

# **Government Innovation and eGovernance: Basics and Korea's Experience**

**2019.9.**

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# Professor/Lecturers



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## <Education Background>

- University of Illinois at Urbana-Champaign  
(Ph.D. in Knowledge Management/Information Policy)

## <Research>

- voluminous articles on knowledge utilization, eGovernment, research methodology and program evaluation
- several books on public administration in the digital society

# What This Presentation will Outline



**I . Environmental Change and Challenges**

**II . ICT for Governance:**

**-A Driving Force for Government Innovation**

**III . Governance for ICT:**

**-Basics of eGovernance**

**IV . Future Directions**



# I. Environmental Change & Challenges

# 1. Changes and Opportunities

## Env't Change: Socioeconomic and Administrative Issues



### Demand for new government services



\*Oh, C.H. 2016. "Government Innovation Initiatives in Korea"

# -THRESHOLD FOR CHANGE: AN OVERVIEW

- Need to respond to changing external environment
  - National and social change
  - Rapid development of science and ICTs
    - Uncertainty, inter-dependence, collapsed traditional values, etc.
    - Change in elements of production function:  
labor, capital, land -> creativity, knowledge/information, open innovation/cooperation
    - Increasing various administrative demands and emergence of policy problems: Increasing wicked problems
- Limits of government activities and desire for change
  - Fundamental limits of existing administrative innovations
  - Desire for a new approach to the handling of state affairs

<= A widening **gap** between public expectations and government service:

**A Crisis of trust in government and capacity deficit**

\*Oh, C.H. 2014. "Government 3.0"

# -Emerging Problem : “Capacity Deficit”

- ❑ More complex
- ❑ More diverse
- ❑ More fragmented
- ❑ More interdependent
- ❑ More time-consuming
- ❑ More participatory
- ❑ More transparent
- ❑ More blurring / overlapping
- ❑ More decentralized
- ❑ More stakeholders / conflicts / dilemmas...



- ❑ Public Sector Capacity was declined:

- Shrinking Role of the State
- More Complex Problems
- Critical Citizens, Lack of Resources
- Overload & Reform Fatigue.....

- ❑ “Deep Gap” between new demands & the capacity (institutional & personal)

-> **“Capacity Deficit?”**



- ❑ Need to strengthen the capacity:  
Areas for (Institutional) Capacity Building

- Infrastructure
- System Design
- Management
- Leadership (collaboration)
- Culture (learning organization)
- Organization (coordination)
- Others (tools/means)

\*Kim, P.S. 2006. Public Sector Capacity and Innovations

## Economic Class

62.3% of respondents considered themselves working class, **29.6% middle class**, 5.9% poor, and 1.6% rich\*

\* 2013 New Year's poll: The Kyunghyang Shinmun & Hyundai Research Institute

## Better Life Index

97<sup>th</sup> place among 148 countries in the world,  
26<sup>th</sup> place among 34 OECD countries



## ARE INDIVIDUALS HAPPY?

**A big push for government innovation**





## II. ICT for Governance: -A Driving force for Government Innovation

# 1.Challenges in Government

- Source of Problem or Solution?
- Declining Trust in Government
- How about Governance?



## 2. Mega-trend in Governance

- **Government to Governance (Participation, Decentralization, Collaboration, Devolution)**
- **Small But Strong Government**
- **Globalization**
- **Decentralization**
- **Public Service Delivery**
  - 3Cs: Competition, Collaboration, Competence
  - 3Ps: Participation, Partnership, Performance
- **Welfare → Good Governance → “eradicating poverty and promoting development”**

- **G**overnance → Who? → Actors
- **A**ccountability → Who and How? → Perspective
- **P**articipation → How? → Process
- **P**erformance → What? → Quality

# -Two Kinds of Governance

## Good Governance?

- Timely Solution
- Big Compliance from Citizens
- Peaceful Solution with Few Conflicts

**Group Intelligence**

## Bad Governance?

- Delayed Decision or No Decision
- Decision with Little Compliance from Citizens
- Conflicts among Citizens

**Group Stupidity**

\*Ahn, N.S. 2013. "New Challenge of Global eGovernance in the Era of SNS"

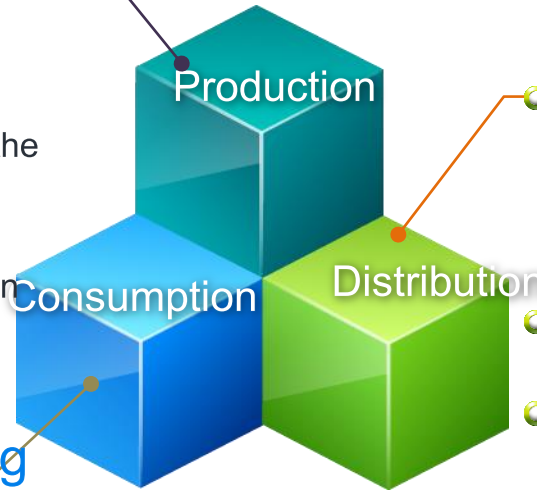
# 3. The Context of Governance: Policy Ecosystem

## Opening and Cooperation

- Competition and cooperation within and outside government
  - Public-private competition and cooperation for services
- Producers and consumers exist in the same ecosystem (i.e., prosumer)
- Collective intelligence plays as the source of competition for information and service production.
  - Open innovation, Crowd sourcing

## Participation and Sharing

- Strengthen convenience for customers (the public)
  - Use various ICTs
- Expand shared services resulted from increased connection between devices, and between objects and humans (Move to hyper-connected society)
- Expand participation-based administrative services, which use social commerce, social media, etc.



## Communication-based Handling of State Affairs

- Emphasize 'platform' as the source of competitiveness
  - ※ Network-based, connection-oriented service
    - Platform-based service
- Disclose all information and data of the government in principle
- Disclose policy-making processes



## 4. Tools for Governance in the Digital Society

- Applications of Information Communication Technologies in the Public Sector
- Are Information Communication Technologies a Technological Solution to Better, More Efficient, and More Effective Public Management?
- E-government in the Multi-levels (the Federal, State, and Local level as well as Global Level)

