

2022 KNOWLEDGE SHARING PROGRAM

Annual Report



KNOWLEDGE SHARING PROGRAM

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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Appendix: List of 2021/22 KSP Projects 44

※ 2022 KSP Annual Report mainly presents 2021/22 KSP projects that were launched in 2021 and completed in 2022.

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INTRODUCTION OF KNOWLEDGE SHARING PROGRAM

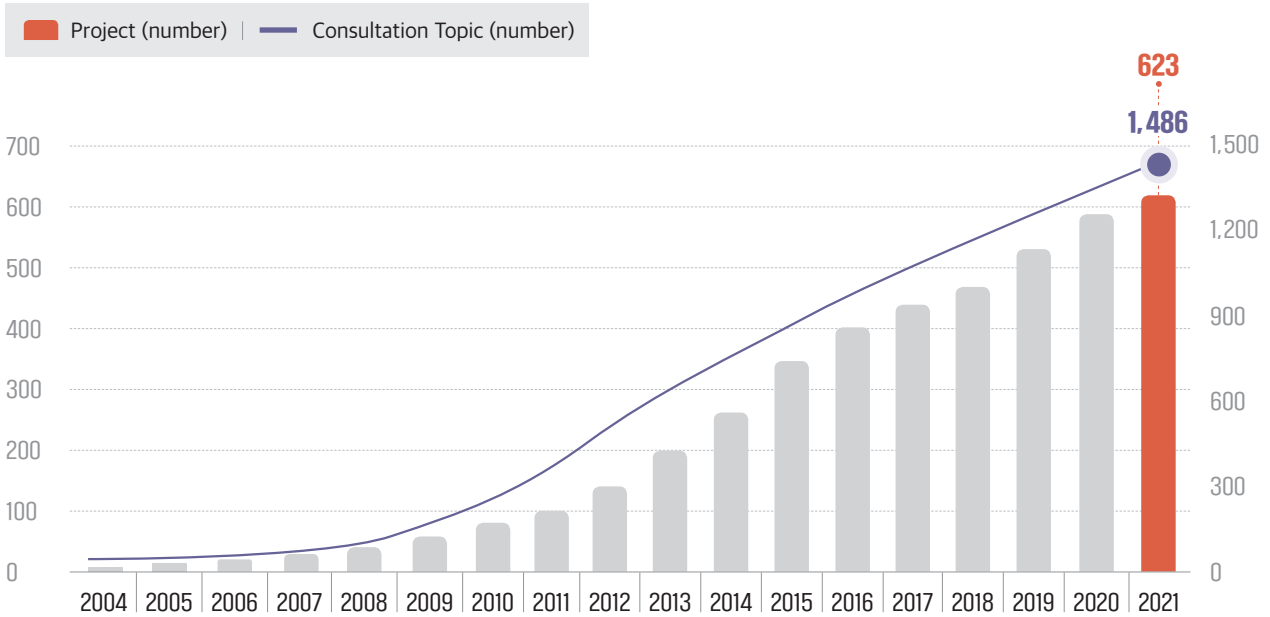
Project Status

Partner Countries and International Organizations



Project Status

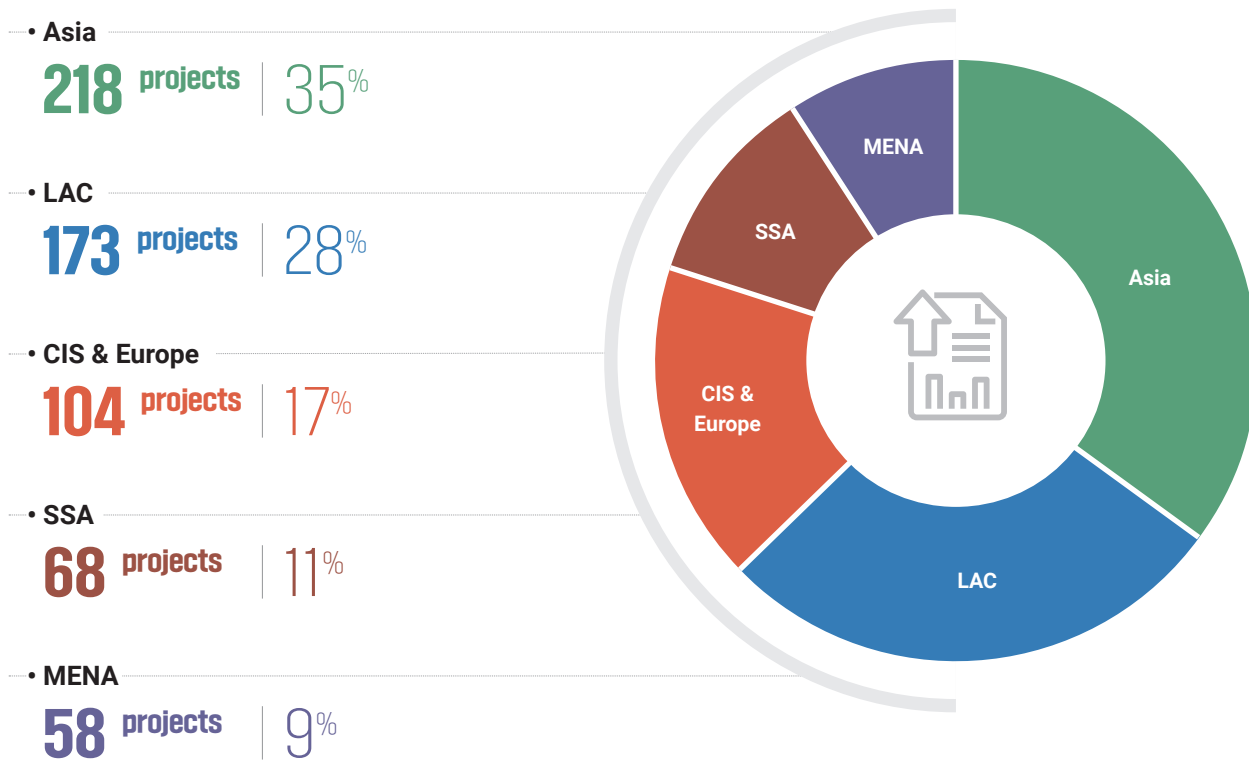
Projects and Consultation Topics



Partner Countries and International Organizations



Number of Projects by Region



※ 2 projects involving multiple regions excluded

Partner Countries with Most KSP Projects in Past Five Years



Partner Countries and International Organizations

Since launched in 2004, the KSP has established partnership with 89 partner countries and 12 international organizations by 2022 and expanded to become a knowledge sharing platform driving sustainable growth.

CIS & EUROPE

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

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
- Vietnam

MIDDLE EAST AND NORTH AFRICA (MENA)

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



African Development Bank (AfDB)



Asian Development Bank (ADB)



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)



SUB-SAHARAN AFRICA (SSA)

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

LATIN AMERICA AND THE CARIBBEAN (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



Inter-American Development Bank (IDB)



International Trade Centre (ITC)



Organization for Economic Co-operation and Development (OECD)



Eastern and Southern African Trade and Development Bank (TDB) (new)



United Nations Asian and Pacific Training Centre for Information and Communication Technology for Development (UN-APCICT)



WORLD BANK GROUP

World Bank (WB Group)

02

KSP TRENDS

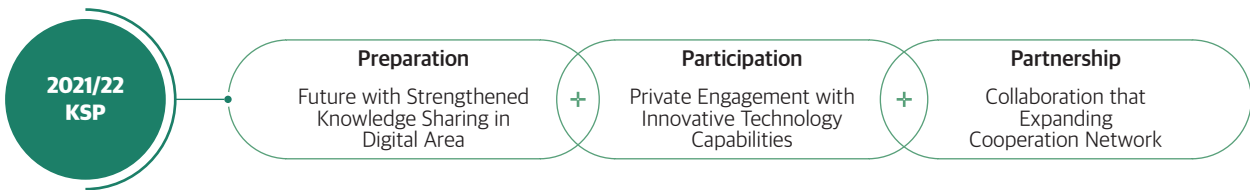
2021/22 KSP Progress Results

KSP Advancement Strategy - Implementation Progress



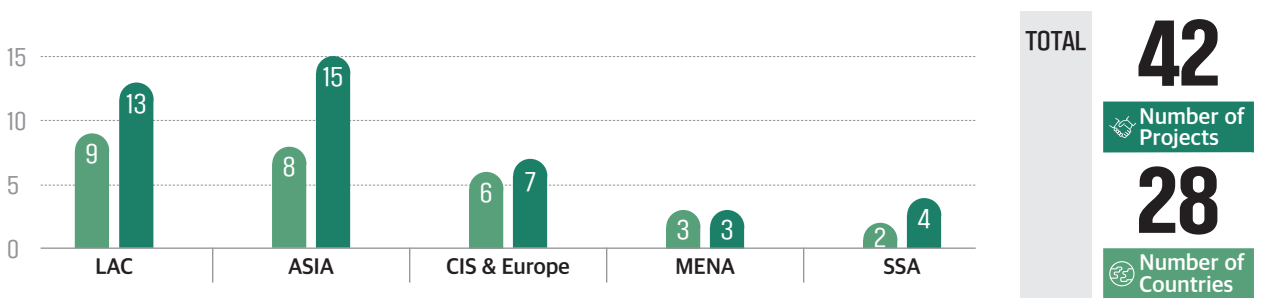
2021/22 KSP Progress Results

The 2021/22 KSP carried out a total of 42 projects in 28 countries with the objective of establishing a foundation for sustainable development amid rapidly changing global environments following the COVID-19 pandemic. In order to respond to the economic and social crises in partner countries and enhance resilience, consultations were provided, mainly on the areas of infrastructure, environment, and industrial policy. These consultations integrated digital technology, which is a prominent global issue where Korea boast a competitive edge. In addition, private sector participation was encouraged to promote synergy between policies and technology, and the Program played a pivotal role in economic cooperation that encompasses both public and private sectors.



Partner Countries by Region

Number of Countries | Number of Projects



※ Please refer to page 46-47 for the complete list of 2021/22 KSP projects.

Projects by Sector

2020/21 KSP



2021/22 KSP



Sector	2020/21 KSP	2021/22 KSP
Infrastructure and Environment (17)	Transport and Urban Development (12)	Environment (3)
Industry (13)	Business and SME Development (6)	Water and Sanitation (1)
Economic Policy (5)	Trade and Export Promotion (3)	Energy (1)
Public Management (5)	Science and Technology, R&D, ICT (2)	Industrial Policy (2)
Social Development (2)	Public Finance (4)	Public Administration (5)
	Macro-financial Policy (1)	Rural Development (1)
		Health and Medicine (1)

※ The KSP categories have been redefined to improve management efficiency on the statistics of areas with increasing demand for cooperation, including environment, health and medicine, and energy.

