



Government Innovation!

Challenges, Achievements and Future

Challenges and Achievements of the Korean Government Innovation




The world is facing the era of great transformation in digital knowledge-based informatization now following the industrial revolution. Government innovation has become the country's energy of hope and essential condition for survival in the age of globalization featuring speed, unlimited competition, and unpredictable future.

The Korean government has implemented continuously with government innovation in various forms for the past 4 years, including the establishment of innovative infrastructures, advancement of systems, development of e-government, and improvement of public services. In consequence, it has produced the innovation results worthy of close attention in many areas.

Especially, the Korean government has formed innovation capital known as the driving force of administrative development, such as performance and competition, creativity and learning, leadership and capacity, and institution and system. It has improved the policy quality and administrative services greatly through the establishment of a foundation for innovation, advancement of business processes, and creation of innovation culture based on such innovation capital.

The Korean government innovation is focused on software innovation based on creative changes instead of emphasizing on simple changes in hardware. In addition, its competence is concentrated on changing the system, value and culture rather than reducing the size or number.



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In addition, its competence is concentrated on changing the system, value and culture rather than reducing the size or number.

The performance of government innovation implemented by the Korean government is attracting attention internationally. Many innovation results already have been awarded or selected as best practices by international organizations, such as the UN and OECD, and acquired international standards and certification.

Especially, Korea has been recognized as an innovation hub of Asia with the establishment of the UN Governance Center and the OECD Asian Center for Public Governance in Korea. The Korean government is playing its role as a hub country of government innovation in the international community by forming the international network to share experiences and techniques of innovation with countries around the world through the establishment of such centers.

This book has been published to share and disseminate a series of processes concerning innovation ranging from the vision and goals of the Korean government innovation to its performance. I hope that international cooperation in government innovation would be enhanced by sharing the philosophy, performance and best practices of the Korean government innovation through this book.

June 2007

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Government Innovation! Challenges, Achievements and Future

Date of Publication 2007. 6
Published by Innovation Education & Public Relations Team
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I . Why innovate?



Government paradigm has changed

- ⊗ Uncertainty and risk factors are also increasing in the era of digital knowledge-based informatization as much as changes proceeding rapidly. Accordingly, the role of a government is becoming much more important with the emergence of the issue concerning “how to deal with risks while adapting to changes” as a national issue.
- ⊗ The role of a government has changed with a change in the circumstances of the times. The Korean government has strived for the establishment of the country in 1950's, industrialization between 1960's and 1970's, and democratization in the latter part of 1980's. It has focused on informatization since the mid-1990's according to the rapid development of information and communication technologies.
- ⊗ The new environment and value are vitalized rapidly with the globalization and informatization in the 21st century. A government based on the analogue system and traditional practices cannot play its new role under such an environment.

The people want an effective and responsible government

- ⊗ A rapid change in administrative environment is creating new policy issues and administrative demands unforeseen in the past. The people want a government to handle not only its traditional obligations, such as public security and national defense, but also newly raised public issues much more effectively and efficiently.
- ⊗ Government innovation refers to creative value activities handling and sensing such uncertain future crises in advance. Accordingly, a government must establish itself as ‘an effective and responsible government’ to promote the people's trust through government innovation.

The people demand an efficient and competitive country

- ⊗ Ensuring international competitiveness not only in the private sector but also in the government sector is also recognized as a key factor in the era of globalization where all national competences are becoming competitive. The people also want an efficient and competitive government through the improvement in transparency and autonomy.
- ⊗ Accordingly, the Korean government is implementing government innovation in all aspects of state affairs to build the people's trust and to strengthen national competitiveness.
- ⊗ It aims to realize an advanced country with competitiveness and to cope with the growth environment in the rapidly changing world actively by breaking away from inefficient traditional public practices and administrative culture.

Innovation is a new way in the Global era

- ⊗ The world is changing rapidly, and demanding a change in lifestyle and the role of a government. Accordingly, innovation has become an essential condition for survival not only for individuals and companies but also for a government.
- ⊗ Government innovation has become an issue of survival rather than an option anymore and a global trend that cannot be disobeyed for all countries throughout the world. A government must also innovate continuously to promote its value in the global community with unlimited competition in the 21st century.

II. Where is it headed?



>> Vision

- ⊗ The Korean government is administrating the state affairs under its tenets comprised of ① principle and trust, ② fairness and transparency, ③ dialogue and compromise, and ④ decentralization of power and autonomy, and its goals consisting of ① democracy with the people, ② a society of balanced development, and ③ the era of peace and prosperity in Northeast Asia.
- ⊗ The most essential element to be a country with maximum competitiveness in the 21st century by realizing such tenets and goals is government innovation. Through systematic and constant government innovation, it is possible to build a foundation to establish as a competitive country.
- ⊗ The Korean government has established 'an effective and responsible government' as the vision of government innovation to build such foundation.

