

e-Transformation Turkey Project: Turkish Case for e-Government



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1. Introduction

International competition has become more dependent on information as globalization stepped up in the last quarter of the 20th century. To survive in an environment that depends on information, needs rapid changes in organizational structures and perceptions. This transformation, which is triggered by developments in information and communication technologies (ICT), affects economy and all other aspects of daily life, and compels countries to find new ways that are beyond traditional approaches and definitions.

The success of this fundamental transformation is closely connected with the redefinition of government's organization, working and decision-making processes; development of learning systems, technical and legal infrastructure, and economic policy tools in accordance with the needs of information society.

Since the beginning of 1990s, there is an increase in the efforts to transform into information society in most of the countries. Essentially, economic and social necessities bring about these efforts. The US has realized an increase in productivity and economic growth thanks to usage of information and communication technologies from the early 1990s, and besides the US, European Union (EU) is also emerging as a significant player in this field. In March 2000, European Council has envisioned to make Europe "the most competitive and dynamic knowledge-based economy in the world in ten years" at Lisbon meeting and launched **eEurope Initiative**. With respect to this overall strategy, Feira European Council in June 2000 and Seville European Council in June 2002 have initiated eEurope 2002 and eEurope 2005 Action Plans respectively. Besides, European Commission has decided to broaden the scope of this initiative and invited a group of candidate countries, including Turkey, to participate in a parallel initiative with additional targets and actions – namely **eEurope+**. As the Budapest Ministerial Conference, held in February 2004, has brought the eEurope+ Initiative to conclusion, Turkey, along with other candidate countries have become a part of eEurope 2005.

Turkey has speeded up her efforts to transform into an information society as she joined eEurope+ together with other candidate countries. It is a fact that there has been little progress in the past in Turkey. But soon after the eEurope+ Initiative, Turkey started a new program, eTurkey Initiative, which is almost identical to eEurope+, and gathered different projects under one umbrella.

Since the eEurope+ Action Plan in June 2001, Turkey has embraced the common goals and priorities with other EU member and candidate countries. Through coordination among all stakeholders and public consultations, Turkish Government is thriving to make sure that public institutions, civil society organizations, and citizens are aware of the potential benefits of information society. Along with other coordination activities, e-Government lies at the core of these efforts. Bearing in mind that the recent public administration reform studies are at the top of the Government's agenda, e-Government has been emphasized more than before in the last couple of years.

Instead of strategically defined national priorities, projects carried out according to the needs and priorities of each organization affected the course of information society projects and this did not result in great success in the past. Therefore, all information society activities needed to be coordinated in such a way as to ensure increased economic value added and

social welfare and be carried out in a participatory manner. Besides, projects should have concrete goals and be prioritized according to the needs of the society as a whole.

In this room document, in line with the main theme of OECD’s 2004 Centers of Government Meeting, an overview of the recent **e-Transformation Turkey Project** and a close look at the e-Government implementation has been presented. Some of the major e-Government projects conducted by line ministries are also included.

2. Where Turkey Stands in e-Transformation?

In a recent study, World Economic Forum’s “Global Information Technology Report (2003-2004), countries were ranked according to their readiness to information society. Among 102 countries covered in the study, USA, Singapore and Finland takes the top three, and Turkey is ranked as 56th.

Table 1 - e-Readiness Index

Rank	Country	Point
1	USA	5.50
2	Singapore	5.40
3	Finland	5.23
4	Sweden	5.20
5	Denmark	5.19
6	Canada	5.07
7	Switzerland	5.06
8	Norway	5.03
9	Australia	4.88
10	Iceland	4.88
...
56	TURKEY	3.32
Total 102 Countries		

Source: World Economic Forum

Some of the important indicators of ICT usage in Turkey are as follows:

Figure 1 – PSTN Subscriber Penetration (%)

