
Government Performance Evaluation Master Plan (2017 - 2019)

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Office for Government Policy Coordination

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I . Overview of the Master Plan

☐ Significance

- The **Government Performance Evaluation Master Plan** sets forth the mid-term goals and basic policy directions for government performance evaluation and performance management.
 - The master plan is revised and supplemented at least every three years through resolutions of the Government Performance Evaluation Committee and reports to the State Council.
- The **Government Performance Evaluation Master Plan for 2017 - 2019** is formulated in consideration of changes in the policy environment, such as the inauguration of the new administration, and conditions for implementation of the government performance evaluation system.
 - The annual **Government Performance Evaluation Implementation Plan** is devised based on the **Government Performance Evaluation Master Plan**.

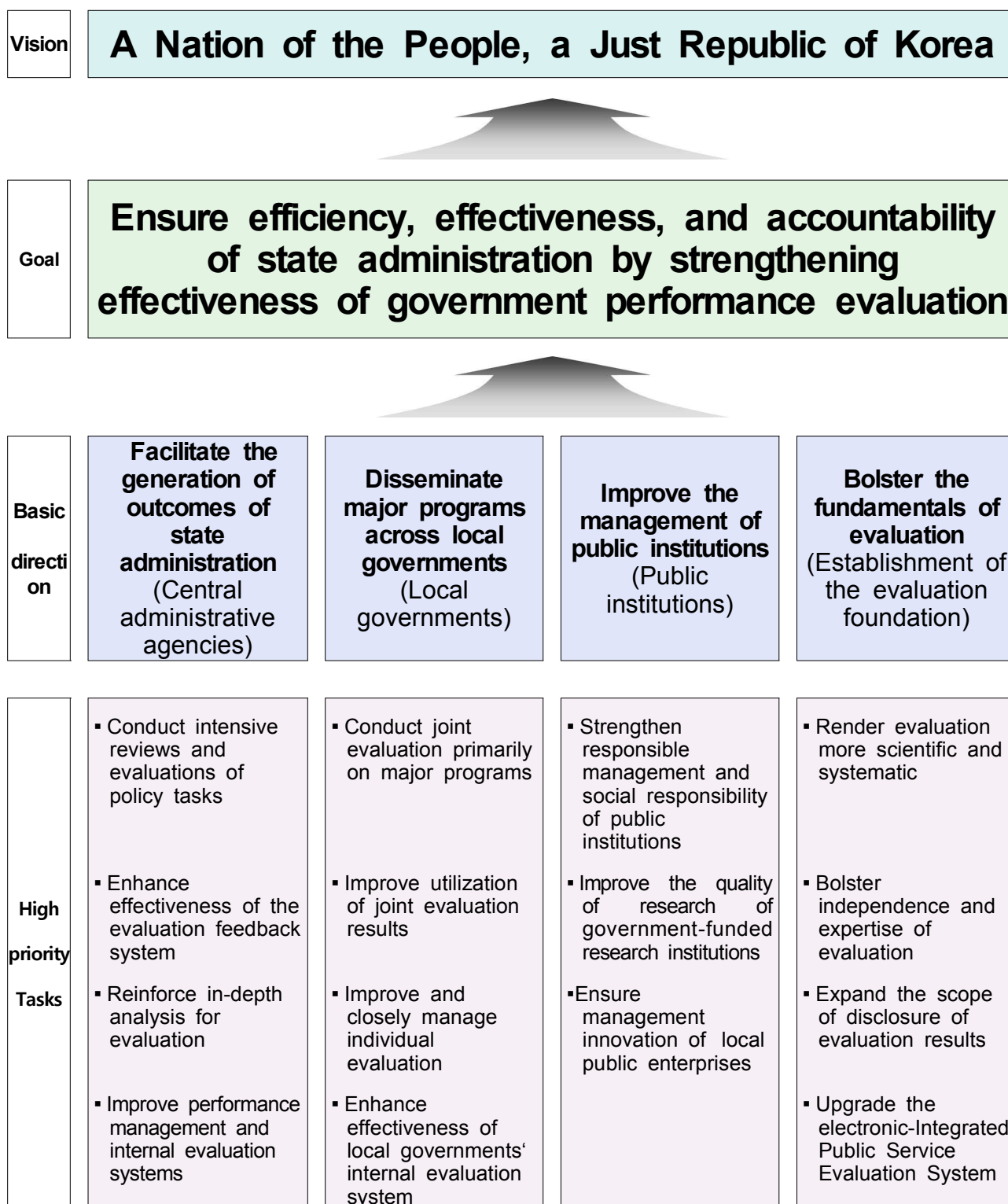
☐ Main points

- Matters concerning **basic approaches to government performance evaluation and performance management**

