

2023

Annual Report

March 2024

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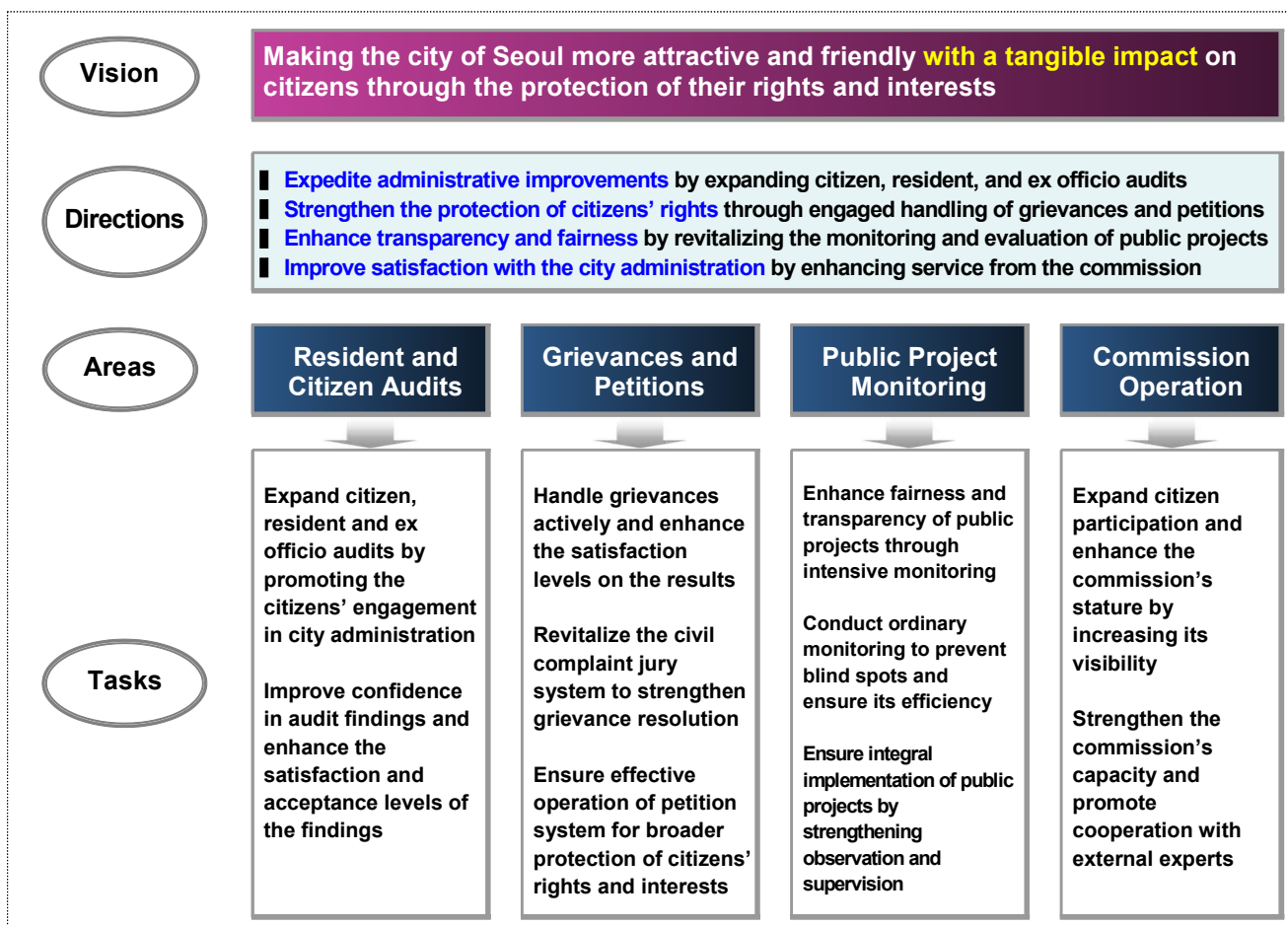
I . Policy Vision & Goals

〈Policy Direction in 2023〉

The year 2023 marked a period of full-fledged operation for the commission, now in its third term (May 2022 – May 2025). **The plan aimed to address grievances related to the lives of citizens, improve our procedures in innovative ways for a more competitive city administration, and transform ourselves into an organization that better serves the citizens.**

The commission sought to **enhance the reliability of and satisfaction with the city administration and promote citizens' rights and interests.** This was achieved by conducting resident/citizen audits to **refine unreasonable regulations**, investigating and processing grievances and petitions **to address distrust and dissatisfaction with the current city administration**, and monitoring public projects to ensure a **more transparent and fair use of the budget.**