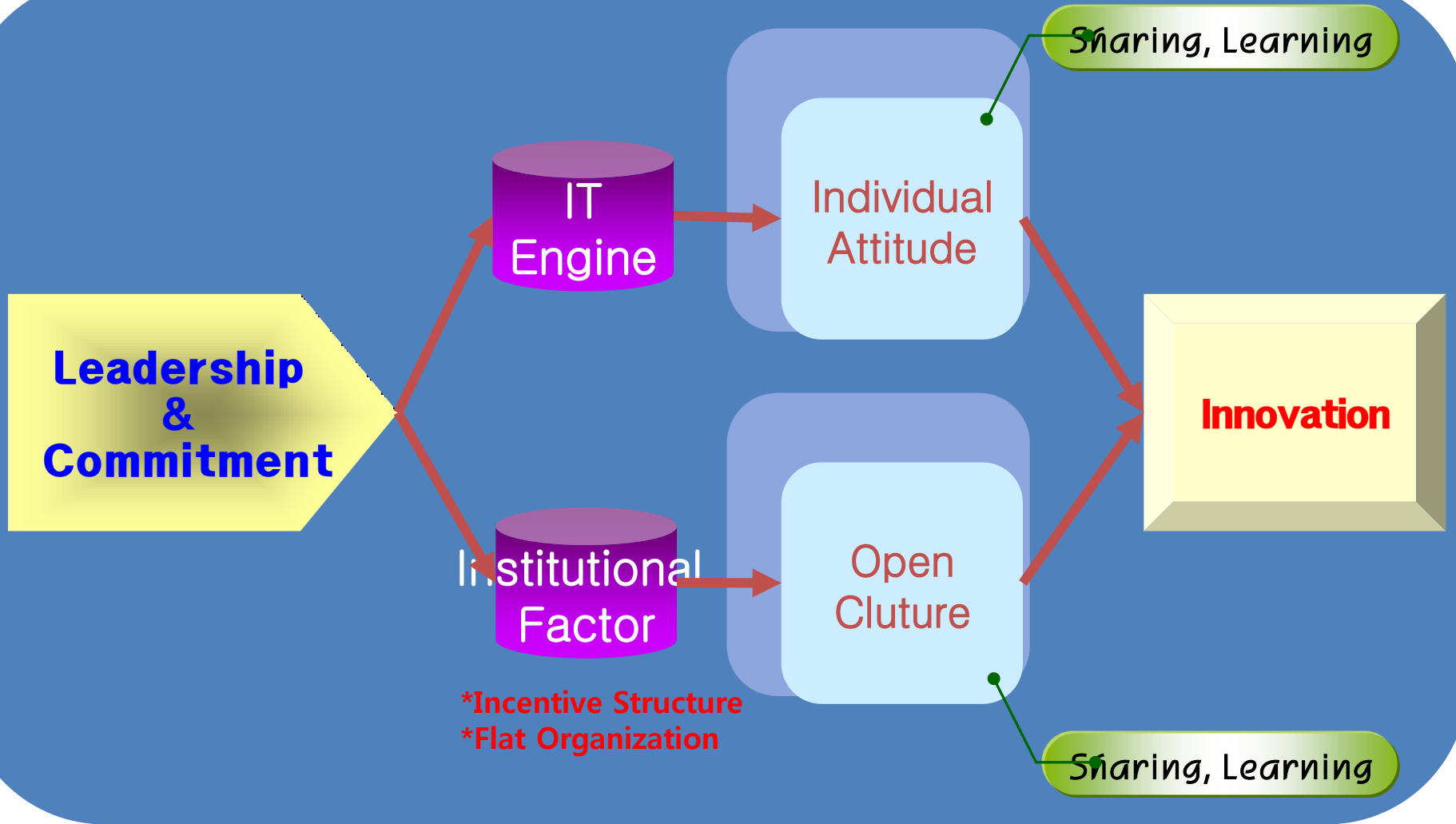
\*Moon, M.J. 2007. "Governance, E-Government and E-Procurement

# -Innovating Government by Utilizing ICT

- ❑ e-Government: a tool for or results of innovating the way government works by utilizing information technology
- ❑ Reform the way government works ← by innovating organizations, changing human resources, and improving the work process
- ❑ Business process reengineering in e-Government → the improvement of the way of working while considering ISP



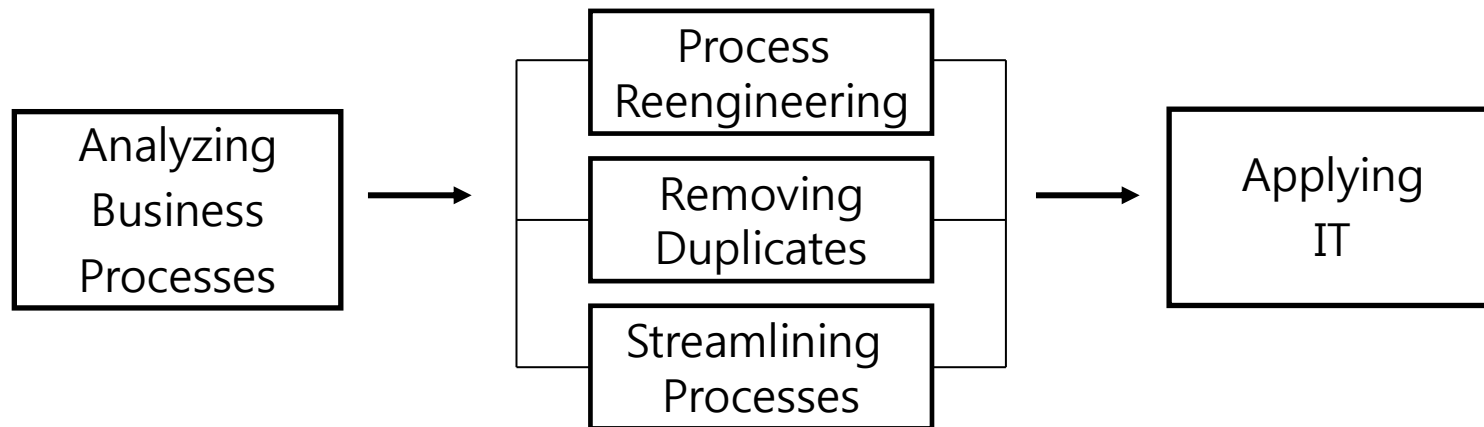
# <Government Innovation>



\*Oh, C.H. 2015a. Changing Environment and ICT Leader"

# -E-Government Implementation toward Innovation

- IT Project or Process Reengineering?
- E-gov is more about government than about “e”



**E-Gov: Infrastructure for Innovation**

# -Citizens' Requirements on the New Governance

## 1. Intelligent Government;

- Problem Solving Capability
- No Repeat of the Same Errors

## 2. Fair Government;

- Unbiased Decision
- Transparent Process

## 3. Responsive Government;

- Individually Customized Government Services
- Government who Cares 'One Lost Lamb'

\*Ahn, N.S. 2013. "New Challenge of Global eGovernance in the Era of SNS"

## 5. e-Government = Government Innovation

### Key issue

- Fostering nation's competitiveness in the complex and unpredictable environment
- Transforming the government to meet challenges

