

3. EUNG-DAP-SO (CIVIL COMPLAINT / PROPOSAL INTEGRATED SERVICES)

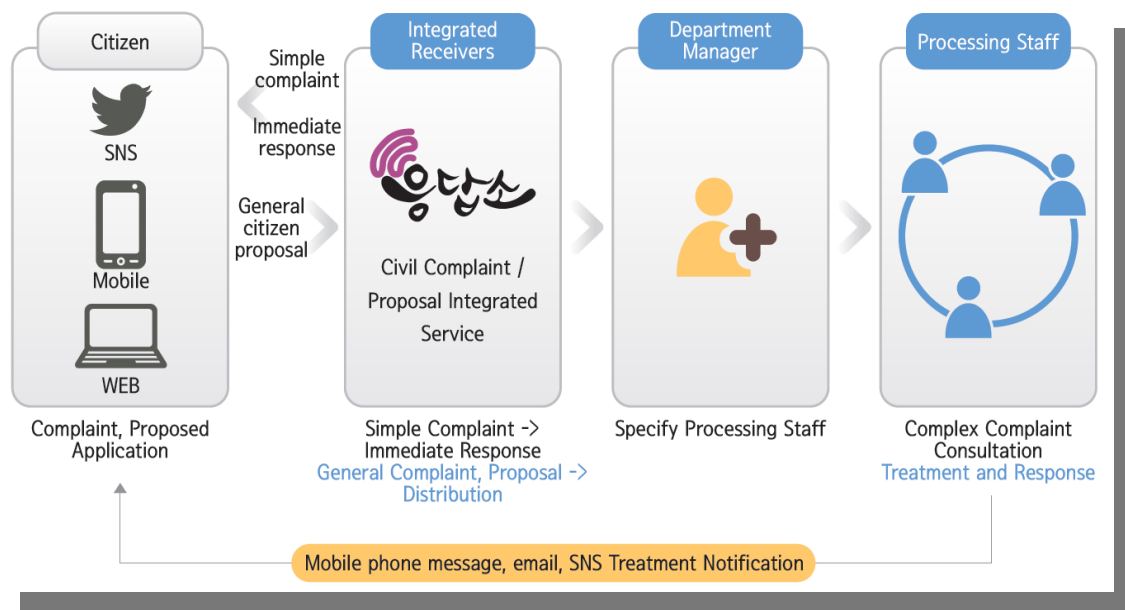


Figure 2-5. Eung-Dap-So: An Overview

Source. Seoul Metropolitan Government. (2014). Digital Seoul e-Government.

3.1. POLICY GOAL, PERFORMANCE AND OUTCOMES

3.1.1. POLICY GOAL

Prior to the current Integrated Complaints handling system, the City of Seoul citizens too often experienced inconvenience in terms of the government's numerous complaints systems. In particular, for ordinary citizens without any knowledge of how the administrative system works, it was a hassle to find the responsible department and the officer in charge in order to report their opinions and complaints. From the administration side, the extant communication channels were not interchangeable with the costs and difficulties in the administration of the civil complaints.

To solve and reduce the red tape characteristics of SMG's communication policy, Eung-Dap-So was introduced. Its policy goals are as follows:

1. Increasing Accessibility and Responsibility of SMG

Quick and easy way to contact for anyone

Simplified system that incorporates all the existing channels such as phone call, visiting, internet suggestion and social media.

Immediate response to the citizens' opinion and suggestion

Constructing a more systematic way to provide feedbacks to citizens' complaints

2. Improving Public Productivity of SMG Officers

Increase work efficiency through a refined single-channeled system

Set up and provide at-a-glance understanding environment for the public officers in terms of complaints handling

3. Enhancing Effectiveness of SMG

Answering to all the opinions from citizens by integrated managing system

Managing the opinions regardless of channel, format, place and time

3.1.2. PERFORMANCE AND OUTCOME

After the introduction of the integrated management system, SMG obtained the following outcomes:

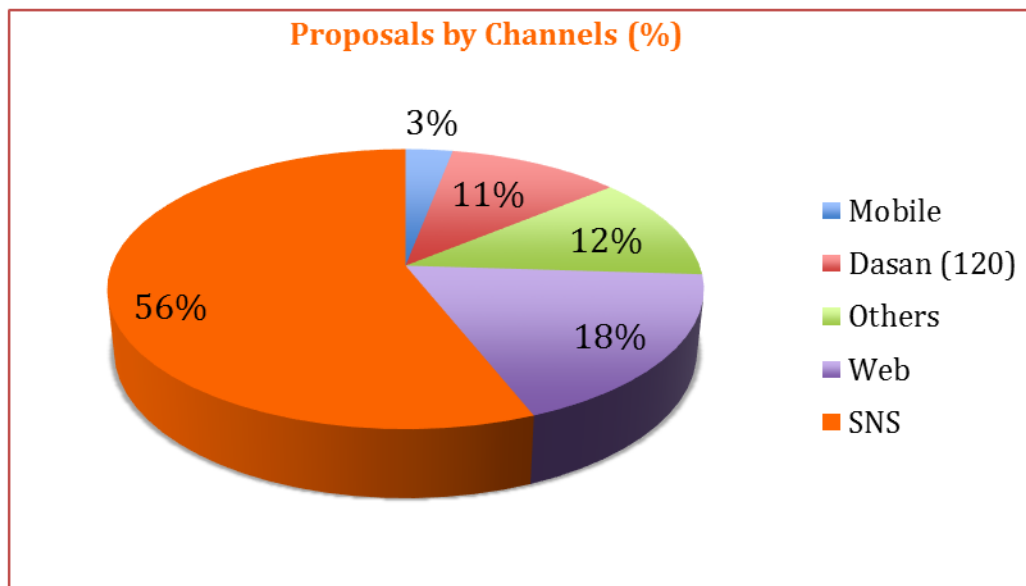


Figure 2-6. The proportion of citizen proposals by Channels (Feb. 2014 – Dec. 2015)
Source: Seoul Metropolitan Government (2015). Eung-Dap-So Operation Report.

First, visible improvement in quantitative performance, which reduces the complaint processing periods. The wait time to obtain responses from the government has been reduced from 3.8 days in 2013 to 2.9 in 2015. Eun-Dap-So enables to make immediate responses to the citizen complaints, which results in the qualitative improvements in communication with the public. Second, due to a significant improvement in the qualitative performance of complaints, the SMG implemented the “immediate answering” system.

In addition, they disclosed and made public the complaints handling process, including the person in charge and the processing time to the citizen. Third, due to the effort to communicate through SNS with the citizen, the followers of SMG's SNS accounts (Facebook, tweeter) have almost tripled from 50,000 followers in 2013 to 130,000 in 2015. The detailed policy outcomes can be summarized as follows:

1. Reduced complaint processing time

3.8 days (before) → 2.9 days (in 2015)

2. Increased Responsibility and Accessibility to SMG

Easy and convenient real-time complaint management system

Instantaneous response to simple complaints or questions

3. Open and disclosed administrative processing

Public servant responsible for the claim is revealed to the public

4. Two-Way Communication Interface

Followers of SMG's Social Media:

50,000 (before) → 130,000 (in 2015 after policy adoption)

5. Improved Public Productivity

Public officers of SMG now can handle the complaints by using a single system

Specifically, since the introduction of the system, citizens' proposals and opinions have been substantially increased, especially through the Social Media. According to the SMG's CCPIS operation report (2015), SNS was the Seoul citizens' most preferred channel when it comes to contact with the government. Of the total 407,122 cases, 56% of proposals have been received via Social Media, which clearly shows that Social Media was the primary channel for communication with the government.

Since the introduction of Eung-Dap-So, the system is known to have achieved considerable public performance not only in terms of citizen satisfaction but also in terms of work efficiency for the SMG officers. For example, Eung-Dap-So has reduced workloads by eliminating duplicate proposals and has simplified the complaints processing system within the government. Most complaints are simple inquiries and require very little administrative determination and, therefore, citizens' satisfaction are generally affected by the promptness of the responses.

