

Abstract

The government of the Republic of Korea announced “Comprehensive Plan for Government Innovation” in March 2018, it proposed the transition to realizing social values, or improving the quality of people's lives, as its first strategy. This is based on the 12th task of “100 Task of Moon Jae-in Government”, which is mentioning ‘Public institutions to take the lead in the realization of social values’, and the objective of the task is to internalize the self-responsibility management system by establishing policies, implementing and evaluating system reflecting social values, expansion of information disclosure and improvement of governance for public institutions. To achieve this goal, the government has established various action plans and decided to conduct a management assessment of public institutions that reflect social values from 2019. To this end, public institutions are developing policies that reflect social values, and KOICA is also in the process of developing social values fulfillment strategies. Meanwhile, while other domestic public institutions agree that the beneficiaries of the project and social values are the same as the Korean people, in the case of KOICA, all projects are conducted outside the country. The subject of projects are people in developing countries and beneficiaries of social values are Korean, therefore, KOICA should overcome situations in which stakeholders are different.

According to the “Comprehensive Plan for Government Innovation”, social values can be defined as values that can contribute to the development of the public interest and community in all areas, including society, economy, environment and culture. And according to the Act on the Realization of Social Values in Public Institutions, there are 13 kinds of social values which include △protection of human rights as a basic right to maintain human dignity, △maintaining a safe working and living environment from disasters and accidents, △the provision of health care for healthy living, △the guarantee of labor rights and the improvement of working conditions, △the social integration and opportunity for the disadvantaged, △coexistence and cooperation between large and small businesses, △creating decent jobs to enjoy a decent life, △community activation and community restoration, △regional economic contribution through regional circulation of interests of economic activities, △implementation of voluntary corporate social responsibility, including ethical production and distribution, △conservation of environmental sustainability, △realizing democratic decision making and participation as civil rights, △realization of community profitability and strengthening publicity.

In this sense, the social value is similar to sustainable development goals (SDGs) that the international community has implemented since 2016 and therefore, SDGs can be considered as global social values being pursued at the global level. When we link 17 SDGs and 13 types of social values together based on relevance, we can produce Table

2-7 of this report. In other words, contributing to the achievement of SDGs in Korea is the same as contributing to realizing domestic social values.

Meanwhile, with the expansion of social value realization in the evaluation of public institution management in 2018, almost all Korean public institutions have established and implemented policies for realizing social values but have yet to be systematized. In terms of organization, most public institutions created new departments to realize social values, but instead of selecting new employees, they were reorganized by merging existing departments or rearranging existing employees. In addition, in order to implement social value projects, the company develops and promotes social value objectives and goals that are most appropriate in the areas closest to the original work of the organization and develop them into brands or slogans for social values pursuit. These public institutions have targeted the main beneficiaries of the project to the members of each agency or to the local citizens, whereas KOICA is in different situation when it comes to it's direction of projects since KOICA's major subjects are people in developing countries. Therefore, although domestic cases may provide a point for KOICA's domestic social value creation project, it is not desirable to use the evaluation criteria of these institutions' social value creation project as the criteria for KOICA's social value creation project.

When looking at advanced donor agencies overseas, they recommend or enforce organizations and individuals who operate with donor agencies, as well as institutions themselves strictly comply with the equal employment opportunities, discrimination prevention, ethics management, environmental protection, alliance with small business or small business unions, in terms of organizational operation. In addition, advanced overseas donor agencies recommend and monitor business partners to pursue social values, and tend to give business priority to business partners seeking social values or realizing social values, and systematize this process as an organizational operation regulation. KOICA, which is concerned about creating social values in the communities where headquarters are located, may consider amending and creating new regulations in a similar context.

It is also necessary to create a consensus on the scope of stakeholders, and to categorize stakeholder priorities into primary stakeholders, secondary stakeholders, and adjust the strategic priorities accordingly. Next, the contents about seeking social value by redefining the mission and vision from a branding and communication perspective should be included. In addition, in terms of organizational management, each suggestion point related to job creation, equal opportunity and social integration, ethics management, win-win cooperation and regional development is derived as follows. In the field of job creation, it is necessary to position it as a strategy to contribute to the development cooperation ecosystem through the development of global talent in the long term rather than short-term job creation. In the field of equal opportunity and social integration, it is worth considering performing human-centric social contributions to multicultural

families. From an ethics management perspective, feedback loops for enhancing integrity, severe punishment system for corruption, and business quality management through environmental/social/human rights safeguard are needed, and complaints about fairness of internal personnel systems need to be quickly resolved. Finally, from the perspective of win-win cooperation and regional development, win-win cooperation can be pursued by linking CTS companies with B-corp certification, social enterprise certification, and inviting impact investing.

To realize social values at the project level as well as at the KOICA organizational level, the first is to select a detailed task within each project sector and also to develop an internalization strategy. Second, internalization of social values should be performed step by step. Third, institutional strategies should be set to internalize social values not only in the traditional cross-cutting issues like gender/environment, but also in human rights, and employment. Fourth, it is necessary to supplement and strengthen programs to develop new and weak companies as actors of development cooperation, along with expansion of incentive systems for new business operators and socially disadvantaged businesses (such as small businesses, woman enterprises, social enterprises, etc.). Fifth, it is necessary to prepare a device in the information releasing system that enables a company to check the deficiencies on its own in terms of the application of social values within the bidding process. Sixth, in relation to the social value reflection in the evaluation sector, we should explore how to apply the evaluation criteria of the OECD DAC to the social value guideline. Sixth, in relation to the social value reflection in the evaluation sector, we should explore how to apply the social value guideline to the evaluation criteria of the OECD DAC. Seventh, it should be noted that the link between the organizational link of social values and the way in which projects are linked to social values.

During an innovation committee meeting and advisory meeting in 2018, KOICA defined itself as a quasi-governmental organization that realizes global social values and presented a more firm and clear goal-oriented implementation plan by aligning the realization of global social values with the implementation of SDGs. In this way, the planning and implementation of KOICA's social values realization has continued over the past few months, but it still needs to be supported by a high level of strategic review and planning. Accordingly, we suggest that KOICA simultaneously implement organizational and project-level innovation to realize global social values as a task of implementation, match additional 7 SDG objectives (SDG 16+) directly related to SDG 16 with 13 types of social values, and develop a social value fulfillment assessment and verification system.