



VII

Enhancing Diplomatic Capacity Through Innovation

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Section 1 **Renewing the Innovation Roadmap for the Second Phase of MOFA Innovation**

In line with the governing philosophy of the Moon Jae-in administration, under which the people and national interest are top diplomatic priorities, MOFA set forth its Innovation Roadmap on September 29, 2017. The aim of the Innovation Roadmap is to improve MOFA's organizational structure and strengthen its diplomatic capacity so as to build an upright and competent MOFA centering on the people and national interest.

In order to respond more actively to the rapidly changing diplomatic environment, MOFA renewed the Innovation Roadmap, reflecting earlier outcomes made under the roadmap, and announced a set of new tasks titled "Second Phase of MOFA Innovation" on November 27, 2018. Under the goal of achieving a national interest-oriented and people-centered diplomacy that contributes to peace and prosperity, MOFA worked on completing the new innovation tasks with a specific focus on organizational restructuring and capacity building.

1. People-centered Diplomacy to Protect Overseas Korean Nationals and Communicate with the People

To protect overseas Koreans and reinforce its consular service capacity, MOFA opened an embassy in Latvia as well as a consulate general in Da Nang, Viet Nam and increased the number of staff in charge of overseas incidents and accidents. In addition, the Act on Consular Assistance for the Protection of Overseas Korean Nationals, which stipulates the full range of rules and regulations pertaining to consular assistance for overseas Koreans, was legislated to ensure the safety and rights of Koreans in foreign countries.

MOFA also conducted major reforms to improve consular services of overseas missions. Their public affairs documents were digitalized, and a platform was set up to enable real-time communication between overseas missions and government agencies in Korea. Additionally, MOFA launched a portal titled "Consular Service 24" for personalized online consular services and increased the scope of its apostille service to provide upgraded and more accessible consular services.

Furthermore, MOFA carried out public outreach programs, such as Open Lectures and Open Campus events, at its Center for Participatory Diplomacy in order to promote people's understanding and participation in developing and implementing diplomatic policies. MOFA also added a "participatory diplomacy" feature in its overseas safe travel mobile application to provide a more integrated service.

2. Strengthening Diplomatic Capacity to Proactively Respond to the Changing Diplomatic Environment

In order to proactively deal with the changes in the diplomatic environment and meet new demands, MOFA divided its Northeast Asian Affairs Bureau and South Asian and Pacific Affairs Bureau into the Asian and Pacific Affairs Bureau, Northeast Asian Affairs Bureau, and ASEAN and Southeast Asian Affairs Bureau. In addition, MOFA designated flagship missions and assigned them special tasks to carry out pilot projects

in such areas as visa issuance, accounting, and public diplomacy in order to find ways to manage the human resources and finances of overseas missions more efficiently.

As more and more Koreans are basing themselves abroad, MOFA established the Team Korea system, a network through which overseas missions and overseas offices of Korean public institutions can effectively collaborate. MOFA increased the number of consultative bodies led by its diplomatic missions to more than 30 in order to help young Koreans find job opportunities and career development opportunities overseas.

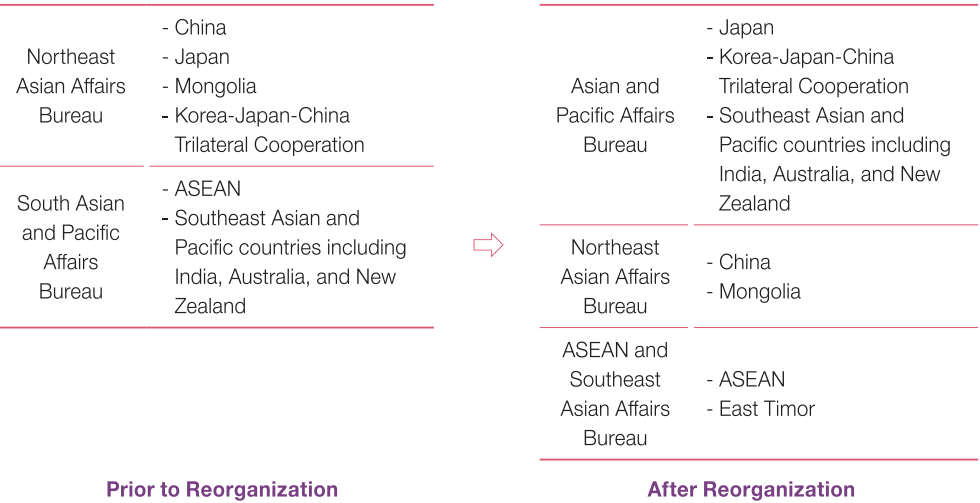
MOFA firmly upholds the values of fairness, balance, and transparency when managing its human resources so as to place the right person in the right position and build an efficient workforce. In the same vein, MOFA seeks to take a task-oriented approach to workforce restructuring, implement fair and merit-based human resources management practices, and increase the number of female staff in management positions.

