The Key Success Factors of e-Government in Korea

Chapter 02

e-Government Policy
This chapter aims to discuss the definitions of e-Government and various viewpoints of e-Government development and to introduce e-Government policy of Korea from the historical perspective. The chapter will also help understand how e-Government policy has changed in Korea with the development of information technologies and changing political and social contexts.
Chapter 02
Objectives

- To build an understanding of definitions and the various approaches to e-Government
- To develop an understanding of the achievements of e-Government in Korea
- To make an understanding of the history of e-Government building in Korea
Chapter 02

Structure

1. Definitions of e-Government
2. Goals of e-Government
3. Approaches to e-Government
4. History of e-Government Building in Korea
5. e-Government Policy Framework
Chapter 02

1. Definitions of e-Government

e-Government defined as the use of ICT to strengthen government performance in many areas (Gil-Garcia, 2012)

- More effective and more efficient provision of services
- Opening new channels for people to access government and official information
- Making government more accountable to its citizens

United Nations

e-Government is defined as utilizing the internet and world-wide-web for delivering government information and services to citizens

OECD

The term e-Government focuses on the use of new information and communication technologies (ICTs) by governments as applied to the full range of government functions

World Bank

e-Government refers to the use by government agencies of information technologies that have the ability to transform relations with citizens, businesses, and other arms of governments
Chapter 02

2. Goals of e-Government

e-Government seeks governments becoming more potent and more effective

- To take a more customer-oriented view, regarding citizens as clients and adopting values of consumer satisfaction
- In many ways, this is a part of the on-line, 24/7 availability and response of business carrying over to citizens’ expectations of government

- At the same time, government is realizing **the efficiency, cost-effectiveness, and improved performance** that comes with the ICT applications of e-Government

- e-Government also can contribute to strengthening government’s democratic values such as **accountability, transparency, and responsiveness to the citizens**

(Source: Gil-Garcia, 2012)
3. Approaches to e-Government

Stakeholder-Oriented Approach

Government to

- Citizen (G4C)
- Business (G4B)
- Government (G2G)
- Intra-Government

- e-Government facilitates processes for citizens to communicate with government and exchange information, access government services and benefits, and interact with regulatory and licensing agencies.
- ICT establishes multiple channels and enables citizens’ remote and distributed access to government and government processes overall.

(Source: Gil-Garcia, 2012)
e-Government eases business’ access to the bureaucratic and regulatory processes of government, as subjects of government or as vendors, lowering transaction costs, shortening time involved, and increasing efficiency, on both sides of the transaction.

(Source: Gil-Garcia, 2012)
3. Approaches to e-Government

Stakeholder-Oriented Approach

Government to

Citizen (G4C)  Business (G4B)  Government (G2G)  Intra-Government

- e-Government can allow government entities to communicate more quickly and effectively and more easily share resources and information and data, through faster, more efficient, more effective processes.

(Source: Gil-Garcia, 2012)
ICT can improve the way government does its basic business, managing processes such as human resource management and information and knowledge management more effectively and efficiently through electronic best practices.

(Source: Gil-Garcia, 2012)
3. Approaches to e-Government: Evolutionary Approach

Maturity Model of e-Government  
(Source: Gil-Garcia, 2012)

- The maturity model of e-Government constructs a series of stages through which different governments are journeying.
- The approach has the assumption that there is an evolution toward electronic government from lower to higher stages.

1st stage  
- Limited web presence

2nd stage  
- Regularly updated contents and information
- Communication via email
- Application forms provided online

3rd stage  
- Enhanced
- Visas, passports, birth and death records obtained online
- Taxes and fees paid online

4th stage  
- Interactive
- Seamless online service provided by ministries and agencies

5th stage  
- Seamless or Fully integrated

(Source: UN & ASPA, 2002)
Chapter 02  
4. History of e-Government Building in Korea

Periodization

1967~1997  • Laying the Foundation of e-Government

1998~2012  • Achieving Advanced e-Government

2013~present  • Aiming to become a World-Class Intelligent Government

(Source: MOIS, 2017)
The desire to improve administrative efficiency

1967

The first computer system (IBM 1401) was introduced for enhancing the efficiency of census data processing in the Bureau of Survey and Statistics in the Economic Planning Board (EPB).

