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**SME Policy Index**

**Western Balkans and Turkey 2022**

**ASSESSING THE IMPLEMENTATION OF THE SMALL BUSINESS ACT FOR EUROPE**

**DIMENSION 8a - Enterprise skills**

**Qualitative indicators government questionnaire**

# Introduction

The SME Policy Index is a benchmarking tool for emerging economies, including the Western Balkans and Turkey (WBT), to monitor and evaluate progress in policies that support small and medium-sized enterprises (SMEs). The tool is structured around the ten principles of the Small Business Act for Europe (SBA), translated into 12 policy dimensions, which provide a wide-range of pro-enterprise measures to guide the design and implementation of SME policies.

The sixth, 2022 edition of the SME Policy Index for Western Balkans and Turkey aims to:

* + independently and rigorously assess SME policy settings and reforms against international best practice,
  + allow for comparison across time and participating WBT economies and measure convergence towards EU SME policy standard,
  + support governments in setting targets for SME policy developments and strategic priorities to further improve the business environment,
  + engage governments in policy dialogue and exchange of experiences, within the region and with OECD and EU member countries,
  + facilitate the prioritisation of government and donor activities in support of SME development,
  + assess and show progress in implementation of recommendations provided in the previous editions.

The new cycle of the SME Policy Index for Western Balkans and Turkey 2022 will be conducted in extraordinary circumstances caused by the COVID-19 pandemic. Its impact on local economies will also be taken into account in order to better inform policy-making in the region.

# Assessment framework process and design

The SME Policy Index is based on the results of two parallel assessments government self-assessment, conducted by WBT economies’ governments and independent assessment, conducted by the OECD and its partner organisations and supported by the input collected from economy-based consultants with demonstrated expertise in relevant policy areas. The final scores are the result of a highly collaborative and consultative consolidation of these two assessments, enhanced by further desk research by the OECD and the partner organisations, as well as consultations with government representatives and with key stakeholders (e.g. private sector, business associations, academia & civil society) in the participating economies.

The questionnaire is structured around 12 policy dimensions each comprising up to 5 sub-dimensions that capture the critical elements of policy development. It proposes a scoring approach to transform qualitative information into numerical information and thus facilitating cross-economy comparison and allowing for systematic monitoring of policy developments. The questionnaire is intended to be used by government authorities and statistical agencies in charge of co-ordinating the SME Policy Index assessment process.

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# Guidance to fill out the qualitative assessment

The qualitative assessment is organised around thematic blocks each structured around a certain number of questions.

For each of these questions, please:

* Provide an answer, as fully as possible, citing all key sources in the foreseen grid,
* Assign a score, by using the scoring levels described in Table 1.

Description of score levels

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Level 1** | **Level 2** | **Level 3** | **Level 4** | **Level 5** |
| No framework (e.g. law, institution) exists to address the policy topic concerned | A draft or pilot framework exists, with some signs of government activity to address the policy area concerned | A solid framework, addressing the policy area concerned is in place and officially adopted | Level 3 plus evidence of a concrete record of effective policy implementation | Level 4 plus results of monitoring and evaluation inform policy framework design and implementation |

* Match the highest performance score level characteristics that are fully described by your question responses and assign an according score of 1 to 5. If all requirements in one score level are met and at least half the requirements are met for the next score level, assign a half number score between the two levels.
* Provide a brief justification based on matching your question responses with the best corresponding level or half-level.

This questionnaire provides links to access the responses of the previous SME Policy Index 2019 questionnaire. If relevant for a given policy dimension, this questionnaire is complemented by a Statistic sheet. The assessment framework is accompanied by the Glossary of key terms - please refer systematically to it when answering the questionnaire.

Please **complete and return this assessment by 15 September 2021 to the OECD.**

|  |
| --- |
| Thank you for your time in completing this assessment. Your efforts are contributing towards removing barriers to SME development and unleashing their potential for driving inclusive economic growth in the Western Balkans and Turkey.  Should you have any questions regarding this assessment framework, please contact [jovana.pavlovicdjukic@oecd.org](mailto:jovana.pavlovicdjukic@oecd.org) and [marijana.petrovic@oecd.org](mailto:marijana.petrovic@oecd.org). |

# Assessor information

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| **Mr. / Ms.** | **Name** | **Institution / Department** | **Title / Position** | **Email** | **Phone** | **Address** |
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| **Questionnaire submission date:** | 15/09/2021 |

**Enterprise skills**

**Enterprise skills** dimension assesses policies and implementation in the Western Balkans and Turkey to promote the skills SMEs need, from starting up and throughout their growth phases. SMEs include business owners, co-operative founders and social entrepreneurs.

The dimension is presented across three thematic blocks:

1. **Planning and design**, which assesses policies in the areas of skills intelligence,
2. **Implementation**, which focuses on training for start-ups, responding to the skills required of digital and green economies, and smart specialisation,
3. **Monitoring and evaluation**, which considers whether economies ensure their SME skills policies are working and keeping up with market needs.

Figure 1. Enterprise skills

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| **Dimension 8a:**  Enterprise skills | | |
| **Thematic block 1:**  Planning and design | **Thematic block 2:**  Implementation | **Thematic block 3:**  Monitoring and evaluation |

