



Republic of Turkey
Ministry of Transport Maritime Affairs
and Communications

2016-2019 NATIONAL e-GOVERNMENT STRATEGY and ACTION PLAN



2016-2019 National
e-Government
Strategy and Action Plan

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Information and Communication Technologies is an important sector which deeply affects all sectors of the economy as well as the daily life of society; develops the relationship of government with the citizens; accelerates innovative development; and increases efficiency. For this reason, one of the most important task of the government is to ensure establishment and development ofand service provision trough information and communications infrastructure complying with the information and communications needs of the citizens, society and all sectors related to human life.

e-Government system can be defined as the fast and reliable provision of on-line services to citizens, regardless of time and space. This system transforms government into a more transparent, more accountable and more innovative structure. This enables revision and improvement of service processes and establishment of more efficient services as well as an efficiency-oriented management approach.

Therefore, one of the main objectives of public institutions should be to ensure effective usage of e-Government Services in all service and product sectors and every field of life and to be one of the successful examples of the world in this field.

Binali YILDIRIM
Prime Minister



FOREWORD



In the framework of 10th development plan and information society strategies, the goal is to strengthen the efficiency, transparency, accountability and the participation of the public managements. In order to realize this goal, information and communication technologies are seen as the main means in the process of the public services. In this context, the aim is to continue, the related works are implemented by the public organizations under the heading of e-Government according to a national strategy and an action plan.

The transportation of the processes of the public organizations to the electronic environment and updating of the structures of the organizations were holding place in the agenda of the past term e – Government policies. When the prominent examples of the world and global trends are scrutinized in the area of e –Government, today's environment stipulates the re-definition of the relations between the

whole stake holders and the government while highlighting the terms of citizen centric e-transformation, social networks, governance, transparency and accountability.

Recent years, the important steps are taken to trail a well-attended, transparent and holistic approach to be followed in the relations of government with the other actors in determination of the policies, decision making and implementation processes. In this direction, 2016-2019 National e-Government Strategy and Action Plan is prepared for the first time in our country by our Ministry; with this document in principle holistic and sustainable strategic view is adapted in formation and implementation of determined e-Government Policies. In the new term, e- Government will be the engine of the change towards more integrated, technologic, well attended, innovative and well qualified information society and sustainable development; focusing on “Efficient e-Government Ecosystem”.

This work, which is a new road map of our country in the field of e-Government, has been done in its each process by the whole participation of the stake holders , experiences of the public sector, scientific approach of the universities, holistic approach of the non-governmental organizations and dynamism of the private sector.

We always feel the sensitivity and support of our Honourable President concerning ‘e-Government’. Our Honourable Prime Minister ensured commencement of the important parts of this work during his term as the Minister of Transport Maritime Affairs and Communications and has given special priority and support to the preparation of this “Strategy and Action Plan”. Therefore, I am grateful to our Honourable Prime Minister for his valuable contributions and support.

With a hope that, this work will be a leverage for the prosperity of the country and establishment of the necessary capabilities in the scope of “Turkey becoming an information society”, I wish 2016-2019 National e-Government Strategy and Action Plan will do good for the whole.

Let's come and shape the e-Transformation together.

Ahmet ARSLAN

The Minister of Transport, Maritime Affairs and Communications

EXECUTIVE SUMMARY

Today, in a time when the digital network interactions are in global scale, the skill to produce information and transform it into economic and social benefits will determine countries' positions in the world rankings in 21st Century. Technological innovations that are constantly increasing in number and quality have brought an accelerating dynamism to the social, economic and cultural relationships of the mankind. Today it is possible to provide products and services that can be customized according to the needs of individuals and groups anytime, anywhere and through alternative means. Countries are paying a great effort to understand this transformation we are in, to be ready for changing conditions and to steer this dynamic process. The welfare gap, between the countries that can adapt to this transformation and the countries that are lagging behind, inevitably gets wider.

Global competition and the sustainable development goals of countries require all of the stakeholders in a country to work in cooperation more efficiently. Stakeholders working in cooperation give rise to the need for individuals, businesses, non-governmental organizations, local governments, central governments and even international organizations to restructure the relations among them. The adaptation of individuals and organizations to the digital realm will be accelerated with the adaptation of countries to the rapidly changing environment and the capacity with which they contribute to this process. Today, where public spending is being made more efficient in response to growing social expectations, countries are required to be even more competent and agile in preparation for the information and innovation society of tomorrow.

Over time, the e-Government policies of Turkey have gone through significant changes in line with the global digital transformation and public administration reforms. The agendas of past e-Government policies included transferring the institutional processes of government agencies / institutions to electronic platforms and updating their organizational structures. The current conditions have brought forth the concept of accountability, citizen centric e-transformation, social networks, governance and transparency; and consequently the need for redefining all of the relations between government and stakeholders that play a role in the planning, decision-making and implementation processes of the e-Government domain. In recent years, significant steps have been taken in Turkey for the government to practice a more participatory, transparent and holistic approach in its relations with other actors involved in the public sector decision-making and implementation processes. The 2016-2019 National e-Government Strategy and Action Plan has been prepared in line with this progress, and an integrated and sustainable "e-Government Ecosystem" strategic perspective has been embraced in the shaping and implementing of the e-Government policy that has become concrete / tangible with this document.

The 2016-2019 National e-Government Strategy and Action Plan was prepared within the scope of Turkey's 2023 vision, the Tenth Development Plan and the 2015-2018 Information Society Strategy and Action Plan (ISS), with consideration for the strategic plans of agencies / institutions and other national strategy documents ("Action Plan Program to Reduce Informal Economy", "The National Cyber Security Strategy and Action Plan", "Transportation and Communication Strategy Target 2023 of Turkey", etc.) and the needs of all stakeholders in the e-Government ecosystem. International documents such as "Digital Agenda for Europe: A 2020 Strategy Initiative and 2016-2020 e-Government Action Plan" of the European Union (EU), "Sustainable Development Goals (SDGs) perspective" of the United Nations (UN) and "Recommendation of the Council on Digital Government Strategies" of the Organization for Economic Cooperation and Development (OECD) were important references in the preparation of the Strategy and Action Plan. The 2016-2019 National e-Government Strategy and Action Plan is Turkey's first comprehensive and holistic national e-Government strategy and action plan, shaped by a collective intellectual and scientific perspective based on analysis activities, which included central government units, local governments, citizens, the private sector, professional organizations, non-governmental organizations and universities. Within the scope of the activities that spanned over 18 months, high level policy documents and relevant regulations were

reviewed, workshops and focus group meetings including all stakeholders were organized, and satisfaction and perception surveys were carried out with widespread participation of central government and local government, as well as the private sector and citizens; and finally the survey results were analyzed. When developing the national e-Government policy, the requirements covered in e-Government maturity models, international developments, technological innovations and trends were considered in line with the special conditions unique to Turkey. Among the issues considered, there were increasing open data sharing, transparency and accountability, cyber security, public innovation, the development and delivery of government services primarily as e-Government services (digital by default), the principle of developing e-Government services to enable completion with single process or application (once only principle), and enabling services to be developed with the participation of stakeholders.

The 2016-2019 National e-Government Strategy and Action Plan will provide the acceleration needed to guide Turkey's digital transformation and achieve social, economic and environmental development. In the new term, e-Government will be more Integrated (**Entegre**), Technological (**Teknolojik**), Participatory (**Katılımcı**), Innovative (**İnovatif**) and Qualified (**Nitelikli**) with its focus on being an “**ETKİN (EFFICIENT) e-Government Ecosystem**” with a more competent and agile position as the enabler of transition to an information society and sustainable development. With the implementation of the e-Government Strategy and Action Plan, the objective is to develop the necessary capacity in line with Turkey's 2023 vision, and create an elevating effect for the welfare of the country. In line with this objective, the vision of the 2016-2019 National e-Government Strategy and Action Plan has been defined as “**Improving the quality of life for society with ETKİN (EFFICIENT) e-Government**”

4 strategic aims, 13 objectives and 43 actions have been determined in line with the vision of 2016-2019 National e-Government Strategy and Action Plan. The macro level indicators that are listed below have been assigned as the success criteria for the 2016-2019 National e-Government Strategy and Action Plan. Once the Action Plan is completed, the objective is to achieve higher levels in the macro level indicators.

- Efficiency of e-Government service delivery
- Usage of e-Government services
- Satisfaction with e-Government services
- Public value provided by e-Government
- The position of Turkey in international e-Government indexes

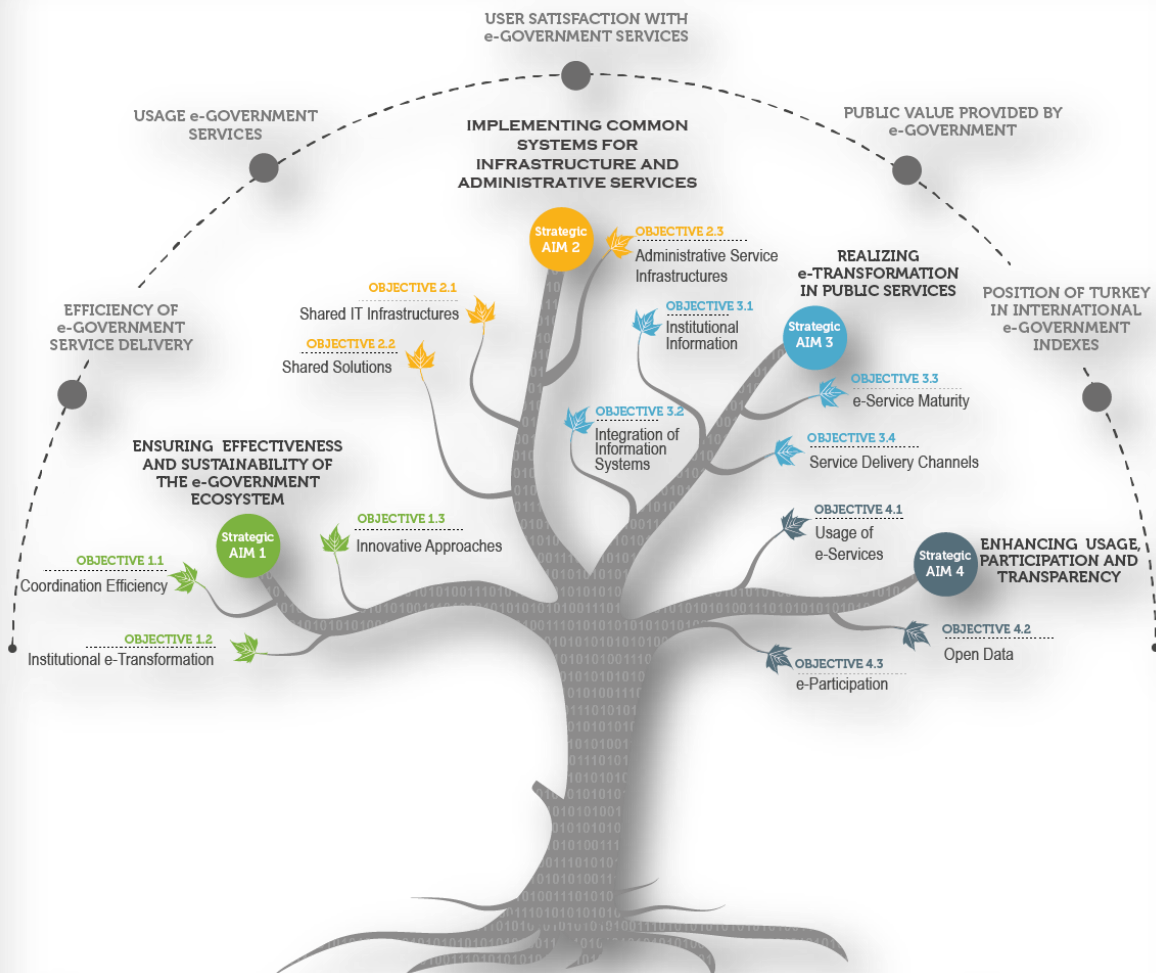
The 2016-2019 National e-Government Strategy and Action Plan achieving the vision that has been set forth will only be possible with the active participation and support of e-Government ecosystem stakeholders. Monitoring and evaluation activities will be conducted in a systematic manner during the implementation of the action plan. A change management model will be implemented to make sure that the 2016-2019 National e-Government Strategy and Action Plan can adapt to changing conditions. With this change management model the action plan will gain a dynamic structure.

2016-2019 NATIONAL e-GOVERNMENT STRATEGY AND ACTION PLAN

VISION

Improving the quality of Life for Society with
ETKİN (EFFICIENT) e-Government

Focus of 2016-2019 National e-Government Strategy **ETKİN (EFFICIENT) e-Government Ecosystem**



Entegre
(Integrated)

Will ensure the ability to work together with an integrated perspective and cooperation

Teknolojik
(Technological)

Will dynamically adapt to and use technology according to the needs

Katılımcı
(Participatory)

Will be shaped with its focus on people with a participatory, transparent and accountable approach

İnovatif
(Innovative)

Will bring forth innovative and environment-friendly approaches and turn them into opportunities

Nitelikli
(Qualified)

Will produce quality services to satisfy the requirements for usability, accessibility and information security



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ABBREVIATIONS

Abbreviation	Description
EGSAP	e-Government Strategy and Action Plan
ESB	Enterprise Service Bus
ETKİN	EFFICIENT (Integrated, Technological, Participatory, Innovative and Qualified)
EU	European Union
BTYK	Bilim Teknoloji Yüksek Kurulu / Supreme Council for Science and Technology
ICT	Information and Communication Technologies
ISS	Information Society Strategy and Action Plan
IT	Information Technologies
ITU	International Telecommunication Union
MSI	Market Surveillance and Inspection
MTMC	Ministry of Transportation Maritime Affairs and Communications
NMSIS	National Market Surveillance and Inspection Information System (PGDBİS)
NRI	Networked Readiness Index
OECD	Organization for Economic Cooperation and Development
OSS	Open Source Software
PCEN	Presidential Communication Headquarters
PCH	Prime Ministry Communication Headquarters
SD	Statutory Decree
SDGs	Sustainable Development Goals
SME	Small and Medium Sized Enterprises
SPO	State Planning Organization
SWOT-PEST	Strong Aspects, Weak Aspects, Opportunities, Threats Analysis – Political, Economic, Social and Technological Analysis
TBMM	The Grand National Assembly of Turkey
TNIMP	Turkish National Information Infrastructure Master Plan
TRID	Republic of Turkey Identification Card
TURKSTAT	Turkish Statistical Institute
UN	United Nations
WEF	World Economic Forum

1. INTRODUCTION

With the development of network based information and communication technologies, the needs of society are changing and new necessities are emerging. e-Government policies assist in responding to the new and changing needs of the society quickly and effectively. The improvement of public services as a whole and fulfilling needs to increase the efficiency of the government are also made possible with e-Government policies.

While establishing and implementing e-Government policies, a number of factors are taken into consideration as a whole, such as technological and legal infrastructures, human resources, education, financial models, information security, personal data privacy and social demands. The scope of the e-Government concept and implementations is constantly expanding in line with the developing technology, social demands and trends, and the expectations from e-Government activities are getting increasingly higher. Today, via e-Government, it is aimed to produce and provide faster, more accessible, innovative, affordable, user-centric and efficient public services by using information and communication technologies at the highest level in all domains of public service.

Country resources are efficiently managed and the saved resources may be directed to more urgent and important usage areas by means of e-Government, therefore economic growth is accelerated and inclusion of disadvantaged groups to society and business life is enabled. Moreover, by the e-Government applications which are designed in order to increase participation, stakeholders are involved more in the administrative processes; a more efficient, transparent, economical and productive public management system is enabled; therefore public benefit may be raised to the highest level. Efficient e-Government policies enable empowerment of data-driven decision-making mechanisms in the public sector, make it possible to develop new

design / delivery models for the public services that overcome time and space limitations and accelerate the information society transformation.

1.1. Document Overview

In the first section; the e-Government initiatives being conducted in Turkey, the general overview of Turkey in the e-Government domain and a summary of the 2016-2019 National e-Government Strategy and Action Plan (EGSAP) have been presented.

In the second section; the e-Government vision and strategy that will be shaped by the 2016-2019 National e-Government Strategy and Action Plan is explained.

In the third section; the strategic aims and objectives of the action plan are explained.

Actions that are determined in line with the strategic aims and objectives, implementation plan and monitoring, evaluation and change management activities to be conducted throughout the action plan are included in the "Action Plan" document, which has been prepared as an annex of this document. After publishing the 2016-2019 National e-Government Strategy and Action Plan, "Monitoring and Evaluation Model for Action Plan" and "The e-Government Guide for Implementing Actions and Defining Performance Indicators" documents will be prepared for details.

1.2. The e-Government Initiatives in Turkey

The scope of e-Government policies and initiatives in Turkey has been determined by the plans and documents included in Figure 1.

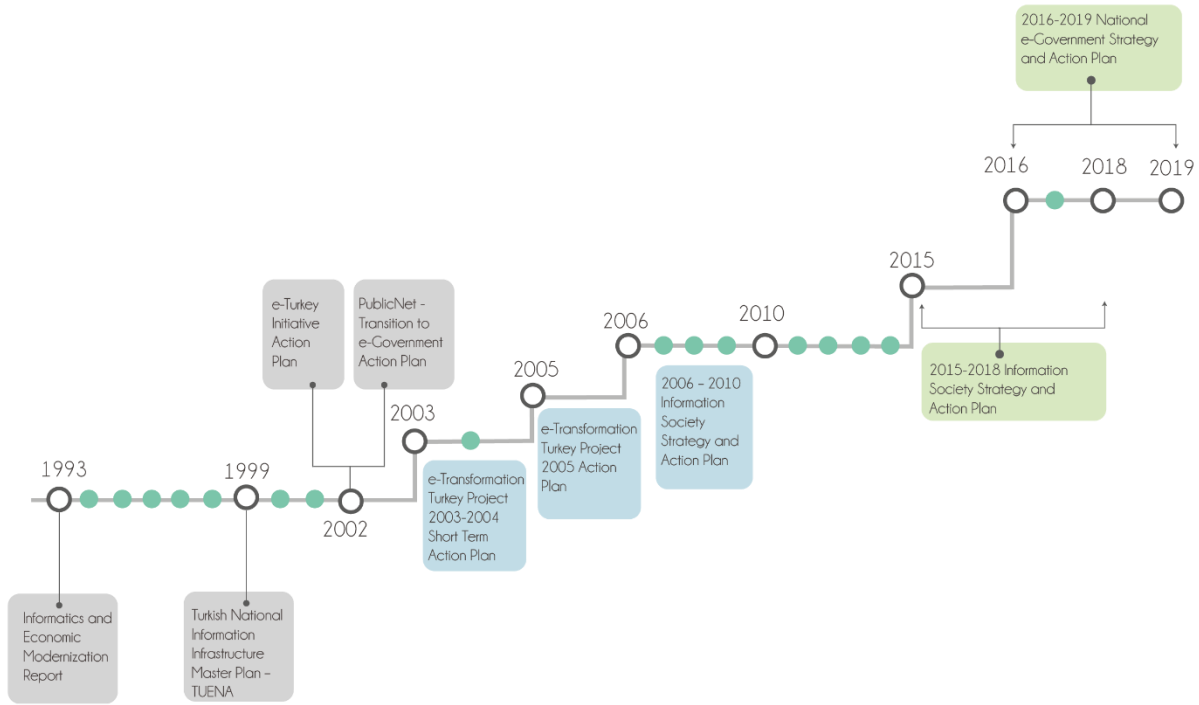


Figure 1. Plans and Documents that Define the Scope of e-Government Policies in Turkey

In 1993, the Informatics and Economic Modernization Report¹, featuring more efficient use of information technologies in the public sector, was prepared in cooperation with the World Bank. This report also included an action plan.

