The Key Success Factors of e-Government in Korea

Chapter 03
Leadership and Governance for e-Government
This chapter aims to help understand the significance of the leadership and governance as key success factors of e-Government building based on the experiences of Korea.
Objectives

- To build an understanding of the significance of the political leadership as a key success factor of e-Government building
- To develop an understanding of the importance of e-Governance as a key success factor of e-Government building
Chapter 03

Structure

1. Significance of Political Leadership
2. Significance of e-Government Governance
3. National Basic Computing Network Project Case
4. e-Government Special Committee Case
5. Current e-Government Governance under e-Government Act
Why is political leadership significant for building successful e-Government?

A complex project which requires funding, coordination among agencies, and the revision of laws and rules in government.

This is why consistent executive leadership support is necessary for the success of e-Government building.

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
Why is political leadership significant for building successful e-Government?

Information systems such as e-Government

It should not be expected to be created all at once but must evolve for long time, which means that having strong leadership to drive the process is required to grow successfully into a sound system.

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
The development of presidential vision, a strong commitment to delivery, and leadership skills for coordination have been the greatest driving forces in the pursuit of the e-Government agenda in Korea.

South Korea’s former presidents

- Adopted e-Government as parts of their national agendas
- Provided continuous attention and financial and institutional support

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
Chapter 03  1. Significance of Political Leadership

Former Presidents in Korea had strong motivation to promote e-Government because they believed that IT adoption in government was necessary to enhance the administrative capacity in government and boost economic and social development in Korea.

1. Made extensive efforts to build an Internet infrastructure

2. Invested in IT education for students and citizens to establish an information civil society with active utilization of e-Government by all citizens

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
1. Significance of Political Leadership

Their interest and desire to promote e-Government was expressed on many occasions, from the inauguration speech to an ordinary cabinet meeting.

They encouraged public servants and citizens to enhance IT knowledge and build an information-oriented society to improve national competitiveness and sustainability.

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
The Presidents’ exceptional interest became a driving force, which was necessary for the process of coordinating different opinions among the government agencies and for institutionalizing the value of innovation in the public sector.

- Presidents demonstrated their commitment to e-Government development by participating in important decision-making processes whenever necessary.
- Presidents’ strong will made it possible to allocate the budget on time to the e-Government projects and to establish cooperation among the agencies.
- Presidents gave their support to leading agencies which took leading roles in creating a vision for the goals of e-Government and in achieving those goals.
- Moreover, when there was conflict between agencies over the e-Government initiative, Presidents mediated and coordinated efforts to resolve the situation.

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
Why is e-Government Governance significant for the success of e-Government?

Enhancing collaboration among different agencies

Mobilizing various resources for e-Government building

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
The rigorous e-Government Governance is necessary

Q. What is one of the most challenging tasks of e-Government?

Coordinating various agencies that participate in the e-Government building process.
- To ensure interoperability, avoid duplication
- To ensure coherent action in a range of crucial areas; security, privacy
- To provide the framework and capacity for seamless services

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
2. Significance of e-Government Governance

A rigorous e-Government Governance is necessary to overcome the obstacles of e-Government.

An effective e-Government Governance demands a participatory design, stakeholder analysis, determination of priorities and issues across agencies, and respect for the different levels of technical maturity and identity.

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
2. Significance of e-Government Governance

Political Leadership plus e-Government Governance in Korea

- Setting up: A special committee for e-Government under the direct control of the president
- Allowing: Committee to oversee the selection
- Monitoring: Assessment of the important e-Government tasks

In cases where the interests of different ministries and agencies have been sharply divided, the presidents have shown leadership by taking active steps to resolve the issues concerned.

(Source: MPAS & KAPS, 2012; Karippacheril et al., 2016; MOIS & NIA, 2019)
The National Basic Information System Steering Committee

Organized to cooperate and coordinate between related agencies

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
The National Basic Information System Steering Committee
(Source: MOIS, 2017)
The Committee deliberated and coordinated the National Basic Information System Project Master Plan covering procurement and repayment, and introducing and developing technique and equipment.

The working-level committee

The executive office

Consisting of working-level officials from agencies related to the Project, the committee examined items discussed in the committee beforehand.

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016)
The Committee deliberated and coordinated the National Basic Information System Project Master Plan covering procurement and repayment, and introducing and developing technique and equipment.

