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Knowledge Sharing Program

2021 KSP
Annual Report

Knowledge Sharing Program

Ministry of Economy and Finance
KDI Korea Development Institute
Korea Eximbank THE EXPORT-IMPORT BANK OF KOREA
kotra Korea Trade-Investment Promotion Agency

Knowledge Sharing Program (KSP) is
a platform for development cooperation,
aiming to share knowledge with partner countries and develop
a solid foundation for the expansion of economic cooperation based on
Korea's development experience and expertise. Our mission is
to support the sustainable socioeconomic development of partner
countries, promote strong and close economic cooperation,
and contribute to the mutual prosperity of
the international community.

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01

Introduction of Knowledge Sharing Program

- Program Overview
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Program Overview

KNOWLEDGE SHARING PROGRAM

The Knowledge Sharing Program (KSP) is a knowledge-intensive economic cooperation program designed to share Korea's development experience with partner countries. Korea achieved a remarkable socioeconomic transition from one of the most impoverished countries to one of the leading global economies in a mere 70 years. Under the supervision of the Korean Ministry of Economy and Finance (MOEF), the KSP has provided policy consultations on around 1,300 topics to 87 countries as of 2021 since launched in 2004. Korea Development Institute (KDI), the Export-Import Bank of Korea (KEXIM), and the Korea Trade-Investment Promotion Agency (KOTRA) serve as the coordinating agencies for the Program based on their expertise in respective fields.

The Program focuses on implementing necessary institutional foundation for resolving imminent challenges and promoting sustainable growth strategy in each partner country. Rather than merely introducing Korea's unique policy experience during the rapid growth period to all partners, the Program pursues a mutual learning method to analyze the socioeconomic environments of each country and find the most suitable strategy. By doing so, policy suggestions not only become more relevant and applicable but also contribute to implementing effective policy means and strengthening the competency of the public and private sectors of the developing nations. To that end, the KSP receives significant praise for reducing socioeconomic costs and increasing the efficiency of limited resources for developing countries in the process of addressing various economic and social issues.

The knowledge-driven platform also plays a part in establishing reciprocal partnership for mutual growth by connecting Korea's international economic and foreign policies. The Korean government seeks opportunities for economic cooperation based on the understanding of the policy, institution, and market environments of the partner country while enabling exchanges among the government agencies, public institutions, and private enterprise of the two nations with the help of the KSP. Support for infrastructure-development projects and better trade conditions and investment environments, all aimed at growth of the partner countries, lead to a virtuous cycle of knowledge sharing and economic cooperation.

In addition, under the framework of the Sustainable Development Goals (SDGs), the importance of private investment in achieving development objectives is widely acknowledged. In terms of securing feasible ground for using public resources, beneficial and sustainable cooperation is also becoming more crucial. In this context, KSP projects have been conducted in a number of policy areas with not only developing economies but also with high income countries including Saudi Arabia as well as Organization for Economic Co-operation and Development (OECD) member countries including Mexico, Hungary, Colombia, and Chile.

The Program includes comprehensive consultation projects in various areas from economic to social and public sectors (e.g. industry/trade, science and technology, macroeconomy, finance, etc.). Projects are selected based on the demand from the international community for partnership, the level of Korea's development in the project sector, and the development stage of the partner country. Policy suggestions are made after a joint study, and tangible change is supported with opportunities of policy consultations and capacity-building workshops. The KSP is divided into bilateral policy consultations, government to government (G2G) projects between Korea and partner countries, and joint consulting projects with international organizations providing trilateral cooperation that connects bilateral policy consultations with technology cooperation projects of multilateral development bodies and other international organizations.

Project Stage and Schedule

Planning

N - 2 years

- July - Oct. — Project Proposal Application
- Nov. - Feb. — Preliminary Feasibility Study and Expert Review

N - 1 year

- Mar. - June — Confirmation of Implementation Plans by the Committee for International Development Cooperation (CIDC)
- July - Nov. — Approval of Project Budget

Implementation

Year N

- Mar. - May — Selection of Coordinating Institution
- Aug. - Oct. — Selection of Implementing Institution and Configuration of Research Team
- June - Aug. — Pre-discussion
- Oct. - Dec. — Launching Seminar and High-level Meeting

N + 1 year

- Jan. - Feb. — Policy Seminar and In-depth Study
- June - Aug. — Final Reporting and Senior Policy Dialogue
- Mar. - May — Interim Reporting and Policy Practitioners' Workshop
- Aug. - Sept. — Dissemination Conference

Post Management

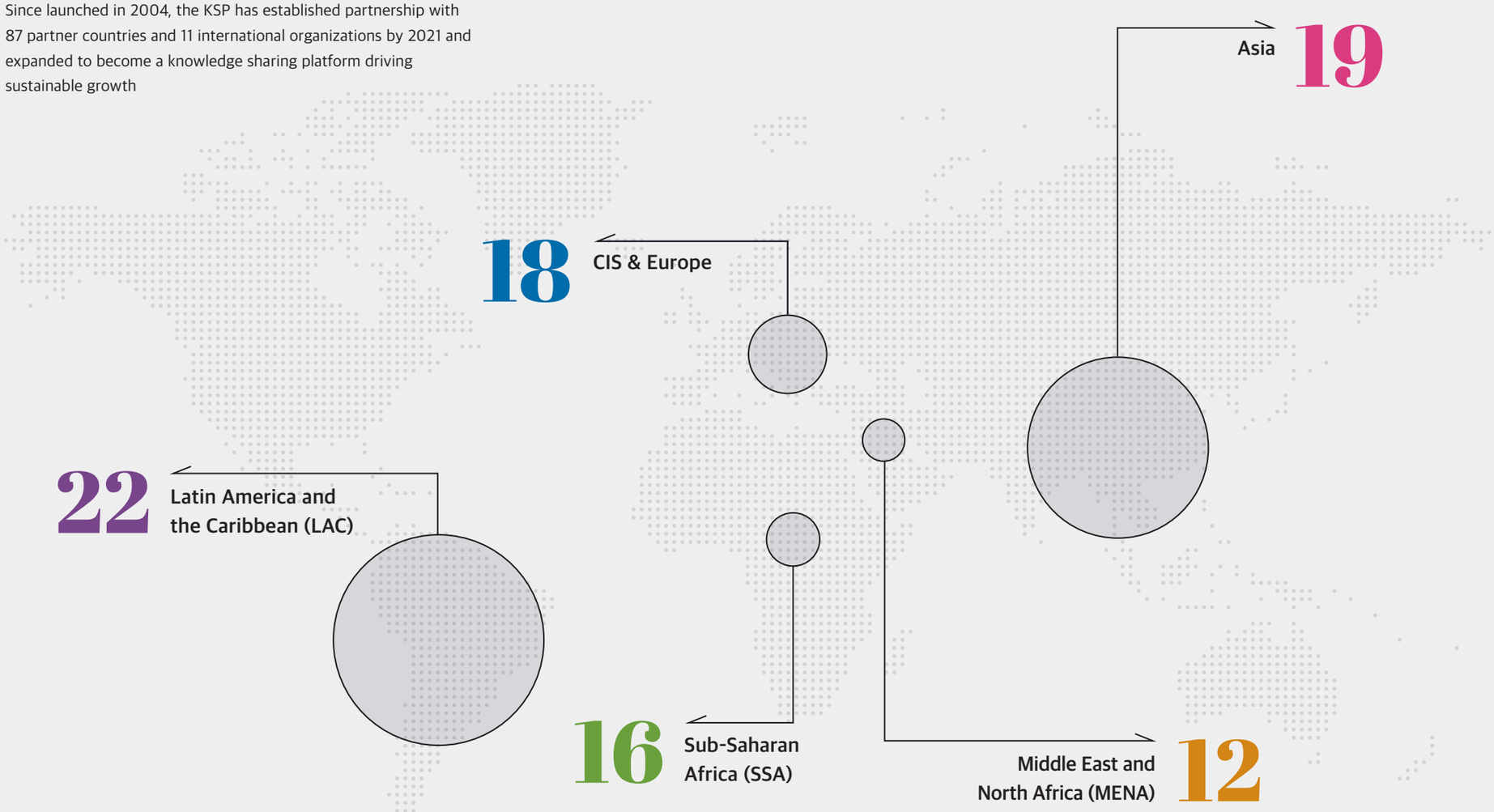
N + 1 year on

- Follow-up Evaluation — Performance monitoring
- Support for Follow-up Projects

※ Schedules are subject to change according to circumstances.

Partner Countries and International Organizations

Since launched in 2004, the KSP has established partnership with 87 partner countries and 11 international organizations by 2021 and expanded to become a knowledge sharing platform driving sustainable growth



Asia

- Association of Southeast Asian Nations (ASEAN)
- Bangladesh
- Bhutan
- Cambodia
- China
- India
- Indonesia
- Lao PDR
- Malaysia
- Mekong River Commission (MRC)
- Mongolia
- Myanmar
- Pacific Islands Forum (PIF)
- Pakistan
- Philippines
- Sri Lanka
- Thailand
- **Timor-Leste (new)**
- Vietnam

SSA

- Angola
- Congo
- Equatorial Guinea
- Ethiopia
- Gabon
- Ghana
- Kenya
- Mozambique
- Nigeria
- Partnership for skills in Applied Sciences, Engineering and Technology (PASET)
- Rwanda
- South Africa
- South Sudan
- Tanzania
- **Togo (new)**
- Uganda

LAC

- Argentina
- Barbados
- Belize
- Bolivia
- Brazil
- Chile
- Colombia
- Costa Rica
- Cuba
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Haiti
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Uruguay

MENA

- Algeria
- Egypt
- Iran
- Iraq
- Jordan
- Kuwait
- Libya
- Morocco
- Oman
- Saudi Arabia
- Tunisia
- United Arab Emirates (UAE)

CIS & Europe

- **Albania (new)**
- Armenia
- Azerbaijan
- Belarus
- Bulgaria
- Georgia
- Hungary
- Kazakhstan
- Kyrgyz Republic
- Moldova
- Romania
- Russia
- Serbia
- Tajikistan
- Türkiye
- Ukraine
- Uzbekistan
- Visegrád Group (V4)

International Organizations

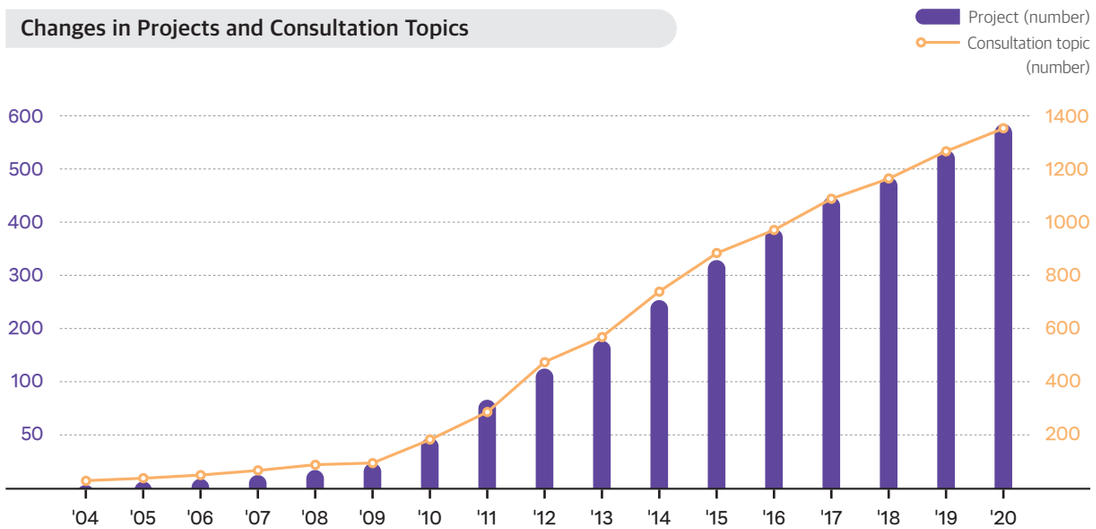
- Asian Development Bank (ADB)
- African Development Bank (AfDB)
- Central American Bank for Economic Integration (CABEI)
- Development Bank of Latin America (CAF)
- European Bank for Reconstruction and Development (EBRD)
- Global Green Growth Institute (GGGI)
- Inter-American Development Bank (IDB)
- International Trade Centre (ITC)
- Organization for Economic Co-operation and Development (OECD)
- United Nations Asian and Pacific Training Centre for Information and Communication Technology for Development (UN-APCICT)
- World Bank (WB Group)

※ in alphabetical order

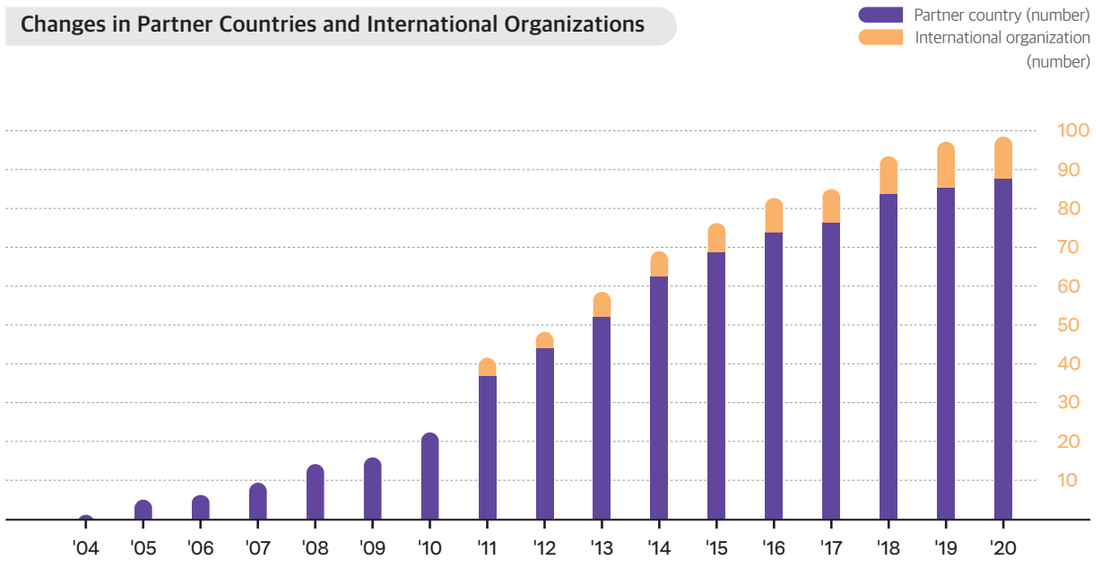
Project Status

2004-2021

Changes in Projects and Consultation Topics

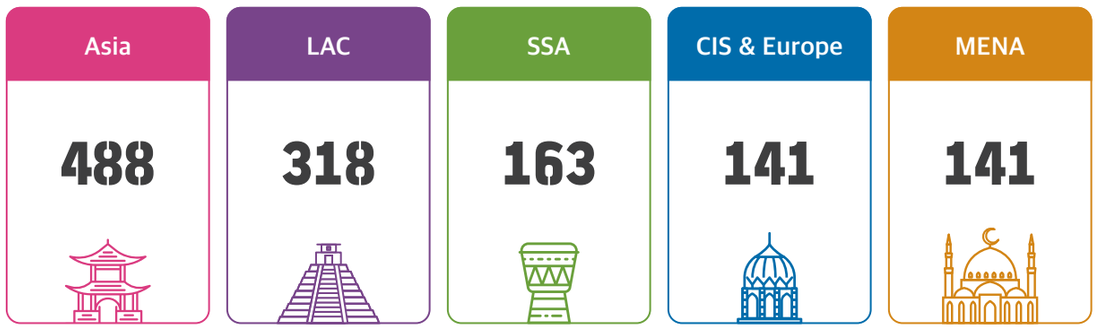


Changes in Partner Countries and International Organizations



※ Since 2015, the annual KSP projects have initiated in August/October to end around the same time of the following year. Accordingly, the years of X-axis represent the years in which KSP projects launched (e.g. 2020 -> 2020/21 KSP)

Number of Consultations by Region



Partner Country with Most KSP Projects by Region



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02

Highlights

- KSP Trends
- 2020/21 KSP Progress Status

KSP Trends

The global economy grew 6.1 percent in 2021, recording a 9 percent growth compared to the previous year, as many countries are overcoming the adverse impact of the COVID-19 pandemic. Amid the recovery, the world needs to strengthen socioeconomic resilience and address global challenges collectively. Developing countries are particularly more vulnerable to the challenges, such as higher risk to disasters prompted by climate crisis and limitations of the healthcare systems, outdated infrastructure and weakened business competitiveness impeding socioeconomic advancement, and deteriorating digital inequality caused by insufficient digital competency and infrastructure. Now they need to address these various issues more efficiently than ever.