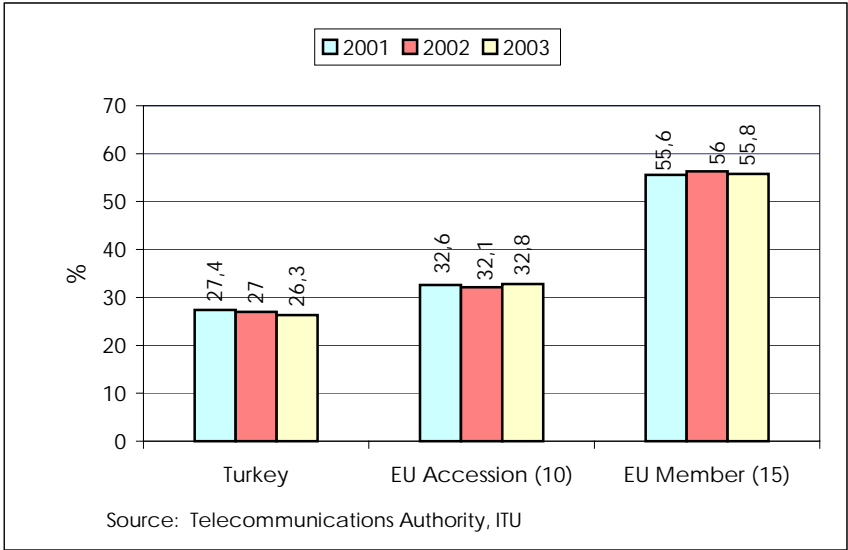


Figure 2 – Mobile Subscriber Penetration (%)

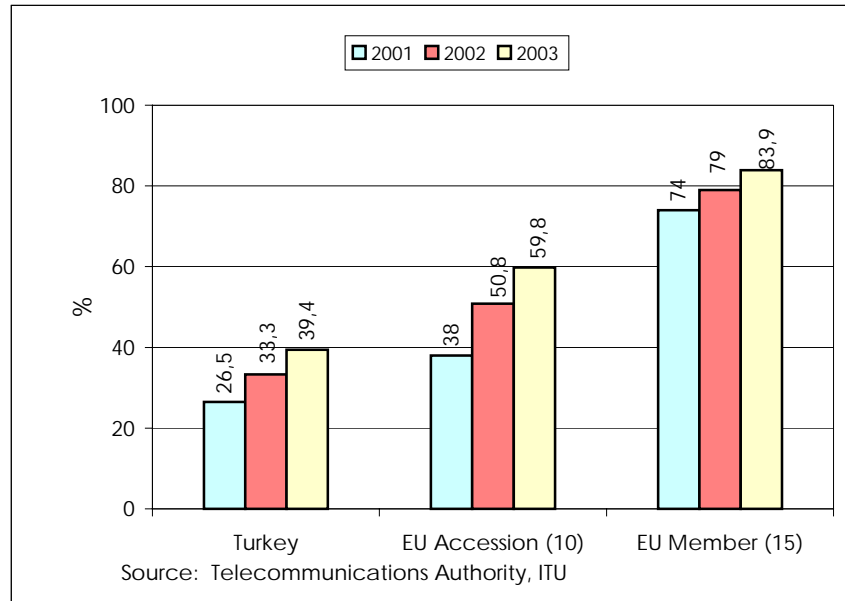
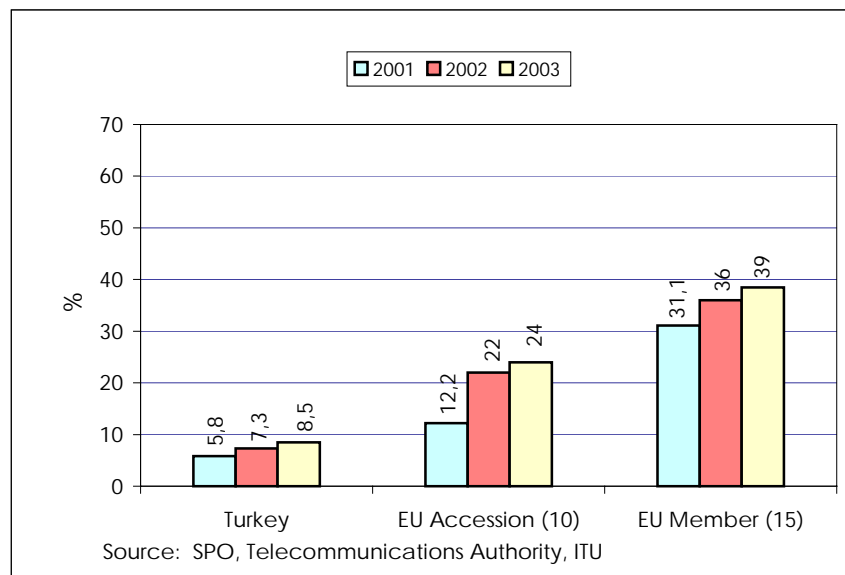


