

DEVELOPMENTS AND PROSPECTS IN e-GOVERNMENT IMPLEMENTATIONS IN TURKEY

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Abstract

21st century is the age of globalization. Globalization is the process of transforming regional or local developments and phenomena into global realities. Globalization is also a process that unifies the world into a single society which is a combination of economical, social, political and technological influences. The most substantial actor in this process is the Internet and its contributions to data and knowledge procurement among the states, legal and natural persons. Moreover, Turkey is one of the leading states in the world to encourage the use of Internet and e – government implementations to integrate Turkey with that of the world and render premium services to her citizens and other related entities. The e – government which is also known as e- gov, online government or digital government, is a concept to utilize the Internet technology as a means to exchange information, provide services and transactions with citizens, business and other branches of government. Some e – government implementations both in practice and forthcoming in Turkey are e – Government Gateway, Public Sector Network, Informantions Disaster Recover System and Justice Net. It is aimed to constitute and develop knowledge society; to facilitate access to knowledge, decrease time consumption, provide better access to public services and enhance efficiency, ensure transparency and accountability, lower the costs and save sources in Turkey by e- government regulations. The aim of this study is to reveal the developments and realities of e – government in Turkey theoretically depending on comprehensive international and national publications.

Key Words: e – Government, Internet, implementation, information, Turkey

JEL Classification: O – 38, Y – 90, H – 76, M – 15, N – 70.

1. INTRODUCTION

The transition to a knowledge society unavoidably requires the transformation of government institutions and state administrations and considering the requirements of globalization and the age of information. There has been an immense increase in the number of people and agencies that possess access to the Internet and benefit from it to meet their necessities. Structures which are over centralized and dependent on ordinary bureaucratic principles have proved to be unable to respond the necessary promptness of numerous changes that take place around them. With regards to the ever deepening concept of globalization, national governments of our time are compelled to react to the latest

knowledge technology tendencies in order to secure or retain the essential level of international, interstate, state – business and state – citizen cooperation (Irknin, 2002).

The rise of new information and communication technologies (ICTs) has not only altered the way of business conducted radically. Since the 1990s public sector agencies all over the globe have been benefiting from the Internet technology and other ICT innovations to render services, engage citizens and improve efficiency that is a set of practices called electronic government, digital government, and mobile government or with the renowned name the e – government (Trimi, Sheng, Hong: 2008; Bolgherini: 2007).

The e-government could be described as *the continuous innovation in the delivery of services, citizen and legal entities participation and governance through the transformation of external and international relationships by the use of information technology, especially the Internet*. This definition reflects the property of inter related dimensions of change which are service delivery, security, transparency and trust. All of these properties are related, directly or indirectly, to the widening comprehensiveness and rapidly increasing importance of a digital infrastructure age rested on information and communication technologies (Roy: 2006; Tolbert, Mossberger, McNeal: 2008).

With regards to e-government applications, service quality and information security have the priority in online service rendering. Actually, rendering services online became a milestone of governments at the beginning of 1990s, the ordinary government and private transaction and works transformed into online forms to save time, effort and financial resources, as well as ensuring efficiency and flexibility. Initially, the endeavor to utilize online channels to render information and services was regarded as small amount of savings. However, in the later periods the systems constituted, proved to prevent massive production costs and ensure savings (Roy: 2006; Dovifat, Brüggemeier, Lenk: 2007).

2. THE CONCEPT AND APPRAISAL OF E-GOVERNMENT

The e-government is one of the phenomenons in the debate on modernizing public administration. Contemporary information and communication technologies, particularly Internet and web technologies are regarded as improving the access, transparency, efficiency and quality of public administration. ICT help open the way to a new and better government by restructuring the current government and ensuring innovations to flourish. This new and better type of government tends to be more responsive to the necessities of citizens and enterprises; more transparent, democratic, accessible and more efficient. However, despite the advantages it bears, the e-government projects and implementations could fail to achieve a certain level of success due to various reasons such as lack of leadership, financial and human resources, senior management support and inefficient planning (Bekkers, Honmurg: 2007; Calista, Melitski: 2007).