- Matters concerning evaluation practices and performance management for **central administrative agencies**
- Matters concerning evaluation practices and performance management for **local governments**
- Matters concerning evaluation practices and performance management for **public institutions**
- Matters concerning suggestions to upgrade the evaluation scheme such as **strengthening the foundations for government performance evaluation**

II. Goal Structure and Basic Direction

1. Goal Structure of Government Performance Evaluation



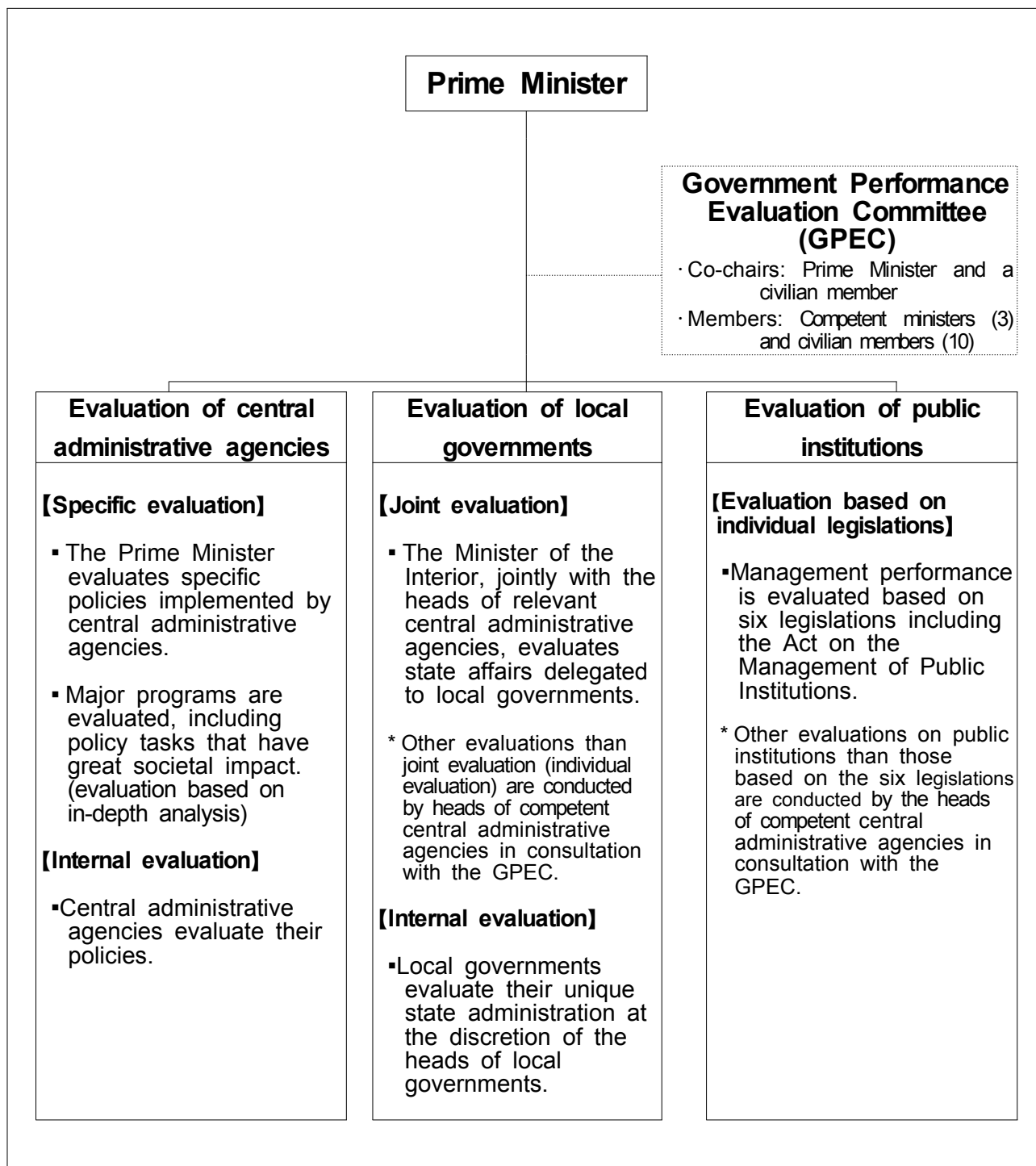
2. Basic Direction of Government Performance Evaluation