3.2. POLICY DETAILS

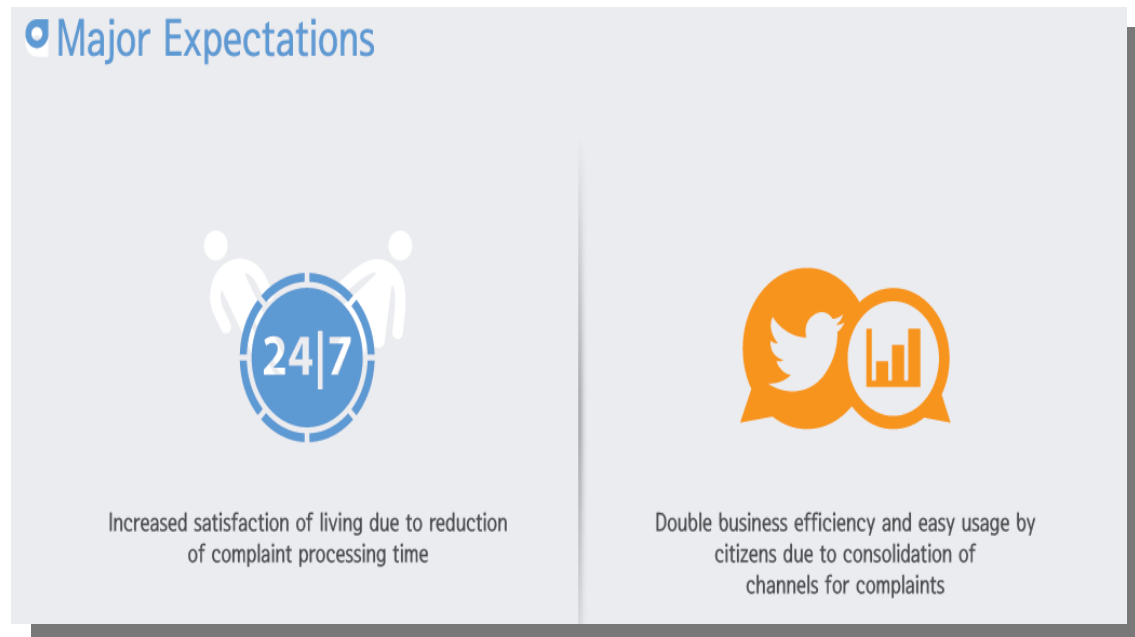


Figure 2-7. Eung-Dap-So: Policy Performance and Expectation
Source. Seoul Metropolitan Government. (2014). Digital Seoul e-Government.

Proposals through SNS to be treated like this!

- (1) Using a SNS, people could make a statement or a complaint about Seoul.
- (2) And, EUNGDAPOSO would distribute that to a proper department of SMG
- (3) Then, the answer would be made in a few days or promptly through the SNS

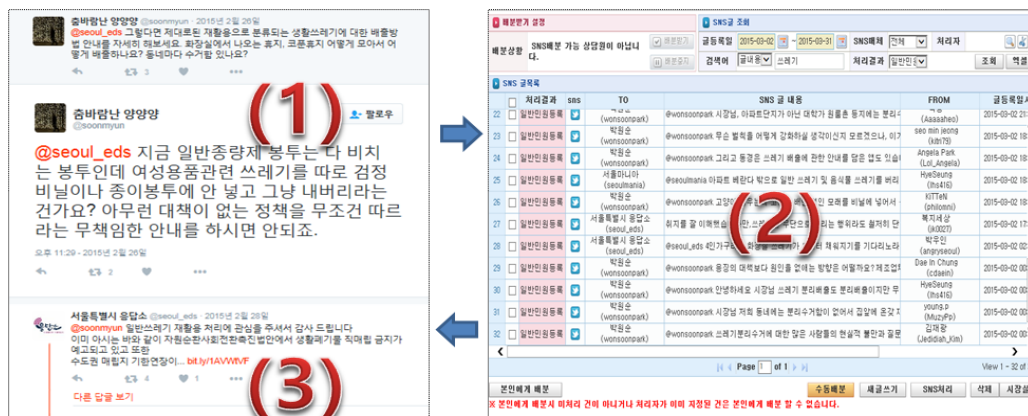


Figure 2-8. A Summary of Eung Dap So Proposal Process
Source: Park (2016), EUNGDAPOSO & Social Network Services, 2016 ASPA Annual Conference

Figures 2-7 and 2-8. present the summary of CCPIS system. One major feature of the system is that, if the suggestions or opinions are filed before 6PM, simple complaints can be responded to within the same day.

