

E-MUNICIPALITY IN TERMS OF LOCAL PUBLIC SERVICES: BEYOĞLU MUNICIPALITY CASE

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by

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To my esteemed family

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ABSTRACT

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E-MUNICIPALITY IN TERMS OF LOCAL PUBLIC SERVICES: BEYOĞLU MUNICIPALITY CASE

This thesis is aiming to mention use of information and communication technologies in the governing process. A new era has opened with the 21st century , in which the internet has become a component that is used in all spheres frequently. Almost all kinds of operations have been moved to the cyberspace. Through the spread of these technologies, so many changes have materialized in all spheres of life and administration understanding as well. With the changed perception in the governing system, transparency, accountability, participation and these kinds of principles have gained importance. Therefore , it is possible to say use of e-government has provided the increase in the quality of local public services.

This thesis consists of three parts. The first part explains the change in administration system, emergence of e-government, e-municipality concept. The next part dedicated to the examination of e-municipality concept in detail, reasons for the emergence of e-municipality, e-municipality simplifications, e-municipality problems, evaluation of e-municipality over accountability and participation . Finally, the last part is evaluation of evaluation of Beyoğlu Municipality e-municipality applications over fulfilled surveys.

Key Words: E-Government, e-municipality, information and communication technologies, Beyoğlu Municipality, participation, accountability

KISA ÖZET

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May 2012

YEREL KAMU HİZMETLERİ AÇISINDAN E-BELEDİYESİ: BEYOĞLU BELEDİYESİ ÖRNEĞİ

Söz konusu tezin amacı, bilgi ve iletişim teknolojilerinin yönetim sürecinde kullanılmasıdır. 21. yy la birlikte yeni bir devir açılmış olup, internet her alanda sıkça kullanılan bir öge haline gelmiştir. Hemen hemen bütün işlemler artık elektronik ortama taşınmaya başlanmıştır. Teknolojinin bu denli yaygınlaşması bütün alanlarda olduğu gibi, yönetim anlayışında da birçok değişime neden olmuştur. Yönetim sisteminde yaşanan farklılaşmayla birlikte şeffaflık, hesap verebilirlik, katılımcılık gibi prensipler önem kazanmaya başlamıştır. Bundan dolayı, e-devletin hizmette kaliteyi arttırdığını söylemek mümkündür.

Tez üç kısımdan oluşmaktadır. İlk bölüm genel bir şekilde yönetim anlayışında gerçekleşen değişimden, e-devletin ortaya çıkışından ve e-belediye kavramından söz etmektedir. İkinci bölümde, e-belediye daha detaylı bir şekilde incelenmektedir. E-Belediyenin ortaya çıkmasını sağlayan sebepler, e-belediyenin sunduğu kolaylıklar, e-belediye kullanımında karşılaşılan problemler, e-belediyenin hesap verebilirlik ve katılımcılık bağlamında değerlendirilmesi gibi konuları içermektedir. Son bölümse, Beyoğlu Belediyesinin e-belediye uygulamalarının anketler üzerinden değerlendirilmesine yöneliktir.

Anahtar Kelimeler: E-devlet, e-belediye, bilgi ve iletişim teknolojileri, Beyoğlu Belediyesi, katılım, hesap verebilirlik.

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LIST OF ABBREVIATIONS

AF/MF	Automated Mapping/ Facilities Mapping
AKOS	Smart City Automation System
BEDAŞ	Boğaziçi Electric Allocation Incorporated Business
CADD	Computer Aided Drafting and Design
CIS	City Information System
CRMIVR	Customer Relationship Management Interactive Voice
DPT	State Planning Organization
E-Correspondence	Electronic Correspondence
E-Government	Electronic Government
E-Identity	Electronic Identity
E-Municipality	Electronic Municipality
E-Turkey	Electronic Turkey
EU	European Union
EVAS	Electronic Data Transfer System
GİMOP	Customs Administration's Modernization Project
GPRS	General Packet Radio Service
GPS	Global Positioning System
ICT	Information Communication Technologies
ICT-PSP	Information Communication Tech. Policy Support Program
IMF	International Monetary Fund
IP	Internet Protocol
İGDAŞ	İstanbul Gas Allocation Incorporated Business
İSKİ	İstanbul Water and Canalization Authority
LIS	Land Information Systems
MEB	National Education Ministry
MMS	Multimedia Messaging Service
NASCIO	National Association of State Chief Information Officers
NGO	Non-governmental Organizations
OECD	Organization for Economic Cooperation and Development
SMS	Short Message Service

TASAM	Turkish Asian Strategic Research Center
TBD	Turkey Information Association
TBMM (TGNA)	Türkiye Büyük Millet Meclisi (Turkey Grand National Assembly)
TBV	Turkey Information Foundation
T-Municipality	Tele-Municipality
TOBB	The Union of Chambers and Chambers and Commodity Exchanges of Turkey
TODAİE	Public Administration Institute for Turkey and the Middle East
TSE	Turkish Standards Institute
TUBİSAD	Turkey Information Industrialist's Association
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Program
USA	United State of America
UYAP	National Justice Network Project
VEDOP	Tax Office Automation Project
WAP	Wireless Application Protocol
WB	World Bank
XML	Extensible Markup Language
YASAD	Software Industrialist's Association
YERELNET	Local Government's Portal
YEREP	Education Material Development Project for Local Governments

INTRODUCTION

Participation is one of important element of democracies and it can be considered as an irrevocable necessity of successful public administration understanding. Especially, the rise of new public management at the end of 20th century have gained new dimensions to the administration and have increased the importance of the democracy. Local governments are the nearest institutions to the citizens. Therefore, the importance of the participation have become more important.

Reforms in public administration have differed with developing information and communication technologies. Nowadays, majority of the people use internet, communication technologies increasingly day by day. This situation has resulted with accoutred information society. Anymore, citizen's expectations have increased and caused to the essential innovations. Simplifications have been offered by technology have become obligation rather than necessity. As a result of this situation electronic government concept which is briefly e-government has emerged . People have become use internet technologies, computers, kiosk machines... to manage their operations. This situation has resulted with speed, efficiency and decrease of bureaucracy in operations.

The change in public administration has caused to enter into change in local governments too. It offered an opportunity to prove efficiency, accountability, transparency, participation and these kinds of good government principles in local administrations. Citizenship have become more and more important subject in local governments because, they are likely to have active participation. On the contrary situation, government become close to citizens and democratic principles couldn't been implemented. In this regard, municipalities have a critical role to provide active participation. Advanced technology helped them to ensure this participation through e-government, e-democracy and e-municipality concepts.

This thesis have intended to evaluate current situation of the e-government operations of the Turkey through the Beyoğlu Municipality case. For this reason, I

wanted to investigate what is the e-government usage level in Beyoğlu and what do citizens think about e-municipality applications. Did it provide expected participation or not? Did it increase the quality of the services? For this purpose the survey has been conducted to the people. I also would like to have an opinion whether e-government provide active participation or not according to acquired diagnosis.

This work consists of three parts. First part has been composed of theoretical framework. First chapter is related to the reforms in public administration. It starts with new public administration, reasons for the emergence, its fundamental features... There are also brief definitions of governance, e-government, e-municipality concepts. Second chapter is totally related to the e-municipality. It includes reasons for the emergence of the e-municipality, facilities of e-municipality, current applications of the Turkey, problems and evaluation of the e-municipality in terms of accountability and participation. Also it includes social media and e-government relationship. Third chapter includes evaluation of Beyoğlu Municipality in terms of e-municipality applications and conducted survey.

CHAPTER 1: THEORETICAL FRAMEWORK

1.1. Transformation of Public Administration After the Middle of 20th Century

Public administration has changed several times from past to the present. Because of this, it is open to interaction and has renewed itself with reforms and movements effected to the world. Classical public administration has been applied widely in the whole world for many years. However, it has been disqualified for changing conditions in administration understanding. All these developments has been caused to perceive that there should be substantial reform and transformation within the understanding of public administration. New public administration which has emerged in the last quarter of the 20th century was a result of neo liberalism movement which effected the period. It has occurred as a reaction to the strict, normative and clumsy structure of the classical understanding of public administration.

According to Bilal Eryılmaz, classic public administration is a paradigm that has dominated the period from middle of the 19th century to middle of the 20th century. It has been mostly derived from Max Weber, Woodrow Wilson and Frederick Taylor's ideas. Wilson has defended the division of politics and administration and Weber has asserted that an ideal bureaucracy is the most efficient administration type. Also Taylor has emphasized that there is just one type of administration for every job. Each of these thinkers have contributed to the evolution of classical public administration. All opinions have been focused on one thing: that classical public administration has caused to growth in public section. Growth in public services means increase in intervention, bureaucracy and ineffectiveness.¹

Basic principles and thoughts of the classical public administration has been categorized by Eryılmaz under four headings. First, administration has been organized under the Weber's bureaucracy understanding. So the administration has been based on strict hierarchy and centralism. Second principle is state should take

¹ Bilal Eryılmaz, *Kamu Yönetimi: düşünceler, yapılar, fonksiyonlar, politikalar* (Ankara: Okutman, 2011), 39

part directly on distribution of public goods and services. This situation also increased the role of the state in administration. Third principle is based on thought that politics and administration were different. Even though it is assumed that politicians and administrators had separate roles, politicians have the right to control administrators. And finally there are diversities among public and private sectors. Public sector is often based on legality, impartiality, public interest and public responsibility.² For this reason, public administration has become an institution that depends on state and has no responsibility to the society. So it basically emphasizes the importance of central administration, hierarchy and control.

1.1.1. Conditions for Reforms

Classical public administration is a kind of system that is more hierarchical, bureaucratic and static. It had been implemented in many countries for years than, it has been seen as a source of the problems. Traditional administration was deemed obsolete with changing conditions of the world, transformation of the administration has become an inevitable end. Increase in the population resulted in increase in the demand and competition environment had been warmed up. Welfare state had lost its significance because state had fallen to offer services. This situation had caused loss of the state dominance in the administration.

Reforms in public administration have been emerged as a result of some different factors. According to Veysel Bilgiç, various economical, social and political factors effected the occurrence of the reforms. One important element that could be considered as economical background of the reforms that change in welfare state understanding. According to the welfare state understanding common aims of the governments were full employment, price stability, balance of payments and economic growth. However, unemployment, stability in economy had risen after the oil crisis in 1973. This situation could have been prevented only with reducing the intervention of state to the economy and decreasing public spending. It has been

² Bilal Eryılmaz, *Kamu Yönetimi: düşünceler, yapılar, fonksiyonlar, politikalar* (Ankara: Okutman, 2011), 40-41

resulted with privatization of the institutions and implementation of the similar private sector applications.³

Increasing population and ascending education level are considered to be the social reasons of the reforms. Change of education level has resulted with increase in people's expectations. Thus, it has been agreed that services should be more qualified. As a result of the globalization many countries affect each other and they had begun to change their administrative systems. Hence, a state that protects its dominance so far is seen as inadequate.

The importance of the New right understanding had been increased after World War II. While the Keynesian welfare state puts emphasis on collectivism, social rights and equality, the New right had emphasized individualism, inequality and freedom. According to the new right thinkers, role of the state should be diminished at minimum level ensuring public services. When Labor Party came to power in UK, public expenditures were reduced and state intervention to the economy was decreased. It had resulted in transfer of administration to the non-state actors.

1.1.2. The Period of New Public Administration

Until the new public administration emerged, new movements have been affected the process. Neo liberalism was a rising movement that influenced the new trends on administration. New public administration which has emerged in management discipline than affected the public administration. So many thinkers agreed that reforms in public administration were impressed by new trends in management. They all agreed that reforms were based on neoliberal policies and new public management. The process that resulted with the rise of new public administration had been overwhelmed by the public choice theory, new public management and total quality management.

Public choice theory could have been called political economy theory or new political economy. It has emerged in 1950s. Theory puts forward the best

³ Veysel Bilgiç, "Yeni Kamu Yönetimi Anlayışı" in *Kamu Yönetiminde Çağdaş Yaklaşımlar*, ed. Asım Balcı et al. (Ankara: Seçkin, 2008), 33-34

style of voting which reflects societal choices with elaborating structure and mechanism of the bureaucracy, interest groups and policy making processes.⁴

Public choice theory is based on the assumption that preferences have been defined in both public and private sector and tries to maximize their interests in decision making process.⁵ According to this theory, profit expectation is very important within the supply and demand framework. In private sector, entrepreneurs have acted in accordance with market mechanism. This situation increased the quality of their performance and as a result total performance of the management had risen. When it has been adapted to the public sector, administrators will have acted in rational way. For example, selected politicians will want to be reelected or a bureaucrat will want to upgrade. It means they will have acted in accordance with their interests. When private sector had provided profit maximization public sector will have provided budget maximization. Hence, administrators will have struggled for rent seeking.

Subjects investigated in public economy have problems as a result of increase in public intervention. Increase in bureaucracy expenditures have resulted in extreme taxation. In economic decision making process, it is needed to consult the market actors. The state is restricted in economic decision making but its regulatory role has been increased. In present day, democratic states have emphasized the freedom of individuals rather than state's dominance. So, the intervention of the state to individuals has been reduced to a minimum level. Direct intervention of the state has given its place to the control and regulation mechanism. In this way, having a voice in administration of independent institutions has become easier.

There has been made some critics to public choice theory. It's related to opinion that individuals act according to their self interest. Some thinkers had defended the idea that in decision making process families and other people can be effective as well. As a result individual gains and self-respect can be effective in

⁴ Turgay Uzun, "Kamu Yararı Anlayışında Değişim: Kamu Tercih Yaklaşımında Bir Değerlendirme" in *Kamu Yönetiminde Çağdaş Yaklaşımlar*, ed. Asım Balcı et al. (Ankara: Seçkin, 2008), 115

⁵ Ulvi Saran, *Kamu Yönetiminde Yeniden Yapılanma: kalite odaklı bir yaklaşım* (Ankara: Atlas, 2004), 73-76

decisions. Democracy problem has kept its importance. So, state intervention should be blocked.

New public management has affected the emergence of reforms. Especially economic events right after 1970s have been important to provide new public management. In this process, neo liberalism movement has been effective. Failure of the interventionist state over economy was directed to the state new searching. It resulted in minimizing public expenditures, increasing privatization and becoming more efficient. Another important fact was globalization. With the impact of globalization has risen technology, goods, services and production rose, so, state gained new missions and responsibilities. Thus, state started to feel the need for private sector.

New public management had been used for the first time in Christopher Hood's article "A Public Management for All Seasons?" According to him doctrinal components of the new public management are; hands-on professional management in the public sector, explicit standards of the performance, greater emphasis on output controls, shift to disaggregation of units in the public sector, shift to greater competition in public sector, stress on private-sector styles of management practice and stress on greater discipline and parsimony in resource use.⁶ This can be understood as implementation of business management over public administration. Thus, public services will become more effective with the business management understanding. As a result of centralist structure of the classical public administration, strict hierarchical organization will be dissolved.

New public management means that implementation of private sector management and technics on public administration and formation of customer centered public culture.⁷ This approach has emphasized the difference between "administration" and "management". For this reason, administration has narrower meaning than management. Administration means handling business within the frameworks of particular rules. Management means not only handling business but

⁶ Christopher Hood, "A Public Management for All Seasons?" in *Classics of Public Administration*, Jay M. Shafritz et al. (CA: Wadsworth, 2004), 504-505

⁷ Selim Coşkun, "Kamu Reformları; Değişim ve Süreklilik" in *Çağdaş Kamu Yönetimi 2: konular, kuramlar, kavramlar*, Muhittin Acar et al. (Ankara, Nobel: 2004), 133

also, determining goals, planning intended to success and measuring performance over human resources.

According to Selim Coşkun, the basic themes and aims of new public management are;

- To separate formation, implementations of the policy and constitution of core departments and to leave implementations to executive agencies,
- To constitute mechanisms like market and forming competition,
- To espouse strategical approach over services,
- To exceed performance management through delivering services,
- To give the right to manage to the public administrators,
- To become more sensitive to the the people who enjoys public services,
- To form public culture that gives important expectations of citizens.⁸

These arrangements have changed the structure of the administration and increased the efficiency of services. The citizen has become a person that deserves qualitative service. Without a doubt, new public management was the most distinctive reason to the emergence of reforms.

Increasing productivity with the effect of globalization has resulted in consumer awareness. Previously, standards were determined by producers. However, it has changed and consumers have become effective in development of quality standards. These conditions have resulted with the emergence of total quality management. This approach defended that customer satisfaction should be provided and quality of goods and services should be constituted. Under the effect of the Industrial Revolution, the quality has become basic condition in services in 20th century.

