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A Study on Korean ODA Model : Programs and Strategies

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< Abstract >

Research on Establishing Korean ODA Model

The Republic of Korea became the first country after WWII to have transformed itself from a recipient to a donor country when it joined the OECD Development Assistance Committee (DAC) in 2010. Korean ODA reached 1.3 billion U.S. dollars in 2011, 0.12% of the nation's GNI. Although the contribution level is still lower than international standards, it has expanded rapidly and is expected to keep growing.

Intense debates arose in Korea regarding the possibility of establishing a Korean ODA model in response to the rising ODA contribution. Accordingly, this research was undertaken in order to establish a comprehensive ODA strategy by focusing on priority areas where Korea has comparative advantages.

Formulation of ODA Content and Strategies Based on Korea's Comparative Advantages

This research consists of aggregated and articulated ODA content that lie within Korea's development experience and relative competitiveness. The research was conducted under the supervision of the Korean ODA Model Task Force of the Prime Minister's Office. It was directed and managed by Korea Institute for Industrial Economics and Trade (KIET), with co-assistance from Korea Development Institute (KDI) and Korea Institute for International Economic Policy (KIEP).

A number of experts from 18 organizations, including government-sponsored research institutes under the National Research Council for Economics, Humanities and Social Sciences (NRC) and other organizations such as Seoul National University and the National Research Foundation of Korea (NRF) participated in this research project. The research covered 11 sectors categorized under the four areas of economic development, social development, governance, and future issues. Based on a mid-range package of programs extracted by expert groups in each sector, the Prime Minister's Office and the three managerial research institutes (KIET, KDI, and KIEP) formulated

a program pool of 159 programs for the Korean ODA model. Among these programs, 40 basic programs were selected, which will be given priorities under the limitations of delivery capacities for all the programs in the pool.

Then, KIET, KDI, and KIEP worked together to conduct research on the implementation strategy of the Korean ODA model. The final results of the research are divided into four volumes. Volume one comprises a general introduction and a summary of research findings by the three managerial research institutes. The three other volumes consist of research findings from 18 institutes. Based on these findings, the Committee for International Development Cooperation (CIDC), which is the supreme policy-making apparatus of the Korean government chaired by the Prime Minister, officially adopted the Korean ODA Model in its 13th meeting on September 14, 2012.

This research marks its significance by establishing the first comprehensive Korean ODA model, which had previously been lacking substantial content despite continued debates. However, this research does not represent the final form of the Korean ODA model; the model should be continuously enhanced through vigorous modification, supplementation and expansion reflecting the development of Korean ODA itself and the changing environment of international society.

Finally, the ODA-implementing agencies, including KOICA and EDCF, should bear in mind that each project implementation should be tailored to the particular circumstances of the recipient country and their development needs. Also, it should be noted that results-based management and consistent monitoring of a project is important for improving the effectiveness of ODA.

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I Introduction

1.1 Why a Korean ODA Model?

1.1.1 Background

- After independence in 1945, Korea successfully transitioned from one of the least developed countries (LDCs) into a highly industrialized country, by efficiently concentrating \$12.7 billion worth of international assistance in its economic and social development.
- As the size of Korea's ODA expanded, the concept of a Korean ODA Model has been continuously discussed among government and private experts. But there has yet to emerge a social consensus on the concepts and details of this terminology.
- This research aims to make tangible progress in illustrating a detailed picture of a Korean ODA Model by examining areas where Korea retains a comparative advantage.

1.1.2 Necessity of a Korean ODA Model

□ Comparative Advantages based on Korea's Development Experience and Capacity

- The discourse on the Korean ODA Model is rooted in the idea that concentrating on the areas where Korea has comparative advantages is beneficial to both Korea and recipient countries in reflecting the frequently-quoted successful story of Korea's development experience.
- Following the Japanese occupation and the Korean War (1950-53), Korea was a typical poverty-stricken country. However, over the last half century, Korea was able to escape from poverty and join the ranks of advanced countries through compressed economic growth.
- From a poor agrarian country with very few natural resource endowments, Korea has advanced to become a global manufacturer of industrial products through successful industrialization.

- The example set forth by Korea is much more meaningful in that its export-oriented economic development has brought about success in other areas including education, public health, women's rights and political democracy.
- Recently, Korea has advanced to become a world-class IT nation propelled by bold investments in future industries such as the IT sector, which is attracting great attention from developing countries.

□ Increasing Demand for Sharing Korea's Development Experiences

- Korea is seen by many developing countries as a role model and, accordingly, there is an increase in demand for Korea to share her unique development experiences with the global community.
- Indeed, many developing countries have requested at bilateral and multilateral summits and high-level meetings that Korea share its economic development experience, asking for various projects.
- Especially, developing countries wish to learn the progress of Korea's industrial development by period and stage, as they have a strong desire to promote industries that can create jobs and income, thereby overcoming poverty.

□ Overcoming Limited Aid Resources by Selection and Concentration

- Korea has rapidly increased its ODA budget by 4.4 times in the recent six years to 2012. However, due to its short history, the volume is still small compared to advanced countries. This shortage is similarly shown in the experience, professional know-how as well as human resources for development assistance.
 - The combined labor force of the two Korean ODA agencies (KOICA+EDCF) is just 1/30 of USAID and 1/6 of the JICA.
- Considering the limited budget, human resources and experience, discussions on a Korean ODA model have concentrated on the pursuit of efficient development assistance strategies based on Korea's comparative advantages and development experiences. These considerations are reflected in the official strategy: "Selection and Concentration."

- The Mid-term ODA Country Assistance Strategy (2008-2010) adopted the Selection and Concentration principle, and the Basic Law for International Development Cooperation (2010) stipulated that Korea's ODA should increase aid effectiveness by selecting priority partner countries.

□ Lessons from International ODA Experience

- The international community provided a total of \$2.4 trillion in ODA to developing countries from 1960 to 2011. This considerable amount of aid has produced many success stories in development. However, there have been also strong arguments on the failures of foreign aid.
- Especially, many cases of African countries with their failures in economic development and entrenched poverty have provoked serious argument on the failures of foreign aid. This reflects that those countries have received large amounts of foreign aid from Western countries, by virtue of their historical connection from the colonial period.
- Taking lessons from these experiences of international community, Korea should establish optimal aid policies that can bring tangible achievements to help the development of recipient countries, without consuming the tax money of its people in vain.

1.1.3 Issues Surrounding the Formation of a Korean ODA Model

□ Peculiarity of Korean Experience

- Despite the uniqueness of Korea's successful economic development, transferring these valuable experiences to developing countries is difficult considering the differences in temporal, geographical, and sociocultural conditions between the recipient countries around the world and Korea.
- Korea's initial development was made possible under the international environment of the Cold War era, in which the United States market was open to developing countries and the reconstruction of Europe and Japan guided stable and steady growth of the global economy. These conditions have changed significantly since then.

- Further, most developing countries have different natural conditions and sociocultural backgrounds from that of Korea; many are landlocked, or largely dependent on natural resources, or face political instabilities originating from multi-ethnic and religious conflicts.
- Meanwhile, Korea's experience contains many stories of failure, such as the suppression of civil rights under dictatorship in the process of pursuing rapid economic development. These failures can be hardly separated from the success stories.
- In addition, Korea's technology-based competitive strategy development system is based not only on tangible feats, but also on the boundless eagerness for innovation, willingness to face challenges, human resources development efforts, and an industrious work ethic.
- Considering the uniqueness and particularity of Korean experiences, a great deal of consideration should be given to the specific environment and needs of recipient countries, in order not to make our assistance based on Korea's comparative advantages solely a donor-oriented one.

□ Harmony with International Norms

- The global community has recognized poverty eradication as a common target for humanity and has held international forums to discuss the directions of ODA.
- In the Resolution for the Second Development Decade adopted in 1970, the United Nations recommended each donor country to make 0.7% of GNP available as ODA. Since the dawn of the new millennium, the Millennium Development Goals (MDGs) of the United Nations have functioned as a milestone for development cooperation. At the same time, efforts to raise the aid effectiveness are continuously pursued, mainly led by the OECD.
- Recent focus of international discussions on ODA is reflected in catchphrases such as "More aid, Better aid." In addition, discussions on "aid architecture," which refers to the concept of harmonizing aid practices of emerging donors from newly industrialized countries and the private sector with traditional donors, are vibrant.

- In the end, the Korean ODA Model should be pursued in a way as to base its strategy on the principle of comparative advantage, while respecting the particular conditions of recipient countries and international norms.

1.2 Issues in International Development Cooperation

1.2.1 Overview

□ Contributions of Development Assistance Committee (DAC) Members

- The DAC member states of the OECD contributed a total of \$2.47 trillion in ODA from 1960 to 2010 by Gross Disbursement.
- The annual contribution reached over \$20 billion in the 1980s, \$60 billion in 2000, and \$120 billion by 2005. The amount has grown steadily since 2010.
- The ODA/GNI ratio hit reached an apex of 0.54% in 1961, and has remained at around 0.3% since the beginning of the New Millennium.

□ Multilateral Assistance

- In 2011, the total volume of DAC members' ODA net disbursements amounted to \$133.5 billion, of which 31% (\$40.9 billion) was multilateral assistance.
- Since 1960, multilateral aid has constituted 35% of total accumulated ODA.
- Recently, the European Commission (35%), has made the largest contributions to multilateral aid, followed by World Bank (24%), the UN (17%) and regional development banks (8%), according to 2010 OECD data.
- Multilateral aid has remained stable even as bilateral aid fluctuated due to the collapse of communism and the global economic crisis.
- (Korea) Korea's multilateral assistance amounted to 27% of its total aid in 2011, and has fluctuated rather heavily around 30%.

1.2.2 Shifting Focus of Global Development Policy

□ Changes in Global Development Policies

- Aid to newly independent countries began in earnest after World War II, and there has been ardent discussion to find better ways of cooperation for development.

Shifting Focus of Global Development Focuses

- **Economic Growth in the 1950s and 1960s:** As economic development was considered to be most important in newly-independent countries, the global community focused on the provision of investment aid.
- **Governance Reform in the 1980s and 1990s:** Led by the International Monetary Fund and the World Bank, the Washington Consensus focused on the reform of economic governance in order to address the problem lying at the core of lukewarm aid performance and problems with the governance of developing countries.
- **Poverty Reduction in the 2000s:** Long-term economic deterioration in developing countries called for a social development strategy centered on poverty eradication.

□ Efforts to Improve Aid Effectiveness

- By the dawn of the New Millennium, the United Nations set forth the MDGs as ultimate goals of international development assistance. The “more aid, better aid” initiative ensued to improve aid effectiveness.
- More Aid: Upon the UN recommendation for ODA amounting to 0.7% GNP in 1970, international community has reaffirmed this goal through multiple conferences. But the goal has not been achieved.
- Better Aid: Despite long-term assistance, aid fatigue had arisen, leading to reflections and discussions on the previous methodology.
- By adopting the Busan Partnership for Effective Development Cooperation, the 2011 High-Level Forum on Aid Effectiveness (HLF-4) in Busan led to an agreement on four joint principles and agendas for action.

Table 1-1. Comparison of Paris Declaration, Accra Agenda for Action, and Busan Partnership for Effective Development Cooperation

Paris Declaration	Accra Agenda for Action	Busan Partnership
Ownership	Active participation by developing countries	Active participation by developing countries
Alignment	Tolerant and effective partnership	Tolerant partnership
Harmonization		
Results-based management	Achievement of goals and accountability	Results-oriented
Mutual Accountability		Transparency and mutual accountability

Source: Seon Ju Kang, “Results of HLF-4 in Busan and Outlooks on Global Aid Architecture,” in IFAN (2012)

□ Paradigm Shift from Aid Effectiveness to Effective Development

- The Busan HLF-4 has shifted its focus, from improving the aid delivery mechanism to the ultimate goal of helping developing countries stand on their own feet and manage their own affairs in a sustainable way.
- Since the MDGs have concentrated on poverty alleviation, growth-oriented efforts have been resumed in the face of the criticism that international assistance should focus on economic and industrial development to generate long-term income, instead of focusing on meeting basic human needs.

□ Discussion on Reforming the Aid Architecture

- Recently, the development cooperation apparatus has diversified the actors delivering aid, including emerging donors, global funds and NGOs.
- Emerging donors including China, India, Brazil and Russia provide a new channel of aid to recipient countries and help establish an alternative development model to maintain continuous economic growth through the expansion of trade and investment.
- Recently, private funds have also taken a major role in development cooperation.

- The last decade has seen growing scrutiny of major non-profits such as the Bill and Melinda Gates Foundation and organizations led by Warren Buffet and Bill Clinton participating in development efforts with global funding resources.
- Over the past few decades, NGOs have increased in number, and established themselves in pivotal positions in areas of agenda-setting and planning in cooperation with donor countries and organizations.

International Division of Labor and Aid

- As one of the core agendas common in both the Paris Declaration and Accra Agenda, the notion of aid harmonization stresses division of labor in areas with comparative advantage among donors in order to eliminate overlapping and costs concerning assistance.
- Faced with multiple donors and limited resources, recipient states have suffered from increasing transaction and management costs. Accordingly, DAC member EU states began discussing the issue.
- Small in size and inexperienced among DAC member states, Korea should enhance the efficiency of its assistance and focus on its comparative advantage in order to contribute to international development.

1.2.3 Comparison of Major Donors' Comparative Advantages in ODA

Analysis of Target Areas of Assistance and Recipients

- Based on 2010 statistics, each donor country differed in terms of recipient countries and target areas of assistance.

Implications

- As of 2010, Korea concentrated most on transportation and storage (20.5%), followed by education (17.9%), water supply and sanitation (15.6%), and energy (10.2%). The concentration ratio of Korea's ODA to the Asian region (65.2%) was higher than that of Japan.
- Korea's ODA has shown severe annual fluctuations in terms of target sectors and recipient countries. This indicates that Korea has not yet arranged systematic programs and strategies based on its comparative advantages amidst the rapid

expansion of its assistance over a short period of time; rather it has simply responded to external demands.

<Table 1-2> Major Donor Countries and their Target ODA Areas (2010)

(Unit: %)

	Target Area	Continental Distribution	Major Recipients
USA	Population Control & Reproductive Health (17.8), Government & Civil Society (17.2), and Humanitarian Aid (16.8)	Asia (32.6), Unspecified Recipients (25.1), Africa (29.2), America (10.2), Europe (1.9), and Oceania (1.0)	Afghanistan (10.1), Iraq (6.7), Pakistan (3.1), Sudan (2.8), and Ethiopia (2.7)
Japan	Transportation & storage (29.7), Energy (17.6), and Water Supply & Sanitation (11.1)	Asia (46.6), Africa (25.7), Unspecified Recipients (21.3), Europe (8.7), Oceania (2.4), and America (-4.7)	Indonesia (9.1), India (8.8), Vietnam (7.6), China (6.6), Philippines (4.1)
Germany	Energy (21.4), Education (15.4), and Government & Civil Society (13.2)	Asia (32.3), Unspecified Recipients (25.7), Africa (24.2), America (11.4), Europe (6.3), and Oceania (0.1)	China (4.3), India (4.1), Afghanistan (3.2), Brazil (1.8), Egypt (1.4)
Great Britain	Government & Civil Society (13.6), Environmental Protection (10.7), Commodities Supply and General Aid Programs (9.7)	Africa (38.4), Unspecified Recipients (33.6), Asia (25.7), America (1.6), Europe (0.7), and Oceania (0.1)	India (5.4), Ethiopia (3.1), Afghanistan (2.3), Pakistan (2.1), Nigeria (2.0)
France	Education (17.0), Debt Reduction (15.9), Environmental Protection (12.6), and Others (10.7)	Africa (53.8), Asia (19.9), Unspecified Recipients (12.9), America (8.5), Europe (3.0), Oceania (1.9)	Cote d'Ivoire (5.5), Mayotte (4.5), Congo (4.0), China (3.2), Morocco (3.0)
Norway	Government & Civil Society (18.1) and Agriculture, Forestry & Fishing (14.3)	Unspecified Recipients (38.9), Africa (26.6), Asia (19.2), America (12.2), Europe (3.1), and Oceania (0.1)	Brazil (15.2), Tanzania (8.7), Afghanistan (6.5), West Bank & Gaza Strip (6.0), Sudan (5.6)
Korea	Transportation & Storage (20.5), Education (17.9), Water Supply & Sanitation (15.6), and Energy (10.2)	Asia (65.2), Africa (15.5), America (7.2), Unspecified Recipients (7.2), Europe (4.3), and Oceania (0.6)	Vietnam (8.2), Afghanistan (5.9), Mongol (3.6), Bangladesh (3.6), Sri Lanka (3.4)

Source: OECD, Database on Creditor Reporting System

1.3 Significance of the Research

□ Formation of Korea's ODA Programs

- Despite numerous discussions on the Korea's ODA, this study intends to review relevant points, and to set forth details for the formation thereof based on Korea's own experience in economic development and comparative advantage.
- The Office of the Prime Minister of Korea selected programs suitable for each target area in cooperation with 18 organizations, including the National Research Council for Economics, Humanities and Social Sciences (NRC) and the research institutes under its management as well as Seoul National University (SNU).

