

HIGHLIGHTS

Government Innovation Master Plan

March, 2018



The Government of
the Republic of Korea

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I . Background



A shift toward a government which improves the quality of people's lives



The Government of Korea has focused on efficiency and economic growth, which increased the size of the national economy. However, the economic polarization and inequality have remained unsolved and citizens perceive that the quality of their lives has not improved much.¹

With an aim of addressing this challenge, the Government of Korea recognized that it needs to shift itself toward a social-value-oriented government that pursues the public interest and community development and, more importantly, citizens' better lives.

Participatory democracy where citizens are engaged in policymaking



With a high demand of citizens for direct participation in policymaking and ever-growing capabilities of civil society groups, the government needs to institutionalize citizen engagement. Therefore, it is time to push "participatory democracy" forward by expanding citizen engagement throughout the policy-making process and putting the people's ideas into policy action.²

CROSS-CUTTING FACTORS THAT IMPACT INNOVATION

(OECD Embracing Innovation in Government: Global Trends, February 2017)

1. Overcoming bureaucratic barriers
2. Harnessing the power of citizens' ideas and the people behind them
3. Building open, transparent and trust-based relationships with citizens
4. Enabling a culture that supports innovation

Winning trust from citizens through government innovation



The Government of Korea has put efforts on improving the way of working and its culture. However, the level of citizen trust in government and transparency remains low.³ Therefore, the Government of Korea declares that it will ceaselessly foster improvement in "innovation that makes a real difference in citizens' lives" as an "innovation leader," not a bystander.

- 1 The Government of Korea ranked 29th among 38 OECD member countries in OECD Better Life Index (BLI) 2017, 38th in Community, 36th in Environment, 30th in Life Satisfaction, 35th in Work-Life Balance and 29th in the glass-ceiling index which is the lowest ranking among 29 OECD member countries for five consecutive years.
- 2 Transparency of Government Policymaking in WEF Global Competitiveness Report.: 98th among 137 countries in 2017. A survey on the existing government innovation efforts: "unilateral innovation with little communication with the people": 59.5% in 2017.
- 3 Korea ranks 32nd in the level of confidence in national government among OECD member countries, or 24%, about half of the OECD average 42%, 51st in Corruption Perceptions Index(CPI) equivalent to 54 points on a 100 point scale among 180 countries in 2018.

Analysis Results of the Government Innovation Public Opinion Poll

Overview of the Poll

- Methods: Citizens were invited to submit their ideas on "What is government innovation to you?" on the Government Innovation Public Opinion Poll website (www.innogov.kr).
- Period and the number of participants: February 1 – March 5, 2018 / 2,143 participants
- Analysis Agency: Ministry of the Interior and Safety (MOIS) and National Information Resources Service

Analysis Results

An analysis of the major keywords of the submitted ideas on "What is government innovation to you?":

Major keywords

Results of Government Innovation Public Opinion Poll
(2,143 participants / Feb. 1 – Mar. 5, 2018)

Participation and cooperation

22%

Communication and cooperation with the people (8%)
Broad citizen engagement (5%)
...

Better quality of the people's lives, social value

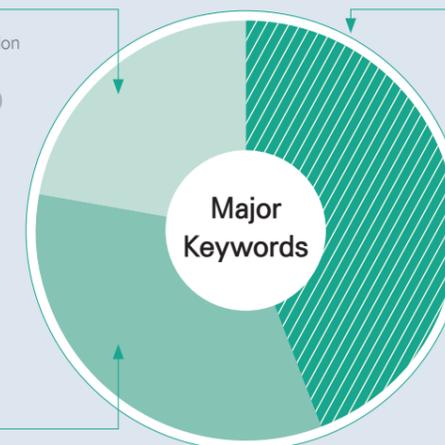
44.3%

Promoting the public interest (10%)
Better quality of the people's lives (6%)
Protecting the disadvantaged (6%)
...

Removing outdated practices

33.7%

A fair and transparent government (14%)
Proactive administration focused on onsite needs (9%)
Government efficiency (8.6%)
...



Implications

- "A fair and transparent government", "public interest", "proactive administration focused on onsite needs", "government efficiency" and "communication and cooperation with the people" are the five major keywords.
- For most people, a good government is a "government which delivers on its promises" and a "just government".
* Keywords suggested most often with "government" are "promise", "opinion" and "justice".
- What most people associate with innovation is finding new ways to "solve social problems".
* Keywords mentioned with "innovation" include "solution", "justice", "continuous" and "implementation".

