

ICA COUNTRY REPORT 2006

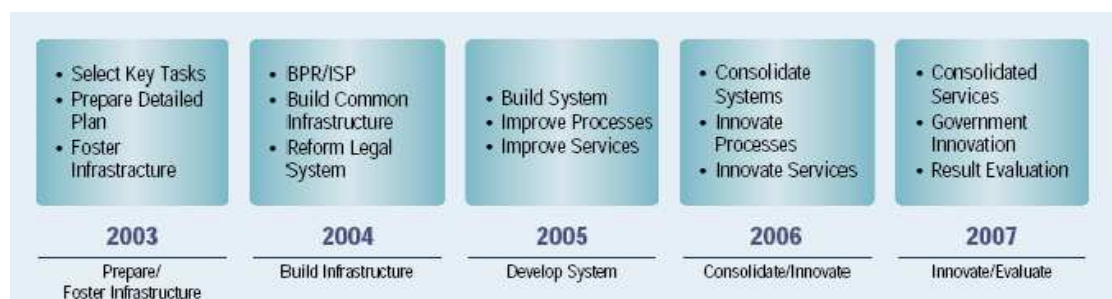
Republic of Korea

1. Overview and e-Government Structure

Since 1987, Korea has promoted the informatization of its ministries and agencies, starting from the digitalization of administrative data such as resident, vehicle registration and land registers into databases. The government also exerted efforts to enhance the e-Government infrastructure by designing key 11 initiatives, and began to partially provide to the public the integrated online services such as G4C, Patent-net, e-Procurement, Home Tax Service and National Financial Information System. As informatization efforts were in their initial phase, it also required innovating the way the government works, and revamping the government business process as a whole.

President Roh's Participatory Government announced the E-Government Roadmap as a national agenda in August 2003, regarding e-government as a strategic means for government innovation. The Roadmap has been implemented according to the five phases of the annual implementation plan for the period of 2003 and 2007 [Figure 1]. Under this Roadmap, Korea established the foundation for pursuing e-government initiatives in 2003, and conducted BPR/ISP, set up a common e-government infrastructure, and reformed the legal system in 2004. The full-scale development of the e-government system was initiated since 2005. As a result of these efforts, in 2005, Korea was recognized as the 5th best in the world by the United Nations on e-Government Readiness.

<Figure 1. Annual e-Government Roadmap Implementation Plan >



The e-Government initiatives in Korea have been facilitated by collaboration among Ministries, the National Assembly and public agencies, and their appropriate allocation of works.

Presidential Committee on Government Innovation and Decentralization (PCGID)

www.innovation.go.kr

- Comprised of committee members and experts from the private and public sector, each member with specialized roles, reflecting the President's administrative policy
- Establishes future visions for e-government, and coordinates and evaluates the E-Government Roadmap

Ministry of Government Administration and Home Affairs (MOGAHA)

www.mogaha.go.kr

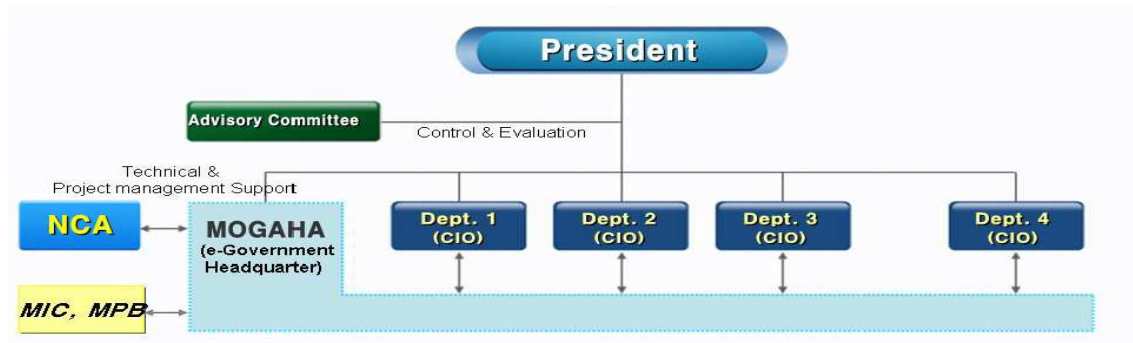
- In charge of government-wide e-government projects (overall responsibility for implementing e-government and government innovation)
 - Responsibility was transferred from the Ministry of Information and Communication (MIC) in 2004, in accordance with the government's innovation strategies
- Monitors progress of e-government projects in respective ministries
- Role as government CIO, providing support for ISP (Information Strategic Planning) and system development

National Computerization Agency (NCA) www.nca.or.kr

- Provides technical support to MOGAHA and respective agencies for implementing e-government projects

In addition, **the National Assembly** (www.assembly.go.kr) and **the Board of Audit and Inspection** (www.bai.go.kr) review the current status of e-Government projects, while also monitoring and evaluating project performance and process. **The Ministry of Planning and Budget (MPB)** (www.mpb.go.kr) is responsible for deliberation and coordination of the budget for e-government projects.