**Table 1-3. Participant Organizations in Formation of Korean ODA Programs
(Assisting organization included)**

Category	Subcategory	Institutes in Charge
General Oversight		KIET, KDI, KIEP
Economy	Economy	1. KDI 2. KIEP
	Agriculture	3. KREI
	Land Development	4. KRIHS (KOTI)
	Industry & Energy	5. KIET (KEEI)
Social Matters	Public Health	6. SNU (KOFIH & KIHASA)
	Human Resources	7. KRIVET
	Science & Technology	8. NRF (KEDI & STEPI)
Governance	Public Administration	9. KIPA
Future Issues	Environment	10. KEITI
	ICT	11. KISDI
	Gender	12. KWDI

Note: The 12 institutes listed above are associated, by contract, with the NRCS with assisting institutes indicated in parenthesis.

- This study aims to set forth a Korean ODA model, while forming programs in the three areas where efforts are being made to advance its international development strategies.

□ New Strategies to Cope with a Changing ODA Environment

- This study represents the effort to supplement the 2010 plans to advance development directions and come up with new assistance strategies through the

incorporation of global ODA discourse in the wake of the global financial crisis and the Busan HLF-4.

- As of 2015, a target year for achieving the MDGs, there is a wide debate as to what post-MDGs agendas should include.
- It has become necessary for Korea to systematically review where it retains comparative advantages and to concentrate its resources therein in order to pursue ODA programs in response to changing domestic and foreign economic conditions.

□ Strategies for Korean ODA Based on Comparative Advantage

- Centered around the 40 core programs and the 159 programs selected herein, measures are to be devised to deliver them effectively to developing countries.
 - The focus is on how to perform, via policy dialogue, our relatively competitive programs to the satisfaction of recipient countries' conditions and international norms.
- Regarding actual execution, the KOICA and the EDCF, along with other ODA-related agencies, should implement a results-based ODA management system in consideration of the recipients' conditions and international norms.
- Once established, the Korean ODA model still has to undergo constant modification and revisions in accordance with Korea's economic development and the global community.

II

Progress of Korea's ODA

2.1 Trends & Current Status

2.1.1 The Total Volume of Korea's ODA

- Korea has significantly increased the Volume of ODA in accordance with its Growing Economy

Table 2-1. Volume of Korea's ODA

Unit	2005	2006	2007	2008	2009	2010	2011
USD million	752	455	696	802	816	1,174	1,321
(KRW billion)	771	435	647	891	943	1,356	1,463

Source: Ministry of Strategy and Finance

- In 2011, Korea's ODA/GNI ratio ranked 22nd among DAC member states and its ODA growth rate ranked 6th in midst of the difficult global economic condition including the recent European debt crisis.

2.1.2 Composition and Allocation of Korea's ODA

- **(Bilateral to Multilateral ODA ratio)** Bilateral ODA has hovered around 70% of total ODA; bilateral ODA represented 73.4% of ODA in 2011. During the five years prior (2007 to 2011) bilateral ODA reached \$2.9 billion, which was 72.5% of total ODA, while multilateral ODA remained at \$1.1 billion.

Table 2-2. Korea's ODA Performance by Type of Aid (in Nominal Terms)

(Net disbursements, USD million)

Category	2009	2010	2011	Increase (%)*	Proportion (%)
ODA (A+B)	816	1,174	1,321	12.5	100.0
Bilateral ODA (A)	581	901	970	7.7	73.4
Aid (by KOICA, etc.)	367	574	558	△2.8	
Loans (EDCF)	214	327	412	26.0	
Multilateral ODA (B)	235	273	351	28.6	26.6
ODA/GNI (%)	0.10	0.12	0.12	-	-

Source: Ministry of Strategy and Finance

- **(Allocation by Region)** A high proportion of Korean ODA is concentrated on the Asian region. The top 10 recipient countries receive 40 percent of Korean ODA.
- In the past five years, 51.8% of bilateral ODA went to Asia, followed by 15.5% to Africa and 9% to Latin America.

Table 2-3. Allocation of Korea's ODA by Region (2006-2010)

(Net disbursements, USD Million)

	2006	2007	2008	2009	2010	Total	Percentage (%)
Asia* (Total)	175.0	258.0	282.8	319.5	578.0	1,613.3	51.8
Africa (Total)	51.4	73.8	107.1	97.5	142.6	472.3	15.5
Middle East	72.2	71.1	30.9	21.7	34.6	203.5	7.6
Europe	31.9	17.7	14.7	48.9	41.5	154.8	5.1
America (Total)	26.7	55.5	70.5	57.4	66.2	276.2	9.0
Oceania	1.8	4.3	2.7	1.9	5.6	16.3	0.5
Unallocated	42.5	45.1	70.0	68.9	64.7	291.1	9.5
Total	401.4	525.5	578.7	615.8	933.2	3,054.6	100.0

Note: OECD Statistics on the Middle East are not incorporated in the figures marked with *.

Source: Office of the Prime Minister (OECD, International Development Statistics Online DB)

- **(Allocation by Income Group)** As of 2010, 37.0% of bilateral ODA went to LDCs (least developed countries), followed by 31.1% to LMICs and 18.7% to OLICs.

Table 2-4. Korea's ODA by Income Group (2006-2010)

(Net disbursements, USD Million, %)

	2006	2007	2008	2009	2010
LDCs	92.1 (24.5)	121.0 (24.7)	144.2 (26.8)	161.2 (27.7)	333.4 (37.0)
LMICs	193.4 (51.4)	251.0 (51.1)	207.8 (38.5)	204.2 (35.1)	280.3 (31.1)
OLICs	36.1 (9.6)	47.2 (7.6)	68.5 (12.7)	76.5 (13.2)	168.3 (18.7)
UMICs	9.7 (2.6)	21.8 (4.4)	28.2 (5.2)	38.3 (6.7)	22.4 (2.5)
Unallocated	44.7 (11.9)	59.5 (12.1)	90.5 (16.8)	100.5 (17.3)	96.2 (10.7)
Total	376.1 (100.0)	490.5 (100.0)	539.2 (100.0)	581.1 (100.0)	900.6 (100.0)

Source: Office of the Prime Minister (OECD, International Development Statistics Online DB)

2.1.3 Korea's ODA by Sector

More than 80% of Total Bilateral ODA Targeted Social and Economic Infrastructure Development

- The proportion of bilateral ODA for social infrastructure and the service sector is 50.1%; that for economic infrastructure is 33.7%.

(Focus Area) There are eight sectors selected in which Korea has abundant experiences in terms of development and assistance. Demand from developing countries is high

- In addition to the eight selected sectors -- economy, health and medical care, human resources, public administration, ICT, agriculture and fisheries, land development and industry and energy -- cross-cutting issues such as gender equality, the environment and human rights were also included.
- The proportion of bilateral ODA by sector is as follows: transport and storage 20.5%; education, 17.9%; water resources and sanitation, 15.6%; energy, 10.2%; public administration and civil society, 8.5%.

Table 2-5. Bilateral ODA by Sector (2006-2010)

(Commitments, USD million, () refers to %)

	2006	2007	2008	2009	2010
Social Infrastructure & Services	403.9 (59.7)	410.5 (39.0)	696.0 (47.8)	402.4 (27.8)	905.8 (50.1)
Education	135.2 (20.0)	160.2 (15.2)	112.5 (7.7)	139.0 (9.6)	324.4 (17.9)
Health	38.6 (5.7)	110.8 (10.5)	238.2 (16.4)	150.1 (10.4)	131.3 (7.3)
Population Policies/Programmes & Reproductive Health	0.5 (0.1)	1.5 (0.1)	20.1 (1.4)	3.5 (0.2)	5.1 (0.3)
Water Resources & Sanitation	80.8 (12.0)	74.5 (7.1)	269.7 (18.5)	70.7 (4.9)	283.2 (15.6)
Public Administration & Civil society	141.6 (21.0)	57.2 (5.4)	43.5 (3.0)	25.9 (1.8)	153.7 (8.5)
Others	6.5 (1.0)	6.4 (0.6)	12.0 (0.8)	13.2 (0.9)	8.2 (0.5)
Economic Infrastructure & Services	171.0 (25.3)	402.9 (38.2)	544.5 (37.4)	876.6 (60.4)	610.4 (33.7)
Transport & Storage	99.5 (14.7)	235.9 (22.4)	268.3 (18.4)	641.2 (44.2)	370.5 (20.5)
Communications	65.3 (9.7)	88.2 (8.4)	91.3 (6.3)	114.7 (7.9)	49.3 (2.7)
Energy	5.0 (0.7)	74.6 (7.1)	182.0 (12.5)	119.1 (8.2)	184.8 (10.2)
Banking & Financial services	0.4 (0.1)	3.1 (0.3)	2.0 (0.1)	1.1 (0.1)	2.6 (0.1)
Others	0.8 (0.1)	1.0 (0.1)	0.9 (0.1)	0.5 (0.0)	3.1 (0.2)
Production Sectors	33.5 (5.0)	129.0 (12.2)	77.4 (5.3)	57.2 (3.9)	100.4 (5.5)
Multi-sector/ Cross-Cutting	9.2 (1.4)	31.8 (3.0)	24.5 (1.7)	59.0 (4.1)	117.6 (6.5)
Humanitarian Aid	24.6 (3.6)	35.5 (3.4)	55.8 (3.8)	14.1 (1.0)	20.7 (1.1)
Administrative Costs	25.3 (3.7)	31.5 (3.4)	31.5 (3.8)	27.8 (1.0)	38.4 (1.1)
Unallocated/Unspecified	8.9 (1.3)	4.9 (1.1)	4.2 (1.7)	5.3 (0.9)	13.9 (0.9)
Total	675.5	1,053.3	1,455.0	1,450.2	1,809.6

Source: Office of the Prime Minister (OECD, International Development Statistics Online DB)

2.2 Major Achievements

2.2.1 Accession to the OECD DAC

DAC Accession Process

- At the 4th meeting of the Committee for International Development Cooperation in August 2008, Korea decided to become a member of the DAC in 2010. In January 2009, the Korean government officially submitted its application.
- In October 2009, the OECD DAC submitted a report on Korea's readiness for accession and Korea became a member of the OECD DAC on November 25, 2009.

Significance of DAC Membership

- DAC membership signifies official recognition of Korea's status as a donor state and contributed to enhancing Korea's status by reaffirming its determination to make contributions to the international community.

2.2.2 Reform of the ODA Implementation System

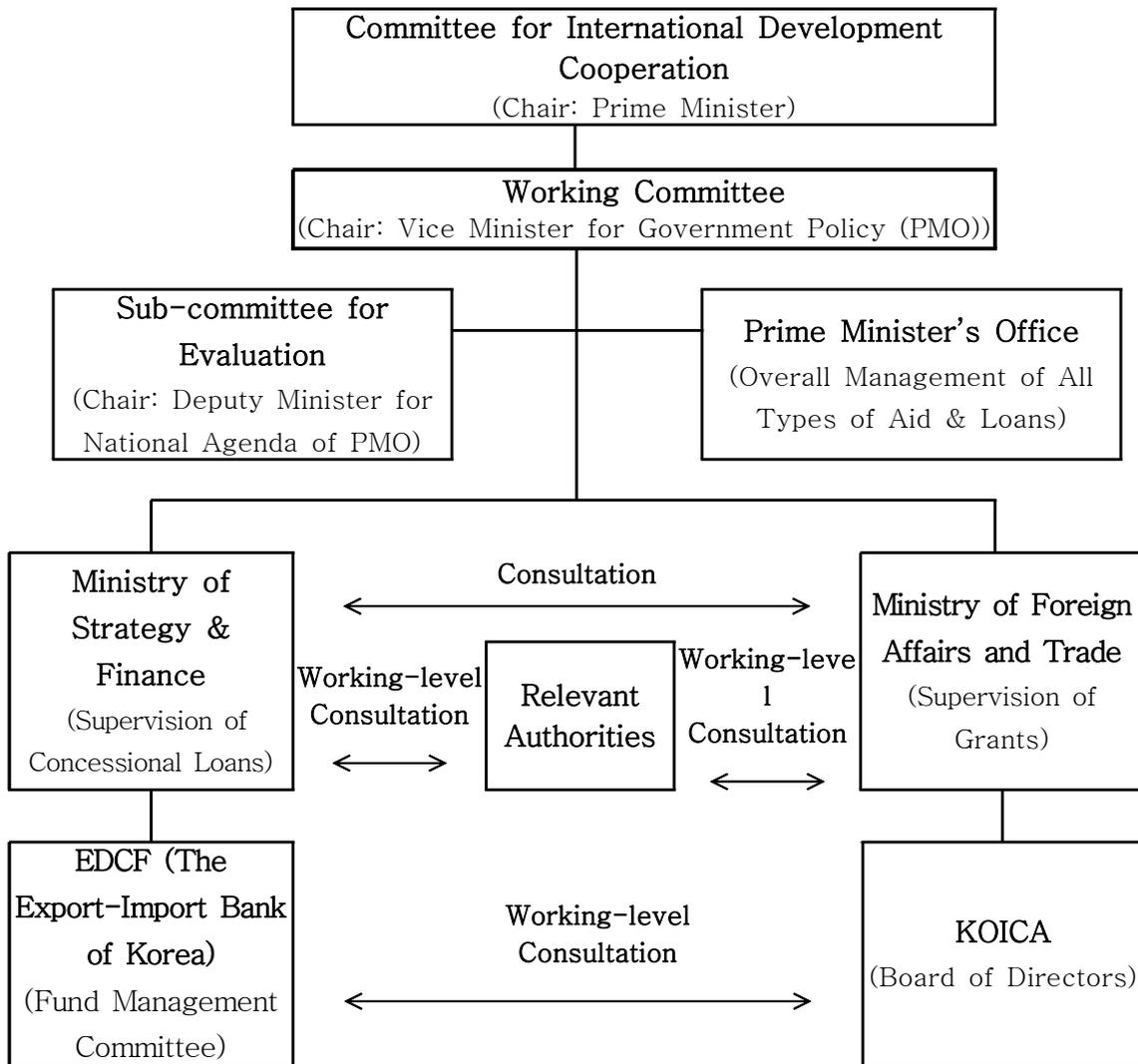
Establishing Legal Framework

- Korea enacted the Basic Law for International Development Cooperation, which went in effect in July 2010, and implemented its enforcement ordinance

Reform of the Implementation System under the CIDC

- Medium and long-term plans for Korea's ODA are to be established by the CIDC (Committee for International Development Cooperation) and the individual ODA activities of government agencies are to be coordinated by the Prime Minister's Office.

Figure 2-1. ODA Implementation System of Korea



□ Establishing a Strategy and Master Plan for Advanced International Development Cooperation

- The Korean government adopted its "Strategy for Advanced International Development Cooperation" in October 2010 through the CIDC. It includes the direction and strategies of Korean ODA.
- A mid-term five-year plan for ODA policy was approved at the 8th session of the CIDC in December 2010.

- Based on the mid-term ODA policy, annual implementation plans are being prepared and implemented since 2011.

□ Establishment of the Evaluation System

- In order to raise public awareness of ODA and to enhance transparency, the CIDC set up its Guidelines on the Evaluation of International Development Cooperation and established a sub-committee for evaluation in August 2009.
- Under the new integrated evaluation system, each executing agency submits self-evaluation outcomes to the sub-committee for evaluation. The targets to be evaluated include policies and strategies, projects and programs to be selectively chosen across countries, regions and sectors.

2.2.3 Increasing ODA Volume and Improving Quality

□ Compliance with Recommendations for Increasing ODA Volume

- Korea has committed to increasing ODA to 0.25% of GNI by 2015.
- Korea needs to increase its ODA budget by more than KRW 2 trillion by 2015 from its 2011 budget in order to meet this commitment.

