AZERBAIJAN STATE UNIVERSITY OF ECONOMICS

UNEC SABAH CENTER

E-GOVERNMENT POLICY AND MANAGEMENT IN PUBLIC ADMINISTRATION: CURRENT TRENDS FOR AZERBAIJAN

Student: Leyla Hajiyeva

Supervisor: Ph.D. Seymur Aliyev

BAKU, 2019

ABSTRACT

The emergence of e-government as a public policy and its adoption in different countries took place after 1980. The e-government, which emerged with the use of computer and internet together and explained the new way / method for public institutions or some management processes in a different way, had the opportunity to apply in different countries in a short time in many countries of the world. The rapid adoption of the e-government is based on the assumed benefits that it will provide to public organizations. Those who propose the realization of the e-government as a policy claim that it will bring a transparent, accountable, citizen-oriented, participatory management approach in public organizations. Moreover, it is stated that the management, which is transformed within the outline of these features, can provide public services much faster, cheaper and better quality than the previous management forms.

Author of final thesis: Leyla Hajiyeva

Full title of final thesis: E-Government Policy And Management In Public Administration: Current Trends For Azerbaijan

Final work supervisor: Ph.D. Seymur Aliyev

Place and year of final work: Baku, Azerbaijan, 2019

Number of pages: 51

Number of Tables: 2

ACKNOWLEDGMENT

TABLE OF CONTENTS

INTRODUCTION

Generally, public organizations are organized within the outline of some pre-determined principles and rules and deliver the services they are loaded to their counterparts. Generally, it is known that developed countries and public organizations in Azerbaijan are formed by Weber type bureaucracy principles, in this context work and processing procedures, hierarchical steps, inter-unit relations and communication are determined in advance according to written rules and public service is presented to interlocutors in public buildings except in exceptional cases. However, public organizations, which are shaped according to the model of bureaucracy that Weber listed their characteristics and explained their superiority with efficiency, productivity and rationality over other types of organizations, started to deteriorate, degenerate and move away from rational working principles. Therefore, many criticisms have emerged and suggestions and solutions have been put forward to make them effective and efficient. In the past century, the number of ideas or solutions that have increased rapidly in the past century has been included in some ideas based on the benefit of utilities from the technological tools, especially information technology products. In this context, computers first produced in the 1945s, followed by Internet public organizations that emerged in the late 1960s and could be used together with computers. With the use of these two vehicles since 1980, a new opportunity has emerged to reduce criticism and provide public service for public organizations. It is also to bring public services or some of their management processes in an electronic platform with computers and internet, in addition to public buildings. This new situation, which is complementary or alternative to the existing public service, was called

electronic / digital government (e-government) in English because of the information technology substructure it was based on.

Public policy has become a policy, public policy, to apply to this new method of public service provision, and to choose / select it as a complementary or alternative to the present public service provision method.

After the 1980s, this public service delivery policy or method which is rapidly accepted among the countries in the world and nowadays it has the opportunity to apply in different levels, by transferring public services or some of their management processes to the said electronic platform. brings together.

Together with this method, it is thought that public organizations will have the opportunity to provide the public service which is more cost effective, less bureaucratic process and shaped according to the expectations of the interlocutors compared to the existing public service delivery method. It is claimed that the interlocutors who have the opportunity to access the services provided in the electronic environment or their management processes will obtain the benefits, face the face of the bureaucracy, face the arbitrary treatment of the public employees, and take the public service independently from the time and place. According to this idea, the public servants of the service will not go to public institutions as a result of providing public service in this way. And seemingly remote but in reality the state will remain one click distance between them. The claim is that all this will heal the existing bureaucracy, empire it, make it transparent, make it accountable and, in short, scrape off the many sides of the bureaucracy.

This policy, which changed the ground of public service delivery of public organizations and carried service place from public buildings organized on land to an electronic environment, has been accepted by Azerbaijan as from many countries since the beginning of 1990s. After Azerbaijan was introduced to the internet in 1993, first internet sites were launched at the institutional level

and the first phase of e-government. In the next few years, the number of public organizations that adopted this policy increased rapidly and the issue was addressed within the scope of a national e-government policy. The idea of inclusion of public institutions in the scope of the scope has been achieved and in the same years this idea has been turned into a decision.

In line with this decision by the top management of the political power and bureaucracy, a national e-government policy was initiated in the late 1990s. On the one hand, public institutions and organizations carry out public transport services (more generally, institutions / state) to the electronic environment, while bringing together these studies, standardizing and increasing the number of similar studies, policy documents and action plans (legal arrangements) appear periodically. started to be placed.

The formation of e-government in our country is based on the international experience and a legal outline for its activity was established by the Decree of the President of the Republic of Azerbaijan " On the acceptance of State Program (E-Azerbaijan) for the development of communication and information technologies in AR in 2010-2012", and by the Decree on approval of "Some measures for provision of electronic services by government agencies" dated 23 May 2011 and other normative legal acts.

In this study, e-government policy and management of Azerbaijan was structured and studied on the basis of a process analysis based on the method of examining the public policies of the Public Policy Discipline with its theoretical framework in the first part. The study was dealt with a descriptive method and the photograph of e-government policy and administration in Azerbaijan public administration was tried to be taken. Due to the nature of e-government policy in Azerbaijan, the study focused mainly on the activities of central government organizations in this regard. However, the e-government work of the decentralization organizations has not been neglected, and they have been

included in the outline of the large photograph taken for the national government policy.

During the preparation of the study, e-government related literature was used and books, documents, reports, visual tools and similar produced by policy makers were applied. These studies were accessed through libraries, public institutions and their websites. The fact that it is not enough to examine the policy on the basis of the relevant literature and documents, the face of the policy with some of the national, institutional and local officials in order to make a better photograph of the policy examined and to determine more about the place and future of e-government policies and practices in Azerbaijan. face-to-face interviews. Thus, information and personal opinions that are not reflected in printed works have been tried to be reached. The information obtained in this context is also included in the relevant sections of the study.

Another difficulty in examining e-government policy is that the preparation, implementation and evaluation periods of the policy cannot be clearly separated. Looking at the course of policy development, preparation, implementation and legal arrangements are intertwined. More precisely, on the one hand, the implementation pillar of e-government policy in Azerbaijan has been actualized in some public institutions and on the other hand, a policy-building effort has been started at the national level. Efforts to improve legal and technological infrastructure have emerged after a certain period of time.

The establishment of e-government policy in Azerbaijan, such as the board, institution, etc. The fact that the administrative structures initially have a scattered and multi-headed structure, and therefore the activities they perform, show a scattered outlook, is a separate difficulty that prevents the policy being given in a certain order. Besides, it is not easy to distinguish between him and his administration.

CHAPTER 1. What Is E-Government Policy and What Does a Transformation to Public Organizations?

1. What is e-government and e-government policy?

Azerbaijan e-government policies and management of public policy at the beginning of this study is to examine what and how it can be examined is necessary to determine the outlines. When the literature on public policy is examined, it is seen that the policies to be examined are explained in detail in a systematic way. In this very rich summer, it is explained with reference to the ways in which the public policies, which are chosen as examples, are brought to the agenda by the society, how the policy finds its name, the process of transition to the implementation stage and finally the path / distance of the policy will be evaluated. In the same summer, the characteristics of public policy, the types of public policy, public policy in what kind of environment and public policies on which reasons are selected as the object of review. Giving information briefly at the beginning of the study with regard to the issues considered with the help of public policy writing will facilitate our understanding of the methodology of our study and the reason for choosing this method. In addition, this short theoretical framework related to public policy will examine the characteristics of the e-government policy we have examined in the end of the study will have the opportunity to determine.

What is the policy? Many different definitions of the concepts of politics or politics have been made. According to the political scientist, Karl Frederic, the policy is the way and method of the efforts of the people, groups or governments in the environment to overcome the obstacles and to evaluate the

opportunities to reach a goal. Frederic adds to his definition the element of orientation to achieve some goals and objectives.[1]

David Easton, another political scientist, describes politics as a group of movements and decisions that distribute values[2], while Jenkins[3] defines it as a situation that consists of the selection of appropriate objectives and the formation of decisions to achieve the set objectives.

