Government 3.0 Development Plan of Korea:

From E-Government to Collaborative Governance

November 5, 2014

Hee Joon Song
Chairperson of Government 3.0 Committee of Korea

CHALLENGES AHEAD

- **Uncertain, complex, and dynamic environment**

- **Wicked problems caused by uncertainty and social disagreement**
  ※ Climate change, disaster, epidemics, aging population, etc

- **High expectations toward the government through learning from success stories**
  ※ But facing human, financial, and technological constraints ahead

2

PRESCRIPTIONS OF YESTERDAY

- **New Public Management principles**
  - ※ Disaggregation, competition, performance measurement, and incentivization

- **E-Government as a panacea or deus ex machina**
  - ※ Agency-centric silos and smokestacks within organizations causing unneeded coordination costs

- **Re-innovation based on whole-of-government perspective**
  - ※ E-government is more about 'government' than about 'e'(OECD)

THE ADVENT OF COLLABORATIVE GOVERNANCE

- **Main topics of UN DPADM/DESA in E-government Survey 2014**

- **Need for whole-of-government approach to resolve wicked problems**

- **Open policy eco-system encompassing the public and private sectors**
  - ※ Public-private partnership for problem solving

- **Full exploitation of technological opportunities**
  - ※ Hyper connections through the cloud, Big data, IoT, Mobile, and social technology

MAIN PROJECTS

- **Digitization of National Key Databases(1987-1995)**

- **Broadband Networks (1995-2005)**

- **E-Government projects(2001-2008) , etc**

BALANCE BETWEEN DIFFERENT FACTORS

- **Efficiency, effectiveness, and equity**

- **Promotion and regulation**

- **Supply-side(market) and demand-side(user) of ICTs**

- **Top-down(rational) and bottom-up(incremental) approaches**

- **Inside access(bureaucratic) and outside initiative(private expertise)**

KEY SUCCESS FACTORS

Factors	Categories	Details
Environment	PESTI	Challenges and opportunities ('Crises are just new opportunities')
Input	Political leadership	Presidents' vision, will and support
	Strategic prioritization	Efficiency/effectiveness/equity, Innovation/improvement, front office service/back office management
Throughput	Implementing organizations	Presidential (implementing) committee, MSIP(former MIC), MOPAS
	Resources allocation	Budget and funds, NIA, KISDI
Output	Performance management	Evaluation of ministry/agency's informatization efforts and results
Feedback	Learning	Benchmarking success/failure cases, customized maintenance and upgrading

H.J. Song(JEG, 2011) H.J. Song & Cheol Ho Oh; UNESCAP/APCICT, 2012)

GOVERNMENT3.0: INITIATION OF THE AGENDA

● Presidential Election Promise 2012

☑ Accumulated wicked problems

☑ Citizen dissatisfaction with government services

☑ Skepticism about government problem solving capacity

☑ Criticism on the lack of transparency and communications

| Low fertility, aging Population | Bipolarization Joblessness | Energy, environment | Relocation of gov't orgs | Other wicked problems |

