Development and SME Access to Finance, including the banking sector.
- 6 The project could be designed as support to Palestinian firms in Palestine Industrial Free Zone at the outset. Business development and access to finance for these firms are also noted as crucial.
- 7 Projects that cover experience-sharing between Palestine, Israel and Turkey for SMEs should be developed and implemented. Secretariat is going to look for tripartite collaboration possibilities.
- 8 To enhance coordinated public-private sector dialogue in the three countries, a tripartite policy research network might be of crucial importance. Secretariat for the revitalization of Palestine Industrial Free Zone has to look for possible collaboration alternatives.
- 9 Benefiting from the Jordanian experience in FTAs has been brought to the attention of the Forum,
- 10 The continuation of the FTA status of the Palestinian Territory, after the Disengagement Process, by the United States and other Arab countries is important for investment promotion. Current status has to be clarified with the related authorities.
- 11 There is a need for the capacity building of the Palestinian tourism sector for a well-functioning trilateral cooperation. This should include, training programs to the Palestinian tourism sector, either in Israel or in Turkey.
- 12 The issues regarding tourism development should be classified as (1) Issues that require financial resources, (2) Issues that require only goodwill, (3) All of these issues require government support. In order to explore concrete alternatives, the Secretariat has to order a policy research study, preliminary results of which has to be brought to the next meeting of the Forum.



# The Plan to Transfer Turkey's

The first Organized Industrial Zone in Turkey was established in 1962 through a loan from the World Bank. Since then, 216 OIZs have been founded throughout the country, covering 60,000 hectares. Every city in Turkey has at least one industrial park and local chambers have played and continue to play the leading role in starting, managing and developing them. The defining feature of the OIZs is their capability to achieve economic success stories in the face of an unfavorable macroeconomic environment.

In recent years, with the help of the enactment of a new legal framework, the OIZs in Turkey have become institutions providing not only technical support but official licenses and permits as well. With the support of the OIZs, the bureaucratic burdens on the shoulders of entrepreneurs have drastically diminished. When combined with superior infrastructure-related services that aim to lower the costs of inputs, the result has meant the creation of a very healthy environment for investors. This is one of the main reasons why investments in Turkey during the economically troubled decade of the 1990's have continued.

A strategic planning group to be established within the soon-to-be-launched MECID will oversee the transfer of know-how in terms of OIZs and improvement of the local investment conditions. Once the Erez Industrial Estate becomes fully operational, the initiative will expand into other countries in the region such as Iraq, Syria and Jordan.

## Industrial Parks can address binding constraints to growth at the local level

### Access to land

After a district is designated as an industrial park, the Management authority can lease out the land/buildings to enterprises.

### Electricity-Energy

Direct access to the major grids, high quality system within parks as well as procuring in greater amounts can lower input costs and hence improve growth and competitiveness in many contexts.

### Transportation

Proximity with directly connected roads to major highways is important. During site selection of the parks, priority can be given to proximity to major roads/railroads so as to minimize transportation costs of the companies.

### Telecommunication

Direct connection to the main network, high quality distribution within park can lower telecom costs.

### Regulations

Management Authority of Park can function as a bridge between government bureaucracy and firms and exercise regulatory authorities at more developed stages.

### Lack of Capacity

Management Authority to facilitate business development services, logistical, operational, administrative, regulatory support. Enterprise development agencies can open branches within the industrial parks.

### Tax administration

Flat Tax Rate: In most cases, companies receive subsidies such as tax deductions (e.g. so-called "investment discounts" in Turkey) for their investments within industrial parks.

# Industrial Park Model to Other Countries

## An example to Turkey's Organized Industrial Zones: Gebze Industrial Park (GOSB)

Legally classified as an "Organized Industrial Zone" and located in Gebze, Turkey, GOSB is an organization that provides infrastructure and regulatory services to industrial enterprises since 1990. GOSB is established through a public-private partnership and run by a professional management authority that is given several regulatory powers by the Law on OIZs. From the outset, thanks to the guiding support of the Kocaeli Chamber of Industry, GOSB has financed its entire infrastructure and raised all of its funds from private resources, primarily from the resident enterprises.

Over the years, GOSB has become a model of both industrial growth and land development since it created a high level of economic value in its region by combining an advantageous location with high-quality infrastructure services. GOSB continues to contribute to the economic development of the region through the implementation of several projects, such as GOSB Teknopark, in order to facilitate the development of R&D-oriented and high value added industries and Phases II and III for expanding its scope to a larger number of enterprises.