Figure 3 – Internet Penetration (%)



3. e-Transformation Turkey Project

Since the previous government took place in December 2002, there is a new approach that urges public institutions to take necessary measures in order to remedy long-term problems, like financial stability, public management, social security administration, agriculture, and manufacturing. These actions on the most needed areas of interest are combined in **Urgent Action Plan (UAP)**, which takes place in the core of 58th and 59th Governments' Program. As part of this Urgent Action Plan's **Public Management Reform Section**, transformation into an information society was declared as one of the most significant projects. **e-Transformation Turkey Project** aims at fostering the evolution and coordination of information society activities, which were previously carried out in a decentralized and uncoordinated manner.

Responsible institution for this specific project is identified as **State Planning Organization (SPO)**, which is affiliated to the Prime Ministry. SPO is responsible for overall coordination of countrywide economic and social development programs, allocation of funds to public investment projects, and advising to the Government. Prime Ministry, NGOs, and all public institutions are identified as affiliated organizations for the project.

To clarify the objectives and principles of the project, a Prime Minister's Circular, dated February 27, 2003 has been issued. According to this Circular, the objectives of e-Transformation Turkey Project are as follows:

- Policies, laws, and regulations regarding ICT will be re-examined and changed if necessary, with respect to the EU acquis; eEurope+ Action Plan, initiated for the candidate countries, will be adapted to Turkey.
- Mechanisms that facilitate participation of citizens to decision-making process in the public domain via usage of ICT will be developed.
- Transparency and accountability for public management will be enhanced.
- Through increased usage of ICT, good governance principles will be put in place in government services.
- Widespread usage of ICT will be enhanced.
- Public IT projects will be coordinated, monitored, evaluated and consolidated if necessary in order to avoid duplicating or overlapping investments.
- Private sector will be guided according to the above-mentioned principles.

In order to realize these objectives and to ensure the success of the project, a new coordination unit, **Information Society Department**¹, within SPO was established. This Department is responsible for the overall coordination of the project. Before this project was launched, lack of efficient coordination between institutions made the progress slow and ineffective. For the first time in Turkey, a dedicated department, which is believed to be a crucial element for success, has been named as the coordinator of information society activities.

To increase the participation and the level of success, an Advisory Committee with 41 members has been established. This consulting body consists of the representatives of public institutions, non-profit organizations and universities. Until now, the Advisory Committee had two meetings.

In line with the government's schedule, the initial focal point in this project has been the **Short Term Action Plan (STAP)**, which covers 2003-2004, for implementing specific tasks. The STAP has been approved by the government and published with a Prime Minister's Circular, dated December 4, 2003. There are 73 action items under 8 sections.

Actions aiming at establishing interoperable and secure online information services have the first priority in STAP. Besides, actions in STAP are in line with actions of Urgent Action Plan

¹ You can visit SPO-Information Society Department's web site at www.bilgitoplumu.gov.tr.

that covers restructuring of public management, increasing efficiency in public services and introducing citizen-oriented services. Also, eEurope 2005's goals and harmonization of Turkish legislation to EU acquis has been taken into account.

First action of STAP is the determination of an "Information Society Strategy", which encompasses every part of society and maximizes national benefits and value added. The strategy will be prepared via use of consultancy services and the tender process for selection of consultants has started in August 2004. The strategy is expected to be completed by mid-2005. This strategy will enlighten Turkey's transformation from labor-intensive society to information society and from traditional production-consumption economy to knowledge economy.

Besides the Strategy, STAP has the following main topics:

- Legislation regarding regulatory and legal framework,
- Technical infrastructure and information security,
- Education and human resources for planning of required human capital,
- e-Government for introducing electronic services to citizens without bureaucratic barriers,
- Standards for integrated and interoperable services,
- e-Health, which is one of the important thematic issues in eEurope,
- e-Commerce for the development of e-Business environment, especially for SMEs.

It has been targeted that, as in the preparation phase, the implementation of STAP and all other related activities will be coordinated by the SPO-Information Society Department and be open to every contribution in order to successfully achieve the ultimate goal; to transform Turkey into an information society.

There are 23 actions under e-Government section in STAP. Application projects of different public agencies are excluded from these actions. Instead, common studies, which are aiming at creating an environment that enables public agencies to interoperate and to share information for provision of joined-up government services through a single portal, were considered as the top priority.