□ Overview



II. Performance Results

1

Expedite administrative improvements by expanding citizen resident and ex officio audits

- ◆ Facilitate audit requests by building an online request system for resident audits
- ◆ Encourage audit requests by strengthening promotion activities for citizens, such as press releases
- ◆ Identify issues subject to ex officio audits as part of audit, investigation, and monitoring activities

☐ Overview of Resident, Citizen, and Ex officio audits

Item	Resident audit	Citizen Audit
Legal ground	Article 21 of the Local Autonomy Act and Article 15 of the Ordinance on the Operation of the Citizen Audit Ombudsman Commission and Residents' Audit Petition (the "Ordinance")	Articles 12 to 14 of the Ordinance
Audit requester	<ul style="list-style-type: none"> ○ Collective petition with a certain number of signatures by residents (18 and older) - Signatures from more than a specific number of residents (100-150) as prescribed in the municipal government's ordinance 	<ul style="list-style-type: none"> ○ A representative backed by 50+ signatures from citizens (18 and older) ○ A representative of a civil society organization with 100+ members (the organization must be relevant to the project)
Audit subject	<ul style="list-style-type: none"> ○ Matters within the jurisdiction of districts and respective heads that notably violate laws or harm public interests 	<ul style="list-style-type: none"> ○ Work conducted by any of the following organizations and their employees: <ul style="list-style-type: none"> - Seoul Metropolitan Government (SMG), subsidiary institutions, and self-governing district offices - City district public corporations and city-invested and city-financed institutes - City government contractors, and subsidized organizations

※ Ex officio audit: In accordance with Article 19 (Formulation and Implementation of Internal Audit Plan) of the Act on Public Sector Audits, and Article 24 (Ex Officio Audit) of the Ordinance, an ex officio audit may be conducted as necessary during citizen and resident audit, the investigation of grievances and petitions, and the monitoring of public projects.

☐ Performance Results

○ Audit requests and data

- In 2023, a total of 19 audit requests (10 resident, 7 citizen, 2 ex officio) were received. Out of these, seven audits (3 resident, 2 citizen, 2 ex officio) were accepted; six were completed, while one resident audit was still in progress at the end of 2023 and has been carried over into 2024.

<Audit Requests over the Last 2 Years>

(Unit: no. of audits)

Year	Requests received	Audit results of accepted requests								Requests in progress (carried over into 2024)	Dismissed etc.
		Total		Resident audits		Citizen audits		Ex officio audits			
		Complete	In progress	Complete	In progress	Complete	In progress	Complete	In progress		
2023	19	6	1	2	1	2	-	2	-	6	6
2022	15	9	-	3	-	4	-	2	-	-	6

※ Of the three resident audit requests that were accepted, two have been completed. The remaining one was still in progress at the end of 2023 and has been carried forward into 2024.

- The seven audit requests that were '**in progress**' were carried over into 2024. Of the 11 requests filed in after August 2023, four were dismissed. One was accepted, leading to the execution of an audit, while the remaining six are currently undergoing preliminary procedures, including collection of signatures from the requesters and review by the audit request review board.
- The six '**dismissed**' requests (4 resident and 2 citizen audits) were dismissed for various reasons. These include the 'failure to submit a list of requesters', 'lack of clear violation of laws or significant harm to the public interest,' and 'an ongoing investigation by the National Human Rights Commission on a complaint regarding the same issue.'

○ Audit results (dispositions)

- A total of 17 audit dispositions were issued, including 16 administrative measures and one status measure.

<Audit Dispositions in 2023>

(unit: no. of case)

Total	Administrative measures								Status measures			Financial measure
	Subtotal	Demand for correction	Warning to agency	Attention	Demand for improvement	Recommendation	Notification	Expression of opinion	Subtotal	Disciplinary action	Admonition	Retrieval, etc.
17	16	3	3	1	-	6	3	-	1	-	1	-

○ Operation of an online request system for resident audit

- A test run was conducted in the first half of 2023 (Jan – Jun 2023), followed by the official launch on July 1, 2023

※ An online request system for resident audit was established. (Ministry of the Interior and Safety): Jan – Dec 2022

□ Performance Analysis and Evaluation

○ Increase of audit requests from the previous year

- 19 audit requests were received in 2023, showing a 27% increase (four more cases) from the previous year.

※ The number of ex officio audits was the same as the previous year (2).