E-government has become a comprehensive term that is to utilize the internet for delivering government information and services to citizens. The Organization for Economic Cooperation and Development defined it as the use of information and communication technologies, especially the Internet, as a tool to accomplish a better government. In the globe, almost all contemporary governments and municipal administrations design and implement government policies. Similarly, countries whether developing or developed,

experience e-government practices with various stages (Yang, Rho: 2007; Torres; Pina, Acerente: 2006; Bolgherini: 2007).

E-government is an evolving practice and there are various definitions as mentioned before. Another definition of e-government *is to use Web –based applications and other information technologies by the government in compliance with process to implement these technologies to; improve the access to and delivery of government data and information, as well as services to the public, other agencies and government entities, lead to developments in government operations which might involve effectiveness, efficiency, service quality or transformation* (Yang, Rho: 2007; Irknin: 2007; Bolgherini: 2007).

The United Nations has adopted a more citizen centered approach that defines the e-government as *an internet driven activity that develops citizen access to government information, services and expertise to assure citizen participation in, and the government satisfaction with the government process*. Yet, another definition for the e-government could be *as the strategic use of information technology, particularly the Internet dependent technologies, to achieve greater government efficiency, better service quality and more democratic participation* Yang, Rho: 2007; Tolbert, Mossberger, McNeal: 2008).

In e-government, the emphasis is mostly on designing and implementing front office electronic communicational means which enable agencies to interact electronically and online with citizens and enterprises. In e-government implantations it is important to design the practices in compliance with all levels of the organization in order to galvanize coordination in entire agencies. Also, the system should not only interact with current citizens and enterprises but also design to deliver services to potential clients as well. Therefore, the e-government is a wide concept that takes advantage of the modern ICT, particularly the Internet and web technology to support and reorganize the current and/or future relations with the internal and external stakeholders. Within this context, the pertaining targets include to enhance the access to government services, facilitate the quality of service delivery, foster efficiency, and develop public and political accountability as well as increase the political particularization and preventing corruption (Bekkers, Homburg: 2007; Sinnigh, Belwal: 2007; Tolbert, Mossberger, McNeal: 2008).

The e-government present specific opportunities such as developing transactional services help the civil servants to be more efficient, support effective policy outcomes and reform the corporate services and infrastructure that the government uses behind the stage. The new technologies accommodate citizens and enterprises with free access to information, facilitate to exchange information and provide a flexible structure. E-government presents the benefits of the knowledge society. E-government delivers citizens prompt opportunities, facilitates the transparency and accountability of governments, social inclusion and empowerment of citizens to monitor government implementations closely (Torres; Pina, Acerente: 2006; Bolgherini: 2007; Bekkers, Homburg: 2007). E-government functions might also be categorized as; information functions which provide access to government information through web portals, involving online publishing and broadcasting, transactional functions that enable citizens to interact with government organizations by means of world wide web such as online procurement and payments, operational functions that refer to internal government operations which is based on internal efficiency and

effectiveness of operations regarding to various government applications (Trimi, Sheng: 2008).

Moreover, there are two technological challenges which could be enumerated to the widespread adoption and implementation e-government services. First one is on provider's side, technological infrastructure is supposed to be built to enhance the e-government transformation. Second one is on the end of the user's side which is the uneven access to e-government services resulting from the digital divide among demographically, economically and socially different populations. If these difficulties are tackled the e-government could improve the delivery of government information and services that citizens can access to certain government information and service on online basis, Internet technology leads to cost effective implementations, e-government is akin to prevent transaction failure and corruption and increases efficiency and effectiveness (Roy: 2006).