Among others, interoperability framework, strategy for and architecture of the e-Government portal, merging of different ID numbers issued by various public agencies under a unique ID number, establishment of public internet access points, guidelines for government ICT investment projects, sharing of citizenship information processed in central census project – MERNIS and preliminary study for GIS systems are some of the significant studies that take place in STAP.

e-Transformation Turkey Executive Board was also established with the same Circular that validates STAP. The Board is composed of the Minister of State and Deputy Prime Minister (e-minister), Minister of Industry and Trade, Minister of Transport, Undersecretary of SPO and Chief Advisor to the Prime Minister, and was given the responsibility of supervision of e-Transformation Turkey Project. Representatives from a number of government agencies and NGOs also participate in the meetings of the Board, which are held regularly once a month. SPO is in charge of providing secretarial support to the Board.

4. e-Government in Turkey

Although stand-alone e-applications of different public institutions, such as MERNIS, VEDOP, MEBSIS, are underway for years, an integrated e-government approach that incorporates those separate applications has been recently put on the agenda of the government. With the launch of e-Transformation Project in November 2002, a new integrated approach has been adopted. Until recently, policy-making and coordination in e-government issues has been quite vague. This has resulted in negligence of some important issues such as interoperability, one-stop shop portal, access channels and so forth.

Organizational Structure

The Minister of State and Deputy Prime Minister, Mr. Abdüllatif Şener was appointed as e-minister and he has the high level political responsibility of the e-Government under e-Transformation Turkey Project. Underneath e-Minister, State Planning Organization (SPO) is responsible for coordinating all e-Government activities. e-Transformation Turkey Executive Board also has a supervision and steering role in e-Government project. Advisory Committee is chaired by the Deputy Undersecretary of SPO and acts as the discussion platform with the participation of 41 members representing ministries, central public agencies, NGO's and universities. One of the 8 working groups, which help study relevant issues in detail and support SPO and Executive Board in decision-making, is e-Government Working Group. This group is chaired by SPO and comprises public agencies providing significant e-Government applications. (See Figure-4) Active participation of all stakeholders, especially those of NGOs', is encouraged in all e-Government activities. Therefore, NGOs are represented in all three levels of e-Government related studies – working groups, Advisory Committee, and Executive Board.

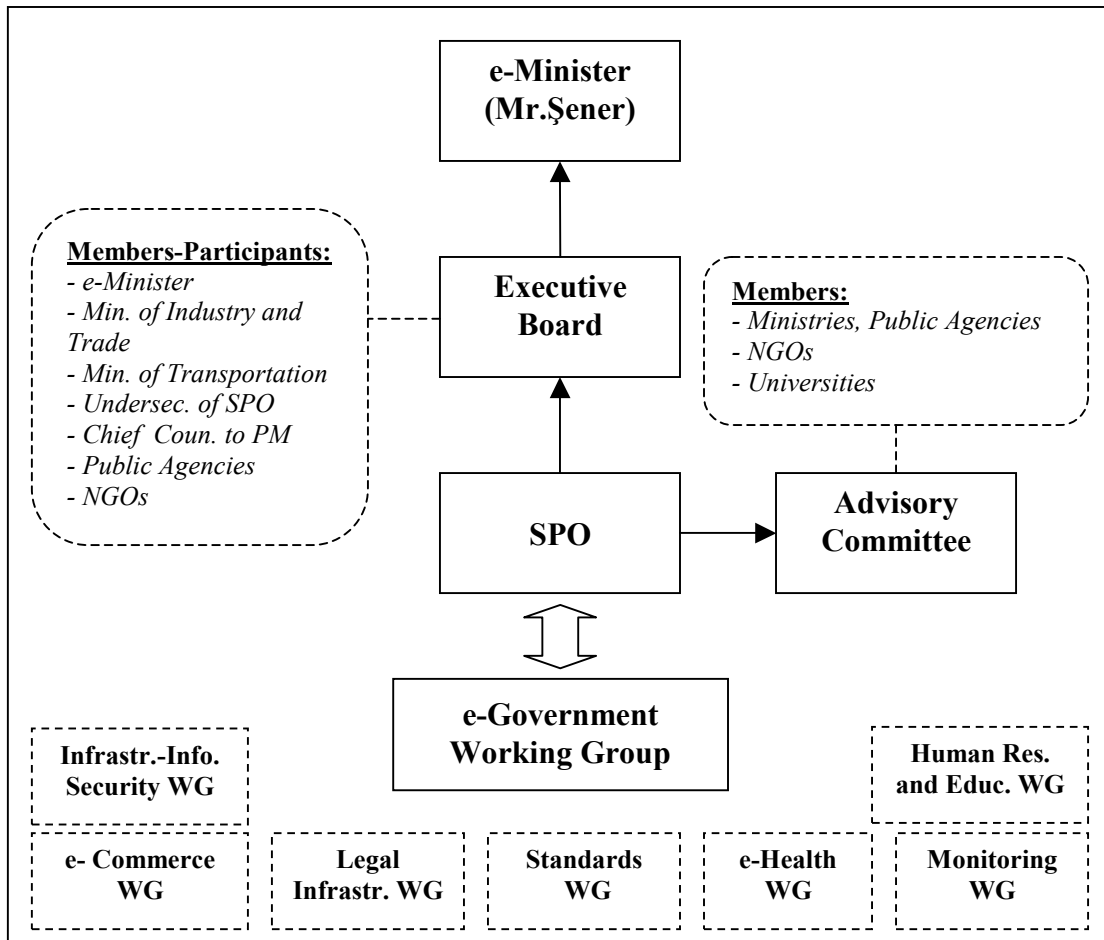
There is no CIO assigned for coordinating national e-government policy. However, Deputy Undersecretary of SPO, who reports to the e-minister and responsible for overall policy-making and coordination, could be considered as a CIO equivalent post.