The working-level committee

The executive office

Consisting of officials from relevant ministries, public and private agencies, the executive office was operated under the steering committee to support practical tasks.

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016)
The Committee deliberated and coordinated the National Basic Information System Project Master Plan covering procurement and repayment, and introducing and developing technique and equipment

"The user agencies of each network"

Governmental agencies
Financial institutions
Research institutions
Universities
Armed forces
Public security agencies

participated in each of the five driving committees to plan and coordinate the project, dispatching experts and professionals in their fields

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016)
The Steering Committee was initially organized and supervised directly under the President.

The president established the Committee in the Presidential Secretariat and appointed his Chief Secretary to the Head of the Committee.

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016)
The National Basic Information System Steering Committee was initially organized and supervised directly under the President.

What did the Chairman of the Committee do?

1. **Steered and promoted** the National Basic Information System Project
2. **Resolved** conflicts among the government agencies
3. **Got involved in** the information sharing, standardization and security issues, and acquisition of financial resources from 1987 to 1989

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016)
### 3. National Basic Computing Network Project Case

**The Steering Committee was initially organized and supervised directly under the President.**

<table>
<thead>
<tr>
<th>Period</th>
<th>Chairperson</th>
<th>Executive Office</th>
<th>Committee Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>1987-1989 (The early period of the 1st National Basic Computing Network Project)</td>
<td>Designator by the President (Chief Presidential Secretary and the chief of NCA)</td>
<td>Presidential Secretariat</td>
<td>Chief of administrative reform bureau, Ministers of the related ministries, Presidential secretaries for political affairs, economic affairs and culture-education affairs, Chairperson of the information industry Promotion Committee</td>
</tr>
<tr>
<td>After 1989 (The later period of the 1st project and the period of the 2nd project)</td>
<td>Minister of Post and Telecommunication</td>
<td>The Information and Communications Bureau under the MOPT</td>
<td>Representatives (Vice-minister) of the MST, MOPT, MOCE, Commerce-industry, MOGA, National Defense, Home Affairs, and Finance, the Agency for National Security Planning, the Economic Planning Board, the chief of Korea Bank and NCA</td>
</tr>
</tbody>
</table>

(Source: MOIS, 2017)
Korean government organized the e-Government Special Committee (eGSC) to push for the 11 Priority e-Government Initiatives in 2001.

It was launched to resolve the potential problems in carrying out the initiatives and improve the quality of administrative process and public service.

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016)
Structure of the e-Government Special Committee

The President

Presidential Committee on Government Innovation

Special Committee for e-Government

Working-Level Committee

Supporting Team for Working-Level Committee

Working Groups

Legal Team

e-Government Infrastructure Team

Privacy Protection and Security Team

e-Government Promotion Team

(Source: MOIS, 2017)
The eGSC consisted of 17 members from the public and private sectors

- Senior presidential secretary for policy planning
- Seven vice ministers & two vice minister-level officials from the government
- Seven experts from the private sector

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
The eGSC consisted of 17 members from the public and private sectors.

The combination of the committee members

1. Government agencies
2. Presidential office
3. Public sector
4. Universities

It brought together diverse talents and competencies to lead the management of the national level e-Government project.

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
4. e-Government Special Committee Case

The eGSC designed its structure and communication channels

To coordinate the different opinions among the ministries

To ensure technical support
The eGSC designed its structure and communication channels

The Committee held a meeting of working-level committee members every week

- Monitoring the proceedings of the initiatives
- Making policy decisions
- Discussing the problems arising in the chapter of implementing the initiatives

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
The Committee designed its structure and communication channels

Appointed co-chiefs of the working-level committee

President of the National Computerization Agency (NCA) for technical support

The Presidential Secretary for Policy for coordination among ministries

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016)
4. e-Government Special Committee Case

The eGSC actively pushed the multi-ministry e-Government activities by virtue of its authority from the President.

The eGSC had autonomy and discretion in actual operations because it had a reporting channel to the President via the Senior Presidential Secretary for Policy Planning.

The important issues discussed in the meeting were reported directly to President by the Senior Presidential Secretary for Policy Planning.

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
Chapter 03 4. e-Government Special Committee Case

The eGSC actively pushed the multi-ministry e-Government activities by virtue of its authority from the President.

