2025

KNOWLEDGE SHARING PROGRAM

Annual Report



재정경제부 Ministry of Finance and Economy

KDI 한국개발연구원 Korea Development Institute

한국수출입은행 THE EXPORT-IMPORT BANK OF KOREA

kotra 대한무역투자진흥공사

Knowledge Sharing Program(KSP)

The Knowledge Sharing Program (KSP) is a knowledge-sharing platform for development cooperation, aiming to share Korea's economic development experiences and expertise with partner countries.

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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1. Introduction to Knowledge Sharing Program (KSP)

- About KSP and Milestones
- Key Figures and Statistics of KSP Projects
- 2024/25 KSP Statistical Overview
- Partner Countries and International Organizations

About Knowledge Sharing Program (KSP)

Knowledge exchange is fundamental to development. Through shared experience and practical expertise, countries can accelerate progress toward sustainable growth—a principle that has guided the Knowledge Sharing Program since its inception.

Korea's path from a developing nation to an advanced economy over the past 60 years provides a concrete blueprint for countries pursuing similar structural transformations. The challenges Korea faced, including industrialization, infrastructure modernization, and economic diversification, mirror those confronting partner nations today. This direct experience, combined with Korea's track record in tackling these challenges, underpins KSP's relevance.

In 2004, Korea's Ministry of Strategy and Finance established KSP to share this experience with partner countries pursuing sustainable development. Today, KSP works with 102 partner countries and 12 international organizations across infrastructure, industry, social development, economic policy, and public administration. With more than 700 projects completed and over 1,800 policy consultations delivered, KSP has become one of the world's most active development knowledge platforms.

KSP Milestones

Since 2004, KSP has grown steadily in response to persistent demand from partner countries. This expansion reflects both the practical value of Korean development models and KSP's commitment to continuous improvement. The program has progressively refined its approach, moving from sector-specific technical advice toward integrated policy frameworks that address systemic development challenges.

2004
- The Knowledge Sharing Program (KSP) was launched



2006
- The 1st KSP Dissemination Conference was held
- Enterprise Credit Assessment (ECA) was established in Vietnam (2004 KSP)



2008
- The Navoi Free Industrial Economic Zone (FIEZ) was established in Uzbekistan (2007 KSP)
- KSP initiatives with LAC countries (Dominican Republic and El Salvador) were initiated in time for presidential visits to KDI



2009
- KSP was selected as a National Flagship Program
- Strategic Development Partner Projects were initiated (2009-2015)
- A Credit Guarantee System was introduced in Vietnam (2008 KSP)



2010
- The Modularization Projects of Korea's Development Experiences were launched (2010-2015, 148 theme-based projects)
- The KSP Local Consultant System was introduced



2011
- Joint consulting with international organizations was initiated
- KSP Development Measures were announced (11th Committee for International Development Cooperation)
- The Senior Advisor System was introduced
- Vietnam's 10-year (2011-2020) Socio-Economic Development Strategy was adopted (2009-2011 KSP)
- An IDB Project for Dominican Republic's Power Distribution Network Modernization was launched, resulting in a contract awarded to KEPCO

2012
- The 1st KSP Regional Seminar (Eastern Europe, Asia, and Latin America) was held
- The Young KSPians (KSP Internship Program) was introduced
- A KOICA project to establish a waterworks system in Bandung, Indonesia was initiated in connection with KSP (2012 KSP)
- The Korea-Saudi Arabia Nuclear Cooperation Agreement was signed and bilateral technical cooperation continued (2010 KSP)

2013
- The KSP 10th Anniversary Dissemination Seminar was held
- System Consulting was initiated (2013-2016, 25 projects)



2015
- The KSP 10-Year History was published
- The number of KSP partner countries was increased (from 2 in 2004 to 44 countries in 2015)
- The EDCF-IDB Broadband Project in Nicaragua was completed (2013 KSP, expert secondment and participation by Korean companies)
- A Export-Import Bank of the Dominican Republic (BANDEX) was established (2008-2014 KSP)

2016
- A Patent Information System was exported to the UAE (2014 KSP System Consulting)
- Lao PDR's Investment Promotion Law was revised and a Central Investment Promotion and Supervision Committee was established (2015/16 KSP)
- A Strategic Development Center was established for the development of Saudi Arabia's National Development Plan (2010-2013 KSP)
- A Korea-Kuwait MOU for Smart City cooperation was signed and the Abdullah Smart City construction project was initiated (2014 KSP

2017
- KSP 2.0 was announced (191st Ministerial Meeting on International Economic Affairs, support for economic cooperation with emerging countries)
- A KOICA project to support the establishment of the Vietnam-Korea Institute of Science and Technology (VKIST) was implemented in connection with KSP (2012 KSP)
- Kazakhstan's Housing Guarantee Implementation Decree was revised and the Guarantee System utilization was expanded (2016/17 KSP)

2018
- Kenya's Project for Improving Intelligent Traffic System was initiated (2017/18 KSP)
- ICT Hubs for secondary education were established in Sri Lanka in connection with EDCF (2016/17 KSP)



2019
- The 1st Center for Advanced Industrial Training (CAI) in Mexico was established (2016) and expanded to 5 CCAIs (2012-2015/16 KSP)
- A National Testing Laboratory Policy in Colombia was adopted (2017/18 KSP)
- The National Institute for Research in Labor and Social Protection (INCSMPS) was established in Romania (2015-2019/20 KSP)
- A KOICA e-Procurement Project was initiated in Tunisia in connection with the Korean Ministry of the Interior and Safety e-Government Center project (2018/19 KSP)

2020
- The Economic Innovation Partnership Program was launched with Myanmar, Uzbekistan, and Indonesia
- Fast-track projects in response to COVID-19 were implemented (Ethiopia, Indonesia, Mozambique, and Paraguay) and policy consultation on emerging infectious diseases was conducted
- The first Public-Private Partnership Law in Vietnam was enacted (2018/19 KSP)
- The Modernization and Expansion Project of the Callao Shipyard in Peru was completed in partnership with the Korean Ministry of Oceans and Fisheries (2019/20 KSP)
- A Feasibility Study for Establishing Digital Media City in Konza, Kenya was completed in connection with EDCF and EIPP projects
- A Joint Cooperation Project for e-Government was launched with the Serbian Ministry and support for participation by Korean companies was provided (2019/20 KSP)

2021
- A Strategy for Upgrading KSP was released by MOEF to expand Korea's Soft Power (224th Ministerial Meeting on International Economic Affairs and 39th Committee for International Development Cooperation)
- A Presidential Decree for Health Care System Reform was enacted and an EDCF Project for establishing the National Medical Complex in Uzbekistan was launched (2018/19 KSP)
- Mongolia's Securities Market Settlement System was improved and the country was readmitted to the FTSE Watch List (2017/18 KSP, with long-term expert secondment from the Korea Securities Depository)

2022
- The KSP Private Sector Project Proposal was initiated
- The Integrated Taxpayer Portal in Hungary was introduced, benchmarking Korea's Home Tax system (2020/21 KSP)
- KSP consultation was incorporated into the 2022-2026 National Development Plan and National Industrial Revival Policy, and the Unified Public Consultation System (SUCOP) was improved in Colombia (2021/22)
- KSP consultation was reflected in 2022 Science, Technology, and Innovation Policy and a new Directorate of Technology was established in Ethiopia (2019/20 KSP)
- Paraguay's Automotive Parts Center and Electric Vehicle Pilot Distribution Project were established with the Korean Ministry of Trade, Industry and Energy (2021/22 KSP)

2023
- A Certification Program for KSP Outstanding Implementing Agencies was launched
- The Public Services Enhancement Law was enacted in Peru (2020/21 KSP)
- A Mid-term Strategy for Tax Policy in Ghana was established (2017-2019/20 KSP)
- A Law for Establishing a Hydrocarbon Research Institute was enacted in Albania (2020/21 KSP)
- Indonesia's Smart Factory Implementation Project was completed with the Korean Ministry of SMEs and Startups (2022/23 KSP)



2024
- A Strategic Plan for Implementing Knowledge Sharing Program was announced (243rd Ministerial Meeting on International Economic Affairs)
- The KSP 20th Anniversary Dissemination Conference was held
- KSP partnership with Leading Economies was expanded—Australia (2022/23 & 2024/25 KSP), UK, Spain
- KSP consultation was reflected in the framework for the 2024-2035 Real Estate Development Policy in Cambodia (2021/22 KSP)
- An Innovation Entrepreneurship Hub and Credit Guarantee Fund were established in Armenia (2022/23 KSP)

2025
- The 2025 KSP Conference was held in conjunction with the APEC Finance & Structural Reform Ministers' Meeting (October 21st, 2025/Incheon Inspire Resort)
- The 2025 LAC Regional Seminar was co-hosted with UN ECLAC (September 9, 2025/UN ECLAC Headquarters, Chile)
- KSP partnership with Leading Economies was expanded—Sweden, Italy, the United Kingdom, Spain, Australia
- The 2024/25 Honduras KSP project titled "One-stop Digital Registration Window for the Attention of Citizens and Vulnerable Groups" was linked to NIA's Digital Government Overseas Expansion Support Consulting Program



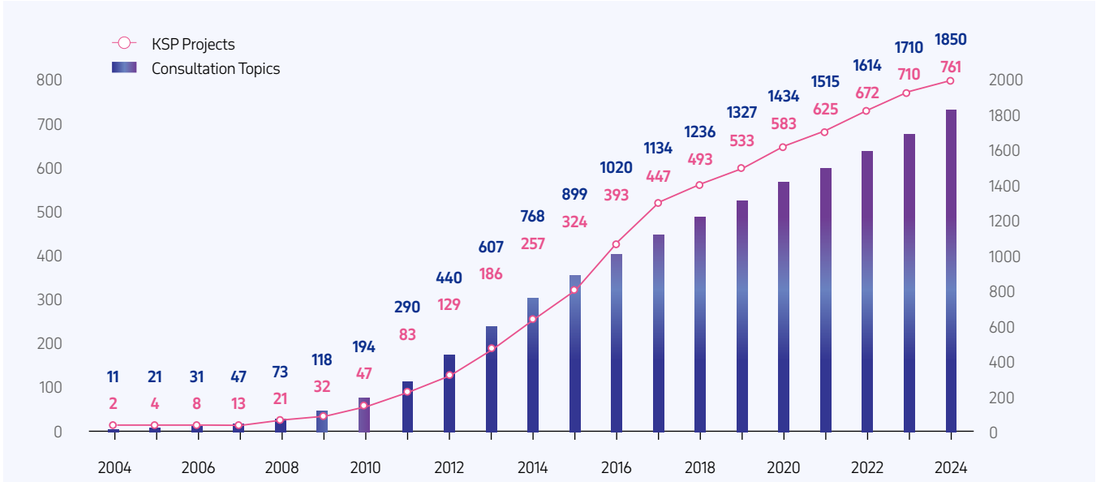
Key Figures and Statistics of KSP Projects

KSP Project Overview

Launched in 2004, the KSP has evolved into a demand-driven platform for knowledge sharing, implementing over 700 projects and delivering more than 1,800 policy consultations by 2024/25.

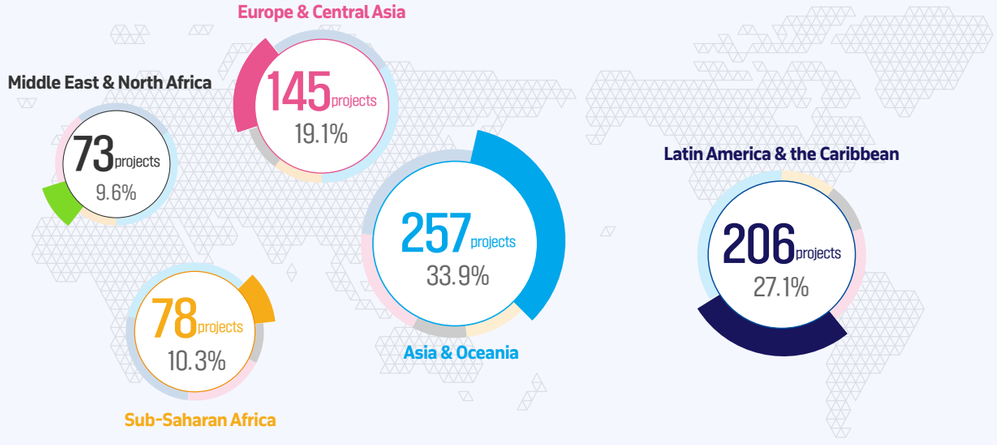
KSP Projects and Consultation Topics
(2004–2024/25, cumulative)

(Unit: Cases)



Number of KSP Projects by Region

※ Excluding 2 multi-regional projects

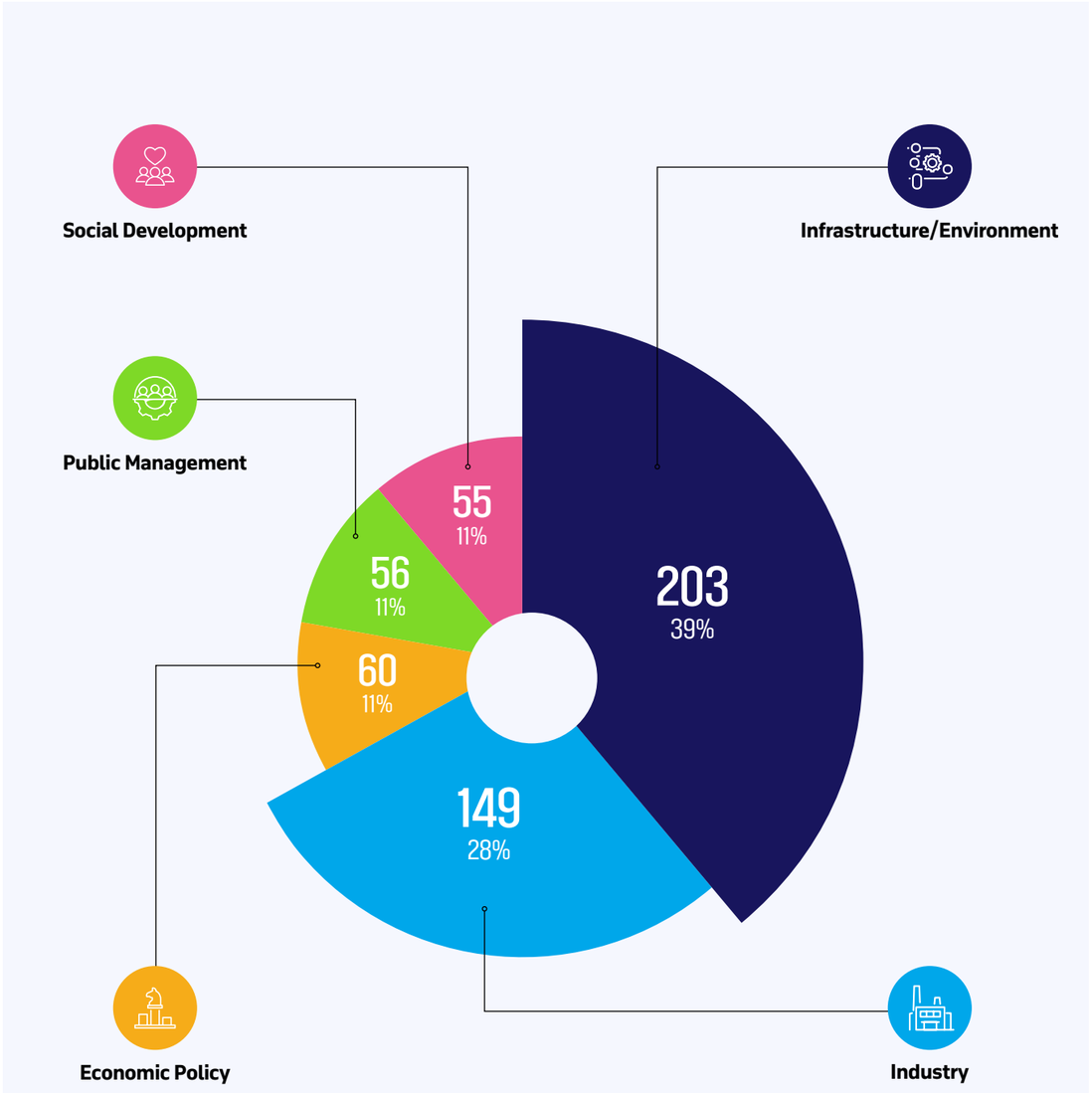


KSP Consultation Topics

Initially focused on economic policy and industrial sectors, KSP has recently shifted its core areas of cooperation to infrastructure and the environment, followed by industry.

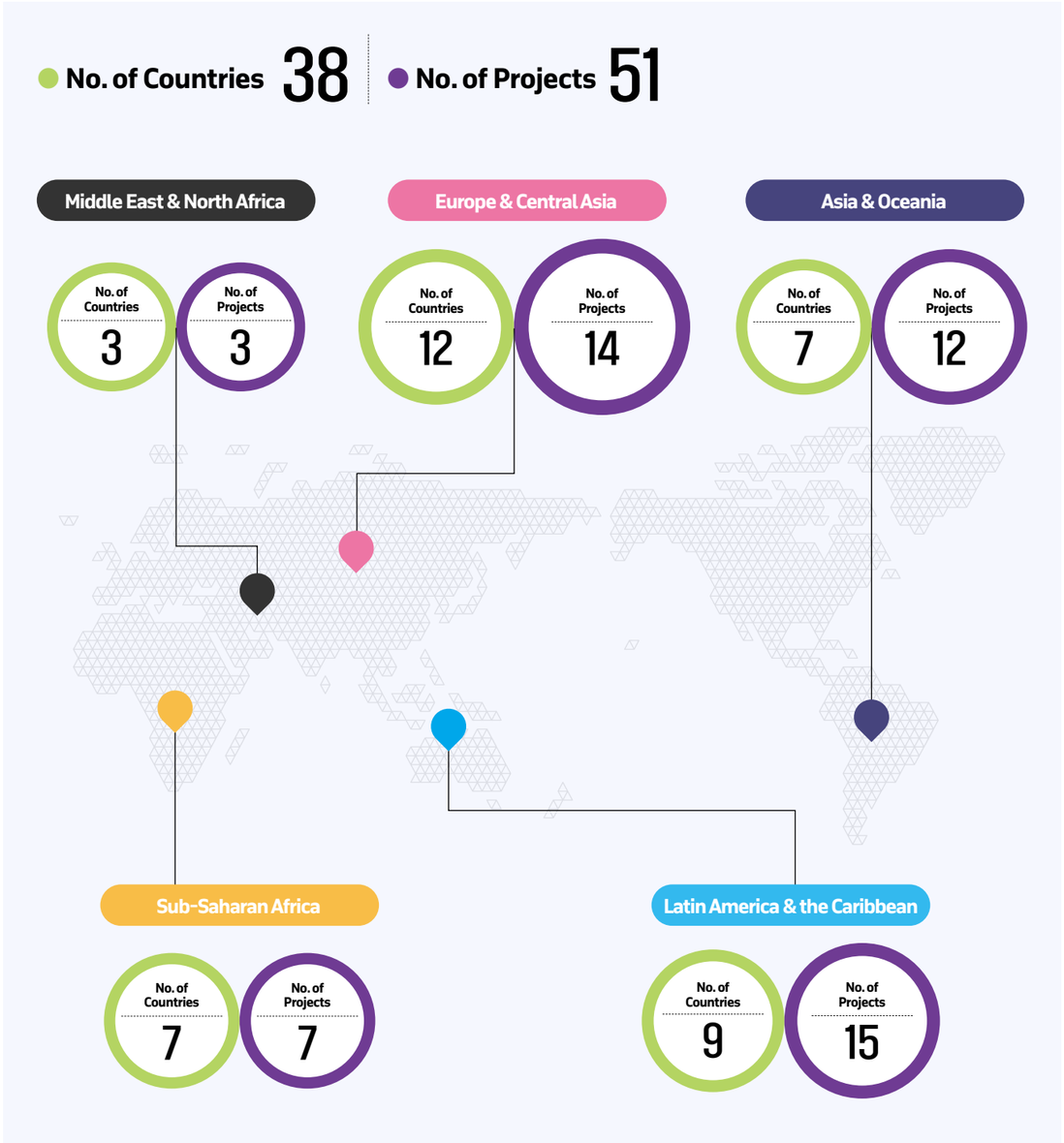
Trends in the Number of KSP Consultation Topics by Sector
(2004–2024/25)

(Unit: Cases)



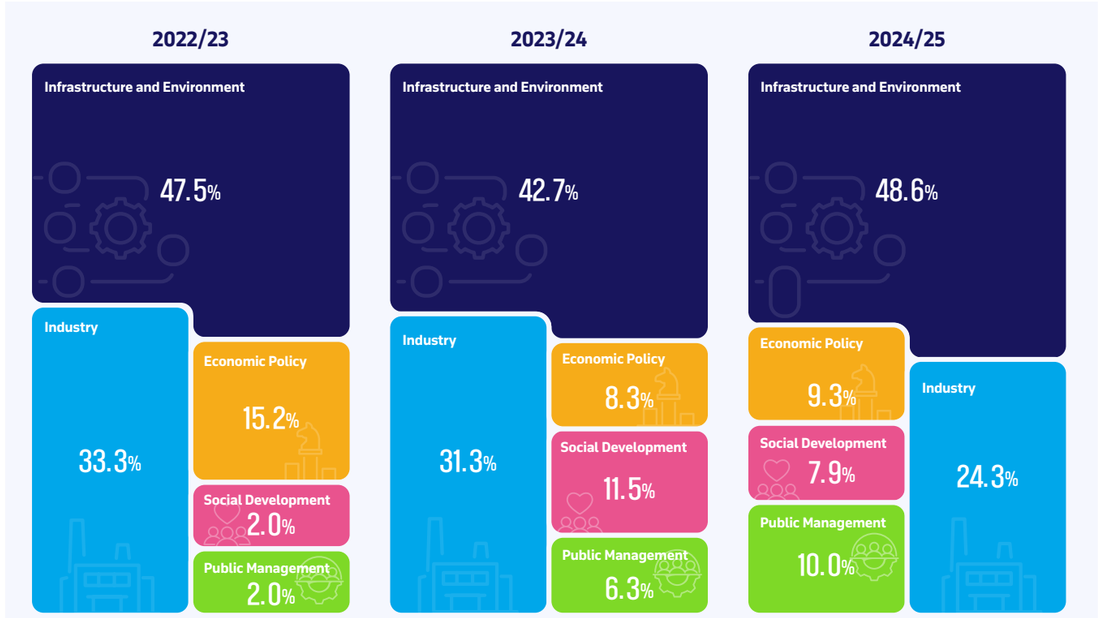
2024/25 KSP Statistical Overview

Partner Countries and Projects by Region

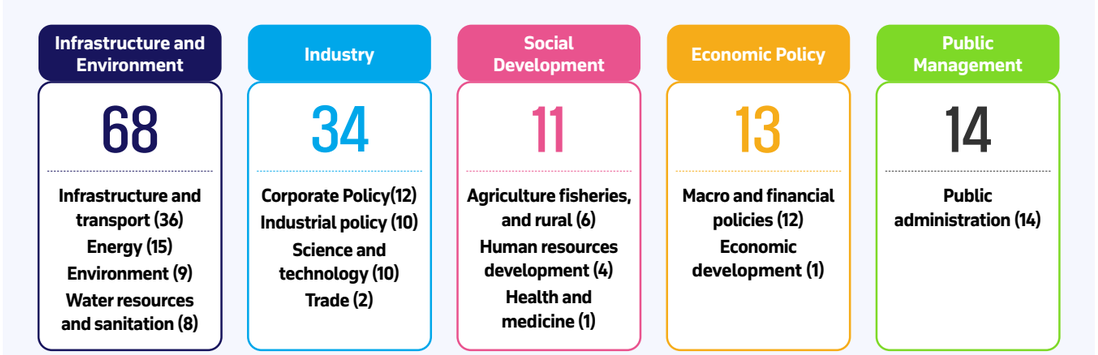


Current Status of Consultation Topics by Sector

(2022/23–2024/25)



Projects by Sector



Partner Countries and International Organizations

Launched in 2004, KSP has become a platform for knowledge sharing and a catalyst for sustainable growth. It has established partnerships with 102 partner countries and 12 international organizations.

Number of Partner Countries and International Organizations
(2004-2024/25, cumulative)



Partner International Organizations

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

Europe & Central Asia — 26

- Russia
- Romania
- Lithuania
- Moldova
- Belarus
- Bosnia and Herzegovina
- Bulgaria
- Visegrad Group (V4)
- Serbia
- Slovakia
- **Spain(new)**
- Armenia
- Azerbaijan
- Albania
- **United Kingdom(new)**
- Uzbekistan
- Ukraine
- Georgia
- Czech Republic
- Kazakhstan
- Croatia
- Kyrgyz Republic
- Tajikistan
- Türkiye
- Hungary
- Poland

Middle East & North Africa — 13

- Libya
- Morocco
- Saudi Arabia
- UAE
- Algeria
- Oman
- Jordan
- Iraq
- Iran
- Egypt
- Qatar
- Kuwait
- Tunisia

Asia & Oceania — 21

- Nepal
- Timor-Leste
- Lao PDR
- Malaysia
- MRC
- Mongolia
- Myanmar
- Bangladesh
- Vietnam
- Bhutan
- Sri Lanka
- ASEAN
- India
- Indonesia
- China
- Cambodia
- Thailand
- PIF
- Pakistan
- Philippines
- Australia

Sub-Saharan Africa — 20

- Ghana
- Gabon
- **Guinea(new)**
- Nigeria
- South Sudan
- Republic of South Africa
- Rwanda
- **Madagascar(new)**
- Mozambique
- Senegal
- PASET
- Angola
- Ethiopia
- Uganda
- Equatorial Guinea
- Kenya
- **Republic of Côte d'Ivoire(new)**
- Congo
- Tanzania
- Togo

Latin America & the Caribbean — 22

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

2. 2024/25 KSP Activities

- The Evolution of KSP:
  From Knowledge Sharing to Knowledge Co-Creation
- 2024/25 KSP Projects: Overview and Key Achievements

The Evolution of KSP: From Knowledge Sharing to Knowledge Co-Creation



Since its launch in 2004, the Knowledge Sharing Program (KSP) has provided policy consultation and shared Korea's development experience with partner countries. Over the past two decades, KSP has continuously evolved, expanding both its modes of cooperation and its role. In particular, in response to recent global changes, it is evolving beyond knowledge sharing toward the **co-creation of knowledge and the joint development of policy solutions.**

In 2025, KSP is advancing beyond its traditional model centered on sharing development experiences, transforming into a **knowledge cooperation platform focused on innovation and emerging technologies.** Amid complex global shifts, such as the reconfiguration of the global economic order, the acceleration of digital transformation, and transitions in climate and energy, merely sharing past policy experiences is no longer sufficient to meet partner countries' needs. Accordingly, KSP is expanding its role from transferring accumulated knowledge to co-developing policy solutions and generating new knowledge that aligns with rapidly changing environments.