Centralized Approach

In Turkey, government's approach to e-Government project could be characterized as more centralized. Until very recently, the approach that envisions provision of integrated services through portal was not in place, so there was a strong need to emphasize this new approach and to coordinate centrally the implementation of public IT projects. Besides, results of e-applications carried out by government agencies and provincial governments have not been satisfactory so far. Therefore, there is also a need to promote public agencies to provide better online services and make necessary changes in their processes if needed. This approach creates a common understanding of e-government and by doing so an interoperable and secure information system will be assured.

In Turkey, there is an increasing need for coordination in basic elements of an integrated information system, such as interoperability, metadata, one-stop shop, etc. Therefore, Information Society Department's role is not limited to provide support to policy-making, but also covers implementation of e-Government portal, and coordination among public agencies.

Figure 4 – Organizational Structure of e-Transformation Turkey Project and e-Government



SPO's unique role at the center of government also reinforces this organizational approach. SPO reviews project proposals of public entities and prepares annual investment programs. Therefore, SPO takes another role in eliminating unduly or overlapping e-government projects, including application projects, ICT expenditures, etc. At present, there is no central IT fund for e-government activities and projects are financed with national budget resources. Since the Short Term Action Plan is affiliated with annual public investment programs, which are prepared and monitored by the SPO, these programs are deemed to be suitable policy implementation tools to ensure e-government policy coherence with ministries and agencies. Nevertheless, under Short Term Action Plan an ad-hoc committee will be established to study ways and means of creating such a fund.

e-Government Actions

Since December 2003, the main tool for execution of e-Government program has been the Short Term Action Plan. As stated before, e-government actions are defined in an Action Plan for the years 2003 and 2004. Interoperability, common standards for the provision of services, funding models for e-government projects, current status of e-government projects, e-teams at each public institutions, strategy development for and architecture of e-government portal, establishment of public internet access points are among the important topics covered in e-Government section of STAP. These actions will provide background information, establish the basis for the upcoming projects, disseminate usage of e-government services and help mitigate risks associated with future implementations. Decision-makers, both in the center of

government and in public agencies will follow these frameworks and guidelines through the course of implementation projects in the forthcoming years.

Awareness

Relatively recent initiated coordination of e-Government activities, both at central level and implementing agency level, has provoked curiosity among different parties, perhaps, mostly at citizens who are likely to benefit more than any other group. People are more demanding than ever to receive better and agile public services and not to face the image of awkward government in their daily lives. Attendance of citizens to e-Government exhibitions and feedback gathered from these events show that a growing number of people are interested in e-Government services.

Civil society organizations are also well aware of this trend and they urge public agencies to apply for their annual e-Government project contests. Some recognition awards of civil society organizations for e-Government projects are attracting many public agencies every year.