□ Improving Quality

- Assistance to LDCs has improved in terms of the proportion and conditions, while the proportion of untied aid is still relatively high.
- (Aid to LDCs) The proportion of grants to LDCs increased from 40.3% in 2006 to 62.1% in 2010.
- (Untied aid) Korea has consistently increased its proportion of untied aid, from 2% in 2006 to 36% in 2010.

2.2.4 Major Programs and Best Practices

Green ODA

- The share of development projects with Environment Marker or Rio Marker has notably increased to 13.6% of bilateral ODA in 2010, from 1.7% in 2006.
- Following the surge in volume of climate-change-related ODA, there have been growing efforts to raise effectiveness and efficiency of Green ODA.

Table 2-6. Environment and Climate Change-related ODA Performance (2006-2010)

(Net disbursements, USD million, () refers to %)

	2006	2007	2008	2009	2010
Bilateral ODA	376.1	490.5	539.2	581.1	900.6
Environment or Rio Marker (Proportion*)	6.3 (1.7)	55.3 (11.3)	62.5 (11.6)	72.1 (12.4)	122.7 (13.6)
Environmental Marker	3.7	32.9	18.9	27.4	27.6
Environmental Marker & Rio marker	1.5	21.0	43.0	44.7	94.9
Rio Markers	1.1	1.4	0.6	-	0.2

* Proportion of bilateral ODA which is related to the OECD's environment marker and Rio marker.

Source: OECD CRS++ Database

Module Composition of Project Models

- With the composition of standard modules for inter-agency cooperation, recipient oriented aid, ex-post management, Korea has developed three project models employing these modules: the Saemaul Movement, Vocational training, and Maternal and child healthcare.

Development Consultation Program: KSP

- In 2004, Korea launched its Knowledge Sharing Program (KSP) to share Korea's economic development experience with developing countries.
- As of 2011, the KSP program has provided advisory consultations to 34 countries on 300 issues.

World Friends Korea Program

- Under the World Friends Korea (WFK) program, Korea dispatched advisory experts to share Korea's development experience and knowledge.
- Since 2010, 86 advisory experts have been sent to 26 countries.

2.3 Challenges for Korea's ODA

2.3.1 Enhancing Integration of Grants/Loans Programs

Implementation System based on Country Partnership Strategy (CPS)

- Drawing upon an integration strategy on grant and loan ODA programs in priority cooperation countries, Korea needs to siloed management of its ODA programs. Not only that, by implementing grants and loans under an integrated ODA strategy, Korea needs to build a comprehensive assistance system with respect to priority target areas.

Implementing Plans for Individual Countries

- By improving ODA plans, Korea needs to pursue consistent decision-making based on CPS and expand connectivity between different courses of programs.

Performance Management System for Enhancing Aid Effectiveness

- Korea needs to systematically collect and monitor data on the progress of ODA programs, degrees of achievement and funding status while expanding evaluation targets and coverage for each recipient country and sector.

Strengthening an Integrated Implementation System

- In order to make use of the specialties of individual agencies in a simultaneous manner while strengthening the connectivity of all programs, Korea needs to strengthen the coordination function of CIDC (Committee for International Development Cooperation).

2.3.2 Strengthening Selection and Concentration in Cooperative Areas

□ Building an Assistance System in Accordance with Unique Circumstances of Recipient Countries

- By supplementing recipient-led request-based principles, Korea needs to support areas where it has comparative advantages, and build a support system in accordance with the unique circumstances of individual recipient countries.
- By promoting closer communication with recipient countries, Korea should construct a program performance system to create a promising cooperation program through a differentiated aid program.
- By utilizing high-demand development contents, Korea needs a strategic approach with respect to areas of cooperative focus in order to reflect major ODA policies in each individual project.

□ Establishing Program-based Strategic Aid Plans

- Current programs do not guarantee connectivity between policy, program and project. Furthermore, a lack of technological cooperation infrastructure has led to a higher concentration of hardware supply, such as equipment and facilities.
- To strengthen systematic connectivity throughout the three stages (that is, policy → program → project), it is necessary to augment support for programs in the areas in which Korea has abundant development experience and recipient countries can satisfy their needs on a sustainable basis.
- In addition, promising cooperative programs must be branded, and under an integrated support system, packaged aid programs should be prepared to build connectivity between the different programs while promoting partnerships between relevant agencies.

2.3.3 Establishment of Differentiated and Unique Aid Strategies

□ Developing Advanced Content based on Korea's Development Experience and Comparative Advantage

- Korea should construct a differentiated and unique aid system by utilizing its intrinsic experience whereby Korea transformed itself from recipient to donor country. It is in this way that it possesses a comparative advantage in ODA different from that of developed countries.
- Korea's ODA programs stand out in terms of their suitability with recipient countries' needs.
 - Both Korea and the many recipient countries have experienced colonialism and rehabilitation from war devastation; such similar experience encourages recipient countries to become less cautious and to share sympathy as to its sincerity and emotions with Korea.
 - As a leading developing country, Korea shares a similar initial condition and development stages with recipient countries while retaining valuable experience in diverse developmental phases.

□ Strengthening Partnerships to Enhance Global Status and Role

- Since the global economic crisis, production capacity and growth engines for developing countries have weakened, and the global community, with its comprehensive and integrated support, is seeking “development effectiveness.”

□ Enhancing the Foundation for Cooperation with Developing Countries

- Korea should not only support capacity-building in developing countries through active policy consultation, but should also promote mutual understanding and strengthen solidarity with the global community.
- In order to continuously enhance the development capabilities of recipient countries, the following conditions should be satisfied: the expansion of development partnerships with the private sector in a comprehensive manner, the generation of development capabilities and growth engines in developing countries, and the enhancement of the role of ODA in economic growth and development.

III

Korea's Development Experience¹⁾

□ Introduction: Features (characteristics) of Korea's Development Experience

- The common feature of the history of socio-economic development is the role of government, which is preeminent during the initial stage of development by substituting market functions to secure sustainable growth momentum, but later transfers its coordinating role back to the market with the growth of the private sector.
- Somewhat divergent from the conventional economic logic of development in which the role of the market is emphasized, this deviation is deemed to have arisen out of an effort to overcome poor and static conditions in an underdeveloped environment.
- Another characteristic is that various kinds of policies were implemented quickly and codified or repealed in accordance with changing circumstances and environments.
- The continuous expansion of safety networks for education, public health and society -- which are difficult for the private sector to implement -- has placed pressure on public budgets. However, establishment of dynamic virtuous cycles between those safety networks and economic development has contributed to sustainable growth and social welfare in Korea.

□ Systemization of Korea's Experience and Implications

- In order to successfully contribute Korea's development experiences to developing countries, Korea must systematically organize its experiences to communicate the appropriate know-how concerning various circumstances to developing countries.

1) This chapter addresses economic development in reference to various literature, including *History of 60 Years of Korean Economy* (2010). Table 3-11 sums up the details chronologically. Please refer to the appendix for more information.

3.1 Liberalization to Early 1960s: State Rebuilding and Reconstruction

3.1.1 Economic Development

□ Establishing Basic Institutions for Economic Development

- In the process declaring independence, division and war, Korea's first president, Syngman Rhee, endeavored to rebuild a war-torn nation, and establish a market-based economic order.

□ Factors and Limits of the Economic Development

- From 1953 to 1960, Korea averaged 3.8% annual GDP growth. Different opinions, however, exist as to achievements thereof.
- The dominant consensus is that the economic growth was successful, considering the unstable political situation following the independence and division of Korea, and the poor industrial infrastructure devastated during the Korean War.
- On the other hand, excessive market intervention by the government generated "economic rent," a fact that contributes to the allegation that actual growth did not match what the potential held for Korea.

□ Importance of Economic Institution and Aid

- Despite frequent government intervention in the market, the Korean government strived to build an environment for sustainable growth, including the implementation of a market economy and private property rights thereby fundamentally contributing to the future rapid growth of the Korean economy.

3.1.2 Social Development

□ Expanding Institutions and Infrastructure for Social Development

- Under poor socio-economic conditions, the Korean government focused on public health and elementary education achieving desired outcomes.

- Due to frequent epidemic outbreaks in the aftermath of the Korean war and poor sanitation infrastructure, public health care policy focused on disease prevention and treatment at that time.

Importance of Social Development

- Even under poor circumstances, public health care and elementary education policies began to achieve desired outcomes.
- Korea endeavors to assist in the provision of social services such as education and medical care and the improvement thereof. These efforts are expected to increase labor productivity in developing countries, thereby helping them overcome poverty and improve quality of life.

3.1.3 Governance

Building Foundations for Democratic Governance

- During U.S. military rule, new institutions were introduced in an attempt to establish a free market economy and democracy.
- Taking liberal democracy as political ideology, Korea adopted a presidential system combined with a cabinet system.
- Due to the lack of experienced and professional human resources, the Korean government imitated the institutions from the Japanese colonial government and the U.S. military.

Institutional Changes

- The US military administration had an important influence on the progress of Korea's public administration.
- Amidst chaos following its liberalization and Korean war, efforts were made to build a governance system conducive to development through the introduction of new institutions such as a free market economy and civil society, with occasional reinforcement of the government's role.

3.1.4 Aid and Development Cooperation

□ Receipt of Various Types of Aid

- Korea received various types of intensive assistance for public welfare, restoration, financial stabilization and promotion for growth, especially from the United States.

□ Utilization and Effects of Aid

- During this period, US-led foreign aid constituted more than 10% of Korea's GDP. This fact has four implications for Korean economic development.
 - ① Korea effectively used the aid for public welfare and post-war restoration.
 - ② The US foreign strategy concentrated the nation's aid on the provision of consumable goods. Still, part of the aid was spent on development of human resources and social infrastructure, building up the basis for sustainable growth.
 - ③ The US aid came mostly in the form of grants and military assistance, thereby providing a growth-friendly environment for Korea.
 - ④ In the course of establishing and executing financial and monetary policies, transfers of US policy know-how and technology contributed to institutional improvement and self-subsistence.

3.2 Early 1960s to late 1970s: Government-led Export-oriented Growth

3.2.1 Economic Development

□ Growth Policy Through Exports and Heavy-Chemical Industries

- In the 1960s, the Korean government pushed ahead with strong industrial policies and export-oriented economic growth through its selection and concentration strategy. In the following decade, the Korean government dedicated itself to advanced industrialization by nurturing the heavy-chemical industries.
- Starting with the first five-year plan for economic development in 1962, the Korean government pursued additional five-year plans under the supervision of the Economic Planning Board (ECB).

□ Effects of Export-oriented Policies

- Korea's strong industrialization and export-oriented strategies laid an optimal foundation for a self-sustainable economy. As a result, Korea's per capita income sharply rose from about \$80 in 1961 to \$1,000 in 1977.

□ Establishment of Laws, Institutions, Infrastructure and Industrial Development

- In order to support the industrial expansions of the '60s and the '70s, the Korean government deeply intervened in establishment of social and legal institutions and infrastructure.

□ Importance of Leadership, Human Resources and Cooperation between the Private and Public Sectors

- Strong leadership, consistent cooperation between the private and the public sectors, and continual promotion of human resources make contributions to dramatic growth.

□ Stern Competition and Private Sector Development

- Recent studies point out that the export of manufactured goods and exposure to competition as a common factor resulting in rapid growth.

3.2.2 Social Development

□ Demonstration of Social Development

- Along with rapid growth, considerable advances were made public health, social safety net and human resources.
 - Programs were launched to control population growth and protect maternal and child health.
 - The medical insurance system and occupational health and safety insurance systems were implemented.
 - Upon complete provision of universal primary education, the policy then began to focus on secondary education.

□ Establishing Virtuous Circulation

- Successful programs for maternal and child health, the foundation of primary health care, the universalization of primary and secondary education, and association of educational/health facilities with others produced improvements in people's quality of life and established a virtuous cycle for sustainable growth.
- During this period, Korea advanced from a least developed nation to mid-level developing country. This accompanied the augmentation of a medical insurance system and an occupational health and safety insurance system.

□ Expansion of Human Resources and Technology

- Korea aggressively pushed for nurturing human resources and R&D capabilities at the every stage of economic development, a fact that may be helpful for many developing countries facing serious growth obstacles.
- Income inequality was eventually mitigated by export-led growth in labor-intensive industries, the development of human resources, and improvements to the social safety net.

3.2.3 Governance

□ Efficiency-driven Development

- The authoritarian regime prioritized efficiency and economic development.
- Compared with the initial stage, the government departments spun off many agencies, which led to their organizational and functional changes.
- Efficiency-driven development led to the establishment of the Administrative Reform Examination Commission and the abolishment of local self-governing system.

□ Effects and Limitation of the Efficiency-driven Development

- Administrative structure was revamped to contribute to the economic and social development of Korea, aiming for a balanced and comprehensive advance of national administration.

- To increase the efficiency of local administrations, the autonomous local government system was abolished and their authorities were assumed by the central government.
- The efficiency-driven administrative model generated fast economic growth while weakening democratic values, which later aroused a public outcry for democracy.

3.2.4 Aid and Development Cooperation

□ Receipt of Large Development Aid

- During this period, Korea received large amounts of aid from the global community for its economic development, which were granted upon commencement of various development projects.

Table 3-1. Korea's History as Aid Recipient

Donor		Emergency aid (1945-1953)	Regular aid (1953-1961)	Loans (1962-)
USA	Legal Authority	MDA	MSA	FAA
	Nature	Emergency aid	To stabilize economy and to strengthen military deterrence	Loan-based assistance
	Agency in charge	GARIOA 1945~1949	FOA 1953-1955	AID 1961-
	Name	ECA aid (1949-1950) SEC aid (1951~1953)	ICA aid (1955~1961) Aid under PL480 (1956~)	
	Major Aid	Provision of relief supplies	Military assistance	Loans for development
	Type	Technical assistance and wartime aid	Defense aid (Project- and non-project-based assistance) Aid w/ agricultural surpluses	Donation for development, assisting aid, aid w/ agricultural surpluses, etc.
Int'l Bodies	U.N.	UNRRA	UNKRA: Aid for economic promotion	UNDP: Technical cooperation
	UN Army		CRIK: SEC & SUN	

Source: 30-Year History of Korea as an Aid Recipient (Ministry of Finance, KDB, 1993)

□ Maximizing Aid Effectiveness

- Aid to Korea had been appropriately and effectively invested for economic and social development.

3.3 Early 1980s to Late 1990s: Stabilization, Deregulation and Market Liberalization

3.3.1 Economic Development

□ Pursuing Stabilization, Deregulation and Market Liberalization Policy

- The Korean government announced stabilization, deregulation and market liberalization as major principles in the 5th Five-Year Plan (1982-1986), and carried out strong stability-oriented policies until 1986.
- The policy change was due to (i) a changing global economic environment from the collapse of the Bretton Woods system in the 1970s, (ii) the necessity of promoting knowledge-based industries in the face of the oil crisis, which constrained requisite resources and productivity and (iii) aftereffects from intensive industrial policies.
- To effectively cope with these internal and external challenges, Korea set forth its 5th Five-Year Plan focusing on stabilization, efficiency and balance.
- Propelled by low oil prices, low interest rates and low exchange rates (the "three-low" phenomenon) in the late 1980s, Korea recorded 12% economic growth, while maintaining stable inflation rates. In 1986, Korea recorded its first budgetary surplus.

□ Timely Change in Policy Principles

- Despite undergoing trial and error, Korea decreased its vulnerability to overseas shocks and increased its stability by carrying out flexible macroeconomic policies, such as stepwise approaches to deregulation and liberalization.
- The role of government was gradually relegated to the private sector. In the late 1980s Korea witnessed economic growth in line with favorable conditions such as

low oil prices, low interest rates and low exchange rates (the “three-outstanding phenomenon”).

Side-effects from Excessive Intervention

- Triggered by the aggressive heavy-chemical industry drive of the 1970s, inefficient distribution of resources continuously lingered into the 1980s despite adjustment of investment in the industries.