## Innovation: where is it headed?

### Goals

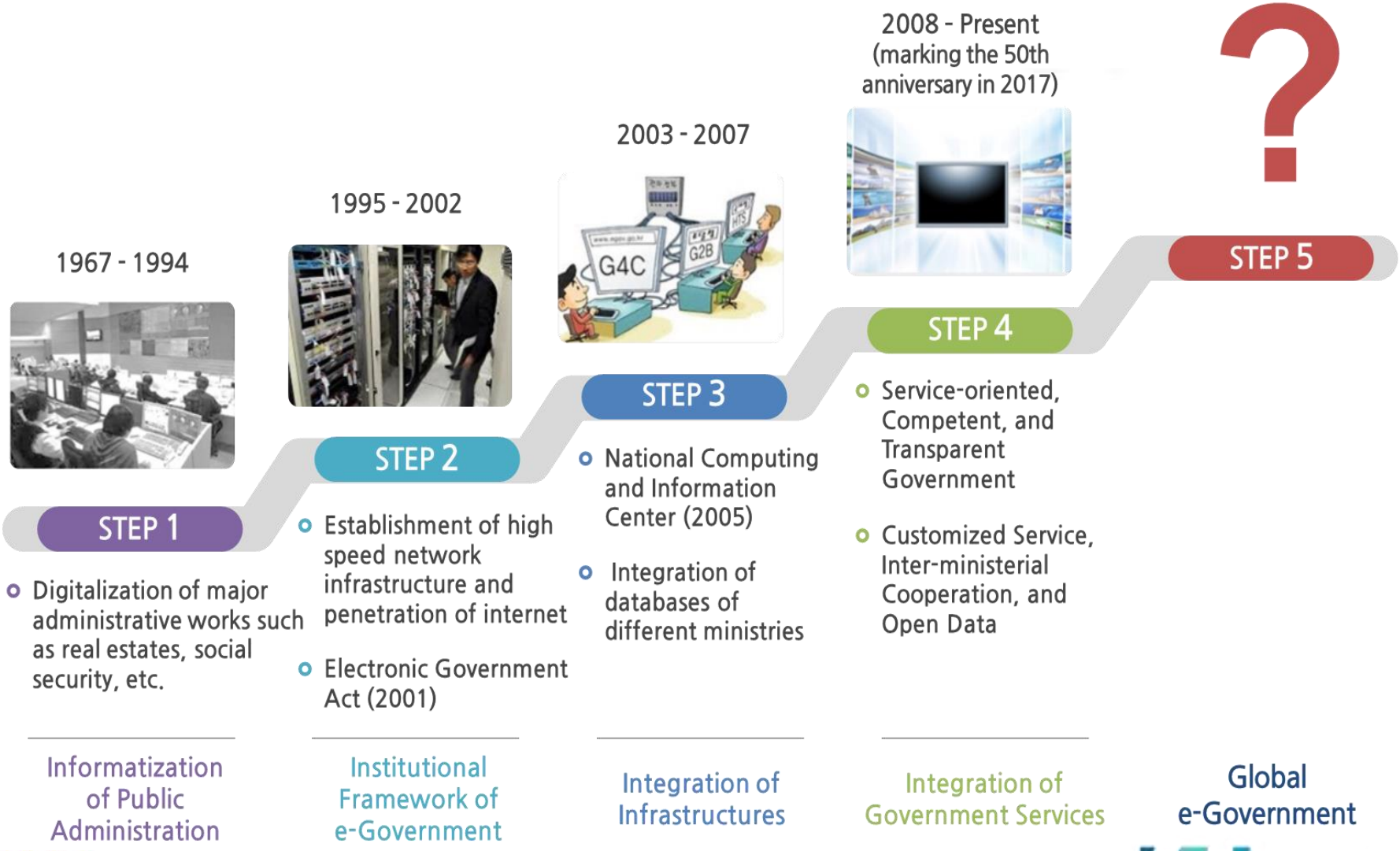
#### Able Government

- Abolishing unnecessary Work
- Improving the quality of policy
- Resolving problems effectively
- Enhancing transparency

#### Communicative Government

- Ensuring citizens' participation
- Reinforcing customer-orientation
- Strengthening cooperation
- Increasing openness

# -History of the Korean e-Government



Informatization of Public Administration

Institutional Framework of e-Government

Integration of Infrastructures

Integration of Government Services

Global e-Government

# -Future of Government: the Korea case



## Smart u-Gov.

- Innovation with ICT
- Higher efficient public administration and quality of public policy
- Enhancement of democracy