In an era of accelerating digital transformation, the ability to rapidly share information and derive new solutions through collaboration and mutual learning among diverse stakeholders has become more critical than mere knowledge accumulation. Fields such as digital technologies and artificial intelligence (AI) are particularly difficult to address with conventional, standardized policy approaches alone, requiring flexible cooperation and joint problem-solving. Moreover, the norms and value systems that emerge in these processes must also be considered, as they will play a crucial role in shaping the direction and quality of future global cooperation.

In this context, KSP is transitioning toward a collaborative model that not only builds on Korea's development experience but also generates new policy knowledge through joint research that reflects the specific contexts and demands of partner countries. This shift signifies an **expansion from policy consultations to more practical forms of cooperation,** including institutional design, implementation strategies, and the identification of follow-up projects. Ultimately, KSP is establishing itself as a model that **simultaneously pursues both the creation and dissemination of knowledge.**

At the same time, cooperation with advanced economies is also expanding. Partnerships with countries that possess advanced technological capabilities and highly developed industrial structures are evolving beyond traditional donor-recipient relationships into models of mutual learning and joint innovation. This trend provides a strong foundation for **KSP to function as a global knowledge cooperation platform.** For example, Korea is collaborating with Australia to develop the hydrogen industry and explore policy and ecosystem-building strategies for the energy transition. With the United Kingdom, cooperation is being pursued in areas such as AI, semiconductors, and quantum technologies, with a particular focus on standardization. In addition, the 2025/26 KSP includes strategic collaborations with Sweden in power semiconductors and with Italy in smart city development, further expanding partnerships in emerging technology sectors.

KSP also continues to advance its support for developing countries further. The experience accumulated through parallel cooperation with advanced economies and ODA projects serves as a foundation for connecting countries at different stages of development and expanding the flow of knowledge. KSP disseminates innovative policy experiences gained through cooperation with advanced countries to developing countries, while also reflecting the policy needs and field experiences of developing countries back into its collaborations with advanced economies. Through this interconnected structure of learning and diffusion, KSP is strengthening its role as **a key platform that facilitates collaboration among diverse stakeholders and drives the creation and spread of new policy solutions.**

Ultimately, 2025 represents a pivotal moment for KSP, marking its transition from a model centered on knowledge "sharing" to one focused on **knowledge "co-creation and dissemination."** Through this transformation, KSP is positioning itself as a leading platform in the global knowledge cooperation ecosystem, generating more practical and sustainable outcomes in an increasingly complex international environment.

2024/25 KSP Projects: Overview and Key Achievements

Asia & Oceania

Europe & Central Asia

Latin America & the Caribbean

Middle East & North Africa

Sub-Saharan Africa

Innovating the Financial System in Lao PDR: Current Status and Policy Directions

#Financial Sector Development #Financial Stability & Regulation
#Financial Inclusion #Digital Payment Systems



Partner Institution	Bank of the Lao PDR
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Institute of Finance (KIF)
Subtopics	1 Review and Improvement of the Regulatory and Supervisory Framework for Non-Banking Financial Institutions 2 Regulatory System and Development Strategies for Bond Markets 3 Directions for Improving Payment Systems and Regulations

Background and Objectives

◦ Facing severe macroeconomic challenges, including high exchange rates, inflation, and external debt, Lao PDR urgently requires comprehensive financial system innovation to secure a stable foundation for economic growth. This project aims to support the Lao PDR in modernizing its financial policies and legal frameworks by sharing Korea's extensive development experience in reforming non-banking regulations, advancing secondary bond markets, and building an inclusive digital payment infrastructure.

Main Contents

This consultation systematically analyzes vulnerabilities in the Lao PDR's non-banking financial institutions, bond markets, and payment systems. It proposes a structured roadmap for regulatory improvements and infrastructure development, drawing on successful Korean benchmark models.

Current Status Analysis

◦ The Deposit-Taking Microfinance Institutions (DTMFIs) suffer from low profitability and inadequate risk-management mechanisms, while facing intense competition. The secondary bond market remains highly inactive due to macroeconomic vulnerabilities and a severe lack of trading incentives linked to lenient reserve requirement ratios. Furthermore, the payment market faces low financial inclusion, insufficient digital infrastructure, and regulatory gaps in cybersecurity and fintech innovation.

Korean and Global Cases

◦ Following its financial crisis, Korea successfully stabilized its savings banks by strengthening risk management and institutionalizing robust deposit insurance systems. Additionally, Korea achieved rapid growth in its secondary bond market by introducing the Primary Dealer system, and alongside major Southeast Asian nations, successfully proliferated digital payments through public-private partnerships, interoperable national switching systems, and regulatory sandboxes.

Policy Recommendations

◦ For DTMFIs, the project strongly recommends mandating participation in the Lao Credit Information Company and enhancing transparency in corporate governance through stricter major shareholder eligibility reviews. To revitalize the secondary bond market, it recommends adjusting reserve requirements, introducing an incentivized Primary Dealer system, and activating the repurchase agreement market to enhance the collateral utility of government bonds. For payment systems, the project proposes establishing comprehensive cybersecurity regulations, launching a fintech regulatory sandbox, and mandating integration with the national payment switch to build a resilient and inclusive digital ecosystem.

Outcomes and Implications

◦ The project successfully delivered highly actionable short- and mid- to long-term policy roadmaps tailored to the foundational development of Lao PDR's financial ecosystem. The BOL has committed to incorporating these strategic recommendations into its upcoming "10-Year Capital Market Strategy" and the "Payment System Development Action Plan for 2026-2030." Through immersive capacity-building workshops in Korea, Lao officials gained practical insights from key institutions, substantially strengthening their readiness for regulatory execution. The consultation also provided critical groundwork for elevating DTMFI regulations from presidential decrees to formal legislation. Ultimately, this collaboration builds a resilient platform for ongoing bilateral financial partnerships and potential market entry for Korean fintech enterprises.

Feasibility Study for the Development of a Wastewater Treatment System in the Vientiane Capital Area of Lao PDR

#Water Resources Protection #Infrastructure Development
#Climate Change Adaptation #Environmental Governance



Partner Institution	Ministry of Public Works and Transport (MPWT), Lao PDR
Coordinating Agency	Korea Trade-Investment Promotion Agency (KOTRA)
Implementing Agency	Hannam University Research and Business Foundation, QIV Co., Ltd.
Subtopics	1 Analysis of General Conditions and Feasibility of Follow-up Projects 2 Status and Demand Analysis of Wastewater Treatment Infrastructure 3 Derivation of Improvement Measures and Priorities for Water and Sewage Systems 4 Discovery of Linked Projects and Research Management

Background and Objectives

◦ As Vientiane faces severe urban flooding and water pollution due to rapid urbanization and inadequate sanitation infrastructure, the government urgently requires an integrated water management strategy. This project aims to formulate a master plan for centralized wastewater and drainage systems by benchmarking Korea's experiences, supporting Laos's goal of a 50% wastewater treatment rate by 2035.

Main Contents

This consultation evaluates Vientiane's fragmented water infrastructure and proposes an actionable roadmap that integrates centralized treatment facilities, stormwater detention basins, and robust legal and financial governance models.

Current Status Analysis

◦ Vientiane relies heavily on inadequate decentralized systems and open drains, leading to severe seasonal flooding and the direct discharge of untreated sewage. Furthermore, fragmented institutional jurisdictions and chronic funding deficits severely hinder the systematic expansion of large-scale sanitation infrastructure.

Korean and Global Cases

◦ Korea successfully achieved financial independence in wastewater management by institutionalizing a strict "polluter pays" principle and implementing gradual, realistic tariff reforms under the robust Sewerage Act. Moreover, Korea dramatically enhanced public acceptance of sanitation infrastructure by transforming subterranean treatment plants into community-friendly amenities, as exemplified by Anyang Saemul Park.

Policy Recommendations

◦ The project strongly recommends enacting a comprehensive Sewerage Act to consolidate regulations and establishing an inter-ministerial task force. It advises constructing a centralized wastewater treatment plant with a 100,000 cubic meters per day capacity alongside a pilot 83,000 cubic meters stormwater detention basin. Executing a blended financing strategy that combines ODA, private investment, and climate finance is crucial to overcoming fiscal limitations. Furthermore, implementing a phased tariff increase roadmap will ensure long-term operational sustainability. Finally, designating the national water utility as a training institution will cultivate specialized local professionals.

Outcomes and Implications

◦ The project delivered a highly actionable implementation roadmap and rigorous cost estimations, providing the Lao government with robust blueprints for urban sanitation reform. Through the policy practitioners' workshop and visits to Korea's advanced underground drainage tunnels, policymakers gained critical operational insights and established strong bilateral business networks. Ultimately, this strategic master plan establishes a resilient foundation for mobilizing large-scale infrastructure investments from international development banks.

Improvement of Aviation Operations System of Luang Prabang International Airport (Phase II)

#Air Transport #Human Resources Development
#Capacity Building #Safety Regulation



Partner Institution	Ministry of Public Works and Transport - Department of Civil Aviation, Lao PDR
Coordinating Agency	Korea Trade-Investment Promotion Agency (KOTRA)
Implementing Agency	Korea Aerospace University University-Industry Cooperation Foundation
Subtopics	1 Analysis of the Current Status of Laos' Aviation Operations System 2 Growth Roadmap for the Aviation Operations Inspector System 3 Policy Recommendations 4 MOU-Based Collaborative Initiatives 5 Aviation Safety Inspector Training Curriculum

Background and Objectives

◦ As the Lao PDR actively expands Luang Prabang International Airport to boost tourism, it faces critical challenges in meeting international aviation safety standards due to an inadequate inspector training system identified in previous ICAO audits. Therefore, this project aims to benchmark Korea's advanced oversight experiences to develop specialized training curricula and establish a self-sustaining foundation for cultivating aviation safety inspectors.

Main Contents

This consultation comprehensively assesses Laos's aviation oversight capabilities and proposes a phased growth roadmap, multi-role operational models, and standardized training curricula to meet global safety requirements.

Current Status Analysis

◦ The Department of Civil Aviation of Laos currently faces a critical shortage of qualified safety inspectors and fundamentally lacks a standardized training framework. Consequently, previous ICAO Universal Safety Oversight Audit Programme (USOAP) evaluations highlighted severe deficiencies in workforce qualifications, technical guidance, and continuous safety management, deeply hindering effective national oversight.

Korean and Global Cases

◦ Korea effectively prepares for ICAO USOAP audits by rigorously institutionalizing continuous safety monitoring systems and data-driven performance evaluations. Global aviation frameworks strongly emphasize integrating comprehensive State Safety Programs with rigorous inspector qualification standards to guarantee operational reliability.

Policy Recommendations

◦ The project recommends adopting a multi-role inspector model in the short term to mitigate severe staffing shortages and conduct essential oversight immediately. It advises executing a three-phased growth roadmap, progressing from establishing a foundational framework to full institutional maturity as passenger traffic expands. Calculating optimal inspector staffing levels through an objective, evidence-based resource assessment model is highly crucial. Finally, securing international training partnerships while concurrently launching a domestic Train-the-Trainer program will successfully cultivate a self-reliant aviation education ecosystem.

Outcomes and Implications

◦ The project successfully delivered comprehensive, standardized training curricula and manuals covering aviation security, aerodrome safety, flight operations, and air navigation services. Crucially, it facilitated a Memorandum of Understanding between local authorities and Korea Aerospace University, officially institutionalizing long-term educational collaboration for inspector and pilot training. Ultimately, these strategic deliverables strongly equip Laos with actionable blueprints to excel in future ICAO audits and confidently expand its international aviation network.

Demonstration of an Asset Management System for Efficient Management of Power Equipment in Malaysia

#Energy Transmission & Distribution #Digital Transformation
#Energy Policy & Planning #Capacity Building



Partner Institution	Sabah Electricity Sdn. Bhd. (SESB), Malaysia
Coordinating Agency	Korea Trade-Investment Promotion Agency (KOTRA)
Implementing Agency	Hyosung Heavy Industries, Korea Electrical Safety Corporation (KESCO)
Subtopics	1 Malaysian Substation Operation Status 2 Field Demonstration of AMS-Based Technology at a 275kV Substation in Malaysia 3 AMS Utilization Measures 4 Review of Malaysia's Electrical Safety Management System 5 Proposed Master Plan for Integrated Asset Management of Substations in Malaysia

Background and Objectives

◦ Despite growing electricity demand, Sabah experiences frequent power outages and supply instabilities due to severely aging transmission infrastructure and a heavy reliance on manual, time-based maintenance. This project aims to enhance power grid reliability and formulate a proactive master plan by demonstrating Korea's advanced AI-driven Asset Management System (AMS) and digital electrical safety standards directly at a local substation.

Main Contents

This consultation systematically diagnoses the power network of SESB. It proposes a comprehensive master plan that encompasses the direct field demonstration of an integrated AMS platform and the institutionalization of digital inspection frameworks.

Current Status Analysis

◦ Sabah's power grid relies primarily on isolated radial transmission lines and basic SCADA monitoring, lacking automated restoration capabilities. Severe equipment degradation combined with a shortage of expert maintenance personnel perpetuates a reactive maintenance cycle, critically undermining operational efficiency.

Korean and Global Cases

◦ Korea has successfully achieved predictive, condition-based maintenance by fully integrating SCADA, distribution automation, and AI-driven AMS across its national substations. Furthermore, Korea legally institutionalized IoT-based remote monitoring and uninterrupted online inspections for energy storage systems under the robust Electrical Safety Management Act.

Policy Recommendations

◦ The project strongly recommends deploying the customized ARMOUR+ platform, with specific adjustments to AI lifecycle algorithms to account for Sabah's hot and humid tropical climate. It advises formally institutionalizing digital system inspection standards to replace manual checks and establishing a dedicated asset management organization within SESB. Implementing a real-time risk assessment matrix based on failure probabilities will systematically optimize maintenance budgets. Finally, expanding this intelligent diagnostic network systematically across all major substations is essential for realizing a fully resilient smart grid.

Outcomes and Implications

◦ The project successfully installed and demonstrated an AI-powered AMS at the Dam Road substation, marking a groundbreaking milestone for exporting Korea's advanced high-voltage diagnostic solutions. Through immersive capacity-building training and technical seminars, SESB engineers gained critical operational insights, deepening their commitment to the systemic digital transition. Ultimately, these empirical achievements provide a resilient strategic foundation for mobilizing follow-up investments to expand intelligent asset management networks throughout Malaysia.

A Strategy for Developing Heavy Industry in Mongolia

#Industrial Policy #Heavy Industry Development #Investment Attraction #Economic Diversification



Partner Institution	Ministry of Industry and Mineral Resources (MIMR), Mongolia
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korean Institute for Small and Medium Enterprise (KISME)
Subtopics	1 Strategy and Plan for Heavy Industry Development Based on the Industry and Technology Park 2 Investment Attraction Plan for Heavy Industry 3 Socio-Economic Impacts of Mongolia's Heavy Industry Development Strategy

Background and Objectives

◦ Mongolia heavily relies on mining, exporting low-value raw materials while importing finished goods. To overcome this resource dependency, the government initiated "Vision 2050" and 14 Mega Projects to cultivate a high-value manufacturing base. This project aims to formulate a concrete heavy industry development strategy, an investment attraction plan, and a socio-economic impact analysis by benchmarking Korea's 1970s heavy and chemical industry drive.

Main Contents

This consultation provides a comprehensive master plan for Mongolia's heavy industry, focusing on steel, copper, and coal-chemical sectors, along with structured financing, workforce development, and infrastructure strategies.

Current Status Analysis

◦ Mongolia faces critical bottlenecks, including heavy reliance on a single logistics route through China, severe shortages of professional technical personnel, and underdeveloped power and water infrastructures. Furthermore, unpredictable regulatory environments limit the country's ability to attract the massive foreign direct investment required for capital-intensive plants.

Korean and Global Cases

◦ Korea successfully overcame similar resource and capital constraints in the 1970s through strong state-led industrialization by strategically designating key sectors, establishing large-scale industrial complexes like POSCO in Pohang, simultaneously investing in infrastructure, and systematically cultivating a skilled workforce.

Policy Recommendations

◦ The project recommends prioritizing a few anchor plants, such as a 125,000-ton copper smelter and a 1-million-ton steel mill, and using a step-by-step, scalable construction approach. It advises enacting a Heavy Industry Development Framework Act to ensure policy consistency. To secure funding, Mongolia should leverage asset-based financing (ABF) utilizing mineral reserves and collaborate with multilateral development banks (MDBs). Diversifying export logistics routes and expanding vocational training systems (TVET) alongside mandatory technology transfer contracts are strongly recommended to build self-sustaining industrial capacity.

Outcomes and Implications

◦ The project validated the economic feasibility of the targeted mega projects by using an input-output model to demonstrate strong multiplier effects on GDP and employment. By delivering highly customized blueprints through continuous engagement with Mongolian policymakers, the consultation laid a robust foundation for integrating these strategies into Mongolia's national action plans. Ultimately, this strategic alignment fosters a mutually beneficial partnership, supporting Mongolia's industrial upgrading while securing a stable critical mineral supply chain for Korea.

Establishing a Legal Framework for Urban Railway Construction in Vietnam

#Transport Policy & Planning #Urban Transport #Legal Frameworks
#Public-Private Partnerships, Standards and certification



Partner Institution	Management Authority for Urban Railways (MAUR), Vietnam
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	Korea Railroad Corporation (KORAIL), Korea National Railway, KR International, Woosong University
Subtopics	1 Policy Recommendations for Systematizing National Technical Regulations for Urban Railways in Vietnam (Ho Chi Minh City) 2 Strategies for Attracting Investment related to Urban Railway Development in Vietnam (Ho Chi Minh City) 3 Guidelines for the Roles of Relevant Stakeholders of Urban Railways in Vietnam (Ho Chi Minh City)

Background and Objectives

◦ Vietnam heavily promotes Transit-Oriented Development to expand Ho Chi Minh City's urban railway network, but faces critical schedule delays and budget overruns exacerbated by an overwhelming reliance on official development assistance. This project aims to support sustainable network expansion by benchmarking Korea's proven experiences in systematizing technical standards, attracting private investments, and formalizing stakeholder governance structures.

Main Contents

This consultation provides a comprehensive framework to modernize Ho Chi Minh City's urban railway by restructuring technical regulations, diversifying infrastructure funding sources, and optimizing public-private governance.

Current Status Analysis

◦ Ho Chi Minh City faces severe project delays and structural cost overruns due to a critical lack of systematized technical standards for fundamental components, such as tracks and electrification. Furthermore, ambiguous authority boundaries among central ministries, local authorities, and operating entities continuously generate site disputes and prolonged approval bottlenecks.

Korean and Global Cases

◦ Korea has successfully managed its urban railways through the robust Urban Railroad Act, which standardizes stringent safety, construction, and operation requirements nationwide. To ensure sustainable long-term funding, Korea has institutionalized explicit cost-sharing ratios between national and local governments and actively integrated Public-Private Partnership (PPP) models. In addition, Korea minimizes construction conflicts through rigorous stage-gate approvals and the early operational involvement of railway entities.

Policy Recommendations

◦ The project recommends systematizing technical standards that are strictly aligned with the railway lifecycle, covering the planning, design, construction, and operation phases. To secure financial viability, Vietnam must institutionalize formal government support mechanisms and actively pilot PPP and Transit-Oriented Development architectures. Establishing a transparent governance framework using a RACI (Responsible, Accountable, Consulted, Informed) matrix is vital for explicitly delineating decision-making authorities. Furthermore, mandating the strict separation of design and supervision procurements alongside deploying a Common Data Environment will effectively neutralize conflicts of interest. Finally, ensuring the early establishment of the operating entity at least 36 months before opening is crucial to streamlining integrated testing and operational licensing.

Outcomes and Implications

◦ The project successfully delivered a highly actionable implementation roadmap tailored specifically for Ho Chi Minh City's Metro Line 2, equipping local policymakers with immediate legislative blueprints. By providing concrete guidelines for RACI-based governance and standardized dispute resolution, the consultation established a resilient foundation to mitigate recurring project delays. Ultimately, this strategic policy alignment creates a robust collaborative gateway for Korean railway enterprises to enter Vietnam's rapidly expanding transportation infrastructure market.

Study on the Construction and Establishment of the Training Center for Operation and Maintenance of Ho Chi Minh City Urban Railways in Viet Nam

#Urban Transport #Vocational Education and Training #Capacity Building
#Operations and Maintenance, Educational Facilities



Partner Institution	Ho Chi Minh City Urban Railways No.1 Company (HURC1), Vietnam
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	Korea Railroad Corporation (KORAIL), KR International, Woosong University
Subtopics	1 Examination and Analysis of the Roles and Functions of HURC1 in Supporting the Establishment and Operation of the Urban Railway Maintenance Training Center 2 Educational and Training System of the Training Center and Capacity Building of Faculty Members 3 Budgetary Strategy and Site Selection Analysis for the Operation of the Training Center 4 Recommendations for Monitoring and Management of the Urban Railway Maintenance Training Center

Background and Objectives

◦ Ho Chi Minh City envisions expanding its urban railway network to 510 kilometers by 2045, necessitating the massive cultivation of highly specialized operations and maintenance personnel. This project aims to design an optimal institutional and physical framework for an independent urban railway maintenance training center by benchmarking Korea's railway education ecosystems.

Main Contents

This consultation proposes a comprehensive master plan for the HURC1 training center, encompassing robust curriculum design, digital learning infrastructure, and sustainable financing models grounded in Korea's proven frameworks.

Current Status Analysis

◦ HURC1 currently lacks an independent training division, relying entirely on general affairs for fragmented, ad-hoc, on-the-job training. The severe absence of dedicated practical training simulators and standardized, job-specific educational frameworks fundamentally limits the capacity to cultivate expert maintenance personnel. In addition, the dispersion of the training budget across multiple departments makes it difficult to secure independent, stable funding for operating a dedicated training center.

Korean and Global Cases

◦ KORAIL operates a legally mandated, highly structured training ecosystem that uses advanced full-type simulators (FTS) to systematically prevent human errors. To guarantee pedagogical excellence, Korea enforces strict instructor qualification standards while maximizing administrative efficiency by integrating a centralized Learning Management System (LMS) directly with human resources databases.

Policy Recommendations

◦ The project recommends formally establishing a dedicated Training and Development Division within HURC1 to centralize all educational governance. It also advises constructing standardized, job-based training architectures and equipment lists for core domains such as driving and signaling. In addition, it is necessary to institutionalize instructor qualification standards and implement regular maintenance training, while establishing an integrated LMS and e-learning platform that manages training, implementation, and performance monitoring within a single system. To ensure long-term financial viability, the center must implement a phased funding strategy that combines official development assistance, municipal budgets, and future commercialized training revenues.

Outcomes and Implications

◦ The project delivered a well-validated operational blueprint and curriculum framework. Based on these achievements, the establishment of a dedicated department within HURC1 to operate the training center is expected to yield tangible organizational restructuring outcomes. Through policy practitioners' workshops to Korea's premier railway academies, key Vietnamese policymakers gained critical practical insights, elevating their commitment to integrating digital simulation systems. Ultimately, this collaborative effort lays the vital groundwork for securing subsequent multilateral development investments, thereby deepening Korea-Vietnam strategic partnerships.

Implementation Strategy for Green Investment for the Indonesian Government

#Government Regulation #Energy Policy & Planning #Climate Change Mitigation
#Green Investment #Public-Private Partnerships



Partner Institution	Ministry of Finance (MoF), Republic of Indonesia
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Development Institute (KDI)
Subtopics	1 Improving regulatory framework for the implementation of green investment schemes under the government investment policy 2 Expanding Investment Instruments, Investor Participation, and Incentives for Energy Transition 3 Enhancing the Risk Governance Framework in the Energy Transition Sectors

Background and Objectives

◦ Indonesia has established carbon neutrality by 2060 and green economic growth as core national strategies, seeking to accelerate the energy transition and mobilize private investment, despite structural limitations, including fiscal constraints and high investment risks. This project aims to formulate practical strategies to improve regulatory frameworks and mobilize green investments by sharing Korea's experiences in green transition policies and climate finance.

Main Contents

This consultation systematically evaluates Indonesia's regulatory framework and risk management systems for green investments, providing a comprehensive roadmap to enhance private-sector participation and energy-transition mechanisms, drawing on Korea's advanced climate policies.

Current Status Analysis

◦ Despite abundant renewable energy potential, private investment in Indonesia remains sluggish due to high initial costs, complex network usage fees, and lingering fossil fuel subsidies. Furthermore, the reliance on state-owned enterprises without a cohesive legal and incentive structure for private actors hinders the effective implementation of the transition.

Korean and Global Cases

◦ Korea has successfully established a robust legal and financial foundation for green growth by enacting the Carbon Neutrality Basic Act and launching the Climate Response Fund. In addition, it has implemented market-based mechanisms such as the Renewable Portfolio Standard (RPS), the emissions trading system (ETS), and a transparent climate charge on electricity tariffs to mobilize private and public capital effectively.

Policy Recommendations

◦ The project recommends establishing a National Green Transition Council to streamline decision-making and institutionalize multi-stakeholder engagements. It proposes activating diverse power purchase agreements (PPAs) and expanding blended finance instruments tailored to the Indonesian context. Introducing Limited Concession Scheme (LCS) guidelines for renewable facilities and establishing a Just Transition Fund are recommended to protect affected workers and communities. Finally, internalizing the social cost of carbon (SCC) in investment feasibility assessments is crucial to clearly demonstrating the economic and environmental benefits of green projects.