With the backing of e-government, e-citizen and e-business implementations it is aimed to establish a reliable intergovernmental network and a centralized, detailed database which delivers services to citizens and enterprises designed for their necessities by means of electronic network and optimal compliance with the administration under new conditions. With the effective implementation of online services, the information economy works as a result of continuous interactive functioning of electronic portals. This effective online services leads to the adoption of reliable, accountable and efficient electronic system, enhance the trust of citizens to state, reduce corruption and increase state revenues. In order to accomplish such an e-government system, the authorities shall have the political will, the community should have a certain level of internationalization, new administrative structures shall be formulated feasibly for the establishment of information technology and capable official personnel must be trained to run the system. On the other hand, one should bear in mind that creating and implementing new system like e-governance requires considering complex social, administrative and legal difficulties that could emerge in the process of adopting new electronically constituted models, social traditions bureaucracy and so on; because e-government is to design and serve for today and build for tomorrow (Irkin: 2007; Sinnigh, Belwal: 2007; Torres; Pina, Acerente: 2006; Rocheleau:2007).

The establishment of national e-government systems entails the transformation of entire government system. This new system requires to be more responsive, the introduction of high technologies, the creation of specialized administrative structures, reorganization of state's interests in favor of the necessities of citizens, alternation of social, economical and mental environment and to bear more responsibility. The e-government has evolved so fast that after the year of 2005 more than 175 of 200 United Nations countries adopted e-government applications. More than, 30 percent of these states supply continuous, constantly updated information services that include the downloading and printing of official documents for personal use and official transactions. Nonetheless, for the sake of appropriate implementation, the information offered must be objective, up dated, accurate, provide answers to frequently asked questions and provide equal access to each citizen. The services that are offered by means of e-government implementations are: Publishing information on laws, filing official documents, government benefits, jobs, licensing, postal service, passport application, question on social security, immigration, notices, consumer claims, state administration, business education, science, medicine transactions, workplaces and opportunities, electronic request on documents, laws, decrees, statistical information

etc, paying various sorts of bills, fines, taxes and fees, registration mechanisms, filling and disseminating various forms of official documents identified by e-signature and paying, public procurement, public employment, traffic fine appeals, traffic fine payment, identity card/domicile register, lost objects, reporting a fault, voter registration, demanding legal permits, tele-assistance, homecare, nursery services, parking, venues for meetings, congresses, markets, pharmacies, catalogue of libraries, sports facilities, public entertainment and movie theatres (Irkin: 2007; Torres; Pina, Acerente: 2006).

As a new global information structure, the e-government applications both reduce the increasing costs of bureaucracy and public management and enhance the quality of public services to meet the necessities of citizens and enterprises Bolgherini: 2007. This transformation mode allows the relationship among citizens, enterprises and governments in a positive manner while generating a more citizen-centric and responsive government type, thereby improving citizen trust in government (Coursley, Norris: 2008).

3. ADVANTAGES OF E-GOVERNMENT PRACTICES

E-government which is to deliver the government information and services online by way of the Internet presents many advantages to citizens. E-government brings many enhanced types of public services involving online transactions, disseminates information about the operation of the government and improve communication between citizens and government. The advantages of e-government could be mentioned as; it improves the efficiency of public service, enhance managerial capacities and communication with citizens; E-government delivers updated public information online 24 hours a day, thereby enhances public trust towards the state; serves as a tool to positively influence and lead citizens; it facilitates to save time, effort and financial resources; enables the state structure to be more flexible and responsive to immediate demands, thus prevents delays; enables to design safe structures to conduct and preserve information, especially the Internet and web technologies improve the access to strategic public information, transparency, efficiency and quality of public administration; enables citizens to monitor government implementations; prevents transaction failure, corruption and increases efficiency and effectiveness; easy access to laws, decrees, statistical information, filing and disseminating various forms of official documents and reporting public complaints, perils and crimes (Tolbert, Mossberger: 2006; Reddick: 2007; Robbins, Simonsen, Feldman:2008; Irkin: 2007; Torres; Pina, Acerente: 2006; Trimi, Sheng: 2008; Bekkers, Homburg: 2007).