In this setting, the 2021/21 KSP conducted many policy consultations on preventive measures with an aim to secure tools for mid- to long-term growth, reflecting the changing needs from partner countries. Unlike the previous year when the Program underscored the efficiency of the projects by balancing face-to-face and virtual contact, the 2021/21 Program focused on diversifying research methods and continuous high-level cooperation in order to disseminate the results through enhancing usability of the Program and linking follow-up projects in partner countries. For this purpose, this year's annual report introduces example cases in three major categories: *inclusion* for maintaining safe and healthy life of the people in partner countries; *co-prosperity* for ensuring balanced business ecosystem and building physical infrastructure for the promotion of socioeconomic development; and *innovation* for bolstering digital competitiveness as a basis for productivity increase in each sector. The Dissemination Conference also serves as an example of reinforcing the existing *partnership* system based on sharing KSP results with relevant stakeholders from Korea and abroad. The Report also covers the KSP strategic studies for systematic project identification, planning, and operation, which include regional studies (India, Thailand, and Kenya), a trend study (Trend Report: COVID-19 Response in New Southern Countries), basic analysis study of partner countries, and research on KSP e-government projects.

The MOEF also announced the KSP Advancement Strategy to develop the Program as a co-prosperous knowledge-sharing platform for spreading Korea's soft power with the purpose of active response to changes in the domestic and global environments and various project needs. Based on comprehensive review on the history, current status, and evaluations of the KSP, three major directions and 10 key projects have been selected to lay the foundations for self-reliance of the partner countries and facilitate the bilateral economic cooperation. The MOEF and coordinating agencies will implement the advancement strategy in earnest to help secure a basis for sustainable growth and reinforce economic partnership by sharing knowledge.

KSP Project Application Guide Video

KSP Project Application Writing Guide Video

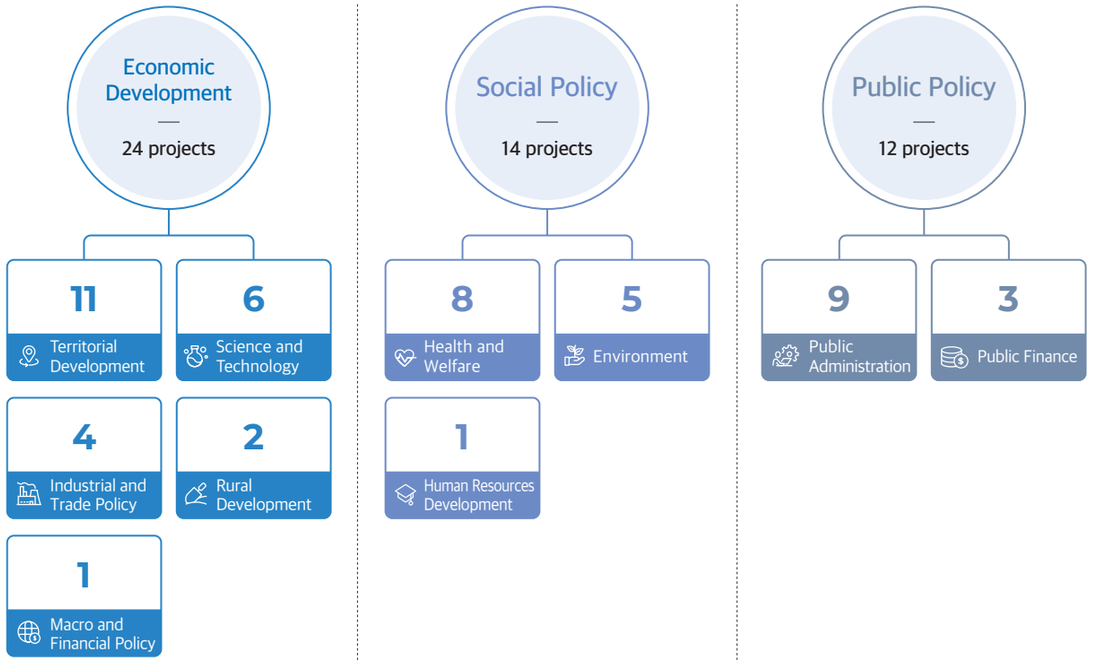
2020/21 KSP Progress Status

Partner Country Status by Region

Region	Number of Countries	Number of Projects
Asia	9	14
SSA	5	7
LAC	14	19
CIS & Europe	8	10
Total	36	50

※ Please refer to page 56 for the complete list of 2020/21 KSP projects.

Project Status by Sector



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2020/21 KSP Key Consultation Projects

- Inclusion
- Co-prosperity
- Innovation
- Partnership



Inclusion

Support for the Establishment of National Strategies to Enhance the Contagious Disease Prevention

Capacity Building for the Response of COVID-19 and other Epidemics in Mozambique

Flood and Drought Management and Communication in the Mekong River Commission

Support for the Establishment of National Strategies to Enhance the Contagious Disease Prevention

Paraguay





Capital Asunción

Area 397,300 km² (apx. 1.8 times of the Korean Peninsula)

Population 7.13 million

GDP per Capita USD 5,001

Partner Institution Ministry of Public Health and Social Welfare (MSPBS)

World Development Indicators, World Bank, 2020

Consultation Topics	• Integration and interlinking of the contagious disease prevention network, strengthening public health systems, and implementing customized disease prevention system in Paraguay
Korea's Relevant Experience	• First established in 2015 following the MERS outbreak, the infectious disease control system helped ensure proper response to the COVID-19 pandemic. The quarantine governance, or "K-quarantine" has widely established. • The Korea Centers for Disease Control and Prevention was promoted to the Korea Disease Control and Prevention Agency in 2021. A robust national quarantine system was in operation in 2020, including the 24/7 Emergency Operations Center and the Rapid Response Team for suspected cases. Regional Centers for Disease Control and Prevention was in all cities/provinces across the nation in 2020. Epidemiological investigators were secured in 2015. • A strategy to globally standardize K-Quarantine's 3T (Test-Trace-Treat)* was suggested (2020). *3T strategy: *Test* for infectious diseases, *Treat* patients with infectious diseases, and *Trace* the spread of infectious diseases.

Relevant Korean Policy: Response to COVID-19 | **SDG:** Goal 3. Ensure healthy lives and promote well-being for all at all ages.
Coordinated by: The Export-Import Bank of Korea (KEXIM) | **Implemented by:** Yonsei University Wonju Industry-Academy Cooperation Group

Background

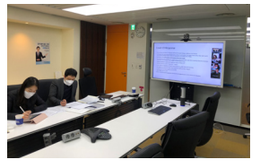
Paraguay had implemented a strong containment policy after the first confirmed case of COVID-19 and had been able to maintain the situation relatively under control compared to neighboring countries. As the pandemic continued, however, the country began to face limitations in preventive measures due to the lack of healthcare professionals and infrastructure. A constant increase in confirmed COVID-19 cases prompted higher demand for healthcare professionals, but there was a lack of personnel for specimen collection and testing as well as a significant regional gap for medical services with most hospital beds centered in the capital area. Paraguay was also experiencing various socioeconomic problems such as slow economic growth, economic instability of the people, and increasing unemployment. Against this backdrop, a mid- to long-term plans to strengthen the ability to respond to infectious diseases were needed. In this regard, the government of Paraguay applied for a KSP project to learn from Korea's experience of implementing a quarantine system and to establish effective and well-structured public health and infectious disease response policies.

Purpose of the Project and Consultation Details

The purpose of the project was to provide policy suggestions for establishing an effective infectious disease response system and strengthening the quarantine system in Paraguay by sharing Korea's experience in preventing and responding to infectious diseases. For this, Korean research personnel offered consultations on mid- to long-term plans for infectious disease control to the Ministry of Public Health and Social Welfare (MSPBS) of Paraguay in order to enhance public health capabilities of Paraguay and help stabilize the livelihood of the people. The consulting expands to strengthening the function of Paraguay's National Institute of Health (NIH) and other mid- to long-term development plans, as well as short-term execution measures and plans for the government of Paraguay to rapidly and actively respond to the pandemic, including quick testing, training for epidemiological investigators, establishing a master plan for resource management.

Progress

The initial plan was coordinating visits to Paraguay or invitations to Korea but the spread of the pandemic replaced the idea with contactless activities. With 25 major figures from the partner country including **the then-Minister of the MSPBS Julio Daniel Mazzoleni** participating in the virtual Launching Seminar (January 29, 2021), the two parties negotiated the scope of the project and began cooperation. The as-is diagnosis was executed by Yonsei Global Health Center Asuncion Branch, the local branch of the implementing agency (Yonsei University Wonju Industry-Academy Cooperation Group), instead of the Korean research team visiting local sites. The training for policy practitioners has been conducted twice: 1) an online policy workshop (August 13, 2021) and 2) action plan briefing session (August 20, 2021) for the public officials of the National Institute of Health. At the briefing session, the NIH presented the action plan for zoonosis control, antibiotic management, strengthening the microbiology laboratory for infectious diseases, and launching of a special taskforce for new infectious disease response measures; and collected feedback from the Korean counterpart. The Final Reporting was also held online on September 10, 2021. **The Vice Minister of the MSPBS Lida Sosa** and 25 others joined the session in which the final KSP policy suggestions were presented. Despite setbacks in the operation of the project due to the worsening COVID-19 situation, the project was completed successfully based on flexible responses and active communication through videoconferencing, video lectures, and other alternative activities, which were highly appreciated by the government of Paraguay.



The Launching Seminar
(Jan. 29, 2021)



The Action Plan Briefing Session
(Aug. 20, 2021)



The Final Reporting Workshop
(Sept. 10, 2021)

Implications

The policy suggestions and the result of the current status study are expected to help establish a customized quarantine system for Paraguay. The MSPBS drafted the action plan and priority tasks to lay the foundation for reinforcing infectious disease response systems. Follow-up measures, such as building a unified center for disease control and prevention (CDC), local institutes for health, drug control and management center, are also projected to contributed to social stabilization with higher capabilities of relevant personnel and increased overall public health functions of Paraguay.

Tentative Outcomes

Capability building for partner country
- Contribution to increasing infection/disease control and healthcare capabilities of Paraguay

Promoting development cooperation
- Paraguay government in review of EDCF infrastructure project plan (including CDC establishment)

KSP Final Report

Capacity Building for the Response of COVID-19 and other Epidemics in Mozambique

Mozambique





Capital **Maputo**

Area **770,880** km² (apx. 3.5 times of the Korean Peninsula)

Population **31.26** million

GDP per Capita **USD 449**

Partner Institution **Ministry of Health (MISAU)**

World Development Indicators, World Bank, 2020

Consultation Topics	• Systems for responding to COVID-19 and other epidemics, infectious disease management, and epidemiological investigation of MISAU
Korea's Relevant Experience	• Establishment of system for infectious disease management: Led by the Central Disaster and Safety Countermeasures Headquarters under the Ministry of the Interior and Safety, five Regional Centers for Disease Control and Prevention, city/province disaster and safety countermeasures offices across the country, Research Institute of Public Health and Environment (pathogen testing), Centers for Infectious Disease Control & Prevention (city/province-level technical support), and medical institutions (patient diagnosis and treatment) cooperate together to organize a management system. • Monitoring and epidemiological investigation using IT: An automated Epidemiological Investigation Support System was adopted for COVID-19. • Life treatment centers: 63 life centers are in operation with dedicated medical professionals for the life/medical support of patients with mild symptoms. (as of July 2021) • Border management: Stricter immigration process at airports and a pre-survey of disease-related information via Q-System

Relevant Korean Policy: Response to COVID-19 | **SDG:** Goal 3. Ensure healthy lives and promote well-being for all at all ages.
Coordinated by: The Korea Trade-Investment Promotion Agency (KOTRA) | **Implemented by:** Soonchunhyang University Medical Center

Background

The Government of Mozambique has declared a national emergency and implemented large-scale social distancing after the first confirmed case of the COVID-19 in the country. Despite the active response, as of early 2021, 500 to 900 daily new confirmed cases, positivity rate of 30 percent, and continuous spread of new variants have caused the health system in the country to face its limitations. The medical capacity is saturated, causing a lack of beds and and oxygen tanks as well as insufficient personal protective equipment for doctors and healthcare professionals. Misconceptions of the virus, such as "hot weather preventing the spread of the virus" and "COVID-19 being a biochemical weapon developed by the government" have added to the difficulties in carrying out quarantine measures. In this setting, the Mozambique government applied for the KSP in order to improve the nation's healthcare and quarantine response system including diagnosis, tracing, and treatment for infectious diseases, praising Korea's experience in this matter.

Purpose of the Project and Consultation Details

The project was aimed at policy suggestions for building a sustainable infectious disease control system from diagnosis of infectious diseases to tracing and treatment; and increasing capabilities for self-reliance. The project not only shared Korea's experience but also conducted thorough diagnosis on the current healthcare status in Mozambique (e.g. infrastructure, human resources, basic healthcare system, etc.). By doing so, customized policy consultations were provided on guidelines for managing infectious diseases in medical institutions; improving awareness of infection control at the national level and responding to rumors; monitoring and epidemiological investigation using IT; establishment of life treatment centers; and border management. Taking into account Mozambique's current mobile phone penetration rate of 40 percent and internet access rate of 10 percent, ICT introduction in stages and other practical implementation measures were also suggested.

Progress

The online Launching Seminar, held on April 15, 2021, introduced project plans and confirmed the consultation scope in detail. Participants from Mozambique included **the Head of Ministry of Health National Institute of Health (INS) Ilesh Jani and National Director for Public Health at Ministry of Health (MISAU) Rosa Marlene**. The two parties expected to find appropriate implications for Mozambique based on the analysis of Korea's previous experience with SARS, MERS, and other infectious diseases. For current status analysis (May to June 2021), videoconferencing and writen survey with MISAU and other related agencies, communication with local experts, and other alternative measures have been implemented for six weeks in substitution for site visits due to the pandemic circumstances. During this period, weekly reports have been made on guidelines for infectious disease control, personal hygiene and COVID-19 quarantine rules of each establishment in addition to COVID-19 responses by institution. Mozambique's pandemic response status and one major issue have been analyzed each week: literature review on keywords (week 1), quarantine status after special COVID-19 measures (week 2), written survey with MISAU (week 3), review on the surveillance manual (week 4), literature review on quality system including infectious substance packings (week 5), and analysis on Mozambique's political/legal circumstances (week 6). The Interim Reporting and Policy Practitioners' Workshop (June 24, 2021) were held virtually for other key stakeholders at MISAU. At the online Final Reporting (October 1, 2021) where **Luisa Panguene, the Director of National Medical Care,** and other key stakeholders at MISAU participated to discuss KSP policy suggestions and future partnership measures. At the Reporting Session, Dr. Panguene extended her gratitude to the KSP for the opportunity of strengthening the healthcare system in the country and working with Korea on disease control and prevention while expecting further cooperation in the area.