"Gov 3.0: National innovation through changing work practices of and e-government"
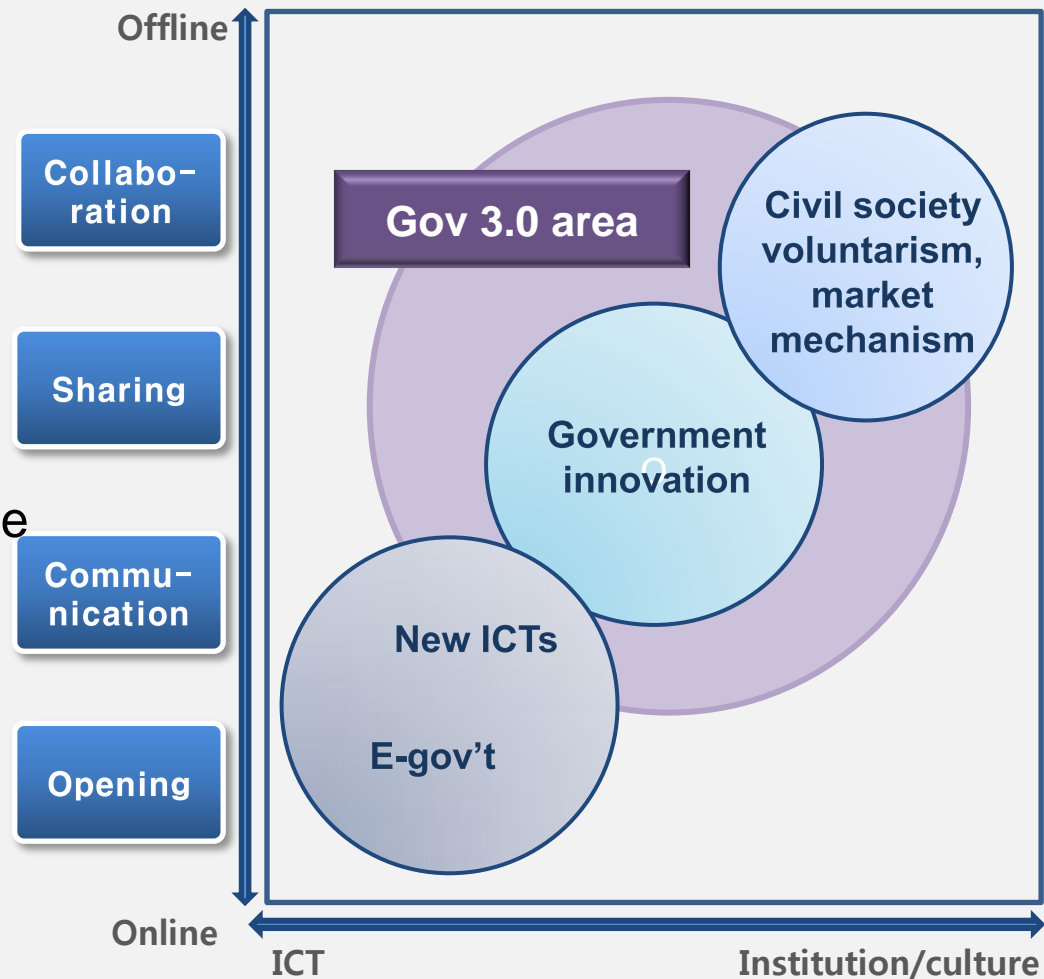**(The first Presidential election promise at Government Computing and Information Agency(GCIA), July 11, 2012)**

GOVERNMENT 3.0: DEFINING THE GOVERNMENT

Definition

Intelligent government providing bespoke services preemptively to citizens through collaborative governance

Approach

- Infuse collaborative governance both online and offline in the administrative processes and work practices

- Strategic tools include e-government, government innovation, and market & civil society mechanism

Collabo-ration

Sharing

Commu-nication

Opening

Offline

Online

ICT

Institution/culture

Gov 3.0 area

Civil society voluntarism, market mechanism

Government innovation

New ICTs

E-gov't

THE FIRST STAGE(FEB 2013 ~ JUNE 2014)

Focus on transparent government

- Enacted the Law on Disclosure of Public Data(July 2013)

- Established the Public Data Strategic Committee

- Disclosed administrative information and public data to the public led by MOPAS

Limitations

- Government-led agenda lacking collaborative policy eco-system

- Limited ministry-level driving force led by MOPAS

- Neglected the difference between Gov 3.0 and e-government

- Concerns on agency-centric integration and linking of information systems

NEW PLAN : THE SECOND STAGE(JUL 2014 ~ FEB 18)

Background

- Associate economic agenda such as creative economy and job creation

- Emphasize customer's needs rather than provider's convenience

  ※ Combine online and offline services to remove blind and overlapping spots

- Enhance problem-solving capacity

  ※ Raise the people's trust in the government on tackling wicked problems

Government 3.0 Committee

- Strong empowerment (manpower, budgets, direct involvement)

