
KOICA Strategic Plan (2021–2025)

August, 2021



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Management Goal System

[Mission] Contributing to the common prosperity and the promotion of world peace through inclusive and mutual development cooperation that leave no one behind

Leave no one behind

▶ **[Philosophy]** Reflecting value of pursuing sustainable development (Leave no one behind, SDGs 5P)

SDGs 5P : People, Peace, Prosperity, Planet, Partnership

Inclusive and mutual development cooperation

▶ **[Main Role]** Presenting KOICA's main role specified in the Korea International Cooperation Agency Act

Article 1. (PURPOSE) The purpose of this Act is to contribute to the promotion of international cooperation by establishing the Korea International Cooperation Agency and having it perform various cooperative projects in order to promote friendly and cooperative relationships and mutual exchanges between the Republic of Korea and developing countries, to reduce poverty, improve the quality of life, and realize sustainable development and humanitarianism in developing countries.

Contributing to the common prosperity and the promotion of world peace

▶ **[Goal]** Contributing to the aims of Government's development cooperation activities

Framework Act on International Development Cooperation Article 1.

(PURPOSE) ① The purpose of this Act is to enhance the appropriateness of policies for international development cooperation, the effectiveness of implementation thereof, and to effectively achieve the policy objectives of international development cooperation by providing for basic matters concerning international development cooperation, thus contributing to the mutual prosperity of humanity and to world peace through international development cooperation

1. Mission and Vision

[Vision] An eminent global development cooperation organization to realize global values and create mutual prosperity

Realizing global value

▶ Accomplish our main goal as a development cooperation agency, actualizing global value, by embracing social value, a key element of SDGs, into international development.

Creating mutual prosperity

▶ Pursue mutual prosperity that increase the benefits both Korea and partner countries in the international community.

Eminent Global Development Cooperation Agency

▶ Take a leap toward global level that leads the international development cooperation agenda through impactful, outstanding projects and has the capability to meet the international standard based on our development experience.

2. Core values

Core values	The values of purpose KOICA intends to achieve through development cooperation				
	People	Peace	Prosperity	Planet	Partnership
Projects	People-centered projects with a focus on human dignity	Establishing global peace	A mutually beneficial community around the globe	Sustainable place of living	Expanding and reinforcing partnership projects
Management	People-centered management, such as human rights & safety management	Ethics and compliance, Fair management	Activation of the development cooperation ecosystem	Carbon neutrality management	Mutually beneficial cooperation and activation of the local economy

☞ To be in line with SDGs 5P and move forward as an eminent global development cooperation agency, we include the core value of "partnership" as a key element to the pre-existed core values (4P)

3. Establishment of a management goal system

☐ (Phrase 1) Analysis of internal and external business environment(SWOT)

	Strength	Weakness
Internal environment	<p>[Project Capability] Capabilities to implement and lead ODA projects from a performance-based perspective for 30 years</p> <p>[Organizational capability] 44 country offices, excellent organizational and human resources capabilities for development policy/project/performance management</p> <p>[Partnership] Wide range of networks and information, including domestic and foreign public/private sectors, civil society, and international organizations</p>	<p>[Safety crisis] Personnel dispatch type projects(volunteer group, human resource nurturing) that are highly affected by external environments (safety situation, infectious disease)</p> <p>[Customer satisfaction] Difficulty to improve communication with stakeholders, such as various domestic and overseas partners and the public, and to enhance customer satisfaction</p> <p>[Crisis response] Needs for supplementation of compliance, such as a proactive crisis response, as a response-oriented system for emergencies.</p>
External environment	Opportunity	Threat
	<p>[Development policy/Governance] Establishment of the 3rd basic plans for development cooperation, establishment of a development cooperation headquarters → Emphasis on selective/intensive SDG outcomes</p> <p>[Government policy] Reinforcement of ODA-related policies like Korean New Deal(Green, Digital), infectious diseases, New Southern, New Northern, etc</p> <p>[New changes] advancement of digitalization and online programs, global citizenship, human resource movement due to COVID-19 → the era of knowledge movement</p>	<p>[Reduction of financial resources] Reductions of overall development resources due to ODA budget reductions → worsening of development problems in partner countries</p> <p>[Carbon Crisis] Urgent needs to introduce carbon neutrality management, including reducing carbon emissions at the institutional level, by reinforcing carbon neutrality policies</p> <p>[Indiscipline in public officials] Problems of discipline in some public institutions → Continual reinforcement of accountability/integrity in public institutions is required</p>