The Launching Seminar (Apr. 15, 2021)


The current status analysis (May-June, 2021)


The Final Reporting (Oct. 1, 2021)

Implications

The project developed customized policy suggestions for Mozambique reflecting the country unique circumstances for disease control and prevention based on Korea's experience. In particular, measures to substantially enhance the public health level in Mozambique have been recommended in order to ensure the management of the crucial border areas, such as life treatment centers that meet local situations and ICT-based healthcare management. In addition, the project promoted Korea's advanced medical industry and thereby contributed to boosting the foundation for the bilateral economic cooperation. As a result, a Korean business has succeeded to export diagnosis kits to a vendor under MISAU, helping other businesses with excellent technologies to enter the market.

Tentative Outcomes

Promoting private economic cooperation

- A Korean diagnosis kit producer PCL exported 5,000 testing kits to a Company K, a vendor under MISAU, under the initial contract (worth around USD 1,000). An additional contract of USD 7,600 was signed after the project, with an increased credibility in Korean products.

KSP Final Report

Flood and Drought Management and Communication in the Mekong River Commission

Mekong River Commission



Headquarter Vientiane, Lao PDR

Establishment 1995

Member Countries (GDP per Capita) Lao PDR (USD 2,630), Vietnam (USD 2,786), Cambodia (USD 1,544), Thailand (USD 7,187)

Area of Lower Mekong Basin 7.95 million km²

World Development Indicators, World Bank and MRC, 2020

Consultation Topics	• Experience and implications of integrated flood and drought management in Korea, Cambodia, Laos, Thailand, and Vietnam • Flood prediction using AI and big data technologies • Floods and drought prediction/warning communication system in MRC • Integrated flood and drought management strategy in Mekong region
Korea's Relevant Experience	• Korea has been promoting an integrated water management, centered on the Ministry of Environment, for flood and drought management since 2018. It will make a transition to IoT and AI-based flood forecast system by 2025.
MRC	• An international organization launched by four neighboring countries of the Lower Mekong Basin (Cambodia, Lao PDR, Vietnam, and Thailand) for sustainable development of the Basin and efficient water resource management in the region. The MRC serves as a forum for water diplomacy and knowledge sharing to adjust national interests regarding large-scale development in the area. * The Commission is composed of the Council, the National Mekong Committee (NMC), and the Secretariat. The Council comprises of ministers of relevant water resources or environment department of each country while the NMC includes officials at the director or higher level.

Relevant Korean Policy: New Southern Policy, ODA in science, technology and the ICT (incl. the Digital New Deal), Green New Deal ODA, follow-up measures after the bilateral Summit (ROK-Mekong Summit in November 2019), and significant events including the 10th anniversary of the establishment of the ROK-Mekong cooperation | **SDG:** Goal 13. Take urgent action to combat climate change and its impacts.
Coordinated/ Implemented by: Korea Development Institute (KDI)

Background

The Lower Mekong Basin, or the LMB, provides a vast amount of resources that serve as the basis of agriculture, forestry, and fishing industries in the neighboring countries of Cambodia, Lao PDR , Thailand and Vietnam. The region, however, is now suffering from local torrential rains caused by climate change, whose annual damage is estimated at USD 60 to 70 million. The neighboring nations has founded the Mekong River Commission (MRC) in accordance with the Mekong Agreement in 1995 to establish a cooperation mechanism for utilizing and developing the transboundary river. Despite the effort, the low prediction accuracy, lack of effective notification system, insufficient hydrological forecasting materials, difficulties in reaching agreement and policy coordination among members, and other various technical and policy factors have hindered effective flood/drought management. In this regard, the Mekong River Commission Secretariat (MRCS) and its member countries applied for a KSP project to unify water management system and efficiently respond to floods and drought by forming a communication channel that delivers timely forecasts and warnings.

Purpose of the Project and Consultation Details

The project was aimed at understanding the technical levels of the flood prediction/warning system and drought predictions of the MRC members and suggest strategy for the MRC based on Korea's relatively advanced flood and drought prediction/warning technologies and management experience. Integrated flood and drought management strategy was consulted for the Mekong River region by reviewing the flood and drought management status of the four nations and Korea's integrated water/drought management status in order to secure efficient prediction measures of the LMB. To increase the efficiency and accuracy of forecasting in the LMB, the project also suggested using technologies from AI to big data and enhancing communication for relevant data collection and transmission among the member countries.

Progress

The scope of the project has been confirmed after almost six months of pre-discussion. The Launching Seminar was held on February 2, 2021 with key participants from each country, including **the then-CEO of the MRCS An Pich Hatda**. The Korean research team shared the country's flood and drought management experience and studied data collection status and methods of the MRC through the Policy Seminar and In-depth study (April 28 to June 11, 2021). The online Interim Reporting (May 18, 2021) reaffirmed the Commission's continuous determination for cooperation amid the pandemic with 30 attendees including Dr. Hatda from the MRC. The Policy Practitioners' Workshop was originally planned to be held in Korea but, due to a surge in new COVID cases, substituted with educational videos on 1) Korea's integrated water and drought management experience and 2) flood prediction/warning system of a Korean company, as requested by the MRC. At the Final Reporting (July 26, 2021) and Senior Policy Dialogue (September 6, 2021), both held virtually, the Chief Strategy and **Partnership Officer of the MRCS at that time Anoulak Kittikhoun** highlighted the expected contribution of the KSP policy suggestions to the MRC Basin Development Strategy in the future while asking for continuous support for and interest in the communication system development for data collection and transmission using AI and big data, as the system will serve as a major project for the LMB development.



The Launching Seminar (Feb. 2, 2021)



Policy Practitioners' Workshop-Korea's Integrated Water and Drought Management Experience



The Final Reporting (July 26, 2021)

Implications

This project provided suggestions on how to resolve transboundary issues regarding flood and drought management, contributing to socioeconomic development of the neighboring countries and joining the effort by the international community to address climate crisis. In accordance with the KSP policy suggestions, the Korea-ASEAN Ministerial Meeting on Disaster Management (organized by the Ministry of the Interior and Safety of Korea) will be launched in 2022 and another KSP project to improve flood prediction and warning management in the ASEAN region utilizing AI and big data will also be pursued in 2022-2023. The project also helped develop network among relevant institutions in and out of Korea while promoting more opportunities for the Korean private sector to expand to countries in the Mekong region. It was a follow-up project of the 2017/18 KSP project ("Basin-wide Strategy for Sustainable Hydropower Development"), the first joint effort between Korea and the MRC. The Program enabled the MRC to expand cooperation with multiple Korean agencies, including the Korea Water Resources Corporation and Science & Technology Policy Institute. The mutually beneficial partnership is expected to grow even further in the future.

Tentative Outcomes

Promoting development cooperation

- To be followed up with a 2022/23 KSP project ("Flood and Drought Management and Communication in the Mekong River Commission")
- Contribution to the launch of Korea-ASEAN Ministerial Meeting on Disaster Management (minister-level conference) (to be held in 2022)

KSP Final Report

Co-prosperity

Supporting SMEs' Integration in GVC of Automotive Industry in Pakistan

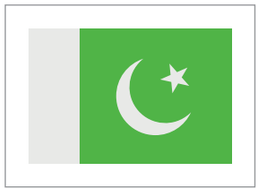
Support for Operation of the Integrated Traffic Management Center in Nairobi Metropolitan Region, Kenya

[IDB] Designing a Smart City Strategy for La Ceiba, Honduras

Supporting SMEs' Integration in GVC of Automotive Industry in Pakistan

Pakistan





Capital Islamabad

Area 770,880 km² (apx. 3.4 times of the Korean Peninsula)

Population 220.89 million

GDP per Capita USD 1,189

Partner Institution Small and Medium Enterprises Development Authority (SMEDA)

World Development Indicators, World Bank, 2020

Consultation Topics	• Large-small enterprise collaboration: policy roadmap for increasing competitiveness of SMEs, measures to promote SMEs to integrate into Global Value Chain (GVC); and enhancing three major industries (textile/garments, home appliances, and surgical equipment) • Policies for automobile localization in Pakistan: enterprise support, technology development, and infrastructure establishment
Korea's Relevant Experience	The Korean government has put effort in export promotion since the late 1980s. With the launch of WTO in the early 1990s, support for exports of Small and Medium-sized Enterprises (SMEs) began through global marketing and the small and medium business framework was established in the late 1990s. Today, various support businesses are in place to increase presence of SMEs in the GVC. • Partnership between large enterprises and SMEs as well as among SMEs (joint overseas expansion and export consortium programs) • Directly matching SMEs with foreign buyers or providing opportunities to cooperate (global partnering and global open innovation programs) • Online B2B transaction support (Gobiz KOREA) • Capacity-building for export and global competitiveness (overseas exhibitions, overseas certifications, cooperation for technology transfer, etc.)

Relevant Korean Policy: ODA in science, technology and the ICT (incl. the Digital New Deal)
SDG: Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
Coordinated by: The Korea Trade-Investment Promotion Agency (KOTRA) | **Implemented by:** Hyundai Research Institute

Background

With the economy dominated by the primary sector including agriculture with low added value, Pakistan needs to nurture the manufacturing industry and encourage more small- and medium-sized enterprises (SMEs) to enter the GVC in order to promote stable economic growth and reduce external debt. SMEs in the country constitute nearly 99 percent of the entire business sector (3.2 million enterprises) and 40 percent of GDP but have weak competitiveness due to poor quality, lack of standards, equipment aging, insufficient human resource and lack of expertise. Against this background, the government of Pakistan assigned priorities to fostering SMEs as one of the key tasks of economic growth, which is one of the six major policies, and has been making diverse effort from modifying related policies to strengthening the status and role of the Small and Medium Enterprises Development Authority (SMEDA). As part of the endeavor, SMEDA requested for a KSP project with aims to benchmark Korea's example cases of developing inter-linkages between large enterprises and SMEs especially in the automotive industry of Korea and experience in policy making in promoting local SMEs' integration into GVC throughout Korean economic growth. The automotive industry accounts for 20 percent of the manufacturing sector in Pakistan.

Purpose of the Project and Consultation Details

The purpose of this project was to increase independent capability of Pakistani SMEs through sharing the experience in establishing and executing policies focused on fostering the automotive industry and SMEs with Pakistan and offering consultations on how to penetrate GVC. For this reason, the project included sharing successes and failures of partnerships between large enterprises and SMEs in Pakistan and Korea; developing a policy roadmap to enhancing the Pakistani SMEs' global competitiveness driven by experience of developing an ecosystem for SMEs, measures for promoting Pakistani SMEs' integration in GVC (e.g. attracting technology investment, pricing policies, and export promotion programs); and establishing and operating educational institution for technical professionals. In addition, the paradigm shift of the global automotive industry and the domestic industry status were analyzed to develop support measures regarding the localization of automobile production in Pakistan (e.g. business support, technology development, infrastructure establishment, and nurturing professionals).

Progress

The Launching Seminar (November 17, 2020) was held online for the research team to introduce project plans and confirm the scope of consultation in detail. As requested by SMEDA, Korea also proposed measures to address the shift in global paradigm, such as electric vehicles (EVs), and shared experiences of successful cases and failures of the Korean automotive industry. The in-depth study on the current status of Pakistan (January 23 to March 12, 2021) was done by various alternative methods with local experts in substitute for field visits. Upon the request of SMEDA, focus group and individual interviews were conducted to analyze the status of SMEs in textile, home appliance, and surgical equipment industries. For the automotive industry, interviews with industrial associations were made. Export sessions were also held to share the development of Korea's automotive industry and to discuss collaboration among the Pakistani government, local parts suppliers, and Hyundai Motor Group. The prolonged pandemic replaced invitations to Korea with training videos during the Policy Practitioners' Workshop (April 1 to 30, 2021). The 2021 Ulsan International Future Automotive Expo (UIFA Expo) was included in the training session to provide an opportunity for the Pakistani government to learn more about Korean auto parts suppliers and global paradigm shift in the auto industry. At the Final Reporting (July 6, 2021), which was held virtually as was the Interim Reporting (April 8, 2021), **the Vice President of SMEDA Nadia Jahangir Seth** expressed her gratitude for the partnership for the development of the automotive sector and highly appreciated the project being much more than suggestions and continuing with a follow-up plan ("Establishment of Pakistan Green Car Center").



The Launching Seminar (Nov. 17, 2020)



The in-depth Study-Focus group interview with local SMEs

The Final Reporting (July 6, 2021)

Implications

The project served much more than just sharing Korea's experience with Pakistan-it selectively shared relevant experience considering the unique nature of Pakistan's auto industry and provided tailored policy measures that are applicable to the country. It is expected to contribute to increase self-reliance capability of SMEs in Pakistan. Active collaboration among local businesses and industrial associations as well as two follow-up measures in regard to green cars also promoted boosting the foundation for the bilateral economic cooperation.



MOU Signing Ceremony



Follow-up project-Business meeting for export promotion in Pakistan

Tentative Outcomes

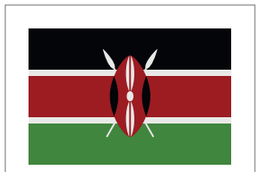
Promoting private economic cooperation
- The 2021 Korea-Pakistan future car industry collaboration event in connection with the KSP project with 15 consultations and two MOUs made on EV/batteries
  · Sammi Machinery -Bin Rasheed: A project to establish a lithium-ion battery manufacturing plant
  · Aeonus -Zi Solar: A project to implement EV bus charging system (stations)

Promoting development cooperation
- Korea Institute for Advancement of Technology (KIAT) and Hyundai Research Institute promoting ODA to follow up on "Establishment of Pakistan Green Car Center"
- Korea Energy Agency and Hyundai Research Institute preparing to apply for an ODA project for "Masterplan of EV Charging Infrastructure in Pakistan"

KSP Final Report

Support for Operation of the Integrated Traffic Management Center in Nairobi Metropolitan Region, Kenya

Kenya



Capital **Nairobi**

Area **569,140** km² (apx. 2.5 times of the Korean Peninsula)

Population **53.77** million (Nairobi : 10.41 million)

GDP per Capita **USD 1,879**

Partner Institution **Kenya Urban Roads Authority**

Source: World Development Indicators, World Bank, 2020

Consultation Topics	Integrated operation measures of the metropolitan traffic control center (road network monitoring, traffic signal operation/management, road information provision, and key performance index development), automatic enforcement system development for traffic violations, emergency guidelines setting, emergency vehicle priority signal system implementation, and policy and technical proposals for linking with public transportation
Korea's Relevant Experience	Korea has implemented the Intelligent Transportation System (ITS) in several stages to address traffic issues following industrialization and urbanization. • (Stage 1) ITS introduction (1993) • (Stage 2) Institutions and infrastructure: Enactment of the Traffic System Efficiency Act (1999) and established ITS National Standardization Plan (2002) • (Stage 3) Growth and expansion: Establishment of ITS center in five local administrations: Seoul, Busan, Daejeon, Iksan, and Wonju (2005) • (Stage 4) Next-generation ITS: Cooperative ITS implementation and pilot projects (2016)

Relevant Korean Policy: ODA in science, technology and the ICT (incl. the Digital New Deal)
SDG: Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable. | **Coordinated by:** The Export-Import Bank of Korea (KEXIM)
Implemented by: The Korea Transport Institute, Korea Engineering Co.,Ltd., the Korea Road Traffic Authority, and Seoul Housing & Communities Corporation

Background

Traffic demand in Nairobi has been increasing amid rapid urbanization and rising income. The city is faced with a number of issued from traffic congestion, due to the lack of road and transportation infrastructure, to increasing accidents due to insufficient traffic management. A minibus called Matatu is a primary transportation mode in the city but fails to satisfy the transportation demand while usage of personal transportation modes (motorbikes and passenger cars) increases with income growth, causing frequent traffic congestion on the main roads in the central business district. In addition, construction of new roads, maintenance work, and the lack of signal control facilities for intersections add to the busy traffic. Road fatalities have also been increasing by 4.1 percent annually on average for the past five years. Given these circumstances, a KSP project was requested by the government of Kenya with an aim to adopt efficient road traffic management measures based on Korea's successful ITS implementation and operation experience.

