PLANNING E-GOVERNMENT:

CASE OF GAZIANTEP METROPOLITAN

E-Hükümet Planlaması: Gaziantep Örneği

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ABSTRACT

Information and Communication Technologies (ICT) are critical to improve the competitiveness of states and to meet the demands of its society and economy. In this respect states isolating from their classical bureacucracy, to e-government structures. ICT provides easy and less costly way of operations. Transition is continuing also in local governments. Thus the concept of locality is also changing and municipalities try to develop e-government facilities. The main aim of e-government is to inrease the life standart of it's citizens and to provide easyness in routin works for institutions. Infact many e-government projects offers advantages to the state and to the citizen. Municipalities have the chance and obligation of directing the most important subgroup of e-governments. In this paper, the degree of e-government execution is analized for Gaziantep Metropolitan with a questionnaire. According to the results of the study, Gaziantep Metropolitan is at the second stage (expanded dissemination of information) of e-government.

Keywords: Internet and communication technologies, e-government, citizen.

ÖZET

Bilgi ve iletişim teknolojileri devletlerin toplumun ve ekonominin taleplerini karşılamada ve rekabet güçlerini arttırmada kritik öneme sahiptir. Bu kapsamda devletler, klasik bürokratik yapılarından sıyrılarak daha düşük maliyetli ve daha kolay uygulanan e-devlet yapılanmasına yoğunlaşmaktadırlar. Bu dönüşüm yerel yönetimler için de geçerliliğini korumaktadır. Bu nedenle yerel yönetimler de e-devlet uygulamalarını geliştirmeye çalışmaktadırlar. E-devletin temel nedeni insan hayatının standardını yükseltmek ve kurumlara da birçok alanda kolaylıklar sağlamaktır. Belediyelerin e-devlet uygulamalarının yönlendirilmesinde en önemli alt grubu olarak ortaya çıktığı görülmektedir.Bu çalışmanın amacı, dünyada ve Türkiye'deki e-devlet konusundaki yapılanmayı izleyerek, bir vaka analizi olarak da Gaziantep Büyükşehir Belediyesi'nin e-belediyecilik hizmetlerinin hangi aşamasında olduğu ile ilgili bir anket çalışması

yapmaktır. Sonuçlar, Gaziantep Büyükşehir Belediyesinin "genişletilmiş bilgi yayımı aşamasında olduğunu göstermektedir.

Anahtar Kelimeler: *Bilgi ve iletişim teknolojileri, e-devlet, vatandaş.*

1. INTRODUCTION:

In todays world there is a transition to information society and a rapid change in every field of economics. Industrial society has left the place to the ICT in society, culture and economy as a whole. In fact what is interrogated is the ineffectiveness of bureaucracy and it's clumsiness, red tape apprehension and centralized structure. Developed countries have recovered their institutional bodies with ICT. It affects deeply every field of people's lives, business world and public administration in other words it causes a social transformation. This new period is named as "information age" and societies are named as "information society. Transformation process in developed countries after 1980s, has put flexible, performance, output and citizen oriented, instead of rigid, hierarchical and bureaucratic systems[2].
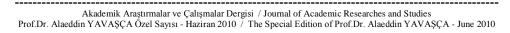
The most rapid change in information society is internet structuring. Since the concept of internet has found in USA in 1962, it has developed so much that over 1 billion user is estimated today. This is a very important step for ict. Expected benefits of internet technology are efficiency in public service, transparency and permanency to increase productivity. The concept of e-government is defined as government's services to the business world and it's citizens through the internet and the communication among it's own institutions (Saruhan,2003:35). In another definition it is defined as the access to services laid in internet without a time and place limit. Paying taxes, loading and realizing water index information are the examples.

Electronic government depends on ICT. Sharing regulations with public is the prerequisite of being a transparent, trustable and prestigious government. All these procedures are possible with information technologies to be dominant in the model of government. In other words, e-government is the execution of government's obligations towards it's citizens and citizens' obligations towards government electronically.

