



Leadership in E-Government Development

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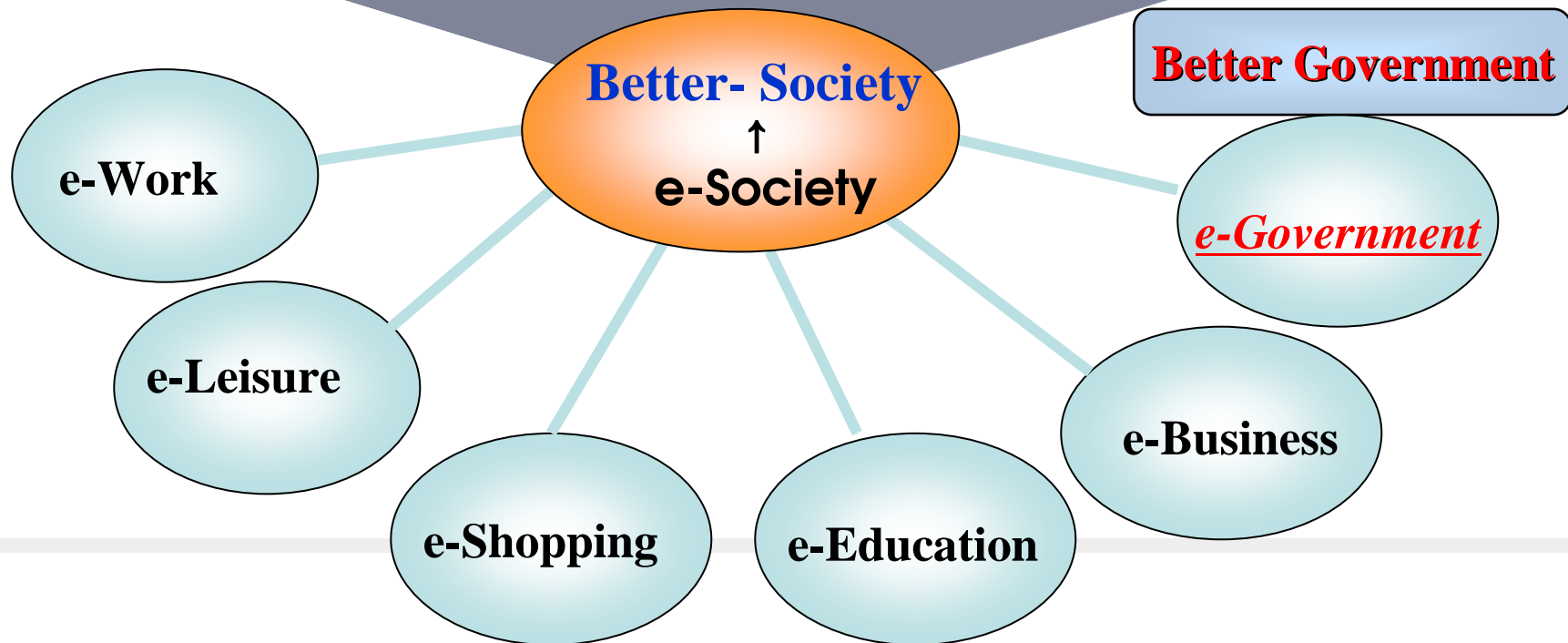
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Why E-Government?

1. Structure of e-Society & Goal of e-Government





2. Why E-Government Important?

1) Why should we make a better Government by using E-Government?

- **Because** we can make a **better society*** through a better government.

* **Characteristics of Better Society** : efficient, effective, responsible, reliable, participatory, transparent, etc.

2) Why is E-Government important?

- **Because** we can promote good governance through E-Government.

* **E-Government** has become synonymous with elements of **Good Governance** such as **efficiency, effectiveness, accountability and transparency**.

3) Why is it more important to change the Government?

- **Because** the government is the **key decision-maker** which affects life of people, business, civil society, etc.



3. Effects of E-Government

(1) Maximization of Internal Performance of the Government

- Improvement of Administrative **Efficiency**
 - to streamline process
 - lower costs
 - improve research capabilities

(2) Implementation of Customer-Oriented Service Offering Systems

- **High Quality Public Service**
 - * Home document issuance possible through G4C, without visiting public institutions.