Purpose of the Project and Consultation Details

The purpose of the project is to increase traffic efficiency in the Nairobi Metropolitan Region and improve traffic safety through consultations on the operation of the traffic management center. Kenya plans to open a new traffic management center as part of the Economic Development Cooperation Fund (EDCF) project called "Nairobi ITS Establishment and Junctions Improvement Project (Phase I and II)", which is a follow-up partnership of the 2017/18 KSP project "Support for Implementing Intelligent Traffic Systems in Nairobi Metropolitan Region, Kenya". For this purpose, the Korean research team offered insight on integrated operation measures of the metropolitan traffic control center and consultations on the automatic traffic enforcement (ATE) system suitable for Nairobi, emergency vehicle priority signal system implementation, and policy and technical proposals for linking with public transportation. In addition, mid- to long-term development plans by stage was also offered for the Center's additional functions and sustainable operations.*

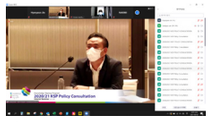
* (Stage 1) Establishment of Transportation Management Center (TMC) (working with EDCF, 2021-2023) → (Stage 2) TMC advancement (2024-2026) → (Stage 3) Cutting-edge technology integration (2026~)

Progress

General Manager of Kenya Urban Roads Authority (KURA) Silas M. Kinoti and 18 other key stakeholders in Kenya participated in the Launching Seminar held online on December 2, 2021. The meeting highlighted the willingness for bilateral support, securing the basis for reliable project implementation. In particular, Mr. Kinoti actively shared opinions while attending all reporting sessions throughout the project, expressing KURA's great interest in the project. Since overseas business trips were restricted, in-depth study was conducted through the local branch of the implementing agency (Korea Engineering under the Consortium of the Korea Transport Institute). The Interim Reporting (June 2, 2021), Policy Practitioners' Workshop (August 31 to September 1, 2021), and the Final Report (August 31, 2021) were all hosted virtually and successfully with 32 participants from Kenya including Mr. Kinoti. The Policy Practitioners' Workshop covered lectures on Korea's transportation system and ITS reorganization, site introductions (TMC, enforcement system, etc.), and interview videos in order to reinforce competency of the policy practitioners. Taking into consideration the feedback from Kenya at the Interim Reporting, final policy suggestions on enhancing the connectivity of public transportation in Nairobi and address traffic issues were reported at the Final Reporting.



The Launching Seminar (Dec. 2, 2021)



The Interim Reporting (June 2, 2021)







The Policy Practitioners' Workshop and the Final Reporting (Aug. 31~Sept. 1, 2021)

Implications

The project supported the foundation for resolving traffic issues in the Nairobi metropolitan area and making urbanization sustainable by sharing insight on traffic services that are more readily adoptable and on development plans in stages for the traffic management center. By connecting the KSP to the EDCF project, the result of policy suggestions were able to be put into practice, increasing efficiency of the Korean ODA and securing the continuity of the project. This led to a stronger partnership between the two countries. Furthermore, continuous cooperation with KURA and infrastructure projects in Nairobi, a key city in East Africa, are expected to help ensure paths for Korean businesses to enter the traffic technology market in East Africa and create more opportunities for bilateral business cooperation.

Tentative Outcomes

Promoting development cooperation

- To be followed up with the newly launched TMC operations under the EDCF project ("Nairobi ITS Establishment and Junctions Improvement Project (Phase I and II)", 2021-2023, USD 61 million)

KSP Final Report

[IDB] Designing a Smart City Strategy for La Ceiba, Honduras

Honduras



Capital **Tegucigalpa**

Area **111,890** km² (apx. half of of the Korean Peninsula)

Population **9.9** million

GDP per Capita **USD 2,389**

Partner Institution **Office of Compliance of the Presidential Affairs and Priorities (OCAP)**

World Development Indicators, World Bank, 2020

Consultation Topics	Developing architecture and a roadmap for smart city in transportation, tourism, and safety areas and action plans to implement smart city infrastructure for transforming La Ceiba into a customized IT-based smart tourism city
Korea's Relevant Experience	Smart city policy has been promoted and a pilot city was built, driven by the country's cutting-edge ICT technologies and urban development know-how. • Korea has promoted comprehensive plans for smart city development with details for each 5 years since 2009. Collaboration with local authorities helped build a smart city especially in newly developed urban areas and expand ICT infrastructure. * 1st Comprehensive Plans for U-Cities: U-City implementation stage (2009-2013) → 2nd Comprehensive Plans for U-Cities: information and system interlinking (2014-2018) → 3rd Comprehensive Plan for Smart Cities: smart city advancement (2019-2023) • 78 local governments (17 metropolitan and 61 sub-metropolitan governments) have teams dedicated to smart city development and 67 smart city projects by local governments • Smart city cooperation with Kuwait and Malaysia, among others

Relevant Korean Policy: ODA in science, technology and the ICT (incl. the Digital New Deal)
SDG: Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable.
Coordinated by: The Export-Import Bank of Korea (KEXIM) | **Implemented by:** Samsung SDS Co., Ltd.

Background

Honduras' third largest city La Ceiba has been the ecotourism and commerce capital of the country. Various urban problems, however, from slowing tourism caused by public safety issues and rising crime rate to unemployment and increasing immigrants, are undermining regional development. Against this backdrop, the government of Honduras took steps to address these issues, which included the establishment of a presidential body tasked with developing a smart city and attracting the required investments. However, the efforts have been challenged by the lack of capabilities and budgets of the government and of governance for urban development. In response, the Honduran government decided to adapt Korea's experience in developing a smart city through a KSP project in order to resolve urban issues and promote regional economic development.

Purpose of the Project and Consultation Details

The objective of this joint consulting project with the Inter-American Development Bank (IDB) is to address urban issues of La Ceiba and pursue regional development based on public innovation by establishing a smart city. In this regard, the La Ceiba smart city strategy has been established, and measures for development and implementation of ICT-driven smart city services in areas of tourism, transportation, and safety were consulted. In addition, for the Honduran government to set priorities for the project more efficiently, requirements for smart city development have been identified by area (18 tasks) and stage (3 stages) by analyzing the urban development status of the city. Tasks that needed to be executed immediately without feasibility study were assigned to Stage 1 and priority tasks* were separately suggested to help the city government to link and execute follow-up projects based on the result.

* Implementing integrated tourism information provision service, intelligent CCTV crime prevention service, and integrated operations center (IOC)

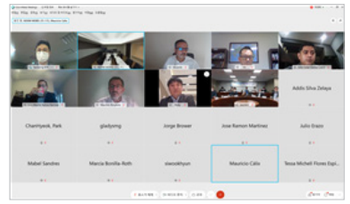
Progress

While face-to-face meetings were restricted amid the spread of COVID-19, active participants from all stakeholders, including the implementing agency, IDB, La Ceiba city personnel, and high-ranking officials in Honduras, and adaptation of alternative measures contributed to overcoming such limitations. The Launching Seminar (November 11, 2020) was held via videoconferencing with **the Vice Minister of Office of Presidential Priorities and Public Innovation Mabel Sandres**, Mayor of La Ceiba Jerry Sabio, Head of IDB Honduras branch Eduardo Almeida, Ambassador of Korea to Honduras Shim Jae-hyun, and other key participants. The La Ceiba city government's strong will for the project was reaffirmed through designating in-depth study personnel and providing materials for more detailed status analysis, laying the ground for the project's success. The online Interim Reporting (February 20, 2021) collected local feedback on the progress so far. **Minister of Finance of Honduras Marco Midence** attended the session to underscore the importance of La Ceiba in terms of economic leap of the country and express high expectation for the project, confirming high-level support for the project. As cross-border movements were restricted amid the pandemic, in-depth study was made through multiple videoconferencing with local businesses in Honduras (November 11 to December 14, 2020; and January 4 to February 19, 2021). Vice Minister Sandres and other senior officials made appearance at the Final Reporting (May 27, 2021). At the Reporting Session, the Korean team announced 18 execution tasks that reflect circumstances in the city, three of which were designated as demonstration projects taking into account the impact. Feasibility study for the remaining 15 tasks were also discussed. The Ministry of Finance and Office of Presidential Priorities and Public Innovation of Honduras agreed to submit an official request for the feasibility study to pursue follow-up projects of the KSP policy suggestions. The Policy Practitioners' Workshop was also held virtually (June 9 to 12, 2021) with the attendees including many high-ranking personnel from the partner country. Local governments of Korea (Seoul, Bucheon, and Jeju Island) shared the cases of smart city services and technology applications, offering a meaning opportunity to point out the importance of nurturing talents for smart city service operations and management.

* Vice Minister of Office of Presidential Priorities and Public Innovation Mabel Sandres, Minister of Tourism Nicole Marrder, and Minister of Transportation Rafael Ruiz of Honduras



The Policy Practitioners' Workshop (June 9~12, 2021)


The Launching Seminar (Nov. 11, 2020)


The Interim Reporting (Feb. 20, 2021)



The Final Reporting (May 27, 2021)

Implications

The project is expected to contribute to developing an efficient La Ceiba smart city strategy and achieving tangible result to address urban issues, owing to close cooperation among participants in Korea, Honduras, and IDB in the areas of 'encouraging tourism and promotion', 'improving public transportation and mobility', and 'enhance public safety'. After close discussion among participants from Korea, Honduras, and the IDB, the following three key tasks were derived: 1) integrated tourism information provision services, 2) intelligent CCTV crime prevention service, and 3) development and operation of IOC. The KSP has informed the Honduran government of how to apply for concessional loan at the EDCF as a means to execute these suggestions, and the Honduran government is currently reviewing the details. If these tasks are actually followed up, they are expected to help Korean enterprises to expand to the Latin American markets and present other bilateral cooperation opportunities in addition to elevating the quality of life for La Ceiba residents.

Tentative Outcomes

Reflecting partner country's policy

- The government of La Ceiba had actively expressed opinions on the project from the initial stage of the project during pre-discussion and reiterated positive feedback on feasibility study application for continuing to the main project, boosting possibility of follow-up projects.

KSP Final Report

Innovation

Strengthening Capacity of Tax Policy for Serbia's Fiscal Development: Enhancing the Tax Administration

Design and Implementation of Innovation Policies for Small and Medium Enterprises (SMEs) in Colombia

Strategic Plan of STPERI for Egypt

Strengthening Capacity of Tax Policy for Serbia's Fiscal Development: Enhancing the Tax Administration

Serbia





Capital **Belgrade**

Area **87,460** km² (apx. one third of the Korean Peninsula)

Population **6.9** million

GDP per Capita **USD 7,721**

Partner Institution **Serbian Tax Administration (STA)**

World Development Indicators, World Bank, 2020

Consultation Topics	• Strengthening the centralization of tax functions in the Serbian Tax Administration • Support for the enhancement of communication with Serbian taxpayers using ICT • Evaluation of and suggestions for the human resource management system of the STA
Korea's Relevant Experience	The Korean Tax Service's Neo Tax Integrated System (NTIS) was created by integrating ICT technology with the Tax authority's expertise of e-taxation accumulated over two decades. By linking the NTIS to Hometax, Korea established an integrated tax administration system that made tax payment more convenient and tax administration more efficient. • Establishing and operating the NTIS, an expanded and reformed version of its predecessor, the Tax Integrated System (TIS). • Ensuring diverse and convenient tax services for taxpayers (tax filings, payment, and the issuance of tax clearance certificate, etc.) on Hometax, which is connected to NTIS.

Relevant Korean Policy: ODA in science, technology and the ICT (incl. the Digital New Deal)
SDG: Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. | **Coordinated/Implemented by:** Korea Development Institute (KDI)

Background

Committed to fulfill one of its top priorities, accession to the EU by 2025, the Serbian government has undertaken a series of reforms across the economy and society and established a legal and institutional framework on the ICT as part of its National Strategy of Accession to the EU. Notably, with the aim of stabilizing public finance by increasing tax revenue and the efficiency of public administration, the Serbian government is working towards innovating public services through the computerization of the public sector, the introduction of e-government by ministry, and system digitalization. In this context, the Serbian Tax Administration (STA), a subsidiary of the Ministry of Finance of Serbia, devised the 2015-2020 Tax Administration Transformation Program (TATP) and the 2018-2023 TATP Action Plan. In addition, the STA strives to computerize and modernize tax administration by introducing ICT-powered tax services and the e-audit system. In the process, the STA submitted a KSP project proposal to have access to Korea's experience in introducing ICT-based tax payment services and building a tax administration system that successfully integrated tax data sets. In the proposal, the STA also hoped to have its transformation of tax administration evaluated and set up guidelines for the centralization of tax functions.

Purpose of the Project and Consultation Details

The goal of this project was to computerize major functions of the tax authority and functionally centralize tax administration for the purpose of securing an efficient taxation base. It also aimed to increase the efficiency of tax administration by enhancing the competence and performance of its human resources. To that end, the KSP team advised on improving tax systems, collecting and integrating data necessary for computerization, and on relevant legal issues. These suggestions were based on Korea's experience in the legal framework on the integration of various sets of data related to tax payment and collection, the integrated tax administration system (NTIS), and big data centers. In addition, The researchers suggested the STA improve e-Taxes—Serbia's electronic tax portal built in 2020—to provide better tax payment services and use the ICT to to streamline the filing process of indirect tax returns that account for a dominant part of tax revenues (cf. Korea's Hometax and electronic tax filings). Lastly, recommendations were made about how to improve the human resource management system with a greater capacity to hire more tax officials for the tax authority.

Progress

Close and constant communication between both parties enabled a successful implementation of the project despite the pandemic. **Director General Dragana Markovic** of the STA participated in all phases of the project; Serbian participants actively offered feedback on research findings and policy suggestions. In the Launching Seminar on February 4, 2021, **the Assistant Director of Transformation Sector Rade Šević**, who is responsible for the implementation of the TATP at the STA, personally delivered a presentation on the current status of Serbian tax administration by topic, helping Korean researchers to understand accurately the STA's needs. During the Policy Seminar and In-depth Study from April 7 to May 21, 2021, the KSP team held virtual interviews and exchanged written Q&As with the local chamber of commerce as well as accountants and tax accountants from the private sector. The team also had in-depth discussions with experts at the STA to find the best ways to centralize tax administration. Interim findings on the research were shared with Serbian tax officials and experts in the Interim Reporting on May 17, 2021. It was followed by the Final Reporting on June 28, 2021, where final policy suggestions were made available for high-ranking officials of the tax authority and the Ministry of Finance of Serbia. Both events were held online. Following the STA's request, the Policy Practitioners' Workshop was held on from August 17 to 18, 2021. Its agenda included Korea's Hometax, the issuance of electronic tax invoices and cash receipts, the National Tax Officials Training Institute, the NTIS, and the NTS Big Data Center. Access to the workshop's video lectures was limited to STA staff upon the STA's request; upon the completion of the project, the materials are used as references.