Hill defined politics by highlighting certain aspects.[4] According to him, 1 - The policy is a network of decisions, it is complex, it involves more than one action and involves a long time. 2-Policy is not a single decision but is a process of many decisions. 3- The policy is variable; the discourses that exist yesterday may not be the same as today. Because new joints may have been made with new decisions or there may have been major changes. 4- It occurs with the development of certain stages.

So the way that a person, private or public organization, or a state takes any job, and the attitude it takes is considered his policy. However, in order for the policy to have a real sense of policy, it is necessary to have a purpose, opportunity, demand or cause, to create a decision process and to choose one of the options.

What is Public Policy? Politics is a general concept. Within the definition of general policy, policies related to the state or more specifically public institutions can only be called public policy. The most important difference that differentiates public policy from other (personal, organizational,

---

[1] James Anderson, Public Policy Making: An Introduction, Second Edition, Houghton Mifflin Company, Winston, 1984, p. 5.

[2] Michael Hill, The Policy Process in The Modern State, Third Edition, Prentice Hall, London, 1997, p. 7.

[3] Hill, ibid, 1997, p. 7.

[4] Hill, ibid, 1997, p. 7.

institutional) policies is that this policy is put forward by the authorities, which are predetermined, and ties those concerned.

According to Anderson, public policy consists of the specific behaviors, studies and decisions of the competent authorities and persons, such as the legislative body, government, public institutions and public employees, regarding any work area or service. It may arise as a preference for public policy or not. According to him, broadly speaking, public policy refers to the government's relationship with its environment. Public policies are produced by government forces and bureaucrats. Without government actors, of course, there is the development of public policies. However, the assets of government forces often have an important and undeniable place in public policy.[5] The following determination of political scientist David Easton supports Anderson's argument in the final sentences. According to him, the general characteristics of public policies are defined by high managers, MPs, judges, senators, rulers, advisors to higher executives and professionals whom he calls the authorities.[6]

Anderson states that public policy has some distinctive features. These:[7]

1. Public policy in modern political systems does not usually occur immediately.

2. Policies include specific ways and methods rather than separate and different decisions of civil servants. A policy includes not only the decision to make, do or adopt a law on a subject, but also to enforce and enforce the law and rule in this respect.

3. The source of public policies consists of responses to political demands or requests from government agencies or institutions other than public

---

[5] Anderson, ibid, 1984, p. 4-5.

[6] Anderson, ibid, 1984, p. 6.

[7] Anderson, ibid, 1984, p. 4-8.

institutions. These requests can be subjected to a sequence from general to specific or less important.

4. Policies include not only what governments mean, or what they mean to do, but also what they do.

5. Public policies may be negative or positive. The decision to do something active in relation to any problem is considered to be a positive policy, and the decision not to do something is considered a negative policy.

Similar to Anderson, Hogwood and Gunn also talked about some elements of public policy. According to them, the policy; it is a process that is wider and wider than any decision, it is not something that can be separated from the administration much, it is as much about behavior as the intentions, a positive movement may include immobile, still stand-by and unpredictable results, and processes within a process. It also has important roles for public institutions.[8]

Types of Public Policies: There are certain types of public policies. These:[9]

1. Policies (such as a longer time-consuming highway construction) that the governments decide to do immediately,

2. Distributive policies reflected as benefits and services to a certain part of the population,

3. Regulatory policies restricting the behavior of the individual or group, restricting and linking to certain conditions,

4. Policies reflected to the user as financial benefit and loss,

---

[8] Hasan Hüseyin Çevik, "Kamu Politikası Temel Kavramlar ve Süreçte Rol Oynayan Aktörler", Kamu Yönetiminde Çağdaş Yaklaşımlar, (Asım Balci vd. Ed.) içinde, Seçkin Kitabevi, Ankara, 2008, p. 182-183.

[9] Ibid, 2008, p. 8-22.

5. Mental policies addressing the inner world of the individuals who make up the society,

6. Integral policies aiming at the whole society,

7. Special policies that lead to a person or group and

8. Liberal and conservative policies that people or groups expect from governments according to their own ideas / political ideas.

2. What is the public organizations in the scope of e-government policy?

Individuals, organizations and societies tend to maintain their existence in the best possible way by using some means to facilitate their lives. It is seen that almost all of the vehicles that provide a better life with a general observation are the products of technology. Technological tools have surrounded the lives of individuals and organizations so much that the belief that life can be maintained so easily without them is weakening. Let us assume, for example, that the technological means that exist in the lives of individuals are drawn for a moment, and their whole balance will most likely be disrupted. The same applies to private organizations and states. There are various technological products in which public organizations that make up the state apply and utilize in providing public services. These technological tools, which are frequently used in public organizations in the last century, are almost adhered to the service provided. Therefore, without them, the possibility of an easy and good public service can be reduced. J. Ellul expresses the association of public organization / state and technological tools in striking sentences in his book titled Technology Society. According to him, how a businessman can't do anything without a telephone or a car, and the state cannot perform without

technology (techniques). Ellul's assertion makes clear the importance of technological tools for the state and, more concretely, for public organizations.[10]

What is e-government and e-government policy? The concept of e government is an electronic and state concept. The first part of the concept reveals its technological direction. In fact, this direction shows the fundamental change and transformation of the technology in public organizations and its contribution to the practice, even beyond the contribution. The main meaning of the first part is the virtuality that is evoked in the minds. The virtuality here describes the presentation or delivery of public services or related processes in a method and place other than that known. The second part of the concept is a political organization that has a significant and comprehensive character as at least the first part and can use the authority of sovereignty over the inhabitants of a territory determined by geographical borders. The state is in fact nothing but public organizations and staff, which are the concrete facets of the state that acts on behalf of the state.

In some definitions, a new way of contact with public institutions and the help of information technologies are emphasized. The concept of electronic state is the realization of the relations and transactions of citizens and private institutions and organizations with the public institutions in the form of exchange of goods, services and information in electronic environment with the help of information and communication technologies.[11]

According to Bensghir, in its broadest definition, e-government refers to the use of IT (Information Technology) in public administration to strengthen

---

[10] Jacques Ellul, Teknoloji Toplumu, (Çev. Musa Ceylan), Bakış Yayınları, İstanbul, 2003, p. 269.

[11] Coşkun C. Aktan, "e-Devlet…", http://www.canaktan.org/politika/e-devlet/neden-edevlet.htm, (20.7.2007).

the process of public policy development, to ensure efficiency in public services and to improve democratic processes.[12]

Balci states that the e-government not only is seen as a technological opportunity, but also includes a change of philosophy which aims to increase the potential of human resources, business processes and service users as much as possible.[13]

There are other definitions that e-government is not the only use of technology and the transfer of some state-owned transactions to the electronic environment. A more important change and transformation are also mentioned. This change and transformation is expressed as a thought which requires the strengthening of some processes and processes related to public institutions by technology and replacing some processes with new and necessary ones.[14] Accordingly, the change is a change involving better and different business models and processes. While information technologies provide only solutions, the e-government changes the procedures of the operations of the organization. It offers a different way of doing things. For this reason, electronic transformation should be perceived as a process that requires a very hard and total effort.[15]

In some definitions of e-government, all the aspects that emerged with e-government are included as a tool, together with the aims and the potential for

---

[12] Türksel K. Bensghir, "E-Devlet Kuramsal ve Kavramsal Çerçeve", E-Devlet Semineri Kitabı, TC Başbakanlık Sosyal Yardımlaşma ve Dayanışma Genel Müdürlüğü Yayını, Ankara, 2008, p. 54

[13] Asım Balci, "Kamu Yönetiminde Çağdaş Yaklaşımlar ve Kamu Hizmeti Sunumuna Etkileri", www.canaktan.org.tr, (20.7.2007).