II. Government Innovation Commitments



Government Innovation Framework

Vision

Realizing a Government of the People

Goal

Promote the Public Interest through Citizen Participation and Trust-Building

Ranking the top 19 in the OECD Better Life Index, the top 19 in the OECD Trust in Government Index and the 29 in the Corruption Perceptions Index

Three Major Strategies



Key Commitments

RECOGNIZING the importance of 1) realizing social values; 2) promoting participation and cooperation; and 3) building a trustworthy government, the Government of Korea will

1. **REFORM** the financial systems to pursue social values.
2. **ESTABLISH** personnel, organizational and performance evaluation systems that make a difference in citizens' lives.
3. **WORK** with citizens to make policies that meet their needs.
4. **PURSUE** an open government, fully disclosing information and sharing resources with the public.
5. **BREAK DOWN** silos for the government to work better.
6. **WORK** toward a fair and transparent public service that citizens want.
7. **CARRY OUT** citizen-centered innovation in four areas of data, creativity, regulatory reform and zero waste of resources.

10 Key Government Innovation Projects

Strategies	10 Key Projects
Social Value 	<p>1. Expanding financial investment in programs designed to realize social values, such as human rights and safety (2018)</p> <ul style="list-style-type: none"> Innovating the financial management systems throughout the process from pre-feasibility studies and budget allocation to assessment Increasing budget for safety, environment, education, health, welfare and employment <p>2. Introducing the "10-20-40" mandatory quotas for female civil servants (-2022)</p> <ul style="list-style-type: none"> Increasing the share of female employees to 10% among senior civil servants, 20% among executives at public institutions and 40% among government committee members Female senior civil servants: (2017) 6.1% → (2022) 10%; female executives at public institutions: (2017) 10.9% → (2022) 20%; female committee members: (2017) 38% → (2022) 40%
Participation and Cooperation 	<p>3. Operating "Gwanghwamoon 1st Street" as a permanent public forum (2018) [Hackathon]</p> <ul style="list-style-type: none"> Transforming Gwanghwamoon 1st Street from a citizen-participation platform into a "deliberative public sphere" where the government and citizens gather online and offline to make real changes Making it a representative communication channel where citizens can participate through any means they choose from various options offered by organizations <p>4. Enabling greater citizen engagement in key areas of policymaking, including budget and legislation (2018)</p> <ul style="list-style-type: none"> Fully adopting participatory budgeting and increasing the share of projects run through participatory budgeting Promoting citizen participatory legislative evaluation assessment, and improving the public hearing and petition systems <p>5. Making more public resources, including parking lots, available (2018)</p> <ul style="list-style-type: none"> Offering more parking lots, meeting rooms and other amenities to citizens through an integrated portal equipped with online booking and payment systems Redeveloping old government office buildings into versatile spaces which can be used as "public office buildings, for-profit facilities and public rental housing" Disclosing a large amount of key national data, such as safety, environment, self-driving automobiles and smart cities <p>6. Reorganizing the personnel, organizational and performance evaluation systems to promote whole-of-government collaboration (2018)</p> <ul style="list-style-type: none"> Expanding personnel exchanges between senior civil servants and professional civil servants; introducing the inter-institutional personnel exchange program (based on the prescribed quota) and the coordination and assessment system for collaborative projects between organizations. Implementing "Cloud On-Nara", allowing organizations to jointly draft or approve documents
A Trustworthy Government 	<p>7. Implementing an "One-Strike and You're Out" policy for unfair hiring practices, graft and improper solicitation (2018)</p> <ul style="list-style-type: none"> Taking strict actions, including investigation by law enforcement officials, for anyone found involved in unfair hiring practices, and job withdrawal for anyone hired through unfair practices Immediately dismissing any civil servant involved in graft, and criminal punishment for any duties performed as a result of improper solicitation Penalizing civil servants found abusing his/her power to ask businesses for funds <p>8. Making work environment free from sexual harassment and violence, and with no fear of reprisals (2018) *announced</p> <ul style="list-style-type: none"> Considering dismissals for any civil servants sentenced to at least a prescribed amount of monetary penalty for any type of sexual violence and limitations on appointment to assistant minister- and director general-level posts for any civil servants who have faced disciplinary action for sexual harassment Operating the "Integrated Discriminatory Employment and Promotion Reporting Center", allowing citizens to report discriminatory personnel management cases, including those related to sexual violence <p>9. Innovating digital administrative services based on data analysis (2018)</p> <ul style="list-style-type: none"> Analyzing public data and Big Data on safety, welfare and other areas closely linked to citizens' daily lives to provide better services Producing a data-based citizen participatory map (community mapping) to support collaboration between the public and government in solving social problems Utilizing AI, IoT and Big Data to provide services closely connected to citizens' daily lives <p>10. Promoting creative public administration moving away from outdated practices and precedents (2018) [Hackathon]</p> <ul style="list-style-type: none"> Operating a pilot "venture-type organization" to put innovative ideas into policy action Imposing reduced penalty for anyone making mistakes while working hard on new ideas if he/she meets certain requirements

