

公務出國報告

(出國類別：出席國際會議)

出席「亞洲公務人員公共治理跨國研究第二次研討會」 會議報告

服務機關：行政院研究發展考核委員會

姓名職稱：施主任委員能傑

何處長全德

張副處長文蘭

林專員嘉琪

出國地區：韓國

出國期間：96年11月19日至22日

報告日期：97年1月

目 次

摘要.....	2
壹、前言.....	3
貳、研討會內容.....	5
參、參訪活動—韓國高速公路公司.....	15
肆、拜會韓國政府機關.....	17
伍、心得與建議.....	21
陸、附錄.....	23

摘 要

本次研討會為 OECD 公共治理亞洲中心(OECD Asian Centre for Public Governance) 自 2005 年成立以來所辦理的第 2 次公共治理跨國研討會，會議期間自 2007 年 11 月 19 至 20 日，假韓國首爾舉辦，參與國家共計 15 個。本會應駐台北韓國代表部函邀代表我國參加，由施主任委員能傑率同何處長全德、張副處長文蘭及林專員嘉琪與會。研討會議程安排分為專題演講、個別國家的實務經驗分享、實地參訪以及綜合討論等幾個部分，本會並於會議期間安排與韓國行政自治部及總統府政府創新與分權委員會進行訪談。

透過研討會的報告發表與討論不難發現，各國公共治理與政府改革的方向大抵仍依循著 OECD 所提出的依法行政、資訊公開、政府課責與監督、績效管理與公務倫理等原則，而其成敗關鍵均在於政治高層的貫徹與支持。此外，與韓國政府資深官員的會談過程，除了瞭解到韓國政府近年來在應用資訊科技進行政府內、外部改革的積極作為與全面性規劃外，更充分感受到韓國政府在推動韓國成為世界一流國家的旺盛企圖心。

壹、前言

本次研討會係由 OECD 公共治理亞洲中心 (OECD Asian Centre for Public Governance) 主辦，韓國行政自治部 (Ministry of Government Administration & Home Affairs, MOGAHA) 指導。OECD 公共治理亞洲中心，是韓國政府自 2002 年以來多次向 OECD 提案爭取設置，終在 2005 年由 OECD 公共治理與地區發展處 (OECD Public Governance and Territorial Development Directorate, GOV) 和韓國行政自治部簽訂備忘錄成立。該中心的主要角色在於擔任 OECD 與亞洲地區的橋樑，負責將 OECD 公共治理與管理的相關理念、觀點與實務作法等散布至亞洲國家。另一方面，該中心也嘗試將亞洲地區國家不同於西方國家的觀點、利益與文化整合至 OECD 各領域的調查與研究中，促進東西方國家彼此的瞭解，並且提供亞洲國家積極參與國際事務的機會，以彌補長久以來亞洲國家在國際領域中的缺席。

為了達成上述的功能角色，OECD 公共治理亞洲中心除了定期辦理各類研討會、論壇及專題討論等活動外，也因應 GOV 年度重要主題辦理研究與調查，配合亞洲地區公共治理發展需要，提供韓國及其他國家公務人員教育訓練課程，積極尋求與國內外知名的公共治理與管理機構合作的機會，促進各國公務人員與專家彼此間的交流，該中心同時也代表韓國行政自治部參與公共治理領域的各項國際活動。

本次研討會為該中心成立以來所辦理的第二次公共治理跨國研討會，於 2007 年 11 月 19 至 20 日假韓國首爾舉辦，參與國家共計 15 個。本會係應駐台北韓國代表部函邀代表我國參加，亦是我國首度以台灣名義參與該中心活動。研討會議程安排分為

專題演講、個別國家的實務經驗分享、實地參訪活動以及綜合討論等幾個部分，本會與會人員並於會議期間安排與韓國行政自治部及總統府下設之政府創新與分權委員會進行面訪。

貳、研討會內容

一、議程

Tuesday, 20 November, 2007		
08:30-9:00	Registration	Hall 1 st Floor
Opening Session		
09:00-9:50	<p>- Opening Address</p> <ul style="list-style-type: none"> • <i>Hee-Bong Lee</i>, Director of the OECD Asian Centre for Public Governance <p>- Keynote Speech</p> <ul style="list-style-type: none"> • <i>Choi Yang-sik</i>, Vice Minister of Government Administration & Home Affairs • <i>Jón Blöndal</i>, Deputy Head of Budgeting & Public Expenditures Division, OECD Headquarters <p>- Introduction of the program</p> <p>- Introduction of the participants</p> <p>- Group Photo (Bach Hall)</p>	Brahms
09:50-10:00	<i>Coffee Break</i>	
Resource Speaker Presentation (1~3)		
10:00-11:00	<p>Strategies for Better Governance in OECD Countries</p> <p><i>Presented by Mr. Jón Blöndal, Deputy Head of Division, OECD Headquarters</i></p>	Brahms
11:00-11:10	<i>Break</i>	

11:10-12:30	Public Sector Reform in Japan <i>Presented by Prof. Masahiro HORIE, National Graduate Institute for Policy Studies, Japan</i>	Brahms
12:30-13:30	Luncheon	Handel
13:30-14:50	Tasks of Government in the Age of Globalization and Informatization: Focusing on Asia <i>Presented by Prof. Heung-Suk Choi, Public Administration, Korea Univ., Korea</i>	Brahms
Site Visit to Korea Expressway Corporation		
15:10-16:00	Hotel → Korea Expressway Corporation	Gathering at the Hotel Lobby
16:00-18:00	Site Visit to Korea Expressway Corporation - Briefing about the good practices and experience related to public sector reforms	
19:00-20:00	Welcome Dinner	“Rhang”
Wednesday, 21 November 2007		
Resource Speaker Presentation (4~5)		
09:00-10:20	Executive Branch Reorganization and Innovation in the United States <i>Presented by Dr. Henry SIRGO</i> <i>Professor of Political Science, McNeese State University, United States</i>	Brahms
10:20-10:40	<i>Coffee Break</i>	

10:40-12:00	Korean Government Innovation : Performance and Next Steps <i>Presented by Mr. Nam-Joon Chung, Assistant Minister of Government Administration and Home Affairs, Korea</i>	Brahms
12:00-13:00	<i>Luncheon</i>	Handel
Case Study Presentation and Group Discussion <i>(Moderator : Prof. Myung-Jae Moon, Yonsei University)</i>		
13:00-15:00	Case Study Presentation I - Bangladesh, Cambodia, India, Indonesia, Laos, Mongolia, Nepal, Pakistan,	Brahms
15:00-15:20	<i>Coffee Break</i>	
15:20-16:40	Case Study Presentation II - Philippines, Sri Lanka, Taiwan, Thailand, Timor-Leste, Vietnam	Brahms
16:40-17:50	Group Discussion - Discussion and Q&A - Evaluation	Brahms
17:50-18:00	<i>Break</i>	
Closing Session		
18:00-18:20	- Closing Remarks • <i>Jón Blöndal</i> , Deputy Head of Budgeting & Public Expenditures Division, OECD Headquarters • <i>Hee-Bong Lee</i> , Director of the OECD	Brahms

	Asian Centre for Public Governance - Certificate presentation.	
18:30-19:00	Ramada Seoul Hotel → Ritz-Carlton Hotel	Gathering at the Hotel Lobby
19:00-20:00	Farewell Dinner	Ritz-Carlton Hotel

二、研討內容

本研討會之研討內容分別以專題演講、各國報告與綜合討論的方式進行。專題演講計有 5 場，由 OECD 總部預算與公共支出處（Budgeting & Public Expenditures Division, OECD Headquarters）副處長 Jon Blondal，日本國立政策研究大學（National Graduate Institute for Policy Studies）教授崛江正宏（前任內政與通訊部前任部長），韓國高麗大學（Korea University）教授崔興碩，美國 McNeese 州立大學政治系教授 Henry Sirgo，以及韓國行政自治部助理部長 Nam-Joon Chung 等 5 人分別就 OECD 國家、日本、韓國與美國等政府，公共治理革新的相關議題進行說明與經驗分享。各國報告部分則由與會人員就其國家的公共治理改革經驗提出個別報告。

（一）Mr. Jon Blondal 分享「OECD 國家良善治理的策略」

從 OECD 國家改革經驗出發，說明各國政府正面臨著來自各方的改革壓力，像是財政困境、國際經濟發展、科技變遷以及民眾對於公共服務品質要求的提高等等。為了因應這些壓力，各國政府紛紛進行了一系列的改革，包括強化政府公開性、透明