Advantages of e-government shall be dependent on the possible benefits it supplies, such as economic competitiveness, citizen satisfaction, and quality of service, cost effectiveness, transparency, effectiveness and efficiency. Effective e-government applications enable to accomplish organizational missions and goals as well as increases managerial effectiveness and citizen satisfaction. E-government aims to make all necessary services equally available and secure safety, privacy, usability, content, services and citizen participation. Moreover, e-government applications help the state become more generative by enabling public employees to be mission-critical oriented and improve client satisfaction. E-government might help lower expenses by reducing paperwork, staffing, printing, mailing, document storage, phone calls and thereby enhancing the efficiency usually brings about economic savings. Furthermore, the gains secured by e-government implementations and reducing costs, in turn results in realizing a more viable economic development, increasing

income per capita and tax collection (Yang, Rho: 2007; Torres, Pina, Acerente: 2006; Bekkers, Homburg: 2007; Trimi, Sheng: 2008).

4. OBSTACLES BEFORE E-GOVERNMENT

As one can comprehend, building and conducting e-government services entail a high level of technical and technological know-how, competencies, structures and tools, as well as necessitate cross-national and far reaching visions in order to be accurately implemented. These prominent technology based properties, instead of helping to create better management applications, sometimes might lead to a series of misunderstandings and errors. Therefore, the e-government diffusion and practices may result differently in a wide paradigm, such as policy implementation failures, disparity, financial shortcomings, inadequate exploitation of facilities, being deprived of necessary leadership, know-how and technical capabilities and so on (Bolgherini: 2007; Yang, Rho: 2007).

Unlike other technological innovations e-government is subject to various potential obstacles, especially the management abilities affect e-government practices. Strategic management, staffing, decision making, performance management, leadership and resources have an important place in e-government implementations. Most of the time, failures stem from the lack of government funding accounts, security considerations, technology infrastructure, web expertise, senior management capacity and etc. Intergovernmental or interdepartmental relations are essential to develop efficient e-government, since; many public operations and systems require the coordination and collaboration for sharing information among citizens, enterprises and government agencies. Furthermore, there could be other inequalities such as being deprived of benefiting from information and communication technologies, unequal access to Internet as well as education, income and gender differences. Yet, another considerable problem is online security and privacy. Without confidence in digital transaction, citizens and enterprises would be reluctant to use e-government. Some other obstacles and disadvantages might be as; the absence of necessary procedures, interoperability and technical standards, incapability of defining working routines and developing new ICT – based products, governments could be short of basic incentives and institutional structures to accomplish the full potential of electronic service delivery, updated technology, web expertise, privacy issues, lack of support from officials, staff resistance and public resistance and lack of necessary training of users as well as fraud and computer hacking (Bolgherini: 2007; Yang, Rho: 2007; Bekkers, Homburg: 2007; Trimi, Sheng: 2008; Robbins, Simonsen, Feldman: 2008).

Beginning from 2000s, many technical reports revealed that most of the applications resulted in failure and the rate of failure amounted to 80 percent in most of the cases. About 2/3 of e-government applications fail entirely or partially, therefore including related expenses. The most dramatic results are observed in developing countries attaining more than 80 percent. The rate of failure is slightly low in Western countries with a percentage of about 75. These failures result from inefficient government applications, inadequate public structures, private sector and ICT technologies based initiatives (Bolgherini: 2007).

5. E-GOVERNMENT, THE TURKISH CASE

One of the comprehensive steps taken by the government in Turkey is the “E-transformation Turkey project”. The Information Society Department of the State Planning Organization, in compliance with the E-transformation Executive Board that involves some NGOs, but no software producers is liable for preparation, coordination, administration, control and assessment of the project. The project was designed to be a substantial step in Turkey’s transformation into an information community. Even though, the project is a very assertive one, it is also subject to much concern and criticism, especially when considering the high failure rates of this types of initiatives throughout the world. The basic concerns confronted are; the delay and slow applications broadly, insufficient human resource planning, inadequate open source software and lack of cooperation among the related parties including the government, private sector, public agencies and NGOs (Alican: 2007).