In 1996, with the appointment of the Prime Ministry, the Ministry of Transportation (Since then, Abolished) started activities for preparing the National Information Infrastructure Master Plan of Turkey. As a result of this preparation, the Turkey National Information Infrastructure Master Plan Final Report² was published in 1999.

The KamuNet (PublicNet) Technical Council was formed in 1998 by the Circular of Prime Ministry³ no. 1998/13 to activate the public computer network. This council prepared the Transition to e-Government Action Plan in line with eEurope and e-Turkey activity in the year 2002.

In 2001, in order to adapt the eEurope+ Action Plan to Turkey, e-Turkey Initiative was started. The e-Turkey Initiative Action Plan⁴ was published in 2002 within this scope.

It was observed that the action plans prepared before 2003 could not be implemented, were only able to be implemented partially or did not achieve the expected results. In 2003, a decision was made per the Circular

¹ World Bank Informatics and Economic Modernization Report: <http://documents.worldbank.org/curated/en/1993/03/699080/turkey-informatics-economic-modernization>

² Turkey National Information Infrastructure Master Plan Final Report: <http://www.inovasyon.org/html/TUENA.Endeks.htm>

³ Circular of Prime Ministry no 1998/13: http://www.basbakanlik.gov.tr/genelge_pdf/1998/1998-0320-04993.pdf

⁴ e-Turkey Initiative Action Plan: http://www.bilgitoplumu.gov.tr/Documents/1/Yayinlar/020800_E-TurkiyeEylemPlanı.pdf

of Prime Ministry no. 2003/12⁵, to combine all of the activities concerning information and communication technologies that were conducted by different agencies / institutions within the e-Transformation Turkey Project under the responsibility of the (Abolished) State Planning Organization (SPA). Within this perspective, the e-Transformation Turkey Project Short Term Action Plan⁶ (2003-2004) was first prepared and implemented.

In 2005 the e-Transformation Turkey Project (2005) Action Plan⁷ which was one year project was prepared and implemented to be brought into force after the e-Transformation Turkey Project Short Term Action Plan (2003-2004).

In 2006, in the context of information society, the 2006-2010 Information Society Strategy and Action Plan⁸ was prepared and implemented as a result of the e-Transformation Turkey Project. This action plan included actions concerning e-Government implementations within the axis of “Citizen Centric Service Transformation” and “Modernization in Public Services”. According to the 2006-2010 Information Society Strategy and Action Plan Final Assessment Report⁹, as of June 2012, the success rate of actions was 65.6% in the axis of “Citizen Centric Service Transformation” and 50% in the axis of “Modernization in Public Services”.

In regard to the Statutory Decree no 655¹⁰ enacted in 2011, the duties and responsibilities concerning e-Government policies were assigned to the Ministry of Transportation, Maritime Affairs and Communications (MTMC). The Department of e-Government Services was established under the General Directorate of Communication within the Ministry to conduct e-Government initiatives. The duties of the Ministry of Transportation, Maritime Affairs and Communications in the scope of e-Government have been defined as follows in regard to the Statutory Decree no 655:

“Determining the principles and procedures for the scope and implementation of the e-Government services by providing the necessary cooperation and coordination with relevant public agencies and institutions within the scope of information society policies, targets and strategies; making action plans concerning these services, conducting the coordination and monitoring activities, making the necessary arrangements and coordinating relevant activities in this scope.”

The Tenth Development Plan (2014-2018)¹¹, which guided public policies at the highest level, was published in 2014. The target e-Government structure was described in this document as follows:

“The main objective is to create an e-Government structure on which services designed according to user needs, including disadvantaged groups, are provided assuring personal data privacy and information security over a variety of platforms to achieve reliable, user-centric, cooperative and integrated work for the purpose of contributing to efficient, participatory, transparent and accountable public administration.”

In 2014, the preparation for the second information society strategy and action plan was completed and put into implementation as the 2015-2018 Information Society Strategy and Action Plan¹² (ISS). The focus of the 2015-

⁵ Circular of Prime Ministry no 2003/12: http://www.basbakanlik.gov.tr/genelge_pdf/2003/2003-0320-03416.pdf

⁶ e-Transformation Turkey Project 2003-2004 Short Term Action Plan, Circular of Prime Ministry no 2003/48: <http://www.resmigazete.gov.tr/eskiler/2003/12/20031204.htm>

⁷ e-Transformation Turkey Project (2005) Action Plan: <http://www.resmigazete.gov.tr/Eskiler/2005/04/20050401-12.htm>

⁸ 2006-2010 Information Society Strategy and Action Plan: <http://www.resmigazete.gov.tr/eskiler/2006/07/20060728-7.htm>

⁹ 2006-2010 Information Society Strategy and Action Plan Final Assessment Report: http://www.bilgitoplu-mu.gov.tr/Documents/1/Diger/ISS_VE_EYLEM_PLANI_NIHAI_DEGERLENDIRME_RAPORU.pdf

¹⁰ <http://www.resmigazete.gov.tr/eskiler/2011/11/20111101M1-1.htm>

¹¹ <http://www.resmigazete.gov.tr/eskiler/2015/03/20150306M1-2.htm>

2018 ISS was determined as growth and enhancing the employment and an axis called “User Centricity and Efficiency in Public Services” was assigned in order to provide guidance for e-Government initiatives. The main objective for this axis was specified as follows:

“The main objective in the presentation of e-Government services is to ensure efficiency in every stage from design to implementation and adopt a principle of user centricity. In this scope, first of all, the needs and expectations of citizens and enterprises will be analyzed, public business processes will be simplified from this point of view and services will be designed to provide the utmost benefit to the users. Similarly, the e-Government services will be implemented as an instrument to increase transparency, reliability, accountability and participation in public administration.”

In addition to the strategy plans determining the scope of e-Government policies, various objectives, projects and actions related to e-Government are also observed to be included in other sectoral / thematic documents, strategic plans of public organizations and institutions, government programs, documents of political parties and reports of international organizations or NGOs; like “Action Plan Program to Reduce Informal Economy¹³”, “Transportation and Communication Strategy Target 2023 of Turkey¹⁴”, “2014-2023 Smart Transportation Systems Strategy Document¹⁵”, “2014-2023 Road Map Document for the Protection of Critical Infrastructures¹⁶”, “Disaster Response Plan for Turkey¹⁷” and “2016-2018 National Cyber Security Strategy and Action Plan”.

The Ministry of Transportation, Maritime Affairs and Communications has prepared the 2016-2019 National e-Government Strategy and Action Plan so that Turkey’s e-Government policy could be shaped with a holistic perspective within the scope of the information society policy.

1.3. General Overview of e-Government in Turkey

The e-Government initiatives in Turkey were first realized with a perspective at an institutional level rather than with a holistic approach. In the development of most systems, only the needs of the agencies / institutions themselves and the services they provided were taken into consideration. But with the need to share data between these systems, problems began to arise.

It appears that there are differences in the e-transformation maturity levels among public agencies / institutions in Turkey. The most important factor causing these differences is the difficulty in employing human resources with the necessary capability needed for e-Government. Since public agencies / institutions try to conduct their e-Government projects with their own resources, problems can be experienced in the planning and implementation of projects and they may produce duplicate solutions or solutions at varying maturity levels. There is a need for an organizational model for conducting and coordinating e-Government initiative both within institutions and between institutions with a holistic approach. This is why an organizational structure having the necessary human resources equipped with sufficient capability and technical knowledge is to be realized in order to enable e-Government projects to be shaped in the context of a general e-Government architecture, provide technical guidance services in line with needs and coordinate necessary fields like monitoring and

¹² <http://www.resmigazete.gov.tr/eskiler/2015/03/20150306M1-2.htm>

¹³ Action Plan Program to Reduce Informal Economy: <http://www.gib.gov.tr/kurumsal/eylem-planlari>

¹⁴ Transportation and Communication Strategy - Target 2023 of Turkey: http://www.sp.gov.tr/upload/xSPTemelBelge/files/93C5Y+Turkiye_Ulasim_velletisim_Stratejisi.pdf

¹⁵ 2014-2023 Smart Transportation Systems Strategy Document: http://www.ubak.gov.tr/BLSM_WIYS/UBAK/tr/AUF/AUS_Strateji_Belgesi_Eki_Eylem_Planlari.pdf

¹⁶ 2014-2023 Road Map Document for the Protection of Critical Infrastructure: <https://www.afad.gov.tr/Dokuman/TR/123-20141010111330-kritikaltyapi-son.pdf>

¹⁷ Disaster Response Plan for Turkey: https://www.afad.gov.tr/UserFiles/File/PLANLAR/Afet_Mud_PI_ResmiG%2020122013.pdf

evaluating e-Government projects. The determinations and recommendations stated in the State Supervisory Council Report¹⁸ no 2013/3 dated 17.11.2013 on "National and International Status Assessment Concerning the Personal Data Protection and Supervisory Work Conducted in the Scope of Information Security and Personal Data Protection" were presented as follows:

"Since the public information systems could not be shaped within the scope of an e-Government architecture, many problems are being experienced, starting with security risks, the systems being unable to communicate with each other, the service quality being compromised and the same data being held over and over again on different systems and a great deal of expenses are having to be tolerated as a result.

It is thought that a structure must be implemented as soon as possible; which can provide agencies/institutions with know-how support in the design phases of their public information system projects, meet their need for proper guidance and consultation and provide guidance and coordination when necessary on the subjects of writing specifications, submittal or acceptance procedures, monitoring, evaluating and maintaining the system while conducting public information system projects."

Every agency / institution prepares its ICT infrastructure and information systems in line with their own needs. Duplicate investments can be made by different agencies / institutions to meet similar needs. Many subjects; like electronic data and document sharing, electronic identification card, central authentication infrastructure and public network may not be directly in the service domain of a public agency / institution but are all common infrastructures that are benefited from by all government agencies / institutions. However, currently, government agencies / institutions develop their own solutions in these domains. Lack of common infrastructures causes difficulties in interagency coordination and interoperability as well.

The lack of collective approaches in the presentation of e-Government services has caused services in different agencies / institutions to be at different levels of maturity. E-Government services are generally provided by public agencies / institutions independently and without integration, therefore integrated processes are not being conducted. Moreover, the administrative and technical challenges in achieving integration between agencies / institutions, the integrations not being at the desired level and the inability to make the necessary legislative regulations / the insufficient regulations have taken place as significant obstacles for data sharing.

Likewise, the introduction and informing activities on e-Government services are not at the desired level and therefore user participation in the process of designing services through electronic channels cannot be sufficiently provided. In addition to studies for increasing user trust concerning e-Government services, legislations on information security and personal data protection should also be completed. Although some steps have been taken concerning open data publishing and usage, not much progress has been achieved in this area. There is also a lack of legislation for publishing and using open data.

According to the assessments and statistical research, the e-Government ecosystem in Turkey appears to be as follows:

The general overview at international level:

¹⁸ <http://www.tccb.gov.tr/assets/dosya/ddk56.pdf>

- According to the European Union (EU) e-Government assessment¹⁹ published in 2015; Turkey is in the 8th place among 33 countries in terms of user centrality.
- According to the United Nations (UN) 2014 assessment²⁰; among 193 countries, Turkey is in the 71st place for e-Government Development Index, 53rd place for Online Service Index and 65th place for e-Participation Index.
- In the World Bank 2016 Ease of Doing Business Index²¹, Turkey is in the 55th place among 189 countries.
- Turkey is in the 68th place among 166 countries in the International Telecommunication Union (ITU) 2013 ICT Development Index²².
- In the World Economic Forum (WEF) 2015 Networked Readiness Index (NRI)²³ Turkey is in the 48th place among 143 countries.

The general overview at national level:

- According to the Public Information and Communication Technologies Investments²⁴ (April 2015) report of Ministry of Development, the ICT investments in the public sector increased to 3 billion 708 million TL in 2015. The ratio of ICT investments of the public sector to all public investments is 6.9%.
- According to the 2015 Turkish Statistical Institute (TURKSTAT), Information and Communication Technology (ICT) Usage Survey on Households and Individuals²⁵ statistics, the rate of using e-Government services among individuals is 53.2%.
- According to the 2015 TURKSTAT ICT) Usage Survey in Enterprises²⁶ statistics, the rate of using e-Government services among in the private sector is 81.4%.
- According to the 2014 TURKSTAT Life Satisfaction Survey²⁷ statistics, the satisfaction rate of public services provided in electronic setting is 88.7%.

Considering the information given above and assessments of the current status analysis, it is apparent that Turkey's e-Government initiative has accelerated significantly. However, when the 2023 development targets and international trends are considered, Turkey needs to take more holistic and newer steps in order to accomplish basic structural transformations for developing e-Government services.

1.4. About the 2016-2019 National e-Government Strategy and Action Plan

Turkey's e-Government vision, main values, strategic aims and objectives have been defined in the 2016-2019 National e-Government Strategy and Action Plan. The first priority actions that need to be carried out in order to realize Turkey's e-Government policy for 2016-2019, and the road map for the implementation of these actions have been included in this plan. The strategy and action plan prepared aims to improve the level that Turkey has achieved in its development targets to a higher point; and to increase the quality of life by providing / delivering public services that are more integrated, efficient, productive and reliable.

¹⁹ http://ec.europa.eu/newsroom/dae/document.cfm?action=display&doc_id=10032

²⁰ http://unpan3.un.org/egovkb/Portals/egovkb/Documents/un/2014-Survey/E-Gov_Complete_Survey-2014.pdf

²¹ <http://www.doingbusiness.org/-/media/GIAWB/Doing%20Business/Documents/Annual-Reports/English/DB16-Full-Report.pdf>

²² International Telecommunication Union Information Society Measurement report 2014: https://www.itu.int/en/ITU-D/Statistics/Documents/publications/mis2014/MIS2014_without_Annex_4.pdf

²³ <http://reports.weforum.org/global-information-technology-report-2015/network-readiness-index/>

²⁴ Ministry of Development Public Information and Communication Technologies Investments report April 2015: http://www.bilgitoplumu.gov.tr/wp-content/uploads/2015/04/2015_Kamu_BIT_Yatirimlari_Raporu.pdf

²⁵ TURKSTAT, Information and Communication Technology (ICT) Usage Survey on Households and Individuals 2015: <http://www.tuik.gov.tr/PreHaberBultenleri.do?id=18660>

²⁶ TURKSTAT Information and Communication Technology (ICT) Usage Survey in Enterprises 2015: <http://www.tuik.gov.tr/HbPrint.do?id=18647>

²⁷ TURKSTAT Life Satisfaction Survey 2014: <http://www.tuik.gov.tr/PreHaberBultenleri.do?id=18629>

The 2016-2019 National e-Government Strategy and Action Plan is Turkey's first comprehensive national e-Government strategy and action plan that brings different studies concerning the structuring of an e-Government together with a holistic approach, that takes Turkey's specific conditions, new technological developments and global trends into account and is compatible with the national development plan and information society strategy.

While the 2016-2019 National e-Government Strategy and Action Plan is being prepared, the studies that include current status analysis, preparation of strategy and action plan are performed. The items performed for analyzing the current status are as follows:

- **Reviewing National Strategies, Plans and Programs:** 21 individual top level documents including government programs, development programs and information society strategies were examined.
- **Reviewing Legislation:** Primary and secondary legislations covering national and international regulations to which Turkey is a party were taken under review with more than 270 topics.
- **Reviewing International Best Practices:** The e-Government approaches of 8 countries (South Korea, Australia, Singapore, France, United States, England, Estonia and Malaysia) at the top in rankings were analyzed in detail, studies and trend analyses of 12 international organizations and 4 international consultancy companies were examined.
- **Meetings and Workshops:**
 - The Minister of Transportation, Maritime Affairs and Communications and 200 senior level officers attended the opening meeting to provide active participation of stakeholders throughout the e-Government Strategy and Action Plan development.
 - 28 all-day focus group meetings were conducted with the attendance of 681 people in total.
 - A 2 days Local Government Services Analysis Workshop was held with the attendance of 72 people.
 - A SWOT-PEST Analysis Workshop was organized with the participation of 103 people from public agencies / institutions, NGOs, the private sector and university representatives.
- **Surveys:**
 - A satisfaction survey was conducted which was filled out by 484 local government units.
 - A survey was completed with the participation of 72 central government units and 64 universities.
 - An in-person survey was conducted with 2270 citizens throughout Turkey and same survey was applied with 149 people over the Internet.
 - 940 private sector representatives participated in an Internet survey.

Top-down and bottom-up methods were used together for determining the strategic aims, objectives and actions during the strategy and action plan development. The top-down method was used in studies to determine international trends and basic needs related to e-Government in order to assign candidates for strategic aims, objectives and actions. With the bottom-up method, the conclusions obtained as a result of analyzing the current status were classified, the determinations were transformed to rationales and then candidate strategic aims, objectives and actions were assigned based on these reasons. While determining the candidate actions in this work, the recommendations, objectives and actions related to e-Government included in sectoral and thematic documents, in the strategic plans of public agencies and institutions, in government plans, in the reports of non-governmental organizations and in the documents prepared by political parties were taken into consideration. The results obtained through bottom-up and top-down methods were combined together to prepare the 2016-2019 National e-Government Strategy and Action Plan Draft. The prepared draft

document was presented for the review of stakeholders participating in the “e-Government Ecosystem Needs Assessment Workshop”. As a result of this workshop the 2016-2019 National e-Government Strategy and Action Plan Draft was updated in line with the opinions and needs of stakeholders. The prepared final draft was published on the website, and presented for all stakeholders to review. After the final revisions due to the received stakeholder comments, draft was finalized as the 2016-2019 National e-Government Strategy and Action Plan.