>> Goals

Efficient Government

Creating the best performance through optimal allocation of resources

- ⊗ Designing an efficient administrative system, including performance-oriented government administration, to provide the public with the best administrative services
- ⊗ Improving the working patterns of a government by linking the integrated performance management system with assessment infrastructures, and establishing the business management system

Customer-oriented Government

Providing the best services that the people want

- ⊗ Transforming into a customer-oriented administrative service system and reinforcing administrative services for the socially underprivileged
- ⊗ Developing the 'service standards' for ministries and transforming civil affairs administration into field-oriented and customer-oriented administration

Decentralized Government

Sharing power and responsibilities appropriately in all sectors

- ⊗ Realizing autonomous localization to harmonize decentralization and responsibilities, and to reinforce a foundation for decentralization
- ⊗ Decentralizing the authority of the central government to local governments to enhance autonomous operation of local finance and organization

Transparent Government

Informing everything about a government to the public for clean administration

- ⊗ Pursuing trustworthy administration by eliminating corruption, and enhancing moral consciousness in public office through the moral system for public officials
- ⊗ Informing all activities of a government to the public to establish clean administration

Participatory Government

Participated evenly by the entire nation in the governance process

- ⊗ Establishing public-oriented policies and services to satisfy desires and expectations of the people, and to realize the private-public governance system
- ⊗ Encouraging the people to become the principal body and the partner of governance instead of governance exclusively by a government

III. How has it been implemented?

1. Implementation Processes
2. Characteristics of the Korean Government Innovation

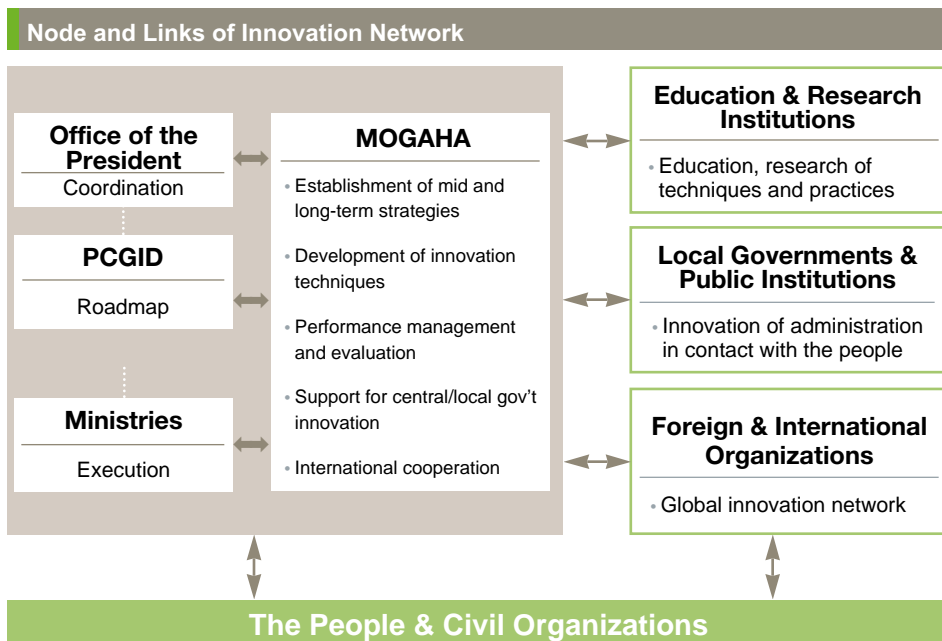


1. Implementation Processes

Establishing the network for implementation

- ⊗ Government innovation cannot be achieved by a government alone. Accordingly, the executive's firm belief in innovation is crucial, and a government, professional groups and the people must participate in the innovation process.

Intra-government	Government Agencies	↔	Government Agencies
Professionals	Government Agencies	↔	Professional Groups
People's Participation	Government Agencies	↔	People
Global	Government	↔	Government