3.2.1. MAIN FUNCTIONS



One more: Emergency Message through SNS

This block contains two screenshots. The left screenshot is from the Eungdapso website, showing a table of emergency alerts. A red box highlights a specific entry: 'State of Emergency, 2016.03.06... The actions which citizens should do or obey to evade.' The right screenshot shows social media posts from users like Tommy (@TOMMY_ARMY) and others, discussing the state of emergency and providing advice. A red box highlights a tweet that says: '박원순 @wonsoonpark 3월 6일 3.6 13시 기준 서울지역에 발령된 미세먼지 주의보가 100µg/m³미만으로 낮아져 해제되었음을 알려드립니다.' (Park Won-soon @wonsoonpark March 6, 2016 3:06 PM: The PM10 alert issued for the Seoul area at 3:06 PM today has been lowered to below 100 µg/m³ and has been lifted. We are informing you of this.)

Figure 2-9. Emergency Management by Eung-Dap-So

Source: Seoul Metropolitan Government (2016), EUNGDAPO & Social Network Services, 2016 ASPA Annual Conference

The main functions of Eung-Dap-So can be summarized as follows:

Registering Complaints and Proposals.

Eung-Dap-So files the cases such as complaints and proposal applications, public official corruption reporting, reporting for public interest, applying for help regarding violations of human rights, reporting violations of public welfare, and all other types of complaints and/or

proposal. When the detailed and specific opinions are required for any response to the cases, responses are obtained from the SMG's departments and agencies, affiliated headquarters, and/or from any of the 25 districts within the SMG. The cases about the outside of Seoul will be transferred to Korea central government Ministries, other local governments and/or government offices. Complaints and proposals can be made with text, voice, photo or video files attached. Request for direct consultation is also possible

Check Results of Complaints/Proposals.

If filed before 6PM, simple complaints can be responded to the same day. Content that requires in-depth review will be responded to via mobile phone, email or SNS after being handled by the relevant organization department. Progress on processing steps for registered complaints, process content, and additional responses can all be easily checked anytime, from anywhere.

View Example Complaints/Proposals.

Search through examples of responses to various complaints/proposals posted on bulletin boards is possible with the use of specific keywords.

View Frequently Asked Questions

Ability to search through bulletin boards using specific keywords for citizens' frequently asked question (FAQs) is also possible.

Citizens Evaluate Satisfaction to Government's Responses.

Ratings on a score of 1 to 5 can be given to responses. Additional responses can also be requested.

Real-time Social Media Communication

Complaints, questions, proposals and responses submitted to the City of Seoul can be viewed in real-time by the Mayor of Seoul.

Emergency Management

For the more effective emergency management, the SMG has collaborated with private sectors to distribute emergency messages by using the Social Media of the private sectors. Specifically, as with agencies such as FEMA and Homeland Security in the U.S., and the Policy Agency in Japan, SMG is also authorized to make Twitter Emergency Alerts to the Citizen. Thus, the CCPIS system can spread Emergency Alerts promptly via 31 twitter-accounts that possess emergency management function.

3.2.2. COMPOSITION AND DETAILS

Figure 2-10. is the list of Social Media Accounts of Twitter and Facebook which are connected to the Eung-Dap-So. So to speak, all the messages, comments and postings to those 16 Social Media Accounts from the citizen are handled clearly and accurately by the SMG.

In addition, in case of disaster situations, the Retweet function of Twitter and Sharing function of Facebook are far more effective than traditional channels, in which the emergency messages can be disseminated instantly with the support of the citizens.

