KOICA aims to make a better world by helping to achieve the Millennium Development Goals (MDGs) and promoting equitable and sustainable development in our partner countries. KOICA also seeks to actively participate in the global efforts to enhance the capacity of nations and individuals to overcome poverty and improve their quality of life. As Korea was once an aid-recipient country, KOICA always tries to take into account of the perspectives of its partner countries, as well as to enhance its aid efficiency and effectiveness.

We believe that KOICA is carrying out official development assistance (ODA) on behalf of all Koreans; for it is time for Korea to return the help it received from other countries in the past. KOICA will try its best in its ODA activities to become the pride of Koreans.

Traditionally, our ancestors celebrated their coming of age with the ritual custom of changing their hairstyle on their 20th birthday. After this day, men would wear their hair up in a topknot and women would wear them tied back with a ‘chinyeo,’ a traditional hairpin. By observing this custom, a 20 year-old adult was given more freedom and rights, and was also expected to be more responsible while facing various challenges in life.

As a 20 year-old organization, KOICA embraces the same responsibilities and challenges. KOICA will make great strides as an institution of international development cooperation. KOICA will not only improve the quality and quantity of Korean ODA, but will also strengthen partnerships with developing countries to help them take greater ownership over their own development experience. We will endeavor to move forward as a true friend to the developing countries and to return the international assistance with the spirit of ‘Grateful Korea.’

Park Dae-won, President of KOICA
Korea International Cooperation Agency
1991~2010

20 Years of KOICA

Laos
Mongolia
Bangladesh
Vietnam
Sri Lanka
Indonesia
Cambodia
Philippines
Nigeria
Senegal
Ethiopia
Egypt
Tanzania
Guatemala
Paraguay
Peru
Iraq
Uzbekistan
Kazakhstan
Nepal
East Timor
Myanmar
Afghanistan
China
Papua-
New Guinea

Korea International Cooperation Agency
1991~2010

Dominican
Bolivia
El Salvador
Ecuador
Honduras
Jamaica
Colombia
Yemen
Jordan
Iran
Palestine
Azerbaijan
Ukraine

Pakistan
Fiji
Ghana
Morocco
Sudan
Angola
Algeria
Zambia
Zimbabwe
DIIC
Côte D’ivoire
Kanya
Tunisia
Nicaragua

Thailand
South Africa
Rwanda
Congo
Costa Rica
Panama
Lebanon
Libya
Solomon Islands
Montenegro
Serbia
Mozambique
Cameroon
Uganda
Kyrgyzstan
Ghana
Madagascar
Haiti
Korea International Cooperation Agency 1991~2010

20 Years of KOICA
1991~2010
20 Years of KOICA

Laos
Mongolia
Bangladesh
Vietnam
Sri Lanka
Indonesia
Cambodia
Philippines
Nigeria
Senegal
Ethiopia
Egypt
Tanzania
Guatemala
Paraguay
Peru
Iraq
Uzbekistan
Kazakhstan
Nepal
Ukraine
East Timor
Myanmar
Afghanistan
China
Papua-New Guinea

Pokistan
Fiji
Ghana
Morocco
Sudan
Angola
Algeria
Zambia
Zimbabwe
DRC
Côte D’Ivoire
Kenya
Tunisia
Nicaragua

Dominica(R)
Bolivia
El Salvador
Ecuador
Honduras
Jamaica
Colombia
Yemen
Jordan
Iran
Palestine
Azerbaijan
Ukraine
Thailand

Thailand
South Africa
Rwanda
Congo
Costa Rica
Panama
Lebanon
Líbya
Solomon Islands
Montenegro
Serbia
Mozambique
Cameroon
Uganda
Kyrgyzstan
Ghana
Madagascar
Haiti

KOICA
Dear Korean citizens, World Friends Korea members, and KOICA executives and staff! I am sincerely thankful for your hard work and many successes you have made on the front-line of international development cooperation over the past 20 years. On behalf of the Republic of Korea, KOICA has contributed to the economic and social development of developing countries by sharing Korea’s own development experience of rising from the devastation of the Korean War to become an advanced country, especially in the area of grant aid. Also, based on its past experience and expertise, KOICA has positioned itself as a leading organization specializing in global international development and cooperation, and is responsible for Korea’s ODA implementation.

Traditionally, our ancestors celebrated their coming of age with the ritual custom of changing their hairstyle on their 20th birthday. After this day, men would wear their hair up in a topknot and women would wear theirs tied back with a ‘binyeo,’ a traditional hairpin. By observing this custom, a 20 year-old adult was given more freedom and rights, and was also expected to be more responsible while facing various challenges in life. As a 20 year-old organization, KOICA embraces the same responsibilities and challenges.

Becoming an adult does not simply mean growing physically. Responsibility has also increased accordingly, and KOICA has grown to undertake more tasks with an expanded budget and greater human resources.
Since Korea is a member of the OECD/DAC and the chair country of the 4th High Level Forum on Aid Effectiveness in Busan, the international society increasingly expects Korea to execute advanced aid programs following international norms. Domestically, as is illustrated by the growing public interest in grant aid for developing countries, KOICA is facing increased demands for ‘ODA advancement’ from the government level.

KOICA has actively responded to these external and internal demands. In the coming 10 or 20 years, KOICA will make great strides as an institution of international development cooperation. Now it is time to pay attention to the qualitative growth of our development cooperation aid. We should focus all of our capacity in designing and implementing development cooperation projects that encompass our own development philosophy and sensibilities. As an architect of love, happiness, and dreams, dedicating our sincere hearts to the developing countries will make a better world for all.

To celebrate the 20th anniversary of KOICA’s establishment, instead of a grandiose celebration, we highlighted KOICA’s successes and launched the ‘World Friends Lunch Box’ volunteer event. Through this event KOICA provided lunch for elders with participation of multicultural families from KOICA’s partner countries including Mongolia, Vietnam, Cambodia, and the Philippines. This volunteer event reflects the identity of a 20-year-old KOICA that externally contributes to the economic and social development of the global community and domestically takes care of its own neighbors.

KOICA will not only improve the quality and quantity of Korean ODA, but will also strengthen partnerships with developing countries to help them take greater ownership over their own development experience. We will endeavor to move forward as a true friend to the developing countries and to return the international assistance with the spirit of ‘Grateful Korea.’

Finally, I am grateful to all of you for providing strength for KOICA, for sharing pride in making this historical moment together, and for being KOICA’s key partner during its implementation in Korea and in the field, under the slogan of ‘Grateful Korea.’

President of KOICA Park Dae-won
I would like to convey my sincere congratulations on the 20th anniversary of KOICA. Since its establishment in 1991, KOICA has contributed to the economic and social development of many developing countries by implementing various forms of foreign aid projects successfully.

The newly published ‘20 Years of KOICA’ reviews KOICA’s past activities and provides an excellent opportunity to reflect on the past and future of Korea’s ODA and the transition it faced by joining the OECD/DAC in 2009.

Right after the Korean War, Korea was one of the poorest countries in the world with a per capita income of only 67 USD. However, we have since become the world’s 10th top economic power and joined the advanced donor’s club of the OECD/DAC. This remarkable accomplishment, achieved only in half of a century, is a miracle unique in world history, as well as a source of pride for Koreans.

It is time to return what we have received in order to be a responsible member of the international community. Many developing countries are deeply interested in Korea’s development experience. It is the right time for Korea to contribute to poverty eradication and growth in developing countries by bringing in its own experience that transformed the nation from an ‘aid receiving’ to an ‘aid giving country.’

Our government declared that, as a responsible DAC member country, Korea would increase the volume of ODA to 0.25% of its GNI by 2015. Despite the ongoing global financial crisis, this promise is in the process of faithful fulfillment.
Also, we are planning to upgrade the quality of Korea’s ODA to meet the international standards. To achieve this goal, the Framework Act on International Development Cooperation was enacted and the ‘ODA Advancement Plan’ and the ‘ODA Five-year Basic Plan’ were established. Through these efforts, a comprehensive framework and basic strategies for both grants and loans were established.

However, there is something more important than the quality and quantity of improvement in ODA. This is the ‘sincerity’ of ODA. It is more important to win the heart of the developing country’s people than to gain economic profits through ODA. In providing aid, it is essential to give it with both hands and with our heart, In this way we will be a ‘true friend’ of the developing countries and become an advanced ‘Global Korea.’

KOICA works in the front-line of international development cooperation. The success or failure of Korea’s ODA depends on KOICA’s efforts and project outcomes. In this respect, the role of KOICA will be more important in the future.

As it has in the past 20 years, I hope that KOICA continues its efforts in expanding capacity and being passionate in order to achieve better outcomes. I hope KOICA leads Korea to become a ‘responsible member of international community’ as well as an ‘advanced donor country.’

Again, I congratulate you on publishing the ‘20 Years of KOICA’ and appreciate the staff who has made dedicated efforts in ODA development. I wish KOICA’s continuing success.
This is a very meaningful year as it is the 20th anniversary of KOICA’s establishment. During the past 20 years, KOICA has achieved remarkable development which has increased Korea’s international status.

KOICA has overcome a lack of experience in giving foreign assistance, a budget shortage, and poor organization in the early years of foundation to attain its position as the leading grant aid organization in Korea, KOICA has provided KRW 2.2 trillion of grant aid since 1991 and has contributed to improving the living standards of people in developing countries.

KOICA has worked to improve the basic living conditions in developing countries by supporting social infrastructures, such as schools, hospitals, health centers, and vocational training centers. It has also played a great role in reducing poverty and building the foundation for independent growth in developing countries by effectively passing on our development experience through technical cooperation such as inviting trainees to Korea, and dispatching Korean volunteers and experts.

Furthermore, KOICA’s developments and performance have contributed greatly to realizing the vision of the Korean government of an advanced ‘Global Korea.’ By carrying out various grant aid projects, KOICA has solidified cooperative relationships with developing countries, thus expanding the diplomatic horizons. These grant aid projects have also bolstered the pride of the public as Korea is now seen as an ‘aid providing country.’ In addition, the nation’s international status has been greatly enhanced through participation in the global effort to achieve the MDGs.
The role of KOICA has become more important as the strategic value of development cooperation has been recognized in the 21st century’s diplomacy environment. Today, development cooperation does not imply simple material donations, but is an important means to solve global dilemmas such as climate change, terrorism, and financial crisis and is recognized as an investment for a better future. In the case of the US, upon the launching of the ‘Quadrennial Diplomacy and Development Review (QDDR)’ in 2010, development has been upgraded to be one of the core pillars (3Ds) of its foreign policy along with defense and diplomacy.

We would like to exert global leadership in development by serving as a bridge between developing and developed countries. In the process of promoting diplomatic goals, the importance of KOICA as Korea’s main agent for development cooperation will be increased ever more. Korea joined the OECD/DAC in 2010 and led the G20 Seoul Summit to adopt the ‘Seoul Development Consensus’ and the ‘Multi-Year Action Plan,’ KOICA must now strengthen its capacity to share the experience of its own development transformation to other developing countries.

In order to meet the demands of the times, KOICA must advance as an organization specializing in global ODA. It should obey the international aid norms as a DAC member country and implement differentiated grant aid from other donors in areas in which Korea has a comparative advantage. Also, advancement strategies for result-based and efficient aid implementation should be consistently carried out.

MOFAT will continue to support KOICA as KOICA develops as an advanced aid agency. As part of ‘Complex Diplomacy,’ the vision of development cooperation will be actively realized. Also, the ministry will strengthen the consultation and mediation system with related organizations in order to facilitate KOICA’s harmonious cooperation with other aid agencies.

There are certain moments when we need to examine our past in order to think about our future. I hope the ‘20 Years of KOICA’ will encourage such reflection and suggest the direction in which to proceed in the ever changing environment of international development cooperation. Also, I hope this publication will expand public understanding and support for KOICA’s various grant aid activities.

Minister of Foreign Affairs and Trade Kim Sung-hwan
KOICA’s 20 Years in Pictures

[Picture 1] The Inauguration Signboard Ceremony of the Korea International Cooperation Agency (1991.4)

KOICA was launched as an exclusive grant aid agency that would consolidate the international cooperation programs implemented by the Ministry of Foreign Affairs, the Ministry of Construction and the Ministry of Education. In the Picture, above, the then Minister of Foreign Affairs, Lee Sang-ok, and the first President of KOICA, Lee Nam-ki, pose in front of the KOICA signboard at the KOICA office located at Jongno-gu, Yeongeon-dong.

KOICA took over the program from UNESCO by the second dispatch of Korea Overseas Volunteers. The volunteer team members pose in the welcoming ceremony.


KOICA has supported local NGOs since 1995 with the aim of effectively delivering projects to the remote areas of the partner countries. The Picture illustrates the MOU Signing Ceremony with NGOs.
KOICA launched the International Cooperation Member Dispatch program in 1995. The program provided young people with the opportunity to volunteer overseas as a substitute for fulfilling the national military service requirement. Starting with 28 people dispatched to 14 countries in 1995, a total of 1,174 volunteers were dispatched to 36 countries as of 2010.

KOICA initiated an essay writing contest to raise awareness and broaden the viewpoints of students ranging from elementary to high school level. Since November 1998, KOICA has held the contest under the theme of international development cooperation.
KOICA opened the International Cooperation Training Center in Yeoumgok-dong, Seoul on March 10, 1999. The center aims to provide an ideal educational environment to trainees from developing countries. A total of 39,911 people from 168 countries received training in various fields in over 2,518 sessions.