○ Improved **expertise** and **credibility** by mandating the participation of both internal and external experts in the audits

- Continued to enhance the audits' expertise and credibility by expanding the involvement of internal and external experts, including legal consultants, in all audits

※ External expert participation: 16 experts were involved across six completed audits.

○ **Strengthened communication and improved satisfaction levels through mandatory hearing of opinions from requesters**

- Sought to enhance credibility and satisfaction levels by requiring the commission to consult with audit requesters at least three times throughout the audit process, ensuring that their intentions and opinions are fully considered.

※ The satisfaction score for completed audits in the first half of 2023 was 97.6, up by 10 points from the same period last year (87.6).

○ **Improved the timeliness and credibility of audits by enhancing the implementation review of audit findings**

- Strengthened the assessment of measures taken in response to audit findings by the audited institutions
(increased the number of assessment per year from 2 in 2022 to 4 in 2023)
- Enhanced the confidence of audit requesters in city administration through rapid system improvements based on audit findings

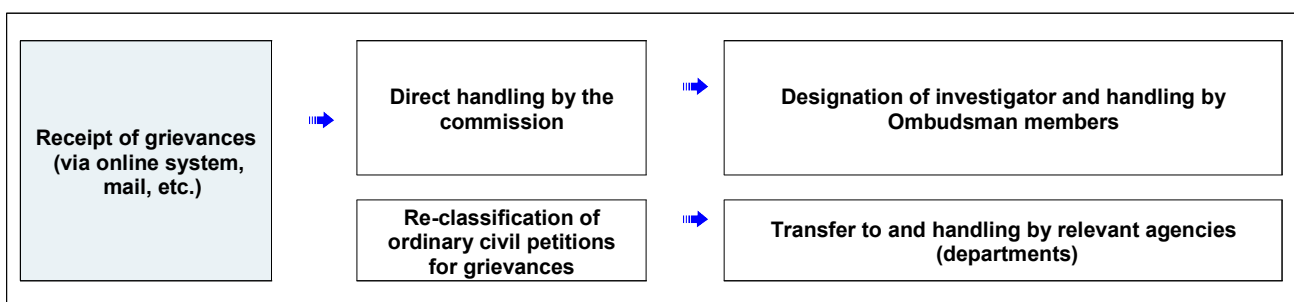
2-1

Strengthen the protection of citizens' rights through engaged handling of grievances and petitions

Enhanced relief and protection of citizens' rights and interests by actively addressing grievances against illegal and unjust administrative actions

□ Overview of Grievance Handling

○ Flowchart of the grievance handling process



□ Performance Results

○ Receipt and handling of civil petitions for grievances

- A total of 5,383 grievances (daily average of 20 cases) were received in 2023. Out of these, 504 (9.4%) were directly handled, while the remaining 4,879 (90.6%) grievances were referred to the appropriate authorities.
- Of the 504 directly handled grievances, 440 were subject to investigation (direct investigation or confirmation request, etc.), and 64 were terminated internally.

<Grievance Handling over the Last 3 Years>

(Unit: no. of case, %)

Year	Total	Handling type			
		Direct handling			Transfer/referral (reclassification, etc.)
		Subtotal	Investigation	Internal closure, etc.	
2023	5,383 (100)	504 (9.4)	440 (8.2)	64 (1.2)	4,879 (90.6)
2022	4,502 (100)	494 (11.0)	392 (8.7)	102 (2.3)	4,008 (89.0)
2021	5,923 (100)	631 (10.7)	336 (5.7)	295 (5.0)	5,292 (89.3)

* Investigation: direct investigation, confirmation request, transfer to ex officio audit, etc.

* Internal closure, etc: grievances unprocessable as civil petitions due to various reasons, including ongoing litigation, cases currently under investigation, repetitive complaints, and withdrawn complaints.

○ Results of grievance handling

- Out of the grievances addressed, 440 were thoroughly investigated. In 133 of these cases, actions were deemed necessary, resulting in 190 measures being requested of the relevant institutions (departments)(96 recommendations, 94 expressions of opinion).

<Results of Grievance Handling over the Last 3 Years>

(unit: no. of case)

Year	Grievances requiring investigation	Grievances requiring measure	Details of required measure		
			Total	Recommendation	Expression of opinion
2023	440	133	190	96	94
2022	392	86	110	86	24
2021	336	67	107	91	16

○ Operation of the jury system for civil petitions for grievances

- Out of four requests for a civil complaint jury, two were accepted while the other two were dismissed.
- Based on the decisions of the jury, six measures were requested of the relevant departments (one recommendation, five expressions of opinions).