Moreover, it will not be easy to put the project into practice owing to various reasons. *First of all there are plans to enhance computer literacy of the state personnel, private entrepreneurs, teachers, students and other people who could be related with the project (it is substantial to bear in mind that there are 7 computers for 100 people in Turkey). On the other hand almost 10 percent of the population is illiterate. The percentage of the population who does not have education no more than elementary school is about 75 percent. The government spends about 4 percent of the GDP for education and Turkey holds the 94th place in the Human Development Index of the United Nations.* Constituting an investment portal for the future of a country is significant, but securing the necessary preconditions for the full implementation of such a project would be a better step to take (Alican: 2007; State Planning Organization of Turkey, Information Society Strategy, Action Plan, 2006 – 2010, www.dpt.gov.tr).

The Information Society Strategy, in compliance with the E-transformation Turkey project, is anticipated to develop the global competitiveness of the state in various fields and harvest the potential benefits of e-transformation project. The project is envisaged to be accomplished with an important influence until the end of 2010 and its expected cost of implementation to Turkey is about 2.9 billion YTL (almost 2 billion USD). Main goals of Information Society Strategy are; reengineering of business processes in the public sector and securing modernization in public administration; effective, fast, easy accessible, efficient service delivery to citizens and businesses by the public sector; transferring the highest level of information society opportunities; reducing the digital divide and enhancing productivity and employment; securing a widespread use of ICTs to generate high values for securing growth and international competitiveness (Alican: 2007; State Planning Organization of Turkey, Information Society Strategy, Action Plan, 2006 – 2010, www.dpt.gov.tr)¹.

¹ Turkey, Country Profile: population, 73 million; GDP, 700 billion USD; GDP per capita 10000 USD; GDP growth rate, 4.2%; Inflation rate, 9,6%; Unemployment rate, 9.8%; Outstanding total debt, 551 billion USD; Trade balance, -58 billion USD; Area: 775.000 km²; Capital: Ankara; Currency Turkish Lira (Source: World Bank: Country Brief, www.worldbank.org.tr).

The final objective of transformation into an Information society is to acquire a bigger share from the world production and enhance the level of welfare by improving competitive power. ICT has a dramatic role in enhancing productivity by delivering new opportunities for producing, processing, storing and sharing information easy access, constitution new organizational structures and elaboration of new business structures to access new markets. With regards to macroeconomic estimates, it is envisaged that with the initiation of strategy and constitution of network affect the contribution of ICT to our economy for the forthcoming three decades might reveal itself in an additional 2 percent GDP growth annually, of which 1,4 percent would result from the increase in labor productivity and 0,6 percent through employment rise, thereby increasing the national income. The priority fields and challenges referred in the Information Society Strategy, with the E-transformation Turkey project are: Sustainable growth and increasing competitive power; improving quality of life; eliminating digital divide; developing human resource capabilities and employment; efficient administration of citizen oriented public services; instigating e-commerce; securing standardization and security in Information Society implementations; promoting R&D and innovation; securing communication infrastructure commonly available; taking advantage of integrating potential technologies and improving media channels in the enhancement of Information Society (State Planning Organization of Turkey, Information Society Strategy, www.dpt.gov.tr).

The transformation project was designed to secure the accomplishment of the goals in Turkey by 2010. It is crucial to take the right steps in the right time in order to achieve the goals. The project was initiated in 2006 and the distribution of actions within the time table is dependent on the strategic prioritization principle. The fundamental factors of prioritization of the events are expected benefit from the event and ease of application. The usage of ICTs by individuals in community not only fundamentally impact their own lives but also closely related to the transformation of the government and enterprises which supply products and services based on new technologies and ICTs. Moreover some facts on the ICT usage of individuals are; mobile phone penetration is 60%, Inter population is %14 by 2005, citizens that use Internet to acquire information and playing games is 93%, for communication 76%, 8% use Internet for training related employment activities and 3% to purchase products; 6% of households connect to Internet and 41% uses Internet cafes. Within this framework, expansion of ICTs into enterprises and its efficient use have considerable influence in securing a knowledge based economy, generating a higher value and creating new employment opportunities. However, there are obstacles for ICT adoption, such as; security concern, low competency of employees, difficulty of obtaining qualified employees, rapid outdateding of ICT, high ICT costs, lack of belief of ICT investment, and lack of employee enthusiasm for ICTs. Moreover the share of ICT expenditures in the GDP is also important. According to OECD IT Outlook Report (OECD IT Outlook Report 2004), the Czech Republic is the highest ranking country investing in telecommunications, IT services, software and hardware. The Czech Republic is followed by New Zealand, Korea, the USA is the 8th, Japan is 19th, Germany is 20th and Turkey is 28th (State Planning Organization of Turkey, Information Society Strategy, Action Plan, 2006 – 2010, www.dpt.gov.tr).