The government of Korea embarked on a special assistance program for Afghanistan in 2002 to participate in the international communities’ reconstruction efforts for the conflict and war–ridden nation. As of 2010, KOICA has delivered USD 173 million to Afghanistan to rehabilitate and secure peace in the country.
KOICA’s 20 Years in Pictures

[Picture 8] Disaster Rehabilitation Center (2005. 2.15)
KOICA established a Disaster Rehabilitation Center to systematically assist developing countries suffering from a range of natural disasters and climate changes. Through the establishment of the center, KOICA has executed a synthesized assistance program with the formation of a cooperative system with relevant organizations.

[Picture 9] The First ODA International Conference (2007.3.7)
KOICA held the first Seoul ODA International Conference in 2007 to heighten domestic public understanding of international development cooperation, share KOICA’s project results, and increase domestic awareness of major policy issues being discussed within the international community. This conference was held under the title "Effective Ways to Achieve the MDGs," Professor Jeffery Sachs of Columbia University, a consultant for the UN, was invited to revitalize Korean ODA policy research and to increase the understanding and interest of domestic participants on issues related to international development cooperation.
KOICA New Office and Training Center Opening Ceremony (2008. 6. 24)
KOICA opened a new office building and training center to help accomplish its goal of becoming an advanced donor organization. The building dedication ceremony was held on June 24, 2008.

“World Friends Korea” launched (2009. 5. 7)
The government of Korea consolidated the overseas volunteer programs under a single brand of “World Friends Korea” in 2009. With the creation of “World Friends Korea”, the overseas volunteer programs implemented by the different government agencies of Korea Internet Volunteers, Korea Taekwondo Peace Corps, Korea University Volunteers, and the Techno Peace Corps were unified. Since 2010, KOICA has mediated and overseen “World Friends Korea.”

In December 2009, KOICA established a joint public and private sector publicity group. This included global Korean enterprises SK C&C, POSCO E&C, Asiana Airlines, Shinhan Bank, Woongjin Coway and Chosun Ilbo. The publicity group was formed to publicize Korea’s efforts to contribute to the international community and to successfully host the G20 meeting. The publicity group has implemented a wide range of activities, including the “KOICA–Asiana Angkor Wat Solar Powered Streetlight Installation Project.”

[Picture 13] **KOICA International Development Education Academy (KOICA IDEA) Opened (2010. 3. 15)**

KOICA opened the International Development Education Academy in March 2010 to provide a foundation for combining Korea’s development experiences and international development issues and to foster professionals in the field. Since its opening, the Academy has provided diverse classes on international development cooperation.

The KOICA Global Village is an exhibition center that provides an arena for understanding and hands-on activities with global cultures, especially those of developing countries. The Global Village rotates different country-specific programs every 3 months.


KOICA, celebrating the admission to the OECD/DAC, is official proof of Korea’s transformation from an aid receiving country to a donor country. November 25th was declared as the International Development Cooperation Day.
The Presidents of KOICA

The First President
Lee Nam-ki
(1991, 4, 1 ~ 1993, 5, 13)

The Second President
Park Sang-yong

The Third President
Chong, Choo-nyun
(1994, 4, 1 ~ 1996, 9, 12)

The Fourth President
Shin Kee-bock
(1996, 10, 4 ~1999, 10, 3)
The Fifth President  
Min Hyung-ki  
(1999, 10, 4 ~ 2002, 10, 3)

The Sixth President  
Kim Suk-hyun  
(2002, 10, 4 ~ 2005, 10, 3)

The Seventh President  
Shin Jang-bum  
(2005, 10, 4 ~ 2008, 5, 9)

The Eighth & Ninth President  
Park Dae-won  
(2008, 5, 10 ~ present)
KOICA started delivering project type aid in 1991 by implementing 8 developmental projects; as of 2010 the number of the developmental projects that KOICA has executed is 710.

KOICA started delivering NGO assistance in 1995 by selecting 20 developmental projects after appraisal; as of 2010 the number of developmental projects that the NGOs have implemented with the help of KOICA totals 614.
KOICA first started delivering capacity building training programs in 1991 by inviting 362 people from partner countries; as of 2010, 39,911 people from all over the world have participated in various KOICA training programs.

It was in 1991 that KOICA first dispatched 35 Korean experts to assist with the capacity building programs of partner countries; as of 2010, the number of Korean experts who have been sent overseas is 837.

In 1991 KOICA first rolled out its KOICA Overseas Volunteer (KOV) Program by sending 37 Korean volunteers overseas; as of 2010 7,762 Koreans have fulfilled their humanitarian duties by enrolling on the KOV program.
## List of Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAA</td>
<td>Accra Agenda for Action</td>
</tr>
<tr>
<td>ADB</td>
<td>Asian Development Bank</td>
</tr>
<tr>
<td>APEC</td>
<td>Asia–Pacific Economic Cooperation</td>
</tr>
<tr>
<td>ASEAN</td>
<td>Association of South–East Asian Nations</td>
</tr>
<tr>
<td>ASEM</td>
<td>Asia Europe Meeting</td>
</tr>
<tr>
<td>AusAID</td>
<td>Australian Agency for International Development</td>
</tr>
<tr>
<td>CDM</td>
<td>Clean Development Mechanism</td>
</tr>
<tr>
<td>CIDA</td>
<td>Canadian International Development Agency</td>
</tr>
<tr>
<td>CIS</td>
<td>Commonwealth Independent States</td>
</tr>
<tr>
<td>CM</td>
<td>Construction Management</td>
</tr>
<tr>
<td>CP</td>
<td>Country Plan</td>
</tr>
<tr>
<td>CPS</td>
<td>Country Partnership Strategy</td>
</tr>
<tr>
<td>DAC</td>
<td>Development Assistance Committee</td>
</tr>
<tr>
<td>EDCF</td>
<td>Economic Development Cooperation Fund</td>
</tr>
<tr>
<td>EFA</td>
<td>Education For All</td>
</tr>
<tr>
<td>EIA</td>
<td>Environmental Impact Assessment</td>
</tr>
<tr>
<td>EPB</td>
<td>Economic Planning Board</td>
</tr>
<tr>
<td>Exim Bank</td>
<td>Korea Export Import Bank</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>FAA</td>
<td>Foreign Assistance Act</td>
</tr>
<tr>
<td>FAO</td>
<td>Food and Agricultural Organization</td>
</tr>
<tr>
<td>FTA</td>
<td>Free Trade Agreement</td>
</tr>
<tr>
<td>GNI</td>
<td>Gross National Income</td>
</tr>
<tr>
<td>GTZ</td>
<td>German Technical Cooperation</td>
</tr>
<tr>
<td>HDI</td>
<td>Human Development Index</td>
</tr>
<tr>
<td>HIV/AIDS</td>
<td>Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome</td>
</tr>
<tr>
<td>IBRD</td>
<td>International Bank for Reconstruction and Development</td>
</tr>
<tr>
<td>ICA</td>
<td>International Cooperation Administration</td>
</tr>
<tr>
<td>ICI</td>
<td>International Compact with Iraq</td>
</tr>
<tr>
<td>ICTC</td>
<td>International Cooperation and Training Center</td>
</tr>
<tr>
<td>IDA</td>
<td>International Development Association</td>
</tr>
<tr>
<td>IDB</td>
<td>Inter–American Development Bank</td>
</tr>
<tr>
<td>IDP</td>
<td>Internally Displaced People</td>
</tr>
<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
</tr>
<tr>
<td>Acronym</td>
<td>Full Title</td>
</tr>
<tr>
<td>-----------</td>
<td>----------------------------------------------------------------</td>
</tr>
<tr>
<td>INTECAP</td>
<td>Technical Institute for Training and Productivity</td>
</tr>
<tr>
<td>ISP</td>
<td>Information Strategy Planning</td>
</tr>
<tr>
<td>JICA</td>
<td>Japan International Cooperation Agency</td>
</tr>
<tr>
<td>KAIST</td>
<td>Korea Advanced Institute of Science and Technology</td>
</tr>
<tr>
<td>KDI</td>
<td>Korea Development Institute</td>
</tr>
<tr>
<td>KOICA</td>
<td>Korea International Cooperation Agency</td>
</tr>
<tr>
<td>KOTRA</td>
<td>Korea Trade–Investment Promotion Agency</td>
</tr>
<tr>
<td>LDCs</td>
<td>Least Developed Countries</td>
</tr>
<tr>
<td>LMICs</td>
<td>Lower Middle Income Countries</td>
</tr>
<tr>
<td>LTTE</td>
<td>Liberation Tigers of Tamil Eelam</td>
</tr>
<tr>
<td>MCA</td>
<td>Millennium Challenge Account</td>
</tr>
<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>NGO</td>
<td>Non–Governmental Organization</td>
</tr>
<tr>
<td>ODA</td>
<td>Official Development Assistance</td>
</tr>
<tr>
<td>OECD</td>
<td>Organization for Economic Cooperation and Development</td>
</tr>
<tr>
<td>OLICs</td>
<td>Other Low Income Countries</td>
</tr>
<tr>
<td>PBA</td>
<td>Programme–Based Approach</td>
</tr>
<tr>
<td>PIF</td>
<td>Pacific Island Forum</td>
</tr>
<tr>
<td>PL 480</td>
<td>Public Law 480</td>
</tr>
<tr>
<td>PMC</td>
<td>Project Management Consulting</td>
</tr>
<tr>
<td>PPP</td>
<td>Public–Private Partnership</td>
</tr>
<tr>
<td>PRSP</td>
<td>Poverty Reduction Strategy Paper</td>
</tr>
<tr>
<td>SAARC</td>
<td>South Asian Association for Regional Cooperation</td>
</tr>
<tr>
<td>SEA</td>
<td>Strategic Environment Assessment</td>
</tr>
<tr>
<td>SICA</td>
<td>Central American Integration System</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
</tr>
<tr>
<td>UNICEF</td>
<td>United Nations International Children’s Emergency Fund</td>
</tr>
<tr>
<td>UNKRA</td>
<td>United Nations Korea Reconstruction Agency</td>
</tr>
<tr>
<td>UNRISD</td>
<td>United Nations Research Institute for Social Development</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organization</td>
</tr>
</tbody>
</table>
Chapter 1. History of Korea’s ODA and KOICA …………………… 32
1. The Republic of Korea as an Aid Recipient Country ………… 34
2. History of Korea’s ODA and KOICA …………………………… 41
   1) History of Korea’s ODA ……………………………………… 41
   2) ODA Volume and Growth …………………………………… 44

Chapter 2. Organization and Management ……………………… 52
1. The Establishment of KOICA …………………………………… 54
2. The Development of KOICA’s Organizational Structure …… 56
   1) Domestic Organization ………………………………………… 56
   2) Overseas Organization ……………………………………… 59
3. KOICA’s Advancement ………………………………………….. 61
   1) KOICA Management Strategy ……………………………... 61
   2) Foundation for Organization Expansion and Specialization … 64
   3) Institutional Reform for Effective Development Cooperation … 67
4. KOICA’s Reinforcement of Development Cooperation
   Specialization …………………………………………………… 71
The Korea International Cooperation Agency (KOICA) was founded as a government agency on April 1, 1991 to maximize the effectiveness of Korea’s grant aid programs for developing countries by implementing the government’s grant aid and technical cooperation programs.