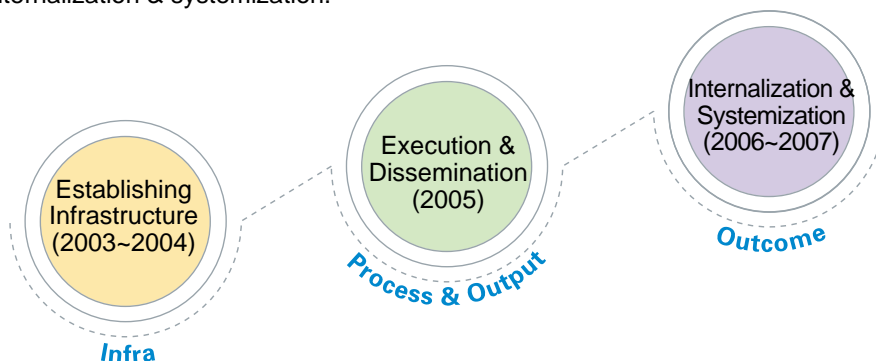


* MOGAHA : Ministry of Government Administration & Home Affairs

* PCGID : Presidential Committee on Government Innovation & Decentralization

Prompting in stages

- ⊗ Government innovation in Korea has been implemented strategically in stages, such as the establishing infrastructure, execution & dissemination, and internalization & systemization.



Stages	Period	Description
Establishing infrastructure	2003 ~ 2004	<ul style="list-style-type: none"> - Establishing the roadmap for the direction of government innovation - Introducing the change management concept for systematic management of human resources, traditional practices and organization culture - Establishing the permanent and systematic system for promotion of innovation
Execution and Dissemination	2005	<ul style="list-style-type: none"> - Creating successful practices and manuals through strategic promotion of major innovation tasks - Disseminating innovation experiences and practices of government ministries to local governments and public institutions - Enhancing the power of executing innovation through development of government innovation index and introduction of innovation consulting
Internalization and Systemization	2006 ~ 2007	<ul style="list-style-type: none"> - Improving the policy quality and establishing innovation culture in government offices - Standardizing and systematizing the working method by establishing the system for administrative service in general - Internalizing the innovative value for civil servants, and disseminating the innovation performance throughout the people

III. How has it been implemented?

Managing innovative changes strategically

- ⊗ The performance of innovation will be practiced continuously by classifying the innovation tasks into the common innovation task and ministry-specific innovation task, and solving such tasks through the innovation forum together with concerned organizations and professionals.
- ⊗ The people's support and trust in innovation will be improved by enhancing the image of government innovation and the satisfaction level of administrative service through creation and fostering of the innovative brands.
- ⊗ Innovation competence will be maintained and improved through implementation of self-directed learning activities such as Communities of Practice(CoP) and operation of customized education programs according to the innovation level.
- ⊗ Any risk of discontinuation or regression to the past will be resolved at the source to boost the driving force of innovation by identifying and eliminating barriers appearing during the innovation promotion process fundamentally.
- ⊗ Innovation resistance and fatigue will be managed systematically to increase the participation of the civil service continuously based on a scientific diagnosis, including a fact-finding survey of innovation sites.
- ⊗ The entire process of establishing the innovation plans of government ministries, executing and reflecting will be supported solidly through a diagnosis, consultation and evaluation of innovation to increase the speed of changes and to maintain the force of innovation promotion.

2. Characteristics of the Korean Government Innovation

... *President's Innovative Leadership and Passion*

- ⊗ President has laid out and implemented new vision and strategies for government innovation in Korea based on strong leadership.
- ⊗ The Korean government strives to become a 'better government' over a small government emphasizing input and a big government emphasizing output.

... *Practice over Theory*

- ⊗ The Korean government is not tied down by conventional ideas and models; it seeks to develop and utilize new innovation theories and techniques that can be practically implemented.
- ⊗ It sets the subjects and methods of innovation according to practicality as is the case in performance and knowledge management.

... *Emphasis on the People & Culture*

- ⊗ The Korean government concentrates on changing the way of thinking, behavior and culture of the civil service.
- ⊗ It is dedicated in innovating customary practices and conventional culture over cutting personnel and restructuring organizations.

... *System Innovation over Improvement of Unit Task*

- ⊗ The Korean government implements system innovation which standardizes and systematizes the entire process of government operation, such as the establishment, execution and evaluation of policies.
- ⊗ It establishes the system integrating advanced IT technology into innovation, including 'On-nara Business Processing System'.

III. How has it been implemented?

→ *Continuous and Systematic Change Management*

- ⊗ The Korean government utilizes approaches placing importance on the process of acquiring results in dealing with environmental changes rather than insisting upon future circumstances.
- ⊗ It emphasizes the process and procedure of innovation, such as overcoming barriers, as well as the performance of innovation.

→ *Participatory Innovation*

- ⊗ The Korean government establishes the civil service as the driving force for innovation, and induces voluntary participation and support through operation CoP.
- ⊗ It implements innovation based on governance by forming a citizen's network composed of civic society and professionals and promoting its participation in innovation.

→ *Utilization of e-Government*

- ⊗ The Korean government innovates the administrative service system and enhances the participation and satisfaction of the people by utilizing e-government as an important tool for government innovation.
- ⊗ It raises a ministry's competence in making policy decisions by ensuring knowledge and information dispersed throughout the government can be transferred through networks without the hinderance of inter-ministry barriers.