The actions in the 2016-2019 National e-Government Strategy and Action Plan will be implemented by the responsible agencies / institutions and other relevant stakeholders according to the prepared implementation plan under the coordination of the Ministry of Transportation, Maritime Affairs and Communications. The monitoring and evaluation activities will be carried out in line with the prepared “Monitoring and Evaluation Model for Action Plan” and “The e-Government Guide for Implementing Actions and Defining Performance Indicators” documents. The changes that will emerge after the plan is put into action will be handled due to the defined change management process and the action plan will be dynamically updated according to the current conditions.

VISION AND STRATEGY

2. VISION AND STRATEGY

In this section; the e-Government ecosystem strategic perspective, 2016-2019 National e-Government Strategy and Action Plan vision, strategic aims and performance indicators are explained.

2.1. Strategic Perspective

With the 2016-2019 National e-Government Strategy and Action Plan, a strategic perspective to create and maintain a holistic and sustainable “e-Government Ecosystem” for shaping and implementing an e-Government policy in Turkey was adopted. This perspective will assure the constant communication, coordination and collaboration of all in the work towards determining e-Government policies and developing, presenting and using services. The e-Government ecosystem including stakeholders presented in Figure 2 is based on all the stakeholders taking on an active duty in the e-Government activities and creating a dynamic structure similar to a living organism.

There are different business processes and flows of information with varying levels of importance, priority and volume between all of the stakeholders in an e-Government ecosystem. The public agencies / institutions, citizens and the private sector comprise the important elements of the service suppliers and service users. When approached from a wider perspective, it is apparent that professional organizations, non-governmental organizations, universities, foreigners / people who are not Turkish citizens and other individuals and legal entities, like other countries and international organizations, also take on various roles as the service provider and / or user in this structure. In order for the e-Government initiative to be shaped with an ecosystem perspective;

- **The necessary skill, capacity and implementation agility needs to be provided in the ecosystem** in order to increase the efficiency of policies for the ecosystem,
- **Infrastructure needs to be implemented** to simplify the information management and interaction between stakeholders in the ecosystem,
- **The improvement in processes and information management needs to be made continuous** for services in the ecosystem to be managed with better quality,
- In order to facilitate and maintain dynamism and sustainability in the ecosystem, healthy information management needs to be achieved through the support of participation centric and transparent transactions towards **eliminating information asymmetry and increasing comprehensiveness**.

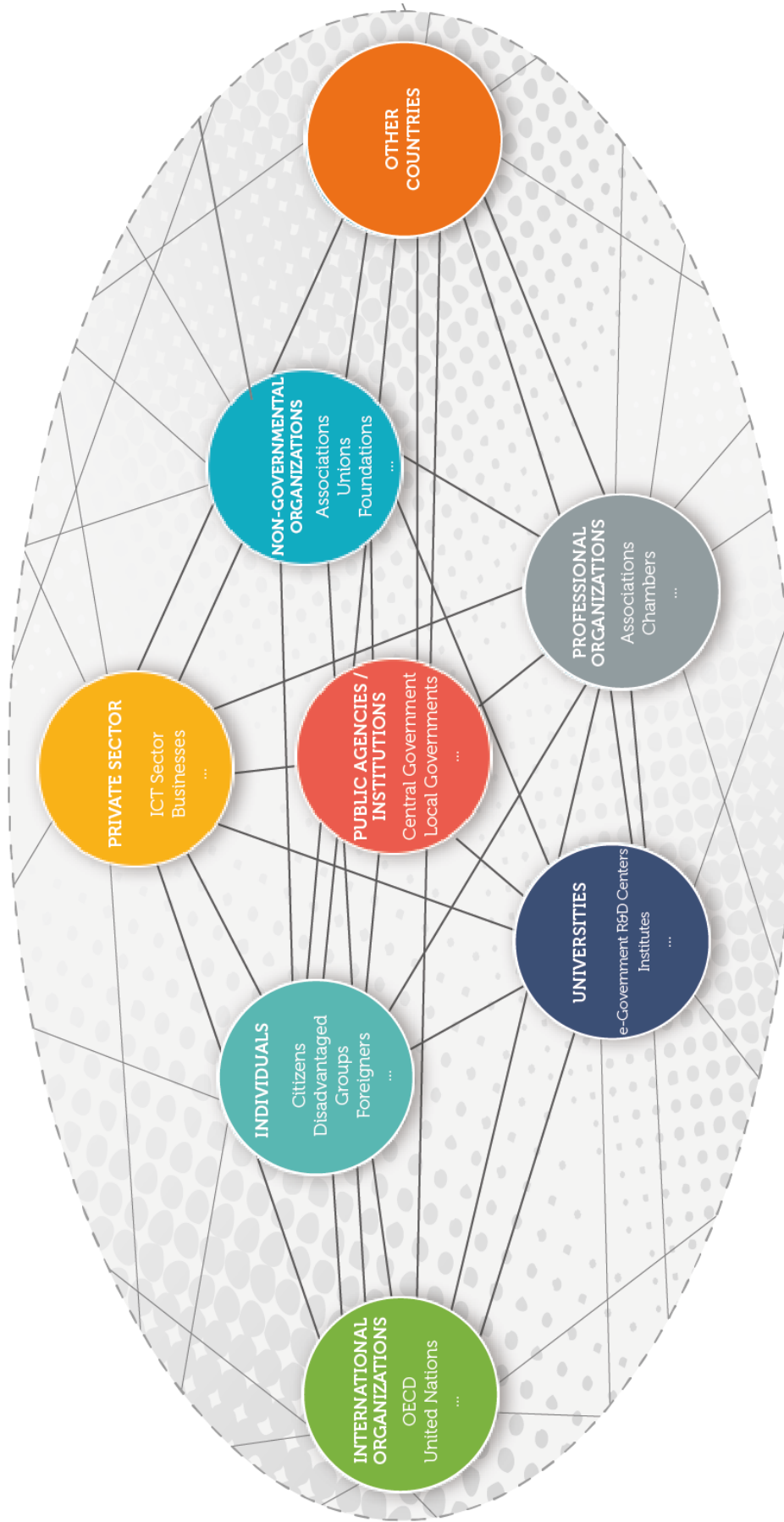


Figure 2. e-Government Ecosystem

2.2. e-Government Vision and Strategy

The objective of the 2016-2019 National e-Government Strategy and Action Plan is to form the necessary capacity in line with Turkey's 2023 national vision and provide a leverage effect to the welfare of the country. In this context, the vision of the 2016-2019 National e-Government Strategy and Action Plan has been defined as “**Improving the Quality of Life for Society with ETKİN (EFFICIENT) e-Government**”.

e-Government Vision Improving the Quality of Life for Society with ETKİN (EFFICIENT) e-Government

Fulfilling the needs of an e-Government ecosystem will only be possible through the facilitation of a more efficient public administration, where technology is used at the highest level and more efficiently in the relations of all stakeholders with the government. The values **Entegre** (Integrated), **Teknolojik** (Technological), **Katılımcı** (Participatory), **İnovatif** (Innovative) and **Nitelikli** (Qualified) that spell out “**ETKİN**” (**EFFICIENT**) represent the building blocks of the 2016-2019 National e-Government Strategy and Action Plan. The 2016-2019 National e-Government Strategy and Action Plan;

- Will ensure interoperability with a holistic / integrated perspective and cooperation,
- Will dynamically adapt to and use technology according to needs,
- Will be shaped people centric with a participatory, transparent and accountable approach,
- Will bring forth innovative and environmental approaches and turn them into opportunities,
- Will produce quality services to satisfy the requirements for usability, accessibility and information security.

The focus of the 2016-2019 National e-Government Strategy and Action Plan that is shaped in line with these values has been determined as the “**ETKİN (EFFICIENT) e-Government Ecosystem**”.

Focus of the 2016-2019 National e-Government Strategy ETKİN (EFFICIENT) e-Government Ecosystem

All of the basic values determined for the e-Government strategy have been considered in a holistic approach for the strategic aims, objectives and actions; and these values will guide the implementation of these actions. With the ETKİN (EFFICIENT) e-Government ecosystem the target is to;

- Increase integration between all administrative functions and instruments,
- Develop and deliver public services in a better quality, faster and easily accessible form,
- Reinforce public communication and democratic participation opportunities,
- Respond faster to public expectations,
- Increase transparency and accountability in public services and corporate operations,
- Form public policies based more on data and with more intense stakeholder participation,
- Handle and use public resources in more effective, economic and efficient ways,
- Create a suitable institutional environment for adapting innovative approaches to public administration,
- Ensure the sustainability of e-Government ecosystem.

With the actions carried out in line with the specified targets, the following primary benefits will be provided to the stakeholders of the e-Government ecosystem:

- The duplicate implementations among the central government units will be reduced to a minimum level and data sharing will be simplified,
- The data sharing criteria of local governments to central government will be determined and, where necessary, the technical capacity will be reinforced for e-transformation in local governments,
- Citizens will be able to access highly matured public services more quickly, easily and at less costs; transparency and accountability in the administration will be increased,
- Foreigners will be able to access information about Turkey and the services that can be utilized in Turkey more easily,
- The processes in public services for the private sector will be made more accessible and standardized, so that such services can be done anytime and anywhere with the least bureaucratic transactions,
- Public information and communication technology procurement processes and the necessary interoperability platforms among information and communication technology sectors and public agencies / institutions will be improved,
- The enabler role of professional organizations in the sector will be enhanced with e-services,
- Non-governmental organizations will be encouraged to participate in the production, decision-making and implementation processes of e-Government policies,
- The contributions of universities towards a more scientific perspective and innovative approach in e-Government initiative will be increased.

The ETKİN (EFFICIENT) use of information and communication technologies in public agencies / institutions will accelerate development of Turkey. The proper condition will be provided to raise the existing situation for e-Government implementations to the desired level in line with Turkey's development targets and international trends. As a result of the activities that will be carried out with the 2016-2019 National e-Government Strategy and Action Plan, the progress is targeted in the following main indicators:

- Country ranking in international assessments:
 - UN e-Government Development Index, Online Service Index and e-Participation Index.
 - EU e-Government Benchmark OECD Digital Government and OURdata index
 - Work Bank Ease of Doing Business Index
 - World Economic Forum (WEF) - Networked Readiness Index (NRI)
- The ratio of ICT investments of the public sector in all public investments (Ministry of Development)
- The rate of savings achieved by using ICT in the public sector (planned / realized)
- The rate of e-Government usage for citizens (TURKSTAT Information and Communication Technology (ICT) Usage Survey on Households and Individuals)
- The rate of e-Government use for the private sector (TURKSTAT Information and Communication Technology (ICT) Usage Survey in Enterprises)
- Satisfaction in public services provided via electronic channels (TURKSTAT Life Satisfaction Survey)
- Private sector satisfaction index (e-services) (TURKSTAT ICT Usage Survey in Enterprises)
- Perception of public benefit achieved with e-Government
- National e-Government Maturity Level
- e-Government Maturity Level by institution
- e-Government Maturity Level by services

2.3. Relation of the e-Government Vision with the Strategic Aims and Objectives

The following strategic aims have been determined with an e-Government ecosystem perspective to achieve the e-Government vision:

- Strategic Aim 1: Ensuring Efficiency and Sustainability of the e-Government Ecosystem
- Strategic Aim 2: Implementing Common Systems For Infrastructure and Administrative Services
- Strategic Aim 3: Realizing e-Transformation in Public Services
- Strategic Aim 4: Enhancing Usage, Participation and Transparency

Each strategic aim determined is the expression of an axis that will guide the e-Government policy at a macro level. 13 objectives have been set to achieve the strategic aims (Figure 3). 43 actions have been assigned to realize these objectives. Each of the 4 strategic aims, 13 objectives and 43 actions have been shaped in line with the main values of the e-Government vision.

The axes and actions in the 2015-2018 ISS were used as references in forming the 2016-2019 National e-Government Strategy and Action Plan. The “User Centricity and Efficiency in Public Services” axis in the 2015-2018 ISS also determines the general scope of the e-Government policy.

Each objective in the 2016-2019 National e-Government Strategy and Action Plan has been evaluated together with the newly-assigned actions for realizing these objectives and actions in other plans that support the realization of these objectives. In this scope;

- A traceability has been set between 36 actions in the 2015-2018 ISS. The implementation process of 13 actions included in the 2015-2018 ISS “User-Centric and Efficient Public Services” axis and 6 actions in the “Information and Communication Technologies Supported Innovative Solutions” axis will also be monitored in the 2016-2019 National e-Government Strategy and Action Plan. The implementation statuses of these actions will be considered in the scope the related objective.
- The 20 actions that were not completed in connection with the e-Government in the 2006-2010 ISS have been shared among the relevant objectives. These actions support the realization of the related objectives.
- There are 38 actions that are included in other national strategy documents and institutional strategic plans that are relevant to the e-Government policy. These actions support the realization of the related objectives.

An action performance indicators pool has been formed to monitor the strategic aims and related objectives of the 2016-2019 National e-Government Strategy and Action Plan. These performance indicators will be reviewed together with the agencies / institutions responsible for actions. The final performance indicators to be used for the monitoring and evaluation activities of the action plan will be published as the 2016-2019 National e-Government Strategy and Action Plan Monitoring and Evaluation Model Document.

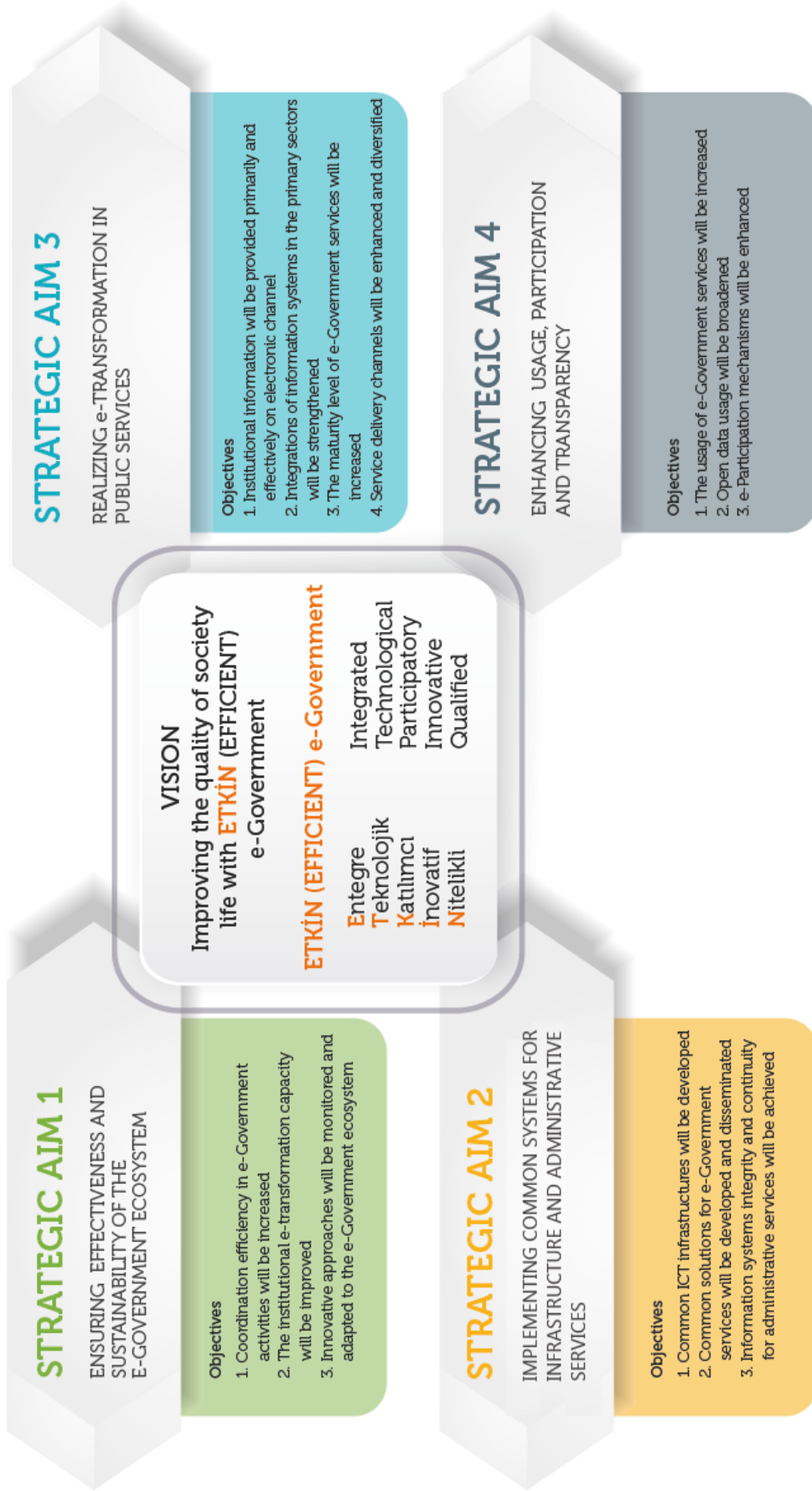


Figure 3. 2016-2019 National e-Government Strategy and Action Plan

STRATEGIC AIMS

3. STRATEGIC AIMS

In this section, the strategic aims that have been defined to achieve the e-Government vision and the objectives that have been set for these strategic aims have been explained.

• Strategic Aim 1:	Ensuring Efficiency and Sustainability of the e-Government Ecosystem
• Strategic Aim 2:	Implementing Common Systems For Infrastructure and Administrative Services
• Strategic Aim 3:	Realizing e-Transformation in Public Services
• Strategic Aim 4:	Enhancing Usage, Participation and Transparency

STRATEGIC

AIM

1

Strategic Aim 1: Ensuring Efficiency and Sustainability of the e-Government Ecosystem

This strategic aim involves improving the governance mechanism that will ensure the participation of all stakeholders in the e-Government ecosystem, increasing the ecosystem efficiency as a whole, for the national e-transformation capacity and achieving sustainability during the shaping and realizing process of the e-Government policy.

A General Overview

The need to realize regulations and provide their sustainability in order to ensure coordination for e-Government at a national and institutional level is observed to be a priority when experiences and international precedents are considered. For the objectives set forth to fulfill the needs and achieve the desired target, an effective and continuous governance process concerning e-Government policy should be operated. In order to execute the e-Government policy successfully, it is necessary to take important steps concerning the e-Government organization structure.