□ (Phrase 2) Strategic direction derived via SWOT analysis

	Strengths (S)	Weaknesses (W)
Opportunities (O)	<p>SO Strategy (opportunity as a strength) - Promoting SDGs achievements</p> <p>Actively responding to development policy/governance changes and policy stances (O) by promoting successful development cooperation projects based on KOICA's expertise in SDGs (S)</p> <p>(Social development) Reducing poverty and improving the quality of life in partner countries (Economic development) Promoting sustainable economic development of partner countries (Green/Digital) Expanding the green & digital bases in partner countries</p>	<p>WO Strategy (overcoming weaknesses/utilizing opportunities)- Activation of the development cooperation ecosystem</p> <p>Promoting the activation of the domestic and overseas development cooperation ecosystem that meets new changes (O), such as knowledge sharing and international solidarity after the pandemic, which go beyond the domestic human resource dispatch-centered development ecosystem (W)</p> <p>(Dispatch personnel) Nurturing competitive volunteer groups and human resources (Knowledge sharing) Promoting of knowledge sharing with partner countries (Awareness raising) Raising public awareness of development cooperation and reinforcing education</p>
	<p>ST Strategy (resolving threats through strengths) - Leading partnerships for development cooperation</p> <p>Resolving development problems of partner countries and overcoming ODA finance reductions (T) through mutual cooperation with various development cooperation partners (S) of KOICA</p> <p>(Civil society) Strengthening civil society partnerships (Corporate/Public) Activating partnerships in the private & public sectors (Global) Expanding global partnerships</p>	<p>WT Strategy (Overcoming weaknesses/threats) - Setting ESG management</p> <p>Introducing an ESG management system that responds to demands for strengthening accountability, such as carbon neutrality and strengthening public service discipline (T), and complements weaknesses (W), such as customer satisfaction, compliance, and safety reinforcement</p> <p>(Safety/Environment) Promoting of carbon neutrality and safety management (Social value) Advancing of social value management (Governance) Implementing of ethics & compliance, innovation & communication management</p>



Strategic direction development	<ul style="list-style-type: none"> ✓ Accelerating the achievement of the SDGs ⇨ Accelerating the achievement of SDGs through selection and concentration perspectives and successful development cooperation ✓ Leading partnerships for development cooperation ⇨ Leading mutual partnership between KOICA and partners rather than one-way partnerships ✓ Activating the development cooperation ecosystem ⇨ Activating the global development ecosystem by dispatching personnel, sharing knowledge, and raising awareness ✓ Setting ESG management ⇨ Establishing ESG management systems, such as safety/environment, social value, and governance
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□ (Phrase 3) Deriving strategic tasks based on strategic direction

[GOAL1] Accelerating the achievement of the Sustainable Development Goals (SDGs)

Supporting the sustainable development of partner countries through KOICA's professional and effective execution power based on our government's national tasks and ODA/diplomatic policies and strategies, while aiming for comprehensive development support for partner countries that emphasizes universal development principles

[Strategic goal] By 2025
Rank 10th among donor countries in achieving SDGs

▸ Systematizing KOICA's efforts to support the comprehensive development of partner countries to achieve SDGs by key countries



[Strategic Objectives]

1-1. Reducing poverty and improving the quality of life in partner countries
1-2. Promoting the sustainable economic development of partner countries
1-3. Expanding green & digital infrastructures in partner countries

[GOAL2] Leading partnerships for development cooperation

Jointly responding to global development problems through mutual development cooperation with civil groups, private companies, the public sector, international organizations, and global partners, etc. based on SDG17 (global partnership for sustainable development and strengthening the means of implementation)

[Strategic goal] By 2025
Accumulate 1 billion dollars of development cooperation partnership financial resources

▸ Setting financial goals from the perspective of TOSSD, including KOICA's financial resources, private investment, and existing partners' financing resources



[Strategic Objectives]

2-1. Strengthening civil partnerships
2-2. Activating partnerships in private & public sectors
2-3. Expanding global partnerships

[GOAL3] Activating the development cooperation ecosystem

Promoting global development cooperation ecosystems, such as personnel dispatch-type projects (volunteer groups and international development cooperation human resource nurturing), knowledge-sharing projects (fellowship program), and development cooperation awareness raising (ODA/global citizenship education, public relations), beyond fostering a development cooperation ecosystem focused on job creation