<Operation of Civil Complaint Jury over the Last 3 Years>

(unit: no. of case)

Year	Received requests (identified cases)	Addressed requests (number of jury hearings held)	Demanded measures based on jury decisions				Implementation of demanded measures			
			Total	Recommendation	Expression of opinion	Dismissed	Total	Completed	In progress	Not completed
2023	4	2(2)	6	1	5	-	6	6	-	-
2022	2	2(4)	2	1	1	-	2	-	2	-
2021	1	1(1)	1	-	(1)*	1	-	-	-	-

* Expressed the opinion, in addition to the dismissal decision, measures should be taken to prevent similar issues in the future.

□ Performance Analysis and Evaluation

○ Actively and promptly investigated grievances causing inconvenience and burden to citizens

- 5,383 complaints were received by the Commission in 2023, marking a 20% increase from 4,502 in the previous year.
- Of these, 440 were investigated, which is a 12% increase from 392 in the previous year.

○ Made efforts to enhance citizens' rights and improve administration by requesting measures, such as recommendations and expressions of opinions

- For the 133 complaints identified as requiring actions from the relevant institutions (departments), 190 measures (96 recommendations, 94 expressions of opinions) were demanded. This represents a 73% increase from 86 complaints and 110 measures (86 recommendations, 24 expressions of opinions) in the previous year.

2-2 Enhance the petition system to further protect citizens' rights and interests

- ◆ Stabilized the operation of the online petition system to ensure more efficient reception and handling of petitions
- ◆ Improved the petition system by revising the review board regulations and providing training on the petition system

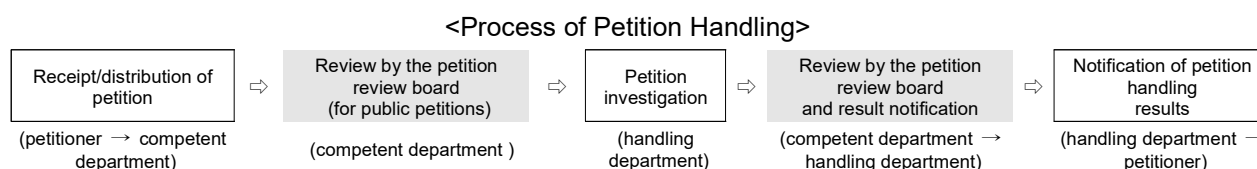
□ Overview of Petitions

○ Concept

- A fundamental constitutional right allowing citizens to seek remedies for grievances, relief from damages, amendment of laws, etc., in matters within the jurisdiction of the recipient institution

○ Handling

- Competent department: Responsible for receiving and distributing petitions, managing the review board, deliberations, and more * Citizen Audit Ombudsman Committee
- Handling department: Investigates matters related to the petitions within its jurisdiction and notifies the petitioners of the results, etc.



□ Performance Results

○ Receipt and handling of petitions

- Among the 382 petitions received in 2023, **154 (40%) were handled by the Seoul Metropolitan Government (SMG) and 228 (60%) were transferred** to other institutions.

<Petitions Received in 2023>

(Unit: no. of case)

Total			1 st Q			2 nd Q			3 rd Q			4 th Q		
Total	SMG	Transfer	Subtotal	SMG	Transfer	Subtotal	SMG	Transfer	Subtotal	SMG	Transfer	Subtotal	SMG	Transfer
382	154	228	61	28	33	91	50	41	155	37	118	75	39	36

※ The number of petitions received and handled is limited to those addressed to and managed by the SMG and its representative administrative agency (Petitions to SMG's subsidiary agencies, which are separate recipient institutions, are not included in this count).

- Among the 154 petitions handled by SMG, 83 were concluded and 37 are still in process. Additionally, 12 cases were classified as excluded, and 22 were withdrawn.

<Petitions Handled by SMG in 2023>

(unit: no. of case)

Received	Handled by SMG					Transferred
	Total	Concluded	In progress	Excluded	Withdrawn	
382	154	83	37	12	22	228

※ Included in the transferred cases is one multi-departmental petition from which the SMG was released from its designation as the handling agency.

○ Petition Review Board

- 19 hearings were held for 60 petitions (decisions included 38 on disclosure issues and 22 on petition handling).