2. MAIN DIFFERENCES BETWEEN E-GOVERNMENT AND CLASSICAL GOVERNMENT

The factors that make e-government new, are mainly material. The main difference from the classical government is about how it functions. Classical government transforms to a structure of correlative governance. In this structure, there needs to be an integration among the government institutions. The transfer of
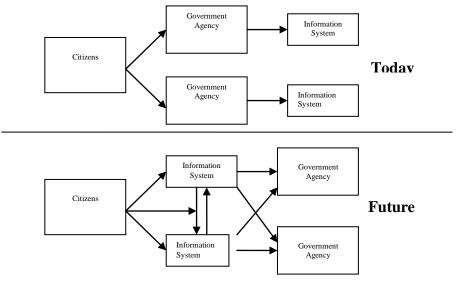
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[2] Muhammet Kösecik ve Naci Karkın. (2004). Belediye yöneticilerinin ve Meclis üyelerinin e-devlete bakışı: Denizli Belediyesi örneği. *Türk İdare Dergisi*, 443:119-140.

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the information technologies into this field will provide such integration. The most important contribution of the information technologies is performing the integration of e-government synchronously. Resource and time economies will be accomplished by e-government (Yıldırır and Karakurt,2005:6).

Public bodies, private bodies and citizens are the essential elements of traditional government. However the interaction among these bodies is slightly different from the traditional government. In traditional government, data come up in information system of government. However in e-government, information system functions as an instrument of the interaction. This situation is shown below in figure 1.1. ICT provides elacticity in bureaucracy and information moves faster and staff could decide on time. With the help of specialized systems depending on information, acceptance mechanisms disappear and guidance services and support technologies are used (Tapscott,1998:155).

Figure1.1. Reinventing Government

Tapscott,1998:155

In addition for the very basic processes limitless forms and signatures could be needed. In some instances procedures could last even months and it causes a time loss. As shown in table 1.1 in e-government model, simple procedures could be carried out very rapidly and time is consumed efficiently. These features of e-government applications make it preferable for public bodies. Governments transform to e-governments by using information and communication Technologies and try to improve service quality (Yıldırır and-Karakurt,2005:8). In other words, public bodies try to improve their capabilities and innovativeness. On the other hand if services of the government become optimal by using advanced

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technologies, it will affect the government-citizen relations as well. The intent of a democratic government-citizen relationship could be accomplished by evaluating the citizen as a client.

Table 1,1: The Comparison of Classical Government and E-Government

Classical Govzernment	E-Government
Paper based communication	Electronic communication
Pasive citizen	Active client-citizen
Vertical/ hierarchic structure	Horizontal/coordinated network
Time consuming processes	Rapid workprocesses
Data loading by governance	Data loading by citizen
Return of the staff	Automatic audible postal,calling center..
Administrator election periodically	Reel, participating and permanent democracy
Personal based supervision mechanism	Automatic data updating
Cash Flow / check	Electronic fund transfer (EFT)
One type service	Differentiated service
Division and on and off service	Full/permanent service
Higher procedure costs	Low process cost
One way communication	Interaction
Unproductive growth	Productivity Administration
Nationality relationship	Participation relation

Uçkan, 2005:9

3. DEVELOPMENT STAGES OF E-GOVERNMENT

Beyond doubt governments should be succesfull in information and communication technologies to become a successful e-government. However, there needs to be a series of development stages to be e-government(www.aspanet.org, s.2, 2002).

3.1. Information Stage

This first stage is all about having a web site. Information is unilateral and interaction possibility exists. Public institutions could only give information in electronic platform. The type of information is name of the institution, addres, mission, investments, organisation chart and vision.

3.2. Expanded Span of Information

Web sites include spesific information. Clients are directed to other web sites with related links. There are search engines and e-mail alternatives inside the web site (Erdal,2004:11).

3.3. Interaction Stage

Users could send e-mail and search and download some forms required for the formal procedures (Uçkan,2003:49). Addinitionally users can start work procedures by applying public institutions.

3.4. Stage of Process

The most important characteristic of this stage is the level of interaction. The level of interaction is at the top. Infrastructure has been completed and a lot of work could be done on internet. These works are tax paying, applications, form replication, passport operations, birth and death records, payment of benefits, ticket reservation and payments, biddings, posting private, security and secrecy required works. Electronic signature is legitimized at this stage.

3.5. Integration and Coordination

At this stage general public administration is executed uninterruptedly from a network in an integrated and one-stop structure . Citizens or institutions could reach the services they want from one single portal (Uçkan, 2003).

4.   PERCEPTION   OF   E-GOVERNMENT   IN MUNICIPALITIES

Municipalities are local governence units. In Turkey there are 81 special provincial administrations, 3225 Municipalities, 35.086 villages, 39.000 local administrations. Municipalities are the most powerfull ones and they use aproximately 85% of administration funds which are 15 billion dolars (Kaya,2006).