3.3.2 Social Development

Advancing Social Development and Settlement of Institutions

- As the Korean economy advanced to the level of a developed country, demand for social welfare services grew, along with the rising demand for quality human resources suited to globalization and knowledge-based economy.
- To cope with such demand, the government intervened in the promotion of public health and expansion of the social safety net. It also sought to enhance R&D capacity and expand higher education.
- For example, health services came to resemble those found in developed countries upon the implementation of a universal health insurance scheme. This differed from the previous system, in which the main emphasis was on preventing the emergence and spread of diseases

Moving Toward a Mature Social Welfare System

- Various social welfare programs were implemented during this period, such as pensions and care for persons with disabilities and the elderly.
 - In consideration of availability and administrative costs, the pension system, a worker's compensation system and health insurance services were first applied to large companies and later to the smaller ones.
 - Nonetheless, institutional insufficiency left some people in blind spots, mostly driven by public initiatives.
 - To implement and expand these welfare services, it was necessary to retain monetary stability and to consider dramatic demographic and economic changes.

□ March Toward a Knowledge-Based Economy

- In early days of this period, Korea readily moved toward a knowledge-based economy, while elastically adopting fresh demand for its sustainable growth.
- R&D policy also shifted to lead stages of economic development. The government reinforced the capacity of the private sector by maximizing the synergy effects in industry-university-institute collaborations.

3.3.3 Governance

□ Establishing Democratic Governance

- To dilute its lack of democratic legitimacy, the 5th Republic pursued its goal settlement of democracy in society, but the initiative tapered off due to its political motivation.
- Under the slogan “Era of Ordinary Citizens,” the 6th Republic revamped governing systems to realize the pursuit of happiness, human rights, freedom and equality.
- The Kim Young-sam administration emphasized clean government, a strong economy and a healthy society policy to renovate Korean society and cure chronic social ills.

□ Achieving Economic Growth and Democratization

- In response to Korea's development drive, the restoration of democracy became a priority, along with efficient government management, laying the groundwork for both economic growth and democratization.

3.3.4 Future Issues

□ Strategies to Become a Developed Country

- Democratization in Korea drew public attention to human rights and civil society, including women's rights and social welfare.

□ Advance in Environmental Field

- Along with compressed economic growth, significant progress has been made on environmental issues, such as environmental regulations and institutions, and water supply and drainage systems.

□ Preparations for the Development of the IT Industry

- Korea made preparations for advanced electronic, information and communications industries by adopting appropriate promotional and regulatory policies.
- An institutional framework was prepared for the implementation of the policies.

□ Preparing fundamental infrastructure to support diverse people in need

- Korea's support for households led by single mothers is deemed an effective policy for the socially disadvantaged, covering their needs pertaining to public health, education and welfare.

□ Comprehensive Policy Approach Incorporating Policies on Poverty, Labor and Family

- Sustainable development of society is supported by the provision of an integrated policy package encompassing supports for households headed by single mothers in employment, education of children, and housing

□ Ex-ante Measures to Preserve the Environment

- To achieve successful environmental protection, it is necessary to adopt environmental regulations tailored for each country, and properly enforce them. This helps achieve sustainable development conducive both to the environment and the economy.
- It is possible for Korea to provide knowledge and infrastructure to developing countries, based on its know-how in supporting fast economic development and addressing environmental problems.
- When proper attention is paid from the early stages in devising a national economic plan, the environment and economy may advance hand in hand without much trial and error.

Quick Response to Ever-changing Circumstances Surrounding the IT Industry

- Korea secured a competitive edge in the IT industry by appropriately responding to accelerating factors in the market, while creating synergy effects between personal computers (1978), mobile phones (1983) and the Internet (1991).

Establishing a Department of Information, Communication and Technology

- By establishing the Ministry of Information and Communications in 1994, Korea launched its policy framework which would consistently enable the construction of ICT infrastructure, industrial promotion and deregulation.

3.3.5 Aid and Cooperation for Development

From Aid Recipient to Aid Donor

- During this period, Korea became a donor of development assistance.
- In 1987, Korea founded the Economic Development Cooperation Fund (EDCF), which is in charge industrialization and economic development loans for developing countries, and to facilitate economic exchanges.
- By enacting the Korea International Cooperation Agency Act in April 1991, Korea founded the Korea International Cooperation Agency (KOICA), an agency under the Ministry of Foreign Affairs and Trade, to implement Korea's grant aid.

Performing International Obligations

- Active performance of donor roles is significant from the perspective of shared growth with developing countries. It is also meaningful for Korea to actively carry out its international obligations, since its earlier development depended largely upon support from the global community.

Analysis of Aid Effectiveness and Utilization

- In conjunction with aid volume, it is necessary to conduct an in-depth analysis on where and how aid was distributed during Korea's developmental stage for the effective execution of ODA.

3.4 The 2000s and Beyond: Overcoming the Economic Crisis

3.4.1 Economic Development

□ Overcoming economic crisis and discovering new momentum for growth

- Korea successfully overcame two economic crises, in 1998 and 2008.
- Since 2000, its potential for growth has been diminishing and economic polarization has worsened. Effort is required to address these problems.
- Since the global financial crisis, the Korean government has set forth a new industrial paradigm differentiated from its conventional one in preparation for a slowdown in world economic growth.

□ Necessity of Continual Structural Reform

- The outbreak of the Asian Financial Crisis in 1997 attested to possible side effects of short-term policies that create market distortions.

□ Turning Crisis into Opportunity

- Turning a crisis into an opportunity, Korea employed all micro- and macro-economic reform tools and strengthened its economic fundamentals through institutional reform for long-term growth.
- Reform efforts were intended to strengthen market functions and eliminate moral hazard through restructuring of enterprises and implementation of fair competition.

□ Consensus for Reform and Policy Consistency

- Mustering up public consensus and pushing through bold reforms in diverse areas (for example, public services, labor, finance, etc.) in the face of an economic crisis, Korea demonstrated that successful reform can bring about potential for growth, notably in developing countries
- Korea's experience attests to the necessity of revamping economic institutions in order to minimize side effects and impacts of trade liberalization.

3.4.2 Social Development

□ Advancement of Social Welfare Policies

- Overcoming the economic crisis twice, Korea consistently augmented and strengthened institutions related to public health, social welfare and education, and is now joining the ranks of advanced nations.
- By 2011, universal health, national pension, unemployment insurance, occupational health and safety insurance were combined.
- Not only that, other social safety net services were in place, such as active employment in the public sector, unemployment payments, and support for job hunting and vocational training.
- Since the Asian Financial Crisis, Korea enacted the National Basic Livelihood Security Act for low-income groups.

□ Economic Crisis as an Opportunity to Overhaul Welfare Policies

- Korea utilized the economic crisis as an opportunity to overhaul the entire body of economic sectors, and to introduce and strengthen various services of the social safety net for sustainable future growth.

□ Implementation of Phased Promotion of Human Resources and R&D Policies

- Searching for a momentum for further growth in the future, the public and the private sector joined forces in transitioning from "imitation to innovation."

3.4.3 Governance

□ Advancement of National Competitiveness and Institutions

- During the Asian Financial Crisis in the late 1990s, the Korean government carried out successful restructuring in finance and industry as well as the labor market and the public sector.

- The Roh administration followed suit in pursuing government innovation to achieve real democracy, a balanced society, and regional peace and prosperity.
- Under the slogan "Global Leading Country via Social and Economic Advances," the incumbent Lee administration is striving to build a high-quality nation through advances in its economic system and quality of life, and an active observer of international norms.

Strengthening National Competitiveness via Institutional Improvement

- Along with the Asian Financial Crisis in the late 1990s, the currently ongoing global economic crisis in 2008 motivated Korea to pursue various measures to enhance national competitiveness.
- Pursuing democracy and a market economy based on successful industrialization and democratic advances, Korea reformed government administration to join the ranks of advanced nations.

3.4.4 Future Issues

Strengthening Systems for Inclusive and Sustainable Development

- The Asian Financial Crisis in the late 1990s highlighted social issues, including equality among family members, job security and equal economic opportunities for women. Being aware of these issues, the Korean government has been making efforts to address them.
- Environment-friendly socioeconomic systems were put in place for sustainable development, and the environmental industry grew faster as a measure of the 'Low Carbon Green Growth' policy.

Networks and Demand-oriented Policies (by 2004)

- Construction of high-speed IT infrastructure led to the promotion of new industries and job creation through national information networks.

Policies to Integrate IT Supply and Demand (from 2004)

- Korea pursued industrial advancement through its 'selection and concentration' strategy. For example, Korea adopted the IT 839 and u-Korea policies to maintain global competitiveness in the IT-based digital convergence market.

- Securing funds for IT promotion, Korea endeavored to secure ICT human resources and R&D funding, and to appropriately satisfy the demand for industrial human resources and technological development.

□ Improving Women's Rights Through Women's Economic Empowerment

- Diverse women's groups launched various programs, funded by the government. In addition, the government built a cooperative system between the public and the private sectors to increase employment; these policies could be good lessons for developing countries.
- To help women become more competitive in the labor market, the government provided various customer-oriented services, including providing vocational training, professional certification and IT education.

□ Significance and Importance of Green Growth

- Strategies for green growth are comprehensive development strategies that attempt to make fossil fuel and energy-oriented development strategies sustainable in response to energy security and climate changes.
- In other words, it is a national development strategy to improve overall quality of life by making economic and industrial structures environmental-friendly and sustainable by adopting green technology²⁾-based industries as new growth engines.

□ Green Industries Contributing to Growth in Developing Countries

- Korea's active support for green growth strategies indicates that green business is not a field monopolized by traditional advanced countries.

□ Appropriate Role Sharing Between the Public and Private Sectors

- The project to build high-speed IT infrastructure progressed in line with technical development, along with investment led by the government and the private sector.

□ Fostering New Momentum of IT Through Selection and Concentration

- The IT 839 strategy seeks to organically connect eight services, three infrastructure projects and nine new engines for growth, with the ultimate goal of creating new business areas and value.

2) Green technology: technologies related to recyclable and alternative energies, energy efficiency, etc.

- Considering levels of technological development and domestic capabilities, a strategy was introduced to develop technology in three categories: the private sector, cooperation between the private and public sectors and government.

3.4.5 Aid and Assistance for Development

□ Emerging as global player in aid and development cooperation

- During this period, Korea's aid had skyrocketed, amounting to \$752.3 million (that is, 0.1% of GNI) in 2005, and rebounded after plummeting in 2006.
- Upon joining the DAC in 2010, Korea's ODA jumped to \$1.2 billion, amounting to 0.12% of the GNI.
- The government's green growth was pursued in conjunction with development cooperation in green industry.

□ Necessity of Pursuing ODA Programs Based on Comparative Advantages

- Korea has attained the status of a global player in development cooperation. Now it has to make efforts to boost the effectiveness of its programs.

3.5 Lessons & Implications

□ Outline of Development History

- Korea (i) successfully built efficient policies and systems, (ii) swiftly augmented necessary resources and (iii) secured incentives for enhancing productivity.
- When it was necessary, the government intervened in the market by implementing appropriate systems and policies.
- Following its selection and concentration principle, Korea allocated scarce resources into strategic sectors during the initial phase of the development.
- When facing economic hardships, the Korean government turned crises into opportunities by carrying out bold reforms and creating a vision for the future.

3.5.1 Economic Development

□ Features of Korea's Economic Development

- Backed by efficient policies and government systems, Korea succeeded in promoting industries and increasing exports and thus, Korea was able to achieve successful economic growth through major structural change in its industries.
- Providing appropriate performance-based incentives, Korea successfully encouraged entrepreneurship during the initial phase of economic development, and was able to realize a cooperation system between the public and the private sectors.
- Export-oriented strategies helped to overcome the shortcomings of a limited domestic market and achieve sustainable economic development.
- Foreign aid and loans were used for building infrastructure, investing in R&D and education, which provided an adequate foundation for economic development.

3.5.2 Social Development

□ Enlarging the Pool of Qualified Human Resources

- Korea enlarged its pool of qualified human resources necessary for industrialization and technological development by rendering appropriate projections and incorporating them in education policies.
- The earlier implementation of universal primary education in the 1960s contributed to fast growth of labor-intensive industries and improvement of income distribution. As the economy advanced, Korea shifted its focus to vocational and secondary education.
- The government backed each phase of development with appropriate legal and institutional support and succeeded in establishing and maintaining a virtuous cycle in economic development and management of human resources.

□ Establishment of Healthcare System

- Despite the limited supply of medicine and medical professionals in the early phase of economic development, Korea established public health centers nationwide and waged health campaigns to great success.

- Strong epidemic prevention and lower parasite infections improved labor productivity, which in turn triggered a cycle of increasing income, more investment in education and health, increased labor productivity and increased income, which finally laid the ground for sustainable economic development.
- The medical welfare system was slowly and continuously improved by the government's phase-wise selective intervention in public health and legal and institutional augmentation.

3.5.3 Governance

□ Strong Centralized Governance

- To facilitate economic development, Korea put the highest priority on efficiency and adopted centralized governance.
- Despite some incidents of distorted distribution of resources, Korea's strong centralized governing system triggered productive competition among corporations by distributing limited resources and flexibly operating policies.

□ Democratic Public Administration

- Timely transition from authoritarianism to democracy helped development in diverse areas and prevented excessive concentration of resources in economic sectors.
- Upon invigoration of the private sector, national economic operation shifted from the government to joint operation between the public and the private sectors, which produced great effects in the face of national crises.
- Strengthened local autonomy lowered administrative efficiency in some areas, but increased field-based administrative effects.

3.5.4 Future Issues

□ Promoting Women's Rights

- Upon the election of democratic administrations in the 1980s, various laws and institutions were revamped to guarantee equal protection, along with a variety of

supports such as strengthened financial aid to single-mother families and vocational training for women.

Strategies for Environment-Friendly Growth

- To address environmental problems arising from rapid industrialization, Korea augmented its basic environmental infrastructure and devised environment-friendly economic and social systems for green growth.

ICT

- Korea applied an efficient cooperative system to public-private cooperation in order to create a new engine for future growth in the form of IT industries and set forth national strategies for the next generation via ICT.

Use of Foreign Aid

- Investing foreign aid in areas with growth potential, Korea maximized the effects of the aid it had received for self-subsistence.

3.5.5 Summary and Implications

- As discussed above, Korea's development was carried out by fostering its own capacities and joint efforts between the public and the private sectors.
- In this course, Korea opted for (i) efficient distribution of resources through selection and concentration, (ii) performance-based management of policies excluding inefficient policy augmentation, and (iii) boosting synergy through cooperation between the public and private sectors.

<Self-sustaining Capacity>

- ① Active use of foreign aid ⇒ Construction of national infrastructure
- ② State-led and export-oriented economic policies ⇒ Achievement of fast economic development

<Sustainable Development>

- ③ Augmentation of human resources, construction of healthcare system, etc. ⇒ Virtuous cycle of social and economic development
- ④ Democratization ⇒ Promotion of cooperation between public and private sectors, and economic and social development led by the private sector
- ⑤ Women's rights, environment, ICT, etc. ⇒ Enhanced foundation for future development

○ In the later stage of development, Korea paid attention to those excluded from the benefits of the development (for example, women, the poor, etc.), while making efforts to create engines for future growth by protecting environment, and promoting the IT industry.

⇒ Based on these features, it is necessary to mull over how to apply Korea's comparative advantages to the conditions faced by individual recipient countries.

4.1 Vision & Goals

4.1.1 Principles of Korea's ODA

Basis of the Principles

- The principles of Korea's ODA should be made pursuant to the ideas and principles outlined in its Constitution and the ODA Act.
- The ODA Act provides ODA ideas as follows:
 - Article 3(1) (Principles): Providing international development cooperation, Korea shall endeavor to reduce poverty, realize human rights for women and children, equal opportunity for women, sustainable development, humanitarianism, and economic cooperation with partner countries; and to contribute to world peace and prosperity.

Formation of Korea's ODA Principles

- Korea's ODA refers to a type of ODA which maximizes efficiency, effectiveness and durability, while observing international norms.
- Reviewing what has been discussed so far, this study sums up the following as principles for Korean ODA to observe: humanitarian cooperation, mutually beneficial cooperation, recipient-oriented cooperation, open cooperation and cooperation for sustainable development.

4.1.2 Goals of Korea's ODA

Goals as Provided in the Statute

- The ODA Act sets forth goals to be achieved through ODA, along with the principles guiding Korea's ODA. The goals also represent those of Korea's ODA, which is provided as follows:

- Article 3(2) (Goals): Korea's ODA shall achieve the following goals to realize said principles thereof:
 - To help developing countries reduce poverty and improve quality of life;
 - To advance development in developing countries and innovate relevant institutions and conditions therein;
 - To promote cooperative relations and mutual exchange with developing countries;
 - To contribute to the resolution of global challenges concerning international development cooperation; and
 - To achieve such other goals as deemed necessary to realize said principles.