In the Early 1970s

There were expansion of computerization and the raising of public awareness, including the computerization of the budgeting system by the EPB in April 1970 and the billing system by the Ministry of Communication in 1971.

1974

The Ministry of Government Administration became the main organization for computerization, as the Government Computer Center (GCC), which took charge of the computerization of overall administrative tasks, was transferred as part of the ministry.

(Source: MPAS & KAPS, 2012; MOIS, 2017)
The Five-Year Master Plan for Computerization of Administration

The Ministry of Government Administration established the ground rules and basic plans to computerize administration at the national level.

1978~1982
• The First Five-Year Master Plan for Computerization of Administration

1983~1987
• The Second Five-Year Master Plan for Computerization of Administration

(Source: MOIS, 2017)
The First Five-Year Master Plan for Computerization of Administration

1. It was to comprehensively promote the computerization of administrative tasks.

2. In June 1979, the government issued the Guidelines for the Computerization of Administration, providing the legal basis for implementation of the plan.

3. It targeted computerizing 99 types of public tasks performed by 32 government organizations. It also included sub-plans to specify the details on how to share computers and how to build networks to interconnect individual organizations.

4. It sought to establish a computer center in each province and city government office along with the interconnection of 33 cities through a communication network to promote the computerization of local government administration.

(Source: MPAS & KAPS, 2012; MOIS, 2017)
The Second Five-Year Master Plan for Computerization of Administration

1. Whereas the First Five-Year Master Plan aimed at automating each organization's unit tasks with computer-based data processing, the Second Five-Year Master Plan for Computerization of Administration had the more advanced goal of connecting each task and process over a computer network.

2. In January 1983, starting with the computerized issuance of passports by the Ministry of Foreign Affairs, it spearheaded a pilot project to computerize eight administrative districts' resident registration processes throughout the country.

(Source: MPAS & KAPS, 2012; MOIS, 2017)

The National Basic Information System Project (NBIS)

Purpose of the project

Replacing
the manual operations of each government department with an automated system

Integrating
all departmental automation systems into one platform to raise the overall efficiency of administrative computerization

Simultaneously, Korean government tried to promote the information industry by developing the fundamental elements of computer and networks based on the demand from the computing network project

(Source: MPAS & KAPS, 2012; MOIS, 2017)
Key characteristics of the projects

1987~1991
First Stage of NBIS

1992~1996
Second Stage of NBIS

The NBIS project pursued the government-wide promotion of computerization.
Therefore, the government laid the legislative groundwork for this project. The NBIS project went beyond the individual adoption of computers for separate departmental tasks.

It planned to efficiently and systematically promote computerization under a strong coordination and control mechanism.

(Source: MPAS & KAPS, 2012; MOIS, 2017)

## National Basic Computing Network Project

Service Provision through Computerization in the First and the Second Stages of NBIS Project (6 Major National Administrative Information System)

<table>
<thead>
<tr>
<th>Task</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Registration system</td>
<td>• Database of personal information (name, date of birth, and address, etc.), interconnecting 3,700 town offices (eup/myun/dong) over a computer network</td>
</tr>
<tr>
<td>Real Estate Information System</td>
<td>• Database of 32 million parcels of land and forests nationwide (ownership, size, location, etc.) linking 273 city/county offices (si/gun/gu) across the country through a computer network</td>
</tr>
<tr>
<td>Motor Vehicle Management System</td>
<td>• Database of the nation’s motor vehicle information</td>
</tr>
<tr>
<td>Custom Clearance</td>
<td>• Computerization of customs and tariff-related tasks, such as those related to import and export clearance, targeting Seoul &amp; Gimpo Customs Office</td>
</tr>
<tr>
<td>Employment Information System</td>
<td>• Connecting employment information collected by relevant government institutions nationwide and thereby enabling them to share job seeking and job opportunity information with one another.</td>
</tr>
<tr>
<td>Economic Statistics Information System</td>
<td>• Database (105 types in 20 fields) to integrate the statistics that had formerly been reported to the Statistics Korea previously, and constructing a system through which related institutions could share statistical information.</td>
</tr>
</tbody>
</table>