→ *Field and Case-oriented Learning*

- ⊗ The Korean government emphasizes on systematic training and voluntary learning to change the way of thinking and to strengthen the innovation competence of civil servants based on the awareness of 'no innovation without learning'
- ⊗ It implements problem solving in the administrative field, practical case-oriented learning, and differentiated training according to the innovation level.

→ *Developing Manuals for Sustainable Innovation*

- ⊗ The Korean government creates manuals of innovation successes and distributes them to build a automatic innovating system.
- ⊗ It systematize and institutionalizes the driving force of innovation within the government to implement sustainable innovation rather than a one-time event.

→ *Sharing Innovation Experiences World-wide*

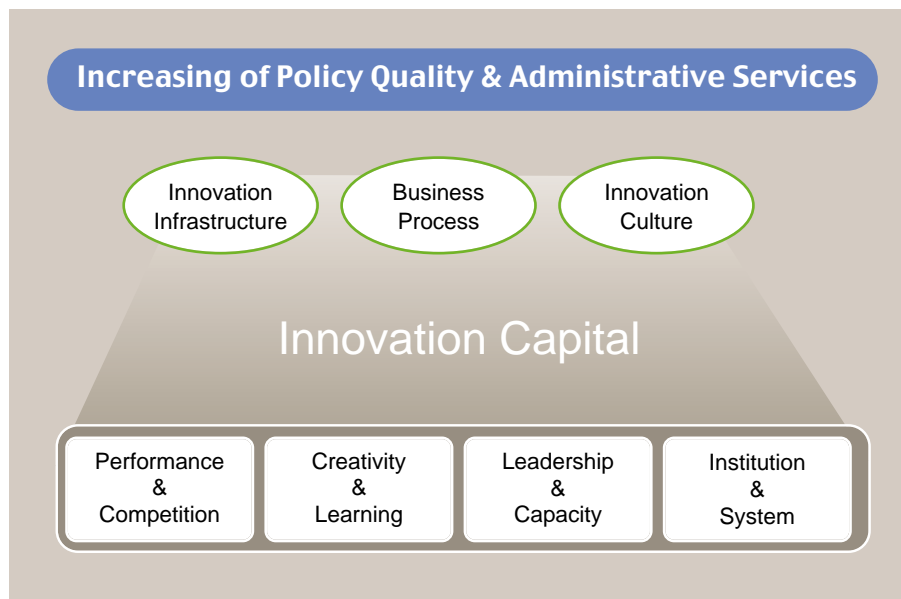
- ⊗ The Korean government develops the innovation programs appropriate for the actual circumstances of Korea while referencing the successful cases of innovation in various countries throughout the world.
- ⊗ It makes an effort to share its innovation experiences with international organizations, such as the UN and OECD, and Asian countries.

IV. What has it accomplished?

1. Innovation Performance inside the Government
2. Innovation Performance felt by the People
3. Innovation Performance noticed by the World



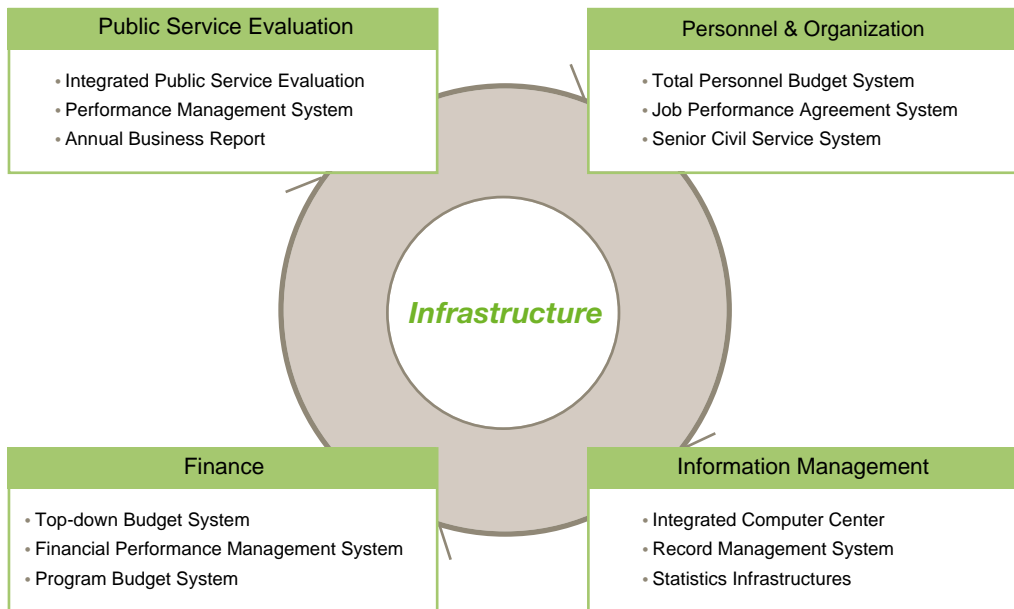
- ⊗ The Korean government has implemented government innovation in various forms continuously for the past 4 years, including the establishment of innovative infrastructures, advancement of systems, development of e-government, and improvement of public services.
- ⊗ In consequence, it has produced the innovation results worthy of close attention in many areas. Especially, It has established innovation capital such as performance and competition, creativity and learning, leadership and capacity, and institution and system.
- ⊗ It has improved the policy quality and administrative services greatly through the establishment of a infrastructure for innovation, advancement of business processes, and creation of innovation culture based on innovation capital.