List of 21 Government Innovation Projects

Strategies	Projects for Government Innovation (21 projects)
Social Value 	<p>Commitment 1. The Government of Korea will reform the financial system to pursue social values.</p> <ol style="list-style-type: none"> Expanding financial investment in programs designed to realize social values, such as human rights and safety ★ Including social impact assessment elements in the government-funded project screening and assessment <p>Commitment 2. The Government of Korea will establish personnel, organizational and performance evaluation systems that make a difference in citizens' lives.</p> <ol style="list-style-type: none"> Introducing the "10-20-40" mandatory quotas for female civil servants ★ Reducing the response time of the police and fire trucks to secure safety golden time Overhauling performance evaluation in the public sector to make it focused on social values Reflecting social value elements in promotion and performance evaluation
Participation and Cooperation 	<p>Commitment 3. The Government of Korea will work with citizens to make policies that meet their needs.</p> <ol style="list-style-type: none"> Operating "Gwanghwamoon 1st Street" as a permanent public forum ★ [Hackathon] Enabling greater citizen engagement in key areas of policy making, including budget and legislation ★ Building an open policy communication channel to pay heed to citizens' needs <p>Commitment 4. The Government of Korea will pursue an open government, fully disclosing information and sharing resources with the public</p> <ol style="list-style-type: none"> Making more public resources, including parking lots, available ★ Releasing "a paper on how taxpayer money is spent" in plain language Disclosing information on areas directly linked to citizens' daily lives, such as food and safety <p>Commitment 5. The Government of Korea will break down silos for the government to work better.</p> <ol style="list-style-type: none"> Reorganizing the personnel, organizational and performance evaluation systems to promote whole-of-government collaboration ★ Building a "One-Stop Complaint Center" with no silos between government offices Strengthening collaboration between government offices and between bureaus within each office for greater performance and trust in government
A Trustworthy Government 	<p>Commitment 6. The Government of Korea will work toward a fair and transparent public service that citizens want.</p> <ol style="list-style-type: none"> Implementing an "One-Strike and You're Out" policy for unfair hiring practices, graft and improper solicitation ★ Making work environment free from sexual harassment and violence, and with no fear of reprisals ★ <p>Commitment 7. The Government of Korea will carry out citizen-centered innovation in four areas of data, creativity, regulatory reform and zero waste of resources.</p> <ol style="list-style-type: none"> Innovating digital administrative services based on data analysis ★ Promoting creative public administration, moving away from outdated practices and precedents ★ [Hackathon] Eliminating regulations which cause inconvenience and burden for citizens, and improving the administrative and complaint systems Preventing any waste of administrative and financial resources [Hackathon]

The list above includes representative government innovation projects. More projects will be developed based on each government office's plans. Ten major projects are starred. ★

What is social value?

Definition

- Social value is value which contributes to the public interest and the growth of each community in all spheres, including society, economy, environment and culture.