1) Joining the OECD /DAC and the Future Task of Korean ODA
2) The Korean ODA System Advancement and Improvement of KOICA’s Specialization

Chapter 3. Performance of KOICA

1. Performance by Region and by Country
   1) Asia and the Pacific
   2) Eastern Europe and the Commonwealth of Independent States
   3) Africa
   4) Central and South America
   5) Middle East

2. Performance by Sector
   1) Education
   2) Health
   3) Governance
   4) Information Communication Technology
   5) Rural Development
   6) Industry and Energy
   7) Environment
Chapter 4. Institutional Development ............................................. 272
1. Characteristics of KOICA Assistance and Delivery Structure .... 274
   1) Goal of KOICA Assistance ............................................. 274
   2) KOICA Assistance Strategy ......................................... 275
   3) Assistance Delivery Structure ....................................... 277
2. Institutional Improvement ..................................................... 278
   1) Establishment of Country Partnership Strategy (CPS) ......... 278
   2) Development of ODA Policies and Strategies ..................... 279
   3) Improvement of Procurement System ............................... 280
   4) Improvement of Evaluation System ................................ 284
   5) Advancement of ODA Research ....................................... 287
   6) Improvement of ODA Statistics System ............................ 294
   7) KOICA International Development Education Academy (KOICA-IDEA) for Public Awareness ......................... 295
3. Adaptation to the Principles of International Development Cooperation and Partnership Building .................... 298
   1) Implementing the Paris Declaration on Aid Effectiveness and
      the Accra Agenda for Action ........................................... 298
   2) Gender Mainstreaming ................................................ 299
   3) Mainstreaming the Environment for Sustainable Development 303
   4) Management of Innovative Financial Resources for
      Development (Global Poverty Eradication Contribution) .... 305
   5) Expansion of Triangular and Joint Cooperation .................. 306

Chapter 5. Public Engagement ...................................................... 310
1. World Friends Korea .......................................................... 313
2. Partners for ODA ............................................................. 316
   1) Engaging Specialized Organizations to Enhance the Effectiveness
      of International Development Cooperation ......................... 316
   2) Promoting Participation in Capacity Development Programs .... 319
Chapter 6. The Future of KOICA ........................................ 338

1. Current Issues and the Future Outlook of Korea’s ODA ...... 340
   1) Expansion of ODA Volume and Refinement of ODA Philosophy 340
   2) Change in ODA Modality and Implementation Procedure ...... 342
   3) Improvement of ODA System ........................................ 343

2. KOICA’s Future Strategies ........................................... 347
   1) Advancement of ODA Implementation System .................. 347
   2) Enhancement of Development Effectiveness ...................... 350
   3) Strengthening Development Partnership .......................... 352
   4) Educating Development Specialists and Developing ODA
      Infrastructure ......................................................... 353
   5) Supporting the Development Agenda of the G20 and the
      HLF-4 in Busan ..................................................... 353

Annex ................................................................. 356

1. 20 Years With KOICA .............................................. 358
2. KOICA’s Milestones .................................................. 400
3. Aid Statistics ........................................................ 403
   1) Korean ODA ......................................................... 403
   2) ODA Allocation by Region ........................................ 404
   3) ODA Allocation by Sector ......................................... 404
   4) ODA Allocation by Type .......................................... 405
List of Tables

[Table 1–1] The History of Korea’s ODA
[Table 1–2] Bilateral ODA Distribution from 1991 to 2009
[Table 2–1] Korea’s Expansion Plan for ODA expressed in relation to the GNI (2007~2015)
[Table 3–1] Total Assistance to the Asian–Pacific Region
[Table 3–2] Total Assistance to the Philippines
[Table 3–4] Total Assistance to Indonesia
[Table 3–5] List of Major Projects in Indonesia (1991~2010)
[Table 3–6] Total Assistance to Cambodia
[Table 3–8] Total Assistance to Laos
[Table 3–9] List of Major Projects in Laos (1991~2010)
[Table 3–10] Total Assistance to Myanmar
[Table 3–11] List of Major Projects in Myanmar (1991~2010)
[Table 3–12] Total Assistance to Vietnam
[Table 3–14] Total Assistance to Mongolia
[Table 3–16] Total Assistance to Nepal
[Table 3–18] Total Assistance to Bangladesh
[Table 3–19] List of Major Projects in Bangladesh (1991~2010)
[Table 3–20] Total Assistance to Sri Lanka
[Table 3–22] Total Assistance to Afghanistan
[Table 3–23] List of Major Projects in Afghanistan (1991~2010)
[Table 3–24] Total Assistance to Pakistan
[Table 3–26] Total Assistance to the Eastern Europe and CIS Region
[Table 3–27] Total Assistance to Uzbekistan
[Table 3–29] Total Assistance to Africa
[Table 3–30] Total Assistance to Ethiopia
[Table 3–31] List of Major Projects in Ethiopia (1991~2010)
[Table 3–32] Total Assistance to Nigeria
[Table 3–33] List of Major Projects in Nigeria (1991~2010)
[Table 3–34] Total Assistance to DRC
[Table 3–36] Total Assistance to Egypt
[Table 3–37] List of Major Projects in Egypt (1991~2010)
[Table 3–38] Total Assistance to Tanzania
[Table 3–40] Total Assistance to the Central and South American Region
KOICA

[Table 3–41] Total Assistance to Guatemala
[Table 3–42] List of Major Projects in Guatemala (1991~2010)
[Table 3–43] Total Assistance to Peru
[Table 3–44] List of Major Projects in Peru (1991~2010)
[Table 3–45] Total Assistance to Paraguay
[Table 3–46] List of Major Projects in Paraguay (1991~2010)
[Table 3–47] Total Assistance to Middle East
[Table 3–48] Total Assistance to Iraq
[Table 3–49] List of Major Projects in Iraq (1991~2010)
[Table 3–50] The MDGs and KOICA’s Core Supporting Sectors
[Table 3–51] KOICA’s 6 Health Projects in Peru
[Table 3–52] Main Environmental Problems in different regions
[Table 4–1] Average Rate of Untied Aid for DAC Member Countries and Korea
[Table 4–2] KOICA Triangular and Joint Cooperation (1991~2010)

List of Figures

[Figure 1–1] Koreans Waiting for blankets distributed by the UNKRA
[Figure 1–2] Grain Aid from the United States Arriving in Busan
[Figure 1–3] The first graduation ceremony of the nursing school of the Seoul National Medical Center (1958)
[Figure 1–4] Size of Korea’s ODA and ODA/GNI Trend (1991~2010)
[Figure 1–5] Korea’s Bilateral ODA by Sector (1991~2010)
[Figure 1–6] Korea’s Multilateral ODA Trend (1991~2010)
[Figure 1–7] Korea’s ODA Implementation System
[Figure 2–1] The Establishment of KOICA (April 1, 1991)
[Figure 2–2] KOICA’s Budget Statement in 1991
[Figure 2–3] KOICA’s First Public Recruitment Announcement
[Figure 2–4] UN Millennium Development Goals (MDGs)
[Figure 2–5] KOICA Innovation Workshop
[Figure 2–6] Goals of the Global Poverty Reduction Contribution Fund
[Figure 2–7] Joining the OECD/DAC (November 25, 2003)
[Figure 2–8] KOICA’s Reform in Core Supporting Sectors
[Figure 2–9] International Meetings on Aid Effectiveness
[Figure 3–1] Assistance Trends for the Asian–Pacific Region
[Figure 3–2] Assistance Trends for the Philippines
[Figure 3–3] Assistance Trends for Indonesia
[Figure 3–4] Assistance Trends for Cambodia
[Figure 3–5] Assistance Trends for Laos
[Figure 3–6] Assistance Trends for Myanmar
[Figure 3–7] Assistance Trends for Vietnam
[Figure 3–8] Assistance Trends for Mongolia
[Figure 3-9] Assistance Trends for Nepal
[Figure 3-10] Assistance Trends for Bangladesh
[Figure 3-11] Assistance Trends for Sri Lanka
[Figure 3-12] Assistance Trends for Afghanistan
[Figure 3-13] Assistance Trends for Pakistan
[Figure 3-14] Assistance Trends for the Eastern Europe and CIS Region
[Figure 3-15] Assistance Trends for Uzbekistan
[Figure 3-16] Assistance Trends for Africa
[Figure 3-17] Assistance Trends for Ethiopia
[Figure 3-18] Assistance Trends for Nigeria
[Figure 3-19] Assistance Trends for DRC
[Figure 3-20] Assistance Trends for Egypt
[Figure 3-21] Assistance Trends for Tanzania
[Figure 3-22] Assistance Trends for Central and South American Region
[Figure 3-23] Assistance Trends for Guatemala
[Figure 3-24] Assistance Trends for Peru
[Figure 3-25] Assistance Trends for Paraguay
[Figure 3-26] Assistance Trends for Middle East
[Figure 3-27] Assistance Trends for Iraq
[Figure 3-28] The Education Sector Strategy
[Figure 3-29] The Opening Ceremony of the Rehabilitation Training Center for Vulnerable Children and Youth in Paraguay
[Figure 3-30] The Rehabilitation Training Center for Vulnerable Children and Youth in Paraguay
[Figure 3-31] The Laos Secondary School Textbook Supply Project
[Figure 3-32] The Korea–Vietnam Industrial Technology School
[Figure 3-33] The Promotional Brochure of Korea–Vietnam Industrial Technology School
[Figure 3-34] A Mother and a Child visit the Family Planning Center in the Arsi zone in Ethiopia
[Figure 3-35] Supplying Mosquito Nets to the Malaria Affected Areas in the Democratic Republic of the Congo
[Figure 3-36] People Using Clean Water after the Drinking Water Supply Project in Kenya
[Figure 3-37] The Health Sector Strategy
[Figure 3-38] KOICA’s Family Planning Campaign in Ethiopia
[Figure 3-39] A Dispatched Korean Nurse Takes Care of an Ethiopian child
[Figure 3-40] A KOICA International Cooperation Doctor treating a patient in a poor village in Peru
[Figure 3-41] The Governance Sector Strategy
[Figure 3-42] Installation of National Geodetic Control Points in Cambodia
[Figure 3-43] Cooperation for Promoting Korea–Algeria Industrial Partnership
[Figure 3-44] Project for the Improvement of Land Cadastral System in Azerbaijan
[Figure 3-45] The ICT Sector Strategy
[Figure 3-46] The Project for Strengthening IT System of the Ministry of Education in Côte D’Ivoire
[Figure 3-47] Project for Technological Assistance to El Salvador’s Education Sector
[Figure 3-48] KOICA’s Computer–Based Qualification Test in Kazakhstan
[Figure 3-49] The Rural Development Sector Strategy
[Figure 3-50] A small reservoir created as a result of project in Kampong Cham
[Figure 3-51] Field research for making project plans
[Figure 3-52] Vegetable cultivation in greenhouse
[Figure 3-53] Education and Training
[Figure 3-54] Teaching agricultural techniques
[Figure 3-55] Information on project area
[Figure 3-56] The Industry and Energy Sector Strategy
[Figure 3-57] Construction process of Batey irrigation system
[Figure 3-58] Workshop for establishing master plan for building main road network in Sumatra
[Figure 3-59] The Environment Sector Strategy
[Figure 3-60] Acquiring samples of superior stock
[Figure 3-61] Seed analysis laboratory at Rumpin sapling nursery
[Figure 3-62] Environment Research Center Equipment
[Figure 3-63] Waste water treatment facility near butcher facility
[Figure 4-1] KOICA Project Implementation Structure
[Figure 4-2] Overseas ODA Project Participation Seminar
[Figure 4-3] KOICA’s Development Cooperation Evaluation Guideline
[Figure 4-4] KOICA–GTZ Joint Evaluation in the Project Field
[Figure 4-5] The First Seoul ODA International Conference with the presence of Professor Jeffery Sachs
[Figure 4-6] The Cover of ‘Understanding International Development Cooperation’
[Figure 4-7] The Cover of ‘Catalyzing Development’
[Figure 4-8] The final reports of the Seoul ODA International Conferences
[Figure 4-9] The First Class Opened at KOICA-IDEA
[Figure 4-10] The 8th KOICA Development Cooperation Forum
[Figure 4-11] The MOU signing ceremony of Global Poverty Eradication Fund with the NGOs
[Figure 5-1] The First WFK Photo Contest Grand Prize “With all my mighty strength”
[Figure 5-2] KOICA Program Information Session
[Figure 5-3] KOICA’s Training Program wins the Prime Minister Prize (July 1, 2011)
[Figure 5-4] The cover of ‘The Future of Korean Development Cooperation’
[Figure 5-5] The winners of the KOICA Essay Contest visiting a program site
[Figure 5-6] The cover of ‘KOICA’s Footprints across the Globe’
[Figure 5-7] KOICA Global Village displays ‘The Value of 1,25 Dollars’
[Figure 5-8] The Commemoration Ceremony of the First International Development Cooperation Day
[Figure 5-9] Kim Shin–whan wins the Minister of Foreign Affairs and Trade Prize in the second ‘Korea Overseas Volunteers Award’
[Figure 5-10] KOICA’s International Development Cooperation Internship Completion Ceremony
[Figure 6-1] Strategy for Progressive De–centralization

List of Boxes

[Box 1-1] International ODA Expansion Trend
[Box 2-1] Main Contents of the Framework Act on International Development Cooperation
[Box 2-2] International Development Cooperation Committee Meetings
[Box 3-1] Highlights of Country Program for Iraq
History of Korea’s ODA and KOICA

1. The Republic of Korea as an Aid Recipient Country
2. History of Korea’s ODA and KOICA
   1) History of Korea’s ODA
   2) ODA Volume and Growth
1. The Republic of Korea as an Aid Recipient Country

On November 25, 2009, the Republic of Korea (hereafter “Korea”) became a member of the Organization for Economic Cooperation and Development’s Development Assistance Committee (hereafter “OECD/DAC”). DAC membership has special significance for Korea, offering official international recognition of Korea’s place within the ranks of developed nations. Indeed, though Korea became a member of the OECD in 1996, it took thirteen years of progress before the country earned its membership in the DAC.

“Unless there is a miracle, it will take 100 years for South Korea to recover from the Korean War.”

The above comment was made by U.S. General Douglas MacArthur, who had led the UN forces during 1950 in their defense of Korea, upon his survey of the devastation inflicted upon the country during the course of the Korean War (1950-1953).

However, contrary to General MacArthur’s prediction, a miracle did occur; the “Miracle on the Han River.” Within 50 years of the signing of the armistice that ended hostilities on the peninsula, Korea became a
fully-fledged member of the OECD and within 60 years, a member of the DAC, which represents the 24 most advanced countries in the world. Korea now has the capability to host important global events such as the G20 Summit and the Busan High-level Forum on Aid Effectiveness (HLF-4). Throughout the process of its miraculous social and economic development, Korea received generous and substantial support from the wider international community.