SNS accounts connected to EUNGDAPSO

Total 16 SNS Accounts are connected to EUNGDAPSO (As of 2016.2.)

| | | User name | Follower | Proposal |
|----------|-----------------|--------------------------|-----------|----------|
| Twitter | Wonsoonpark | Mayor | 1,249,980 | 112,879 |
| | Seoul_eds | EUNGDAPSO | 843 | 14,397 |
| | Seoulmania | SMG | 74,246 | 9,654 |
| | Seoulgyotong | Transportation Division | 6,369 | 3,167 |
| | Seoulhangang | Han-river Division | 4,174 | 961 |
| | Seoulspoke | Spokesman's Office | 34,313 | 1,644 |
| | Seoul_smc | EUNGDAPSO | 2,387 | 922 |
| | Greenseoulcity | Green Seoul Division | 1,634 | 15 |
| | Arisusalang | Water Service Division | 41,123 | 214 |
| | Seoulroadmania | Road Management Division | 2,436 | 49 |
| | Womanseoul | Woman Welfare Division | 3,276 | 28 |
| | Seoul_tong | Civil Service Division | 4,704 | 424 |
| | Livingenv | Environment Division | 4,477 | 130 |
| Facebook | Wonsoonpark | Mayor | 222,310 | 55,833 |
| | Hope2gether | Mayor | 364,999 | 62,811 |
| | Seoul_eungdapso | EUNGDAPSO | 365,002 | 298 |

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Figure 2-10. Social Media Accounts Connected and Managed by Eung-Dap-So
Source: Seoul Metropolitan Government (2016), EUNGDAPSO & Social Network Services,
2016 ASPA Annual Conference

Eung-Dap-So: Web Site Composition



EUNGDAPOSO: Mobile App Composition



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Figure 2-11. Eung-Dap-So Web Site Composition

Source: Holzer et al. (2016). "Establishment of Bridgehead for Policy Export and International Relations: Digital e-governance of Seoul Metropolitan Government." 2016 ASPA Annual Conference. Retrieved from http://eungdapso.seoul.go.kr/Cmn/Cmn01/Cmn01_not.jsp

RUTGERS
School of Public Affairs and Administration
Rutgers University - Newark

EUNGDAPO: real-time monitoring (through SNS)

- http://eungdapso.seoul.go.kr/Cmn/Cmn01/Cmn01_not.jsp

The screenshot displays the EungDapSo real-time monitoring system interface. At the top, there is a red header with the Rutgers logo and the text 'School of Public Affairs and Administration, Rutgers University - Newark'. Below the header, the title 'EUNGDAPO: real-time monitoring (through SNS)' is centered. A list of links is provided, including the main URL: http://eungdapso.seoul.go.kr/Cmn/Cmn01/Cmn01_not.jsp.

The interface itself is a web application. It features a navigation bar with icons for various services: '민원제안신청' (Public Proposal Application), '민원제안결과' (Public Proposal Result), '민원제안사례' (Public Proposal Case), '민원정보즐거찾기' (Public Information Search), and '소통현황' (Communication Status). The '소통현황' section is currently selected, showing a timeline of social media posts from 2016-08-10. The posts are categorized by source (e.g., Seoul City, Wonsoonpark) and include text, images, and links. A sidebar on the left shows navigation options like '소통현황' (Communication Status) and '민원제안' (Public Proposal).

Figure 2-12. Eung-Dap-So: Real-time Monitoring System

Source: Holzer et al. (2016). "Establishment of Bridgehead for Policy Export and International Relations: Digital e-governance of Seoul Metropolitan Government." 2016 ASPA Annual Conference. Retrieved from http://eungdapso.seoul.go.kr/Cmn/Cmn01/Cmn01_not.jsp

3.3. CASE OF SINGAPORE, SINGAPORE

Challenges of e-Government are not limited to technology; they require broad understanding of the multidimensionality of the e-Government development process. Very similar to the vision and strategies of the SMG, the Singapore Capital City Government built an e-Government structure that incorporates new forms of leadership, transformative public and private partnerships, participatory processes and increased accountability.