Espousing new public management in administration has increased the importance of quality at the beginning of 1980s. This has resulted in the rise of total quality management in administration. According to Armand Vallin Feigenbaum total quality management could be applied on public sector. However, there are five important points to notice; top administrators should have decisive and accurate vision of administration, embody aims to be succeeded, prepare personnel with

necessary authority and responsibilities, establish team work culture and provide human resource management with satisfaction of customers.⁹

Some thinkers assert that total quality management has resulted in failure. According to Ahmet Nohutçu, fundamental results of the implementation of this approach on public sector are customer and citizen dilemma, outcome and service dilemma, human resources and performance management dilemma.¹⁰ This approach has sharpened differences among management and public administration. Therefore, there isn't an accurate definition of total quality management and it isn't sufficient to the solutions of the problem.

As a result, total quality management has been implemented on USA, UK, Canada, Australia, New Zealand, Sweden, France, Germany, Brasil and Portugal with success. And it is seen understood as a good example for other countries. Thus, it can be easily said that total quality management affects the implementation of public reforms and the constitution of a new public administration.

1.1.2.1. Emergence of New Public Administration and Its Fundamental Features

New public administration has emerged 1970s and spread all over the world. At first, it has appeared as a reaction to the classical public administration. Extreme growing of state has made the state the focus of the problems like red tape, infertility and clumsiness. Main features of the public administration were centralism, strict hierarchy, extreme dependence to rules, massive and clumsy bureaucracy, increasing public expenditures and confidence crisis among state and society.¹¹ New public

⁸ Selim Coşkun, "Kamu Reformları; Değişim ve Süreklilik" in *Çağdaş Kamu Yönetimi 2: konular, kuramlar, kavramlar*, ed. Muhittin Acar et al. (Ankara, Nobel: 2004), 134

⁹ Ahmet Nohutçu, "Sürdürülebilir Kamu Yönetimi Kalitesi İçin Toplam Kalite Yönetimi: Sorun Alanları, Uygulamalar ve Türk Kamu Yönetimi Uyarlaması" in *Kamu Yönetiminde Çağdaş Yaklaşımlar: düşünceler, yapılar, fonksiyonlar, politikalar*, ed. Asım Balcı et al., (Ankara: Seçkin, 2008), 296

¹⁰ Ahmet Nohutçu, "Sürdürülebilir Kamu Yönetimi Kalitesi İçin Toplam Kalite Yönetimi: Sorun Alanları, Uygulamalar ve Türk Kamu Yönetimi Uyarlaması" in *Kamu Yönetiminde Çağdaş Yaklaşımlar: düşünceler, yapılar, fonksiyonlar, politikalar*, ed. Asım Balcı et al., (Ankara: Seçkin, 2008), 298

¹¹ Bilal Eryılmaz, *Kamu Yönetimi: düşünceler, yapılar, fonksiyonlar, politikalar* (Ankara: Okutman, 2011), 39

administration has changed the relationship between state and society, bureaucracy, market, civil society and also supranational organizations.

The private sector has also contributed the change in public administration. Global conjuncture has also contributed this process. They loosened the hierarchical order and gave importance on quality and customer demands with the effect of new public management. Common opinion demanded that it should be implemented on public administration as well.

New public administration emerged in 1980s. It has been affected by new public management and certain cost theories. It is about change of administration to the management. For this reason, measuring performances, taking responsibilities and using resources efficiently these principles has become important. It has been emerged as a reaction to the classical public administration. First examples of this way of administration had appeared in England during the Thatcher government. It has been named as “new right” and it anticipated to minimize the state control.

Basic features of the new public administration resembled new public management. It includes the change of administrator and society relations and constriction of the operation area of the state. As a result of these changes quality of the services will increase. For example, citizen will take services like a customer. So, public would be change over like private sector. Additionally, system won't be based on strict rules as in case of classical public administration. It will be more dynamic that easily adopt to the changed structures.

1.1.2.2. Governance

There is no exact definition of governance as a concept. It has been used by World Bank Report as “good governance” in 1989. Than it became a topic that has been used frequently after IMF and OECD. Governance can be defined as administration is a mutual event among public and other actors through the pluralism understanding. This model has been based on associate administration and associate production. Therefore, participation has been emphasized. Some thinkers criticized that it allows supranational organizations to intervene in nation-

state's administration. Even though it has been criticized a lot, at times it also become a well-defended topic.

When it comes to the roots of the concept, it could be said that governance is a mixture of new public management and new public administration. Even though it seems that they are similar movements, they have some essential differences. According to Peters and Pierre, governance is a new and different approach with five features; governance is an essential component of the democratic administration, it is related to the processes, governance gives importance to the relations among organizations, governance allows a limited political control of the state but new public management doesn't, governance and new public management aren't fed by same ideological base. New public management has clear ideological base but, governance doesn't have a definite base.¹² Therefore, governance can be defined as something that puts forward the democracy in the foreground, gives importance to relationships among organizations and gives support to the public control.

Governance signifies a change in the meaning of a government, referring to a new process of governing; or a changed condition of ordered rule, or the new method by which society is governed.¹³ He has differentiated government and governance. According to him it is a changed manner in government understanding by which a particular society is governed. He mostly emphasized six different uses of governance:

- As minimal state
- As corporate governance
- As new public management
- As "good governance"
- As a socio-sybernic system
- As self-organizing network¹⁴

¹² Ertuğrul Gündoğan, "Yönetişim, Kavram, K uram ve Boyutları" in *Yönetişim: kuram, boyutlar, uygulam*, ed. M. Akif Çukurçayır et al., (Konya: Çizgi, 2010), 28

¹³ R.A.W. Rhodes, "The New Governance: Governing Without Government" *Political Studies* (1996): 652-653

¹⁴ R.A.W. Rhodes, "The New Governance: Governing Without Government" *Political Studies* (1996): 653

The governance refers to the participation of civil society and non-governmental organizations to the governing process. So, it emphasizes democracy, openness, accountability, plurality and subsidiarity. In this sense, governing is a process of reconciliation between public sector and civil society organizations. Sometimes government can be ahead of other decision makers, but it can never be the unique power at the whole process. Therefore, civil society organizations or other private sector establishments can be associates to the governing process.

Governance has emerged as a consolidation of some different components. Participation is an important feature because, it is a process in which more than one factor has taken part in the process. Society was governed by the state for many years and at the end, they obtained the freedom and right to express themselves politically. At least, there have been positive developments. Especially the good governance concept which has seen by WB, UN has an essential role. This understanding established some basic principles. Good governance is based on accountability, transparency, rule of law and participation. In order to improve public administration, scholars must analyze and assess the effects of culture and government, and the false dichotomies of public versus private, efficiency versus control, result versus process, and public administration-public management. Finally three E's of public administration economy, efficiency and effectiveness must include fourth E, equity, to ensure that the long term needs of the poor are met.¹⁵ In this respect governance is a type of governing to improve democracy. It emphasizes the importance of citizen participation. It comes true in two phases; firstly, citizen gets involve in the process himself and secondly, citizen joins civil society organizations. At the end they can take a place in decision making both of two processes.

1.1.2.3. E-Government

In the present day, use of information technology and communication (ICT) has changed many things in all spheres of the life. The utilization of technological change to promote the private interests of elites is highlighted as a critical

development of the late-nineteenth and early-twentieth centuries; a practice that has continued with emergent ICT.¹⁶ It has resulted with the information society have a high prospect.

According to Janet Caldw, the term "e-government" has attained conversational status. Some people define e-government as digital information and online transaction services to citizens. Others use the term to refer to electronic commerce, namely online procurement. At this stage in the evolution of a digital economy and society, too narrow a definition can constrain opportunity and too broad a definition can dilute its value as a rallying force.¹⁷ Defining e-government is related to some dimensions. So, it must be investigated through considering those dimensions such as policy, strategy, economic competitiveness, community, digital democracy... With ensuring these extents, problems and blurrings on e-government as a definition would be minimized.

Integration of technology into the life has caused so many changes in public service. In this process, state taken essential role. Any longer digital democracy, electronic governance, electronic democracy and electronic state are being used more frequently. This change has effected the structure of the system. Participation of the people has become a necessity rather than as a requirement. It has put forward the reciprocal interaction with ascribing different extents to the state and citizen relationship. Increase of people who participate in administration through referendum, voting, etc will increase the level of governance group among administration group and legal decision makers.¹⁸ Use of e-government has gained new perspectives to governance process. The change in administerial era is being defined by some international organizations in different way.

E-Government is a new settlement model that provides transparency by the agency of information technology that citizens and institutions appears on electronic

¹⁵ Naim Kapucu, *Governance Reforms: Comperative Perspectives* (Ankara: USAK, 2010), 3

¹⁶ Andrew Kakabadse, Nada K. Kakabadse, Alexandre Kouizmin, Kalu N. Kalu, "Calling on Jefferson: "custodiary" as the fourth estate in the Democratic Project" *Contemporary Politics*, Vol. 16 of Routledge: 284

¹⁷ Janet Caldw, "The Quest for Electronic Government: A Defining Vision", *Institute for Electronic Government IBM Corp.* (1999): 2

¹⁸ Zerrin Toprak, "E-Yönetişim&E-Demokrasi" in *Yönetişim: kuram, boyutlar, uygulam*, ed. M. Akif Çukurçayır et al., (Konya: Çizgi, 2010), 74

environment to respond information society. Through the use of e-government on administration there could be successful results in the way of participation, accountability, rule of law and transparency since, it is based on citizen empowerment. It can be predicted that informing citizens will result in the quality of democratic governance. Thus citizen can settle the centre rather than state. Deficiencies in classic system would be solved as well.

Perspective	E-government Definition
Using technology for political reasons	The use of Information and Communication Technologies (ICTs), and particularly the Internet, as tools to achieve better government
Reforming public sector	The use of ICTs to improve the efficiency, effectiveness, transparency and accountability of government
Change Management	The use of ICT in public administrations combined with organizational change and new skills in order to improve public services, democratic processes and strengthen support to the public policies.
E-government dimensions	E-government should be divided into four distinct areas of activity, namely e-democracy, e-service provision, e-management and e-governance.
Technology	Utilizing the Internet and the World-Wide Web for delivering government information and services to citizens.

Relationships with partners	A government's use of technology, such as the Internet, to aid the delivery of information and services to citizens, employees, business partners, other agencies and other government entities
Political	E-government offers an opportunity for governments to re-organize themselves, get closer to the citizen and co-operate with a variety of societies.

Table (1): examples of e-government broad and narrow definitions¹⁹

It could be said that history of e-government has started with the widespread use of the internet. Especially at the beginning of the 1990s, so many institutions have moved application on electronic environment with setting up websites. This situation has reached different dimensions in time. Michiel Backus groups the evolution of the e-government on four groups as follows; knowledge phase, interaction phase, action phase and transformation phase.²⁰ Knowledge phase is a process that started with the offering information through the website at the beginning of 1990s. Interaction phase came true at the middle of the 1990s and it was a process that includes acceptance of appeals. Action phase contains more interactions. Finally, transformation phase includes integration with institution.

Use of e-government has provided simplifications in many spheres of life. The impact at the broadest level is simply better government by enabling better policy outcomes, higher quality services, greater engagement with citizens and by improving other key outputs. Substantial benefits of e-government initiatives, including, improving efficiency by reducing time spent upon manual tasks, providing rapid online responses and improvements in organizational

¹⁹ Abdullah AL-Shehry, Simon Rogerson, N. Ben Fairweather, Mary Prior, "The Motivation for Change towards E-Government Adopataion: Case Studies from Saudi Arabia", eGovernment Workshop '06, (2006): 3

²⁰ Hüseyin Odabaş, *E-devlet sürecinde elektronik belge yönetimi* (İstanbul: Türk Kütüphaneciler Derneği, 2009), 19

competitiveness within public sector organizations.²¹ The usage of e-government isn't one-way direction. Not only public institutions cashed in the process. On contrary, it is a process that will strengthen public relations. Through the offering of data on interactive environment, citizens can complain easily when there is a problem. Hence, it will shrunk the process that state getting back. Briefly, the public will take place in public decision making mechanism through e-government. It will cause to discharge low level civil servants. On the other side, face to face communication will be let down at minimum level and this will have provide time saving. So, servants will be provided an advantage of spending their time for other works. As well as it will ensure time saving, there will be more transparent and accountable service in administration. Thus, corruption, clientelism or these kinds of problems that have been encountered in classical public administration will be reduced at lower levels.

1.1.2.3.1. E-Government in the World

The success level of e-government applications differs from country to country. According to the UN study in 2012, most successful countries in the world are South Korea, Holland and UK. Far and away the most successful continent in the world is Europe.²²

All countries in the world has passed beyond e-government by composing a strategic plan. Without a doubt, developed countries are found at the head of the list. Alongside, the developing countries have taken serious strides in this effort. India is the country that has done considerable steps that aim to increase level of citizen pleasure. India has worked up into the mission to go on public services on electronic environment.

²¹ Jyoti Chodrie, Gheorgita Ghinea and Vistoria Weerakkody, "Evaluating Global e-Government Sites: A View Using Web Diagnostic Tools", Brunei University 2004: 105-106

²² "E-devlet Raporu 2012 Dünya Geneli", accessed March 23, 2012, www.turkiye-rehberi.net/E-devlet-Raporu-2012-Dunya-Geneli

Rank	Country	E-Government Index
1	Republic of Korea	0.9283
2	Netherlands	0.9125
3	United Kingdom	0.8960
4	Denmark	0.8889
5	United States	0.8687
6	France	0.8635
7	Sweden	0.8599
8	Norway	0.8593
9	Finland	0.8505
10	Singapore	0.8474
11	Canada	0.8430
12	Australia	0.8390
13	New Zealand	0.8381
14	Liechtenstein	0.8264
15	Switzerland	0.8134
16	Israel	0.8100
17	Germany	0.8079
18	Japan	0.8019
19	Luxembourg	0.8014
20	Estonia	0.7987

Table (2): World E-Government Development Leaders²³

According to the report published in 2012, USA has formed e-government and ICT institution that are directly bounded up to the president. Similarly, England has constituted e-envoy office to process and lead information policies in 1999.²⁴ South Korea also has succeeded in e-government applications and has raised the first rank in the world at 2012. South Korea has completed e-government works at the beginning of the 2000s. Korea has made an extra effort to provide security in

²³ UN Economic and Social Affairs, *United Nations E-Government for the People* (New York: UN, 2012), 1

²⁴ Asım Balcı, "E-Devlet: Kamu Yönetiminde Yeni Perspektifler, Fırsatlar, Zorluklar" in *Kamu Yönetiminde Çağdaş Yaklaşımlar: düşünceler, yapılar, fonksiyonlar, politikalar*, ed. Asım Balcı et al., (Ankara: Seçkin, 2008), 323

information. For this reason, right to access the main network has been given to the state institutions only. Thus, attacks and forbidden operations have been prevented.²⁵

Considering the UN Report in 2012, next country after Korea is Netherlands in the e-government development index. Efficiency and citizen inclusion are the main objectives of the e-government strategy in Netherland. Integration of the back office management system has been undertaken with a belief that citizens should be provided information once. The government is building an e-government infrastructure encompassing citizens across the government processes including authentication, uniform identification numbers for both citizens and business and electronic personal identification. As part of its broader ICT strategy the focus of e-government in the Netherlands was an improving efficiency services with reduction of administrative cost and burden.²⁶

Third country of the list, UK has considered that the modernization of the country passes e-government strategy. Modernization can be provided solely with the use of information technology actively. Therefore, UK has aimed to offer all services online and implement digital signature to provide security for more efficient operations. UK has made an extra effort because of the large number of conservative in administration. UK's website Direct Gov provides a one-stop-shop for all government information and services. Its comprehensive "Do it online" page lists all public services, forms, tools and transactions that the government provides in a user-friendly manner.²⁷

As we look at regional averages in e-government development, Europe is the first and foremost continent in the world. Use of information technology has changed many things in individual and institutional structures. European Union has decided to pass to information-based economy in March 23-24, 2000. After Stockholm Summit in 2001 E-Europe Action Plan has been implemented in several countries. E-Europe constitutes for innovation of economies, more modern structure and enhancement of efficiency. Thereof, three aims have been determined; firstly

²⁵ N. Hüseyin Kuran, *Devlet baba'dan E-Devlet'e Türkiye için E-Devlet modeli : analiz ve model önerisi* (İstanbul: İstanbul Bilgi Üniversitesi, 2005), 79

²⁶ UN Economic and Social Affairs, *United Nations E-Government for the People* (New York: UN, 2012), 49

cheaper, faster and secure internet, secondly investment to people and their qualifications, thirdly to encourage people to use internet.²⁸ E-Europe will continue to be developed in the future. i2010 has formed to constitute an information society for growth and employment which is a part of e-government action.