KSP Advancement Strategy: Implementation Progress

The 2021/22 KSP promoted performance visualization and globalization of K-soft power with an aim to achieve the vision of KSP Advancement Strategy. The focus was on five out of the 10 key projects that helped revitalize KSP participation, achieve flexible high-quality project planning, and expand the reach of KSP.

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

<div style="background-color: #008080; color: white; padding: 10px; text-align: center; border-radius: 10px;">  <p>Achieving Tangible Outcomes of Korea's Soft Power</p> </div> <div style="padding: 10px;"> <p>1 Private Sector Proposal Program First adopted in 2022: 56 projects from 49 businesses submitted → 6 projects selected</p> <hr style="border: 0; border-top: 1px dashed #ccc;"/> <p>2 Launch of KSP Plus 4 countries (Uzbekistan, Cambodia, Vietnam, and Jordan) chosen for KSP Plus pilot projects (to be pursued as 2022/23 projects)</p> </div>	<div style="background-color: #008080; color: white; padding: 10px; text-align: center; border-radius: 10px;">  <p>Globalization of Korea's Soft Power</p> </div> <div style="padding: 10px;"> <p>3 KSP Module 2.0 Policy guidance analyzing Korea's development experience and knowledge on 10 topics in environmental, digital, and public administration fields</p> <hr style="border: 0; border-top: 1px dashed #ccc;"/> <p>4 More Consultations with Non-ODA Recipients · KSP projects conducted with four nations: Bulgaria, UAE, Czech Republic, and Hungary · 9 countries including Australia, Saudi Arabia, Poland, and Uruguay chosen for 2022/23 KSP projects</p> <hr style="border: 0; border-top: 1px dashed #ccc;"/> <p>5 KSP Internship (YKSP) Program 10 interns selected to nurture talent for development cooperation and KSP promotion</p> </div>
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※ Decided at the 224th Ministerial Meeting on International Economic Affairs (September 27, 2021)

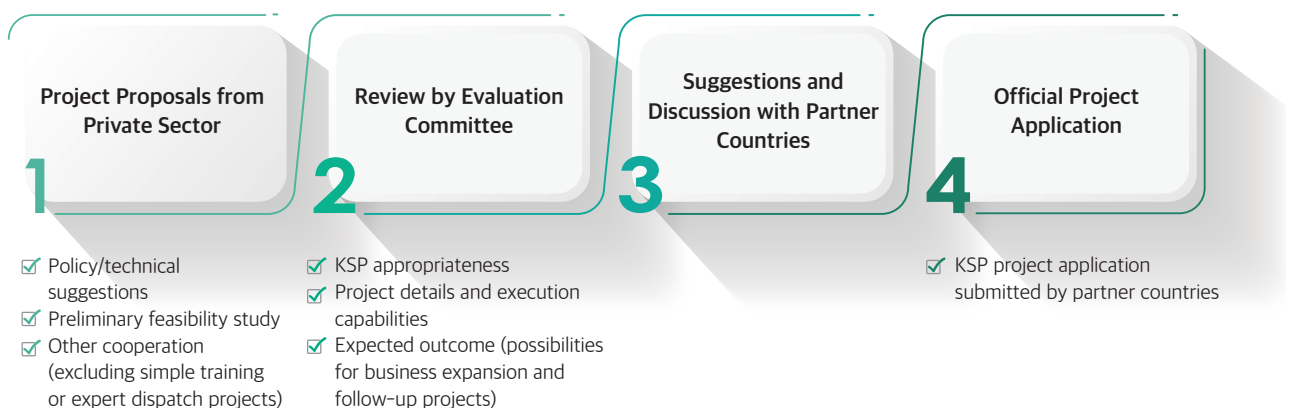
Private Sector Proposal Program

Background and Objective

The KSP Private Sector Proposal Program allows Korean businesses, based on their technology and expertise, to propose projects by identifying demand through consultations with partner countries, replacing the traditional method of partner countries submitting initial proposals. As private sector participation and roles have become increasingly important to enhance the effectiveness of development cooperation, this Program institutionalizes private sector involvement in the planning phase in order to expand export and procurement opportunities for Korean companies and enhance the potential for follow-up projects.

Key Details

Private businesses may propose projects in the following cases: 1) when seeking to increase their competitiveness for potential projects (policy and technical recommendations), 2) when a pre-feasibility study is required for a project (preliminary feasibility studies), and 3) when exploring opportunities for global expansion (other types of cooperation). The Ministry of Economy and Finance of Korea organizes an evaluation committee consisting of the KSP coordinating agencies and external experts to select projects. Since first introduced in 2022, the Private Sector Proposal Program saw six projects from 56 projects submitted by 49 companies in total.



Launch of KSP Plus

Background and Objective

KSP Plus is a comprehensive consultation project model that expands the advisory period (2-3 years), scale (KRW 1 billion or more), and scope (from legislation to infrastructure development) on a country-specific basis. The existing short-term (1 year) and small-scale (KRW 300 - 400 million) projects are difficult to adapt flexibly to external circumstances and changing demands from partner countries*. In this regard, the new continuous project model offers support in each stage to encourage the actual path through which policy recommendations from the projects are implemented and promotes follow-up collaboration.

* In the end-of-project evaluations of 2021/22, the feedback from partner countries indicated that the highest priority for improvement was the "extension of project period," with a considerable proportion of 30.17%.

Key Details

KSP Plus delivers systematic advisory services by categorizing the annual objectives into the following: the current status assessment and policy recommendations related to the selected topics of the partner countries (year 1); feasibility studies to implement pilot projects (year 2); and presenting implementation strategies for partner countries to pursue (year 3). The criteria for choosing initial KSP Plus projects include 1) the importance of partner countries in Korea's external economic policies, 2) priority areas for ODA support, and 3) the potential for follow-up projects and further economic cooperation. The selected partner countries are Vietnam (startup ecosystem), Jordan (energy efficiency), Uzbekistan (regulatory sandbox), and Cambodia (solid waste management).



KSP Module 2.0

Background and Objective

The Policy Guidance is an integrated collection of recent experiences in the fields of environment, science & technology, ICT, and public administration, in which Korea has comparative advantages. The previous KSP Development Experience Module, integrating 150 development cases, has served as valuable resources for policy consultations with partner countries. Now, however, there is a growing demand for more up-to-date information amid the rapidly changing domestic and international environments, as well as changing demands for consultation from partner countries. The Policy Guidance was introduced to enhance the effectiveness of the KSP policy consultations. The Development Experience Module Collection 2.0 presents Korea's development experiences and knowledge especially on issues with higher demand from partners in various forms from written papers to videos.

Key Details

The Policy Guidance comprises 10 topics in the areas of environment, science & technology, ICT, public administration. For each topic, related policy analysis, challenges and opportunities for achieving policy goals, and insights for development cooperation are presented. These topics were selected by inter-ministerial consultations, focusing on areas where Korea has a competitive edge or with a growing demand for KSP consultations from partner countries in the past four years.

No.	Sector	Topic
1	Environment	Promotion and Transition to Green Energy
2		Renewable Energy Deployment and Distributed Energy System Establishment Methods
3		Structural Transition of Industries
4		E-mobility Development for Green Transport Industry Transformation
5	Science & Technology, ICT	Carbon Neutrality Law
6		Legislative Design of Framework Act on Carbon Neutrality
7		Climate Response
8	Public Administration	Integrated Flood Disaster Management System
9		Digital Economy
10	Statistics	Digital Trade Negotiations and Challenges of Korea
		Smart Agriculture Policy in Korea
		Korea's Policy Implications of Smart City Development
		Learning from the Korean Dialogue Policing for Fostering a Peaceful Culture
		Digital Transformation in Public Finance, Korea Next Generation FMIS (dBrain+)
		Development of National Statistics Database (NSDB) in Korea

More Consultations with Non-ODA Recipients

Background and Objective

The demand for non-ODA recipient countries seeking consultation services has been increasing amid changes in the global environments caused by trade protectionism, the pandemic, and other factors. Such collaboration is more likely to lead to economic cooperation, considering that non-ODA recipients usually have a well-established socioeconomic foundation and are more capable of reflecting policy recommendations. To this end, the goal is to gradually expand cooperation with the non-recipients, move away from merely sharing past development experiences, and conduct joint research leveraging policy development expertise, contributing to building a solid basis for strategic economic cooperation.

Key Details

During the 2021/22 KSP period, projects were carried out with four non-aid recipients* that serve as gateways to the European and Middle Eastern markets. Joint research on topics related to small and medium-sized enterprises (SMEs) and digitalization was taken place to further advance economic ecosystems, resulting in notable achievements. Moreover, collaboration has continued in the 2022/23 KSP follow-up project with Hungary. For the 2022/23 KSP program, eight with non-aid recipient countries have been selected as partner countries. In addition, opportunities for collaboration with regions such as LAC, Europe, and Oceania will be explored to gradually expand projects with non-aid recipient partners.

* Europe: Bulgaria, Czech Republic, and Hungary; Middle East: United Arab Emirates

2021/22 KSP project with Hungary: SME-specific Tax Regimes in Hungary

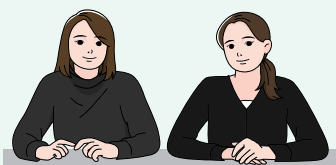
Background

The Hungarian government requested a KSP project to build a specialized tax system for SMEs to effectively support the crucial role of SMEs in the Hungarian economy and enhance economic self-reliance. The project was aligned with the main cooperation agenda of the 3rd and 4th Korea-Hungary joint economic committee meetings.

Key details

Consultations on improving the effectiveness of SME support policies, enhancing SME-specific tax systems, and providing technical support for tax administration. The project also conducted surveys targeting SMEs and prospective entrepreneurs, as well as engaging local experts from the Hungarian Ministry of Finance and National Tax Service of Korea in joint research activities.

Local Stakeholder Interview



“The KSP is a progressive cooperation model with professionalism.”

- Borók Tímea : “Renowned Korean experts made earnest efforts to understand the political and economic circumstances in Hungary and provided highly comprehensive and detailed guidance. I hope that the Program extends further to other sectors in Hungary as well as in fiscal domain.”
- Petricskó Judit : “Knowledge sharing enabled positive change for development in Hungary. The KSP recommendations particularly helped us break free from conventional ideas and view current issues from a fresh perspective.”

KSP Final Report



(Left) Borók Tímea | Head of Corporate Tax Division at the Ministry of Finance; Project Manager on the Hungarian side and local consultant
 (Right) Petricskó Judit | Tax Consultant at the Ministry of Finance and local consultant

YKSP

Background and Objective

The KSP internship program (Young KSPians, or YKSP) invites young talents to participate in KSP projects firsthand, gaining practical experience in development cooperation and enhancing their academic and professional capabilities. The hands-on experience program strives to foster a virtuous cycle of cooperation by nurturing specialized professionals as the sector for such cooperation rapidly grows. Since its inception in 2012, the YKSP program has generated 135 graduates in five different terms, many of whom are currently working in the field of development cooperation.