1. Innovation Performance inside the Government

Establishment of Foundation for Innovation

- ⊗ The Korean government has enhanced the efficiency of government administration and established a foundation for the public service community centering on performance and abilities by implementing systematic innovation in all aspects of administration, including public service evaluation, personnel, organization, finance and information management.



Integrated Public Service Evaluation

- Transforming the repetitious and individual evaluation into the integrated performance management system in all aspects of public services to improve the efficiency, effectiveness and responsibility of governance

Total Personnel Budget System

- Administering the size of personnel by positions, installation of organizations and allocation of personnel budget autonomously within the range of the total personnel budget for each ministry and taking responsibilities for its results to expand the autonomy and performance of operating an organization and personnel

Senior Civil Service System

- Utilizing civil servants at the director-general level in charge of playing a key role in deciding and managing major policies of a government in the right place for the right job at the government level to realize a competent government

Top-down Budget System

- Allocating financial resources for projects of each ministry within the expenditure limit after deciding on the total expenditure amount to improve the efficiency, autonomy and responsibility of a budget

Program Budget System

- Compiling a budget for each program composed of unit projects with similar goals to reorganize the policy goal and performance-oriented budget system to utilize as the basic framework for restructuring of annual expenditures and mid and long-term allocation of resources

Reorganization of Record Management System

- Reorganizing the record management system from paper record-oriented preservation to electronic record-oriented utilization and disclosing the information to the public in order to ensure administrative responsibility and guarantee the right to know by the people

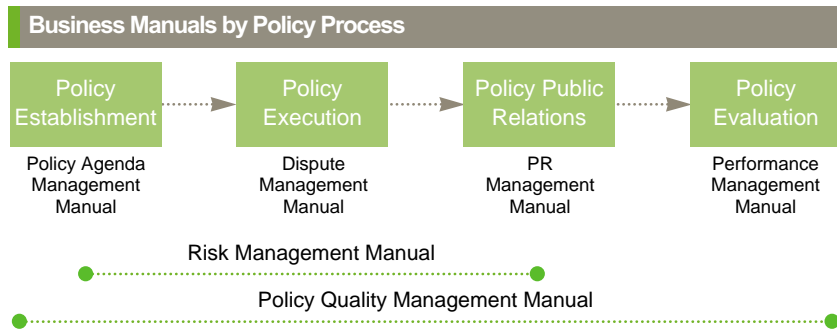
Establishment of Statistics Infrastructures

- Subdividing national statistics, and establishing and operating the statistics standards and management organizations to improve the quality of national statistics for the establishment and reflection of policies through accurate analyses of phenomenon and future predictions

IV. What has it accomplished?

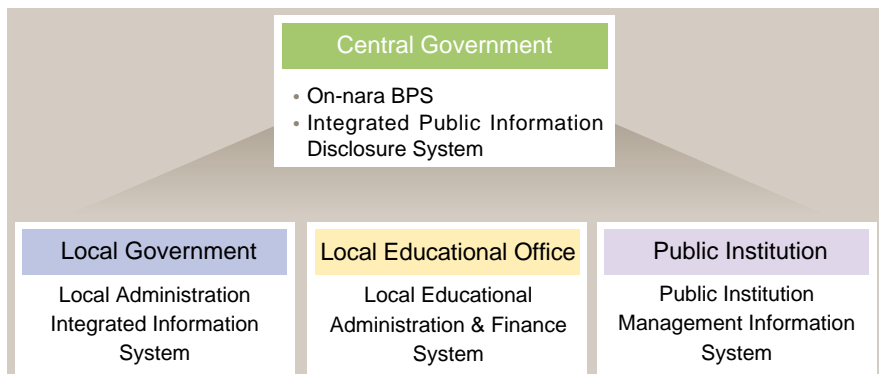
Provision of High-Quality Policy Process

- ⊗ The government introduced the concept of 'policy quality management' and standardized the businesses for each policy process and created manuals to minimize errors that could occur in the entire policy process and to promote trust in the policies.