The Launching Seminar (Feb. 4, 2021)



The Policy Seminar (Apr. 7, 2021)



The Interim Reporting (May 17, 2021)



The Final Reporting (June 28, 2021)

Implications

Experiences highlighted in the study—Korea's commitment to fair taxation, convenient tax payment services, and effort by tax authorities to increase efficiency—are all utilized as useful policy implications for the STA in implementing the TATP. The Serbian tax authority had already commenced its initiative to computerize tax payment services by the time this project was launched in 2020 due to the N-2 principle in Korea's ODA policy. As a result, significant changes had been made since the Serbian government's submission of the project proposal. Both parties, however, engaged in close discussion to readjust the project's scope in consideration of changed conditions and needs. The KSP team selected relevant experiences from Korea's development history to increase the effectiveness of the KSP policy consultation. Furthermore, as the STA showed strong interest in digitalizing tax administration including the establishment of big data centers powered by big data and AI, a follow-up KSP project is under way. Therefore, the Korea-Serbia cooperative partnership is likely to grow even stronger going forward.

Tentative outcomes

Enhancing development cooperation (follow-up actions in Korea)
- Follow-up technological support is scheduled under the 2022/23 Serbia KSP on the implementation of tax administration's digitalization plan.

Outcomes reflected in the partner country's national policy
- The STA requested the Ministry of Finance of Serbia, its superior agency, to draw up a new bill based on the KSP suggestion on securing legal grounds for the collection of taxpayer information (i.e. improvement in the legal and institutional frameworks concerning the collection of tax data).
- Another KSP recommendation on adding tax payment functions on the e-Taxes Portal (pre-filling, connection with the tax payment system, issuance of more types of electronic certificates, etc.) will be included in the mid- to long-term plan of the tax administration reform.
- The final consultation report, video report and key policy suggestions were all reported to the highest manage ment body of the STA, the Transformation Committee, in March 2022. After a discussion on what can be done based on each policy suggestion, the final report was shared with the staff through the STA intranet.

The final report is confidential upon the request of the Serbian government.

Design and Implementation of Innovation Policies for SMEs

Colombia



Capital **Bogota**

Area **1,109,500** km² (apx. 5 times of the Korean Peninsula)

Population **50.88** million

GDP per Capita **USD 5,335**

Partner Institution **National Planning Department (DNP,** by its acronym in Spanish**)**

World Development Indicators, World Bank, 2020

Consultation Topics	• Innovation policies for SMEs • Policies on industry-academia linkage and public-private partnership for SMEs • Financial support policies for SMEs • Industries 4.0 and digital transformation of SMEs
Korea's Relevant Experience	The government's support for R&D in priority industries; the promotion of around 50 industry-academia cooperation groups and of public-private cooperation by regional governments; the introduction of the technology rating system to foster innovative SMEs; the government's strong commitment for SME innovation and growth—policy financing, tax benefits, support for the introduction of smart factories to promote digitalization, etc.

Relevant Korean Policy: ODA in science, technology and the ICT (incl. the Digital New Deal)
SDG: Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
Coordinated/Implemented by: Korea Development Institute (KDI)

Background

Improving productivity and technical capacity of small- and medium-sized enterprises (SMEs), which represents 99% of the total enterprises, is imperative for the development of the national economy and industries in Colombia. However, only few of the Colombian SMEs have managed to evolve into a large-sized or multinational company. Their insufficient capability for technological innovation has been cited as a key factor in Colombia's subpar national productivity. To address this issue, the then President of Colombia Iván Duque Márquez declared that innovation and the development of SMEs are at the core of "The 2018-2022 National Development Plan", stressing the importance of innovation in implementation. Under the slogan of "the Orange Economy", the Duque administration has sought innovation policies that can spur the growth of SMEs. It endeavors to utilize the ICT in effective ways and help the manufacturing sector's transformation into a new growth engine by facilitating its development through Industry 4.0. The Colombian government has struggled to draw up effective policy plans, however. Moreover, Colombia's accession to the OECD in 2018 required the government to upgrade its SME policies to be aligned with international norms and standards. In this context, the government submitted a KSP project proposal with the aim of gaining access to Korea's experience in strengthening innovative SMEs over the course of economic development and enhancing the growth potential of SMEs in Colombia.

Purpose of the Project and Consultation Details

This project is designed to help devise innovation policies that will boost the productivity and technological capabilities of SMEs in Colombia. Policy suggestions were made on four topics: a comparison analysis between SME policies in Korea and Colombia to formulate better SME innovation policies (the selection of priority fields and enterprises for R&D support and the designation of strategic industries), setting up industry-academia partnerships and foster professional talents to create a sustainable and inclusive SME ecosystem (the Leaders in INdustry-university Cooperation (LINC) Project, technology innovation development projects, and the Smart Innovation District Project); financial support policies to nurture tech capabilities of SMEs (technology financing and technology evaluation for innovative SMEs); and SME digitalization support as a response to the Fourth Industrial Revolution or Industry 4.0 (selection of priority projects and branding programs).

Progress

Due to the COVID-19 pandemic, the entire project cycle was conducted virtually. Nevertheless, the Colombian government actively cooperated in every phase, with the participation of high-ranking officials from major government ministries including the National Planning Department (DNP). A few high-level Colombian officials including **Daniel Gomez Gaviria, Deputy Director at DNP, Alejandro Olaya Avila, Deputy Director at the Administrative Department of Science, Technology and Innovation (Colciencias), and Maria Jose Naranjo, Vice President of Corporate Strategy at the Bank of Foreign Trade of Colombia (Bancoldex)**, participated in the Launching Seminar on January 19, 2021. They joined discussion on how to facilitate the development of Colombian SMEs. For the In-Depth Study, the KSP team held virtual meetings with relevant institutions including the Presidential Council for Competitiveness, the Central Bank, the Chamber of Commerce, and Innpulsa Colombia (the state agency for innovation and investment). Korean researchers and Colombian experts also gathered for the Policy Seminar. At the Interim Reporting on May 25, 2021, both parties shared interim results and Korea's experience in the presence of relevant Korean institutions. The Colombian party showed particular interest in several cases: the Certification System and Technological Innovative SME Promotion Project by Innobiz, the Technological Innovation Support Project by the Korea Industrial Technology Association (KOITA), a proposal on how to help SMEs to join the stock market by Blissvine Venture, and the Smart Manufacturing Innovation Promotion Strategy and Action Plan by Korea Smart Manufacturing Office (KOSMO). As the Colombian party requested additional consultation concerning the SME support programs operated by the Korea Credit Guarantee Fund (KODIT) and the Foundation of Agri, Tech, Commercialization & Transfer (FACT), the Korean party provided consultation and lecture videos. Deputy Director Daniel Gomez, who paid a visit to KDI on November 9, 2021 after his attendance to the Final Reporting on August 19, made a request to the teams dedicated to the project to make sure that the project's final research outcomes can reach and inspire more stakeholders in Colombia. Consequently, the KSP team held an online seminar titled "Innovation Policies for SMEs—Cooperation with Korea" on November 25, 2021 in the presence of around 80 participants from major government institutions and private enterprises in Colombia.



The Launching Seminar (Jan. 19, 2021)



The Interim Reporting (May 25, 2021)



The virtual seminar 'Innovation Policies for SMEs – Cooperation with Korea' (Nov. 25, 2021)

Implications

This project helped lay the foundation for innovative growth for Colombian SMEs. Over the course of the project, the KSP team's effort was joined by the enthusiasm of not just the partner ministry but major government institutions such as the Ministry of Commerce, Industry and Tourism (MCIT), Colciencias, the Presidential Office, and the Central Bank as well as the private sector, thereby further strengthening bilateral partnership between Korea and Colombia. After Deputy Director Gomez visited KDI and expressed his appreciation for this project, the KSP team launched a live online seminar that raised awareness of the project's outcomes in Colombia. In addition, DNP is continuously consulting with its Korean counterparts on how to reflect the consultation in the next National Development Plan, a positive signal for the project's long-term effect.

Tentative Outcomes

Consultation reflected in the partner country's policymaking

- The Colombian government is considering the inclusion of KSP policy suggestions in the making of the 2022-2026 National Development Plan: selecting priority industries in R&D investment, adopting Korean-style Industry-Academia Partnership programs, and introducing Korea's tax exemption policy for Industry 4.0-related fields, among others.

Policy networking strengthened

- Following a special request by Deputy Director Gomez during his visit to KDI, an online seminar titled "Innovation Policies for SMEs—Cooperation with Korea" was conducted on November 25, 2021. Representatives of 10 public institutions and around 20 SMEs joined the event.

KSP Final Report

Strategic Plan of STPERI for Egypt

Egypt





Capital **Cairo**

Area **995,450** km² (apx. 4.5 times of the Korean Peninsula)

Population **102.33** million

GDP per Capita **USD 3,569**

Partner Institution **Ministry of Higher Education and Scientific Research (MOHESR), Electronics Research Institute (ERI)**

World Development Indicators, World Bank, 2020

Consultation Topics	• Capability diagnosis and evaluation for strategic planning of STPERI • Design of a sustainable structure and functions for STPERI • A step-by-step development strategy for STPERI: a business model and the establishment of an industrial technology university
Korea's Relevant Experience	Since the 1960s, the Korean government has led the creation of a national innovation system by fostering innovation entities (science and tech institutes, research universities, R&D parks, etc.) in the field of science. The government also created a cooperative ecosystem that promotes joint learning and R&D between innovation entities, laying the foundation for a knowledge-based economy. • Opened in 1973 as the only scientific city of Korea, Daedeok Science Town (DST) has developed to be a hub for science and technology. After DST was transformed to Daedeok Innopolis in 2005, four more Innopolises and 12 Innotowns have been established across the country.

Relevant Korean Policy: ODA in science, technology and the ICT (incl. the Digital New Deal)
SDG: Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.
Coordinated by: Korea Development Institute (KDI) | **Implemented by:** QIV Co.,Ltd.

Background

After announcing Egypt Vision 2030, the national mid- to long-term development plan, and declared knowledge, innovation, and scientific research as one of the 10 national objectives, the Egyptian government launched the "Egypt Makes Electronics (EME)" initiative in a bid to spur scientific and technological innovation in the country. As part of the EME initiative, the Ministry of Higher Education and Scientific Research of Egypt and the Electronics Research Institute (ERI) set up the Science and Technology Park for Electronics Research and Industry (STPERI) in 2018 with the aim of promoting R&D and generating employment by helping enterprises to grow. As STPERI is scheduled to be in full operation by 2023, the Egyptian government submitted a KSP project proposal on building a national innovation system. The goal is to draw up an effective management strategy for STPERI that encompasses R&D research, industry-university cooperation and private connection. It also seeks to foster the electronics industry for the purpose of helping attract foreign investment.

Purpose of the Project and Consultation Details

This project aimed at sharing Korea's experience in R&D and industrial development backed by the science and technology innovation policy and contributing to the Egyptian economy's growth by developing science, technology, and the electronics industry. Also, following the ERI's request concerning the establishment of a new science and technology university that lives up to STPERI's vision, the KSP team sought to provide a model that meets STPERI's needs based on the case of similar Korean educational institutions: University of Science and Technology (UST), Korea Advanced Institute of Science and Technology (KAIST), and Korea Polytechnic University (KPU). Further, as a follow-up, cooperation was arranged between the ERI and a Korean institution with experience in successfully operating R&D-centered science and technology parks to promote cooperation in the field of science and technology and facilitate communication between Korea and Egypt.

Progress

The Launching Seminar was held as video conference on March 29, 2021, with the participation of 16 high-ranking participants from Egypt including **Yasser Refaat, Deputy Minister of Scientific Research Affairs, Hesham Farouk, Assistant Minister of Higher Education & Scientific Research for Digital Transformation, and Hesham Eldeeb, then-President of the ERI.** The event proved the partner country's strong enthusiasm for cooperation to draw up and implement the management strategy. For initial study, the KSP team used a variety of methods that do not involve in-person contact, including virtual interviews with participants from the ERI from April 8 to 17, 2021 and written surveys. During the In-depth Study, researchers conducted a demand survey on STPERI with institutions relevant to the innovation ecosystem (government agencies, colleges, enterprises etc.) from April 20 to June 30, 2021. A total of 33 responded to the survey: three from the Ministry of Communications and Information Technology and the Ministry of Investment and International Cooperation, 18 from technology universities and institutions, and 12 from private companies in the field of electronics and science. The results were used as source data in formulating the management strategy. In the Interim Reporting and Policy Practitioners' Workshop on July 5-6, 2021, Korean experts shared interim findings with 25 Egyptian participants ranging from high-ranking policymakers, policy practitioners, and experts. Live online lectures were also held on how to manage a science and technology park (STP) and boost innovation capability. The lectures included discussion on experience in developing an innovation cluster for an STP (by the Science and Technology Policy Institute of Korea), investment in technology and invention capital (Intellectual Discovery), industry-academia cooperation models and entrepreneurial universities (Hanbat National University), and the utilization of patent information to enhance R&D performance (Darae Law & IP Firm). The final reporting was held online on September 15, 2021, with the participation of many high-ranking officials including Yasser Refaat, Deputy Minister of Scientific Research Affairs, **Atef Helmy, former Minister of Communications and Information Technology, Walid Gad, Chairman of Chamber of Information Technology and Telecommunications, Ahmed Abdel Nazeer, former Minister's Adviser at the Ministry of Military Production, and Sherine Kader, President of the ERI.** After sharing the project's final findings with policymakers, Korea Innovation Foundation (the operating agency of Daedeok Innopolis and other STPs) and the ERI signed an MoU for a follow-up cooperation project in science and technology.



The Launching Seminar
(Mar. 29, 2021)



The Interim Reporting and Policy Practitioners' Workshop
(July 5~6, 2021)



The Final Reporting and the MOU Signing Ceremony
(Sept. 15, 2021)

Implications

This project is anticipated to help increase the partner country's innovation capacity in science and technology and the success of Egypt Vision 2030 as it not only put forward a strategy but, through an MoU, also facilitated obtaining technical assistance necessary for the strategy implementation. Given Korea's experience in which the establishment of a regional hub STP was followed by industry-academia cooperation and the establishment/operation of tech universities, it is expected that the KSP, by identifying follow-up projects, will contribute to Egypt's national development and promote economic cooperation between the two countries with constant exchanges.

※ Hesham Eldeeb, the ERI former President responsible for the project's implementation in Egypt, delivered a presentation at the 2021 Regional Seminar on September 29, 2021. After evaluating the KSP as outstanding, he encouraged other nations in the Middle East and North Africa to join.



MOU on establishment of a cooperative framework in the innovation sectors (Sept. 15, 2021)

Tentative Outcomes

Promoting development cooperation

- MoU between the ERI and Korea Innovation Foundation on a follow-up project (September 15, 2021)

KSP Final Report

Partnership

The 2021 KSP Dissemination Conference and Regional Seminar with Africa

The 2021 KSP Dissemination Conference and Regional Seminar with Africa

Navigating Green & Digital Transformation through Knowledge Sharing

The 2021 KSP Dissemination Conference was held under the theme of "Navigating Green & Digital Transformation through Knowledge Sharing". For the KSP, the leading knowledge sharing program in Korea, the annual Dissemination Conference is where the outcomes of KSP projects conducted throughout the project year are shared with stakeholders. At the 2021 Conference, participants discussed knowledge sharing not only in the context of green and digital transformation but also its role in finding a comprehensive solution for economic recovery and re-vitalization. Traditionally open to people in the international development cooperation community and the general public, the 2021 Dissemination Conference was held back-to-back with the Regional Seminar with Africa and the Knowledge Sharing Program Business Forum in a bid to strengthen partnership with African partner countries and with Korean enterprises. Due to the COVID-19 pandemic, the conference was held as a hybrid event (as it had been in 2020) with online and offline audiences from 37 countries. Following the Dissemination Conference, a number of partner countries showed interest in joining the next project year's KSP. Ghana, a participant in the Regional Seminar, applied for a 2023/24 KSP project.