[Strategic goal] By 2025
Acquire 100,000 people forming a global development cooperation ecosystem

▸ Setting goals to train personnel of global development cooperation ecosystem by awareness enhancement of the global ecosystem (knowledge sharing) broadened from the domestic ecosystem (focused on jobs)



[Strategic Objectives]

3-1. Fostering competitive volunteers and human resources for development cooperation

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- 3-2. Promoting knowledge sharing with partner countries
 - 3-3. Strengthening education for development cooperation and raising public awareness

[GOAL4] Setting ESG management

Taking the existing social value management one step further to an ESG point of view on the global level to set up the foundation for sustainable management



[Strategic goal] By 2025 Achieve the highest ESG management index in the public sector

- Aiming for the highest achievement in the public sector in indicator performance by E, S, and G that measure ESG management

[Strategic Objectives]

- 4-1. Promoting the carbon neutrality & safety management
 - 4-2. Advancing of social value management
 - 4-3. Implementing of ethics & compliance, innovation & communication management
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4. KOICA Strategic Plan(2021-2025)

□ Strategic Framework Diagram

Mission	Contributing to the common prosperity and the promotion of world peace through inclusive, mutual development cooperation leaving no one behind
Vision	An eminent global development cooperation organization to realize global values and create mutual prosperity

Core values(5P)	People • Peace • Prosperity • Planet • Partnership
Management Principles	Integrated approach • Digital transformation • Professional growth

Strategies	Accelerating the achievement of the Sustainable Development Goals (SDGs)	Leading partnerships for development cooperation	Activating development cooperation ecosystem	Setting ESG management
2025 Goal	Rank 10th among donor countries in achieving SDGs	Accumulate 1 billion dollars of development cooperation partnership financial resources	Acquire 100,000 people forming a global development cooperation ecosystem	Achieve the highest ESG management index in the public sector

Strategic Objectives	1.1. Reducing poverty and improving the quality of life in partner countries 1.2. Promoting the sustainable economic development of partner countries 1.3. Expanding green & digital infrastructures in partner countries	2.1. Strengthening civil partnerships 2.2. Activating partnerships in private & public sectors 2.3. Expanding global partnerships	3.1. Fostering competitive volunteers and human resources for development cooperation 3.2. Activating knowledge sharing with partner countries 3.3. Strengthening education for development cooperation and raising public awareness	4.1. Promoting carbon neutrality and safety management 4.2. Advancing social value management 4.3. Implementing of ethics & compliance, innovation & communication management
Performance Goals	1.1.1. Strengthening health and safety nets 1.1.2. Improving the education system and expanding the participation of education subjects 1.1.3. Supporting cross-cutting issues(Gender·Peace·Human Rights) and vulnerabilities 1.2.1. Increasing sustainable agricultural and fishery production and	2.1.1. Strengthening strategic partnerships for shared growth with partners 2.1.2. Supporting the growth and mutual partnership expansion of local CSOs 2.2.1. Formulating corporate partnerships and implementing a	3.1.1. Fostering field based SDG talents by dispatching volunteers 3.1.2. Nurturing global development cooperation professionals by dispatch 3.2.1. Expanding opportunities for partners to participate by activating online	4.1.1. Promoting carbon neutrality management 4.1.2. Establishing a global public safety system 4.2.1. Creating jobs for development cooperation

	reinforcing marketability	corporate growth ladder	fellowship program platforms	
		2.2.2. Improving development performance through collaboration with private companies in partner countries		4.2.2. Establishing fair recruitment, personnel matters, remuneration, and labor-management relations
	1.2.2. Supporting to build sustainable cities	2.2.3. Expanding public cooperation, including domestic public institutions and local governments	3.2.2. Strengthening knowledge sharing with partner countries through global participants of fellowship programs	4.2.3. Activating mutual cooperation and local economy
	1.3.1. Achieving carbon neutrality and supporting climate resilience	2.3.1. Strengthening thematic partnerships with international organizations	3.3.1. Strengthening global solidarity through ODA and global citizenship education	4.3.1. Establishing ethics & compliance, and integrity & human rights management
				4.3.2. Improving the board of directors and promoting positive administration and regulatory innovation
	1.3.2. Reinforcing governance and digital accessibility using digital technology	2.3.2. Expanding global partnerships with donor organizations, foundations, and the private sector	3.3.2. Promoting and raising awareness of ODA based on public participation	4.3.3. Reinforcing transparency and accountability based on public communication and data openness