MOFA also provides training programs customized for each position type and level for its diplomatic officers, as well as hands-on training courses for newly recruited diplomats, to help them acquire the expertise and leadership needed to fulfill their roles in an ever-changing work environment and foster an elite diplomatic workforce.

Section 2 Establishing a System for Advanced Diplomacy

1. Organizational Restructuring and Human Resources Development for Effective Implementation of the Presidential Agenda and Government Innovation

MOFA restructured its organization and developed its human resources to fully implement the government's agenda and plan for pan-governmental innovation. For example, as part of its efforts to strengthen Korea's cooperative relationships with Japan and China and to further support the implementation of the New Southern Policy, MOFA reorganized its Northeast Asian Affairs Bureau and South Asian and Pacific Affairs Bureau into the Asian and Pacific Affairs Bureau, Northeast Asian Affairs Bureau, and ASEAN and Southeast Asian Affairs Bureau.



In light of the growing number of Koreans traveling abroad — as much as 28.7 million each year — MOFA strengthened its consular services to protect Korean nationals overseas more effectively. MOFA established the Korean Consulate General in Da Nang, a city in Viet Nam where over one million Korean travelers visit every year, and dispatched consular officers in charge of overseas incidents and accidents to 13 missions including the embassies in the Lao PDR and the UK. In addition, the Korean Consulate in Riga was elevated to the Korean Embassy to Latvia for diversification in diplomacy and better protection of overseas Korean nationals.

2. Efficient Management of Human Resources

MOFA has been striving to efficiently manage its human resources to effectively respond to increasing diplomatic affairs. In 2019, it strengthened the expertise of diplomatic officers and managed its human resources based on merit. MOFA also fostered a family-friendly working environment that allows work-life balance. It also

increased the number of open positions and personnel exchange opportunities to create an open and transparent public service community.

2.1 Strengthening the Expertise of Diplomatic Officers

After the Foreign Service Examination was abolished in 2013, MOFA introduced a program to train diplomat candidates. In the first four years of running the program, MOFA evaluated the candidates based on a relative evaluation system and dropped a certain number of candidates before shortlisting the final diplomat candidates. On December 30, 2017, the Foreign Service Officer Act was revised, allowing the use of an absolute evaluation system, under which diplomat candidates are appointed as diplomats after they complete a comprehensive course designed by MOFA and earn a passing grade. Well into its sixth year, the program has served to nurture competent diplomats to ensure that diplomatic officers effectively respond to a rapidly changing global environment and meet the increasing public demand for diplomatic and consular services. The program focuses on improving the candidates' sense of mission as public servants and on helping them develop a higher level of skill and competence.

Furthermore, MOFA has pursued fair and merit-based human resources management by having applicants for counselor-level positions and senior diplomatic officers undergo Diplomatic Competency Assessments. In 2019, MOFA conducted 16 of such assessments to evaluate the performance and work of candidates who applied for personnel exchange programs, open positions, or special recruitment as well as four regular assessments on diplomatic officers.

2.2 Promoting Efficient and Merit-based Management of Human Resources and Establishing a Family-friendly Working Environment that Allows for Work-Life Balance

MOFA has been appointing those with excellent diplomatic expertise and a strong drive as heads of mission irrespective of their entry route or seniority. In 2019, MOFA effectively harnessed its human resources by appointing capable personnel with regional specialties as heads of mission. Some director-level staff was also appointed as heads of relatively smaller missions, and regional expertise was considered in the process of appointing staff of missions.