1.1.2.3.2. E-Government in Turkey

Use of information technology in all spheres of the life resulted in changes in offering public services. For this reason transferring applications toward a digital environment has become an inevitable end. Turkey began e-government applications with constructing a new vision in public services. Even though there were some efforts until that time, the first project has been formed in 1998 with KAMUNET. The most important mission of KAMUNET technical board was to move institutions on virtual environment for providing more active, transparent, secure and uninterrupted services.²⁹ Workings about construction of information society have been accelerated in 2000s. Turkey become a part of e-Europe in 2001. For this reason, the e-transformation of Turkey has been started and unified under one project.

²⁷ UN Economic and Social Affairs, *United Nations E-Government for the People* (New York: UN, 2012), 47

²⁸“AB E-Europe Politikaları”, accessed March, 23, 2012,

http://www.tobb.org.tr/BilgiHizmetleri/Documents/Raporlar/ab_bilgi_toplumu

²⁹ Asım Balcı, “E-Devlet: Kamu Yönetiminde Yeni Perspektifler, Fırsatlar, Zorluklar” in *Kamu Yönetiminde Çağdaş Yaklaşımlar: düşünceler, yapılar, fonksiyonlar, politikalar*, ed. Asım Balcı et al., (Ankara: Seçkin, 2008), 324

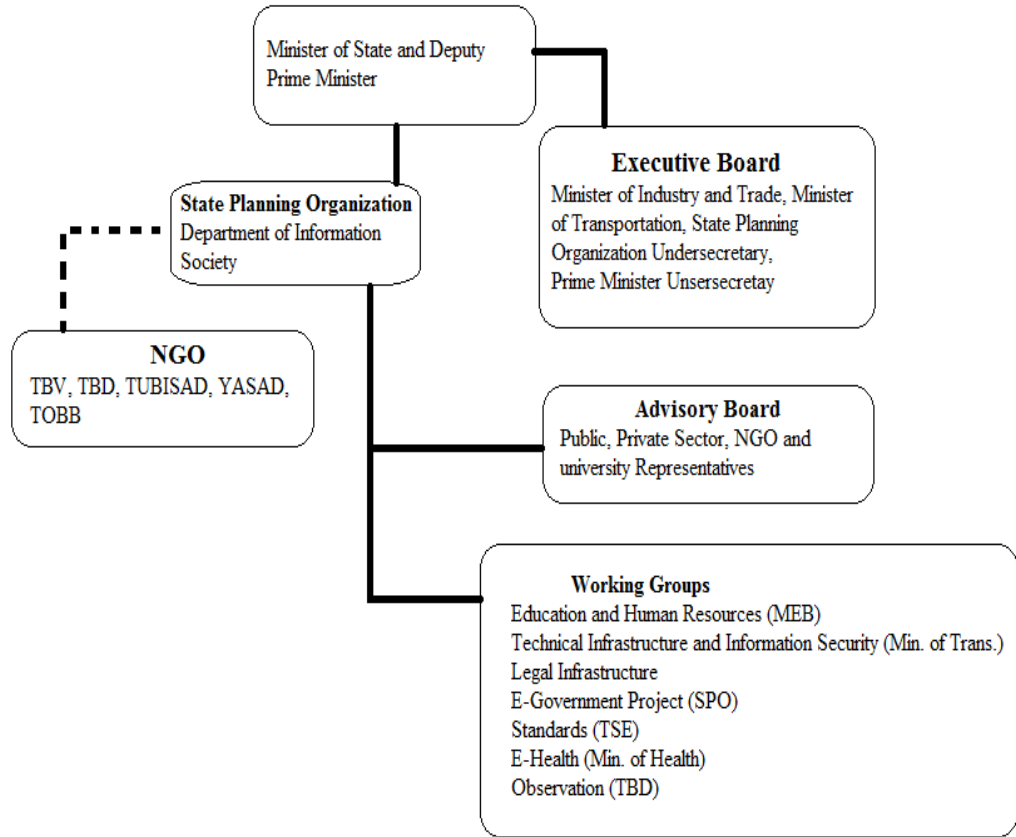


Figure (1): E-Transportation Turkey Organization Plan (2006) ³⁰

Subsequent works in e-government applications have been VEDOP Project by Ministry of Finance. It aimed to collect taxes more efficiently and faster. It was followed by Customs Union. GIMOP Project was launched to modernize customs house. By using electronic data interchange, customs declarations have been transferred on digital environment.

On the other hand, Ministry of Justice has constructed the UYAP Project. This project aimed to unify all units so judiciary procedures can be applied faster and more efficient. ³¹ Access to Information Project was constructed by Ministry of Education, Say2000i was constructed by Ministry of Finance, EVAS project which provided communication between Central Bank and other financial institutions and

³⁰ E-Dönüşüm Türkiye Projesi Çerçevesinde Yürütülen Faaliyetler, Sayıştay Bakanlığı, 26

³¹ Özgür Uçkan, *E-Devlet, E-Demokrasi ve Türkiye* (İstanbul: Literatür, 2003), 294

the management of Turkish Bosphorus Project was constructed by Navigate Undersecretary can be added to early applications related to e-government.³²

Turkey has unified all digital applications under one major portal called e-government gate. Citizens can carry out all their applications on the Internet via logging into www.turkiye.gov.tr. It's possible to attain two kinds of services on e-government gate. First one is related to notifications. Second one is related to electronic public services. In order to achieve these services, an electronic signature is needed. E-signature is a data for identifying which person he/she is. Website has been serving integrated with ministries and some institutions. These institutions are as follows: Presidency, TGNA Presidency, Premiership, General Staff, Ministry of Justice, Ministry of Defense, Ministry of Internal Affairs, Ministry of External Affairs, Ministry of Finance, Ministry of Education, Ministry of Environment and City Planning, Ministry of Health, Ministry of Transportation, Navigation and Communication, Ministry of Nutrimet, Agriculture and Animal Breeding, Ministry of Ministry of Study and Social Security, Ministry of Science, Industry and Technology, Ministry of Energy and Natural Resources, Ministry of Culture and Tourism, Ministry of Environment and Water, Ministry of Family and Social Politics, Ministry of EU, Ministry of Economics, Ministry of Youth and Sports, Ministry of Customs and Trade, Ministry of Development.

Citizens can perform a transaction through using the ministries' shortcuts on the website. They can be updated of the later news and announcements through the first page of the main portal. Additionally, they can send a message to institutions, materialize payment transactions and materialize other electronic services.

E-Government projects have been following each other day by day. Some of the current e-government projects are Fatih project, e-correspondence, e-identity, etc.

Fatih Project aims to provide information technology-based education by the end of 2013. This project is planned to be implemented for preschool children, elementary children and secondary school children. Through this project, education will adopt themselves to current technology. Starting point of the project is growing qualitative information society who know and use technology actively. For this

³² Özgür Uçkan, *E-Devlet, E-Demokrasi ve Türkiye* (İstanbul: Literatür, 2003), 294

reason, 570 000 laptop, LCD interactive board and internet network infrastructure will be provided. In this processes, teachers will have a special course on intended for using information technologies effectively.³³

E-Correspondence Project is being constituted for providing official correspondences on electronic environment among public establishments and institutions. Security of the system is being ensured through the coding mechanism for users.

E-Identity Project is the newest project and work on this project is still going on. E-Identity is a kind of smart card that allows to reach all demographical information related to the person. It designs that are adopted to integrate the e-government gate. Thus, people who wants to benefit public services will use the card. Since it can hinder all kinds of identity abuses, system will be protected through password and identity verification will be provided with open key infrastructure. Card owner unique identifier will protect card owner against to the external applications.³⁴

According to research completed by OECD in 2009; Turkey goes through important steps on e-government applications. Turkey has focused on these subjects;

- Providing electronic auctions, social security and health payments on electronic environment instead of applying more e-government services,
- Setting up e-government infrastructure for tax offices, Ministry of Finance units, National Justice Network.
- Preparing database for tax numbers to share identity information.³⁵

According to the report published by UN in 2012, Turkey ranks in 90th in world e-government ranking. Although recent projects have been increasing, world rank of Turkey regressed while it was 69th in 2010.

1.1.2.3.3. E-government in Municipalities

E-municipality is a kind of settlement which is more transparent, efficient and adjacent to the citizens through use of information technology. It is a removal of

³³ “Fatih Project”, last modified May 18, 2012. <http://fatihprojesi.meb.gov.tr/tr/icerikincele.php?id=6>.

³⁴ “E-Identity Card”, last modified May 18, 2012. <http://www.ekds.gov.tr/kimlik/guvenlik.jsp>.

³⁵ Sinan Yılmaz, March 4, 2012 (22:46 pm) , “Kamu Yönetimi e-devlet”, December 26, 2011, <http://www.todaie2011.blogspot.com/2011/12/kamu-yonetimi-e-devlet.html>

services on digital environment. E-municipality is a very important topic because “participation” becomes more of an in local administrations. Main functions of e-municipality:

In terms of municipality:

- Productivity in services
- Providing tax justice
- Measurement of the performance
- Modernization
- Development of decision making bodies

In terms of citizens:

- More qualified services
- Citizen centered services
- 7/24 service
- Participation to design services
- More transparent and accountable administration³⁶

According to TASAM, there are three phases of e-municipality; unilateral informing, reciprocal communication and online operations. Unilateral informing includes press releases, notifications, activity reports... Reciprocal communication contains inquisition of tax, sending e-mail, participation to questionnaires... Online operations contains paying tax, participating auctions, contracting water, natural gas subscription...³⁷

Turkey has applied YerelNet Project in cooperation with Ministry of Interior Affairs, State Planning Organization and Public Administration for Turkey and the Middle East (TODAİE). The main purpose of the research was to put in a new model appropriate to the 21st century’s requirements. YerelNet Project had two auction plans; first one is YERYÖN which has implied to strengthen local administrations and second one is YEREP which has implied to develop local administrations.³⁸

³⁶ Rabia Karakaya, *E-Belediyeçilik Kılavuzu Yerel Yönetim Vatandaş Etkileşimi* (İstanbul: Tasam, 2006), 11

³⁷ Rabia Karakaya, *E-Belediyeçilik Kılavuzu Yerel Yönetim Vatandaş Etkileşimi* (İstanbul: Tasam, 2006), 13

³⁸ Özgür Uçkan, *E-Devlet, E-Demokrasi ve Türkiye* (İstanbul: Literatür, 2003), 295

According to Özgür Uçkan, YerelNet Project hasn't been a local administrator's work. Because of centralist understanding of the government, this project has been on the hands of central government.

Yalova Municipality could be a good example for implying e-governance works. Within the Information City Project, technical infrastructure and qualified human resources were constituted and private sector has been encouraged. This project has been successful because people who live in Yalova supported it. However, this project has been included into the e-Turkey project, so Yalova has been chosen as a pilot province. This situation has been criticized by Uçkan. According to him, there is a problem in local administration's autonomies. When they wanted to act autonomously, they encounter intervention from the central government.³⁹

According to the EU, there should be innovations in local administration. They should be strengthened locally in order to keep away central government's intervention. Regional development can be provided with strengthening local administration. And e-municipality has an essential role to increase participation in local administrations.

Last practice intended for integration in EU project is the ICT-PSP (Information Communication Technologies-Policy Support Program). Main aim of the program is accelerating the development of information society, advancing unique Europe information space, spreading information and communication technologies to society. Turkey has succeeded to participate in the project in 2011. Within the ICT-PSP the Project, especially Ministry of Health, National Library Presidency, Ankara's Provincial National Education Board and some local administrations have subscribed.⁴⁰

³⁹ Özgür Uçkan, *E-Devlet, E-Demokrasi ve Türkiye* (İstanbul: Literatür, 2003), 298

⁴⁰ "Bilgi Toplumu Basın Açıklaması", accessed March 25, 2012, www.bilgitoplumu.gov.tr/basmaçiklamasi

CHAPTER 2: E-MUNICIPALITY: A THEORETICAL FRAMEWORK AND ITS MAIN ISSUES

2.1. E-Municipality as a Concept

E-Municipality is whole applications that provides citizens to participate decision making process in municipalities through using the technological infrastructure of the period. E-municipality can be called interactive municipality that offers faster, more qualitative and permanent service.⁴¹ E-Municipality has established to move applications on electronic environment. Thus, citizens can finish their operations through the established e-municipality information system in the cyberspace.

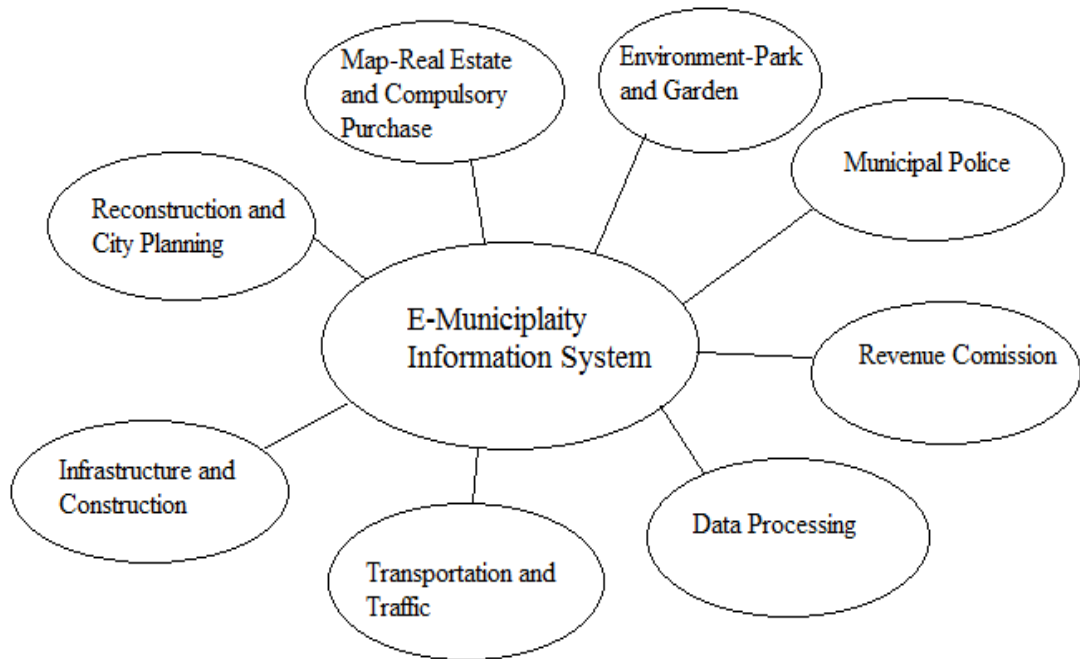


Figure (2): E-Municipality Information System and Directorships⁴²

Mobile phones, kiosk machines, computers, etc will provide more comfortable and contemporary service to citizens. E-municipality has rendered

⁴¹ Abdurrahman Geymen and İsmail Rakıp Kardeş, “E-Municipality Applications for Local Administrators” Coğrafya Bilgi Sistemleri Günleri, Fatih Üniversitesi 2006: 1-2

⁴² Mustafa Çoruh, “Kent Bilişim Sistemi ve E-Belediye” *Akademik Bilişim* (2009): 216

public services faster and attainable by recovering the old system that has been boxed to the location as in classical public administration. Thus, citizens can easily make an implementation without time limitation. The use of technological developments has provided facilities in two sides: from the citizen's side, they can go on applications up to date and from the municipality's side, it is easier to arrange and implement services on electronic environment. It has also provided time and cash savings. In this way, more accountable and participatory services have been provided.

The common theme behind these definitions is that e-government involves the automation or computerization of existing paper-based procedures that will prompt new styles of leadership, new ways of debating and deciding strategies, new ways of transacting business, new ways of listening to citizens and communities, and new ways of organizing and delivering information.⁴³ For this reason government and citizen relations have changed and now have a new form. According to the participation principle, one of the most important institutions is the local government, because, local governments are institutions that take over important roles in representation of the people. Municipalities are the best institutions to evaluate the decisions and wishes of the people. Use of technology has changed the traditional way of communication among citizen and municipality. Therefore, it could be easily said that e-municipality has enhanced the efficiency of the local administrations.