[Figure 1-1] Koreans waiting for blankets distributed by the UNKRA

By the end of the Korean War, Korea’s annual per capita national income was just 67 USD. Beginning in 1961 and continuing through the First Five-Year Economic Development Plan (1962-1966), Korea’s annual per capita GNP remained at similar levels, barely rising to around 89 USD. During this period, Korea was ranked among 125 countries as the 24th poorest. This was the period during which Korea was labeled by
the UN as one of the world’s Least Developed Countries (hereafter “LDCs”), thereby belonging to a group which then included Ethiopia, Bangladesh, Uganda, Pakistan, and Togo. Within the span of only 50 years, Korea has managed to transform itself from the 24th poorest country to an OECD/DAC member country. During the period of its miraculous transformation, Korea received aid totaling more than 12 billion USD. In 1999, Korea was able to officially withdraw from the list of aid recipient countries.

[Figure 1-2] Grain Aid from the United States Arriving in Busan

Korea’s acceptance to the OECD/DAC is significant for the message of grateful acknowledgement it sends from the international community for the way in which Korea has come to provide such a large quantity of high-quality aid to international development efforts and embody a spirit of ‘noblesse oblige.’ Korea is now a role model for underdeveloped
countries in their own development efforts. Aid from the international community has provided a solid foundation and steady support for Korea in its own economic development. Now, Korea has risen to a position from which it can reciprocate this generosity and give back the same type of aid it had once received, and share its development experience and expertise.

The OECD/DAC has been criticized for consisting of countries that do not have firsthand experience in economic development. Indeed, Korea is the sole OECD/DAC member to have experienced the development they are trying to achieve in LDCs. The 24 OECD/DAC members are known as global leaders and the wealthiest countries in the world and are dedicated to their mission of furthering global development. In 2010, they provided 128.7 billion USD (approximately 138.3 trillion Korean won) in Official Development Assistance (hereafter "ODA"). Despite such assistance, only three countries have escaped their statuses as LDCs since 1971: Maldives, Botswana, and Cape Verde. Critics claim that, due to a lack of firsthand experience, OECD/DAC member states have been attempting to further social and economic development in LDCs simply by delivering ODA.

In this respect, Korea’s own experience utilizing ODA will allow it to serve as a bridgehead between ODA donors and developing countries. Using Korea’s development as a model, donor countries can tailor ODA to fit each recipient country’s own situation, thereby maximizing aid efficiency.

With the help of ODA, Korea has leapt to the position of a donor country with a per capita income approaching 20,000 USD. Korea thus has become a symbol of successful ODA in the international community. Since 1991, the Korea International Cooperation Agency (hereafter “KOICA”) has been working to return the favor and share Korea’s success with the international community.
Korea was one of many countries to receive ODA after World War II. During the period of 1945-1953, ODA projects in Korea focused mainly on postwar rehabilitation and during 1953-1960, aid to Korea was focused on postwar reconstruction. Specific projects that supported rehabilitation efforts were the United Nations’ Korean Reconstruction Agency’s (UNKRA) ODA, and food security ODA from USA Public Law-480 and the Food and Agriculture Organization’s (FAO) food aid. In 1961, the focus of ODA to Korea changed to supporting economic independence. The United States Agency for International Development’s (USAID) ODA projects, based on the Foreign Assistance Act (FAA), were initiated to support Korea in this effort.

[Figure 1-3] The first graduation ceremony of the nursing school of the Seoul National Medical Center (1958).
As Korea still was a poor country in the 1950s, ODA grants became a driving force behind economic development and were an essential supplement to domestic financial resources. During the period from 1954 to 1960, even while Korea's annual economic growth rate was only 4.9%, annual investment rates reached 11.8% and foreign savings rates, mainly composed of grant ODA, amounted to 8.0% of all savings. This is evidence of the important role foreign ODA played in the formation of investment capital in Korea.

Korea received significant aid to its education sector. Aid from Germany established a Korean-German Girls’ Vocational High School in Busan. The USA’s International Cooperation Administration (ICA), provided aid to tertiary education institutions, such as Seoul National University, through technical cooperation programs. These programs involved the direct exchange of knowledge in addition to monetary assistance. For example, 226 professors from Seoul National University were invited to training sessions ranging from three months to four years at the University of Minnesota. Meanwhile, 59 experts from the United States traveled to Korea to provide consultation on improving the education system. The American experts stayed in Korea for periods of between two weeks and seven years. From 1955 to 1961, the United States provided 10 million USD to three colleges in Seoul National University; the medical school, the engineering college, and the agricultural college. This ODA was mainly directed at improving university facilities, strengthening staff capability, and furnishing materials. These grant projects had a lasting effect in the development of Korea’s tertiary and upper secondary education.

By 1975 Korea’s economy had grown to such an extent that Korea no longer qualified for soft loans. Soft loans have the eligibility threshold of 520 USD per capita income and offer lower interest rates than IBRD
development loans to poverty stricken developing countries. In recognition of this amazing growth, the International Development Association (IDA) removed Korea from its list of aid recipient countries. Korea became completely independent of ODA in 1995 when it stopped receiving loans from the World Bank. Because of this newly found financial independence, Korea was able to become an OECD member country in 1996. Since 2000, Korea has been classified as a Part II country in the transitional group of “More Advanced Developing Countries” by the OECD/DAC.

To keep pace with the international community and the OECD/DAC’s aid efforts for economic development and poverty reduction, KOICA has focused primarily on specializing in grant ODA: aid with no obligation of repayment. KOICA’s projects have been dedicated to the promotion of development policy ownership and capacity building in recipient countries. In order to encourage recipient countries to take ownership of development policies and aid activity, KOICA has striven to clarify responsibilities between partner and donor countries. To meet the international demand for aid effectiveness, KOICA tries to align projects in conjunction with its “Management for Results” strategy.
2. History of Korea’s ODA and KOICA

1) History of Korea’s ODA

The Korea’s ODA programs started in the 1960s when the government began training programs with funds from USAID. Through these programs, the Korean government invited citizens of developing countries to Korea and provided them with training, thereby developing the human resources and boosting capacity building in their home countries. In 1965, the Korean government ceased using USAID funds and began paying for these projects with Korea’s own budget. Since then, Korea has focused on technical cooperation programs by continuing to host training programs and by dispatching experts and medical staff to its partner countries.

Korea’s ODA in the 1970s was primarily influenced by the political competition between South and North Korea. During the Cold War era, aid was strategically given to form political alliances to ensure South Korea’s dominant position over North Korea. In the 1980s, however, ODA projects changed direction and focused on economic development. Korea was planning for the eventual overseas expansion of its domestic companies and creating a foundation for future business in exports. Many projects were launched to further this goal in 1982; the Korea Development Institution (KDI) undertook an education project to share Korea’s experience in economic development, the Ministry of Construction initiated grant aid projects on construction techniques, and the Ministry of Labor initiated projects to establish and manage job training centers.

During the 1980s, Korea’s ODA programs were conducted separately...
by individual ministries. Due to the increasing number of projects, consolidation was necessary to coordinate projects and make aid more effective. In 1987, the Economic Development Cooperation Fund (EDCF) was established to support concessionary loans to developing countries through Korea’s Export-Import Bank. In 1991, KOICA was established to take charge of all grant ODA projects, thereby organizing today’s ODA implementation system.

After becoming a member of the OECD in the 1990s, Korea’s ODA efforts increased as the international status of the country rose. KOICA integrated many projects which had previously been scattered throughout different government agencies. Furthermore, KOICA organized its administrative system by working with private aid organizations and the newly established International Cooperation Center (ICC). Also during the 1990s, Korea forged partnerships with the World Bank and the ADB and became a member of the Inter-American Development Bank to set up multilateral assistance.

In 2007, the Korean government created a team to manage the country’s preparation for entering the OECD/DAC. In November 2009, the admission was confirmed and Korea began its activity as an official member state in 2010. In January 2010, the Korean government passed the Framework Act on International Development Cooperation, a comprehensive law on ODA. This legislation more clearly articulated ODA goals and basic norms, specified an actual system to combat ODA implementation inefficiencies and fragmentation, and presented a consistent ODA policy.
### [Table 1-1] The History of Korea’s ODA

<table>
<thead>
<tr>
<th>Period</th>
<th>Year</th>
<th>Activities</th>
<th>Organization in Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>1960s</td>
<td>1963</td>
<td>Training program under the sponsorship of USAID</td>
<td>MOFAT, MOST</td>
</tr>
<tr>
<td></td>
<td>1965</td>
<td>Training program funded by the Korean government</td>
<td>MOFAT, MOST</td>
</tr>
<tr>
<td></td>
<td>1967</td>
<td>Implementation of the Experts Program, funded by the Korean government Training Program with the cooperation of the UN and other international organizations</td>
<td>MOFAT, MOST</td>
</tr>
<tr>
<td></td>
<td>1968</td>
<td>Dispatch of experts through the Medical Experts Program</td>
<td>MOST</td>
</tr>
<tr>
<td>1970s</td>
<td>1975</td>
<td>Hosted the Technical Trainees Program</td>
<td>MOL</td>
</tr>
<tr>
<td></td>
<td>1977</td>
<td>Cooperation project with the UN and other international organizations- training by invitation, aid in-kind</td>
<td>MOFAT</td>
</tr>
<tr>
<td></td>
<td>1981</td>
<td>Research Cooperation Program</td>
<td>KAIST</td>
</tr>
<tr>
<td></td>
<td>1982</td>
<td>International Development Exchange Program (IDEP)</td>
<td>KDI</td>
</tr>
<tr>
<td></td>
<td>1983</td>
<td>Hosted training for construction workers</td>
<td>MOC</td>
</tr>
<tr>
<td></td>
<td>1984</td>
<td>Technical cooperation in the construction sector</td>
<td>MOC</td>
</tr>
<tr>
<td>1980s</td>
<td>1987</td>
<td>Establishment of the Economic Development Cooperation Fund (EDCF) Outsourcing EDCF project to Ministry Of Science and Technology (MOST)</td>
<td>MOF, MOFAT, MOST</td>
</tr>
<tr>
<td></td>
<td>1988</td>
<td>Grant services for communications technology in developing countries</td>
<td>MOIC</td>
</tr>
<tr>
<td></td>
<td>1989</td>
<td>Dispatch of volunteers through the KOV Program, First expense of EDCF</td>
<td>UNESCO, EPB, EXIM Bank</td>
</tr>
<tr>
<td>1990s</td>
<td>1991</td>
<td>Korea International Cooperation Agency (KOICA) established</td>
<td>KOICA</td>
</tr>
<tr>
<td></td>
<td>1995</td>
<td>First dispatch of international cooperation personnel NGO Support Program</td>
<td>KOICA</td>
</tr>
<tr>
<td></td>
<td>1996</td>
<td>EDCF $100M</td>
<td></td>
</tr>
<tr>
<td>2000s</td>
<td>2001</td>
<td>Accumulated EDCF exceeds USD1.6 billion</td>
<td>MOFE</td>
</tr>
<tr>
<td></td>
<td>2002/2003</td>
<td>Special Assistance Program to Afghanistan</td>
<td>KOICA</td>
</tr>
<tr>
<td></td>
<td>2005</td>
<td>Rehabilitation projects following South East Asian Tsunami Korea joins IDB</td>
<td>KOICA, MOFE</td>
</tr>
<tr>
<td></td>
<td>2009</td>
<td>Korea joined OECD/DAC (Nov 25)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2010</td>
<td>First anniversary of DAC membership: International Development Cooperation Day proclaimed (Nov. 25)</td>
<td>KOICA</td>
</tr>
</tbody>
</table>

2) ODA Volume and Growth

(1) ODA Volume by Type

The size of Korea’s ODA increased dramatically from 60 million USD in 1990 to 810 million USD in 2009. This growth temporarily decreased after the financial crises in 1997. However, ODA increased substantially in the 2000s and totaled 750 million USD by 2005. Korea’s ratio of ODA/GNI—a standard quantitative indicator of ODA—was only 0.04~0.07% in 1997, well below the average of other DAC member countries. Korea managed to increase this ratio to a historical 0.1% in 2005 and again in 2009.

[Figure 1-4] Size of Korea’s ODA and ODA/GNI Trend (1991~2010)
(2) Distribution of Bilateral ODA by Region and Sector

From 1990 to 2009, 63.6% of Korea’s bilateral ODA was allocated to the Asian region, and 13% was given to African nations, making the African region Korea’s second largest regional recipient. Latin America came next, receiving 7.8% of Korea’s bilateral ODA, followed by Europe at 3.9%, and Oceania at 0.8%. In the last 20 years, the country to receive the largest amount of aid was Iraq, followed by Vietnam and Indonesia.

The Korean government delivered a meager 630,000 USD of assistance to Iraq from 1990 to 2002, but this figure greatly increased after the war in 2003 as Korea assisted with postwar reconstruction and peace building. From 1990 to 2009, fourteen of Korea’s top twenty aid recipients were Asian countries; only six aid recipient countries, including Angola and Ghana, were in other regions.