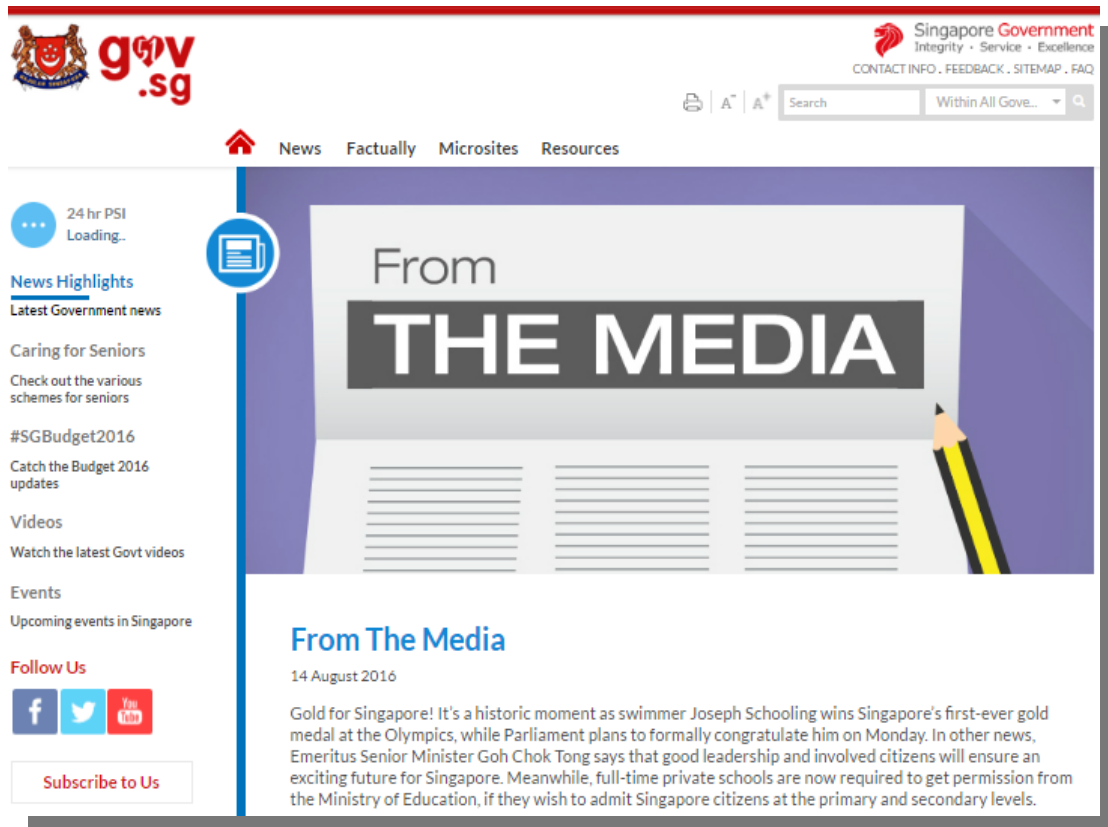


Figure 2-13. Singapore Government Web Site: Main Page
Retrieved from <https://www.gov.sg/>

e-Government Profile: Singapore (Source: Holzer & Manoharan, 2016. Digital Governance in Municipalities Worldwide (2015–16): Fifth Global E-Governance Survey: A Longitudinal Assessment of Municipal Websites throughout the World. National Center for Public Performance, Rutgers University-Newark.)

ONE OF THE TOP 20 CITIES IN DIGITAL GOVERNANCE FROM 2009 TO PRESENT

- **4TH IN 2014 DIGITAL GOV. RANKING**
- **5TH IN 2009 AND 16TH IN 2012**
- **8TH IN CONTENT MEASUREMENT**
- **7TH IN SERVICE DELIVERY MEASUREMENT**
- **2ND IN CITIZEN AND SOCIAL ENGAGEMENT**

According to the Rutgers University's Digital Governance, Singapore is in the top 20 cities in terms of e-Government and Digital Governance. More specifically, the Singapore Capital City Government has scored considerably high in the Service Delivery measures and the Citizen & Social Engagement measures of e-Government.