Key Details

YKSP participants directly engage in KSP projects to support policy consultations and high-level dialogues, as well as conduct regional studies to enhance their academic expertise in the field. They also provide reviews on KSP activities with their innovative perspectives to be shared with the public via social media and other channels. For the 6th term of the YKSP program, 10 undergraduate and graduate students were accepted to work with five 2022/23 KSP projects* for about one year.

* Ghana (smart city), Slovakia (SMEs), Uruguay (circular economy), Uzbekistan (regulatory sandbox), and Vietnam (entrepreneurship)

03

KEY CONSULTATION PROJECTS

① PREPARATION

Establishment of Smart City Master Plan for the Lima Metropolitan City, Peru

Initial Research towards Enhancing IFMIS (Next-Generation SPAN) of Indonesia

② PARTICIPATION

Enhancing Public Private Partnership (PPP) for Urban Metro Projects in Ha Noi, Vietnam

Investing in New/Existing Exporters through Startups Promotion in Lao PDR

③ PARTNERSHIP

Strengthening the Automobile Industrial Policy in Paraguay

Property Market Risk Monitoring Framework in Cambodia







PREPARATION

Knowledge sharing in the digital sector, Korea's area of comparative advantage, to cope with environmental changes accompanied by innovative technologies

- Establishment of Smart City Master Plan for the Lima Metropolitan City, Peru
- Initial Research towards Enhancing IFMIS (Next Generation SPAN) of Indonesia

Establishment of Smart City Master Plan for the Lima Metropolitan City, Peru

 <h1>PERU</h1>				
Capital	Lima		Population	34.05 million
Area	1,280,000 km ² (apx. 6 times of the Korean Peninsula)		GDP per Capita	7,126 US\$
Partner Institution	Municipality of Lima			

Source: KDI Dashboard of Partner Countries (2022).

Consultation Topic

- Korea's experience through a comparative analysis of advanced smart city model cases
- A smart city master plan and a roadmap tailored to the conditions of Lima Metropolitan City

Korea's Relevant Experience

The Seoul Metropolitan Government has established the 6th "Smart City and Digitalization Basic Plan (2021-2025)" to set a global standard for smart cities and allocated more than 1,200 dedicated persons and an annual budget of over KRW 400 billion (as of 2022).

- Promoting "Smart Seoul Platform (6S)"
- 1 Hyper-connected city (Smart Seoul Network, or S-Net): Establishing a super-high-speed information and communications network (Seoul ranked 1st among the world's 100 major cities in the e-government evaluation for seven consecutive times), providing free public Wi-Fi, setting up 1,000 new IoT base stations (LoRa)
 - 2 Datafication of urban phenomena and citizens' behaviors (Smart Seoul Data of Things, S-Dot): Building a city data center
 - 3 AI-based customized service (Smart Seoul Brain, or S-Brain): Offering "Seoul Talk", a Chabot provided by Seoul Metropolitan City
 - 4 Storage and increased utilization of urban data (Smart Seoul Data, or S-Data): Developing an integrated big data center
 - 5 3D virtual city (Smart Seoul Map, or S-Map): Creating a 3D-based virtual Seoul platform
 - 6 Cutting-edge technology-based safe city (Smart Seoul Security, or S-Security): Setting up a Smart Seoul CCTV Safety Center

SDG: 11. "Make cities and human settlements inclusive, safe, resilient and sustainable"

Coordinated by: The Export-Import Bank of Korea (KEXIM)

Implemented by: The Korea Research Institute for Human Settlements (KRIHS)

International Organization for Joint Consulting: Inter-American Development Bank (IDB)

Background

Lima Metropolitan City is the hub of politics, economy, and industry in Peru and home to 30 percent of Peru's population (about 9.5 million). However, increasing crime rates, environmental pollution, traffic congestion, among other issues are worsening while a key pillar of the economy, the tourism industry, is in recession amid the COVID-19 pandemic. With an aim to revitalize Lima, the Municipality of Lima signed an MOU on cooperation for smart city development in Lima with the Seoul Metropolitan Government in November 2021. Following up on the cooperation, a KSP project to establish a smart city was requested.

Project Objective and Consultation Details

The project was aimed at providing guidelines on smart city master plan for Lima Metropolitan City taking advantage of Korea's smart city experiences and enhancing the capabilities of Lima's public officials across related ministries for designing integrated roadmaps. To this end, the project supported designing a smart city master plan centered on four areas (transportation, security, environment, and tourism) which were selected through consultation among the Municipality of Lima, Korean agencies (KEXIM, KRIHS) and the IDB.

Progress

The online Launching Seminar (February 11, 2022) kicked off amidst great interest, with the attendance of key stakeholders including Sergio Meza, Chairman of the Lima Metropolitan City, and Mauricio Bouskela, Senior Specialist of the IDB. The Korea Research Institute for Human Settlements (KRIHS), the implementing agency, carried out the In-depth Study activities (March 25 - April 5, 2022, Lima), following the Peruvian government's easing of COVID-related entry restrictions. During the period, interviews with 10 relevant ministries including the Municipality of Lima and the Ministry of Digital Government and Innovation were conducted, and smart city-related site visits were made, contributing to thorough comprehension of the local conditions. Furthermore, in-person communication with key stakeholders not only formed a consensus on the importance of the project and increased understanding, but also effectively built network for the smooth progress.

At the Interim Reporting and Policy Practitioners' Workshop held in Korea (June 27 - July 2, 2022), Senior Specialist at IDB Mauricio Bouskela shared IDB's assessment of the project and information about the Bank's smart city support program. This helped Peruvian officials understand their potential funding options for follow-up projects. The Final Reporting (September 20, 2022) was held in Lima with attendants of prominent figures including the Ambassador of the Korean Embassy in Peru Yungjoon Jo, Mayor of Lima Miguel Romero Sotelo, Deputy Mayor of Administration of Lima Neptali Sánchez, and Senior Specialist at the IDB Peru Regional Office Sebastian Lew. The participants shared their views on the smart city master plan for Lima. In particular, the strategies for inter-agency cooperation, such as the 2023/24 KSP-IDB joint consulting, were discussed for implementing the master plan, creating opportunities for continuous trilateral collaboration.

IO Expert Interview

Sebastian Lew

IDB Housing and Urban Development Expert

“The KSP served as an **enabler** that innovatively solved problems in cooperation with the Peruvian government and the IDB.”



The Korean experts shared their vivid experience and innovative knowledge about smart cities, and the IDB actively worked with Municipality of Lima, leveraging its regional expertise. We were able to develop detailed guidelines and follow-up projects that suit local demand and conditions. I would strongly recommend the KSP to partner countries seeking for innovative urban development measures.



The Launching Seminar



The In-depth Study



Mayor of Lima Miguel Romero Sotelo at the Final Reporting

Tentative Outcome



➤ **Follow-up Cooperation**

- Pursuing a follow-up project “Smart City Management Strategies for Lima’s Historic Downtown” through the 2023/24 KSP-IDB joint consulting
- Linking to a World Bank (WB) follow-up project (USD 500,000, supporting preparation research for main project to establish an ITS in Lima) and preparing for EDCF-WB joint loan approval in 2023

KSP Final Report



Initial Research towards Enhancing IFMIS (Next-Generation SPAN) of Indonesia

 <h1>INDONESIA</h1>				
Capital	Jakarta		Population	275.50 million
Area	1,910,000 km ² <small>(apx. 6 times of the Korean Peninsula)</small>		GDP per Capita	4,788 US\$
Partner Institution	Ministry of Finance (MoF)			

Source: KDI Dashboard of Partner Countries (2022).

Consultation Topic

- Strategies to integrate SPAN (Indonesian state budget and treasury system) with SAKTI (Indonesian institution-level financial application system) and to interconnect the systems with other Indonesian government systems
- Transition from commercial off-the-shelf (COTS) packages to locally developed software (LDSW) solutions for Integrated Financial Management Information System (IFMIS)
- Utilization of advanced technology in data system for Indonesia's IFMIS

Korea's Relevant Experience

Korea's dBrain (digital budget and accounting system) enables effective financial management by conducting all fiscal processes online and linking and analyzing national fiscal information.

- ▶ Launching of dBrain (2007)
- ▶ Winning first place at the United Nations Public Service Awards (2013)
- ▶ Launching of next-generation digital budget and accounting system, dBrain+ (2022)

SDG: 17. "Strengthen the means of implementation and revitalize the global partnership for sustainable development"

Coordinated and implemented by: Korea Development Institute (KDI)

Background

The Indonesian government has been simultaneously running several similar financial management programs, such as SPAN (state budget and treasury system) and SAKTI (institution-level financial application system), adding to administrative inefficiency. Unlike SAKTI that was self-developed by the Ministry of Finance (MoF), SPAN is a commercial program and has limits to flexibly responding to rapidly changing domestic and international environments. Therefore, the Indonesian MoF requested building a more effective and flexible next-generation SPAN. The project was conducted as a follow-up to the KSP projects in 2011 and 2013 which were undertaken prior to the introduction of SPAN in 2015.

Project Objective and Consultation Details

The project aimed to enhance the transparency and accountability of public finance and to establish a national financial operation system that can flexibly respond to changes in domestic and international environments. To build the next-generation SPAN, an analysis of Indonesia's public finance management system was conducted, along with a technical analysis for the Indonesian government's own development of the system. Also, based on the Korean government's experience of newly launched digital budget and accounting system, dBrain+, measures to apply the latest technologies to the next-generation SPAN were introduced.

Progress

After the virtual Launching Seminar and preliminary study (March 15, 2022), an in-person KSP seminar and the In-depth Study (May 15-21, 2022, Jakarta) were conducted in Indonesia as the country's pandemic-related restrictions were relaxed. The meeting with Deputy Finance Minister and Treasury Director General Hadiyanto and the local seminar attended by approximately 60 officials from the MoF showed their keen interest in the project and Korea's development experience. In addition, the current system's limitations and improvement requirements were analyzed from the user's standpoint through interviews with stakeholders from the MoF, regional offices for national treasury, and expenditure management departments.