Outcomes and Implications

◦ The project successfully delivered highly actionable policy guidelines that Indonesia's Ministry of Finance plans to use in revising core national frameworks, including "Government Regulation No. 63." The policy practitioners' workshop with Korea's key energy and financial institutions enhanced the execution readiness of Indonesian policymakers. Ultimately, this strategic intervention strengthens a resilient bilateral partnership in green finance and lays a robust foundation for expanding private-sector collaboration in Indonesia's energy transition.

Strengthening the Assessment Methodology of Good Corporate Governance in Indonesian State-Owned Enterprises

#Public Administration #Corporate Governance
#Performance Evaluation #State-Owned Enterprises



Partner Institution	Finance and Development Supervisory Agency (BPKP), Republic of Indonesia
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Development Institute (KDI)
Subtopics	1 Research on GCG Assessment System of State-Owned Enterprises in Indonesia 2 Comparative Study of Good Corporate Governance Frameworks for State-Owned Enterprises in Korea and Indonesia: Alignment with OECD Standards and Policy Implications 3 Suggestions for Improving SOE Assessment Criteria

Background and Objectives

◦ Indonesia's state-owned enterprises (SOEs) are a key pillar of the national economy and strategic industries, necessitating strengthening the Good Corporate Governance (GCG) assessment framework to improve managerial efficiency, transparency, and accountability. Drawing on Korea's experience in public institution management evaluation, related governance and feedback mechanisms, and relevant OECD Guidelines, this project aims to improve the GCG assessment framework and methodology for Indonesian SOEs. It also seeks to enhance SOE accountability and national competitiveness by proposing objective indicators tailored to Indonesia's economic structure, along with a phased implementation strategy and action plan.

Main Contents

The project examined Indonesia's current GCG assessment framework and institutional arrangements for state-owned enterprises (SOEs), and proposed directions for reform toward a performance-based evaluation system by benchmarking Korea's public institution management evaluation system and relevant OECD standards.

Current Status Analysis

◦ Indonesia's GCG assessment framework for SOEs is constrained by fragmented legal bases and operating authorities, while insufficient standardization of evaluation cycles, procedures, and follow-up measures undermines the system's consistency and effectiveness.

Korean and Global Cases

◦ Korea operates an integrated management evaluation system led by the Ministry of Economy and Finance, under which governance, performance, and internal control are assessed in a linked manner, with results disclosed and tied to incentives. It also enhances transparency by ensuring objectivity through the participation of external private-sector experts and by actively incorporating key OECD guideline principles into the evaluation criteria.

Policy Recommendations

◦ Indonesia needs to strengthen the effectiveness of its evaluation system by establishing an inter-ministerial governance task force and a single legal basis for GCG evaluation, redesigning the evaluation structure and procedures, introducing external assessments as well as interviews and on-site verification, and improving the disclosure of evaluation results together with incentive and sanction mechanisms.

Outcomes and Implications

◦ This project was implemented at a timely moment when Indonesia needed to redesign its GCG assessment framework following the replacement of the previous guideline, and it provided a practical basis for reform discussions among BPKP, the Ministry of State-Owned Enterprises, and the Ministry of Finance. Drawing on Korea's public institution performance evaluation system and the OECD Guidelines on Corporate Governance of SOEs, the project proposed performance-oriented, context-sensitive policy recommendations, including improvements to assessment criteria, feedback mechanisms, and institutional coordination. As a result, it strengthened policy understanding among relevant agencies and laid the groundwork for follow-up institutional reforms and future cooperation in public-sector governance.

Improving Operational Efficiency of CGCC to Support SME Development

#Financial Sector Development #SME Development #Credit Guarantee #Risk Management



Partner Institution	Credit Guarantee Corporation of Cambodia (CGCC)
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Credit Guarantee Fund (KODIT), Yeungnam University
Subtopics	1 Strategies for Enhancing Credit Analysis Capabilities for Efficient Credit Guarantee Operations 2 Proposals for Effective Risk Management through Evaluation of CGCC's Existing Framework 3 The Role of Credit Guarantee System in Supporting the Growth and Development of SMEs in Cambodia

Background and Objectives

◦ Established in 2020 to enhance SME access to finance, the Credit Guarantee Corporation of Cambodia (CGCC) faces operational constraints due to the lack of systematic credit assessment and risk management frameworks. By benchmarking the 50-year history of the Korea Credit Guarantee Fund (KODIT), this project aims to strengthen CGCC's credit analysis and risk management capabilities to ensure long-term institutional sustainability.

Main Contents

This consultation analyzes Cambodia's credit guarantee ecosystem and proposes phased strategies for developing proprietary credit scoring models, integrated risk management, and stable funding mechanisms, drawing on Korea's experience.

Current Status Analysis

◦ CGCC relies heavily on indirect guarantees evaluated by Participating Financial Institutions (PFIs) and lacks a proprietary credit scoring system. Furthermore, manual data management hinders effective risk prediction, and the absence of a formalized legal mandate for capital contributions threatens financial sustainability.

Korean and Global Cases

◦ Korea successfully established a robust credit rating system (KRS) by accumulating proprietary corporate data and digitizing its credit information infrastructure early on. KODIT secures stable operational funding through legally mandated contributions from the government and financial institutions while utilizing external credit registries (KCIS) for integrated risk management.

Policy Recommendations

◦ The project recommends introducing an objective scorecard system with minimum passing criteria for guaranteed approvals. It emphasizes establishing an automated, centralized credit information system linked with PFIs and the Credit Bureau of Cambodia. Additionally, enacting legislation mandating financial contributions from the government and the banking sector is crucial for sustainable funding. Designing a risk-based differentiated guarantee fee structure and utilizing alternative digital data are also recommended to expand financial inclusion.

Outcomes and Implications

◦ The project successfully delivered a comprehensive roadmap to transition Cambodia's SME financing from collateral-based lending to data-driven credit evaluations. Through the policy practitioners' workshop held in Korea, Cambodian policymakers gained practical insights, solidifying their commitment to building independent credit assessment models. These policy recommendations are slated for integration into CGCC's upcoming risk management upgrades and MEF's SME financial policy revisions. Ultimately, this strategic alignment establishes a strong foundation for scaling digital financial infrastructure in collaboration with international development organizations.

Advancing Nakhon Si Thammarat as a Leading Model Smart City in Thailand through Data-Driven, Citizen-Centric Innovation

#Smart City Development #Digital Infrastructure
#Citizen Engagement #Public-Private Partnerships



Partner Institution	Digital Economy Promotion Agency (DEPA), Kingdom of Thailand
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Management Association Consultants Inc. (KMAC), LG CNS, Arad Networks, Smart City Association of Korea
Subtopics	1 Improvement Plan for the Smart City Development Roadmap of Nakhon Si Thammarat 2 Design of an Integrated Weather and Traffic Monitoring System aligned with International Standards, along with a Customized Training Program 3 In-depth Analysis of Smart City Projects for Public–Private Partnership Investment Attraction

Background and Objectives

◦ Thailand promotes smart city development under the Thailand 4.0 policy to drive urban transformation and economic growth. This project aims to support Nakhon Si Thammarat (NST) in establishing a comprehensive smart city master plan, an integrated monitoring system, and practical Public-Private Partnership (PPP) models by benchmarking Korea's successful experiences.

Main Contents

This consultation provides a comprehensive analysis of NST's smart city ecosystem. It proposes actionable roadmaps, a technical model for an integrated weather and traffic monitoring system, and context-sensitive PPP investment strategies based on Korea's smart urban management frameworks.

Current Status Analysis

◦ In NST, most urban management systems operate independently without a centralized integrated platform, resulting in fragmented monitoring and limited data sharing. In addition, Thailand's existing PPP framework, which has traditionally focused on large-scale infrastructure projects, does not align well with NST's fiscal capacity and the need to preserve its cultural heritage.

Korean and Global Cases

◦ Korea has evolved its urban management from basic CCTV control centers to sophisticated, data-driven Smart City Integrated Platforms that seamlessly link emergencies, traffic, and weather data.

Policy Recommendations

◦ The project recommends narrowing NST's roadmap focus to four core priorities: advancing the Integrated City Monitoring System, improving the E-Service platform, expanding 5G-based mobile healthcare, and establishing sustainable smart education. It advises on the phased introduction of a Smart City Integrated Platform, alongside enhanced security for CCTV infrastructure, using network slicing technologies. Instead of traditional large-scale build-operate-transfer models, NST may consider adopting Joint Ventures or service-oriented PPP models, utilizing small-scale Proof of Concept (PoC) initiatives to attract private investments systematically.

Outcomes and Implications

◦ The project delivered a highly actionable, phased implementation roadmap tailored to NST's unique municipal capacities. Through the policy practitioners' workshop and visits to Korea's advanced smart city control centers, Thai policymakers gained critical operational insights, solidifying their commitment to structural upgrades. Crucially, the consultation laid the groundwork for launching subsequent PoC initiatives using Korean network security technologies.

Clean and Smart Renewable Energy Plan

#Energy Policy & Planning #Renewable Energy Generation
#Climate Change Mitigation #Capacity Building



Partner Institution	Department of Energy (DOE), Philippines
Coordinating Agency	Korea Trade-Investment Promotion Agency (KOTRA)
Implementing Agency	Korea Energy Economics Institute (KEEI)
Subtopics	1 The Philippines' Energy Mix and Clean Energy Transition Strategy 2 Analysis of Global Trends in Clean Energy 3 Foundation for Nuclear Energy Adoption 4 Capacity Building to Successful Adoption of Nuclear Power in the Philippines 5 Strategies for Enhancing Social Acceptance of Nuclear Energy

Background and Objectives

◦ To address soaring electricity demand and heavy reliance on imported fossil fuels, the Philippines established the Philippine Energy Plan 2023-2050, targeting a 50% renewable energy share by 2040 and introducing commercial nuclear power by 2032. This project aims to formulate a comprehensive clean energy transition strategy by benchmarking Korea's successful experiences in integrating renewable technologies and establishing independent nuclear regulatory frameworks.

Main Contents

This consultation analyzes the Philippines' energy ecosystem, proposing actionable roadmaps for adopting renewable technologies, establishing independent nuclear governance, and enhancing social acceptance.

Current Status Analysis

◦ The Philippines faces high electricity costs due to its isolated archipelagic grids and a fossil-fuel-heavy generation structure. Despite strong policy commitments to adopt nuclear energy, the country critically lacks an independent regulatory authority, a robust industrial ecosystem, and skilled personnel, and social acceptance remains low due to the legacy of the Bataan Nuclear Power Plant.

Korean and Global Cases

◦ Korea achieved nuclear technological self-reliance and bolstered public trust by establishing the independent Nuclear Safety and Security Commission. In renewables, Korea effectively improved grid stability and community acceptance by deploying large-scale energy storage systems and implementing benefit-sharing models in floating photovoltaic projects.

Policy Recommendations

◦ The project recommends expediting the establishment of the independent Philippine Atomic Energy Regulatory Authority (PhilATOM). It advises adopting risk-informed, performance-based regulations alongside phased licensing procedures aligned with international standards. To optimize archipelagic grids, exploring Small Modular Reactors alongside integrated renewable and storage systems is recommended. Furthermore, cultivating a specialized workforce through research reactors and institutionalizing transparent community benefit-sharing mechanisms are crucial to securing social acceptance.

Outcomes and Implications

◦ The project successfully delivered actionable roadmaps that directly support the Philippines' impending PhilATOM legislation and energy transition targets. Through practitioners' workshops at Korea's advanced nuclear facilities, Philippine policymakers gained critical operational insights, enhancing their regulatory readiness. Ultimately, this strategic alignment establishes a robust collaborative gateway for Korean clean energy enterprises to enter the Philippine market.

Joint Consulting with Global Green Growth Institute (GGGI)

Policy Framework for Strengthening EV Battery Recycling Capacity in Indonesia

#Battery Recycling #Used Battery #End-of-Life Battery #Circular Economy
#Electric Vehicles #Extended Producer Responsibility



Partner Institution	Ministry of National Development Planning of the Republic of Indonesia (BAPPENAS)
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	Korea Testing Laboratory (KTL), Hyundai Research Institute (HRI), Jeju TechnoPark (JTP)
Subtopics	1 Analysis and Diagnosis of the Current Status of EV Battery Management and Regulation in Indonesia 2 Case Studies on Best Practices and Latest Technologies in EV Battery Recycling 3 Development of a Roadmap and Policy Recommendations for Effective End-of-life Battery Management in Indonesia

Background and Objectives

◦ As Indonesia rapidly accelerates electric vehicle adoption to achieve its National Energy Policy and carbon neutrality goals, the impending surge of end-of-life batteries necessitates the urgent development of systemic collection and recycling infrastructures. This project aims to formulate a comprehensive policy framework for EV battery recycling by benchmarking Korea's advanced circular economy models, equipping Indonesia with actionable regulatory, technical, and financial guidelines ahead of its 2026 legislative revisions.

Main Contents

This consultation comprehensively evaluates Indonesia's end-of-life battery management ecosystem and proposes a phased roadmap encompassing legislative reforms, Extended Producer Responsibility (EPR) implementation, and infrastructure pilot projects.

Current Status Analysis

◦ Although EV batteries are classified as B3 hazardous waste in Indonesia, the country critically lacks an integrated tracking system, safe collection infrastructure, and a clearly defined EPR framework to enforce manufacturer accountability. Furthermore, advanced recycling technologies for metal extraction and standardized safety protocols for battery discharging and dismantling are virtually nonexistent, posing severe environmental and safety risks.

Korean and Global Cases

◦ Korea has successfully established a robust circular economy by operating the Allbaro digital tracking system and deploying public-led integrated hubs, such as the Jeju Technopark, to streamline battery collection, performance evaluation, and reuse. Globally, the European Union enforces strict accountability for manufacturers and lifecycle traceability through comprehensive EPR mandates and the innovative Battery Passport system.

Policy Recommendations

◦ The project recommends a phased governance transition, initiating with a government-led tracking system and public collection pilots in the short term. It advises institutionalizing an EPR framework and adopting national diagnostic standards (SNI) to categorize batteries for reuse or recycling systematically. In the long term, Indonesia should transition to a private-led certification and recycling ecosystem supported by targeted financial incentives. Finally, it is recommended that two pilot projects be prioritized—a Used EV Battery Collection Center and a localized black mass production facility.

Outcomes and Implications

◦ The project successfully delivered a structured implementation roadmap that BAPPENAS expressed willingness to utilize in the upcoming 2026 revisions of national EV regulations. Through the policy practitioners' workshop at Korea's premier resource circulation centers, Indonesian policymakers gained critical operational insights, substantially elevating their readiness for execution. This strategic alignment created a collaborative gateway for Korean recycling enterprises to enter the Indonesian market and laid the foundation for follow-up projects that can leverage the results of this project, including through Korean trust funds.

2024/25 KSP Projects: Overview and Key Achievements

Asia & Oceania

Europe & Central Asia

Latin America & the Caribbean

Middle East & North Africa

Sub-Saharan Africa

Facilitating Autonomous Driving Development in Serbia

#Transport #Autonomous Vehicles #Regulatory Framework #Testbed



Partner Institution	Office of the Prime Minister, Republic of Serbia
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Development Institute (KDI)
Subtopics	1 An Optimal Autonomous Driving System in Serbia 2 Strategy for Set-Up and Management of Testbed 3 Analysis of the Regulatory and Institutional Framework

Background and Objectives

◦ Pursuing EU accession and digital transformation as key national priorities, Serbia seeks to foster autonomous driving as a strategic industry. However, the legal, policy, and institutional foundations for commercialization remain insufficient. In this context, the project aims to review and improve Serbia's policy, legal, and institutional framework for autonomous driving in support of EU accession and digital transformation. It also seeks to strengthen the autonomous driving industry's competitiveness and expand Korea–Serbia cooperation by examining pilot zones, testbed operation strategies, and transport infrastructure readiness.

Main Contents

This consultation analyzes Serbia's transport infrastructure and regulatory landscape, proposing actionable guidelines for autonomous vehicle (AV) deployment, testbed operations, and legal frameworks centered around the 2027 Expo.

Current Status Analysis

◦ Serbia is promoting the development of its autonomous driving industry, with Belgrade Expo 2027 as a key opportunity, but its readiness in traffic safety, road infrastructure, communication networks, and operational systems remains limited. In addition, the current legal and institutional framework remains focused on testing and does not yet provide a sufficient basis for pilot operations and commercialization..

Korean and Global Cases

◦ Globally, autonomous driving technologies are evolving around in-vehicle sensors, AI, and communication-based systems. Korea and other leading countries are expanding demonstration and commercialization through open testbeds, regulatory exceptions, infrastructure linkages, and certification and safety regulations aligned with international standards.

Policy Recommendations

◦ Serbia needs to prepare for Expo 2027 pilot operations through an open testbed model and phased service scenarios, while systematically building the foundation for commercialization. This includes introducing a regulatory sandbox, improving type approval, insurance, data governance, and cybersecurity frameworks, expanding infrastructure such as 5G, V2X, and monitoring centers, and strengthening one-stop governance and human resource development.

Outcomes and Implications

◦ The project comprehensively reviewed Serbia's infrastructure, transport system, and institutional conditions, and presented an autonomous driving system tailored to the local context, along with a roadmap aligned with Belgrade Expo 2027. By proposing three testbed scenarios, cost estimates, and institutional improvement measures, it provided an actionable foundation for pilot operations and legal and institutional reform. It also suggested that Korea's autonomous driving systems and institutional experience, aligned with EU and German standards, could support Serbia's EU accession process while creating opportunities for Korean firms to expand into the European market.

Master Plan for P5G Implementation in the Basque Country

#Digital Transformation #Information and Communication Technology
#Innovation Policy #Industrial Policy



Partner Institution	Basque Trade & Investment (BT&I)
Coordinating Agency	Korea Trade-Investment Promotion Agency (KOTRA)
Implementing Agency	NCL Co., Ltd., SK O&S Co., Ltd.
Subtopics	1 Survey on P5G Adoption Demand among Basque Stakeholders 2 Analysis of the Current Status of 5G and P5G Policies in Spain and the Basque Country 3 Policy Recommendations for P5G Adoption Based on Advanced Cases 4 Investigation of P5G Implementation Cases and Follow-up Project Plans

Background and Objectives

◦ As the Basque Country seeks to transform its heavy manufacturing industries digitally, it faces a critical need for a customized master plan to implement Private 5G (P5G) networks. This project aims to formulate strategic policy and technical roadmaps for establishing a robust P5G ecosystem in the Basque region by benchmarking Korea's successful commercialization and industrial application experiences.

Main Contents

This consultation comprehensively analyzes the Basque Country's industrial demand and existing regulations to propose an actionable P5G implementation roadmap encompassing spectrum policies, financial support, and pilot demonstrations.

Current Status Analysis

◦ The Basque region exhibits strong demand for P5G to automate its steel, shipbuilding, and automotive sectors, requiring ultra-low-latency, high-capacity data processing. However, significant barriers remain, including heavy upfront investment burdens for SMEs, limited spectrum access, and a lack of localized cybersecurity certification frameworks tailored to industrial networks.

Korean and Global Cases

◦ Germany successfully accelerated industrial P5G adoption through a decentralized local 5G licensing model that significantly lowers entry barriers for SMEs. Simultaneously, Korea established a world-leading 5G ecosystem by heavily supporting private-sector proof-of-concept initiatives across major shipyards and steel mills while maintaining rigorous, government-led security certification standards.

Policy Recommendations

◦ The project recommends introducing a decentralized spectrum allocation model and expanding dedicated industrial bands, such as 26 GHz, to ensure SME accessibility. It advises establishing a localized P5G security certification system that is fully compliant with the GDPR and broader EU cybersecurity directives. Implementing public-private partnership investment structures and direct government subsidies is crucial to alleviating initial infrastructure costs. Finally, launching targeted pilot projects in strategic sectors and executing joint workforce training programs with research institutes will rapidly cultivate a self-sustaining digital ecosystem.

Outcomes and Implications

◦ The project successfully delivered a highly actionable master plan featuring concrete 3D propagation simulations and precise cost estimates tailored for local facilities such as the Murueta shipyard. Through the policy practitioners' workshop and Korea's advanced P5G testbeds, Basque policymakers gained critical operational insights, substantially elevating their commitment to regulatory reforms. Ultimately, this strategic alignment lays a resilient foundation for mobilizing EU recovery funds and fostering long-term joint ventures between Korea and the Basque Country in the industrial digitalization market.

Innovative Industrial Development and Balanced Regional Growth Strategy for Slovakia

#Regional Development #Innovation Policy #SME Development
#Digital Transformation #Renewable Energy



Partner Institution	Ministry of Economy (MoE), Slovak Innovation and Energy Agency (SIEA), Slovakia
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Development Institute (KDI)
Subtopics	1 Post-FDI Strategy and Policy for Balanced National Development 2 Policy Recommendations for Industry-University Cooperation for Balanced National Development 3 SMEs Digitalization for Balanced National Development 4 Fostering the Green Hydrogen Industry to Drive Balanced National Development

Background and Objectives

◦ Facing persistent regional economic disparities outside its capital, Slovakia seeks to transition to a knowledge-based economy by expanding innovation and R&D investments across all regions. This project aims to support Slovakia's balanced national development by sharing Korea's proven experiences in post-FDI industrial policies, university-industry cooperation, SME digitalization, and green hydrogen strategies.

Main Contents

This consultation provides comprehensive policy recommendations to address Slovakia's regional disparities by diagnosing challenges in post-FDI industrial policy, university-industry cooperation, SME digitalization, and green hydrogen ecosystems.

Current Status Analysis

◦ Slovakia's reliance on foreign direct investment has exacerbated regional disparities, concentrating economic activity in western areas while leaving eastern regions lagging in innovation. University-industry cooperation remains fragmented, SMEs' adoption of digital technologies is sluggish, and the institutional foundation for the green hydrogen sector remains nascent.

Korean and Global Cases

◦ Korea has transitioned to an innovation-driven economy by establishing R&D Special Zones and regional industrial clusters that fostered balanced growth. In addition, Korea deployed integrated digital support centers for SMEs and rapidly advanced its hydrogen economy by implementing a Clean Hydrogen Power Bidding Market alongside specialized regional clusters.

Policy Recommendations

◦ The project recommends developing place-based cluster policies that empower local governments to ensure balanced regional growth. To strengthen innovation ecosystems, Slovakia should establish an AI-powered digital platform for university-industry matching and institutionalize the "Family Company" cooperative model. For SME digitalization, the government needs to deploy phased maturity diagnostics paired with matching vouchers. Finally, to build a robust hydrogen economy, Slovakia should establish a high-level Hydrogen Council and launch joint manufacturing pilot projects for hydrogen mobility components with Korea.

Outcomes and Implications

◦ The project successfully provided the Slovak government with practical policy models to address its pressing needs for balanced regional growth, industrial upgrading, and SME competitiveness. Through the policy practitioners' workshop to Korea's major industrial sites and innovation hubs, Slovak policymakers enhanced their institutional understanding and executional readiness. The proposed policy frameworks are expected to be integrated into Slovakia's upcoming national strategic documents, including the "RIS3 2027+" revision. The active engagement of key Korean institutions laid a solid foundation for deepening bilateral strategic partnerships in the green energy sector. Ultimately, this ongoing collaboration establishes Slovakia as a strategic gateway for Korean enterprises entering the Central European market while paving the way for joint EU-wide research initiatives.

ROK-UK Partnership on Building Capacity in Digital and Critical Technologies Standards

#Innovation Policy #Digital Standards #Artificial Intelligence
#Quantum Technologies #Semiconductors



Partner Institution	Department for Science, Innovation and Technology (DSIT), United Kingdom
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Development Institute (KDI)
Subtopics	1 Identification of Critical Emerging Technologies for Standardization Cooperation between the ROK and the UK 2 Strategic Cooperation in the Artificial Intelligence (AI) Standards 3 Strategic Cooperation in the Semiconductor Standards 4 Strategic Cooperation in the Quantum Technologies

Background and Objectives

◦ As global competition in critical and emerging technologies (CETs) intensifies, standardization has emerged as a central pillar for safeguarding national security and securing technological leadership. Following the Downing Street Accord and the ROK-UK Digital Partnership, this project aims to identify shared interests in AI, quantum, and semiconductor technologies to enhance bilateral coordination within international Standards Development Organizations (SDOs) and to establish sustainable policy collaboration frameworks.

Main Contents

This consultation analyzes the standardization policies and governance structures of the Republic of Korea and the United Kingdom across AI, quantum, and semiconductor domains. It proposes cooperation strategies based on complementary strengths, including pre-standardization–R&D linkages and coordinated leadership in international standard-setting bodies.

Current Status Analysis

◦ The ROK and the UK exhibit complementary strengths across key technologies, with Korea demonstrating advantages in manufacturing and application, and the UK in design, foundational research, and measurement infrastructure. As both countries are major adopters of AI foundation models, there is a growing need to establish international standards for evaluation, safety, and traceability. In addition, in semiconductor and quantum technologies, early-stage standardization requires strengthened pre-standardization efforts and international collaboration to secure leadership in emerging standard domains.

Korean and Global Cases

◦ The ROK, led by institutions such as KATS and TTA, has advanced national standardization strategies and accumulated strong industry-driven capabilities in the ICT and semiconductor sectors. The UK, leveraging its National Quality Infrastructure (NQI), including BSI, NPL, and the AI Safety Institute, plays a leading role in areas such as AI safety, semiconductor metrology, and quantum computing benchmarking. Notably, both countries have already established cooperation foundations through mechanisms such as the ROK–UK Digital Partnership and participation in international standardization bodies (e.g., ISO/IEC JTC 1 and JTC 3).

Policy Recommendations

◦ The consultation recommends strengthening standardization governance under the ROK–UK Digital Partnership by establishing a multi-layered cooperation framework encompassing policymakers, standard bodies, industry, and research institutions. It further suggests enhancing joint engagement within key SDOs, including ISO/IEC JTC 1 (AI) and JTC 3 (Quantum), and promoting co-development of international standards in areas such as foundation model evaluation, traceability, and next-generation semiconductor and quantum technologies. Expanding joint pre-standardization research through collaboration between NPL and KRISS is essential to link R&D with testing and measurement capabilities. In addition, both countries should identify cooperation agendas in cross-cutting technology domains (e.g., AI–semiconductors, AI–quantum), strengthen industry participation and expert exchange programs, and promote multilateral cooperation to support developing countries' participation in global standard governance.