Dissemination of Administrative Systems

- ⊗ The government redesigned the business process fundamentally and had all ministries implement the 'On-nara Business Processing System' since January 2007 to improve the efficiency and transparency of business by changing the working method of civil servants. Also, the administrative systems spreaded to local governments, local educational offices, and public institutions.



System	Description
<p>On-nara BPS</p>	<ul style="list-style-type: none"> - Institutionalizing and systematizing the entire business process ranging from establishing the work plan to sharing produced materials, and processing all businesses by computer to improve business efficiency, to ensure transparency and responsibility during the policy decision and to establish a foundation for knowledge government
<p>Integrated Public Information Disclosure System</p>	<ul style="list-style-type: none"> - Providing the list of various information possessed by a country, and providing online services for public information disclosure application and retrieval to epochally improve the right to know by the people
<p>Local Administration Integrated Information System</p>	<ul style="list-style-type: none"> - Vitalizing the participation of local residents in administration by providing them with information on the administrative situation of local governments by areas; thus, enabling them to evaluate the performance objectively and to compare the performance among local governments
<p>Local Educational Administration & Finance System</p>	<ul style="list-style-type: none"> - Disclosing the status of various education policies or financial operations for schools and municipal or provincial offices of education to residents to ensure the participation of residents, and transparency and trust in business process
<p>Public Institution Management Information System</p>	<ul style="list-style-type: none"> - Providing the people with information relation to the management of public institutions to enhance the function of monitoring careless management of public institutions by the people

IV. What has it accomplished?

Establishment of Innovation Culture

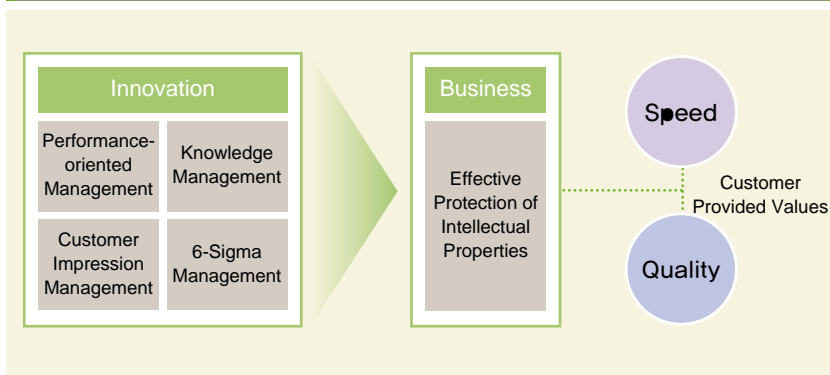
- ⊗ The government strengthened field-oriented innovation learning reflected in the policies by personally visiting the policy fields to understand difficulties at fields and to collect opinions.

Example : On-site Tax Hearing Officer

- Reducing the investigation period drastically (12 days → 8 days) by dispatching a hearing officer to the field and implementing a consulting-oriented 「simple tax investigation」 (over 500 cases annually) in order to actively hear and reflect the opinions of tax payers

- ⊗ The government is making the linkage between business and innovation greater, and disseminating the innovation-business corresponding culture with the establishment of a standard for organization culture to be shared by constituents through the establishment of key values and code of conduct.

Example : Innovation Culture Movement



- ⊗ The government is implementing systematic innovation by applying various techniques to solve problems, such as workout and 6 Sigma, in order to improve work productivity.

Example : Improvement of Waste Disposal Process

- Saving USD 12 million annually by establishing and implementing the legal waste disposal system through workout activities to replace the paper slip system requiring a great deal of expenses and human resources with difficulties in confirming legality of the disposal process in real time

- ⊗ The government is improving openness of the public service community through discussions and mutual agreements between leaders and constituents, departments, ministries, customers and stakeholders during the decision-making process.

Example : Open MOCT

- Vitalizing a place of dialogue within an organization through brown bag meetings, tea time, mentoring, and operation of a decision-making group surpassing a department
- Vitalizing the participation of stakeholders, citizens' groups, professionals and the general public based on operation of NGO policy advisory groups (50 groups), e-monitoring groups (1500 members)

2. Innovation Performance felt by the People

Creation of New Customer-oriented Services

- ⊗ The government created new customer-oriented services by reviewing the business process fundamentally and converting from the supplier-oriented system to the consumer-oriented system.