*[To access the responses of the previous SME Policy Index 2019 questionnaire click* [*here*](https://oecd-my.sharepoint.com/personal/marijana_petrovic_oecd_org/Documents/SME%20PI%202022%20Assessment/Turkey/Dimension%208a/2019%20Turkey%20-%20SBA%20Questionnaire%20filled%20out%20.xlsx) *(ctrl+left click)]*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Question** | | | **Response *[expand box as necessary]*** | **Source/Evidence/Links** |
| **Thematic block 1. Planning and design** | | | | |
|  | ***Skills intelligence*: is there a national framework for the collection and analysis of SME skills intelligence? [[1]](#endnote-2)** | | [X] Yes  [ ] No | It is being prepared in the scope of the “Geleceğin Becerileri” program.  [www.geleceginbecerileri.com/en](http://www.geleceginbecerileri.com/en)  In the Skills Gap Reduction Accelerator Program, which is planned to start in 2021 and last for 30 months, under the name of “Skills of the Future”; it is planned to take the picture of the existing situation with detailed studies regrading the transformation of the labor market in Turkey, labor demand and supply; and to realize the skills and competencies needed for the future and employment models at the national level with various applications. |
|  | If yes | Is evidence on SME skills intelligence gender sensitive?[[2]](#endnote-3) | [X] Yes  [ ] No | 2020 Labor Market Research created by İŞKUR is a report which has been prepated to analyze the supply and demand dimensions of the labor market together. On this report, you can read the demand amount and worker numbers in terms of areas, gender and sectors for 2020.   * Turkey General:   <https://media.iskur.gov.tr/45570/turkiye.pdf>   * Nevşehir: <https://media.iskur.gov.tr/45570/turkiye.pdf> * Niğde : <https://media.iskur.gov.tr/45193/nigde.pdf> * Kırşehir: <https://media.iskur.gov.tr/45182/kirsehir.pdf> * Kırıkkale:   <https://media.iskur.gov.tr/45180/kirikkale.pdf>   * Aksaray:   <https://media.iskur.gov.tr/45136/aksaray.pdf>  KOSGEB Support Programmes <https://en.kosgeb.gov.tr/site/tr/genel/destekler/3/supports-services>  In policy of Development Agency and many other bodies of state, there are affirmative actions for stakeholders to promote gender equality, strengthening women and women entrepreneurship. |
|  | Is evidence on SME skills intelligence aligned to social impact business models e.g. to include social enterprises and/or cooperatives? Please provide more details | [X] Yes  [ ] No | Ministry of Economics Strategic Plan 2018-2022: <https://ticaret.gov.tr/data/5b921d6513b87613646656ac/Stratejik_Plan_2018_2022.pdf>  The State of Social Enterprise in Turkey Report: <https://www.britishcouncil.org.tr/sites/default/files/20190702_se_research_report_the_state_of_social_enterprise_in_turkey_eng_single_page.pdf>  Social Entrepreneurship Network of Turkey: <https://www.sosyalgirisimcilikagi.org/t-rkiye-sosyal-giri-imcilik-a-projesi>  Ashoka Turkey (Social Entrepreneurship Platform of Turkey): <https://ashokaturkiye.org/ashoka-fellowship-programi/>  11.th Development Plan: <https://www.sbb.gov.tr/wp-content/uploads/2020/06/Eleventh_Development_Plan-2019-2023.pdf> (item 452.4, 544, 550.1, )  There are new policies and strategies in development agencies to increase capacity of private companies, owners and especially cooperatives. Some incentives provided by government agencies seeks or forces individuals or single bodies to be united and act in more social responsible way. |
|  | Does the framework include digital skills in the *skills intelligence* collection and analysis (i.e. ranging from e-Leadership skills to ICT-professionals and ICT users’ digital skills)? | [X] Yes  [ ] No | Please see the 1.1.1.  Due to Turkey report, there will be important demand on information and communication skills in the near future (app. %21.5). (<https://media.iskur.gov.tr/45570/turkiye.pdf> ,p80) |
|  | **Which organisations contribute to national skills intelligence? [[3]](#endnote-4)** | |  | Presidency of the Republic of Turkey, Ministry of Development, Ministry of Industry and Technology, KOSGEB, İŞKUR, Ministry of Internal Affairs,  Ministry of Commerce,  Ministry of Labour and Social Security,  Ministry of Economy, Ministry of National Education, Development Agencies, TOBB, DEIK, Civil Society Organizations, some banks, social responsibility programs or departments of private organizations, Turkey technology foundation, Presidential human resources office, Vocational Qualifications Framework (VQA), Turkish Accreditation Institute (TURKAK) |
|  | **Who coordinates the national skills intelligence? [[4]](#endnote-5)** | |  | Pesidency of the Republic of Turkey, Ministry of Development, Ministry of Industry and Technology,specially KOSGEB, İŞKUR, Ministry of National Education, Development Agencies, Turkey technology foundation, Presidential human resources office, Ministry of Labor and Social Security |
|  | ***Skills analysis*: has an analysis of SME skills intelligence been undertaken since the last assessment (January 2019)?** | | [X] Yes  [ ] No | İŞKUR’s Yearly Labour Market Research Reports (national, sectoral and city based): <https://www.iskur.gov.tr/kurumsal-bilgi/raporlar/> for 2019 and 2020 Turkey reports:  <https://media.iskur.gov.tr/34629/turkiye.pdf> and <https://media.iskur.gov.tr/45570/turkiye.pdf>  Via KOSGEB Support Programmes, SME skills intelligence analysis has been undertaken for each support programme (KOSGEB Strategic Plan): <https://www.kosgeb.gov.tr/Content/Upload/Dosya/Mevzuat/KOSGEB_Stratejik_Plan%C4%B1_(2019-2023).pdf> |
|  | ***Policy*: is the national skills intelligence used to support priorities of the Economic Reform Programme?[[5]](#endnote-6)** | | [X] Yes  [ ] No | ERP of Turkey: <https://www.sbb.gov.tr/wp-content/uploads/2020/06/Pre-Accession_Economic_Reform-Program-2020-2022.pdf>  We haven’t been directly affected by ERP for developing our programs and strategy, however, some upper program which we benefit mostly such as Eleventh Development Program has used ERP as a source to create some new strategies especially in education strategy of the entire country.  Main upper strategies that mostly affect development agencies’ policy and programs:  Eleventh Development Program (2019-2023) <https://www.sbb.gov.tr/wp-content/uploads/2019/07/OnbirinciKalkinmaPlani.pdf>  Reginonal development agencies, KOSGEB, Organized Industrial Zones and many other public offices consider development programs, National Strategy (BGUS), Strategy of Industry and technology papers as references when creating their plans, programs and strategy. Particularly development agencies mostly reference development program(2019-2023) to create targets, priorities in its promoting programs.  Skill intelligence and current situation of human resources become sources of these upper policies and strategies. And these programs become main sources for creating programs and strategies in the regional level.  Plus that, the public offices such as development agencies reference international programs such as UN2030 Agenda for Sustainable Development and SME Strategy or a Sustainable and Digital Europe. As an example, please see one of our support program on the link: <https://www.ahika.gov.tr/assets/upload/dosyalar/ahika-sag-mdp-2020-rehber.pdf> Pp3-5) |
|  | **Does the national skills intelligence include training needs analysis?[[6]](#endnote-7)** | | [X] Yes  [ ] No | Needs Analysıs and Self-Assessment Model for Harmonizing Vocational Education With the Labour Market (İŞKUR): <https://setav.org/assets/uploads/2019/06/A285.pdf> |
|  | **Who is developing training programmes for SME's? [[7]](#endnote-8)** | |  | Ministry of Industry and technology, KOSGEB, İŞKUR, TUBİTAK TUSSİDE, TOBB, NGOs, Chamber of Commerces, Universities, business support organisations, public/private bodies, foundations, associations, development agencies, TEB SME academy, TOSYOV, TESK.    KOSGEB and TUBİTAK have been also developed several trainings for SMEs under their projects funded by COSME and HORIZON.  <http://sme-academy.org/>  <https://lms.kosgeb.gov.tr/?lang=en>  <https://cosme.kosgeb.gov.tr/cosme-haberler/>  <https://www.kosgeb.gov.tr/site/tr/genel/liste/10/egitim-duyurulari>  <https://h2020.org.tr/en/node/3625>  <http://www.marka.org.tr/sayfa/17/561/markasem-egitim-_-seminerleri>  <https://www.tobb.org.tr/KobiArastirma/Sayfalar/KOBIRehberlikTeknikDanismanlik.php>  <https://www.tobb.org.tr/KobiArastirma/Sayfalar/FarkindalikToplantilariEgitimler.php>  <https://www.teb.com.tr/kobiyim/dis-ticaret-egitimleri/>  <https://www.teb.com.tr/sme/teb-sme-academy/?keyword=sme%20academy>  <https://tosyovakademi.org.tr/egitimler/>  <https://bedam.baskent.edu.tr/kobi-danismanligi/>  <https://akusem.aku.edu.tr/kosgeb-destekli-egitimler/>  <https://www.kalder.org/kosgeb_egitim_destegi>  <https://itusem.itu.edu.tr/egitimler-ve-programlar/tc-sanayi-teknoloji-bakanligi-protokol-programlari/kosgeb-destek-bilgileri>  <https://sfk.istanbul.edu.tr/kobi-danismanligi-egitimi-sertifika-programi-e40.html>  <https://habitatdernegi.org/blog/donusen-kobi-programi-online-egitimleri/>  <http://ekapakademi.kik.gov.tr/egitim-videolari/>  <https://www.iso.org.tr/projects/training-and-seminars/>  The State of Social Enterprise in Turkey Report (Table 3): <https://www.britishcouncil.org.tr/sites/default/files/20190702_se_research_report_the_state_of_social_enterprise_in_turkey_eng_single_page.pdf> |
|  | **Does the national skills intelligence include skills anticipation? [[8]](#endnote-9)** | | [X] Yes  [ ] No | • Pre-Accession\_Economic\_Reform-Program-2020-2022.pdf (sbb.gov.tr)  • Turkey General:  https://media.iskur.gov.tr/45570/turkiye.pdf  • Nevşehir: https://media.iskur.gov.tr/45570/turkiye.pdf  • Niğde : https://media.iskur.gov.tr/45193/nigde.pdf  • Kırşehir: https://media.iskur.gov.tr/45182/kirsehir.pdf  • Kırıkkale:  https://media.iskur.gov.tr/45180/kirikkale.pdf  • Aksaray:  https://media.iskur.gov.tr/45136/aksaray.pdf  • https://www.csgb.gov.tr/cgm/dokumanlar/ulusal\_istihdam\_stratejisi/  • http://ttkb.meb.gov.tr/meb\_iys\_dosyalar/2020\_03/31150840\_stratejik\_plan\_2019\_2023.pdf  • https://www.sbb.gov.tr/wp-content/uploads/2019/07/OnbirinciKalkinmaPlani.pdf |
|  | ***Programme design*: Is SME skills intelligence used for the development of new training programmes? [[9]](#endnote-10)** | | [X] Yes  [ ] No | All institutions written under the question of 1.1.7. are using SME skills intelligence for the development of new training programmes according to the needs of SMEs. |
|  | If yes | Are good practices in training for SME's used to help designing new training programmes? [[10]](#endnote-11) | [X ] Yes  [ ] No | • Ahiler Development Agency did not open such program but there was a personel training program :  This program aimed to train young people in terms of software programs, big data, artificial intelligence etc., and after the program, we saw that some of trainees have benefited from this program and became entrepreneur in the digital area. So,we orgnized same programs for other cities as well. (<https://www.ahika.gov.tr/haberler/ahika-personeline-yonelik-dijital-donusum-egitimi-sona-erdi>  Traditional Entrepreneur Support Programme: <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7215/traditional-entrepreneur-support-programme>  Advanced Entrepreneur Support Programme: <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7216/advanced-entrepreneur-support-programme>  International Market Support Programme: <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/6683/international-market-support-programme>  SME Development Support Programme: <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/3288/sme-development-support-programme>  KOBIGEL – SME Development Support Programme: <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1230/kobigel-sme-development-support-programme>  Cooperation Support Programme: <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1228/cooperation-support-programme>  international Accelerator Support Programme: <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1235/lnternational-accelerator-support-programme>  To access all training programmes for SMEs: <https://www.yatirimadestek.gov.tr/arama?ajans_id=&status=&il_id=&q=kobi+e%C4%9Fitim>  Educated Trainers Stronger Cooperatives was a project coordinated by the Ankara Development Agency and founded by the Turkish National Agency in 2018.  Ankara launch of socialgirisimcilikagi.org, the digital platform of the Turkey Social Entrepreneurship Network project, of which Ankara Development Agency is a participant, was held at İstasyon TEDÜ on February 20, 2020. |
|  | Do new training programmes take account of the needs of social enterprises and/or cooperatives? Please explain. | [X ] Yes  [ ] No | The State of Social Enterprise in Turkey Report (Table 3): <https://www.britishcouncil.org.tr/sites/default/files/20190702_se_research_report_the_state_of_social_enterprise_in_turkey_eng_single_page.pdf> |