Outcomes and Implications

◦ This project represents a successful expansion of the KSP model from traditional development cooperation focused on institutional advisory for developing countries to a new model of equal partnership between advanced economies for co-designing global technology standards and governance frameworks. Through high-level policy dialogues and practical cooperation among key institutions (e.g., DSIT, BSI, NPL, AISI), the project established a multi-layered cooperation network encompassing policy, standardization, research, and industry actors, thereby strengthening institutional trust and long-term collaboration. The project further operationalized a full-cycle cooperation framework spanning pre-standardization, R&D, and international standard-setting across AI, semiconductor, and quantum technologies, contributing to enhancing both countries' capacity to respond to global standards and facilitating market entry for their industries. Looking ahead, the project provides a foundation for advancing joint research, testing, and standardization in emerging cross-sectoral domains such as 6G and AI-RAN, while reinforcing a long-term strategic framework for ROK–UK standardization cooperation under the Digital Partnership.

Policy and Technical Advice for Modernizing District Heating Sector in Uzbekistan (2nd Year)

#Energy Policy & Planning #Circular Economy
#Urban Development & Management #Renewable Energy Generation



Partner Institution	Ministry of Construction and Housing and Communal Services, Republic of Uzbekistan
Coordinating Agency	Korea Trade-Investment Promotion Agency (KOTRA)
Implementing Agency	Korea District Heating Corporation (KDHC), Korea District Heating Engineering Co., Ltd. (KDHEC)
Subtopics	1 Proposal of Heat Supply Measures Utilizing Waste Incineration Heat 2 Basic Plan for Establishing an Integrated District Heating Operation Center 3 Improvement Plan for the New Tashkent Energy Supply System

Background and Objectives

◦ As Uzbekistan faces severe energy inefficiencies due to degraded district heating infrastructure, the government mandated comprehensive modernizations to achieve sustainable urban energy. This project provides customized blueprints for waste-to-energy solutions, an integrated operation center, and the New Tashkent City energy plan by benchmarking Korea's experiences.

Main Contents

This consultation proposes a comprehensive roadmap to modernize Uzbekistan's district heating system by substituting outdated models with centralized digital operations, utilizing incineration heat, and adopting efficient medium-temperature water supply networks.

Current Status Analysis

◦ Uzbekistan relies on manual data recording, preventing real-time efficiency optimizations across national heating facilities. The initial energy plan for New Tashkent City depends on outdated high-temperature steam methods, presenting severe safety risks. Furthermore, over 95% of surging urban waste is landfilled.

Korean and Global Cases

◦ Korea successfully uses waste incineration heat as a profitable baseload for district heating, achieving an energy recovery rate of 73%. The Korea District Heating Corporation maximizes efficiency by operating an AI-driven Integrated Operation Center that centrally monitors national facilities in real time.

Policy Recommendations

◦ The project recommends designing planned waste-to-energy plants as Combined Heat and Power (CHP) facilities to supply recovered heat to district networks. Establishing an Integrated Operation Center through a three-phased approach—basic reporting, automated sensors, and AI analytics—is advised. For New Tashkent City, transitioning from hazardous steam to a safer medium-temperature water system is urgently recommended. Adopting distributed generation and integrated two-pipe systems will drastically minimize heat loss and capital expenditures.

Outcomes and Implications

◦ The project successfully delivered rigorous quantitative validations demonstrating that utilizing incineration heat will yield a 40% efficiency improvement and reduce greenhouse gas emissions by 540,000 tons annually. Furthermore, presenting a phased USD 4.6 million investment blueprint for the Integrated Operation Center equipped the newly established Heat Supply Corporation with an actionable strategic foundation. By facilitating direct business matching seminars between Korean technology enterprises and Uzbek stakeholders, the consultation effectively established a robust collaborative gateway for future infrastructure investments co-financed by international development organizations.

Creation of a Nationwide System of Municipal Waste Collection and Disposal in Uzbekistan

#Waste Management #Circular Economy
#Extended Producer Responsibility (EPR) #Public-Private Partnerships



Partner Institution	Ministry of Ecology, Environmental Protection and Climate Change (MEEPCC), Republic of Uzbekistan
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	CAiT Engineering Co. Ltd., Dohwa Engineering Co. Ltd.
Subtopics	1 Analysis of the Current Status of Municipal Solid Waste in Uzbekistan 2 Policy Recommendations on the Legal Framework for Municipal Solid Waste Management 3 Development of a Roadmap for Integrated Municipal Solid Waste Management

Background and Objectives

◦ Driven by rapid population and economic growth, Uzbekistan faces severe environmental challenges, including surging municipal solid waste, low collection rates, and inadequate sanitary landfills. To achieve the ambitious targets of the "New Uzbekistan Strategy 2022-2026," this project aims to formulate an integrated, sustainable waste management roadmap tailored to Uzbekistan's context by benchmarking Korea's advanced resource circulation experiences.

Main Contents

This consultation systematically assesses Uzbekistan's entire waste lifecycle and proposes a comprehensive roadmap encompassing source separation, Extended Producer Responsibility (EPR) implementation, and infrastructure modernization, drawing on Korea's successful policies.

Current Status Analysis

◦ Despite a foundational legal framework, Uzbekistan faces low waste collection rates (approximately 63%) and a pervasive reliance on unsanitary open dumping. The absence of a systematic source-separation mechanism, inadequate tracking of statistical data, and a lack of a clear understanding of the EPR system fundamentally hinder the country's transition to a circular economy.

Korean and Global Cases

◦ Korea successfully revolutionized its waste paradigm by implementing the Volume-Based Waste Fee (VBWF) system, which drastically reduced waste generation while establishing a robust culture of source separation. Korea also implemented a highly efficient EPR system centralized through a single Producer Responsibility Organization (PRO) and established unparalleled transparency through the digital Allbaro waste-tracking system.

Policy Recommendations

◦ The project recommends a phased rollout of the VBWF system and source separation mandates, starting with commercial zones before expanding to residential areas. It advises institutionalizing a Korean-style single PRO model for the EPR system to secure infrastructure funding systematically through recycling fees. Furthermore, Uzbekistan must aggressively transition from open dumps to sanitary landfills while prioritizing bio-gasification clusters tailored for high-moisture organic waste. Deploying a nationwide digital waste-tracking system, akin to Korea's Allbaro, is also essential to ensure data integrity.

Outcomes and Implications

◦ The project successfully delivered a comprehensive 20-year roadmap (2027–2046) that provides a step-by-step blueprint for transforming Uzbekistan's waste sector into a sustainable circular economy. Through policy practitioners' workshops on Korea's advanced sanitary landfills and EPR management organizations, Uzbek policymakers gained critical operational insights, deeply solidifying their commitment to immediate legislative reforms. These strategic architectures effectively lay a robust foundation for executing follow-up initiatives, including targeted ODA projects and landfill gas recovery investments, in direct collaboration with international development banks.

Policy Consultation on the National Innovation Ecosystem to Enhance Ukraine's Economic Innovation Capacity

#Innovation Policy #Innovation Ecosystem #SME Development #Standardization



Partner Institution	Ministry of Economy, Environment and Agriculture, Ukraine
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Development Institute (KDI)
Subtopics	1 Analysis of the Current Status and Improvement Measures for Ukraine's Innovation Ecosystem Development Policy 2 Enhancement of Innovation Support Programs for Ukrainian Enterprises 3 Optimization of Innovation Management Based on International Standards (ISO 56000)

Background and Objectives

◦ Seeking to transform its post-war reconstruction into an innovation-driven economic leap, Ukraine faces systemic challenges, including fragmented governance and low private R&D investment. This project aims to formulate a comprehensive roadmap to integrate innovation governance, enhance corporate support mechanisms, and institutionalize ISO 56000 standards by benchmarking Korea's transformative National Innovation System (NIS).

Main Contents

This consultation systematically diagnoses Ukraine's innovation policy landscape and proposes integrated meta-governance, regional innovation cluster strategies, and international standardization to secure long-term industrial competitiveness.

Current Status Analysis

◦ Ukraine's innovation ecosystem suffers from severely fragmented policies dispersed across multiple ministries without a centralized coordinating body. Furthermore, the disconnect between public research and corporate commercialization is exacerbated by a lack of standardized innovation management processes and insufficient incentives for private R&D.

Korean and Global Cases

◦ Korea successfully overcame bureaucratic fragmentation by establishing robust meta-governance control towers and by physically concentrating R&D through large-scale clusters such as Daedeok Innopolis. It also systematically incentivized private-sector R&D through the KOITA corporate research center certification and successfully diffused ISO 56000 innovation standards through hybrid public-private partnerships.

Policy Recommendations

◦ The project recommends establishing a "National Innovation Strategy Center (NISC)" under the Prime Minister to integrate policy, budget, and performance evaluation. It advises restructuring enterprise support by introducing a Corporate R&D Center Certification System, along with enhanced tax incentives, to mobilize private capital. Developing regional smart specialization clusters that link academia with local industries is also critical. Finally, Ukraine must institutionalize the ISO 56000 series by officially translating the standards, establishing a dedicated support agency, and deploying an online self-assessment tool (UISA) to ensure transparent, data-driven management.

Outcomes and Implications

◦ The project successfully delivered a highly actionable, phased implementation roadmap that aligns Ukraine's post-war reconstruction with advanced innovation-driven growth paradigms. Through the policy practitioners' workshop in Korea, Ukrainian policymakers gained critical insights into institutional processes, significantly elevating their commitment to systemic governance reform. By providing strategic frameworks for transparent R&D management and standardization, the consultation laid a resilient foundation for integrating Ukraine's innovation ecosystem with EU standards and securing long-term international collaborative partnerships.

Boosting High-Tech Businesses & SMEs in Technology Park Split

#Regional Development #Innovation Policy #SME Development #Capacity Building



Partner Institution	City of Split, Development Agency Split (RaST), Republic of Croatia
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Development Institute (KDI)
Subtopics	1 Strategies to Build an Innovation Ecosystem and Enhance the Global Competitiveness of the Technology Park Split 2 Comparative Analysis of Technology Park Governance and Policies for Technology Park Split 3 Analysis of the Management Plan for Technology Park Split 4 Education and Training Programs for Startups and Entrepreneurs in Technology Park Split

Background and Objectives

◦ The City of Split established Technology Park Split (TPS) as a key initiative to foster productivity growth and innovation-driven development under Croatia's National Development Strategy 2030; however, despite completed physical infrastructure, it lacks detailed operational strategies for nurturing innovative SMEs and startups, promoting high-value-added and deep-tech industries, and strengthening the regional innovation ecosystem. This project aims to formulate robust governance structures, infrastructure upgrades, and training roadmaps for TPS by benchmarking Korea's successful tech parks and open innovation ecosystems.

Main Contents

This consultation comprehensively analyzes Split's innovation ecosystem and proposes actionable operational strategies, a public-private governance model, and tailored educational programs based on Korea's advanced incubation frameworks.

Current Status Analysis

◦ The Split-Dalmatia region's economy remains heavily dependent on tourism, with fragmented interactions among regional innovation stakeholders. TPS currently lacks a comprehensive scale-up support system, specialized testing facilities like Proof of Concept (PoC) zones, and an integrated management alliance to coordinate policy objectives.

Korean and Global Cases

◦ Korea established 19 regional Technoparks (K-TPs) and Centers for Creative Economy and Innovation (CCEI) as key regional innovation platforms. Zagreb developed a B2B-oriented venture ecosystem supported by universities and startup support institutions. At the same time, Lisbon evolved from a startup city into a scale-up innovation hub, driven by strong digital infrastructure and collaborative networks among universities, startups, academia, and government.

Policy Recommendations

◦ The project proposes a two-phase development strategy for TPS, focusing on ecosystem building and scale-up support. Key recommendations include strengthening data-driven governance, establishing a central coordination body for the regional innovation ecosystem, adopting a public-private partnership (PPP) governance model, creating a government-private matching investment fund, and introducing a 17-week startup education curriculum based on the KAIST entrepreneurship model.

Outcomes and Implications

◦ The project successfully delivered a highly actionable, phased implementation roadmap to establish TPS as a self-sustaining anchor for regional innovation. Through policy practitioners' workshops to Korea's leading startup hubs, Croatian policymakers gained critical operational insights, solidifying their commitment to systemic reforms. Notably, an MOU signed between Sejong Technopark and RaST established a resilient foundation for ongoing bilateral cooperation and cross-border startup expansion.

Strengthening the Monitoring and Evaluation of Public Investment Projects in the Kyrgyz Republic

#Public Administration #Official Development Assistance
#Policy Evaluation #Monitoring and Evaluation



Partner Institution	Ministry of Economy and Commerce (MOEC), Kyrgyz Republic
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Development Institute (KDI)
Subtopics	1 Enhancing Governance and Evaluation of ODA Public Investment Projects in the Kyrgyz Republic 2 Development of Monitoring and Evaluation Criteria and Indicators of ODA Projects 3 Development of Monitoring and Evaluation Methodology in the Post-Project Period

Background and Objectives

◦ Despite the existence of a legal and institutional framework for ODA management and evaluation, the Kyrgyz government seeks to address fragmented management systems by establishing a results-oriented monitoring and evaluation (M&E) framework. This project aims to support the Ministry of Economy and Commerce (MOEC) in strengthening its ODA governance and evaluation system by sharing Korea's experience and institutionalized performance evaluation practices.

Main Contents

This consultation analyzes the current legal and institutional gaps in the country's M&E system for ODA projects. Based on Korea's government performance evaluation system, the project proposes more structured, performance-oriented guidelines encompassing evaluation governance, indicators, and post-evaluation methodologies.

Current Status Analysis

◦ The ODA management system in the Kyrgyz Republic faces fragmented institutional coordination among government agencies and limited mechanisms for assessing long-term development impacts. In addition, delayed reporting, the absence of an integrated data management system, and limited expertise constrain the effective use of evaluation results for policy feedback and decision-making.

Korean and Global Cases

◦ Vietnam has institutionalized a centralized ODA monitoring and evaluation system, while Rwanda aligns evaluation closely with its national development strategy to enhance aid effectiveness. Korea has developed a comprehensive government performance evaluation system based on the National Finance Act and the Framework Act on Government Performance Evaluation. The Ministry of Finance and Economy conducts systematic evaluations of major fiscal programs under this act, linking evaluation outcomes to future budget allocation and decision-making. The Korean case illustrates how a performance management system can support evidence-based governance and improve the effectiveness of public spending.

Policy Recommendations

◦ The project proposes institutionalizing a national M&E framework and establishing a legal mandate for post-project evaluations. It recommends shifting from output-based indicators to sector-specific outcome and impact indicators across key areas, including agriculture, energy, health, and transport. Furthermore, adopting a mixed-methods approach and establishing a pool of independent evaluation experts is suggested. To strengthen policy learning and coordination, evaluation findings should be systematically integrated into the budgeting and policy planning process through a centralized digital data management platform.

Outcomes and Implications

◦ The project provided practical policy recommendations and a phased roadmap to strengthen the M&E system for ODA projects in the Kyrgyz Republic. By engaging diverse line ministries and international organizations, the project helped build stakeholder consensus on evidence-based M&E reforms. The MOEC expressed its commitment to establishing an informal inter-agency working group to conduct pilot evaluations using the proposed frameworks. Overall, the project laid a foundation for enhancing transparency, accountability, and strategic alignment of ODA projects in the Kyrgyz Republic, supporting results-based evaluation practices within the public sector.

SME Policies for the Promotion of Import Substitution

#SME Policy #Import Substitution #Research and Development
#Technology Commercialization #Digital Platforms



Partner Institution	Small and Medium Industry Development Organization (KOSGEB), Türkiye
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Development Institute (KDI)
Subtopics	1 Status and Review of SMEs in Türkiye 2 Policy and Support Measures for Enhancing Import Substitution by SMEs and Supplier Development 3 R&D, Technology Transfer, and Commercialization of SMEs 4 Strategies and Effective Instruments for Cooperation Between LEs and SMEs Including Digital Suppliers Database

Background and Objectives

◦ To address high external dependencies on intermediate goods and chronic trade deficits, recent policy discussions in Türkiye have highlighted the importance of import substitution and strengthening domestic manufacturing capabilities. This project aims to support Türkiye in designing effective SME policies to enhance industrial competitiveness and import substitution capabilities by sharing Korea's extensive experience in SME development, R&D commercialization, and large enterprise (LE)-SME cooperation.

Main Contents

This consultation analyzes the policy environment and innovation capacity of Turkish SMEs and proposes strategic directions drawing on Korea's experience in SME development, technology transfer, and collaborative platforms.

Current Status Analysis

◦ Turkish SMEs are constrained by a uniform classification system that limits targeted support and shows relatively limited commercialization of public R&D outcomes. Furthermore, they remain weakly integrated into domestic value chains with large enterprises, contributing to a high reliance on imported intermediate goods and to a lack of a comprehensive legal framework and an integrated digital infrastructure to foster structured collaborations.

Korean and Global Cases

◦ Korea successfully cultivated its intermediate-goods sector by implementing differentiated SME classification criteria that reflect sectoral characteristics and a targeted "Root Technology Enterprise" certification system to support foundational manufacturing industries. Additionally, Korea established a robust collaborative ecosystem through the Win-Win Cooperation Act and integrated digital platforms like SangSaengNuri that facilitate structured matching between LEs and qualified SME suppliers.

Policy Recommendations

◦ The project recommends that Türkiye introduce a "Root Technology Enterprise" designation system tailored to its industrial landscape, directing specialized incentives to foundational manufacturing SMEs. To accelerate technology commercialization, Türkiye may consider strengthening its technology transfer and commercialization support system by enhancing the capacity of dedicated technology transfer organizations. Enacting comprehensive legislation similar to Korea's Act on the Promotion of Collaborative Cooperation between Large Enterprises and SMEs is also essential to institutionalize a transparent partnership ecosystem. Finally, KOSGEB may consolidate corporate credit data and collaboration programs into its upcoming Digital Supplier Database to maximize practical utility.

Outcomes and Implications

◦ The project provided Turkish policymakers with comprehensive insights into Korea's SME development trajectory, encouraging KOSGEB to reflect on its SME classification criteria and institutional support mechanisms. Through policy dialogues, Türkiye explored practical approaches to upgrading its Digital Supplier Database and strengthening institutional frameworks for structured LE-SME partnerships modeled after Korea's Win-Win Cooperation framework. These strategic alignments are expected to enhance the competitiveness of Turkish manufacturing SMEs, shifting policy approaches from simple protectionism to innovation-led import substitution. Ultimately, this renewed bilateral cooperation provides a foundation for potential future joint R&D initiatives and expanded cooperation opportunities for Korean enterprises within European and Middle Eastern supply chains. It also opens avenues for scaling these policy models through broader international development cooperation frameworks.

Strengthening the Strategic Framework for SME Digital Transformation in Poland

#SME Innovation Ecosystem #Innovation Policy #Digital Transformation
#Artificial Intelligence #Cybersecurity



Partner Institution	Ministry of Economic Development and Technology (MRiT), Republic of Poland
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Development Institute (KDI)
Subtopics	1 Development of a Mid- to Long-Term Strategy and Action Plan for SME Digitalization 2 Strategy for Building an AI Innovation Ecosystem and Regulatory Innovation for SMEs' Digital Transformation in Poland 3 Cybersecurity Innovation Ecosystem and Regulatory Reform for Polish SMEs

Background and Objectives

◦ The Ministry of Economic Development and Technology (MRiT) has identified key barriers to SME digital transformation, including low awareness of the need for digital adoption and fragmented government support systems, and is currently preparing a mid- to long-term national strategy, the "Digital Transformation Program for Enterprises," for 2026. In this context, Poland requested cooperation under KSP to benchmark Korea's experience in SME digital transformation and explore opportunities for industrial cooperation in AI and cybersecurity, ultimately supporting the development of Poland's SME digital strategy and related policy frameworks.

Main Contents

This consultation diagnoses the structural constraints and regulatory burdens facing SMEs' digital transformation in Poland. It proposes a demand-driven ecosystem development strategy by benchmarking Korea's data and AI voucher programs, regulatory sandbox framework, and SME cybersecurity support systems.

Current Status Analysis

◦ Polish SMEs, which account for approximately 46.6% of the national GDP, are a key pillar of the economy. However, the level of digital transformation and AI adoption remains relatively low compared with digital frontrunners. Major barriers include low awareness of digital technology adoption, shortages of IT professionals, and fragmented government support systems. Moreover, the increasing number of cyberattacks in recent years has heightened the need to strengthen cybersecurity capabilities among SMEs.

Korean and Global Cases

◦ Korea has actively promoted SME digital transformation through various government-led programs led by the Ministry of SMEs and Startups and the Ministry of Science and ICT. Major initiatives include the Smart Factory program, service digitalization support projects, and Data/AI voucher programs that stimulate SME adoption of digital technologies. In addition, Korea operates a comprehensive regulatory sandbox system that enables the testing of innovative technologies and provides regional cybersecurity support systems and simplified security certification frameworks to strengthen SME cybersecurity capabilities.

Policy Recommendations

◦ The project recommends introducing a stage-based Digital and AI Voucher program tailored to SMEs' technological maturity, along with a structured system for selecting and managing digital service providers. It also proposes establishing a Polish AI Regulatory Sandbox and a Fast-Track mechanism to facilitate real-world experimentation with emerging technologies. Furthermore, the creation of regional cybersecurity centers, the provision of Cloud Security-as-a-Service (SECaaS), and the introduction of simplified cybersecurity certification schemes are recommended to reduce compliance burdens for SMEs.

Outcomes and Implications

◦ As the first bilateral KSP project with MRiT, this project identified new areas of cooperation in SME digital transformation, AI, and cybersecurity. Its key policy recommendations are expected to be reflected in Poland's forthcoming "Digital Transformation Program for Enterprises" in 2026. Through interim and final reporting workshops, government, public, and private stakeholders strengthened institutional networks between Korea and Poland and explored opportunities for business collaboration. Following the project, KDI and MRiT plan to jointly organize an AI seminar to expand knowledge cooperation further. In addition, a follow-up KSP project (2026–2027) on AI regulatory sandboxes is being prepared in cooperation with Poland's Ministry of Digital Affairs, laying the foundation for deeper bilateral collaboration in digital technologies and AI.

Joint Consulting with Asian Development Bank (ADB)

Armenia Green Urbanization: Advancing Energy Efficiency in Buildings

#Energy Efficiency #Urban Development #Climate Change Mitigation #Green Building



Partner Institution	Urban Development Committee (UDC), Armenia
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	Sangmyung University, Replus Co., Ltd.
Subtopics	1 Assessment of Current Armenian Market Status and Comparative Survey with the Korean Market 2 Comparative Analysis of the Systems of Armenia and Korea and Suggestion of Improvement Strategies 3 Identification of Barriers to Growth in the Green Building Sector 4 Publish Collection of Project Case Studies and Benchmarking

Background and Objectives

◦ Armenia faces severe energy security vulnerabilities, importing 71% of its energy, while the building sector accounts for 37.5% of total consumption. This project aims to enhance urban sustainability by benchmarking Korea's Green Building Construction Support Act to formulate a practical energy efficiency roadmap tailored to Armenia's unique socio-economic context.

Main Contents

This consultation proposes a comprehensive four-step roadmap integrating legal frameworks, incentive mechanisms, and capacity-building to upgrade Armenia's building energy-efficiency ecosystem, drawing on Korea's transformative experiences.

Current Status Analysis

◦ The majority of Armenian buildings date to the Soviet era and suffer from severe degradation, poor insulation, and high energy loss. Although fundamental regulations exist, their implementation is critically hindered by the absence of localized eco-friendly design standards, inadequate financing mechanisms, and extremely low public awareness.

Korean and Global Cases

◦ Korea institutionalized building energy efficiency by progressively enforcing the Green Building Construction Support Act and implementing Zero Energy Building (ZEB) certifications. By phasing mandates from the public to the private sectors and offering diverse incentives, Korea established a globally recognized data-driven green-building ecosystem.

Policy Recommendations

◦ The project recommends a four-step roadmap uniquely designed to simultaneously address both new and existing buildings, considering Armenia's high proportion of aging structures. It advises initially establishing foundational energy-saving design standards alongside robust public awareness campaigns. Subsequently, establishing a localized certification system, accompanied by non-financial incentives such as relaxed building codes, is crucial for minimizing initial government spending. Expanding these mandates to the private sector and deploying a centralized building energy database will ensure sustainable long-term governance.

Outcomes and Implications

◦ The project delivered a complete Armenian translation of Korea's Green Building Construction Support Act, equipping local policymakers with an immediate legislative blueprint. Furthermore, publishing a comprehensive benchmarking compendium featuring case studies from Korea, Armenia, Georgia, and Azerbaijan established practical technical baselines. Through the policy practitioners' workshop on Korea's ZEB facilities, Armenian officials solidified their readiness to execute, paving the way for future co-financed green infrastructure projects with the ADB.

Joint Consulting with Asian Development Bank (ADB)

Transforming Higher Education into an Innovation Hub – focusing on Sumgayit State University

#Higher Education #Innovation Policy #Research and Development #Capacity Building



Partner Institution	Ministry of Science and Education (MSE), Azerbaijan
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	Korea Advanced Institute of Science and Technology(KAIST), Ars Praxia Inc.
Subtopics	1 Analysis of the Current Status of Higher Education System in Azerbaijan 2 Enhancing Innovation at SSU: Current Status and Strategies 3 Strategies for Activating R&D and Establishing an Innovation Hub at SSU 4 Capacity-building Training for Relevant Officials of MSE and SSU

Background and Objectives

◦ To transition from an oil-dependent economy to a knowledge-based society, Azerbaijan urgently needs to reform its higher education system and cultivate advanced industrial talent. This project aims to formulate a comprehensive master plan to transform Sumgayit State University (SSU) into a regional industry-academia innovation hub by benchmarking Korea's transformative educational policies.

Main Contents

This consultation comprehensively diagnoses SSU's capacity using the Triple-Helix model and proposes actionable strategies to establish independent research institutes and robust technology transfer ecosystems based on Korea's historical milestones.

Current Status Analysis

◦ Although SSU possesses foundational strengths in chemistry and physics, its research remains heavily teaching-oriented and lacks critical linkages to industrial applications. Furthermore, Azerbaijan's higher education system suffers from constrained institutional autonomy, insufficient funding mechanisms, and a severe absence of structured university-industry collaboration channels.