- ☐ **Facilitation of the generation of outcomes of state administration through government performance evaluation**
 - Facilitate the generation of outcomes of state administration by **focusing review and evaluation on top priority national policy agenda** such as job creation.
 - Improve public perception of policies by **facilitating evaluation process management and feedback of evaluation results** through collection of on-site opinions on tasks subject to evaluation, or by other means.
 - Help the government improve its public service performance by systematically **linking the national agenda to the implementation strategies and performance targets of each agency** and **improving effectiveness of internal evaluation**.
- ☐ **Improvement in state administration of local governments**
 - **Spread the outcomes of state administration across the field** by factoring in major national programs when evaluating local governments.
 - Improve efficiency of evaluation **by improving and closely managing individual evaluation** of local governments and **building local governments' expertise in internal evaluation**.
- ☐ **Support for public interest and management accountability of public institutions**

- **Make public institutions more accountable to the public by improving their management performance and public service quality through public participation in evaluation of public institutions.**
- **Conduct tailor-made evaluations of government-funded research institutions by developing evaluation indicators in consideration of their unique characteristics.**
- **Establishment of robust fundamentals to ensure effective government performance evaluation**
 - **Make continuous improvements to strengthen the scientific nature of evaluation by securing expertise and objectivity in evaluation and selecting evaluation indicators that the public clearly recognizes.**
 - **Seek to improve systems and legislations to enhance the effectiveness of evaluation.**

III. Evaluation Objectives by Evaluation Type

1. Government Performance Evaluation System and Evaluation Type



2. Key Tasks by Evaluation Type

Evaluation of Central Administrative Agencies

Main points

- ◇ Generate outcomes of state administration through intensive review and evaluation of policy tasks
- ◇ Improve effectiveness of evaluation by enhancing evaluation feedback system
- ◇ Improve policies in a timely manner by bolstering in-depth analysis
- ◇ Enhance the effectiveness of autonomous evaluation by improving performance management and internal evaluation systems

1 Generation of more outcomes of state administration through intensive review and evaluation of policy tasks

- Facilitate the creation of outcomes of state administration thorough **intensive review and evaluation of all policy tasks**.
 - Set performance goals and policy instruments and evaluate implementation performance to **systematically underpin the implementation of policy tasks**.
- **Evaluate the implementation process more stringently** by conducting **quarterly reviews** of policy tasks in order to **proactively identify roadblocks and resolve problems** that arise in the course of implementation.
 - Encourage ministries to **take continued interest in** and **give impetus for the implementation of** the tasks subject to

evaluation by presenting the **review results** in major fora for discussion of state administration.

- **Cite specific** deficiencies and areas for improvements to support ministries in **improvement** of **their problem-solving competency and performance**.
- Incorporate the **results of the public satisfaction surveys** on policy tasks into the evaluation process to raise public awareness and perception of policies.
- Apply more sophisticated research methods such as **in-depth interviews** to more effectively analyze public perception of major policies and the requirements for improvement for them.

2 Increase in effectiveness of evaluation by establishing a robust evaluation feedback framework

- Establish a feedback framework to ensure that evaluation results become **a key basis for policy improvement**.
 - Suggest specific opinions on **policy improvements** including project expansion and **incorporate the results into ministries' business plans and budgets**.
 - Conduct **follow-up on-site reviews and evaluations on whether issues discovered through evaluation have been rectified**.
- **Modify performance management and specific evaluation systems to ensure close connection between evaluation results and personnel management and/or remuneration**.

3 Timely improvement of policies through in-depth analysis

- **Systematically identify** tasks subject to in-depth analysis by **establishing a consultative body for task selection** comprised of experts and members of the public.
 - Conduct in-depth analysis on tasks that are **closely related with people's everyday life** and have great **societal impact**.
- Simultaneously implement the **pending tasks that need immediate alternatives** and the **mid- and long-term tasks that require extensive analysis** in consideration of timeliness and expertise of evaluation.
- Bolster follow-up management of findings of in-depth analysis through **semi-annual review of implementation progress**, etc.