度以及回應性，強調在預算與管理上使用可測量的結果指標來凸顯績效，以事前的課責機制來取代事後的檢討，增加契約外包、伙伴關係及抵用卷等各種市場機制的使用來提供公共服務，並且彈性化公務人力的僱用關係，採用績效薪俸制。

各國經驗顯示出，公共治理的改革往往不是單一面向的，各國的情勢環境支配問題與解決的方式，法令規章與組織結構的改變也並不一定伴隨著行為的改變，行為與價值的改變需要時間，需要妥協，也需要來自管理階層與政治領導者的重視。更重要的是必須瞭解到改革本身是持續不斷的工作。Mr. Blondal 對各國政府的改革策略提出了以下建議：1.問題必須被明確的界定與傳達；2.必須有獨立且不作假的評估部門；3.必須有明確的政策或計畫結果；4.必須將各國不同的環境情勢因素納入考量，像是經濟發展、人力資源、民眾對政府的態度、憲政體制、既得利益、行政文化及選舉制度等；5.將政策、民眾、經費以及組織連結在一起；6.將改革放入政治議程中；7.取得改革所需要的支持。

（二）日本堀江正宏教授，說明「日本政府的改革經驗」

日本政府行政革新的目的與其他國家相同，都是在追求政府的效率、效能、應變、信任度，以及支出的減少。改革的方向也不外是針對政府的角色、責任與功能，政策執行的工具與過程，以及政府組織結構、公務人力資源管理等進行檢討。近 20 年來，日本行政革新的顯著成果包括有公營事業民營化、組織再造、郵政民營化、地方分權與整合以及解除管制等。

公營事業民營化最著名的個案是鐵路公司的民營化，由首相 Nakosone 所主導，成立專責改革委員會將國家鐵路公司分成數個小公司加以民營化，除了有效降低人事成本、提高效率及競爭力外，同時也大幅的減少了政府對於鐵路公司的管制。

組織再造的改革行動則是由首相 Hashimoto 主導，成立並領導行政革新委員會，強調解除管制與分權化，大幅的減少並整合中央的部會組織，將政策執行組織自政策規劃組織中劃分開來，同時也進行政策評估以及資訊公開化等工作。

郵政民營化的改革，由首相 Koizumi 所領導推動，規劃將單一的郵政服務機構，分為郵寄、儲蓄、保險以及郵政辦公室服務等 4 個部分加以民營化，這 4 個公司已經在 2007 年 10 月份成立，預計將於 10 年內完全民營化。

地方分權與整合的改革部分，則是強調以夥伴關係重新建立中央與地方的對等關係，未來日本 3200 個城鄉市鎮將會整合由 1800 個地方政府來治理。另外，解除管制的革新工程幾乎也已經遍及政府活動的所有領域，市場機制被廣泛引進公共服務提供的範疇中。

從日本的改革經驗中不難發現，來自政治領導高層的支持，是改革成功與否的關鍵，而改革過程中，審慎的分析與廣泛的討論，也是獲取共識，同時贏取民意支持絕對必要的步驟。

(三) 韓國高麗大學教授崔興碩，闡述「全球化與資訊化時代，亞洲政府未來的任務」

崔教授將政府所面臨的挑戰，界定為 3 類，分別是持續進化的 ICT 浪潮，消退中的福特主義，以及全球化時代與全球性都市的崛起。ICT 浪潮自 1780 年的機械化時代開始，歷經了蒸汽鐵路、電子與重工業、福特式的大量生產、以及微電子（晶片）等 5 次重大的演進，各有其不同的代表產業與經濟結構組成，引領的國家早期為英、法等歐洲國家，至 1830 年代起美國加入競爭並於 1930 年代後取得持續領先地位，而亞洲國家中，日本也首

先在 1930 年擠進科技領先的排行榜中，韓國與台灣則崛起於 1980 年後的微電子時代。

挑戰之二，福特主義的消退來自於競爭逐漸走向全球化，勞力成本不斷提升但無法帶來生產力的繼續提升，同時資訊科技的進步逐漸取代勞動力，導致失業率攀升，消費型態也從一致性走向客製化。競爭全球化下的另一個影響是全球性城市的形成，並依其功能有城市階層之分。決定城市層級要素則為財務功能（如銀行、股票、房地產與保險等）、跨國企業總部的功能（商品製造與配置）、全球性服務功能（教育、高科技製造業）、交通運輸功能（世界性機場、高速火車、大型港口）、資訊功能，以及與國家經濟社會發展一致的政治與意識型態。依此劃分，頂端的城市如紐約、倫敦、東京等，中間的區域性城市如香港、新加坡、上海以及首爾等。

在這些挑戰下，亞洲政府的主要工作有三，首先為確保整體政治的績效表現，其次為管理政治次級系統中不同需求，最後是行政層次的管理。

整體政治指的是國家以及政府領導人，次級政治系統指的是行政部門、國會的相關委員會以及利益團體。個別政治代表的則是尋求個別利益的個人、組織或社群。整體政治系統的功能包括有：1.發展次級系統、形成基本的計畫、規則與功能角色；2.決定次級系統的資源配置；3.決定核心人力的甄補；4.危機管理；5.陳情申訴；6.次級系統間的協調；7.檢討與審核。以韓國的電子化政府政策為例，整體政治系統所扮演的角色，在於訴諸總統的宣示與領導，統整相關的資源與計畫，迅速成立規劃執行組織，將電子化政策進行跨部門的整合與執行。

政治次級系統面對相同議題往往不見得會有相同的意見，衝突不僅存在於政府與利益團體或非營利組織之間，也存在於政府

部門彼此之間，隨著參與人數與參與深度，利益趨向多元化、衝突也更加劇，協調與決策的工作最終仍是落在政治領導者身上。

行政層次的管理，泛指加強計畫管理、建立與使用決策的規則，以及建立正確適當的紀錄管理等，以韓國為例，最終是以電子化政府作為行政管理的有效工具，資訊系統以及電子化工作廣泛的應用在財政管理、電子支付、稅務系統、交易系統、政府系統與帳戶整合、資產管理以及各種分析性的指標資料庫等等。

（四）美國 McNeese 州立大學政治系教授 Henry Sirgo, 說明「美國行政部門再造與創新歷程」

自 18 世紀後半以來，再造工程就一直是美國行政部門的持續不斷的工作。而布希政府解散了柯林頓時代成立的政府改造專職辦公室，轉而追求結果導向的管理方式。這套管理方式強調人力資源的策略性管理、擴展公共服務委外辦理的範圍、改善財政管理、擴張電子政府的服務，以及有效測量計畫的績效。美國預算管理局因此發展出一套燈號管理顯示的計分方式，來管理行政部門的績效。但事實上，布希政府進行的組織再造也面臨了若干的失敗，最著名的例子即是 2002 年才重組成立的國土安全部，除了未能有效解決恐怖主義威脅事件外，也暴露出政務官任期過短而被行政部門綁架的問題。

不同於聯邦政府的組織再造，各州政府的再造工程通常是為了回應工業化的要求或面臨重大的災難而進行。工業化與都市化程度越高的州會發展出比較多的行政部門，也會有更多的創新政策。像是紐約、密西西比以及華盛頓就屬於這一類。另外，紐奧良則是為了解決 Katrina 與 Rita 颶風所帶來的災難，對行政部門進行重組，將堤岸委員會併入兩個地區性的洪水防制當局，加強協調與課責的機制。

(五) 韓國行政自治部助理部長 Nam-Joon Chung，宣揚「韓國政府創新的績效與未來願景」

韓國創新的理由與背景，如同世界各國一樣，不外是以創新作為全球化與資訊化時代下，國家競爭力提升的關鍵策略。韓國政府創新的願景在於為人民建立一個舒適與快樂的國家，創新的目標則是效率、顧客滿意、分權化、透明及民眾參與。

韓國政府的創新工作自 2003 年開始，歷經基礎建設、執行與標竿擴散，到 2006 年邁入創新文化與創新系統化的階段。過程中實踐創新的策略有四，首先是將創新列為政府的最高指導原則，獲得總統的大力支持。其次，是將創新觀念傳達給民眾，改變民眾思考與行為的方式，並在行政部門中建立創新的組織文化。再者，透過績效管理系統來提升政府部門的績效與創新能力。最後，是有效的整合韓國的資訊科技作為創新服務的系統。