[Customized Services]

Example : 24-hour Consular Civil Service “Consular Call Center”

- **Outline**
 - Establishing the consular call center based on advanced IT open 24 hours a day year round to deal with overseas incidents and various civil affairs at overseas efficiently
- **Performance**
 - Eliminating inconveniences of civil affairs by handling a monthly average of 15,000 cases

Example : Customized Safety Welfare Service “U-119”

- **Outline**
 - Providing customized safety and welfare services to the people at any time and anywhere by grafting advanced IT and bio and medical technologies onto the emergency rescue system
- **Performance**
 - 「U-Safety Call System」, registered by over 160,000 people and used by more than 10,600 people
 - Rescuing suicide attempters and missing people(about 500 people), and shortening time for dispatch and search through the 「Location-Based Service System」

[*Cost-cutting Services*]

Example : SME Policy Information System “SPI-1357”

- **Outline**

- Providing information on the policies of small and medium-size enterprises by combining online, offline and mobile phones organically to access such information easily and promptly at any time and anywhere

- **Performance**

- Saving USD 157.9 million annually in expenses by reducing ‘search time for information on policies’
- Eliminating inconveniences of visiting to get information on policies (small and medium-size enterprises)
- Reducing time required for answering phones and submitting documents (administrative organizations)

Example : Administrative Information Sharing Service “HANARO”

- **Outline**

- Eliminating inconveniences of the people by establishing the computer system enabling to use administrative information collected and managed according to administrative organizations by all organizations jointly and confirming civil affairs documents by each organization on its own

- **Performance**

- Sharing administrative information 42 kinds (2007. 4)
 - * Planning to expand 70 kinds by 2007
- Reducing civil affairs documents by 30 million copies and saving expenses by USD 17 million (2006)

IV. What has it accomplished?

Best Administrative Services becoming Fast and Convenient

- ⊗ Enhancing the administrative system based on e-government continuously, and improving the efficiency of the administrative service delivery system to make administrative services fast and convenient; thus, proving the best service desired by the people

[Fast Services]

Example : Korea Immigration Smart Service “KISS”

- **Outline**

- Improving the immigration clearance process to remedy dissatisfaction of customers and hardships of inspectors owing to a long waiting time for inspection caused by increase in incoming and outgoing visitors

- **Performance**

- Becoming the top in the world according to a survey on customer satisfaction conducted by the Airports Council International (2005, 2006)
- Reducing time for entry and departure procedure

		2005. 3	2007. 5
Nationals	Entry	20 min.	8 min.
	Departure	17 min.	7 min.
Foreigners	Entry	43 min.	17 min.
	Departure	17 min.	7 min.

Example : Ubiquitous IPR Management System “KIPOnet”

- **Outline**

- Establishing the online patent examination system providing services 24 hours a day year round through complete computerization from patent application to registration

- **Performance**

- Reducing the patent examination processing period
: 22 months (2003) → 9.8 months (2006)

[Convenient Services]

Example : Electronic Civil Service “G4C”

- **Outline**

- Providing services using various media tools, including internet, mobile phones and TV, enabling the people to use various administrative services for civil affairs and administrative information of each organization conveniently at any time and anywhere through online

- **Performance**

Inspection of Civil Document	Issuance of Civil Document	Application of Civil Petition	Civil Petition Information
29 kinds	33 kinds	722 kinds	about 5,300 kinds

* Used by daily average of more than 46,000 people (2006)

Example : Korea Online E-Procurement System “KONEPS”

- **Outline**

- Enhancing the transparency and efficiency of procurement administration by converting all businesses related to procurement of public institutions and private companies in the public sector to the IT-based e-procurement system

- **Performance**

- Participated by more than 18 million people in 210,000 bids, which is 94% of bids in public sector (2006)
- Saving transaction costs of USD 4.5 billion annually based on the use of the Korea On-line E-Procurement System

3. Innovation Performance noticed by the World

Global Interest and International Recognition

- ⊗ The Korean government innovation has matured into performance and developed into the system now. In consequence, the results of government innovation implemented by the Korean government thus far have been attracting attention internationally, including being awarded and selected as best practices by international organizations, and acquiring international standards and certification.

International Awards	Best Practices	Int'l Standard, Certification
<ul style="list-style-type: none"> • GII, e-gov't Information Network Village • KONEPS • e-learning System • Postal logistics service • KISS • Customer check IPR protection • Ship safety management • Incheon International Airport 	<ul style="list-style-type: none"> • Home Tax Service • Customs E-clearance system • Ombudsman • SME vocational training • Culture & arts education • Emergency SMS service • E-trade • Women.net 	<ul style="list-style-type: none"> • KONEPS • SPI-1357 • Global patent application system <div data-bbox="884 956 1195 1038" style="border: 1px solid black; padding: 5px; text-align: center;"> Int'l standards in UN, WIPO etc. </div> <ul style="list-style-type: none"> • Online patent application system • Postal logistics service • Agricultural safety system • Customs E-clearance system
UN, UNESCO, WCIT etc.	UN, OECD etc.	ISO, BSI, CMMI etc.