The main objective of the e-municipality should be to provide all citizens within its area of responsibility an interface for reaching all kind of information related to the local administration and to have one to one communication with administrators through online chats and conferences. Citizens can report whatever problem they have thus, the way of problem solving could have been provided in democratic way. Use of e-municipality will provide;

- Activities have been watched by public in current way,
- Municipality has been introduced in cheaper and more efficient way,
- Information transformation has been provided to press and broadcasting institutions,

- Citizen and municipality relation has been carried on interactive environment through the use of e-municipality,
- City agenda has been watched in current and sophisticated way,
- Operations intended to collect city information have been provided and developed⁴⁴

There are some steps have been taken to adopt e-municipality in institutions. These're; renewing municipality regulations according to the technological developments, bringing standards to the software in qualification to the municipality automation system, setting up information processing infrastructure and providing technical and financial support through assuring qualitative personnel.⁴⁵ Renewing municipality regulations is necessary development because, transformation to the new system has caused so many changes. New operations requires new legislations to adjust to the technology. Otherwise, there could be seen legal spaces. Regulating legislations will benefit in solve problems originated to use of online applications. It also requires more informed and equipped personnel that rules over the computer and technology.

One of the most essential topics is city information system (CIS). Through the use of CIS, information related to the city can be provided more confidential, economical and in faster way. These systems have been used for preparing physical plans, restoring drinking water, sewage, drainage and natural gas infrastructure and planning transportation. It is used for cleaning and solid waste services, street lightening, real estate registering and social and cultural facilities. CIS benefits to the financial management, project ruling and guarding environment.⁴⁶

E-Municipality will provide municipalities to carry their services virtually. It is possible to apply these services listed below;

- To learn zoning status of the land through writing plot numbers,

⁴³ Subhajit Basu, "E-Government and Developing Countries: An Overview" International Review of Law Computers, 2004: 110

⁴⁴ H. Burçin Henden, "Katılımcı Yönetim Anlayışında E-Belediyeciliğin Yeri ve Önemi" Uluslar arası İnsan Bilimleri Dergisi, 2005:7

⁴⁵ Abdurrahman Geymen and İsmail Rakıp Kardeş, "E-Municipality Applications for Local Administrators" Coğrafya Bilgi Sistemleri Günleri, Fatih Üniversitesi 2006: 2

⁴⁶ Sadun Emrealp, *Yerel Yönetim ve Bilgi Teknolojisi*, (İstanbul:Kent), 50

- To pay a particular amount money for buildings,
- To follow property tax notifications,
- To see if there is water debt or not,
- To follow complaints and municipal police applications,
- To reach regulations which local government is administered,
- To fill and follow right to inform application,
- To follow and pay environment purification notifications,
- To attain a knowledge about contracts, biddings,
- To apply for opening business,
- To take a day for wedding,
- To be informed about municipality decisions,
- To be informed about traffic, pharmacy,
- To attain information about sea and weather pollution,
- To obtain and dowload all kinds of documents⁴⁷

2.2. Reasons for the Emergence of E-Municipality

Change in information technologies has resulted in the change of all kind of services to the electronic environment. This change has increased expectations of the people to more efficient, regular and healthier relationship among citizen and local governments. In this perspective, two missions have been expected from municipalities. First one is to provide information technologies in the institution and to use the technology spreadly. Second one is to bring the level of the institutions capable of giving education. It is an important requirement for the municipality personnel and people who takes service from municipalities.⁴⁸

Globalization has raised the importance of concepts of e-government, e-governance and e-municipality. According to WB, UN and these kinds of international institutions, the level of e-government applications are an indicator for development. There are some reasons that why e-government is an important requirement. In a political sense e-government can increase citizen participation in

⁴⁷ Mustafa Çoruh, "Kent Bilişim Sistemi ve E-Belediye" *Akademik Bilişim* (2009): 216

political processes; building trust between citizens and their government by improving the government's image and perhaps facilitating democratic elements by enabling voting online.⁴⁹ Local government is the place that participation is still more important. Basic requirements or problems of the citizens have been delivered to the municipality. Hence, municipality is the place that citizen participation should be provided.

Economic reasons include cost reductions for both the government itself and the adopter of e-government services. While doing transactions on a digital environment, speed of transactions have increased also. Additionally, it has resulted in personnel saving. Because, the work which was completed by ten people now can be finish just in one computer. The social benefits of e-government include better delivery of government services. The managerial reasons behind the adoption of e-government include reforming the public sector, leading to more efficient government management with increased accountability and transparency.⁵⁰ Within these perspectives; the ways of administration have changed more qualitative and effective structure.

According to UNeGov.net, reasons for e-government have been arranged in this way;

- e-government improves efficiency
- e-government improves service quality
- e-government helps achieve policy outcomes
- e-government contributes to achieving economic objectives
- e-government can be the major contributor to reform
- e-government builds trust between citizens and government.

⁴⁸ Uğur Yıldırım and Şerif Öner, "Bilgi Toplumu Sürecinde Yerel Yönetimlerde Eğitim-Bilişim Teknolojisinden Yararlanma : Türkiye'de E-Belediye Uygulamaları" *The Turkish Online Journal of Educational Technology* (2004): 54.

⁴⁹ Abdullah AL-Shehry, Simon Rogerson, N. Ben Fairweather and Mary Prior, "The Motivations for Change Towards E-Government Adoption: Case Studies From Saudi Arabia" *eGovernment Workshop* (2006): 8.

⁵⁰ Abdullah AL-Shehry, Simon Rogerson, N. Ben Fairweather and Mary Prior, "The Motivations for Change Towards E-Government Adoption: Case Studies From Saudi Arabia" *eGovernment Workshop* (2006): 8.

It is a fact that there is a significant relationship between democracy and e-municipality. E-municipality ensures the use of democratic values in administration. More efficient administration, better service quality, successful policy outcomes, liberal economic objectives, innovative reforms and successful relations among citizen and government... All these are indicators of prosperous government. Effects of the globalization have lead to have states with better administrations. So many changes have been done. With the development of the technology, structure of the reforms also has changed. It has become commonly agreed that use of e-municipality is a fruitful model to the local governments.

2.3. Facilities Provided by E-Municipality

Over the last ten years, government operations have been substantially transformed by the introduction Information Communication Technology, especially activities at the interface with the public. New ways of communicating information can allow governments many simplifications such as escaping the dilemma between cutting costs, increasing quality, creating an administration that works better and costs less. According to Schiavo Campo and Hazel McFerson, the main benefits of the ICT are; lower administrative costs, faster and more accurate response, location-independent access to government, facilitation of government –to- business interface and better management support.⁵¹

E-Municipality is to provide services on electronic environment. It ensures 7/24 service and information related to the city to be known by citizens. For this reason, it could be said that transporting applications on electronic environment will provide to be capable of all kind of services on digital framework. This situation provides more successful, economic and faster governance. To give an example, citizens can learn and pay their debts through the website, citizen can deliver complaints to the call center or they can learn developments related to the municipality on kiosk machines...

To carry services, virtual environment isn't enough to have successful e-municipality. In order to benefit e-municipality applications, it is required that

⁵¹ Salvatore Schiavo-Campo and Hazel M. McFerson, *Public Management in Global Perspective*, (New York: M.E. Sharpe, 2008), 401-402

people, institutions, firms, etc transform to the electronic environment. Through this operation e-municipality would provide more facilities. According to Mustafa Çoruh, these facilities have been listed in this way;

- Administration and decision making process become transparent,
- Time and location limitation disappears,
- The cost of service decreases,
- The participation of local community would have been provided,
- Over employment have been hindered,
- Quality of municipality services increase,
- Participation focused administration increases the trust to the local governments,
- Inspection of the bureaucracy quickens,
- Accountability and administrative controlling have been ensured.⁵²

All these articles could be counted as material benefits of the e-municipality. In this way, services become more and more qualitative than traditional governance. Main feature of the services is to be more qualitative, efficient and successful administration. It also endorses good governance principles. While applying e-municipality, it is easier to have more transparent, accountable and participatory governance. The state isn't the main focus anymore. Citizen places the focus thus, the way of ruling is determined by the local people.

Another benefit of the e-municipality is providing future estimate. It has been thought that databases which entered to the system would ensure to make plans for future operations. Municipality can easily decide could they do in the future with calculated numbers, through these data. Thus, time and money could be saved.

2.4. E-Municipality Applications in Turkey

Increase in the use of e-government in services has needed to wider transformation in the system. For this reason, various local government operations has been made wider and broader. Personnel management, stock management, public real estate, property tax, etc have become included through the e-municipality

⁵² Mustafa Çoruh, "Kent Bilişim Sistemi ve E-Belediye" *Akademik Bilişim* (2009): 217

concept. Likewise, carrying on account, budgeting, financial check, financial reporting operations to the electronic environment have become a necessity. More or less this situation has emerged and spread throughout the world in 1980s. Especially, the use of the internet has become turning point for the e-municipality implications.

Even though, e-municipality has been perceived as just internet services, it isn't restricted to internet. In order to have effective e-municipality, operative call center, web based City Information System (CIS), kiosk machines that could be reached 7/24 should be needed. All kind of opportunities have been offered by electronic environment is intended for increasing effectiveness of the service quality of the local governments.

The most important implication toward e-municipality in Turkey is "YERELNET" project. Local governments portal has been opened in 2000. It offers service without password and cost free by TODAİE. Local administration system has progressed in five stages. These are; acquiring computer, automation, usage of internet, establishing website and moving governance on internet.

According to the research has been done by TBD, results aren't satisfactory. 3064 municipality have been researched and results are like that:

- 69 % of the municipalities in Turkey have computer. 95 % of them have sufficient technical features and 30 % of them have automation;
- 15 % of the municipalities have internet accession. This proportion is 22 % in the municipalities with computer;
- Municipalities in the developed regions as socio-economically are more advantageous. Acquiring computer in the Marmara Region is 90 %;
- Automation proportion is 54 %, internet usage 26 %, to receive a support from company is 91 % in municipalities with computer. Lowest proportions are in the Southeast Anatolian Region and East Anatolian Region;
- Acquiring computer is 55 % in small municipalities. Usage of internet is 12 % in small scale municipalities and it increases to 63 % in big scale municipalities;
- To receive a support from company in whole municipalities is between the scope 64 % - 86 %;

- Municipalities with website isn't clear yet. However, it is more or less 150.⁵³

As well as the current situation is more different. It is a fact that the percentage of information technologies in municipality is still low. However, new applications have resulted with success. To give an example; reconstruction area has been a problem that municipalities spend most of their time. One of the important step is giving online document to reduce processes takes long time. Reconstruction condition, application plan and these kind of mostly required applications have become possible. Reconstruction condition, building permission, visa chart and application plan could be found through forms on municipality websites.⁵⁴

2.4.1. Information Systems

Local governments have applied strategic approaches to use and evaluate knowledge. The most reliable, economic and fastest way of reaching knowledge is to use computer-based city database based on City Information System (CIS). The basic foundation of the CIS is to construct an information system based to spatial, physical and geographical principles. Especially right after 1970s, computer based database management systems have been constituted. These systems have been used for preparing physical plans, restoring drinking water, sewage, drainage and natural gas infrastructure, planning transportation. It is used for cleaning and solid waste services, street lightening, real estate registering and social and cultural facilities.⁵⁵

CIS is to collect, register, proceed, plan and share them with civil and private firms all data related to the city through use of information technologies.⁵⁶ There are various kind of CIS examples. One of them is geographic information systems. It provides to collect and evaluate data through use of maps, physical plans and mapping techniques. Other one is Automated Mapping/Facilities Mapping (AF/MF) is for associating infrastructure maps and other maps through computer

⁵³ Uğur Yıldırım and Şerif Öner, "Bilgi Toplumu Sürecinde Yerel Yönetimlerde Eğitim-Bilişim Teknolojisinden Yararlanma : Türkiye'de E-Belediye Uygulamaları" *The Turkish Online Journal of Educational Technology* (2004): 55

⁵⁴ Yücel Oğurlu, *İdare Hukukunda "E-Devlet" Dönüşümü ve Dijitalleşen Kamu Hizmeti*, (İstanbul: Onikilevha, 2010), 261

⁵⁵ Sadun Emrealp, *Yerel Yönetim ve Bilgi Teknolojisi*, (İstanbul:Kent), 50

⁵⁶ Mustafa Çoruh, "Kent Bilişim Sistemi ve E-Belediye" *Akademik Bilişim* (2009): 214

programs. It proceeds infrastructure networks and facilities on municipal maps electronically. Another system is Computer Aided Drafting and Design (CADD). It is used for architecture and engineering for making drawings on computer. Land Information System (LIS) enables to bring together various measured plans and maps. Through this way maps, plan drawings could have been shown on the same screen. It ensures to associate graphical and non-graphical data by forming three dimensioned model.⁵⁷

According to Mustafa Çoruh, vigorous information system can be provided by the agency of government. Following figure right below can be good information system example.

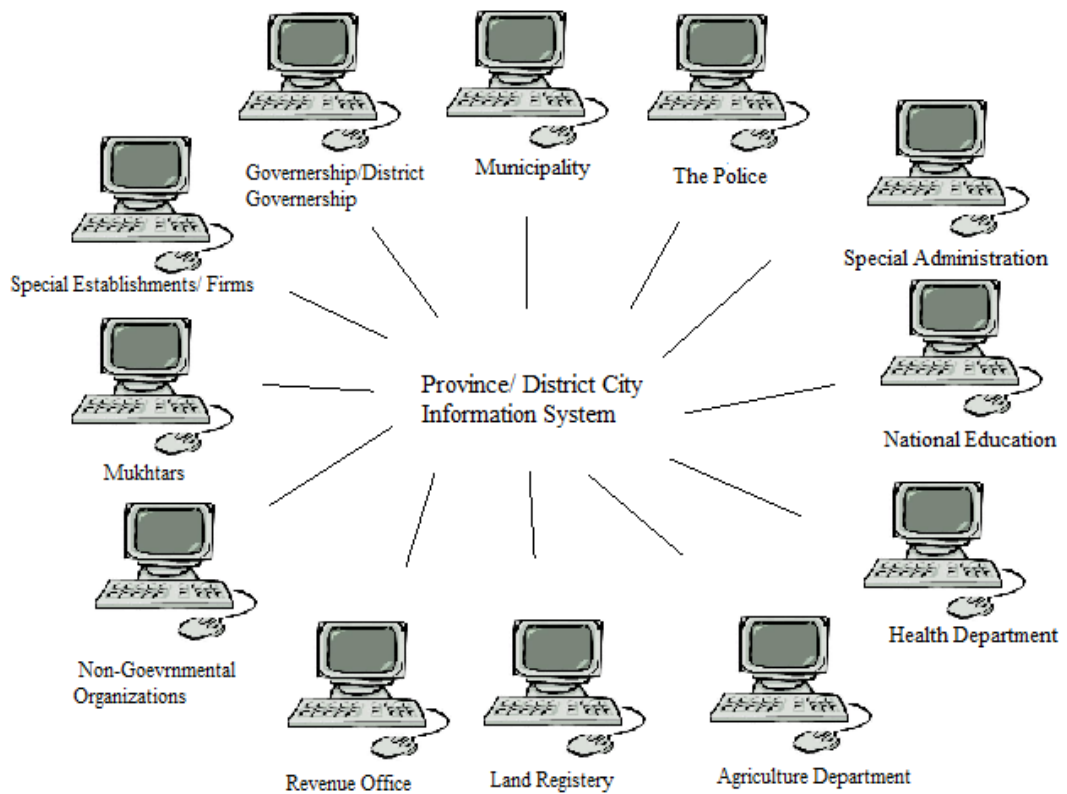


Figure (3): e- City Information System (CIS) ⁵⁸

⁵⁷ Sadun Emrealp, *Yerel Yönetim ve Bilgi Teknolojisi*, (İstanbul:Kent), 51

⁵⁸ Mustafa Çoruh, “Kent Bilişim Sistemi ve E-Belediye” *Akademik Bilişim* (2009): 214

2.4.2. Websites

Having a website is an important process for e-municipality applications. Transformation to the e-municipality applications consist of five stages. These are acquiring computer, automation, usage of internet, establishing website and moving governance on internet. Acquiring a computer is converging a computer in all units of the municipality. Automation is writing a computer program for providing standard business processes. Usage of internet is connecting to the internet by administrators, officers and workers. Establishing a website is to have a website for providing online operations. Moving governance on internet includes to make all operations on internet. Through this transformation people can declare their complaints and demands, claim to open business, confirm project and take a permission, approval...

To move operations on a website simplifies the process and it saves time and resources. For example, when a citizen wants to take a permission for opening a business, s/he can apply through website rather than going to the municipality. Thus operations can go faster and more efficient. Besides, access to digital public services requires cooperation and coordination between central and local administration. Also, functions should be completed. To provide this, it is required to set up an efficient information network. For this reason, the current website should be reviewed and updated to harmonized with municipalities and other institutions.⁵⁹In this way, all kinds of applications should be connected to the e-government gate. However, to connect municipality website to the e-government gate isn't sufficient for effective e-municipality. Because, today so many municipalities in Turkey have website. The important point is citizens are capable of using website efficiently or not.