In light of the trend of women's empowerment, MOFA promoted female diplomats to senior positions at the headquarters and overseas missions, some in charge of diplomacy with major partner countries.

Last but not least, MOFA strived to build a family-friendly working environment by revisiting and improving its policies in a way that ensures work-life balance.

2.3 Pursuing a Transparent Public Service Sector by Increasing the Number of Open Positions and Personnel Exchanges

MOFA has actively recruited experienced civil workers and promoted personnel exchanges with other ministries to provide talented individuals with expertise and competence with the opportunity to work in the diplomatic field, effectively enhancing the professionalism of the public service community and strengthening collaboration between ministries.

In 2019, MOFA recruited experts from the private sector for its director-level positions for public relations and cultural exchange, where cooperation with the private sector is crucial.

It also promoted personnel exchanges at various levels with diverse relevant ministries including the Office for Government Policy Coordination, the Prime Minister's Secretariat, the Ministry of the Interior and Safety, the Ministry of Economy and Finance, the Ministry of Justice, the Ministry of National Defense, the Ministry of Health and Welfare, and the Ministry of Personnel Management. In particular, MOFA

expanded the scope of its personnel exchanges by identifying positions that were highly inter-related and required inter-ministerial collaboration. Good examples include deputy director general-level exchanges with the Secretariat of the National Unification Advisory Council to promote unification policy overseas and director-level exchanges with the Ministry of the Interior and Safety to expand inter-ministerial cooperation on historical issues.

Section 3 Improving the Education and Evaluation Systems and Promoting Research Activities

1. Capacity-building Programs for Diplomats and Public Officials

In 2019, the Korea National Diplomatic Academy (KNDA) conducted its sixth training program for diplomat candidates. It provided education on four major topics: Sense of Mission; Communication, Networking, and Negotiation Skills; Knowledge of Areas & Function; and Foreign Languages for Diplomats. Renowned scholars and public figures with experience in international affairs, including Head of Ajou University Hospital's Trauma Center Lee Guk-jong, Chief of the United Nation Institute for Training and Research Nikhil Seth, and Presidential Secretary for Culture Yang Hyun-mi, were invited to the KNDA to give special lectures, which helped diplomat candidates to attain the necessary skills and knowledge for serving the public.

The 2019 training program consisted of two semesters, and each semester lasted 12 weeks. The program also included four weeks of on-the-job training at diplomatic missions from May 20 to June 14 and four weeks at MOFA from July 8 to August 2, a significant extension in the training periods compared with the past. The KNDA also organized various programs to enhance cooperation between ministries, such as joint

education sessions with other newly recruited government officials at the National HRD Institute.

In an effort to improve the quality of consular services, the KNDA included on-the-job training in its education program for consular officers for the first time, and the participants were able to have hand-on experience at diplomatic missions from February 27 to March 21. The KNDA also provided an intensive practical education program for newly recruited consular officers in charge of incident and accident response and crisis management.

To help diplomatic officers better adapt to changes in their work environment due to frequent overseas assignments and MOFA's job rotation policy, the KNDA designed and implemented an innovative job training system. Under this system, new training courses were launched for deputy directors, newly appointed directors, director-generals, among others. Each course features a leadership workshop designed to provide specific guidance on leadership, seminars to enhance job performance, and one-on-one leadership coaching for each trainee. The courses are tailored to the needs and career paths of officers of different ranks and positions to help them hone their leadership skills and diplomatic competencies as senior diplomats.

In recognition of these efforts and achievements, the KNDA was awarded as one of the top 15 among 146 contestants in the 2019 Personnel Management Best Practices Contest sponsored by the Ministry of Personnel Management.

In addition, in response to the rapid growth in the number of overseas accidents and incidents, the KNDA regularly conducted simulation exercises in which participants learned how to effectively respond to such cases as severe earthquakes and abductions. The purpose



Award ceremony of the Personnel Management Best Practices Contest (Sejong, Dec. 12)

of these exercises was to reinforce the overall response capability of diplomatic officers and to meet the public's increased expectations for the government's protection of overseas Korean nationals and consular assistance. By including the staff of the Consular Call Center in the simulation exercises, the KNDA also contributed to improving the staff's initial response capability and to promoting close and effective collaboration between diplomatic missions and the Consular Call Center.