 It is becoming widespread in local authorities except the central authorities. However, generally the applications remain limited with the financially and technically capable ones. In Turkey it has been seen for municipalities that municipal web pages are used for the populist publicity purposes of municipalities instead of services or interaction with the citizens [3].

The municipalities have a different structure from the other government bodies. Any kind of information and innovation reaches to the citizen directly in e-government structuring. Municipalities are accepted as prosperous as far as they can give service of value to their citizens (Türkiye Bilişim Derneği,2004:9). ICT is the main factor of this structurization. E-municipality is defined as the perception of contemporary local administration by using ICT (Henden-Henden,2005.56).

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[3] Kaya Bensghir. (2000). Web'deki Belediyelerimiz: Ankara Büyükşehir Belediyesi. *Çağdaş Yerel Yönetimler Dergisi,* 9(2):76-90.

One of the main conditions of a local democracy is open manipulation of local and political processes evidently and not secretly and closedly (Wickwar,1970,76). This structure could only be accomplished by e-government. As an assumption, in one of the local administration assemblies decisions could be accepted electronically and public could be participated in with this application. These examples could be increased in budget, exproprietion, environment, infrastructure and construction issues. E-government services mainly could provide contributions to national democracy as well as increasing the efficiency of local bodies.

4.1. Advantages of E-Government

The perception of e-government provides important tools in making efficient and transparent administration. This inturn provides rapid evolution in municipality services gradually. In this way it will be possible by the public and municipalities to interact. Thereby, a lot of bureaucratic work will disappear. Timesaving will be possible (www.mersin.bel.tr,2007). Public association will have a new dimension. Some of the advantages of e-government are as follows:
• Timesaving
•Running the procedures without coming to physical places
•Complaints and requests can be followed easily
•All kind of payments can be made in electronic form (property tax, environmet tax, advertisement, occupancy taxetc…)
•Inquiry of building scheme will be possible
•Access to all the services that is needed
•Affirmance and announcements can be made
•Participation to executive questionnares
•To attain detailed knowledge about municipality facilities and the budget
•Making contributions about their own districts
•Citizen's life quality has been increased with the "cith information system" abot the issues of infrastructure, traffic, cadastre. Unlawful buildings will be averted and city traffic will be managed easily with this way.
•All the contract journals and their results can be followed

In other dimension of the e-government is control in actions. For example; executives could follow workers performances. Additionally they follow the inventories and prevent unthrift in biddings and tax payments. Information recorded in digital forms will be substituted with paper usage. The usage of digital form will create efficiency in costs as well (www.mngbilgisayar.com.tr/dotnetnuke,2007).

5.THE QUESTIONNAIRE

Gaziantep is the biggest city of southeast Anatolia and the sixth biggest city of Turkey. It has a 5600 years of past and the oldest city in the world. In Turkey municipalities are transformed into the statute of "Metropolitans" with the official gazette of 27.06.1987, no: 19500 and the law of metropolitans of number 5216 at 23.07.2004. The questionnaire is conducted in Gaziantep Metropolitan and it's dependent units. Statistical Package for Social Sciences 13.0 is used in calculations.

5.1. Institutional Structure Of Gaziantep Metropolitan

Institutional structure Gaziantep Metropolitan can be seen below.

Table 1.2. The Institutional Structure Of Gaziantep Metropolitan

Name Of The Unit	Number Of People
Municipal Council	30
Town Council	11
Secretary General	1
Vice Chairman	2
Vice Secretary General	3
Mayor Adviser	4
Metropolitan Chairmanships	15
Branch Manager	60
Metropoliten's Corporations	5
Administrative Districts	3
First Degree Municipalities In the Borders Of Metropolitan	5

Note: Last update 15.03.2007.

The below information is about the distribution and education of the staff in Gaziantep Metropolitan.

Table 1.3. Distribution Of Staff In Gaziantep Metropolitan

Civil Servant	Permanent Employee	Contract Employee	Total
407	290	80	777

Table 1.4. Education Of Civil Servants In Gaziantep Metropolitan

	Doctorate	Masters Degree	Bachelor Teknik	Bachelor Managerial staff	Associate Degree Technicasl	Associate Degree Managerial staff	Technical High School	Normal High School	Primary Education
Total	1	5	44	27	17	46	24	134	109

Establishment, missions and institutional structures of Metropolitans are arranged with the law number 5216 (The Metropolitan Law Of 10.07.2004, number 5216). According to this law the organs of metropolitans are consists of these: 1. Mayor of the metropolitan, 2. municipial council, 3. muncipal committee, 4. Advisers, 5. commissions

5.2. Information and Communication Structure In Gaziantep Metropolitan

Since the usage of internet started in 1993 in our country and it's getting widespread after 1997, the concept of e-municipality shows a paralelim with Turkey's general situation about ict (Kılıç,2006:52).