2.4.3. WAP Applications

Transformation operations to the website is one phase of the e-municipality. WAP applications are complementary services. Wireless Application Protocol (WAP) is a kind of implementation. It is a specification that includes a

⁵⁹ Yücel Oğurlu, *İdare Hukukunda "E-Devlet" Dönüşümü ve Dijitalleşen Kamu Hizmeti*, (İstanbul: Onikilevha, 2010), 241

serious of communication protocol to standardize mobile phone, teleceiver and these kinds of wireless devices. It requires enhancement of the mobile services. Use of mobile phones will associate the e-municipality applications on the e-government gate. Generally this has been achieved by WAP applications, SMS (Short Message Service) technology.

Basic e-municipality services could be provided through mobile phones. Municipality can have a direct relation with citizen through SMS and MMS (Multi-Media Service) technologies. In cases where only form delivery is needed, MMS might provide a feasible alternative. Mobile banking facilities could be utilized to process tax, fee, and levy payments.⁶⁰ WAP applications are little bit sophisticated operations. It requires a particular mobile phone that adopted with WAP operations.

2.5. Problems in E-Municipality Applications

Local governments have adopted their applications on the internet as well. Almost all cities, municipalities have website all around the world. The most formidable barrier to establishing local websites for all local governments is a lack of financial resources, but for smaller governments the primary obstacles also include a lack of technology, trained staff and expertise. But also law assuring confidentiality and citizen concern over privacy and costs are remarkable obstacles too.⁶¹

Realizing e-municipality has resulted with some deficiencies. Because of it is a new way of governance there have been a problem in its implementation. OECD has made a research through Turkish public institutions. This work aimed to measure successes and problems of the e-government in 2007. According to this report, there are some difficulties on implementation of e-government listed below;

- Blurry public responsibilities,
- External obstacles,
- Cooperation difficulties,
- Security related fears,

⁶⁰ D. Selen, O. Aykaç, Ronan de Kerveonael, Nihat Kasap, Enes Eryarsoy, “ Mobile Phone and E-Government in Turkey: Practices and Technological Choices at the Cross-Road” *Sabancı University, Faculty of Management* : 5

- Technology management,
- Resistance to change,
- Not being definite,
- Competence deficiencies in institutions,
- Not being political leadership,
- Fears related knowledge privacy.⁶²

Today, many municipalities in Turkey has passed e-municipality laws. The problem is expected participation could be realized or not. In order to enable efficiency, there should be a specific strategic plan and necessary infrastructure,so,that citizens can easily participate the process actively and confidently.

2.5.1. Security-related Problems

Building trust is the most essential step for e-municipality applications. It is a big challenge that the possibility of data is missing when applications and operations are processing. In this process the role of the government is critically important. Governments don't only have to respect rule of law but also provide proactive role in development of the welfare state.⁶³ And government should provide the security to the system. Confidence of the individuals have to be guaranteed and defined by government through regulated punishment law. In this process, ordinary citizens can never do anything without government help. The only thing citizens do that to limit the visibility of their digital area with password.

To do online applications on internet have caused to increase internet security. Nowadays cyber terrorism has become widely used. Cyberterrorism consists of acts of terror which takes place in cyberspace, it is worth nothing that it is

⁶¹ Nicholas Henry, *Public Administration and Public Affairs*, (New Jersey: Pearson Prentice Hall,2007), 140

⁶² Asım Balcı, "E-Devlet:Kamu Yönetiminde Yeni Perspektifler, Fırsatlar,Zorluklar" in *Kamu Yönetiminde Çağdaş Yaklaşımlar:düşünceler, yapılar,fonksiyonlar, politikalar*, ed. Asım Balcı et al., (Ankara: Seçkin, 2008), 328

⁶³ Subhajit Basu, "E-Government and Developing Countries: An Overview" *International Review of Law Computers*, 2004: 123

not the same as cybercrime, as it must have strong terrorist elements.⁶⁴ Especially Twitter is easy way for hackers to proclaim their ideologies. Therefore, government and related institutions have begun to give importance to cyber security considering potential threats. According to Cyber Security Workshop 2012 results, Turkey has to form technical and legal team to overcome frontier dangers.

The most debated topic in e-government applications is knowledge security. Increasing wiretapping and such activities have enhanced citizen's anxieties about security. Citizens are hesitant about digital environment security. Research shows that people are still hesitant about doing online operations all around the world. To give an example, the value of the stolen data in USA 10 billion dollars in each year. According to the survey had been done in 1990s, 78 % of the companies over 1320 firm had lost their money because of security.⁶⁵ Even though it has been came upon mostly on electronic business, it gives rise to big loses in e-government too.

Security problems related to the data and documents could be lined up like;

- Entering system by people who don't have authority,
- Data and knowledges on the system have been changed and deleted,
- Transferring knowledges to others without authority,
- Destroying all knowledges and data on the network.⁶⁶

Especially, the role of the security is so important in the right to acquire knowledge. To collect and keep data requires a big attention. Thereof, knowledge should have been collected and protected by government surely.

2.5.2. Technical Problems

In order to have efficient e-government, vigorous information infrastructure is needed. For this reason, it is a requirement to have more secure, economic and faster structure. Information technology has been measured through

⁶⁴ Rajash Rawal, "Responding to Cyberterror A Failure to Firewall Freedoms?" in *Understanding E-Government in Europe Issues and Challenges*, ed. Paul G. Nixon et al. (New York: Routledge, 2010), 254

⁶⁵ Hüseyin Odabaş, *E-Devlet; E-Devlet Sürecinde Elektronik Belge Yönetimi*, (İstanbul: TKD, 2009), 33

⁶⁶ Hüseyin Odabaş, *E-Devlet; E-Devlet Sürecinde Elektronik Belge Yönetimi*, (İstanbul: TKD, 2009), 34

the quantity and qualifications of the computer and communication technologies. The most important point is the proportion of the basic equipments to the population. The number of internet user helps to be learned if there is powerful infrastructure or not. Additionally, usage percentages for computer and internet, price policies of telephone, internet and call services, level of computer literacy, the number and quality of websites are sufficient to have knowledge about current level of the information infrastructure.

According to Ali Arifoğlu, one of the constituent of successful e-government model is data/knowledge infrastructure. Firstly, electronic databases have to be unified and integrated on e-government gate. Than, system divergencies have to be removed and national standards have to be determined. The most important one is XML data communication standards. XML is a language that allows data and documents in all forms independently.⁶⁷

Public institutions have to regulate business processes and knowledge resources. They have to make legal and institutional regulations. Than, they have to regulate web sites and work flows adopted to standards. According to Arifoğlu, these standards are listed like; information terminology standards, hardware standards, software enhancement process standards, documentation standards, communication standards, security standards, technical care standards, management standards, measurement standards, data/knowledge standards, public information standards.⁶⁸

E-Government requires integration of citizen, private sector and public institutions. In order to integrate and communicate all systems requires they have to reach a specific standards. Nonetheless, the system couldn't develop itself and remains close to the other institutions.

2.5.3. Economical Problems

One of the most prominent difficulty takes place in front of the e-municipalities is economic problems. Through the e-transformation process, municipalities have been facing financial complexities. Not to have sufficient technical infrastructure and not to allocate enough budget for technical structure are

⁶⁷ A. Arifoğlu, *E-Dönüşüm:Yol Haritası, Türkiye, Dünya* (Ankara: Sas Bilişim, 2005), 128

⁶⁸ A. Arifoğlu, *E-Dönüşüm:Yol Haritası, Türkiye, Dünya* (Ankara: Sas Bilişim, 2005), 123

topics that have been mostly criticized. In order to transcend this problem, municipalities have to allocate enough budget and encourage financial support immediately. Financial deficiencies are serious block in front of the e-municipality. Without a doubt, the role of central government is also important to give adequate support. Because, when big scale municipalities doesn't give support, small scale municipalities couldn't succeed.

On the other side, it is an important topic that accessing public services online requires a particular budget. The question is if the citizen has this opportunity or not. It is something that related to the individual income, education, age.... The research had been done in USA shows that citizens with lower than 20 billion dollars budget have lower possibility to internet access in California. At the same time, in England 15 million people in the whole population don't have a chance to access internet. Interesting result is population who doesn't have a chance to access internet requires more services. Therefore, it has been concerned that this income inequalities will incite e-government applications. And it will result toward a digital divide or social polarization. Generally lower income people are affected by this process. As a matter of fact, when it was investigated host amount per individual shows that serious dimensions of digital divide. While the internet host penetration among Africa and North America was 267 in October 1997, it increased to 540 in October 2000. Additionally, there are huge gaps among OECD countries. USA has the first rank with 250 host. European Union is at second rank with 42 host. The worst situation is Turkey among OECD. As a result, when there are differences among countries it is a inevitable end that rich and poor regions of the same country could also have big gaps.⁶⁹

According to Subhajit Basu, e-government is an unlikely key for bridging the digital divide. The solution would be to persuade citizens in developing countries to use the internet by providing them with convincing content and services that meet their essential needs. Free availability of compelling content may be the single most important action to boost internet use and reduce the digital divide, but this could

⁶⁹ Asım Balcı, "E-Devlet: Kamu Yönetiminde Yeni Perspektifler, Fırsatlar, Zorluklar" in *Kamu Yönetiminde Çağdaş Yaklaşımlar: düşünceler, yapılar, fonksiyonlar, politikalar*, ed. Asım Balcı et al., (Ankara: Seçkin, 2008), 332

clash with protection of intellectual property rights. The best way forward would be to help developing countries in providing the necessary technology.⁷⁰

2.5.4. Legal Problems

Transformation of e-government is a newly emerged concept. For this reason, legal framework of the digital services aren't well-determined. Through enabling e-municipality, all actors among the system can face legal problems. For example, use of mobile signature and its conditions have to be determined by authorities. To whom it can be used, which responsibilities have been emerged through the use of mobile signature, in case it is used by another person... All these processes have to be defined with juridical dimensions.

Ideally, a legal framework that allows for the implementation of e-government processes and services will:

- Preserve basic public policy goals, such as privacy and security, retention, and public access to information.
- Provide the statutory basis of, authority for, and regulations related to the government processes and services that may be supplied electronically.
- Assign responsibility for and ownership rights to the data provided and accumulated electronically.
- Address the sharing of data collected by one government agency with other government agencies that require the same information.
- Clearly, define jurisdictional responsibilities related to intergovernmental transactions and business to government transactions.
- Provide a mechanism by which legal requirements are recognized and enforced.
- Provide a basis for the establishment of fees related to electronic processes and services.
- Identify the records that should be maintained, the period of retention and the required storage media.

⁷⁰ Subhajit Basu, "E-Government and Developing Countries: An Overview" International Review of Law Computers, 2004: 128-129

- Not to be technology-specific or favour one form of service delivery (traditional or electronic).
- Minimize costs and the potential for litigation.⁷¹

Use of information and communication technologies have created some changes in administrative law. Implementing law and rules strictly doesn't benefit to the effective e-government. If changes in e-government regulations restrain private law persons or completely ignores administrative law, it can give way to legal security deficiency. For this reason, public institutions and individual's legal status have to be placed and evaluated.⁷²

2.6. Evaluation of E-Municipality in Terms of Good Governance

Principles

As a term good governance consists of some principles. The United Nations Development Program has announced that there are five principles of good governance. These are; legitimacy and voice, direction, performance, accountability and fairness.⁷³ According to UNDP, participation has defined; all men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their intention. It is the most important principle that having effective governance functions. There is direct relation among participation and e-municipality. To strengthen citizen and municipality relations use of e-municipality has an essential role. It also overlaps with other good governance principles through providing effective, transparent and accountable governance. In this part, I want to mention with emphasizing the relationship of participation and accountability principles more.

⁷¹ Subhajt Basu, "E-Government and Developing Countries: An Overview" International Review of Law Computers, 2004: 125

⁷² Yücel Oğurlu, *İdare Hukukunda "E-Devlet" Dönüşümü ve Dijitalleşen Kamu Hizmeti*, (İstanbul: Onikilevha, 2010), 99

⁷³ John Graham, Bruce Amos, Tim Plumptre "Principles for Good Governance in the 21st Century" Institute on Governance, 2003: 3

2.6.1. In Terms of Accountability

Innovations in technology has resulted with some changes in administration area as well. According to William H. Dutton, the rise of radio, television and these kind of social media areas has enabled the fourth estate in recent century. Growing of internet technology created the network for individuals as a new source of accountability in government. In the 18th century explained by Thomas Carlyle and identified by Edmund Burke the press as a fourth estate: Burke said there were three estate in parliament; but in Reporter's Gallery yonder, there sat a Fourth Estate more important far than they all. It's not a figure of speech, or witty saying, it is a literal fact...⁷⁴ What was the role of media in recent century, today the role of the Internet is. Internet can be called as a fifth estate. Usage level of Internet has been increasing day by day in individual and institutional levels. Nowadays people have more chance to take role and check the administration.

E-Municipality provides specialization in services, and a possibility of benefiting from these service without mediation. It also causes to become closer who takes and offers services. Through the usage of e-municipality, bribery, corruption and these kind of illegal ways have been obstructed. This situation causes to remove problems have been faced in classical administration. Especially, in developed countries usage of e-municipality gave positive results.

To increase accountability have been resulted with increase in responsibility and efficiency of the public personnel.⁷⁵ Because of carrying services on digital environment, they will give extra importance. Hence, they can be easily watched and monitored. Also, instead of spending most of their time for just one work, they can easily take up other works. This situation causes efficiency in operations and saves the time.

According to the research have been done by Ministry of Internal Affairs in 2004, the relationship between e-government and accountability has investigated. Answers of the questions have been graded through one to six options.

⁷⁴ William H Dutton, "Fifth Estate Democratic Social Accountability through the Emerging Network of Networks" in *Understanding E-Government in Europe Issues and Challenges*, ed. Paul G. Nixon et al. (New York: Routledge,2010), 3

⁷⁵ Yücel Oğurlu, *İdare Hukukunda "E-Devlet" Dönüşümü ve Dijitalleşen Kamu Hizmeti*, (İstanbul: Onikilevha, 2010), 108

First question is e-government provides better communication in critical situations among citizens or not. The highest percentage is 21 % and first option. Other options are almost same percentages. It shows citizen think that e-government is the better way of communication. Second question citizens can tell their problems to higher authorities or not. Also first option has been chosen, with 41.13 % percentage. Third question is e-government provides to be acknowledged about policies or not. Answers showed that around third and fourth answers. So, people think that it has been considered seriously. Fourth question is electors have sufficient knowledge about candidates or not. It has answered with sixth option that they think e-government doesn't give sufficient knowledge. Sixth question is doing online business and results have been issued or not. Fifth option has been chosen with 31.90 %. So people don't think that they have been inform online business. Sixth question is following applications online causes transparency or not. 23.82 % people think that it has sixth importance. So, they don't think it is successfully have done.

Almost half of the people think that e-government is important factor to provide accountability. However, other half thinks that e-government doesn't have importance to provide accountability.

2.6.2. In Terms of Participation

Becoming widespread of e-municipality usage provides transparency and participation in the governance. E-Municipality meant that increase of participation and quicker access to the knowledge and services. Even though it seems like political participation, e-government is more than political participation. Contemporary administration understanding aims to wider participation in preparation and decision making processes of the public administration.

Carrying services on digital environment adds different dimensions to the administration. Because, citizens can have a word in the process which isn't accustomed. To open communication channels to citizens causes them to be active subject rather than passive object. Use of technology supported to the communication channels with enhancing participation. To give an example, discussion forums in the internet provided to constitute a group of people with same

opinion. Therefore, they can come together and have a voice in decision making process. This situation never had happened at classical administration.

In addition to these facilities, people who take public service have a chance to transmit their complaints. This situation will make feel them to be a part of administration. If administration is open to participation, administration will easily listen complaints, collect thoughts, suggestions and devise investments toward future.⁷⁶

E-Government is a kind of online participation that has some setbacks and challenges to doing it well and opportunities for future extensions of the technique. Online dialogue create responsibilities; because it is an interaction process that includes public, educate stakeholder groups or active producers. For example, producers and service providers have a responsibility to discuss with a sponsor the capabilities, staff time and resources required , so that the sponsor can accurately access the amount of outside help that might be necessary.⁷⁷

Online events both have challenges and opportunities for public involvement. It is a challenge to recruit minority groups who are new to policy discussions, uncomfortable interacting in the public. And it suggests access points for those who don't have access at hand. Online dialogue provides a mechanism for simultaneously educating and engage in the public discussions of policy questions. Dialogues can deepen and broaden public discussion. It supports negotiation or move toward group agreement.