|  | ***Policy-making:* is SME skills intelligence used to inform policymaking at national level? [[11]](#endnote-12)** | | [X] Yes  [ ] No | Policies are formed by evaluating various data held by relevant institutions (KOSGEB, TESK and TOBB, TURKSTAT etc.) regarding SME skill intelligence.  KOSGEB Strategic Plan 2019-2023: <https://webdosya.kosgeb.gov.tr/Content/Upload/Dosya/Mevzuat/2020/KOSGEB_Stratejik_Plan%C4%B1_(2019-2023).pdf> |
|  | If yes | Are good practices in training for SME's used to improve policy? [[12]](#endnote-13) | [X] Yes  [ ] No | Development plans and strategies (written under the question of 1.1.1) are prepared by using good practices in training for SMEs to improve policy. Also, Institutions that are providing trainings use good practices for new programmes with evaluation forms that are filled by SMEs.  For example, While the entrepreneurship trainings given by KOSGEB were given face to face, they are now given online via e-government. The legislation was also updated in this way. <https://webdosya.kosgeb.gov.tr/Content/Upload/Dosya/Girisimciligi%20Gelistirme%20Destek%20Programi/02.03.2020/girisimcilik-egitimi/USES-07.00_Girisimcilik_Eg%CC%86itimi_Usul_Esaslar%C4%B1.pdf> (There is no English version of the legislation) |
|  | **Are good practices on training for SME's identified on the basis of pre-defined criteria?** | |  | Calls for proposals are published by the ETF, EC and KOSGEB on good practice examples in SME training. These call for proposals have pre-defined criteria on SME training. These calls are announced by related institutions such as KOSGEB, TUBİTAK or Ministry of Foreign Affairs and good practice examples are shared. <https://www.ab.gov.tr/50879.html>  Policies and trainings are organized for SMEs by making field analyzes |
|  | **Are good practices on training for SME's available on-line? Please, provide the hyperlink(s).** | |  | The Turkish Women Entrepreneurs Physical/Online Network Program and the Export Academy Program of the Ministry of Commerce were selected as good practice examples on the SheTrades Outlook platform: <https://www.shetrades.com/en/projects/shetrades-outlook>  There are good trainings and practices on online both from public and private sector. UDEMY is one of these platforms. And there are some training programs which is organized by universities:  <https://www.udemy.com/>  <https://ygp.ku.edu.tr/tr>  <https://edu.sabanciuniv.edu/tr/acik-egitimler>  <https://sem.yeditepe.edu.tr/>    foreign trade training, e-commerce trainings, entrepreneurship training: <https://www.ankaraka.org.tr/tr/ankara-kalkinma-ajansi-2019-yili-dis-ticaret-egitimi-basliyor_4544.html> <https://www.ankaraka.org.tr/tr/e-ticaret-egitimi_4663.html>  <https://lms.kosgeb.gov.tr/> |
|  | **Provide examples of policies that address SME skills intelligence. [[13]](#endnote-14)** | |  | 11.th Development Plan: <https://www.sbb.gov.tr/wp-content/uploads/2020/06/Eleventh_Development_Plan-2019-2023.pdf>  Republic of Turkey Presidency Strategic Plan 2019-2023: <https://www.sbb.gov.tr/wp-content/uploads/2021/07/Strateji-ve-Butce-Baskanligi-2019-2023-Stratejik-Plani-28072021.pdf>  KOSGEB Strategic Plan 2019-2023: <https://webdosya.kosgeb.gov.tr/Content/Upload/Dosya/Mevzuat/2020/KOSGEB_Stratejik_Plan%C4%B1_(2019-2023).pdf>  Ministry of Internal Affairs 2021 Inservice Training Plan:  <https://www.icisleri.gov.tr/kurumlar/icisleri.gov.tr/IcSite/egitim/Genel/Belgeler/2021_yili_hizmet_ici_egitim_plani.pdf>  Pre-accession Economic Programme 2019-2021: <https://www.sbb.gov.tr/wp-content/uploads/2019/04/KEP_2019-2021.pdf>  Pre-accession Economic Programme 2020-2022: <https://www.sbb.gov.tr/wp-content/uploads/2020/06/Katilim_Oncesi_Ekonomik_Reform_Programi-2020-2022.pdf>  Ministry of Economy Strategic Plan 2018-2022: <https://ticaret.gov.tr/data/5b921d6513b87613646656ac/Stratejik_Plan_2018_2022.pdf>  Ministry of Education Strategic Plan 2019-2023: <http://sgb.meb.gov.tr/meb_iys_dosyalar/2019_11/22154626_Milli_EYitim_BakanlYYY_2019-2023_Stratejik_PlanY.pdf>  Council of Higher Education Strategic Plan 2019-2023: <http://www.sp.gov.tr/upload/xSPStratejikPlan/files/U8mRM+YOK_2019-2023_Donemi_Stratejik_Plani.pdf>  Lifelong Learning Strategy: <https://eacea.ec.europa.eu/national-policies/eurydice/content/lifelong-learning-strategy-103_tr>  <https://portal.myk.gov.tr/index.php?option=com_yeterlilik&view=arama>  National Employment Strategy 2014-2023: <http://www.uis.gov.tr/media/1437/uis2014-2023.pdf>  There are programs about promoting vocational schools in terms of technical and infrastructure needs. Particularly, development agencies cooperate with industrial zones and technical or vocational schools for a better coordination in regard of education and training.  Plus that, Ahiler development agency like other agencies provides some trainings and programs for SME representatives and workers as well. Also, the agency put conditions on their program guide to force SME’s for getting some trainings such as family Constitution, institutionalisation, green production, (resource) productivity, sustainability, sustainable tourism, coopetition, leadership, entrepreneurship etc.  R&D supports, software supports, etc. to increase the institutional capacity of SMEs. Incentives are provided. |
| 1. HO | **How SME engage in the “smart specialisation” process, notably Entrepreneurial Discovery Process (EDP)? How would you evaluate the private sector awareness about and engagement in “smart specialisation” of SMEs?** | |  | In our age, it is very difficult for a SME to compete in its sector without smart specialization  MoIT, as being the central institution responsible for the coordination of DAs, encourages the agencies to develop and implement Smart Specialization Strategy in their regions but does not set this policy as a requirement for Das:  <https://s3platform.jrc.ec.europa.eu/turkey>  <https://eu.immib.org.tr/tr/InformationCenter/Article/5>  Ahiler Development Agency: In our region, almost all SMEs are family companies and the owners are not tend to be trained or changed the way their business. However, we select some visionar owners or managers to affect the rest of the system or company. First when you train some of these companies or representatives, others start to follow the same step. So this is the one way to manage the process. The second way is to work with unions or cooperatives for using the gathering power of these organizations.  South Marmara Development Agency conducts questionnaires, in depth interviews, focused group studies and etc. for SMEs in Strategy Development phase of Smart Specialisation. While corporate companies are well aware about smart specialisations, family businesses’ awareness is not in a sufficient level. |
|  | **Since the last assessment (January 2019), have there been any developments regarding the "smart specialisation" process? If so, please specify.** | | [X] Yes  [ ] No | The latest region to register to the S3 Platform is İzmir (TR). <https://s3platform.jrc.ec.europa.eu/turkey>  The national artificial intelligence strategy has been announced by the presidential office of digital transformation. This strategy is available in few countries in the world:  <https://cbddo.gov.tr/SharedFolderServer/Genel/File/TR-UlusalYZekaStratejisi2021-2025.pdf> |
|  | a) | If there is a smart specialisation strategy in place, please specify the timeline, main objectives/targets, main sector priorities identified, leading institution, if SME skills are built into the strategy (recommendation from the SME PI 2019). | The Supreme Council of Science and Technology (BTYK) is the highest level science and R&I policy making body in Turkey at the political level. The BTYK meetings take place twice a year. Most decisions target to strengthen the R&I capacity for several years consecutively. The conclusion documents particularly focus on the qualification of human capital especially in the fields of health, energy, ICT, e-government and manufacturing, as well as public-private-partnership. Consequently, there are several calls launched by the Scientific and Technological Research Council of Turkey (TUBITAK) centred on the R&I capacity building activities, at both institutional and human resources levels.  SMEs are at the centre of employment and growth at the regional level. In addition, SMEs have an important role in introducing new products and services to the market and in bringing innovative solutions to important problems. For this reason, establishing a new business at the regional level (creating new jobs) or making and developing existing businesses more innovative. Strategic research is required to identify activities with high added value that can increase the competitiveness of a region. The most effective efforts are the transfer of R&D and innovation resources to the priority sectors identified for regional innovation policy, accompanied by measures to increase workforce skills, education level and develop knowledge infrastructure.  The priorities of smart specialization are nanotechnology, advanced material technologies and applications (especially automotive, aerospace and defence, rail systems,  advanced materials and energy storage systems for ceramics and renewable energy fields); mechatronics, automation, robotics technologies and applications (especially software, modelling and simulation technologies for production, process and resource efficiency;  production and integration of related parts and components, lean manufacturing, digital transformation and additive manufacturing, sensor technologies, internet of things and big data and artificial intelligence applications and user security areas); precision manufacturing technologies and applications (especially precision molding and cutting technologies); technical textile technologies and applications (especially advanced and environmentally friendly vehicle textiles that increase product value, home textiles, construction textiles, geotextiles, construction and medical textiles, recycling and waste.  Leading institutions are the Ministry of Development and Development Agencies of Turkey.  Regional Innovation Strategy and Action Plan was launched in 2019.  DA’s (development agencies) have been elaborating regional innovation and/or Smart Specialization Strategies (SSS) for their regions. As of May 2020, 13 DAs prepared regional SSS. In addition to their strategy development activities, 4 out of 26 DAs are signed up to S3 Platform. Moreover, 4 DAs are the members of sub-working groups of S3 platform. These strategies have been designed with the contribution of the relevant regional stakeholders including the SMEs. The aim of this process is to engage entrepreneurial discovery process, raise awareness about smart specialisation and facilitate the implementation of the strategies. | <https://www.bebka.org.tr/admin/datas/yayins/227/au-raporu-2020_1594199377.pdf>  <https://www.kalkinmakutuphanesi.gov.tr/assets/upload/dosyalar/dsyrysgxa719201743738pm.pdf>  <https://kalkinmaguncesi.izka.org.tr/index.php/2021/02/01/temiz-enerji-odakli-akilli-uzmanlasma-ve-izmir-icin-kalkinma-firsatlari/>  2020: You can find the latest report on the link: <https://www.sanayi.gov.tr/plan-program-raporlar-ve-yayinlar/faaliyet-raporlari>  <https://www.sanayi.gov.tr/assets/pdf/plan-program/KalkinmaAjanslari2019YiliGenelFaaliyetRaporu.pdf>  <https://www.cka.org.tr/uploads/corporate_reports_v/2019-calisma-p-rev-2-519.pdf>  <https://www.oka.org.tr/haber/akilli-uzmanlasma-konusundaki-deneyimlerimizi-paylastik>  Among development agencies, smart specialisation is a kind of benchmarking process to understand a task from different perspectives. Some agencies might have been focused on particular tasks or subject more than other agencies and also their region might be much more advanced about these subjects. So, these experienced agencies coordinates meetings and accept other experts from different agencies for sharing experience. For example, ORAN Devleopment Agenyc has more experience on model factory in Kayseri compare with Ahiler Development Agency (For Model Factory, look at (https://www.sbb.gov.tr/wp-content/uploads/2020/06/Pre-Accession\_Economic\_Reform-Program-2020-2022.pdf ,pp:70-71). So Ahiler Development Agency can request a meeting to learn more about model factory and create a network between companies in TR71 region and TR72 region. In 2021, one program held between two agencies and selected firms in TR71 invited to model factory in TR72 for seeing the development in the area. And some of the companies have had opportunity to be trained by experts who works for model factory advisory branch. They have been trained in productivity and lean manufacturing. After they trained, some of the firms got opportunity to have consultancy services on the same subjects.  Gaziantep in Gastronomi is another good example for smart specialization. Gaziantep is a strong city in Gastronomi and they became one of UNESCO creative cities in regard of gastronomi, so when another region wants to work on gastronomi or food culture, they can meet with İpekyolu Development Agency to learn more from their experience. These examples can enhance.  NATIONAL SMART CITIES STRATEGY AND ACTION PLAN:  <https://www.akillisehirler.gov.tr/wp-content/uploads/EylemPlani.pdf>  <https://www.ilan.gov.tr/ilan/458349/ihale-duyurulari/hizmet-alim-ihaleleri/izmir-akilli-uzmanlasma-stratejisi-ve-eylem-plani-izs3-hazirlanmasi-hizmet-alimi> |