Following this, officials from the Indonesian MoF visited Korean agencies, including the Korea Fiscal Information Service (KFIS), National Information Resources Service, and Samsung SDS Co., Ltd. during their stay in Korea for the Interim Reporting and Policy Practitioners' Workshop (July 11 - 16, 2022), which helped enhance their understanding of the Korean financial management system. They also had interviews with Sang-dae Choi, 2nd Vice Minister of the Ministry of Economy and Finance of Korea, who participated in the project for the establishment of dBrain, and relevant stakeholders from B2BCNI, who engaged in the initial development of SPAN. Through the interviews, the officials were able to learn more about Korea's trials and errors, which could help develop the upgraded SPAN, and understand the importance of cooperation between central and local governments. The Final Reporting and Senior Policy Dialogue (August 21-26, 2022, Jakarta) were attended by key figures including the Vice Minister of MoF Suhasil Nazara. Upon the request of the MoF, President of KFIS Yong-ju Park gave a special lecture. The meeting served as an opportunity to build network with the MoF and strengthen the commitment for continuous bilateral cooperation.

Local Stakeholder Interview

Yohanes Probo Satrio

Deputy Director of Accounting and Finance Reporting and Treasury System Team within Treasury Department of Ministry of Finance, and Project Manager on the Indonesian side

“ The KSP is **collaboration**. ”



The KSP is an excellent program that goes beyond existing government-to-government projects, which allows a wide range of Korean and Indonesian researchers and specialists to mutually learn and grow together. I hope that the KSP continues in the future to bring about changes not only in Indonesia but also in other partner countries.



The Launching Seminar



Korea-Indonesia Onsite In-depth Study



The Final Reporting

Tentative Outcome

- **Follow-up Cooperation**
 - Applying for 2024/25 KSP fast-track project (“Development of Indonesia’s Next-Generation Integrated Financial Management System”)
 - Linking with EDCF for establishing Indonesia’s Next-Generation SPAN (KRW 80 billion requested for a demonstration module for integrated system)
 - Creating opportunities for follow-ups by building networks

* 2017/18 KSP with Indonesia “Improving Efficiency and Effectiveness of Infrastructure Spending by Enhancing Public Investment Management System in Indonesia” - Participation in the Interim Reporting (July 19, 2018) → Followed up with “Digital Government Overseas Expansion Consulting Project” of Korean Ministry of the Interior and Safety, “Pre-feasibility Study of the Establishment of Indonesia’s Next-generation Financial System” (June - December 2021) → 2021/22 Indonesia’s KSP delegation visit to KFIS (July 14, 2022)

KSP Final Report







PARTICIPATION

Expansion of participation by private sector companies
with expertise and innovative capabilities to create synergy
between policy and technology

- Enhancing Public Private Partnership (PPP) for Urban Metro Projects in Ha Noi, Vietnam
- Investing in New/Existing Exporters through Startups Promotion in Lao PDR

Enhancing Public-Private Partnership (PPP) for Urban Metro Projects in Ha Noi, Vietnam

 <h1>VIETNAM</h1>				
Capital	Ha Noi		Population	98.19 million
Area	330,000 km ² (1.5 times of the Korean Peninsula)		GDP per Capita	4,164 US\$
Partner Institution	Ha Noi Metropolitan Railway Management Board (MRB)			

Source: KDI Dashboard of Partner Countries (2022).

Consultation Topic

- Ha Noi’s urban metro development status
- Korea’s experience in metropolitan railway projects and public-private partnership (PPP) cases
- Strategies for project implementation

Korea’s Relevant Experience

With an aim to secure funds for infrastructure investment, Korea enacted “The Act on public-private partnership (PPP)” in Infrastructure in 1994, and since then, about 800 PPP projects have been conducted with continuous legislative amendments.

- ▶ The Seoul Metropolitan Government has conducted the urban railway project in three stages since 1971. However, due to the worsening financial situation caused by the 1997 Asian financial crisis that occurred during the project, the last stage* was constructed through the Build-Transfer-Operate (BTO)** method.

* Line 9-1 (25.6 km, 2001-2018), Ui-Sinseol Light Rail Transit (11.4 km, 2009-2017)

** BTO: Ownership of the infrastructure is transferred to the government upon completion of construction, and a private entity receives a concession from the government to operate the facility for a certain period

SDG: 17. “Strengthen the means of implementation and revitalize the global partnership for sustainable development”

Coordinated by: The Export-Import Bank of Korea (KEXIM)

Implemented by: Consortium of University of Seoul
(University of Seoul’s Industry-Academy Cooperation Group and Public Investment Research Institute, Inc.)

Background

As Ha Noi suffers from chronic traffic congestion, Vietnam has promoted the construction of metropolitan railway lines. The investment, however, from the Chinese government, the Asian Development Bank (ADB), and the European Investment Bank (EIB) has only been made in partial lines, hindering the city-wide railway development. The Vietnamese government has been working on establishing laws regarding public-private partnership (PPP) in an effort to attract private investment, but the outcomes have been insufficient. In this setting, the Ha Noi Metropolitan Railway Management Board (MRB) requested for a KSP project for the purpose of building strategies to utilize PPP for the seamless implementation of the Ha Noi Urban Metro Project.

Project Objective Details

This project aimed to develop strategies to manage and implement the Ha Noi Urban Metro PPP Project based on Korea’s experience of using PPP for the urban railway sector, and to propose ways to select entities for the PPP project. Additionally, a capacity building workshop was carried out for local government officials who are also members of a major partner institution of the MRB with the goal of enhancing their ability to proactively plan, execute, and manage the PPP project.

Progress

At the Launching Seminar hosted online (January 24, 2022), Lê Văn Thu, Vice Chairman of MRB, and Senior Advisor Chul-joo Kim confirmed their commitment to bilateral cooperation. The Consortium of University of Seoul, the implementing institution, had meetings with the MRB and the Vietnamese Ministry of Transport (MOT) and other relevant institutions. The team also visited potential construction sites for urban metro line 8 during its In-depth Study session (April 23 - 28, 2022, Ha Noi) to gain deeper understanding of the local conditions.

The Interim Reporting and Policy Practitioners' Workshop held in Korea (June 18 - 25, 2022) were attended by Vice Chairman Lê and six other officials from major relevant ministries, such as Hanoi Authority for Planning & Investment, Hanoi Department of Transport. The delegation learned strategies to successfully implement PPP projects from their visits to the Seoul Metro and other urban metro-related bodies in Korea and the workshop. The participants particularly recognized the importance of providing incentives and establishing clear risk-bearing ranges in attracting private capital and hoped the KSP recommendations to be later used in actual projects. At the Final Reporting (August 1 - 5, 2022, Ha Noi), the Korean research team proposed strategies to improve the PPP system to attract private investors, and methods for financial management, considering the low profitability of the urban metro project. In this regard, Vice Chairman Lê and other Vietnamese officials expressed their wishes that the outcomes of the project to be reflected in future projects and linked to follow-up KSP projects.

Local Stakeholder Interview

Lê Văn Thu
 Vice Chairman of Ha Noi MRB and Project Manager on the Vietnamese side

“The KSP **keeps us moving.**”



We have been making efforts in many ways for Hanoi's smart transportation, but with difficulties. Through the KSP, we have gained new knowledge and the driving force to keep moving forward, in line with the slogan of the Ha Noi People's Committee, which is "to develop rapid transportation for a green future".



The Launching Seminar



Policy Practitioners' Workshop - Visit to South Seoul Light Rail Transit





Vice Chairman of MRB Lê Văn Thu at the Final Reporting

Tentative Outcome

- ▶ **Promoting PPP to Policy Practitioners and Strengthening Capacities**
 - Raising awareness of importance of PPP among high-ranking officials of Ha Noi People's Committee, who are key decision-makers of policy PPP projects.

KSP Final Report

Investing in New/Existing Exporters through Startups Promotion in Lao PDR

 <h1>LAO PDR</h1>				
Capital	Vientiane		Population	7.53 million
Area	230,000 km ² <small>(apx. 1.1 times of the Korean Peninsula)</small>		GDP per Capita	2,088 US\$
Partner Institution	Ministry of Industry and Commerce (MOIC)			

Source: KDI Dashboard of Partner Countries (2022).

Consultation Topic

- Fostering new exporters and startups
- A startup support system
- An integrated support system (One-stop Service) of relevant ministries
- Improvement of startups' business environment

Korea's Relevant Experience

During the industrialization period, Korea pursued the 5-year economic development plan along with trade promotion policies by providing support in terms of trade related laws, regulations, and taxation, creating industrial complex, and supporting overseas sales and marketing.

- ▶ In 1986: Enacted "Support for Small and Medium Enterprises Establishment Act" to nurture technology-intensive SMEs by establishing private startup investment companies.
- ▶ In the 1990s: Improved startup support systems and expanded support with newly established Small and Medium Business Administration (the former body of the Ministry of SMEs and Startups) and KOSDAQ (Korea Securities Dealers Automated Quotations), financial support, new startup incubation centers, and higher convenience for startups.
- ▶ "Super Gap Startups 1000+ Project (2023 - 2027)": Ongoing project to foster startups in new industries by expanding range of beneficiaries, investing approximately KRW 2 trillion over five years, and detailing ways to identify and provide R&D support to startups.

SDG: 9. "Build resilient infrastructure, promote sustainable industrialization and foster innovation"

Coordinated by: Korea Trade-Investment Promotion Agency (KOTRA)

Implemented by: Hyundai Research Institute, Inc.

Background

The economy of Laos (officially the Lao People's Democratic Republic, or Lao PDR) is heavily dependent on foreign investment in natural resources and overseas aid while the manufacturing sector remains weak. With most consumer goods imported, there is a chronic current account deficit. To address the issue, the Lao government has been making efforts, as demonstrated by the 9th Five-Year National Socio-Economic Development Plan (NSED, 2021-2025), to increase the number of SMEs by 2 percent annually, raise the GDP contribution of SMEs to 18 percent, attract more foreign investment, and diversify industry sectors. On top of these endeavors, the Ministry of Industry and Commerce (MOIC) requested a KSP project with a goal to seek strategies to nurture startups and new/existing exporters for sustainable economic development and the discovery of new growth engines.

Project Objective and Consultation Details

The project aimed to develop a government-level support program for startups to secure their export competitiveness in the midst of the 4th Industrial Revolution, thus laying the foundation for the sustainable economic development of Lao PDR. To this end, consultation was conducted on the creation of an innovative ecosystem for startups in Laos, establishment of a digital economic foundation for SMEs, and improvement of the support system for exporters. In particular, efforts were made to build a Korean-Lao human network by holding Policy Practitioners' Workshop in Korea. In addition, continuous cooperation with the Ministry of Industry and Commerce of Laos was made to identify follow-up projects.