Currently GOSB is home to 81 enterprises, one-third of which are foreign, with 10,300 employees and exports of USD 900 million. The total amount of current investment is USD 1.3 billion, and 60% of this amount is from foreign direct investment. With the completion of Phases II and III in the near future, GOSB is planning to host 400 companies and their 45,000 employees.

GOSB has been recognized as "best-practice" by several international organizations thanks to its effective and transparent use of regulatory authorities as well as its ability to effectively mobilize private resources for providing a superb physical infrastructure at first-world standards. The World Bank has repeatedly acknowledged GOSB's success in overcoming administrative barriers to investment in Turkey at the local level.



Satellite photo of the Gebze Industrial Park (GOSB)



# The Project to Revitalize the Erez Industrial Estate

The first step in transferring the Turkish OIZ model to the Middle East has been the project to revitalize the Erez Industrial Estate (Palestinian Industrial Free Zone) which covers 600 acres of land located on the very Northern tip of Gaza. Up until the Israeli disengagement of August 2005, Erez was being operated by the Israelis. Nearly 6000 Palestinians were employed by 201 businesses, half of which were owned by Israeli companies. Almost all of the products manufactured there headed to the Israeli market and exported to third countries via Israel. With the Israeli withdrawal, however, businesses were vacated and the door to the Israeli market was closed shut. As a result, employment dropped to nil and almost all firms abandoned the area.

The revitalization of Erez which is strategically located on the Israeli-Palestinian border has been the centerpiece of the Ankara Forum. The Forum held its second meeting in East Jerusalem on June 8, 2005. A working group was formed for that purpose. Following this step, TOBB experts on the OIZ have made the first reconnaissance trip to the area on June 27-29. In addition to technical endeavors, a parallel effort was made to obtain diplomatic and political support from both regional and international actors encompassing representatives from Palestine, Israel and the G-8. Among the contacts made are Former President of the World Bank and current representative of the Gaza Quartet Mr. James Wolfensohn, current World Bank President Mr. Paul Wolfowitz, Secretary General of the EU Council Mr. Javier Solana, then Deputy Prime Minister of Israel Mr. Simon Peres and Israeli investor Mr. Stef Wertheimer.

As a result of the technical work and political meetings, a three-pronged program was set under the leadership of TOBB-BIS. The first phase is to obtain the necessary political decisions in Palestine and Israel and sign the Memorandums of Understanding. Then a partnership among TOB-TIM, Manisa OIZ and Gebze OIZ will be incorporated to officially assume the task of the estate's development and management.



President of TOBB, M. Rifat Hisarciklioğlu with the EU High Representative for the Common Foreign and Security Policy Mr. Javier Solana

## International Community's Support for the Erez Project

Placing great emphasis on cooperation with multilateral organizations, TOBB believes that the support of the international donor community will be key to the success of the Erez Project. Several meetings have been held with international leaders, who showed great interest and enthusiasm for TOBB's initiative to revitalize the Erez Industrial Estate. On July 8, 2005, TOBB President, Mr. Rifat Hisarciklioğlu, met with Mr. James Wolfensohn, Quartet's Special Envoy for Gaza Disengagement. On September 13, 2005, a meeting was held with the World Bank President, Mr. Paul Wolfowitz, who confirmed the Bank's commitment to the project.

In order to align similar efforts and foster collaboration, several consultative meetings have been held with the European Union's Special Representative for the Middle East Peace Process, Mr. Marc Otte, the EU Commissioner for Enlargement Mr. Olli Rehn., EU High Representative for the Common Foreign and Security Policy Mr. Javier Solana as well as with the other representatives from the World Bank Group, USAID, MIGA-OPIC, the East-West Institute, and the Chicago 10 Group.



Mr. Hisarciklioğlu and the World Bank President Mr. Paul Wolfowitz



Meeting with the EU Commissioner for Enlargement, Mr. Olli Rehn

The second phase will be the planning and execution of a construction project on the estate. This will include the building of administrative and social facilities, infrastructure and the partial reconstruction and repair of the estate's manufacturing facilities. Furthermore, a

security firm will be contracted to ensure that security measures will meet Palestinian and Israeli standards. Based on demand, the initial land of 600 acres will be expanded to 1500 acres with all the relevant infrastructural construction.



Meeting with Quartet's Special Envoy for Gaza Disengagement Mr. James Wolfensohn

The above mentioned second phase will be conducted in conjunction with the third phase which will entail investment promotion. Through support obtained from the Quartet Initiative and international institutions such as the World Bank Group on the basis of the region's strategic importance, investment incentives will be steered to local investors. Local investment opportunities will be introduced to Turkish and other foreign investors through proactive investment promotions. In addition, Palestinian businessmen who were operating in the area prior to the Israeli withdrawal will be invited back.