[14] Irma Graafland-Essers and Emile Ettedgui, Benchmarking e-Government in Europe and The US, RAND EUROPA, 2003, p. 5.

[15] New South Wales Audit Office, Guide to Better Practice: e-Ready, e-Steady, e-Government: Readiness Assessment Guide for Government Agencies, The Audit Office of New South Wales, 2001. p. 3.

change. The World Bank's definition of e-government is in this direction. According to the bank, e-government is able to transform the relationship between government agencies, other public institutions, business and citizens by using information technologies (internet, computer, etc.). These technologies can better serve public services to citizens, develop interaction with the business world and industry, strengthen citizens' access to knowledge, or make the government more efficient. According to the bank, e-government can result in less corruption, more transparency, simplicity and income growth and cost reduction. Traditionally, the interaction between citizens, business and public institutions takes place in government departments. With the emergence of information and communication technologies, it has become possible to get closer to the users of the services provided by public organizations. This can be done by means of computers such as computers and public internet access points in homes and workplaces.[16]

Before ending this chapter on defining the concept of e-government, it would be useful to briefly mention its interdisciplinary feature. Because in order to understand exactly what the concept is and what is giving life to life, it will be necessary to see which branches of science enter the field of study or which branches of science can be utilized when working on e-government. Dawes and his colleagues briefly explained what kinds of sciences are located at the intersection of the e-government. According to them, e-government, public policy (political science), organizational behavior and management (management science-public management) and information technologies (engineering-computer), such as a triple is on the pillar.[17]

---

[16] World Bank, "Definition of e-Government", www.worldbank.gov.tr, (05.01.2009).

[17] Sharon S. Dawes, Some Assembly Required: Designing the Digital Government of the 21st Century, Center for Technology in Government University at Albany, SUNY, 1999. p. 29.

3. When and where was the e-government policy established?

Questions about where, when and where any concept or phenomenon arises, are often among the topics of interest in all studies. The curiosity about the concept or phenomenon studied will give you the knowledge of the reason for its existence and give you the opportunity to learn the conditions of birth. The conditions in which the concept is born and their understanding, and the features it adds to the phenomenon, will also give some clues about how the concept can change in other conditions in the future.

There is no need to go back too far to find out when and where the service-based policy emerged in an electronic environment without a long history. Because this policy is specific to the near term with the aspect of service delivery in electronic environment. In this framework, it has a life span of about twenty-five years, and it first emerged in the USA, and then spread to the world.

In the United States, some public services have been offered on the internet since 1985 within the scope of e-government policy. The first example in this sense is tax collection and filing of the declaration via the internet. This service was initiated by the Federal Revenue Services (IRS). The number of public services transferred to the electronic environment has also increased with the development and dissemination of the Internet. The Access America e-government program, which was launched in 1993 and implemented throughout the United States, has a significant contribution to the efforts to bring public services into the electronic environment. The "first gov" web portal (e-government gate) was launched in 2001 under this program. The primary purpose of the First Gov e-government gate is to provide all public services that

are transferred to the electronic environment.[18] The e-government applications of the USA are now available through the e-government gate "usa.gov".

The beginning of e-government policy in the US is closely related to the invention and dissemination of computers and internet in this country. Likewise, the spread of the entire world to the world economy, political, cultural and administrative traditions can be explained by the export.

In the United States, public organizations or some public services or their management processes in the electronic environment after the presentation of some useful results and their good introduction / explaining the e-government as a public policy of the European Union, such as a number of international organizations to adopt and member states recommended.[19] This new public service delivery policy, adopted in the two advanced regions of the world, began in almost all countries in a short period of time. The adoption of e-government policy throughout the world in a short life span depends on the incentives and support of international organizations such as the United Nations, World Bank, OECD and the European Union. It is seen that the mentioned organizations have made some studies in this direction periodically, they prepared reports and encouraged the countries to initiate this policy.

In the previous chapter, most of the definitions related to the concept of conception was publicized in electronic environment through information technologies. In this case, a question comes to mind: The services of the public are offered electronically; is it otherwise tried to be presented in an electronic environment?

---

[18] Özgür Üçkan, E-Devlet, E- Demokrasi ve Türkiye, Literatür Yayınları, İstanbul, 2003, p. 74-75.

[19] Ali Akgural, "Dünyada E-Devlet Uygulamaları, Sağlanan Yararlar ve Türkiye", Elektronik Devlet Paneli, (Murat Erdal Ed.), İ.Ü. Yayını, İstanbul, 2003, p. 131.

Most of the definitions are reflected in the electronic presentation of public services. According to him, the public service carried on the electronic environment is not the public service itself, but the management processes related to the public service. Guler, who expressed this in a study on local governments and e-government applications, bases this statement on: The services carried on the internet in local administrations and in the municipalities are not and are the management. Because the service is not one of the authority of an institution, but among the tasks listed among its duties. For example, while providing water is the duty of municipalities, it is accepted as the authority of the municipalities to collect the water fee in return for the water provided. According to this, in the local administrations, more specifically, in the municipalities, the Internet is not the service, but the management. A service is not one of the powers of an organization, but the work counted among its duties.[20]

Guler continues his explanations as follows: The process of moving the municipality to the internet can be divided into three. The first is the automation of financial, staff, editorial, zoning planning and similar management processes within the municipality. Secondly, the complaints, requests, suggestions of the people living in the city, to receive information from the municipality in some matters concerning them, to open a workplace, to approve the project, application for approvals and approvals, and the legal payments collected by the municipality are made over the internet. The third is the sharing of basic data and information on local governments with other public institutions and organizations. On the whole, all three dimensions relate not only to the service itself, but also to the management of the service production process. In this

---

[20] Birgül A. Guler, "Yerel Yönetimler ve İnternet", İnet, Türkiye'de İnternet Konferansları VII, İstanbul: Askeri Müze Harbiye Kültür Sitesi, 1-3 Kasım 2001, www.inet.tr , (04.05.2008).

respect, the results of the internet are based on the improvement, acceleration and reduction of the costs associated with the management processes.

In addition, what is called a public service is a service made by the private sector under the close supervision and supervision of public institutions[21], and if this action usually involves the physical environment (health examination, lecture in education etc.), there is something different here. In this case, when talking about an e-government application in the field of health, we are talking about the management processes of the service (main service health examination, treatment, surgery, etc.). In other words, the examination process is not done electronically; What is done is to improve the management processes before and after that service and to bring them to the electronic environment and bring them together. It is a managerial process related to the public service that the person or persons who will take the examination service from the doctor in the hospital can get the examination order related to that service, and the examination results requested from it can be seen over the internet. It is these managerial processes that are tried to be improved just like in local governments. Therefore, it is a more realistic approach to understand the fact that e-government is transferred to the electronic environment for the purpose of improving and facilitating some administrative processes related to the public service, except in exceptional cases.

4. Reasons for establishing e-government policy

In the literature on e-government, it is seen that there are many reasons why public organizations need to be transferred to the electronic environment.

---

[21] Şeref Gözübüyük, Yönetim, Turhan Kitabevi, Ankara, 1996, p. 9.

When the reasons are examined one by one, it is understood that many factors and actors are effective in the adoption of e-government as a public policy.

Evaluating the transfer of public organizations to the electronic environment, Yildiz[22] explains that the factors contributing to e-government theories and practices can be categorized under three main headings: environmental, managerial and political, respectively. According to the author, environmental factors are mostly related to transformation in the world economy. Because the knowledge in the world economy is increasingly becoming the main production factor. As a result, the products produced naturally have this characteristic. In addition, the invention of computers, one of the products that emerged as a result of the change in the basic production factor, the development, development of features, the level of information and communication in the field of information and communication in the world to gain widespread Internet technology has become the environmental factors leading to e-government. Managerial factors emerge in relation to the characteristics of services demanded by citizens. Citizens who benefit from the public service see positive results such as the ease, speed and transparency created by the virtual information and service provision in the private sector and expect the public to do the same. The Political Factor, however, emerges as the transparent and accountable countries to apply for e-government policy.