(3) Building Highly Effective/Responsible/Reliable/Transparent Government



Importance of Leadership



1. What is leadership?

- **Leadership is?**

- It is a process by which one person influences the thoughts, attitudes, and behaviors of others.

- **Taking a leadership position means?**

- Having a vision about what can be accomplished.
- Making a commitment to the mission and to the people you lead.
- Taking responsibility for the accomplishment of the mission and the welfare of those you lead.
- Assuming risk of loss and failure
- Accepting recognition for success

- **Leadership is crucial in implementing decisions successfully.**

- A decision by itself changes nothing. After a decision made, we face the problem of implementation – how to get things done in a timely & effective way
- Problems of implementation are real issues about how leaders influence behavior, change the course of events, and overcome resistance



2. Major (Seven) e-Government Barriers

- **Leadership Failures**
- Lack of finance
- Digital divides
- Poor coordination
- Workplace and organizational inflexibility
- Lack of trust
- Poor technical design

- Others : Government officials' resistance to change,
Lack of interoperability between systems, etc.

** Research conducted by Oxford Internet Institute*



3. Leadership Challenges for e-Government

- **Leadership Challenges**

- **Successful leadership requires an ability**

- to manage complex ICT projects,

- to motivate & support sustained commitment to e-Government

- to effectively manage differences in interests, perceptions and understanding among different stakeholders to ensure such conflicts do not become blockages to e-Government

- **Leadership failure can lead to**

- Low prioritization of e-Government in public policies and resource allocation

- Lack of integration of the e-Government agenda with mainstream strategies for public sector reform

- Poor strategic vision and planning of e-Government

- ▶ **E-Government needs champions. Political support from the top is**

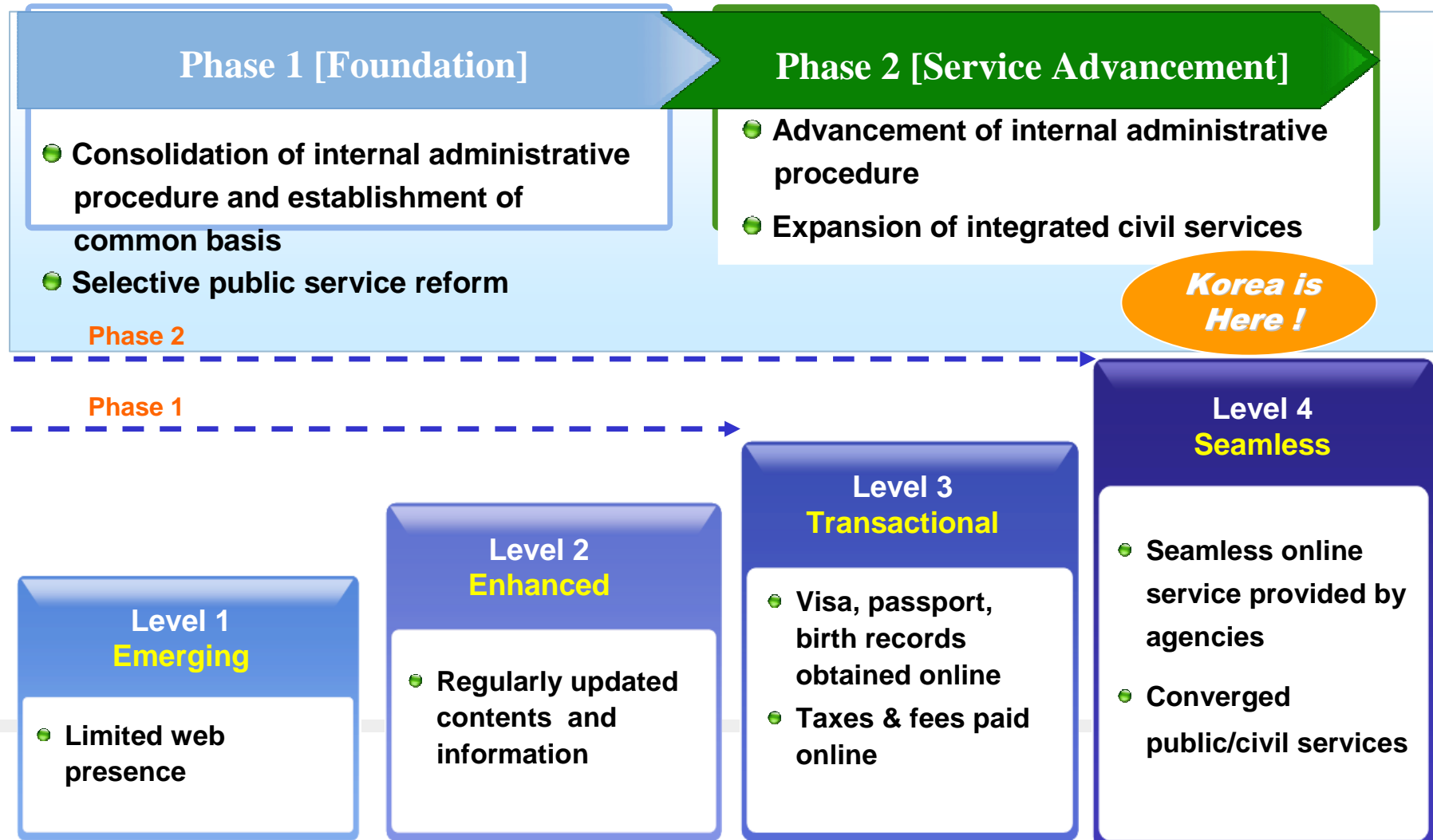
- important. Lack of Sustained Leadership for e-Government** will lead to cycles of attention and inattention that lead to patchy, stop-go progress.