Overview: The 2021 KSP Dissemination Conference

Host	Ministry of Economy and Finance
Organizer	Korea Development Institute (KDI), the Export-Import Bank of Korea (KEXIM), and the Korea Trade-Investment Promotion Agency (KOTRA)
Date & Venue	Sept. 28 – 30, 2021 | Conrad Hotel Seoul (live streamed)
Theme	Navigating Green & Digital Transformation through Knowledge Sharing

- **Day 1** — KSP Dissemination Conference : Opening Ceremony, Keynote Speech, Plenary Session, and Parallel Sessions
- **Day 2** — Regional Seminar with Africa : with development officials and stakeholders from partner countries in Africa
- **Day 3** — Knowledge Sharing Program Business Forum : with participants from international institutions and Korea

Day 1



Congratulatory Remarks by Secretary-General Mathias Cormann of the OECD



Congratulatory Remarks by Minister Marcos Pontes of Science, Technology and Innovation of Brazil



Keynote Speech by Professor Michael Kremer of Chicago University



The Plenary Session – 'Navigating Green & Digital Transformation through Knowledge Sharing'

KSP Dissemination Conference

On Day 1, the 2021 KSP Dissemination Conference kicked off with the Opening Ceremony and Keynote Speech followed by 3 sessions: the Plenary Session and Roundtable Discussion, Parallel Session 1: Green/Digital KSPs, and Parallel Session 2: KSPs for Infectious Disease Prevention and Control.

At the Opening Ceremony, **Hong Nam-Ki, Deputy Prime Minister and Minister of Economy and Finance of Korea**, delivered opening remarks. He was joined by distinguished speakers including **Professor of Chicago University and 2019 Nobel laureate in economic sciences Michael Kremer, Secretary-General Mathias Cormann of the OECD, President Hong Jang Pyo of the Korea Development Institute, and Minister Marcos Pontes of Science, Technology and Innovation of Brazil**. Around 150 participants from 37 countries attended the meeting via live streaming, including representatives from the Asian Development Bank (ADB), the Inter-American Development Bank (IDB), the African Development Bank (AfDB), Korea Electric Power Corporation, and Samsung SDS, among others.

In his opening remarks, Deputy Prime Minister Hong Nam-Ki presented the "3S" as the KSP's new path: the first S, *soft power*, refers to standardizing consultation papers (modulized paper) and strengthening personal networks with partner countries through study visits and other programs. The second S, *sustainability*, stands to the commitment to ensure more KSP consultations translated into follow-up projects as well as the launching of KSP-Plus, the multi-year, large-scale new program to enhance the KSP's mid- to long-term effectiveness. As for the last S, *synergy*, he suggested the KSP increase the proportion of emergency project proposals and promote joint consulting with international organizations to consult and identify new projects.

The OECD Secretary-General Mathias Cormann noted in congratulatory remarks that knowledge sharing is a source of practical and realistic policy recommendations for OECD member countries, and that it facilitates governments to make progress in their pressing reform agenda. Also, he lauded the Korean government's policy response—its long-term visions and strategies designed to go through a time of crises under the Korean New Deal—as a global best practice.

Representing KSP partner countries, Minister Marcos Pontes of Brazil appreciated the timely execution of the 2020/21 KSP policy consultation, "Enhancing the Science and Technology and Innovation National System in Brazil" coordinated by KDI, calling for continued cooperation between Korea and Brazil. In the keynote speech, Professor Michael Kremer of Chicago University proposed that KSP support for digitalizing education and agriculture in developing economies, claiming it would help make Korea a leader in the digital sector. He also discussed methodological approaches such as the experimental method* that can advance knowledge sharing and in turn, enhance KSP's effectiveness.

* In the experimental method, study subjects are randomly assigned to the experimental or control group. Researchers would compare differences between the two groups' results to predict a policy's impact in a scientific manner.

At the Plenary Session, participants (from partner countries such as Belarus and the Dominican Republic and KSP coordinating agencies) agreed that the goal of development cooperation is to achieve co-prosperity between donor and partner countries and sustainable economic development. They shared the view that cooperation projects on green and digital development would serve as a key turning point in creating new environments for enterprises and partner countries.

Subsequently, outcomes from latest KSP projects were shared in Parallel Sessions under the themes of "Green/Digital KSPs" (Parallel Session 1) and "KSPs for Infectious Disease Prevention and Control" (Parallel Session 2), respectively. The sessions included presentations on KSP projects that were reflected in partner countries' policies, evolved to follow-up projects by Korea or international organizations, or helped stimulate economic cooperation, providing potentially useful information for enterprises that want to explore other markets.

Day 2

Regional Seminar with Africa

KSP Regional Seminars present an opportunity to promote mutual learning between countries in the region and identify new cooperation demand by focusing on common policy challenges. Organized for a total of 13 times since 2012, the seminar's hosting is in principle rotated by region, yet the 2021 event was held as a fully virtual event due to COVID-19 travel restrictions.

The 2021 Regional Seminar focused on the African region. For many African nations including Senegal, Morocco, and Cote d'Ivoire, the year 2021 represented the 60th anniversary of the establishment of their diplomatic relations with Korea. Moreover, the African Continental Free Trade Area (AfCFTA), the largest free trade zone in the world, officially entered into force in 2021, unleashing the continent's potential as a vast market that boasts USD 3.4 trillion in GDP and a population of 1.3 billion. Going forward, Korea's partnership with the region is likely to strengthen further.

With the pandemic expected to aggravate gaps in the global economy, the 2021 Regional Seminar was organized to help African countries in overcoming the economic downturn and facilitating structural transformation into the digital economy. Aiming at promoting digital innovation in the post-COVID-19 era, three sessions were held: "Establishment of Innovative Digital Infrastructure to Improve Economic Resilience", "Digital-Based Sustainable Finance and Scientific Technology Management Plan", and "Discovering Policy Tasks to Take Another Leap Forward in the Post-COVID-19 Era".



Session 1~3-Presentations on successful KSP projects with Africa



Session 3-Discussion on 'Discovering Policy Tasks to Take Leap Forward into Green & Digital Economy in Africa'

Establishment of Innovative Digital Infrastructure to Improve Economic Resilience

At the Session 1, two presentations were delivered on "2020/21 Kenya KSP: Support for Operation of the Integrated Traffic Management Center in Nairobi Metropolitan, Kenya" and "2019/20 Mozambique KSP: Modernization to Improve the Driving License and Driving Practice System in Mozambique", respectively.*

* The former was connected to an EDCF infrastructure financing project (2020/21 Kenya KSP, please refer to p.28); the latter was in connection with the project on modernizing test courses for driver's license conducted by KOICA (2019/20 Mozambique KSP).

Digital-Based Sustainable Finance and Scientific Technology Management Plan

In Session 2, two presentations entitled "2019/20 Ghana KSP: Leveraging Technology to Enhance Domestic Revenue Mobilization through Effective Tax Policy and Tax Administration Reforms in Ghana" and "2020/21 Egypt KSP: Strategic Plan of STPERI" were shared.*

* The former, from the 2019/20 Ghana KSP, included the improvement of tax identification numbers (TINs), introduction of real estate tax, the digitalization of tax payment system, and the enactment of a new bill to introduce Fiscal Electronic Devices (FEDs) that can provide data on all domestic transactions of products and services. The latter included an introduction on the MoU between Korea Innovation Foundation (Innopolis) and the Electronics Research Institute of Egypt (ERI) on improving STPERI's organizational structure and management model. Please refer to p.37 for more information.

Discovering Policy Tasks to Take Another Leap Forward in the Post-COVID-19 Era

At the Session 3, policy experience from Korea's Digital New Deal and Green New Deal was shared, followed by an introduction on each New Deal's priority areas and prospective cooperation themes* aimed to facilitate the identification of new KSP projects in connection with development agenda in Africa.

* Priority areas: data integration, the digitalization of education infrastructure, the promotion of contactless industries, and the digitalization of SOCs (Digital New Deal); renewable energy, agricultural climate resilience, climate change mitigation and adaptation, and the development of public transport (Green New Deal).
* Prospective cooperation themes: data dams and 'My Data' initiative (Digital New Deal); green smart school, eco-friendly industrial parks, energy-saving remodeling of buildings, green energy, and green mobility (Green New Deal).

Day 3

Knowledge Sharing Program Business Forum

This forum aimed at discussing ways to ensure KSP consultation's lasting impact with follow-up projects and strengthening cooperation with businesses in Korea.

Led by KEXIM, one of the forum's two Parallel Sessions was dedicated to KSP follow-up projects and future project development. Speakers from the ADB and IDB talked about their technical assistance, expertise in project identification, and examples of their projects connected with KSP consultation, discussing what can be done to make sure that more KSP consultations turn into follow-up projects. KEXIM offered a presentation on facilitating KSP follow-up projects. The speaker made concrete suggestions on utilizing KSP consultation for EDCF project identification and preparation, spelling out the necessary steps to make KSP consultation relevant to ODA implementation agencies (both grant- and concessional loan-based ones) in Korea and to identify prospective follow-up projects.

Hosted by KOTRA, the Parallel Session on the KSP and Private Sector Engagement shared with Korean enterprises how companies can be part of follow-up projects originated from recent KSP consultations. Most of the projects discussed in the session involve social overhead capital (SOC), infrastructure, and smart cities, which are relatively more accessible to Korean companies. Smart city construction plans (Brazil, Ecuador, and Kenya), cooperation on electricity supply (Honduras and Timor-Leste), and the establishment of freight transport and railway system and cooperation measures (Guatemala) were noted as key examples.



TC/TAs by the IDB and Alignment with Loan Programs/Projects



2021/22 Economic Innovation Partnership Program (EIPP) for Kenya-'Development of Konza Smart City Master Plan' (tentative)

KNOWLEDGE
SHARING
PROGRAM

04

2020/21 KSP Research Projects

- Regional Studies: India, Thailand, and Kenya
- Trend Report: COVID-19 Response in New Southern Countries
- Basic Analysis Study on Partner Countries
- Study on Improvement in KSP Projects to Enhance the Efficiency, Effectiveness, and Sustainability of e-Government Projects in Partner Countries

Regional Studies

India, Thailand, and Kenya



India Thailand Kenya

Since its inception in 2004, the KSP has maintained a demand-driven approach, under which it respects the partner country's commitment for development and promotes a sense of empowerment so that the Program can contribute to institutional improvement and help align the country's policy direction with a path toward independent growth. However, the domestic and international environment surrounding development cooperation today is changing rapidly whereas development challenges in partner countries are complex in nature. Such circumstances entail a consultation-based approach that considers cooperation demand of both Korea and partner countries. In this context, KDI launched the KSP Regional Studies in 2016, a report series that analyzes partner countries' political and economic situation in depth and recommends promising cooperation areas based on the analysis. Focusing on three countries, the 2021 Regional Studies adopted new research methodologies and included concrete KSP project proposals in a departure from the previous reports.

The 2021 Regional Studies feature India, Thailand, and Kenya. India, a major partner of Korea's New Southern Policy, was newly designated as ODA priority partner country in 2021. Another key partner for the New Southern Policy, Thailand is expected to continue its cooperation with Korea in various fields including science and technology and investment in the East Economic Corridor (EEC) among others. Kenya is another nation with good prospects in terms of bilateral cooperation, as it is one of the partner countries for the Economic Innovation Partnership Program (EIPP), the KSP's new mid- to long-term cooperation model created to help partner economies take a leap forward and support Korean enterprises in securing international project contracts.

The 2021 Studies can be summed up in three parts. In part one, researchers provide an exhaustive analysis on the three countries' political and institutional background including each country's political structure and decision-making process, major socioeconomic development policies, governance on development cooperation and economic cooperation. The analysis, which can be useful in building cooperative ties with major decision-making institutions in partner countries during KSP project cycles, drew implications from political and institutional perspectives that can enhance understanding of the countries. The second part features an analysis on economic conditions and the current status of international cooperation in the subject nations. After a comprehensive look that includes an in-depth analysis on seven key areas* as well as the subjects' bilateral or multilateral relations with major powers and international institutions, researchers presented opportunity factors and development-limiting factors for each country. Unlike previous studies, the 2021 Regional Studies adopted methodologies of growth accounting for the purpose of analyzing structural factors in economic growth. Researchers divided previous growth rates by production factors (input of labor and capital) and contribution to the total factor productivity (TFP) to draw up the respective growth trajectory of the three countries. In addition, for a more systematic understanding of the economic structure of the three nations, researchers adopted methodologies of the industry structure analysis based on the dual economy model to identify growth potential and growth-limiting factors by industry.

* Seven key areas: social development, human capital, infrastructure, industry, trade, the macro economy and public finance, and the market and institutional conditions.

In the third part, the studies suggested potential cooperation areas for each country and, taking one step further, concrete ideas for KSP projects, thereby facilitating the effective exploration and execution of new projects. Project ideas for India, Thailand, and Kenya presented in the research are as follows:

Table 1 Prospective Fields for India KSP and Project Ideas

Korea-India cooperation initiative on smart cities	• Korea can support India's smart city initiative by utilizing the USD 10 billion funds it had offered for India's infrastructure development. • Although smart city development was one of its key campaign promises, the Modi administration is yet to produce significant outcomes in this area. • Developed under smart city and industry corridor policies, new urban centers with modern infrastructure can contribute to the realization of "Make in India". They will help address overpopulation in large cities and support the growth of new, promising industries such as manufacturing.
Making a conducive environment for new businesses, especially innovative startups	• India is one of the most vibrant countries in the world in terms of innovative startups. Unicorn companies are growing at a fast pace in the country. • Notably, its capacities to embrace the 4th Industrial Revolution and conduct innovative R&D appears to surpass those of Korea on many accounts. • The Modi administration has the ambitious "Startup India" initiative in place to help startups to scale up. • Combining India's strength in the IoT with Korea's competitive edge in mobile games, the ICT, security, and fintech would generate a great synergy for bilateral economic cooperation. • The study also suggested exchange between startups in Seoul (ranked 20th in a global startup ecosystem index) and those in Bengaluru (ranked 26th).
Support for Digital India with a focus on e-government	• Under the Digital India campaign, India has declared its three Vision Areas: "digital infrastructure as a core utility to every citizen", "governance & services on demand", and "digital empowerment of citizens". • Implementation remains to be a challenge as India ranks low in indices on the percentage of internet users to the population (ranked 107th), e-governance (ranked 100th), and e-participation (ranked 29th). • Administrative work still largely depending on paper, lack of information sharing between provincial and local governments, and subpar competence of public officials were all cited as challenges. • Korea's experience in improving e-government infrastructure and building an electronic administration system can be helpful.

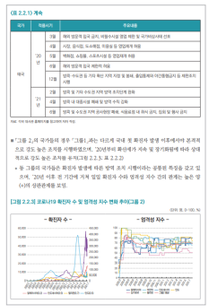
Table 2 Prospective Fields for Thailand KSP and Project Ideas

Vocational training	• Developing the East Economic Corridor to achieve digital transition and growth of new industries. • Making structural improvement in the school system, the educational delivery system, teacher training, curricula, and the qualification system to enhance the quality of technical and vocational education and training (TVET). • Creating a new policy research institute dedicated to TVET's development and evaluating and improving the competence of CoEs (Centers of Excellence) in Thailand.
Nurturing innovative SMEs: the automobile industry's restructuring	• Driving up innovation capacity and productivity: helping automobile vendors and battery producers to scale up. • Building horizontal value chains between the automobile and electronics industries. • Fostering startups and SMEs to keep up with a paradigm shift in the automotive industry. • Helping join new GVCs and start technological cooperation concerning the hydrogen vehicle—a new, green subsector of the industry.
Construction of new industrial parks (the East Economic Corridor [EEC])	• Engaging in cooperation to build industrial parks and smart cities in the EEC and to help attract Korean companies to the Corridor. • Starting platform cooperation on R&D, human resource development, and people-to-people exchange and cooperation in the construction and ICT sectors. • A test bed for autonomous vehicles: constructing a pilot city for autonomous driving and promoting industrial cooperation on relevant part and facility industries in combination with the ICT.