## Service

- M-Service & U-Service
- Enterprise Architecture
- Service Channel

## Infra

- Mobile Technology
- Cloud
- Big Data
- Internet of Things

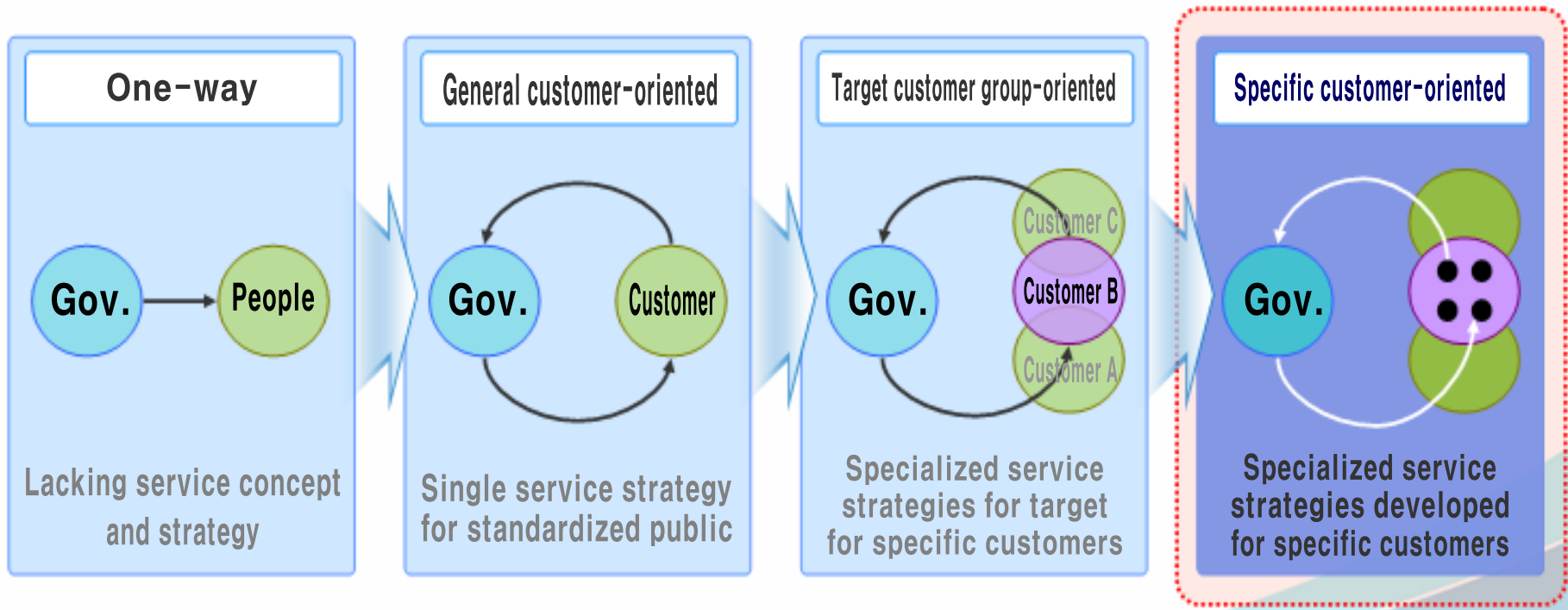
Open

Share

Commu-  
nication

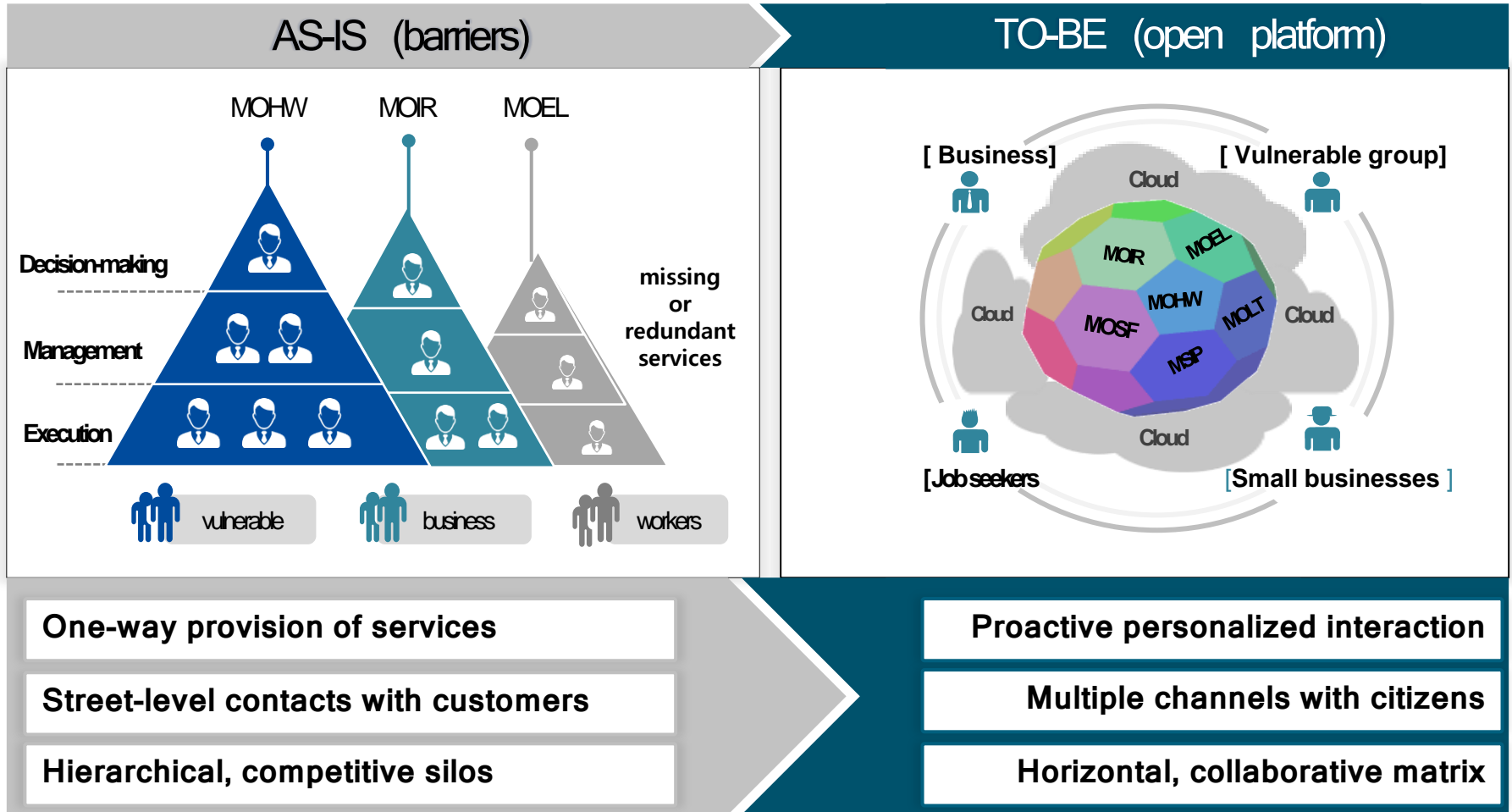
Collabor-  
ation

# -Realizing Value Creation in Government



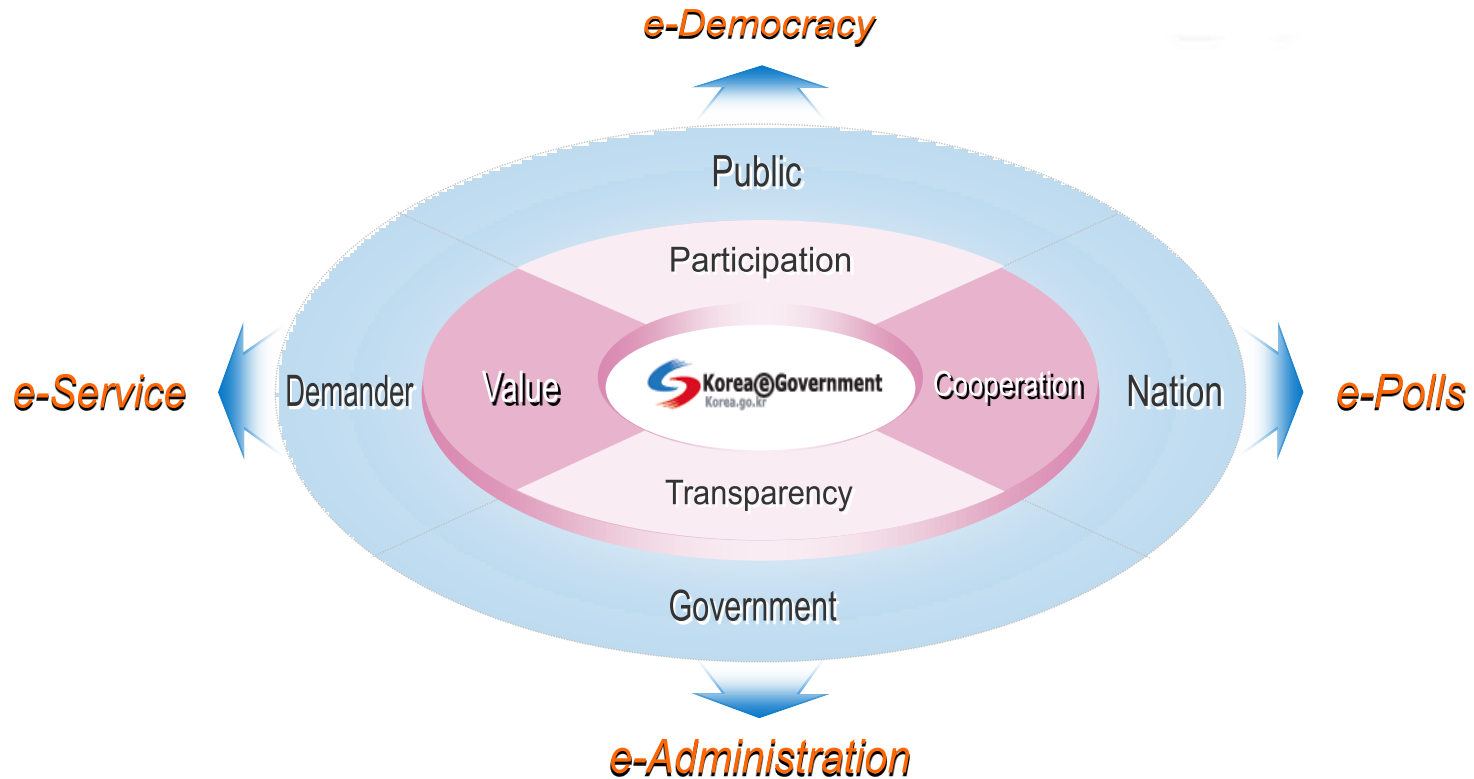


# -Open & Platform-based Government



\*Oh, C.H. 2016. "Government Innovation Initiatives in Korea"