□ Strategic Objectives

Strategies	Objectives	Performance Goals	Key indicators
<p>1. Accelerating the achievement of the Sustainable Development Goals (SDGs)</p>	<p>1.1. Reducing poverty and improving the quality of life in partner countries</p>	<p>1.1.1. Strengthening health and safety nets</p>	<p>- % of COVID-19 confrontational power improvement - % of Health program achievement</p>
		<p>1.1.2. Improving the education system and expanding the participation of education subjects</p>	<p>- % of standardizing inclusive education projects - Improvement of inclusive education support (person/\$10,000)</p>
		<p>1.1.3. Supporting cross-cutting issues (Gender·Peace·Human Rights) and vulnerabilities</p>	<p>- The scale of the projects related to the cross-cutting issues(gender, peace, human rights)(KRW 100mil)</p>
	<p>1.2. Promoting the sustainable economic development of partner countries</p>	<p>1.2.1. Increasing sustainable agricultural and fishery production and reinforcing marketability</p>	<p>- % of smart agriculture applicated projects(%)</p>
		<p>1.2.2. Supporting to build sustainable cities</p>	<p>- Improvement of accessibility to urban and economic infrastructure(persons/\$10,000)</p>
	<p>1.3. Expanding green & digital infrastructures in partner countries</p>	<p>1.3.1. Achieving carbon neutrality and supporting climate resilience</p>	<p>- % of Green New Deal ODA project</p>
		<p>1.3.2. Reinforcing governance and digital accessibility using digital technology</p>	<p>- % of Digital ODA mainstreaming</p>
<p>2. Leading partnerships for development cooperation</p>	<p>2.1. Strengthening civil partnerships</p>	<p>2.1.1. Strengthening strategic partnerships for shared growth with partners</p>	<p>- % of strategic partnership program budget - % of civil partnership program projects that contributed to the performance of KOICA programs</p>
		<p>2.1.2. Supporting the growth and mutual partnership expansion of local CSOs</p>	<p>- % of projects that reflect local CSO capacity-building activities</p>
	<p>2.2. Activating partnerships in private & public sectors</p>	<p>2.2.1. Formulating corporate partnerships and implementing a corporate growth ladder</p>	<p>- # of new business cooperation projects - # of new investment from CTS-participating companies</p>
		<p>2.2.2. Improving development performance through collaboration with private companies in partner countries</p>	<p>- # of jobs created in partner countries through corporate partnership programs - # of supported social ventures in the partner countries</p>

		2.2.3. Expanding public cooperation, including domestic public institutions and local governments	- % of new domestic partnership projects	
	2.3. Expanding global partnerships	2.3.1. Strengthening thematic partnerships with international organizations	- % of projects between international organizations-NGO - # of projects of international organizations' common theme (HDP Nexus, etc.) - % of multilateral projects relating to international organizations' common theme (HDP Nexus, etc.)	
		2.3.2. Expanding global partnerships with donor organizations, foundations, and the private sector	- # of new partnerships with global partners	
3. Activating development cooperation ecosystem	3.1. Fostering competitive volunteers and human resources for development cooperation	3.1.1. Fostering field based SDG talents by dispatching volunteers	- # of volunteers - Global talent activity performance score	
		3.1.2. Nurturing global development cooperation professionals by dispatch	- # of fostered people for development cooperation - # of execution of customized development cooperation training courses - # of people advancing to the development cooperation field	
	3.2. Activating knowledge sharing with partner countries	3.2.1. Expanding opportunities for partners to participate by activating untact fellowship program platforms	- # of training promotions through untact fellowship program platforms - # of global participants of fellowship programs	
		3.2.2. Strengthening knowledge sharing with partner countries through global participants of fellowship programs	- # of knowledge sharing beneficiaries	
	3.3. Strengthening education for development cooperation and raising public awareness	3.3.1. Strengthening global solidarity through ODA and global citizenship education	- # of global citizenship education beneficiaries	
		3.3.2. Promoting and raising awareness of ODA based on public participation	- # of content production through public participation - # of public participation promotion events	
	4. Setting ESG management	4.1. Promoting carbon neutrality and safety management	4.1.1. Promoting carbon neutrality management	- Purchase rate of green products - Greenhouse gas reduction and energy saving - # of proposals for eco-friendly management by citizens and employees
			4.1.2. Establishing a global public safety system	- converted % of damage of accident by dispatched personnel - # of fatalities in major accidents