Table 3 Prospective Fields for Kenya KSP and Project Ideas

Smart farming	• Although the agricultural sector accounts for around 60% of all employees in Kenya, the sector's added value represents only about 20% of the GDP. • The study proposed the introduction of smart farming that helps predict and control variables such as climate and harmful insects. • Smart farming is expected to increase agricultural productivity, boost export, and promote participation in GVCs.
Promotion of e-learning in higher education	• After the decision to provide primary education for free, the literacy rate has notably improved in Kenya. By contrast, higher education remains highly uneven between cities and rural areas and by income. • As school closings get prolonged due to the COVID-19 pandemic, the need for e-learning has increased. • Experience sharing via the KSP may be helpful for Kenyan educational authorities lacking skills and know-how in technology, management, and educational content.
Master plan for smart cities	• Intensified urbanization and the worsening gap between the rich and the poor led to increase in urban problems such as the growth of slums. To achieve a balanced development of homeland, it is urgent to build new cities. • Advanced ICT has made it possible to build pilot smart cities that encompass transport, environment and communications. • If connected with EIPP projects, such project would cause strong synergy effects.
Logistics master plan: with a focus on digitalization	• Due to its advantageous geographical features (e. g. the Port of Mombasa and Lake Victoria), Kenya is a major logistics hub of East Africa. • It can expand its role as a logistics and transport hub by tapping into its superior infrastructure in logistics, utility and the ICT. • Digital technology is expected to help increase transparency and efficiency in logistics administration.

Trend Report







The current status of the response to COVID-19 in new southern countries and implications

<References>

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‘COVID-19 Response in New Southern Countries’

The “Trend Report: COVID-19 response in New Southern Countries”* focuses on the spread of COVID-19 in ASEAN and India (hereinafter called “New Southern countries”), their policy response, and how their cooperative ties with Korea have been affected. Offering latest information on a timely topic, the latest Trend Report can be used as a source material in planning and executing KSP projects in the region. In Korea's international cooperation policy, Asia is a region of strategic importance. It has a vibrant economic partnership with Korea and takes up the largest share of Korea's total ODA budget. Moreover, the Korean government's interest in cooperating with ASEAN and India is likely to continue under the New Southern Policy Plus**. In 2020, the global economy contracted by 3.5% (World Bank, 2021) due to the pandemic shock. The ASEAN economy decreased by 2.5%, whereas India's economic growth stood at -8% in the same year (ADB, 2021). The socioeconomic crisis triggered by the pandemic in New Southern countries has emerged as a significant challenge to the implementation of the New Southern Policy. It is necessary, therefore, to understand the partner countries' demand and their changing circumstances to enhance the effectiveness of the New Southern Policy and KSP projects executed in the nations.

* Based on monthly trend reports submitted to the MOEF of Korea from November 2020 to June 2021.

** Officially announced in the Korea-ASEAN summit on November 12, 2020, the strategy aims to intensify and expand cooperation in facilitating sustainable trade and investment and promoting promising industries in addition to comprehensive healthcare cooperation to address the pandemic.

The report consists of five parts: 1) the proliferation of COVID-19 and disease prevention and control measures in place, 2) major socioeconomic implications, 3) emergency support policies, vaccine procurement, and vaccination, 4) latest developments in New Southern countries' cooperation with Korea (trade, investment, and the ODA) and finally, 5) implications and the abstract. Following is a summary of the report.

First, the proliferation of COVID-19 appears uneven by period and by country in the New Southern Policy region. The countries have introduced various types of lockdown and other restriction measures to stop the spread of the pandemic. Due to the restrictions on domestic and international travel, most of the New Southern nations faced a range of challenges including a nosedive in economic growth in 2020 Q1 and Q2, a healthcare crisis, and deterioration of poverty and inequality. Researchers also found that such negative impacts of the pandemic can be lessened when a country has a well-prepared basic healthcare environment.

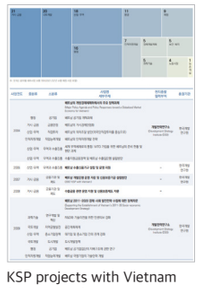
Second, to address the pandemic's socioeconomic implications, New Southern countries introduced diverse support programs to help the livelihood of the working class and alleviate financial difficulties and launched vaccination campaigns. In general, a country's size of emergency support programs tends to correspond to how severely the country's GDP was affected by the pandemic. An exception was nations with relatively low levels of income, whose financial support programs were small in scale. During the research period, the purchase of vaccines and inoculation rates varied among New Southern countries. By and large, vaccination rates remained low across the region.

Third, in 2020, the total size of trade and investment decreased year-on-year between Korea and New Southern economies. During the same period, the total ODA increased, but the growth was uneven by country and sector. The fall in trade was mostly attributable to plunges in the export of completed products and the import of intermediate goods. Thanks to the addition of a new category, COVID-19 response, overall ODA support for the region increased although some countries saw a drop in volume.

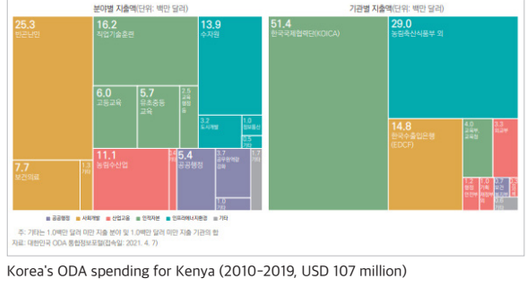
Fourth, the study used various international cooperation strategies in consideration of diverse socioeconomic conditions of New Southern countries. The researchers sorted out states whose economic cooperation with Korea (trade and investment) was significantly affected, trade items that saw notable decrease in export or import, and industries with visible drops in investment. Focusing on the countries whose development partnership with Korea was markedly affected, the study broke them down in two groups: countries with weak policy response and those with strong response. Capacity-developing and capacity-enhancing ODA (or KSP) projects were suggested for the two groups, respectively. The authors also stressed the importance of strengthening cooperation in increasing healthcare capacities such as the capacity to provide basic medical services and expand medical infrastructure in vulnerable countries.



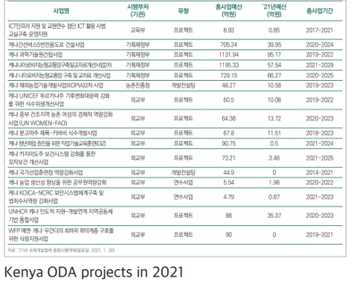
Basic indicators by sector



KSP projects with Vietnam (2010-2021)



Korea's ODA spending for Kenya (2010-2019, USD 107 million)



Kenya ODA projects in 2021

Basic Analysis Study on Partner Countries

To ensure effectiveness in planning and implementing KSP projects, since 2017, KDI has taken the Basic Analysis Study on Partner Countries, which provides a comprehensive set of information about partner countries including their development conditions and policy issues, the KSP track records and cooperation levels, basic indicators by sector, and the current status of the KSP- and the ODA projects, among others.

In consideration of Korea's international economic policy and its third version of the ODA priority countries released in 2021, the 2020/21 Basic Analysis Study expanded its subject countries from 52 to 58.* Various visualization approaches were adopted to ensure that leaders can easily understand and interpret data and information available in the report. Also, to improve the publication's timeliness, researchers included latest information such as newly announced national development strategies and the preliminary project list for 2021 ODA. The following are features unique to the 2020/2021 study compared to previous issues.

* Partner countries by region: Asia (13), MENA (12), CIS and Europe (17), and LAC (16)

First, the 2020/2021 study provides more, visualized basic sectoral indicators** to help investigate the current development status of partner countries from a multifaceted perspective. In previous issues, readers could compare partner countries' relative standings by their ranks in the KSP index. This year, 46 indicators on seven sectors allow them to find out where each partner country stands in terms of development. Selected in consideration of the universal factors that affect national development, the seven sectors are as follows: 1) social development, 2) human capital, 3) infrastructure, 4) industries and innovation, 5) trade, 6) the macro economy and public finance, and 7) the market and institutions. Each country's score by indicator is converted into a percentage so that it can be compared to the averages in Korea, the same income group, and the region.

** Basic indicators by sector: Each country's score per indicator converted to a percentage to compare relative standings

Second, data and information on ODA and KSP projects, previously presented only in the text format, is now visualized to provide an easier access. Each partner country's KSP projects are broken down by subject alongside information on latest ODA projects. Treemap charts are used to show the accumulated number of projects by sector and the accumulated ODA expenditure by sector and institution. This is expected to help readers to find out with a quick glance the priority areas of the KSP and the Korean ODA for partner countries.

Third, researchers of the 2020/21 study tried to make significant progress in quality by improving the format and adding new types of information such as updates on latest projects. It also provides an extensive account of latest developments in politics, economy, society, and foreign affairs in the partner countries. It includes reports on the countries' major political and diplomatic developments such as the outcome of major elections, large anti-government protests, and domestic or international conflicts. Also, as many of the subject countries announced new national strategies over the course of 2020-2021, the authors collected relevant documents and identified their respective priority areas. Lastly, the study includes the list of the title, type, budget of ODA projects currently being or to be conducted by Korean government agencies as of 2021, to be used as references in reviewing possible overlapping between ODA projects or follow-up project ideas.

Study on Improvement in KSP Projects to Enhance the Efficiency, Effectiveness, and Sustainability of e-Government Projects in Partner Countries

As digital technology makes progress, demand for ICT-powered public services is rising. As a result, a number of Korea's ODA projects involve e-government. Unfortunately, many of the projects, due to a focus on short-term benefits, fail to be aligned with political and social conditions of the partner country or the country's comprehensive long-term policy direction, often resulting in unsatisfactory outcomes. To address this issue, a study was conducted on how to improve KSP e-government projects in a way to secure the efficiency, effectiveness, and sustainability of those projects and, further, to help Korean businesses and governments find more opportunities in this field where Korea has a competitive edge.

In a departure from existing similar studies, the study not just analyzes the success/failure factors of individual projects but seeks to find out key factors to be considered for the success of KSP consulting in the field of e-government. This research is expected be useful in enhancing the efficiency, effectiveness, and sustainability of future KSP e-government projects compared to similar ODA projects and, further, in creating tangible outcomes such as Korean enterprises' entry into new markets. Comprised of three parts, the study can be summarized as follows:

First, to avoid overlapping with existing studies and to enhance the quality of final outcomes, researchers conducted documentary research. They analyzed previous Korean and overseas studies on the results of e-government ODA projects and extracted significant data and considerations from them.

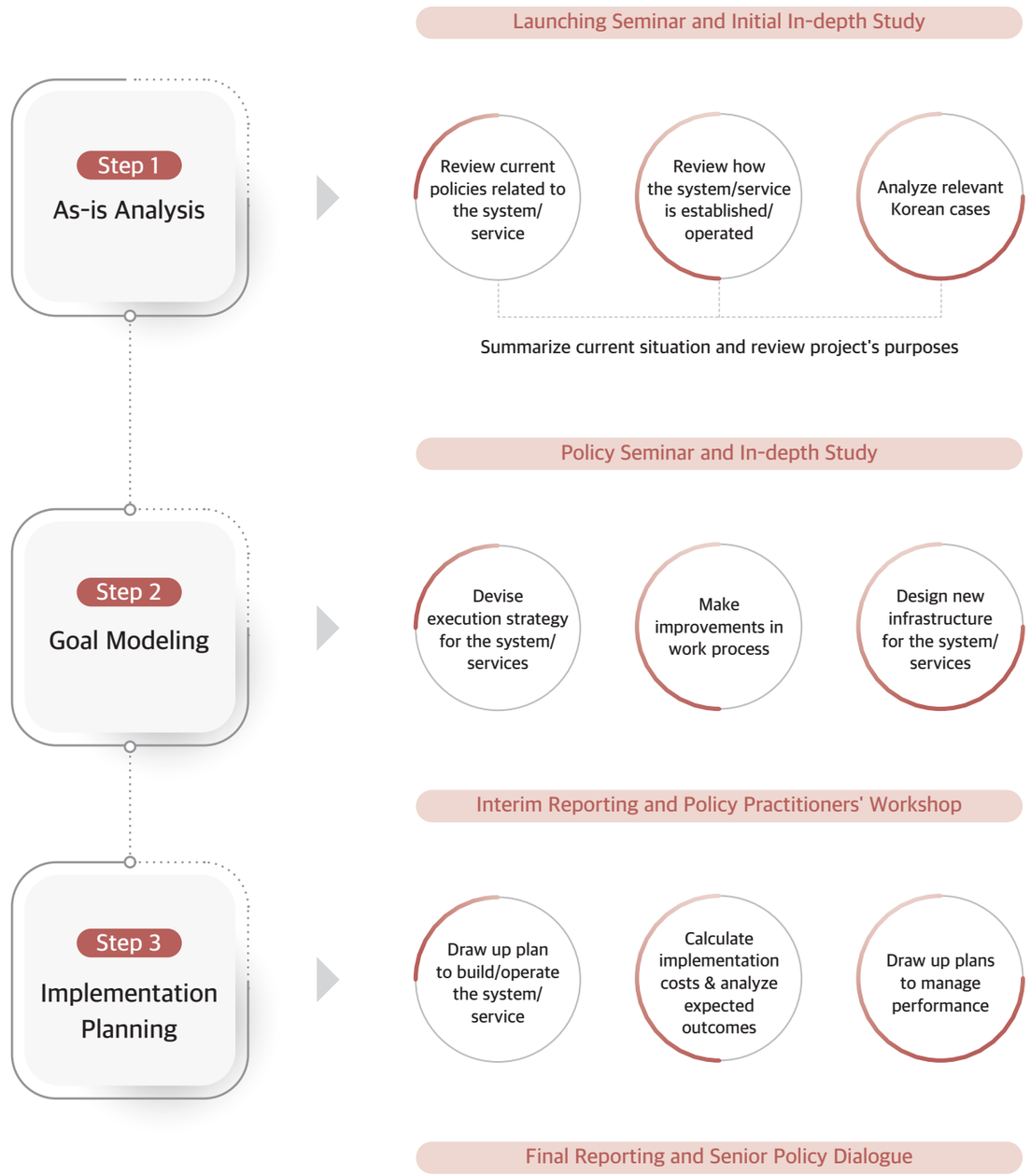
Second, among many ODA projects on e-government carried out since 2011, the study focused on projects that dealt with systems development and operation, sorted them out by UN SDG, then extracted them for further study. Afterwards, the researchers identified six areas* in which Korean companies or other governments are among leaders, hoping that understanding the characteristics of each area will help Korean exporters expand their businesses and will be reflected in future research.

* Integrated data centers, information cloud computing systems, smart cities, public finance, procurement systems, and resident registration number systems.

Third, the study offers recommendations on how to make improvements in e-government KSP consultations as well as a framework and a checklist to be used in the project implementation phase so that coordinating and implementing agencies can ensure policy consultation's relevance to the partner country's conditions.

The framework and checklist go beyond simply diagnosing where the project is headed; rather, they offer a detailed list of what should not be missed when a project is under implementation. It aims to prevent critical issues going unnoticed, thereby contributing to effective implementation and further, the quality and completion of future projects.

Flowchart: Implementation Framework of e-Government KSPs



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05

Appendix

- KSP Advancement Strategy - Summary
- List of 2020/21 KSP Projects
- History

KSP Advancement Strategy - Summary

■ The MOEF has unveiled the strategy to reinforce KSP to expand Korea's soft power (the 224th Ministerial Meeting on International Economic Affairs on September 27, 2021, third item on the agenda) to efficiently respond to changing needs from partner countries and other environmental changes and to accelerate spread of the soft power of Korea.