Upon analyzing the samples in the world, it is observed that before an e-Government initiative is carried out, they begin with taking important steps towards the e-Government organization / top management structure. Moreover, 4 main principles and common points are determined:

Table 1. Principles and Practices for the e-Government Organizations in International Models

Principle	Practice
Political leadership	Top level representation
Bureaucratic ownership	A single authority in charge of e-Government
Responsibility within the agency/institution	The presence of e-Government representatives in agencies / institutions
Technical expertise	An institutional technical knowledge on e-Government in public sector

The e-Government organizational structure to be created for the e-Government ecosystem that will include all stakeholders delivering services and benefiting from these services is expected to have the following basic features taking into account the experience gained from international best practices.

- The e-Government policy should be represented by top level political will.
- There must be a responsible authority that can lead the governance of stakeholders in the e-Government ecosystem, manage e-government resources and supervise the processes.
- The principles, guides and technical instruments necessary for the management and sustainability of e-Government resources must be provided.
- The technical and administrative needs of stakeholders in the e-Government ecosystem must be conveyed to decision-makers by continuous or temporary work groups.
- The decision making processes must be shaped to support the active participation of stakeholders.
- Cooperation and coordination must be ensured between central government units and local governments in the e-Government initiative.
- Positions that are responsible for the coordination of the e-Government policy at an agency / institution level and the e-Government initiatives must be formed.
- Institutional competency in the e-Government domain must be established, research in the e-Government domain must be supported and technical and administrative support must be provided to agencies / institutions for sharing information and experience.
- A cooperation and experience sharing environment with international organizations and other countries must be established.

Important achievements have been accomplished for e-transformation in central government units and local governments. However, the differences in approaches between the various implementations constitute one of the most significant barriers to interoperability. In order to carry out administrative operations and public services continuously, institutional planning, development and supervision processes in e-Government initiative need to be executed with a more holistic and sustainable approach.

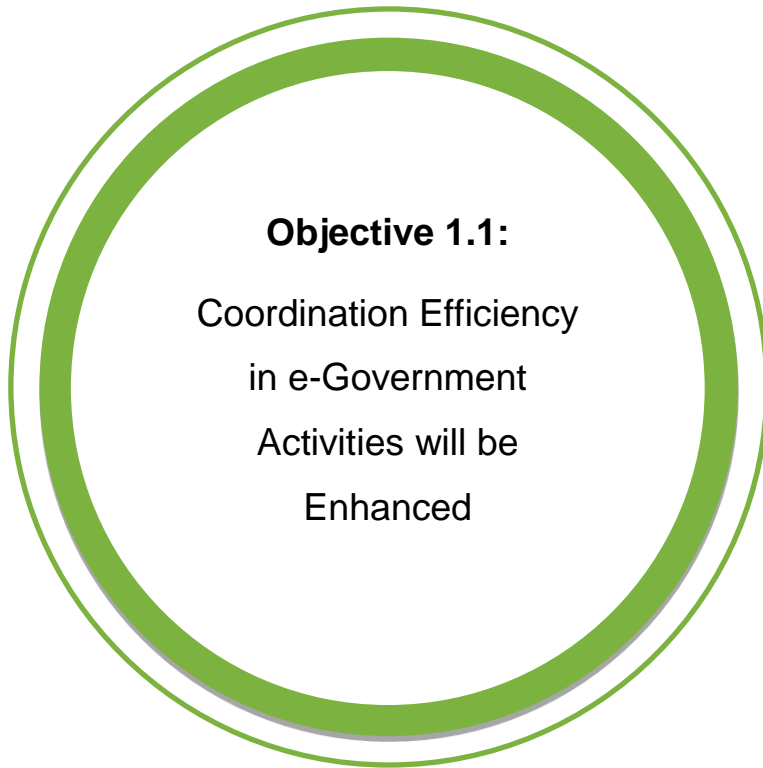
Due to the developing technology, public demand and the reform trends in the public sector, the scope of the e-Government concept is continuously expanding and the expectations from e-Government initiatives are constantly increasing. In order to respond these expectations the coordination capacity among institutions and units as well as the competency and agility to produce solutions to the requirements in the e-Government ecosystem needs to be maintained at the highest level.

3 objectives have been assigned for the steps in the scope of Strategic Aim 1;

Objective 1.1. Coordination efficiency in e-Government activities will be enhanced.

Objective 1.2. The institutional e-transformation capacity will be improved.

Objective 1.3. Innovative approaches will be monitored and adapted to the e-Government ecosystem.



Objective 1.1: Coordination Efficiency In e-Government Activities will be Enhanced

Coordination structure necessary for e-Government initiatives will be enhanced, regarding the active participation of all stakeholders in the formation and execution of the e-Government policy.

General Overview

For the efficiency and sustainability of the e-Government ecosystem, it is critical to establish a cooperation platform that allows stakeholders to take an active role and ensure interoperability of e-Government initiatives. In this context, the infrastructure necessary for increasing coordination efficiency in e-Government initiatives must be prepared at first. The major items among these preparations are establishing and activating the e-Government organization model that will ensure the participation of all stakeholders, completing the necessary legislations concerning e-Government, coordinating the e-Government projects with a holistic approach, providing the necessary guides and creating the environments in which stakeholders can collaborate and share their experiences.

The duties and responsibilities concerning e-Government were assigned to the Ministry of Transportation, Maritime Affairs and Communications (MTMC) with Statutory Decree no 655 dated 01.10.2011. Per the Information and Technology High Council (ITHC) decision no. 2013/102 the duty of developing the e-Government organization model for executing and coordinating e-Government initiatives was also assigned to MTMC.

Cooperation must be facilitated among all stakeholders in order for the e-Government services to be provided with a holistic approach. In order for the mentioned e-Government ecosystem to be activated, all stakeholders including non-governmental organizations, the private sector, professional organizations and universities should participate in decision-making processes and an organizational structure and governance model, in which administrative, legal, financial and technological work concerning e-Government is coordinated, must be developed.

Agencies and institutions are conducting collaboration at various levels towards e-Government initiatives. Important resources and progress concerning the e-Government initiatives are being shared through the Information Society Portal (bilgitoplumu.gov.tr) and e-Government Information Portal (edevlet.gov.tr). However, the objective and scope of the e-Government policy, the assessments of the situation reached with e-Government initiatives that has been completed and planned work concerning e-Government initiatives need to be shared with all stakeholders continually and holistically.

Duplicate studies or different solutions for the same requirements are observed to be conducted by public agencies / institutions. The e-Government initiatives needs to be planned better with a holistic approach at central and local government levels, and the institutional e-transformation maturity levels need to be monitored. In order to prevent duplication and enable common solutions in e-Government projects, the plans before project start and the outputs after the project closure need to be evaluated and the process throughout the project lifecycle need to be monitored in a holistic and efficient manner.

Due to the problems experienced in the public procurement processes (the tender process being long, the expertise of public personnel in ICT procurement not being at the desired level, the inability to describe the technical specifications in the required detail, unqualified companies bidding in the tender, the inability to complete the projects in the required time, the inability to complete procurement acceptance processes, etc.), situations are encountered in which e-Government projects may not be completed or realized. In order to provide a solution to these problems, ICT procurement processes need to be improved and guidelines need to be implemented. .

Various guidelines have been prepared to achieve compatibility in e-Government initiatives. However, it is not enough to publish and share them with the stakeholders via internet. A more dynamic life cycle needs to be formed in order for new common approaches to be established in line with needs and for existing guidelines to remain up to date. Explanatory information needs to be shared, promotional and educational programs encouraging use need to be implemented and regulatory arrangements need to be made in order to gain functionality to the process.

Target Status

1. The administrative, legal and technical infrastructure necessary for developing a sense of ownership and execution of e-Government policies will be established.
2. The cooperation and coordination between central and local administrative units in e-Government initiatives will be increased.
3. Platforms and work groups that enable experience and information to be shared among public agencies and institutions will be established.
4. The effective participation of local governments, non-governmental organizations, professional organizations and universities will be encouraged.
5. The expectations of all stakeholders will be analyzed, user satisfaction will be gauged and results will be monitored continuously.
6. A holistic and planned investment environment will be created for suitable and timely resource use.
7. The procurement processes within the scope of e-Government projects will be made more efficient.
8. The procedures / principles will be detailed in line with e-Government initiatives and guidelines will be developed.

Actions Associated with the Objective 1.1

The following table includes the actions that will be assigned and monitored in the scope of the objective and the actions that will support the objective.

Table 2. Actions Associated with Objective 1.1

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
New	2016-2019 National e-Government Strategy and Action Plan	Development of an e-Government Ecosystem
		Planning, Evaluating and Monitoring of e-Government Projects
		Development of an Enterprise Architecture for e-Government
		Preparing and Updating of e-Government Ecosystem Guidelines
		Implementation, Monitoring and Evaluation of the 2016-2019 National e-Government Strategy and Action Plan
		Developing Assessment Mechanism for National e-Government Maturity Level
ISS / To Be Monitored	2015-2018 Information Society Strategy and Action Plan	66. Improving Effectiveness in Public ICT Procurement
		69. Reviewing e-Government Legislation
ISS / Support	2015-2018 Information Society Strategy and Action Plan	4. Establishing Software Sector Work Group
		37. Enactment of Cyber Security Law
		38. Enactment of Protection of Personal Data
	2006-2010 Information Society Strategy and Action Plan	72. Developing Information Society Monitoring System
		65. Performance Measurement for Local Governments
		70. Public Secure Network
Support	2016-2018 National Cyber Security Strategy and Action Plan	82. Legal Arrangement on Digital Rights Management
		Developing cyber security ecosystem
	2015-2018 Statistical Information Infrastructure Development Program	25. An inventory of administrative records maintained by agencies will be prepared and the administrative records that will be included in the National Record System (NRS) will be determined.
		28. The national record system standard will be provided for the usage of institutions' data infrastructures.
	2015-2018 Technology Development and Local Production Through Public Procurement Program	4. The Public Procurement Information System module will be worked on.
		12. Legislative regulations of public procurements will be implemented for purchases of products and services containing industrial cooperation programs towards providing innovation, localization and technology transfer.
		17. A coordination mechanism will be developed in public procurement.
	2015-2018 Rationalization of	56. Priority and support will be provided in the allocation of

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
	Public Expenditures Program	resources and staff in projects, work and services that contribute to e-transformation.
	2015-2018 Program to Reduce Informal Economy	57. The legal and technical problems in the way of data sharing between institutions will be identified and suggestion for solutions will be explored to share and enable cross checking of data maintained within institutional structures.
	2015-2018 Strengthening Local Institutional Capacity Program	23. Financial and technical support will be provided for the development of information strategies of Metropolitan Municipalities.



Objective 1.2: The Institutional e-Transformation Capacity will be Improved

The e-transformation capacity will be improved in order to conduct service processes and activities with the highest level of information and technology support in government agencies / institutions and to ensure that the e-Government policies are executed with a holistic approach.

General Overview

The realization of e-Government implementations is not only concerned with adapting technological opportunities to the processes but also involves an administrative transformation by developing human resources, utilizing the contributions of sectors benefiting from the services at the highest level and improvement of the legislation / business processes. The development of the institutional e-transformation capacity in line with needs is one of the most defining elements of e-Government policy implementation level and success.

Significant improvements have taken place in institutional information and communication resources and service quality with the e-Government projects being conducted in recent years by central and local governments. However, the technical competency gap between the agencies / institutions that can and cannot adapt to the recent data oriented service transformation approaches and newly developing technologies is rapidly increasing. It is for this reason that a model needs to be provided as a reference to plan e-Government projects correctly, increase efficiency in the e-transformation process and realize e-Government projects successfully. The lack of / insufficiency of a central support mechanism for providing technical consultation and guidance in the scope of e-Government projects in agencies / institutions has caused them to use their own resources to produce solutions at various levels. In order for e-Government projects to be successful the information technology skills and technical capacities of public agencies / institutions must reach a sufficient level and become more efficient. Compared to central administrations the information technology skills and technical infrastructure are generally weaker at local administrations. The challenges in obtaining resources and especially human resources need to be resolved in order to improve e-transformation in local governments.

As a result of growth in public agency / institution information infrastructure and the difficulty in supplying necessary technical skills, a regulation²⁸ for allowing contracted personnel to work in public agencies / institutions with larger scale information technology unit was released in 2008. ICT personnel having similar jobs can have different staff types and personal rights. In public agencies / institutions, it is generally observed that it is difficult to employ qualified human resources in the long term. Therefore, it is necessary to reduce dependency on personnel and improve institutional memory and technical skills.

As the number of e-Government services increase, the need for qualified human resources also increase. Increasing the number of public employees working on e-Government and improving their skills is not enough to meet the need. In order to conduct e-Government more effectively, collaborations need to be established with the private sector. The most important criteria that need to be considered in this scope is the information security risk that is constantly growing for public agencies / institutions. In order to identify and eliminate risks, people authorized access the systems need to be trained on information security. Besides, in order to maintain continuity in e-Government projects and remove system security risks (dependence on company, systems dependent on people, cyber security, etc.), competencies of institutions need to be improved and software development approaches on common infrastructures need to be realized.

Target Status

1. The e-transformation activities in central and local governments will be carried out compatibly with national e-Government policies.
2. The e-transformation capacities of central and local government units will be developed compatibly with institutional strategies and needs.
3. The capacity of public human resources that can adapt quickly to changing processes and technologies will be created.
4. Ongoing e-transformation processes and information systems will be made compatible with specified criteria.
5. The necessary processes for business continuity and information security in e-Government services will be formed.
6. Private sector cooperation in e-Government projects will be strengthened.

Actions Associated with the Objective 1.2

The following table includes the actions that will be assigned and monitored in the scope of the objective and the actions that will support the objective.

²⁸ <http://www.resmigazete.gov.tr/eskiler/2008/12/20081231-14.htm>

Table 3. Actions Associated with Objective 1.2

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
New	2016-2019 National e-Government Strategy and Action Plan	Development of Policies for the Human Resources Assigned to e-Government Activities
		Ensuring Efficiency of Audit for e-Government Projects in Public Sector
ISS / To Be Monitored	2015-2018 Information Society Strategy and Action Plan	60. Preparing Institutional ICT Strategies
		61. Regulating Employment of Public ICT Workers
		63. Establishing Public ICT Competency Center
ISS / Support	2015-2018 Information Society Strategy and Action Plan	21. Updating ICT Curriculum in Universities
		24. Increasing Effectiveness and Dissemination of On-the-Job Training
		28. Creating ICT-Supported Remote Working Conditions
	35. Building Public Information Centers in Local Governments	
	2006-2010 Information Society Strategy and Action Plan	86. ICT Projects Implementation and Development Competency in the Public Sector
Support	2016-2018 National Cyber Security Strategy and Action Plan	Developing awareness and human resources
	2015-2018 Statistical Information Infrastructure Development Program	24. Units that can make statistical analysis will be established in agencies / institutions.
	2015-2018 Program to Reduce Informal Economy	56. Relevant agencies and institutions will be determined as the basis for data sharing, up to date data specification tables will be prepared for these agencies and data sharing capacity between these agencies will be improved via necessary standardization on the mentioned data.
	2015-2018 Strengthening Local Institutional Capacity Program	16. Business analysis will be conducted and necessary human resource will be specified, also considering the Service Inventory Management System / SIMS (Hizmet Envanteri Yönetim Sistemi / HEYS)) and the Service Standards Management System / SSMS (Hizmet Standartları Yönetim Sistemi / HSYS) work conducted by the Prime Ministry. Legislation necessary for enabling governorships employ qualified personnel in the context of specified needs.



Objective 1.3: Innovative Approaches will be Monitored and Adapted to the e-Government Ecosystem

Emerging innovative approaches in e-Government implementations due to developing technology, trends and changing social preferences will be monitored and identified innovative approaches will be adapted to the e-Government ecosystem in a planned manner.

General Overview

It is critical for the sustainability of e-Government policies to provide high level of coordination and cooperation as well as an e-Government ecosystem that observes international trends, changing social preferences and adapts the necessary transformation to the policies in an agile manner. E-Government applications need to be updated or improved continuously because of changing services and advancing technology.

Emerging technologies intending users and organizational processes in recent years have brought about the formation of new more interactive processes in public services. Central government units and local governments have started a number of projects to include various technologies and solutions like mobile devices, social media, smart cities, smart applications, big data, open data and wearable technology in the services they provide. However, public agencies / institutions have been trying to adapt technological innovation and e-Government trends according to their own needs. In most cases work on adapting to innovations start late or a common approach cannot be put into practice. This is why a structure needs to be established to provide guidance and support to public agencies / institutions.

The private sector, non-governmental organizations and universities have been conducting a number of research and development studies under different headings concerning e-Government in Turkey. The importance of trends like “digital by default” (services being developed and provided primarily as an e-Government service), “once only principle” (the principle of developing e-Government services so that they can be completed with a single transaction or application) and “open government” is growing day by day. For these trends to be used in public in a widespread manner, it is important to make the accumulated knowledge on e-

Government more effective via a better coordination and cooperation environment. Research and incentive mechanisms need to be improved and popularized so that innovative solutions can be adapted to the e-Government ecosystem more effectively.

Target Status

1. The private sector, non-governmental organizations and universities will be encouraged to conduct research on innovative approaches for central and local government services.
2. Knowledge and experience will be gained via sample / pilot applications, concerning the adaptation of new technologies to e-Government services.
3. Awareness will be improved concerning innovative approaches and their applicability in public services
4. Investment projects on innovative approaches in work and processes of central government units and local governments will be supported.
5. Road maps for usage of new technology and trends in public services will be prepared and ensured to be implemented.

Actions Associated with the Objective 1.3

The following table includes the actions that will be assigned and monitored in the scope of the objective and the actions that will support the objective.

Table 4. Actions Associated with Objective 1.3

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
New	2016-2019 National e-Government Strategy and Action Plan	Development and Support of an e-Government Research Program
		Development and Popularization of Policies for Big Data and the Internet of Things in Public Sector
ISS / To Be Monitored	2015-2018 Information Society Strategy and Action Plan	49. Big Data Pilot Implementation in Public Sector
ISS / Support	2015-2018 Information Society Strategy and Action Plan	21. Updating ICT Curriculum in Universities
		28. Creating ICT-Supported Remote Working Conditions
		42. Development of Smart Cities Program
		43. Supporting Smart Applications
		48. Developing Green ICT Program
		59. Developing City Management Information System
		65. Preparing Geographic Information Strategy and Action Plan of Turkey
71. Developing Information Society Research Program		
Support	2015-2018 Center of Attraction for Qualified Manpower	14. A research infrastructure information portal will be created and opened to access.