Lessons Learned

First, leadership and political commitment is very important. Leadership should not only refer to top level political leadership. Agency, even department level leadership should be guaranteed in order to achieve better and sustainable results. For many projects, sustainability and efficiency becomes a question mark when the mid-level leadership is not provided.

Coordination among public agencies is crucial. Since e-Government concept prescribes joint efforts and cooperation between interested parties, we believe that a structure that facilitates cooperation among public agencies is an indispensable requirement for progress.

5. Major e-Government Projects

Offering electronic government services and by doing so, improving efficiency and transparency of government lie at the heart of e-Transformation Turkey Project. Therefore this project is seen as an essential part of government reform and restructuring. To increase the number of online public services available and introduction of online services to citizens is stated as a priority in STAP. The following projects are among the most far-reaching in Turkey:

- ***National Judicial Network Project (UYAP)***

Project will establish an electronic network and program development covering all Courts, Offices of Public Prosecutors and Enforcement Offices together with the Central Organization of the Ministry of Justice. The project has the objective of abolishing the use of written documents and typewriters. When the project is completed, the case shall be transferred to electronic environment starting from its petition to the court-house, repetitions shall be avoided, and the information gathered by the Office of the Public Prosecutor shall be available online during the trial stage. All stages, including the trial, sending to supreme courts, stages of Supreme Court of Appeals and State Council, return from the Supreme Court, conclusion, judicial decree execution and transmission to the Office of Records of Convictions will all be completed on this network.

UYAP has been planned in two stages: the central and the provincial organization. The central stage has the objective of automating the procedures of the central organization of the ministry and its subordinate units. In the forthcoming years the remaining parts of the project shall be carried out. The criminal records kept by the General Directorate of Judicial Records and Statistics shall be reached by the competent authorities, on line or off line through LAN, WAN, internet, intranet, dial up connection, according to the local communication opportunities in a short while, and interrogation results about the case shall be transmitted to the database. The citizens shall be able to learn the dates of trials and judgment of similar cases from internet.

- ***Accounting Offices Automation Project (say2000i)***

The Ministry of Finance (MoF) has initiated a project for the computerization of 1668 Public Accounting Offices (AO) throughout the country. This web based AO automation system is called say2000i and it is designed to automate all daily tasks of accounting offices and to gather all detailed public accounts information at the central organization on a daily basis. Since all detailed information is stored at a central location, government accounts can be analyzed thoroughly and information can be shared between related government organizations.

The say2000i system has a multi-tier application architecture, built on open systems and internet technology. The first layer of the system is composed of a database server located at headquarters in Ankara. The application servers form the second layer, which are located next to the database servers. Application servers are capable of communicating with 6000 users through a virtual private network (VPN). This approach reduces the initial costs and operational requirements considerably, since the users share an application, which can be maintained and extended easily. The clients located at AOs form the third layer and the application can run on any computer capable of operating web browsers with Java support.

A series of say2000i orientation seminars were organized to explain the system capabilities and implementation plans to all accounting office managers. All AO managers indicated a great degree of satisfaction for new system capabilities and the first stage of the implementation phase was completed successfully.

- ***Central Census Management System Project (MERNIS)***

MERNIS is the most important system that affects most of the other e-Government projects. It has a long story, but is now operational since January 2003. Its main objective is to automate all census events and to store the census information in a more reliable and computerized environment. The system assigns a unique ID-number for about 120 million Turkish citizens, both alive and passed away, which is to be used in many e-services.

The first phase of the MERNIS Project, which helps government to build an e-government infrastructure, allows birth certificates to be transferred to a computerized format and entire transactions and processes related with birth certificates will be carried out with an updated data processing technology.

KPS (ID Information Sharing System) will be an additional function of MERNIS, which will enable public agencies having appropriate security authorizations to access ID information. This project is expected to be completed by the end of 2004.

- ***Internet Tax Office Project (VEDOP)***

VEDOP has started as an automation project of tax offices all over the country. As one of the largest IT implementations in government, Ministry of Finance, has initiated this project in 1998. 155 Tax Offices in 22 cities are now operating on the network.

The Turkish tax system includes a variety of different tax types with different periods of collection. A typical taxpayer has to hand over more than 30 tax returns and declaration forms annually. This causes taxpayers to walk in tax offices and leave their tax returns almost 3 times a month. This results in large amounts of individual circulation in the tax offices and the employment of a considerable number of personnel for the front desk operations. Approximately 2,500,000 taxpayers are expected to transfer annually 70,000,000 tax returns of various taxes by this new channel in the first three years of implementation. Internet Tax Office web site was established within VEDOP to serve the taxpayers to follow-up their status in the tax office, check their account balances and get informed about regulations and updates.