The private sector head of the eGSC led the working sessions with:

1. The MIC* (technical support and distribution of the Informatization Promotion Fund)
2. The Office of Planning and Budget (government reforms, budget allocation)
3. The MOGAHA** (organization management, local government management)

*MIC (Ministry of Information and Communication)
**MOGAHA (Ministry of Government Administration and Home Affairs)

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
The eGSC actively pushed the multi-ministry e-Government activities by virtue of its authority from the President.

In order to secure:
- Administrative resources
- Finances resources
- Human resources

which were the main elements of the multi-ministry project

(Source: MPAS & KAPS, 2012; Karippacheril et al, 2016; MOIS & NIA, 2019)
5. Current e-Government Governance under e-Government Act

(Source: MOIS & NIA, 2019)
As the organization taking charge of e-Government building, it oversees the development of plans and its implementation, securing of budget based on the collaboration with the Ministry of Strategy and Finance.

(Source: MOIS & NIA, 2019)
As an agency specialized in national informatization, it supports distribution of services developed through the related projects, while the business coordination committees review the project proposals and business plans for support projects.

(Source: MOIS & NIA, 2019)
They select service operators for implementing various projects, by establishing project plans and preparing requests for proposals.
5. Current e-Government Governance under e-Government Act

It takes charge of providing the necessary budget and support, and utilizing the balance remaining after budget execution for other projects.

(Source: MOIS & NIA, 2019)
Roles of Ministry of the Interior and Safety (MOIS)

The e-Government Bureau of MOIS

- Handle
- Promote
- Implement
- Support

- All administrative affairs of the government online

(Source: MOIS & NIA, 2019)
Roles of Ministry of the Interior and Safety (MOIS)

The e-Government Bureau of MOIS

- **Handle**
- **Promote**
- **Implement**
- **Support**

- The enhancement of administrative productivity through the digitalization and sharing of information from administrative agencies and promoting policies to develop and support informatization of the local communities

(Source: MOIS & NIA, 2019)
Roles of Ministry of the Interior and Safety (MOIS)

The e-Government Bureau of MOIS

- Handle
- Promote
- Implement
- Support

- Mobile administrative services such as mobile e-Government in order to advance the e-Government system
- Safe e-Government by strengthening the information protection system and expanding the information protection infrastructure, including privacy policies

To thereby ensure safe management of the people’s personal information and counteract any adverse functions of the related technological developments

(Source: MOIS & NIA, 2019)
Roles of Ministry of the Interior and Safety (MOIS)

The e-Government Bureau of MOIS

- Handle
- Promote
- Implement
- Support

- Exports of e-Government knowhow
- Korea to expand its role as a leading e-Government nation

(Source: MOIS & NIA, 2019)
Roles of Central Administrative Office

Definition of Central Administrative Office

- Combination of central administrative agencies
- Their subordinate affiliated agencies
- Autonomous local governments

(Source: MOIS & NIA, 2019)
The Head of the Central Administrative Office can designate, change, or cancel the standardized information resources that can be utilized by administrative agencies and the private sector, after consultation with the relevant administrative departments.

(Source: MOIS & NIA, 2019)
5. Current e-Government Governance under e-Government Act

Roles of Central Administrative Office

Its purpose is to **find and select excellent information resources** among them, which it can then distribute to the other administrative agencies.

(Source: MOIS & NIA, 2019)
e-Government Promotion Committee

Affiliated with the Ministry of the Interior and Safety

It is an organization that reviews, examines and makes adjustments related to matters concerning the establishment, implementation and promotion of e-Government plans and policies.

(Source: MOIS & NIA, 2019)
e-Government Promotion Committee

- The directions and strategies for e-Government promotion
- The establishment, implementation and evaluation of the basic plans
- Improvements of the relevant legal systems and policies
- Reviews and coordination of the related projects

(Source: MOIS & NIA, 2019)
e-Government Promotion Committee

With support from the Minister of the Interior and Safety and civilian experts as co-chairs, The e-Government Promotion Committee emphasizes

Policy + Technical cooperation + Private sector

Example

The committee operates an e-Government public-private partnership forum, composed of industry-academic experts and government officials, and entrusts it with the role of carrying out professional research and consulting on e-Government related policies and technologies

(Source: MOIS & NIA, 2019)
e-Government Promotion Committee

It can present agendas to the Information and Communication Strategy Committee

if deemed necessary for the efficient promotion of e-Government in relation to the Committee's efforts for national informatization

(Source: MOIS & NIA, 2019)
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