韓國政府的創新績效，展現在創新的基礎建設、業務流程的改善以及創新的文化上，整體而言也改善了政策與服務的品質。在創新的基礎建設上，韓國政府同時就評估系統、人力資源管理系統、資訊管理系統以及財政相關系統進行開發建制與統合；業務流程的改善仍是以資訊科技為工具，規劃出以計畫、文件產出、決策與知識分享為標準化流程的線上管理系統。最後，透過線上資訊系統，韓國政府一方面進行政府資訊公開，並提供民眾線上參與的管道，另一方面，也針對民眾需求，逐步完成了移民申請、政府採購、專利檢定以及關稅等項目的 E 化，有效的提升了政府的透明度以及公共服務的效率。

韓國政府創新的下一階段，將繼續把創新理念與作法，由中央政府擴散至地方政府與民眾，繼續積極參與國際組織、辦理國際活動，將韓國的創新推向國際舞台。未來更計畫透過公、私部

門協力的方式，成立基金，設置國家創新委員會，網羅來自產官學研各界人士，共同為韓國的創新未來努力。

（六）各國報告

由孟加拉、柬埔寨、印度及我國等 13 個國家 15 位代表，個別就該國的行政政治結構、政府改革經驗，及公共治理領域的革新作為等進行簡要說明與經驗分享。

我國提會討論的報告主題，係以台灣行政院公報為例，說明如何使用 ICTs 改善政府治理。首先說明我國近年來在依法行政、透明度、課責性、績效管理、公私協力、公務倫理以及組織再造的各類改革措施與成效；次以行政院公報為例，分享如何透過資訊通信科技改善政府部門治理的績效並強化政府的課責、透明度與民眾參與，我國提會報告及簡報詳如附錄。

參、參訪活動--韓國高速公路公司

本次研討會主辦機關並安排參訪韓國高速公路公司 (Korea Expressway Corporation), 該公司因導入 6 個標準差的管理模式, 創新績效極為卓著。參訪安排由該公司進行改革過程與效益的簡報說明, 同時參觀南韓近郊的高速公路行控中心, 實地展示其交通管理系統。

韓國高速公路公司是南韓主要的公路建設公司, 創建於 1960 年代, 原稱作 Korea Highway Corporation, 2007 年 2 月才更名為 Korea Expressway Corporation。公司近 9 成主要預算來自韓國的交通建設部與財政經濟部。至 2006 年止, 該公司已經完成南韓 23 條高速公路建設工程, 共計約 3,400 公里。除了建造公路外, 這家公司還負責後續的路況維護修復並建置交通管理系統, 近幾年也配合環保要求, 在設計與建造公路的同時, 進行環境影響評估, 讓交通建設與環境永續共存發展。

本次參訪所展示介紹該公司交通資訊中心的交通管理系統 (Freeway Traffic Management System, FTMS), 主要功能在於蒐集並提供路況, 像是壅塞情形、各區域預計到達時間、提供最佳替代道路等等, 這些資訊可以透過電腦、手機、PDA、廣播系統、交通號誌設備等即時取得, 目前可監測路況的道路約 2,628 公里。

這套系統與我國交通部國道高速公路局所建立的交通控制系統功能相同, 均是透過以區域網路連接主電腦與監控工作站, 以監控工作站、閉路電視監視器及路況圖誌顯示板監控路況, 並下達控制指令。系統功能也都在於解決嚴重路況擁擠問題、加速處理交通事故、提供旅行交通資訊、解決旅行突發困難等。儘管參觀時的簡報與功能展示都對系統功能極推崇, 但是

當日參觀的來回路程，卻明顯感受到南韓首都首爾嚴重的塞車問題，似乎並未獲得舒緩。

肆、拜會韓國政府機關

除參與本次會議報告與討論外，本會另於會議期間安排與韓國政府機關首長進行面談。分別於 11 月 20 日晚間與韓國行政自治部 (Ministry of Government Administration & Home Affairs, MOGAHA) 副部長 Yangsik Choi 進行會談；11 月 21 日上午及中午分別拜會韓國總統府政府創新與分權委員會 (Presidential Committee on Government Innovation & Decentralization, PCGID) 主席 Byong-Seob Kim，以及 MOGAHA 助理部長 Nam-Joon Chung。這兩個組織均致力於韓國近年的政府創新與再造工程的推動，成效顯著，特別是在電子化政府以及為民服務的創新策略上，頗值得本會推動政府組織改造及行政革新工作借鏡。

一、MOGAHA

MOGAHA 的前身為 1948 年成立的內務部及總務部，1998 年正式合併為行政自治部，職掌政府行政革新工作、建構電子化政府與資訊管理，同時支援地方分權與地區均衡發展等事務。政府行政革新的主要政策與成果包括有：1. 確立政府內部的革新系統，如決策全程與業務管理系統電子化、績效導向的小組制度；2. 追求自律與績效導向的組織管理，如公共服務項目與組織的整合、總額勞務費制度的推廣、擴大責任營運機構；3. 改善民意行政及制度，如修改行政程序法及國民提議相關規定，透過電子化公開行政資訊，確保民眾知的權利；4. 為實現可持續的政府革新奠定基礎，建構政府革新指標系統，評估政府各機關的革新水準，並加以改善，另外與墨西哥及德國簽訂備忘錄，加強政府革新的國際合作基礎。

地方自治的主要政策有：1.促進中央分權，成立濟州特別自治道，進行大幅中央權限移轉工作；2.將總額勞務費制度推廣到地方，自主管理機構、員額，並改善地方人事制度，引進職位公募制度等；3.通過鼓勵在地居民參與的各項制度；4.提供在地居民生活支援服務體系的革新。

地方財政部分的政策包括有財政調整制度、擴充地方自治財源、擴大地方居民參與保障預算行政的透明性，並建立「地方財政電子化系統」。

地區均衡發展的主要政策有實行均衡發展制度，支援「地區協力團」的營運，以加強市、鎮規劃能力和人力資源；調查生活服務現狀，建立數據資料庫，採取改善措施；進行商業化鄉土資源發展制度，創造當地就業機會，活化地方經濟；促進地方公有企業以績效為導向的經營，實行經營革新推動計畫；通過擴充落後地區基礎建設，協助鄉鎮發展成為具有自給生產能力的濃漁村中心，增加居民收入，提高福利水準。

建設電子化政府的政策上，韓國政府以建設全世界最高水準的電子化政府，提高為民服務以及行政效率為目標，在 2004-2005 聯合國世界政府準備指數評價中，韓國在 191 個國家中，排名第五。MOGAHA 電子化政府中所扮演的角色包括有，全面負責電子化政府政策的落實，支援各部門電子化政府的推動，發展以民眾為導向的電子化服務，提高政府內部效率、促進行政資訊化，加強資訊化人力資源能力，促進電子化政府的國際合作和利用等。針對民眾服務部分，MOGAHA 有效統合了電子民意窗口、整合政府資訊公開系統，並且提供民眾參與政府決策及提出申訴、抱怨的電子路徑；在行政內部服務方面，MOGAHA 建置了行政資訊共享系統，減少民眾申辦案件開據證明的環節，目前行政部門間共享居民、房地產、汽車、企業、稅金等 34 類領域的

資料，至 2007 年 12 月將擴大到 70 多種，預計每年減少提交的紙本資料數量將達 2 億 9 千萬份，節省 1 萬 8 千億韓幣的費用。除資訊共享系統，MOGAHA 針對內部業務，建立了於政府業務處理的電子化系統建制，包括文件管理、議題管理、績效管理、補償管理、客戶管理等系統，並於 2007 年 1 月推廣到中央各部會。此外，MOGAHA 也持續加強資訊通信安全系統的服務，提供安全的電子化服務，並致力於消除數位落差，針對數位落後地區，建構網路、普及電腦、進行居民教育，至 2006 年止，已有來自 100 個國家的 1220 名代表，參訪過韓國的數位化村落，進行標竿學習，韓國政府也在 2004 年 11 月與美國 Intel 簽訂數位化村落支援備忘錄，同時也支援發展中國家的資訊化工作，積極推動國際資訊化的教育課程，鞏固國際合作的基礎。