Tax statements started to be collected through internet since October 1, 2004. First, the legal regulations had been prepared in this regard with the issue of the law numbered 5228 and General Communication for Tax Procedure Law numbered 340. Initially tax returns for value added tax, private consumption tax, tax for bank and insurance procedures, stamp duty, private communication tax, tax for games and lotteries and withholding tax return could be sent through electronic medium. On the other hand, income and corporate tax returns will be sent through internet by the beginning of 2005.

- ***National Police Network Project (POLNET)***

POLNET is a comprehensive store of information; providing a secure on-line aid to criminal investigation. The project enables police officers in the field to access national information via a police network. It also contributes to the detection of vehicle theft offenders through the Vehicles Database, and of criminals through the Criminal Records Database. It also houses important data about Terrorists and Organized Crime Groups.

POLNET has been developed to cover all needs of police, which is a high-performance, economical and measurable system open to novelties with its big capacity. It allows authorized staff to search any information related to crimes and criminals on all national computer databases. It will also provide the citizens with information concerning police services through internet. With this project, surveillance period is shortened; operation of collecting evidences is accelerated. All police officers are able to benefit from contemporary methods, such as comparing fingerprints, DNA analysis, ballistic research, blood and tissue researches by using POLNET. Traffic supervision is accelerated. Passport, regulatory licensing and similar procedures concerning the processing of criminal background checks are carried out on-line via POLNET.

- ***Government Supply Office's Electronic Sale Project (e-Sale)***

Government Supply Office (DMO) has been serving with its 22 regional office as a centralized public purchase institution in Turkey. DMO has more than 1,100 supply types in 203 different categories. With the e-sale project, an important step has been taken, by

transforming all the catalogue purchase services to internet environment. DMO aims to be a model user in government sector and also have the largest sale portfolio of the country.

With the e-sale project, all the purchase services, which have been managed traditionally by paper, phone, and fax, had been transformed to electronic environment and the entire purchase process has been realized over internet. Among the benefits that the order and shipment processes have become much faster and communication costs have decreased sharply; human resources have also been used much more efficiently and effectively with the new system. Also, the scope of the office has been enlarged and a system, which is equally reached from all regions of the country, has been established.

- ***Social Security e-Filing for Employers Project (e-Bildirge)***

e-Bildirge is a portal, which enables employers to send the insurance premium documents of employees via internet and to make accrued cost payments via automatic payment or internet banking. Employers who employ more than 8 employees are obliged to use this portal and smaller firms can also benefit from e-Bildirge. This new application enables employers to monitor their accrual-revenue information and past debts from anywhere in the world or Turkey without going to local insurance management offices and paying any fees. It also makes possible for the employer to acquire the necessary document, which shows their debt condition, in a very short time. Since the entry of the services of insured employees is made monthly, it is possible to monitor their service span daily.

e-Bildirge is operating since May 1, 2004 in whole Turkey covering both public and private sectors.

- ***Legislation Information System***

Starting from the date they are issued in the Official Gazette and put into force, the laws, decree laws, statues and regulations applied with the decision of Council of Ministers have been available at laws information system and reached through internet. This system is based on free subscription and has more than 30.000 active subscribers.

- ***Custom Administration Modernization Project (GIMOP)***

This project aims to modernize the whole Custom Administration, increase the efficiency, ease legal trade and prevent illegal trade, and automate all the custom transactions. With this project, all the transactions can be materialized in the electronic environment leading to a decrease in paperwork and bureaucratic affairs. Currently, more than 95% of trade transactions in 64 customs offices are carried out electronically. More concrete objectives of the project are as follows:

- Giving better service to trade environment
- Harmonization of custom laws
- More efficient human resources management
- More efficient and rapid production of foreign trade statistics
- More efficient tax collection
- More selective and efficient custom inspection.