[Table 1-2] Bilateral ODA Distribution from 1991 to 2009

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Country</th>
<th>Volume (USD 10,000)</th>
<th>Ranking</th>
<th>Country</th>
<th>Volume (USD 10,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Iraq</td>
<td>38,991</td>
<td>11</td>
<td>Afghanistan</td>
<td>8,968</td>
</tr>
<tr>
<td>2</td>
<td>Vietnam</td>
<td>32,182</td>
<td>12</td>
<td>Myanmar</td>
<td>8,895</td>
</tr>
<tr>
<td>3</td>
<td>Indonesia</td>
<td>26,789</td>
<td>13</td>
<td>Laos</td>
<td>8,829</td>
</tr>
<tr>
<td>4</td>
<td>China</td>
<td>25,737</td>
<td>14</td>
<td>Uzbekistan</td>
<td>7,496</td>
</tr>
<tr>
<td>5</td>
<td>Sri Lanka</td>
<td>22,696</td>
<td>15</td>
<td>Ghana</td>
<td>6,612</td>
</tr>
<tr>
<td>6</td>
<td>Cambodia</td>
<td>18,029</td>
<td>16</td>
<td>Nepal</td>
<td>5,509</td>
</tr>
<tr>
<td>7</td>
<td>Bangladesh</td>
<td>15,686</td>
<td>17</td>
<td>Turkey</td>
<td>4,929</td>
</tr>
<tr>
<td>8</td>
<td>Philippines</td>
<td>13,342</td>
<td>18</td>
<td>Nicaragua</td>
<td>4,851</td>
</tr>
<tr>
<td>9</td>
<td>Mongolia</td>
<td>11,826</td>
<td>19</td>
<td>Kenya</td>
<td>4,831</td>
</tr>
<tr>
<td>10</td>
<td>Angola</td>
<td>9,226</td>
<td>20</td>
<td>Peru</td>
<td>4,634</td>
</tr>
</tbody>
</table>

Over the last 20 years, the vast majority of Korea’s bilateral ODA has been spent on improving social infrastructure (45%) and economic
infrastructure (39%). The small remaining portion was divided between the manufacturing sector (6.2%), emergency relief (2.5%), and other industries (2.2%). ODA for the economic infrastructure and service sector experienced steady modest increase up to 2005, but has been rapidly increasing since 2006.

(3) Multilateral ODA Volume and Trend
The volume of Korea’s multilateral ODA increased from 48.9 million USD in 1990 to 230 million USD in 2009. This increase seems dramatic, however, it must be taken into account that a majority of this ODA was in the form of contributions to multilateral development banks and
contributions to other organizations. Korea’s multilateral ODA consists of contributions to UN organizations, multilateral banks including the World Bank and regional development banks, other international organizations, and non-governmental organizations. In terms of contribution by organization, the World Bank and regional development banks received 38.5% and 30.8% respectively from 1990 to 2009, accounting for about 70% of multilateral ODA. Contributions to UN organizations accounted for 23.1%.

[Figure 1-6] Korea’s Multilateral ODA Trend (1991~2010)
A. Grant and Loan Aid by Type

Korea’s ODA implementation system includes bilateral and multilateral assistance. Bilateral assistance is divided into grants and loans. KOICA administers grants and technical cooperation programs through the Ministry of Foreign Affairs and Trade (MOFAT). Loans are managed by the EDCF, which is run by the Export-Import Bank of Korea (Korea EXIM Bank) under the supervision of the Ministry of Strategy and Finance.

While KOICA is responsible for all grant aid programs, some of the responsibility of overseeing and managing certain programs is delegated to other government agencies and organizations. With regard to multilateral assistance, contributions to the UN and other international development institutions are managed by the MOFAT. Subscriptions and contributions to multilateral development banks such as the International Bank for Reconstruction and Development (IBRD), the IDA, and the ADB are managed by the Ministry of Strategy and Finance (MOSF). Other government agencies are responsible for contributions to international organizations specifically relating to their area of expertise. These agencies include the Ministry of Health and Welfare (MOHW), the Ministry of Science and Technology (MOST), the Ministry of Food, Agriculture, Forestry and Fisheries (MIFAFF), and the Ministry of Environment (MOE).

B. ODA Management System

Korea’s ODA has been absent an overall central institution, MOFAT and MOSF have managed the dual system of grants and loans as described in the previous chapter, and several different government ministries have conducted ODA projects separately. To solve aid
fragmentation and foster policy coordination between agencies, the International Development Cooperation Committee (IDCC) was established in 2006.

Since the enactment of the Framework Act on International Development Cooperation in 2010, the IDCC has been playing a key role in upgrading Korea’s ODA implementation system. Led by the Prime Minister’s Office, the IDCC suggests consolidated aid strategies and guidelines to promote consistency and unity in ODA policies. Such coordination strengthens the relationships between different government agencies and between ODA projects. Various plans to better implement ODA policies were discussed during the 7th (Oct 2010) and 8th (Dec 2010) meetings. Other specific issues addressed in these meetings were mid-term and long-term goals and implementation plans, ODA volume and the ratio of grants to loans, and ODA advancement strategies.

**[Figure 1-7] Korea’s ODA Implementation System**

---

**International Development Cooperation Committee**
- Chair: Prime Minister
- Members: Ministers from relevant 13 ministries including the MOFAT and the MOSF, KOICA, the Export-Import Bank, and the private sector

**Working Committee**
- Chair: Vice Minister of Government Planning Affairs, Office of Government Policy Coordination (OPC)
- Members: Chief of bureaus of ministries, ODA experts

**MOFAT** (Supervision of grant) Consultation
- Working level consultant

**KOICA** Board of Director
- Working level consultant

**MOSF** (Supervision of loan)
- Working level consultant

**Relevant Authorities**
- Working level consultant

**EDCF** Fund Management Committee
C. KOICA’ s Role and Status

KOICA has administered 46.93% of Korea’s total bilateral ODA budget and 78.93% of bilateral grants over the last 20 years, positioning KOICA as Korea’s leading agency for grant ODA implementation. KOICA’s budget has continually grown to reflect Korea’s efforts to assume the position of a significant donor country in the international community. It increased from 23 million USD in 1991 to 30 million USD in 1993, and again to 56 million USD in 1997. During the Asian Financial Crisis in 1998, the budget dropped to 38 million USD, but in 2002, the budget bounced back to reach a new high of 59 million USD. In 2003, the budget more than doubled as an impressive total of 123 million USD was spent on special reconstruction programs in Iraq and Afghanistan. The budget was maintained at around 270 million USD in 2007, and then in 2010, the budget expanded to 454 million USD, an increase of 64.6% since the previous year’s 276 million USD. The budget is expected to continue to grow as the government strives to raise its ODA volume to the average level of other OECD/DAC member countries.

KOICA has been accumulating experience with various ODA modalities. It has assembled a number of regional experts to establish the Country Partnership Strategy (CPS) as well as sectoral experts on education, public health, construction, environment, and climate change. Currently, KOICA’s 44 overseas offices are implementing field based strategies that position KOICA as the sole agency specializing in field-oriented ODA projects in Korea.

KOICA has established a feedback mechanism through which it can use lessons learned in the field in CPS and sectoral strategy modification. This feedback system will also allow KOICA to pass on ODA strategies and program know-how to other ODA agencies in Korea. Various educational programs are offered through the ODA Education Center to
raise awareness of ODA among Korean citizens. KOICA also supports educational programs on international affairs in elementary, middle, and high schools, and in universities. These educational programs promote pride in Korea’s ODA programs and to circulate knowledge of KOICA’s experiences to the general public.

[Box 1-1] International ODA Expansion Trend

ODA refers to financial resources provided to developing countries that are listed as partners by the OECD/DAC and to multilateral international organizations. The international community has been participating in debt relief programs since the late 20th century, taking into consideration that loan ODA has brought about debt crisis in many developing countries. The debt relief program is designed to correct for unjust budget cuts to the essential sectors of education and public health which developing countries were forced to make in order to pay the interest on development loans. Currently, many OECD/DAC member countries deliver over 90% of their total ODA in the form of grants, including Canada (98.73%) and the United States (96.5%) (Figure as of 2009).
Organization and Management

1. The Establishment of KOICA
2. The Development of KOICA’s Organizational Structure
   1) Domestic Organization
   2) Overseas Organization
3. KOICA’s Advancement
   1) KOICA Management Strategy
   2) Foundation for Organization Expansion and Specialization
   3) Institutional Reform for Effective Development Cooperation
4. KOICA’s Reinforcement of Development Cooperation Specialization
   1) Joining the OECD /DAC and the Future Task of Korean ODA
   2) The Korean ODA System Advancement and Improvement of KOICA’s Specialization
1. The Establishment of KOICA

In 1982, the Korean government began attempting to unify ODA projects implemented by different ministries. The government saw that aid could be more effectively implemented if projects, resources, and knowledge could be coordinated. As a result of these efforts, KOICA was established in 1990 as a special agency to oversee all of Korea’s ODA projects.

The Ministry of Foreign Affairs prepared basic plans to establish the ‘Korea Development Cooperation Agency (KDCA),’ the precursor to KOICA, in May 1990. The KDCA’s main task was to establish a basic system to unify grant aid programs. This agency was organized with a president and a vice president, six departments, and board of directors within ten members. Some of the board members were appointed automatically from related ministries to ensure better cooperation.

In September 1990, four months after the establishment of KDCA, the International Cooperation Committee, a follow-up committee of the Overseas Cooperation Committee, decided to establish an exclusive international cooperation organization. In less than a year, this proposed organization would be realized by the official establishment of the Korea International Cooperation Agency (KOICA). First, KDCA’s name was
legally changed to the Korea International Cooperation Agency (KOICA) and plans were made to transform it into a government-funded organization, directly managed by the Ministry of Foreign affairs. Drafts were drawn up outlining the necessary changes including the expansion of the pool of partner countries to include specific regions designated by the Minister of Foreign Affairs. On December 15, 1990, The National Assembly’s Foreign Affairs and Unification Committee and the Legislation-Judiciary Committee passed the final draft of the proposal for KOICA.

The government wasted no time and respectively presented the recently passed bill and enforcement ordinance as Act 4314 on January 14, 1991, and as Presidential Decree 13328 on March 18 of the same year. The Establishment Committee was convened immediately upon the issuance of the Presidential decree, and ten days later, the Minister of Foreign Affairs officially approved the establishment of KOICA. Thus, KOICA became an officially sanctioned and legally recognized organization on April 1, 1991.
2. The Development of KOICA’s Organizational Structure

1) Domestic Organization

KOICA hit the ground running. Its first task was to create a team that would manage all the ODA projects currently being implemented by different ministries. Another primary task was to establish a set of basic rules for project implementation and management. During its first board meeting on April 30, 1991, KOICA finalized eight regulations including the rules for the management of board meetings and rules for the establishment and management of overseas offices.

[Figure 2-1] The Establishment of KOICA (April 1, 1991)
KOICA’s administrative structure underwent major changes while searching for the most effective arrangement. Initially, KOICA’s executive team consisted of a president, a vice president, an auditor, and four directors. Today, after undergoing two structural adjustments, the organization consists of a president, an auditor, and four vice presidents, with the Board of Directors consisted of standing members and non-standing members.

KOICA has taken stringent measures to ensure that KOICA’s executive officers have outstanding qualifications for their positions. Each of KOICA’s presidents previously served as an ambassador, equipped with field experience and professional knowledge from working on the frontline of diplomacy. KOICA’s first president, Lee Nam-ki, served as a Korean ambassador to both Guatemala and Italy. Standing board members hold the positions of General Affairs and Planning Director, Technical Cooperation Director, Development Project Director, and Migration Project Director. Non-standing board members are automatically assigned to the offices of the Foreign Affairs and Security Director-General in the Office for Government Coordination, the Director of the Economic Cooperation Bureau in the Ministry of Finance and Economy, the Director of the International Economy Bureau in the Ministry of Foreign Affairs and Trade, the Director of the Construction Economy Bureau in the Ministry of Construction and Transportation, the Employment Management Director-General of the Ministry of Labor, and the director of the Science Technology Cooperation Bureau in the Ministry of Science and Technology.
In 1991, KOICA’s total income consisted of a government contribution of 13.6 billion KRW and KOICA’s own revenue of 400 million KRW. The government contribution was diverted from the Ministry of Foreign Affairs (10.7 billion KRW), the Ministry of Science and Technology (1.2 billion KRW), the Ministry of Education (460 million KRW), the Ministry of Labor (930 million KRW), and the Ministry of Construction (300 million KRW).

Most of KOICA’s human resources and assets were absorbed from the Korean Overseas Development Corporation (KODCO). A total of 158 staff members were transferred to KOICA from three ministries; 146 from the KODCO, three from the Korea Science and Engineering Foundation, and nine from the Korean National Commission for UNESCO. By the end of 1991, KOICA was strengthening the organization’s function and capacity by recruiting entry-level staff, experienced personnel, and researchers. By 1995, KOICA’s budget had grown along with the number and scope of its projects. The bigger budget allowed KOICA to hold three open recruitment events and hire 44 additional staff members to help deal with the escalating workload. However, during the financial crisis from 1996 to 1997 the organization was forced to lay off a large number of employees.
2) Overseas Organization

In its initial stage, KOICA consisted of the headquarters, the affiliated Project Support Enterprise, and six overseas offices. The headquarters, staffed as described previously, was comprised of one office, two bureaus, eight departments, and thirty sections. The overseas offices were located in Canada and Argentina. Later, in order to undertake a field-based approach to ODA projects, overseas offices were established in Indonesia and Thailand in 1992 and in China, Vietnam, and the Philippines in 1994. In April 1995, KOICA established six additional overseas offices in countries including Bangladesh, Ethiopia, Fiji, Paraguay, the Philippines, and Uzbekistan.
In December 1996, the headquarters were transformed into a function-based structure. ODA projects were now designed to focus more specifically on certain issues, thus encouraging specialization. Meanwhile, liaison offices were established in Mongolia, Kazakhstan, Sri Lanka, Papua New Guinea, and Nepal. Due to the financial crisis in 1997 KOICA was forced to make budgetary adjustments. During this time, the expansion of ODA programs stagnated, but KOICA persevered. The increased focus on specialized aid projects paired with budget reductions made it clear that KOICA needed to increase work efficiency in order to take off in this new era.
3. KOICA’s Advancement

Korea quickly overcame the economic crisis, and the size of KOICA’s budget increased 393% from 2000 to 2007. During this period, the total volume of bilateral ODA (Net Disbursement) increased 228% from 212 million USD to 696 million USD, and reached the ratio of 0.07% of ODA/GNI. This secured a foundation for KOICA’s expansion as a professional organization for international development cooperation.