二、PCGID

PCGID 為韓國總統的幕僚單位，創設於 2003 年 4 月 7 日，針對國家創新發展、政府服務提升以及地方自治等領域提供總統政策建議。PCGID 含主席在內，共 30 位委員組成，由總統直接任命，委員會下設有各種的專家諮詢會議，委員會的創新提案最後會提報到總統主持的全國工作委員會（National Task Committee Meeting）。截至 2006 年止，PCGID 已經針對行政、人事管理、電子化政府、財稅系統、地方自治以及記錄管理等六大領域提出 29 項主要創新改革的方案，總計 149 個執行計畫已有 121 個已經落實執行。2007 年，PCGID 除了持續政府創新工程的執行並加強人民對政府創新的瞭解外，更致力於將韓國創新形象推廣到國際上，PCGID 因此投入雙倍資源、加強辦理國際公共關係的相關活動，向所有到訪韓國政府的他國代表介紹韓國的各項創新作為，期能讓韓國政府取得國際創新的領導地位。

與這兩個部會資深官員會談的過程中，明顯感受到韓國政府推動政府創新的積極企圖心，政府官員們深信藉由這些創新策略，韓國政府將大幅提升國家競爭力。概括來說，近幾年韓國政府的各種創新策略，除了持續將民眾需求列為首要考量外，更重要的是資訊通信科技的廣泛應用，幾乎每個施政範疇都清楚的看到由大量資源建構出的資訊基礎建設，用以協助執行政府創新策略與為民服務措施。這些資訊基礎建設同時也成為韓國競逐電子化政府領先地位的優勢，將韓國的創新與進步具體展現在國際上。

伍、心得與建議

- 一、政治高層的貫徹與支持是所有政府革新與創新成敗的關鍵。政治領導人的影響力，從決定政策與資源配置的優先順序，到政策能否貫徹執行並永續發展。因此，面對革新與創新所需要的不僅僅是政治高層的政治承諾，更重要的是，貫徹承諾的執行力。
- 二、各國公共治理改革的內容，依其國家社會經濟等發展程度而有所不同，但改革的方向大抵仍是依循 OECD 所提出的原則，包括有依法行政、資訊公開透明、政府課責與監督、績效管理、公務倫理等。發展中國家主要致力在健全法制與社會經濟環境等基礎建設上，而已開發國家，如韓國、日本及我國，則更進一步以不同工具追求民主價值的深化與體現。
- 三、資訊通信科技幾乎已經成為現代政府解決治理問題不可或缺的手段，廣泛的應用在所有施政範疇，舉凡針對政府外部顧客（民眾與企業）提供的各類電子服務，針對政府內部行政管理的電子化作業，以及網路化之後的資通安全、隱私保障等等。從 1990 年代開始硬體建設的競爭到二十一世紀各種 E 化服務、E 化交易與網路產業的興起，政府的電子化政策往往主導也決定了國家資訊科技的發展程度與創新能力，因此先進國家政府莫不投入大量資源投資發展國家的 E 化政策。
- 四、韓國政府在國內 外均展現出躋身世界一流國家的強烈企圖心。國內方面，除了韓國行政自治部與總統府政府創新與分權委員會主導的各種創新方案外，各部會以民眾需求為本，進行各種的行政革新，積極提升政府效能，協助國內產業走

向國際化發展；另一方面，韓國政府積極參與國際事務，爭取主辦聯合國、APEC、OECD 等國際組織的相關活動，與其他國家簽訂各種互助備忘錄，接待各國代表到韓國參訪各項建設，派員至落後國家協助發展等等，本次主辦會議的 OECD 亞洲中心，即是由韓國行政自治部編列預算成立運作，除了是 OECD 在亞洲的分部外，同時也是韓國政府與 OECD 國家往來的重要橋樑。

陸、附錄

一、我國報告

Using ICTs as a Tool to Improve Public Sector Governance in Taiwan: A Case Study of Establishing the New Gazette System

Jay N. Shih

Chairperson Research, Development and Evaluation Commission,

Executive Yuan, Taiwan

Wen-lan Chang

Deputy Director, Department of Government Publications Management,

Research, Development and Evaluation Commission, Executive Yuan, Taiwan

**Prepared for the Multi-country Study Mission on Public
Governance for Asian Public Servants**

2007/11/20

1. Introduction

1.1 Structure of the Administration (political and administrative system)

The current area under Taiwan's jurisdiction is about 13,900 square mile. Its population in 2006 was 22.79 million. According to the amended Constitution of the Republic of China, the Taiwanese central government is composed of five branches, called Yuan. Since the 1990s, the political system has evolved from a modified cabinet-government system to a semi-presidential system. The President is the head of state, which since 1996 has been elected directly by the people to serve a 4 years term.

The Five Yuan of the central government are the Executive, the Legislative, the Judicial, the Control and the Examination Yuan. The Executive Yuan is the highest administrative body which is composed of the premier, a vice premier, several ministers and ministers without portfolio. The Premier is appointed by the President without the consent of the Legislative Yuan. The Executive Yuan currently has 10 cabinet-level ministries and councils, and has also 27 cabinet equivalent ministries, commissions and departments.

The Examination Yuan is the highest organization in charge of recruiting entry-level civil servants and making public personnel policies. The Control Yuan is the highest-level watchdog, which possesses the powers of impeachment, accusation, and auditing.

The administrative system in Taiwan consists of both central and local government. However, Taiwan is more like a unitary system than a federal system. Local government is made up of 2 tiers, including 23 county and city governments (and 2 special municipalities) and 319 urban/rural townships. All local government has an administrative branch and a council body. All the highest administrative leaders are directly elected by the people and are

answerable to local councils.

1.2 Summary of the Public Administration

The central government plays a major role in many aspects of the public administration in Taiwan, including policy making, program design and service delivery. The size of the administrative system in Taiwan is illustrated in the following table. The table indicates that the central government spends over 60% of public expenditures and collects over 70% of total revenues. Also, nearly 60% of public employees have worked at the central government.

	Net Public expenditures (NT\$ billion)	CG's spending share	CG's revenue share	Net Public expenditures as % of GDP	Number of Public Employees (per 1000 population)	CG's number share
2001	2,271.7	65.2	74.7	23.0	571667 (25.6)	63.4
2002	2,144.9	64.4	73.3	20.8	580645 (25.9)	62.5
2003	2,206.2	64.6	72.3	21.0	554010 (24.6)	61.7
2004	2,238.9	62.5	71.6	20.2	549715 (24.3)	61.4
2005	2,454.7	59.9	67.4	20.2	505648 (22.3)	58.9
2006	2,373.3	60.4	69.8	19.0	496861 (21.8)	58.3

Source: Public expenditures are compiled from the FY2008 Budget Request. Number of public employees is compiled from The Civil Servants Yearbook, it does not include public teachers and members of the military. “CG” represents Central Government.

1.3 General Reforms in Taiwan

In response to public calls to make government administration more democratic and efficient, and to enhance performance and public trust, Taiwan has been promoting various well-developed governance principles and initiatives.

1. Support for the rule of law: Taiwan has long since had systems in place to ensure strict adherence to the rule of law. The establishment of the Administrative Procedure Act in 1999 further enhanced the due process and principle of participation by stakeholders. The implementation of Regulatory Impact Analysis (RIA), and the undertaking and reporting of a self-assessment on the APEC-OECD Integrated Checklist of Regulatory Reform in 2006 also promoted legal reform and strengthened economic performance.

2. Transparency: Legislation that promotes greater transparency and openness includes the Government Procurement Act 1999, the Archives Act 1999, and the Freedom of Government Information Law 2005. Taiwan has long since employed information and communication technologies (ICTs) to raise the level of government transparency, examples include the website for government procurement and the Cabinet Gazette Online database.

3. Accountability: Taiwan has already established mechanisms of democratic accountability, including the holding of regular elections at all levels of government; the answerability of the cabinet to parliament; an autonomous and independent judicial system; and fully safeguarded freedom of speech. In addition, the accountability, monitoring and control of the performance of government agencies

are achieved via three mechanisms: open disclosure of information on government performance, an independent government auditing system and the administrative litigation system.

4. Managing for performance: Since 1951, Taiwan has implemented performance evaluation of government agencies. In 2001, it established an improved framework for government performance evaluation, divided into individual-level project performance management and overall-level agency performance management. The new system was based on outcome-orientation, cost effectiveness and customer satisfaction by ICTs as a tool for performance management. At the end of each year, the performance evaluation results of each agency are made public.