(Source: MPAS & KAPS, 2012; MOIS, 2017)
Korea Information Infrastructure (KII) Initiative

Key enabler to today’s broadband access and an essential factor for national competitiveness in the 1990s

The First Stage
Government built Information Super-highway for Government Network

The Second Stage
Government built Information Super-highway for Private Network

- It connected public institutions, research centers, and universities.
- Other purposes of the KII initiative were to IT market creation and IT industry growth.
- It was executed with government funds

(Source: MPAS & KAPS, 2012; MOIS, 2017)
Korea Information Infrastructure (KII) Initiative

Key enabler to today’s broadband access and an essential factor for national competitiveness in the 1990s

**<The First Stage>**
Government built Information Super-highway for Government Network

**<The Second Stage>**
Government built Information Super-highway for Private Network

- It digitalized all communication facilities & equipment (wired/wireless, satellite, fiber optic cables, etc.)
- The Information super-highway connected mega cities & big buildings, then expanded to populated areas
- This private network construction was executed through private investments

(Source: MPAS & KAPS, 2012; MOIS, 2017)

Korea Information Infrastructure (KII) Initiative

- Several tens of Gbps; able to provide broadband services
- Completion of information super-highway for entire nation
- Early completion: 2015 planned, but 2000 completed

(Source: MPAS & KAPS, 2012; MOIS, 2017)
**Master Plan for Promoting Informatization**

- **Ministry of Information and Communication (MIC)** formulated the first Master Plan for Promoting Informatization by integrating the each ministry’s plan according to the Framework Act on Informatization Promotion in 1996.

**Ultimate objectives**

- **To informatize** public sector, industry and individual life
- **To link together** through high speed network
  - Every government agency, educational institute, library, research institute, enterprise, hospital and household
- **To connect the network** with the global network in order to easily access and utilize domestic and foreign information

(Source: MPAS & KAPS, 2012; MOIS, 2017)
Master Plan for Promoting Informatization

Government agencies developed sub-activities related to the 10 priority tasks

1. e-Government
2. Education
3. Academic Research
4. Industry
5. Transportation & Logistics
6. Medical care
7. Environment
8. Safety
9. Defense
10. Regional Informatization

(Source: MPAS & KAPS, 2012; MOIS, 2017)
11 Priority e-Government Initiatives

At the end of October 2002

The e-Government Special Committee selected 11 e-Government initiatives

from the perspective of users,
Not providers of public services

(Source: MPAS & KAPS, 2012; MOIS, 2017)
11 Priority e-Government Initiatives

Identifying
- the highest payoff initiatives that can be completed by the end of 2002

Eliminating
- inefficiencies effectively and prevent redundant and overlapping activities through business process reengineering

Focusing
- Mainly on cross-agency initiatives to improve services while reducing costs

Safeguarding
- An enabling environment with a right regulatory and legal framework

The principles & strategies of selecting the e-Government initiatives

(Source: MPAS & KAPS, 2012; MOIS, 2017)

11 Priority e-Government Initiatives

- Improving the internal efficiency of administration
- Increasing the convenience of citizens in using administrative services
- Continuously checking the progress of the project
- Evaluating the performance of the project

(Source: MPAS & KAPS, 2012; MOIS, 2017)
## 11 Priority e-Government Initiatives

<table>
<thead>
<tr>
<th>Category</th>
<th>Initiatives</th>
<th>Project Name</th>
<th>Managing Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation in civil affairs through a single point of contact</td>
<td>• Development of common utilization system of five leading national database such as those residents and vehicles&lt;br&gt;• Opening of the e-Government Service Office</td>
<td></td>
<td>• Ministry of Government Administration and Home Affairs&lt;br&gt;• Ministry of Information and Communication&lt;br&gt;• Ministry of Planning and Budget</td>
</tr>
<tr>
<td>Upgrade Government Services for Citizens and Business</td>
<td>Implement and interconnect four major social insurance systems</td>
<td>• Integrated billing, personal information interface, integrated insurance information searches, etc.</td>
<td>• Ministry of Health and Welfare&lt;br&gt;• Ministry of Labor</td>
</tr>
<tr>
<td></td>
<td>Development of integrated governmental e-procurement system</td>
<td>• Online execution of all procurement procedures such as vendor registration, bidding, contracting, and payment and development of single window for procurement</td>
<td>• Ministry of Planning and Budget&lt;br&gt;• Ministry of Information and Communication</td>
</tr>
<tr>
<td></td>
<td>Provision of comprehensive tax services over the Internet</td>
<td>• Internet-based tax administration services</td>
<td>• National Tax Service&lt;br&gt;• Ministry of Finance and Economy</td>
</tr>
</tbody>
</table>