Korean and Global Cases

◦ Korea has rapidly secured national R&D competitiveness by establishing the autonomous Korea Institute of Science and Technology (KIST) and fostering world-class research universities through the Brain Korea 21 (BK21) initiative, successfully institutionalizing regional industry-academia cooperation via the LINC program.

Policy Recommendations

◦ The project recommends establishing a regional research and innovation complex in Sabah City, progressively integrating SSU and local enterprises to ensure scalability. It advises reconstructing SSU's innovation centers in the short term to upgrade critical laboratory infrastructure and yield immediate research outcomes. Developing industry-tailored convergence curricula and revamping faculty evaluation systems are essential to incentivize practical research and technology commercialization. Finally, launching joint degree programs and robust personnel exchanges with premier Korean institutions will rapidly elevate SSU's global research capabilities.

Outcomes and Implications

◦ The project successfully delivered highly actionable execution options, accompanied by concrete budget estimates, directly equipping the Azerbaijani government with a blueprint for higher education reform. Through policy practitioners' workshops, key policymakers gained critical insights into Korea's innovation ecosystems, significantly elevating their commitment to structural modernization. Furthermore, collaborating closely with the ADB ensures that these strategic frameworks can serve as foundational architectures for securing future multilateral development investments.

Joint Consulting with the European Bank for Reconstruction and Development (EBRD)

Roadmap for Integrating the Smart Water Management (SWM) in Bishkek, the Kyrgyz Republic

#Water Supply #Smart Water Management #Public-Private Partnerships #Digital Transformation



Partner Institution	Bishkek Water Company (Bishkekvodocanal), Kyrgyz Republic
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	WI. Plat Co., Ltd., Korea Water Supply Research Association
Subtopics	1 Comprehensive Assessment of Urban Water Management in the Kyrgyz Republic with a Particular Focus on Bishkek 2 Case Study of the Korean Experience in Smart Water Management and Implications for the Kyrgyz Republic 3 Roadmap for the Adoption of Smart Water Management Practices in Bishkek with an Emphasis on Digitalization Investments, Governance and Regulatory Framework

Background and Objectives

◦ Despite having abundant water resources, the Kyrgyz Republic faces severe water shortages and low supply efficiency due to rapidly aging infrastructure, climate change, and inadequate management systems. This project aims to improve water resilience and operational efficiency in Bishkek by formulating a comprehensive roadmap for integrating Smart Water Management (SWM) systems based on Korea's successful digital transition experiences.

Main Contents

This consultation comprehensively evaluates Bishkek's urban water management status and proposes a structured, phased roadmap that incorporates advanced ICT solutions and financing strategies modeled on Korea's SWM achievements.

Current Status Analysis

◦ Bishkek, the capital city, faces significant challenges with Non-Revenue Water (NRW), with leakage rates of approximately 40% driven by climate change, aging infrastructure, and inefficient water management systems. Furthermore, the city lacks both widespread deployment of smart water meters and a framework for data-driven decision-making.

Korean and Global Cases

◦ Korea successfully modernized its local water supply systems by proactively deploying advanced block systems (DMAs), real-time SCADA integration, and IoT-based smart metering, drastically improving water efficiency. It also effectively utilized Performance-Based Contracts through K-water's consignment operations to systematically reduce leakage and energy consumption while ensuring long-term financial sustainability.

Policy Recommendations

◦ The project recommends a phased, three-stage SWM implementation roadmap starting with SCADA and IoT pilot projects to establish a data-driven baseline. It advises deploying District Metered Areas (DMAs) alongside a hybrid LoRaWAN and LTE communication infrastructure to guarantee reliable smart metering. Adopting an AI-driven energy optimization system and mixed financing structures, leveraging EBRD loans and ODA grants, is highly recommended to de-risk initial investments. Establishing a dedicated SWM task force within the water authority is also crucial for sustainable capacity-building and institutional reform.

Outcomes and Implications

◦ The project successfully delivered a highly actionable SWM roadmap and practical Key Performance Indicators completely tailored to Bishkek's institutional capacities. Integrating a Smart Water Management pilot project for small-scale municipalities with the EBRD's regional water supply investments will serve as a scalable model to validate operational efficiency and data-driven governance. Through the policy practitioners' workshop and visits to Korea's advanced water treatment facilities, Kyrgyz policymakers gained critical operational insights, significantly elevating their execution readiness. The development of a sustainable hybrid finance framework will serve as a cornerstone for Korean water technology enterprises to penetrate the Central Asian market, effectively anchoring future ODA-linked projects to long-term commercial sustainability.

2024/25 KSP Projects: Overview and Key Achievements

Asia & Oceania

Europe & Central Asia

Latin America & the Caribbean

Middle East & North Africa

Sub-Saharan Africa

Strengthening the Data Governance and Analytics Models for the Internal Revenue Service

#Digital Tax Administration #Data Governance #Data Analytics Models
#Data Quality Management #Tax Capacity Building



Partner Institution	Internal Revenue Service(SRI), Ecuador
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	TG Co., Ltd.
Subtopics	1 Improvement of the National Tax Data Governance Model 2 Strengthening Analytics Models for National Tax Data 3 Planning for Training Positions Related to National Tax Data

Background and Objectives

◦ In the context of high tax evasion rates and operational inefficiencies stemming from fragmented, non-standardized databases, the Internal Revenue Service of Ecuador (SRI) seeks to transition toward a more data-driven digital tax administration. This project aims to develop a comprehensive data governance framework, enhance tax data analytics capabilities, and design structured capacity-building programs by benchmarking South Korea's advanced digital tax administration practices.

Main Contents

This consultation provides a comprehensive roadmap for modernizing SRI's digital tax administration by proposing a robust data governance framework, advanced analytics models, and role-based capacity-building programs.

Current Status Analysis

◦ SRI currently suffers from severe data fragmentation across multiple disparate databases, a lack of centralized metadata management, and ambiguous data ownership. Consequently, the reliance on manual processing prevents the effective implementation of proactive, AI-driven tax audits and real-time revenue forecasting.

Korean and Global Cases

◦ Korea's National Tax Service (NTS) successfully operates a highly integrated data platform that utilizes automated quality validation, extensive third-party data linkages, and an e-tax invoice early-warning system to preemptively detect tax evasion. The NTS also actively employs advanced machine-learning algorithms to assess taxpayer risk and conducts systematic internal capacity-building in collaboration with top academic institutions.

Policy Recommendations

◦ The project recommends establishing a Chief Data Officer-led governance council to enforce clear, role-based data ownership and automated Data Quality Management mechanisms. It advises deploying a centralized data warehouse alongside a unified metadata registry to effectively resolve data silos. Implementing machine-learning-based taxpayer risk-scoring models and intuitive visualization dashboards is essential for proactive compliance monitoring. Furthermore, modernizing cloud-based infrastructure and structuring a tiered, role-specific training curriculum for data engineers and architects are crucial to ensure sustainable digital transformation.

Outcomes and Implications

◦ The project successfully delivered highly actionable blueprints that comprehensively redesigned SRI's enterprise data architecture, governance protocols, and predictive modeling methodologies. During the policy practitioners' workshop in Korea, Ecuadorian officials gained practical expertise by observing the NTS's operations, significantly boosting their readiness for policy execution. The strategic architecture developed under this project is expected to serve as a key design foundation for the large-scale tax administration reform program currently being implemented with co-financing from the Inter-American Development Bank and the Economic Development Cooperation Fund.

Establishment of Smart Logistics Infrastructure Plan

#Infrastructure Development #Transport Policy & Planning
#Digital Transformation #Trade Facilitation



Partner Institution	Ministry of Transport and Public Works (MTOP), Ecuador
Coordinating Agency	Korea Trade-Investment Promotion Agency (KOTRA)
Implementing Agency	Logistics Revolution Korea Co., Ltd, Korea Research Institute for Human Settlements
Subtopics	1 Analysis of Ecuador's Logistics Industry and Infrastructure Status 2 Global Trends Analysis in Smart Logistics 3 Establishment of a Smart Logistics Infrastructure Development Roadmap

Background and Objectives

◦ Although Ecuador's economy relies heavily on port-centric operations, its national logistics costs amount to a staggering 17% of GDP, driven by severe port congestion, aging infrastructure, and inadequate digitalization. Ahead of the Strategic Economic Cooperation Agreement (SECA) with Korea, this project aims to formulate a comprehensive smart logistics master plan by benchmarking Korea's advanced digital logistics experiences, effectively modernizing Ecuador's national transport network to handle expanding global trade.

Main Contents

This consultation comprehensively evaluates Ecuador's national logistics ecosystem and proposes a phased roadmap to modernize port, airport, and inland infrastructures through rigorous digitalization and structural legal reforms.

Current Status Analysis

◦ Ecuador's logistics sector suffers from a highly fragmented policy framework, severely limited budgets, and an absolute lack of integrated national information platforms. Consequently, a heavy reliance on manual customs and quarantine procedures creates structural bottlenecks, essentially doubling the average cargo clearance times compared to advanced nations and deeply hindering overall supply chain efficiency.

Korean and Global Cases

◦ Korea has been systematically modernizing its logistics capabilities through robust legislation, such as the National Logistics Master Plan, and continuous investments in automated intermodal hubs. Technologically, Korea has successfully transitioned to data-driven governance by seamlessly operating integrated platforms such as PORT-MIS and AirCIS, notably achieving fully uncrewed, AI-driven operations at the Busan New Port automated terminal.

Policy Recommendations

◦ The project recommends legally institutionalizing a comprehensive National Logistics Master Plan and establishing a dedicated logistics control tower within MTOP. It advises constructing multi-functional inland dry ports near borders and developing specialized logistics hinterlands around major airports and seaports. Deploying a centralized National Integrated Logistics Information Platform is essential to ensure seamless data interoperability across all stakeholders. Finally, modernizing the electronic customs clearance system (ECUAPASS) will critically eliminate manual processing delays and accelerate international trade.

Outcomes and Implications

◦ The project delivered a robust 10-year roadmap featuring 25 actionable initiatives, equipping the government with strategic blueprints for immediate regulatory reforms. By proactively detailing five core follow-up projects, including smart port pilots, the consultation provided a rigorous foundation for mobilizing subsequent multilateral investments. Through the policy practitioners' workshop in Korea's automated terminals, Ecuadorian policymakers solidified their commitment, actively paving the way for Korean enterprises to participate in future infrastructure ventures.

One-Stop Digital Registration Window for the Attention of Citizens and Vulnerable Groups

#Public Administration #Social Protection #Digital Transformation #Platform Design



Partner Institution	Secretariat of Social Development (SEDESOL), Republic of Honduras
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Development Institute (KDI)
Subtopics	1 Strategies to Implement a User-friendly Digital Administrative System 2 Public Digital Platform Design to Improve the Quality of Social Welfare Services 3 Evaluation Framework for the Sustainable Operation of the Digital System

Background and Objectives

◦ The government of Honduras has prioritized digital transformation to combat poverty and inequality. However, fragmented information systems and fiscal constraints continue to limit the effective delivery of welfare. This project aims to formulate a comprehensive roadmap for building a one-stop digital registration window to reduce bureaucratic inefficiencies, increase accessibility, and promote social inclusion.

Main Contents

This consultation systematically diagnoses Honduras's welfare data ecosystem. It proposes actionable strategies to design an integrated digital administrative framework, a public-facing welfare platform, and a robust sustainability evaluation mechanism.

Current Status Analysis

◦ Honduras currently operates multiple welfare-related databases, including SIRBHO, SIAMIR, and the National Registry of Persons (RNP). However, these systems operate in a fragmented manner, resulting in data inconsistencies and widespread administrative inefficiencies. In addition, the absence of a centralized information management system exacerbates the exclusion of vulnerable populations and leaves the welfare system susceptible to benefit fraud.

Korean and Global Cases

◦ Korea established a highly integrated social security infrastructure through "Bokjiro" and the Social Security Information System called Haengbok E-eum, seamlessly connecting data across more than 70 related government agencies. Supported by robust legal frameworks, including the Framework Act on Social Security, the Act on the Use and Provision of Social Security Benefits and Search for Eligible Beneficiaries, this integration eradicated duplicate benefits and optimized the delivery of customized welfare services.

Policy Recommendations

◦ The project advises initially linking SEDESOL's beneficiary data with the RNP to streamline welfare investigations and automate disability ID card issuance. In the medium-to-long term, the government should establish a citizen-centric, integrated national digital welfare platform, "SOL," which consolidates welfare applications, eligibility decisions, and benefit distributions. To support this integration, comprehensive legal reforms that enable cross-agency data sharing while safeguarding privacy are essential. Finally, the project proposes establishing a phased sustainability evaluation framework with key performance indicators to monitor system accessibility, service effectiveness, and operational efficiency.

Outcomes and Implications

◦ The project delivered a highly actionable blueprint for integrating Honduras's fragmented welfare data, directly supporting SEDESOL's vision for digital public service innovation. Through the policy practitioner's workshop, Honduran policymakers gained practical insights into Korea's digital welfare governance, significantly strengthening their institutional commitment. Crucially, this consultation directly resulted in a follow-up "Digital Government Consulting" project by the National Information Society Agency (NIA), laying the foundation for the actual deployment of the Honduran integrated social security information system.

Strategies for the Development of Infrastructure and Transportation Information System in Honduras

#Transport Planning #Infrastructure Development #Climate Change Adaptation #Traffic Safety



Partner Institution	Secretariat of Infrastructure and Transportation (SIT), Republic of Honduras
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Development Institute (KDI)
Subtopics	1 Strategies and Policies for the Development of Road Infrastructure in Honduras 2 Sustainable Road Infrastructure for Enhanced Competitiveness in Response to Climate Change 3 System Design for Transportation Data Collection and Management 4 Policies and Technologies to Improve Traffic Safety in Honduras

Background and Objectives

◦ Honduras faces significant logistics and mobility challenges due to mountainous terrains, recurrent climate disasters, and fragmented infrastructure planning. This project aims to formulate a comprehensive strategy for sustainable road development, climate-resilient engineering, systemic data management, and traffic safety improvements by benchmarking Korea's infrastructure evolution.

Main Contents

This consultation systematically assesses Honduras's transportation infrastructure. It proposes structured strategies for public investment planning, climate-adaptive road design, the establishment of a national database, and comprehensive traffic safety frameworks, drawing on Korean best practices.

Current Status Analysis

◦ Honduran road investments lack long-term strategic plans, exacerbating a heavy reliance on external funding. The infrastructure is highly vulnerable to severe weather events due to outdated drainage and paving standards. At the same time, the complete absence of a centralized transport database severely restricts evidence-based policymaking and safety enforcement.

Korean and Global Cases

◦ Korea successfully established a strategic public investment framework by deploying a preliminary feasibility study (PFS) system and securing dedicated funds through the Transportation Facility Special Account. Furthermore, Korea mitigated climate impacts by upgrading drainage capacity and using eco-friendly slope stabilization, while centralizing all transport data in the legally mandated Korea Transport Database (KTDB) to ensure objective policy analysis.

Policy Recommendations

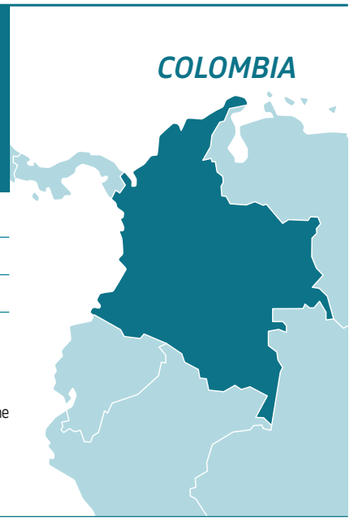
◦ The project advises institutionalizing a multi-tiered national development plan alongside a rigorous PFS framework to ensure transparent and objective project prioritization. It recommends upgrading geometric and drainage design standards to combat climate change and integrating smart Pavement Management Systems to optimize lifecycle maintenance costs. Enacting comprehensive legislation to mandate a National Transport Database operated by a dedicated organizational unit within SIT is critical to resolve data fragmentation. Implementing a holistic 4E approach—Engineering, Education, Enforcement, and Emergency response—is also recommended to reduce traffic fatalities systematically.

Outcomes and Implications

◦ The project provided a transformational blueprint, shifting Honduras's infrastructure approach from reactive, fragmented repairs to proactive, evidence-based public investments. Through policy practitioners' workshops to Korea's smart transport centers and large-scale infrastructure project sites Honduran policymakers deepened their knowledge and interest in the Korean system and models. Ultimately, the output of this project is expected to be used as a preliminary study for future projects in the country, as well as a reference for building a national transportation database.

Consulting for the Digital Transformation of Scientific and Industrial Metrology in Colombia Based on Successful Experiences and Good Practices of Korean Cases

#Digital Transformation #Scientific and Industrial Metrology
#Quality Infrastructure #Digital Calibration Certificate



Partner Institution	National Metrology Institute (NMI), Colombia
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Testing Laboratory (KTL), Hyundai Research Institute (HRI)
Subtopics	1 Analysis of the Digital Transformation in Colombia's Scientific and Industrial Metrology 2 Korea's Experience in the Digital Transformation of Measurement Technology Services 3 The Plan to Support Digital Transformation in the Measurement Field for Companies 4 Policy Recommendations for the Digital Transformation of Measurement Services in the Scientific and Industrial Sectors in Colombia

Background and Objectives

◦ The Colombian government aims to modernize its scientific and industrial metrology to boost national productivity but faces structural constraints, including fragmented digital infrastructure and a severe shortage of skilled personnel. To overcome these challenges, this project formulates strategic roadmaps and practical digital solutions for Colombia's metrology sector by benchmarking Korea's successful digital transformation and advanced National Quality Infrastructure (NQI).

Main Contents

This consultation comprehensively evaluates Colombia's digital metrology ecosystem and proposes a structured transformation strategy that leverages Korea's advanced digital tools, including Digital Calibration Certificates (DCCs) and Laboratory Information Management Systems (LIMS).

Current Status Analysis

◦ Colombia's digital transformation in metrology remains in its nascent stages, with many laboratories heavily reliant on manual processes and lacking integrated systems such as LIMS or DCCs. Furthermore, a significant disconnect between high-level national digital strategies and practical laboratory implementation is exacerbated by a critical shortage of digital metrology experts and financial constraints among SMEs.

Korean and Global Cases

◦ Korea successfully modernized its NQI by integrating digital metrology into its 5th Master Plan for National Standards. Leading institutions such as KRISS and KTL developed and deployed cutting-edge tools, including blockchain-secured DCCs, the automated Claydox report platform, and IoT-based smart factory integrations, creating a highly interoperable and efficient digital ecosystem.

Policy Recommendations

◦ The project strongly recommends establishing a comprehensive National Digital Metrology Roadmap and institutionalizing a cross-agency governance framework involving NMI, ONAC, and ICONTEC. It is vital to prioritize human resource development through targeted training programs in data science, cybersecurity, and DCC operations. Implementing scalable, open-source LIMS and standardizing DCC formats in alignment with ISO/IEC 17025 are essential for establishing a robust digital infrastructure. Additionally, Colombia should leverage Official Development Assistance to launch joint pilot projects, particularly in acoustics metrology, and provide targeted financial support mechanisms for SME modernization.

Outcomes and Implications

◦ The project successfully delivered a highly actionable implementation roadmap that systematically diagnoses Colombia's NQI and provides practical guidelines for phased adoption of digital systems. The Policy Practitioners' workshop on Korea's advanced smart factories and testing laboratories significantly enhanced the operational readiness and executive drive of Colombian policymakers. Ultimately, this collaboration establishes a resilient foundation for long-term bilateral partnerships, including future ODA initiatives, positioning Colombia to become a regional leader in digital metrology.

Monitoring and Managing Plastic Pollution Strategy in Cuba

#Environmental Governance #Circular Economy #Waste Management #Climate Change Mitigation



Partner Institution	Ministry of Science, Technology and Environment (CITMA), Cuba
Coordinating Agency	Korea Trade-Investment Promotion Agency (KOTRA)
Implementing Agency	Korea Enterprise Institute Co., Ltd., Daeheung Eco
Subtopics	1 Supporting Policy for Reducing Single-use Plastic Pollution Considering Plastic Usage, Separation, and Recycling Patterns in Cuba 2 Introducing Advanced Technologies for Analyzing the Impact of Single-use Plastic Restriction Policies on Key Stakeholders and Preparing Measures to Raise Public Awareness 3 Analyzing Domestic and International Incentive Status and Establishing a Mid-to-Long-Term Roadmap for Policy Introduction to Support Plastic Pollution Reduction 4 Improving the Monitoring and Control Management System for Plastic and Microplastic Pollution

Background and Objectives

◦ Although Cuba's tourism-driven economy faces severe coastal pollution due to surging single-use plastics and inadequate recycling infrastructure, the government's transition toward a circular economy remains hindered by institutional limitations. This project aims to formulate a comprehensive plastic pollution management strategy by benchmarking Korea's successful resource-circulation policies to equip Cuba with tailored regulatory frameworks, incentive structures, and advanced monitoring systems.

Main Contents

This consultation comprehensively evaluates Cuba's plastic consumption and waste management systems, proposing actionable roadmaps that encompass phased regulations, the implementation of Extended Producer Responsibility (EPR), and integrated environmental monitoring.

Current Status Analysis

◦ Cuba relies heavily on imported plastics and informal waste collection networks, resulting in critically low recycling efficiency nationwide. Furthermore, despite having foundational environmental laws, the absence of modern mechanisms such as EPR and standardized microplastic monitoring databases fundamentally impedes effective national pollution control.

Korean and Global Cases

◦ Korea achieved world-class recycling rates by strictly institutionalizing the Volume-Based Waste Fee system, comprehensive EPR mandates, and systematic source-separation requirements. Korea effectively operates robust public-private circular infrastructures, perfectly demonstrated by its reusable cup deposit schemes and integrated upcycling centers.

Policy Recommendations

◦ The project recommends implementing phased restrictions on single-use plastics and mandating the public procurement of eco-friendly alternatives. It advises adopting a three-stage roadmap featuring financial incentives, such as tax exemptions and capital subsidies, for compliant recycling enterprises, initiating pilot programs for EPR and Deposit-Refund Systems specifically targeting beverage bottles. Furthermore, establishing a reusable container circulation system in tourism facilities alongside nationwide "Zero Plastico Cuba" campaigns will rapidly secure public acceptance. Finally, deploying a centralized plastic pollution monitoring platform connecting environmental and public health data is essential for evidence-based policymaking.

Outcomes and Implications

◦ The project successfully delivered highly actionable roadmaps that definitively shift Cuba's environmental paradigm from strict regulations to an incentive-driven circular economy. Through the policy practitioners' workshop to Korea's advanced upcycling hubs and reusable container sanitation centers, Cuban policymakers gained critical operational insights and strengthened their readiness for execution. Ultimately, these strategic frameworks lay a resilient foundation for executing pilot projects and mobilizing follow-up multilateral investments from global climate organizations like the GCF.

Strengthening SMEs' Competitiveness with Certification of Origin in Peru

#Trade Facilitation #Certificate of Origin #SME Development #Supply Chain Due Diligence



Partner Institution	The Ministry of Foreign Trade and Tourism (MINCETUR), Peru
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Trade Network (KTNET)
Subtopics	1 Preliminary Feasibility Study for the Integrated Origin Determination and Management System in VUCE 2 Suggesting an Education Program to Promote the Utilization of FTAs by Peruvian SMEs 3 Policy Recommendations for the Development of an Origin Management System in Preparation for the Changing Trade Paradigm

Background and Objectives

◦ Although Peru actively utilizes Free Trade Agreements (FTAs) for approximately 87% of its exports, its small and medium-sized enterprises (SMEs) face significant challenges in maximizing these benefits due to complex rules of origin and inadequate origin management systems. This project aims to formulate a comprehensive roadmap to upgrade Peru's Single Window for Foreign Trade (VUCE), develop tailored FTA education programs, and establish proactive policy responses to emerging global trade norms by benchmarking South Korea's advanced digital trade infrastructure.

Main Contents

This consultation systematically evaluates Peru's origin management ecosystem and proposes actionable strategies to modernize the VUCE system, strengthen specialized FTA training, and integrate supply chain due diligence frameworks.

Current Status Analysis

◦ Peru's VUCE system is limited to institutional certificate issuance and lacks essential features for automated origin determination and electronic document archiving required for self-issuance. Furthermore, existing FTA education remains rudimentary, lacking industry-specific depth, and SMEs demonstrate low awareness of and preparedness for stringent global regulations, such as the EU's Corporate Sustainability Due Diligence Directive (CSDDD).

Korean and Global Cases

◦ Korea achieved an 86% FTA utilization rate by deploying the FTA Korea system, which provides seamless origin determination, self-issuance, and automated document retention for SMEs. To respond to shifting global trade paradigms, the Korean government and private sector collaborate closely, offering phased, industry-specific FTA consulting and proactively implementing K-ESG guidelines to navigate supply chain due diligence successfully.

Policy Recommendations

◦ The project strongly recommends developing VUCE 2.0 to incorporate integrated functionalities for automated origin determination, self-issuance of certificates, and secure verification document management. To enhance capacity, Peru should introduce industry-specific FTA training curricula and institutionalize a certified origin-expert system modeled on Korea's practices. Furthermore, enacting supreme decrees is advised to mandate and standardize these newly digitized processes. MINCETUR must establish a dedicated organizational unit to systematically monitor global supply chain risks and integrate due diligence data management directly into the future VUCE architecture.

Outcomes and Implications

◦ The project successfully delivered a highly actionable blueprint to upgrade the VUCE origin management system, expected to reduce administrative costs and processing times for Peruvian exporters drastically. Through the policy practitioners' workshop to Korea's major trade institutions, Peruvian policymakers gained critical operational insights, significantly solidifying their commitment to systemic digital reform. This strategic collaboration not only strengthens Peru's export competitiveness and readiness for global supply chain norms but also establishes a robust gateway for Korean e-trade platforms to expand into the Latin American market.