1) KOICA’s Management Strategy

(1) External/Internal Management Environment

The issuance of the Millennium Development Goals (MDGs), including the goal to halve extreme poverty by 2015, symbolized the intensity of the international community’s focus on the development question. The international community was stating its demand for strengthened ODA partnerships for poverty reduction more strongly than ever before.
The opening of the 21st century saw progress towards the attainment of these goals in a very difficult environment. Efforts in pursuit of the MDGs spread hope for economic development, peace, and prosperity across the globe while the world was still reeling from the terrorist attack on the US World Trade Center on September 11, 2001, conflicts in Iraq and Afghanistan in 2003, and the earthquake and tsunami that devastated South Asia in 2004. Domestically, public awareness of Korea's participation in such international efforts and public interest in ODA has risen. OECD/DAC membership required that Korea improve the quality and increase the quantity of its ODA contribution.

Against this backdrop, KOICA restored its budget to the level before the financial crisis in 1997 and set a goal of promoting poverty reduction, world peace, and democracy as universal values on a global scale. To reach this goal, KOICA encouraged quality development of international cooperation projects, focusing on human resource development in
developing countries and strengthening KOICA’s public participation project system. With ten years of experience as an organization specializing in grant ODA, KOICA continues to use its know-how to develop and promote management innovation and capacity development.

(2) Management Strategy

KOICA’s management style has reflected that KOICA was established with the goal of “enhancing cooperative relationships and mutual exchanges with developing countries and supporting economic and social development in partner states.” In order to actively manage the external/internal environmental changes and to satisfy the purpose of KOICA’s establishment, KOICA held the ‘Workshop for KOICA Innovation Vision 2005’ in December 2005 to discuss client and result based ODA administration. During this workshop, the image of KOICA as an ‘advanced aid agency working with the people’ was adopted and the staff reconfirmed their understanding of the organization’s purpose of promoting core capacity.

In November 2006, KOICA established the International Grant Aid Mid-Term Strategy (2007-2009) to provide an approach for handling increasing amounts of ODA. This prepared the basis for strategic grant ODA promotion by selecting four goals; ① poverty alleviation and supporting sustainable economic and social development in developing countries, ② enhancement of national interest by improving national image, ③ promotion of cooperative relationship with partner countries, and ④ cooperative advanced aid utilization with the people,
2) Foundation for Organization Expansion and Specialization

The policy team of KOICA suggested a new management direction for handling the dynamic challenges of external and internal environmental changes. Through various dialogue channels, including board meetings and advisory committees, external and internal stakeholders have actively participated in ODA projects. This encourages the members of the local communities to take more ownership of their development. Additionally, KOICA staff gain important insight into the concerns of people in these developing countries. Recognizing the value of this open communication and cooperation allows us to appreciate the true value of KOICA.
(1) **Board Meeting**

KOICA has aimed to improve efficiency and enhance management transparency through strengthening the role of the board meeting. The board meeting determines KOICA’s important policy decisions by evaluating and voting on changes regarding its methods for project planning and management, budget and settlements of accounts, the opening and management of overseas offices and affiliated organizations, and the enactment or abolition of major articles. Board meeting attendees include the president, standing directors, and non-standing directors. A total of 11 board meetings were convened between 2000 and 2007, resulting in 36 document resolutions. The productivity of these meetings has secured a sound foundation for responsible organization management.

(2) **Advisory Committee**

KOICA has assembled a committee to facilitate open communication regarding management direction and project planning. This committee is made up of experts from academia, journalism, and NGOs equipped with experience and knowledge in the international cooperation field. Meetings between KOICA and the advisory committee are held once or twice a year to share KOICA’s progress and the benefits of its ODA projects and to get feedback from the community leaders. Each consultant has played an important role in advancing public awareness of ODA.

(3) **Domestic and Overseas Organization of KOICA**

**A. Domestic Organization**

KOICA effectively responded to changes in the ODA environment by
adopting a result-based management system. In 2000, the General Affairs Department was created and the Planning Department and the Policy Cooperation Office were combined into one Planning Management Department. The Planning Coordination Team was formed by merging the Planning Budget Team and the Regional Management Team with the purpose of facilitating coordination and communication between projects and departments.

In 2004, there was an urgent need for post-war reconstruction in Iraq and Afghanistan. KOICA expanded its Afghanistan Support Team to establish the Afghanistan Support Headquarters. In 2005, the team was again upgraded to an independent support system for the reconstruction efforts and renamed the Afghanistan Reconstruction Support Headquarters. Also in 2005, the Regional Policy Team was established to strengthen policy implementation and in 2006, the Team was expanded to become the Regional Policy Department. This department's purpose is to improve coordination between various regional departments, and to advance result management. The Project Policy Team, an exclusive task-force to lead the structural reorganization of the agency, was set up to assign tasks regarding health, education, governance, ICT, environment and gender into sectoral teams.

Hence, in the second half of 2006, KOICA disbanded its project-based organization units such as the Project 1 Team, Project 2 Team, and the Development Studies Team. By reorganizing its workforce into theme-based sectoral teams, KOICA encouraged staff to focus more narrowly on their areas of expertise in each theme and thus managed to save substantial funds. The Project Evaluation Office split off from the Planning Department and was put directly under the Office of Board of Directors for the effect of enhancing its independence and strengthening coordination with policy research.
In 2000, in order to improve human resource management efficiency, many positions were eliminated or merged. This, in combination with the rapid expansion of grant ODA projects, increased the overall workload of each staff member. KOICA increased its total number of staff from 203 to 220 to lesson this burden and further ensure efficient project implementation.

B. Overseas Organization

In response to the increased workload, changes in program environment, and changes in the policies of partner countries, a number of new overseas offices were opened while some existing overseas offices were closed or replaced in 2000. The Afghanistan overseas office was established in 2002 to support post-war restoration projects and then in 2003, seven overseas offices were established to follow the international trend of taking a field-oriented approach to increasingly large ODA projects. To strengthen overseas program capacity and solidify the foundation for field-oriented program implementation, additional staff members were dispatched to six of the overseas offices in 2006.

3) Institutional Reform for Effective Development Cooperation

(1) KOICA’s ‘Selection and Focus’ Implementation Strategy and Organization Reshuffling

In 2005, the Planning Coordination Team was divided into the Regional Policy Team and the Planning Budget Team. One of the Regional Policy Team’s first acts was to establish a three-year mid-term Country Program (CP) to align KOICA’s ODA strategies with the Poverty
Reduction Strategic Papers (PRSP) and the MDGs. This program also coordinated KOICA’s development projects and partner countries’ economic development goals more thoroughly. With the establishment of the ‘2005-2009 International Grant Aid Program Strategy’ in December 2005, partner country selections were made by the principle of ‘selection and focus.’ This laid the foundation for region-based specialization.

The Policy Project Team hosted a grant ODA project assessment workshop on July 1, 2006 and based on this workshop, the former project-based organization was reshuffled into seven priority support sectors; health, education, governance, ICT, rural development, industry and energy, environment and gender. This allowed new sectoral teams to develop specialization as they narrowed their focus. It also harmonized cooperation and the division of responsibilities between teams. The Regional Policy Team was expanded into the Regional Policy Department which consisted of the Policy Planning Team, Regional 1 Team, and Regional 2 Team. The department was restructured in this way to encourage cooperative policy establishment based on the partner countries’ needs and to promote policy dialogue with the governments of these countries, KOICA continued its organizational restructuring and promoted the Project Evaluation Team to the Project Evaluation Office in an attempt to strengthen project assessment functions. Accordingly, project guidelines and autonomous decision making procedures were modified. Additionally, the director of the Disaster Restoration Support Department was promoted to a standing board member in order to respond to increasing external demands for foreign disaster relief and reconstruction and the demand for increased organizational capacity building.
(2) Amendments to KOICA’s Project Implementation Guidelines and the KOICA Act

In 2006 and 2007, KOICA revised its project implementation guidelines to create a more autonomous and flexible project implementation system. The creation of the new system was overseen by the Minister who, according to the KOICA act and the enforcement ordinance, has the authority to determine which specific matters will be included when amending these guidelines.

The guideline revisions also highlighted government policies related to ODA and diplomatic decisions and clearly defined the division of duties between the Ministry of Foreign Affairs and KOICA, thereby improving work efficiency. To better facilitate KOICA’s projects in partner countries, KOICA affiliated its overseas offices under the Korean embassies and the dispatched KOICA staff received diplomatic passports to clarify their status. KOICA also began inviting civilian figures to participate in a committee to strengthen the base for effective work and to advance transparency and objectivity in ODA projects.

In 2007, the Global Poverty Reduction Contribution Fund—also called the Air-ticket Solidarity Contribution—was established to further the global effort to eradicate poverty and disease, with a special focus on Africa. This innovational fundraising strategy collected 1,000 KRW for every international air ticket sold in Korea into a fund managed by KOICA. The KOICA Act was revised to include a detailed description of how this fund would be managed and employed.
1. Support the eradication of three critical diseases in LDCs through UNITAID

2. Support the eradication of diseases in Africa through the private sector

3. Support the eradication of diseases requested by African LDC governments
4. KOICA’s Reinforcement of Development Cooperation Specialization

From 2008 to 2010, the management environment in which KOICA was operating changed substantially. During this time the government was trying to meet increasing external demands for larger ODA contributions to partner countries and was working towards OECD/DAC membership. The government prepared the ‘Comprehensive Measures for International Development Cooperation Improvement’ in November 2005, and established the International Development Cooperation Committee in March 2006. The committee was created to expedite Korea’s admission to the OECD/DAC and was supervised by the Prime Minister’s Office.

Starting in 2005, Korea became more concerned with its ODA contribution as it was both directly and indirectly related to the main affairs of the state. From the onset of the Lee Myung-bak administration in 2008, the government adopted state missions to highlight the importance of ODA. In these missions, Korea declared its intent to ‘contribute to solve global issues,’ ‘expand diplomacy through aid contribution,’ ‘expand cooperative diplomacy in Asia,’ ‘foster young global leaders,’ and to ‘combat climate change through more sustainable energy policies.’ In order to achieve these goals, Korea undertook efforts to improve its ODA.

In 2009, Korea achieved one of its goals and became a member of the DAC. In 2010, Korea passed the Framework Act on International Development Cooperation and pledged to increase the volume of its ODA to 0.25% of the GNI by 2015. The government also stated its official basic philosophy for ODA. These changes allowed KOICA to make
exemplary progress in ODA management and create an advanced system for ODA distribution far ahead of other related organizations. KOICA’s remarkable success has earned it international recognition as a think-tank for providing policy recommendations regarding grant aid management.

1) Joining the OECD/DAC and the future Task of Korean ODA

(1) Becoming an OECD/DAC Member

In the mid-2000s, Korea’s ODA projects were receiving international attention and Korea was recognized as promising new ODA donor. In 2006, the Prime Minister’s Office drew up a roadmap for joining the OECD/DAC. This roadmap incorporated the ‘Foreign Assistance Policy Improvement Plan,’ drafted on December 30, 2004 drafted by the Presidential Advisory Sustainable Development Committee, and the ‘Foreign Aid Improvement Comprehensive Measures,’ prepared in a cabinet meeting on November 15, 2005.

In June 2007, a working group to organize Korea’s efforts towards joining the DAC created. This working group was composed of personnel from the Prime Minister’s Office, the Ministry of Foreign Affairs, the Ministry of Finance and Economy, the Ministry of Planning and Budget, KOICA, and the Korea Exim Bank. The DAC Special Review Team visited Korea for a preliminary assessment in March 2008 and in August 2008. The 4th International Development Cooperation Committee proceeded with plans for Korea to become an OECD/DAC member in 2010 and submitted Korea’s membership application in January 2009. Six months later, inspectors from DAC visited Korea. Their assessment report was submitted in September and Korea officially
became the 24th DAC member country on November 25, 2009.

(2) Joining OECD/DAC and Task for ODA System Improvement

While Korea was working towards becoming a DAC member, it was evaluated by the DAC Special Review Team. The evaluation from this team recommended several ways that Korea could raise its ODA to the standard of other DAC member countries. The most pressing assignments included the reorganization of ODA legal framework, increasing the volume of ODA, improving efficiency in ODA resource allocation, improving capacity to effectively manage ODA projects, participating in the international community’s effort to enhance ‘development effectiveness,’ and furthering improvements in the humanitarian aid system. After restructuring, KOICA could coordinate ODA projects more efficiently.