4.2 Concepts and Components

□ Overview

- This study aims to devise a Korean ODA model and ODA programs where Korea retains comparative advantages.

4.2.1 Concepts of Korean ODA

□ Concepts

- In general, the concept of Korean ODA refers to a type of ODA with suitable goals, efficiency, effectiveness and durability.
- Some factors are found commonly in diverse discourse on how to fine-tune the notion. Given this, Korean ODA should be based on:
 - ① universal values, principles, norm and goals agreed to by the global community,
 - ② such factors that reflect Korea's unique experience of transforming itself from aid recipient to donor,
 - ③ the application of recipient-oriented ODA.

- Per our discussion in Chapter 1, this study is to identify programs that mirror Korea's comparative advantages and understand the substance of Korean ODA. With these considerations in mind, we have selected candidate ODA programs.
- Korea's ODA is defined as aid capable of promoting recipient countries' economic and social development based on the programs outlined in this research.

4.2.2 Components of Korean ODA Model

□ Major Components Constituting Korean ODA Model

- The Korean ODA model being sought herein represents the enabling of a most efficient and effective achievement of ODA principles and value, and continuance thereof through enhancing the capabilities of recipient countries.
- Korean ODA seeks to maximize effectiveness and efficiency, while honoring its goals.
- Thus, the main components constituting Korean ODA are (i) value-orientation complying with globally accepted values (ii) development of programs with Korea's comparative advantages and (iii) strategies respecting recipients' unique conditions.

□ Value-orientation Complying with Globally-Accepted Values

- Korea should abide by the MDGs designed to eradicate world poverty within this century as well as declarations and results produced at the four meetings of the HLF.
- The Busan convention triggered a shift from aid effectiveness to development effectiveness. An ODA program should be conceived in consideration of the varied interests of the stakeholders.
- Korea should also pay attention to the agendas and executing principles verified at the G-20 summit hosted in Seoul in 2010.
- Global acceptance also serves as basic principles of Korea's international development cooperation as manifested, for example, in the ODA Act.

Developing Programs with Korea's Comparative Advantages

- Korean ODA programs that are differentiated from other donors are possible to provide upon analysis and utilization of Korea's comparative advantages in economy, society, governance and issues for the future.

Strategies Respecting Recipients' Unique Conditions

- It is necessary to heed the unique conditions and institutions of a recipient country in order to make assistance effectual and avoid overlapping programs.

4.3 Policy Direction

4.3.1 Direction of Korean ODA

Basic directions

- It is necessary to realize Korean ODA programs that make use of Korea's comparative advantages in observance of global norms.
- It is also necessary to make use of the unique experience of Korea, while enhancing conformity with international norms.

4.3.2 Strategies to Realize Korean ODA

Selection and Concentration

- It is necessary to enhance efficiency by limiting partner countries and concentrating aid on them. It is also necessary to pursue economies of scale.
- When selecting, it is necessary to apply transparent and fair procedures, and to maximize effectiveness and integration in close cooperation with Korea's overseas organizations.

Performance-based Management

- It is necessary to strengthen identification, appraisal, implementation and evaluation, and to concentrate resources on productive areas by eliminating inefficient and ineffective programs.

Strengthening Public-Private Partnerships

- It is necessary to build complementary partnerships as synergy-boosting mechanism by strengthening cooperation with corporations and NGOs, utilizing the creativity of the private sector, and strengthening mutual cooperation.

Openness

- In active accommodation of this openness, Korean ODA shares roles with donors and strengthens cooperation with international organizations.

Infrastructure

- It is necessary to maximize appropriateness, efficiency and effectiveness of Korean ODA through construction of ODA infrastructure.

Summary

- As discussed herein, the value, principles and direction of the Korean ODA are realized in practice by means of concrete programs.

5.1 Selection Criteria

Criteria for Devising Programs

- The ultimate criteria are Korea's development experience, comparative advantages and ODA capacity, based on success factors, hinderance factors and the effects of its experience.
- Unlike the current KSP 100 Modulating project focused on policy consulting, this study augments and summarizes conventional studies and programs by covering a wider range of areas, incorporating various projects, policy consulting and human resources.

Korea's Experience in Development

- Priority was given to Korea's own programs for development that have since been launched by analyzing its development chronologically and phase-wise.

Comparative Advantages

- Consideration was given to whether Korea has its own unique competitive factors not observable in other countries.

ODA Capacity

- Consideration was also given to the programs demonstrating quality indicators and human capabilities, and demand from recipient countries.

5.2 Programs by Sector

5.2.1 Economic Development

□ Korea's comparative advantages and ODA capacity

- **(General overview)** Korea's economy enjoyed unprecedented development and growth, propelled by appropriate institutions and policies, and cooperation by the public and the private sectors.
 - ① Throughout its rising economic development, Korea flexibly adapted its policies and measures to the needs of each phase, while accumulating knowledge and know-how.
 - ② Korea's diverse measures contributed to efficient utilization and distribution of resources, through aggressive promotion of capital markets and the operation of state-run companies.
 - ③ Once an aid recipient, Korea has emerged as a donor, becoming a role model for developing countries to follow.

- ODA capacity

- ① Along with such policy know-how systematically accumulated, Korea boasts of other unique merits such as cooperation between the public and the private sectors and performance-driven policies.
 - ② Korea shares a common heritage of colonial rule and war with developing countries in Africa, Asia and Latin America. and receives demand therefrom for sharing its experiences.
 - ③ Korea can share the "we can do" spirit with developing countries, arising out of its own initiatives including the Saemaoul Movement.
- **(Agriculture and Fisheries)** Undergoing the Green Revolution over the past 50 years, Korea succeeded in feeding itself, increasing value, and developing cutting-edge agricultural technology. Thus accumulated, it retains ample pool of relevant technology and human resources.

- Comparative advantages

- ① Korea increased productivity through improved seeds, the development of techniques and the provision of infrastructure, thereby overcoming food shortages and famine and building a quality labor force.
- ② Over the entire value chain from harvest and post-harvest management to retailing and marketing, Korea enhanced agricultural value and saw advances in processing and other related areas.
- ③ The Saemaeul Movement contributed to improvement in community revenues, living conditions and infrastructure and the enlightenment of Koreans.

- ODA capacity

- ① Agriculture accounts for a large share of the national economy in a developing country, with more people engaged therein. In this regard, Korea's agricultural advance has attracted much attention.
 - ② To improve agricultural productivity and living conditions, Korea made successful efforts and retains relevant know-how. Thus, it is capable of making effective contributions to developing countries' eradication of poverty and social/economic advancement.
 - ③ Korea retains experiences and know-how it can selectively transfer to developing countries of diverse conditions and in various levels of development, owing to its success in the development of equipment and materials and the commercialization and industrialization thereof.
- **(Land Development)** Experienced in bringing about successful urbanization and land development within a short period of time, Korea retains an ample reserve of various technologies, human resources and know-how applicable to developing countries.

- Comparative advantages

- ① Korea's experience is unique in that Korea's success was closely linked to land development and spatial utilization, which makes it an outstanding case study compared to other advanced countries and proffers a high possibility of success to numerous developing countries.

- ODA capacity

- ① Korea retains a wide range of organizations, human resources and technologies experienced in various fields such as land development, the development of industrial complexes and new towns, and the construction of a geographic information system, roads and intelligent traffic systems.
- ② With a solid ICT foundation and convergence with leading advanced software related to efficient land development, Korea can actively respond to demand from developing countries.
- **(Industry and Energy)** Accomplishing state-led economic advancement, along with high growth and the formation of an advanced industrial structure, Korea overcame its chronic energy shortage and has emerged as a cutting-edge energy technology nation.

- Comparative advantages

- ① From the earlier days of economic development to sophisticated industrial structure of the present day, Korea is highly dependent on foreign energy markets and accumulation of related technology for efficient energy use.

- ODA capacity

- ① With the private sector in a poor state and heavy dependence on government's leading role, developing countries show much interest in the promotion of industry and energy to overcome poverty and high unemployment, and to create income and jobs. Thus, Korea serves as a good model due to the solid cooperation between the public and the private sectors.
- ② Especially, Korea can provide various types of ODA programs, thanks to easily accessible know-how on efficient energy use and operation as well methods for fostering of human resources.

1) Programs for the General Economy

□ Features of the Selected Programs

- Programs include the construction of infrastructure and the macroscopic operation of the national economy that brought about sustainable growth in Korea.

- The selected ones seem to concentrate on the categories related to macroscopic construction and operation of systems such as long-term economic plans and the settlement of economic order.

2) Programs for Agriculture and Fisheries

□ Features of the Selected Programs

- The programs in this category represent those programs deemed transferable to developing countries out of the major programs that the government and experts had devised and developed.
- The value chain can be divided into production, retailing, post-production and policy measures that encompass them all.

3) Programs for Land Development

□ Features of the Selected Programs

- The programs selected in this category consist of such programs which reflect therein Korea's experience of development, policy efforts to address relevant problems, and the virtuous cycle of land development and economic advancement.
- Such programs were selected in order to be transferable and applicable to developing countries, based on policies and supports for land development to serve as a basis for fast economic growth.
- The growing demand was reflected in the selection of Korea's fast growth and efficient use of land.

4) Programs for Industrial Energy

□ Features of the Selected Programs

- **(Industry)** Such programs were selected as applicable during the stages of a recipient country's industrialization and advancement in reflection of Korea's policies, and the development sequence and experience used for its industrialization.

- **(Energy)** Depending continuously and heavily on foreign energy, Korea had coped with various situations arising from global energy market. Programs were selected to reflect the experience and to accommodate cutting-edge technology.

5.2.2 Social Development

□ Korea's Comparative Advantages and ODA Capacity

- (Public Health) Korea can provide such programs in relation to the circumstances of the recipient countries by initiating them via effective use of aid and unique development methods.
 - ① Effective policies and strong political will of the government successfully built the primary network of public healthcare.
 - The successful experience is unique to Korea, and may be very helpful to developing countries where the private sector does not play such a significant role.
 - ② To provide more quality service, Korea successfully provided universal healthcare coverage to all citizens.
 - ③ It is possible to directly support this with its advanced healthcare facilities and human resources.
- **(Human Resources: Science, technology and Education)** Korea experienced organic connectivity between economic development and education, along with science and technology.
 - ① It experienced connectivity in the course of implementing education policies geared to meet high demand for quality education.
 - ② It also experienced connectivity in the course of running state-run research institutes during its development.
 - ③ Intensive investment in this field helped bring about advances in this field, along with economic growth.

- **(Human Resources: Vocational Education)** Korea devised and operated such programs and systems for human resources as necessary to meet the demand arising during economic development.
- ① Korea retains know-how on how to raise quality human resources. The experience is a good reference for recipient countries which do not have an active private sector.
- ② During its industrialization, Korea built a successful private sector and earned the experience of raising quality human resources.

1) Programs for Public Health

□ Features of the Selected Programs

- Programs satisfying the demand of a recipient country, based on policy-making experiences as a developing country.
- Experience of using participant expert groups in the development of public health programs.
- Development of sustainable public health programs upon supply of advanced systems and services.
- Provision of healthcare services upon swift augmentation of programs and systems led by the central government.

2) Programs for Human Resources (Science and Technology)

□ Features of the Selected Programs

- Selected Programs emphasize cooperation with recipient countries in science and technology.

3) Programs for Human Resources (Education)

□ Features of the Selected Programs

- Selected programs secure diversity of programs applicable to the relevant development phase of recipient countries.

4) Programs for Human Resources (Vocational Education)

□ Features of the Selected Programs

- It focuses on construction of vocational centers and support for training to boost the relevant foundations.
- Successfully carrying out state-led vocational policies, and retaining comparative advantage thanks to the transition from recipient to donor.
- Development of human resources programs which would contribute to economic advancement of recipient countries through the transfer of accumulated knowledge and the provision of technicians and engineers that can help induce fast economic growth.

5.2.3 Governance

□ Korea's Comparative Advantages and ODA Capacity

- Comparative Advantages
 - Autonomy and efficiency of government agencies fostered during transition from authoritarian to successful democratic system.
 - Existence of bureaucrats specialized in administrative operation for economic development and experience of successful growth.
 - Successful construction of administrative system and infrastructure upon advance of ICT technology.
- ODA Capacity
 - High demand for administrative infrastructure from central and local governments of recipient countries.
 - Retaining comparative advantages in construction of administrative infrastructure with advanced ICT technology and experience in building computer networks and automation.

□ Features of the Selected Programs

- Reflection of Korea's Development Experience in Public Administration and Institutions
 - Focused on such programs which are devised to swiftly overcome anachronistic features such as a lack of administrative capacity and corruption.
 - Focused on transfer of Korea's know-how on its policies, institutions and experience, which has been accumulated over the decades of rapid economic growth.
 - Reflection of recipient countries' demand in searching for the role which public administration and governance played in bringing about Korea's economic growth and social development.
- Programs Emphasizing the Role of a Recipient Country to Enhance the Effect of Aid
 - In the areas of public administration and governance, what really is emphasized is recipient country's will and role in carrying out ODA programs.
 - Programs are selected with respect to a recipient country's leadership and ownership.
 - Focused on how to reflect Korea's experience in ODA programs to satisfy the conditions and demand recipient countries, rather than projecting and transplanting Korea's development, presupposing each country faces different social and economic circumstances.

5.2.4 Future Issues

□ Korea's Comparative Advantages and ODA Capacity

- **(Gender)** In this area, Korea is the only country in the world that has a national policy R&D organization dedicated to women's rights. It retains experience of building institutional infrastructure necessary for an developing country such as policy research and gender education of public workers.
- **(Environment)** Successfully transforming itself from a recipient to a donor, while successfully planning and executing environmental policies, Korea can transfer its

accumulated vision and strategies and enhance the capacity and abilities of a recipient country.

- **(ICT)** Korea is competitive in construction of infrastructure and development of human resources. Using its competitive edge, it has accomplished significant feats of technological know-how, and boasts quality human resources and IT projects managed by encouraging the participation of research institutes and the private sector.

1) Programs for Gender

□ Features of the Selected Programs

- It focuses on enhancing the rights of women and giving more opportunities to them in terms of education, participation in political and economic activities by reforming discriminatory social systems harmful to them.
- It includes information on how pro-women policies were transformed into gender equality policies, how Korea systematically organized laws and institutions and how its democratic development affected relevant policies.
- It is necessary to take a phase-wise approach in reflection of the relevant policies of an developing country in order to make sure that the individual programs can create synergies that engender equal opportunity while maintaining their individual features.

2) Programs for the Environment

□ Features of the Selected Programs

- Priority was given to such programs that incorporate comprehensive topics, since environmental programs are linked with diverse development issues including poverty, food security, economic growth, public health and human rights.
- Programs were selected in consideration of Korea's development experience and international ODA demand.

3) Programs for ICT

□ Features of the Selected Programs

- Such programs were selected to encompass state-led construction of infrastructure, joint infrastructure, construction by the public and private sectors, R&D investment in IT development and quality ICT human resources.

5.3 Selection of Core programs

5.3.1 Overview and Screening

□ Overview

- Out of the pool of candidate ODA programs, participating research institutes and government agencies set forth an analytical frame and criteria to screen out 40 core programs.
- Priority was given to suggestions for the pool. The final selection of 40 programs was made following surveys and consultations with experts.

□ Screening

Figure 5-1. Screening Process for Each Area

Category	1st Phase	2nd Phase	3rd Phase	4th Phase
Authority	Research institute	Research institute	Institute in charge	Institute in charge
Key Task	Directions set forth Development experience analyzed	Preparing pool of programs	Selecting core programs	Organizing individual projects
Key Points	Summary of success and failure factors	Program effectiveness	Validity reviewed	Localization and formation of project

5.3.2 Screening and Methodology

Screening Criteria

- More priority was put on the applicability of programs of each area to actual projects, and final selection was made upon the following three criteria: project capacity (that is, effectiveness, available resources, experience, etc.), connectivity among programs, and policy suitability.