Fostering the Shipbuilding and Related Industries in Peru

#Industrial Policy #Manufacturing #Infrastructure Development #Capacity Building



Partner Institution	Ministry of Production (PRODUCE), Peru
Coordinating Agency	Korea Trade-Investment Promotion Agency (KOTRA)
Implementing Agency	Korea Maritime Institute (KMI), Korea Institute for Industrial Economics & Trade (KIET)
Subtopics	1 Current Status and Actual Conditions of Peru's Shipbuilding and Related Industries 2 Sharing Korea's Development Experience in the Shipbuilding Industry 3 Establishment of a Policy Roadmap for Fostering Peru's Shipbuilding and Related Industries

Background and Objectives

◦ Confined to minor repairs and small vessel construction due to outdated infrastructure and an immature supply chain, Peru's shipbuilding industry fundamentally underutilizes its vast maritime potential. Recognizing burgeoning logistics demand spurred by new mega-ports, this project aims to formulate a comprehensive master plan to transform Peru into a Latin American shipbuilding hub by benchmarking Korea's successful industrialization and capacity-building experiences.

Main Contents

This consultation systematically diagnoses Peru's shipbuilding ecosystem and proposes a highly actionable, 15-year phased roadmap encompassing legal frameworks, supply chain localization, and specialized workforce development.

Current Status Analysis

◦ Peru's shipbuilding sector, heavily reliant on the state-owned SIMA-PERU, critically lacks essential large-scale construction infrastructure and advanced design engineers. Furthermore, importing over 80% of core components, combined with an absolute lack of international certifications, structurally prevents domestic manufacturers from entering the highly competitive global maritime market.

Korean and Global Cases

◦ Korea successfully catapulted itself to global shipbuilding supremacy by enacting the robust Shipbuilding Industry Promotion Act, which secured massive infrastructure investments and financial subsidies. Through meticulously planned localization strategies and proactive academic-industrial partnerships, Korea simultaneously nurtured world-class equipment manufacturers and secured unparalleled technological competitiveness.

Policy Recommendations

◦ The project strongly recommends enacting a dedicated Shipbuilding Industry Promotion Act to institutionalize tax exemptions and financial incentives for local manufacturers. It advises securing initial domestic demand through targeted fishing-vessel modernization projects before strategically expanding into the broader Latin American ship-repair market. Implementing a four-stage equipment localization model and designating a centralized maritime industrial cluster around the Lima-Callao region are essential for supply chain synergy. Furthermore, establishing comprehensive training programs and robust partnerships with international institutions is crucial for rapidly cultivating advanced design and production personnel.

Outcomes and Implications

◦ The project successfully delivered a three-phased, 15-year roadmap specifically equipping Peru with legislative and operational blueprints to capture regional market dominance. Through the policy practitioners' workshop to Korea's premier shipyards and equipment manufacturers, Peruvian policymakers gained critical technical insights, deepening their commitment to systemic industrial reform. Ultimately, this strategic alignment forged a robust collaborative gateway, actively paving the way for joint ventures and expanding the presence of Korean maritime enterprises in Peru's modernization initiatives.

Joint Consulting with Development Bank of Latin America (CAF)

Strengthening the Management and Monitoring of Urban Mobility through a Data Observatory in Cuenca, Ecuador

#Urban Transport #Transport Policy & Planning #Digital Transformation #Smart City Development



Partner Institution	Municipality of Cuenca, Cuenca Municipal Public Company for Mobility, Transit and Transportation (EMOV EP)
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	SUNJIN Engineering & Architecture Co., Ltd., Soul infotech Co., Ltd.
Subtopics	1 Assessment of the City of Cuenca's Transport Data Collection, Analysis and DB Status 2 Case Study of Advanced Urban Mobility Observatory (UMO) in Korea 3 Proposal of MO Construction and Big Data Utilization Measures 4 Suggestion of Public Transportation System Improvement Policies

Background and Objectives

◦ Cuenca faces severe traffic congestion and air pollution due to rapid urbanization, exacerbated by a heavily fragmented mobility data management system across various independent institutions. This project aims to support Cuenca in establishing an integrated Urban Mobility Observatory (UMO) and formulating highly effective public transit policies by benchmarking Korea's advanced data-driven transportation management systems.

Main Contents

This consultation comprehensively diagnoses Cuenca's fragmented mobility data environment and proposes actionable roadmaps to construct an integrated data hub, standardize system formats, and overhaul public transit networks.

Current Status Analysis

◦ Cuenca's transportation data is managed independently by various agencies, with no standardized formats or real-time interoperability. This decentralized structural limitation critically hinders the city's capacity to monitor holistic traffic conditions and execute prompt, evidence-based urban mobility policies.

Korean and Global Cases

◦ Korea successfully resolved similar data fragmentation by establishing centralized control hubs, such as Seoul's TOPIS, which aggregates real-time data from buses, subways, and traffic facilities. In addition, Korea institutionalized its national transport databases (KTDB), creating a highly standardized ecosystem that enables sophisticated, data-driven policymaking and proactive public information services.

Policy Recommendations

◦ The project strongly recommends designing and deploying an integrated Urban Mobility Observatory as a central data hub that connects all transport-related agencies. To guarantee seamless interoperability, Cuenca must formally adopt standardized data protocols, such as GTFS, alongside establishing rigorous legal frameworks for data governance. Installing advanced on-site mobility detection devices, including intelligent CCTVs on major corridors, is essential to secure real-time data collection capabilities, while optimizing bus route networks by introducing a trunk-and-feeder system and implementing a unified fare system will drastically enhance public transit efficiency. Finally, exploring a semi-public bus operating model is highly advised to ensure long-term financial transparency and exceptional service quality.

Outcomes and Implications

◦ The project delivered a highly actionable, phased implementation roadmap that provides Cuenca with a clear technical architecture and policy guidelines to modernize its urban transit network. By providing detailed budget estimates alongside blended-finance strategies that leverage multilateral development bank loans, the consultation laid a resilient foundation for securing subsequent infrastructure investments. Ultimately, this strategic alignment empowers Cuenca to transition toward a sustainable, data-driven smart city model while significantly strengthening Korea-Ecuador collaboration.

Joint Consulting with Inter-American Development Bank (IDB)

Utilization of Digital Infrastructure: Developing Flood Early Warning and Drainage Systems Improvement Plan for Flood Damage Mitigation in Buenos Aires City, Argentina

#Water Resources Management #Early Warning Systems
#Urban Development #Climate Change Adaptation



Partner Institution	Ministry of Infrastructure of the City of Buenos Aires (MOI), Argentina
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	Inha University, TOCONET Korea Co., LTD, Korea Engineering Consultants Corporation
Subtopics	1 Review and Analysis of Buenos Aires' Flood Risk Reduction System and Plans 2 Analysis of Korean Cases and Proposal of Flood Mitigation Measures 3 Establishment of Sustainable Development Plans and Identification of Follow-up Projects 4 Knowledge Exchange with Korean Institutions and Experts

Background and Objectives

◦ The City of Buenos Aires faces recurring and devastating urban flooding driven by flat topography, rapid urbanization, and extreme rainfall exacerbated by climate change, revealing the critical limitations of its aging drainage infrastructure. This project aims to formulate a sustainable flood risk reduction master plan by benchmarking Korea's advanced smart water management and early warning systems, equipping the city with customized, climate-resilient urban drainage and forecasting strategies.

Main Contents

This consultation comprehensively assesses Buenos Aires' flood management capabilities and proposes actionable strategies to modernize early warning frameworks, integrate nature-based solutions, and restructure institutional governance, drawing on Korea's proven experiences.

Current Status Analysis

◦ Buenos Aires relies heavily on deteriorating 20th-century underground culverts that are entirely overwhelmed by increased impervious surfaces and surging runoff volumes. Furthermore, the city's Storm Alert System (SAT) suffers from severe maintenance deficits, poor operability of the observation network, and highly fragmented data management, critically undermining real-time flood forecasting and emergency response.

Korean and Global Cases

◦ Korea has successfully mitigated urban flooding and revitalized ecosystems by daylighting the Cheonggyecheon river and mandating Low Impact Development (LID) practices to restore natural infiltration. Technologically, Korea operates the advanced Water Resources Management Information System (WAMIS), seamlessly integrated with AI-driven predictive modeling and comprehensive disaster dashboards, to ensure rapid, data-driven emergency responses.

Policy Recommendations

◦ The project strongly recommends prioritizing Nature-based Solutions (NbS), such as partial river daylighting and retention basin construction, in the highly vulnerable southern Cildáñez basin. It advises upgrading the inactive SAT to a Web-GIS-based Water Resources Information System (WRIS-BA) with automated quality-control and AI-based forecasting modules. Establishing a permanent, integrated oversight agency, similar to Seoul's Water Circulation Safety Bureau, is crucial to resolving fragmented governance. Finally, implementing a phased financing roadmap blending domestic ODA funds with multilateral development bank loans is necessary to secure long-term infrastructure investments.

Outcomes and Implications

◦ The project successfully delivered a highly actionable master plan focusing on four southern basins, effectively shifting the city's paradigm from hardware-centric repairs to data-driven, nature-based resilience. Crucially, the consultation facilitated the drafting of a comprehensive proposal for the KEITI-MDB technical assistance program, laying a robust foundation for mobilizing a projected USD 120 million in investment. Through the policy practitioners' workshop and visits to Korea's deep stormwater tunnels and advanced flood control centers, Argentine policymakers gained critical operational insights, deepening their commitment to a systemic digital transition.

Joint Consulting with Inter-American Development Bank (IDB)

Fostering Climate-Resilient Road Infrastructure in Colombia

#Road Infrastructure #Climate Change Adaptation
#Natural Disaster Management #Capacity Building



Partner Institution	Ministry of Transport (MT), Republic of Colombia
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	Korea Engineering Consultants Corp. (KECC), Teso Engineering
Subtopics	1 Analysis of the Current Status and Problems of Road Infrastructure Related to Climate Change in Colombia 2 Road Infrastructure Rapid Response System through a Study on Best Practices in Korea 3 Policy Recommendations for Sustainable Road Maintenance Related to Climate-resilient Road Infrastructure

Background and Objectives

◦ Colombia's road infrastructure is highly vulnerable to climate-induced disasters such as landslides and floods, leading to frequent road closures and severe socio-economic damage. This project aims to support Colombia in establishing a sustainable management framework by providing policy recommendations for a rapid disaster-response system and climate-resilient road maintenance, leveraging Korea's advanced experience.

Main Contents

This consultation comprehensively analyzes Colombia's current rapid-response protocols and the specific vulnerabilities of the Manizales-Mariquita road to propose actionable strategies for emergency communications and climate-resilient infrastructure design.

Current Status Analysis

◦ Colombia's rapid disaster response is hindered by ambiguous inter-agency roles, complex budget execution procedures, and a critical lack of emergency communication networks in mountainous regions. Furthermore, the targeted Manizales-Mariquita road suffers from insufficient drainage systems and recurrent slope instabilities, perpetuating a reactive rather than preventive maintenance cycle.

Korean and Global Cases

◦ The Korea Expressway Corporation proactively manages expressways through a robust Central Disaster Situation Room and utilizes precise on-site action manuals tailored to specific disasters. Additionally, Korea significantly enhanced its mountainous road design standards, increasing drainage capacity requirements and establishing rigorous guidelines for slope stability and debris-flow countermeasures to combat climate-change impacts.

Policy Recommendations

◦ The project strongly recommends developing clear standard operating procedures for initial on-site disaster responses and establishing an emergency radio communication network using a phased approach. For the Manizales-Mariquita road, it advises directly applying Korea's mountainous road design manual to strengthen slope stabilization and improve the capacity of drainage facilities. Developing bypass roads in urban sections is proposed to alleviate congestion and avoid high-risk landslide zones. Implementing a pilot project for an IoT-based landslide early warning system utilizing buried sensors is also essential to shift towards preventive road maintenance.

Outcomes and Implications

◦ The project successfully delivered practical action plans that equip the Colombian government with the necessary frameworks to overhaul its rapid response system and modernize climate-resilient road maintenance. Through the official visit to Korea's traffic information centers and disaster response facilities, Colombian policymakers significantly enhanced their operational readiness. Ultimately, these strategic proposals establish a solid foundation for securing follow-up investments from the Inter-American Development Bank and the Economic Development Cooperation Fund.

Joint Consulting with Inter-American Development Bank (IDB)

Modernization and Efficiency of Toll Stations and Toll Collection System for Paraguay's Sustainable Road Infrastructure

#Transport Policy & Planning #Road Infrastructure #Toll Collection System #Capacity Building



Partner Institution	Ministry of Public Works and Communications (MOPC), Republic of Paraguay
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	Saman Consortium (Saman, STraffic, Korea Expressway Corporation)
Subtopics	1 Establishment of a Site Selection Strategy for New Toll Station 2 Sustainable Toll Adjustment Strategy 3 Development of the Latest Toll Collection Model 4 Proposal of Toll Collection and Management Technologies

Background and Objectives

◦ Paraguay heavily relies on road transport for logistics but faces severe budget constraints for infrastructure maintenance, primarily depending on external loans. This project aims to secure sustainable financial resources and improve traffic efficiency by formulating a comprehensive modernization plan for Paraguay's toll collection system, benchmarking Korea's successful electronic tolling experiences.

Main Contents

This consultation systematically analyzes Paraguay's tolling environment to propose a standardized electronic toll collection (ETC) model, strategic toll adjustments, and the establishment of an integrated national settlement infrastructure.

Current Status Analysis

◦ Manual toll collection and visual vehicle classification at 20 Paraguayan toll stations result in reduced transparency and operational inefficiency. The lack of RFID interoperability between public and private toll collection stations, coupled with low toll fees, imposes structural constraints on road maintenance financing.

Korean and Global Cases

◦ Korea successfully realized non-stop tolling and mitigated traffic congestion by introducing the Hi-Pass system. The Korea Expressway Corporation, as a specialized agency with a legal foundation, comprehensively manages nationwide toll collection operations and has established a self-sustaining virtuous cycle by reinvesting toll revenues back into road infrastructure.

Policy Recommendations

◦ The project strongly recommends modernizing existing toll plazas into an integrated toll-collection system capable of processing both ETC and manual payments simultaneously across all lanes. It also includes establishing a "National Settlement Center" for the transparent verification and management of collected tolls. Furthermore, it is recommended to enact the "Paraguay Expressway Corporation Act" to systematically manage toll roads in the future. It is further recommended to strategically deploy new toll plazas, gradually adjust toll rates in line with national economic indicators, and implement a toll exemption policy for residents within daily commuting zones.

Outcomes and Implications

◦ The project successfully delivered a highly actionable master plan and budget estimation for upgrading 20 toll stations and deploying a centralized settlement system. Through the policy practitioners' workshop visit to Korea's advanced toll operation centers, Paraguayan policymakers gained critical technical insights, significantly elevating their commitment to systemic digital transformation. Ultimately, these strategic frameworks lay a robust foundation for executing follow-up feasibility studies and mobilizing investments from international development banks.

2024/25 KSP Projects: Overview and Key Achievements

Asia & Oceania

Europe & Central Asia

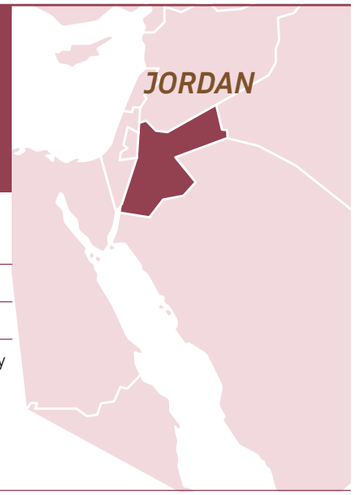
Latin America & the Caribbean

Middle East & North Africa

Sub-Saharan Africa

Designing a Sustainable Energy Subsidy Program

#Energy Policy & Planning #Energy Efficiency #Renewable Energy Generation
#Climate Change Mitigation



Partner Institution	Ministry of Energy and Mineral Resources (MEMR), Jordan Renewable Energy & Energy Efficiency Fund (JREEEF), Jordan
Coordinating Agency	Korea Trade-Investment Promotion Agency (KOTRA)
Implementing Agency	Korea Energy Economics Institute (KEEI), KMAC Co., Ltd.
Subtopics	1 Household Sector In-depth Assessment: Solar Water Heating Subsidy 2 Industrial Sector In-depth Assessment: Energy Audit Program 3 Action Plans for Better Subsidy Program 4 Proposal for a Follow-up Project to Design a Sustainable Energy Subsidy Program in Jordan

Background and Objectives

◦ Relying heavily on energy imports, Jordan is urgently shifting from universal price support to targeted subsidies for renewable energy and energy efficiency through JREEEF to ensure fiscal sustainability. This project aims to formulate a sustainable, performance-based energy subsidy master plan for household and industrial sectors by benchmarking Korea's robust evaluation and feedback mechanisms.

Main Contents

This consultation systematically evaluates Jordan's household solar water heating (SWH) and industrial audit programs and proposes a comprehensive roadmap featuring precise targeting, data-driven monitoring, and diversified financing frameworks.

Current Status Analysis

◦ Household SWH installations suffer from high defect rates and complex loan procedures, often failing to reach the most vulnerable low-income groups effectively. In the industrial sector, only about 30% of energy audit recommendations are implemented due to a critical lack of follow-up financial incentives and insufficient internal management capacity.

Korean and Global Cases

◦ Korea has successfully managed its energy welfare programs by strictly targeting low-income households and using a full-cycle management system that includes ISO 52016 diagnostics. For the industrial sector, Korea operates a centralized database that links technical diagnoses to financial subsidies, enabling rigorous tracking of verified cost savings.

Policy Recommendations

◦ The project recommends linking JREEEF's database with national social welfare registries to establish a precise targeting system for vulnerable households. It advises implementing a data-driven monitoring and evaluation framework utilizing standardized indicators to integrate performance results directly into future budget allocations. Enforcing strict quality control for household SWH installations through installer certification and mandatory warranties is highly crucial. For industries, redesigning the audit program to provide tiered subsidies based on verified energy savings will maximize implementation rates. Finally, diversifying financing structures by mobilizing international climate finance and ESCO partnerships is essential for long-term sustainability.

Outcomes and Implications

◦ The project successfully delivered actionable strategies to transform Jordan's energy subsidies into a resilient, performance-based investment framework. Through policy practitioners' workshops and targeted business seminars, Jordanian policymakers gained critical operational insights, deepening their commitment to systemic data-driven reforms. Ultimately, the consultation identified concrete follow-up projects, laying a robust foundation for mobilizing subsequent multilateral infrastructure investments and expanding bilateral cooperation.

Joint Consulting with the European Bank for Reconstruction and Development (EBRD)

Boosting Morocco's Regulatory Fintech Ecosystem

#Digital Financial Services (FinTech) #Financial Inclusion #Financial Stability & Regulation



Partner Institution	Bank Al-Maghrib (BAM), Morocco
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	Korea Financial Telecommunications & Clearings Institute (KFTC), Korea Institute for International Economic Policy (KIEP)
Subtopics	1 Introduction to Fintech Technologies 2 Developing a Regulatory Strategy: Framework and Best Practices 3 Fintech and Digital Solutions for MSMEs: A Focus on Youth and Women

Background and Objectives

◦ To foster sustainable economic growth, the Moroccan government actively promotes financial inclusion for marginalized groups, particularly youth- and women-led MSMEs facing severe credit constraints. This project aims to support Bank Al-Maghrib in establishing a robust regulatory framework and adopting advanced fintech technologies, such as Open Finance, by benchmarking Korea's advanced digital finance ecosystem.

Main Contents

This consultation systematically evaluates Morocco's current digital finance landscape and proposes customized regulatory frameworks, technology prioritization roadmaps, and data-driven credit solutions to bridge the MSME financing gap.

Current Status Analysis

◦ Morocco relies heavily on cash transactions and lacks comprehensive fintech legislation. While foundational payment and crowdfunding rules exist, the absolute absence of standardized Open Banking APIs and alternative credit infrastructures severely restricts financial access for young and female entrepreneurs.

Korean and Global Cases

◦ Korea successfully transformed into a leading fintech hub through proactive regulatory innovations, including a Financial Regulatory Sandbox, nationwide Open Banking, and the Financial MyData initiative. Globally, institutions such as the IMF and the BIS strongly advocate for balancing market integrity with proportionate regulation to foster innovation safely.

Policy Recommendations

◦ The project strongly recommends prioritizing Open Finance by mandating participation from major banks and standardizing API protocols to enhance consumer convenience quickly. To promote AI and blockchain adoption, Morocco should use a flexible regulatory sandbox and testing environments to validate innovations before imposing strict legal mandates. To close the MSME financing gap, introducing alternative credit scoring (ACS) models that leverage non-financial data is highly advised. Furthermore, easing remote account-opening procedures (e-KYC) and establishing a dedicated Fintech Committee will help ensure a secure, interoperable digital ecosystem.

Outcomes and Implications

◦ The project successfully delivered a highly actionable roadmap that Bank Al-Maghrib plans to integrate directly into its upcoming Open Banking and crypto-asset regulations. Official visits to Korea's core financial infrastructure operators during the policy practitioners' workshop significantly elevated the execution readiness of Moroccan policymakers. Ultimately, this strategic intervention lays a resilient foundation for mobilizing EBRD investments and scaling inclusive digital financial services across the MENA region.

2024/25 KSP Projects: Overview and Key Achievements

Asia & Oceania

Europe & Central Asia

Latin America & the Caribbean

Middle East & North Africa

Sub-Saharan Africa

Green Hydrogen Industry Development Plan in South Africa

#Energy Policy & Planning #Renewable Energy Generation #Climate Change Mitigation, Industrial Policy



Partner Institution	Department of Science, Technology & Innovation (DSTI), Republic of South Africa
Coordinating Agency	Korea Trade-Investment Promotion Agency (KOTRA)
Implementing Agency	Korea University Research and Business Foundation, Korea Hydrogen Alliance
Subtopics	1 South Africa's Hydrogen Policy: Current Status and Future Directions with Insights from Korea-South Africa Cooperation 2 Strategic Framework for the Establishment and Advancement of South Africa's Green Hydrogen Ecosystem 3 Formulation of Policies to Attract Investment into South Africa's Green Hydrogen Industry and Enhancing Industrial Cooperation between South Africa and Korea in the Green Hydrogen Sector 4 Additional Research and Special Proposals

Background and Objectives

◦ Relying heavily on coal for power generation, South Africa faces chronic electricity shortages and urgent decarbonization mandates, yet it also possesses immense potential as a green hydrogen hub, owing to its abundant renewable energy and platinum group metals (PGMs). This project aims to formulate a customized, resource-based green hydrogen industry development strategy by benchmarking Korea's comprehensive policy and operational experiences.

Main Contents

This consultation systematically diagnoses South Africa's energy and industrial ecosystems to propose an actionable roadmap encompassing hydrogen co-firing, specialized industrial clusters, and strategic mineral value chains, drawing on Korea's successful frameworks.

Current Status Analysis

◦ South Africa's power sector suffers from severe instability due to aging coal infrastructure and critical transmission bottlenecks. Although the government has established a national Green Hydrogen Roadmap, institutional ambiguities and insufficient financing mechanisms significantly hinder large-scale private investment.

Korean and Global Cases

◦ Korea successfully institutionalized its hydrogen economy by enacting dedicated legislation and operating comprehensive hydrogen specialized industrial complexes in Pohang and Ulsan. Globally, stringent maritime decarbonization regulations enforced by the IMO and the EU are rapidly accelerating international demand for clean alternative fuels such as green ammonia.

Policy Recommendations

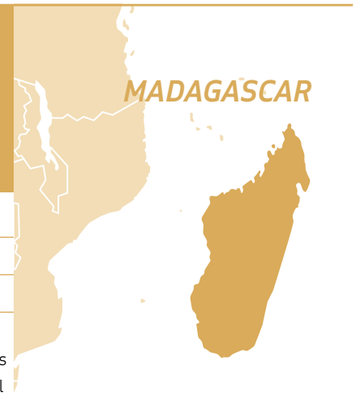
◦ The project recommends initiating short-term hydrogen co-firing pilot projects at existing coal plants to secure stable power generation while systematically building an MRV framework for international carbon credits. It advises developing specialized hydrogen industrial clusters by seamlessly linking the Mpumalanga coal-belt with the Limpopo PGM mining region to foster high-value, localized manufacturing capabilities. Formally implementing financial de-risking mechanisms, such as Carbon Contracts for Difference (CCfD) linked with global climate funds, is crucial to attract private capital. Furthermore, rapidly developing clean alternative-fuel bunkering infrastructure at major ports will effectively position South Africa as a premier global maritime hydrogen hub.

Outcomes and Implications

◦ The project delivered highly actionable strategic roadmaps that practically balance South Africa's immediate power crisis with its long-term industrial decarbonization targets. Through policy practitioners' workshop to visit Korea's advanced hydrogen testbeds and targeted business partnering seminars, policymakers and enterprises established a robust foundation for joint IP development and future B2B collaborations. Ultimately, this comprehensive consultation strategically secures critical mineral supply chains for Korean industries while fundamentally transforming South Africa into a resilient green energy anchor.

Development of New Agricultural Varieties Adapted to Climate Change with High Export Potential in Madagascar

#Agricultural Development #Climate Change Adaptation
#Agri-Food Processing #Export Promotion



Partner Institution	Ministry of Agriculture and Livestock (MINAL), Republic of Madagascar
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	Korea Development Institute (KDI)
Subtopics	1 Establishment of Selection Criteria for Strategic Varieties of Agricultural Products in Response to Climate Change and Analysis of Economic Effects 2 Measures to Improve Support Policies for Industrialization of Agricultural Product Processing 3 Measures to Improve Support Policies to Expand Exports of Agricultural and Food Products

Background and Objectives

◦ Madagascar recognizes agricultural development and climate resilience as national priorities for achieving food security. Yet, climate risks and a lack of infrastructure and processing technology severely constrain rice self-sufficiency and limit key agricultural exports to raw materials. This project aims to formulate a customized roadmap for enhancing agricultural productivity and industrializing exports by benchmarking Korea's experiences, including the achievement of rice self-sufficiency and the implementation of systematic agro-processing policies.

Main Contents

This consultation provides a comprehensive framework for redesigning Madagascar's agricultural value chain, proposing actionable roadmaps to enhance rice productivity, modernize agro-processing infrastructure, and develop export marketing strategies, drawing on Korea's transformative agricultural development.

Current Status Analysis

◦ Rice production in Madagascar is stagnant due to a lack of inputs, irrigation infrastructure, and extension services. Inadequate post-harvest management during the drying and milling stages also leads to significant losses. Major export commodities such as vanilla and cacao remain at low-value raw-material stages, hampered by the absence of dedicated marketing institutions and efficient logistics.