[Figure 2-7] Joining the OECD/DAC (November 25, 2009)

Kim Jung-soo, Korean Ambassador to the OECD, receives the OECD/DAC membership acceptance letter from Angel Gurria, Secretary-General of the OECD.
2) The Korean ODA System Advancement and Improvement of KOICA’s Specialization

(1) The Government’s ODA System Advancement and KOICA’s Contribution

A. Enactment of the Framework Act on International Development Cooperation and KOICA’s Project Orientation

ODA policy fragmentation has consistently been a stumbling block for development project effectiveness. To combat this, OECD/DAC member countries have each enacted ODA Basic Laws or established mid-term policies to promote policy effectiveness and coherence. Through such efforts, they have created consistent ODA action guidelines for ODA stakeholders.

The Korean government has shown its commitment clearly to improving its ODA policy. In Korea, the 17th National Assembly (2004-2008) officially discussed the creation of a basic act to promote ODA policy consistency and development effectiveness. This received the most attention in 2008 when ‘OECD/DAC Special Review’ recommended that the Korean government promote policy coherence and effectiveness through the passing of a basic act and policy modification.

The Framework Act on International Development Cooperation (hereafter “Framework Act”) passed the general assembly of the 18th National Assembly on December 18, 2009, and the Framework Act and Framework Act Enforcement Ordinance came into effect on July 24, 2010. This law was designed to achieve policy coherence and development effectiveness.
KOICA has strengthened its expertise in line with the basic spirit advocated in the Framework Act. First, KOICA established gender mainstreaming strategies to improve women’s rights and gender equality. In 2009, KOICA set up a training program for foreign civil
servants and stipulated that 30% of the trainees should be women. Furthermore, this program included new specialized courses such as ‘Gender and Development.’ In addition, ‘Rules for Gender Equality Enhancement and Women’s Capacity Building’ were enacted to institutionally support gender mainstreaming. Since June 2009, KOICA has been attending ‘GENDERNET,’ one of the DAC’s policy networks, and has been making policy recommendations as well as modifying KOICA’s policies to meet DAC aid norms.

Second, KOICA has expanded its mother and child health projects. These projects are now taking place in Peru, Ethiopia, Bolivia, the Philippines, and Cambodia to enhance children’s rights and reduce of mortality rates of children under the age of five. In Guatemala, KOICA has contributed to the enhancement of child rights by supporting alternative education for refugees and street children who do not go to school.

Third, KOICA has improved its international disaster relief, post-war restoration, and peace-building efforts. This was achieved by strengthening the humanitarian aid functions of KOICA’s Disaster Restoration III Team, managed by the Disaster Restoration Aid Headquarters since 2005, and the reorganization of the Humanitarian Aid Team and Humanitarian Aid Office.

Fourth, KOICA has been functioning as a think-tank to uphold the goals outlined in the Framework Act. KOICA conducts research on ODA trends and OECD/DAC norms, establishes both broad regional/country strategies and strategies in specific sectors such as education or health, and shares its research results, project lessons, and evaluation results. These shared findings have been reflected in government policy, which in turn improves KOICA’s project implementation. The information is also shared with the general public to raise awareness of Korea’s ODA
programs and is included in textbooks published by the International Development Education Academy.

Fifth, KOICA has strengthened the functions of its 44 overseas offices to realize the goals stated in the Framework Act. These offices now increase the positive outcomes of ODA programs through close cooperation with partner countries. KOICA is the only organization in Korea utilizing field-based strategies in ODA implementation.

**B. The Function of International Development Cooperation Committee and KOICA’s Strategy**

On January 26, 2006, the International Development Cooperation Committee was established under the Prime Minister’s Office to evaluate the main policy and basic plans regarding ODA. This evaluation was conducted for the purpose of ensuring sustainable development in developing countries and mutual prosperity for Korea and its partner countries. The Committee is chaired by the Prime Minister, and the Assistant Administrator holds the office of Head of the Prime Minister’s Office. The Committee consists of 20 members including the Ministers from 11 Ministries including the MOFAT and the MOSF, the President of KOICA, the President of Korea Exim Bank, and six civilians. By the end of 2009, the Development Cooperation Policy Office was newly established under the Prime Minister’s Office to administer the Committee, strengthen coordination, and to act as a secretariat.

The Committee has made important decisions and coordinated central policies. A few of its major achievements include aiding Korea’s admission to the DAC, establishing Korea’s ODA mid-term strategy, creating roadmaps for untied aid, establishing ODA advancement measures, hosting the Busan HLF-4, and unifying grant and loan projects in core partner countries. A total of eight committee meetings were held.
by the end of 2010 and decisions made during these meetings have been actively reflected in the organization’s management strategy and ODA projects.

<table>
<thead>
<tr>
<th>Box 2-2</th>
<th>International Development Cooperation Committee Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The First Committee (03/02/2006)</strong></td>
<td></td>
</tr>
<tr>
<td>1. ODA Plans for 2006</td>
<td></td>
</tr>
<tr>
<td>2. Plans for the Overseas Disaster Emergency Relief System</td>
<td></td>
</tr>
<tr>
<td>3. Plans for strengthening public interest and support in ODA</td>
<td></td>
</tr>
<tr>
<td>4. Organization and management of a working-level committee</td>
<td></td>
</tr>
<tr>
<td><strong>The Second Committee (07/20/2007)</strong></td>
<td></td>
</tr>
<tr>
<td>1. ODA Mid-term Strategy (2008~2010)</td>
<td></td>
</tr>
<tr>
<td>2. ODA implementation plans for 2007</td>
<td></td>
</tr>
<tr>
<td>3. Roadmap for joining the OECD/DAC</td>
<td></td>
</tr>
<tr>
<td>4. Examples of ODA project outcomes</td>
<td></td>
</tr>
<tr>
<td><strong>The Third Committee (08/01/2008)</strong></td>
<td></td>
</tr>
<tr>
<td>1. ODA Plans for 2008</td>
<td></td>
</tr>
<tr>
<td>2. Established an ODA mid-term country assistance strategy</td>
<td></td>
</tr>
<tr>
<td>3. Basic plans for sharing development experience</td>
<td></td>
</tr>
<tr>
<td>4. Roadmap for promoting untied ODA</td>
<td></td>
</tr>
<tr>
<td>5. Established plans for an ODA Policy Statement</td>
<td></td>
</tr>
<tr>
<td><strong>The Fourth Committee (08/14/2008)</strong></td>
<td></td>
</tr>
<tr>
<td>1. Mid-term ODA expansion plans</td>
<td></td>
</tr>
<tr>
<td>2. Joining the OECD/DAC</td>
<td></td>
</tr>
<tr>
<td>3. Reviewed the status and management of the Global Poverty Reduction Contribution Fund</td>
<td></td>
</tr>
<tr>
<td><strong>The Fifth Committee (05/01/2009)</strong></td>
<td></td>
</tr>
<tr>
<td>1. ODA Plans for 2009</td>
<td></td>
</tr>
<tr>
<td>2. Plans for ODA advancement</td>
<td></td>
</tr>
<tr>
<td>3. Hosted the Busan HLF-4</td>
<td></td>
</tr>
<tr>
<td><strong>The Sixth Committee (12/18/2009)</strong></td>
<td></td>
</tr>
<tr>
<td>1. ODA Plans for 2010</td>
<td></td>
</tr>
<tr>
<td>2. Plans to strengthen ODA advocacy across all government institutions</td>
<td></td>
</tr>
<tr>
<td>4. Reviewed integrated ODA evaluation</td>
<td></td>
</tr>
<tr>
<td><strong>The Seventh Committee (10/25/2010)</strong></td>
<td></td>
</tr>
<tr>
<td>1. Approval for ODA advancement plans</td>
<td></td>
</tr>
<tr>
<td>2. Basic plan guidelines for grants and loans</td>
<td></td>
</tr>
<tr>
<td>3. Selected integrated core partner countries for grants and loans</td>
<td></td>
</tr>
<tr>
<td>4. Selected ODA Statistics Organization</td>
<td></td>
</tr>
<tr>
<td>5. Decided specific working rules for committee management</td>
<td></td>
</tr>
<tr>
<td>6. Plans for the integrated evaluation</td>
<td></td>
</tr>
<tr>
<td><strong>The Eighth Committee (12/21/2010)</strong></td>
<td></td>
</tr>
<tr>
<td>1. Established basic plans for grants and loans</td>
<td></td>
</tr>
<tr>
<td>2. Finalized development cooperation evaluation result for 2010</td>
<td></td>
</tr>
<tr>
<td>3. Received preparation status report of HLF-4</td>
<td></td>
</tr>
</tbody>
</table>
(2) Expansion of ODA Volume and Improvement of the Distribution System

A. Expansion of the Volume of ODA

In 2000, the international community agreed to target ODA towards achieving the MDGs. In this spirit, the International Conference on Financing for Development in Monterrey was hosted in 2002 to secure financial resources for this effort. The conference participants committed to increase their volume of ODA to 0.7% of their respective GNI. Accordingly, each donor has been trying to expand their national ODA budget, and has adopted plans for debt relief and innovational financing for development.

[Table 2-1] Korea’s Expansion Plan for ODA expressed in relation to the GNI (2007~2015)

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011Target</th>
<th>2012Target</th>
<th>2015Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Korea</td>
<td>0.07</td>
<td>0.09</td>
<td>0.10</td>
<td>0.13</td>
<td>0.14</td>
<td>0.15</td>
<td>0.25</td>
</tr>
<tr>
<td>OECD/DAC Average</td>
<td>0.27</td>
<td>0.3</td>
<td>0.31</td>
<td>0.32</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

However, the volume of Korea’s ODA in 2007 was 700 million USD, which accounted for only 0.07% of its GNI. This figure fell far short of the international average rate of 0.28% for OECD/DAC members in 2007, and was disappointingly small compared to the size of Korea’s economy. This was undeniable evidence that Korea needed to increase its volume of ODA. The 4th International Development Cooperation Committee met in August 2008 and made plans to increase the ratio of
ODA/GNI to 0.15% by 2012 and to 0.25% by 2015.

KOICA’s budget has increased from 193 million USD in 2006 to 270 million in 2007 USD, reaching 275 million USD in 2008, and 276 million USD in 2009. The budget was maintained at around 270 million USD between 2007 and 2009, but substantially increased to 454 million USD in 2010. KOICA has been making great efforts to efficiently execute the expanded budget by increasing human resources, rationalizing project processes, and improving ODA resource distribution.

B. Enhancing the Efficiency of ODA Resource Distribution

- Using the ‘Selection and Focus’ Principle to Choose Cooperation Partner Countries

As the volume of Korean ODA has increased, the government has responded by modifying its aid allocation system by implementing the principle of ‘selection and focus.’ Aid is now allocated by country and sector using this new principle. Thinly spread resources, funding Korean ODA efforts in more than 50 countries, had previously caused major problems for the government. Therefore, the 7th International Development Cooperation Committee met in October 2010 and decided to cut the pool of core partner countries to 26 and to integrate grant and loan ODA. The Committee also established an integrated Country Partnership Strategy (CPS) to coordinate projects happening in all 26 countries with relevant organizations. KOICA has been the sole ODA institution in Korea that leads the ‘selection and focus’ strategy particularly by fostering regional experts.

- ‘Selection and Focus’ on Sectors

KOICA is changing its project selection paradigm to a sectoral, program-based system in order to resolve problems caused by sporadic
assistance mainly based on the partner country’s demand. Considering cross-cutting issues such as gender and environmental preservation, the sectoral programs included in the CPS are implemented by selecting programs in which Korea has comparative advantages. The CPS will also provide customized support to each partner country through policy dialogues with the local governments.

KOICA created ‘KOICA Advancement Plans 2010-2015: A Roadmap for Progressing as a Global ODA Specialized Organization’ (2010). This plan was designed to allow Korea to use its comparative advantage in certain fields to make its projects more effective. Accordingly, the agency reduced its core sectors from seven to five, selected 25 specific programs, and utilized results from previous projects to set up implementation models for each new program and the CPS.

KOICA tries to promote the Program-Based Approach (PBA). This approach aims to strengthen development capacity in the partner country by taking their respective national developmental and sectoral needs into consideration. By using the PBA, KOICA hopes to make its
project implementation system more similar to those used by traditional DAC members by 2015.

(3) Participating in Global Efforts to Enhance Aid Effectiveness

The ‘Paris Declaration on Aid Effectiveness (Paris Declaration),’ adopted in February 2005 at the OECD/DAC ‘High Level Forum on Aid Effectiveness,’ is the seminal document on ‘aid effectiveness.’ The declaration draft drew lessons and principles from the ‘Rome Declaration on Aid Harmonization’ (2003), and the ‘Joint Marrakech Memorandum’ (2004) which deals with development result management. The five main principles suggested in the Paris Declaration are ownership, alignment, harmonization, managing for results, and mutual accountability.