To have more participant administration convince citizens that there isn't favoritism in the system. Because, all operations have been processed in electronic environment, so if there is something wrong can be easily understood by authorities. Briefly, e-municipality provides better, more transparent and participant governance. Local governments have aimed to;

- To be followed by media in all activities,
- To advertise municipality national and international scale,

⁷⁶ Yücel Oğurlu, *İdare Hukukunda "E-Devlet" Dönüşümü ve Dijitalleşen Kamu Hizmeti*, (İstanbul: Onikilevha, 2010), 117

⁷⁷ Patricia A. Bonner, Robert Carlitz, Rosemary Gunn, Laurşe E. Maak, Charles A. Ratliff, "Bringing the Public and Government Together Through On-Line Dialogues" in *The Deliberative Democracy Handbook*, ed. John Gastil et al. (San Fransisco: Jossey Bass, 2005), 148-149

- To allow all press and media establishments capacity to data and knowledge transference,
- To have more interactive relationship among citizen and municipality,
- To provide being followed city agenda through website,
- To strengthen knowledge bank about city.⁷⁸

E-Municipality played a great role in providing participation in the system. Citizens can reach to the municipality website 7/24. Also, they have a chance to participate administration through referandums, surveys and elections. They can have a voice in administration with coming together and establishing forum. And, they can forward their complaints, suggestions and thoughts.

2.7. Use of Social Media in E-Municipality Applications

There is a widespread use of technology gradually. Use of social media is increasing day by day. Anymore, people are communicating through on online dialogues through facebook, hotmail, twitter... Spread of social media usage has passed through all spheres of the life. This situation has resulted with moving e-municipality on social media applications. Thus, people can easily learn and follow their municipality activities or mayor electronically.

The social media working group of the National Association of State Chief Information Officers (NASCIO) surveyed 43 states and territories on their use of social media and found many are communicating to their constituents online. The survey also found that average age of a major social networking site user is 40 years old, and nearly all state governments (98 percent) pay nothing to host communications on such sites. Facebook, Twitter and Youtube were three most popular channels to communicate with the public, the survey found.⁷⁹ This research showed that participation governance through social media becomes widespread progressively. Also, these services are cost-free. It also have great role increasing effectiveness of the social media on governance.

⁷⁸ H. Burçin Henden, “ Katılımcı Yönetim Anlayışında E-Belediyeciliğin Yeri ve Önemi” Uluslar arası İnsan Bilimleri Dergisi, 2005: 7

⁷⁹ “ Survey: Despite Social Media Mania, Some States Lag Behind” last modified September,28 , 2010
<http://www.govtech.com/e-government/Social-Media-Some-States-Lag.html>

NASCIO makes several recommendations for best practices on social media usage and management:

- Gain comprehensive awareness of existing use and social media tool capabilities.
- Develop a documented strategy and goals that establish a policy floor for administering social media.
- Establish a multi-disciplinary team that includes business, technology, policy, legal, records and accessibility stakeholders.
- Confer with your state attorney general to establish mutual understanding of legal issues pertaining to social media.
- Know the risk and mediating steps associated with social media use.
- Be ready for outages, with the understanding that free services carry no concrete guarantees of reliability.
- Continuously monitor terms of service modifications by social media providers, especially where these impact privacy.
- Anticipate that provider business models may change without warning – are states prepared to pay for what is currently free?
- Carefully consider branding and representation on multiple social media platforms -are they consistent and enhancing enterprise marketing strategies?
- Get started on policy, guidelines and standards, and expect to update these iteratively as new opportunities arise.
- Use metrics to link analytics and strategic intent – the private sector does this very purposively and with great sophistication – leading states are adopting that strategy.
- Expect surprises. The nature of social media will present unanticipated challenges and opportunities⁸⁰

⁸⁰ “ Survey: Despite Social Media Mania, Some States Lag Behind” last modified September,28 , 2010
<http://www.govtech.com/e-government/Social-Media-Some-States-Lag.html>

Anymore role of the virtual environment has gained more importance. Such social share websites have gone out of being just social media website. They have become an area that people can have a voice in social and political life remarkably. The important question is “has social media been using for declaring purposes of the people or not?” For example, Turkey is in the fourth grade in the world Facebook usage list.⁸¹ If this potential has utilized well, people can really benefit from the process. Today, social media websites are good environments for citizens to come together and express their opinions to the authorized people. One important question is “have these social media courses been regarded by authorities or not?” Because, even there isn’t any problem for social media usage in theory, there are some problems with legality discourse that probably resulted with ignorance.

⁸¹ Devlet Planlama Teşkilatı, “*Bilgi Toplumu İstatistikleri*”, (2011), 48

CHAPTER 3: BEYOĞLU MUNICIPALITY

3.1. Research

3.1.1. Choice of the Area

Beyoğlu is one of İstanbul's prime historical district of the İstanbul. The district has been developed using western-style architecture. İstanbul has been separated into fourteen districts at that time. Beyoğlu has been designated as the "Sixth Department" of İstanbul. The municipality has been established in April 21, 1924. According to the census statistics in 2011, 248,206 people have been living in Beyoğlu.⁸²

Beyoğlu is found at the European side of specially the İstanbul between southern part of the Bosphorus and the Golden Horn. Beşiktaş and Bosphorus are found at the eastern side, Şişli is in the northern side and Marmara Sea is located south of the municipality. The municipality has a land area of 8.76 square kilometers and there are 45 settlement in Beyoğlu. There are no towns and villages under the municipality administration.

I choose Beyoğlu because it has a multi-ethnic population. In addition, choosing this municipality allows me to measure participation levels in one of İstanbul's most prominent districts. Furthermore its contrasting socio-cultural features and economic conditions allow me to be able to measure conveniently e-government usage. Also, Beyoğlu attracts the attention with increasing e-government applications of the late years. Because of recent breakthroughs, to decide Beyoğlu would be the best choice.

3.1.1.1. Socio-Economic Characteristics

Because of its dense population, socio-economic characteristics differs place to place. İstiklal Avenue, Taksim, Galata, Cihangir and Gümüşsuyu are the liveliest places in economic and commercial, culture, arts and entertainment. When it

comes to intellectual identities Cihangir and Gümüşsuyu come into mind. Most writers, artists and journalists prefer to live in these areas. Kasımpaşa, Hasköy, Kulaksız and Sütlüce have hybrid population features. These places reflect traditional Anatolian lifestyles. Most of the people residing in these places have migrated from various Anatolian provinces (e.g. Trabzon, Rize, Sivas, Kastamonu, Giresun, etc.) Generally speaking, Galata seems as the municipalities' financial center, while Hasköy, Sütlüce and Golden Horn same as Beyoğlu's industrial centers.

There are 116 bank branches, 13 syndicates and 14,878 work places in Beyoğlu. The district is also prosperous in culturally. There are 1219 entertainment and bars, place, 198 hotels, 228 office blocks, 12 art galleries, 5 theatres, 10 cultural centers, 752 foundations.⁸³

According to the 2011 census, the number of people working in different sectors; 200 people work in the agriculture, hunting, forestry and fishing industry sectors. 45 people work as follows: miners, 26,018 are employed in the production industry, 322 people work in the electricity, gas and water sectors, 3,916 people work in construction, wholesale and retail trade, 18,823 people work in restaurant and hotel, 5,355 people work in transportation and communication, 6,467 people work in financial institutions, insurance, 15,600 people work in social and cultural activities, 195 people work in the non-formal sectors.⁸⁴

Population distribution according to main professions, 13,817 people work as scientific and technical personnel, 1,072 people work as directors and administrators, 11,023 people work as administrative personnel, 9,525 people work as trade and selling personnel, 13,612 people work as service sector workers, 1,391 people work as agriculture, animal husbandry and forestry workers, 52,117 people work as non trade workers and 83,863 people are unemployed.⁸⁵

⁸² www.tuik.gov.tr

⁸³ Beyoğlu Kaymakamlığı <http://www.beyoglu.gov.tr/tr/?k=98&mb=N%FCfus&mnId=5> 19.04.2012

⁸⁴ www.tuik.gov.tr

⁸⁵ www.tuik.gov.tr

3.1.1.2. Demographical Features

According to the 2000 population census, Beyoğlu have composes 2,33 % İstanbul's population and 0.34 % Turkey's population. The average density is 264 persons per square kilometer inside the district proper, so population density is higher than country average. 85 % of the people speaks Turkish, while 15 % speaks foreign language.⁸⁶

According to the 2011 census, proportion of women 49 %, proportion of men 51 % at whole Beyoğlu population. The number of women in the municipality is 121,738, while the number of men is 126,468.

3.1.1.3. Educational Status

There are 72 schools, 1,164 classrooms, 1,648 teachers, 43,325 students in Beyoğlu. Istanbul Technical University, Mimar Sinan University and Bilgi University provide education in the district. 96 % of the students take formal education, 4 % of the students take mass education.

According to 2011 census, educational level differs in this way; 8,949 people are illiterate, 39,384 people are literate but graduated any school, 53,218 people are elementary school graduate, 38,958 people are primary school graduate, 11,217 people are middle school graduate, 41,178 people are high school graduate, 15,162 people are technical college or university graduates, 1,496 people are master graduates, 447 people are doctorate graduates.⁸⁷

3.1.2. Aim of the Research

The aim of the thesis is to investigate e-government on the Beyoğlu Municipality district. Beyoğlu Municipality has attracted the attention in offering e-municipality services in recent years. Although Beyoğlu offers e-municipality services, it should be asked if “the offered facilities are utilized well or not?” Through this research, I want to answer the level of e-municipality usage, how often it is used and what is used for. As mentioned earlier, Beyoğlu has one of the most diverse population in İstanbul. For this reason, measuring citizen participation in

⁸⁶ Beyoğlu Kaymakamlığı <http://www.beyoglu.gov.tr/tr/?k=98&mb=N%FCfus&mnId=5> 19.04.2012

⁸⁷ www.tuik.gov.tr

governing process has become easier and at the end of the research more rational results can be collected.

3.1.3. Scope of the Research

This research was done within Beyoğlu district borders.

3.1.4. Method of the Research

Firstly, survey has been constituted . Questions have been arranged to measure e-municipality applications of Beyoğlu Municipality and also participation level of the people to the governing process. The survey has been materialized through asking people face to face. For this reason, the survey has been questioned to 402 people who live or work inside the municipality proper. Acquired answers have been processed SPSS (Statistical Package for Social Sciences) 15.0. In accordance with results, tables have been formed.

3.2. E-municipality Applications of Beyoğlu Municipality

Due to its different ethnic based population, Beyoğlu Municipality has applied citizen focused administration. For this reason various applications have been implemented for providing interactive relationship in the system. Carrying on operations to the digital environment have been defined as an parallel Beyoğlu established on internet. E-Municipality has carried out for providing knowledge and bringing service. Main aims of the Beyoğlu Municipality have been listed as;

- Qualitative service offering to people and institutions,
- Efficiency and productivity in municipality services,
- More regular and healthier environment,
- Present city geography,
- Speed in subscription operations and payings,
- Faster and efficient intervention in disaster cases,
- Speed in building operations,
- To tell a problem to the authorities.⁸⁸

⁸⁸ Beyoğlu Belediyesi Bilgi İşlem Bülteni,2011 1-2

Firstly, the website of the municipality is capable of serving public services in electronic environment. Citizens can enter the website and choose the “e-municipality” button takes place at the top of the screen. They can register through Turkish Republic Identification Number or tax numbers with the password they have determined by themselves. They can perform registering, interrogation and interactive transactions with this way.

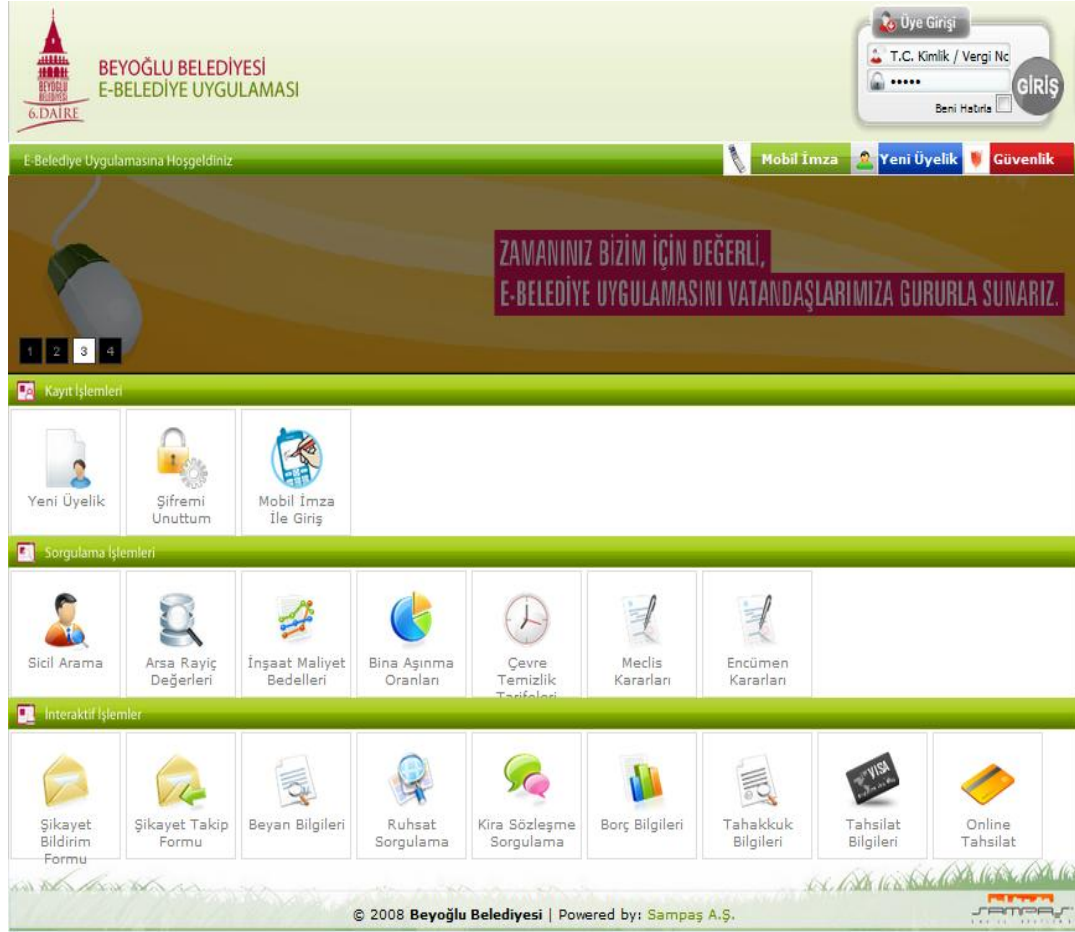


Figure (4): Beyoğlu Municipality Website⁸⁹

Beyoğlu Municipality has started with the slogan “ Govern your Municipality”. It is an implementation for providing solution to citizen’s problems. People can deliver their thoughts and demands to higher authorities through SMS, e-mail... Services offered with “Govern your Municipality” implementations are; social assistance, infrastructure and construction complaints, cleaning complaints,

⁸⁹ <https://webserver.beyoglu.bel.tr/web/guest/2> accessed on 26.04.2012

environment complaints, municipal police complaints, building complaints, traffic complaints and complaints related to the earnings.

Beyoğlu Municipality has constituted e-municipality with a team consist of 120 people at the end six months. In this process, 45 districts, 1400 avenue and street have been scanned in 896 hectares. One to one contact can be made with 130 463 people who live and work at Beyoğlu. 44 500 doors have been entered to numerical map. All avenue and streets' photos have been taken. 109 474 deed have been matched up with their owners. Data standardization was made over 1 802 702 property tax announcement, 40 659 environment cleaning announcement, 89 129 commercial announcement and 15 927 work place certificate. 450 000 documents exist in archives have been registered to the computer. The Real Estate Recording Office which is one of the most important institution for the municipality was integrated to the municipality. Cadastral plates have been integrated to the system. Identity Allocation System has been integrated to the Population Citizenship Works Office. Data have been obtained from İSKİ, İGDAŞ, BEDAŞ and other service institutions and have been into the system. Managerial Information System and Geographical Information System have been linked and Geography based Managerial Information System has been constituted. To reach easily to the municipality e-municipality, city guard, t-municipality, KIOSK, CRMIVR, SMS Server... have been put into service.⁹⁰

Current numerical maps and satellite images, hardware compatible to GPS and GPRS technology, web based implementation software have convened under one center. Cleaning works and Municipality Police Directorate have been integrated to Managerial Information System. Thus, complaints have been sent directly to vehicles and complaint's solutions have been delivered to the center.

One of the most important project is "Connect Beyoğlu". Through this project, the place area along Taksim Square and Tunnel gives wireless internet service with 50 Mbps capacity. Each person who wants to connect internet fills up a form whether in Turkish or English. Then, they can connect network with unlimited band spread. People who connects "Beyoğlu Wireless" with equipments can reach

⁹⁰ Beyoğlu Belediyesi Bilgi İşlem Bülteni,2011 4-5

internet with Proxy, Firewall security cordons. With this project people can surf on the internet, chat and make video conference.