Progress

After the online Launching Seminar (January 28, 2022), the In-Depth Study was conducted (February - April 2022, online and in writing) by local experts to analyze the ecosystem of Laotian startups and export businesses, as well as policies to nurture them. Research on the growth strategies of startups in the Korean agricultural, forestry, and fishery sectors was also taken place through interviews with Korean experts. Including Bountheung Douangsavanh, Vice Minister of the MOIC of Laos, and eight other members of the Lao MOIC, Chamber of Commerce, and Ministry of Science and Technology attended the Interim Reporting and capacity-building Policy Practitioners' Workshop (May 28 - June 4, 2022) held in Korea. The delegation visited the Startup Campus in Gyeonggi province and participated in meetings attended by 10 Korean companies wishing to enter the Lao market, which helped the delegation understand the Korean private sector's success know-how. They also learned about Korea's economic development experience and support policies for startups by visiting the Global Knowledge Exchange and Development Center (GKEDC), the Ministry of SMEs and Startups (MSS), and Korea Trade-Investment Promotion Agency (KOTRA). During the visit to the MSS, Vice Minister Douangsavanh and Deputy Minister of Office of SME Policy Tae-sup Byeon discussed potential exchanges of specialists and technologies, as well as cooperation for fostering startups as follow-up measures to the MOU signed between the MSS and the MOIC in 2019.

Vice Minister Douangsavanh and other stakeholders from Laotian institutions including the MOIC, the Ministry of Technology and Communications, Young Entrepreneurs Association of Laos (YEAL), and The Lao National Chamber of Commerce and Industry (LNCCI) attended the Final Reporting (August 17, 2022, in Vientiane). Corporate social responsibility activities of Korean startups operating in Laos and the Laos Export Promotion Workshop improved the perception of Korean enterprises and created opportunities for the bilateral private sector cooperation.

Local Stakeholder Interview

Sonepheth Sihapanya

Deputy Director of Trade Promotion Department, Ministry of Industry and Commerce, The Project manager on the Laotian side

“The KSP is a platform that allows us to dream of the future.”



With the help of the KSP, we were able to gain insights into Korea's experience, knowledge, and expertise, and to establish policies and execution plans for the socio-economic development of Laos. Through the policy suggestions provided by the KSP, I hope more jobs to be created, and Laotian entrepreneurs and students studying abroad to be able to realize their dreams in Laos in the future.



Policy Practitioners' Workshop - MSS-MOIC Meeting



Policy Practitioners' Workshop - Korean-Laotian Company Meeting



The Final Reporting

Tentative Outcome

- **Follow-up Cooperation**
 - Discussion of potential follow-up projects at the Laos Export Promotion Workshop (November 21 - 22, 2022, Luang Prabang) and the MOIC in preparation to apply for a project on establishing an export and startup incubation platform in conjunction with KOICA ODA, to implement the KSP policy recommendations.
- **Encouraging Private Sector Cooperation**
 - Linkage with private businesses: A Korean-Laotian company meeting (June 3, 2022, Seoul); Farmskin Inc. successfully exported product samples of its products among participants.
 - CSR: Greengoods Inc., a company operating in Laos, donated facilities for effective microorganism fermentation to the Paksubmai Poultry Cooperative for mass production of poultry and conducted capacity-building training for members of the Cooperative (August 15 - 16, 2022, Vientiane).

KSP Final Report





PARTNERSHIP

Establishment of a comprehensive and effective collaborative network encompassing both public and private sectors

- Strengthening the Automobile Industrial Policy in Paraguay
- Property Market Risk Monitoring Framework in Cambodia

Strengthening the Automobile Industrial Policy in Paraguay

 <h1>PARAGUAY</h1>				
Capital	Asunción		Population	6.78 million
Area	390,000 km² (apx. 1.8 times of the Korean Peninsula)		GDP per Capita	6,153 US\$
Partner Institution	Ministry of Industry and Commerce (MIC)			

Source: KDI Dashboard of Partner Countries (2022).

Consultation Topic

- Key competitive areas in the automotive industry
- Improving laws and regulations to attract investment in Paraguay's related industries
- The role of the industry using trade agreements

Korea's Relevant Experience

Korea has implemented various policies to increase the competitiveness of its automotive industry over the past 6 decades.

- ➊ In the 1960-1970s: Enacted "Motor Vehicle Industry Protection Act" (1962), announced "the Automotive Industry Comprehensive Promotion Plan" (1964) and "Long-term Automotive Industry Promotion Plan" (1974) to grow export-oriented sector with low production costs, own models, and self-manufacturing of parts.
- ➋ In the 1990-2000s: Established the Korea Automotive Technology Institute (KATECH), enacted the Special Act on Support of Scientists and Engineers to cultivate highly skilled talents and support R&D capabilities.
- ➌ Supporting the expansion of industry boundaries to future vehicles and new mobility industries based on "the Global Top 3 Strategy for Automobile Industry" (2022), which focuses on vehicle software localization, battery system development, and tax incentives.

SDG: 9. "Build resilient infrastructure, promote sustainable industrialization and foster innovation"

Coordinated by: Korea Trade-Investment Promotion Agency (KOTRA)

Implemented by: Hyundai Research Institute, Inc.

Background

Paraguay's automotive industry has been growing in recent years, accounting for 4 percent of total exports, driven by the relocation of automotive parts production bases of neighboring countries including Brazil and Argentina in the past decade. While the Paraguayan government has implemented policies to promote the industry since 1998, the lack of a mid- to long-term strategy and policy has posed challenges for industry growth. In this setting, Paraguay's Ministry of Industry and Commerce (MIC) requested for KSP assistance in identifying key competitive areas in the automotive parts manufacturing and developing a long-term strategy, with the goal of becoming a hub for the automotive industry in South America.

Project Objective and Consultation Details

The project aimed to build a master plan for fostering Paraguay's automotive industry reflecting the country's circumstances and thereby providing guidance for the mid- to long-term development. To that end, the automotive industry and related policies of Paraguay as well as Korea's experience in establishing and implementing policies to promote the industry growth were both analyzed. A master plan was developed based on the analysis, with suggestions on enhancing legal and regulatory measures, infrastructure, and R&D. The project also shared Korea's successful strategies and technologies with local industry stakeholders while exploring follow-up cooperation, including expanding bilateral private sector collaboration, and identifying opportunities for Korean businesses to enter the Paraguayan market.

Progress

After finalizing the project scope at the Launching Seminar (December 14, 2021), on-site visits were made difficult amid the COVID-19 situation. In-depth studies were conducted through various other means, such as engaging with local experts and conducting virtual meetings and written surveys. (January - June 2022). Biweekly meetings with MIC officials helped maintain close collaboration while focus group interviews were conducted with key stakeholders from the Association of Auto Parts Industries of Paraguay (AIAP), the National Institute of Technology, Standardization and Metrology (INTN), and the Paraguayan Industrial Chamber of Motorcycles and Automotive (CIPAMA). In addition, a KSP seminar was held (March 8, 2022) to share insights on a transition to electric vehicles, from major competitive areas to challenges in component manufacturing.

The Interim Reporting and Policy Practitioners' Workshop were conducted (July 18 - 27, 2022) in Korea with five officials from the MIC and Technical Secretariat for Economic and Social Development Planning of Paraguay. The delegation visited various sites from the Ulsan Green Car Technology Center to Hyundai Motor Company's Ulsan Plant and small and mid-sized auto parts manufacturers and attended lectures on eco-friendly mobility industry trends to enrich their understanding on the industry development. At the Final Reporting held in Asunción (August 18, 2022), the Minister of the MIC Luis Castiglioni and around 40 high-ranking officials from relevant agencies attended to learn more about the results of KSP policy guidance and share feedback. The bilateral automotive industry cooperation is expected to continue, backed by the MOU signed between the MIC and Hyundai Economic Research Institute and a meeting with the Vice Minister Francisco Ruiz Díaz of the MIC.

Local Stakeholder Interview

Anibal Giménez Kullak

General Director of Industrial Policy at the MIC and Project Manager on Paraguay's side



KSP serves as an agile **development partner**, providing proactive support for the advancement of Paraguay.



The KSP has provided fast and readily implementable solutions surpassing any other cooperation initiatives. The project provided us with tailored strategies for the development of our automotive industry, which led to valuable opportunities for working with the Korean automotive industry players.



Policy Practitioners' Workshop - On-site Visits to Korean Auto Parts SMEs



Policy Practitioners' Workshop - Closing Ceremony



The Final Reporting



Tentative Outcome

- **Reflected in Partner Country's Policy**
 - Enhancing Policy Networking: Paraguay's MIC in review of organizing a public-private taskforce for a national automotive industry plan in accordance with KSP consultations.
- **Follow-up Cooperation**
 - Cooperation continued following the MOU signing, as shown in the "Korea-MERCOSUR International Seminar on Future Automotive Industry (May 17, 2022, in Asunción)", jointly hosted by the KOTRA and the MIC, with Hyundai Economic Research Institute participating as a speaker.

KSP Final Report



Property Market Risk Monitoring Framework in Cambodia

 <h1>CAMBODIA</h1>				
Capital	Phnom Penh		Population	16.77 million
Area	180,000 km ² (apx. 0.8 times of the Korean Peninsula)		GDP per Capita	1,787 US\$
Partner Institution	Ministry of Economy and Finance (MEF)			

Source: KDI Dashboard of Partner Countries (2022).

Consultation Topic

- Analysis on volatility in Cambodian property market and macroeconomic stability
- Early warning system for property market
- Macroeconomic stabilization and tax policies in real estate markets of Korea and Cambodia
- Managing property risks with large-scale urban development

Korea's Relevant Experience

Since the 1970s, Korea has implemented various policies and initiatives to stabilize the property market, including large-scale urban development, macroprudential and housing tax policies, and an early warning system for real estate.

- **Early warning system:** The then Ministry of Land, Transport and Maritime Affairs developed a system to predict economic impacts of real estate price fluctuations (2004).
- **Tax policies:** Real estate acquisition tax, local tax, property tax, capital gains tax, and special VAT, and other tax policies have been enacted.
- **Large-scale urban development:** First- and second-generation new city construction projects were pursued to stabilize the market and address housing issues in the Seoul metropolitan area.

SDG: 11. "Make cities and human settlements inclusive, safe, resilient and sustainable"

Coordinated and implemented by: Korea Development Institute (KDI)

Background

Cambodia's 7 percent annual economy growth has increased the national income and the middle class while invigorating the property market. However, the market relies heavily on foreign capital and slowed down amid the pandemic, beginning to post risks to macroeconomic stability. In this regard, the Ministry of Economy and Finance of Cambodia requested for a KSP project to build policies for monitoring property market risks in order to minimize potential risks caused by the downturn.

Project Objective and Consultation Details

The project aimed to diagnose the current status of Cambodia's relevant risk monitoring policy, analyze development constraints, and provide policy recommendations that the country can use based on Korea's experiences. For this purpose, Cambodia's real estate markets and macroeconomic indicators were analyzed, followed by consultations on an early warning system, taxation policies, and risk management strategies tailored to the Cambodian context.