■ The KSP has contributed to increasing competency and economic collaboration of developing countries by sharing Korea's development experience, but it currently faces various challenges as follows:

- Changes in types and needs of partner countries: Partner countries are faced with reorganization of GVC, spreading epidemics, climate change, ICT advancement, and other global issues that are different from when Korea was rapidly developing. In this environment, proactive measures for new consultations are demanded in areas of healthcare, green, and ICT, among others. At the same time, high income economies have joined the Program adding to partner countries of the existing ODA recipients amid trade protectionism and the persistent pandemic.
- Interlinking among development cooperation projects: As competition intensifies among donor countries for infrastructure demand, Korea's "soft power" of the development expertise and financial support and other "hard power" need to be connected to ensure systematic consultations throughout all phases of the project.
- Flexible project operations: Project approval usually takes a long time, impeding momentum for the project and continuity for follow-up measures. For this reason, streamlining the institution and process is required to promptly respond to the demand of partner countries.

■ In this regard, the following 10 key projects have been assigned under the three major directions of 1) tangible outcomes, 2) globalization, and 3) systematic enhancement.

1) Achieving Tangible Outcomes of Korea's Soft Power

① Planning for systematic and customized consultation topics: Promote public-private project proposals and suggest areas in which Korea boast advantages.
② Multi-year, large-scale consultations: Launch KSP-Plus, a multi-year (2-3 years), large-scale (more than KRW 1 billion) program.
③ Support for follow-up projects: Actively identify projects that can lead to a Korean enterprise entering new markets, develop follow-up projects through KSP policy consultations, and link with trust fund of international organizations and EDCFs for financing.
④ Post-evaluation and feedback system establishment: Select top implementing institutions and conduct post evaluation based on the satisfaction and policy reflection of the partner countries.

2) Globalization of Korea's Soft Power

⑤ Increasing participation of partner countries and international financial institutions: Expand partnership to non-ODA countries and bolster the role of multilateral development banks (MDB) and other international financial institutions, such as taking part in the consultations.
⑥ Building an efficient consultation delivery system: Develop standardized consultation papers (KSP modulization 2.0) and renew the website.
⑦ Committed outreaching: Pursue KSP internship, expand the Dissemination Conference, enhance invitation programs, and utilize the Global Knowledge Exchange and Development Center (GKEDC).

3) Systematic Change to Further Spread Korea's Soft Power

⑧ Foundation for flexible project promotion: Increase the proportion of emergency project proposals to timely address the needs of partner countries and boost project momentum
⑨ Linking with other knowledge sharing programs: Build a close information sharing system with other knowledge projects for cross-departmental synergy effect
⑩ KSP governance enhancement: Lay the legal groundwork for reliable project operations and run practical councils for project promotion and at the working-level

KSP Advancement Strategy for Expanding Korea's Soft Power

Vision

Building a Co-prosperous Knowledge Sharing Platform for Spreading Korea's Soft Power

Objective

Lay foundations for self-reliance of partner countries through capacity building

Sharing development experience → Focus on partner country demand and new areas with advantages for Korea

Facilitate bilateral economic cooperation, including Korean enterprises expanding overseas

Policy consultations → Emphasis on consultations for project connected with new market expansion

3 Major Directions

1 Achieving Tangible Outcomes of Korea's Soft Power	2 Globalization of Korea's Soft Power	3 Systematic Change to Further Spread Korea's Soft Power
• Systematic and customized consultation topics • Multi-year, large-scale consultations • Support for follow-up projects • Post-evaluation and feedback system	• Increasing participation of partner countries and international financial institutions • Building an efficient consultation delivery system • Committed outreaching	• Foundation for flexible project promotion • Linking with other knowledge sharing programs • KSP governance enhancement

10 Key Projects

① Promote public-private project proposals ② Launch KSP Plus ③ Link with EDCF·IO trust funds ④ Issue certificates for high performing institutions	⑤ Increase non-ODA consultation ratio ⑥ Implement KSP modulization 2.0 ⑦ Begin KSP internship	⑧ Increase emergency project proposals ⑨ Building leading platform for knowledge sharing ⑩ Enact act on knowledge sharing projects (tentative title)

List of 2020/21 KSP Projects

Type of Cooperation

- Bilateral Consultation: Government-to-government (G2G) policy consultation projects between Korea and partner countries
- Joint Consulting: Trilateral cooperation with international organizations (Name of the organization specified in front of project title)

Asia

No.	Type	Partner Country	Project Title	Partner Institution
1	Bilateral	Malaysia	Strengthening Malaysia's Preparedness for the Infectious Disease Outbreak	Ministry of Health (MOH)
2	Bilateral	Indonesia	Strengthening Public Health Preparedness in Indonesia – Lesson Learned from COVID-19 Pandemic	Ministry of National Development Planning (BAPPENAS)
3	Bilateral	Mongolia	Study on Development of Integrated Information System (IIS) of Road and Transport Sector in Mongolia	Ministry of Road and Transport Development (MRTD)
4	Bilateral	Mongolia	Capacity Building for the Sustainable Development of Railway Sector in Mongolia	Ministry of Road and Transport Development (MRTD)
5	Bilateral	Mongolia	Establishment of Strategy for Efficient Logistics and Transportation System in Mongolia	Ministry of Road and Transport Development (MRTD)
6	Bilateral	Myanmar	Development of Microfinance Sector	Ministry of Planning and Finance (MOPF)
7	Bilateral	Vietnam	Project to Establish and Support Vietnam Electronic Tax Invoice(e-Invoice) System Operation Improvement Plan	Ministry of Finance (MOF)
8	Bilateral	Vietnam	Korea's Knowledge Sharing of Formulating Comprehensive National Master Plans and Lessons for Vietnam	Ministry of Planning and Investment (MPI), Vietnam Institute for Development Strategies (VIDS)
9	Bilateral	Vietnam	Supporting the Formulation of the National Balanced Development Policy of 2021-2030 in Vietnam	Ministry of Planning and Investment (MPI)
10	Bilateral	Pakistan	Supporting SMEs' Integration in GVC of Automotive Industry in Pakistan	Small and Medium Enterprises Development Authority (SMEDA)
11	Bilateral	Philippines	Bid-Rigging Intelligence Gathering and Detection Enforcement	The Philippine Competition Commission (PCC)
12	Bilateral	MRC	Flood and Drought Management and Communication in the Mekong River Commission	Mekong River Commission (MRC)
13	Joint	Timor-Leste	(ADB) Support for Energy System Strengthening and Sustainability Project in Timor-Leste	Ministry of Public Works (MPW)
14	Joint	Vietnam	(ADB) Korea's Social Security Policy Addressing Population Aging: Practical Lessons for Demographic Development of Vietnam	General Statistics Office (GSO)

CIS-Europe

No.	Type	Partner Country	Project Title	Partner Institution
1	Bilateral	Romania	Upgrading SMEs' Productivity through Digital Transformation in Romania	Ministry of Economy, Entrepreneurship and Tourism (MEAT)
2	Bilateral	Belarus	Enhancing the Effectiveness of the State Customs Authorities of the Republic of Belarus	State Customs Committee (SCC)
3	Bilateral	Belarus	Intellectual Support for the Organization of Digital Transformation of the Belarusian Industry	Ministry of Economy (MOE)
4	Bilateral	Serbia	Strengthening Capacity of Tax Policy for Serbia's Fiscal Development: Enhancing the Tax Administration	Serbian Tax Administration (STA)
5	Bilateral	Albania	Gas Sector Expansion Strategy for Energy Diversification in Albania	Ministry of Infrastructure and Energy (MIE)
6	Bilateral	Ukraine	Enhancement of e-Procurement System in Ukraine	Ministry of Economic Development and Trade (MEDT)
7	Bilateral	Hungary	Digitalization Strategy of Taxation System in Hungary	National Tax and Customs Administration (NTCA)
8	Joint	Romania	(EBRD) Brasov Regional Emergency Hospital PPP, Romania	Ministry of Health (MS)
9	Joint	Uzbekistan	(ADB) Building Sustainable Solid Waste Management in Uzbekistan	State Committee for Ecology and Environmental Protection (SCEEP)
10	Joint	Georgia	(EBRD) Establishing Strategies towards Green Port Development in Georgia	Maritime Transport Agency (MTA)

LAC

No.	Type	Partner Country	Project Title	Partner Institution
1	Bilateral	Dominican Republic	Suggestion on the Development of Electronic Equipment Manufacturing in the Free Zone of the Dominican Republic	National Free Zones Council (CNFZE)
2	Bilateral	Mexico	Strategies to Contribute to the Transformation of the Public Procurement System in 2018-2024 for the Mexican Federal Government	Ministry of Finance and Public Credit (SHCP), National Polytechnic Institute (IPN)
3	Bilateral	Mexico	Sewage Management to Conserve Natural Protected Areas in Mexico	National Commission of Natural Protected Area (CONANP)
4	Bilateral	Brazil	Enhancing the Science and Technology and Innovation National System in Brazil	Ministry of Science, Technology, and Innovation (MCTI)
5	Bilateral	Brazil	Strategy Planning for Smart, Humane, and Sustainable Smart City in Niterói, Brazil	Municipality of Niterói
6	Bilateral	Ecuador	Capacity Building for the Response of COVID-19 and other Epidemics in Ecuador	Ministry of Public Health (MSP)
7	Bilateral	El Salvador	Civil Registration and Vital Statistics System (CRVS) of El Salvador	Secretariat of Innovation of the Presidency, National Registry of Natural Persons (RNPN)
8	Bilateral	Uruguay	Reengineering IP Automation Systems in Uruguay	National Directorate of Industrial Property (DNPI)
9	Bilateral	Colombia	Design and Implementation of Innovation Policies for Small and Medium Enterprises (SMEs) in Colombia	National Planning Department (DNP)
10	Bilateral	Cuba	Exchange of Experiences in Sustainable Agricultural Development	Agricultural Engineering Research Institute (IAgric)
11	Bilateral	Paraguay	Support for the Establishment of National Strategies to Enhance the Contagious Disease Prevention	Ministry of Public Health and Social Welfare (MSPBS)
12	Bilateral	Peru	Human Resource Management Innovation and Capacity Development for Civil Service Reform in Peru	National Authority of Civil Service (SERVIR)
13	Joint	Guatemala	(CABEI) Pre-feasibility Studies for the Guatemalan Segment of a Railway Freight Connection in Central America	Railways of Guatemala (FEGUA)
14	Joint	El Salvador	(IDB) Transforming Education Systems Through Technology in El Salvador	Ministry of Education (MINED)
15	Joint	Honduras	(IDB) Designing a Smart City Strategy for La Ceiba, Honduras	Office of Compliance with Presidential Affairs and Priorities (OCAP)
16	Joint	Costa Rica	(IDB) Project to Support the Establishment of Science and Technology Innovation (STI) Institution in Costa Rica	Ministry of Science, Technology and Telecommunications (MICITT)
17	Joint	Costa Rica	(ITC) Support for Vitalization of the Costa Rica Public Procurement Ecosystem and Capacity Building for Organizational Transformation	Ministry of Finance (MOF)
18	Joint	Panama	(IDB) The Design of 12 Mini-grid Systems for the 4 Indigenous Territories in Panama	Ministry of Public Works (MOP)
19	Joint	Paraguay	(IDB) Establishment of an Effective Cloud-based Data System in Paraguay	Ministry of Information Technology and Communication (MITIC)

SSA

No.	Type	Partner Country	Project Title	Partner Institution
1	Bilateral	Ethiopia	Agricultural Supply Chain Analysis and Development Strategy in Ethiopia	Ministry of Agriculture (MoA)
2	Bilateral	Mozambique	Capacity Building for the Response of COVID-19 and other Epidemics in Mozambique	Ministry of Health (MISAU)
3	Bilateral	Ethiopia	Support for Establishment of the Outbreak/Disaster Medical Control and Prevention System of Ethiopia	Federal Ministry of Health (FMOH)
4	Bilateral	Egypt	Strategic Plan of STPERI for Egypt	Ministry of Higher Education and Scientific Research (MOHESR), Electronics Research Institute (ERI)
5	Bilateral	Kenya	Support for Operation of the Integrated Traffic Management Center in Nairobi Metropolitan Region, Kenya	Kenyan Urban Roads Authority (KURA)
6	Bilateral	Kenya	Policy Design and Marketing Strategy for the Development of Konza DMC Industry	Konza Technopolis Development Authority (KoTDA)
7	Joint	Togo	(AfDB) Forecast, Information Systems, and Collection of Tax and Customs Revenue in Togo	Togolese Revenue Office (OTR)

History

KSP has expanded the scope of cooperation and diversified partnership models, backed by strong demand from the international community and high reputation. Efforts to increase project efficiency are demonstrated in substantial change, leading to institutional changes and follow-up projects following policy consultation outcomes.

2021

- Released KSP Advancement Strategy for increasing Korea's soft power (Ministerial Meeting on International Economic Affairs)
- Project for building a national medical complex in Uzbekistan interlinked with EDCF
- Developed the 2021-2015 digital transformation plans for Belarus developed and launched a digital platform for smart industries

2020

- Launched the Economic Innovation Partnership Program (EIPP) (with Myanmar, Uzbekistan, and Indonesia)
- Feasibility study for building a Digital Media City in Konza, Kenya followed with EDCF
- Joint cooperation project for e-government with Ministry of Interior or Serbia

2019

- Korea-Myanmar economic cooperative industrial complex followed up
- Established Romanian Productivity Centre

2018

- Opened the GKEDC
- Intelligent traffic system project in Kenya linked with EDCF
- Establishment of ICT hubs for secondary education in Sri Lanka linked with EDCF



2017

- Announced KSP 2.0 (Ministerial Meeting on International Economic Affairs, support for economic cooperation with emerging countries)
- KOICA project to support Vietnam-Korea Institute of Science and Technology (VKIST) linked with KSP
- Project for enhancing housing guarantee system and management of Kazakhstan

2011

- Began joint consultation with international organizations (WB, ADB, IDB, and UN-APCICT)
- Adopted Senior advisor system
- Announced KSP Development Measures (ODA Korea)
- Implemented 2011-2020 Ten-year Socio-Economic Development Strategy of Vietnam

2012

- Launched policy advisor dispatch system
- Held the 1st KSP Regional Seminar (Eastern Europe, Asia, and Latin America)
- Hosted Korea-WB KSP Forum
- Launched Young KSPians (2012-2017)
- Follow-up project on building a waterworks system in Bandung Indonesia with KOICA



2013

- Initiated system consulting (2013-2016, 25 projects)
- Launched OECD Knowledge Sharing Alliance (KSA)
- Master plan for capacity building of Colombia's science and technology parks jointly pursued with KOICA



2014

- Reorganized project structure to be promoted by sector (economy, industry/trade, construction/ infrastructure)
- Implementation of railway electronic interlocking system in Nagh Hamady-Luxor, Egypt co-financed by EDCF-WB

2015

- Adopted sustainable Development Goals (SDGs)
- The 10th anniversary of KSP publications
- Initiated multilateral policy suggestion projects (Visegrád Group, V4)
- Follow-up project to build a development research institute in Myanmar with KOICA
- Implementation of Broadband Project in Nicaragua co-financed by EDCF-IDB

2016

- Implemented cross-departmental partnerships
- Established CAI Center in Mexico for Promoting HRD
- Exported patent information system to UAE



2010

- Launched modularization project of Korea's development experiences (2010-2015, 148 projects)
- Korea joined OECD Donor Assistance Committee (DAC)

2009

- KSP selected as National Flagship Program (Economic Development with Korea)
- Initiated Strategic development partner projects
- Enhancing electric power system of the Dominican Republic project followed up with IDB and contracted by a Korean enterprise



2008

- Established Navoi Free Economic Zone in Uzbekistan

2007

- Expanded KSP partnership region (high income countries and emerging economies)

2006

- Held the 1st KSP Dissemination Seminar
- Established export credit agency for Vietnam

2004

- Launched bilateral policy consultation projects (Vietnam and Uzbekistan)