|  | b) | If there is a smart specialisation strategy in place, are there any targeted trainings available to SMEs in priority areas for smart specialisation. | Yes, smart specialisation trainings have taken place in Financial Support Programmes and Technical Support Programmes.  Medium-sized industrial enterprises with innovative business models may be the primary beneficiary group of the innovation and smart specialization strategy as they have higher performance compared to other segments. Medium-sized companies have passed the market test and create great potential for the region as the big companies of tomorrow. So there are so many trainings available to SMEs in priority areas for smart specialisation.  Digital transformation, artificial intelligence, The development and use of smart products and systems necessary for digital transformation process of the industry will be ensured, focusing on the priority sectors | <https://www.bebka.org.tr/admin/datas/yayins/227/au-raporu-2020_1594199377.pdf> |
| 1.1.16 | **Are SME skills built into smart specialisation approaches/ strategies? If so, please specify.** | | [ X] Yes  [ ] No | <https://www.bebka.org.tr/admin/datas/yayins/227/au-raporu-2020_1594199377.pdf>  <https://www.kalkinmakutuphanesi.gov.tr/assets/upload/dosyalar/dsyrysgxa719201743738pm.pdf>  <https://kalkinmaguncesi.izka.org.tr/index.php/2021/02/01/temiz-enerji-odakli-akilli-uzmanlasma-ve-izmir-icin-kalkinma-firsatlari/>  <https://www.bestforenergy.org/homepage>  NATIONAL SMART CITIES STRATEGY AND ACTION PLAN:  <https://www.akillisehirler.gov.tr/wp-content/uploads/EylemPlani.pdf>  <https://www.sanayi.gov.tr/assets/pdf/plan-program/KalkinmaAjanslari2019YiliGenelFaaliyetRaporu.pdf>  <https://www.cka.org.tr/uploads/corporate_reports_v/2019-calisma-p-rev-2-519.pdf>  <https://www.oka.org.tr/haber/akilli-uzmanlasma-konusundaki-deneyimlerimizi-paylastik> |
| **Thematic block 2. Implementation** | | | | |
|  | ***Information platform*: is there a web-platform(s) available to support SMEs in identifying training programmes?[[14]](#endnote-15)** | | [X] Yes  [ ] No | KOSGEB, development agencies, ministries, TOBB, TESK, TUSSİDE, chambers of commerce etc have their web platforms available to support SMEs such as:  <http://www.kobikampus.net/>  KOBİ Kampüs started at 2016 and there were 35 different training programs (online courses). However it is not functioning anymore.  Currently there is e-Akademi for KOBİ’s training. Firms can benefit from some courses on online whenever they need (https://lms.kosgeb.gov.tr/ ).  And plus that , there is a pdf book which have important subjects that will assist SME’s developing themselves ( GEK.pdf (kosgeb.gov.tr)  <https://www.akillikobi.org.tr/Home/Welcome>  <https://www.kobilgi.net/kobilere-yonelik-ucretsiz-egitim/>  <https://www.gebzeto.org.tr/akilli-kobi-platformu/>  <https://www.dunya.com/ekonomi/itodan-kobilere-yonelik-ab-destekli-yeni-dijital-platform-haberi-604111>  <https://ab-ilan.com/category/egitim-ve-burs-duyurulari/ab-ilan-com-egitimleri/>  <https://www.trthaber.com/haber/ekonomi/bakanliktan-kobilere-yonelik-cevrim-ici-egitim-portali-479948.html>    <https://www.tr.undp.org/content/turkey/tr/home/presscenter/articles/2020/11/i-can-manage-my-business.html>  <https://www.manisatso.org.tr/tr/haber/4506/kobilere_yonelik_yenilikci_urun_modellerinin_gelistirilmesi_egitimi.html>  <https://en.kosgeb.gov.tr/>  <https://www.yatirimadestek.gov.tr/questions> |
|  | If yes | Can SMEs provide feedback on the web-platform(s) on training acquired? | [x] Yes  [ ] No | Entrepreneur candidates who have completed online entrepreneurship trainings of KOSGEB report their feedbacks’ on the training through a survey.It is online. After training, there is an evaluation for the training programme and for KOSGEB e-academy |
|  | ***Economic Reform Programme*: does training for specific sectors feature in the Economic Reform Programm e? [[15]](#endnote-16)** | | x] Yes  [ ] No | <https://www.sbb.gov.tr/wp-content/uploads/2020/06/Pre-Accession_Economic_Reform-Program-2020-2022.pdf>  However there is not enough concentration on training matters,in pp 70 and 71, there are some certain areas are mentioned to be more focused in terms of assisting the development of SMEs. Please see the Model Factory concept. |
|  | **Which sectors are prioritised for skills support in the Economic Reform Programme?** | | Priority sectors identified in the manufacturing industry which are pharmaceuticals-medical devices,  Machinery-electrical equipment, automotive, also agricultural sector electronics, and rail system vehicles.  Mostly technology and digital sectors are in the target position. | <https://www.sbb.gov.tr/wp-content/uploads/2020/06/Pre-Accession_Economic_Reform-Program-2020-2022.pdf>  Regional innovation strategy prepared by Ankara Development Agency. İn this report 6 sectors stands out. Ankara needs to give priority to the sectors of informatics, defence and aviation, business and construction machinery, pharmaceuticals and medical devices, agriculture and food:  <https://www.ankaraka.org.tr/tr/ankara-bolgesel-yenilik-stratejisi_4700.html>  BEBKA regional ınnovation Strategy: <https://www.kalkinmakutuphanesi.gov.tr/dokumanflipbook/2015-2025-bolgesel-inovasyon-stratejisi-ve-eylem-plani/1076> |
|  | ***Sustainability and Green skills*: does national policy recognise the importance of training for a sustainable and green economy? [[16]](#endnote-17)** | | [x ] Yes  [ ] No | <https://webdosya.csb.gov.tr/db/cygm/icerikler/yed-nc--ulusal-b-ld-r-m-20190909092640.pdf>  11.th Development Plan: <https://www.sbb.gov.tr/wp-content/uploads/2020/06/Eleventh_Development_Plan-2019-2023.pdf> |
|  | ***Digital skills*: does national policy recognise the importance of training for a digital economy? [[17]](#endnote-18)** | | [x ] Yes  [ ] No | <https://www.sbb.gov.tr/wp-content/uploads/2020/06/Pre-Accession_Economic_Reform-Program-2020-2022.pdf>  11.th Development Plan: <https://www.sbb.gov.tr/wp-content/uploads/2020/06/Eleventh_Development_Plan-2019-2023.pdf>  https://sbb.gov.tr/wp-content/uploads/2020/04/SanayideDijitallesmeCalismaGrubuRaporu.pdf |
|  | **Does the government provide financial support for the following:** | |  |  |
|  | a) | Training on transition to sustainable business practices? | [x] Yes  [ ] No | KOSGEB Entrepreneurship Trainings:  [Entrepreneurship Training - KOSGEB - Small and Medium Enterprises Development Organization](https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7210/entrepreneurship-training)  KOSGEB R&D support programme:  [R&D and Innovation Support Programme - KOSGEB - Small and Medium Enterprises Development Organization](https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1229/rd-and-innovation-support-programme)    Ahiler Development Agency held a support program to contribute sustainable development of manufacturing sector in 2019. Please see the program named “İmalat Sanayiinde Verimlilik ve  Kurumsallaşma Mali Destek Programı” on the link: https://www.ahika.gov.tr/destekler/destek-programlari-arsivi  Another support program held by DOĞAKA Development Agency. For more information, please see the guide under the name of “2018 YILI SÜRDÜRÜLEBİLİR ÜRETİMİN GELİŞTİRİLMESİ YENİLİKÇİLİK MALİ DESTEK PROGRAMI”.  The link is: <https://www.dogaka.gov.tr/destekler/mali-destek-programi/2018-yili-mali-destek-programi> |
|  | b) | Training for SMEs to improve resource efficiency? | [x] Yes  [ ] No | KOSGEB SME Finance Support Programme:  <https://www.kosgeb.gov.tr/site/tr/genel/destekdetay/1233/kobi-finansman-destek-programi>  Development Agencies are providing financial and technical supports on awareness-raising and capacity building activities, survey and feasibility studies, establishment of collaborations as well as industrial symbiosis, clean production, energy efficiency, lean production to increase resource efficiency in the regions.  “East Marmara Resource Efficiency Management Consultancy Project” : <http://www.marka.org.tr/uploads/files/Kaynak_Verimliligi/sayfa2/1.%20Kaynak_Verimliligi_Envanter_Raporu.pdf>  BEBKA’s resource efficiency training: <https://www.bebka.org.tr/haber/bebkadan-yenilenebilir-enerji-ve-kaynak-verimliligi-semineri-730>  TURKONFED EU Green Deal and SMEs report: <https://turkonfed.org/Files/ContentFile/turkonfed-avrupa-yesil-mutabakati-ve-kobiler-6900.pdf> |
|  | c) | Training on how SMEs can contribute to the circular economy?[[18]](#endnote-19) | [x] Yes  [ ] No | Development Agencies are providing financial and technical supports on awareness-raising and capacity building activities, survey and feasibility studies, establishment of collaborations as well as industrial symbiosis, clean production, energy efficiency, lean production to increase resource efficiency in the regions.  TURKONFED EU Green Deal and SMEs report: <https://turkonfed.org/Files/ContentFile/turkonfed-avrupa-yesil-mutabakati-ve-kobiler-6900.pdf>  ASO Circular economy workshop for SMEs:  <https://www.aso.org.tr/kobiler-icin-dongusel-ekonomi-calistayi-3333>  COSME Turkey Project: Circular economy workshop for SMEs  <https://cosme.kosgeb.gov.tr/cosme-turkiye-projesi-kobiler-icin-dongusel-ekonomi-calistayi-10-haziran-2021/> |
|  | d) | Training for SMEs to improve employees’ digital skills? | [x] Yes  [ ] No  https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/6673/isgem-tekmer-programme Under İŞGEM / TEKMER PROGRAMME, there is also training support and it serves improvement of digital skills.  Technology trainings are supported under the TÜBİTAK Technology Transfer Offices Support Program. https://www.tubitak.gov.tr/sites/default/files/teydeb\_kitapcik.pdf | <https://www.sbb.gov.tr/wp-content/uploads/2020/06/Pre-Accession_Economic_Reform-Program-2020-2022.pdf>  11.th Development Plan: <https://www.sbb.gov.tr/wp-content/uploads/2020/06/Eleventh_Development_Plan-2019-2023.pdf>  <https://sbb.gov.tr/wp-content/uploads/2020/04/SanayideDijitallesmeCalismaGrubuRaporu.pdf>  <https://en.kosgeb.gov.tr/site/tr/genel/destekler/6310/enterprise-development-growth-and-internationalisation-supports> |
|  | ***Sustainability and social economy:* does national policy recognise the importance of training for the development of the social economy sector?** | | [X ] Yes  [ ] No | Within the scope of KOSGEB’s COSME Turkey project, social economy missions training was given for SMEs.  <https://cosme.kosgeb.gov.tr/sosyal-ekonomi-misyonlari-cagrisi-egitimi-gerceklestirildi/>  There are some certain policies urges to strengthen governance model which consists strong civil society, cooperative involvement with the economy especially in Eleventh Development Program: material 451, 451-3,451-4, 643,745, 779-5.  Plus that there is SOGEP (Social Development Program) that promotoes social programs in entire Turkey through development agencies. (https://www.ahika.gov.tr/duyurular/2021-yili-sogep-on-basvurulari-basladi ( |
|  | ***Start-ups*: does the government provides financial support for start-up training?** | | [x] Yes  [ ] No | KOSGEB and TUBİTAK are the main organizations providing financial support for start-up training within their regulation.  <https://edevlet.kosgeb.gov.tr/EHizmetler?ReturnUrl=%2f>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7210/entrepreneurship-training>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7215/traditional-entrepreneur-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7216/advanced-entrepreneur-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7219/business-plan-reward-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1235/lnternational-accelerator-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekler/6310/enterprise-development-growth-and-internationalisation-supports>  <https://tubitak.gov.tr/tr/destekler/sanayi/ulusal-destek-programlari/icerik-1512-girisimcilik-destek-programi-bigg>  <https://tubitak.gov.tr/en/funds/industry/national-support-programmes/content-1512-entrepreneurship-multi-phase-programme>  <https://tubitak.gov.tr/en/funds/industry/national-support-programmes/content-1514-venture-capital-funding-program-tech-investr>  <https://tubitak.gov.tr/en/funds/industry/national-support-programmes/content-1601-capacity-building-for-ie-grant-program>  <https://tubitak.gov.tr/en/funds/industry/national-support-programmes/content-mentor-interface-bigg-call>  <https://www.tim.org.tr/tr/faaliyet-alanlari-tim-inovasyon-ve-girisimcilik-akademisi>  ISTKA: Entrepreneurship Financial Support Program” (2021); <https://www.istka.org.tr/media/132422/%C4%B0stka_2021_g%C4%B0r.pdf>  The program was developed with the fundamental aim to disseminate entrepreneurial culture and improve the quality of the entrepreneurs in Istanbul through cooperative and sustainable support mechanisms that provide them with abundant opportunity to find direct access to finance, achieve faster growth, shift to the international market and so on. |
