

PROJE YÖNETİM ZİRVESİ, 2014
PROJECT MANAGEMENT SUMMIT, 2014

PMI
TURKEY CHAPTER

İTÜ İşletme Mühendisliği Bölümü

Projelerde Değişim Yönetiminden Değişim Projeleri Yönetimine

Uluslararası Katılımlı Proje Yönetimi Kongresi
Project Management Conference With International Participation

İTÜ Maçka Kampüsü 19-20 Eylül 2014

summit.pmi.org.tr www.ukpyk.itu.edu.tr 14 PDU

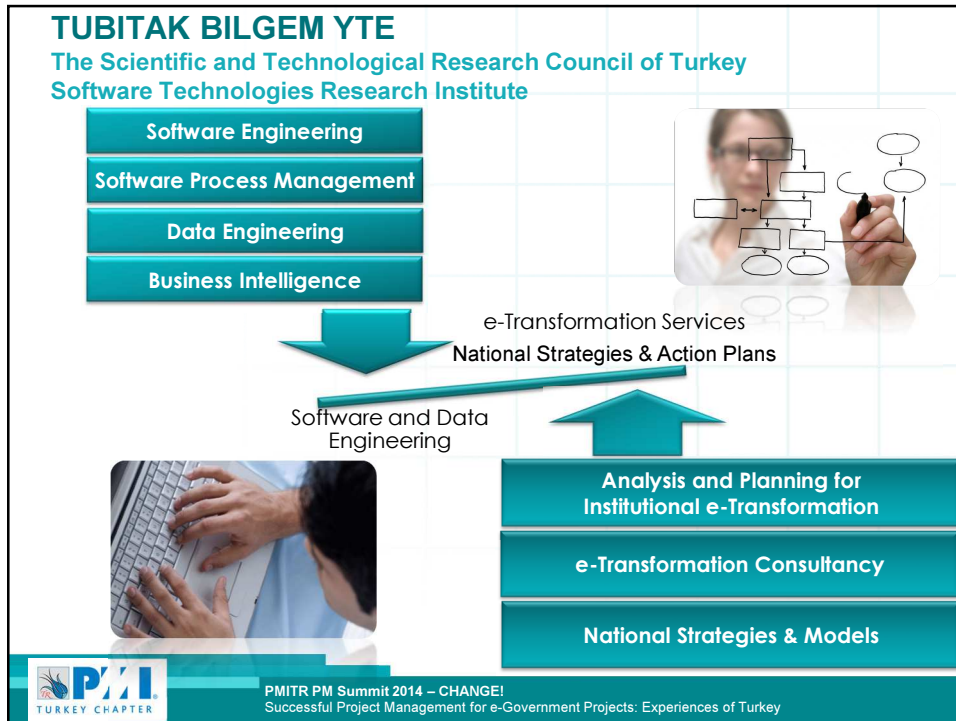
Successful Project Management for e-Government Projects: Experiences of Turkey

Mustafa AFYONLUOĞLU
Sare Gül SEVİL
Ahmet TÜMAY
Murat Kahraman GÜNGÖR

PMITR PM Summit 2014 – September 19-20, 2014 – Istanbul, Turkey
Mustafa AFYONLUOĞLU, e-Transformation Unit Manager
TUBITAK BILGEM YTE
The Scientific and Technological Research Council of Turkey
Software Technologies Research Institute

Agenda

1. Methodology
2. Conceptual Introduction
3. e-Government Project Life Cycle
4. Observations on Unsuccessful e-Gov Projects
5. Evaluations and Suggestions
6. Questions & Comments



Methodology

This work is not:

- An Experimental Work on an Innovative Idea
- A Theoretical Case Study

It is however:

- A composition of real life experiences of the Turkish Government
- Experiences from various completed projects

Due to justified organizational concerns:

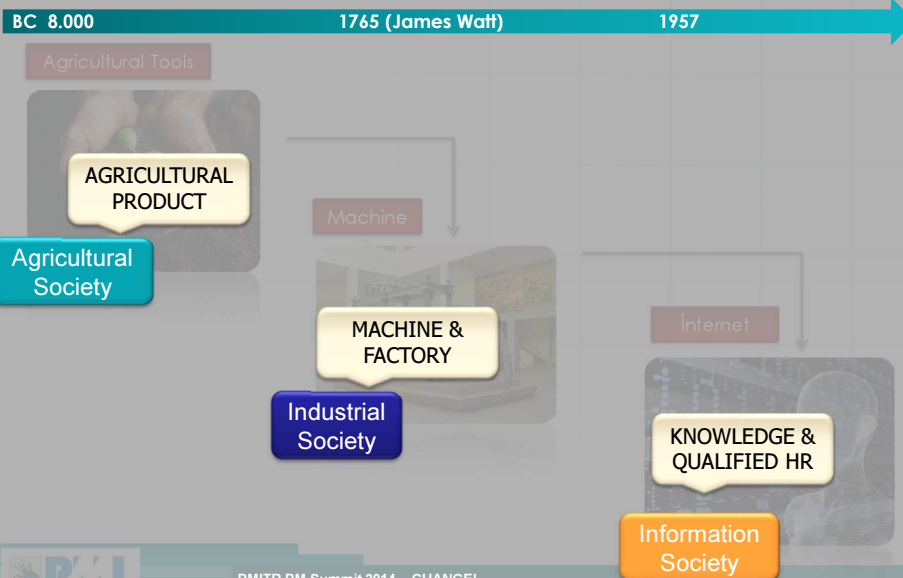
No information on specific projects and organizations will be mentioned.

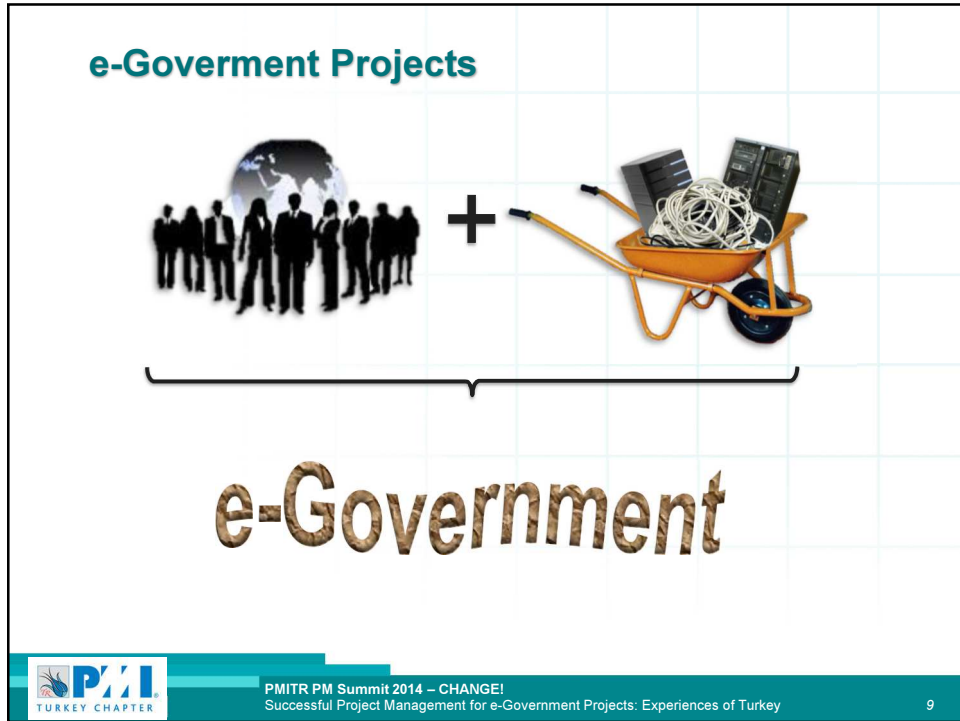
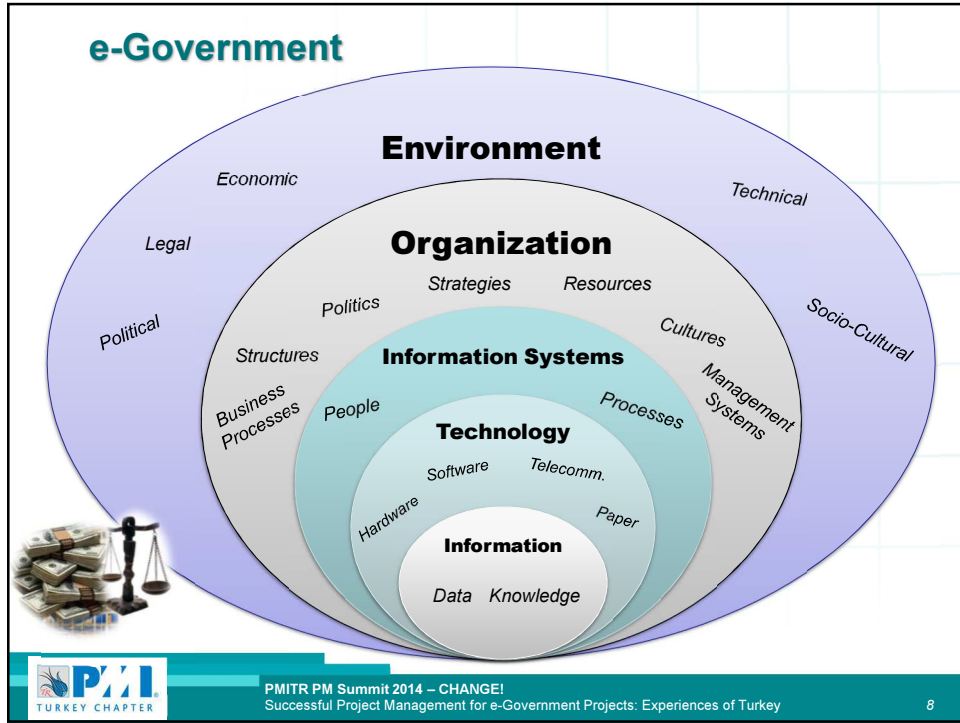
Agenda