All kind of investigation and persecution operations can be made through mobile phones. With this project vocal and videoconferencing messages of the mayor can be followed. Citizens can investigate all kind of debts, fees, taxes... Official buildings, work places, hospitals, pharmacies, hotels within the borders of the municipality can be searched. Financial numbers, weather conditions and these kind of daily applications have been known from mobile phones.

Smart Reception System, the Work of a Mukthar Information Sharing System, Smart deed, KIOSK Machines, Public Health and Porter, Dynamic City Guard and Social Market Projects have been done recently in Beyoğlu Municipality.⁹¹

Smart Reception System is an environment takes place at the enterence of the municipality and consist of experts each services of the municipality. Through this system, citizens have been acknowledged about how can they use website and benefit kiosks.⁹²

The Work of a Mukthar Information Sharing System allows all mukthars to reach all knowledge about adresses, people, maps... via the password. Citizens can reach their demands and complaints through this system.⁹³

Smart Deed Registry Project have facilitated to identify people who live in Beyoğlu but, registered to Şişli Municipality.⁹⁴

Kiosk machines have been placed different places of the district. Citizens can investigate, pay their debts and credit cards with this machines. And they can acknowledge map based information through AKOS (Smart City Automation System) City Guard. Thus, citizens can reach all kinds of knowledge independently without place restriction and also they will take equal and standard services.⁹⁵

Places which works in food and service sector should have been controlled four times in a year whether they have healthier conditions or not. Beyoğlu

⁹¹ Beyoğlu Belediyesi Bilgi İşlem Bülteni,2011 8

⁹² Beyoğlu Belediyesi Bilgi İşlem Bülteni,2011 8

⁹³ Beyoğlu Belediyesi Bilgi İşlem Bülteni,2011 8

⁹⁴ Beyoğlu Belediyesi Bilgi İşlem Bülteni,2011 8

⁹⁵ Beyoğlu Belediyesi Bilgi İşlem Bülteni,2011 8

Municipality Mobile Porter Vehicle checks up managements in their place. System has been worked integrated with hospital. Check up registers have been entered to the system and it automatically checked by hospitals.⁹⁶

Dynamic City Guard helps citizens to find administrative addresses, building plans and important places in case they need. This investigation can be made on www.beyoglu.bel.tr or kiosk machines exist inside of the district residences. Additionally, ongoing projects in Beyoğlu Municipality can be followed by Google Earth Three Dimensional City Guard. It also takes place in website.⁹⁷

Needy people who live in district can apply Beyoğlu Municipality Social Assistance Services. After an investigation process, if they considered as poor, they can take a shopping card. Citizens with shopping card can buy their demands on social market without charge. Additionally with social market project, needy, aged and disabled people can reach their demands.⁹⁸

Touch-Operated Interactive City Machines were on İstiklal which is the most practical avenue of the Beyoğlu. Through these machines; movie schedules, theater, concert and activity information can be obtained. Also maps and pharmacies can be found easily. These machines have been developed for harsh weather conditions and hard impacts.⁹⁹

Mobile vehicles which belongs to the municipality has started to give service since August, 2010. Thus, all kind of demand/complaint operations, payment operations, technical operations, survey operations, kiosk operations and social help services can be provided with this vehicles. Because of they are mobile, operations have become faster. Additionally, municipality police control has been materialized with these mobile implementations. All kind of visual and audio evidences have been registered to the system with mobile signature verification. Terminals which have given to municipal police connect to the AKOS center online. Blames, behaviors against directives, noise, environment pollution have been identified and transacted. Through hand terminals municipality police teams can materialize tax collection.

⁹⁶ Beyoğlu Belediyesi Bilgi İşlem Bülteni,2011 8-9

⁹⁷ Beyoğlu Belediyesi Bilgi İşlem Bülteni,2011 9

⁹⁸ Beyoğlu Belediyesi Bilgi İşlem Bülteni,2011 9

⁹⁹ Beyoğlu Belediyesi Bilgi İşlem Bülteni,2011 10

Thanks to making operations on electronic environment, all kind of faults have been hindered.¹⁰⁰

As a part of AKOS project, call center have been serving to collect all voice, fax, e-mail callings trough IP based system. Citizens can make; debt investigation/ payment operations, wish/complaint announcement, social assistance applications, adress/individual information adjusting, survey, wireless command...¹⁰¹

3.3. Fieldwork of Beyoğlu Municipality Applications and Survey Results

According to obtained data survey results were evaluated and tables were constituted. First ten questions were asked, intending to learn citizens' knowing level of computer and internet usage. Second ten questions were asked whether they know e-government/e-municipality or not. In all of the tables, "F" letter indicates frequency, "P" letter indicates percent.

		F	P
Age Intervals	18-25	82	20,9
	26-33	95	24,2
	34-41	99	25,3
	42-49	69	17,6
	50-57	30	7,7
	58-64	10	2,6
	65 and more	7	1,8
	Missing System	10	
Total		402	100

Table (3): Age Intervals of the Participants

Survey has been conducted through participants starts with ages 18 to 65 and more. They have been chosen homogeneously. General distribution consist of age intervals between 26-41 with 49,5% percentage. Almost 70 % of the people are between 18-41 age interval. As we consider the spread of internet usage, this age

¹⁰⁰Beyoğlu Belediyesi Bilgi İşlem Bülteni,2011 14

¹⁰¹Beyoğlu Belediyesi Bilgi İşlem Bülteni,2011 15

group is preferred because generally young and middle age people are oriented to know and use new technologies.

Sex			
		F	P
	Male	115	30,3
	Female	264	69,7
	Missing System	23	
Total		402	100

Table (4): Participant's Genders

Sex distribution of the participants showed that almost 70 % of them are women. E-Government usage hasn't been investigated over sex distribution, because differences among sex distribution won't contribute to the main aim of the survey.

Income Condition			
		F	P
	0-500	41	14,1
	501-1000	78	26,8
	1001-1500	80	27,5
	1501-2000	59	20,3
	2001-2500	33	11,3
	Missing System	111	
Total		402	100

Table (5): Income Condition of the Participants

Investigation of income conditions of the participants is directed towards determining the relationship between economical condition and internet usage level. Possession of computer and internet is so important to benefit e-municipality operations. Financial inadequacy which is the basic reason for all kind of problems affects e-government usage as well. So that, it isn't expected that such a person who doesn't get his basic needs would think that e-government usage is something necessary. Beyoğlu has one of the most divergant population distribution in İstanbul. While there are wealthy people at one corner, there are poor people also who live

under the poverty line. Survey results show that most of the participants are among 500-1500 TL with 27,5 % level. As a result it could be easily said that to have a computer and internet isn't something luxury for the people with this income level.

Education Condition			
		F	P
	Unlicensed	20	5,1
	Elementary	134	34,3
	High School	140	35,8
	University	79	20,2
	Post Graduate	18	4,6
	Missing System	11	
Total		402	100

Table (6): Education Condition of the Participants

According to the obtained data, majority of the participants are elementary and highschool graduates. In theory, there isn't any difference among unlicensed people and post graduate people, because, it's enough to be literate to be able to use a computer. However, it is something predictable that there is a relationship among literacy level and internet usage. As a matter of fact, there is a direct relationship between literacy level and internet usage according to the household information technologies usage survey which have done in 2010.¹⁰² For this reason, we can say that 25 % of the participants are university and post graduate school leaver. So, they have quite well potential in e-government usage.

¹⁰² Devlet Planlama Teşkilatı, "Bilgi Toplumu İstatistikleri", (2011), 20

Do you know how to use computer?		
	F	P
I know	217	55,9
Partially	112	28,9
I don't know	59	15,2
Missing System	14	
Total	402	100

Table (7): Computer Knowing Level

According to data, almost 60 % of the people know how to use computer. As we compare the situation of the Beyoğlu with Turkey's average, Beyoğlu has a relatively better condition, because, computer usage level of Turkey is 46,3 % over the last three months averages in 2010.

Do you have computer?			
		F	P
	Yes	301	75,8
	No	96	24,2
	Missing System	5	
	Total	402	100

Table (8): Computer Possession Level

Results shows that, computer ownership level is 75,8 % in Beyoğlu. Again, it is much better in comparison with 44,2 % in 2010 Turkey average. There are two basic requirements for making online operations; having computer and having internet. So we can conclude that there isn't any serious problem one of the requirements of making online operations.

Do you have internet connection?		
	F	P
Yes	278	70,6
No	116	29,4
Missing System	8	
Total	402	100

Table (9): Internet Possession Level

The situation of internet possession level is sufficient as well. Only, 29,4 % of the people don't have internet connection. So, it could be said that other requirement for making online operations is also provided.

How long have you been using internet?			
		F	P
	1-3 years	93	29,2
	3-5 years	86	27
	5-8 years	61	19,1
	8 years and more	79	24,8
	Missing System	83	
	Total	402	100

Table (10): Internet Usage Period

Another requirement to make online operations is internet. It has been aimed to measure what is the relationship level of internet and citizen through this question. Results showed that 56,2 % of the participants have a history with 1 to 5 years. In Turkey level, internet usage proportions have increased year by year. These numbers have increased gradually with 23,2 % in 2007, 28,5 % in 2008, 30 % in 2009 and 33,3 % in 2010.¹⁰³ As a conclusion, we can say that internet usage has been increasing more and more.

	House		Internet Cafe		Work	
	F	P	F	P	F	P
Yes	261	65,1	66	16,5	89	22,2
No	140	34,9	335	83,5	312	77,8
Missing System	1		1		1	
Total	402	100	402	100	402	100

Table (11): Internet Connection Place

When we look at internet access points, the house comes first order with 65,1 %. Internet cafes takes place in second, work takes place in third rank. These results showed that most of the people think that internet is an important requirement of the life so they decide to use it at their houses. Household information technologies usage survey also supports this judgment. So, internet access places have changed from 2005 to 2010. The proportion of access from internet cafe and work decreased and proportion of access from house increased among these years.

¹⁰³ Devlet Planlama Teşkilatı, “Bilgi Toplumu İstatistikleri”, (2011), 17

To attain a knowledge			Newspaper-Magazine		
	F	P		F	P
Yes	260	64,8	Yes	130	32,4
No	141	35,2	No	271	57,6
Missing System	1		Missing System	1	
Total	402	100	Total	402	100
Game			Job announcement		
	F	P		F	P
Yes	109	27,2	Yes	70	17,5
No	292	72,8	No	331	82,5
Missing System	1		Missing System	1	
Total	402	100	Total	402	100
Communication			Bank operations		
	F	P		F	P
Yes	193	48,1	Yes	87	21,7
No	208	51,9	No	314	78,3
Missing System	1		Missing System	1	
Total	402	100	Total	402	100
Shopping			Fun		
	F	P		F	P
Yes	102	25,4	Yes	118	29,5
No	299	74,6	No	282	70,5
Missing System	1		Missing System	1	
Total	402	100	Total	402	100

Table (12): Internet Usage Aims

Internet usage aims have been categorized under some concepts. Participants have been allowed to choose more than one option in this question. According to obtained findings, 65 % of the participants have preferred to use internet for attaining a knowledge. Communication takes place at second rank, while daily news takes place at third rank. Operations that citizens takes part actively remained in the background. We can mention the role of the social media for spreading of internet usage. According to world rankings, Turkey is the fourth largest Facebook using country in the world. Average hour spend on Facebook in one week is 29,7 hours in Turkey.¹⁰⁴ Recent works on social media shows that product and service advertisements gives more effective results. Citizens can come together and they can have common decisions easily in case of this potential has been utilized well.

Do you know "e-government" concept?			
		F	P
	I know	173	45,3
	Partially	134	35,1
	I don't know	75	19,5
	Missing System	20	
	Total	402	100

Table (13): Knowing Level of the "E-Government" Concept

Almost 80 % of the participants said "I know" and "I know partially". Hence we can pass judgment on most of the people have become aware of e-government concept doesn't matter they use it or not.

Have you ever used e-government?			
		F	P
	Yes	158	41,3
	No	225	58,7
	Missing System	19	
	Total	402	100

Table (14): Usage Level of the E-government

This question had been asked to measure participation level directly. 41,3 % of the participants said "yes". E-Government usage level is 27,2 % in the country level. As a result, the internet usage level of the Beyoğlu can be considered well in comparison to Turkey level. If we look at just Beyoğlu case, we can say that participation level is low. But, there is something important to note. Communicating with the public through internet differs from citizens to enterprises. Our survey had conducted homogenously over citizens who live or work in Beyoğlu. So, the data hasn't been investigated separately. Enterprises are using internet to communicate with public in compare to citizens.¹⁰⁵ So we can say that using e-government in work increase the participation level.

¹⁰⁴ Devlet Planlama Teşkilatı, "Bilgi Toplumu İstatistikleri", (2011), 28

¹⁰⁵ Devlet Planlama Teşkilatı, "Bilgi Toplumu İstatistikleri", (2011), 80

	Infrastructural problems		Connection problems		Problems related computer usage		Economical problems	
	Yes	No	Yes	No	Yes	No	Yes	No
F	18,30%	81,70%	22,40%	77,60%	12,40%	87,60%	9,50%	90,50%
P	71	317	87	301	48	340	37	351

Table (15): Problems of the E-government Usage

Results showed that participants mostly face connection problems. Infrastructural problems takes second place. It shows that citizens have a problem to the connect website. It's something that related to two things. First problem is; information infrastructure of the public institution. Second problem is related to the place where internet connection is being materialized. Second problem can be solved individually. However, public institutions have to take more comprehensive solutions. Information infrastructure of the public institutions have been following regularly since 2002. Central administration has materialized four fold increase within ten years. We can predict that these kinds of problems will decrease in succeeding years.

Have you ever used e-municipality applications?			
		F	P
	Yes, frequently	29	7,8
	Yes, sometimes	150	40,2
	No, ever	194	52
	Total	373	100

Table (16): Utilization Level the E-Municipality

This question has been asked to evaluate e-government usage in local administrations. Ministry Inferior conducted a survey over 2666 municipality and 81 special provincial administrations in 2011. 1981 of the municipalities and all of the special provincial administrations have their own have websites. Local administrations with websites forms 97 % of the whole population. According to the survey results 87 % of the municipalities have been offering survey, polling,

interactive debate... to increase participation in administration.¹⁰⁶ Local administrations could be considered nearer institutions in compare with the central administrations. So we can say that it is an important step for providing participation. In Beyoğlu 48 % of the participants have been joining the administration in different frequencies. Almost half of the participants had utilized e-municipality.

Do you know Beyoğlu Municipality e-municipality applications?			
		F	P
	Yes	123	33,4
	Very few	127	34,5
	No	118	32,1
	Total	368	100

Table (17): Knowing Level of the Beyoğlu E-Municipality Applications

Knowing level of the participants is 68 %. Through this question, we wanted to measure the attention of the people to the e-municipality concept. One of the basic problem is disinterest of the people to the e-government/e-municipality. It means people don't think that e-government is something necessary. As we compare with the usage level of e-municipality 48 % of the people use actively over 68 % of the people. 20 % of them don't benefit the service that we couldn't contemplate.

¹⁰⁶ Devlet Planlama Teşkilatı, "Bilgi Toplumu İstatistikleri", (2011), 90

	I use frequently		I use		I use sometimes		I	
	F	P	F	P	F	P	F	P
Smart Automation System	17	5,21	41	12,4	70	21,1	203	61,3
Communication Center	21	6,4	67	20,3	70	21,2	172	52,1
Psychological Consultancy on Phone	12	3,7	25	7,7	43	13,3	244	75,3
Mobile Beyoğlu	11	3,4	40	12,5	59	18,4	211	65,7
Govern Beyoğlu from your Mobile Phone	6	1,9	22	6,9	54	17	235	74,1
Dynamical City Guide	10	3,1	31	9,7	66	20,8	211	66,4
Debt information	9	2,8	23	7,2	60	18,9	226	71,1
Tax guidebook	11	3,4	32	10	54	16,9	222	69,6
Register interrogation	15	4,7	35	10,9	48	15	223	69,5
e-declaration	12	3,8	33	10,5	47	14,9	223	70,8
Municipality communication adresses	28	8,7	45	14	54	16,8	95	60,6
Construction applications	10	3,2	30	9,5	42	13,3	233	74
To open-work business	11	3,5	29	9,4	42	13,5	228	73,5
Information share of mukthar's office	20	6,2	36	11,2	58	18,1	207	64,5
Beyoğlu Porter Vehicle	23	7,2	50	16	51	15,7	195	61,1

Table (18): Usage Level of the E-Municipality Applications of the Beyoğlu Municipality

This table shows the frequency level of the people for different kinds of e-government applications. Results points that 47,9 % of the participants use communication center. The proportion of the people who visit the municipality website for communication adresses is 40 %. Beyoğlu Porter and Smart Automation System are two other applications mostly used. “Govern Beyoğlu from your Mobile Phone” is an application that intensifies participatory administration. This application has been working adopted to the android telephones for delivering complaints, suggestions and requests to the center. Additionally, online surveys helps to prosecute people’s opinions.