Table 5-1. Screening Criteria for Core programs

Category	Details	Remarks
Program Capacity	Notion encompassing the capacity of carrying out Korea's programs such as available resources - Human resources: Specialized human resources (related to technology and expertise), institutions, organizations, etc. - Physical resources: Infrastructure of public and private sectors - Business experience, experience of carrying out ODA projects, etc.	
Connectivity	Indicating comparative ease of organizing package programs than stand-alone ones and probability of carrying out in conjunction with existing ODA projects	Refer to projects of EDCF and KOICA.
Policy Suitability	Consideration given to priority and comparative importance based on policy goals including sustainability and self-subsistence of a recipient	Refer to Strategic Plan for the International Development Cooperation

Methodology

- Opinions from government agencies and participating organizations/research institutes were reflected through a Likert Scale questionnaire assessing individual programs based on the three criteria mentioned above.

5.3.3 Significance of Core Programs

□ Key Components of Korean ODA

- There are ongoing discussions on the necessity of a systematic development cooperation model. The 159 programs, along with 40 core ones, function as composite indexes of development cooperation, selected by experts in consideration of Korea's development experience and its capacities.
- Mid-ranged connective package programs were selected in order to avoid redundancy and low collectibility which are apparent in existing Korea's ODA programs.
- Notably, 40 core programs are the ones more easily capable of utilizing the "selection and concentration" strategy.
- The programs incorporate and supplement key components such as project organization led by the KOICA and the KSP 100 modulation led by the KDI.

□ Necessity of Systematic Execution Strategies

- It is necessary to prepare additional comprehensive implementation strategies in the future, led by KOICA and EDCF, in consideration of individual conditions of recipients to effectively deliver programs.
- To deepen the substance of this study it is necessary to review selected individual programs in depth, and to describe additional modules (e.g. localization).

Table 5-2. List of Core Programs

Area	Serial No.	Scores	Program title
Economy	1	13.39	Five-Year Economic Development Plan
Economy	7	11.81	Establishing and Managing an Economic Planning Institution
Agriculture	22	12.75	Productivity Improvement of Food Crops
Agriculture	21	11.74	Integrated Rural Development
Agriculture	25	11.57	Development and Management of Agricultural Irrigation and Drainage System
Agriculture	23	11.48	Establishment of Agricultural Infrastructure
Land development	41	12.12	Comprehensive Land Development
Land development	46	12.09	Comprehensive Water Development
Land development	42	12.00	Development of Industrial Complexes
Land development	43	11.90	Land Development (zoning)
Land development	44	11.63	Development of New Towns
Land development	51	11.50	Construction of Main Road Networks
Land development	53	11.49	Construction of ITS
Industry & Energy	60	12.36	Consulting on Industrial Development Policy
Industry & Energy	61	12.29	Building Industrial Complex Innovation Cluster
Public Health	72	12.34	Maternal and Child Health Programs Through Strengthened Healthcare
Public Health	74	11.63	Programs to Strengthen Primary Healthcare Services
Human Resources/Education	84	13.36	Fostering of Technical Human Resources
Human Resources/Education	93	12.33	Establishment of a Higher Education System
Human Resources/Education	89	12.17	Provision of Universal Primary Education
Human Resources/Education	95	12.08	Establishment of Higher Education System
Human Resources/Education	91	12.08	Capacity Building Program for Teachers
Human Resources/Education	86	11.91	Supports and Management of Employment
Human Resources/Education	87	11.82	Promotion and Formation of Skilled Workers
Human Resources/Education	85	11.55	National Vocational Certification
Science & Technology	105	12.73	Establishment of Administrative Systems for Promoting Science and Technology
Science & Technology	106	12.55	Establishment of KIST-operating Systems
Science & Technology	107	11.64	Supports for Appropriate Technology
Public Administration	124	12.61	National Informatization and e-government Building
Public Administration	125	11.70	Operation of Saemaeul Undong (New Community Movement)
Environment	134	12.30	Securing Safe Drinking Water Supply
Environment	135	11.90	Establishment of Sewage Treatment/ Management System
Environment	137	11.60	Water Environment Preservation
ICT	149	13.30	Construction of National ICT Networks
ICT	147	12.80	IT Network Advancement
ICT	146	12.60	ICT Human Resource Development
ICT	145	12.00	ICT Masterplan Establishment
ICT	150	11.90	Establishment of ICT R&D System
Gender	153	11.69	Support for Single-Mother Families
Gender	156	11.60	Support for Women's Employment and Entrepreneurship

- Five strategies set forth mainly centered on Korean ODA programs in four areas and 11 categories, which incorporated Korea's development experience, comparative advantages and capacity.

6.1 Integrated 'Selection and Concentration'

6.1.1 Overview

- The Korean ODA model is a strategy to overcome limited budgets and maximize ODA effectiveness. It is necessary to actively use integrated policies and selected concentration.
- In implementing integrated policies, the expertise of each agency should be respected. Systematic mechanisms to minimize overlap and unprofessional approaches should be in place.
- Selection and concentration implies a thorough selection of a recipient and intensive aid for the recipient. In this regard, selected concentration should be implemented within a macroeconomic and integrated policy framework by applying a program-based approach³⁾, apart from the conventional project-based aid.

6.1.2 Application of Program-Based Approach

- While overcoming limitations such as short-lived project-based ODA programs, it should be pursued on a program-based approach (PBA).
- The following are the key components and features constituting a program:
 - ① Macroeconomic and comprehensive goals

3) Program-Based Approach (PBA) is a method of cooperation for development, which is adjusted to the needs of a recipient country in reflection of particular strategies (e.g. strategies to overcome poverty), programs, topics, and the locally developed development programs. Therefore, PBA is understood as an approach or a process, and aid projects, technological cooperation and monetary aid are not components thereof, but supports for it (Hyun Joo Lee, 2010; Lavergne and Alba, 2003).

- ② Clear policies and strategies
- ③ A single analytical framework to understand economic and social situations
- ④ Mid-term expenditure framework for individual programs
- ⑤ Program-based unified evaluation indicators and monitoring systems
- ⑥ Mechanism harmonizing donor aid programs and
- ⑦ New result-reporting, budget-executing, financial managing and procurement systems of the programs conducted through various modalities.

6.1.3 Integrated Korean ODA

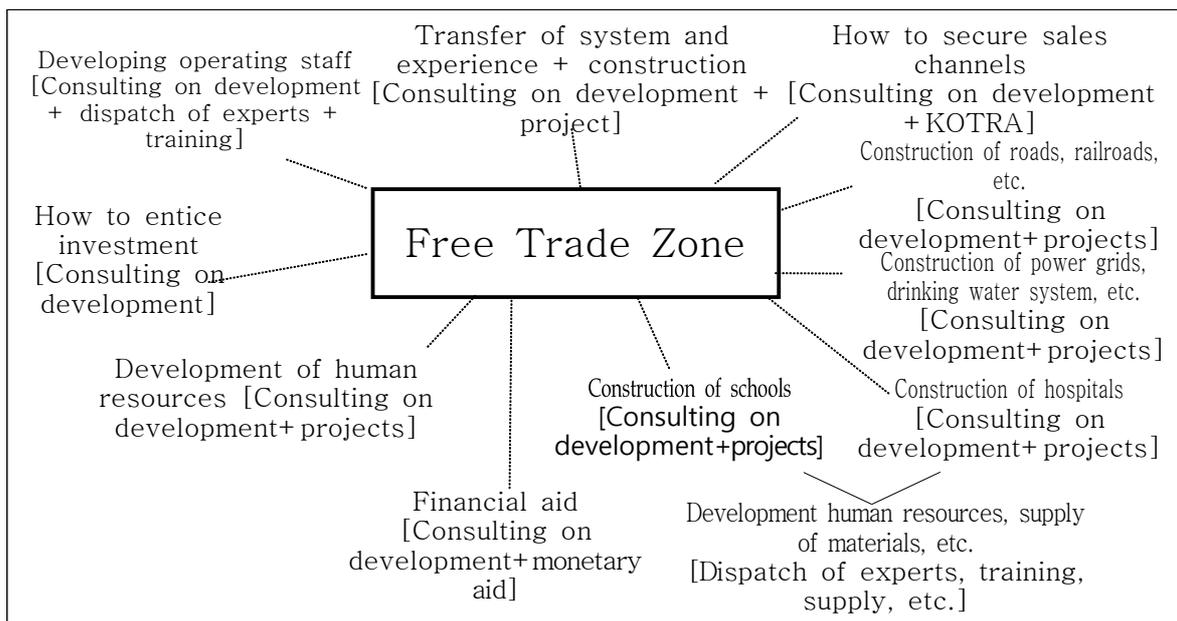
Successful implementation of Korean ODA should assume the following features: concentration, connection, consistency, specialization and openness.

1) Implementing concentrated ODA

- **(Overview)** Since Korea's ODA is small relative to the number of aid recipients, it becomes necessary to downsize the number of aid recipients and concentrate its aid on strategic areas.
- **(Criteria for selection of recipients)** Objective selection criteria do not exist, which would require a national consensus. ODA agencies and organizations should make efforts to incorporate as much public sentiment as possible, while maintaining effectiveness in building relevant indicators.
- **(Target recipients)** Notably, a cautious approach in selecting target recipients to receive intensive ODA is advisable. The Office of Prime Minister heads the selection process to maintain transparency and eradicate overlapping supports.
- **(High-level cooperation)** Actively reflecting ODA-related discussions between Korea and local high-ranking officials to understand the ODA demands of target recipients on a regular basis.

2) Implementing connected ODA

- **(Overview)** Developing connected and integrated ODA programs to maximize synergy through integrated and harmonized cooperation to make the best use of limited resources.
- **(Procedure)** Suggesting the procedure for implementing integrated Korean ODA through four phases: Implementing connected programs ⇒ selecting suitable target recipients ⇒ establishing integrated CPS ⇒ securing localization and consistency in the Korean ODA model.
- **(Integrated program content)** Monitoring programs of individual agencies and building networks for relevant information sharing to build integrated program content at the planning stage, as well as pursuing transparent information management and promotion to induce participation from the private sector.
- **(Implementing comprehensive and encompassing ODA)** Rather than implementing fragmented ODA programs disconnected from each other in each recipient country, it is necessary to carry out comprehensive and encompassing ODA programs connected to each other.



3) Implementing Consistent ODA

- **(Overview)** Implementing integrated CPS which maintains consistency in ODA programs from identification through implementation to evaluation.
- **(Identification of programs)** It is necessary to invest more human and financial resources in national analysis in preparation for country partnerships (for example, The African Development Bank and the World Bank employ two to four experts in the investigation of economic status for one or two years.).
- **(Developing and implementing integrated CPS)** Preparing guidelines pertaining to integrated CPS, implementing adjusted opinions in consideration of local conditions and gathering information on the recipient through the dispatch of a CPS team to reflect local situations and global trends.
- **(Evaluation and management)**⁴⁾ Overcoming the limits of the aforementioned encompassing ODA, reinforcing the sustainability of its effects, and contributing to economic development of the recipient and the efficient use of Korea's resources through the establishment of post-aid evaluation and management systems.
- **(Expected effects)** Such post-aid management should be carried out from a long-term perspective. Expected to contribute to building partnerships with recipients through consistent and long-term assistance.
- **(Enhancement of PCD)** Understanding PCD as a national agenda to maximize Korea's ODA synergy, and applying relevant system-building and policy research to actual ODA.

4) Implementing Specialized ODA

- **(Overview)** Due to its short history in ODA, Korea has an insufficient supply of experts who are specialized in sectoral, regional and development. It is necessary to foster qualified human resources and appropriately distribute them.

4) Details on this topic are provided in Section 5(2) herein.

- **(Sectoral experts)** Due to its large pool of the sectoral experts relative to regional and development experts, Korea may raise the efficiency of its ODA programs based on Korea's development experience.
- **(Regional experts)** There are sufficient numbers of researchers who are specialized in the humanities, but human resources in social sciences are in great need.
- **(Development experts)** Along with regional experts, these types of experts are insufficient in number. Notably, there is a great shortage of human resources equipped with knowledge of development processes and mechanisms.

5) Implementing Open ODA

- **(Overview)** While enhancing effectiveness and pursuing openness in various aspects, Korean ODA should secure room for exercising global leadership in openness.
 - **(Enhancing openness of domestic ODA systems)** Invigorating consultation among organizations and agencies in charge of aid and loans, and encouraging government agencies, universities and NGOs to participate in program planning and execution.
 - **(Enhancing openness of overseas ODA organizations)** Strengthening bonds and cooperation between aid organizations and development bodies.
- **(Summary)** Despite limited aid resources, a short history, a poor pool of relevant human resources and a fragmented managing system, Korea has endeavored to carry out its ODA obligations. Integrated pursuit of Korean ODA represents part of active efforts to accelerate Korean ODA.
- Korean ODA aims to contribute to global poverty eradication and sustainable growth by creating a new global ODA paradigm through observance of global norms and utilization of Korea's comparative advantages and uniqueness.
 - Contributing to enhancement of global leadership by providing guidelines on universal values to emerging donors or South-South cooperation partners and strengthening unity of purpose.

- Strengthening an integrated implementing system considering professionalism and consistency at the same time, and proposing to the global community appropriate, effective and efficient ODA programs through selection and concentration on recipient countries and programs.
- Demonstrating the effectiveness of the model based on comparative advantage, helping other donor countries devise their own models and enhancing global ODA effectiveness.
- Ultimately contributing to the global status of Korea by strengthening the Korea's image as a country faithfully performing its international obligations, the Korean ODA model leading to common global prosperity.

6.2 Results-based Management

□ Overview

- To improve project management and operating systems and to enhance ODA effectiveness, it is necessary to revamp the ODA-execution system covering the entire cycle of an ODA program.
- Enhancing ODA planning is vital in forming a program. Strengthening policy dialogue and feasibility studies, together with systematically organizing approval and implementing procedures help expand harmonization with donor countries and communication with organizations involved during program appraisal.
- It is necessary for phase-by-phase renovation in a field-oriented implementation system with augmented field management and inspection through approval and execution. Enhancing program management and inspection based on performance through better monitoring and evaluation to enhance ODA effectiveness.

6.2.1 Identification and Feasibility Study of Programs

□ Strengthening Policy Dialogue

- To enhance aid effectiveness and to make the best use of limited resources, it is necessary to build support systems tailored for each country, apart from request-based aid.

- Strengthening policy dialogue with the recipient country's government once a CPS is established for a target country, and consulting on target programs and projects centered mainly on 40 key programs.
- Establishing long-term rolling plans for target countries based on CPS, and discovering strategic cooperation projects for each area through policy dialogue with recipients on a regular basis.

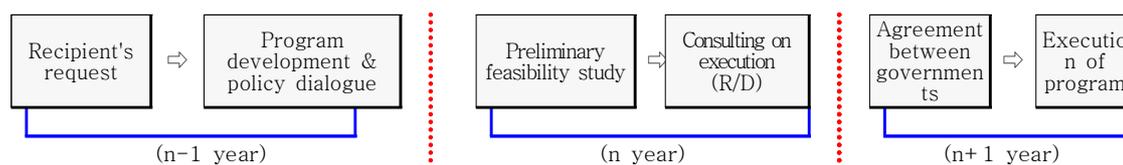
□ Expanding feasibility studies on development programs

- Incorporating target countries in investigation of specific projects, and providing preliminary feasibility studies and consulting services to improve developing countries' capacities and conducting industrial and sectoral studies to strengthen linkages with financial cooperation.
- Carrying out preliminary feasibility studies on development programs based on the 40 base programs during planning.
- Expanding country partnership strategies to target business areas upon application of master plans and sectoral studies to discover promising programs, and conducting preliminary feasibility studies and validity tests.

□ Conducting Preliminary Feasibility Studies on Large Programs

- It is necessary to set forth systems to guarantee objectivity and neutrality of ODA aid and loans as ODA amounts grow.
- Reviewing validity of each ODA program in various aspects such as basic circumstances, program verification, preliminary analysis and directions for advancement.
- Aid/loan organizations prepare prioritized pre-F/S lists, and the Office of the Prime Minister consults with them.
- In consultation with agencies under the Office of Prime Minister, preliminary feasibility studies are performed on pilot programs (one program for aid and one for loans) worth more than a certain amount (for example, \$100 million in loans and \$10 million in aid).

Figure 6-3. How to Carry Out a Large-Scale ODA Program



Appropriations for preliminary feasibility study

Appropriations for execution of program

- The results of a preliminary feasibility study are reported to the CIDC as well as the EDCF, KOICA and the MOSF, and relevant funding is appropriated when programs are to be implemented.