|  | If yes are the following areas covered? | | KOSGEB, which has been providing important projects and supports for entrepreneurship since its foundation, has provided Applied Entrepreneurship Trainings free of charge and more than 1.5 million people participated these trainings from 2010 to the end of 2019.  Since the demand for entrepreneurship trainings is increasing day by day, KOSGEB carried the trainings to the online education in July 2019 by establishing the E-Academy and offered to free of charge. Traditional Entrepreneurship Training and Advanced Entrepreneurship Training are offered at E-Academy.  Traditional Entrepreneurship Training is provided for entrepreneurs to have knowledge about starting and running a business, to become aware of their roles and responsibilities in this process and to gain knowledge and experience that can prepare the business model for business ideas. This training is aimed at both entrepreneurs who want to open a business in traditional sectors and entrepreneurs who want to participate in Advanced Entrepreneur Training.  With the Advanced Entrepreneurship Training, it is aimed to gain knowledge to entrepreneurs who will operate in the innovative, medium, high technology sectors and manufacturing sector. | <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7210/entrepreneurship-training> |
|  | a) | Pre start-up/self-employment training [[19]](#endnote-20) | [x] Yes  [ ] No | <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7210/entrepreneurship-training>  Written under the question of 1.2.8 and also;  One of the priorities of the Entrepreneurship Financial Support Program” (2021) is to support entrepreneurship centres and support mechanisms which target start-ups in different phases of funding and growth like pre-incubations. Under this and the previous entrepreneurship programs, ISTKA has have supported many projects to promote pre-incubations: <https://www.inventist.gen.tr/> |
|  | b) | Youth start-ups (<30 years) | [x] Yes  [ ] No | <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7210/entrepreneurship-training> and  Written under the question of 1.2.8 and also;  Entrepreneurship Financial Support Program” (2021) is also concentrated on thematic areas like social entrepreneurship, young entrepreneurship and so on as one of the main priorities. Under this and the previous entrepreneurship programs, ISTKA has supported many projects to promote young entrepreneurship: [SOGENÇ (sogenc.org)](http://www.sogenc.org/AnaSayfa)  The link you commented was directly addressing the news of the project from 2015. The one added here now is the link of the main page. There is not an extra updated version as the project was implemented in the concerned duration. (2014 Children and Youth Support Programme)  <https://www.istka.org.tr/media/132601/giri%C5%9Fimcilik-mdp-ba%C5%9Far%C4%B1l%C4%B1-projeler.pdf>  <https://www.istka.org.tr/duyurular/girisimcilik-ekosistemindeki-kurumlarin-kapasitelerinin-gelistirilmesi/>  ISTKA does not directly give support to young start-ups. However within the projects they support such kind of trainings or educations are provided as a service. You can find different trainings and educations provided for young start ups in such projects. The link of “SOGENC” given below may be helpful in illustrating what kind of services have been provided for youth start-ups in a project. |
|  | c) | Silver entrepreneurs (50 years+) | [x ] Yes  [ ] No | <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7210/entrepreneurship-training>  and Written under the question of 1.2.8 |
|  | d) | Women start-ups | [ x] Yes  [ ] No | <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7210/entrepreneurship-training>  Written under the question of 1.2.8  Entrepreneurship Financial Support Program” (2021) also concentrated on some thematic areas like social entrepreneurship, women entrepreneurship and so on, as one of the main priorities. Under this and the previous entrepreneurship programs ISTKA has supported many projects to promote women entrepreneurship: <https://www.akagim.com/>  http://www.gikamer.com/ |
|  | e) | Social enterprises | [ x] Yes  [ ] No | Written under the question of 1.2.8 and also;  Entrepreneurship Financial Support Program” (2021) is concentrated on thematic areas like social entrepreneurship, young entrepreneurship and so on, as one of the main priorities. Under this and the previous entrepreneurship programs ISTKA has supported many projects to promote social entrepreneurship:  This is the web site of an example project. As the project was implemented under 2016 Entrepreneurship Financial Support Programme news, events and organisations of the projects cover those specific years.  ISTKA does not directly give support to social enterprises. However within the projects ISTKA supports such kind of trainings or educations are provided as a service. You can find different trainings and educations provided for social entreprises in such projects.    there are very interesting social entrepreneurship projects which has just approved from SOGEP programs coordinated by development agencies. One of them is about a group of women who managed a textile manufacturing facility that has contracts with huge companies. These womens consists of disadvantegous groups. Please see the rest of the projects on the list: https://www.ahika.gov.tr/duyurular/2021-yili-sosyal-gelismeyi-destekleme-programi-sogep-sonuc-ilani |
|  | f) | Cooperatives | [ ] Yes  [x ] No ? |  |
|  | g) | Technology start-ups | [x ] Yes  [ ] No | <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7210/entrepreneurship-training> and  Written under the question of 1.2.8  Entrepreneurship Financial Support Program” (2021) is to support entrepreneurship centres and support mechanisms which stimulate the growth of technology start-ups in Istanbul. Under this and the previous entrepreneurship programs, ISTKA has supported many projects to promote incubation centers and accelerators that offer a variety of services for the rise of promising technology start-ups: <https://itucekirdek.com/>  <https://www.winglobal.org/> |
|  | h) | Re-starts [[20]](#endnote-21) | [ x] Yes  [ ] No | Written under the question of 1.2.8 |
|  | ***SME growth*: does the government provide financial support or other incentives for training for SMEs with growth potential? [[21]](#endnote-22)** | | [x] Yes  [ ] No | KOSGEB and TUBİTAK are the main organizations providing financial support within their regulation.  KOSGEB Advanced Entrepreneur Support Programme  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7216/advanced-entrepreneur-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekler/3/supports-services>  <https://www.tubitak.gov.tr/en/funds/industry/national-support-programmes#funds_industry_ana_sayfa_akordiyon-block_1-0>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1233/credit-interest-support-programme>  <https://www.tubitak.gov.tr/en/funds/industry/national-support-programmes/content-1514-venture-capital-funding-program-tech-investr>  <https://www.tim.org.tr/tr/faaliyet-alanlari-tim-inovasyon-ve-girisimcilik-akademisi> |
|  | ***SME internationalisation*: does the government provide financial support or other incentives for training for SMEs trading, or with potential to trade with the EU Single Market? [[22]](#endnote-23)** | | [x] Yes  [ ] No | KOSGEB Traditional Entrepreneur Support Programme  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7215/traditional-entrepreneur-support-programme>  KOSGEB Advanced Entrepreneur Support Programme  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7216/advanced-entrepreneur-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/6683/international-market-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1235/lnternational-accelerator-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/3288/sme-development-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1229/rd-and-innovation-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/6443/sme-technological-product-investment-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7215/traditional-entrepreneur-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1228/cooperation-support-programme>  KOSGEB’s provincial directorates provide trainings for SMEs on exports, foreign markets, international markets and target markets.  Training is supported within the scope of BRANDING SUPPORT OF THE COMMERCIAL EARNING SERVICE SECTORS, DESIGN SUPPORT, International Competitiveness Enhancement support of the Ministry of Commerce:  <https://ticaret.gov.tr/data/5ee1d8e013b876e308cc1245/2564%20Say%C4%B1l%C4%B1%20Karar%C4%B1n%20Uygulama%20Usul%20ve%20Esaslar%C4%B1%20Genelgesi..pdf>  <https://ticaret.gov.tr/data/5b88177f13b8761160fa2007/Genelge%201/2008-2%20Genelge.pdf>  <https://www.yatirimadestek.gov.tr/pdf/assets/upload/dosyalar/uygulama-usul-ve-esaslari-ile-dys-uzerinden-isleyisine-dair-genelge.pdf>  Technology-Oriented Industrial Move Program Call for Structural Transformation in Production: <https://www.yatirimadestek.gov.tr/pdf/assets/upload/dosyalar/detay_teknoloji_odakli_sanayi_hamlesi_programi_2021_uretimde_yapisal_donusum_cagrisi.pdf>  KUDAKA’s Infrastructure Program for Improving Sectoral Competitiveness in 2021-2:  <https://www.kudaka.gov.tr/destekler/proje-teklif-cagrisi/2021-yili-sektorel-rekabet-gucunun-gelistirilmesi-altyapi-programi-2>  2021 TECHNICAL SUPPORT PROGRAMS of development agencies:  <https://www.ankaraka.org.tr/tr/2021-yili-teknik-destek-programi_4951.html>  <https://www.trakyaka.org.tr/tr/44109/2021-Yili-Teknik-Destek-Programlari-Ilani>  <http://www.marka.org.tr/destek/2021-yili-teknik-destek-programi/41>  <https://www.mevka.org.tr/Page.asp?Dil=0&pid=2924>  <https://www.serka.gov.tr/destekler/teknik-destek-programlari/2021-yili-teknik-destek-programi-2-donem/>  <https://www.dogaka.gov.tr/destekler/teknik-destek-programi/2021-teknik-destek-programi-kamu> |
|  | ***SME digitalisation:* does the government provide financial support or other incentives for SMEs to buy ICT equipment and software or digital services to participate to the EU Digital Single Market?** | | [x] Yes  [ ] No | KOSGEB Advanced Entrepreneur Support Programme:  <https://webdosya.kosgeb.gov.tr/Content/Upload/Dosya/Girisimciligi%20Gelistirme%20Destek%20Programi/02.03.2020/ileri%20girisimci/UE-19_(04)_%C4%B0leri_Giri%C5%9Fimci_Destek_Program%C4%B1_Uygulama_Esaslar%C4%B1_06.08.2021.pdf>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/3288/sme-development-support-programme>  2021 TECHNICAL SUPPORT PROGRAMS of development agencies:  Technical support programs provide trainings and consultancy. Also some of the programs promotes for expenditures of some digital programs or software programs.  <https://www.ankaraka.org.tr/tr/2021-yili-teknik-destek-programi_4951.html>  <https://www.trakyaka.org.tr/tr/44109/2021-Yili-Teknik-Destek-Programlari-Ilani>  <http://www.marka.org.tr/destek/2021-yili-teknik-destek-programi/41>  <https://www.mevka.org.tr/Page.asp?Dil=0&pid=2924>  <https://www.serka.gov.tr/destekler/teknik-destek-programlari/2021-yili-teknik-destek-programi-2-donem/>  <https://www.dogaka.gov.tr/destekler/teknik-destek-programi/2021-teknik-destek-programi-kamu>  Circular of the Ministry of Commerce on the IMPLEMENTATION PROCEDURES AND PRINCIPLES OF THE DECISION ON SUPPORTING THE DIGITAL ACTIVITIES OF THE FOREIGN EARNING SERVICE SECTORS:  <https://ticaret.gov.tr/data/5efd8bf113b876a83c6f2c0e/2641%20say%C4%B1l%C4%B1%20Karara%20%C4%B0li%C5%9Fkin%20Genelge.pdf>  Supporting Digital Activities in Market Entry:  <https://ticaret.gov.tr/destekler/ihracat-destekleri/pazara-giriste-dijital-faaliyetlerin-desteklenmesi>  PROJECT BASED INCENTIVE SYSTEM: <https://www.yatirimadestek.gov.tr/pdf/assets/upload/dosyalar/detay_proje_bazli_tesvik_sistemi.pdf>  <https://dijitalbakanlik.sanayi.gov.tr/hizmetdetay?hizmetId=69300546-f7cf-4e87-a95f-99284b70a082> |
|  | ***Family businesses*: does the government provide financial support for training for family businesses? [[23]](#endnote-24)** | | [x] Yes  [ ] No | 2021 TECHNICAL SUPPORT PROGRAMS of development agencies HAVE TRAİNİNG SUPPORT FOR FAMİLY BUSINESSES:  <https://www.ankaraka.org.tr/tr/2021-yili-teknik-destek-programi_4951.html>  <https://www.trakyaka.org.tr/tr/44109/2021-Yili-Teknik-Destek-Programlari-Ilani>  <http://www.marka.org.tr/destek/2021-yili-teknik-destek-programi/41>  <https://www.mevka.org.tr/Page.asp?Dil=0&pid=2924>  <https://www.serka.gov.tr/destekler/teknik-destek-programlari/2021-yili-teknik-destek-programi-2-donem/>  <https://www.dogaka.gov.tr/destekler/teknik-destek-programi/2021-teknik-destek-programi-kamu>  Training supports under the KOSGEB’s support programmes: <https://en.kosgeb.gov.tr/site/tr/genel/destekler/3/supports-services> |
|  | ***SMEs and Intellectual property*: does the government provide financial support or other incentives to SMEs to support training on intellectual property? [[24]](#endnote-25)** | | [x] Yes  [ ] No | KOSGEB Traditional Entrepreneur Support Programme  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7215/traditional-entrepreneur-support-programme>  KOSGEB Advanced Entrepreneur Support Programme  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7216/advanced-entrepreneur-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1235/lnternational-accelerator-support-programme>  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/3288/sme-development-support-programme> |