<Status of Petition Hearings>

(Unit: no. of case)

Hearing methods			Hearing agendas			Hearing results		
Total	In-person	Written	Total	Disclosure issues	Petition handling	Total	Approved	Rejected, etc.
19	9	10	60	38	22	60	58	2

○ Amendment of the Regulations on the Organization and Operation of the Seoul Metropolitan Government Petition Review Board

- Revised to allow the city's subsidiary institutions to establish and operate their own petition review boards (Jan. 19).
 - Incorporated the Ministry of Government Legislation's interpretation that the subsidiary institutions of a local government are considered separate entities from the local government itself in terms of receiving petitions.
- Improved the quality of petition handling by ensuring that petition hearings are not arbitrarily omitted.
 - If a handling department wishes to proceed with a petition without a review board hearing, it must submit a justification for skipping the hearing and review opinions to the competent department at least three weeks before the handling period ends.

○ Educating employees for the smooth implementation of the petition system and promoting awareness

- Conducted training on the Petition Act and the Petition 24 system (online petition system) (in June for 86 participants, including petition officers from the city hall and subsidiary institutions)
- Organized 'Petition Quiz Events' for officers of the SMG (during Apr-May and Sep-Oct, with 1,507 participants in total)

□ Performance Analysis and Evaluation

○ The number of handled petitions significantly increased, driven by the launch of the online petition system

- The number of received petitions increased due to the launch of the online petition system ('Petition24') on December 23, 2022, which makes it easier and more convenient for citizens to file petitions.
- The SMG handled 154 petitions in 2023, marking a significant increase from three in 2022.

○ Petitioners' rights and interests are better protected through prompt and systematic processing.

- Regular checks and reviews of petition receipt and processing progress were conducted to prevent delays and encourage timely responses from handling departments.
- Administrative transparency and credibility were enhanced by sending reminders of deadlines one month before the expiration of the petition processing period (90 days).

2-3

Foster pleasant and safe urban environments by proactively addressing civil petitions related to everyday life

Enhanced citizen satisfaction and foster a pleasant and safe urban environment by proactively and diligently addressing citizen complaints and safety hazards

□ Overview of Community Grievance Petition

○ Legal ground

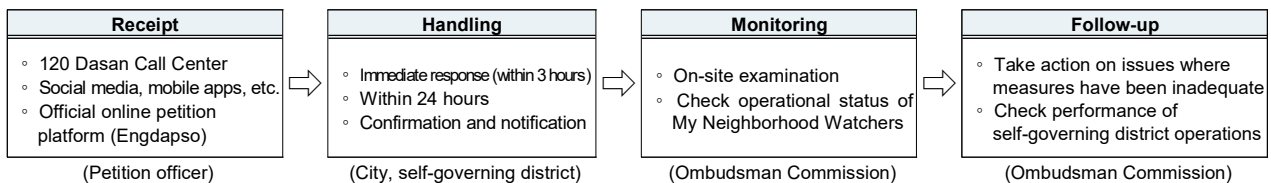
- Article 25 and 26 of the Ordinance
- Article 9 of the Seoul Metropolitan Government Message Petition Handling Regulations

○ Community grievance petition: Reports of inconveniences that citizens experience in their daily lives

○ Eligibility: Applies to 65 items across 12 categories of citizen complaints (*for evaluation: 10 items across 6 categories)

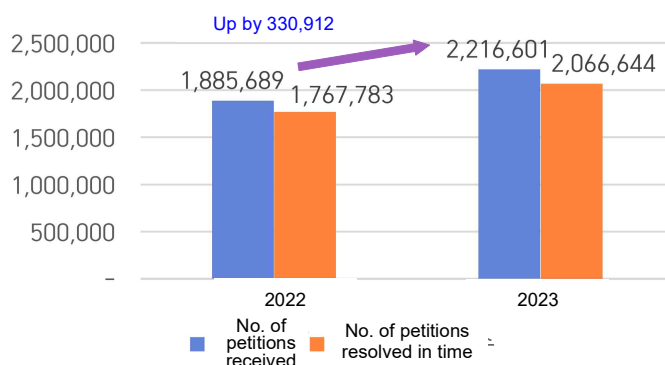
- Illegal parking, damage to road facilities, littering, problems with sewage facilities, road obstacles, etc.