- From bureaucratic approach to outside initiative armed with skilled expertise

  ※ Steering by private expertise and implementation by the government

- Collaborative system reflecting technical expertise of the private sector

STRUCTURE AND FUNCTIONS OF GOV3.0 COMMITTEE

Prime Minister's Government 3.0 Committee

Planning, monitoring & evaluation

Bi-weekly meeting with Senior Secretaries for the President

Prime Minister's Office

performance management

MOSPA

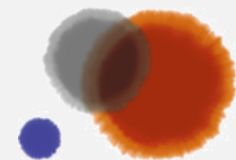**support, local Gov't**

MOSF

Budget, public bodies

MSIP

ICT & other technology

Public Entities

**NIA   KISA
KIPA   ETRI
KISDI   KLID etc.**

MCST

opinion monitoring, PR

GOVERNMENT3.0 : VISION AND GOALS

- **Vision: Nation of Trustworthy Government and Happy Citizens**

- **Goals: Service oriented, competent, and transparent government**

- **Strategies: Openness, Sharing, Communication and Collaboration**

- **Prioritized projects: 25 projects in 8 area**

  ① Proactively provide demand-oriented services and eliminate blind spots
  ② Integrate personalized services
  ③ Innovate service delivery by civil participation
  ④ Build cloud based intelligent government
  ⑤ Enhance policy capability by collaboration and communication
  ⑥ Fact based policy making using analytics such as big data
  ⑦ Revise information disclosure policies
  ⑧ Facilitate utilization of government data

13

VISION AND GOALS

VISION

Nation of Trustworthy Government and Happy Citizens

GOALS

01	02	03
Service oriented Goverment	Competent Government	Transparent Government

STRATEGIES

Openness | Commu-nication | **Open Policy Eco-system** | Sharing | Collabo-ration
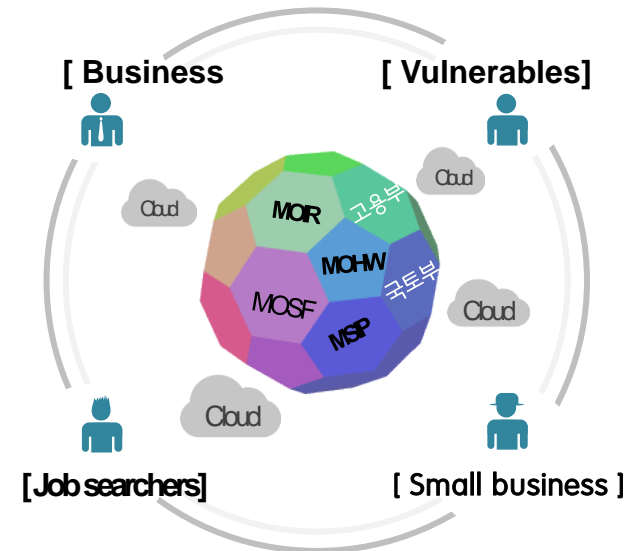
14

AS-IS AND TO-BE

AS-IS	TO-BE

AS-IS

MOHW   MOIR   MOEL

Decision-making

management

execution

vulnerable   business   workers
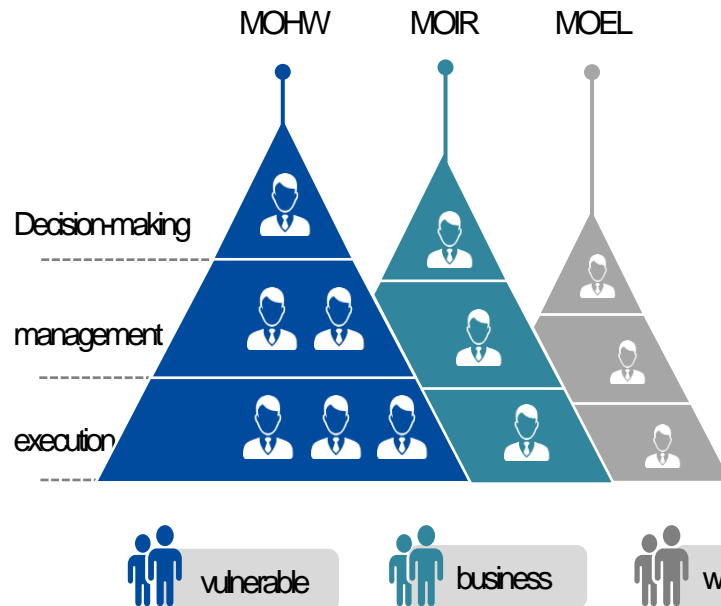
One-way public service delivery