## Direction of Mid/Long-Term e-Government Plan



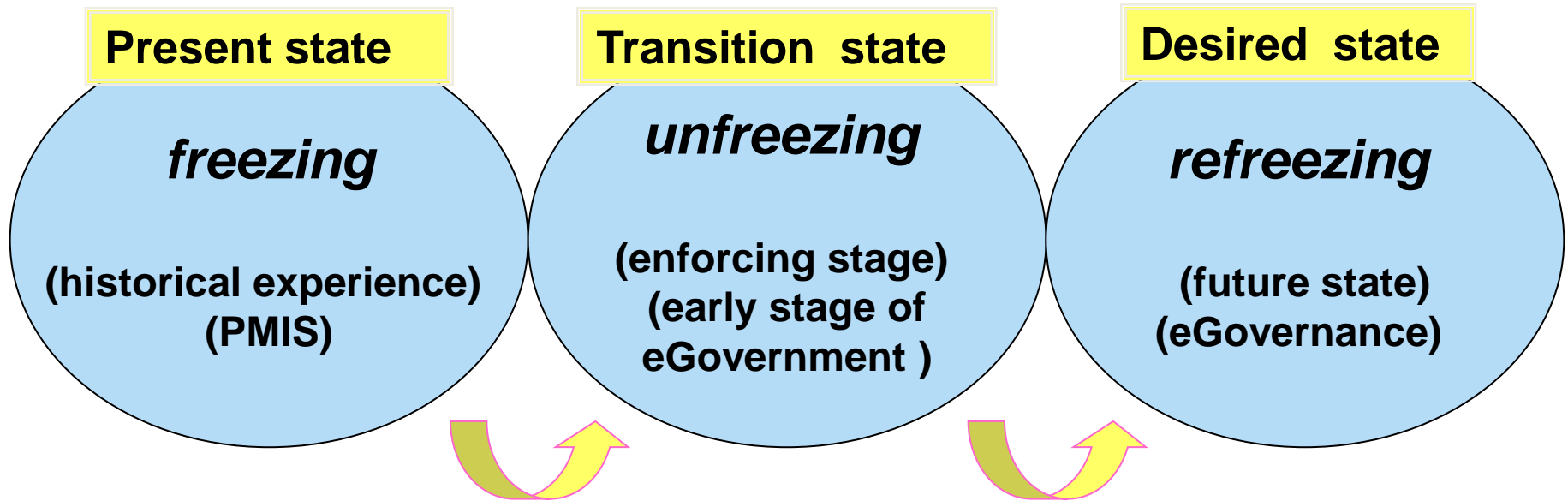
*“Realize the World’s Best Open Government”*



## III. Governance for ICT: Basics of eGovernance

# 1. Emergence of e-Governance

- Conner's Changing Phases of the Digital Society



→ the key factor in building a desired digital society:  
**change management**

\*Oh, C.H. 2012b. "the Coming of Information Society and eGovernance"

# (1). A Definition of eGovernance

## (a) Governance

→ a style of government management with blurred demarcation between public and private sector (Pierre & Stoker 2003: 32)

resolving national problems cooperatively among gov't, private sector and citizens

→ inter-organizational network (Rhodes, 1997)

\*Oh, C.H. 2012b. "the Coming of Information Society and eGovernance"

# (1). A Definition of eGovernance

## (b) eGovernance

→ an end state of the digital society

→ a desirable style of management in the digital society

← emergence of citizens as a new policy maker

< emphasis on e-Democracy

< increasing demand for a new type of eGovernment

\*Oh, C.H. 2012b. "the Coming of Information Society and eGovernance"

## (2). Government vs Governance paradigm

Differentiation bet	Government	Governance
Public and private sector	clear	blurred
Politics	zero-sum game	nonzero-sum game
Power	power over	power to
Influence	top-down/unilateral	reciprocal
Mode of problem-solving	hierarchy	network
Methods of Management	order, control	cooperation, compromise
Status of gov't	dominant	one of them
Role of gov't	rowing	enabling

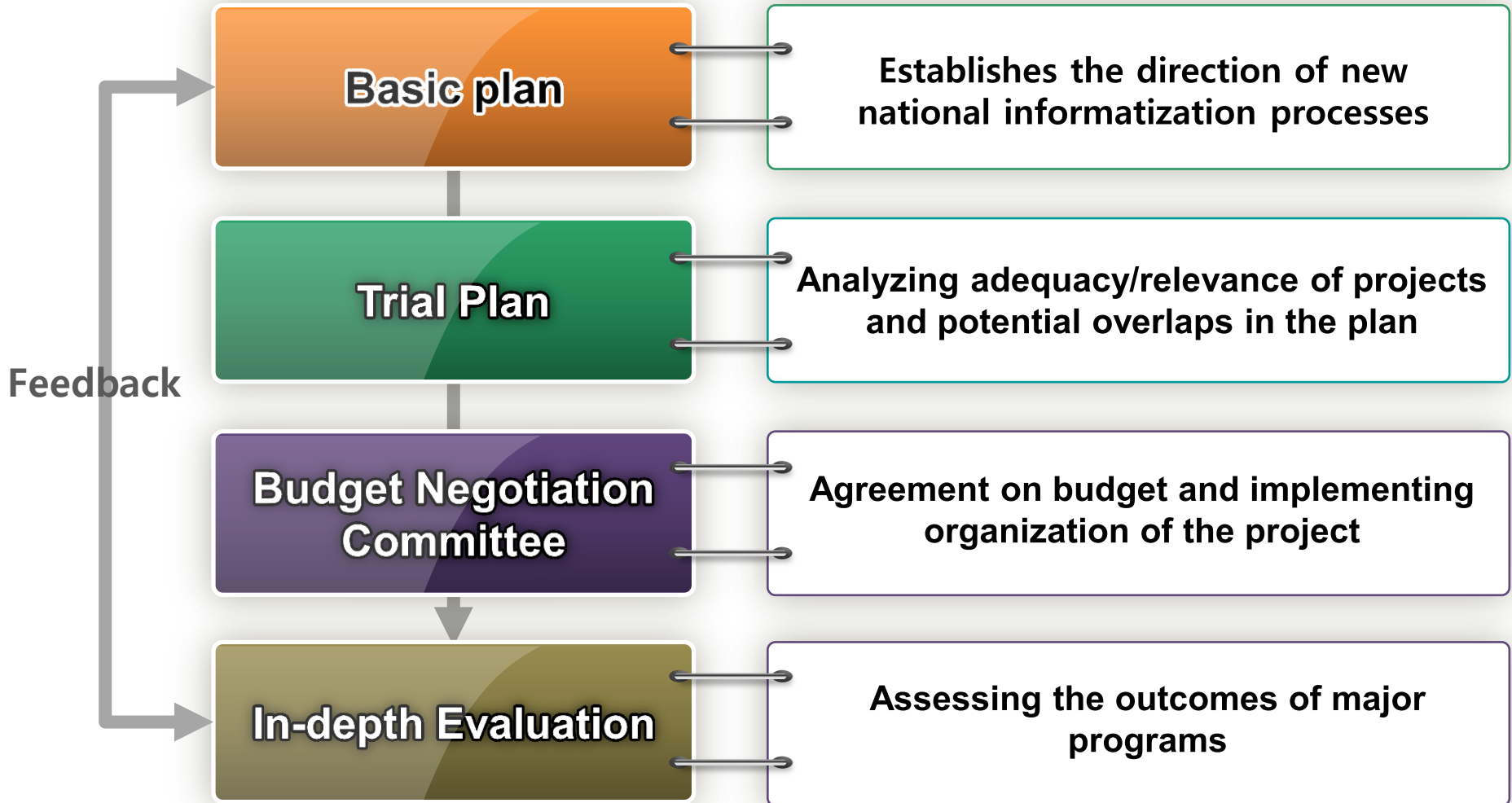
### (3). Legal Frameworks

- National Informatization Basic Law and e-Government Law for reforms
- Lee administration changed Information Acceleration Law to Basic Law
- ICT Promotion and Fusion Activities Special Law ('14, 2)
- Various other laws to address issues in industrial promotion, adverse effects, and information environment fostering