(Source: MPAS & KAPS, 2012; MOIS, 2017)
# 11 Priority e-Government Initiatives

<table>
<thead>
<tr>
<th>Category</th>
<th>Initiatives</th>
<th>Project name</th>
<th>Managing Agency</th>
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</thead>
<tbody>
<tr>
<td>Improve the Efficiency of Administration</td>
<td>Development of national finance information system</td>
<td>• Development of double-entry bookkeeping and accrual accounting system</td>
<td>• Ministry of Finance and Economy</td>
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<td></td>
<td></td>
<td>• Development of information sharing and interface between finance-related agencies</td>
<td>• Ministry of Planning and Budget</td>
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<td></td>
<td>Development of local government information system</td>
<td>• Addition of eleven types of information systems including family registration to the existing ten types</td>
<td>• Ministry of Government Administration and Home Affairs</td>
</tr>
<tr>
<td></td>
<td>Development of national education information system</td>
<td>• Development of online distribution of academic affairs and educational administration data by interfacing the schools, the Office of Education, and the Ministry of Education</td>
<td>• Ministry of Education &amp; Human Resources</td>
</tr>
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<td></td>
<td>Development of standard personnel policy support system</td>
<td>• Improving personnel policies through paperless administration and building of database on all civil servants</td>
<td>• The Civil Service Commission</td>
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<tr>
<td></td>
<td>Establishment of electronic workflow and electronic document distribution</td>
<td>• Electronic processing of government documentation and development of real-time document distribution system</td>
<td>• Ministry of Government Administration and Home Affairs</td>
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</tbody>
</table>
### 11 Priority e-Government Initiatives

<table>
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<th>Category</th>
<th>Initiatives</th>
<th>Project name</th>
<th>Managing Agency</th>
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<tbody>
<tr>
<td>Establish Infrastructure for e-Government</td>
<td>Development of e-Government seal system and distribution of electronic signature system</td>
<td>• Development and expansion of government-wide electronic authentication system</td>
<td>• Ministry of Government Administration and Home Affairs</td>
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<tr>
<td></td>
<td>Building of government-wide integrated information system environment</td>
<td>• Development of joint operational system of data centers operated by various agencies</td>
<td>• Ministry of Information and Communication</td>
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<td>• Ministry of Government Administration and Home Affairs</td>
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<td>• Ministry of Information and Communication</td>
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<td>• Ministry of Planning and Budget</td>
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</table>
31 e-Government Roadmap Projects

Following the success of 11 e-Government Initiatives, Korean government selected

31 e-Government roadmap projects

(Source: MPAS & KAPS, 2012; MOIS, 2017)
4. History of e-Government Building in Korea

31 e-Government Roadmap Projects

It designated the e-Government projects as the presidential agenda for government innovation and invested considerable workforce and budget.

A significant contribution that resulted in making Korea’s e-Government the world’s best today.

(Source: MPAS & KAPS, 2012; MOIS, 2017)

31 e-Government Roadmap Projects

Pushing innovation in the way of administrative operations

Increasing efficiency in administration through innovating information resource management