Turkey's national tendency to e-government could be defined as centralized, even though there are many e-government – like implementations practiced by various government

agencies and provincial administrations. The aim of the central government is to; implement policies, laws and regulations in compliance with those of the EU, to develop mechanisms in order to make citizens a part of the process, securing transparency and accountability in public management, comprehensive use of ICTs and guide to the private sector to benefit from new developments. It is intended to establish an e-government portal to facilitate access to electronic public services from a single point and various platforms, a public secure network which is a common secure communication infrastructure to be installed in order to meet the needs of public institutions, an address recording system, a land registry and cadastre information system to facilitate inquiries on properties on line and to train public employees with regards to the new e-government issues. Moreover, the main e-government infrastructure components to achieve these goals enumerated above are; e-government gateway that aims to supply 73million citizens and other enterprises with a single point access to e-government services; public secure network, a common secure communication infrastructure to be installed to meet the necessities of public institutions and secure data transfer in multiple directions; information systems disaster recovery management center to be formed for business process continuity and data protection from both natural and man-made disasters; the justice net ties together the lower court houses, regional administrative tribunals, the criminal courts and other courts under the Justice Ministry; the urban land information system that is aimed to monitor municipalities with regards to updated digital data; the digital content to secure connection among libraries and digitalization of sources; the system address records which is a central population system; and the e-tax infrastructure which streamlines tax applications, the acceptance of declarations, announcements and appendices on line. Henceforth, if we state more specifically, the services aimed to provide for citizens on line are; income taxes, declaration and notification, job research services, social security benefits, personal document applications, passport and driver license, car registration, building permissions, declaration to the police, public library inquiries, certificate and delivery (birth & marriage), enrolment to college, change of address and health related services. On the other hand, the services aimed to provide enterprises on line are; social contributions for employees, corporate tax (declaration & notification), value added tax (declaration & notification), registration of a new company, submission of data to statistical agencies, customs applications, environment – related permits and public procurement (IDABC, European eGovernment Services, Turkey eGovernment Factsheet, November 2007, <http://epractice.eu>).

The Information Society Strategy, in compliance with the E-transformation Turkey project is a substantial one to integrate Turkey with world implementations. *Nonetheless, the Information Society Strategy has deficiencies with regards to methodological, theoretical and practical failures.* The entire plan is not practically concrete, because the projections are based on a perfunctory collection of figures. The data collection of this million – dollar project is left the shape the country's future with statistics dependant on what is currently available in public databases and private reports. Moreover, some reports are based on estimates instead of realities; sales revenues are not classified properly; vendor, producer and distributor revenues are not specific; sales to free – trade zones are usually regarded as exports; and data related to software are usually related to data of other sectors. The insufficiency of general database that was developed especially for this project based on unscientific hypotheses such as the assumption of highly trained and qualified workforce without scientific or statistical proof. One of the most important problems is to entrust the

future of the country to a scientifically doubtful study, especially short of proper database and initiate this high – cost project in a developing country with limited sources. Another deficiency is to compare the project to the EU which is one of the most developed regions of the world and not being realistic. In addition to this, the relevant risks and threats and pertaining solutions to these risks and threats are not stated in the report scientifically, instead the aspirations lead the whole of e-transformation (Alican: 2007).