Balci evaluated the search for public services in different ways and methods in the context of criticism of the public administration approach and the efforts to eliminate these criticisms. According to him, public organizations have been reshaped in line with some basic principles in the eighties in accordance with the idea of questioning the role of the state on a global scale,

---

[22] Mete Yildiz, "Elektronik (E)-Devlet Kuram ve Uygulamasına Genel Bir Bakış ve Değerlendirme", www.bilgitoplumu.org, (12.6.2008).

abstracting the state from a number of roles and disposing of the existing resources through privatization. These basic principles; taking into account the expectations and needs of the beneficiaries of the public service provision, the public organizations gaining an accountable structure, ensuring the participation of the beneficiaries of the public policy making and implementation stages, giving more authority to the public administrators and of course introducing new ways and methods in the provision of public service.[23]

The above approaches, which Balci mentions and proposes fundamental changes in public administration, are no stranger to the discipline of public administration. In fact, the issues that form the content of these evaluations have recently been at the focal point of the discipline of public administration. These ideas, which advocate the restructuring of public administration, have been discussed for years. Those who propose the transformation of public administration due to their existing problems, argue that the e-government can mediate this with the reports and evaluations they have prepared and present prescriptions in this regard. The emergence of e-government policy also appears to be a pencil of this recipe.

While Saruhan attributed the initiation of e-government applications to the increase in the number of public services that the state has to undertake and the development in the public sector,[24] Aktan has set out the main objectives of the e-government as substances. These articles summarize why public administration (state) is moved to the electronic environment:[25]

---

[23] Asım Balci, "Kamu Yönetiminde Çağdaş Yaklaşımlar ve Kamu Hizmeti Sunumuna Etkileri", www.canaktan.org.tr, (20.7.2007).

[24] Ş. Can Saruhan, "Kamuda E-Hizmet Anlayışı ve Kamudan Bir Örnek: Marmara Üniversitesi Sosyal Bilimler Enstitüsü", Elektronik Devlet Paneli, (Murat Erdal Ed.) içinde, İ.Ü. Yayını, İstanbul, 2003, p. 37.

[25] Coşkun C. Aktan, "e-Devlet…", http://www.canaktan.org/politika/e-devlet/neden-edevlet.htm , (20.7.2007).

- To provide easier and more accessible information by the government (public administration),
- To ensure that citizens are informed about both public institutions and services and their services,
- To ensure that the demand for public services is met more quickly,
- To more easily assess the demands and demands of the citizens and to identify customer (user) satisfaction more easily,
- To institutionalize tele-democracy concept through information and communication technologies; to get closer to participatory democracy,
- Reduce unnecessary transaction costs (bureaucracy, paperwork, etc.) that exist during public service delivery;
- To be able to implement a transparent public administration.

As a result of the evaluations mentioned above, e-government policy reasons, reasons arising from outside the public organizations and organizations resulting from within the organization can be divided into two basic groups. The reasons arising out of public organizations can be listed as follows:

- Increasing the necessity to use in public organizations as a tool to affect the public organizations as well as the developments in technology affecting all areas,
- Technology producers to offer this technology to the market, to impose, impose or compel them to have this technology almost compel
- Improving the economy,
- Expectation of better public service provision by citizens from public institutions,
- The aim of public organizations, the process of public service implementation and the existence of criticism and interventions,
- Questioning the role of the state,

- The imposition or appeal of some management principles and practices in the field of private management
- This is the suggestions and incentives of some international organizations.

The causes arising from the public organizations are:

- Seeking to provide the services of public organizations in better ways, faster and less costly,
- Seeking to make the management processes more rational, more efficient,
- Seeking to replace public employees with the means provided by technology products,
- Seeking to overcome corruption and corruption in public institutions
- It is a search for direct supervision and control of the public institutions and the public employees.

It is possible to reproduce the reasons mentioned above. However, it should be noted that not all reasons may have the same importance for the adoption of e-government policy. Although not all of them have the same importance, it is clear that they direct public organizations to new searches. So much so that in the national and international arena, there is a train which is rapidly going to the future in this regard; everyone and all countries are expected to take this train; those who do not. This approach has been prepared by some supranational organizations regularly for e-government policies and practices in the world. It is possible to see the documents. The relevant documents of these organizations frequently emphasize the transformation in e-government and public organizations and their services. Moreover, countries that have not yet initiated this policy or have not paid enough attention are encouraged to take more courageous steps. Even the ranking of e-government success in the documents of these organizations can be considered as a stand-

alone incentive. Moreover, supranational organizations such as the EU and the OECD are turning these incentives in a very concrete way to the member states.

5. Separation characteristics of the public organizations under the e-government policy

It is thought that some important differences will arise between the public organizations which have started to provide some services in the electronic environment or which transfer the management processes related to these services to the electronic environment and which have not realized this yet. As is known, all public services areas were pre-determined in the existing public organization, appropriate administrative structures were formed, the distribution of duties and hierarchical steps among the units were clearly defined, the necessary personnel were employed and the appropriate buildings were built. Those who want to benefit from any service of the public have to perform a number of procedures which are required by the service they want to take and to go to the place where the service is given.

Furthermore, in the existing public service delivery approach, it is necessary to set up a separate organization for each service. Each institution performs its services independently from other institutions in accordance with its predetermined service and authority. In the current management approach, privacy, paperwork, rule, etc. are in the foreground. The communication and exchange of information between hierarchical levels depends on strict rules. The same rules apply to inter-institutional interaction. To sum up, the existing public administrations are mostly formed within the framework of the principles of Weberian Bureaucracy and do not seem very clear to change.[26]

---

[26] Parsons, Wayne, Public Policy, Aldershot (UK), Edward Eldgar Publishing Limited, 1995

The e-government policy and the public services that are transferred to the electronic environment are in essence born out of existing organizations. More specifically, electronic services find applications in public organizations doing business with the old method. In addition, the existing public organizations have to meet their interlocutors within the predetermined organizational framework. In fact, public and public employees do not change. The changed is only partial changes in the way the service is delivered. In other words, the e-government is born as a new way to the public organization in the provision of public services. Therefore, the main difference can be explained as the way the service is performed. Mutioglu states that the e-government is not a rival of the traditional state, but should be considered as the units that make changes in the form of services that the public should provide within the traditional state model.[27]

Evaluating the e-government separately in terms of both alternative and complementarity, Yildiz explains the benefits of both situations with the change that will take place on some management processes. According to him, the e-government can be an alternative to the classical management approach and its complement. In the case of alternative, the quality and quantity of public administration will be changed. For example, if the population information of citizens is transferred to the virtual environment via paper, the new system will remove many local population administrations, which are part of the old system, and many public employees working in these administrations. It will also reduce the number of correspondence between the units of the old system and shorten the processing time. In cases where e-government emerged as a complement to the classical state concept, the same information or service of the public can be

---

[27] Halil Mutioglu, "Küreselleşme ve E-Devlet", www.bilgiyönetimi.org , (13.09.2006).

presented simultaneously in both face-to-face and virtual environments. For example, in addition to presenting the announcements and results of the auctions to be made by the state in written and visual environments, it is only one of them to be notified of the same announcements and results from the internet. Another is the e-mail that the citizen or other public sector beneficiaries will be able to communicate with the public.[28]

H. Kuran draws attention to the benefits that e-government applications can offer from a common point. According to him, public institutions will have the opportunity to provide single point of service through electronic compliance. In other words, the different services offered by different public institutions will be able to meet the beneficiaries in a single point by the electronic harmonization of public institutions.[29]

Public organizations and services are transported to the electronic environment and the time and space limitation is reached in reaching the interlocutors. This can offer a lower cost, less bureaucratic process, fewer employees, and the opportunity to provide faster service. In addition, in this process, the closure of public administration for many years, the claim of waste in the provision of services, long-lasting bureaucratic processes, organizational shortcomings and the arbitrary treatment of public employees can be eliminated. However, it should not be forgotten that this is just a means, and it is none other than the complainant organizations that will use this tool. Therefore, it is necessary not to undermine the danger of the state being lost within the old structure and organizational processes.