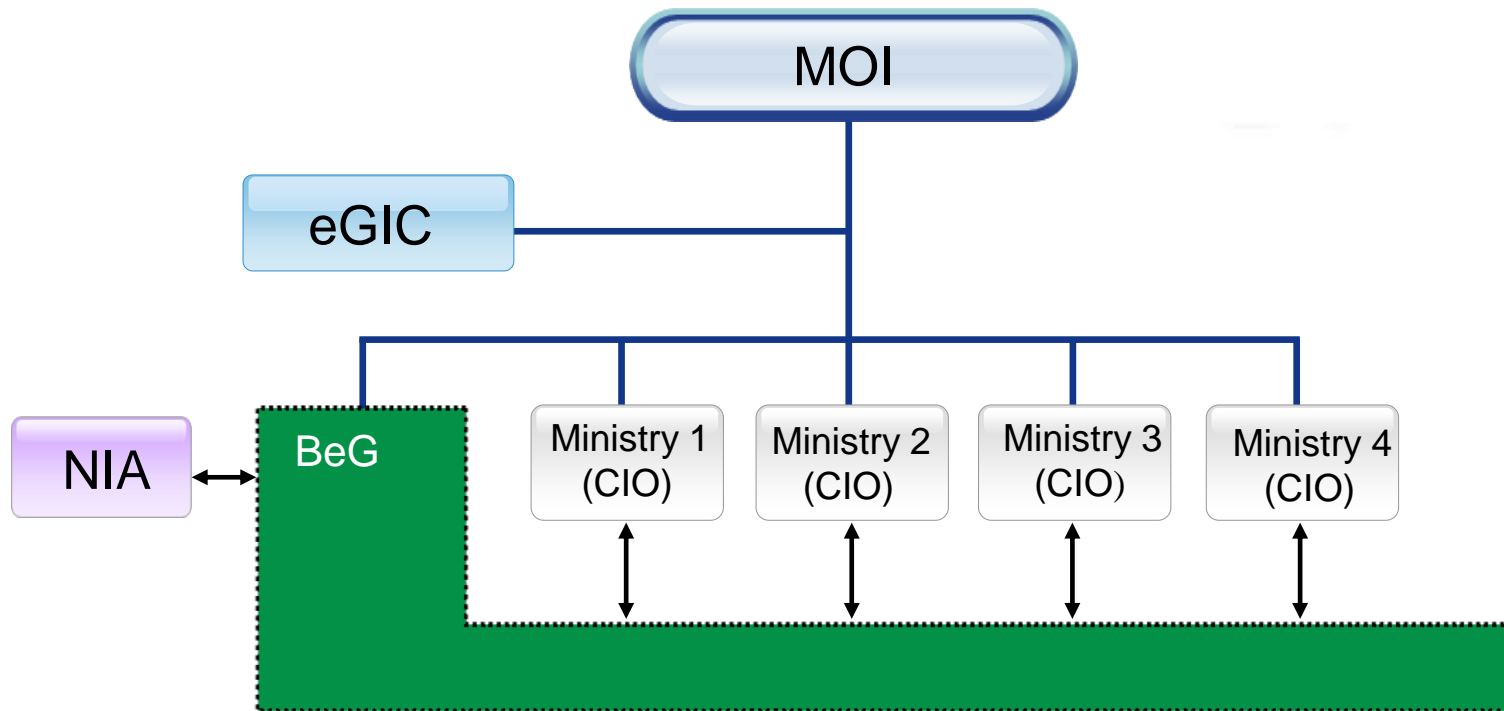
names	contents
<b>Informatization Basic Law</b>	The overall national informatization-related policy making and enforcement etc
<b>E-government Law</b>	Basic code for digital process for administrative work etc
<b>ICT Special Laws</b>	Continuing economic development through ICT which includes rational policies, support for R&D, venture fostering, and human resource raising etc



## (4). Implementation process

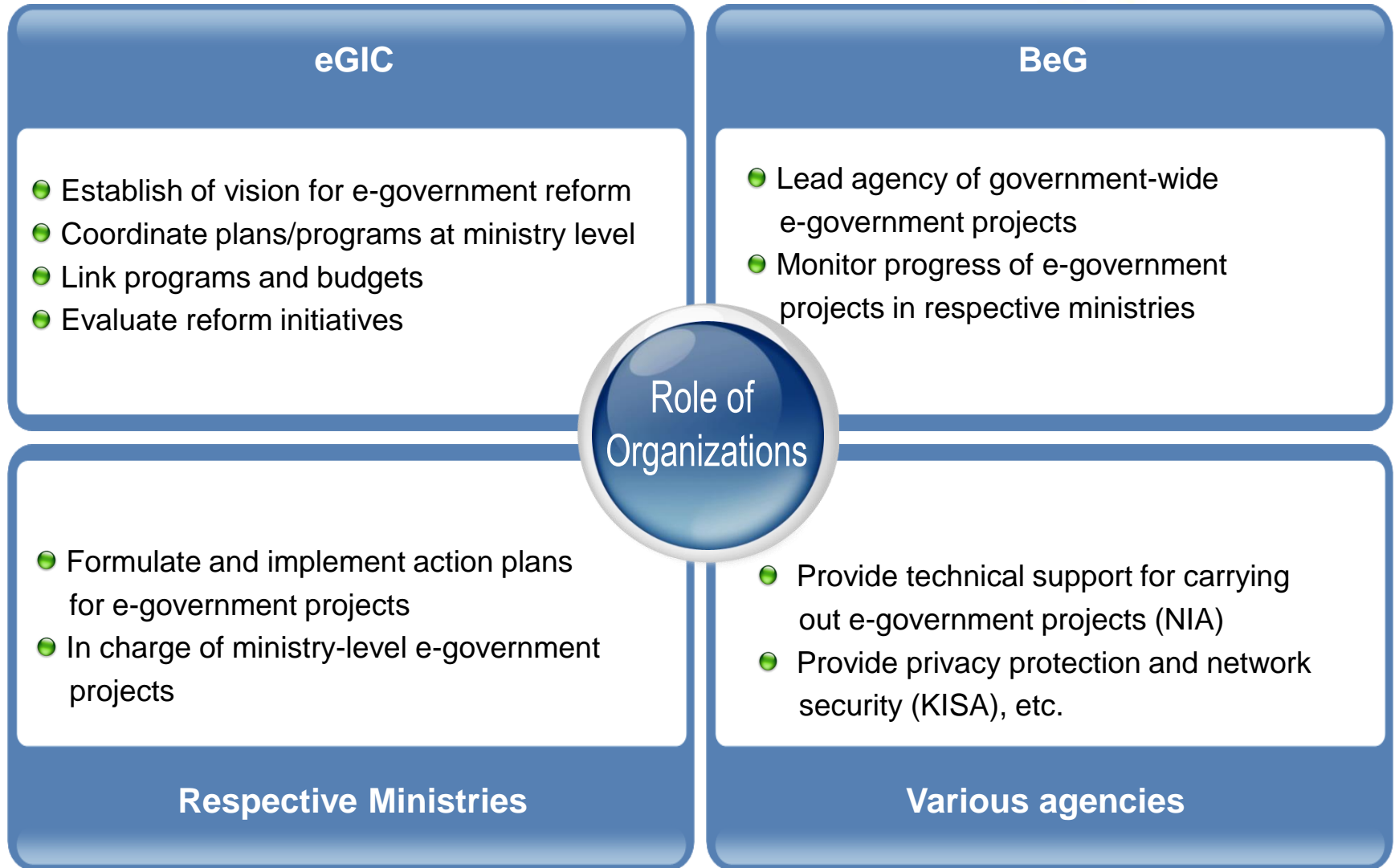


## (4). Organizational Structure



- MOI : Ministry of the Interior
- eGIC : eGovernment Implementation Committee
- BeG : Bureau of eGovernment in MOI
- NIA : National Information Society Agency