Street-level contact with customers

Hierarchical, competing silos

TO-BE

[Business   [Vulnerables]

Cloud   Cloud

MOIR   고용부

MOHW   국토부

MOSF   Cloud

MSIP

Cloud

[Job searchers]   [Small business]

Two-way interaction

Multiple channels with citizens

Horizontal, collaborative matrices

GOVERNMENT3.0 : SERVICE ORIENTED GOVERNMENT

🔵 Innovating Methods of Service Delivery

- AS-IS: Customers request first, government approves later
- TO-BE: Government proposes first, customers check later

🔵 Innovating the Year-end Adjustment of Personal Income Tax

- AS-IS
  - ※ Home Tax Service(HTS) is one of the most advanced system
  - ※ Taxpayers: submit statement of accounts after filling out deductions loaded in 'MY NTS' site of NTS
  - ※ NTS: checks and finishes the process
- TO-BE
  - ※ NTS: pre-fills in the statement of accounts
  - ※ Taxpayers: check and finish the process
- Target customer: 16 million salary receivers

16

HOMETAX SERVICE

GOVERNMENT3.0 : SERVICE ORIENTED GOVERNMENT

- **Resolve blind spots in welfare, employment, and SMEs**

  - Welfare service to people in need at the right time, in the right places

    ※ Exclusive, one-stop services to take full care of the disadvantaged

  - Government-wide integration of personalized services of numerous agencies

- **Expand civilian participation**

  - Welfare service delivery

    ※ Use public/private partnership and collaborative networks

  - Civil service delivery

    ※ Link government sites to business portals using open API

    ※ E-message service to citizens using easily accessible apps

GOVERNMENT3.0 : COMPETENT GOVERNMENT

Cloud based intelligent government
- Not merely technological hype, but a mandate caused by relocation
- Establish Government-wide Knowledge Management System(KMS)
- Adopt Open Document Format(ODF)

  ※ Reduce individual PCs by adopting cloud as a utility service such as electricity
- Transform the GCIS into Government-wide Cloud Center
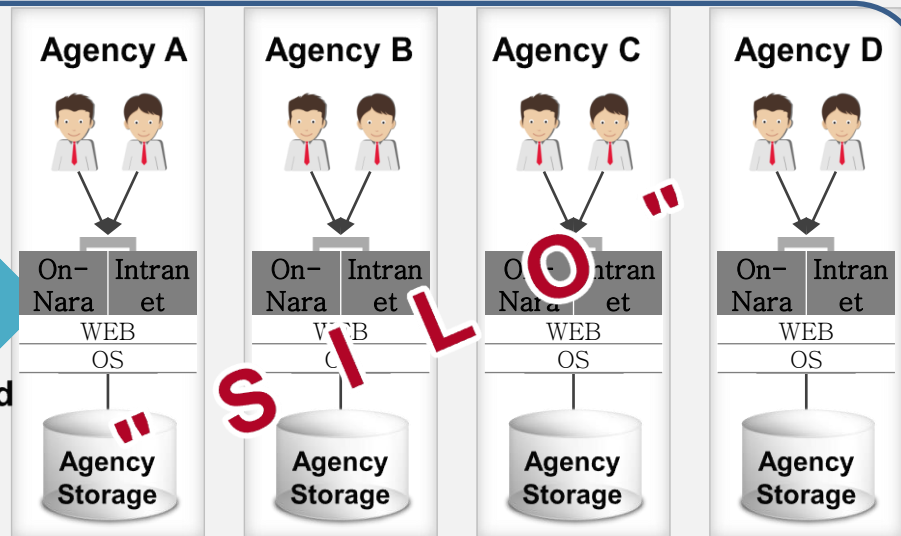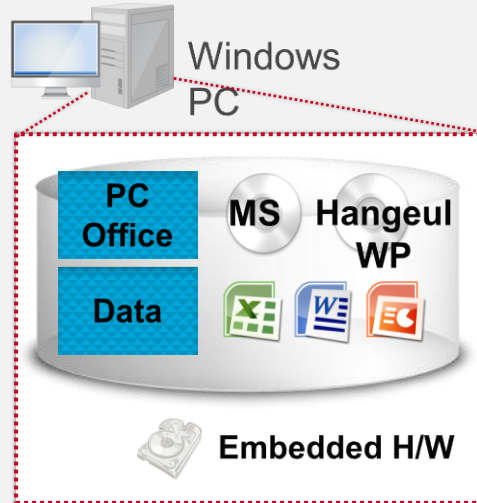- Innovate information security system