<Figure 2. The Organization Chart for the Promotion of E-Government >



2. Strategic Approach

2-1. National Goals and the 31 e-Government Roadmap Initiatives

President Roh’s Administration, by suggestion of the Advisory Committee (PCGID), envisioned “Open e-Government” and set out three main goals to achieve this vision as follows: Innovating service delivery, Enhancing efficiency and transparency of administration, and Realizing sovereignty of the people [Figure 3].

< Figure 3. Connection between National Policy Goals and the Vision for e-Government >

Vision for E-Government	Policy Goals (Government Innovation)	National Goals
World’s Best Open E-Government	<ul style="list-style-type: none"> To Ensure a Corruption- free Society and Improve Government Services To Reform Politics Based on Participation and Consolidation 	<ol style="list-style-type: none"> 1. Democracy with the People 2. A Society of Balanced Development 3. Era of Peace and Prosperity in Northeast Asia
<ol style="list-style-type: none"> 1. Innovate Service Delivery → Build a Network-based Government 2. Enhance Efficiency and Transparency of Administration → Realize a Knowledge-based Government 3. Realize Sovereignty of the People → Build a Participatory Government 	<ol style="list-style-type: none"> 1. Transparent Public Administration 2. Efficient Public Administration 3. Participatory Public Administration 	<ol style="list-style-type: none"> 1. Realize Participatory Democracy 2. Build a Balanced Developing Society 3. Build the Era of Northeast Asia 4. Achieve the level of \$20,000 per capita Income

In a bid to achieve these three goals, the government established four strategies - Innovation of the government’s work process, Innovation of civil services, Innovation of information resource management, and Reform of the legal system – along with 31 specific tasks to implement these strategies [Table 1].

In 2003, the President's Advisory Committee (PCGID) presented the E-Government Roadmap, based on the collection of opinions of experts and the public in various areas, which is comprised of 31 priority initiatives incorporating the 10 key agendas. The 31 projects are expected to be completed by 2007.

< Table 1. The 10 Key Agendas and the 31 E-Government Roadmap Tasks >

Strategies	Agenda	Tasks
Innovating the Way Government Works	Establishing e-Working Process	1. Digitalizing Document Processing Procedures 2. Comprehensive Informatization of National and Local Public Finance 3. Realizing Local e-Government 4. Building e-Auditing System 5. Realizing e-National Assembly 7. Comprehensive Informatization of HR Management 6. Building Integrated Criminal Justice Service System 8. e-Diplomacy System 9. Real-time Management of National Agenda
	Expanding Sharing of Administrative Information	10. Expanding of Administrative Information Sharing
	Service-Oriented BPR	11. Developing Government Business Reference Model
Innovating Civil Services	Enhancing Civil Service	12. Enhancing Online Civil Portal Service (G4C) 13. Integrated National Disaster Management Service 14. Advanced Architectural Administration Information System 15. Enhancing Home Tax Service 16. Integrated National Welfare Service 17. Comprehensive Food and Drug Information Service 18. Comprehensive Employment Information Service 19. Administrative Judgment Online Service
	Enhancing Business Support Service	20. Business Support Portal Services (G4B) 21. Integrated National Logistics Information Service 22. e-Trade Service 23. Comprehensive Foreigner Support Portal Service (G4F) 24. Encouraging international cooperation
	Expanding e-Participation	25. Expanding e-Participation (e.g. e-voting, e-government call center etc.)
Innovating Information Resource Management	Comprehensive Standardization of Information Resource	26. Government-wide NCIRA 27. E-Government Communications Network 28. Government-wide ITA
	Strengthening Information Security System	29. Building Information Security System
	Strengthening Information Organizations and Personnel	30. Strengthening the organization and improving the capacity of human resources
Reforming the Legal System	Restructuring e-Gov Legislation	31. Reforming the Legal System for E-Government and Security

2-2. Role of Chief Information Officer (CIO)

The CIO performs its roles under the “Guiding Principles of Appointment & Management of CIO in Administration” which was enacted in 1998. The overall responsibility as CIO was transferred to MOGAHA in August 2005 from the Office for Government Policy Coordination, for better consultation and coordination among agencies, but more importantly, to facilitate the role of MOGAHA, as the leading agency for government innovation, to take overall charge over national e-government efforts, and accordingly chair the CIO Council and serve as the Secretariat. Such an arrangement was made in order to pursue e-government initiatives in close coordination with government innovation.