# (5). Role of Organizations



\*Oh, C.H. 2015b. "Electronic Government"

## 2. eGovernment Evaluation

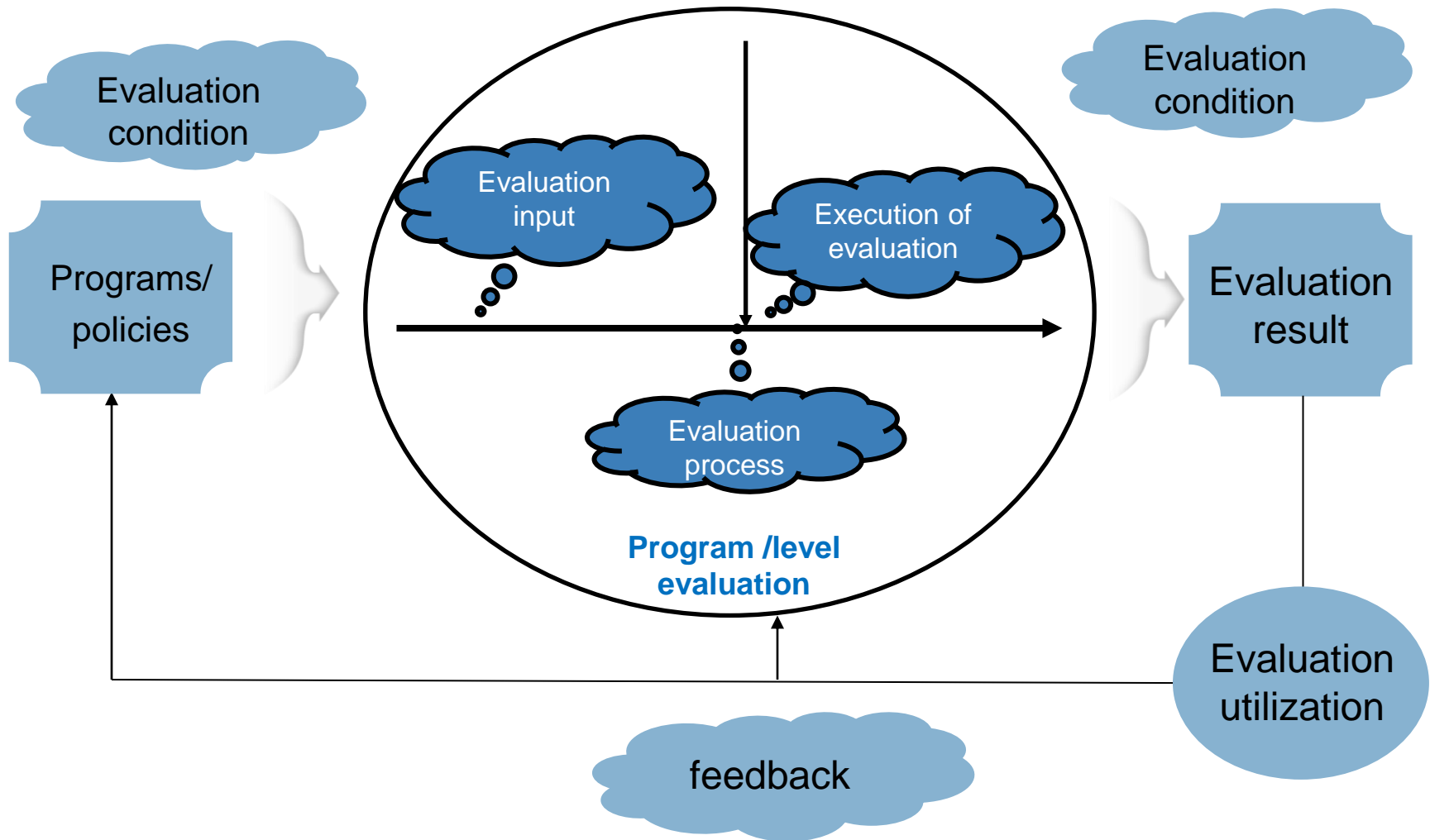


- The execution of government policy does not automatically result in the effects anticipated in programs or policies by delivering services to target groups or imposing regulations as planned at the initial stage.
- Appropriate management is needed to create such effects at the right time, and a systematic analysis is required if the expected effects take place

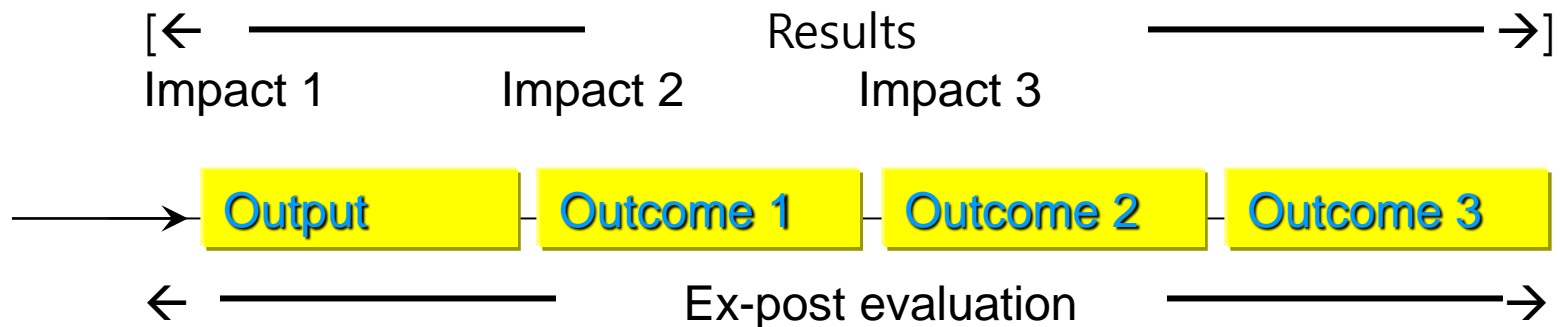
## 2. eGovernment Evaluation: past experience

- As for Korea, evaluation of e-Government used to be performed regularly, and the result was submitted to Informatization Propulsion Committee to be considered for planning future programs. When a government agency was selected as being excellent based on the result of evaluation, it is publicized as a benchmarking case for informatization propulsion. Other agencies often take such exemplar cases as a motivation to improve their own informatization by benchmarking them. This could be a systematic device for management and evaluation of e-Government programs after executing them.
- The management and evaluation of e-Government can be understood in a broad sense through the notion of evaluation management. The core element of evaluation management is to realize an efficient evaluation through a systematic controlling and management of the whole process of evaluation.

# (1). A Lifecycle of e-Government Evaluation



# -A Schema of Policy Evaluation



## (2). The need for Evaluation

e-Government evaluation is performed

- to monitor changes in e-Government surrounded by policy environment,
- to create information about the overall effect of a policy or program and utilize them if needed while propelling e-Government, and
- to assess the efficiency of e-Government program execution or government policy in order to provide a management tool to improve the service procedure.