Progress

After kicking off the project with the online Launching Seminar (April 1, 2022), KSP seminar and in-depth study (May 24 - 29, 2022, in Phnom Penh) closely analyzed the property market of the country. During this period, meetings were held with various officials from the National Institute of Statistics, the Real Estate Business and Pawnshop Regulator (REBPR), National Bank of Cambodia, and the World Bank, and other agencies, followed by visits to private sector development sites. The Policy Practitioners' Workshop took place for Cambodian officials, including Director of the Policy Department at the Ministry of Economy and Finance (MEF) Vanarith Chheang, and 12 other representatives from the MEF, the Ministry of Land Management, Urban Planning and Construction (MLMUPC), and the REBPR (August 7 - 12, 2022). The delegation also had a chance to build partnership through meetings with relevant organizations, such as the Korea Housing and Urban Guarantee Corporation (HUG) and the Korea Real Estate Board (REB). In addition, expert lectures and visits to property development sites helped enhance their understanding of Korea's experience in the early warning system, housing policies, and other related policies.

The Final Reporting and Senior Policy Dialogue (August 15 - 18, 2022, in Phnom Penh) were attended by Director Chheang and 44 other officials from relevant agencies and international organizations. At the Senior Policy Dialogue, Deputy Secretary General at Ministry of Economy and Finance Ros Seilava expressed appreciation for the KSP project, requesting continued cooperation. As part of the follow-up actions, additional training was offered to the REBPR officials to strengthen their capacity for long-term time series data tracking and monitoring, which are prerequisites for implementing an early warning system for the property market.

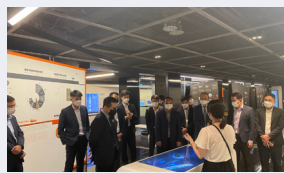
Local Stakeholder Interview

Seanchhun Men
Head of Research at MEF and Project Manager on Cambodian side

“ The KSP is **an eye-opening experience** that has broadened our perspective. ”



Collaborating with Korean experts though the KSP helped us identify what is needed to manage property risks in Cambodia and gave us chance to grow further.



Policy Practitioners' Workshop
- Visit to GKEDC



In-depth Study
- Meeting with MLMUPC of Cambodia



Senior Policy Dialogue
- Senior Advisor Park Sunho (Former Vice Minister of the Ministry of Land, Infrastructure & Transport) and Deputy Secretary General at MEF Ros Seilava

Tentative Outcome

- **Reflected in Partner Country's Policy**
 - Enhancing Policy Networking: A high-level consultation body formed between the MEF and REBPR of Cambodia to build a basis statistics system
- **Follow-up Cooperation**
 - A capacity-building workshop held in Korea for seven REBPR members (September 19 - 23, 2022) to support building an early warning system, as recommended by the KSP

KSP Final Report

EVENT NEWS

KSP Week

KSP Regional Seminar in Asia

KSP Policy Guidance Seminar

04



KSP Week

The 2022 KSP Dissemination Conference week was designated as the “KSP Week”, during which a variety of events were organized. These events were designed to introduce the KSP to more government officials from partner countries, strengthen friendly relations between Korea and partner countries, and raise public’s awareness of the KSP.

Day 1 (September 6)	Knowledge Sharing Conference in Celebration of the 60th Anniversary of Korea-LAC Diplomatic Relations
Day 2 (September 7)	Webinar on the KSP Project Proposal
Day 3 (September 8)	KSP Dissemination Conference

1. Knowledge Sharing Conference in Celebration of the 60th Anniversary of Korea-LAC Diplomatic Relations

The year 2022 marked the 60th anniversary of the ongoing diplomatic ties between Korea and 15 Latin America and the Caribbean (LAC) countries, first established in 1962. In commemoration of this, conferences and commemorative exhibitions were held to share the major KSP project achievements in the digital sector which were carried out in collaboration with LAC countries, and to discuss concrete plans for future cooperation projects.

Overview	
Host	Ministry of Economy and Finance (MOEF)
Organizer	Global Knowledge Exchange and Development Center (GKEDC)
Date and Venue	September 6, 2022 (Tue) GKEDC, Seoul, Korea (offline event)
Program	<ul style="list-style-type: none"> - Korea-LAC Knowledge Sharing Conference (in celebrations of the 60th anniversary of Korea-LAC diplomatic relations) - Roundtable Discussion of the LAC Embassy in Korea - Opening of the Exhibition Celebrating the 60th Year of Diplomatic Relations between Korea and LAC, and Tour of the Korean Economic Development Exhibition
Attendees	50 people including ambassadors to Korea from 11 LAC countries* * Guatemala, Dominican Republic, Mexico, Venezuela, Argentina, El Salvador, Honduras, Chile, Costa Rica, Colombia, and Peru

Korea-LAC Knowledge Sharing Conference (in celebrations of the 60th anniversary of Korea-LAC diplomatic relations)

Starting with a speech on the direction the KSP should take for cooperative development, given by Il-young Park, the then Deputy Minister of International Affairs Bureau at the Ministry of Economy and Finance (currently Executive Director of the World Bank Group), presentations and discussions on six major KSP projects conducted in LAC were made under the topic of “Korea-LAC Cooperation: Enhancing Digital System and Access to Digital Infrastructure.” For the KSP cooperation development, “Cooperation in the Field of Climate Change Response”, “Extension of Health and Medical Consultation”, and “Expansion of Knowledge Sharing Cooperation with Higher Income Countries” were presented. Ambassador of Honduras to Korea Virgilio Paredes Trapero requested continuous cooperation in knowledge sharing between Korea and LAC in his congratulatory remarks as the representative of the chair country of GRULAC (Group of Latin America and the Caribbean) in Korea.

Roundtable Discussion of LAC Embassy in Korea

Discussions on “Economic Cooperation for Digital System and Infrastructure and Collaboration with GKEDC” were held by stakeholders from the major LAC embassies in Korea (Guatemala, El Salvador, Chile, Costa Rica, and Peru) that signed MOUs with the GKEDC.

Opening of the Exhibition Celebrating the 60th Year of Diplomatic Relations between Korea and LAC, and Tour of the Korean Economic Development Exhibition

A special exhibition and a guided tour of the Korean Economic Development Exhibition were arranged for the attendees of the Conference. The theme of the special exhibition was “The KSP in LAC Countries and 4 Different Perspectives to See LAC Region**”, where photos highlighted the nature and culture of LAC and presented the history of Korea-LAC cooperation over the course of the KSP projects. In addition, the participants visited the Economic Development Hall in the GKEDC, a permanent exhibition space, where they learned about Korea’s development process. The exhibition showcased how Korea has managed to leap into the ranks of developed countries by overcoming numerous crises.

* Exhibition period: September 6, 2022 - January 31, 2023

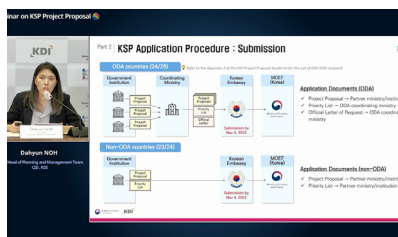


2. Webinar on the KSP Project Proposal

An online seminar (webinar) on the KSP project proposal was held for stakeholders from 55 partner countries and international organizations. This Webinar outlined the proposal procedure for the 2024/25 (ODA recipients) and 2023/24 (non-ODA recipients) KSP projects, and also provided detailed information regarding the proposal application form. This has facilitated the smooth application of projects by partner countries, and effectively promoted the KSP projects.

Overview	
Host	Ministry of Economy and Finance (MOEF)
Organizer	Korea Development Institute (KDI)
Date	September 7, 2022 (Wed) (online event)
Attendees	Around 100 personnel from governments of 55 partner countries and international organizations

Previously, the guidelines on the project proposal were primarily provided in writing, making it difficult for partner countries to fully comprehend the KSP and appropriately fill out the application form. In fact, some of the project applications received in the past did not meet the criteria or were lacking in basic information, which led to delays in their pre-feasibility studies and required re-verification of content. The Webinar served as an opportunity to introduce the nature of the KSP project and instruct on the procedure for filling out the application form, thereby improving the quality of the project applications received after the Webinar.



Video on the Project Proposal Procedure



Video on Filling Out the Project Application Form

3. 2022 KSP Dissemination Conference

The 2022 KSP Dissemination Conference was held, under the theme of “Knowledge Sharing towards Resilient Sustainability”, to share the 2021/22 KSP achievements and to discuss new directions and roles for knowledge sharing to address the challenges the world is simultaneously facing. Thanks to the easing of pandemic restrictions, the Conference was held in both online and offline formats for the first time in three years. The Conference served as an opportunity to disseminate accomplishments and value of the KSP to more people, which has been supporting the development of partner countries amidst rapidly changing environment.

Overview	
Host	Ministry of Economy and Finance (MOEF)
Organizer	Korea Development Institute (KDI), Export-Import Bank of Korea (KEXIM), and Korea Trade-Investment Promotion Agency (KOTRA)
Date and Venue	September 8, 2022 (Thu) Seoul, Korea (Held both online and offline)
Program	Session 1 Opening Ceremony & Keynote Speech
	Session 2 Sharing KSP Key Performance
	Session 3 Expert Panel Discussion & Parallel Sessions (Future Resilience and Knowledge Sharing for Economic Cooperation)
Attendees	About 500 attendees including stakeholders from partner countries, diplomatic missions in Korea, international organizations, and the general public

Opening Ceremony and Keynote Speech

At the Conference, Ki-sun Bang, the 1st Vice Minister of the Ministry of Economy and Finance of Korea, and Youngsun Koh, the then acting President of KDI, emphasized the role of the KSP in laying the groundwork for a sustainable future. In a subsequent keynote speech, Daron Acemoglu, professor at MIT in the US, underscored the importance of inclusive systems as a foundation for economic prosperity, and highlighted the crucial role of knowledge sharing for the spread of economic growth in the midst of complex challenges.

Sharing of KSP Key Achievement

High-ranking officials from partner countries involved in the key 2021/22 KSP projects, such as “Initial Research towards Enhancing IFMIS (Next Generation SPAN) of Indonesia” and “Efficient Production Technology, Methods and Innovative Machinery for Recycled Products based on Expanded Polystyrene and Polypropylene in Ecuador,” shared the progress and achievements of the projects. The presentations were in connection with their national key strategies and policy implementation plans, providing insights for ongoing cooperation with Korea in the future.

Expert Panel Discussion

In the Panel Discussion, key figures from both Korea and abroad, including high-ranking officials from partner countries and staff from diplomatic missions in Korea, participated as presenters. They discussed ways to create a new form of knowledge-based cooperation opportunity amidst uncertainties. At the following Parallel Sessions, the KSP’s key achievements in the sector of green and smart infrastructure for future resilience, development cooperation in response to climate changes, the KSP’s main accomplishments for the expansion of economic cooperation, and the Private Sector Proposal Program were presented.