---

[28] M. Yildiz, s.s.

[29] M. Hüseyin Kuran, Devlet Babadan E-Devlete, Türkiye İçin E-Devlet Modeli Analiz ve Model Önerisi, Bilgi Üniversitesi Yayınları, İstanbul, 2005, s. 64

Below are the main differences between the public institutions that adopt e-government policy and the public institutions that have not yet begun.

Table 1. Comparison of State of Industry and State of the Internet

STATE CONCEPT OF INDUSTRY	STATE CONCEPT OF INTERNET
Bureaucratic controls	Service and strengthening of society
Isolated administrative functions	Integrated sourcing services, open and transparent state
Paper work and filing	Electronic service delivery
Time consuming processes	Quick series business processes
Manually regulated financial contracts	Electronic form transfer
Strange reporting systems	Flexible access to information
Unconnected, disconnected information technologies	Integrated network solution
Every semester manager selection	True, participatory and continuous democracy
State-citizen understanding	State-customer understanding

Source: Demokan Demirel, "Küresel Eksende Devletin Yeni Kimliği: "Etkin Devlet",
Sayıştay Dergisi, Sayı: 60, Ocak-Mart 2006, p. 121.

Table 2. Basic Differences Between Traditional State and E-Government

TRADITIONAL STATE	E-GOVERNMENT
Passive citizen	Active customer-Citizen
Paper Based Communication	Electronic Communication
Vertical / Hierarchical Configuration	Horizontal / Coordinated Network Configuration
Management's Data Download	Citizen's Data Upload
Element Response	Automatic Voice Mail, Call Center etc.
Element Help	Self Help / Expert Help
Element Based Audit Mechanism	Audit with Automatic Data Update
Cash Flow / Check	Electronic Funds Transfer

Uniform Service	Personalized / Differentiated Service
Segmented / Intermittent Service	Holistic / Continuous / One-stop Service
High Business Costs	Low Trading Costs
Inefficient Growth	Productivity Management
One-Way Communication	Interaction
Nationality Relationship	Relationship with Participation
Closed State	Open State

Source: Özgür Üçkan, E- Devlet, E-Demokrasi ve Türkiye, Literatür Yayınları, İstanbul, 2003. p. 47.

As it is understood from the tables given above, the traditional state or classical state, as mentioned before, reflects the basic features of the Weber type bureaucratic structure and some problem areas arising from this structure. These are bureaucratic controls, uniform business processes, stationery-based and time-consuming business processes, vertical hierarchical structuring, one-way communication, high work costs, out-of-state state structure, and the type of citizen compatible with it. On the other hand, in public organizations that have adopted e-government policy, some kind of special organization tendency has arisen. This is because an organization type that has adopted models born in the field of private management and a group of beneficiaries waiting to receive public services in the manner offered by the private sector. Public organizations that have adopted the state have been organized horizontally instead of the classical hierarchical hierarchy. A citizen of the classical state becomes a customer in the new model and has to pay a price for receiving public service through e-government. Some of the benefits offered for the transition to e-government policy are also included in the comparisons in the tables. According to this, public organizations, together with e-government, take on a transparent characteristic and coordination between the units is ensured. In addition, business and transactions are presented in a faster and more electronic

environment, mutual interaction is initiated instead of one-way communication between government service recipients and the costs of transactions decrease.

CHAPTER 2. Implementation of E-Government Policy

When we look at the works that examine the public policies, there is a certain order and order in which policies start and continue. The head of the order consists of the preparation period of the policy. The formation and implementation of the policy follows. The final stage involves the evaluation of the policy. In e-government policy, this order is disrupted. Because some institutional applications were born before the policy is to integrate these practices that occur after a while, to draw a scheme of existing practices; it has emerged to implement new ones with a holistic approach.

In this section, some general information about some e-government projects and applications which are emerging in the process of starting and developing of national policy and which can be evaluated within the scope of implementation of the policy will be given before some national e-government policy is formed. The implementation phase of the policy will be examined under two main headings: the implementation of central government and the implementation of the decentralization organizations. In the second main topic, it was made to ensure better application. information about some of the studies that are defined as the technological and legal infrastructure of the policy.

1. **Period of individual e-government practices**

In Azerbaijan Public Administration, it is possible to divide the implementation phase of e-government policy into two periods. The first is the period of corporate-individual projects. In other words, it is a long period in which every institution develops its own project or e-government application. The second period includes the presentation of e-government projects, which are carried out individually by institutions, from a common point. In this period, a website was opened to provide access to public institutions' websites or e-government applications from a single point. This period started officially after May 2011. A large number of e-government applications, which are carried out individually from a website called e-gov.az, can be reached on this date. In addition, their websites are protected by the public institutions where their applications are reached. They're not closing. When the address is entered into e-gov.az, the system is directed directly to the database of the institutions, but the user cannot see the interface here.

When the e-government applications of public institutions are examined, new classifications can be made.

The first is the distinction between the type of administration, the practices of central government and the practices of decentralization organizations. The central government's e-government applications in Azerbaijan are known more.

The second distinction regarding the implementation dimension of e-government policy is based on the type of practice. It is also possible to divide this into three.

The first distinction is the introduction of the practice as a big project and the continuation of this project with the promise of a great institutional transformation.

Projects of this type are usually taken a name and are mostly carried out by the affiliated and related organizations of the Prime Ministry, the executive

ministries and the state ministries which constitute the central government. Examples include ASAN, ABAD, E-GOV PORTAL, ATIS, ERSS.

A. *The Beginning of E-Government Applications in Azerbaijan*

It began when the first e-government applications in Azerbaijan question can be answered in two ways. The first is the beginning of thought,, the other is the direct-actual beginning.

The idea of "electronic government" in Azerbaijan for the first time was reflected in the document "National Strategy for Information and Communication Technologies for the Development of the AR (2003-2012)". In 2004, the Ministry of Communications and High Technologies was set up to implement the strategy. The Ministry of Communications and High Technologies has implemented the "Electronic Azerbaijan" State Programs for the years 2005-2008 and 2010-2012 in line with the implementation of the strategy. Although the 1st program focuses on the development of more information societies, the latter program aims to accelerate transition to the e-Government.

The second determination of the start-up time of e-government applications can be made within the outline of e-government application in the present sense. Nowadays, in order for a study to be considered as a minimum e-government application, at least one website should be open for unilateral introduction (e-government information stage).[30]

When the above date is taken into consideration when the public institutions are introduced to the internet and the introduction of this meeting to the opening of the website, which is the first phase of e-government, it will be

---

[30] United Nations, E-Government Survey 2008 From E-Government to Connected Governance, United Nations, New York, 2008.

seen that the practices in Azerbaijan started almost in the same period with the developed countries. The desire of public institutions to lay the groundwork for e-government applications by opening a website on the Internet has reached a significant number in a short time.

ASAN, ABAD, E-GOV PORTAL, ATIS, ERSS etc., which are included in the important e-government projects of Azerbaijan today. it is seen that the foundation of some projects was laid in that period. Perhaps these projects were not as advanced e-government projects as they were today, but there is no doubt that they are pioneering today's advanced stage.

The e-government projects of the public institutions that started at the same time as a web site at the same time as a result of the e-government policy studies have reached a more advanced level in the following years and also provided an example for other institutions and increased the number in this field. At the point of our arrival, central government has been a website of almost all public institutions such as its provincial extensions and its decentralization organizations. In particular, large e-government projects launched within the affiliated ministries and the affiliated and related institutions of some state ministries have taken the state-of-the-art idea a step further than ownership of the website.