Do you think Beyoğlu Municipality e-municipality applications are sufficient or not?			
		F	P
	I think they're sufficient	87	25,6
	It's ok but needs to develop	120	35,3
	Applications are insufficient	44	12,9
	No idea	89	26,2
	Total	340	100

Table (19): E-Municipality Applications Sufficiency Level

Through this question, we wanted to measure the sufficiency level of the people indirect way. As a matter of fact, 61 % of the participants think that applications are sufficient. Just 12,9 % of them think that applications are insufficient.

Do you think e-municipality applications are secure or not?			
		F	P
	I think they're secure	104	30,1
	Partially secure	102	29,5
	I don't think they're secure	42	12,1
	No idea	98	28,3
	Total	346	100

Table (20): Security Level of the E-Municipality Applications

Without a doubt the security problem is one of the basic barrier on e-government applications. According to house hold information technologies usage proportions like; 31 % in 2007, 29 % in 2008, 28,9 % in 2009 and 46,8 % in 2010.¹⁰⁷ Especially, 2010 results leaps out. Basic reason for this problem is computer virus that cause time and knowledge missing. However, survey results showed that 59,6 % of the participants think that applications are secure in Beyoğlu. So, people don't have a hesitation about security severely.

¹⁰⁷ Devlet Planlama Teşkilatı, "Bilgi Toplumu İstatistikleri", (2011), 31

Do you think e-municipality applications increase the quality and transparency of the services or not?			
		F	P
	Definitely Yes	99	29,5
	Yes	97	28,9
	Partially	110	32,7
	No	17	5,1
	Definitely No	13	3,9
	Total	336	100

Table (21): Level of the People who Thinks E-Municipality Increase the Quality and Transparency

E-Government provides so many advantages because of its relation to the transparency and accountability principles. Because, e-government provides speed, time saving, etc. this question has been asked to measure citizen's point of view to e-municipality applications. And also we wanted to measure what do people think about e-municipality? Is it something necessary or not? Except from 9 % of the participants think that e-municipality increase the transparency and quality of the services. According to user experiences survey 89 % of the population think that e-government usage increase the transparency.¹⁰⁸ At this point, it is so critical that e-municipality/e-government provide more qualitative service or not? Through delivering system online environment, the mediation between government and citizen disappears. However, there are still some problems ongoing. For example; there isn't any explanatory issue on municipality web page about general spending.

¹⁰⁸ Devlet Planlama Teşkilatı, "Bilgi Toplumu İstatistikleri", (2011), 195

If you have used e-municipality applications , how often do you face with connection problems ?			
		F	P
	Never	80	30,9
	Rarely	67	25,9
	Sometimes	70	27
	Frequently	42	16,2
	Total	259	100

Table (22): Level of Encountering Connection Problems

Through this question, we wanted to measure what is the frequency level of connection problems. As a matter of fact, 22,5 % of the participants think that the connection problems are the basic issue. Almost 70 % of them have asserted that they have encountered connection problems in different levels. We can't have certain conclusions about which amount of them has municipality origin. However, municipality infrastructure and technical crew has to be strengthened to discourage this problem. They have to determine the problem and have to prosecute it regularly.

3.4. Evaluation of Results and Suggestions

This thesis intended for evaluating the current condition of using information and communication technologies in public administration. Since the 1980s, Turkey started to use computer in public and private area. However, it become spread previous years gradually. The change in the society had risen the expectations. Anymore, use of information and communication technologies have become an obligation rather than necessity. This situation have changed all of the current situation in the world. Turkey has started to adopt itself as well. However, e-government applications of Turkey has started late times. Turkey has started e-government practices in 1998 KAMUNET project. Further years, different projects have followed each other. First serious step has been taken with e-transformation Turkey in 2003. Thus, all kind of services have been collected in one major portal.

To move applications on electronic environment provides many facilities. It has risen expectations as well. Because, through the transformation process, there

would be decrease in expenditures, increase in the services and time saving. It will also provide more efficient, transparent, accountable and participant governing process.

When we look at Turkey case, unfortunately, the current situation isn't pleasant. The world e-government ranking was 69 % in 2010, it has risen to 80 % in 2012. It shows that Turkey should take serious precautions to hinder possible decline. For this reason, operations should be transferred to the electronic environment and to apply any kind of operation should become an obligation for citizens.

E-Government usage is 41.3 % in the Beyoğlu with the survey participants. This situation shows that less than half of the people use the e-government. The level of to be aware of e-government is 67.9 %. 32.1 % of the participants haven't known about e-government before. The level of owning a computer is 75.8 % and also the level of having internet access is 70.6 % . To have a computer and internet access isn't bad level. So, most of the people isn't disadvantageous in the society. When we look at the age situation of the participation, generally, older people prefer to go to the municipality to make operation. When we look at the economic situation of the participators, wealthy people prefer to make online operations.

The usage level of the Beyoğlu Municipality applications can also be considered as normal situation in compare with Turkey's average. According to the survey conducted by State Planning Organization in 2010, internet usage level of the house hold and enterprises to communicate with public is 27,2 % in Turkey. Usage levels are changing within the 31 % - 40 % interval in Beyoğlu. So, we can conclude that Beyoğlu has more widespread usage. Of course, this situation is related to the more than one factor. The education level, age, income condition... is directly related with the usage level. It's normal to have this conclusion because Beyoğlu is one of the most developed district of the Turkey and the survey had applied overall Turkey in rural and urban areas as well. Also, survey had conducted to the house hold and enterprise. The usage level of house hold and enterprise differs. According to the household information technologies usage survey, enterprises has been utilizing

online public operations more than individuals.¹⁰⁹ We didn't separate household and enterprise usage levels in our survey. However, it can be predictable that enterprises increased the utilization degree.

There are some indicators effect the pleasure level. Basic indexes to evaluate sufficiency level of e-services are; transparency, service offering, information security and usage convenience.¹¹⁰ Sufficiency and participation are directly related to each other. Unless, the citizen pleasure provided, efficient and active participation wouldn't form. Pleasure level of the Beyoğlu had been evaluated in this way;

60,9 % of the people think that applications are sufficient. This situation shows that most of the people are pleased with e-government. Because household information technologies survey results showed that, 64,4 % of the people still prefers face to face communication.¹¹¹ It can be related to the people think that use of e-government is not necessary.

Survey results showed that 91 % of the participants think that e-municipality increased the transparency and the quality of the services. Most of the participants think that use of government ensured more qualitative and transparent job. Thinking of citizens in this way makes them adopted to use e-government more.

56,9 % of them think that applications are secure. We didn't separate people whether they are average citizen or enterprise in our survey. According to the household information technologies survey conducted by State Planning Organization 2,3 % of the household and 32,7 % of the enterprise have been facing with security problems.¹¹² It shows that enterprises have more suspicions about making online operations. There are still some deficiencies about security infrastructure and people are hesitant about making online operations with their personal information. However, almost 60 % of the participants think that use of e-government is secure in Beyoğlu. Therefore, citizens wouldn't have any serious suspense and they will be more enthusiastic about using e-government.

¹⁰⁹ Devlet Planlama Teşkilatı, "*Bilgi Toplumu İstatistikleri*", (2011), 80

¹¹⁰ Devlet Planlama Teşkilatı, "*Bilgi Toplumu İstatistikleri*", (2011), 195

¹¹¹ Devlet Planlama Teşkilatı, "*Bilgi Toplumu İstatistikleri*", (2011), 84

¹¹² Devlet Planlama Teşkilatı, "*Bilgi Toplumu İstatistikleri*", (2011), 84-85

When we investigate the relationship between participation and e-municipality, 47 % of the people benefit from applications. Even though we can't take quite accurate answers according to survey results, we can say that the current situation is normal. So ever, e-municipality has ten year old history, citizen's adaptation takes a specific time and e-culture. As we compare the situation with e-government gate, the number of offering services was 22 in 2008, it increased to 139 in 2009 and it reached to 246 in 2010. Services have been increasing on e-government and e-municipality level year by year because of it offers more saving in administration. Also, investments spend on information technologies had increased from 526 billion Turkish Lira in 2002 to 2.061 billion Turkish Lira in 2010.¹¹³ This numbers show that government takes serious precautions intending for increasing e-government services.

In order to increase participation to the e-municipality applications, municipality have to devote an amount of budget for technical infrastructure of the system. Also, the separated budget should be demonstrated on webpage to eliminate people's hesitations. Firstly, citizen's satisfaction have to be provided. They have to be convinced that e-municipality is a secure application and it is an important requirement that supplement big gaps in administration.

The municipality has to follow the usage level of the e-government applications and have to make practices to become prevalent. Citizens have to be educated about e-government usage in practical way. For this reason, students have to take lessons and they have to be educated with information technologies' lessons. And also, they have to be enlightened with doing online operations. For those adult people who couldn't use computer and internet have to be educated with operative trainings Municipality have to open courses and compose seminar to generalize use of internet and e-government applications. Lessons should be only related to e-government usage, but also people have to be educated about increasing internet literacy level. It would take such a specific process that people get used to adopt e-government operations. However, at the end of the process all kind of operations

¹¹³ Devlet Planlama Teşkilatı, "*Bilgi Toplumu İstatistikleri*", (2011, 74

related to the municipality have to be carried on online environment. Thus, people will have been adopted using e-government/e-municipality.

Not just citizens but also municipality workers have to be more qualitative about operating applications. Problems which are municipality-based have to be considered as well. Our research is related to measure participation level of the citizens. However, municipality personnel has also important role. Municipality have to separate certain budget to revise system with current technologies. And also they have to supervise the system for correcting possible faults. On the other hand, municipality has to introduce applications with advertisements for making people conscious about e-municipality usage.

Finally, foreign e-government applications have to be investigated. There should be lessons taken from e-government applications abroad. Because, the online participation is a new concept in everywhere. For this reason, workings have done in practice process have to be investigated widely. After that, substantial and effective e-government vision have to be constituted. To increase e-municipality usage, annual aims have to be determined than, they have to work hard to put into practice implementations. Especially, practices intended for increasing participation like interactive debate, polling, survey and these kinds of channels which serves the main purpose of the local administration have to be accrued. Thus, it would be more possible to have democratic and healthy administration through providing citizens take an active role in decision making process consciously.

APPENDIX A

Survey

1. Age 18-25..... 26-33..... 34-41..... 42-49..... 50-57..... 57-64..... 65 and more.....

2. Sex M.... F.... **3. Income Condition** 0-500.... 501-1000..... 1001-1500..... 1501-2000..... 2001-2500....

4. Education Condition Unlicensed..... Elementary..... High School.... University..... Post Graduate....

5. Do you know how to use computer? I know:..... Partially:
I don't know:.....

6. Do you have computer? Yes:..... No:.....

7. Do you have internet connection? Yes:..... No:.....

8. How long have you been using internet?

1-3 year:..... 5-8 year:..... 3-5 year:..... 8 year and more:.....

9. In which place do you connect internet? House:
Work:..... Internet Cafe:.....

10. What is your aim for using internet?

To attain a knowledge:..... Game:.....
Communication:..... Shopping:.....
Newspaper-Magazine :..... Job announcement:.....
Bank Operations:..... Fun:.....

11. Do you know e-government concept? I know:..... Partially:.....
I don't know:.....

12. Have you ever used e-government? Yes:.....
No:.....

13. Which problems have you faced in e-government usage?

Infrastructural problems:..... Problems related to the computer usage:.....
Connection problems:..... Economical problems:.....

14. Have you ever used e-municipality applications?

Yes, frequently :..... Yes, sometimes:..... No, ever:.....

15. Do you know Beyoğlu Municipality e-municipality applications?

Yes:..... Very few:..... No:.....

16. What is your usage level of Beyoğlu Municipality e-municipality applications listed below?

I use frequently I use I use sometimes I use never

Smart Automation System:

Communication Center:

Psychological Consultancy on Phone:

Mobile Beyoğlu:

Govern Beyoğlu from your Mobile Phone:

Dynamical City Guide:

Debt Information:

Tax Guidebook:

Register Interrogation:

e-declaration:

Municipality Communication addresses:

Construction Applications:

To open-work business:

Information share of Mukhtar's Office:

Beyoğlu Porter Vehicle:

17. Do you think Beyoğlu Municipality e-municipality applications are sufficient or not?

I think they are sufficient:.....

It's ok but needs to develop:.....

Applications are insufficient:.....

No idea:.....

18. Do you think e-municipality applications are secure or not?

I think they are secure:.....

Partially secure:.....

I don't think they are secure:.....

No idea :.....

19. Do you think e-municipality applications increase the quality and transparency of the services?

Definitely yes:.....

Yes :

Partially :.....

No :.....

Definitely not:.....

20. If you have used e-municipality applications , how often do you face with connection problems ?

Never:.....

Rarely:.....

Sometimes:.....

Frequently:.....

APPENDIX B

Interview with Beyoğlu Municipality Mayor (Ahmet Misbah Demircan)

- 1- What kind of effects have e-municipality applications for providing participatory administration?
 - E-Municipality has an essential role for providing transparent and supervisory frame. At the same time, it is a new way that encounters more pluralist structure. Services had been provided 7/24 location-free through e-municipality. It simplifies all kinds of applications for both citizens and administration. E-Municipality provides an environment for providing citizen participation and accountability. The main principle in e-municipality citizen focus. It's something that directly related to the principles of governance which throws a fire on 21th century public administration.
- 2- What kind of difficulties have you faced when preparing digital public services?
 - Municipality database should be provided on all public institutions. Data have to be stored in specific standards. Thus, data integration can be provided. Because of this deficiency, we have a problem to connect other municipalities.
- 3- Do you think that municipality has sufficient online services? (If there are problems what kind of workings do you have?)
 - Technology and its simplifications have been increasing day by day. In this process, it is improper to say that facilities are sufficient. We have been following new trends municipality services on electronic environment for encountering increased citizen's need. We placed kiosk machines on focus points in order to simplify citizens to the municipality. Through Connect Beyoğlu Project, citizens can benefit continuously and

cost-free internet service. We developed mobile revenue, mobile certificate supervision and these kinds of online implications for offering municipality services on field.

- 4- What kind of activities have you been doing for increasing e-municipality applications?
 - E-Municipality isn't a plus, it is a necessity. The main difference is additional facilities other than standard services to effect citizen directly. And also, their quality is important too. We have been working for how to provide operations succeeded that citizens do applications from the place they sit. And what kind of services we put electronic environment. Our last operation which is Dynamic City Guard provides current scenes on 360 grade by each street.
- 5- Do you use Facebook, Twitter and these kind of social media courses? How?
 - Yes. All problems and suggestions come from Facebook and Twitter have been stored on our database. Thus we can follow demands. We transfer the current situation of their demands through sms and mail if they give mail and telephone contacts.
- 6- According to you, what are reasons not to achieve intended usage level, even though e-municipality provides divergent possibilities?
 - It's something that related to citizens couldn't give up past habits easily. It takes for a length of time that citizens adopt the new technology.
- 7- What should be done for citizens benefiting more e-municipality applications?
 - Citizens should be acknowledged about e-municipality applications more. E-municipality applications should be encouraged through announcements.
- 8- Do you face with security problems in e-municipality services?
 - We didn't experienced any kind of security problems so far. Our security system has 128 bit SSL certificate. It has been provided with Anti virus servers and Firewall.

9- According to you, what kind of contributions have/had e-municipality provided to citizen and municipality?

- It provides time saving from the point of municipality, through decreasing the labor dependence . E-Municipality has provided consistent information system infrastructure. Efficiency and production growth has materialized. Time saving have been provided through integration among units. Municipality has determined its priorities with correct, current information and analyses. So, municipality become easily know its sources and necessities and it become make more accurate source management. Income increaser precautions have taken and information based administration process have begun. Municipality have become offering new added values. Motivation of the personnel has increased and operation processes has become standard and transparent.

From the citizen's point of view, transparent, participatory and productive administration come into prominence. Citizen have become benefit services 7/24 independent from municipality working hours. They have become make payment operations and get an information about building situation. Citizen have become easily reach current information more accurate and easier way. Bureaucracy which derived from information and coordination deficiency has become hindered. Citizens have become benefit contemporary applications. NGO based fund have become provided.

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