4 Increase in the effectiveness of autonomous evaluation by improving performance management and internal evaluation systems

- Seek to reorient performance management and internal evaluation to **mid- and long-term goal management** arrangements conducive to quality evaluation **focusing on effectiveness** rather than short-term goal achievement.
- Render evaluation more relevant and less disruptive to everyday operations by connecting evaluations of **major policies, budgetary projects, and administrative management capacity**.
- Tighten **review of performance management and internal evaluation practices** of central administrative agencies and ensure **agencies rated as poor** improve their performance management capacity through **consulting service**, etc.

Evaluation of Local Governments

Main points

- ◇ Conduct joint evaluation primarily on major national programs such as policy tasks
- ◇ Maximize utility of results of joint evaluation on local governments
- ◇ Minimize the burden on local governments by further improving and more effectively managing the individual evaluation system
- ◇ Improve local governments' internal evaluation practices

1 Joint evaluation with focus on major national programs such as policy tasks

- **Select evaluation items** primarily for major programs,^{*} which require **intensive management**, in consideration of the **governing philosophy and goals** of the new administration.

* Job creation, Fourth Industrial Revolution, low birth rate, decentralization, etc.

- Strengthen reviews and evaluations of **tasks requiring close cooperation** between central and local governments.
- Exclude **tasks of which evaluation results are virtually unchanged from the previous year** or have a **low need** for evaluation.

- **Keep evaluation indicators up-to-date** to respond to societal changes such as **changes in demand for local administration** and **the advent of the Fourth Industrial Revolution**.
- Engage local governments and experts who closely understand the public's needs in the **development of evaluation indicators of which achievements are clearly perceived by the public**.
- **Expand the scope of evaluations conducted by end customers such as community residents** so as to overcome the limitations of evaluations done by administrative experts.

2 Maximization of utility of joint evaluation results

- Ensure effectiveness of evaluation and **implementability** of national programs by **closely linking evaluation results with budget formulation, personnel management, and granting of rewards.**
- **Shorten the evaluation timeline** to maximize the effectiveness of evaluation feedback for the incorporation of results into budget formulation, etc.
- **Identify and disseminate best practices** for each program and **suggest improvements to correct deficiencies** through in-depth analysis.

3 Minimization of the burden on local governments through improvement and stronger management of individual evaluation system

- Strengthen **preliminary review arrangements** for new individual evaluations to **prevent any abuse** of the individual evaluation system.
 - Conduct individual evaluations after **consultation with the GPEC** only if necessary for **unavoidable reasons**, and submit the evaluation results.
- Continually improve the **efficiency of existing individual evaluations** through **consolidation of redundant evaluations**, reduction of the number of evaluation indicators, and adjustment of evaluation frequency (every year --> every other year).

- Periodically **re-examine the need for** individual evaluation by reviewing the plans to introduce a **sunset evaluation system** and a **total quantity management system**.

4 Improvement of local governments' internal evaluation practices

- Periodically assess and analyze **internal evaluation practices** to enhance their **objectivity and fairness** and step up support including **establishment of evaluation indicators and foundations**.
- Bolster support to enhance local governments' performance management competencies by such means as **publishing a standard manual and rendering training for persons in charge of evaluation**.
- Encourage local governments to sharpen their organizational **competitiveness** by incorporating **internal evaluation results** into their incentive and personnel management schemes.

Evaluation of Public Institutions

Main points

- ◇ Emphasize social values and management responsibilities of public institutions
- ◇ Support government-funded research institutions in their improvement of research performance
- ◇ Encourage management innovation of local public enterprises and improve effectiveness of evaluation on them

1 Emphasis on social values and management responsibilities of public institutions

- **Focus** evaluation of public institutions on **realization of public interest and social values** such as safety, human rights and environmental protection.
- **Improve job quality and apply a wider array of indicators of job creation efforts**, including those for efforts to create jobs for younger people, convert non-regular workers to regular workers, and employ the socially disadvantaged.
- Facilitate the establishment of **autonomous and responsible management mechanisms** in public institutions by **systematically feeding back** evaluation results.