### (3). A Concept and Types

- E-Government evaluation refers to assessing or objective, and systematic examination activities to understand the process and result of e-Government programs or policies. More specifically, it is done to decide the value of programs through the systematic application of analytic methods in order to help improve policy and administrative measures that may be needed for improving e-Government establishment and management
- The evaluation of e-Government has two types: e-Government level (i.e., current state) evaluation and e-Government program evaluation.
- In Korea, the informatization evaluation is divided into **informatization program evaluation** performed since 1997, and **informatization level evaluation** that started in 2000 by National Committee on Informatization Evaluation(not conducted any more).

## (4) Program Evaluation of e-Government: past experience

- Informatization program evaluation is an activity that makes decisions on the merit of a specific informatization program process and performance(i.e., output and outcome) by applying objective, systematic and actual analysis.
- Two types:
  - a self-evaluation performed by the supervising organization
  - an external evaluation by the Informatization Evaluation Committee
- diverse criteria for evaluation: effectiveness, efficiency, equity etc.
- It is done based on the informatization evaluation manual published by the Ministry of Information and Communication (as of 2008, it was merged into the Ministry of Knowledge based Economy).
- Generally, program evaluation is understood as a post-implementation concept and, thus, focuses on the output or outcome

# -The Indicators for Informatization Program Evaluation

Primary indicator	Secondary indicators	Measuring indicators (example)
The appropriateness of plan	The appropriateness of basic plan	The adequacy of program objective(s)
		The adequacy of a linkage between subject program and information technology.
		Duplication among programs
		The adequacy of implementation plan (e.g., schedule, system, budget, etc.)
	The appropriateness of next year's plan	The need for continuous program implementation in the next year
		Degree of conforming to the basic plan
		Reflecting environmental changes like new technology



Primary indicator	Secondary indicators	Measuring indicators (example)
The efficiency of execution	The adequacy of execution method	The adequacy of range and schedule management
		Systematic management of risks
		Role-assignment and a smooth cooperation among implementation systems
	The sufficiency in implementation contents	The degree of accomplishment in comparison to a fixed schedule
		The degree of program realized(implemented)
		A timely improvement of related legal systems



Primary indicator	Secondary indicators	Measuring indicators (example)
The degree of accomplishment	The adequacy of management	The adequacy of a management plan (e.g., procedure, organization, method)
		The sufficiency of demonstrative management in preparation for the actual management.
		The adequacy of management contents (e.g., common use of information, credibility, expansion, security, a linkage in compatibility, accuracy, outsourcing, etc.)
	Improvement in customer service	The degree of reduction in service expense and time
		The degree of service quality improvement and satisfaction (e.g., accuracy, diversity, easy-access for utilization)
	Improvement in business productivity	Reducing manpower, time, cost etc.
		Satisfaction and simplifying business process procedures
		The degree of improving organizational structure (e.g., as reassignment of manpower).

## (5) Evaluation Systems: The Role of Evaluation Related Organizations

Organization	Role
Informatization propulsion committee Informatization propulsion working committee	<ul style="list-style-type: none"> <li>● Setting up a basic direction for national informatization evaluation</li> <li>● Selecting subjects for informatization program and informatization level evaluation</li> <li>● Consider a national informatization evaluation plan</li> </ul>
Informatization evaluation committee	<ul style="list-style-type: none"> <li>● Establish a detailed implementation plan for public informatization program evaluation and performing it</li> <li>● Establishing a detailed plan for informatization level evaluation and performing it</li> </ul>
Informatization propulsion subcommittee (program supervising organization)	<ul style="list-style-type: none"> <li>● Setting up and considering a self-evaluation of public informatization projects</li> <li>● Cooperation with external evaluations and submit result of a self evaluation</li> </ul>

Organization	Role
Ministry of Information and Communication (up until 2007)	<ul style="list-style-type: none"> <li>● Prepare an annual evaluation plan for national informatization</li> </ul>
	<ul style="list-style-type: none"> <li>● Establish and organize an evaluation committee for informatization and set up plans for management</li> </ul>
	<ul style="list-style-type: none"> <li>● Integrate and report informatization evaluation outcome to IPC</li> </ul>
Professional evaluation organization (National Computerization Agency, changed its name as NIA)	<ul style="list-style-type: none"> <li>● Supporting public informatization program evaluations and informatization level evaluations</li> </ul>
	<ul style="list-style-type: none"> <li>● R&amp;D for informatization evaluation systems and methods</li> </ul>
	<ul style="list-style-type: none"> <li>● Informatization evaluation committee management and support</li> </ul>
Ministry of Planning and Budget (currently, the Min of Strategy & Budget)	<ul style="list-style-type: none"> <li>● Reflect informatization program evaluation outcomes in considering informatization budget for the following year</li> </ul>

Organization	Role
The Office for Government Policy Coordination	<ul style="list-style-type: none"> <li>● Evaluate E-Government embodiment efforts as part of government innovation evaluation, which is also part(sub-category) of overall organizational evaluation</li> </ul>
	<ul style="list-style-type: none"> <li>● Examine and evaluate central administrative organization's homepage</li> </ul>
Ministry of Government Administration and Home Affairs (Currently, the Min of the Interior)	<ul style="list-style-type: none"> <li>● level evaluation for local self-governing communities (i.e., integrated, basic)</li> </ul>
	<ul style="list-style-type: none"> <li>● Evaluation of central administrative organization's homepage</li> </ul>



## IV. Conclusion

# -Critical Success Factors: Are we ready?



## -Future Directions

-Conditions to meet

- \*digital divide

- \*security

-Recent technologies, creative ideas for smartness

- \*cloud computing, AI, IoT, big data, platform etc.

-Strengthening co-prosperity thru reinforced global cooperation (e.g., KSP)



- **Leading through success...and failure**
- **Leading by example**
- **Leading through collaboration and cooperation...most importantly by **ideas!****
  - Research
  - Development
  - Conferences, workshops, forums
  - Partnerships: public, private, non-profit sectors etc

\*Curtin, G. 2006. "Global E-Government"

# -Role of Global IT Leaders



## → Expand the scope from individual e-government to a global network through international cooperation

Increasing need for cooperation between countries on issues including environment, climate and security, as well as trade and logistics  
research Seek new development projects from a global perspective and conduct joint

## → Actively participate in the formulation process of advanced IT norms and standards, including within the UN and OECD

Build a global e-government cooperation system through the exchange of human resources and the signing of MOUs with overseas agencies

## → Strengthen support for the establishment of e-government in developing countries

Introduce the accomplishments of Korean e-government overseas and develop a benchmarking program  
Support developing countries' effort to establish e-government in conjunction with overseas funding assistance programs

# -The Key is Creativity!

1

## **Creative Administration: Nudge your thoughts!**

Administration that moves citizens by solving problems or creating new and innovative ideas beyond conventional practices, common sense and stereotypes.

- Idea + Creative Thinking = Emergence of Creative Class
- Globalization 3.0 = **Era of Productive Imagination** (T. Friedman)

2

## **Possibility of Creativity-Based Administration**

- Experience and knowledge that have been accumulated over a long period.
- Outstanding man power that has a variety of capacity
- Expertise demonstrated in division of labor (functions).

**BUT Add Emotion !!**



**There are three classes of People:**

**Those who see, Those see when they are shown, Those  
who do not see.**

**-Leonardo Da Vinci-**

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**THANK YOU!**