	4.2. Advancing social value management	4.2.1. Creating jobs for development cooperation	<ul style="list-style-type: none"> - # of public jobs created (jobs) - # of private jobs created (jobs) - # of new industrial jobs among private jobs (jobs/percentage)
		4.2.2. Establishing fair recruitment, personnel matters, remuneration, and labor-management relations	<ul style="list-style-type: none"> - Spreading of job-oriented remuneration system - % of open employment contract - % of high school graduates employment - Priority hiring for persons of national merit - Employment satisfaction, education satisfaction - % of those who have obtained PRINCE2 - Contribution to work-family compatibility - Implementation of labor-management joint improvement tasks - % of workers' representatives participation to the Board of Directors (%)
		4.2.3. Activating mutual cooperation and local economy	<ul style="list-style-type: none"> - Contribution to social value - % of implementation of Seongnam area problem resolution task - # of human resources who benefit from educational donations in non-capital regions
	4.3. Implementing of ethics & compliance, innovation & communication management	4.3.1. Establishing ethics & compliance, and integrity & human rights management	<ul style="list-style-type: none"> - Integrity evaluation, anti-corruption policy evaluation - # of partner institutions that completed human rights education
		4.3.2. Improving the board of directors and promoting positive administration and regulatory innovation	<ul style="list-style-type: none"> - Reinforcement index of BOD management accountability - Prior consulting of proactive administration - # of deliberations, resolutions, and reports by the proactive administration support committee - # of institutional improvements through the Corporate Growth Center
		4.3.3. Reinforcing transparency and accountability based on public communication and data openness	<ul style="list-style-type: none"> - Customer Satisfaction measurement - # of Newly opened public data - Evaluation improvement of Aid Transparency Index (ATI) - Comprehensive information evaluation grade

Strategy 1 Accelerating the achievement of the SDGs

Overview

Current state of affairs

- **(Performance-driven programming)** Reorganizing strategic objectives, with the goal of achieving sustainable development as the top priority, and converting to “programmed business” based on SDGs performance goals
- **(Promoting Green & Digital ODA)** Establishing a foundation for green and digital ODA implementation to promote ODA effectiveness
 - * Establishing green & digital ODA program, securing GCF certification body status and expanding global partnership
- **(Supporting COVID-19 response and post-COVID global resilience)** Rapid response to the health and economic crises of partner countries triggered by COVID-19 and cooperation to strengthen capacity for crisis response from a strategic plan
 - * Establishing a COVID-19 response program and fulfilling the government commitments of \$100 million dollars through the establishment of a dedicated organization

Necessity

- Organizing strategic objectives by themes (social development, economic development, green/digital), and achieving systematic SDGs based on selection and concentration to strengthen the SDGs program outcomes
- Actively contributing to overcoming global crises, such as climate crisis and infectious diseases, through ODA projects
- Preparing new growth engines for partner countries through the expansion of green & digital infrastructures

Objectives

Objective 1.1 Reducing poverty and improving the quality of life in partner countries

- Strengthening health and safety nets
- Improving the education system and expanding the participation of education subjects
- Supporting cross-cutting issues(Gender·Peace·Human Rights) and vulnerabilities

Objective 1.2 Promoting the sustainable economic development of partner countries

- Increasing sustainable agricultural and fishery production and reinforcing marketability
- Supporting to build sustainable cities

Objective 1.3 Expanding green & digital infrastructures in partner countries

- Achieving carbon neutrality and supporting climate resilience
- Reinforcing governance and digital accessibility using digital technology

Strategy 2 Leading partnerships for development cooperation

Overview

Current state of affairs

- **(Strengthening on-site partnerships based on civil cooperation)** Establishing a strategic partnership between the government and domestic civil society to address development problems and promoting collaboration with domestic civil groups through participation in local civil groups
- **(Activating partnerships with domestic & foreign private companies)** △Maximizing the use of expertise, financial resources, and innovation of domestic & foreign private companies through partnerships and diversification of collaboration methods, △Discovering new cooperative models, such as impact investment, and improving development effectiveness to support private sector businesses, such as social ventures, in partner countries
- **(Expanding global partnerships)** Leading the global solidarity by associating with domestic and foreign partners to international organization cooperation projects and actively participating in global issues