Korean and Global Cases

◦ Korea achieved complete rice self-sufficiency in the 1970s by establishing a highly integrated research and extension system under the Rural Development Administration (RDA) and rapidly disseminating high-yielding rice varieties. Additionally, Korea modernized post-harvest management by deploying rice processing complexes (RPCs) and achieved robust export growth through strategic marketing by the Korea Agro-Fisheries & Food Trade Corporation (aT).

Policy Recommendations

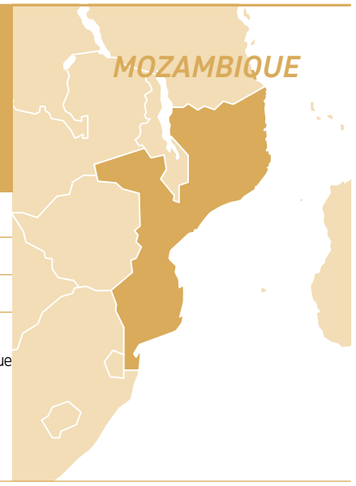
◦ The project recommends integrating Madagascar's agricultural research and extension services to rapidly disseminate climate-resilient and high-yielding rice varieties through nationwide demonstration farms. It also advises establishing criteria for selecting strategic rice varieties that consider both climate resilience and productivity to ensure long-term food security. In the short term, the project recommends building a database for agricultural production and processing and establishing localized, small-scale, comprehensive processing centers that will eventually scale up to modern RPCs to minimize post-harvest losses. Furthermore, it is essential to support the vertical integration of export organizations for key commodities such as cacao and cloves, establish a specialized public export marketing institution, and modernize logistics infrastructure to maximize the value-added potential of Madagascar's agricultural exports.

Outcomes and Implications

◦ The project successfully delivered a highly actionable, phased implementation roadmap linking production, processing, and export strategies to overcome Madagascar's agricultural bottlenecks. During the policy practitioners' workshop, which included official visits to Korea's advanced agricultural sites, including the RDA and modern RPCs, Malagasy policymakers gained critical insights, solidifying their commitment to implementing structural reforms. These strategic architectures and the newly proposed variety selection systems are expected to serve as core reference materials for Madagascar's upcoming agricultural policies and the design of future pilot projects. Ultimately, this collaboration helped establish a foundation for expanding agricultural ODA cooperation with Korea, including potential engagement in the K-Rice Belt initiative and discussions on establishing a KOPIA center.

Establishing a Natural Gas Utilization System in Mozambique

#Energy Policy & Planning #Transport Policy & Planning
#Infrastructure Development #Climate Change Mitigation



Partner Institution	Ministry of Mineral Resources and Energy (MIREME), Mozambique
Coordinating Agency	Korea Trade-Investment Promotion Agency (KOTRA)
Implementing Agency	Korea Enterprise Institute Co., Ltd., Korea Association for Natural Gas & Fuel Cell Electric Vehicles
Subtopics	1 Analysis of Strategy for NGV and Charging Station Dissemination in Mozambique 2 Analysis of NGV and Charging Infrastructure in Mozambique and Construction of NGV and Charging Infrastructure in Korea 3 Phased Implementation Roadmap and Linked Projects for NGV Expansion Strategy

Background and Objectives

◦ Despite discovering world-class offshore natural gas reserves, Mozambique critically relies on imported petroleum for its transportation sector, creating severe fiscal and economic vulnerabilities. Following the national mandate to utilize 25% of produced gas domestically, this project aims to formulate a comprehensive master plan for widespread natural gas vehicle (NGV) adoption and infrastructure development by benchmarking Korea's proven regulatory and operational experiences.

Main Contents

This consultation systematically analyzes Mozambique's transport and energy infrastructure and proposes actionable roadmaps that encompass public NGV pilot projects, decentralized charging networks, and stringent safety inspection protocols.

Current Status Analysis

◦ Mozambique's NGV infrastructure is strictly limited to capital regions with existing pipelines, fundamentally hindering nationwide expansion. The critical absence of standardized technical specifications, operational manuals, and mandatory safety inspection mechanisms deeply discourages private investment and generates significant operational risks.

Korean and Global Cases

◦ Korea spearheaded a nationwide NGV transition by prioritizing public transit fleets and supporting comprehensive government infrastructure. Meticulously institutionalizing rigorous safety codes through the Korea Gas Safety Corporation and enforcing periodic inspection protocols via the TS Authority, Korea rapidly established a highly reliable natural gas transport ecosystem.

Policy Recommendations

◦ The project recommends initiating a robust public transit NGV pilot program in the Maputo metropolitan area to generate early market momentum. It advises adopting a Mother-Daughter station model to establish decentralized, truck-based CNG supply networks in regions entirely lacking pipeline infrastructures. Formally institutionalizing customized safety regulations, cylinder inspection standards, and vehicle modification certifications aligned with Korean frameworks is crucial for operational security. Establishing a dedicated academic-industrial training center at Eduardo Mondlane University will rapidly cultivate specialized local technicians. Finally, executing a blended financing strategy combining ODA with PPP operational structures will ensure sustainable infrastructure expansion.

Outcomes and Implications

◦ The project successfully delivered a highly structured three-phase NGV implementation roadmap, equipping the Mozambican government with vital legislative and strategic blueprints. During the policy practitioners' workshop, local policymakers solidified their commitment to systemic safety modernization by visiting Korea's advanced inspection centers and equipment manufacturing facilities. Crucially, the consultation facilitated direct MOUs between Korean technology enterprises and local operators, firmly establishing a collaborative gateway to mobilize subsequent multilateral infrastructure investments.

Investigation of the Viability of Smart Agriculture in Ethiopia

#Agricultural Development #Climate Change Adaptation #Smart Agriculture #Capacity Building



Partner Institution	Ministry of Agriculture (MOA), Ethiopia
Coordinating Agency	Korea Development Institute (KDI)
Implementing Agency	IIAMHUB-Korea Enterprise Institute Consortium
Subtopics	1 Situation Analysis on Smart Agriculture in Ethiopia 2 Analysis of Korea's Experience in Smart Agriculture Development Suggestion for a Smart Agriculture Project in Ethiopia

Background and Objectives

◦ Despite Ethiopia's agriculture-centered economic structure, the country's agricultural sector faces critical challenges, including low productivity and severe food insecurity, exacerbated by devastating climate impacts and a heavy reliance on traditional, rain-fed smallholder farming practices. To address these challenges, the KSP project aims to assess the feasibility of introducing smart agriculture and to design a customized, climate-resilient pilot project tailored to Ethiopia's diverse agro-ecological zones (AEZs), drawing lessons from South Korea's transformative agricultural development experience.

Main Contents

This consultation analyzes Ethiopia's diverse agro-ecological conditions to propose a localized, mixed-farming smart agriculture cluster model, drawing upon Korea's phased agricultural transition from basic mechanization to a highly integrated, data-driven smart farming ecosystem.

Current Status Analysis

◦ Ethiopian agriculture is characterized by low mechanization rates (under 10%) and shortages of reliable rural electricity and internet infrastructure. These structural constraints, combined with farmers' low digital literacy, make the immediate adoption of capital-intensive, high-tech smart agriculture systems impractical.

Korean and Global Cases

◦ Korea has successfully shifted from a focus on food security to advanced digital agriculture, largely driven by the government-led establishment of "Smart Farm Innovation Valleys." This ecosystem integrates localized R&D, robust infrastructure development, and extensive training programs designed to support young farmers and technology adoption.

Policy Recommendations

◦ To introduce smart agriculture in Ethiopia, this project recommends a localized, low-cost, and phased approach, deploying appropriate technologies such as solar-powered drip irrigation and basic mobile sensors. It proposes establishing a pilot 30-hectare mixed-farming smart agriculture cluster in the Ada Woreda region, integrating horticulture, livestock, and agro-processing to maximize value chain efficiency. Furthermore, the implementation of blended financing mechanisms that utilize international climate funds and ODA is recommended to alleviate initial investment barriers. Cooperative-based agricultural machinery sharing systems should also be integrated to facilitate smallholder farmers' access to mechanization.

Outcomes and Implications

◦ The project developed an actionable and economically validated blueprint for a mixed-farming smart agriculture cluster aligned with Ethiopia's infrastructure and agricultural conditions. The analysis showed that implementing the pilot model could yield a 20-25% increase in crop productivity, reduce water and fertilizer use by up to 30%, and increase farmers' income by more than 40%. Through policy practitioners' workshop to Korea's Smart Farm Innovation Valleys and other smart agriculture-related organizations, Ethiopian policymakers gained insights that strengthened their commitment to policy implementation on smart agriculture in Ethiopia. By presenting detailed implementation schemes and financing strategies, the project established a sound foundation for follow-up initiatives involving Korean ODA agencies, international organizations, and potential private-sector investment to strengthen Ethiopia's agricultural resilience.

Pre-Feasibility Study for Public Transportation System and ITS in Mombasa, Republic of Kenya

#Urban Transport #Transport Policy & Planning #Intelligent Transportation System #Infrastructure Development



Partner Institution	Kenya Urban Roads Authority (KURA), Kenya
Coordinating Agency	Korea Trade-Investment Promotion Agency (KOTRA)
Implementing Agency	Korea Research Institute for Human Settlements (KRIHS), Seo Jin E&S Co., Ltd.
Subtopics	1 Survey and Analysis of Current Status on Transportation in Mombasa, Kenya 2 Establishing Public Transportation Infrastructure and ITS Strategies for Mombasa, Kenya 3 Strategies on How to Improve Transportation System in Mombasa, Kenya

Background and Objectives

◦ Mombasa faces severe traffic congestion and inadequate road infrastructure due to rapid urban expansion and a heavy reliance on unorganized, informal public transportation. This project aims to formulate a comprehensive master plan by assessing the feasibility of a Bus Rapid Transit (BRT) system and Intelligent Transport Systems (ITS) to establish a sustainable urban mobility framework.

Main Contents

This consultation systematically analyzes Mombasa's transportation environment to propose actionable strategies encompassing public transit restructuring, smart traffic management, and institutional governance, drawing on Korea's advanced operational experience.

Current Status Analysis

◦ Mombasa suffers from highly fragmented transportation governance and a critical lack of standardized infrastructure, leading to persistent bottlenecks. Furthermore, the chaotic operation of informal matatus, compounded by a cash-based fare system and an absolute absence of centralized traffic signals, fundamentally undermines urban mobility and pedestrian safety.

Korean and Global Cases

◦ Korea has successfully revolutionized its urban transit by systematically implementing a semi-public bus operation model, along with integrated distance-based fares, to ensure public convenience. Technologically, Korea operates advanced Traffic Management Centers (TOPIS) seamlessly integrated with automated Bus Information Systems to ensure real-time, data-driven optimization.

Policy Recommendations

◦ The project recommends initiating short-term Traffic Systems Management (TSM) to improve intersection geometries and gradually deploying a pilot BRT network to restructure overlapping routes. It advises establishing a small-scale Traffic Management Center (TMC-lite) equipped with smart signals and digital twin simulations to manage congestion proactively. Implementing an Automatic Fare Collection (AFC) system integrated directly with the M-PESA mobile platform is essential to ensure financial transparency and enable transfer discounts. Finally, establishing a unified Mombasa Transport Governance Committee will effectively coordinate multilateral financing strategies.

Outcomes and Implications

◦ The project successfully delivered a highly structured, phased roadmap and digital-twin-based traffic simulations, equipping Kenyan policymakers with scientifically validated blueprints for reform. Through official visits to Korea's premier smart city control centers and exclusive business-matching seminars with Korean ITS enterprises during the policy practitioners' workshop, local authorities significantly accelerated their operational readiness. Ultimately, this strategic alignment forged a robust, collaborative gateway, paving the way to mobilize substantial follow-up infrastructure investments from international development banks such as the EDCF.

Joint Consulting with African Development Bank (AfDB)

Action Planning for Industrial Policy Implementation in Guinea

#Industrial Policy #SME Development #Special Economic Zones #Capacity Building



Partner Institution	Ministry of Commerce, Industry and SMEs (MCIPME), Republic of Guinea
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	Korea Institute for Industrial Economics & Trade (KIET), Seoul Institute of Economic and Social Studies (SIES)
Subtopics	1 Establishment and Operation of the Industrial Development Fund 2 SMEs and Local Content Law 3 Strategy for the Development and Management of Industrial Parks and Special Economic Zones 4 Think Tank: Establishment and Reform Strategies for Research Institutions

Background and Objectives

◦ Despite abundant mineral resources, Guinea's economy relies heavily on raw-material exports and faces critical challenges in industrial diversification. To operationalize the National Industrial Development Policy (PNDIG), this joint consulting project aims to provide actionable strategies for establishing an industrial fund, enforcing the Local Content Law, developing economic zones, and reinforcing policy think tanks by benchmarking Korea's industrialization experiences.

Main Contents

This consultation proposes concrete execution frameworks across industrial financing, SME capacity building, spatial development, and institutional governance to accelerate Guinea's resource-based industrialization.

Current Status Analysis

◦ Guinea's industrial sector is heavily dependent on unprocessed minerals and a vast informal economy, severely limiting domestic value addition. The Local Content Law shows low compliance due to significant capability gaps between global investors and local SMEs. At the same time, Special Economic Zones like Boké and national think tanks are hindered by fragmented governance.

Korean and Global Cases

◦ Korea utilized the National Investment Fund in the 1970s to mobilize domestic capital for strategic industries, and achieved rapid export-led growth by fostering vertical ecosystems between conglomerates and SMEs, systematically executing these strategies through the Economic Planning Board (EPB) and its affiliated think tanks like KDI and KIET.

Policy Recommendations

◦ The project recommends establishing the Guinea Industrial Development Fund (GIDF), financed by mineral export taxes, to provide financial support to SMEs. It advises shifting the LCL paradigm from strict quota enforcement to capability building, targeting labor-intensive foreign investments to facilitate SME integration into global value chains. For spatial development, adopting a public-led entity modeled after Korea's LH Corporation is crucial for building multifunctional industrial clusters centered on the Boké SEZ. Finally, Guinea must restructure its policy think tanks by implementing inter-ministerial data sharing and aligning research agendas directly with the Simandou 2040 mega-project.

Outcomes and Implications

◦ The project successfully delivered highly actionable execution plans that directly equipped Guinean policymakers with practical blueprints ahead of the upcoming political transition. Through policy practitioners' workshops to Korea's premier industrial complexes and research institutes, key officials gained critical operational insights. High-level engagements firmly established Korea as a strategic partner in Guinea's industrial transformation. This trilateral collaboration with the AfDB lays a resilient foundation for mobilizing follow-up multilateral investments.

Joint Consulting with African Development Bank (AfDB)

Capacity Building in Regulation and Management of Integrated System for Sustainable Urban Mobility in Abidjan, Côte d'Ivoire

#Urban Transport #Digital Payment Systems
#Transport Policy & Planning #Public-Private Partnerships



Partner Institution	Autorité de la Mobilité Urbaine dans le Grand Abidjan (AMUGA), Côte d'Ivoire
Coordinating Agency	Export-Import Bank of Korea (KEXIM)
Implementing Agency	Ui Networks Co., Ltd., Korea Engineering Consultants Corp.
Subtopics	1 Analysis and Diagnosis on the Current Urban Transport System in Greater Abidjan 2 Case Study of the Integrated Urban Transport System in South Korea 3 Policy Recommendations for Establishing an Appropriate Fare and Ticketing System for Integrated Urban Transportation in Greater Abidjan 4 Capacity Building of AMUGA in the Implementation and Management of an Integrated Urban Transport System

Background and Objectives

◦ Abidjan faces severe urban congestion due to rapid population growth and a heavy reliance on informal paratransit, prompting the government to pursue extensive transit expansions, including BRT and Metro Line 1. This project aims to formulate practical policy frameworks for an integrated fare, ticketing, and settlement system by benchmarking Korea's advanced public transportation models to ensure sustainable urban mobility.

Main Contents

This consultation comprehensively analyzes Abidjan's fragmented transit operations and proposes a phased roadmap to establish an integrated fare structure, automated settlement platforms, and collaborative governance, drawing on Korea's transformative experiences.

Current Status Analysis

◦ Abidjan's public transport suffers from a highly fragmented, flat-rate fare system without transfer discounts among formal buses, waterbuses, and informal paratransit. Furthermore, the reliance on incompatible card terminals, manual cash settlements, and a complete absence of real-time data severely undermines financial transparency and operational efficiency,

Korean and Global Cases

◦ Korea successfully revolutionized its transit landscape by implementing an integrated distance-based fare and transfer discount system alongside a centralized clearinghouse. Moreover, establishing national technical standards for transit cards and introducing a semi-public bus operation system effectively balanced public accountability with private sector efficiency.

Policy Recommendations

◦ The project recommends transitioning to a distance-based integrated fare system equipped with transfer discounts applicable across all transit modes. It advises adopting universally compatible Automated Fare Collection (AFC) terminals to support unified transit cards, QR codes, and mobile payments. Establishing a centralized settlement center to distribute revenues based on standardized transport costs transparently is crucial. Finally, forming a permanent Public Transport Committee is highly advised to govern route restructuring, manage informal operators, and coordinate policies seamlessly.

Outcomes and Implications

◦ The project successfully delivered a highly actionable, phased implementation roadmap outlining the specific budget estimations required to integrate Abidjan's existing and upcoming transit networks. Through official visits to Korea's advanced traffic control centers during the policy practitioners' workshop, Ivorian policymakers gained critical operational insights, deepening their commitment to systemic digital transformation. Ultimately, these strategic frameworks lay a robust foundation for mobilizing follow-up investments from the African Development Bank to execute large-scale mobility improvements.

3. KSP Events in 2025

- 2025 KSP Dissemination Conference
- 2025 KSP Regional Seminar in Latin America and the Caribbean
- 2025 KSP Outcome Management Seminar
- 2025 Webinar on KSP Project Application

2025 KSP Dissemination Conference

Learn More

View Program

Since 2007, KSP has held an annual dissemination conference to share that year's achievements and outline next steps. The conference brings together government officials, academics, development experts, and private sector representatives from Korea and abroad. It showcases KSP's work across multiple policy areas, reflecting both Korea's current priorities and trends in the international development landscape.

The 2025 conference took place during Korea's APEC chairmanship, alongside the APEC Finance Ministers' Meeting. Under the theme "Bridging Knowledge and Prosperity for APEC and Beyond," it created space for APEC members to exchange policy experiences and explore how KSP could support the shift from one-way knowledge transfer to mutual prosperity.

Outcomes and Implications

[Opening Ceremony] The opening ceremony included remarks from Yun Cheol Koo (Deputy Prime Minister and Minister of Finance and Economy, Korea), Eduardo Pedrosa (APEC Secretariat Executive Director), Nguyen Van Thang (Vietnam's Finance Minister), and a keynote speech by Dong Chul Cho (KDI President). Speakers highlighted KSP's track record with APEC and called for a strategic shift from traditional knowledge transfer toward a model of genuine co-creation and shared prosperity. This framing underscored the need to expand KSP's role as a platform for policy cooperation within the APEC framework.

[Session 1] Session I, titled **"KSP for Innovation in the APEC Region,"** showcased cooperation cases from Indonesia, Peru, and Jordan covering EV battery recycling systems, digital trade and origin verification, and green building standards. These cases illustrated how KSP work had led to institutional reform, stronger industrial strategies, and foundations for sustainable growth. Participants emphasized the importance of technological innovation, strong institutional capacity, and private sector engagement in expanding policy collaboration across the APEC region.

[Session 2] Session II, **"KSP, Innovative Platform for Sustainable Growth,"** examined how KSP is evolving from a knowledge transfer mechanism into a model of genuine co-creation and partnership. Speakers stressed that KSP must adapt to shifting global supply chains and rapid technological change by positioning itself as a strategic partner for policy cooperation. The discussion highlighted the importance of public-private partnerships, staff development, and inclusive, human-centered development, particularly in emerging areas such as AI and digital transformation.

Approximately 180 participants attended the conference online and in person. The event successfully showcased KSP's achievements while creating space to deepen cooperation with APEC member economies. Overall, the conference reaffirmed KSP's significance as a practical mechanism for sharing development experience and building collaborative solutions toward mutual prosperity.

Overview

Host	The Ministry of Finance and Economy, the Republic of Korea
Organizer	Korea Development Institute (KDI), Export-Import Bank of the Republic of Korea (KEXIM), Korea Trade-Investment Promotion Agency (KOTRA)
Subject	Bridging Knowledge and Prosperity for APEC and Beyond
Date and Venue	October 21(Tue), 2025, 09:00~16:00, Inspire Resort Ocean Tower, Incheon *Hybrid event (combining in-person and online participation)
Program	

Opening Ceremony and Keynote Speech	
Opening Remarks	Yun Cheol Koo, Deputy Prime Minister & Minister of Finance and Economy, Republic of Korea
WelcomingRemarks	Eduardo Pedrosa, Executive Director of APEC Secretariat
Congratulatory Remarks	Nguyen Van Thang, Minister of Finance, Vietnam
Keynote Speech	Dong Chul Cho, President of Korea Development Institute (KDI)
Session I	**KSP for Innovation in the APEC Region** - Moderator: Joong Hae Suh, Senior Fellow Emeritus, KDI
Presentation 1	**Policy Framework for Strengthening EV Battery Recycling Capacity in Indonesia** - Kurnya Roesad, Lead, Green Cities and Carbon Pricing, Green Growth Program, Global Green Growth Institute Indonesia
Presentation 2	**Traceability of Production Process and Verification of Origin in Peru** - Claudia Guillermina Parra Silva, Director General of Foreign Trade Facilitation, Ministry of Foreign Trade and Tourism, Peru
Presentation 3	**Coaching of the Housing and Urban Development Corporation Staff in the Field of Green Buildings in Jordan** - Sawsan Bawares, Manager of Energy Efficiency & Solar Thermal Energy Division, Royal Scientific Society
Discussion	- Ji-woong Yoon President of Science and Technology Policy Institute (STEPI) - Bambang Brojonegoro Dean and CEO of Asian Development Bank Institute (ADBI)
Session II	**KSP, Innovative Platform for Sustainable Growth**
Discussion	**Moderator** - Hyoung Kwon Ko Former Ambassador and Permanent Representative of Korea to the OECD **Discussion** - Chang Yong Choi Professor, Seoul National University - Gianpiero Leoncini Executive Vice President of Development Bank of Latin America and the Caribbean - Kee Yeon Hwang Professor, Korea Advanced Institute of Science and Technology (KAIST)
Closing Remarks	- Kyung-Seol Min, Director General for International Economic Affairs Bureau (currently Director General for Innovation and Growth), Ministry of Finance and Economy, Republic of Korea





2025 KSP Regional Seminar in Latin America and the Caribbean

Learn More

View Program

Since 2012, KSP has held regional seminars across Asia, Africa, Latin America, and Europe. These seminars disseminate regional policy outcomes, promote policy dialogue with partner countries, and strengthen policy networks among senior officials, international organizations, and sector experts.

The 2025 seminar in Latin America and the Caribbean focused on "Digital Innovation and Sustainable Growth," addressing the region's persistent productivity challenges and structural constraints. It provided a platform to share policy advisory outcomes from KSP projects in the region, explore policy directions for digital transformation and new industry development, and identify opportunities for expanding cooperation with international partners.

Outcomes and Implications

[Opening Ceremony and Keynote Speeches] The opening featured remarks from Javier Medina Vásquez (UN ECLAC Deputy Executive Secretary) and Byoung-Seok Choi (Director of Economic Cooperation Strategy Division, Ministry of Finance and Economy) emphasizing the role of knowledge sharing in addressing the region's structural challenges. Jungwook Kim (KDI Executive Director) highlighted KSP's contribution to strengthening policy capacity through sustainable growth and digital transformation strategies. Medina Vásquez stressed the urgency of policy action and collaboration to address persistent productivity decline, inequality, and the digital gap across the region.

[Session I] Session I, titled **"Strengthening Digital Innovation: Korea's Policy Experience through KSP and Cooperation,"** examined how digital transformation drives productivity and inclusive growth. UN ECLAC presented policy challenges facing Latin American economies' digitalization. Concrete achievements from KSP projects were presented: digital citizen registration systems for vulnerable groups in Honduras, digital health services improvement in Chile, and modernized customs and certificate-of-origin systems in Peru. Discussions highlighted how Korea's digital government experience could significantly contribute to improving administrative efficiency and social inclusion across the region.

[Session II] Session II, titled **"Creating New Growth Engines through KSP Cooperation and Expanding Korea-Latin America Economic Partnership,"** looked at identifying new engines of growth and sustaining development. UN ECLAC emphasized that effective growth strategies must combine new industry development, digital transformation, and the green transition. KSP projects were showcased, including medical device management and certification systems in Paraguay, strategies for promoting Peru's shipbuilding industry and related sectors, and support for Uruguay's carbon neutrality strategy in the energy sector. These discussions demonstrated the potential for KSP cooperation to expand beyond policy advisory into broader investment and industrial partnerships.

Approximately 70 policymakers, experts, and representatives from international organizations and the private sector attended. The seminar confirmed that KSP functions as a key platform for deepening policy cooperation with Latin America around the global agenda of digital innovation and sustainable growth. The strengthened partnership with UN ECLAC opened opportunities for expanding knowledge-sharing initiatives through triangular cooperation and joint research. The event also reaffirmed the strategic importance of KSP's regional knowledge cooperation model in fostering sustainable partnerships.