Upon the signing of the Memorandums of Understanding and the launching of construction in January, it is planned to have the first phase of construction to be completed by March 2006. The goal is to have at least one Turkish firm and multiple Palestinian entrepreneurs investing in Erez by April 2006.



Satellite photo of the Erez Industrial Estate



# The Middle East Center for Industrial Development (MECID)

..... a concept note

The Industry for Peace initiative will be fully institutionalized with the establishment of the Middle East Center for Industrial Development (MECID). The term Middle East, as used here, denotes not only Arab countries but other areas with which Turkey has had long standing economic relations such as North Africa and the Gulf States. We see no reason why this vision should not be expanded to add Eurasia and the Caucasus, in the not-so-distant future.

The importance of a large and functioning private sector for the Middle East can hardly be exaggerated. Economies that are largely dependent on oil and lumbering public sectors are proving insufficient to employ a rapidly increasing population. The urgent need to resolve these issues requires more than the transfer of funds and information to the region. What is needed are concrete economic projects that are specifically designed to have an alleviating effect on macro-political problems and conflicts. A precondition of success in this approach is the building of business partnerships through a web of business association networks. MECID will take up the function to form the future agenda of the Ankara Forum and other business association networks.

MECID will fill a critical void in this respect and contribute to building the capacity and competitiveness of local firms. Both the contacts established with international organizations as well as those in place with TOBB will enable Turkish investors to more efficiently transfer their experience and know-how to local decision makers. This process of sharing will, in turn, contribute to the efficiency of the projects that are jointly conducted. To establish MECID in Istanbul will also vest it with symbolic significance as its founding principle is to bridge the private sectors of the East and the West.

MECID's fundamental goal is to deepen the industrial and trade relations of the countries in the region through tangible projects. The focus will be on four areas:

**Research and Publications.** MECID aims to provide technical and institutional knowledge necessary to render economic initiative feasible. With this purpose, it intends to establish a research program that will take into account the local and regional disparities in the quest for private sector development where it will benefit from the sources of TEPAV-EPRI in Turkey as well as international organizations such as the World Bank. MECID will also build a network of academics from the region in order to feed the upcoming policy dialogue discussions. To this effect meetings with academics from the Truman Institute for International Peace (Hebrew University) in Israel and Al Quds University in East Jerusalem have been held.

**Establishing Policy Development and Dialogue Mechanisms.** This will be a complimentary arm to the research of MECID that will formulate policy recommendations. It will share its findings with local decision makers through conferences, seminars and other networking activities.

**Capacity Building.** The enhancement of the capacity to do business of both the private and public sectors in the region is proving to be of vital importance in the road ahead. With the synergy attained by TOBB, MECID will work to enhance the capability of local and regional actors to develop chambers, manage trade and industry associations, develop OIZs, generate wealth and solve problems.

**Project Development and Implementation.** Developing and implementing projects that adhere to the vision of MECID is of prime importance. These projects will be undertaken in partnership with local institutions and organizations. Developing OIZs, promoting foreign investment and institutional management will be among the areas of interest.

A concrete example of the contributions that MECID can make is readily seen in the training program for capacity building held in Turkey on September, 2005 by TOBB and TEPAV for the representatives of the Palestinian Industrial Estates and Free Zones Authority (PIEFZA) and the Palestinian Chamber system representatives. The fact that all of the participants departed with great satisfaction is a positive sign that such programs and activities for capacity building can be extended to other partners throughout the region.

Both the opportunities that can be seen in the revitalization of the Erez Industrial Estate and the success of the capacity building training program for PIEFZA enables us to look forward with confidence to MECID's future endeavors. These initiatives have shown beyond a doubt that Turkish entrepreneurs have a great deal to contribute to the region's economy. This, however, will continue to depend on the capability to focus on feasible and tangible projects in an institutionalized fashion. MECID and TOBB's Industry for Peace will continue to make valuable contributions to the development of the Middle East.



## Capacity Building Program for PIEFZA and the Palestinian Chambers

The training program that was held on September 3-10, 2005 aimed to contribute to the advancement of the technical and managerial competence of the Palestinian officials on issues related to the management, maintenance and technical issues of the industrial estates and effective chamber management.