6.2.2 Selection of Programs

□ Systematically Organizing Screening and Execution Procedures

- Once the CPS is established for a target country, strengthening appropriations procedures to maintain systematic connectivity in ODA initial planning → executing planning → budgetary planning.
- To manage the program cycle, strengthening the managing mechanism consisting of program planning → review and approval → execution of budget items → execution → completion and evaluation.

□ Strengthening Cooperation Among Organizations in the process of Screening

- Aid is determined through a comprehensive review of the programs developed during initial planning, the programs requested by a recipient country and the programs jointly pursued by agencies.
- To this end, a cooperative framework for the recipient country must be built during the screening process, and each agency should review integrated business plans.

□ Introducing a Preliminary Evaluation for Performance-Based Management

- Introducing a preliminary evaluation process to systematically manage and enhance ODA effectiveness.
- Based on the CPS, organizing a structure that correlates between goals and policy measures, making each stage of the CPS process subject to evaluation, and establishing an evaluation system for policies and programs.
- Through baseline surveys based on an M&E plan, preparing baseline indicators and setting forth goals.
- Conducting PCM (project cycle management) for individual projects, strengthening preliminary analysis of the projects, and establishing objectively applicable indicators.

6.2.3 Program Implementation

□ Strengthening Field-oriented Performance

- To implement a core program tailored to local demand, it is necessary to strengthen field-oriented performance.
- Headquarters should assume command of key functions such as strategy and policy setting, while local offices assume delegated roles and powers.

□ Strengthening the Role of Korea's Overseas Government Bodies

- Korea's overseas government bodies should take on a more active role in all phases from program development, to implementation and management in order to carry out ODA programs in a more integrated and effective way.
- ODA-related agencies are active in major recipient countries including Laos, the Philippines and Vietnam, sharing relevant information on ODA programs and striving to improve effectiveness.

□ Strengthening Program Management and Inspection

- Conducting regular monitoring by hiring local residents and strengthening management and inspection of programs.

- To expand the use of financial and procurement systems of a recipient country, closely consulting with local offices in management and inspection.
- Strengthening the role of local KOICA and EDCF offices.

Expanding Harmonization with Donor Countries

- Pursuing harmonization through division of labor with donor countries, and jointly implementing specific cooperation programs.
- By building cooperative systems with donor countries' aid agencies, consistently pursuing cooperative programs with comparative advantage centered mainly on target business areas and developing and using new assistance models.

6.2.4 Evaluation and Feedback

Gradual Expansion of Evaluation-related Budgets

- Propelled by burgeoning national budgets, budgets are also on the rise at aid-related agencies and organizations, achieving great things in terms of better reporting systems and external evaluation

Integrated Evaluation

- There is a rising scope and pool of objects to be assessed. The evaluation system is to be improved through the assumption of roles between agencies when conducting various assessments for individual projects, programs and policies.
- Rather than performing national evaluations of the programs by individual agency, it is necessary to adopt a comprehensive approach centered on the Sub-committee for Evaluation to integrate evaluation of Korea's overall ODA achievements.
- The Sub-committee for Evaluation should carry out national integrated evaluations, which should be comprehensively strategic and political. Each aid-related agency should evaluate individual projects and programs.

Strengthening Independence in Evaluation

- It may be difficult to establish independent bodies for evaluation. To strengthen the independence and power of the department in charge of evaluation, efforts should be made to guarantee transparency and objectivity.
- Formal improvements were made to some degree in terms of improved evaluation and reporting systems, and more independent external evaluation. Efforts should be focused on the enhancement of independence and neutrality.

Enhancing the Supplementary Nature of Monitoring and Evaluation

- Information collected through monitoring serves as the basis for performance evaluation. Organic connections between monitoring and evaluation enable information-based decision making by objectively measuring the performance of a program and its effectiveness.
- There should be complementary relations between monitoring and evaluation for improvement of the latter. It is necessary to review from diverse perspectives how to set up a field-oriented ODA evaluation system through the decentralization of evaluating functions.

Building Performance-Based Management and Evaluating Systems of CPS

- **(Plans for Individual Countries)** Once the CPS is established, agencies in charge of aid and loan programs (that is, KOICA and EDCF) make five-year plans and identify key agendas for individual countries.
- **(Monitoring and Evaluation)** Indicators and goals are determined by conducting baseline surveys pursuant to ME plan.
- **(Next CPS Plan)** Reviewing performance of CPS and individual plans for individual countries and determining whether to set up later CPS plans with reported assessments.

Strengthening Evaluation through Policy Sub-committee

- Despite slow progress, most evaluations are performed on an individual project basis. It is necessary to enhance the long-term effects and strategic directions of aid through the application of evaluations policies and strategies.

- Sub-committee and aid-related agencies have individual ODA evaluation guidelines. It is necessary to review evaluation criteria in depth and in advance to design procedures applicable to the aforementioned individual evaluations.

□ Reviewing Feedback on Evaluation

- Strengthening institutional efforts to share results among stakeholders, such as recipient countries' agencies and actual beneficiaries, while establishing a systematic mechanism for feedback on evaluation results.
- It is necessary to enhance the systematic organization and transparency of the feedback mechanism, since information on recently-adopted vehicles for assessing performance for each aid-related agency is not open to public.

6.3 Expansion of Public- Private Partnership (PPP)

□ Overview

- The role of the private sector in foreign aid is gradually expanding to accommodate its capital, technology, professionalism and creativity. Thus it is necessary to encourage greater cooperation between the public and private sector in response to diversified aid modalities..
- Cooperation between the two sectors contributes expands the range of stakeholders and enhances public understanding of aid programs.
- Concessional ODA funding directly contributes to developing countries' growth by enabling circumstances favorable to private sector participation via better cash flow.
- Dispersing risks by pursuing joint programs with the private sector, enabling participation in large infrastructure projects in recipient countries.
- Expanding public-private partnerships in order to utilize funds and professionalism of the private sector amidst rapidly changing global circumstances.

- It is important to promote various cooperative mechanisms enabling the aggressive use of the private sector's creativity, funds and professionalism, including B2G and B2B, in executing state-led ODA programs.
- It is necessary for the government to establish long-term policy directions and specific action plans for cooperation between public and private sectors, strengthening the role of ODA in forming connections between private business areas and the business areas of a recipient country.

6.3.1 Strengthening NGOs' Capacities

□ Strengthening NGOs' Capacities and Diversifying Cooperative Areas

- Advancing KOICA's support programs for the private sector, and diversifying cooperative areas.
- Expanding budgets for KOICA programs, and enhancing capacities of human resources and field activities.
- Strengthening monitoring and evaluation, both of which are necessary to reinforce results-based management of NGO activities.

□ Expanding Programs to Cultivate Emergency Professionals

- Expanding funding for the training of highly professional relief personnel and human resources in the private sector.
- Enlarging various educational/training programs to raise professional relief personnel such as the Sphere Project and the eCentre program of the UNHCR.

6.3.2 Activating B2B Programs

□ Enlarging Programs Proposed by the Private Sector

- Promoting programs proposed by the private sector, which can build long-term partnerships and networks between Korea's companies and those of recipient countries.

- Local corporations receive know-how from their Korean counterparts, and the latter receive the opportunity to access new markets and production opportunities.
- Cooperation for development should be accompanied with the goal of improving national competitiveness, creating jobs, and overcoming poverty in the recipient country.

Providing Incentives to Corporations to Invest in Recipient Countries

- Promoting preliminary information gathering, feasibility studies, and partnerships to make inroads into large public projects in the recipient country.
- Focus should be on the provision of necessary consulting and research for advancing into localities at an initial stage, while efforts should be made during implementation to strengthen capacities such as vocational training for the workers of the recipient country.

6.3.3 Strengthening Support Systems in Public Private Partnerships (PPP)

Devising Package Supports for Large Strategic Projects

- Devising and enforcing package support plans for large strategic projects, consisting of policy dialogue, cooperation for loans, technical cooperation and utilization of know-how and funding in the private sector.

Founding a cooperative PPP body and experience with privately funded projects

- To make use of experience with privately funded projects, providing subsidies for construction and operation and revenue guarantees, and strengthening adjustments among relevant organizations and agencies to pursue strategic package programs based on cooperation between the public and the private sectors.

6.4 Partnership for International Development Cooperation

Overview

- Since the Paris Declaration, cooperation is getting stronger with recipient and donor countries. Not only that, there also exists a multilateral cooperative system to address global issues.

- As DAC member, focus should be on aid harmonization and a stronger cooperative mechanism with donor countries, which contribute to solving the inefficiencies that arise from overlapping and diversified aid.
- Strengthening connectivity between bilateral and multilateral aid in active use of the programs offered by international organizations. It is necessary to build effective support systems which lead to sharing of Korea's experience and know-how.

6.4.1 Expanding Partnerships for Development Cooperation with Recipient Countries

□ Strengthening the Predictability of Aid

- Building effective support systems through enhanced predictability of aid with CPS-based support strategies tailored for individual recipient countries.
- Enhancing predictability of project size and available areas over a long period of time by strengthening individual state-oriented approaches to target countries.

□ Strengthening Comprehensive Partnerships

- Strengthening comprehensive partnerships satisfying local conditions and features in order to prevent Korean ODA from becoming supply-oriented aid or one-way aid.
- Enhancing planning, financial, bidding and procurement systems to respond to major institutions and national strategies for the development of recipient countries.
- It is necessary to conduct continuous monitoring of the issues discussed in Busan at HLF-4, because the use of systems of the recipient country is one of the major goals of the Paris Declaration, and Korea has been weak in this respect.

6.4.2 Strengthening Cooperation and Harmonization with Donor Countries

□ Strengthening Harmonization and Cooperation with Local Donor Countries, as DAC Members

- Building cooperation between major donors and international organizations for target countries, and actively participating in local division of labor as a leading donor in areas where Korea retains a comparative advantage.
- Establishing target areas centered around Korea's cooperative programs, and pursuing joint projects with the aid agencies of advanced countries.

□ Expanding Role Sharing and Division of Labor Among Donor Countries

- Division of work pertaining to aid implies not only a reduction in the number of donors, but also of the number of issues, topics and regions in which donor countries engage in particular recipient countries.
- Recipient-led division of labor encompasses principles pertaining to its leadership, capacity building, monitoring and evaluation.

□ Increasing Harmonization with Donor Countries

- To generate results from Korean ODA programs, it is necessary to divide the burden with other donors, reduce overlapping programs and to devise differentiated programs centered on core business areas of Korea.
- This requires satisfying conditions such as cooperation among local research institutes and civil organizations, strengthening local offices' functions, employing local consultants, and forming counseling bodies of various stakeholders in the recipient country.

6.4.3 Strengthening Cooperation with International Organizations

□ Transfer of Korea's Experience via International Bodies

- It is necessary to build effective support systems to enable the sharing of Korea's know-how and experience in the use of programs offered by international organizations.
- It is necessary to design development models in accordance with the national priorities and strategies of recipient countries so to contribute to transferring and sharing of Korea's know-how.

□ Expanding Programs to Share Development Experience Through South-South Cooperation

- The Korean ODA model mirrors international discussions on topics such as alternative aid models and south-south and triangular cooperation. It is possible to cooperate with UN organizations, regional development banks, and other organizations.

□ Expanding Multilateral Programs of International Organizations in their Use of the Korean ODA Model

- It is necessary to increase participation in multilateral programs via international organizations in order to produce effects in use of the Korean ODA model.
- Expanding Korea's influence within international organizations through strategic investment to disseminate the Korean ODA model, since its influence is currently limited in multilateral organizations.
- Allocation of roles based on Korea's comparative advantages and merits of international bodies, and exercise of expertise and influence in international organizations, local development banks and local bodies in strengthening bilateral ties.

□ Adopting a Differentiated and Strategic Approach to UN Bodies and MDB Trust Funds

- Approaching contributions to UN organizations from the perspective of complementary bilateral programs.
- Contributions to MDB trust funds secure opportunities to incorporate Korean ODA programs into MDB programs, and serve over a long period of time as incentives to promote consulting industry and human resources.

□ Promoting Professional Human Resources and Advancing within International Organizations

- It is critical to devise policies to foster professional human resources and promote their advancement to international bodies in order to strengthen cooperation with multilateral bodies.

□ Strengthening Mutual Complementary Effects between Bilateral and Multilateral Aid Programs

- For complementary bilateral and multilateral aid programs, it is necessary to more effectively use trust funds.
- It is necessary to strategically pursue multilateral cooperation in consideration of the future.
- Unlike general supports for the MDB (that is, investment and funding), it is possible to consider linking bilateral aid with trust funds where Korea can designate where to and how use monetary resources.

□ Expanding Designated Assistance to International Organizations

- Designated contributions to international organizations complement bilateral programs by conducting research and monitoring local programs in need, based on Korea's strategies.
- Unlike participation in existing programs of international bodies, where Korea's voice largely absent in program performance and selection, designated contributions help Korea bypass red tape in international organizations and wield more influence.

- It is desirable to strengthen local divisions of work and monitoring through local offices in consideration of connectivity with bilateral programs in Korea.

6.5 Enhancement of ODA Infrastructure

- It is necessary to build a relevant foundation by building public awareness, fostering professional human resources, and promoting ODA industries in order to pursue ODA programs over a long period of time and to address domestic obstacles.

6.5.1 Building Public Consensus

- As ODA budgets increase, it becomes more necessary to help people understand its need.

□ Implementing Integrated and Individualized Promotional System

- Founding a TF on ODA promotion led by the Office of the Prime Minister and other relevant agencies, introducing integrated brand identity for Korea's ODA, and building an integrated ODA homepage.
- Reflecting integrated ODA promotional strategies by systematically analyzing trends in public attitude through surveys conducted on a regular basis.
- Determining what to say and how to target each demographic group (for example, elementary students, college students and the general population), and implementing promotions accordingly.

□ Expanding information disclosure

- It is necessary for an approach based on two-way communication rather than one-way communication

□ Summarizing ODA's necessity

- Summarizing the necessity of investing considerable funds in the development of developing countries and sharing it with the public.

6.5.2 Expanding Professional Human Resources

□ Directions for Cultivating Professional Human Resources

- To expand the supply of professional human resources in response to the rapidly increasing demand for labor brought about by burgeoning ODA budgets and programs, it is necessary to increase the number of policy experts, promote the capacity of executive bodies, foster program experts and expand the pool of candidates.

□ Raising Policy Experts and Improving Capacities of Executive Agencies

- It is necessary to nurture experts capable of studying ODA policies at ODA-related bodies such as KOICA, EDCF and state-run research institutes.

□ Increasing the Number of Program Experts

- ODA is being carried out in various forms in diverse countries. Thus, it is necessary to harmonize development experts -- who have insight into various issues from the perspective of international development — with local experts who are well aware of local conditions.
- The supply of local and development experts is lacking, even as there are an abundant number of sectoral experts due to college courses and corporate demand.
- Using various bodies such as the KIDCA (Ministry of Knowledge Economy), it is critical to support corporate ODA programs, and expand ODA educational courses at KOICA.

□ Fostering Potential Policy Experts

- It is necessary to increase the number of people capable of advancing as experts upon graduation, equipped with qualifications in international development and ODA.

- Strengthening internship and volunteer programs in connection with major universities and government/civilian agencies (for example, KOICA, EDCF, NGOs, etc).

6.5.3 Fostering Corporations Specialized in Development Cooperation

Fostering Corporations Specialized in Development Cooperation to Augment Supply Capacity

- It is necessary to foster corporations specialized in development cooperation, in addition to raising human resources in order to induce participation of talented program managers, on the condition that ODA budgets and programs continuously increase.

Offering incentives to induce small and medium enterprises

- It is important to offer incentives and revamp systems in order to expand the supply capacity by inducing small companies' participation and new businesses specialized in each ODA sector
- It is necessary to expand ODA information and education, and job opportunities for ODA workers and college students find employment at small companies.
- Augmenting systems such as consortiums between government agencies and small companies and offering opportunities to participate in small programs in the private sector.

Supporting participation in international procurement

- It is necessary for Korean companies to pay more attention to international procurement with international aid amounting to \$130 billion.
- It is crucial to give more support to Korean companies to win contracts in international ODA procurement by decoupling them from the domestic ODA market.