B. Institutional (Individual) E-Government Applications Period

E-government applications are divided into two categories as individual applications and common point of view. The first period continued until the opening of the e-government door in 2008, which started in 1993. The second period is the opening period of the door. Thus, a new situation has emerged. Because both individual applications have continued from one side and some individual e-government applications have been reached through the opened e-state gate.

The individual practices period can be classified as e-government applications of central government and e-government applications of decentralized management organizations. The main feature of the period of individual e-government applications is that the central government or the decentralization of e-government practices are dealt with separately from each other and there is no general integration between the works. In this period, the central government's e-government practices did not integrate with each other, nor is there any integrity with the practices of the decentralization organizations. In this regard, similar applications, similar content, similar pages and wastage of resources are remarkable.

I. Individual e-government applications of Central Government

In the context of the opening of the website, the first official application was initiated by a management organization, but in the following years, central government organizations have implemented more comprehensive and advanced practices.

The e-government applications of the central government have generally begun in the form of opening the website first. Some of the applications started as a web site, mostly developed over the years, first initiated mutual communication with the users who have contacted the website, and then, as a further stage, the possibility that some public services management processes can be made through these sites. The feature of the central government's e-government applications is that they carry a name in relation to the service area of the institution, they are interested in a wide audience, they are in continuous development and most importantly they are in the focus of e-government policy. The fact that many central e-government projects have been shifted to a more

advanced stage is that the policy has focused on this area and that it tries to develop projects in this area.[31]

The e-government applications of the central government have led to the emergence and formation of e-government policy in Azerbaijan. Applications are generally spread over the whole country due to the nature of central management. So applications concern everyone involved with that service area. Therefore, wherever there is a computer and internet connection, anyone can access the institution's e-government applications and perform some operations.

Another noteworthy point for the central government's e-government applications is the large projects they carry out, as well as having a corporate website, each based mostly on promotion and limited mutual communication. For instance, if the Ministry of Justice introduces the Ministry, introducing the legislation, including the legislation, publicity, etc. It also has a web site that hosts information providers and also carries out a project that involves all the judicial units, lawyers, citizens and business community in the country such as the National Judicial Network Project through another site.

Although the number of internet sites of the central government is quite high, it cannot be said that all the websites have the same level of implementation success. In other words, it should be noted that they do not come to any level of e-government applications through all internet sites, and they do not come to the level of any public service related business and transaction, to initiate or complete a public service purchase. Most of the websites which are in the form of one-way promotional or electronic brochures constitute the basis of Azerbaijan's big e-government projects.

---

[31] Parajuli, Jitendra, "A Contend Analysis of Selected Government Web Sites: A Case Study of Nepal", Electronic Journal of Government, Edition 5, 2007, (p. 87-94).

II. Individual e-government applications of Local Administration Organizations

One of the pillars of corporate e-government applications in Azerbaijan is the work of local management organizations in this field. As it is known, the first e-government project of Azerbaijan in the context of opening the website has started with the opening of the website of the President, a service organization. In the following period, the number of web sites has increased and the number has increased. However, as in the practices of the central government, the individuality of the e-government applications of the decentralized management organizations, ie the execution of corporate projects, is the main feature. Generally, each institution maintains its own application independently of the others. The fact that e-government applications of local government organizations have not been evaluated in the scope of e-government policy of Azerbaijan for a long time and ignoring the works of these institutions have an effect on the continuation of individual projects.

Decentralization organizations are divided into two types. The first one is a region, a geography, the institutions that provide services on issues that are authorized, local administrations (local administrations) are also called. The other type is based on the provision of a service in an area. This is an example of the provision of education by universities. Therefore, the decentralization practices of decentralization organizations should be considered within the framework of this distinction.

As of 2019, there are 5755 local government units in Azerbaijan, including 57 special provincial administrations, 1297 municipalities and 4401 villages.[32]

The number of local government units is so high, and generally, when the practices are individual, it becomes more difficult to assess and evaluate the issue. In this case, however, a number of determinations can be made about the overall application

In a study conducted in 1999, it was determined that the e-government practices of local governments were mostly limited to municipalities. In another study conducted in 2006, the results showed that the situation did not change much. According to the study; The provincial special administrations from the local government units have a page for information purposes on the governorates' websites, but not all of them have a website of their own. Village legal entities, which are the other local government units, do not have their own official sites. Some of the villages have special personal promotional web sites, but they are not considered within the scope of this act. Municipalities' efforts to provide services via the website are much more than other local government units.

Therefore, in this section, it is necessary to examine the e-government applications of local administrations within the framework of municipalities. Since the Special Provincial Administrations and village legal entities are mostly addressed to rural areas, it cannot be expected that e-government applications will be made and used effectively in these areas. Because of the rural areas in Turkey's information and communications technology ownership and usage statistics show that after showing than in urban areas in this regard. In

---

[32] Central Authority Authorities, https://cabmin.gov.az/az/page/57

addition, we believe that the administrations of the special administrations, which each address a large area, are actually dependent on the personality of the governor or to the authority, and that many of them continue to open a separate website and maintain the e-government application independently from this site.

The first time that municipalities have met with information technologies has been through computers. It is seen that some stages have been passed in order to reach the level of e-government applications that started with computer. Guler states that municipalities, like any organization, carry public services to the internet in five stages.

There are some reasons why municipalities use such a high level of information technologies within the local government units. In fact, many are actually similar to those put forward for all administrations, which is natural. Because the logic of e-government is the same and is based on a certain understanding. In other words, the benefits of e-government are explained to all institutions in the same way. In this respect, there is no difference between local and central government. As mentioned earlier, the e-government is generally based on the developed western society and in a sense reflects the management and political thought of this society. Thought foresees the minimization of the activities of the state to be minimized.[33]

The benefits foreseen for centralized administrations, which are supposed to be ensured by the transfer of local governments to the internet, are explained in the context of the functions of the e-municipality in a study prepared by the

---

[33] Pacific Council on International Policy, Roadmap for E-Government in The Developing World, PCIP, Los Angeles, 2001.

State Statistics Committee. According to the research, the functions of e-municipality in terms of municipalities and citizens are as follows:[34]

E-Municipality functions in terms of municipalities; Efficiency and efficiency in the fulfillment of services, the realization of tax justice, performance measurement, modernization and reform tools, and the development of information-based decision-making mechanisms.

E-Municipality's functions in terms of citizens; more qualified service delivery, citizen-oriented service delivery, 24/7 service delivery, citizens' participation in the design of services and a more transparent and accountable management approach.

The question of what kind of content is hosted or what kind of information is contained in the websites which are the face of the state applications which are started by almost all municipalities in the way of the state, has changed with the years.

Other determinations regarding the websites of the municipalities are as follows: The websites of the municipal council and committee meetings, which will enable the direct control of the public; the council and the council do not include decision texts. Decision processes are kept far from websites. Likewise, there is no objective of the openness of the municipal bureaucracy to audit. There are organizational schemes on the sites and the relevant articles of the regulation regulating these organizations are listed; information on the tasks involved in doing the work; reports on the activities of that unit; etc. Likewise, it is not possible to see municipal budgets and final accounts on their websites.

In its 2006 study, it provides detailed information about the content on the websites. According to him, the content of the content submitted through

---

[34] State Statistics Committee, Municipal classifications, 2015,
www.stat.gov.az/menu/5/source/Municipal_classifications.pdf

municipal websites is as follows: When the websites of local governments are examined, it is seen that they do not have a standard appearance and structure, they are generally for regional promotion purposes in terms of content and they are used as a means of explaining the activities of the mayor. These sites are effectively used to address the concerns of the mayor about the transparency and accountability of the electorate. Sites contain electronic mail for requests and complaints, telephone and other contact information. Some forms are also available on the sites in accordance with the Law on information acquisition. The content of the sites is to be located in a geography, tourist area and so on. it can change with some tools. In such cases, the presentation of content in different languages and information on promoting that geography are also included. The development of the site also changes the content of the site. Services such as opening / working applications, natural gas subscription or invoice collection, collection of environmental cleaning tax, payment of property and advertising tax are some of the services provided online. The actuality of the site contents varies with the local development. It is determined that the sites with generally unmodified content belong to regions that can be considered as less or less developed, while the contents of the local administration site are up-to-date in the more developed or highly developed regions.[35]

2. E-government purposes from personalıty to common presentatıon and openıng of the e-government gate

---

[35] Commission of The European Communities, i2010 E-Government Action Plan: Accelerating e-Government in Europa for The Benefit of All, Brussels, 2006.