To support and facilitate the CIO Council, MOGAHA organized the Council into four different subcommittees: Information Resource Management, Information Sharing and Security, Legal System Reform, and International Cooperation and Public Promotion. MOGAHA also established an independent group - the E-Government Support Task Force Team - to deliberate and regulate e-government related activities. As part of its recent activities, the CIO Council launched an international forum on e-government, inviting experts and officials from the UN, OECD, foreign academia, and key industry figures such as from Microsoft, and continues to spur its efforts for active involvement.

3. Organizational Issues

3-1. Scheme for Cross-Agency Initiatives

The Korean government recognized that, in implementing the 31 E-Government Roadmap Tasks, interests were intertwined among the different ministries and agencies involved. Where it was beyond its capability for a ministry or an agency to independently manage each of the projects, the government also noted the necessity for linking the government offices. Based on increased awareness for such a need, Korea organized government-wide Task Force Teams for developing the systems as described below, aiming to consolidate and integrate government information systems and services.

3-1-1. Administrative Information Sharing

Each year, approximately 440 million copies of civil documents are issued, which, in part, result from the lack of information sharing among the administrative agencies. In an effort

to reduce redundancy and provide citizen-oriented government services, the information sharing project has been promoted by ministries and agencies.

A total of 24 types of administrative information have been shared since the end of 2002, and will be expanded to 74 types of administrative information by 2007. In addition, administrative information sharing, which is currently available only at the ministries and agencies, will also be extended to cover other public agencies.

To ensure its effectiveness, the Administrative Information Sharing Committee was established in November 2005 under the President's instruction. It is headed by the Prime Minister with twelve incumbent ministers and experts, all related to the 74 types of administrative information. Under the Committee, there are two main subsidiary organs: the Administrative Information Sharing Advisory Committee and the Administrative Information Sharing Task Force Team. The Advisory Committee consists of 12 professors from the fields of economy, society, administration, IT, and civil organizations. The Administrative Information Sharing Task Force Team provides support for the successful implementation of tasks.

3-1-2. Real-time Management System of National Agendas

The government work management system encompasses the Government Business Reference Model (BRM) and the Work Process Management Systems. Important reports or briefings from all central administrative agencies are provided online on a real-time basis within or among organizations, while the contents are systematically categorized and managed according to the BRM System, and recorded and managed based on the Record Management System. At the same time, valuable information contained in the reports or reference material are stored and utilized by the Knowledge Management System.

A Task Force Team (TFT) was established in April 2006 by the declaration of the "Regulation on TFTs for Real-time Management of National Agenda" upon recognizing the need for correlation among the five different systems - BRM, Real-time Work Process Management Systems for Ministries and the Office of the President, National Archives & Record Management, and GKMS (Government Knowledge Management System). This need was addressed by implementation as one of the 31 e-Government Roadmap Tasks [Table 2] for standardization and integration.

<Table 2. Five correlated systems under the 31 e-Government Roadmap initiatives >

Correlated systems	Description
Business Reference Model (BRM) System	- Development of BRM (Business Reference Model) based on the study of government functions, ordinances, budget and information system etc. - Distribution of the BRM system
Real-time Work Process Management System (for Ministries)	- Development of a standardized system for real-time online business processes - Distribution/expansion of its application to all ministries and agencies
Real-time Work Process Management System (for the Presidential Office)	- Management and monitoring of information and data on a real-time basis of national agendas, President's commitments and its fulfillment etc. - Close cooperation with the Real-time Management System for ministries for effective management of information and data
National Archives and Record Management System	- Electronic management of all the lifecycle of documents, including production, classification, maintenance, transfer and abolition of documents - Partial disclosure of documents to the public for public use
Government Knowledge Management System (GKMS)	- Proposal of an integrated government knowledge classification system - Design of various search engines and provision of diverse services

The TFT assists in planning and coordinating the correlated systems. In doing so, the TFT also consolidates related laws and regulations, including the enforcement ordinance for administration adjective law and the administration information sharing law. The TFT was organized on a temporary basis for the development of correlated systems, to be completed in June 2007.

3-1-3. Government-wide National Computing and Information Resources Administration (NCIRA) Center

Information systems that have been separately managed by respective ministries and agencies have been a cause for increased costs in maintenance and repair, and are also vulnerable to instability. In order to ensure the economic, stable, and secure management of national computing and information resources, two NCIRA centers have been constructed and are expected to be completed by 2007.

The first center was constructed in 2005, after which the transfer from relevant ministries and agencies will be completed by December 2006. It consists of 165 personnel, 125 of which were dispatched by 24 ministries and agencies such as MOGAHA, MIC and the Korea Customs Service. The second center will be completed and personnel transferred from another 24 ministries and agencies, including the Ministry of Construction & Transportation, National Tax Office, and the National Police Agency by December 2007.