Overview

Host	The Ministry of Finance and Economy of the Republic of Korea
Organizer	Korea Development Institute (KDI), United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC)
Title	Digital Innovation and Sustainable Growth
Date/Venue	September 9, 2025 (Tuesday), United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC) Headquarters, Republic of Chile
Program	

Opening Ceremony and Keynote Speech	
Opening Remarks	Byoung-Seok Choi, Director, Economic Cooperation Strategy Division (currently Director of Development Project Division), Ministry of Finance and Economy of the Republic of Korea
Welcoming Remarks	Javier Enrique Medina Vasquez, Deputy Executive Secretary UN ECLAC
Congratulatory Remarks	Hakjae Kim, Ambassador, Embassy of the Republic of Korea in Chile
Keynote 1	**KSP's Contribution to Sustainable Growth and Digital Transformation – Experiences and Scaling-Up in Latin America and the Caribbean** - Jungwook Kim, Executive Director; Center for International Development, KDI
Keynote 2	**Policy Responses to Structural Challenges in Latin America and the Caribbean – ECLAC's Perspective and Opportunities for Knowledge Cooperation** - Javier Enrique Medina Vasquez, Deputy Executive Secretary, UN ECLAC
Session I	**Strengthening Digital Innovation: Korea's Policy Experience through KSP and Cooperation** - Moderator : Songchang Hong, Director, Center for International Development, KDI
Presentation 1	**Digital Economy and a New Productivity Paradigm: Policy Priorities for LAC Countries** - Sebastian Rovira, Economic Affairs Officer, Division of Production, Productivity and Management, UN ECLAC
Presentation 2	**Implementing a Digital Registration System for Citizens and Vulnerable Groups in Honduras** - Rider Calix, Director, External Cooperation Unit, Ministry of Social Development, Honduras
Presentation 3	**Improving Public Healthcare Services in Chile through Digital Technologies in Chile** - Marla Jose Letelier Ruiz, Head, Digital Health Department, Ministry of Health, Chile
Presentation 4	**Customs and Certificate of Origin System in Peru** - Claudia Parra Silva, General Director; General Directorate of Foreign Trade Facilitation, Ministry of Foreign Trade and Tourism, Peru
Discussion	- Sungwon Choi, Director, Korea-Honduras Digital Government Cooperation Center, NIA - Rodolfo Gómez Rodríguez, Head, Office of Information Technology and Technological Development, Columbia
Session II	**Creating New Growth Engines through KSP Cooperation and Expanding Korea-Latin America Economic Partnership** - Moderator: Hyeon-Wook Kim, Professor, KDI School of Public Policy and Management
Presentation 1	**Policy Priorities for Identifying New Growth Engines and KSP Cooperation Opportunities in Latin America** - Marco Llinas, Director of Productive Development and Business, UN ECLAC
Presentation 2	**Paraguay's Medical Device Management and Certification System** - Aníbal Giménez Kullak, Director General of Industrial Policy, Ministry of Industry and Commerce, Paraguay
Presentation 3	**Strategies for the Promotion of Peru's Shipbuilding Industry and Related Sectors** - Elpidio David Medianero Burga, Policy Director, Policies Directorate, Ministry of Production, Peru
Presentation 4	**Supporting Uruguay's Carbon Neutrality Strategy in the Energy Sector** - Carolina Mena, Coordinator; Environmental Unit, Ministry of Industry, Energy and Mining, Uruguay
Discussion	- Sunghee Ahn, Director General, Santiago Office, Korea Trade-Investment Promotion Agency (KOTRA) - Vladimir Pimentel, General Deputy Director, Center for the Promotion of Exports and Investments, The Dominican Republic

Closing Ceremony	
Closing Remarks I	- Javier Enrique Medina Vasquez, Deputy Executive Secretary UN ECLACw
Closing Remarks II	- Jungwook Kim, Executive Director; Center for International Development, KDI
Insight Session	**Introduction to KSP, EIPP and KSP PLUS Projects**

2025 KSP Outcome Management Seminar

On September 19, the KSP implementing institutions gathered at Four Points by Sheraton Josun Seoul Station Hotel to discuss how to strengthen KSP's role as a knowledge-based economic cooperation initiative, ensure long-term sustainability, and enhance its function as a knowledge-sharing platform. Approximately 30 participants attended the event, including officials and experts from the Ministry of Finance and Economy (MOFE), Korea Development Institute (KDI), Korea Trade-Investment Promotion Agency (KOTRA), and the Export-Import Bank of Korea, which serve as the key implementing institutions of the KSP.

Outcomes and Implications

[Session 1] Session 1 **"Exploring Joint Solutions to Global Challenges"** presented KSP cases addressing global policy challenges. The discussion highlighted cooperation projects such as the United Kingdom initiative to develop bilateral cooperation strategies for international AI governance and standardization, and Slovakia's project on digital transformation and network-based innovation ecosystems for manufacturing. During the discussion, participants emphasized the need to structure KSP outcomes through a three-stage framework: "shared knowledge, implemented knowledge, and economic impact." Participants also advocated for portfolio-level performance management rather than project-by-project evaluation, and stressed the importance of establishing standardized metrics to ensure credible measurement.

[Session 2] Session 2, titled **"Expanding Economic Cooperation through Public-Private Partnerships (PPP),"** examined strategies for strengthening follow-up cooperation based on KSP projects, focusing on cases such as smart city development strategy improvement in Zagreb, Croatia, and digital healthcare service improvement in Chile. Participants emphasized the importance of expanding public-private partnerships to enhance the impact of KSP policy advisory work. Stronger collaboration with the Export-Import Bank of Korea, KOICA, and KOTRA was identified as essential to facilitate follow-up initiatives, including EDCF, grant programs, and KOICA pilot projects. Participants highlighted the importance of incorporating strategies for private sector participation and business development opportunities from early project planning stages. A new "connectivity" indicator was proposed for the KSP performance framework to better assess potential for downstream cooperation and project linkage.





Overview

Organizer	Korea Development Institute (KDI)
Date and Venue	September 19, 2025 (Friday), 14:00–16:00, Four Points by Sheraton Josun Seoul Station Hotel, Seminar Room
Participants	Approximately 30 KSP officials and stakeholders from the Ministry of Finance and Economy
Program	**| Session 1 |** Exploring Joint Solutions to Global Challenges **| Session 2 |** Expanding Economic Cooperation through Public-Private Partnerships (PPP)

2025 Webinar on KSP Project Application

The 2025 Webinar on KSP Project Application is organized to enhance partner countries' understanding of the KSP application process and project types, and to support the identification of new demand for policy consultation. The project proposal serves as a critical document that captures partner countries' policy status and specific consultation needs, and is used as a foundational reference for planning and selecting new KSP projects. Although the application procedures are annually communicated to partner countries in writing through Korean diplomatic missions, many counterparts have experienced difficulties in preparing proposals due to a limited understanding of KSP's policy consultation framework and its various project types, including fast-track projects and KSP Plus.

In response, the 2025 Webinar on KSP Project Application was held on October 21, 2025, to improve partner countries' understanding of the KSP program and facilitate smoother application processes. The webinar was conducted as part of the 2025 KSP Dissemination Conference, held in conjunction with the APEC Finance Ministers' Meeting, and focused on introducing KSP's evolving role as an economic cooperation platform beyond policy advisory, as well as providing detailed guidance on the project application procedures.

The briefing mapped KSP outcomes across three areas: policy change, follow-up projects, and economic partnerships, with a focus on private investment. Country examples illustrated each area, reflecting partner countries' growing interest in translating policy advice into tangible follow-up work. The session highlighted how KSP's research and networks can drive tangible economic outcomes.

Following the briefing, one-on-one mentoring sessions were held with representatives from Uzbekistan, Vietnam, Moldova, and the Asian Development Bank (ADB), offering detailed guidance on proposal preparation and submission. As a result, the Uzbekistan Electrical Industry Association successfully submitted a project proposal titled "Establishing a National R&D Center for the Semiconductor and Electronics Industry" through the Korean diplomatic mission. Building on this outcome, KSP will continue to support the development of high-quality project proposals through tailored mentoring sessions and small-scale briefings for partner countries.

Overview

Organizer	Ministry of Finance and Economy
Date and Venue	Tuesday, October 21, 2025, 14:00–15:00 / Inspire Resort Ocean Tower, Incheon
Program	- KSP introduction, guidance on project proposal / submission processes - 1:1 mentoring



4. KSP Outcome Monitoring

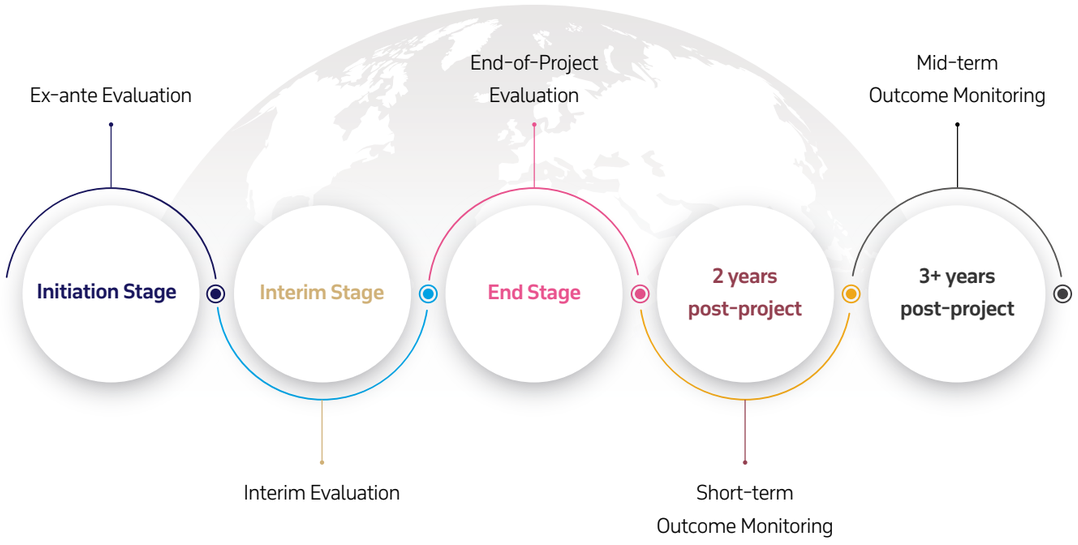
- 2025 Mid-term Outcome Monitoring Results: Peru, Malaysia, Kuwait

KSP Outcome Monitoring

KSP Outcome Monitoring

KSP enhances project efficiency and effectiveness by continuously tracking outcomes and comparing results against baseline policy challenges identified at project initiation. All projects are monitored for short-term outcomes for up to two years after their completion. Mid-term outcomes, focusing on policy significance and substantive deliverables, are selectively tracked for projects that are three or more years past completion.

Project outcomes are identified through a monitoring process classified into three categories and highlighted as model KSP cases for learning. The purpose of monitoring is to understand what enables or hinders successful outcomes and to uncover the causal links behind them. This analysis informs future project design and provides feedback for annual planning. Monitoring also maintains KSP's expert networks (a core institutional strength) by sustaining connections with past participants in Korea and partner countries.



KSP Outcome Categories

Category		Subcategory
Reflected in the partner country's policies		Establish relevant laws and regulations
		Develop policy documents and allocate budget
		Establish/reorganize relevant agencies/organizations
		Implement policies; translate into public services
		Others (promote to policy stakeholders; enhance policy network; build capacity)
Promote economic cooperation		Alignment with private businesses (e.g., exploring business opportunities and feasibility study)
		Corporate social responsibility (CSR)
		Support for companies doing business in partner countries
		Direct investment
		Public-private economic cooperation
		Improvements in project conditions
Promote development cooperation	**Continuing collaboration with Korea**	Mutual agreements (e.g., MOU and LOI)
		Expert secondment
		Follow-up education/training
		Consultation on follow-up projects with relevant ministries and agencies
		Technical support (e.g., KSP, EIPP, KOICA)
		Other ODA projects (public projects at central and local government levels or other public institutions)
	Follow-up cooperation with international organizations	Technical support (international organizations)
		Financial support (e.g., loan, grant, infrastructure PPP)
		Capacity building for KSP participants in Korea and greater participation in development cooperation projects



Ministry of Economy of Malaysia - Outcome Monitoring Interview
'2018/19 KSP-ADB Joint Consultation - Korea's Industrialization and Structural Reform: Practical Lessons for Development of Malaysia'



Ministry of Education of Peru - Outcome Monitoring Interview
'2019/20 KSP - A Master Plan for ICT Infrastructure Building for Peruvian Education Development'

Mid-term Outcome Monitoring in 2025

In 2025, mid-term outcome monitoring was conducted for 12 projects across three countries: Peru, Malaysia, and Kuwait. The analysis shows that, across all three countries, KSP policy recommendations were closely linked to institutional design and legislative processes, yielding substantive outcomes.

In Peru, KSP policy recommendations led to significant institutional changes, including the introduction of the technical guarantee system (PTRS), the legalization of the public personnel and performance management system, the advancement of the electronic single-window customs system (VUCE 2.0), and the incorporation of policy recommendations into legislation related to special economic zones. In particular, several cases demonstrated a structural policy impact, with KSP recommendations expanding sequentially from pilot projects to cooperation with international organizations, government-to-government MOUs, and parliamentary legislative review, thereby going beyond advisory functions and influencing the policy decision-making and the legislative process.

In Malaysia, KSP recommendations for strategic national sectors (industrial upgrading, digital transformation, railway safety, and the hydrogen industry) were anchored to national development strategies, including the New Industrial Master Plan 2030 and the National Digital Strategy. This alignment led to legal and institutional revisions, the establishment of dedicated government bodies, and the development of technical standards. Notable examples include the establishment of the Ministry of Digital, improvements to the legal framework for intergovernmental data sharing, the introduction of the Malaysia Railway Industry Standards (MRIS), and legislative revisions related to the Sarawak hydrogen industry. These cases illustrate how policy recommendations led to substantive changes in organizational structures, regulatory frameworks, and infrastructure development.

In Kuwait, the introduction of a public investment appraisal system and fiscal reform initiatives was reflected in the Government Action Plan (2023–2027), contributing to the institutionalization of policy procedures and the systematization of fiscal management standards. Although these outcomes remain at a stage preceding comprehensive legal and organizational reforms, they represent meaningful progress in strengthening institutional design capacity through policy learning, internal guideline development, and the formalization of implementation procedures.

Key Implications

Based on a comprehensive analysis of outcomes across the three countries, three key patterns emerged for institutionalizing KSP work:

1. Strategic Alignment

When the policy demand of partner countries aligns closely with their national mid- to long-term strategies and fiscal and administrative systems, KSP recommendations are more likely to evolve into higher-level outcomes such as legislative amendments, the establishment of new institutions, and integration into national development plans.

2. Key Variables in Outcome Generation

Strong ownership by high-level policymakers, the capacity of implementing institutions, and the availability of sustainable financial resources play decisive roles in determining the depth and scope of outcome generation.

3. Sequential Impact of Outcomes

Early-stage achievements (such as the establishment of research organizations, the development of policy networks, and improvements in statistical infrastructure) are meaningful outcomes in themselves. However, when these achievements are effectively linked with follow-up projects, they can evolve into broader institutional diffusion at the national level.

Key Results of Outcome Monitoring in 2025

Peru

Project Years	Outcome Type	Baseline (Policy Issues)	Mid-term Outcomes
2017/18	Reflected in partner country's policies	Lack of an evaluation and guarantee system for innovative SMEs, making it difficult to link policy measures with financial support	Introduction of the PTRS technology evaluation model and establishment of a database-based technology guarantee fund
2019/20	Reflected in partner country policies	Digitalization of education remained at an early stage due to limited digital infrastructure, insufficient teacher capacity, and the absence of administrative systems	Establishment of ICT Guidelines and incorporation of digital literacy into the national strategy
2020/21	Reflected in partner country policies	Public sector professionalism, accountability, and performance management were limited due to the coexistence of 15 different personnel systems and more than 400 wage structures	Revision of the Civil Service Act, introduction of a performance-based personnel management system, and development of the first phase of an electronic HR management system, piloted across 34 government agencies
2021/22	Reflected in partner-country policies & follow-up cooperation with Korea	Low utilization of FTAs due to complex rules of origin and insufficient training and administrative systems	Development of rules-of-origin training programs and manuals, assignment of dedicated personnel, and enhancement of VUCE 2.0. Policy advisory on system development was linked with the 2024/25 KSP follow-up project, strengthening the foundation for economic cooperation
2022/23	Reflected in partner country policies	Weak performance of special economic zones and limited FDI inflows due to incomplete legal frameworks and fragmented authorities	KSP policy recommendations (location selection, taxation, and governance mechanisms) were directly reflected in the Special Economic Zone legislation

Malaysia

Project Years	Outcome Type	Baseline (Policy Issues)	Mid-term Outcomes
2018/19, 2021/22	Reflected in partner country's policies	Structural constraints persisted, including stagnation in manufacturing, delays in digital transformation, and the absence of a systematic data management framework	Establishment of the Ministry of Digital and enactment of the Data Sharing Act (2024). Benchmarking of the Pangyo innovation cluster model during the upgrading of the Cyberjaya digital cluster
2022/23	Reflected in partner country's policies	Railway safety systems remained structurally weak due to the absence of technical standards, insufficient accident investigation mechanisms, and a shortage of specialized personnel	Reform of the railway safety management framework, establishment of 16 technical standards, and introduction of verification procedures
2023/24	Reflected in the partner country's policies	Weak foundation for developing the hydrogen industry due to incomplete legal and institutional frameworks, limited policy coordination, and governance uncertainty	Revision of the Gas Supply Act to regulate hydrogen, designation of regulatory authorities, development of hydrogen infrastructure, and strengthening of dedicated budgets and technical expertise

Kuwait

Project Years	Outcome Type	Baseline (Policy Issues)	Mid-term Outcomes
2014/15	Reflected in the partner country's policies	Limited progress in economic diversification, rigid labor market structure, and a housing market dominated by single-family housing	Establishment of cooperation between the Public Authority for Housing Welfare (PAHW) and the Korea Land and Housing Corporation (LH), leading to follow-up urban development planning services for new town design
2015/16	Reflected in the partner country's policies	Absence of a formal selection process for public investment projects, limited institutional capacity, and weak fiscal planning frameworks	Introduction of a three-stage pre-evaluation process for public investment projects, later referenced during legal and institutional reforms
2022/23	Reflected in the partner country's policies	Fiscal sustainability risks intensified due to expanding welfare and subsidy programs and inefficient fiscal management	Seven key fiscal reform areas were incorporated into the Government Action Plan (2023–2027), including improvements in subsidy monitoring, tax system reform, and budget system restructuring

[Appendix]

List of 2024/25 KSP Projects

List of 2024/25 KSP Projects

<Project Types>

- **Bilateral Consultation:** Policy consultation through bilateral cooperation between the governments of the Republic of Korea and the partner country (G2G)
- **Joint Consulting:** Multilateral consulting projects in the form of tripartite cooperation involving international organizations

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2024/25 KSP Bilateral Consultation

Asia & Oceania

Partner Country	Project Title	Coordinating Agency	Partner Institution
Lao PDR	Innovating the Financial System in Lao PDR: Current Status and Policy Directions	KDI	Bank of the Lao PDR
Lao PDR	Feasibility Study for the Development of a Wastewater Treatment System in the Vientiane Capital Area of Lao PDR	KOTRA	Ministry of Public Works and Transport
Lao PDR	Improvement of Aviation Operations System of Luang Prabang International Airport (Phase Ⅱ)	KOTRA	"Ministry of Public Works and Transport Department of Civil Aviation"
Malaysia	Demonstration of an Asset Management System for Efficient Management of Power Equipment in Malaysia	KOTRA	Sabah Electricity Sdn. Bhd
Mongolia	Developing Mongolia's Credit Information System	KDI	Bank of Mongolia, Mongolian Bankers Association
Mongolia	A Strategy for Developing Heavy Industry in Mongolia	KDI	Ministry of Industry and Mineral Resources
Vietnam	Establishing a Legal Framework for Urban Railway Construction in Vietnam	KEXIM	Management Authority for Urban Railways
Vietnam	Study on the Construction and Establishment of the Training Center for Operation and Maintenance of Ho Chi Minh City Urban Railways in Viet Nam	KEXIM	Ho Chi Minh City Urban Railways No.1 Company
Indonesia	Implementation Strategy for Green Investment for the Indonesian Government	KDI	Ministry of Finance
Indonesia	Strengthening the Assessment Methodology of Good Corporate Governance in Indonesian State-Owned Enterprises	KDI	Finance and Development Supervisory Agency
Cambodia	Improving Operational Efficiency of CGCC to Support SME Development	KDI	Credit Guarantee Corporation of Cambodia
Thailand	Advancing Nakhon Si Thammarat as a Leading Model Smart City in Thailand through Data-Driven, Citizen-Centric Innovation	KDI	Digital Economy Promotion Agency
Philippines	Clean and Smart Renewable Energy Plan	KOTRA	Department of Energy
Australia	NSW-Korea Hydrogen Supply Chain Study	KDI	NSW Department of Climate Change, Energy the Environment and Water

Europe & Central Asia

Partner Country	Project Title	Coordinating Agency	Partner Institution
Serbia	Facilitating Autonomous Driving Development in Serbia	KDI	Office of the Prime Minister
Spain	Master Plan for P5G Implementation in Basque Country	KOTRA	Basque Trade & Investment
Slovakia	Innovative Industrial Development and Balanced Regional Growth Strategy for Slovakia	KDI	Ministry of Economy, Slovak Innovation and Energy Agency
United Kingdom	ROK-UK Partnership on Building Capacity in Digital and Critical Technologies Standards	KDI	Department for Science, Innovation and Technology
Uzbekistan	Policy and Technical Advice for the Modernization and Capacity Building in District Heating Sector in Uzbekistan	KOTRA	Ministry of Construction and Housing and Communal Service
Uzbekistan	Creation of a Nationwide System of Municipal Waste Collection and Disposal in Uzbekistan	KEXIM	Ministry of Ecology, Environmental Protection and Climate Change
Ukraine	Policy Consultation on the National Innovation Ecosystem to Enhance Ukraine's Economic Innovation Capacity	KDI	Ministry of Economy, Environment and Agriculture
Croatia	Boosting High-Tech Businesses & SMEs in Technology Park Split	KDI	City of Split, Development Agency Split
Kyrgyz Republic	Strengthening the Monitoring and Evaluation of Public Investment Projects in the Kyrgyz Republic	KDI	Ministry of Economy and Commerce
Turkiye	SME Policies for the Promotion of Import Substitution	KDI	Small and Medium Industry Development Organization
Poland	Strengthening Strategic Framework for SME Digital Transformation in Poland	KDI	Ministry of Economic Development and Technology

Latin America & the Caribbean

Partner Country	Project Title	Coordinating Agency	Partner Institution
Ecuador	Strengthening the Data Governance and Analytics Models for the Internal Revenue Service	KDI	Internal Revenue Service
Ecuador	Establishment of Smart Logistics Infrastructure Plan	KOTRA	Ministry of Transport and Public Works
Honduras	One-Stop Digital Registration Window for the Attention of Citizens and Vulnerable Groups	KDI	Secretariat of Social Development
Honduras	Strategies for the Development of Infrastructure and Transportation Information System in Honduras	KDI	Secretariat of Infrastructure and Transportation
Colombia	Consulting for the Digital Transformation of Scientific and Industrial Metrology in Colombia Based on Successful Experiences and Good Practices of Korean Cases	KDI	National Metrology Institute
Cuba	Monitoring and Managing Plastic Pollution Strategy in Cuba	KOTRA	Ministry of Science, Technology and Environment
Peru	Strengthening SMEs' Competitiveness with Certification of Origin in Peru	KDI	Ministry of Foreign Trade and Tourism
Peru	Fostering the Shipbuilding and Related Industries in Peru	KOTRA	Ministry of Production

Middle East & North Africa

Partner Country	Project Title	Coordinating Agency	Partner Institution
Oman	Oman Power System Consulting	KOTRA	Ministry of Energy and Minerals
Jordan	Designing a Sustainable Energy Subsidy Program	KOTRA	Ministry of Energy and Mineral Resources, Jordan Renewable Energy & Energy Efficiency Fund

Sub-Saharan Africa

Partner Country	Project Title	Coordinating Agency	Partner Institution
South Africa	Green Hydrogen Industry Development Plan in South Africa	KOTRA	Department of Science, Technology & Innovation
Madagascar	Development of New Agricultural Varieties Adapted to Climate Change with High Export Potential in Madagascar	KDI	Ministry of Agriculture and Livestock
Mozambique	Establishing a Natural Gas Utilization System in Mozambique	KOTRA	Ministry of Mineral Resources and Energy
Ethiopia	Investigation of the Viability of Smart Agriculture in Ethiopia	KDI	Ministry of Agriculture
Kenya	Pre-Feasibility Study for Public Transportation System and ITS in Mombasa, Republic of Kenya	KOTRA	Kenya Urban Roads Authority

2024/25 KSP Joint Consulting with International Organizations

ADB

Partner Country	Project Title	Coordinating Agency	Partner Institution
Armenia	Armenia Green Urbanization: Advancing Energy Efficiency in Buildings	KEXIM	Urban Development Committee
Azerbaijan	Transforming Higher Education into Innovation Hub – focusing on Sumgayit State University	KEXIM	Ministry of Science and Education

AfDB

Partner Country	Project Title	Coordinating Agency	Partner Institution
Guinea	Action Planning for Industrial Policy Implementation in Guinea	KEXIM	Ministry of Commerce, Industry and SMEs
Côte D'Ivoire	Capacity Building in Regulation and Management of Integrated System for Sustainable Urban Mobility in Abidjan, Côte d'Ivoire	KEXIM	Autorité de la Mobilité Urbaine dans le Grand Abidjan

CAF

Partner Country	Project Title	Coordinating Agency	Partner Institution
Ecuador	Strengthening the Management and Monitoring of Urban Mobility through a Data Observatory in Cuenca, Ecuador	KEXIM	Municipality of Cuenca, Cuenca Municipal Public Company for Mobility, Transit and Transportation

EBRD

Partner Country	Project Title	Coordinating Agency	Partner Institution
Kyrgyz Republic	Roadmap for Integrating the Smart Water Management (SWM) in Bishkek, the Kyrgyz Republic	KEXIM	Bishkek Water Company (Bishkekvodocana)
Morocco	Boosting Morocco's Regulatory Fintech Ecosystem	KEXIM	Bank Al-Maghrib

GGGI

Partner Country	Project Title	Coordinating Agency	Partner Institution
Indonesia	Policy Framework for Strengthening EV Battery Recycling Capacity in Indonesia	KEXIM	Ministry of National Development Planning

IDB

Partner Country	Project Title	Coordinating Agency	Partner Institution
Argentina	Utilization of Digital Infrastructure: Developing Flood Early Warning and Drainage Systems Improvement Plan for Flood Damage Mitigation in Buenos Aires City, Argentina	KEXIM	Ministry of Infrastructure of the City of Buenos Aires
Colombia	Fostering Climate-Resilient Road Infrastructure in Colombia	KEXIM	Ministry of Transport
Paraguay	Modernization and Efficiency of Toll Stations and Toll Collection System for Paraguay's Sustainable Road Infrastructure	KEXIM	Ministry of Public Works and Communications

재정경제부
Ministry of Finance and Economy

KDI 한국개발연구원
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