The second term in e-government applications is based on the integration of individual applications and a standard in practices. In this period, individual applications, such as extravagance caused by repetitive presentation. aimed at eliminating the problems. The goal is to be installed on most individual applications, from a single internet site, to save users from the memory of countless websites of public institutions. The foundations of the second period were actually laid in the years when individual practices began to multiply. Public-Net Establishment emerged upon the rapid growth of individual computers and internet networks in public institutions. Goal; to coordinate rapidly spreading computers and networking and to establish a common public network. In the following years, the thinking in this direction has entered into the action plans of e-government policy and some studies have been carried out. The e-government gate, which we can describe as the stage of being the work of the works, came after all the works and finally opened in 2008.

A. *Seeking to integrate and standardize e-government applications.*

During the period of corporate e-government projects, central government and decentralization organizations generally act independently. Although the applications were independent from each other in this period, the content that was offered on the internet was generally similar. The websites of public institutions are mainly a publicity advertisement, a newsletter, an advertising tool. National and institutional legislation on sites, speech texts of corporate managers, internet addresses connecting to other public institutions, etc. Some other content, such as, is also available from sites.[36]

---

[36] Turner, Michael A., "Learning by Doing: The Emerging Fundamentals for E-Government Success", The Second International Conference on E-Government and E-Governance, 11-12 March 2010, (p. 15-28).

Individual practices have often taken place in the form of the presentation of the same content by different institutions, leading to many unnecessary studies such as duplicate information, sites, expenditures and so on. And these repeated applications have been the subject of many criticisms.[37]

While the implementation of individual e-government projects which are the subject of criticism of public institutions, on the other hand, policy makers have initiated and carried out activities that aim to meet these standards to a common standard, to develop correspondence criteria in electronic environment and to reach applications from one point.

The first quests to integrate e-government applications, to exchange information in public institutions and to present e-government applications within the framework of standard forms coincide with the first years of individual applications. As mentioned above, the idea of establishing Public-Net is the work of this idea and it is the beginning period of e-government policy. The systematic approach to the idea of integration and standardization has been in the framework of action plans that include e-government policy after 2000 and their implementation. The studies that have been carried out for this purpose have generally focused on the e-government studies of the central government and some studies have started for the local administrations.

In order to make some studies based on common knowledge sharing among public institutions more comprehensive, efforts have been initiated by policy makers and executives to prepare e-government projects, standards for e-government applications and e-correspondence standards.[38]

---

[37] Brown University, "Seventh Global E-Government Study 2017", www.brown.edu , (13.11.2017).

[38] The Economist, "The Electronic Bureaucrat: A Special Report on Technology and Government", The Economist, February 2008, (p. 3-16).

B. The point where public institutions have access to e-government applications from a common point: Opening of the e-government gate

There are some stages in the use of e-government as a tool for public service delivery. The last step of these phases is to access individual corporate applications from one point. In other words, it is the opening of a single public web site called e-state portal (e-government portal) on behalf of the e-government and e-government and public services of the public. In the section where the conceptual information about e-government is found, the steps before the e-state gate were mentioned and in this context, the e-government portal, which has the same meaning with the e-state gate, was briefly given.

As of 2008, Azerbaijan has reached the point where the developed countries have reached in the last years. Thus, the goal of access to the work done from the beginning of the work on the single door was realized.

What is E-Government Gate? The e-Government gateway is a state-owned website that provides access to all public services from a single point. The aim of the gate is to provide public services or their management processes in an efficient and efficient way from a single point to citizens, private sector and public institutions. Thus, beneficiaries who want to receive services via internet from individual public institutions will have the chance to meet with the internet service of the institution they want through a single site without having to keep in mind the website address of each institution.

Opening of the E-Government Gate of Azerbaijan.Gov: In Azerbaijan, the first studies in this direction started with the restructuring of the Public-Net Technical Committee in 2007, and the architectural draft of the website to be opened at that time was drawn up and a survey was conducted on what the name of the site should be.

As the continuation of these works, although it is not the main gate, it was opened at the end of 2006 on the website of www.gov.az which provides access to the e-government applications of those institutions by linking to some of the services offered at the level of institutions.[39]

After the existence of the institution was completed in the following years, the studies on this subject continued to be made within the framework of the action plans of the new policy documents.

The nature of the services provided from the e-government gate. Two different contents are provided from the e-government gate. The first is for informational purposes. To access this content, simply enter www.e-gov.az. This section includes information about the state / public that the user groups are interested in. Birth, education, military service, business, career, social security, family, individual, community, health, citizens, travel, tourism, culture arts, sports, traffic, legal procedures etc. headings are some of the topics that users can access.

The second one, accessible through the e-government gateway, is for e-services. Although the information presented here is similar to the above mentioned issues, it is possible to provide the possibility of access to public services in practice, except for the differential. Previously, it was possible to access some of the services that public institutions were trying to offer on their own websites without accessing the internet sites of these organizations. However, in order to access the content here, users must have an authorization, such as a password, e-signature, or mobile signature. Without these, users cannot access e-services.

---

[39] GOV.AZ domain information, 2006, p 1, https://dmx.gov.az/userfiles/files/govazQayd.pdf

Some services that can be accessed by password, mobile signature or electronic signature at the e-state gate; electronic reference, banking and insurance services, debt inquiry, unemployment benefit application, unemployment benefit payment monitoring, electronic payments.

Some kind of new bureaucratic process has emerged with the passage of some services to the e-government gate. The main reason for this is the fact that some of the information that can be seen on the websites of the public institutions has been started through the e-government site and their access is not possible without one of the authorizations. For example, on the website of the General Directorate of Security, it was possible to question whether the vehicle was used for questioning or vehicle stolen. Now this can be done through the e-state gate. But you can't query on this issue without your password, e-signature or mobile signature.

Required authorization to access services provided from the e-government gate. In order to reach a part of the content offered through e-gov. Currently, three vehicles have been identified in this context. These are Password, Electronic Signature and Mobile Signature.

E-Government Password: E-government services are required to benefit from the passwords of ASAN Service centers can be received from 10 Azn. In case of loss, it is renewed for 20 Azn. However, getting this password is not as easy as it seems. Passwords can only be received from ASAN Service Centers in the provinces and districts, so long queues may be required. It takes about five minutes to get a password from the moment the officer is reached. Passwords can be obtained by submitting an Azerbaijani identity card. Because the given password is registered in the name of the person concerned.

Obtaining the necessary password to use a vehicle claimed to end the bureaucracy created a separate bureaucracy, as mentioned above. This is a strict bureaucracy that is not flexible. This difficulty in obtaining a password was also

explained to some of the authorities we discussed in the context of our thesis, but most of them did not receive a satisfactory answer to the solution.

In recent days, a new and challenging situation has begun to emerge. Because from the date of 2014 insurance breakdown, tax penalty, traffic punishment, such as to reach some transactions and to convey these documents to the institutions who are absolutely the person who is the party to that service must enter the e-government site to get them. Only the password, mobile signature and electronic signature can be accessed. Therefore, from that date on, it has started to be an intense application to the authorities providing them with access to the system.

For some public services, it is imperative that each user is able to use the computer and the internet, which is completely wrong. Because the fact that the password, e-signature or mobile signature is compulsory does not mean that everyone can use them, the previous pages have included some figures such as the ownership and use of Information and Communication Technologies of Azerbaijan and it was seen that there is no knowledge of ownership and usage at the desired level.