Video of KSP Dissemination Conference | Source: Yonhap News Economy TV (Aired on Oct. 15, 2022 (Sat), and on Oct. 16, 2022(Sun), both at 7pm)

KSP Regional Seminar in Asia

KSP Regional Seminar was held in Jakarta, Indonesia under the title of “Knowledge Sharing: Platform for Recovery and Sustainable Transformation.” Starting with Vietnam as its initial partner country, the KSP has been gradually fostering economic cooperation in the Asian region through knowledge sharing, collaborating with 17 Asian partners including Indonesia, Mongolia, Cambodia, Myanmar, Laos, and the Philippines. Recently, the need for resilience and a transition towards a sustainable system has significantly emerged amidst various circumstances from the Ukraine-Russia war to supply chain uncertainties caused by worsening economic blocs, climate change, and prolonged inflation. Acknowledging the need, the 2022 Regional Seminar in Asia shed light on the KSP projects in the region that laid the foundation for a digital transformation of the economy and provided in-depth discussions on cooperation between Korea and other Asian partners for a leap towards the digital economy.

Overview	
Host	Ministry of Economy and Finance (MOEF)
Organizer	Korea Development Institute (KDI) and National Development Planning Agency of Indonesia (BAPPENAS)
Date and Venue	November 15, 2022 (Tue) Jakarta, Indonesia
Program	Session 1 Knowledge Sharing: Platform for Recovery and Sustainable Transformation (Key KSP Project Introduction and comprehensive discussion)
	Session 2 Identification of Policy Projects Towards Digital Economy in Asia (Key KSP Project Introduction, Presentations on Cooperation Measures, and comprehensive discussion)
Attendees	Around 120 personnel from governments of the partner countries*, regional organizations**, and overseas diplomatic missions of Korea * Indonesia, Malaysia, Philippines, and Vietnam ** ASEAN and MRC



Video of KSP Regional Seminar in Asia

KSP Policy Guidance Seminar

The Ministry of Economy and Finance, in collaboration with the Korea Development Institute (KDI), hosted the KSP Policy Guidance Seminar, to promote the collection of recent development experiences focusing on Korea’s competitive areas. The seminar was designed to boost partner countries’ interests in Korea’s recent experiences by showcasing best practices of the KSP and discussing future directions for knowledge sharing. The event was attended by key officials, including ambassadors and diplomatic staff from priority partner countries in Korea.

Overview	
Host	Ministry of Economy and Finance (MOEF)
Organizer	Korea Development Institute (KDI)
Date and Venue	November 15, 2022 (Tue) Seoul, Korea
Program	Presentations on Major Policy Guidance Cases and Comprehensive Discussion
Attendees	Around 60 personnel, including 13 foreign ambassadors* to Korea and relevant stakeholders in Korea * (Asia) Vietnam and Indonesia, (Middle East) Kuwait, Oman, and Egypt, (LAC) Dominican Republic, Peru, and Uruguay, (Europe) Czech Republic and Austria, (SSA) Nigeria, Sudan, and Tanzania

The seminar featured best practice cases of digital trade negotiations and future challenges in the science & technology, and ICT areas, legislative design of a carbon neutrality framework in the environmental sector, and the establishment of a next-generation budget accounting system in public administration. Members of related government agencies, relevant institutions, and diplomatic missions of partner countries in Korea attended the event to discuss the future direction of knowledge sharing, leading to higher interest in Korea’s recent development experiences. Also, experts in the relevant agencies from the KDI and Korea International Trade Association (KITA) to Korea Environment Institute (KEI) and the Embassy of the Dominican Republic in Korea participated in panel discussions to explore practical applications of the Guidance.



Videos of Key Presentations at KSP Policy Guidance Seminar



Digital Trade Negotiations and Challenges to Korea
(Min Jung Kim, Seoul National University)



Legislative Design of Framework Act on Carbon Neutrality
(Eun Hye Jang, Korea Legislative Research Institute)



Korea's Digital Transformations in Public Finance
(Sang Wook Nam, Korea Fiscal Information Service)

KSP OUTCOME MANAGEMENT

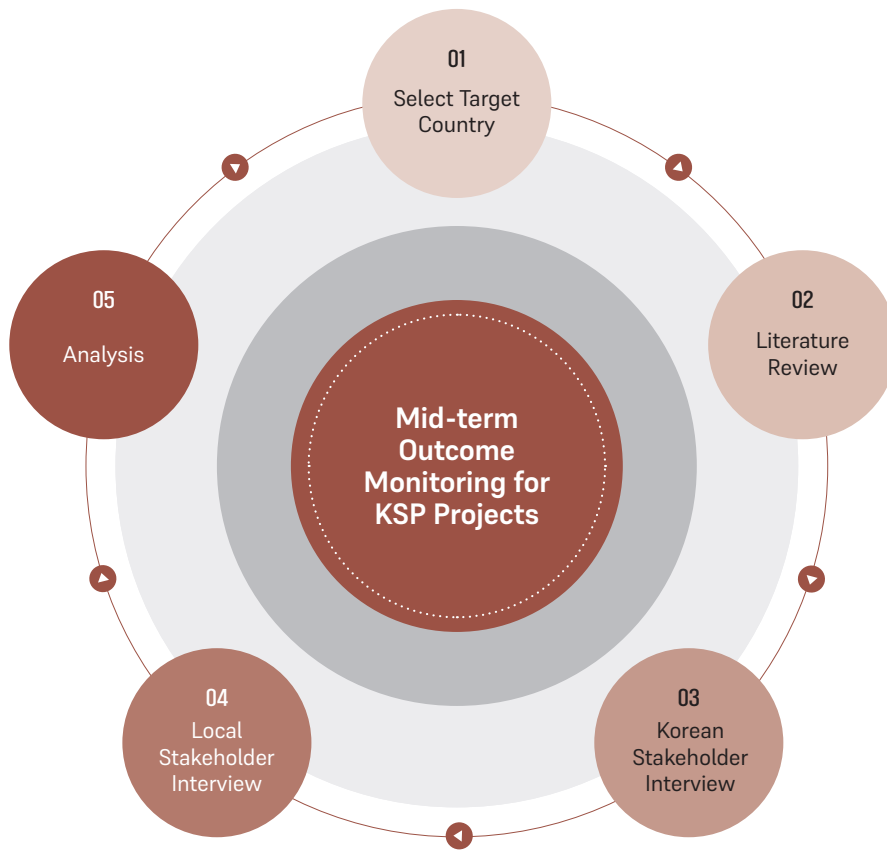
Outcome Monitoring
Mid-term Outcome Tracking Result

05



Outcome Monitoring

The performance of KSP projects can be measured by several categories, including the reflection of partner countries' laws and regulations, coordination with domestic and global ODA and follow-up cooperation projects, and private sector engagement (e.g., investment attraction and market expansion). By nature, the results of policy guidance provided through KSP projects often take a longer time to materialize. In this regard, the KSP tracks both short-term and mid-term outcomes of the projects annually, in order to promote the expression of the project performance and intensify its effectiveness by identifying and linking follow-up projects. Short-term outcome is tracked for projects completed within two years. For projects with a two-year mark passed, mid-term outcome is monitored for those from a partner country with higher priority and have their tentative outcomes confirmed.



The “knowledge” mediated by the KSP is an intangible asset and evaluating such knowledge sharing projects requires a unique and specific approach, considering various domestic elements and contexts that affect the realization of outcomes, particularly to be reflected in a partner country’s laws and regulations. The KSP’s outcome monitoring involves literature reviews and in-depth interviews with stakeholders. By doing so, the path and context in which project resources, activities, and results (policy recommendations) have led to the manifestation of outcomes are examined to analyze how each performance is expressed and collect validating evidence. An alternative evaluation framework called the Theory of Change is sometimes employed to track medium-term outcome. These various types of outcome monitoring on KSP projects help prove the effectiveness of policy suggestions and derive strategies for achieving mid- to long-term outcomes that can be used for project planning and management.

Mid-term Outcome Monitoring Result

In 2022, Ghana, Mongolia, and Serbia were selected as target countries, and the mid-term outcomes of 14 projects since 2013 were tracked. The results confirmed that the outcomes of KSP projects were directly or indirectly reflected in the policies of the partner countries (74%), strengthened the global market expansion capabilities of Korean companies (15%), and led to follow-up collaborations with Korean institutions such as MOUs or KOICA projects (11%), amounting to 27 diverse achievements.

Mongolia					
Year	Topic	Issue	Mid-term Outcome	Outcome Type	(Expected) Long-term Outcome
2017/18	Deposit Settlement	Increased operational risk with MT (Message Type) and E-clearing systems	Reduced operational risk due to full implementation of DvP T+2 and re-inclusion of FTSE (Financial Times Stock Exchange) monitoring countries	Reflected in partner country's policy	Financial market stability to attract more foreign investors
		Absence of CCP (Central Counterparty Clearing house) system (higher risk of non-performance of transactions with t+2 applied)	Lower operational risk due to MSCC (Mongolian Securities Clearing Center) CCP system implementation	Reflected in partner country's policy	
		Deposit and settlement service quality decreased due to non-imposition of MCSD (Mongolian Central Securities Depository) fees	Expanded business scope and improved deposit and settlement service quality backed by imposition of fees following OTC (Over-the-counter) market opening	Reflected in partner country's policy	
2019/20	Securities Trading	Insufficient investor protection and lower trading efficiency in securities transactions	Five commercial banks scheduled for listing to issue MDRs	Reflected in partner country's policy	
		Tax inequality for foreign investors	National Assembly to approve revision of Financial Investment Services and Capital Markets Act, including investor protection provisions (H2 2023)	Reflected in partner country's policy	
2018/19	Development Policy	Insufficient capacity for evidence-based policymaking and assessment	Mandatory evidence-based decision-making and policies to utilize scientific methodologies	Reflected in partner country's policy	Enhanced administrative efficiency and policy credibility
			Promotion of establishing MonDI (tentative title, to be applied to 2023/24 project)	Reflected in partner country's policy	
2018/19	New Urban Development	Master plan with too many features	Development of anchor function-oriented master plan and promotion of new Zuumod development projects	Reflected in partner country's policy	Resolving urban overcrowding and promoting industrial and trade development
		Unclear system to promote new Zuumod urban development project including free economic zones	Promoting the project under cooperative governance for development and management of economic free zones	Reflected in partner country's policy	
		Lack of large-scale urban development experience and relevant systems of Ministry of Construction and Urban Development	Korean business to win contracts through K-City Network of Ministry of Land, Infrastructure and Transport	Other (Enhancing global expansion capabilities of Korean businesses)	Strengthened Korea-Mongolia economic cooperation
	MOU and joint action plan between IFEZ (Incheon Free Economic Zone) and CDC (Construction Development Center) and linking with K-City projects	Follow-up cooperation in Korea			
2019/20	Macroeconomic stability	Difficulty in evaluating and forecasting macroeconomic indicators and key resources due to BOP (Balance of Payments) rule	Reduced debt ratio and improved BOP by using linking debt ratio with BOP rule	Reflected in partner country's policy	Fiscal Stability
		Mongolian government lacking capacity in macroeconomic stabilization	2020 macroeconomic diagnosis analysis reported to Minister of Finance and Parliament and shared with key ministries to boost understanding of macroeconomic stabilization among stakeholders	Reflected in partner country's policy	Increased macroeconomic crisis response capabilities