Gaziantep Metropolitan started it's ICT facilities in 1998 and developed it's web site in 1999. After 2004 services such as information service, debt inquiry, application in internet, mailing with executives were provided. Data link is hired from Türk Telekom and internet service is provided municipal's own institutional network. Main characteristics ofICT structuring:
- In a 256 user network, 250 active computer,
- ORECLE and METAFEUR data bases are used,
- 1 web server,
- 1 mail server,
- 1 Alfa server,
- Network sharing,

The share of ICT in total budget is 0,39 % in Gaziantep Metropolitan. Public relations data are analysed for the purpose of seeing the efficiency of services. 92 messages are taken from citizens and institutions in 2006. From these messages 75 is answered and satisfied. 13 of them is rejected and 4 is forwarded to the other institutions. However over 5000 written application and 567 telephone messages have been taken. Public demand about internet is very low. This low demand may depend on high cost of hiring data link in Turkey, low computer literacy, deficiency of municilalities from internet. When we look over the Strategic Plan of the Metropolitan 2007-2011 projection includes e-government process in it's strategic targets (Strategic Plan,2006:168). Main strategic targets are:
- Efficient communication inside and outside the Metropolitan (in year 2007)

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- Making infrastructure for Mobile networks to become widespread
- Developing the web site of the Metropolitan for the purposes of announcing services
- Operations to relay the meetings of the city council on local TV (in year 2009)
- Fullfilling on-line links and information systems about fot the integration of GASKİ,TELEKOM and TEDAŞ (2007-2009),
- Installing a general system for the payments, and all the relevant demands (2007 - 2011),
- Developing the İntranet system among the departments of (2007 – 2009),
- For the decisions of Assembly and council taking averages among the voters (2007 – 2008),
- Actualizing correspondence with other institutions in electronic form (2008 – 2009),

It is very clear that Gaziantep Metropolitan has not completed it's e-service structure yet. Most of the strategic tartgets are planned for the 2007-2009 period.

5.3. Verification of Questionnaire

At this stage of the interviews were applied. Mayor, vice Mayor, secretary general, vice secretary general, general manager of GASKİ and his advisers are included as high level executive positions into survey. Head of departments and directors are the middle level positions. Questionnares were made face to face. Totally 56 people were taken into interview . 48 out of 56 were taken into evaluation.

Table 1.5. Descriptive Statistics about Participants-1

Group	Variables	Frequency	Percent
Age	20-30	8	16,7
	31-40	18	37,5
	41-50	17	35,4
	51 ve üstü	5	10,4
Gender	Male	32	66,7
	Female	16	33,3
Education Level	Primary school or secondary school	3	6,3
	High school	17	35,4
	Associate degree	7	14,6
	License	20	41,7
	Masters and doctorate	1	2,1
Graduation	Administrative or social	20	41,7
	Technical or engineering	10	20,8
	Health	7	14,6
	Other	11	22,9
Present task	High level executer	4	8,3
	Head of department	7	14,6

	Branch Manager	10	20,8
	Chief	5	10,4
	Civil servant or technical staff	15	31,3
	Other	7	14,6
Total		48	100

All of the high level position were among the male participants. This means that high level position are male dominant.