With regard to language education, the KNDA reinforced its foreign language education and expanded relevant infrastructure in line with the Korean government's efforts to expand its diplomatic horizon. Specifically, the KNDA started providing support for overseas language training to diplomatic officers who wish to learn non-major languages and offered diverse levels of tailored-made language courses to meet the needs of diplomatic officers at different stages of their career. The KNDA also provided regular language courses both online and offline to facilitate effective language learning.

Furthermore, the KNDA carried out the Diplomatic Competency Development Program to help diplomatic officers strengthen their capacity and regularly conducted Diplomatic Competency Assessments to ensure diplomatic officers work on developing their expertise and capacity.

Moreover, the KNDA helped public officials from other ministries or government agencies to increase their competency in dealing with international affairs by offering training programs such as the Global Leadership Program for senior government officials and the International Conference and Negotiation Program for government and public sector employees. The KNDA hosted the Special Lecture on Major International Issues and Diplomatic Workshop twice in 2019 for college and graduate students. At the special lecture, the KNDA's honorary professors, designated among retired diplomats, shared their professional experience to enhance the students' understanding of key diplomatic issues. The KNDA also endeavored to build networks with diplomats from other countries and help them gain a deeper insight into Korea by offering

programs such as the Capacity Building Program for diplomats from developing countries and the Introductory Program on Korea for diplomats newly assigned to Korea.

2. Promoting Active Research Activities

The Institute of Foreign Affairs and National Security (IFANS) supports the Korean government's diplomatic efforts by producing in-depth analyses on Korea's foreign policy and its national security issues to help the government to develop effective medium and long-term policies, build networks with academia and research institutes around the world, and actively engage in public diplomacy.

In 2019, IFANS provided an in-depth analysis on international issues and Korea's major diplomatic issues, made policy recommendations, and promoted Korea's foreign policy by issuing publications and reports including *IFANS Forecast*, *IFANS Focus*, *Analysis of Global Issues*, and *Policy Reports*.

Also, by coordinating various research programs on the Northeast Asia Peace and Cooperation Platform, the peace process on the Korean Peninsula, and the Korea-US alliance, IFANS assisted the government to effectively implement its foreign policy. The institute also contributed to the Korean government's efforts to formulate appropriate policies on the most pressing diplomatic issues by arranging seminars for discussing issues and challenges such as the intensifying competition between the US and China and Japan's trade restrictions on Korea.

In order to build a strong network with experts from leading research institutes and gain greater international support for Korea's diplomacy, IFANS organized various international seminars and conferences. A total of 23 international events were held in 2019 — including the 2019 IFANS Conference on Global Affairs, the KNDA-USIP Dialogue, the KNDA-CIIS-JIIA Trilateral Dialogue, the KNDA-MGIMO Dialogue, the

KNDA-EUISS Dialogue, and the 2019 Seoul Academy of International Law, providing opportunities to interact and exchange views with other institutes and to build strategic cooperation channels.

International Academic Events Hosted by the KNDA and IFANS in 2019

Event	Place and Date	Participating Institution
KNDA-CEIP-JIIA Trilateral Dialogue	Tokyo, Jan. 14-16	CEIP and the JIIA
KNDA-USIP Dialogue on the Peace Regime on the Korean Peninsula	Seoul, Feb. 12	USIP
5th IFANS-PSAIDS Workshop	Riyadh, Feb. 26	PSAIDS
Korea-Russia Dialogue	Seoul, Mar. 8	RISS
KNDA-VASS Dialogue	Hanoi, Apr. 15-19	VASS
2nd KNDA-USIP Dialogue	Washington DC, Apr. 28 - May 4	USIP
KNDA-MGIMO Dialogue	Moscow, May 12-18	MGIMO
KNDA-EUISS Dialogue	Seoul, June 11	EUISS
28th KNDA-CIIS Dialogue	Beijing, June 17-21	CIIS
2019 Seoul Academy of International Law	Seoul, July 1-12	-
KNDA-IFAT Dialogue	Budapest, July 5	IFAT
3rd International Conference on Nuclear Nonproliferation	Seoul, Aug. 5-6	-
34th KNDA-JIIA Dialogue	Seoul, Aug. 14	JIIA
12th KNDA-CIIS-JIIA Trilateral Dialogue	Tokyo, Sept. 23-25	CIIS and the JIIA
KNDA-CEIP Dialogue	Washington DC, Sept. 25	CEIP
KNDA-CEIP-JIIA Trilateral Dialogue	Washington DC, Sept. 26-27	CEIP and the JIIA