<https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1229/rd-and-innovation-support-programme>

Under training support of these programmes, SME can have IP trainings.

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| Also, In addition, the intellectual property rights section is included in KOSGEB's advanced entrepreneurship trainings.  TÜBİTAK TEYDEB INNOVATION SUPPORT PROGRAM 1702 PATENT LICENSE CALL: <https://eteydeb.tubitak.gov.tr/teydebanasayfa.htm>  DESIGN SUPPORT of the Ministry of Commerce:  <https://ticaret.gov.tr/data/5ee1d8e013b876e308cc1245/2564%20Say%C4%B1l%C4%B1%20Karar%C4%B1n%20Uygulama%20Usul%20ve%20Esaslar%C4%B1%20Genelgesi..pdf>  2021 TECHNICAL SUPPORT PROGRAMS of development agencies:  <https://www.ankaraka.org.tr/tr/2021-yili-teknik-destek-programi_4951.html>  <https://www.trakyaka.org.tr/tr/44109/2021-Yili-Teknik-Destek-Programlari-Ilani>  <http://www.marka.org.tr/destek/2021-yili-teknik-destek-programi/41>  <https://www.mevka.org.tr/Page.asp?Dil=0&pid=2924>  <https://www.serka.gov.tr/destekler/teknik-destek-programlari/2021-yili-teknik-destek-programi-2-donem/>  <https://www.dogaka.gov.tr/destekler/teknik-destek-programi/2021-teknik-destek-programi-kamu>  PROJECT BASED INCENTIVE SYSTEM: <https://www.yatirimadestek.gov.tr/pdf/assets/upload/dosyalar/detay_proje_bazli_tesvik_sistemi.pdf>  ANKARAKA 2021 Call for Project Proposals Medical Devices Financing Support Program: <https://www.yatirimadestek.gov.tr/pdf/assets/upload/dosyalar/basvuru_rehberi-tibbi_cihazlar_finansman_destegi2021ankaraka.pdf>  Branding and Turquality Support: <https://ticaret.gov.tr/destekler/ihracat-destekleri/markalasma-ve-turquality-destegi>  1707-SME SUPPORT CALL FOR CUSTOM-BASED R&D PROJECTS: <https://eteydeb.tubitak.gov.tr/teydebanasayfa.htm> |
|  | **Does the government collect statistics on participation of SMEs in training?** | | [X] Yes  [ ] No | In regarding to evaluation forms that are filled by SMEs at the end of trainings, KOSGEB collects and processes data for developing SME skills  KOSGEB database collects and parses data by developed software, but it is not puclic available. |
|  | If yes | Are the statistics on training participation disaggregated by gender? | [X] Yes  [ ] No | KOSGEB’s entrepreneurship trainings <https://en.kosgeb.gov.tr/> |
|  | **If you gather gender-disaggregated statistics on training followed by SMEs, please provide examples.** | | Gender distribution of entrepreneurs who have completed KOSGEB Online Entrepreneurship Trainings can be drawn from corporate report services. These data can be reported and served if requested by other institutions and organizations.  Number of women entrepreneurs who participated in Entrepreneurship Trainings and were entitled to a certificate of participation are 55166 and Number of women entrepreneurs paid support within the scope of Advanced and Traditional Entrepreneur Support Programs are 8996 according to the 2020 Activity Report of KOSGEB. | <https://webdosya.kosgeb.gov.tr/Content/Upload/Dosya/Mali%20Tablolar/Faaliyet%20Raporlar%C4%B1/KOSGEB_2020_Y%C4%B1l%C4%B1_Faaliyet_Raporu.pdf> |
|  | **Based on the feedback intelligence gathered from SMEs on their training experience, what are the three most common issues?** | | Their main concern is maximizing their profit no matter what. One of the reason is intense competition among private companies. Second issue is about education. Many owners are not paying enough attention to new trends, concerns and tasks such as sustainability, green production. They see that such tasks or development increases the costs.  According to ANKARAKA: heavy circulation, lack of intermediate and low level of institutionalization  According to GMKA:  -Need for Institutionalisation  -Need for research and development  -Need for Foreign Trade | KOSGEB Entrepreneurship [satisfaction questionnaire](satisfaction%20questionnaire)  <https://www.kosgeb.gov.tr/Content/Upload/Dosya/Girisimciligi%20Gelistirme%20Destek%20Programi/25.07.2019/Giris%CC%A7imcilik_Eg%CC%86itimi_Memnuniyet_Anketi.pdf> |
|  | ***Investment readiness*: does the government provide financial support for training of SME support institutions to improve investment readiness? [[25]](#endnote-26)** | | [x] Yes  [ ] No | Republic of Turkey Presidential Human Resources Office distance education system:  <https://uzaktanegitimkapisi.cbiko.gov.tr/Giris?return=/>  KOSGEB’s in-service training platform: <https://lms.kosgeb.gov.tr/>  KOSGEB Advanced Entrepreneur Support Programme |