Table 1.6. Descriptive Statistics About Respondents -2

	Variables	Frequency	Percent
Which department you work in the Metropolitan?	High level positions	5	10,4
	Housing and Urban development	4	8,3
	Accounting and budgeting	7	14,6
	Administrative and financial Works	1	2,1
	Human resources and development	9	18,8
	Municipal police and fire company	2	4,2
	Culture, social services and public relations	7	14,6
	Public service vehicles, traffic and environmental protection	3	6,3
	Water and sewage system	4	8,3
	Other	6	12,5
How long have you worked in that department?	1-5 years	17	35,4
	6-10	17	35,4
	11-15	7	14,6
	16-20	5	10,4
	21 and over	2	4,2
How much you use computer and internet?	I only can use computer	1	2,1
	I can use computer and internet	15	31,3
	I can use computer and internet very well.	30	62,5
	I can't use computer and internet	2	4,2
How long do you use computer average in a day?	0-1 hours	3	6,3
	2-3	20	41,7
	4-5	18	37,5
	6 and over	6	12,5
	I do not use it	1	2,1
How long do you use internet average in a day?	0-1 hours	17	35,4
	2-3	21	43,8
	4-5	4	8,3
	6 and over	3	6,3
	I do not use	3	6,3
Is threre a inside network in the Metropolitan?	Yes	35	72,9
	No	2	4,2
	Not in present however operations are going on	11	22,9
Total		48	100

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Distribution of publications related with e-government or e-municipality

Variables	Frequency	Percentage
1-3	16	33,3
4-7	9	18,8
8-11	1	2,1
12	6	12,5
I've never read	16	33,3
Total	48	100

Education of the staff about internet usage

All the staff is educated regularly	0	0
Only required staff is educated	6	24
Not yet	7	28
We plan such an education program	12	48
Total	25	100

In tables 1.7., 1.8., 1.11., 1.12., 1.13., 1.14. ve 1.15. variables are grouped according to their averages each variable's standart deviation is given. Averages are between 1 and 5. 1 is I agree, 5 is I do not agree

Questions related with the purpose of internet use

Variables (Opinions)	I strongly agree	I agree	I Partly agree	I disagree	I strongly disagree	S. Dev	Averages
I use internet for the purpose of research and information	25	18	4	1	0	0,74	1,60
For the public service (To present a document or information)	10	20	11	4	3	1,10	2,38
Mailing inside the institution	7	18	17	5	1	0,95	2,48
To receive information from another institution	5	12	16	13	2	1,06	2,90
To analyse act and regulations related with my field	29	13	4	1	1	0,90	1,58
For shoping purposes	2	7	13	14	12	1,15	3,56
Chat, music etc...	5	10	18	13	2	1,04	2,94

Services performed with intranet and network

To meet the demands of citizens	6	19	9	5	7	1,27	2,74
To follow up forms in our own departments	9	17	13	7	0	0,98	2,39
To follow up the correspondence with other institutions	3	5	17	17	4	1,01	3,30
Intranet or and network exists but not used yet	5	4	5	12	20	1,37	3,83

Views of the respondents about the level of e-municipality services

Variables (Opinions)	I strongly agree	I agree	I Partly agree	I disagree	I strongly disagree	S. Dev	Averages
No interactive services on internet at present	25	16	2	3	2	1,08	1,77
Forms could be followed on internet	14	16	14	3	1	1,00	2,19
Operations related with staff could be made on internet	1	1	8	17	21	0,93	4,17
An interactive service does not exist in internet for present time	3	4	7	8	26	1,27	4,04
Citizen could follow up forms in internet	12	10	12	4	10	1,46	2,79
Operations related with staff are done in electronic form	31	7	4	2	4	1,28	1,77
Following social security services	33	5	6	1	3	1,17	1,67
All kind of information related with biddings are available in internet	23	9	11	2	3	1,21	2,02
Applications to biddings could be made in internet	2	3	3	31	9	0,94	3,88
Debt inquiry, information about taxation is available	33	4	0	5	6	1,51	1,90
Giving tax return from the internet	1	1	2	33	11	0,74	4,08
Some kinds of taxes could be paid in internet (visa/EFT)	2	1	2	27	16	0,91	4,13
From the web site of Water and canal administration subscription is provided	0	7	14	18	9	0,96	3,60
Information about water shortages	2	2	6	26	12	0,96	3,92
Payments could be made on the web site of Water and canal administration	2	2	5	25	14	0,98	3,98
Denouncement and complaints coud be made about Municipal police	21	10	4	6	7	1,51	2,33
Announcements could be seen on internet	1	3	7	31	6	0,82	3,79
Marriage applications on internet	2	1	15	22	8	0,93	3,69
Complaint and problems on internet	31	7	1	5	4	1,36	1,81
Correspondence among the institutions could be made on network	5	5	30	6	2	0,90	2,90
Presentations about the geographical system and information system is available	3	5	24	12	4	0,96	3,19
Construction and certificate application and presentations are available	1	1	22	16	8	0,87	3,60
Prices of land are uptadated periodically	0	2	23	16	7	0,79	3,58
Construction costs and erosion ratios are available on internet	0	2	17	21	8	0,79	3,73
Adres informatinsystem is available on internet	1	9	20	12	6	0,98	3,27