STRATEGIC AIM 2

Strategic Aim 2: Implementing Common Systems for Infrastructure and Administrative Services

This strategic aim involves developing and improving the common infrastructure and systems necessary for developing e-Government services and systems for administrative operations, in line with the purpose of improving the technical competency of the e-Government ecosystem.

General Overview

It is important for the infrastructure that is being operated independently in public agencies / institutions to be managed centrally in line with administrative needs, the ability to achieve savings and cyber security requirements.

International examples show that e-Government services can be delivered in much better quality and efficiency with the use of common infrastructures. These infrastructures provide a facilitating environment for all stakeholders independent of their specific public services. In order for e-Government initiatives to achieve a certain level of maturity the technological infrastructure addressing common needs must be reinforced. Besides, these infrastructures should support to meet the needs for back up, disaster recovery centers, cyber security and business continuity in public sector.

Many issues like electronic data and document sharing, electronic identification cards, a central identity authentication infrastructure and public network should not be just in the domain of one agency / institution but rather an infrastructure that all public sector can utilize.

Important e-Government services have been implemented by different agencies / institutions and many e-Government projects are still ongoing. However agencies are developing their own infrastructure for these e-Government services (Supreme Council for Science and Technology / BTYK 2013/104²⁹). This causes duplicate investments to be made and human resources to be assigned for these infrastructures in each agency/institution. Due to difficulties in supplying qualified human resources in public, these infrastructures are not being operated efficiently. Therefore establishment of a common approach is vital for developing e-Government services. A more holistic approach needs to be implemented in software development and system integration for e-Government projects, whether central and local governments conduct these projects internally or by service procurement.


3 objectives have been assigned for the steps in the scope of Strategic Aim 2;

Objective 2.1. Common ICT infrastructures will be developed

Objective 2.2. Common solutions for e-Government services will be developed and disseminated

Objective 2.3 Integrity and continuity of Information systems for administrative services will be ensured

²⁹ BTYK no 2013/104 Decision on 'Conducting Work to Establish a National Data Center': http://www.tubitak.gov.tr/sites/default/files/62_2013_104.pdf



**Objective 2.1:
Common ICT
Infrastructures will be
Developed**

Objective 2.1: Common ICT Infrastructures will be Developed

The Common ICT infrastructures necessary for e-Government services to be provided securely and seamlessly by central government units and local governments will be developed.

General Overview

The need for common information systems for public services and administrative operations in central and local administrations is an issue. The need for data centers, one of the most important components of an e-Government infrastructure in public agencies / institutions is constantly increasing, in order to meet the challenge of growing data volume and variety. It is important to use common infrastructures to reduce the reiterated use of resources and to minimize critical infrastructure risks. The initiative on a national integrated public data center has been started per the BTYK decision no. 2013/104. As stated in the decision, the data centers, which are still being operated individually in each agency/institution, needs to be integrated gradually in line with administrative needs, efficiency and cyber security requirements. Besides, establishment of the national public integrated data center is also vital for some of the needs defined in BTYK decision no. 2013/103³⁰ to be met and common applications used by public to be centrally provided for the mutual service of agencies / institutions.. A public secure network needs to be created and popularized so that data and document sharing becomes safer and seamlessly.

With the cloud computing technologies becoming more available in recent years, many agencies / institutions have been implementing virtualization and cloud solutions. Since cloud computing have significantly changed the approach to information systems, cloud computing based adaptation, data ownership, information security

³⁰ BTYK decision no. 2013/105 'Procurement of COTS Solutions Needed by Agencies/Institutions Through Bulk Purchasing Methods': http://www.tuICTak.gov.tr/sites/default/files/63_2013_105.pdf

and business continuity skills need to be improved in the human resources and processes. In line with advancing technology, common cloud computing infrastructure and skills need to be provided for the use of all agencies / institutions.

Public agencies / institutions are demanding human resources individually for common needs but most of the time the desired number and quality of human resources cannot be supplied. The central management of qualified human resources, necessary for the operation of common infrastructures, meeting the needs of public agencies / institutions in this respect centrally are required.

The Target Status


1. The technical capacity for common ICT infrastructures will be reinforced with advancing technologies.
2. The secure and seamless data management infrastructure that is needed for a strong e-Government ecosystem will be provided.
3. Platforms that can accommodate administrative services and common e-services will be established.
4. Human resources competency on common infrastructures will be improved.
5. Savings will be provided due to the use of common ICT infrastructures.

Actions Associated with the Objective 2.1

The following table includes the actions that will be assigned and monitored in the scope of the objective and the actions that will support the objective.

Table 5. Actions Associated with Objective 2.1

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
New	2016-2019 National e-Government Strategy and Action Plan	Establishing and Implementing Public Integrated Data Centers
		Establishing Electronic Data and Document Sharing Infrastructures
ISS / To Be Monitored	2015-2018 Information Society Strategy and Action Plan	64. Building Government Cloud Computing Infrastructure
ISS / Support	2015-2018 Information Society Strategy and Action Plan	3. Development of Cloud Program for SMEs
		48. Developing Green ICT Program
		62. Encouraging Use of Open Source Software in Public Sector
	2006-2010 Information Society Strategy and Action Plan	70. Public Secure Network
		76. Information Systems Disaster Recovery Management Center
Support	2015-2018 Program to Reduce Informal Economy	56. Relevant agencies and institutions will be determined as the basis for data sharing, up to date data specification tables will be prepared for these agencies and data sharing capacity between these agencies will be improved via necessary standardization on the mentioned data.
		62. The data that will help combat informal /underground economic operations being maintained in the data center of Turkish Association of Notaries will be identified and arrangements will be made to share this data with the relevant agencies / institutions in electronic format.



**Objective 2.2:
Common Solutions for
e-Government
Services will be
Developed and
Disseminated**

Objective 2.2: Common Solutions for e-Government Services will be Developed and Disseminated

Common solutions will be developed to increase the maturity level of central and local e-Government services, opened to the use of all stakeholders and disseminated.

General Overview

In order to develop e-Government services and increase their maturity level, interoperability and cooperation environments at a technical level need to be provided to all agencies / institutions.

Different technologies and infrastructures are used in the software developed for public agencies / institutions. The lack of a common approach in developing software requires more time and resources to be devoted to software development processes. Problems are experienced in the maintenance and transition to new software processes due to software not being developed with certain common criteria and infrastructure. In order to achieve a common approach in developing e-Government services, software needs to be developed and systems need to be integrated with a holistic perspective.

The services provided by public agencies / institutions generally start with the interaction of the user. In order to increase the quality of services and simplify the work for citizens the necessary data sharing mechanisms need to be established and these types of services need to be triggered without any interaction. Rather than the work load (establishing a protocol, planning, etc.) that is taken over by the public agencies / institutions by integrating with the other agencies/institutions in order to exchange data , all agencies integrating with one center via the Enterprise Service Bus (ESB) mechanism, is considered to simplify data exchange and beneficial in terms of determining criteria in version management. When exchanging data and documents among agencies / institutions security and business continuity needs to be taken into consideration.

The transition period for the Republic of Turkey Identification Card (RTIC), which will contribute greatly to the maturity of electronic services, is ongoing. The e-Government services need to perform identity authentication with RTIC and should be updated to use this card.

The Electronic Signature Law³¹ No. 5070 defining the principles and procedures concerning use of electronic signatures in Turkey was enacted in 2004. In process of time, the approaches concerning e-signature usage need to be restructured in line with emerging technologies and the regulations need to be reviewed to include use by legal entities and foreign real individuals / legal entities.

The official correspondence between agencies / institutions not being conducted in electronic format at the desired level constitutes an important barrier in the way of benefits to be gained with e-Government. With the no. 2008/16 Circular of Prime Ministry titled “Electronic Document Standards”³², the electronic document criteria that need to be used by public agencies / institutions have been specified. However several approaches and applications have emerged in terms of document management in public agencies / institutions. The “Regulation on Procedures and Principles to be Applied in Official Correspondence” was updated in 2015³³ to eliminate the incompatibilities between applications. Complying with the required criteria for e-correspondence and dissemination of electronic document sharing among all public agencies / institutions has become mandatory with this regulation. The existing infrastructures and applications need to be improved in order for all documents, archives and digital media records to be shared in line with changing conditions. In the information society strategies and action plans published in Turkey, top level policies are included for the use of open source software in public information systems. In recent years, the preference to use open source software applications for infrastructure in agencies / institutions has been observed. A road map for the widespread use of open source software in common solutions needs to be prepared, the required legislative work needs to be completed and support needs to be provided to public agencies / institutions on this subject.

Target Status

1. Seamless and secure data sharing will be provided between public agencies / institutions and stakeholders.
2. Data sharing between public agencies / institutions and stakeholders will be in electronic format.
3. Electronically seamless and secure identity authentication between public agencies / institutions and stakeholders will be enabled.
4. With the use of similar software technologies and infrastructures in e-Government services, interoperability and coordination is enhanced by avoiding duplicate development processes.

Actions Associated with the Objective

The following table includes the actions that will be assigned and monitored in the scope of the objective and the actions that will support the objective.

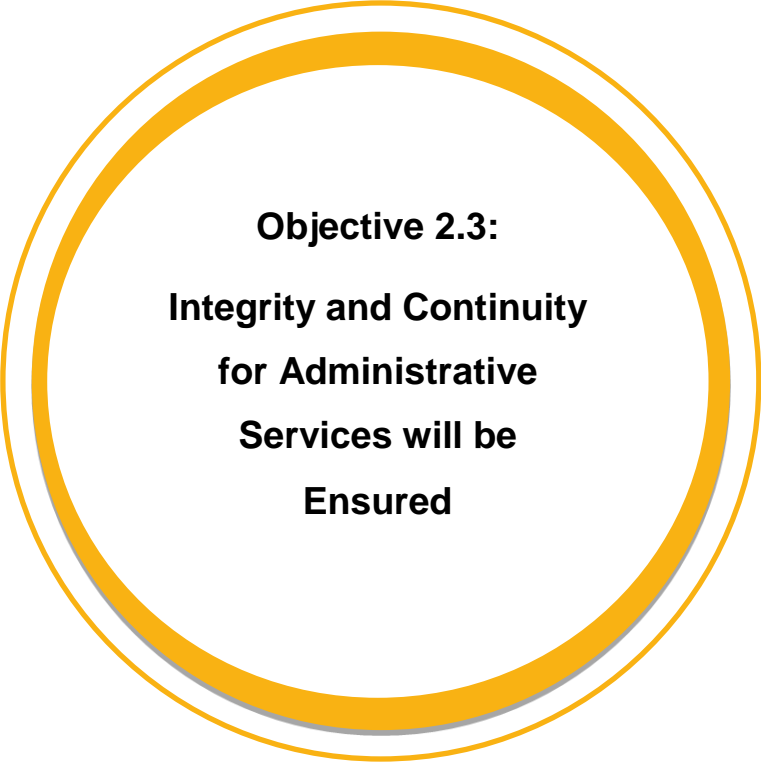
³¹ <http://www.resmigazete.gov.tr/eskiler/2004/01/20040123.htm>

³² “Electronic Document Standards” Circular of Prime Ministry no. 008/16: <http://www.resmigazete.gov.tr/eskiler/2008/07/20080716-7.htm>

³³ <http://www.resmigazete.gov.tr/eskiler/2015/02/20150202-1.htm>

Table 6. Actions Associated with Objective 2.2

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
New	2016-2019 National e-Government Strategy and Action Plan	Generalizing the Central Identity Verification System for Real Individuals and Legal Entities
		Developing National e-Government Software Development Libraries and Platforms
		Generalizing the Usage of Open Source Software (OSS) for Priority Information Systems
ISS / To be Monitored	2015-2018 Information Society Strategy and Action Plan	65. Preparing Geographic Information Strategy and Action Plan of Turkey
		62. Encouraging Use of Open Source Software in Public Sector
ISS / Support	2015-2018 Information Society Strategy and Action Plan	4. Establishing Software Sector Work Group
		45. Ensuring Integration of e-Health Records
		46. Realization of e-Health Standardization and Accreditation
	64. Building Government Cloud Computing Infrastructure	
	2006-2010 Information Society Strategy and Action Plan	83. Promoting Usage of e-Signature
Support	2015-2018 Program to Reduce Informal Economy	Expanding the use of e-ticket applications for events that are entered with a ticket like, land, maritime or airline transportation, sports events, theatre, cinema or concert activities.
	2013-2017 Ministry of Environment and Urbanization Strategic Plan	The content and change standards for geographical data will be determined; the data sets will be adapted to the national geographical information system (Completion of the National Geographical Information System of Turkey, Building a Cloud Infrastructure for Local Governments)
	2013-2017 Ministry of Customs and Trade Strategic Plan	Developing and implementing strategies for companies, cooperatives, merchants and craftsman and their superstructures, making necessary regulations.
	2015-2019 Ministry of Internal Affairs Strategic Plan	Expanding the use of electronic platforms for effective and secure management of ministerial tasks and processes (Disseminating the e-Interior Highway Project, Completing the Cloud Municipality Project)
	Transportation and Communication Strategy Target 2023 of Turkey	National Operating System and Applications Project
	2015-2018 Program to Increase Public Income Quality	16. An e-notification system will be established.
	2015-2018 Program to Reduce Informal Economy	59. A "National Geographic Information System" infrastructure will be established and the necessary support will be given to make sure economic activities are recorded; Creating a real estate map of Turkey and preparing valuation data will reduce public income loss in these areas to a minimum.



**Objective 2.3:
Integrity and Continuity
for Administrative
Services will be
Ensured**

Objective 2.3: Integrity and Continuity of Information Systems for Administrative Services will be Ensured

Integrity and continuity will be ensured in the information systems developed for the services required by central government units and local governments for their administrative functions.

General Overview

Central and local governments are in need of various resource management infrastructures, like public financial management, strategic management, personnel management, call management, procurement management and movable assets management, in line with organizational needs; and they are in need of applications for common administrative services like business process management, regulation preparation / asking for opinion and obtaining information. In situations where a common information system cannot be provided or is insufficient, every institution that is subject to similar processes tries to meet the need within their own resources and tends to develop / purchase new software.

Improving the information systems for administrative services is a major need in local governments. In smaller scale local government units, the difficulties in resource allocation and challenges in transitioning to electronic platforms can arise as drawbacks for using software. The provision of applications needed for administrative services by local governments through common infrastructures not only integrates common infrastructures, but also ensures more effective resource management in agencies / institutions and enables faster administrative services.

Cloud computing, one of the emerging technologies, has some specific dynamics of its own. The existing or newly developed systems need to be re-evaluated, and where necessary redeveloped consonant to cloud computing technologies using common infrastructures.

A holistic perspective needs to be established for administrative services so that institutional operations can be conducted in line with the agency/institution's strategic plan and institutional resources. Usage needs to be

extended by training programs for administrative services, which are used in general by the strategy development and support services units.

Target Status

1. The information system infrastructures needed at minimum by public agencies / institutions for common services will be created and provided for use.
2. Administrative services that agencies / institutions have in common will be developed and operated through common infrastructures.
3. Common information systems will be developed to reduce duplicate investments for local administrative services with similar processes to a minimum.

Actions Associated with the Objective 2.3

The following table includes the actions that will be assigned and monitored in the scope of the objective and the actions that will support the objective.

Table 7. Actions Associated with Objective 2.3

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
New	2016-2019 National e-Government Strategy and Action Plan	Development of Applications for Common Administrative Services
		Development of Applications for Similar Services Provided by Local Governments
ISS / To Be Monitored	2015-2018 Information Society Strategy and Action Plan	42. Development of Smart Cities Program
		59. Developing City Management Information System
ISS / Support	2015-2018 Information Society Strategy and Action Plan	62. Encouraging Use of Open Source Software in Public Sector
		64. Building Government Cloud Computing Infrastructure
Support	2015-2019 Ministry of Internal Affairs Strategic Plan	Expanding the use of electronic platforms for effective and secure management of ministerial tasks and processes (Disseminating the e-Interior Highway Project, Completing the Cloud Municipality Project)
	2014-2023 Smart Transportation Systems Strategy Document - 2014-2016 Action Plan	Development of an e-payment system that can be used in all transportation vehicles throughout the country
	2015-2018 Program to Reduce Informal Economy	44. The legal, administrative and technical infrastructure necessary for gradual transition to an electronic fee collection system in inner-city transportation (bus, ferry, trolley, metro, etc.) will be formed.
		46. Expanding the use of e-ticket applications for events that are entered with a ticket like, land, maritime or airline transportation, sports events, theatre, cinema or concert activities.
2015-2018 Program to Locally Reinforce Institutional Capacity	24. Metropolitan municipalities will be supported for their feasibility studies on smart city applications.	

STRATEGIC AIM 3

Strategic Aim 3: Realizing e-Transformation in Public Services

This strategic aim involves the redesigning of existing public services to utilize new technologies and trends and to be user-centric. The new services will be developed in accordance with user centricity and innovation principles, provide service integration for high priority life events and achieve e-transformation in public services through improving service delivery channels.

General Overview

In order for e-transformation to be achieved in public services, it is important for institutional information to be primarily and effectively managed electronically, data sharing between agencies / institutions to be increased, e-Government services to be developed considering life events and these e-Government services to be provided over different channels.

In order to provide user-centric and effective e-Government services, citizens must be enabled to complete their transactions for a life event with a single process or application, instead of having to make transactions among agencies (once only principle).