<https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7216/advanced-entrepreneur-support-programme>

With these education systems, SME support institutions can get investment readiness trainings.

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| Development agencies holds technical support programs to teach SMEs about Project Cylce Management |
|  | ***Supply chains*: does the government provide financial support for training for SMEs to participate in global supply chains? [[26]](#endnote-27)** | | [x] Yes  [ ] No | SUPPORTING MARKET ENTRY DOCUMENTS AND GLOBAL SUPP LY CHAIN (GST) COMPETENCY PROJECTS: <https://ticaret.gov.tr/data/5d5eb0de13b87653302887ab/UUE_2014_8_20082019.pdf>  Ministries, Development Agencies, Universities, Chambers, Governmental organizations, KOSGEB and TOBB are organizing GSC trainings for SMEs and entrepreneurs:  <https://otusem.ostimteknik.edu.tr/egitim/gelecek-nesil-lojistik-ve-tedarik-zinciri-egitimi-endustri-40-ve-kobiler>  <https://www.tr.undp.org/content/turkey/tr/home/presscenter/articles/2020/05/dijital-kobilere-egitim.html>  <https://tosyovakademi.org.tr/deger-zinciri-analizi/>  <https://tobb.org.tr/Documents/2021/Ye%C5%9FilTedarikWebinar%C4%B1.pdf>  <https://tobb.org.tr/Documents/2021/Vodafone_Teknolojide_Yerli_%C3%9Cretim_ve_KOB%C4%B0'lerin_G%C3%BCc%C3%BC.JPG>  SUPPORT OF GLOBAL SUPPLY CHAIN COMPETENCY PROJECTS by Ministry of Commerce: <https://www.yatirimadestek.gov.tr/pdf/assets/upload/dosyalar/ozet-ktz-projelerinin_desteklenmesi.pdf>  Financial Support Program for the Development of Competitive Sectors for 2021 : <https://www.kudaka.gov.tr/destekler/acik-destek-programlari/2021-yili-rekabetci-sektorlerin-gelistirilmesi-finansman-destegi-programi/>  KOSGEB Advanced Entrepreneur Support Programme  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/7216/advanced-entrepreneur-support-programme> |
|  | ***Digital economy:* does national policy recognise the role of SMEs in an evolving digital economy? [[27]](#endnote-28)** | | [x] Yes  [ ] No | <https://www.sbb.gov.tr/wp-content/uploads/2020/06/Pre-Accession_Economic_Reform-Program-2020-2022.pdf>  11.th Development Plan: <https://www.sbb.gov.tr/wp-content/uploads/2020/06/Eleventh_Development_Plan-2019-2023.pdf>  SME Development Support Programme: <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1230/kobigel-sme-development-support-programme>  KUDAKA’s Infrastructure Program for Improving Sectoral Competitiveness in 2021-2:  <https://www.kudaka.gov.tr/destekler/proje-teklif-cagrisi/2021-yili-sektorel-rekabet-gucunun-gelistirilmesi-altyapi-programi-2>  2021 TECHNICAL SUPPORT PROGRAMS of development agencies:  <https://www.ankaraka.org.tr/tr/2021-yili-teknik-destek-programi_4951.html>  <https://www.trakyaka.org.tr/tr/44109/2021-Yili-Teknik-Destek-Programlari-Ilani>  <http://www.marka.org.tr/destek/2021-yili-teknik-destek-programi/41>  <https://www.mevka.org.tr/Page.asp?Dil=0&pid=2924>  <https://www.serka.gov.tr/destekler/teknik-destek-programlari/2021-yili-teknik-destek-programi-2-donem/>  <https://www.dogaka.gov.tr/destekler/teknik-destek-programi/2021-teknik-destek-programi-kamu> |
|  | If yes, are the following available: | |  |  |
|  | a) | Training to support digital skills within SMEs? [[28]](#endnote-29) | [x] Yes  [ ] No | Via KOSGEB support programmes  <https://en.kosgeb.gov.tr/site/tr/genel/destekler/3/supports-services>  [R&D and Innovation Support Programme - KOSGEB - Small and Medium Enterprises Development Organization](https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1229/rd-and-innovation-support-programme) Under project development support, there is training support. It covers the training service expenses (including digital skills) to be received from domestic/foreign institutions/organizations.  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/6443/sme-technological-product-investment-support-programme> Under SME Technological Product Investment Support Programme, there is training support. . It covers the training service expenses including digital skills.  [Strategic Product Support Programme - KOSGEB - Small and Medium Enterprises Development Organization](https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/6492/strategic-product-support-programme) Under Strategic Product Support Programme, there is software expenses support.  <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/1235/lnternational-accelerator-support-programme> Under international Accelerator Support Programme, training costs are supported. It covers the training service expenses including digital skills. |
|  | b) | Training to support SMEs to operate within the EU Digital Single Market? [[29]](#endnote-30) | [x] Yes  [ ] No | <https://en.kosgeb.gov.tr/site/tr/genel/destekdetay/3288/sme-development-support-programme>  With the supported projects, the digital skills of SMEs can be developed and this serves the EU digital market.  2021 TECHNICAL SUPPORT PROGRAMS of development agencies:  <https://www.ankaraka.org.tr/tr/2021-yili-teknik-destek-programi_4951.html>  <https://www.trakyaka.org.tr/tr/44109/2021-Yili-Teknik-Destek-Programlari-Ilani>  <http://www.marka.org.tr/destek/2021-yili-teknik-destek-programi/41>  <https://www.mevka.org.tr/Page.asp?Dil=0&pid=2924>  <https://www.serka.gov.tr/destekler/teknik-destek-programlari/2021-yili-teknik-destek-programi-2-donem/>  <https://www.dogaka.gov.tr/destekler/teknik-destek-programi/2021-teknik-destek-programi-kamu>  Circular of the Ministry of Commerce on the IMPLEMENTATION PROCEDURES AND PRINCIPLES OF THE DECISION ON SUPPORTING THE DIGITAL ACTIVITIES OF THE FOREIGN EARNING SERVICE SECTORS:  <https://ticaret.gov.tr/data/5efd8bf113b876a83c6f2c0e/2641%20say%C4%B1l%C4%B1%20Karara%20%C4%B0li%C5%9Fkin%20Genelge.pdf>  Supporting Digital Activities in Market Entry:  <https://ticaret.gov.tr/destekler/ihracat-destekleri/pazara-giriste-dijital-faaliyetlerin-desteklenmesi>  PROJECT BASED INCENTIVE SYSTEM: <https://www.yatirimadestek.gov.tr/pdf/assets/upload/dosyalar/detay_proje_bazli_tesvik_sistemi.pdf>  <https://dijitalbakanlik.sanayi.gov.tr/hizmetdetay?hizmetId=69300546-f7cf-4e87-a95f-99284b70a082> |
|  | c) | Online training for SMEs[[30]](#endnote-31) | [x] Yes  [ ] No | 2021 TECHNICAL SUPPORT PROGRAMS of development agencies HAVE TRAİNİNG SUPPORT FOR FAMİLY BUSINESSES:  <https://www.ankaraka.org.tr/tr/2021-yili-teknik-destek-programi_4951.html>  <https://www.trakyaka.org.tr/tr/44109/2021-Yili-Teknik-Destek-Programlari-Ilani>  <http://www.marka.org.tr/destek/2021-yili-teknik-destek-programi/41>  <https://www.mevka.org.tr/Page.asp?Dil=0&pid=2924>  <https://www.serka.gov.tr/destekler/teknik-destek-programlari/2021-yili-teknik-destek-programi-2-donem/>  <https://www.dogaka.gov.tr/destekler/teknik-destek-programi/2021-teknik-destek-programi-kamu>  Training supports under the KOSGEB’s support programmes: <https://en.kosgeb.gov.tr/site/tr/genel/destekler/3/supports-services> |
|  | **What has been the impact of the COVID-19 pandemic on the implementation of SME training programmes?** | | Since KOSGEB carried the entrepreneurship trainings to the online education in July 2019 by establishing the E-Academy, entrepreneurship trainings not adversely affected by the pandemic, on the contrary, participation increased.  Due to restrictions such as the curfew applied in our country in order to prevent the Covid-19 epidemic in 2020, the tendency to services on the internet has increased and this has increased the demand for distance education methods. In addition, those who lost their jobs in this period were forced to enter entrepreneurship, so the number of participation in entrepreneurship trainings increased and realization was achieved above the target.  Most of the training programs carried out by online. It was practical but not productive in some ways. Active participation is much more effective, however, online trainings can reach more number of people or managers.  Training programmes became more accessible to SMEs due to COVID-19 as more online resources were established. | <https://webdosya.kosgeb.gov.tr/Content/Upload/Dosya/Mali%20Tablolar/Faaliyet%20Raporlar%C4%B1/KOSGEB_2020_Y%C4%B1l%C4%B1_Faaliyet_Raporu.pdf> |
|  | **What actions have been taken in the area of SME skills as a specific response to the pandemic?** | | Three different studies carried out in 2020 to reveal the current situation regarding SMEs after the emergency due to the Covid-19 Outbreak and to investigate the measures that can be taken by KOSGEB,  In order to measure the expectations of SMEs, a trend survey study, Minimum Gross Wage Survey and “SMEs in Turkey: Current Situation and Recommendations Report” were prepared in 4 quarterly periods.  It is aimed to disseminate the mentor and social entrepreneur trainings prepared on social entrepreneurship, from the outputs of the "Development of Social Entrepreneurship Skills Project" funded by the European Union within the scope of the Erasmus + Program, by using the KOSGEB e-Academy platform and to make these trainings available to entrepreneurs and mentors free of charge.  As a result of the meeting between our Presidency and the World Federation of the Hearing Impaired and Disabled; A protocol was signed in June 2020 in order to carry out joint studies to organize the entrepreneurship training provided by the federation in the e-Academy for the disabled, with the hearing impaired in the first place.  Making it easier for women entrepreneurs and entrepreneur candidates to access information and the market by using e-commerce tools, to receive training without time and place restrictions by developing an e-learning training program for entrepreneurs; an Erasmus+ project was prepared In the first quarter of 2020, in order to create an opportunity, increase the qualifications of entrepreneurs and contribute to their active participation in the workforce through a distance and open access education platform.  Development agencies coordinate the COVID-19 Resilience Program with the Ministry of Industry and Technology, Japan Government and UNDP. First, data gathered for an impact analysis and some trainings were supplied.  Various training programs were organized within the scope of the Covid-19 Resilience and Response project implemented by the Ministry of Industry and Technology and UNDP Turkey.  The trainings aimed to support 1,000 SMEs in the fragile sectors of tourism, logistics, food, automotive, textile and machinery in terms of crisis resilience and business continuity started. The participant SMEs were provided with engaging and fulfilling learning experience, particularly on 2030 global trends in each sector. 81 online trainings were held for SMEs, in which 2.000 people attended. One-on-one business consultancy services for 30 SMEs were conducted. | <https://webdosya.kosgeb.gov.tr/Content/Upload/Dosya/Mali%20Tablolar/Faaliyet%20Raporlar%C4%B1/KOSGEB_2020_Y%C4%B1l%C4%B1_Faaliyet_Raporu.pdf>  <https://www.tr.undp.org/content/turkey/en/home/projects/COVID-19-response.html> |
| **Thematic block 3. Monitoring and evaluation** | | | | |
|  | ***Monitoring*: Does government-financed training for SMEs include a requirement that the training programmes should be monitored? [[31]](#endnote-32)** | | [x] Yes  [ ] No | Trainings financed under KOSGEB Support Programs are subject to be monitored |
|  | **What type of monitoring of government-financed training for SMEs is undertaken and how often?** | | Support programs are monitored according to the annual evaluation calendar approved the previous year. The data needed in the evaluation process is obtained from literature review, monitoring activity and field research. The results obtained in the evaluations are reported and shared with the relevant units. These reports are also included in the strategy documents when necessary.  The enterprise is followed by the relevant application unit of KOSGEB with the Monitoring Form 1 year after the end of the support program. The information filled in the monitoring form is automatically captured by SME Info system (KBS).  Development Agencies’ foreign trade training, e-commerce trainings, entrepreneurship trainings are monitored and reported periodically. | KOSGEB Support Program Monitoring and Evaluation Directive |
|  | **Does monitoring of government financed training for SMEs place a specific focus on training supporting skills for green and/or digital transformation for SMEs? Please provide details.** | | Yes, The national digital transformation strategy has been prepared by the presidential digital transformation office and it is also followed on these SMEs. While green entrepreneurship is followed by the Ministry of Agriculture and Forestry, the Ministry of Environment and Urbanization is also working on this issue.  Green and digital transformation trainings are given in order to transform the business world into an innovative structure, to ensure sustainability in the cyclical economy, and to develop products that will add value to Turkey. With these purpose, several projects about green and/or digital transformation for SMEs are being implemented by KOSGEB under COSME and TUBITAK under Horızon2020. Turkish government has a huge interest of Digital and green economy and transformation of SMEs so there are so many strategies like eleventh development strategy, ERP, KOSGEB strategical plan, (other institutions’ strategies also has these subjects). | <https://turkonfed.org/tr/detay/3525/avrupa-yesil-mutabakati-yeni-ekonomik-sistemde-kilit-rol-ustlenecek>  <https://www.ikv.org.tr/ikv.asp?ust_id=5007&id=5235>  Call for digitalization:  <https://www.kosgeb.gov.tr/site/tr/genel/detay/6939/kosgeb-akilli-dijital-teknolojiyi-destekleyecek>  COSME Turkey Project Digitalization Workshop: <https://cosme.kosgeb.gov.tr/cosme-turkiye-projesi-dijital-donusum-calistayi-29-haziran-2021/> |
|  | ***Evaluation*: Does the government evaluate effectiveness of SME training programmes? [[32]](#endnote-33)** | | [x] Yes  [ ] No | <https://webdosya.kosgeb.gov.tr/Content/Upload/Dosya/Mali%20Tablolar/Faaliyet%20Raporlar%C4%B1/KOSGEB_2020_Y%C4%B1l%C4%B1_Faaliyet_Raporu.pdf>  KOSGEB Support Program Monitoring and Evaluation Directive |
|  | If yes | Does the evaluation demonstrate the impact of training on the SME performance? [[33]](#endnote-34) | [x] Yes  [ ] No | KOSGEB Support Program Monitoring and Evaluation Directive  The information filled in the monitoring forms is evaluated by KOSGEB and/or by means of service procurement in accordance with the principles determined by the Presidency to demonstrate the impact of training on the SME performance.  <https://webdosya.kosgeb.gov.tr/Content/Upload/Dosya/Mali%20Tablolar/Faaliyet%20Raporlar%C4%B1/KOSGEB_2020_Y%C4%B1l%C4%B1_Faaliyet_Raporu.pdf>  New modules are developed after the trainings made as a result of these trainings are evaluated. |
|  | Have any adjustments been made based on the evaluation results? If so, please specify. | [x] Yes  [ ] No | New training programmes, support programmes and projects are being designed according to the results of the evaluations.  <https://webdosya.kosgeb.gov.tr/Content/Upload/Dosya/Mali%20Tablolar/Faaliyet%20Raporlar%C4%B1/KOSGEB_2020_Y%C4%B1l%C4%B1_Faaliyet_Raporu.pdf>  KOSGEB Support Program Monitoring and Evaluation Directive |
|  | ***Meeting demand*: do SME training developments reflect analysis and recommendations of SME skills intelligence?** | | [x] Yes  [ ] No |  |
|  | **Is there a database of indicators on SME skills that is publically available online?** | | [ ] Yes  [ ] No |  |
|  | **Has any monitoring or evaluation been undertaken on the impact of the pandemic on uptake or results of SME training programmes?** | | Yes: Answered under the question of 1.2.21 |  |
| *Optional - Please provide any further information on SME Skills in your economy that you deem relevant for the assessment* | | |  |  |

|  |  |
| --- | --- |
| **Question** | **Response** |
| Self-assessed level  (1 through 5, whole and half numbers) | 5 |
| Brief justification | There have been positive improvement on SME skills in Turkey since the 2019 SBA assessment. For example Turkey built SME skills into smart specialisation strategies and smart specialization issue is an issue that is taken seriously by Turkey. Also Turkey analyses the current supply of training by type of demand and consolidate the training offer by linking different suppliers and programmes.  Small and Medium Enterprises Development Organization (KOSGEB) is the main public organization in charge of SME support in Turkey. KOSGEB works diligently in all areas that concern SMEs including SME skills. KOSGEB has 88 provincial directorates serving supports for entrepreneurs, start-ups and SMEs, providing innovation services, contributing to regional development by aligning regional and national priorities throughout Turkey. In this case Turkish SMEs have no trouble with reaching their needs like policy support to enable them tap into outside resources, principally access to knowledge in the form of advice through innovation support services and tailored counselling, technology or qualified human capital, to face up to the new forms of competition that are developing in the global economy.  Turkish government has a huge interest of digital and green economy and transformation of SMEs so there are so many strategies like eleventh development strategy, ERP, KOSGEB strategical plan (other institutions’ strategies also has these subjects) to improve the provision and quality of training in the digital and green economies, with a particular focus on accessing EU markets.  Skills intelligence in SME policy monitoring and evaluation is well developed in Turkey. |
| Assessor name and institution | N. Pınar Işın  Director of EU Coordination Unit  KOSGEB  Beyza Kuriş  SME Expert  EU Corodination Directorate  KOSGEB  Abdullah Aktepe  SME Expert  EU Corodination Directorate  KOSGEB |