<Community Petition Handling Process>



□ Performance Results

○ A total of 2,216,601 petitions processed: An increase of 330,912 (17.5%) from 1,885,689 in 2022¹⁾



<Community petitions by Type>

Category	Number of cases	Percentage (%)
Transportation	1,675,185	75.57
Streetscape	134,528	6.07
Roads	80,881	3.65
Cleaning	84,895	3.83
Environment	49,551	2.24
Others	191,561	8.64
Total	2,216,601	100

<Proportion of Community Petitions in All Petitions>

Category	Total	Community petitions	General petitions	Grievance petitions	Others
Number of cases	2,686,532	2,216,601	405,704	9,830	54,397
Percentage (%)	100	82.51	15.1	0.37	2.02

<Status by Organization>

By organization	Number of cases	Percentage (%)
Total	2,216,601	100
City Hall	6,310	0.28
Affiliated offices, etc.	56,117	2.54
Self-governing districts	2,154,174	97.18

¹⁾ Reason for the increase: The number of citizen complaints rose due to proactive reporting, facilitated by an increase in the number of My Neighborhood Watchers and revitalized operations.

○ **Strengthened community petition handling inspections: Increased frequency from once per quarter to once per month**

- Enhanced the inspection process to prevent the accumulation of unresolved complaints and to reduce the resolution time for longstanding issues
 - Significantly decreased the average number of days required for complaint resolution from 72 days in the same period of 2022 (Jan–Nov) to 25 days this year (47 days reduced).

○ **Increased My Neighborhood Watchers: 1,407 in 2022 to 5,037 in 2023**

- The goal was to recruit 4,260 more watchers, aiming for 10 or more per neighborhood (dong). However, the number of My Neighborhood Watchers increased by 3,630, bringing the total to 5,037 active members.

<Status of My Neighborhood Watcher by District>

District name	No. of watchers	District name	No. of watchers	District name	No. of watchers	District name	No. of watchers	District name	No. of watchers
Jongno-gu	196	Dongdaemun-gu	140	Nowon-gu	310	Gangseo-gu	200	Gwanak-gu	210
Jung-gu	252	Jungnang-gu	168	Eunpyeong-gu	164	Guro-gu	182	Seocho-gu	181
Yongsan-gu	173	Seongbuk-gu	205	Seodaemun-gu	207	Geumcheon-gu	117	Gangnam-gu	524
Seongdong-gu	222	Gangbuk-gu	144	Mapo-gu	160	Yeongdeungpo-gu	181	Songpa-gu	270
Gwangjin-gu	150	Dobong-gu	153	Yangcheon-gu	182	Dongjak-gu	156	Gangdong-gu	190

※ My Neighborhood Watchers: Designated reporters in each district tasked with identifying and reporting neighborhood nuisances. They are selected for their familiarity with problem areas and vulnerabilities within the district.

○ **Commission training for My Neighborhood Watchers: Conducted for 1,241 individuals across 10 districts**

- Included a lecture by the Commission's Chairperson on the purpose, role, and importance of revitalizing community petition efforts
- Provided practical training on the Seoul Metropolitan Government Message Petition Handling Regulations and the processes for handling community grievances

<Commission Training Conducted in Self-governing Districts>

Item	Total	Seongdo ng-gu	Yongsan- gu	Gwanak- gu	Gangdon g-gu	Geumche on-gu	Eunpyeo ng-gu	Jung-gu	Seodaem un-gu	Jungnan g-gu	Seongbu k-gu
Date	10 sessions	4.25.	4.28.	5.3.	5.4.	5.9.	5.12.	5.17.	8.8.	8.28.	9.14.
Participa nts	1,241	110	100	55	180	105	158	170	140	128	95

※ Among the remaining districts, 15 districts conducted training on their own training sessions and did not participate in the commission trainings.

○ **Grants to revitalize My Neighborhood Watchers operation: Allocated KRW 255 million across 25 districts**

- Provided the budget needed for the operation of "My Neighborhood Watchers" and the purchase of equipment required for their activities, following the districts' development of their own plans tailored to the actual situations of each district.

○ **Evaluation and awards for active petition addressing by districts**

- Conducted an evaluation of each district's management of community petitions and the performance of My Neighborhood Watchers
 - Evaluation results: The top-performing districts were Gwanak-gu (1st), Gangdong-gu (2nd), and Eunpyeong-gu (3rd), for the period from Jul. 17 to Oct. 31, 2023.

- Highlighted best practices and acknowledged the high-performing districts and staff during an awards ceremony.