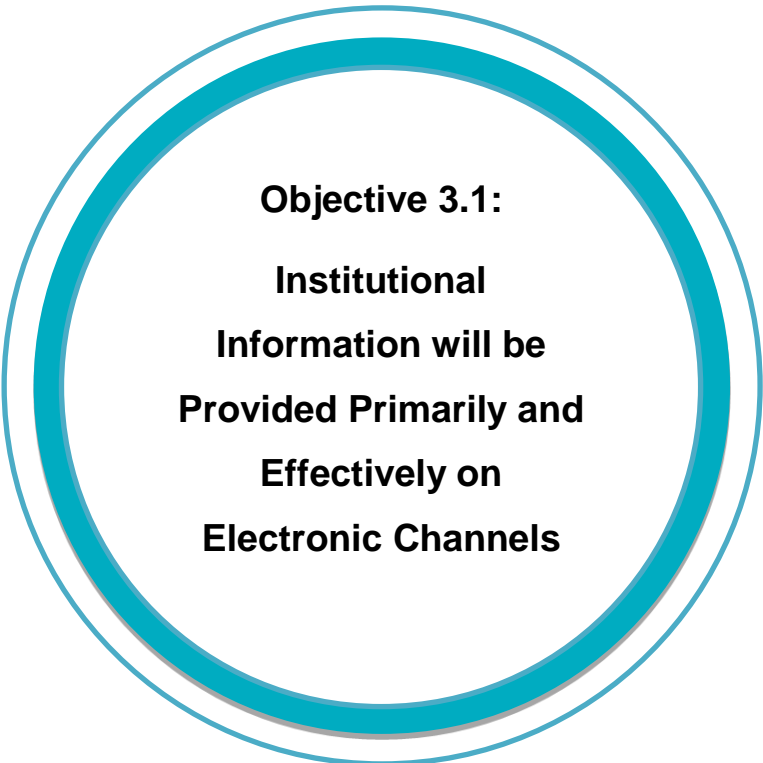
Since obtaining information holds an important place in the lives of individuals, the channels of access need to be established well. Among information access channels, websites and social media pages have become more popular in recent years. In this context, public websites and social media pages need to comply with certain criteria, and contain user oriented and up to date information. Moreover, it is observed that public

websites are developed according to certain templates that represent the integrity of the government in outstanding countries with their e-Government activities.

The e-Government services and service delivery channels being in accordance with user profiles and being shaped taking accessibility criteria into account while conducting e-transformation, enables the e-Government services to be used widely. Public services need to be designed in line with these criteria and service delivery channels need to be diversified.

4 objectives have been assigned for the steps in the scope of Strategic Aim 3;

- Objective 3.1. Institutional information will be provided primarily and effectively on electronic channels
- Objective 3.2. Integrations of information systems in the priority sectors will be strengthened
- Objective 3.3. The maturity level of e-Government services will be increased
- Objective 3.4. Service delivery channels will be enhanced and diversified



**Objective 3.1:
Institutional
Information will be
Provided Primarily and
Effectively on
Electronic Channels**

Objective 3.1: Institutional Information will be Provided Primarily and Effectively on Electronic Channels

A structure will be created in which information about Turkey is presented with a holistic approach and easy access is provided to this information; information about the services provided by agencies / institutions and the activities they realize will be provided electronically according to defined criteria.

General Overview

In order for public agency / institution information to be provided electronically with priority and for continuity to be achieved, the websites of the agencies / institutions must be structured and managed according to defined standards.

Many agencies / institutions present the information they are sharing from their own websites. But since websites are not always implemented according to the defined standards, difficulties are met while accessing this information. It is generally not known when the information on public agency / institution websites are updated or whether they contain the most up to date information. Only about half of the Internet users in Turkey (50.5%) use the websites of public agencies / institutions to get information (TURKSTAT, Information and Communication Technology (ICT) Usage Survey on Households and Individuals 2015³⁴). People usually prefer to call or go to the agency / institution in person to get information, rather than looking for the information on their website.

Among the reasons for using the Internet, another matter included in the TURKSTAT Information and Communication Technology (ICT) Usage Survey on Households and Individuals is the use of social media that takes the first place with 80.9%. The social media, the use of which is growing more day by day, is becoming an effective information channel reaching large audiences. However public agencies / institutions do not have a

³⁴ TURKSTAT Information and Communication Technology (ICT) Usage Survey on Households and Individuals 2015: <http://www.tuik.gov.tr/PreHaberBultenleri.do?id=18660>

common approach for the management of their social media pages. For the management and usage of social media pages, preparing and extending the necessary guidelines is critical.

Public agencies / institutions are developing various websites that contain information about the service areas they are responsible for (college, tourism, trade, etc.). These Internet sites provide information about Turkey and the public services in Turkey. The websites developed by public agencies / institutions about their service areas need to be restructured so that information about Turkey can be presented in a holistic manner. Furthermore, an official website needs to be developed to provide central access to information introducing Turkey and the services provided in Turkey.

Target Status

1. A consistent appearance will be achieved with common approaches on the websites and social media accounts of central government units and local governments.
2. Fast and easy access will be provided to information about Turkey, the public agencies / institutions in Turkey and the public services they provide.


Actions Associated with the Objective 3.1

The following table includes the actions that will be assigned and monitored in the scope of the objective and the actions that will support the objective.

Table 8. Actions Associated with Objective 3.1

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
New	2016-2019 National e-Government Strategy and Action Plan	Updating and Generalizing Government Agencies' Websites and Social Media Pages in Accordance with the Specified Guidelines
		Restructuring Public Information and Introduction Sites
ISS / To Be Monitored	2015-2018 Information Society Strategy and Action Plan	50. Open Access to Digital Cultural and Scientific Information
		58. Provision of User-Centric e-Government Services
		67. Sharing Public Data
		70. Benefiting from Mobile Platforms and Social Media in e-Government Services
Support	2013-2017 Ministry of Economy Strategic Plan	Information and awareness in foreign trade and investments will be raised among stakeholders (Forming a Foreign Trade and Investment Portal)
	2014-2018 The Ministry of Transportation, Maritime Affairs and Communications Strategic Plan	Preparing the Transportation Master Plan (Updating the National Transportation Portal)
	Transportation and Communication Strategy Target 2023 of Turkey	The National e-Mail and Web Page for Every Agency / Institution Project
	2015-2018 Program to Develop a Business and Investment Environment	11. The services that public agencies / institutions provide to the business world in electronic format will be determined.
	2015-2018 Program to Increase	41. It will become a requirement for Special

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
	Public Income Quality	Provincial Administrations and Municipalities to establish a website and broadcast certain information here.
	2015-2018 Program to Locally Reinforce Institutional Capacity	25. Municipalities will be made to systematically collect data and share it with the public.
	2015-2018 Program to Increase Domestic Savings and Prevent Waste	30. The current website for conscious consumer topics (tuketici.gov.tr) will be improved.



**Objective 3.2:
Sectoral Integrations
of Information
Systems will be
Strengthened**

Objective 3.2: Sectoral Integrations of Information Systems will be Strengthened

The integrations of information systems in public service domain will be strengthened and these systems will be improved to provide information security, personal data privacy and business continuity at the highest level.

General Overview

While activities are being done to develop e-Government services it is critical to integrate the services that concern the general population. The innovations that develop over time and the organizational changes in the public sector have resulted in different services being provided in the same sector by more than one agency / institution. As a result, information systems have been developed that function independently in public agencies / institutions for different services in the same sector. There is lack of integration among these systems, data sharing is at a limited scale and the service processes cannot be operated as integrated.

It is also important for information security and business continuity to be provided in e-Government services. In this context, new systems need to be developed taking into account the requirement for information security and personal data privacy, the existing systems need to be improved meeting these requirements at the highest level and the necessary integrations need to be completed.

Target Status

1. The necessary integrations for integrated processes to be operated without interruption will be completed.
2. Sharing data among the sector in an electronic format will be made more effective.
3. Secure access from a single point will be provided to information produced / used by the sector.

Actions Associated with the Objective 3.2


The following table includes the actions that will be assigned and monitored in the scope of the objective and the actions that will support the objective.

Table 9. Actions Associated with Objective 3.2

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
New	2016-2019 National e-Government Strategy and Action Plan	Integration of Information Systems Associated with Labor and Social Security Services
		Integration of Information Systems Associated with the Health Services Sector
		Integration of Information Systems Associated with the Education Services Sector
		Integration of Information Systems Associated with Public Finance Administration
		Integration of Information Systems Associated with Social Services
		Integration of Information Systems Associated with the Transportation and Communication Sector
		Integration of Information Systems Associated with the Food, Agriculture and Livestock Sector
ISS / To Be Monitored	2015-2018 Information Society Strategy and Action Plan	45. Ensuring Integration of e-Health Records
		46. Realization of e-Health Standardization and Accreditation
ISS / Support	2006-2010 Information Society Strategy and Action Plan	32. Establishment of Health Information System
		33. Blood Banks Data Sharing
		34. Online Health Services
		38. Integrated e-Library System
		40. e-Test Applications
		50. Online Real Estate and Construction Permits
		53. Land Registry and Cadastre Information System
		55. Development of Agriculture Information System
		60. Single Window Application for Citizens at Border Gates
		61. Transportation Demand Management System
		62. e-Payment Standards for Transportation Systems
		63. Data Based Income Management Systems
Support	2015 Program to Reduce Informal Economy Action Plan	Expanding the use of e-ticket applications for events that are entered with a ticket like, land, maritime or airline transportation, sports events, theatre, cinema or concert activities.
	2012-2023 National Earthquake Strategy and Action Plan	An Earthquake Information Bank will be established and the operation will be rendered continuous to process earthquake data according to international standards, information will be stored in a specific format and distributed to multi stakeholder users from a single center

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
		Communication, emergency call and ICT system infrastructure together with access system for emergency response and aid services will be developed at central and local levels.
	2013-2017 Ministry of Family and Social Policies Strategic Plan	Defining main business processes and providing management of these processes in electronic format
	2014-2018 Ministry of Labor and Social Security Strategic Plan	Developing the Process to Issue Work Permits to Foreigners
		Developing a Labor Statistics Information System
	Disaster And Emergency Management Presidency 2013 – 2017 Strategic Plan	Establishing a Risk Oriented Integrated Disaster Management System
	2015-2019 Ministry of Justice Strategic Plan	Restructuring of Judicial Processes for Children
		Developing ICT Services in Justice / Reinforcing Capacity for Judicial Statistics
	2014-2018 Treasury Undersecretary Strategic Plan	Monitoring Applications as a Whole for Measurability, Predictability, Transparency and Efficiency in Government Assistance
	2013-2017 Ministry of Finance Strategic Plan	Ensuring the management, monitoring and reporting of public resources efficiently
	2013-2017 Ministry of Health Strategic Plan	Developing health information systems to monitor and evaluate provision of health services and make evidence based decisions.
		Empowering the role of first step health services to improve the integration and continuity of services
		Facilitating the accessibility, safety, efficiency and rational use of medications, biological products and medical devices and establishing safety of cosmetic products (Developing the Medicines and Medical Devices Tracking System for Turkey, Establishing a Cosmetic Product Record System)
	2015-2019 Council of Higher Education Strategic Plan	Development and Dissemination of Document, Data and Information Management Systems
		Increasing Turkey's national and international scientific research capacity
	2014-2018 Higher Education Loans and Hostels Board Strategic Plan	Continuing the efficient payment of loans and scholarships; making payments at the beginning of a term to students who have earned a loan / scholarship for the first time and developing new applications
	2013-2017 Turkish State Meteorological Service Strategic Plan	By the end of 2017 the prediction of rainfall amount will start to be delivered
		Early warning systems will be developed for extreme weather conditions
	2013-2017 Ministry of Forestry and Water Affairs Strategic Plan	Creating a national water information system
	2014-2018 The Ministry of	Preparing a Transportation Master Plan (Updating the

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
	Transportation, Maritime Affairs and Communications Strategic Plan	National Transportation Portal)
	2015-2018 Program to Develop Statistical Information Infrastructure	9. The databases of MERSiS (Central Registration Record System), ESBiS (Merchant Information System) and Marketplace Registration System (HKS) and Producer Unions and Cooperatives Information System of the Ministry of Customs and Trade will be made usable for statistical production processes
	2015-2018 Program to Increase Public Income Quality	8. The information technology systems and applications for the Revenue Administration will be developed.
		9. The information technology systems and applications for the Customs Administration will be developed.
		22. The Taxpayer Feedback System will be renewed.
	2015-2018 Program to Rationalize Public Expenditures	4. The database integration of public agencies / institutions that serve for the social aids will be completed.
		6. The social aid activities of local governments will be conducted in collaboration with public social aid agencies through online data exchange.
		8. The activities of agencies / institutions providing agricultural support will be associated with the database of Ministry of Food, Agriculture and Livestock.
		23. An integrated system with other agencies will be established to program, monitor and evaluate investment projects.
		62. An Integrated Public Financial Management Information System will be established.
	2015-2018 Program to Develop Health Tourism	9. A special data entry system will be established for Health Tourism.
	2015-2018 Program of Transformation from Transport to Logistics	24. The Single Window System will be Completed.
	2015-2017 Market Surveillance and Inspection Strategy	3.1. Mechanisms will be developed for traceability of products
		3.2. Regular data entry will be provided to the National MSI Information System (NMSIS / PGDBIS), NMSIS will be developed
		3.3. Effective use of the National Accident / Injury database



**Objective 3.3:
The Maturity Level of
e-Government
Services will be
Increased**

Objective 3.3: The Maturity Level of e-Government Services will be Increased

The maturity level of e-Government services will be increased by e-transformation of primary public services and provision of existing e-government services with an integrated and user-centric life-event approach.

General Overview

Life events (birth, marriage, divorce, business establishment, routine / monthly processes of businesses, sudden illness, injury, death, etc.) that affect the flow of life for individuals and agencies / institutions lead to a number of processes to be conducted one after another by more than one public agency / institution. Currently, the e-Government services are mostly provided without integration rather than being integrated on life event basis. Due to the process centric approach and lack of integration at the desired level between agencies / institutions, citizens have to give similar information to different agencies / institutions when obtaining service or get just some parts of the services through e-Government but have to get others in person. For priority life events, completion of e-Government service transformations and providing service integration for consecutive and related processes is important in terms of providing effective and user-centric services. The processes that are conducted in connection with life events requiring the cooperation of different agencies / institutions or system integrations need to be configured in a way that requires the users the least.

In order to increase the maturity level of e-Government services, user-centric services must be produced and delivered. In the European Union e-Government Benchmark studies, the points taken into consideration are usability, accessibility and delivery of online e-Government services which are integrated for the entire life event.

Target Status


1. Seamless operation of integrated processes will be provided by realizing integrations for the entire life events.
2. Effective and user-centric service provision will be ensured by addressing e-Government services integrations for the entire life events.

Actions Associated with the Objective 3.3

The following table includes the actions that will be assigned and monitored in the scope of the objective and the actions that will support the objective.

Table 10. Actions Associated with Objective 3.3

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
New	2016-2019 National e-Government Strategy and Action Plan	Ensuring user-centric Integration of Services Associated with Change in Citizen Status
		Ensuring user-centric Integration of Services Associated with Business Activities
		Ensuring user-centric Integration of Services Associated with Professional Life Activities
		Ensuring user-centric Integration of Services Associated with Inheritance Transactions
		Ensuring user-centric Integration of Services for Vehicle Purchase and Use Transactions
		Ensuring user-centric Integration of Services Associated with Low Balance Receivables Case Transactions
ISS / To Be Monitored	2015-2018 Information Society Strategy and Action Plan	47. Disseminating Integrated Care Services
		58. Ensuring of User-Centric e-Government Service Delivery



**Objective 3.4:
Service Delivery
Channels will be
Enhanced and
Diversified**

Objective 3.4: Service Delivery Channels will be Enhanced and Diversified

One of the most basic steps in providing e-Government services is developing service delivery channels according to an evaluation of user profiles and making improvements taking into account all user groups. The user needs will be considered to improve and diversify public service delivery channels.

General Overview

In the current situation, there is no common approach for the service delivery channels, and generally the e-Government services provided by agencies / institutions are delivered from their websites or from the e-Government Gateway and only some of the services can be accessed from mobile platforms. Under today's conditions, the new e-Government services to be developed must first be compatible with mobile platforms and use the social media effectively.

Standard approaches that also include disadvantaged groups are not used in the provision of e-Government services. The user profiles and needs being determined and services being provided according to these determinations is important in terms of user centricity and reach to wide audiences.

In addition to accessing e-Government services from different channels, single point access is provided from the e-Government Gateway. In order for users to be able to access e-Government services from a single point, high maturity e-Government services being used by the general public need to be provided throughout the e-Government Gateway.

The rapid dissemination of Internet has enabled many public services to be provided as an e-Government service. While some part of the society is able to utilize these services effectively, another part is having difficulty adapting to this change for a number of reasons (no Internet access, high costs for internet access, low literacy in information and communication technologies, etc.). This situation cause to deepen digital divide in the society. Different service delivery channels are being created throughout the world to provide e-Government services to every segment of society more effectively. One-Stop-Shops are among the most important ones of

these service delivery channels. Alternative service delivery models more suitable to the conditions in Turkey, in addition to the e-Government Gateway, which is one of the service provision channels, need to be created and more users need to be reached.

Target Status

1. User preferences and profiles will be evaluated to improve the delivery of services.
2. Service delivery channels will be diversified to reach every segment of the society.
3. Access to e-Government services from a single point will be enhanced.

Actions Associated with the Objective 3.4

The following table includes the actions that will be assigned and monitored in the scope of the objective and the actions that will support the objective.

Table 11. Actions Associated with Objective 3.4

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
New	2016-2019 National e-Government Strategy and Action Plan	Designing New Service Delivery Models to Increase Use
		Restructuring e-Government Services to Address All Disadvantaged Groups
		Delivering e-Government Services over the e-Government Gateway Primarily
ISS / To Be Monitored	2015-2018 Information Society Strategy and Action Plan	70. Benefiting from Mobile Platforms and Social Media in e-Government Services
ISS / Support	2015-2018 Information Society Strategy and Action Plan	58. Provision of User-Centric e-Government Services
		30. Creating the Digital Divide Index
Support	2006-2010 Information Society Strategy and Action Plan	72. Shared Call Center
	Transportation and Communication Strategy Target 2023 of Turkey	A Physical Government Access Gateway Project
	2015-2018 Program to Develop a Business and Investment Environment	12. The services provided by public agencies / institutions to the business world in electronic format will be transferred to the e-Government gateway and the systems will be enabled to communicate with each other.
		13. The services that can be provided to the business world by public agencies / institutions in electronic format will be determined and transferred to electronic format to be provided through the e-Government Gateway.
	2015-2018 Program to Increase Public Income Quality	24. The services provided to taxpayers in electronic format will be developed and it will be made possible for some services to be accessed via mobile platforms.
2015-2018 Program to Increase Domestic Savings and Prevent Waste	26. The Mobile Consumer Project will be made available for active use.	

STRATEGIC AIM 4

Strategic Aim 4: Enhancing Usage, Participation and Transparency

This strategic aim involves providing widespread usage of e-government services, increasing participation by strengthening of e-participation mechanisms to ensure the involvement of all stakeholders in the public decision-making processes and increasing transparency via open data approaches.