6. 20 EU Defined e-Government Services in Turkey

Table 2 – Application of EU Defined e-Government Services in Turkey

EU DEFINITION OF PUBLIC SERVICE		APPLICATION IN TURKEY
SERVICES FOR CITIZENS		
1.	Income taxes: declaration, notification of assessment	Will be available by January 2005
2.	Job search services by labour offices	Available, but not interactive. Inquiry is not possible.
3.	Social security contributions (3 out of the following 4): <ul style="list-style-type: none"> · Unemployment benefits · Child allowances · Medical costs (reimbursement or direct settlement) · Student grants 	<ul style="list-style-type: none"> ▪ It is possible to reach all the information related to Unemployment Insurance and Health Insurance, but online transactions are not available ▪ Results for scholarship and credit applications and debt information can be reached online, but online application is not possible
4.	Personal documents (passport and driver's licence)	Online application for passport is possible in Ankara, Istanbul and Izmir. No progress for driver's license yet.
5.	Car registration (new, used, and imported cars)	Not available yet
6.	Application for building permission	Not available yet
7.	Declaration to the police (e.g. in case of theft)	Available in Ankara, Istanbul and Izmir
8.	Public libraries (availability of catalogues, search tools)	Catalog search and book reservation is possible through the web page of national library
9.	Certificates (birth, marriage): request and delivery	Not available yet
10.	Enrolment in higher education / university	University registration is not possible, but course registration is possible in some universities.
11.	Announcement of moving (change of address)	Not available yet
12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	Not available yet
SERVICES FOR BUSINESS WORLD		
1.	Social contribution for employees	Online payment, monitoring accrual-revenue information and past debts are possible
2.	Corporation tax: declaration, notification	Will be available by January 2005
3.	VAT: declaration, notification	Available since October 1, 2004
4.	Registration of a new company	Not available yet
5.	Submission of data to statistical offices	Not available yet
6.	Customs declarations	Automated except for the document required from other institutions
7.	Environment-related permits (incl. reporting)	Not available yet, but necessary documents can be downloaded
8.	Public procurement	Some institutions publish auction declarations on their web pages. However, online procurement is not possible.

ANNEX – WEBSITES of MAJOR PUBLIC AGENCIES

Almost all central public agencies in Turkey have a web presence. As of September 2004 there are 2,137 web sites with “gov.tr” extensions. Some public agencies can offer interactive services. Roughly, out of central 160 public agencies, 30 of them have the ability to interact with the users. Most of the rest are able to provide information only. There are about 200, big or small, e-Government projects underway.

INSTITUTION	WEB ADDRESS
Turkish Grand National Assembly	www.tbmm.gov.tr
Prime Ministry (<i>Legislation Information System</i>)	www.basbakanlik.gov.tr
Ministry of Justice (<i>UYAP</i>)	www.adalet.gov.tr
Ministry of Defense	www.msb.gov.tr
Ministry of Interior	www.icisleri.gov.tr
Ministry of Foreign Affairs	www.disisleri.gov.tr
Ministry of Finance	www.maliye.gov.tr
Ministry of Education	www.meb.gov.tr
Ministry of Public Works	www.bayindirlik.gov.tr
Ministry of Health	www.saglik.gov.tr
Ministry of Transport	www.ubak.gov.tr
Ministry of Agriculture	www.tarim.gov.tr
Ministry of Labor and Social Security	www.calisma.gov.tr
Ministry of Industry and Trade	www.sanayi.gov.tr
Ministry of Energy and Natural Resources	www.enerji.gov.tr
Ministry of Culture and Tourism	www.kulturturizm.gov.tr
Ministry of Environment and Forestry	www.cevreorman.gov.tr
Undersecretariat of State Planning Organization	www.dpt.gov.tr
Undersecretariat of Treasury	www.hazine.gov.tr
Undersecretariat of Foreign Trade	www.dtm.gov.tr
Undersecretariat of Customs (<i>GİMOP</i>)	www.gumruk.gov.tr
GD of Census and Citizenship (<i>MERNİS</i>)	www.nvi.gov.tr
General Directorate of Revenues (<i>VEDOP</i>)	www.gelirler.gov.tr
General Directorate of Accounts (<i>say2000i</i>)	www.muhasibat.gov.tr
General Directorate of Security (<i>POLNET</i>)	www.egm.gov.tr
Government Supply Office (<i>e-Sale</i>)	www.dmo.gov.tr
Social Insurance Institution (<i>e-Bildirge</i>)	www.ssk.gov.tr
Istanbul Stock Exchange	www.imkb.gov.tr
Capital Markets Board	www.spk.gov.tr

Note: Expressions within parenthesis refer to the projects given in the text.