2 Support for government-funded research institutions in their improvement of research performance

- **Refrain** from evaluating programs based on **short-term results and profitability** and **focus** instead on **excellence** in quality of research outcomes.
 - Encourage government-funded research institutions to **raise their global competitiveness in preparation for the Fourth Industrial Revolution** by improving **R&D** metrics and **customize evaluation indicators** for individual research institutions.
- 3 Facilitation of management innovation of local public enterprises and improvement of effectiveness of evaluation on them**
- Encourage local public enterprises to achieve management innovation through performance-based management evaluation and assessment intended to **ensure their fiscal soundness**.
 - Enhance effectiveness of management evaluation by **improving reliability and expertise of evaluation** of local public enterprises.

IV. Strengthening the Fundamentals of Government Performance Evaluation

Main points

- ◇ Seek to revise the Framework Act on Government Performance Evaluation to improve the government performance evaluation system
- ◇ Apply more scientific standards to the evaluation method and improve relevance of evaluation design
- ◇ Maximize confidence in evaluation results by granting greater independence and increasing expertise of evaluation
- ◇ Publicly disclose government performance evaluation results and increase their utilization
- ◇ Upgrade the electronic-Integrated Public Service Evaluation System and establish an evaluation database

1 Improvement of systems and legislations on government performance evaluation

- **Improve the evaluation system and review and pursue revision of legislations** in consideration of changes in policy conditions made since the enactment of the Framework Act on Government Performance Evaluation (2006).
- **Periodically review individual evaluation practices** and institutionalize the preliminary review arrangement to prevent any abuse of the individual evaluation system.*

* Revise the Framework Act on Government Performance Evaluation, if necessary, to ensure that **prior consultation** with the Government Performance Evaluation Committee **is required** to enact or revise any legislation that contains provisions pertaining to individual evaluation.

2 Application of more scientific standards to the evaluation method and improvement of relevance of evaluation design

- Apply **more scientific standards to evaluation** by adopting more output and/or outcome indicators of which achievements are clearly perceived by the public, making evaluation indicators more representative, and developing statistical methods suitable for government performance evaluation.
- **Improve relevance of evaluation design** by developing and applying evaluation methods suitable for evaluation targets and goals.
 - Apply a wider range of evaluation techniques that combine ex-ante, ex-post, outcome, and process evaluations, and quantitative and qualitative methodologies.

3 Maximization of confidence in evaluation results through improvement of independence and expertise in evaluation

- Strengthen preliminary verification to provide experts and impartial people **opportunities to participate in evaluation** when appointing evaluation committee members.
- **Enhance independence and fairness** by applying the **Improper solicitation and Graft Act** and the **Model Code of Ethics** to the internal evaluation committee at each agency and the evaluation support division for each evaluation category.
- Seek greater cooperation and exchange with **research institutions specialized in evaluation** (Korea Institute of Public Administration) and **academia** to reinforce expertise of evaluation.
- Build expertise of evaluation personnel by **granting professional positions to persons responsible for evaluation**.

4 Public disclosure of government performance evaluation results and expansion of their usage

- **Publicly disclose the evaluation plans, evaluation result reports, and public satisfaction survey results** through the website of the Government Performance Evaluation Committee.
- Focus on disclosure of **evaluation results for each policy task** rather than for each institution.

5 Enhancement of the electronic-Integrated Public Service Evaluation System and establishment of an evaluation database

- **Continually upgrade the electronic-Integrated Public Service Evaluation System^{*}** in consideration of the advancement of information and communication technology and user-friendliness.

^{*} e-IPSES : electronic-Integrated Public Service Evaluation System

- Increase evaluation efficiency and cut costs by rendering comprehensive, seamless support through the entire cycle of evaluation.

- Enhance information storage and utilization functions by **implementing a database for all materials related to evaluation** in e-IPSES.^{*}

^{*} Store all evaluation materials and information on evaluation expert groups in the database; and enhance statistical and search functions.

- Consolidate and link the information on evaluation results of all evaluation categories.

V. Next Steps

- The **Government Performance Evaluation Implementation Plan for 2017** is drawn up on the basis of the Government Performance Evaluation Master Plan and provided to agencies subject to evaluation (July).
- **Each central administrative agency and local government** formulates its respective **Internal Evaluation Plan for 2017** on the basis of the Government Performance Evaluation Implementation Plan for 2017 (July-).