<2023 Community Petition Evaluation and Awards Ceremony>



<Awards for top-performing districts>

<Commendations for best performing Watchers>

<Full View>

□ Performance Analysis and Evaluation

- **Enhancement in filing and handling of community petitions for improved citizen convenience**
 - Community petitions are directly related to citizens' daily lives, such as illegal parking, road damage, damaged sidewalk blocks, etc.
 - By bolstering promotional activities and implementing preemptive measures, including the deployment of My Neighborhood Watchers, the number of community petitions received and addressed increased by 330,912 from 2022.
- **Enhanced inspection and community petition handling through Eungdapso (official online petitioning platform) for swift resolution of long-standing issues**
 - Previously, unresolved long-standing complaints took **an average of 72 days to resolve in 2022**. **By shortening the inspection cycle from quarterly to monthly, the average resolution time significantly decreased to 25 days in 2023 (by 47 days on average), greatly accelerating the petition resolution process.**
- **Expanded My Neighborhood Watchers, laying the groundwork for a safer and more comfortable urban environment**
 - The organization and operation of the 'My Neighborhood Watchers' program have contributed to building a safer and more comfortable city. This was achieved by proactively addressing community grievances and resolving inconveniences that impact citizens' lives.
 - Encouraged active participation from all districts by recognizing top-performing ones with awards and sharing best practices to foster widespread improvement.

3

Enhance transparency and fairness by revitalizing the monitoring and evaluation of public projects

Selected the city's key and large-scale projects, which have significant impacts on citizens' lives, for intensive monitoring. Ensured transparent and fair city administration by conducting monitoring and evaluation activities that involve citizen participation

□ Overview of Public Project Activities

○ Projects subject to monitoring and evaluation

- Construction projects exceeding KRW 3 billion, services exceeding KRW 500 million, and procurement of items exceeding KRW 100 million
- Projects identified by the Commission's resolution as necessary, including consigned affairs and subsidized projects.

○ Details of monitoring and evaluation

- **Intensive (ordinary) monitoring:** Activities include the examination of documents related to ordering, tendering, bidding, contract conclusion, and the implementation process, along with on-site checks
- **Observation:** Involves observing the process of selecting contract parties (e.g., evaluation of proposals and technicians, screening of adequate parties, work evaluation) to ensure transparency and fairness

□ Performance Results

○ Intensive monitoring

- Out of 1,657 projects subject to monitoring, intensive monitoring was conducted and completed for 170 projects (10.3%).

<Status of Intensive Monitoring by Type>

(Unit: no. of project, %)

Type	Status of intensive monitoring					
	Total	Construction	Service	Procurement	Consignment	Subsidy
Target projects	1,657	174	501	336	411	235
Selected projects	170	24	39	13	59	35
(selection rate)	10.3	13.8	7.8	3.9	14.3	14.9
Completed projects	170	24	39	13	59	35
(completion rate)	100	100	100	100	100	100

- As a result of intensive monitoring, corrective measures were requested for 106 projects, covering a total of 198 cases.

<Corrective Measures of Intensive Monitoring>

(Unit : no. of project or case)

Year	Projects requested for measures	Measures requested				Ex officio audit
		Total	Recommendation	Expression of opinion	On-the-spot remedy	
2023	106	198	109	56	33	
2022	71	128	74	29	25	-

○ Ordinary monitoring

- Out of the 1,657 public projects subject to monitoring and evaluation, **1,000 projects were chosen for ordinary monitoring**. This selection excluded projects undergoing intensive monitoring and those that had been monitored within the last five years.

< Status of Ordinary Monitoring by Type >

(Unit : no. of project)

Year	Ordinary Monitoring					
	Total	Construction	Service	Procurement	Consignment	Subsidy
2023	1,000	105	326	257	204	108
2022	800	102	261	215	102	120

- As a result of ordinary monitoring, corrective measures were requested for **91 projects, covering a total of 151 cases** (8 recommendations, 143 expressions of opinions).

<Corrective Measures of Ordinary Monitoring>

(unit: no. of project or case)

Year	Non-compliant (ineligible) project						Measures taken				Remarks
	Total	Construction	Service	Procurement	Consignment	Subsidy	Total	Recommendation	Expression of opinion	On-the-spot remedy	
2023	91	5	9	3	57	17	151	8	143	-	
2022	70	5	11	7	40	7	84	27	57	-	

○ Observation

- With a target of conducting 280 observing sessions during the contract selection process, a total of **385 sessions** were actually completed. This led to **34 measures being implemented**, including one recommendation, six expressions of opinions, and 27 on-the-spot remedies.