3-2. Performance Management for e-Government

The Presidential Advisory Committee established the 'Performance Management and Inspection Plan' on the basis of the study of effective evaluation indicators with support from experts. The E-Government Special Committee, which is a subsidiary body of the Committee, evaluates e-Government performance according to the Plan.

The e-Government performance measurement is based on the following three indicators: efficiency, use of services, and customer satisfaction. First, efficiency assesses government cost savings and reduction in error in the provision of services. Secondly, the use of services measures the increase in public participation in government online services, including the number of visits, questions asked, suggestions made, cases addressed, and the scope of services offered. Lastly, customer satisfaction evaluates saved time by the use of services, cost savings, increase in customer convenience and satisfaction.

Performance measurement for other IT related projects involve the IRM approach, through which indicators for selecting investment priorities are developed to establish management procedures for effective system establishment, and to effectively measure the performance of respective systems.

4. Operational Issues

4-1. Primary Methods for Services to Citizens

4-1-1. Consolidated Administrative Information Disclosure System (www.open.go.kr)

The Consolidated Administrative Information Disclosure System is a service where citizens can view the list of administrative information owned by the government and request online the provision of necessary information or browse for open information via the Internet. The website was launched in April 2006 with the participation of 780 institutions, providing over four million lists of information. Services include automatic notification via e-mail/SMS text messaging, payment of fees via mobile phone, and user satisfaction surveys. Such a system is enabled by the integrated management of government information disclosure, based on the digitalization of administrative information disclosure services and automated linking of information owned by respective agencies.

4-1-2. Single Window for Online Citizen Services (www.egov.go.kr)

Through the digitalization of administrative business processes related to citizens and businesses, the public can receive public services conveniently without having to personally visit government agencies. The service was launched in November 2002 and was dubbed the G4C (Government for Citizen).

Currently, available services include civil service information (available for 4,900 types of information), civil service application (589 types), service browsing on the Internet (22 types), and online certificate issuance (20 types). The services are provided through 90 interlinked portals, including civil, tax and military affairs, and 20,000 public agency websites.

4-1-3. Online Citizen Participation Portal (www.epeople.go.kr)

The Online Citizen Participation Portal is a service where citizens can submit civil complaints online to resolve any administrative errors or complaints, as well as propose suggestions regarding government policies. The portal launched services in 2005, providing online application and processing of public proposals, e-hearings enabling citizen participation, citizen proposals of policy agenda, e-voting, forums, surveys and real-time discussions.

5. Emerging Issues and Tasks

5-1. Strengthened Coordination among Various Ministries and Agencies

In order to successfully implement the E-Government Roadmap, respective ministries and agencies need to strengthen cooperation and coordination. One of the key measures to achieve this would be through promotion of the CIO Council. The identification and coordination of respective e-government projects pursued by respective ministries should be discussed and reviewed in advance by the CIO Council. Furthermore, a 'national CIO Council', comprised of CIOs from the central and local government agencies, will enable the coordination of e-government projects pursued by local governments for strengthened assistance by the central governments.

Another key measure would be the close 'governance' among the Presidential head office for government innovation, the Presidential Committee on Government Innovation and Decentralization (PCGID), MOGAHA, offices in charge of innovation and IT policies in

each respective ministry, local government offices, academic experts and related industries. The development of a cooperative system among the agencies in the e-government organizational structure will serve as a key success factor for implementing e-government.

5-2. Customer-Oriented E-Government Services for Increased Usage and Value Creation

Enlargening the current scope of public participation in the process of e-government policy-making, implementation, and evaluation is another future task for Korea. More diverse methods to induce the participation of the public need be devised, while work must be done to establish the foundation for local e-government.

Enhancing the value created by the e-government initiatives through increased service take-up of e-government services is another area of importance for future development. In order to provide the public with more convenient use of e-government services, projects need be pursued from the perspective of customers. In order to achieve this, major studies and research need be conducted so that CRM and e-participation can serve as the key drivers to achieve a customer-oriented e-government, which will accordingly increase service uptake and ultimately increase performance and value creation from e-government.

5-3. Future E-Government that Encompasses Innovative Information Technologies

The increased usage of mobile phones, PDAs, and advanced technologies has necessitated the development of M-Gov and T-Gov services that take advantage of the wide-spread use of various mobile services and the convenience of service access through TVs at home.

However, along with the increased use of such ubiquitous technologies, the government needs to address the key tasks of narrowing the digital divide among the rural and urban areas, and the issue of security. Technical advances need be accompanied by social and cultural solutions as well.