5. Public-private partnership: The 2000 Act for Promotion of Private Participation in Infrastructure Projects regulates private participation in public works projects. In addition, the government has taken a number of initiatives, including an e-government portal (2002), the E-Government Service Plan (2003-2007), a trade facilitation website(2005), and pursuing outsourcing, public-private partnership and privatization, as exemplified by the recently completed BOT construction of the high-speed rail (HSR) project.

6. Ethic infrastructure: Key legislations to ensure the establishment of clean, corruption-free government include: the Act on Financial Disclosure by Public Servants (1993), the amendment of the Civil Servant Ethics Act (1996), the Act on Refusal of Public Servants Due to Conflicts of Interest (2000), the Political Donations Act (2004), and the amendment of the Regulations on Rewarding and Protecting Anti-Corruption Informants (2007). Furthermore, since 2006, all political appointees to the cabinet are required to place their assets in compulsory trust.

7. Reorganization: A radical reorganization bill that intends to reduce at least one-third ministries and their subordinate agencies has been discussed in the Legislative Yuan. Also, the government continually calls for the direction of decentralization, outsourcing, quangos and program termination review.

Over the past decade, Taiwan has deepened its program of government reforms, actively employing new public management (NPM) concepts advocated by OECD members. Based on the experience and results of these reforms, Taiwan will continue to strive to enhance governance capabilities and upgrade and add value to public service quality.

2. Using ICTs As a Tool to Improve Public Sector Governance

2.1 The Purpose of the Project

The principal basis on which democratic administration rests is on the active sharing of government information with the public, and on ensuring unimpeded access to such information. Among other things this includes informing the public about the scope of government administration, how to access government services, and which government policies affect people's rights and responsibilities.

The democratisation of Taiwan since 1990 has led to the development of a democratic society, and the gradual emergence of a relationship of accountability between government and people. The administrative system has also been faced with greater pressure to provide more opportunities for people to take an active role in decision making. The question of how best to open up government information consequently holds a significant influence over the quality of public administration and the trust relationship between citizens and government. The Administrative Procedure Act of 1999 requires that public administration follows a fair, transparent and

democratic procedure, ensures respect for the rule of law, and guarantees people's rights. The Freedom of Government Information Act of 2005 further demands all government ministries actively disclose many types of information to the public, as well as assuring people's right to apply for information and administrative relief.

In order to allow the greatest unhindered access to government information, whilst ensuring implementation costs remain as low as possible, Taiwan has chosen to use the internet as the principle tool for its dissemination. Taiwan also considers that the integration of information services is necessary for the effective implementation of the freedom of information policy. This report thus aims to explain the development of ICTs, or e-government, as a tool for improving democratic administration in Taiwan, particularly in relation to the consolidation of the official gazettes. These types of measures are highly suited to the goal of greater public participation and wider ranging e-government, as envisaged by the United Nations.

2.2 Brief Introduction of the Implementing Organisation(s)

The Ministry of Justice is the main agency responsible for the Freedom of Government Information Act, although all government departments must implement the Act. However, the Research, Development and Evaluation Commission (RDEC) has a key role to play as coordinator and facilitator, assisting in the use of ICTs to disclose and publicize all sorts of information. Even before the passing of the Freedom of Government Information Act, the RDEC was responsible for the promotion of Taiwan's e-government plans, as well as the management of government publications. The RDEC is a cabinet-ranked commission and is responsible for researching, deliberating and evaluating the Government's main policies and plans.

The RDEC began to consider plans for a new government gazette

system at the end of 2003, and in March 2004 established the Executive Yuan Gazette Publishing Centre. The Publishing Centre set up a supervisory team, convened by the Vice Chairperson of the RDEC, and including members from other government agencies. The work of this team is currently divided into four sections: manufacturing standards, publishing, internet, and planning coordination.

Two days before publication, each department sends the information assigned to be published in the Gazette, such as draft regulations in the process of appraisal, to the Gazette Publishing Centre to be processed. Final copy is sent to the Publishing Centre before 10am on publication day for printing, and to ensure that the information is published on the same day that it takes effect in law. Both the paper and electronic copies of the Gazette are published around 4pm each day. The electronic copy is in both PDF and HTML format, which can be consulted or downloaded free of charge.

2.3 Background of the Practice(s) and Policy Implications

The Freedom of Government Information Act requires every agency must disclose ten types of information. In order to facilitate public access to the information described above, and through many years of e-government promotion coordinated by the RDEC, Taiwan already relies on the use of the internet for most of its work providing information for the public to consult and understand.

The compilation of information involves both centralisation and dissemination. In other words, there are some types of information that are posted by individual agencies, whilst other types are consolidated into specialised databases, to which other agencies can connect directly to share information. The Executive Yuan Gazette discussed in this report is a very important example of this type of

centralised access point.

The Executive Yuan Gazette currently contains legislation, administrative regulations, notices, enforcement directives, public information disclosure and other types of information. Presidential and Premier's reports, resolutions of the Executive Yuan meeting are collected in appendices or published separately in supplements. To make the Gazette easier for the public to read, there are also offprint and subscription services, it is published online, and is divided into eight chapters according to the major functions of the government. Publication of the Executive Yuan Gazette achieves the following three objectives: Public pronouncement of laws and regulations, Actual disclosure of information and Encouraging public participation.

2.4 Challenges/Barriers and How to Overcome Them

2.4.1 Problems with the Original Gazette System

Before 2004, each central government department published its own official journal. Yet there were several problems that make it difficult for people to find and extract what they needed. The main issues to be addressed were as explained below:

Different media: The Executive Yuan and 19 separate departments published 20 different gazettes altogether (not including specialised journals such as in purchasing, etc), with some departments not producing any journals at all. Since each gazette was published separately, not only were they in various different formats, but could also be found in different places.

Varying frequencies: The needs of each department with respect to gazette reporting was different. Those with fewer items to publish would often outsource to another department when the need arose. Those departments who published less frequently were often unable to meet the time constraints of the constantly changing and updating

Executive Yuan. This meant the public were unable to get hold of the information they wanted when they needed it, which is at odds with the public's right to know.

Inconsistent content: Without standard publishing specifications to follow, each department dealt with the same content in very different ways, which also affected the public's right to know. Much inconvenience was also caused by each department making arbitrary decisions about how to access each journal. In addition, this bundle of gazettes often allowed repetition or omission of material, which has a serious effect on the government's credibility.

Incompatible formats: Each department used a different format for publication. The consequent variety of layouts and arrangements indirectly affected the credibility of the gazettes.

Lack of a single internet access point: The public were only able to access one digital journal at a time. If they wished to search for information in more than one gazette, they would have to use several differing systems. Not only did this mean a failure to provide the most up-to-date information, but also a failure to properly develop the online gazette system.

2.4.2 Overcoming the Problems

The previously dislocated gazette system did not respond to the demands of the information society and of democratic government. To reflect this, it was decided to unify the various parts into a single gazette, the Executive Yuan Gazette, to be published daily. The new system allowed the government to share information with the public much faster, providing an opportunity for the public to express their opinions. The functions of the new gazette system are as described below:

- To unify all the Executive Yuan gazettes into one, published daily in hardcopy and online simultaneously.

- To clarify the content specifications, ensuring a robust government gazette system.
- To develop the Executive Yuan Gazette Information Network, providing a complete and instantaneous reference service.
- To promote better use of information in the Gazette and increase benefits of publication.

2.5 Result/Effect of the Practice(s)

2.5.1 Direct Benefits:

The Executive Yuan Gazette Online allows the public, wherever they are, to access the latest information from any agency quickly and conveniently. From the period of January 2005 until October 2007, 708 issues of the Gazette were published containing 18,667 important laws and regulations relating to people's rights, and 94% of laws and ordinances coming into force in this period were printed simultaneously in the Gazette. The Gazette Online received over 1.3 million hits.

The elimination of the various departmental journals has increased accessibility to the public, as well as resulting in a significant reduction in the time and administrative resources needed. Whereas each department previously required around 1-3 staff members to produce its own gazette, there now only needs to be one person responsible for coordination, which translates to an annual saving of US\$750,000. The creation of the Gazette Online has not only reduced the need for printed copy, but also allows the public to find information on administrative regulations from anywhere at any time.

According to an August 2006 survey on user satisfaction from the Executive Yuan Gazette Online, 82% of the 4,883 respondents declared themselves satisfied or very satisfied. That indicates the

Gazette Online has met public needs and received public approval, and is a very important internet site for the disclosure of government information. The 2007 survey also revealed that 41% of subscribers had expressed their opinions through the advance notice of draft regulations, which demonstrates that the site also has a definite function in encouraging public participation.