ROK-ASEAN Think Tank Strategic Dialogue	Seoul, Oct. 25	IFA, the ISIS Malaysia, MISIS, the CSPS, DAV, the ISEAS-Yusof Ishak Institute, the CSIS Indonesia, the CICP, the ISIS Thailand, and ADRI
KNDA-NCAFP-JFIR Trilateral Dialogue	Tokyo, Nov. 15-17	NCAFP and the JFIR
International Conference on ROK-Japan Relations	Seoul, Nov. 25	-
KNDA-JFIR-ORF Trilateral Dialogue	Tokyo, Nov. 28-30	JFIR and the ORF
2019 IFANS Conference on Global Affairs	Seoul, Dec. 4	-
KNDA-APLN Dialogue	Seoul, Dec. 5	APLN
4th Network of Trilateral Cooperation Think-Tanks Conference	Tokyo, Dec. 16-18	JFIR and the CFAU

*The full names of the acronyms used above are as follows.		
APLN	Asia-Pacific Leadership Network for Nuclear Non-Proliferation and Disarmament	
CICP	Cambodian Institute for Cooperation and Peace	
CEIP	Carnegie Endowment for International Peace	
CSIS Indonesia	Center for Strategic and International Studies	
CSPS	Center for Strategic and Policy Studies	
CFAU	China Foreign Affairs University	
CIIS	China Institute of International Studies	
DAV	Diplomatic Academy of Vietnam	
EUISS	European Union Institute for Security Studies	
IFAT	Institute for Foreign Affairs and Trade	
IFA	Institute of Foreign Affairs	
ISIS Thailand	Institute of Security and International Studies	
ISEAS-Yusof Ishak Institute	Institute of Southeast Asian Studies	
ISIS Malaysia	Institute of Strategic and International Studies	
JFIR	Japan Forum on International Relations	
JIIA	Japan Institute of International Affairs	
MGIMO	Moscow State Institute of International Relations University of the MFA of Russia	
MISIS	Myanmar Institute of Strategic and International Studies	
NCAFP	National Committee on American Foreign Policy	
ORF	Observer Research Foundation	
PSAIDS	Prince Saud Al-Faisal Institute of Diplomatic Studies	
RISS	Russian Institute of Strategic Studies	
ADRI	Stratbase ADR Institute for Strategic and International Studies	
USIP	U.S. Institute of Peace	
VASS	Vietnam Academy of Social Science	

Five departments of IFANS — the Department of National Security and Unification Studies, the Department of Asian and Pacific Studies, the Department of American Studies, the Department of European and African Studies, and the Department of Economy and Trade Studies — conducted research on specific regions including Africa, Central and South America, Central Asia, and the Middle East. IFANS also conducted rigorous research on disarmament and nonproliferation, global security issues, and several foreign policy challenges faced by Korea. Also, five centers of IFANS — the Center for Chinese Studies, the Center for Diplomatic History Studies, the Center for International Law, the Center for Japanese Studies, and the Center for ASEAN-Indian Studies — worked on building a stronger network between the private and public sectors by organizing various academic events for experts and government officials.

Furthermore, the KNDA conducted public diplomacy programs, such as the KNDA Dissertation Awards and IFANS Talks, and its professors also carried out various promotional activities on the media in order to increase the public's interest and understanding of the Korean government's foreign policy.

3. Efforts to Strengthen Diplomatic Capacity Through Enhanced Performance Evaluation of Mission Heads

In 2019, MOFA revised its guidelines on the integrated evaluation of the performances of heads of mission to evaluate their performances in a more systematic and objective way by eight criteria — political affairs, economic affairs, trade, consular affairs, public diplomacy, public relations, development cooperation, and overseas job creation — as well as to assess the outcomes of priority projects selected by each mission head. The new evaluation system led to overall improvement in the performances of diplomatic missions and contributed to the diplomatic activities of the Korean government for peace on the Korean Peninsula and the New Southern Policy.

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