Promoting participation in administration through innovating government services

(Source: MPAS & KAPS, 2012; MOIS, 2017)
<table>
<thead>
<tr>
<th>Category</th>
<th>Agenda</th>
<th>Roadmap Project</th>
<th>Managing Agency</th>
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<tbody>
<tr>
<td>Innovation of Work Process</td>
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<tr>
<td>Establishment of Electronic Business Process</td>
<td>01. Electronic Document System</td>
<td>Ministry of Government Administration &amp; Home Affairs National Archives of Korea</td>
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<td></td>
<td>02. Finance System Enhancement for Central and local government</td>
<td>Ministry of Government Administration &amp; Home Affairs Ministry of Finance and Economy</td>
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<td></td>
<td>03. Local government Information Network System</td>
<td>Ministry of Government Administration &amp; Home Affairs</td>
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<td></td>
<td>04. Electronic Audit System</td>
<td>Board of Audit and Inspection</td>
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<td>05. Electronic Administration System for National Assembly</td>
<td>Secretariat of the National Assembly</td>
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<td>06. Integrated Criminal Justice System</td>
<td>Ministry of Justice, Supreme Prosecutor's Office National Police Agency, Office of Court Administration</td>
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<td>07. Personal Policy Support System</td>
<td>Central Personal Committee</td>
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<td>08. Electronic Diplomacy System</td>
<td>Ministry of Foreign Affairs and Trade</td>
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<td>09. Real-time Management System of National Agenda</td>
<td>Office of the President Ministry of Government Administration &amp; Home Affair</td>
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<tr>
<td>Sharing of Administrative Information</td>
<td>10. Information Sharing System</td>
<td>Ministry of Government Administration &amp; Home Affair</td>
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<td>Category</td>
<td>Agenda</td>
<td>Roadmap Project</td>
<td>Managing Agency</td>
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<td><strong>Innovation in Services to Citizens</strong></td>
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<td><strong>Advancement of Services for Citizen</strong></td>
<td>12. Enhancing G4C Services</td>
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<td>Ministry of Government Administration &amp; Home Affair</td>
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<td></td>
<td>14. Integration of DBs for Buildings and Land Registry</td>
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<td>Ministry of Construction and Transportation</td>
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<td>15. Home Tax System</td>
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<td>Ministry of Government Administration &amp; Home Affairs</td>
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<td>17. Integrated Information System for Food and Drugs</td>
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<td>Ministry of Health and Welfare</td>
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<td>18. Employment Information System</td>
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<td>Ministry of Food and Drug Safety</td>
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<td>19. Internet System for Administrative Judgment</td>
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<td>Ministry of Agriculture and Forestry</td>
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<td>Ministry of Marine Affairs and Fisheries</td>
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<td>Korea Custom Service</td>
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<td>21. Integrated Logistics Information System</td>
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<td>Ministry of Trade, Industry and Energy</td>
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<td>22. Information System for International Trade</td>
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<td>Korea Custom Service</td>
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<td>23. Foreigners and Foreign Business Support System</td>
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<td>Ministry of Trade, Industry and Energy</td>
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<td>Ministry of Justice</td>
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<td>Ministry of Information and Communication</td>
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<tr>
<td><strong>Advancement of Services for large companies</strong></td>
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<tr>
<td>Category</td>
<td>Agenda</td>
<td>Roadmap Project</td>
<td>Managing Agency</td>
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</tbody>
</table>
National Election Commission |
|                              | Enhancement of Information Participation System                        | 27. Strengthening e-Government Communications Network                           | Ministry of Information and Communication                                        |
|                              | Specialization of Manpower and Organization                             | 28. Introducing EA Methodology                                                    | National Intelligence Service  
Ministry of Government Administration & Home Affair  
Ministry of Information and Communication |
Ministry of Information and Communication |
|                              |                                                                       | 30. Training IT Manpower and Restructuring IT Organizations                    | Ministry of Government Administration & Home Affair  
Ministry of Information and Communication |

(Source: MPAS & KAPS, 2012; MOIS, 2017)
Government 3.0 and e-Government

The Korean government’s strong pledge for public sector reform through the Government 3.0 envisions realizing

- Transparent Government
- Competent Government
- Service-Oriented Government

(Source: MSPA, 2013; MOI, 2016)

Upgrade One-Stop Public Services

Provided

- Legal basis for citizens to access life information related to health, property, etc. through GOV.KR without having to visit the relevant agencies in person, measures designed to strengthen interagency collaboration.

Interconnected and integrated

- The different systems of different agencies and removed the boundaries between agencies so as to improve administrative efficiency and integrate civil services.

Established

- The groundwork for evidence-based administration utilizing big data.