< Appendices >

1. Researchers in Charge of Forming the Korean ODA Model

2. List of ODA Programs

[Appendix 1]

Researchers Carrying out Formation of Korean ODA Model

Category	Subcategory	Organization	Name	Contact Info
I . General		KIET KDI KIEP	JOO Dong-Joo TCHA Moonjoong KWON Yul	Email : djjo@kiet.re.kr Email: mtcha@kdi.re.kr Email: ykwon@kiep.go.kr
II Economy	Economy	KDI	TCHA Moonjoong	Email: mtcha@kdi.re.kr Tel: +82-2-958-4204
		KIEP	KWON Yul	Email: ykwon@kiep.go.kr Tel: +82-2-3460-1060
	Agriculture	KREI	HEO Jang	Email: lheojang@krei.re.kr Tel: +82-2-3299-4357
	Land development	KRIHS	LEE Sang Keon	Email: lsklee@krihs.re.kr Tel: +82-31-380-0337
	Industry & energy	KIET	JOO Dong-Joo	Email: djjo@kiet.re.kr Tel: +82-2-3299-3089
III Society & Governance	Welfare	SNU	OH Ju Hwan	Email: oh328@snu.ac.kr Tel: +82-2-740-8362
	Human resources	KRIVET	KIM Su Won	Email: swkim@krivet.re.kr Tel: +82-2-3485-3552
		NRF	YUN Unkyun	Email: ukyun@nrf.re.kr Tel: +82-2-3460-5509
	Science & technology	NRF	YUN Unkyun	Email: ukyun@nrf.re.kr Tel: +82-2-3460-5509
	Public administration	KIPA	HONG Jhea Whan	Email: jwhjwh@kipa.re.kr Tel: +82-2-2007-0582
IV Issues for Future	Environment	KEITI	SONG Ki-Hoon	Email: khsong@keiti.re.kr Tel: +82-2-3800-271
	ICT	KISDI	KO Sangwon	Email: sangwon@kisdi.re.kr Tel: +82-2-570-4130, 4035
	Gender	KWDI	KIM Eun Kyung	Email: kekkek@kwdimail.re.kr Tel: +82-2-3156-7107

[Appendix 2]

List of ODA Programs

No.	Category	Title	Ministry/Agency	Research Institute
1	Economic Policy	Five-Year Economic Development Plan	MOSF	KDI
2	Economic Policy	Management of Macroeconomy	MOSF	KDI
3	Economic Policy	Establishing Efficient Fiscal Management System	MOSF	KDI
4	Economic Policy	Establishing Taxation Base: VAT, etc	MOSF	KDI
5	Economic Policy	Utilizing S. Korea's Experience as an Aid Recipient	MOSF	KDI
6	Economic Policy	Overcoming Economic Crisis	MOSF	KDI
7	Economic Policy	Establishing and Managing an Economic Planning Institution	MOSF	KDI
8	Economic Policy	Korea's Experience of Regulatory Reform	MOSF	KDI
9	Economic Policy	Nurturing Capital Market	MOSF	KDI
10	Economic Policy	Raising Policy Funds for Promotion of Domestic Industries	MOSF	KDI
11	Economic Policy	Providing Financial Support for Promotion of SMEs	MOSF	KDI
12	Economic Policy	Management of Public Enterprise	MOSF	KDI
13	Economic Policy	Establishment of National Statistics System	MOSF	KDI
14	Economic Policy	WTO Accession and Membership	MOSF	KIEP
15	Economic Policy	FTA Roadmap and Negotiation Strategies	MOSF	KIEP
16	Economic Policy	Operation of Free Trade Zone	MOSF	KIEP

No.	Category	Title	Ministry/Agency	Research Institute
17	Economic Policy	Education Program for Trade Specialists	MOSF	KIEP
18	Economic Policy	State-of-the-art Customs System	MOSF	KIEP
19	Economic Policy	Exim bank and Trade Finance Facilitation Program	MOSF	KIEP
20	Economic Policy	Establishment and Operation of Trade-investment Promotion Agency and Organization: KOTRA & KITA	MOSF	KIEP
21	Industry & Energy	Consulting on Industrial Development Policy	MKE	KIET
22	Industry & Energy	Building Industrial complex Innovation Cluster	MKE	KIET
23	Industry & Energy	Support for Local Industry Development Policy	MKE	KIET
24	Industry & Energy	Support for Light Industry Promotion	MKE	KIET
25	Industry & Energy	Consulting on SME Promotion	MKE	KIET
26	Industry & Energy	Support for Establishing Industry Standards and Certification System	MKE	KIET
27	Industry & Energy	Supports for Green Industries Promotion	MKE	KIET
28	Industry & Energy	Consulting on FDI Attraction Policy	MKE	KIET
29	Industry & energy	Building Power Infrastructure	MKE	KEEI
30	Industry & energy	Support for Mining Industry Promotion	MKE	KEEI
31	Industry & energy	Dissemination of Energy Saving Technology	MKE	KEEI
32	Industry & energy	Support for Alternative Energy Source Development	MKE	KEEI
33	Agriculture	Integrated Rural Development	MIFAFF	KREI
34	Agriculture	Productivity Improvement of Food Crops	MIFAFF	KREI

No.	Category	Title	Ministry/Agency	Research Institute
35	Agriculture	Establishment of Agricultural Infrastructure	MIFAFF	KREI
36	Agriculture	Establishment of Agricultural Distribution and Marketing System	MIFAFF	KREI
37	Agriculture	Development and Management of Agricultural Irrigation and Drainage System	MIFAFF	KREI
38	Agriculture	Research and Development of Agricultural Technology and Extension System	MIFAFF	KREI
39	Agriculture	Development of Agricultural Human Resources	MIFAFF	KREI
40	Agriculture	Livestock Farming and Management	MIFAFF	KREI
41	Agriculture	Administration of Agricultural Land System	MIFAFF	KREI
42	Agriculture	Agricultural Cooperatives	MIFAFF	KREI
43	Agriculture	Cultivation of Cash Crops and Facility Horticulture	MIFAFF	KREI
44	Agriculture	Environment-friendly Agriculture	MIFAFF	KREI
45	Agriculture	Agricultural Mechanization	MIFAFF	KREI
46	Agriculture	Safety and Sanitary Control of Agricultural Products and Foodstuffs	MIFAFF	KREI
47	Agriculture	Development of Fishery Harbors	MIFAFF	KREI
48	Agriculture	Afforestation and Reforestation	MIFAFF	KREI
49	Agriculture	Transfer of Aquaculture Technology	MIFAFF	KREI
50	Agriculture	Development of Forest Resources	MIFAFF	KREI
51	Agriculture	Development of Off-farm Businesses	MIFAFF	KREI
52	Agriculture	Control and Management of Animal Diseases	MIFAFF	KREI
53	Land Development	Comprehensive Land Development	MLTM	KRIHS
54	Land	Development of Industrial Complexes	MLTM	KRIHS

No.	Category	Title	Ministry/Agency	Research Institute
	Development			
55	Land Development	Land Development (Zoning)	MLTM	KRIHS
56	Land Development	Development of New Towns	MLTM	KRIHS
57	Land Development	Policies on Green City	MLTM	KRIHS
58	Land Development	Comprehensive Water Development	MLTM	KRIHS
59	Land Development	Planning for Construction of Historic and Culture Cities	MLTM	KRIHS
60	Land Development	Housing Projects Launched	MLTM	KRIHS
61	Land Development	Real Estate Policies Established	MLTM	KRIHS
62	Land Development	Infrastructure Developed via Private Funding	MLTM	KRIHS
63	Land Development	Construction of Main Road Networks	MLTM	KRIHS
64	Land Development	NSDI Constructed	MLTM	KRIHS
65	Land Development	Construction of ITS	MLTM	KRIHS
66	Land Development	KTX System and Project Constructed	MLTM	KRIHS
67	Land Development	Airport Infrastructure Constructed	MLTM	KRIHS
68	Land Development	Urban and Light Rails	MLTM	KRIHS
69	Land Development	Modernization of Railway	MLTM	KRIHS
70	Land Development	Plans to Promote Public Transit Systems	MLTM	KRIHS
71	Land Development	Traffic Database Construction	MLTM	KRIHS

No.	Category	Title	Ministry/Agency	Research Institute
72	Health & Welfare	Maternal and Child Health Programs Through Strengthened Healthcare	MW	SNU
73	Health & Welfare	Education Programs to Produce Quality Healthcare Workers	MW	SNU
74	Health & Welfare	Programs to Strengthen Primary Healthcare Services	MW	SNU
75	Health & Welfare	Modernization of Local Hub Public Hospitals	MW	SNU
76	Health & Welfare	Programs to Eradicate Parasites	MW	SNU
77	Health & Welfare	Coverage Increase of Healthcare Services through National Health Insurance For All Citizens	MW	SNU
78	Health & Welfare	Programs to Eradicate Pneumonia	MW	SNU
79	Health & Welfare	Establishment of Compulsory Vaccination System	MW	KOFIH
80	Health & Welfare	Establishment of Emergency Medical Treatment System	MW	KOFIH
81	Health & Welfare	Establishment of National Basic Livelihood Security System for the Poor	MW	KIHASA
82	Health & Welfare	Establishment of Comprehensive Social Welfare Managing System for Better Efficiency	MW	KIHASA
83	Health & Welfare	Population Policy for Sustainable Development	MW	KIHASA
84	Human Resources	Fostering of Technical Human Resources	MEST	KRIVET
85	Human Resources	National Vocational Certification	MEST	KRIVET
86	Human Resources	Support and Management of Employment	MEST	KRIVET
87	Human Resources	Promotion and Formation of Skilled Workers	MEST	KRIVET
88	Human Resources	Vocational Training for Employees	MEST	KRIVET
89	Education	Provision of Universal Primary Education	MEST	NRF

No.	Category	Title	Ministry/Agency	Research Institute
90	Education	System to Provide Vocational Training/Education (Korean Vocational High Schools)	MEST	NRF
91	Education	Capacity Building Program for Teachers	MEST	NRF
92	Education	Programs for Literacy Education	MEST	NRF
93	Education	Establishment of Higher Education System	MEST	NRF
94	Education	Remote Educational Systems (e.g. EBS, etc.)	MEST	NRF
95	Education	Establishment of Higher Education System	MEST	NRF
96	Education	Development of Educational IT Content	MEST	NRF
97	Education	Specialized Education System Based on Cooperation Among Academy, Industry and Research Institute	MEST	NRF
98	Education	Promotion of Quality Local Colleges	MEST	NRF
99	Education	Supports for Secure Educational Budgets	MEST	NRF
100	Education	Establishment of Pre-school and Kindergarten Systems	MEST	NRF
101	Education	Establishment of Lifelong Education System	MEST	NRF
102	Education	Civic Education	MEST	NRF
103	Education	Foundation of Educational Policy Research Institute	MEST	NRF
104	Education	Establishment of a National Organization for Educational Reform	MEST	NRF
105	Science & Technology	Establishment of Administrative Systems for Promoting Science and Technology	MEST	NRF
106	Science & Technology	Establishment of KIST-operating Systems	MEST	NRF
107	Science &	Supports for Appropriate Technology	MEST	NRF

No.	Category	Title	Ministry/Agency	Research Institute
	Technology			
108	Science & Technology	Promotion of Research on Basic Science	MEST	NRF
109	Science & Technology	Training for Scientific and Technological Experts	MEST	NRF
110	Science & Technology	Discovery and Rearing of Scientifically Talented Children (Science High Schools)	MEST	NRF
111	Science & Technology	Construction of Science Parks	MEST	NRF
112	Science & Technology	Establishment of National Standardization Infrastructure	MEST	NRF
113	Science & Technology	Popularization of Science & Technology, and Dissemination of Scientific Culture	MEST	NRF
114	Science & Technology	Supports for Collective Researches by Science/Engineering Majors	MEST	NRF
115	Science & Technology	Establishment of R&D System Based on Cooperation Among Academies, Universities and Research Institutes	MEST	NRF
116	Science & Technology	Promotion of Self-subsisting Research Environment	MEST	NRF
117	Science & Technology	Establishment of National Science & Technological Information System	MEST	NRF
118	Science & Technology	Development of Healthcare, Technology and Industry Based on Radiation Technology	MEST	NRF
119	Science & Technology	Modernization of Instrument and Scientific Information	MEST	NRF
120	Science & Technology	System Establishment for Efficient Dissemination of Intellectual Properties	MEST	NRF
121	Science & Technology	Capacity Development for Sustainable Marine Utilization	MEST	NRF
122	Science & Technology	Satellite-Based Improvement of Rural Life	MEST	NRF
123	Science & Technology	Incorporating Green Growth: System Establishment for Green R&D	MEST	NRF
124	Public	National Informatization and E-government	MOPAS	KIPA

No.	Category	Title	Ministry/Agency	Research Institute
	Administration	Building		
125	Public Administration	Operation of Saemaul Undong (New community Movement)	MOPAS	KIPA
126	Public Administration	Civil Service Capacity Building and Personnel Management	MOPAS	KIPA
127	Public Administration	Establishment of Administrative Systems for Taxation and Customs	MOPAS	KIPA
128	Public Administration	Anti-Corruption	MOPAS	KIPA
129	Public Administration	Government Reorganization and Organization Assessment	MOPAS	KIPA
130	Public Administration	Local Autonomy, Administration and Regional Development	MOPAS	KIPA
131	Public Administration	Establishment of Election System	MOPAS	KIPA
132	Public Administration	Strengthening of Public Security	MOPAS	KIPA
133	Public Administration	Establishment of Legal System	MOPAS	KIPA
134	Environment	Securing Safe Drinking Water Supply	ME	KEITI
135	Environment	Establishment of sewage treatment/management system	ME	KEITI
136	Environment	Establishment of Solid Waste Management System	ME	KEITI
137	Environment	Water Environment Preservation	ME	KEITI
138	Environment	Climate Change Response	ME	KEITI
139	Environment	Atmospheric Environment Preservation	ME	KEITI
140	Environment	Establishment of Nature Environmental Conservation System	ME	KEITI
141	Environment	Waste-to-Energy	ME	KEITI
142	Environment	Establishment of Environmental Health Policy	ME	KEITI

No.	Category	Title	Ministry/Agency	Research Institute
		Foundation		
143	Environment	Environmental Remediation of Soil Contamination	ME	KEITI
144	Environment	National Sustainable Land and Environmental Management	ME	KEITI
145	ICT	ICT Masterplan Establishment	KCC	KISDI
146	ICT	ICT Human Resource Development	KCC	KISDI
147	ICT	ICT Network Advancement	KCC	KISDI
148	ICT	IT Village Construction	KCC	KISDI
149	ICT	Construction of National ICT Network	KCC	KISDI
150	ICT	Establishment of ICT R&D System	KCC	KISDI
151	ICT	Establishment of Spectrum Management System	KCC	KISDI
152	Gender	Establishment of the National Machinery for Women's Policy	MOGEF	KWDI
153	Gender	Support for Single-mother Families	MOGEF	KWDI
154	Gender	Women Farmers Development Program	MOGEF	KWDI
155	Gender	Protection for Victims of Violence Against Women	MOGEF	KWDI
156	Gender	Support of Women's Employment and Entrepreneurship	MOGEF	KWDI
157	Gender	Gender Quota for Women's Political Representation	MOGEF	KWDI
158	Gender	Program for Development of Women's Human Resources in Science and Engineering	MOGEF	KWDI
159	Gender	Institutionalization of Gender impact Analysis	MOGEF	KWDI

Abbreviations and Full Names of Organizations

Abbreviation	Full Name
KCC	Korea Communications Commission
KDI	Korea Development Institute
KEITI	Korea Environmental Industry & Technology Institute
KIEP	Korea Institute for International Economic Policy
KIET	Korea Institute for Industrial Economics and Trade
KIPA	Korea Institute of Public Administration
KISDI	Korea Information Society Development Institute
KOFIH	Korean Foundation for International Healthcare
KREI	Korea Rural Economic Institute
KRIHS	Korea Research Institute for Human Settlements
KIHASA	Korea Institute for Health and social Affairs
KRIVET	Korea Research Institute for Vocational Education & Training
KWDI	Korean Women's Development Institute
ME	Ministry of Environment of Korea
MEST	Ministry of Education, Science and Technology of Korea
MIFAFF	Ministry for Food, Agriculture, Forestry and Fisheries of Korea
MKE	Ministry of Knowledge Economy of Korea
MLTM	Ministry of Land, Transport and Maritime Affairs of Korea
MOGEF	Ministry of Gender Equality and Family of Korea
MOPAS	Ministry of Public Administration and Security of Korea
MOSF	Ministry of Strategy & Finance of Korea
MW	Ministry of Health & Welfare of Korea
NRF	National Research Foundation of Korea
SNU	Seoul National University