Winner of UN Public Service Awards
<ul style="list-style-type: none"> • Korea On-line E-Procurement System 'KONEPS' (2003) • Government Innovation Index 'GII' (2006) • Korea Immigration Smart Service 'KISS' (2007)

Government Innovation together with Global Village

- ⊗ The Korean government has played its role as a country of innovation in the international community thus far by carrying out multilateral cooperation, including the UN and OECD, and inter-state cooperation.
 - It has established the innovation network by strengthening the cooperation with the UN and OECD, such as holding the 6th Global Forum on Reinventing Government(May 2005), establishment of the UN Governance Center(September 2006) and the OECD Asian Center for Public Governance (July 2005), and support for the Middle Eastern and North African regions.
 - In addition, it also has established a foundation for innovation cooperation between countries, including the conclusion of the MOUs in the areas of government innovation and e-government with Mexico(September 2005), Germany(July 2006), Vietnam(December 2006), and China(February 2007).

- ⊗ The Korean government continues to make efforts to share the innovation competence and performance internationally, such as jointly hosting the ‘Government Knowledge Management Workshop’ (UN DESA) by actively participating in the 7th Global Forum on Reinventing Government to be held in Vienna in June 2007 under the theme of “Building Trust in Government.”

- ⊗ Sharing knowledge and experiences of innovation, including innovation practices as well as the results and statistics of study on government innovation techniques, with international organizations and other countries as such would establish a foundation for creating the ‘better and reliable government.’

V. Challenges and achievements will continue



Innovation leading the Value of Digital Civilization

- ⊗ New digital knowledge will display the core values in all areas deciding the quality of life, including politics, economy, society, culture, industries, business, entertainment, residential environment and personal life, in the future.
- ⊗ When the value period of knowledge and information has lasted for several decades to several hundreds of years in the past, the age of a digital knowledge revolution in the present has been shortened drastically from several years to several months.
- ⊗ Accordingly, innovation in Korea is implemented based on the strategy of securing the rapid pace and space leading value innovation of a digital knowledge revolution now.

Fundamental Changes in Culture of Public Service

- ⊗ Public service community culture has changed with gradual appearance of the performance of government innovation. Learning and discussions for internalization and continuation of innovation have been established in the public service community.
- ⊗ A cooperation model of solving the root of the problems in all areas, such as personnel affairs, finance, organization management, and e-government, together at the government level has been created.
- ⊗ In addition, the Korean government is prompting to establish new business process through linking 12 advanced administrative systems, including 'On-nara BPS'.

Government Innovation together with the People

- ⊗ To prompt customer-oriented innovation, the Korean government should diversify channels to participate in innovation while sharing the innovation performance with the people.
- ⊗ In addition, innovation of organizations encountered by the people on a daily basis, including local governments, local education offices, public institutions, have to be implemented more faster to provide high quality services.
- ⊗ The value of innovation will be greater through solving problems immediately and responding to demands quickly in the fields encountered directly by the people.

Government Innovation to National Innovation

- ⊗ All individuals and organizations have to change on their own toward the direction of enhancing their respective productivity using new technologies, organizations and business assets based on government innovation.
- ⊗ Innovation has to be developed as national innovation based on participation and cooperation by establishing the interaction process among the government, companies and civil society, instead of stopping at the government level.
- ⊗ In order to accomplish such objective, the Korean government will convert the entire country into an innovation-oriented country by implementing innovation continuously centering on the 'the vital majority' of promoting the majority of society's constituents to the subjects of innovation.

Hope and Future of Government Innovation

“The Korean Government is developing innovation to the new level. Government innovation in Korea is attracting attention throughout the world now. Several innovation results are gaining international recognition as the innovation brand of each ministry. In addition, government innovation is disseminated to local governments, public institutions. When such government innovation continues little longer, I am confident that public service culture and government competence would be enhanced further by one step.”

- President Roh, Moo-hyun (2007. 1. 23) -

We have hope

- ⊗ We will strive to realize the hopes and dreams envisioned for our future through government innovation.
- ⊗ The government should be at the forefront to innovate itself in all aspects of its administration in order to provide the people and the future generation with happiness.

Government innovation should not stop

- ⊗ Government innovation must be implemented continuously with a firm faith and will while eliminating fear of innovation. A steppingstone for changes must be established and obstacles should be removed.
- ⊗ The Korean government is striving to open doors to the beautiful future of hope through government innovation, and such efforts will continue even in the future.