It can be seen then that with the establishment of the new Executive Yuan Gazette, the problems with the previous system have been effectively solved. The new system has standardized the content, format and specifications of information, increased its credibility, and helped to achieve the goals of active information disclosure and safeguarding of the public's rights.

2.5.2 Indirect Benefits

The disclosure of information and encouragement of public participation that has been effected by the new Executive Yuan Gazette, has also been of significant assistance to other government agencies in assessing the impact of regulatory changes. The Gazette notifies the public on draft changes, and collects public reaction. Through this form of notification, it is far easier for the public to become familiar with administrative rules and regulations, thereby reducing the difficulties and conflicts that may arise when people are unaware of these rules.

Making advance notice of regulatory changes part of the prescribed content of the Gazette helps to achieve the goal of disclosure and transparency of government information. The public is given an opportunity to comment on changes in rules and regulations through their publication in the Executive Yuan Gazette and online. This helps to avoid the impression that government policy is created behind closed doors, whilst enabling government agencies to better tailor policy to the public's needs.

3. Important Points (Lessons Learned) or Next Steps

The government of Taiwan continues to strive for deeper democratisation. To this end, it has employed the tools of ICTs and e-government to further the disclosure of government information, to make the policy-making process more transparent, and to broaden participation in an ever wider range of public affairs. Using the consolidation of the Executive Yuan Gazette as an example, this report describes Taiwan's commitment to democracy and open government in the course of public administration. The following conclusions can be made from Taiwan's experience:

3.1. Investment and Development in the ICTs Environment

There are three important conditions for success when using ICTs and e-government to encourage government transparency and democratisation: established facilities and information technology skills, a civil service with the will and ability for information planning, and an absence of significant gaps in IT access or use among the people or territory. These three conditions are all present in Taiwan, which makes the idea and methods of open government easy to accept, as well as ensuring the approval and success of the new Executive Yuan Gazette system.

Greater use of ICTs technology, information software and the internet within the civil service enables government services to break through the physical restrictions they previously faced, and to be available regardless of time, place and numbers of people. Even more importantly, services can be integrated. The functions formerly dispersed between various agencies can, with the aid of ICTs technology, be combined into one place, allowing the emergence of personalised services. In respect of open government, this is without a doubt a uniquely effective tool.

3.2. Robust legal framework

Transparency in government has a value of its own; however, a balance must be sought in the question of just how transparent. Should cost efficiency be taken into account? Is there a conflict of interests between the state and the individual? Since one of the fundamental values of democratic governance is the rule of law, a solution to the question of how to enact government transparency within a legal framework is an important precondition. Equally important is the willingness of civil servants to work in a goldfish bowl government.

Since the mid 1990s, Taiwan has promulgated the Administrative Procedure Act, the Freedom of Government Information Act, the Archives Act, the Digital Signatures Act and other freedom of information related laws, as well as committing itself to a culture of clean, customer-driven services. This has provided the government, the civil service and the public with a legal framework of openness and transparency that increases public confidence in the degree of open government, reduces opaque policy making, and allows faster and more effective public supervision of the government's work. Although the new gazette system referred to in this report is currently functioning very successfully, in the future we could go further with a Gazette Act. With other branches of government outside the Executive Yuan as its subject, such an act could legislate on the conditions of publication in official gazettes and raise the gazettes' legal status. This is our next objective.

3.3.Public Participation

Aside from the IT environment and legal framework, the degree of public participation in and desire for further democratisation in Taiwan also holds a decisive influence. For example, whilst a robust gazette system actively and systematically provides dynamic administrative information to the people, thereby satisfying the public's right to know, this also relies upon a certain level of

computer literacy, national cohesion and a willingness to share points of view on national development. We were very pleased to discover that in the two years following the establishment of the new gazette system, over 40% of those who viewed advanced notices of regulatory changes were prepared to express their opinions on the changes. However, we hope that a more user friendly interface and further education in democratic principles will facilitate dialogue between the government and the public, and create a more citizen-led system of governance.

In the future, plans for the release of specialised gazette collections and the development of personalised internet services and online fora to debate draft legislation will strengthen the interactive functions of the Executive Yuan Gazette Online, thereby opening up communication and providing more professional and thematic services to those who need them.

In conclusion, public administration involves many different values, and the path towards democratic governance is one that deserves our concerted effort. Through its efforts in the active disclosure and publicising of government information, particularly with regard to the unification and digitalisation of the Executive Yuan Gazette, the government of Taiwan has changed the relationship between itself, society and the people. The public is able to understand the policies and activities of the government conveniently and at low cost through the information provided online by government agencies. If they wish to participate further in public affairs or inspect administrative activities, the public can do so, with an abundance of information, through increased and more rational dialogue with civil servants, which is beneficial to all parties. Taiwan is a society that has successfully turned from authoritarianism to democracy and now enjoys a level of democratisation apart from many other Asian countries. Because of

this, when it comes to the goals of emphasising public administration and the use of ICTs, Taiwan's efforts and experience can serve as reference to all.

二、我國簡報



Country paper for the Multi-country Study Mission on Public Governance for Asian Public Servants

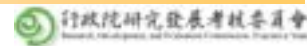
Using ICTs as a Tool to Improve Public Sector Governance in Taiwan: A Case Study of Establishing the New Gazette System

Dr. Jay N. Shih

Chairperson, Research, Development and Evaluation Commission (RDEC), Executive Yuan, Taiwan

Wen-lan Chang

Deputy Director, Department of Government Publications Management, RDEC, Taiwan



Presentation Outline

- Structure of the Administration**
- General Reforms in Taiwan**
- A Good Practice**
 - Using ICTs to Build a Sound Gazette System**





Where is Taiwan ?

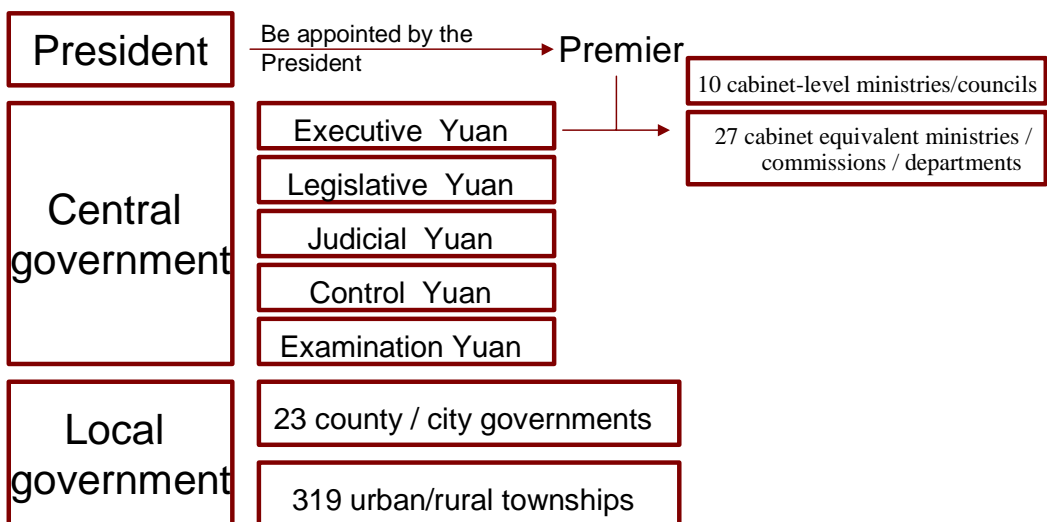


The current area under Taiwan's jurisdiction is about 13,900 square mile. Its population in 2006 was 22.79 million.