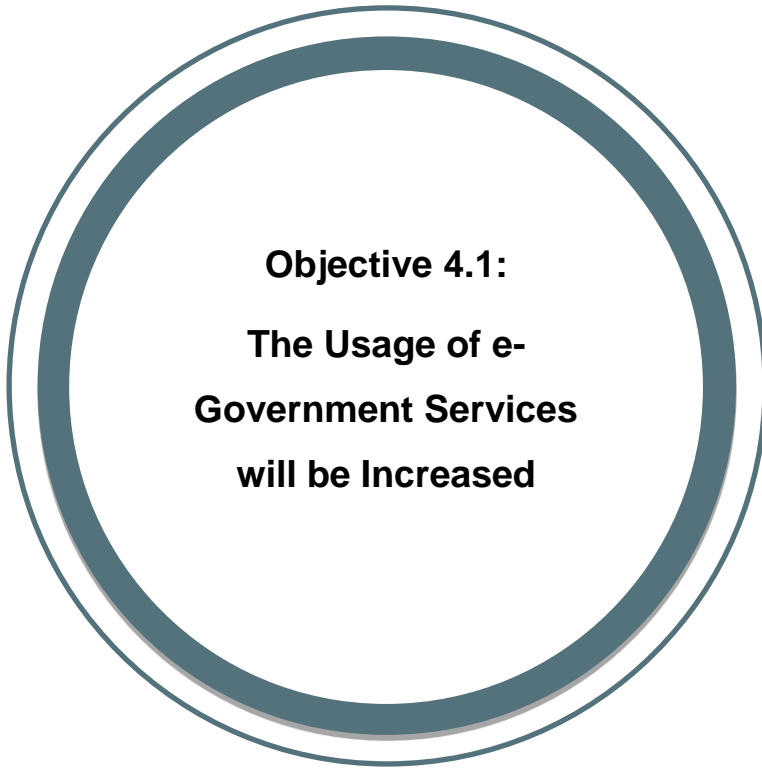
General Overview

By enabling stakeholder participation in the public policy making, decision making and implementation processes, the society's knowledge, and experience can be transferred to these processes. Furthermore, efficiency, accountability and transparency of the government is increased when participation is provided. One of the important means provided by e-Government is that it provides the opportunity, with the support of information and communication technologies, to create electronic governance mechanisms that all stakeholders can be included in and therefore enable stakeholders to participate in all processes.

The first step in increasing the use of a service is to conduct information activities, and the second step is to meet the requirements towards making use of this service preferred and / or overcoming obstacles to its use. Besides, utilizing the user feedback for designing the services plays an important role in increasing use. In order to make sure the services are preferred, it is known that being informed about the content prepared by the party providing the services is not sufficient. For e-Government implementations to be preferred, the users must also have awareness about these applications being in their own interest and meeting their concerns. Also user feedbacks need to be included in the service creation and improvement processes to give the users the perception that services will meet their needs and thus encourage their use. The presentation of data as open data for the use of stakeholders also reinforces transparency and accountability in public administration and in the meantime creates economic value and provides qualitative and quantitative improvements in public services. Reinforcing transparency and accountability with an open data approach also increases effectiveness of participation.

3 objectives have been assigned for the steps in the scope of Strategic Aim 4;

- Objective 4.1. The usage of e-Government services will be increased.
- Objective 4.2. Open data usage will be broadened.
- Objective 4.3. e-Participation mechanisms will be enhanced.



Objective 4.1: The Usage of e-Government Services will be Increased

Introduction / education activities concerning the existence and usage of the e-Government services will be conducted, problems contributing to the services not being preferred will be solved and e-Government services will be improved with the feedback mechanisms to obtain user opinions.

General Overview

At present, many e-Government services are being provided by different public agencies / institutions. Users who are not aware of the available e-Government services are still trying to conduct transactions face to face with public agencies / institutions. In order to popularize usage of e-Government services, introduction and informative activities appropriate for different user profiles need to be conducted, easier access to e-Government services must be provided and e-Government awareness need to be established and / or increased in the society. Increasing information and communication technology and e-Government literacy in the society is important, in order to establish / increase the society's e-Government awareness.

There are also users that are aware of the e-Government services but do not use them. These users choose not to use the e-Government services for a number of different reasons like thinking that they will not be able to prove later the transactions that they have done electronically or being reluctant to share their personal information in an electronic environment. In this context study needs to be done on information security and personal data privacy to gain the trust of users. Also awareness needs to be increased on what users will gain by using the e-Government services in order to increase preference of the services.

It has been observed that user opinions are obtained in the development and improvement of services by some public agencies / institutions in Turkey. The reflection of opinions obtained from users on the services encourages them to use the services more and enables them to be continuously improved. In this scope, it is necessary for the opinions of users on e-Government services to be obtained and reflected on the services.

Target Status

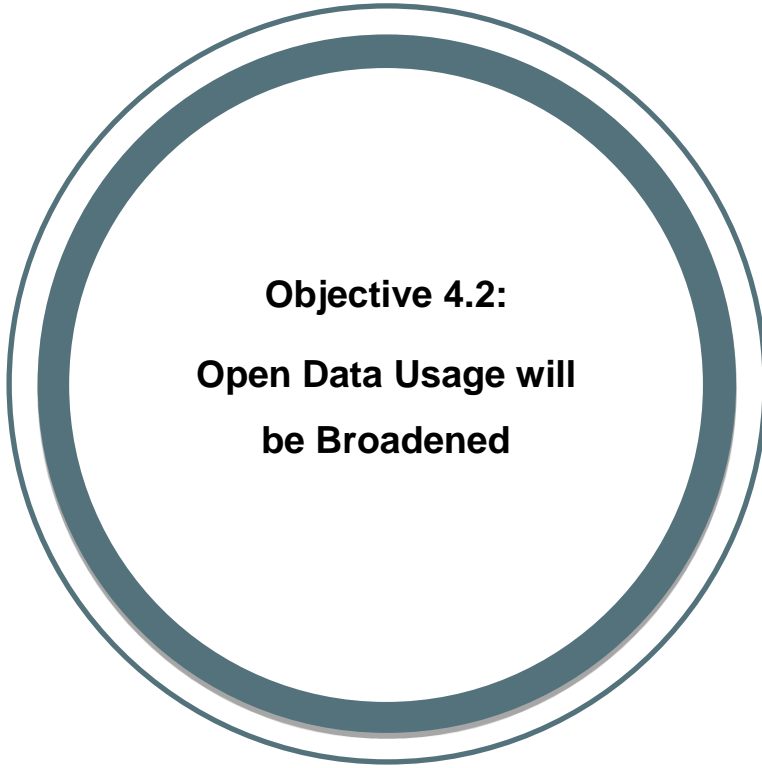
1. The use of e-Government services will be made more preferable to using face to face service channels.
2. User awareness about e-Government services will be increased.
3. User trust in e-Government services will be increased.
4. The usage of e-Government services will be popularized.
5. The digital divide related to the usage of e-Government services use will be decreased.
6. Production / delivery models shaped with participation for e-Government services will be created and reinforced.

Actions Associated with the Objective 4.1

The following table includes the actions that will be assigned and monitored in the scope of the objective and the actions that will support the objective.

Table 12. Actions Associated with Objective 4.1

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
New	2016-2019 National e-Government Strategy and Action Plan	Increasing Awareness of e-Government Services by Strengthened Information Channels
		Making e-Government Applications More Preferred
		Increasing User Participation in the Improvement Public Services
ISS / Support	2015-2018 Information Society Strategy and Action Plan	5. Promoting Content Development in FATİH Project
		32. Updating the Curriculum for Raising ICT Awareness
		33. Dissemination of Internet Access
		35. Building Public Information Centers in Local Governments
		37. Enactment of Cyber Security Law
		38. Enactment of Legislation on Privacy of Personal Data
		40. Increasing Awareness on Safer Use of Internet
		58. Provision of User-Centric e-Government Services
68. Developing ICT-Supported Participation Program for Public Policy Making		



Objective 4.2: Open Data Usage will be Broadened

The scope of activities that need to be carried out on the subject of open data by public agencies / institutions, as well as other stakeholders like the private sector and non-governmental organizations in Turkey will be determined, the related criteria will be established, and usage will be broadened.

General Overview

Open data initiatives create economic value for many countries in the world. In such countries open data is used to produce new value added services, create new markets, reduce costs, encourage entrepreneurialism and ensure information based correct decision making.

Therefore, Turkey's becoming a member of the Open Government Partnership in 2011 is seen as an important step for Turkey. A variety of meetings on open data have been organized in Turkey by different agencies / institutions. An action plan was prepared in 2012 in the scope of the Open Government Partnership. In August 2013 the Circular of Prime Ministry no 2013/9³⁵ on the initiative of the Open Government Partnership in Turkey was published. The action plan in the scope of the Open Government Partnership has not been completed yet.

Anonymous public data, as well as the data of all stakeholders like the private sector, universities and non-governmental organizations can be presented as open data. In this context it is necessary to create a model that includes all stakeholders, where all data produced by stakeholders is shared as open data and added value is provided. Moreover, the necessary legislative arrangements need to be made to remove the obstacles preventing the production and use of open data.

While data produced in the e-Government ecosystem is being used as open data, it should be anonymized and shared paying utmost attention to personal data privacy, national security and commercial secrets. In the

³⁵ Circular of Prime Ministry no 2013/9 <http://www.resmigazete.gov.tr/eskiler/2013/08/20130823-8.htm>

meantime open data must always be accessible, comprehensible to people and processable by software systems.

Target Status

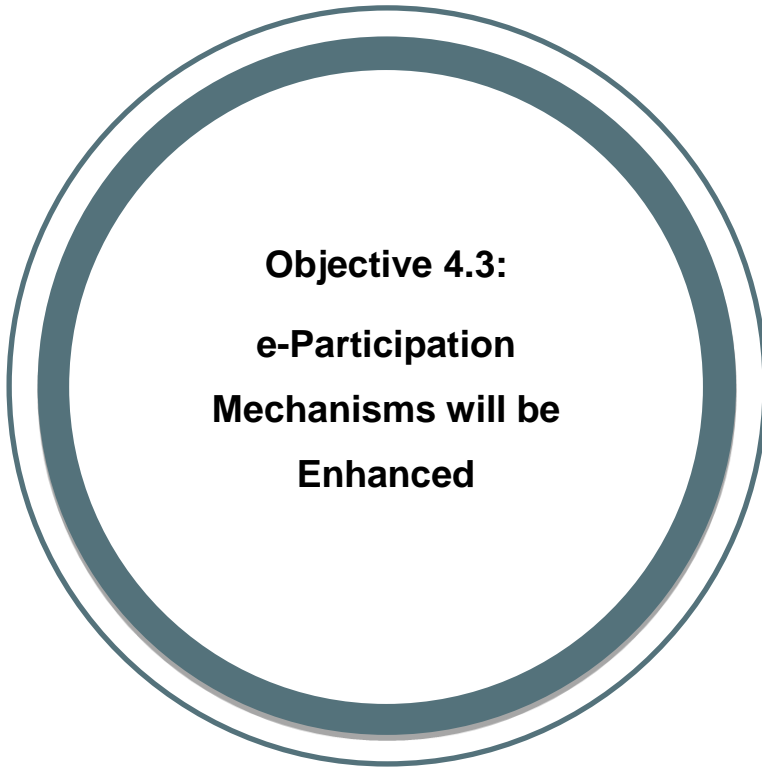
1. Open data will be used to increase efficiency and create economic value with new products / services.
2. The groundwork for developing and providing services and creating innovative solutions will be prepared.
3. Transparency and accountability will be increased in decision making processes and public services.

Actions Associated with the Objective 4.2

The following table includes the actions that will be assigned and monitored in the scope of the objective and the actions that will support the objective.

Table 13. Actions Associated with Objective 4.2

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
New	2016-2019 National e-Government Strategy and Action Plan	Developing Open Data Sharing Portal
		Transforming Public Data to Open Data and Sharing Data
		Developing a Public Investment and Realization Monitoring Portal
		Developing a Public Expenditure Monitoring Portal
ISS / To Be Monitored	2015-2018 Information Society Strategy and Action Plan	43. Supporting Smart Applications
		67. Sharing Public Data
ISS / Support	2015-2018 Information Society Strategy and Action Plan	50. Open Access to Digital Cultural and Scientific Information
		64. Building a Government Cloud Computing Infrastructure
		69. Reviewing e-Government Legislation
Support	2015-2018 Program to Develop Statistical Information Infrastructure	4. An Internet portal (OSP Portal) that collects all of the statistics published by TURKSTAT and other institutions in the scope of the Official Statistics Program (OSP) under one umbrella will be established and operated.
	2015-2018 Program to Locally Reinforce Institutional Capacity	25. Municipalities will be ensured to collect data systematically and share it with the public.



Objective 4.3: e-Participation Mechanisms will be Enhanced

The e-participation mechanisms that will include stakeholders and obtain their feedbacks in public policy and decision-making processes will be enhanced.

General Overview

e-Participation provides stakeholders being included more in the administrative processes, decisions and public policy making and implementation processes with the help of information and communication technologies. e-Participation helps to give all stakeholders the right to have input in the decision making and implementation processes and have a share in the administrative functions.

When the relevant implementations of local governments on participation are considered, it is observed that citizen opinions are generally obtained or surveys are conducted on issues that are not public priority. On the other hand, when we take a look at the implementations of central government units regarding participation, it is observed that prepared regulations are generally published on their websites to public consultation but not enough feedback is provided on how their input is taken into consideration in the prepared regulations. In order to increase participation, the existing implementations relevant to participation need to be popularized among public agencies / institutions and new participation applications need to be implemented.

Although there are currently e-Government applications that could be considered to encourage participation like the Presidential PCEN / CIMER application, Prime Ministry PCH / BIMER application and the e-Petition application provided by the TBMM, use of such applications needs to be increased for participation. PCH / BIMER is expected to be redesigned to reinforce participation rather than being just an application focusing on complaining.

Target Status

1. E-participation implementations will be reinforced and diversified in the public policy and decision-making processes.
2. The government's transparency in decision-making processes will be increased and the society will be enabled to give feedback to the government.

Actions Associated with the Objective 4.3

The following table includes the actions that will be assigned and monitored in the scope of the objective and the actions that will support the objective.

Table 14. Actions Associated with Objective 4.3

Type	Action Plan / Strategic Plan	Objective / Action / Project Name
New	2016-2019 National e-Government Strategy and Action Plan	Developing Legislation Participation Portal
ISS / To Be Monitored	2015-2018 Information Society Strategy and Action Plan	68. Developing ICT-Supported Participation Program for Public Policy Making
ISS / Support	2015-2018 Information Society Strategy and Action Plan	64. Building Government Cloud Computing Infrastructure

ANNEX: ACTION PLAN

E1.1.1-Development of an e-Government Ecosystem

Description of Action	An e-Government Organization Model will be developed and the relevant legislative work will be conducted in order to carry out e-Government policies in cooperation with stakeholders and increase coordination over and between the agencies during e-Government activities.
Possible Start and Finish Dates	01.01.2016 - 12.31.2018

E1.1.2-Planning, Evaluating and Monitoring e-Government Projects

Description of Action	The process for planning, evaluating and monitoring the e-Government investment projects, which have been included in the development programs of central and local government units or will be conducted using different financial resources, will be designed in accordance with the national e-Government strategy. For the projects planned to be in the scope of the investment program this process will take place before the investment program application period by the Ministry of Development. The areas that will be given priority in the e-Government investment projects will be determined and agencies will be supported in conducting projects in these areas. A national e-Government projects inventory in which information concerning the projects is managed and stakeholders are informed will be created.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E1.1.3-Development of an Enterprise Architecture for e-Government

Description of Action	<p>Developing an enterprise architecture is needed for Turkey by taking into account international standards, methodologies, references and best practices. Within the scope of action:</p> <p>With determining of the services provided by public agencies / institutions, information technology infrastructures used in provision of the services and data types related with the services, a holistic perspective is ensured and capacity of institutions is determined. During these studies, data flow diagrams will be used that will be created on Public Services International Process Map of Electronic Public Information Management System.</p> <p>e-Government principles, including the principles specified below, will be determined in the development and delivering of e-Government services being conducted in the public sector and public agencies will be made to conduct their e-Government work according to these principles.</p> <ol style="list-style-type: none">9. Designing new public services first as e-Government services or modernizing the existing services so most can be conducted via an electronic environment (digital by default),10. Designing e-Government services so that they can be completed within a single process or application (once only),11. Taking into consideration and using open source software as an alternative in e-Government projects,12. Providing e-Government services that support mobile environment,13. Considering primarily privacy and information security during design of e-Government projects development. <p>National enterprise architecture studies will be conducted including the baseline</p>
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	<p>and target national architectural models, the processes necessary for transitioning from the baseline architecture to the target architecture and the reference architecture models to be used in these processes, the core principles and methodologies. During this work, the processes and procedures necessary for preparing an inventory of systems and solutions that are /may be used commonly, for determining the present status of service, application, data and technology infrastructures that include more than one agency and process with an over agencies perspective and reaching the targeted status will be provided.</p> <p>Reference architectures that also take into account information security, for the service, application and technology infrastructures managed by public agencies and institutions will be established. Institutional/Agency level enterprise architecture studies will also be planned and conducted complaint with the national enterprise architecture for the identified agencies and/or institutions which will be selected from among central government units and local governments. An implementation plan will be prepared to generalize enterprise architecture work throughout all the public agencies and institutions in line with the information and the lessons that are gained as a result of this work.</p>
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E1.1.4-Preparing and Updating of e-Government Ecosystem Guidelines

Description of Action	<p>In order for the e-Government ecosystem to function effectively and be sustainable the existing guidelines, especially the guidelines for interoperability, public agency / institution websites and mobile applications and the use of public agency / institution social media accounts, will be updated and new guidelines will be prepared. All guidelines will be broadcasted over the e-Government Information Portal so that all e-Government Ecosystem guidelines can be accessed and searched by stakeholders. Also training programs, meetings and workshops will be organized to encourage the use of these guidelines.</p>
Possible Start and Finish Dates	07.01.2016 - 12.31.2018

E1.1.5-Implementation, Monitoring and Evaluation of the 2016-2019 National e-Government Strategy and Action Plan

Description of Action	<p>In the scope of the planning and management activities that will be conducted for the actions assigned in the 2016-2019 National e-Government Strategy and Action Plan to be realized by the responsible and relevant agencies / institutions, guidance will be provided, actions will be conducted in collaboration with other actions, change management operations will be conducted so the action plans can adapt to changing conditions and the implementation of actions will be monitored, performance will be measured and reports will be generated.</p>
Possible Start and Finish Dates	01.01.2016 - 06.30.2020