1. Methodology
- 2. Conceptual Introduction**
3. e-Government Project Life Cycle
4. Observations on Unsuccessful e-Gov Projects
5. Evaluations and Suggestions
6. Questions & Comments



Socio-Economical Change Process in the World





What you see is a small portion of what there is!

e-Gov Projects

%20 technology

BPR

HR

Legislation

%80

- «User Friendly» Projects
- Leadership, Acceptance, Staff Training
- Regulations

PMI TURKEY CHAPTER

PMITR PM Summit 2014 – CHANGE!
Successful Project Management for e-Government Projects: Experiences of Turkey

10

Large Scale Software Project and e-Government Project Success Rates

6 out of 10 Large Scale Software Project is either fully or partially unsuccessful*

Success Criteria

- ✓ Scope
- ✓ Cost
- ✓ Time

Category	Percentage
Successful	39%
Partially Successful	43%
Unsuccessful	18%

Globally,

68% partially or fully unsuccessful (**)

PMI TURKEY CHAPTER

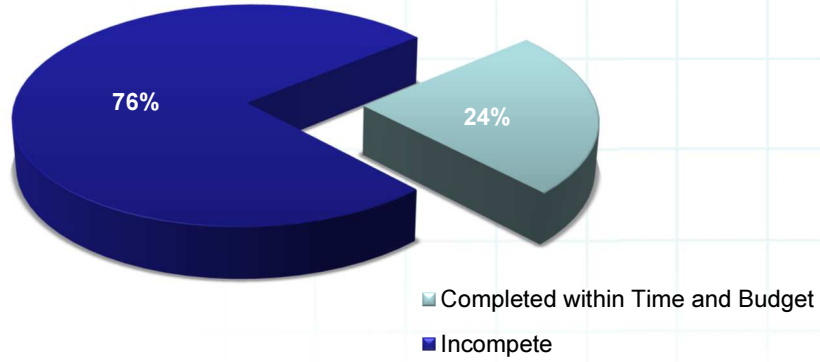
PMITR PM Summit 2014 – CHANGE!
Successful Project Management for e-Government Projects: Experiences of Turkey

11

* The Standish Group , (2013). Chaos Manifesto Report, Think Big, Act Small.

** Heeks, R. (2006). Implementing and Managing e-Government. London: Sage Publication.

e-Government Projects of Turkey: From 2005 to Today



Source: Ministry of Development, New Information Society Strategy Project
Kamu Hizmetlerinde Kullanıcı Odaklılık ve Etkinlik Mevcut Durum Raporu (Draft), February 2013



Agenda






1. Methodology
2. Conceptual Introduction
- 3. e-Government Project Life Cycle**
4. Observations on Unsuccessful e-Gov Projects
5. Evaluations and Suggestions
6. Questions & Comments




e-Government Project Life Cycle

Preparation of National Strategy and Action Plans

1. Preparation of Project Plans (organizational level)
2. Realization of Projects (organizational level) and monitoring (national level)
3. Roll-out of Project



PMITR PM Summit 2014 – CHANGE!
Successful Project Management for e-Government Projects: Experiences of Turkey


14

e-Government Project Life Cycle

National Responsibility
(Ministry of Development)

National Responsibility
(Ministry of Transportation, Maritime Affairs and Communications)

Responsible Ministry & Related Agencies



PMITR PM Summit 2014 – CHANGE!
Successful Project Management for e-Government Projects: Experiences of Turkey