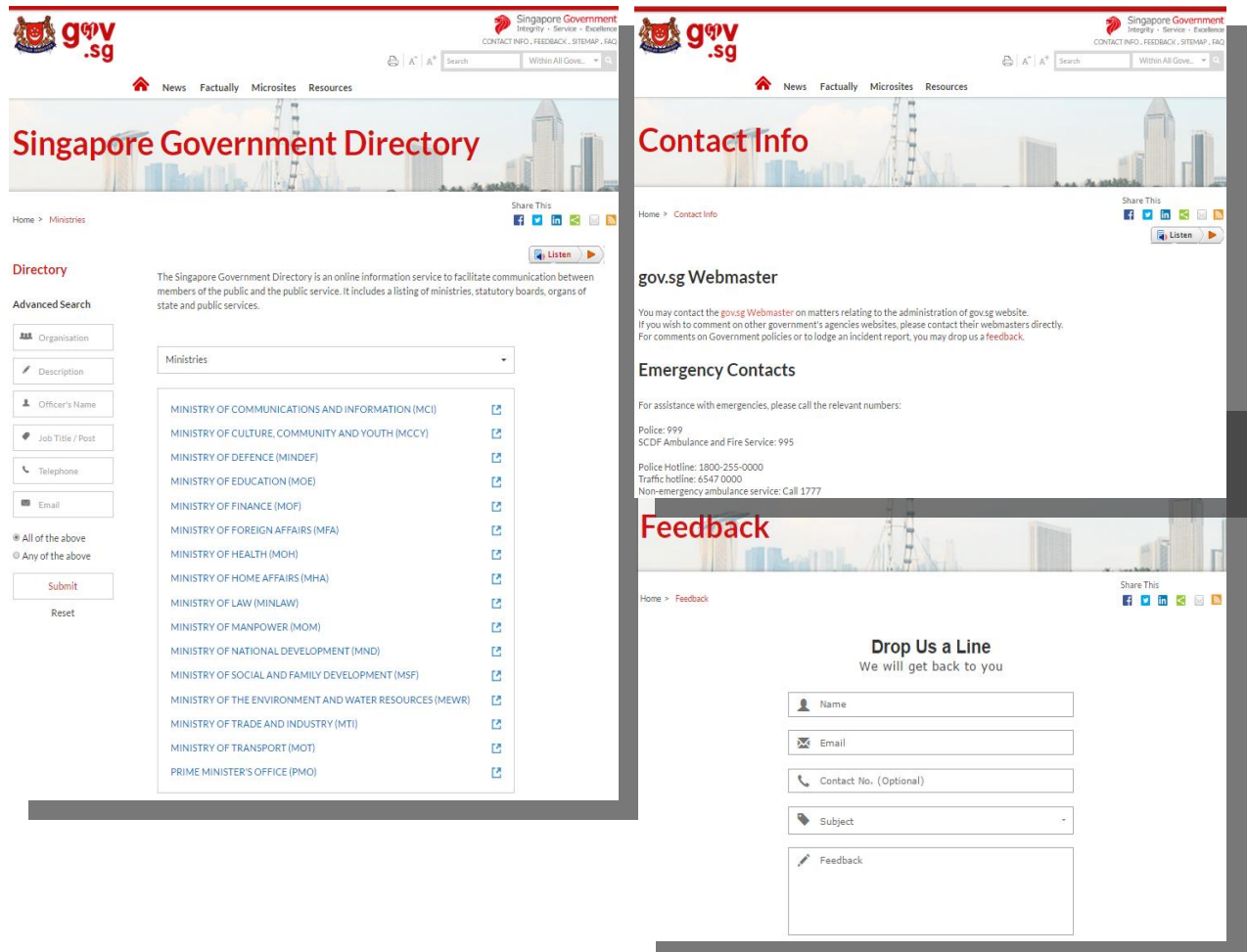


Figure 2-14. Singapore Government Web Site: An Accessibility to Government
Retrieved from <https://www.gov.sg>

Figure 2-14. presents the accessibility to the Government through the Website. The Homepage clearly specifies the structure of department information in government. In this Directory page, Singapore citizens have access to government directly and simultaneously, and citizens can find detailed information about public officers in charge with the advanced search function on the left-side of the page. Contact information and Webmaster's e-mail address are provided for inquiries and Emergency Contacts. In case citizens want to leave feedback, the site offers a Feedback Page, therefore citizens can make suggestions without having to contact public officers directly.



Figure 2-15. Singapore Government's Communication through Social Media: Facebook
Retrieved from <https://www.facebook.com/gov.sg>

On Figure 2-15 and 2-16, Singapore Government officially operates Facebook, Twitter and YouTube as an alternative means of communication to traditional channels. However, all channels offer two-way communication between government and citizens. Nevertheless, the channels are still managed separately though the link is provided from the Website.



Figure 2-16. Singapore Government's Communication through Social Media: Twitter
Retrieved from <https://twitter.com/govsingapore>