Fact based Policy Making
- Utilize big data analytics, etc, in solving controversial problems

Inter-agency communication and collaboration

- Develop inter-ministerial collaboration map using analytics
- Utilize multi-channel approach for communications using social technology
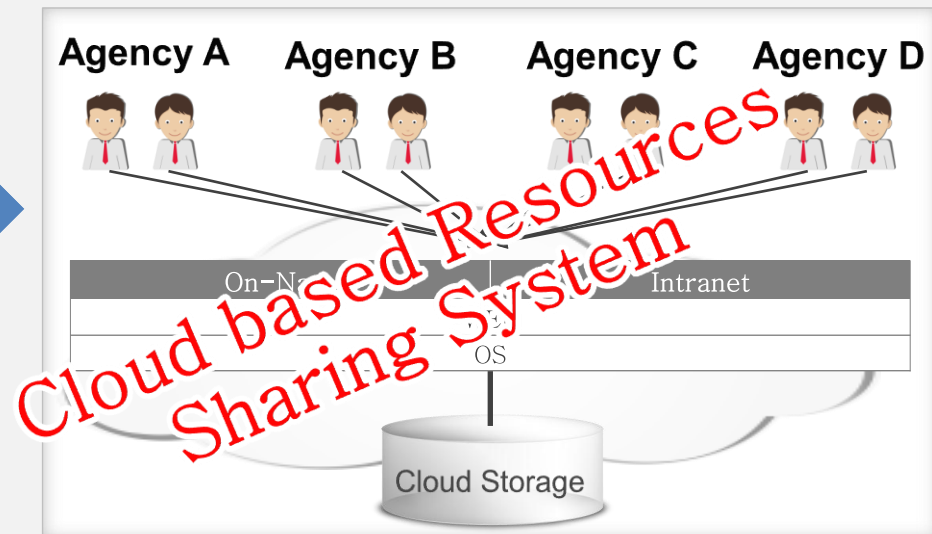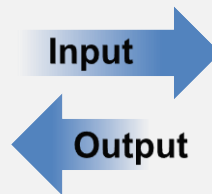
GOV 3.0 CLOUD SYSTEM ARCHITECTURE

Present Working Environ-ment [Competing Silos]

Windows PC

PC Office

Data

MS

Hangeul WP

Embedded H/W

Upload

Download

Agency A
Agency B
Agency C
Agency D

On-Nara | Intranet
WEB
OS
Agency Storage

"S I L O"

Future Working Environ-ment [Cloud]

Input

Output

Terminal supported by Web standards (Webbook, Thin Client, Mobile devices, BYOD)

Agency A
Agency B
Agency C
Agency D

On-Nara
Intranet
OS
Cloud Storage

Cloud based Resources Sharing System

GOVERNMENT3.0 : TRANSPARENT GOVERNMENT

Revise information disclosure laws and practices

- Disclose original and full information, not revised and summarized information

  ※ The contents and process of policy making can be monitored by the citizen

- Reduce exception clauses of disclosure in the Freedom of Information Act

Facilitate market and civilian utilization of public data

- Prioritize disclosure of high demand and high value public data

  ※ Establish open platform encompassing public and private sectors

- Readjust public services with concerns of infringing the private market

CHANGE MANAGEMENT

- **Project management**

  - Ministerial action plans under formulation

    ※ Prepare project roadmaps and milestones for 25 key projects

    ※ Identify final deliverables and the courses to reach them

- **Change Management**

  - Revise legal and institutional framework

  - Performance management: change personal/unit-organizational incentive system

  - Draw on citizen's positive perceptions and support

    ※ Strengthen public relations online and offline with citizens and businessmen

THE END

Thank you