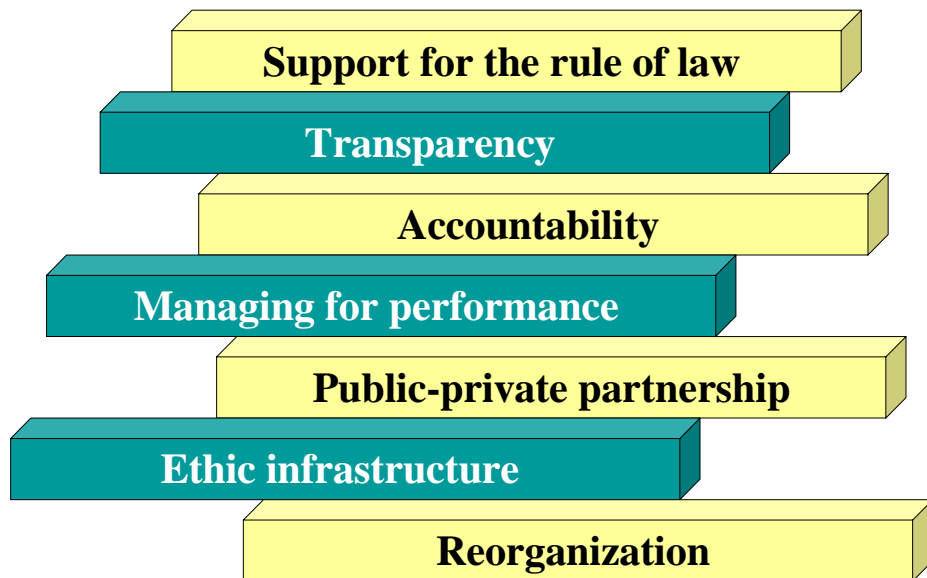
Structure of the Administration

Political and administrative system





General Reforms in Taiwan



General Reforms in Taiwan

□1. Support for the rule of law:

- The establishment of the Administrative Procedure Act in 1999 further enhanced the due process and principle of participation by stakeholders.
- promoted legal reform and strengthened economic performance
 - ✓ The implementation of Regulatory Impact Analysis (RIA),
 - ✓ Undertaking and reporting of a self-assessment on the APEC-OECD Integrated Checklist of Regulatory Reform in 2006



General Reforms in Taiwan

□2. Transparency:

- Legislation that promotes greater transparency and openness
 - ✓ the Government Procurement Act 1999
 - ✓ the Archives Act 1999
 - ✓ the Freedom of Government Information Law 2005
- Taiwan has long since employed information and communication technologies (ICTs) to raise the level of government transparency, examples include
 - ✓ the website for government procurement
 - ✓ the Cabinet Gazette Online database



General Reforms in Taiwan

□3. Accountability:

- mechanisms of democratic accountability, including:
 - ✓ the holding of regular at all levels of government
 - ✓ the answerability of the cabinet to parliament
 - ✓ an autonomous and independent judicial system
 - ✓ and fully safeguarded freedom of speech
- In addition, the accountability, monitoring and control of the performance of government agencies are achieved via three mechanisms:
 - ✓ open disclosure of information on government performance
 - ✓ an independent government auditing system
 - ✓ the administrative litigation system



General Reforms in Taiwan

□4. Managing for performance:

- Since 1951, Taiwan has implemented performance evaluation of government agencies. In 2001, it established an improved framework for government performance evaluation, divided into individual-level project performance management and overall-level agency performance management.
- The new system was based on outcome-orientation, cost effectiveness and customer satisfaction by ICTs as a tool for performance management. At the end of each year, the performance evaluation results of each agency are made public.



General Reforms in Taiwan

□5. Public-private partnership:

- The 2000 Act for Promotion of Private Participation in Infrastructure Projects regulates private participation in public works projects.
- In addition, the government has taken a number of initiatives, including
 - ✓ an e-government portal (2002)
 - ✓ the E-Government Service Plan (2003-2007)
 - ✓ a trade facilitation website(2005)
 - ✓ and pursuing outsourcing, public-private partnership and privatization, as exemplified by the recently completed BOT construction of the high-speed rail (HSR) project



General Reforms in Taiwan

□6. Ethic infrastructure:

- Key legislations to ensure the establishment of clean, corruption-free government include:
 - ✓ the Act on Financial Disclosure by Public Servants (1993)
 - ✓ the amendment of the Civil Servant Ethics Act (1996)
 - ✓ the Act on Refusal of Public Servants Due to Conflicts of Interest (2000)
 - ✓ the Political Donations Act (2004)
 - ✓ the amendment of the Regulations on Rewarding and Protecting Anti-Corruption Informants (2007).
- Furthermore, since 2006, all political appointees to the cabinet are required to place their assets in compulsory trust.



General Reforms in Taiwan

□7. Reorganization:

- A radical reorganization bill that intends to reduce at least one-third ministries and their subordinate agencies has been discussed in the Legislative Yuan.
- Also, the government continually calls for the direction of decentralization, outsourcing, quangos and program termination review.
- **Over the past decade, Taiwan has deepened its program of government reforms, actively employing new public management (NPM) concepts advocated by OECD members. Taiwan continues to strive to enhance governance capabilities and upgrade and add value to public service quality.**



A Good Practice

-Using ICTs to Build a Sound Gazette System

□ Background

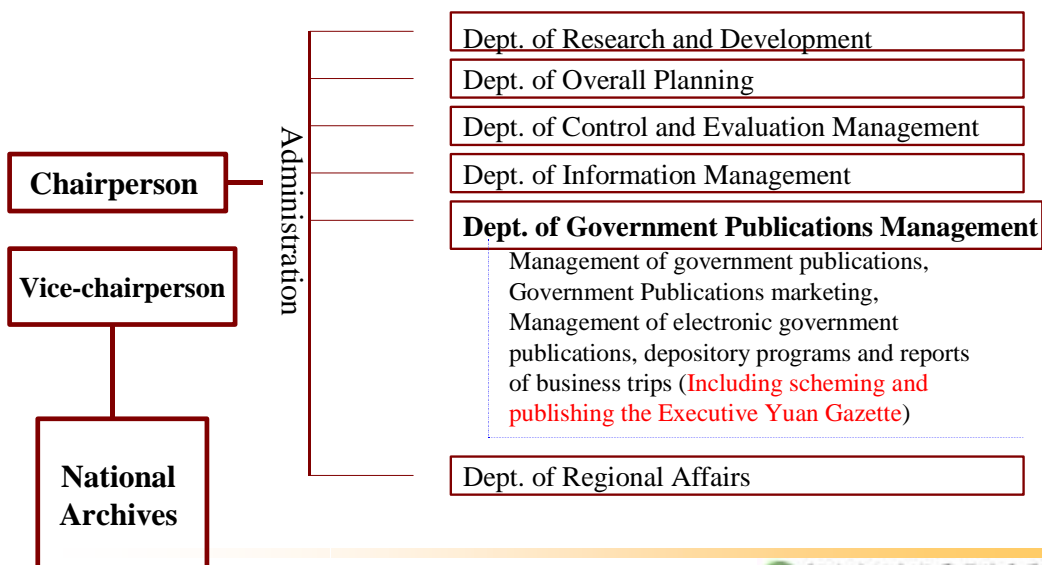
- democratic administration
 - ✓ Information sharing & easy accessing
 - ✓ greater pressure to take account of public views
 - ✓ provide more opportunities for people to take an active role in decision making
- using the internet for its dissemination
 - ✓ allow the greatest unhindered access
 - ✓ ensuring costs remain as low as possible

□ Implementing Organization

- Research, Development and Evaluation Commission (RDEC), the Executive Yuan

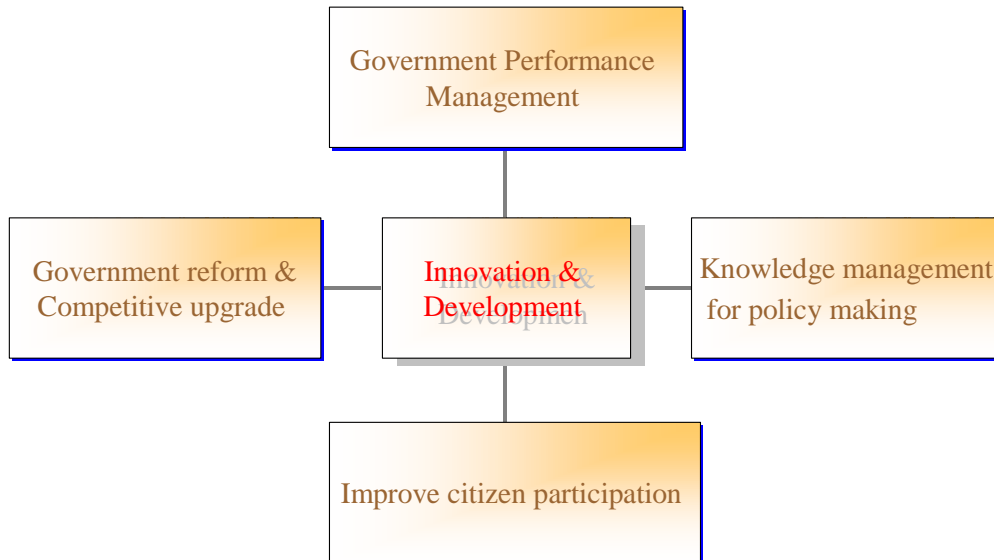


About RDEC(Organization)





About RDEC(Vision & Strategy)





The original Gazette system



Problems with the Original Gazette System

Different media

20 different gazettes published separately, in various different formats, could be found in different places, difficult for interested parties and the general public to access.