Korean Experience



Current Status of Korea's e-Government





Ethiopian Soldiers in the Korean War (1950 ~ 1953)





E-Government History as a Presidential Agenda

1. The Park Administration in 1970s

- 1) **Electronic & Telecommunications Research Institute (ETRI) was established in 1976 to develop new technologies related to ICTs**
 - **TDX** (Time Division Exchange) to solve the congestion of wire telephone installation across the country including rural areas (**'76~'86**)
 - * World 10th developed & produced electronic switching system
 - **D-RAM** : Starting with development of 4M DRAM, it successfully developed 16M, 64M and 256M DRAM in a row ('85~'94)
 - **World's first Commercialization of CDMA** (Code Division Multiple Access) : foundation of wireless communication ('89~'96)
- 2) **Computerization of administrative system**
 - **Masterplan to computerize administrative systems** of Government agencies was made **in 1978** to enhance administrative efficiency and upgrade civil services.



E-Government History as a Presidential Agenda

2. The Chun Administration in 1980s

1) Mr. Oh, Myung, Minister and Vice Minister of Information and Communications, served about 7 years as a National CIO('81.5~'88.2)

- Establishment of government-funded company, **KT(Korea Telecom)** for electronic communications
- Establishment of public telecommunications carrier, Korea Data Communications (**Dacom**)

2) **Computerizing national data in major areas** such as resident registration, real-estate, vehicle records, and finance to lay the groundwork for informatization at the national level

3) **Establishment of National Informatization Agency (NIA) in 1987**

- NIA is a statutory agency founded to promote national informatization, to develop e-Government-related policies, and to provide technical expertise for national agencies.



E-Government History as a Presidential Agenda

3. The Kim, Young Sam Administration ('93.2 ~ '98.2)

- 1) **The Framework Act on Informatization Promotion was legislated in 1995.**
 - It established the legal basis for promoting informatization on a nat'l scale
- 2) **The Informatization Promotion Committee** (chaired by the Prime Minister and included other ministers among its members) was organized to supervise the informatization plans & policies of each gov't department.
- 3) **The Informatization Promotion Fund was established in 1996.**
 - It enabled the government to invest intensively in promoting e-Government, developing technology & manpower and establishing IT infras, serving as a stable foundation for Korea's informatization.
- 4) **High-speed Information and Communications Networks**
 - In 1995, it started to build a nationwide fiber optic network and a high-speed transmission network and completed the construction in 2005 at a cost of USD 32 billion.