(Source: MSPA, 2013; MOI, 2016)
Upgrade One-Stop Public Services

Before June 30, 2015: visit seven agencies
- Death registration
- Check financial transactions (Bank account balances, loans, insurances, stocks)
- Y/N for national pension beneficiary
- National taxes (Delinquent, notified taxes)
- Local taxes (Delinquent, notified taxes)
- Vehicles (Ownership details)
- Real estate (Ownership details)

Community centers
- Financial institutions, financial supervisory services
- National Pension Service
- District tax office
- Tax department of the local government agency
- Vehicle department of the local government agency
- Land department of the local government agency

Now: visit one agency

Community centers around the country

The integrated application

Death registration
- Check financial transactions (Bank account balances, loans, insurances, stocks)
- Y/N for national pension beneficiary
- Unpaid national taxes (Delinquent, notified taxes)
- Unpaid local taxes (Delinquent, notified taxes)
- Vehicles (Ownership details)
- Real estate (Ownership details)

(Source: MOI, 2016)
Open Data Initiative

Korea’s policy for the opening up of public data and promoting its utilization

2013

Institutionalized through the Public Data Act

The government had steadily developed basic plans and corresponding procedures to create a pan-national data ecosystem.

As a result, Korea has ranked first in the OECD’s OUR Data Index for three consecutive years (2015, 2017, 2019).

(Source: MOIS & NIA, 2019)

Cloud System Policy

Under the Government 3.0

Korean government pushed forward policies for cloud migration in earnest. It established G-Cloud, which is a platform that can accommodate pan-government cloud services.

The National Intelligence Service’s G-Cloud Service (National Information Resource Service)

A good example of an attempt to incorporate cloud computing into an administrative environment

(Source: MOIS & NIA, 2019)
e-Government Masterplan 2020

The new e-Government will use **intelligent information technologies** to build a new ecosystem

- It will allow the government, businesses, civic groups, and individuals to collaborate for the betterment of all
- It will in turn serve as a foothold for government innovation and sustainable development

(Source: MOI, 2016)
e-Government Masterplan 2020

The plan includes three main goals:

1. Delivering and realizing services catering to public demands

2. Establishing an advanced & intelligent information-based administration

3. Creating the sustainable “Digital New Deal” under its slogan “Enjoy your e-Government!”

(Source: MOI, 2016)

**e-Government Masterplan 2020**

**Citizen Experiences**
- Re-designing of government services

**Intelligent Government**
- Achieving cognition and prediction-based intelligent administration
- Creating a new e-Government ecosystem that co-exists with industries

**Digital New Deal**
- Expanding trust-based & future-oriented infrastructure
- Taking the lead in the global e-Government order

(Source: MOI, 2016)
Digital government has been promoted by various presidents as a key part of the national agenda for government/administrative reform.

Such support guarantees the allocation and mobilization of necessary financial and political resources throughout the chapter of system development as well as nationwide change management program.

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
Rigorous e-Governance under Innovative Political Leadership

Political Leadership

Rigorous e-Governance System

- It established supervisory committees to drive digital government directly under the President or Prime Minister.

- It had organizational capacity for digital government promotion with its concentration of authority, the development of diverse and powerful managerial tools for control and coordination, and with professionals and experts for promoting digital government under the political leadership.

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
5. e-Government Policy Framework

Legal Framework and Policy Tools

- Related to setting policy goals and strategies, identifying participating actors, assigning decision authority and responsibility, allocating financial resources, etc.
- Concerned with making jurisdiction of and collaboration of agencies that involved in e-Government project
- Was amended to provide legitimate grounds for the computerization, as an example of the amendment of the Resident Registration Act in 1991

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
Legal Framework and Policy Tools

- Annual budget, it is ideal to secure some financial resources for digital government

- **Korea’s experience**: Annual budget plus special IT promotion fund for digitalization in society and government as well as for development and maintenance of digital government systems

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
Legal Framework and Policy Tools

- Well-educated professionals and workforces and IT professional pooling system for getting information and IT knowledge

- Provided expertise in promoting informatization in Korea by developing and implementing the National Plans on Informatization Promotion; managing and operating information networks of public organizations; supporting information resource management in the public sector; and managing e-Government and IT initiatives, and related activities

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
Chapter 02

References

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