Serbia					
Year	Topic	Issue	Mid-term Outcome	Outcome Type	(Expected) Long-term Outcome
2018/19	Cloud-based Data System	Infrastructure required for data center operation and management	Enactment of legislation on maintenance and improvement of national centers for data management and storage	Reflected in partner country's policy	Reliable operation of second data center
		-	Bespin Global signing an MOU with a local Serbian company	Other (Enhancing global expansion capabilities of Korean businesses)	Successful expansion of Korean businesses by tapping into Serbia's local network
		-	Participating researchers (Good Consulting Group) engaging in local business activities based on their experience	Other (Enhancing global expansion capabilities of Korean businesses)	
2019/20	E-government	Lack of infrastructure for establishing an integrated e-government system	Establishing legal and institutional foundations, such as laws on administrative work of national government agencies and public officials	Reflected in partner country's policy	Public services using integrated systems
		Lack of programs to boost Serbia's IT capabilities	Joint cooperation project of Korea-Serbia digital government cooperation center by Korea's National Information Society Agency (NIA)	Follow-up cooperation in Korea	Implementation, operation, and utilization of Serbia's own e-government system

Ghana					
Year	Topic	Issue	Mid-term Outcome	Outcome Type	(Expected) Long-term Outcome
2013	Strategic Planning	Tourist destination attractiveness declined due to development in other regions (commercialization of untapped tourism resources and new innovative strategies needed)	Development of experiential tourism offerings	Reflected in partner country's policy	Increased tourists and spread of culture
			Construction of a hotel at University of Cape Coast	Reflected in partner country's policy	Nurturing and Training tourism professionals
2017/18 · 2019/20	Tax/Admin. and Tax Reform	Financial difficulties due to inaccurate tax projections (higher accuracy of tax information system and measures to increase tax revenue required)	Reducing taxpayers applicable for fixed tax	Reflected in partner country's policy	Reduced tax burden
			Enactment of special tax legislation	Reflected in partner country's policy	
			Mid-term tax policy strategy for 2021-2025	Reflected in partner country's policy	Modernized tax administration
			Integrated tax administration portal	Reflected in partner country's policy	Fiscal soundness secured and higher tax revenue
			Less cash transactions	Reflected in partner country's policy	
Coordinating with KOICA for follow-up activities	Follow-up cooperation in Korea	Integrated and advanced tax administration system			
-	-	-	KPMG Economic Research Institute* selected for GGGI-EBRD Kazakhstan project	Other (Enhancing global expansion capabilities of Korean businesses)	Foundation for Korean companies to expand internationally

* 2011-2013 KSP implementing agency to secure project based on KSP performance

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APPENDIX LIST OF 2021/22 KSP PROJECTS



List of 2021/22 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)



No	Type	Partner Country	Project Title	Partner Institution
1	Bilateral	Association of Southeast Asian Nations (ASEAN)	IP Valuation - Best Practices for ASEAN Member States	ASEAN Secretariat
2	Bilateral	Cambodia	Establishment of National Databases for Annual Average Daily Traffic Volume in Cambodia	Ministry of Public Works and Transport (MPWT)
3	Bilateral	Cambodia	Property Market Risk Monitoring Framework in Cambodia	Ministry of Economy and Finance (MEF)
4	Bilateral	Indonesia	Improvement of Supervisory Method on Utilizing Information and Technology: e-Audit Case in Indonesia	Financial and Development Supervisory Agency (BPKP)
5	Bilateral	Indonesia	Initial Research Towards Enhancing IFMIS (Next Generation SPAN) of Indonesia	Ministry of Finance (MoF)
6	Bilateral	Lao PDR	Investing in New/Existing Exporters through Startups Promotion in Lao PDR	Ministry of Industry and Commerce (MOIC)
7	Bilateral	Lao PDR	Knowledge Exchange on Policy Making for e-Government Development in Lao PDR	Digital Government Center, Ministry of Technology and Communications (MTC)
8	Bilateral	Malaysia	Building a Digital Government and Data-driven Public Sector Innovation in the Post-COVID 19 Era for Malaysia	MyDIGITAL, Ministry of Economy
9	Bilateral	Mongolia	Policy Measures to Invigorate the Mongolian Economy via the Advancement of Government Bond Market	Ministry of Finance (MOF)
10	Bilateral	Mongolia	Improvement of Policy on Cash-based Subsidy Systems of Food, Agriculture and Light Industry Sector of Mongolia	Ministry of Food, Agriculture and Light Industry (MOFALI)
11	Bilateral	Mongolia	Feasibility Study of Altanbulag Transport Logistics Center in Mongolia	Ministry of Road and Transport Development (MRT)
12	Bilateral	Philippines	Building up the National Human Resource Development Strategy in the Philippines: HRD Strategy for IP Service Professionals	Intellectual Property Office of the Philippines (IPOP/PHL)
13	Bilateral	Vietnam	Investing into Logistics Statement in Can Tho City, Consulting Development Promotion Policies to Logistics in Can Tho City and Mekong Delta, Vietnam	Industry and Trade Department of Can Tho City
14	Bilateral	Vietnam	Enhancing Public Private Partnership (PPP) for Urban Metro Projects in Ha Noi, Vietnam	Hanoi Metropolitan Railway Management Board (MRB)
15	Joint	Mongolia	(ADB) Supporting Efficient and Sustainable Operations of Mongolia Free Zones	Ministry of Economy and Development (MED)



No	Type	Partner Country	Project Title	Partner Institution
1	Bilateral	United Arab Emirates	Enhancing the SME Financing in UAE	Ministry of Economy (MOE)
2	Joint	Egypt	(ITC) Policy Consultation for e-Procurement System Adaption and Implementation in Egypt	Ministry of Finance, General Authority for Government Service (GAGS)
3	Joint	Morocco	(EBRD) Strategy Establishment to Support Digitization of Moroccan SMEs	Digital Development Agency (ADD)

LAC

No	Type	Partner Country	Project Title	Partner Institution
1	Bilateral	Colombia	Policy Consultation for the Implementation of Colombia's OECD Post-access Commitments	Office of the Vice President
2	Bilateral	Colombia	Creating Public Policy regarding Industrial Symbiosis in Colombia	Ministry of Environment and Sustainable Development (MADS)
3	Bilateral	Dominican Republic	Suggestions for the Development of a National Medical Device Regulation in the Dominican Republic	Directorate General of Medicines, Food and Sanitary Products (DIGEMAPS), Ministry of Public Health and Social Assistance (SESPAS)
4	Bilateral	Ecuador	Establishment of Smart City Plan for the City of Guayaquil	Municipality of Guayaquil
5	Bilateral	Ecuador	Efficient Production Technology, Methods and Innovative Machinery for Recycled Products based on Expanded Polystyrene and Polypropylene	Ministry of Production, Foreign Trade, Investments and Fisheries (MPCIEP)
6	Bilateral	Mexico	Improvement of Public Transport Network and the Aggregation of the Integrated Transport System in Mexico City	Ministry of Mobility of Mexico City
7	Bilateral	Paraguay	Strengthening the Automobile Industrial Policy	Ministry of Industry and Commerce (MIC)
8	Bilateral	Peru	Traceability of Production Process and Verification of Origin in Peru	Ministry of Foreign Trade and Tourism
9	Joint	Costa Rica	(IDB) Conducting Feasibility Study and Designing the SMEs Platform based on Business Re-engineering Process and Information Strategic Planning	Ministry of Economy, Industry and Commerce (MEIC)
10	Joint	El Salvador	(IDB) Development of Measures to Effectively Deploy ICT Broadband System in Education and Public Healthcare Services in El Salvador	Presidency Secretariat of Innovation (SECINO)
11	Joint	Guatemala	(IDB) Strengthening Public Internet Access to Overcome Digital Divide in Guatemala	Telecommunication Development Fund (FONDETEL)
12	Joint	Paraguay	(CAF) Korean Knowledge Transfer for Strengthening Public Management of the Paraguayan Forest Productive Sector	National Forest Institute (INFONA)
13	Joint	Peru	(IDB) Establishment of Smart City Master Plan for the Lima Metropolitan City, Peru	Municipality of Lima

CIS & EUROPE

No	Type	Partner Country	Project Title	Partner Institution
1	Bilateral	Belarus	Strengthening Industry and Government Cooperation for the Digital Transformation in Belarusian Industrial Sector	Ministry of Economy
2	Bilateral	Belarus	Implementation of a Quality Management System in Customs Examination in accordance with ISO/IEC 17025-210	State Customs Committee (SCC)
3	Bilateral	Bulgaria	Strategic Transformation into Innovative and Digital Industrial Parks in Bulgaria	Ministry of Economy and Industry (MOEI)
4	Bilateral	Czech Republic	Smart Systems Resilience 4.0 for the Czech Republic	Ministry of Industry and Trade (MPO)
5	Bilateral	Hungary	SME-specific Tax Regimes in Hungary	Ministry of Finance (PM)
6	Bilateral	Serbia	Cloud-based Smart City in the Republic of Serbia	Ministry of Public Administration and Local Self-Government (MDULS)
7	Joint	Uzbekistan	(ADB) Supporting Non-revenue Water Reduction in Uzbekistan	Uzsvtaminot

SSA

No	Type	Partner Country	Project Title	Partner Institution
1	Bilateral	Mozambique	Improvement of Public Transportation into Intelligent Transport System in Maputo Metropolitan Area, Mozambique	Maputo Metropolitan Transport Agency (AMT)
2	Bilateral	Senegal	Feasibility Studies (F/S) for Establishing an Integrated System for Monitoring Maritime and River Navigation in Senegal	Ministry of Fisheries & Maritime Economy (MPEM), National Agency of Maritime Affairs (ANAM)
3	Bilateral	Senegal	National Strategy Establishment for the Development of the Maritime Transport Network in Senegal	Ministry of Fisheries & Maritime Economy (MPEM), National Agency of Maritime Affairs (ANAM)
4	Joint	Mozambique	(TDB) Strengthening Institutional Capacity for Debt Management in the Republic of Mozambique	Ministry of Economy and Finance (MEF)