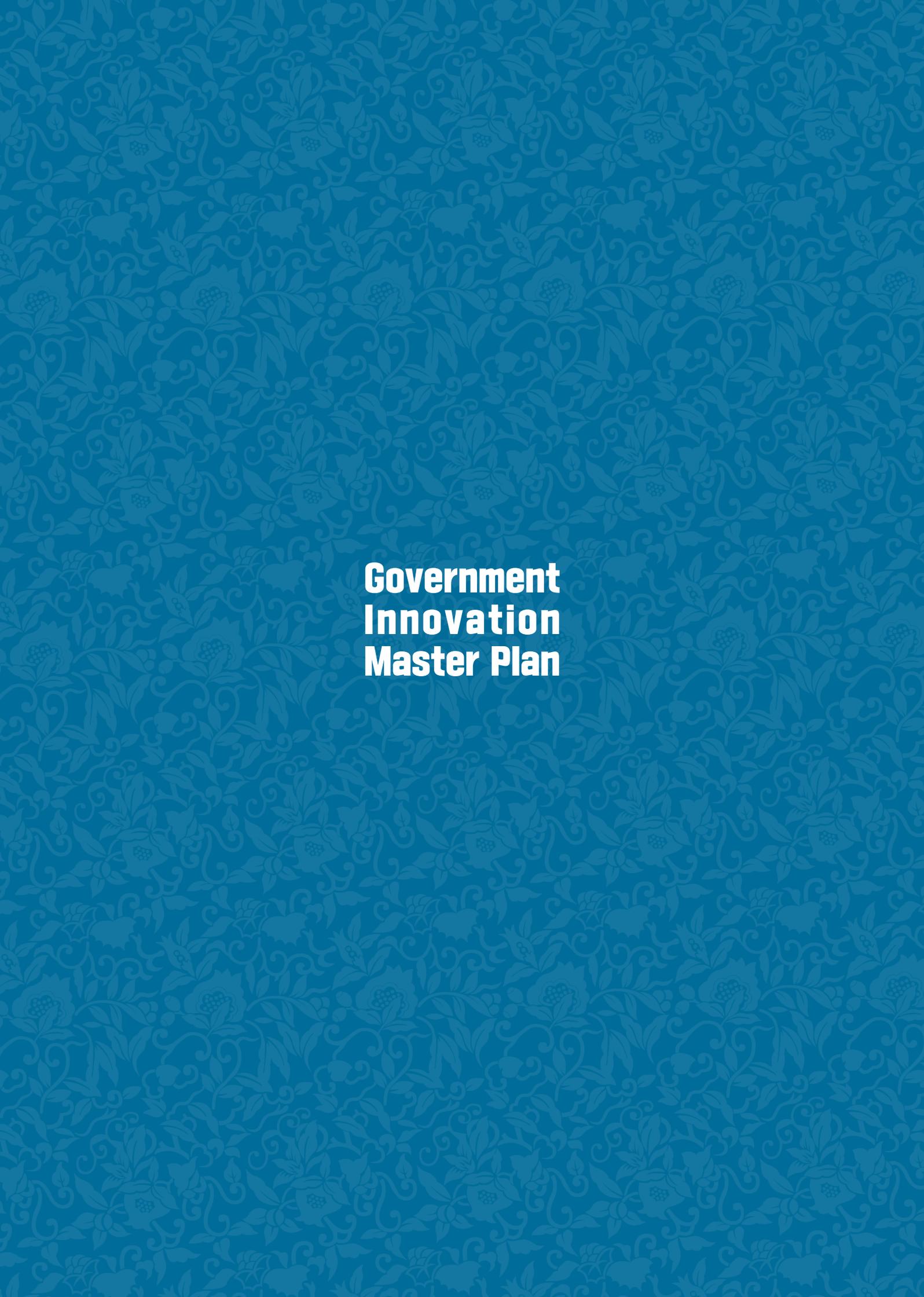
Framework

- Social value is a constitutional value that promotes social rights, and it is a comprehensive value which encompasses economic, environmental and cultural values.

Social value refers to one of constitutional values which promotes a healthy society and benefits communities and society as a whole, by ensuring human rights, labor rights, safety, consideration for the disadvantaged, and the realization of democratic decision-making and participation, among others.

Key Ideas of Social Values

Social Values	Key Ideas
Protecting human rights as the basic rights to maintain human dignity	Guaranteeing constitutional basic rights, such as the right to pursue happiness, the right to equality, the right to know, freedom of occupation, residential stability, etc.
Keeping work and living environments safe from disasters and accidents	Proactive action by the public sector to fulfill citizens' safety demand which cannot be met by the private sector alone
Providing health and welfare services for healthy lives	Citizens' right to demand welfare and health services from the State, so that they lead healthy lives as a basic condition for a decent life, and the State's obligation to provide such services
Guaranteeing labor rights and enhancing working conditions	Guaranteeing the right to work for a living, three basic labor rights, the maintenance of stable working conditions, minimum wage growth, job security, etc.
Opportunities for the disadvantaged and social integration	Implementing social security policies to respect the dignity and value of women, older people, youth, the physically disabled and others with difficulty living on their own
Mutual growth and cooperation between large businesses and SMEs	Introducing necessary regulations and adjustments to prevent the abuse of market or economic power and promote an economic democracy through cooperation among business leaders
Creating quality jobs for decent lives	Job creation in the public and private sectors, job sharing through reduced work hours, employee representation on boards, reducing the number of non-regular jobs, etc. to create more good jobs
Revitalizing local communities	Realization of the autonomy of local governments and decentralization for each local community
Boosting local economies by ensuring that the benefits of economic activities are shared by all regions	Promoting the growth of local economies for balanced regional development and addressing the side effects of overpopulation of metropolitan areas
Voluntary CSR, including ethical production and distribution	Efforts expected from businesses as part of society on CSR, human rights and labor rights, environmental protection, consumer protection, contribution to local communities, and good governance
Maintaining environmental sustainability	The State's obligation to guarantee citizens the right to live in pleasant environments
Realizing democratic decision-making and participation as a civil right	Realizing a government of the People through democratic decision-making and citizen engagement by improving government administration, securing participation mechanisms, and promoting participation
Ensuring other benefits for communities and serving the public interest better	Restoring society damaged by economic polarization, and supporting and promoting the growth of third sectors, including civil society groups



Government Innovation Master Plan