In fact, most of the documents requested by public institutions can be taken without reflecting anything to the user by sharing electronic information and documents between institutions. However, insufficient co-ordination between institutions and the paper-based insistence on some public institutions force service areas to circulate between the institutions. Because of this understanding, obtaining the desired benefit from electronic services is not fully realized.

Electronic Signature (E-Signature): The electronic signature has the same legal effect as in the laws of the Republic of Azerbaijan. According to the Law on Electronic Signature, Electronic Signature and Electronic Document, any

citizen should apply to the state authority only with a signed electronic signature. This is also a tool that provides information security.

Electronic signature is a virtual signature. That is, when using any electronic service, when sending an e-mail, when registering on the e-government portal, a citizen certifies his / her identity with an electronic signature, identifies the system and allows him / her to perform the operation in the virtual environment. In a word, in the real world, the electronic signature in the virtual space with the identification card required for going to any office for service is the same.

ASAN Signature (A-Signature): It is the type of signature received from mobile phone operators. In Azerbaijan, Nar Mobile and Azercell mobile phone operators offer e-signatures to their customers for certain fees. The cost of mobile signature is cheaper than electronic signature. Customers can check the compatibility of their mobile phones with this service before receiving e-signatures and, if compatible, send a text message (SMS) they can send. For a mobile signature that can be delivered to the customer in about one week, the operators offer different wage options.

CONCLUSION

In this study, "E-government policy and management in public administration: current trends for Azerbaijan" is examined. The study is structured as the stages of policy formation, implementation and evaluation in accordance with the methodology of public policy. The management / organization of the policy is also discussed within the framework of the change in the process. In the study, e-government policy is considered as a way-method which public organizations adopt while providing public services. This choice has emerged as a complement or as an alternative to the existing method which is organized on the land and serves the respondent population in public buildings. In this case, public organizations carry public services to a new environment (electronic) based on the composition of public buildings, computers and internet.

Azerbaijan d has been involved in the middle of the 1990s among the countries that have adopted e-government as a policy, believing that public organizations and public services could undergo a transformation. First, it was decided by the policy makers to address the issue within the framework of a national policy in order to coordinate individual (institutional) initiatives and to include other public organizations when the e-government policy, which was initiated by some public institutions by opening the website, soon became widespread among other public institutions.

Within the framework of the national e-government policy, which started under the leadership of the Prime Ministry, some policy documents and their action plans covering certain intervals were announced, appropriate legal

arrangements were made and technological infrastructure was tried to be established.

Since 2008, with the effect of the E-State Program, the information policy has been continued in the framework of the transformation and continued until today, although not enough, has made a significant progress. However, the expected change and transformation in e-government and public organizations and services has not yet taken place in Azerbaijan Public administration. On the other hand, it can be said that the policy moves slowly, albeit slowly, and provides clues in the long run that can bring about this change.

BIBLIOGRAPHY

1. James Anderson, Public Policy Making: An Introduction, Second Edition, Houghton Mifflin Company, Winston, 1984, p. 5.

2. Michael Hill, The Policy Process in The Modern State, Third Edition, Prentice Hall, London, 1997, p. 7.

3. Parsons, Wayne, Public Policy, Aldershot (UK), Edward Eldgar Publishing Limited, 1995

4. United Nations, E-Government Survey 2008 From E-Government to Connected Governance, United Nations, New York, 2008.

5. Parajuli, Jitendra, "A Contend Analysis of Selected Government Web Sites: A Case Study of Nepal", Electronic Journal of Government, Edition 5, 2007, (p. 87-94).

6. Hasan Hüseyin Çevik, "Kamu Politikası Temel Kavramlar ve Süreçte Rol Oynayan Aktörler", Kamu Yönetiminde Çağdaş Yaklaşımlar, (Asım Balci vd. Ed.) içinde, Seçkin Kitabevi, Ankara, 2008, p. 182-183.

7. Jacques Ellul, Teknoloji Toplumu, (Çev. Musa Ceylan), Bakış Yayınları, İstanbul, 2003, p. 269.

8. Türksel K. Bensghir, "E-Devlet Kuramsal ve Kavramsal Çerçeve", E Devlet Semineri Kitabı, TC Başbakanlık Sosyal Yardımlaşma ve Dayanışma Genel Müdürlüğü Yayını, Ankara, 2008, p. 54

9. Irma Graafland-Essers and Emile Ettedgui, Benchmarking e-Government in Europe and The US, RAND EUROPA, 2003, p. 5.

10. New South Wales Audit Office, Guide to Better Practice: e-Ready, e-Steady, e-Government: Readiness Assessment Guide for Government Agencies, The Audit Office of New South Wales, 2001. p. 3.

11. Sharon S. Dawes, Some Assembly Required: Designing the Digital Government of the 21st Century, Center for Technology in Government University at Albany, SUNY, 1999. p. 29.

12. Özgür Üçkan, E-Devlet, E- Demokrasi ve Türkiye, Literatür Yayınları, İstanbul, 2003, p. 74-75.

13. Ali Akgural, "Dünyada E-Devlet Uygulamaları, Sağlanan Yararlar ve Türkiye", Elektronik Devlet Paneli, (Murat Erdal Ed.), İ.Ü. Yayını, İstanbul, 2003, p. 131.

14. Şeref Gözübüyük, Yönetim, Turhan Kitabevi, Ankara, 1996, p. 9.

15. Ş. Can Saruhan, "Kamuda E-Hizmet Anlayışı ve Kamudan Bir Örnek: Marmara Üniversitesi Sosyal Bilimler Enstitüsü", Elektronik Devlet Paneli, (Murat Erdal Ed.) içinde, İ.Ü. Yayını, İstanbul, 2003, p. 37.

16. M. Hüseyin Kuran, Devlet Babadan E-Devlete, Türkiye İçin E-Devlet Modeli Analiz ve Model Önerisi, Bilgi Üniversitesi Yayınları, İstanbul, 2005, s. 64

17. The Economist, "The Electronic Bureaucrat: A Special Report on Technology and Government", The Economist, February 2008, (p. 3-16).

18. Turner, Michael A., "Learning by Doing: The Emerging Fundamentals for E-Government Success", The Second International Conference on E-Government and E-Governance, 11-12 March 2010, (p. 15-28).

19. Brown University, "Seventh Global E-Government Study 2017", www.brown.edu, (13.11.2017).

20. Pacific Council on International Policy, Roadmap for E-Government in The Developing World, PCIP, Los Angeles, 2001.

21. Commission of The European Communities, i2010 E-Government Action Plan: Accelerating e-Government in Europa for The Benefit of All, Brussels, 2006.

22. Coşkun C. Aktan, "e-Devlet…", http://www.canaktan.org/politika/e-devlet/neden-edevlet.htm , (20.7.2007).

23. Asım Balci, "Kamu Yönetiminde Çağdaş Yaklaşımlar ve Kamu Hizmeti Sunumuna Etkileri", www.canaktan.org.tr , (20.7.2007).

24. World Bank, "Definition of e-Government", www.worldbank.gov.tr , (05.01.2009).

25. Birgül A. Guler, "Yerel Yönetimler ve İnternet", İnet, Türkiye'de İnternet Konferansları VII, İstanbul: Askeri Müze Harbiye Kültür Sitesi, 1-3 Kasım 2001, www.inet.tr , (04.05.2008).

26. Mete Yildiz, "Elektronik (E)-Devlet Kuram ve Uygulamasına Genel Bir Bakış ve Değerlendirme", www.bilgitoplumu.org , (12.6.2008).

27. Halil Mutioglu, "Küreselleşme ve E-Devlet", www.bilgiyönetimi.org , (13.09.2006).

28. Central Authority Authorities, https://cabmin.gov.az/az/page/57 (12.08.2014).

29. GOV.AZ domain information, 2006, p 1, https://dmx.gov.az/userfiles/files/govazQayd.pdf

30. State Statistics Committee, Municipal classifications, 2015, www.stat.gov.az/menu/5/source/Municipal_classifications.pdf