Varying frequencies

The public were unable to get hold of the information they wanted when they needed it, which is at odds with the public's right to know.

Inconsistent content

This bundle of gazettes often allowed repetition or omission of material, which affected the public's right to know and has a serious effect on the government's credibility.



Problems with the Original Gazette System (cont.)

Incompatible formats



Each department used a different format for publication. The consequent variety of layouts and arrangements indirectly affected the credibility of the gazettes.

Lack of a single internet access point



The public were only able to access one digital journal at a time. If they wished to search for information in more than one gazette, they would have to use several differing systems.



Overcoming the Problems

To unify all the Executive Yuan gazettes into one, published daily in hardcopy and online simultaneously

To clarify the content specifications, ensuring a robust government gazette system

To develop the Executive Yuan Gazette Information Network, providing a complete and instantaneous reference service

To promote better use of information in the Gazette and increase benefits of publication





The New Gazette System



published online and distributed in both
electronic forms and hard copies

行政院公報資訊網 - Microsoft Internet Explorer

檔案(F) 編輯(E) 檢視(V) 我的最愛(A) 工具(T) 說明(H)

網址: http://gazette.nat.gov.tw/gFront/mag_h_background.jsp?al=2

The Executive Yuan Gazette Online

每日即時刊登行政院及所屬各機關公布之法令規章等資訊

About Executive Yuan Gazette

- Background
- Message from the former Premier, Yu Shyi-kun for the first issue of the Executive Yuan Gazette (2005.01.03)
- Features
- Subscription

(a) Distribution Frequency: Published daily not including weekends and national holidays.

(b) Contents of Publication: Divided into 9 main categories including rules and regulations, administrative directions, notices, enforcement directives, public information disclosure, and others. Presidential and Premier's reports, resolutions of the Executive Yuan meeting are collected in appendices or published separately in supplements.

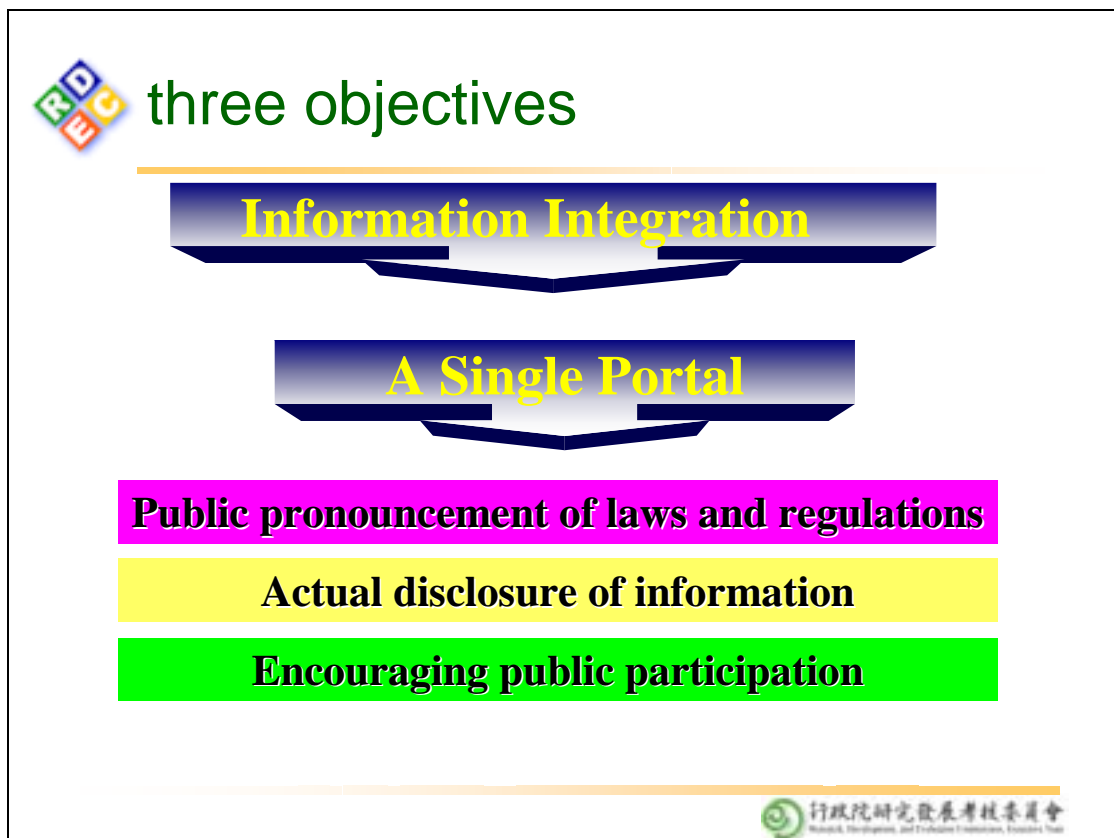
(c) Single Chapter Offprint: Contents of publication are sorted into the following 8 chapters based on the category of each government agency to be sorted, hence offprint subscription service based on every single chapter is also available.

1. General Affairs.
2. Interior Affairs.
3. Foreign Affairs, National Defense and Legal Affairs.
4. Finance and Economic Affairs.
5. Education and Cultural Affairs.
6. Transportation and Public Constructions.
7. Agriculture and Environmental Protection.
8. Public Health and Labor Affairs.

(d) Value-added service: in addition to the regular publication for the codification of statutory instruments and administrative directions by quarter and annual issues in CD-ROM, additional values would also be created by authorizing private organizations for further use of the database of The Executive Yuan Gazette.

(e) e-Gazette: Both hardcopies and online version of the gazette are published at 4pm daily. Contents in electronic format can be viewed by either clicking into PDF or HTML hyperlinks. Free inquiry for online subscription and full text download services are also provided at the official website.

完成





Direct Benefits

- ❑ 708 issues of the Gazette were published ontaining **18,667** important laws and regulations relating to people's rights. (2005-Oct.2007)
- ❑ **94%** of laws and ordinances coming into force in this period were printed simultaneously in the Gazette .
- ❑ **Public Opinion**
 - User satisfaction from the Executive Yuan Gazette Online, **82%** of the 4,883 respondents declared themselves satisfied or very satisfied. (2006 Survey)
 - **41%** of subscribers had expressed their opinions through the advance notice of draft regulations, which demonstrates that the site also has a definite function in encouraging public participation.(2007 Survey)



Indirect Benefits

- ❑ Assistance to other government agencies in assessing the impact of regulatory changes.
- ❑ It is far easier for the public to become familiar with administrative rules and regulations.
- ❑ Achieve the goal of disclosure and transparency of government information.
- ❑ helps to avoid the impression that government policy is created behind closed doors.



Conclusions –Next Steps(1)

1. Investment and Development in the ICTS

Environment

- ❑ **three important conditions for success when using ICTS and e-government to encourage government transparency and democratisation:**

- established facilities and information technology skills
- a civil service with the will and ability for information planning
- an absence of significant gaps in IT access or use among the people or territory

- ❑ **break through the physical restrictions and to be available regardless of time, place and numbers of people.**



Conclusions –Next Steps(2)

2. Robust legal framework

- ❑ **a balance must be sought in the question of just how transparent.**

- Should cost efficiency be taken into account?
- Is there a conflict of interests between the state and the individual?

- ❑ **the fundamental values of democratic governance**

- the rule of law
- promulgating freedom of information related laws
- our next objective- a Gazette Act



Conclusions –Next Steps(3)

3. Public Participation

□the degree of public participation in and desire for further democratisation holds a decisive influence

- relies upon a certain level of computer literacy, national cohesion and a willingness to share points of view on national development

□facilitate dialogue between the government and the public

- a more user friendly interface
- further education in democratic principles



Thank you
for your attention



三、相關照片



研討會會場—議程進行中





張副處長文蘭代表我國進行簡報





參訪韓國高速公路公司—簡報說明



參訪韓國高速公路公司行控中心
(張副處長與該中心人員)



行控中心交通管理系統展示