E-Government History as a Presidential Agenda

4. The Kim, Dae Jung Administration ('98.2 ~ '03.2)

- 1) **Creation of a Chief Information Officer (CIO) across the government**
to sustain attention and prioritization of e-Government (**'98.9**)
- 2) **The Electronic Government Act was enacted** in 2001 to build the
foundation for e-Government promotion.
- 3) **The Special Committee for e-Government was created in 2001 to
promote interagency collaboration concerning the e-Gov't initiatives.**
 - A joint **civilian-gov't committee** under the supervision of the President
- 4) **It selected and carried out 11* major initiatives for e-Government.**
 - **Citizen-oriented** : G4C, Home Tax Service, e-Procurement, Social Insurance Information System
 - **Administrative Efficiency** : Finance, Education, Local Gov't, Personnel
 - **Infra for e-Government** : e-Approval & e-Document between agencies, e-Signature, Government-wide integrated computer network



E-Government History as a Presidential Agenda

5. The Roh Administration('03.2 ~ '08.2)

1) Establishment of Government Integrated Data Center (GIDC)

- Separately and individually operated information systems of 47 government agencies are integrated and managed together.

2) Construction of 'e-Participation Portal' (e-People)

- Integrated the systems of all central gov'ts and diplomatic missions and connected the systems of local gov'ts & major public institutions.
- It facilitates citizen participation in decision-making process by allowing their complaints, proposals and policy discussions to be addressed through a single window.

3) Introduction of 'Digital Budget & Accounting System' (d-Brain)

- As d-Brain is connected to 63 other systems of 46 institutions including Public Procurement Service & Nat'l Tax Service, efficiency and transparency have been improved in nat'l finance management such as revenue generation, budget planning, execution & settlement.



E-Government History as a Presidential Agenda

6. The Lee Administration ('08.2 ~ present)

1) Establishment of Presidential Council on Nat'l Informatization

- Prime Minister`s Council on Informatization has been promoted to the Presidential Council to coordinate informatization policies

2) Integration and Connection of the e-Government services

- Korea e-Government Portal (www.korea.go.kr) and One-stop Business Support Service (www.g4b.go.kr) provides integrated and customized services for citizens and businesses

→ **As a result, Korea ranked first among all UN member countries in both 2010 and 2012 from the UN Global E-Government Surveys** in the categories of E-Gov't Development Index and E-Participation Index.

(Nest Step) Korea is planning to implement '**Smart Government**', through which users enjoy easy & free access to gov't services regardless of the delivery channel thanks to advanced IT and converged gov't services



Now – Seoul





Lessons Learned



Lessons Learned from Korea's e-Government

1) Informatization on the basis of Research & Development

- **Technology Development** : Electronic & Telecommunications Research Institute (**ETRI, in 1976**) * (USD 825, per capita GDP of Korea)
 - Since its foundation, ETRI has been making its immense effort to provide Korea a remarkable growth in the area of ICTs
- **Policy Development & Provision of Technical Expertise** : National Informatization Agency (**NIA, in 1987**)
 - As the agency responsible for the overall informatization of the nation and society, NIA has been providing expertise in developing and implementing the Nat'l Framework Plan on Informatization Promotion

2) From Top-down Approach to Bottom-up Approach

- **At the beginning**, most projects on National Informatization were initiated by upper-level officials including Presidents.
- **As time went by**, it focused on taking a bottom-up strategy to select and implement e-Government projects.



Lessons Learned from Korea's e-Government

3) Vertical Division of Tasks among Presidents (Continuity of e-Government)

- Korea's top-leadership fully understood the importance of ICTs & e-Government for their socio-economic development and made an aggressive investment on them for more than 30 years.

* **Making Foundation (R&D)** → Computerizing Basic National Information
→ Construction of Infrastructure → Creation of Enabling Environments ;
Law, Institutions, Fund → Implementation of Major e-Gov. Projects

4) Integration & Connection from Implementation of Individual Projects

- **At the initial stage**, e-Government projects and information system were executed and operated by respective ministries.

- **As citizen-centered services** are getting more important and the information society is becoming more advanced, it has implemented e-Gov. projects* focusing on **connection and integration**.

* GIDC, Online Civil Service Portal, e-People, d-Brain Finance system, etc.



Thank you for your attention !