Views Of The Respondents About Level Of Preparation Of E-Services

E-municipality structure is ready	23	11	9	3	2	1,15	1,96
E- municipality structure is ready and is partly applied	13	21	10	3	1	0,96	2,13
Big part of the e-municipal services are used	3	6	6	24	9	1,12	3,63
There needs some time because the staff and technical infrastructure are not ready yet.	2	16	7	19	4	1,11	3,15
There needs some time because technology is not ready	0	11	7	27	3	0,92	3,46

Views Of The Respondents About The Obstacles to e-municipality

Inefficiency of technological infrastructure	7	10	2	26	3	1,26	3,17
Inefficiency of qualified staff	15	17	6	10	0	1,12	2,23
Financial capabilities	5	6	5	26	6	1,18	3,46
Bureaucratic strength inside the institution	13	14	8	11	2	1,24	2,48
Official capabilities	4	8	9	24	3	1,09	3,29
Internet security and hackers	10	21	7	8	2	1,12	2,40
Citizens adaptation	14	18	11	4	1	1,02	2,17
Lack of coordination among the departments	5	8	13	19	3	1,11	3,15

Views Of The Respondents About The Benefits Of The E-Services In Municipalities

It accelerates the speed of services	34	11	1	2	0	0,74	1,40
It provides coordination inside the institiution	23	20	4	1	0	0,73	1,65
It increases trust element towards the municipality	27	8	5	7	1	1,21	1,90
It increases the interaction with citizens and strenghtens the democracy	24	15	3	5	1	1,08	1,83
It provides transparency in administration and decreases the corruptions	24	13	5	5	1	1,10	1,88
It decreases the costs of bureaucracy provides efficient use of resources	38	6	3	0	1	0,78	1,33
It decreases the staff's responsibilities	22	16	6	3	1	1,01	1,85
It decreases the nepotism in procedures	23	15	6	3	1	1,02	1,83
Beter communication with mayors for the public	24	10	7	6	1	1,17	1,96

As a conclusion, we can derive that there is overemployment in Gaziantep Metropolitan(Fıstıkçıoğlu,2007:117). This is in fact the problem of many institutions in Turkey. This over employment actually is hidden unemployment. Although hidden unemployment does not have any contribution to production it is included in cost accounting of that production. E-government facilities may be a way to obtain optimal employment equilibrium.

6. RESULTS AND DISCUSSIONS

The purpose of the study was to analyze the level of ICT in Gaziantep Metropolitan. One of the main findings is that the structurization in Gaziantep Metropolitan is male dominant. there is a lack of a search engine and virtual conferences and city-geograhical information system. It has been seen from the questionnaire that there hasn't been an interactive service for tax debts yet. According to the questionnare, there is no password mail service and message service. Sixtynine percent of respondents said that they use network to pass the demands to the related department. Besides these there are three different e-mail adress giving interactive service about gaining information. There is no other mail

service between the administration and the citizens. There is no means of payment of taxes and the other charges for the public yet.

Another important finding is that, 90 % of the respondents were using internet to search and attain knowledge. The percentage of using of public service is only 63%. We can derive that there has not been a e-service culture yet. There is no "Activity Report" application yet. Activity reports are written and distributed to the staff only. Citizens could not reach this service. Activating this service will provide transparency in administration.

Water and canal system Administration (GASKİ) is also available from internet. Information about institutional structure, water resources, biddings and subscreription inquiry, debt inquiry, denouncements could be made. However debt payments can't be made yet. Site is prepared in Turkish language. However English version is also available. Applications could easily be followed on internet. Questionnares related with water quality and service are daily provided to citizens. Geographical map of the city and infrastructure map are also available. However in interviews it is explained as starting in 2-3 months. Organisation scheme is available but no personal e-mail adresses exists. Governance can be achieved by decreasing bureaucracy between executives and citizens.

It can be concluded from the questionnares that Gaziantep Metropolitan is at the second stage (expanded dissemination of information) of e-government stages. The structure of the web site of the Metropolitian gives information about the city and metropolitan's historical development, and their geography. The Metropolitian is at the initial stages of e-transition. The success of the Metropolitan depends on performance of the executives. This questionnare gives insight to some opportunities of evaluations related to the future.

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