**Institutional Capacity Building of the Chambers:** An educational visit was organized for the chamber system representatives from Palestine to assess the structure of the Union of Chambers and Commodity Exchanges of Turkey (TOBB). These representatives visited a number of regional and local chambers of commerce and industry in Turkey (İstanbul, Gebze, and Bursa) and received training on issues such as chamber management, service development, trade promotion, business development, lobbying policy formulation, dispute settlement (arbitration) and income generation. Chamber training was conducted for fourteen Palestinian officials (thirteen from each chamber in Palestine and one from the Federation of Palestinian Chambers of Commerce, Industry and Agriculture). Experts to provide training on these topics were recruited from the national and international networks of TOBB.

**Institutional Capacity Building of the Industrial Estates:** As a part of the capacity building program, training was given to PIEFZA staff and board members on specific topics such as contract management, relations with industrial entrepreneurs, technical requirements of an Industrial Zone, environmental standards, incorporating technology into Industrial Estate management, regulatory procedures and practices, legal and regulatory preparations. Trainings were conducted for three officials (PIEFZA staff and a representative from the Ministry of National Economy) and it took place in Bursa, Gebze and İstanbul.



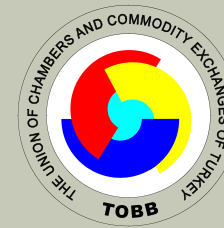
Training on industrial estates during a briefing at GOSB



Briefing at Izmit Purifying, Incinerating and Recycling of Wastes and Residues Inc. (IZAYDAS)



Palestinian officials receiving information on the process of the incineration of clinical and hazardous waste and the generation of power



## THE UNION OF CHAMBERS AND COMMODITY EXCHANGES OF TURKEY

The Union of Chambers and Commodity Exchanges of Turkey is the highest legal entity in Turkey representing the private sector. Similar to the patterns of guilds and syndicates, which traditionally organized and represented tradesmen and producers throughout the Turkish history, TOBB, too, adopted a representative role in a democratic and modern society. Today, TOBB has 364 members in the form of local chambers of commerce, industry, commerce and industry, maritime commerce and commodity exchanges through which over 1.200.000 firms of different sizes from all sectors.

Within the context of its organic law and other applicable legislation, the TOBB aims, parallel to the developments elsewhere in the world and in its capacity as the highest-level representative of the Turkish private sector, at ensuring the unity and solidarity between the chambers and exchanges and the development of the profession in conformance with the general interests, facilitating the professional work of their members, enhancing the honesty and confidence in the relations of the members with each other and with the general public and preserving the professional discipline, ethics and solidarity.

TOBB has around 350 staff working at the headquarters in addition to 4500 employees working in 364 chambers of commerce and commodity exchanges all over Turkey.

tepav | epri

## Economic Policy Research Institute

EPRI is an independent, non-partisan and non-governmental research institute based in Ankara, Turkey. EPRI was established in 2004 with a trust fund initially endowed by the Union of Chambers and Commodity Exchanges of Turkey (TOBB).

EPRI's fundamental task is to make a positive contribution to the evolving political, economic and academic debates that are shaping Turkey's future orientation. It provides original, evidence-based and policy-oriented research that will help build the institutional framework required to successfully complete the process of transition that Turkey has embarked upon. EPRI conducts a large number of projects with international organizations such as the World Bank and Brookings Institution as well as government agencies and NGOs in Turkey.

Policy recommendations that come out of EPRI's research are intended to assist the decision-makers in restructuring the Turkish market and private sector that will pave the way for Turkey's integration into the European Union as well as the global marketplace.

EPRI's research programs are organized across three major areas: Economic Policy, Governance and Foreign Policy.

The Economic Policy Program conducts policy oriented research in a wide range of areas (investment climate, industrial policy, and impact assessment) pertaining to the competitiveness of Turkish firms. By conducting highly rigorous economic research, Economic Policy Program aims to provide both technically correct and administratively implementable policy options for the decision makers of private and public sectors.

The Governance Program seeks to contribute to the building of sound public administration and fiscal management systems in Turkey. Recognizing the importance of capacity building at both central and local levels, the Governance program conducts research and capacity building projects in the areas of fiscal monitoring, transparency, strategic plan development, regional development and sectoral decentralization policies.

The Foreign Policy Program conducts projects on regional integration issues with a view to enhance the competitiveness of Turkish private sector. The research program acknowledges that today's foreign policy cannot be separated from economic and trade issues, and aims to provide original, solution-focused, commerce-oriented foreign policy options. With EU integration agenda at the core, the program also focuses on the Middle East, Balkans and Eurasia.

EPRI's staff is comprised of many distinguished academics, journalists, former bureaucrats and former ambassadors.