<Corrective Measures of Observation>

(units: no. of project or case)

Year	Estimated No. of observation	Observations						Measures taken			
		Total	Construction	Service	Procurement	Consignment	Subsidy	Total	Recommendation	Expression of opinion	On-the-spot remedy
2023	280	385	22	239	59	65	0	34	1	6	27
2022	290	278	9	159	43	66	1	39	1	5	33

□ Performance Analysis and Evaluation

- **Increase in completed intensive monitoring of public projects and measures taken compared to the previous year**
 - Intensive monitoring was successfully conducted on 170 projects, meeting the 100% target, resulting in 198 measures being implemented (109 recommendations, 56 expressions of opinions, and 33 on-the-spot remedies).
 - The number of projects subjected to monitoring saw a 53.2% increase (111 projects), and the number of measures taken rose by 54.7% (128 measures) compared to the previous year.
 - In the past, only commission members conducted monitoring activities. Following a revision in the relevant ordinance to allow investigators to handle these tasks and the increase in performance targets, **monitoring performance has significantly improved compared to the previous year.**
- **Contributed to strengthening the capability of monitoring city affairs through wide-scale expansion of ordinary monitoring targets**
 - Ordinary monitoring was conducted on 1,000 projects, showing a 25% improvement from the previous year (800 projects). Moreover, the number of measures taken rose to 151, marking a 79.8% increase from the previous year (84 measures).
 - **The effectiveness of monitoring was enhanced by employing various methods**, including self-inspection by project units and intensive commission-led monitoring in vulnerable areas.
- **Ensured integrity in contracts and transparency in city administration through enhanced observation and supervision**
 - Successfully completed a total of 385 observation sessions (outperformed the annual goal of 280 by 37.5%)
 - ※ Measures taken: 34 in total (one recommendation, six expressions of opinions, 27 on-the-spot remedies)
 - The increase in observing activities from the previous year (278 sessions) can be attributed to more face-to-face meetings following the lifting of COVID-19-related restrictions.

4

Improve satisfaction with the city administration by enhancing service from the commission

Expanded the involvement of experts in various fields for audits and investigations to improve their expertise and credibility, and undertook active PR activities to foster communication with citizens, thereby enhancing satisfaction with city administration

☐ Broadened Engagement of Experts to Enhance Expertise and Credibility

- **Enhanced the credibility of audits and grievance investigations by operating the Legal Advisory Group**
 - Recruited 47 legal experts and conducted meetings to enhance the expertise in audits and investigations (2 sessions)
 - Topics discussed: the applicable scope of the complaint jury system (at 1st meeting), and issues regarding the scope of resident audit subjects and eligible requesters (at 2nd meeting)
 - Provided consultation during the process of resident-citizen audits and grievance investigations (for 46 cases, involving 127 residents/citizens, in 2023)
- **Expanded citizen engagement by increasing Citizen Ombudsman**
 - Amended the commission ordinance (Dec. 30, 2022) to expand the number of Ombudsman from 35 to 100 (Inauguration: Feb. 15, 2023)
 - This increase aimed to enhance the fairness and transparency of city administration by amplifying citizen participation in monitoring and evaluation activities
 - To build competency, four meetings were held, where members shared results and best practices from various areas and discussed strategies for more efficient activities
- **Expanded jury pool to improve the credibility and satisfaction level of the civil complaint jury system**
 - Increased jury candidates from 68 to 100 through an open call process to more efficiently address complex and diverse grievances
 - Proactively identified cases eligible for the jury system to ensure fairer and more reasonable resolutions

☐ Raised Awareness and Stature of the Commission by Strengthening the Public Relations Activities

- **Utilized various media outlets (both online and offline) to promote publicity that resonates with citizens' daily lives**
 - Conducted advertising campaigns on online media and public transportation systems, such as subways and buses
 - Used diverse channels (press releases, card news) and city-owned billboards for promotion, and organized quiz events
 - Partnered with individual media creators to produce promotional YouTube videos
 - ※ Result: A total of 16 promotional YouTube videos were created (Nov. 2023), which garnered 168,247 views within two months.
- **Improved citizen accessibility by revitalizing the Commission's website**
 - Enhanced awareness and accessibility regarding the commission system, media coverage, activities, and sharing opportunities
- **Consolidated the Commission's status through active domestic and international exchanges**
 - Shared the SMG's experiences through interactions with the Local Ombudsman and the Anti-Corruption and Civil Rights Commission
 - Participated in the International Ombudsman Institute (IOI) Asia Conference, sharing insights from Seoul's initiatives (Jul. 9-13)
 - Successfully applied for full membership in the Asian Ombudsman Association (AOA) in August and was accepted on September 11.
 - Elevated Seoul's international standing as the Commission's Chairperson was elected as an IOI director in October.