E1.1.6- Developing Assessment Mechanism for National e-Government Maturity Level

Description of Action	<p>e-Government maturity and maturity assessment models will be defined in the scope of the following, taking into account other international examples:</p> <ul style="list-style-type: none">• e-Government maturity level of public services based on life events approach• Agency e-Government maturity level• National e-Government maturity level <p>These defined models will be used to conduct maturity level assessments at the national level and for selected e-Government services and public agencies.</p>
Possible Start and Finish Dates	07.01.2016 – 12.31.2019

E1.2.1-Development of Policies for the Human Resources Assigned to e-Government Activities

Description of Action	<p>The regulations and policies that have been established up to the present will be reviewed in order to increase qualified human resources for the success of e-Government activities. Also the current situation will be examined to determine the fields of expertise needed for the e-Government activities of agencies and institutions and the deficiencies in these fields. Stakeholder opinions and evaluations will be given priority in these analyses. Policies will be determined in line with needs for the human resources assigned to work in e-Government, the necessary regulations will be organized and programs will be prepared.</p>
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E1.2.2- Ensuring Efficiency of Audit for e-Government Projects in Public Sector

Description of Action	<p>The necessary auditing of e-Government projects will be conducted and popularized within the effectiveness, efficiency, integrity, privacy, accessibility, reliability and regulatory compliance criteria. A model will be created for the audit of e-Government projects, a guide will be prepared and operations will be conducted to ensure the audit is conducted within the guidelines. In this scope, internal and external audit activities will be conducted for the e-Government projects that are to be conducted through the cooperation established with the agencies that are selected from among central and local government units. An application plan will be prepared in line with the information and lessons learned from the conducted work to generalize audit of e-Government projects in all public agencies and institutions.</p>
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E1.3.1-Development and Support of an e-Government Research Program

Description of Action	A research, development and innovation studies program will be created in the area of e-Government. The priority e-Government research subjects will be determined in line with needs in the scope of e-Government and the planning and writing of expertise dissertations and master and doctorate thesis subjects in these fields will be encouraged. Publications, projects, domestic and foreign research, scientific correspondence and scientific events like conferences in the area of e-Government will be encouraged and supported. The higher education curriculum concerning e-Government activities will be updated. Platforms will be established to reinforce cooperation among the private sector, public and nongovernmental organizations and researchers / universities in the area of e-Government.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E1.3.2-Development and Popularization of Policies for Big Data and the Internet of Things in Public Sector

Description of Action	Policies will be formed to determine the benefits that can be achieved through the use of latest technology trends of big data and Internet of things and new public services that can be provided and how to improve provision of the existing public services. In this scope analysis work will be conducted and policies, strategies and actions will be assigned taking into account the needs in different public service fields (education, health, social security, transportation, tax, professional life, security, etc.). The applications and projects that are realized in this scope will be monitored within the e-Government activities.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E2.1.1-Establishing and Implementing Public Integrated Data Centers

Description of Action	<p>Public integrated data centers will be established and implemented to ensure that public resources are used more efficiently, it is possible for information technologies infrastructure management to be conducted in all agencies, data is centrally consolidated and separate / duplicate data center investments are prevented.</p> <p>An infrastructure will be created to combine information technology infrastructures, especially the servers, main computers, networks, portals and communication services that are being operated separately in agencies / institutions concerning e-Government services, in public integrated data centers. The data centers that hold the data and systems for the e-Government services chosen within this scope, will be gathered together in the integrated data centers which are planned in line with information security and disaster rescue principles.</p>
Possible Start and Finish Dates	01.01.2016 - 12.31.2019

E2.1.2-Establishing Electronic Data and Document Sharing Infrastructures

Description of Action	A technical infrastructure necessary to enable sharing of electronic data and documents in the public sector, reduce the amount of paper based transactions and be completed at one time, will be established and generalized. The technical infrastructure will enable public agencies / institutions to inquire, within their authority, the data that is managed by other agencies / institutions. The priority systems that are determined taking information security into account, will be integrated to this infrastructure. An infrastructure will be established to ensure that the data and/or documents prepared by public agencies / institutions and agencies / institutions that are public legal entities (Turkey Association of Notaries, Union of Turkish Chambers and Stock Exchanges, etc.) can be queried centrally. In order to store the data and/or documents prepared by public agencies / institutions, a central storage infrastructure will be established as well.
Possible Start and Finish Dates	07.01.2016 - 12.31.2018

E2.2.1-Generalizing the Central Identity Verification System for Real Individuals and Legal Entities

Description of Action	Infrastructures will be developed to centralize the authentication for electronic services provided by public agencies / institutions. In this context, legal entities as well as real individuals will be included in the scope of central authentication system and studies will be done for integrating the e-Government services provided by public agencies / institutions with the developed central authentication system. Also by enabling the national authentication system to be integrated with the international authentication system, the e-Government services provided to foreigners can also be included in the central authentication system.
Possible Start and Finish Dates	07.01.2016 - 06.30.2018

E2.2.2-Developing National e-Government Software Development Libraries and Platforms

Description of Action	Software libraries and platforms will be developed for the components needed in software development in the scope of e-Government projects. The main components needed for this will be determined and libraries will be developed for the selected components based on the experiences of different stakeholders.
Possible Start and Finish Dates	07.01.2017 - 12.31.2019

E2.2.3-Generalizing the Use of Open Source Software (OSS) for Priority Information Systems

Description of Action	The necessary work will be conducted to ensure that the software needs (databases, server operating systems, office applications, security software, etc.) met with open source software, technical competence will be increased and generalized throughout public agencies.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E2.3.1-Development of Applications for Common Administrative Services

Description of Action	The applications that could be used common for the services provided by public agencies and institutions will be determined, needs will be identified and the applications that are developed will be generalized throughout the public sector.
Possible Start and Finish Dates	07.01.2018 - 12.31.2019

E2.3.2-Development of Applications for Similar Services Provided by Local Governments

Description of Action	The applications that could be used common for similar services provided by local governments will be determined, needs will be identified, applications will be developed and the applications that are developed will be generalized throughout all local governments.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E3.1.1-Updating and Generalizing Government Agencies' Websites and Social Media Pages in Accordance with the Specified Guidelines

Description of Action	Government agencies' websites and institutional / official social media pages will be designed, updated and managed in an efficient and user-oriented manner according to the criteria and assigned guidelines that are set forth. Studies will be undertaken in this scope to provide accessibility, information security, multi-language support and compatibility with mobile devices.
Possible Start and Finish Dates	07.01.2016 - 12.31.2018

E3.1.2-Restructuring Public Information and Introduction Sites

Description of Action	An official public information website will be established in which Turkey's official legal entity will be represented in the Internet environment and its history, geography, economy, culture, tourism and management structure is introduced and access over the Internet is provided for the services presented by the public sector. This site will be designed to provide general information about Turkey or content suitable for people (citizens, the business world, foreigners, etc.) and/or organizations who want to obtain information about the services provided by the public agencies or information specific to an agency. In order to make sure that the content of the site being prepared is coordinated
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	and integrated with the other Internet content prepared by the public agencies and institutions, this study will be conducted together with the public agencies and institutions. Management and updating studies on the scope of information to be included in the website, the level of security and authorization will be carried out.
Possible Start and Finish Dates	07.01.2016 - 12.31.2018

E3.2.1-Integration of Information Systems Associated with Labor and Social Security Services

Description of Action	Systems related to professional life will be updated, their integrations with each other will be completed and necessary new systems will be developed considering information security, personal data privacy, cyber security and the Disaster Response Plan of Turkey requirements. In this scope the Ministry of Labor and Social Security and affiliated / related institutions' existing systems will be integrated to enable data exchange. Also integrated management of the social security data will be provided. Implementation of the legal entity database and integration with systems concerning professional life will be defined and completed.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E3.2.2-Integration of Information Systems Associated with the Health Services Sector

Description of Action	Systems related to health sector will be updated, their integrations with each other will be completed and necessary new systems will be developed considering information security, personal data privacy, cyber security and the Disaster Response Plan of Turkey requirements. Collaboration between first, second and third step health institutions under the Ministry of Health, university hospitals and private health institutions will be increased and health services will be integrated with social security services to achieve better quality health services.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E3.2.3-Integration of Information Systems Associated with the Education Services Sector

Description of Action	Systems related to education sector will be updated, their integrations with each other will be completed and necessary new systems will be developed considering information security, personal data privacy, cyber security and the Disaster Response Plan of Turkey requirements. In this scope the Ministry of Education and affiliated / related institutions existing systems will be integrated to enable data exchange and, where needed, the Council of Higher Education and the Center for Evaluation, Selection and Placement systems and systems where foreign student data is kept will be integrated. Also integrated management of the education data will be provided.
Possible Start and Finish Dates	07.01.2016 - 12.31.2018

E3.2.4-Integration of Information Systems Associated with Public Finance Administration

Description of Action	Systems that supports functional processes related to public finance administration will be integrated with each other and necessary new systems will be developed considering information security, personal data privacy, cyber security and the Disaster Response Plan of Turkey requirements. In this scope the Ministry of Finance and all related institutions, and all agencies and institutions within the public finance management system will be integrated to enable data exchange and to realize integrated work processes with electronic document capability.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E3.2.5-Integration of Information Systems Associated with Social Services

Description of Action	<p>Systems related to social services will be updated, their integrations with each other will be completed and necessary new systems will be developed considering information security, personal data privacy, cyber security and the Disaster Response Plan of Turkey requirements. The systems that hold protective, preventive, developmental, guidance and rehabilitating social services information for the disadvantages groups in Turkey, especially children, women, elderly, handicapped, families, martyr's relatives and veterans, will be integrated. For this purpose, primarily the public agencies and institutions will integrate the data they maintain for their services then the other administrative units, non-governmental organizations and local organizations providing social services will be integrated to this system.</p> <p>The systems that are to be integrated will be developed / updated to enable instant monitoring of the all stages of the processes, from the application stage to the approval stage, for services.</p>
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E3.2.6-Integration of Information Systems Associated with the Transportation and Communication Sector

Description of Action	Systems related to transportation sector will be updated, their integrations with each other will be completed and necessary new systems will be developed considering information security, personal data privacy, cyber security and the Disaster Response Plan of Turkey requirements. Analysis studies about the systems concerning transportation and communication can exchange data and function in integration will be conducted, the needs and deficiencies will be identified, common standards will be defined and system improvements will be made to realize the necessary integrations. In this scope the Ministry of Transportation, Maritime and Communications and related institutions' existing systems will be integrated to enable data exchange. Also integrated management of the data concerning the transportation and communication sectors will be provided.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E3.2.7-Integration of Information Systems Associated with the Food, Agriculture and Livestock Sector

Description of Action	Systems related to the food, agriculture and livestock sector will be updated, their integrations with each other will be completed and necessary new systems will be developed considering information security, personal data privacy, cyber security and the Disaster Response Plan of Turkey requirements. In this scope the Ministry of Food, Agriculture and Livestock and related institutions' existing systems will be integrated to enable data exchange.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E3.3.1-User Oriented Integration of Services Associated with Change in Citizen Status

Description of Action	The systems of different agencies will be integrated with a life event perspective so that transactions concerning events that cause a citizen's status to change like birth, marriage, divorce and/or death of a spouse, can be handled from a single point quickly and easily. The processes that need to be completed in case of such life events taking place will be redesigned so that they require the least individual transactions by citizens and the information systems will proceed by triggering each other; and will be improved so that the user is notified at different stages. If deemed necessary according to the newly designed and improved processes, new systems will be developed and the necessary integrations will be made within the scope of service delivery according to the life event model.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E3.3.2-User Oriented Integration of Services Associated with Business Activities

Description of Action	"Business life event" will be defined to include a business's transactions like foundation (registration and certification), routine transactions with public agencies and institutions (administrative and tax requirements, VAT payments, etc.), status change and closure. In order to achieve service provision integration according to the life events model, the processes will be evaluated as a whole, processes that have not been transformed to digital format will be transformed and integration needs will be determined for the processes that have been transformed to digital format. The services in the scope of life events for businesses, considering the process of adaptation to the European Union and including all stakeholders (relevant ministries, Certified Public Accountants, Freelance Accountants, etc.) will be restructured integratedly in digital format and be provided from a single point.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E3.3.3-User Oriented Integration of Services Associated with Professional Life Activities

Description of Action	The systems of different agencies will be integrated with a life event perspective so that transactions concerning events that cause citizens to lose / find jobs and retirement procedures can be carried out easily. In this scope, relevant business processes and procedures will be analyzed, reorganized to be
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	consecutive and citizens will be informed when necessary.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E3.3.4-User Oriented Integration of Services Associated with Inheritance Transactions

Description of Action	The processes that are carried out for inheritance procedures requiring the cooperation various agencies and the integration of their systems, will be redesigned so transactions require the least amount of citizens starting and monitoring their own transactions; and so the processes will trigger each other; and be improved to notify users at different stages. Integrated service delivery for the steps of these processes will be enabled based on life events model. If necessary according to the processes designed and improved for inheritance procedures new systems will be developed, the necessary integrations will be made between existing systems and systems that are deemed unnecessary will be removed.
Possible Start and Finish Dates	07.01.2016 - 12.31.2018

E3.3.5-User Oriented Integration of Services for Vehicle Purchase and Use Transactions

Description of Action	In order for transactions concerning the purchase and use of a vehicle to be started and conducted quickly and easily from a single point the presentation of different systems / processes will be integrated according to the life event model. Transactions that should be triggered by life events to be selected in the scope of purchasing and using vehicles will be redesigned to require the least amount of individual applications by citizens and their tracking and so that information systems trigger each other and be improved, users are informed at the different stages. If it is necessary to develop new systems according to the newly designed and improved systems, the needed integrations will be provided. Integrated service delivery according to the life events model will be enabled.
Possible Start and Finish Dates	07.01.2016 - 12.31.2017

E3.3.6-User Oriented Integration of Services Associated with Low Balance Receivables Case Transactions

Description of Action	With this action that is in the life events in the legal field, the transactions associated with low balance conflicts and receivables cases will be handled and the access to information needed to resolve the conflict and transactions like applications, litigation, tracking, obtaining results and objections will be integrated according to the life events model. In this scope the actions realized concerning the needs, issues and consumer rights in the processes for small scale receivables under the amount to be determined by private and legal entities will be considered based on life events, processes will be improved and systems will be integrated.
Possible Start and Finish Dates	07.01.2016 - 12.31.2017

E3.4.1-Designing New Service Provision Models to Increase Use

Description of Action	Different alternatives towards increasing e-Government services use will be considered and studies will be undertaken to determine e-Government service provision models that are customized to Turkey.
Possible Start and Finish Dates	07.01.2016 - 12.31.2017

E3.4.2-Restructuring e-Government Services to Address All Vulnerable Groups

Description of Action	The national accessibility standards will be reorganized with consideration for the international accessibility standards, any deficiencies in e-Government services accessibility will be identified and all vulnerable groups will be taken into account during the reorganization of all e-Government services.
Possible Start and Finish Dates	07.01.2017 - 12.31.2019

E3.4.3-Delivering e-Government Services over the e-Government Gateway with Priority

Description of Action	Studies will be undertaken to bring all of the services presented through the e-Government Gateway to a level of quality and usability that can be used by all segments of the society and studies will be conducted to increase the number of e-Government services that address a wide user group.
Possible Start and Finish Dates	07.01.2016 - 12.31.2018

E4.1.1- Increasing Awareness of e-Government Services by Strengthened Information Channels

Description of Action	Studies will be performed to increase awareness about e-Government among all users including citizens, public agencies and institutions, public employees and the private sector by using a various audio-visual materials designed according to different user profiles through communication channels like radio, television, internet, etc.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E4.1.2-Making e-Government Applications More Preferred

Description of Action	Informative studies will be carried out and incentive mechanisms will be developed to ensure that users select e-Government applications in public services with priority. Many media visuals like public service announcement will be prepared in many fields to gain trust in e-Government services. Platforms will be established to issue current announcements about public service that start to be provided in electronic format. Improvements will be made to provide Internet access and reduce the costs of access.
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E4.1.3-Increasing User Participation in the Improvement of Public Services

Description of Action	Participation mechanisms will be developed for obtaining citizens' feedback during the development and improvement of e-Government services. A feedback mechanism to periodically measure satisfaction and expectations in e-Government services and applications and evaluate perceptions will be developed in this scope.
Possible Start and Finish Dates	07.01.2016 - 12.31.2018

E4.2.1-Developing an Open Data Sharing Portal

Description of Action	Considering open data sharing principles and personal information security / privacy, the data that is produced in public agencies, local governments, the private sector and non-governmental organizations will be opened to the beneficiaries from a common data source as open data. In this scope, rather than each agency share its own data, certain criteria and formats will be created so that the data is reorganized compliant with these criteria and presented over a centralized platform.
Possible Start and Finish Dates	07.01.2016 - 12.31.2017

E4.2.2-Transforming Public Data to Open Data and Sharing Data

Description of Action	The data that is being shared with the society by agencies (data that can be seen by everyone free of charge without being subject to any kind of copyright, patent or other control mechanisms) will be shared in a format that is readable / workable by machines. It will be possible to analyze the data in question thus enabling statistics to be used in different studies. Also statistical information about the performances of public agencies / institutions will be presented on this platform and citizens will be able to follow performance of the public service processes (durations of cases, application processes, etc.).
Possible Start and Finish Dates	07.01.2016 - 12.31.2019

E4.2.3-Developing a Public Investment and Realization Monitoring Portal

Description of Action	The investment plans and programs made by public agencies and institutions and the realization and investment status of activities included in investment plans and programs will be presented for the use of stakeholders through the portal (citizens, private sector, nongovernmental organizations, etc.). At the same time investment and realization information will be shared as open data to enable stakeholders to create economic added value by analyzing and researching.
Possible Start and Finish Dates	07.01.2016 - 12.31.2018

E4.2.4-Developing a Public Expenditure Monitoring Portal

Description of Action	The budget expenditures by public agencies and institutions will be presented, in detail to be determined, for the use of stakeholders (citizens, private sector, nongovernmental organizations, etc.) in a portal. At the same time public expenditure information will be shared as open data to enable stakeholders to create economic added value by analyzing and researching.
Possible Start and Finish Dates	07.01.2016 - 12.31.2018

E4.3.1-Developing a Legislation Participation Portal

Description of Action	A public legislation participation portal will be created so that the legislative work being conducted by public agencies and institutions can be followed; the opinions of real individuals and legal entities can be obtained and evaluated.
Possible Start and Finish Dates	07.01.2016 - 12.31.2018