Necessity

- **Paradigm shift in development cooperation partnerships to the perspective of mutual prosperity**
 - Eminent development cooperation partnerships in a new strategic direction by adopting a win-win perspective that benefits both home country, partner countries, and global society, while the existing strategy was focused on convergence, collaboration, and partnership itself
- **Quantitative and qualitative expanding of partners to take a leap to a global agency**
 - Leading the role as a global agency by expanding global partnerships in both quantity and quality, such as donor foundations and the private sector, beyond traditional global partners, such as international organizations

Objectives

Objective 2.1 Strengthening civil society partnerships

- Strengthening strategic partnerships for shared growth with partners
- Supporting the growth and mutual partnership expansion of local CSOs

Objective 2.2 Activating partnerships in private & public sectors

- Formulating corporate partnerships and implementing a corporate growth ladder
- Improving development performance through collaboration with private companies in partner countries
- Expanding public cooperation, including domestic public institutions and local governments

Objective 2.3 Expanding global partnerships

- Strengthening thematic partnerships with international organizations
- Expanding global partnerships with donor organizations, foundations, and the private sector

Strategy 3 Activating development cooperation ecosystem

Overview

Current state of affairs

- **(Fostering competitive human resources for development cooperation)** Strengthening employment support of development cooperation, securing safety of human resources for development cooperation in the midst of the COVID-19 crisis, while applying online method for education and reinforcement of professionalism
- **(Creating jobs through development cooperation)** Strengthening support for employment and business establishment of those human resources of development cooperation, and promoting job creation through development cooperation projects (Private jobs as of 2020: 7,829 people were employed)
- **(Expanding the development cooperation ecosystem)** Supporting the domestic development ecosystem through ODA and global citizenship education, and promoting the expansion of the global development ecosystem based on human networks

Necessity

- It is necessary to promote the activation of global development cooperation ecosystem, such as manpower dispatch-type projects (volunteering and international development cooperation talent fostering), knowledge-sharing projects for developing countries(fellowship), and development cooperation awareness raising (global citizenship education, public relations), beyond centering on job creation
 - (Domestic ecosystem) Fostering competitive volunteers and human resources for development cooperation
 - (Global ecosystem) Promoting of knowledge sharing with partner countries
 - (Expansion of ecosystem) Strengthening education for development cooperation and raising public awareness

Objectives

Objective 3.1 Fostering competitive volunteers and human resources for development cooperation

- Fostering field-based SDG talents by dispatching volunteers
- Nurturing global development cooperation professionals by dispatch

Objective 3.2 Activating knowledge sharing with partner countries

- Expanding opportunities for partners to participate by activating online fellowship program platforms
- Strengthening knowledge sharing with partner countries through global participants of fellowship programs

Objective 3.3 Strengthening education for development cooperation and raising public awareness

- Strengthening the global solidarity through ODA and global citizenship education
- Promoting and raising awareness of ODA based on public participation

Strategy 4 Setting ESG management

Overview

Current state of affairs

- **(Reinforcement of safety, responsibility and environment management system)** △Strengthening domestic and international safety management systems (manpower, network, education), △Establishing a basic environmental management plan for 2050 carbon neutrality, △Preparing a foundation for safety, responsibility, and environmental management through public participation in environmental management tasks
- **(Fair and efficient operation of the organization based on human rights and ethical management)** △Implementation and feedback of the 1st human rights management plan, △Establishing a foundation for fair and efficient organizational operation by laying the groundwork for job-level introduction and actively promoting socially equitable employment
- **(Mutual management centered on innovation communication based on data)** △Opening public data and improving public utilization, △Setting the foundation for mutual cooperation through strengthening regional cooperation based on regional innovation networks to make public recognize it.

Necessity

- Achieving the sustainable development goal and promoting the management improvement as an eminent global development cooperation organization by upgrading the system from social value management to ESG management
- Strengthening the linkage with the innovation plans to achieve practical results that can be felt by the public.
- Comprehensively reflecting innovation-focused tasks and medium- to long-term management goals, such as establishing public service discipline and strengthening public communication based on digital innovation

Objectives

Objective 4.1 Promoting the carbon neutrality & safety management

- Promoting carbon neutrality management
- Establishing a global public safety system

Objective 4.2 Advancing social value management

- Creating jobs for development cooperation
- Establishing fair recruitment, personnel matters, remuneration, and labor-management relations
- Activating mutual cooperation and local economy

Objective 4.3 Implementing ethics & compliance, innovation & communication management

- Establishing ethics & compliance, and integrity & human rights management
- Improving the board of directors and promoting positive administration and regulatory innovation
- Reinforcing transparency and accountability based on public communication and data openness