The quick conception of the design of the project in six months is unusual with its size, scope and importance, and also creates questions pertaining to the effort involved. The high cost of the project, particularly when compared with the aftermath, is sweepingly criticized by experts. The project was designed for the period of 2006 – 2010. However, the official adoption of the project was realized in July 2006 and considerable amount of time was lost in 2007 parliamentary and presidential elections. Thus, one might consider that shall this supposedly comprehensive and dynamic project was only designed and is conducted to comply with the EU standards not for the sake of the Turkish public. In addition to this fact, there is no main agency (such a ministry) responsible from the plan. The project is supposed to be applied by the State Planning Organization, R&D is delegated to the Scientific and Technological Research Institute of Turkey and unfortunately, the project does not involve other related government agencies, universities, IT companies, NGO etc. Also, the plan has a weak social content. It has no projection to contribute to the development of Turkey's underdeveloped and disregarded regions by means of ICT usage or production. It does not consider illiterate population, which is more than 10% of the population and others who lack the proper ICT capabilities. The e-transformation project neglects the high failure rates of such projects particularly in developing countries, the complex nature of its design and implementation and does not dwell on how to enhance user – network interaction (Heeks: 2003; Alican: 2007).

The report was presented to E-Transformation Executive Board which is liable to assess the report and take measures. However, the Board does not include any members from the software sector to make essential projections and thus lacks of basic capacities. Since, the project has not included experts from the software sector since the beginning of the project, it is short of requisite research methodology, expertise and capacity required. Thus, owing to the lack of satisfactory attention, there could be a mismatch between the content and cover of the project any time. Financing such projects in developing countries is another difficulty. There are not alternatives mentioned in the project such as bank credits, state licensing processes and leasing, to finance the project in case of emergency or failures. Another substantial issue in software issue is the high costs of technology park structures for the majority of software firms and lack of cooperation among them due to competition. On the other hand, current structure of technoparks is akin to facilitate international and multinational investments, increase their revenues, ignore R&D and hurt SMEs. Thus, this complicates to a healthy and sustainable economic contribution, facilitates the outflow of revenue earned in Turkey and hinders the export of SMEs abroad (Alican: 2007, Heeks: 2003).

The plan demonstrated, such as raising the number of computers in Turkey, is underestimated owing to sweeping reforms necessitated in education and the cost of increasing the number of computer hardware. As mentioned before, the fact of seven computers per one hundred people indicates a rapid need for enhancement. On the other

hand, training people to use e-government applications are also imperative. Growth rates targeted for the software sector and ICTs sector are far from reality. The plan foresees more than 300% growth in the market size and 500% in export volume of Turkey in less than 5 years. The time period intended for growth considers no chance for education on computerization and adoption of the new system. *Therefore, one can conclude that the project is far from being productive and competitive and could bring about rejection and failure (Alican: 2007).*

6. CONCLUSION

With the overwhelming influence of globalization, the e-government has become a growing implementation in modern public administrations in the entire world. The e-government is simply to benefit from the resources of Internet in order to deliver public services to citizens and enterprises. The current ICTs, especially the Internet and web technologies facilitate to enhance access, transparency efficiency and quality of public administration. The e-government applications are akin to be more responsive to the needs of citizens and enterprises, more transparent, cost – effective, flexible, accessible, rapid and efficient.

However, the e-government projects may fail, particularly in developing countries. The reasons could be defined as incompetence in implementation, lack of expertise, reluctance of senior administration, the absence of necessary procedures, interoperability and technical standards, being short of basic incentives and institutional structures, lack of financial sources, updated technology, web expertise, privacy issues, financial sources, updated technology, web expertise, privacy issues, support from officials, staff resistance and public resistance.

The E-Transformation Turkey Project, the Information Society Strategy, is subject to most of the difficulties enumerated above. The plan was designed and begun implementing without necessary care, on a relatively expeditious schedule, looking especially resolve in terms of the goals far from being realistic and might be subject to high rate of cost and failure. The major shortcoming of the project is to be far from scientific methods and contents, not being implemented by experts, the insufficiency of time spared to design and apply the project, thereby being a risk of failure. The e-society project is focused on consumption and ignores the production characteristic. The time lag to conclude the project is questionable and there are no measures for emergent concerns. Consequently, this unrealistic project, could end up with a failure instead of boosting the sectors of economy, damage public administration and high opportunity cost.

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