1. Skills intelligence comprises data and information (e.g. statistics, qualitative information) on skills demand and supply. Skills intelligence, in the context of SME development focuses on skill gaps, skills shortages and future skills requirements of SMEs. It may also include impact of skills investment on graduates, employees and/or on the business performance. This intelligence may be SME-specific, sector focused or addressing specific regions. Skills intelligence is important for SMEs support institutions and training providers to define training needs and to support training design. It is also important for policy makers to define priorities and financial commitment. Skills intelligence covers managerial, vocational or regulatory training (e.g. training to address compliance requirements of a specific sector) as well as wider competences e.g. digital, teamwork. Intelligence may be drawn from a range of research instruments, including SME surveys (e.g. employers’ surveys that include or focus on SMEs), forecasts or foresights, tracer studies, training needs' assessments etc). Training programme evaluations, data on training provider organisations, good practices and SME self-assessment tools may also provide valuable information on access, relevance and outcomes of skills development programmes. Given the range of stakeholders involved in SME development and in the creation of skills intelligence (eg. SME agencies, investment agencies, employment offices, training providers, sector organisations, universities, regional development agencies) relevant sources will be wide and varied. Capturing the most critical information form across the range of stakeholders is important and requires a coordinating framework to ensure a comprehensive picture of skills demand and supply and the way they match the SME community. [↑](#endnote-ref-2)
2. Gender sensitivity refers to the aim of understanding and taking account of the societal and cultural factors involved in gender-based exclusion and discrimination in the most diverse spheres of public and private life. It focuses mainly on instances of structural disadvantage in the positions and roles of women. [↑](#endnote-ref-3)
3. Examples of organisations that contribute to the skills intelligence are: government/public institutions, training community, business support organisations, private sector, civic interest groups, and donors. [↑](#endnote-ref-4)
4. Examples of organisations that coordinate national skills intelligence are: employment authorities, training community, government body responsible for SME development, inter-ministerial body, business support organisation, public-private partnership. These organisation may engage other organisations (e.g. universities, research organisations, consultants) with expertise to support intelligence gathering and analysis. [↑](#endnote-ref-5)
5. Each year all pre-accession countries submit an annual economic reform programme (ERP) to the European Commission. The ERP includes plans to boost economic growth, competitiveness and sectoral reforms. The report represents the country’s policy position and plans to improve in a range of areas including business environment, skills and employment. Skills intelligence is an important feature of each ERP within the wider drive to improve SME performance, competitiveness and employment. [↑](#endnote-ref-6)
6. Training Needs Analysis: training is more effective when it specifically reflects the needs of SMEs. This is particularly important given that budgets and time allocation for training within SMEs is often limited. Training needs analysis ensures training is targeted to meet the specific interests of the SMEs and its staff. It is increasingly important given evolving technologies and changing markets. Training needs may be managerial, vocational or regulatory as well as competences (e.g. digital). [↑](#endnote-ref-7)
7. Examples of training providers are: VET schools and training centres, universities, sector training initiatives, regional/local economic development agencies [↑](#endnote-ref-8)
8. Skills anticipation: actions taken to identify future skills requirements of any SMEs, sectors, as well as skills requirements at local, regional or national levels. [↑](#endnote-ref-9)
9. Training: refers to any form of human capital development with the objective to improve the capacity of management and staff of SMEs. This can include school-based vocational training, on-the-job training provided by SMEs, self-learning, MOOCs, businesses-learning-from-businesses, know-how transfer, coaching and mentoring. [↑](#endnote-ref-10)
10. Good practice provides an important reference to policymakers as at what type of training works well and at what cost. It also acts as a useful reference for other training providers encouraging improvement and innovation to existing training practice. Criteria for good practices can vary. By way of example, ETF has 5 criteria to define good practice: more info about ETF good practice awards in ETF Open Space <https://openspace.etf.europa.eu/wikis/good-practice-training-award-2018> [↑](#endnote-ref-11)
11. Policy-making refers to any activity involving public administration, private sector and other interest groups (e.g. women entrepreneurs) that results in a decision or action to move forward in a particular area of public interest and led by a public institution. For example, skills intelligence can help a) shape curriculum in vocational training, b) focus resources for self-employment training to specific groups or localities, c) define a training plan for SME clusters, d) support retraining programmes for support enterprise restructuring, e) with policy discussions on start-up training for refugees or migrants. [↑](#endnote-ref-12)
12. Good practice provides an important reference to policymakers as at what type of training works well and at what cost. It also acts as a useful reference for other training providers encouraging improvement and innovation to existing training practice. Criteria for good practices can vary. By way of example, ETF has 5 criteria to define good practice: more info about ETF good practice awards in ETF Open Space <https://openspace.etf.europa.eu/wikis/good-practice-training-award-2018> [↑](#endnote-ref-13)
13. Examples of policy areas that are addressing SME skills intelligence: education and training policies, employment policies, private sector development policies, regional development policy, active labour market programmes, migration policies [↑](#endnote-ref-14)
14. A web-based platform is a website providing information on training programmes (SME agency website) and possibly with hyperlinks to other websites with information on more specific training (regional development agencies). Ideally, these information areas should allow for SMEs provide feedback on training provided. [↑](#endnote-ref-15)
15. Economic Reform Programmes may refer to broad sector (e.g. industry, services) or specific sectors (e.g. tourism, agriculture, transport). This question focuses on if and to what extent training is highlighted as an issue at broad-sector or specific sector level. For more information see here: <https://ec.europa.eu/neighbourhood-enlargement/policy/policy-highlights/economic-governance_en> [↑](#endnote-ref-16)
16. Green skills refers to any type of training which helps an SME make better use of energy resources, encourages recycling or prompts business ideas and development which have a positive effect on the environment. For more insight, see the European Green Deal <https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en> and also 2020 EU Guidelines for the Implementation of the Green Agenda for the Western Balkans. <https://ec.europa.eu/neighbourhood-enlargement/sites/default/files/green_agenda_for_the_western_balkans_en_0.pdf> [↑](#endnote-ref-17)
17. Digital skills refers to any type of training which helps SMEs become more efficient, innovative and responsive to clients’ needs through digital technologies and at the same time enable SMEs to keep up with the newest technologies and regularly upskill their employees to stay competitive on the market. <https://digital-skills-jobs.europa.eu/en> [↑](#endnote-ref-18)
18. Circular economy: in contrast to the linear economy, where SME make products and the consumer uses them and then deposes them, in a circular economy goods are designed and produced so that they can be repaired rather than replaced. The objective is to reduce waste, emission and energy. For more insight through the European Circular Economy Action Plan see here: <https://ec.europa.eu/environment/strategy/circular-economy-action-plan_en#:~:text=The%20EU's%20new%20circular%20action,(CEAP)%20in%20March%202020.&text=The%20EU's%20transition%20to%20a,create%20sustainable%20growth%20and%20jobs>. [↑](#endnote-ref-19)
19. Pre-start up: those who do not yet have a well-developed business idea but are thinking about setting up a business [↑](#endnote-ref-20)
20. Re-starts: those who had a business but it failed and they are starting again [↑](#endnote-ref-21)
21. SMEs with growth potential are more likely to generate jobs and revenue for the national exchequer. They also tend to be more innovative and more international. There is no definition of an SME with growth potential. However, in the SBA respondents should highlight if financial support or incentives are available for training for businesses that have the intention to grow their business for example in terms of turnover or by hiring more staff (exclusive of start-ups). Incentives may include : subsidies or tax concessions for the purpose of training in SMEs, measures to encourage collaboration between SMEs on training through e.g. pooling resources and networking [↑](#endnote-ref-22)
22. This question asks for details on training programmes for SMEs that are addressing topics related to trading with the EU single market (e.g. export plans for European Market, European entrepreneurial culture, EU market standards, ...). For the pre-accession region, trading with the EU Single Market is an objective specifically tied to future EU integration. Support to SMEs, in particular in terms of financing or incentives, provides an opportunity for SMEs to trade with the EU (<https://ec.europa.eu/growth/smes/access-to-markets/internationalisation_en>). [↑](#endnote-ref-23)
23. Put simply, a family business is one where a number of members of the same family are involved as major owners or managers of the business. Family businesses account for over 60% of all companies in Europe and therefore play an important role in the EU economy. For information see <https://ec.europa.eu/growth/smes/supporting-entrepreneurship/family-business_en> [↑](#endnote-ref-24)
24. SMEs can also find it hard to develop intellectual property (IP) strategies to protect their R&D investments and raise growth capital, even though these are crucial in the twin transitions. Only 9% of SMEs protect their IP, as they are unaware of EU and national IP initiatives or fear the complexity and expense of acquiring and enforcing them. IP is increasingly important for digitalisation. (EU SME Strategy for a Sustainable and Digital Europe <https://ec.europa.eu/info/sites/default/files/communication-sme-strategy-march-2020_en.pdf>) [↑](#endnote-ref-25)
25. Investment readiness refers to a SME’s attractiveness and potential to engage financial support to meet business development needs. SME support institutions have an important role in supporting SMEs to meet investment readiness criteria e.g. management capacity, business plan, market opportunity. This question addresses the capacity of SME support institutions (not SMEs) to help firms in meeting the criteria for investment. [↑](#endnote-ref-26)
26. Put simply, supply chain refers to a process of how a product is designed, manufactured and delivered to a customer through the cumulative effort of multiple businesses and support organisations (e.g. information, advisory, R&D). Global supply chains involve a complex web of logistics and management operations within an SME as well as between SMEs across difference countries requiring coordination across all aspects of business (e.g. marketing, sales, product design, finance, technology) and where training is important for SMEs to effectively contribute to the supply chain. [↑](#endnote-ref-27)
27. Digital economy: today’s economy comprises countless on-line connections redefining how SMEs work, how they interact and particularly how they reach customers. Digital skills are therefore critical to SMEs in enhancing performance but will be more critical. For more information see [↑](#endnote-ref-28)
28. Examples of digital skills include: digital sales, digital marketing, use of social media, data analytics and/or big data analytics, app development, cybersecurity/online safety [↑](#endnote-ref-29)
29. For information see <https://ec.europa.eu/digital-single-market/en/> [↑](#endnote-ref-30)
30. On-line or e-training provision happens through for example MOOCs, online communities or networks, webinars, on-line checklists, forums, … [↑](#endnote-ref-31)
31. Monitoring refers to how progress is tracked during a training programme and involves periodic reviews of the training against planning, budget and other resources. A trainer can monitor his/her programme during its implementation by seeking feedback from trainees at various points in the training cycle. [↑](#endnote-ref-32)
32. Evaluation involves analysis of a training programme to determine its effectiveness. More developed and lengthy training programmes may include interim evaluations (e.g. half way through the training programme). However, end-of-cycle evaluations are important for all training, no matter how short or long, to ensure that the objectives have been met and to allow for improvements in subsequent training. Evaluations of training are undertaken independent of the trainers who designed and delivered the training and the organisation which financed the training (e.g. SME, donor organisation, national agency). [↑](#endnote-ref-33)
33. Impact of training can be on: company turnover, new markets, improved products or services or new jobs created. Many factors impact on a company’s performance and it can be difficult to isolate training as a factor amongst other variables affecting performance of a SME. Please note that both monitoring and evaluation are different from assessment. Assessment involves a trainer determining progress of a trainee or group of trainees following a specific training programme. [↑](#endnote-ref-34)