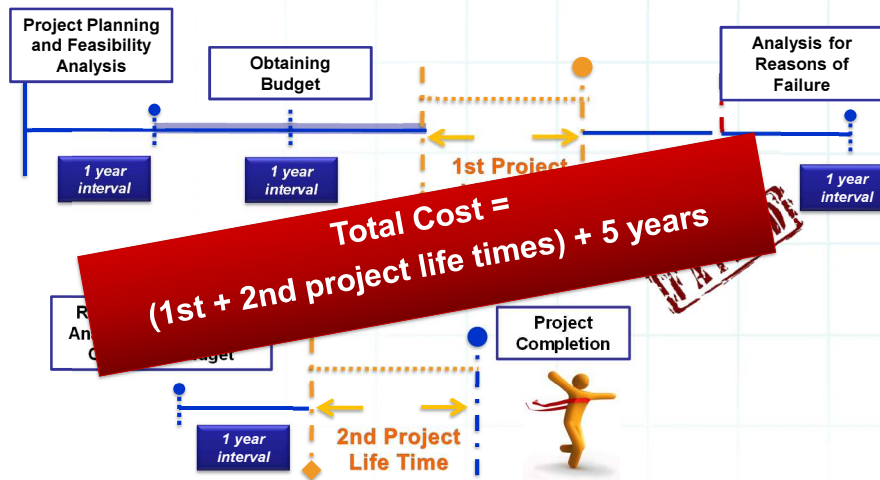
15

Agenda

1. Methodology
2. Conceptual Introduction
3. e-Government Project Life Cycle
- 4. Observations on Unsuccessful e-Gov Projects**
5. Evaluations and Suggestions
6. Questions & Comments



Total Time Cost of an Unsuccessful e-Gov Project (Turkey)



Observations on Unsuccessful e-Gov Projects

- Lack of Planning



- Incorrect Distributions of Responsibilities



Observations on Unsuccessful e-Gov Projects

- Lack of Leadership



- Time Pressure from Managerial Levels



Data source: <data source>



Observations on Unsuccessful e-Gov Projects

- Problems in Contract Management and Sub-Contractor Management



- Frequent changes in Human Resources Planning



- Heavy Bureaucracy









Data source: <data source>

Observations on Unsuccessful e-Gov Projects

- Lack of Change Management for Stakeholders



Agenda

1. Methodology 
2. Conceptual Introduction 
3. e-Government Project Life Cycle 
4. Observations on Unsuccessful e-Gov Projects 
- 5. Evaluations and Suggestions** 
6. Questions & Comments 



Evaluations and Suggestions

Competence and Coordination Center



Lack of Planning ✓

Incorrect Distribution of Responsibilities ✓

Problems in Contract Management ✓

Problems in Sub-Contractor Management ✓

Incentives Schemes for Qualified Human Resources in Public Administrations






Lack of Leadership ✓
Lack of Planning ✓

Frequent Changes in HR Planning ✓
Incorrect Distribution of Responsibilities ✓






Evaluations and Suggestions

New HR Policies: Public-Public and Public-Private Expert Exchange Programs






- ✓ Lack of Leadership
- ✓ Time Pressure from Managerial Levels
- ✓ Problems in Contract /SubContractor Management
- ✓ Heavy Bureaucracy

Promoting Public-Private Partnership


- ✓ Lack of Leadership
- ✓ Time Pressure from Managerial Levels
- ✓ Problems in Contract /SubContractor Management
- ✓ Heavy Bureaucracy



PMITR PM Summit 2014 – CHANGE!
Successful Project Management for e-Government Projects: Experiences of Turkey

24

Evaluations and Suggestions



Ensuring High Level Leadership

Lack of (organizational level) Leadership ✓


Data Ownership Rules and Defined Data Exchange Policies


Interoperability Standards and Guides

Transformational Project Management

Lack of Change Management ✓

Heavy Bureaucracy ✓

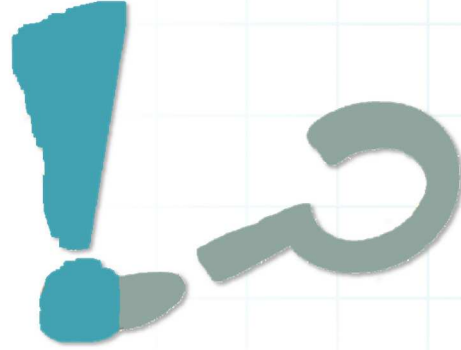




PMITR PM Summit 2014 – CHANGE!
Successful Project Management for e-Government Projects: Experiences of Turkey

25

6. Question – Comments?



...the floor is yours.



Thank you for your participation

Mustafa AFYONLUOĞLU

TUBITAK BILGEM YTE
e-Transformation Unit Manager



mustafa.afyonluoglu@tubitak.gov.tr
afyonluoglu@gmail.com



tr.linkedin.com/in/afyonluoglu



[@afyonluoglu](https://twitter.com/afyonluoglu)