Korea made efforts to increase its aid effectiveness even before joining the OECD/DAC. It participated in the implementation survey of the Paris Declaration and becoming one of the declaration’s signatories. Through all of its ODA reforms, Korea has paid close attention to compliance with international aid norms and plans of execution based on the Paris Declaration. In 2011, as the host country of the HLF-4, Korea is in a position to present the evaluation of each country’s progress in achieving the goals of the Paris Declaration. KOICA’s efforts to improve its aid effectiveness include expanding untied ODA, strengthening ODA predictability, and strengthening aid coordination between donors.
A. Expansion of Untied ODA

In April 2001, following a recommendation from the OECD/DAC High Level Meeting on Expanding Untied ODA to LDCs, a consensus was reached to open opportunities for companies working with KOICA to international firms. This would contribute to enhancing the cost-effectiveness, transparency, and accountability in ODA projects. The Korean government hosted the second International Development Cooperation Committee in January 2008 for the purpose of expanding untied ODA. Untied ODA accounted for a mere 2.6% in 2005. The Committee decided to launch a roadmap for expanding untied aid by 2015 and drew up plans to expand untied ODA grants by 100% and loans by 50%.

In April 2007, KOICA revised its regulations on the procurement of funds in preparation for making 100% of its ODA untied aid. Then in
2008, KOICA launched the ‘Promotion and Expansion Plans for Untied Aid.’ Thanks to these initiatives, the ratio of untied aid rose to 39% in 2009 and 50% in 2010. In 2010 KOICA put new emphasis on spreading information about its ODA projects to businesses, KOICA provided Korean companies with information about bids on ODA program jobs to encourage their participation and KOICA and the Korea Trade-Investment Promotion Agency (KOTRA) jointly hosted an information session on the expansion of untied aid, KOICA been endeavoring to improve its own procurement system and enhance the capacity of partner countries through pilot programs utilizing the procurement systems of the partner countries. These pilot programs include vocational training programs in Mongolia and Vietnam in 2010, capacity building training for foreign procurement officers in Korea, expansion of projects for financial management and procurement capacity building, and building e-procurement systems.

B. Strengthening Aid Predictability

In order to strengthen the efficiency and predictability of aid allocation, KOICA and MOFAT established the ‘Grant Aid Medium and Long-term Strategy: 2008-2010’ in 2008. In October 2010, the 8th International Development Cooperation Committee introduced the ‘Grant Aid Basic Plans: 2011-2015’ to combat these challenges. This set of plans stipulated how grant and loan aid should be integrated for the 26 core partner countries and approved reconstruction assistance to three countries including Iraq and Afghanistan. To enhance aid predictability, plans have been made for establishing an integrated grant and loan CPS for all 26 core partner countries by 2012, and by sharing it with each partner country. KOICA has made policy recommendations based on its research to establish the CPS system and reformed the organization into
region and field-based units.

C. Strengthening Aid Harmonization among Donors

KOICA is dedicated to increasing aid harmonization with its partner countries. It strongly encourages overseas offices to participate in coordination meetings among aid donors and to attend aid conferences held in their respective countries. KOICA has been preparing a program selection framework that allows aid harmonization with other ODA organizations within the CPS. In February 2010, KOICA Headquarters established joint cooperation basic plans with other ODA donors including the US, Japan, Canada, U.K, and Australia.
Performance of KOICA

1. Performance by Region and by Country
   1) Asia and the Pacific
   2) Eastern Europe and the Commonwealth of Independent States
   3) Africa
   4) Central and South America
   5) Middle East

2. Performance by Sector
   1) Education
   2) Health
   3) Governance
   4) Information Communication Technology
   5) Rural Development
   6) Industry and Energy
   7) Environment
1. Achievement by Region and by Country

During its 20 years of operation, KOICA has implemented ODA projects in 5 regions and 171 countries. This chapter will present KOICA’s achievements in 20 major partner countries by region and country.

1) Asia and the Pacific

(1) Overview

The Asian-Pacific region has been KOICA’s primary focus of assistance during the past 20 years due to its geographical proximity, cultural similarities, and close economic cooperation with Korea. Although the implementation methods for the assistance projects were adapted to fit the income levels and development issues of each partner country, KOICA has provided assistance for the Asian-Pacific region under the following two strategies. The first strategy has been to increase assistance to the Association of Southeast Asian Nations (ASEAN). This strategy dovetails with the Korean government’s foreign policies including the “New Asia Diplomacy Plan.” The second strategy is to target assistance to helping the Least Developed Countries (LDCs) and Lower Income Countries (LICs) who underperform in progress towards achieving
Millennium Development Goals (MDGs). The LDCs in Asia are home to more than half of the world’s poor, so development in this area would mean substantial progress towards achieving the MDGs on a global level.

Concerning KOICA’s first strategy, the Korean government is making strong efforts to build a strategic partnership between Korea and ASEAN. This is part of the “New Asia Diplomacy Plan” which expands assistance for ASEAN member countries. In addition, the Korean government has strived to fulfill agreements made with ASEAN member governments. Through strengthened partner-oriented assistance, KOICA has been working effectively in countries with varying levels of development to narrow the development gaps between ASEAN countries. The ASEAN-Korea Commemorative Summit was held on Jeju Island in June 2009. It was at this venue that Korea proposed to double the volume of ODA given to ASEAN member countries in 2008 by the year 2015. In commemoration of the 60th Anniversary of the Korean War, KOICA has expanded its assistance to the Philippines, a South Korean ally in the war.

In order to support these strategies, KOICA has focused on three major goals: first, assistance for economic growth and balanced development; second, strengthening governments’ administrative capacity and transparency; and third, assistance for social development and poverty elimination. KOICA also supports sustainable growth in consideration of the environment. The East Asia Climate Partnership (EACP), led by Korea and launched in 2008, was the very first comprehensive multilateral initiative within the region and was a catalyst for strengthening development cooperation between KOICA and the Asian-Pacific region.

KOICA’s second strategy, providing assistance for LDCs and LICs in
Asia, includes strengthening humanitarian aid for countries struggling to rebuild after conflict or war. For example, KOICA has expanded reconstruction projects for Afghanistan and Pakistan. For the LDCs in Southwest Asia, KOICA plans to carry out projects for social development and strengthening administrative capacities. KOICA also strives to keep pace with the global efforts to provide assistance for Pacific Island countries which are often neglected during ODA distribution.

KOICA has chosen to focus aid on the priority sectors of health, education, and agriculture, forestry & fisheries, as these are the most vulnerable sectors in the Asian-Pacific region. KOICA designs different cooperation projects tailored to each partner country’s level of development to help these countries achieve the MDGs. In the West Asian region, KOICA has increased assistance for the governance sector by establishing health, education and public administration systems in LDCs such as Nepal and Bangladesh to achieve the MDGs. KOICA also plans to expand peace building projects. Specifically, such projects were pledged to Afghanistan and Pakistan in the 2009 forum of donor countries.

In providing assistance for Pacific Island countries, KOICA is focused on projects for building basic infrastructure and strengthening human resources capacity.
Chapter 3
Performance of KOICA

[Table 3-1] Total Assistance to the Asian-Pacific Region

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>101,200</td>
<td>600</td>
<td>700</td>
<td>900</td>
<td>1,200</td>
<td>1,700</td>
<td>2,000</td>
</tr>
<tr>
<td>Percentage</td>
<td>41%</td>
<td>25%</td>
<td>23%</td>
<td>28%</td>
<td>32%</td>
<td>34%</td>
<td>37%</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>2,000</td>
<td>1,300</td>
<td>2,000</td>
<td>2,300</td>
<td>2,500</td>
<td>3,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Percentage</td>
<td>37%</td>
<td>33%</td>
<td>52%</td>
<td>51%</td>
<td>47%</td>
<td>48%</td>
<td>40%</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>6,200</td>
<td>6,900</td>
<td>7,200</td>
<td>8,800</td>
<td>10,900</td>
<td>11,300</td>
<td>24,700</td>
</tr>
<tr>
<td>Percentage</td>
<td>35%</td>
<td>33%</td>
<td>37%</td>
<td>33%</td>
<td>40%</td>
<td>41%</td>
<td>55%</td>
</tr>
</tbody>
</table>

(2) ODA by Region

Between 1991 and 2010 KOICA delivered USD 1,012,620,000 (around 1.12 trillion Korean won) to the Asian-Pacific region, accounting for 41% of KOICA’s total aid disbursement. A closer look at the trend over time reveals that the total amount of ODA to this region has continuously increased, except for in 1997 during Korea’s financial crisis and between 2004 and 2006 when assistance was concentrated on postwar reconstruction in Iraq and Afghanistan. The proportion of KOICA’s total aid given to the Asian-Pacific region was 25% in 1991 and steadily increased, reaching 52% by 1999. In 2000, the program budget for the Asian-Pacific region saw a slight decrease as KOICA redirected assistance to the Middle-East and African region. However, as of 2010, the Asian-Pacific region still receives the largest portion of total assistance out of KOICA’s target regions. In comparison, Central and South America receive only 14%, and Africa receives only 9%.

The great necessity for cooperation with countries in this region is the driving factor for continuously increasing ODA. Korea has been
establishing diplomatic relations with these countries since the 1990s; specifically Vietnam, China (1992), Laos (1995), and Cambodia (1996). Bilateral cooperation was built on political, diplomatic, and economic interests in the 1990s, however, efforts have shifted in the 21st century to reflect the principle of ‘selection and focus’ for a more systematic implementation of development cooperation. Since 2005, KOICA has set a mid-term budget and operational plans based on the Country Program (CP), and have established a framework for predicting the effectiveness of international development cooperation projects. In 2006, KOICA focused its assistance on 17 priority countries in the Asian-Pacific region, including as Vietnam, Cambodia, Myanmar, and Laos.

[Figure 3-1] Assistance Trends for the Asian-Pacific Region

Since its establishment, KOICA has targeted the Asian-Pacific region for large scale projects. Because this region has similar economic
development conditions to Korea, KOICA can maximize the effectiveness of its assistance by transferring Korea’s development experiences. In the early stages, KOICA’s assistance was focused on developing human resources through vocational training and primary education, developing rural areas to reduce poverty, increasing incomes and improving living conditions of the poor and strengthening health and medical care to build basic social infrastructure in countries such as Vietnam, Indonesia, China, Mongolia, Nepal, and Sri Lanka. Additional projects were carried out to build industrial infrastructures, such as road networks, and to strengthen governments’ administrative capacity.

Following the United Nation’s adoption of the MDGs in 2000, the development cooperation issues of the global community have shifted. Accordingly, the achievement of the MDGs became KOICA’s top priority for grant development cooperation projects in the Asian-Pacific region. In addition, Korea’s comparative advantage in the information technology (IT) sector came into the spotlight with the rise of the ‘digital divide’ issue; thus, KOICA’s projects for developing human resources in the IT sector and building electronic governments and IT infrastructures for Asian countries were carried out on a large scale. Following the 9/11 terrorist attacks in 2001, KOICA has strengthened its assistance for countries suffering from conflict and fragility such as Afghanistan.

A. Southeast Asia

Major development projects in the Southeast Asian region include bridging the gap between rich and poor caused by rapid industrialization, the elimination of government corruption, and the expansion of industrial infrastructure. KOICA’s assistance in primary social development sectors—such as education and health—aims to boost the economic development of partner countries, KOICA has also
focused on building industrial infrastructure and improving the
governance sector to specifically target development in rural areas, as
these are the areas which tend to be more afflicted by poverty.
Furthermore, the Southeast Asian region is vulnerable to natural disasters
and is annually affected by typhoons, floods, and earthquakes which
cause enormous human casualties and property damage. KOICA
continues to provide disaster relief and emergency assistance to the
region whenever needed.

International development cooperation grants for the Southeast Asian
region drastically increased during 1980s and 1990s when economic
c blocs were formed. The role of regional organizations expanded, and
cooperation and diplomatic relations within these regional organizations
were strengthened. Korea’s role in the regional organizations has
expanded as Korea hosted the 3rd Asia Pacific Economic Cooperation
(APEC) Ministerial Meeting in 1991, was promoted to a Full Dialogue
Partner in ASEAN in 1991, and hosted the 3rd Asia-Europe Meeting
(ASEM) Summit in 2000. Korea has assumed a more proactive role in
regional cooperation and contributed to the economic and social
development of the Southeast Asian region by offering multilateral efforts.

The 1990s, cooperation projects in the region were booming.
Diplomatic relations between Korea and Vietnam and between Korea
and Laos were normalized in the early 1990s. In the mid-to-late 1990s,
Korea joined ASEAN, furthering its diplomatic relations with 10 countries
in the Southeast Asian region. In 1994, KOICA established overseas
offices in Indonesia, the Philippines, and Vietnam to ensure prompt and
effective implementation of cooperation projects in the Southeast Asian.
In 2000, Korea invited 600 participants from the ASEAN member
countries to a special training session for human resource development.
In that same year at the ASEM+3 Meeting, Korea pledged to work in
cooperation with ASEAN member countries to resolve the ‘knowledge gap’ and the ‘digital divide.’ This gave Korea an opportunity to strengthen its role as a global power in the knowledge and information sector in the 21st century. Priority assistance to ASEAN member countries and efforts to strengthen regional cooperation continued throughout the 2000s. Indirect assistance for projects related to the Korea-ASEAN Free Trade Agreement became effective in 2007, and Korea pledged to drastically expand ODA to ASEAN member countries at the ASEAN-Korea Commemorative Summit in 2009.

B. Northeast Asia

The Northeast Asian region includes Mongolia and China, which have transformed from socialist economies to market economies following the end of the Cold War in 1991. Their relationship with Korea has rapidly developed in all aspects including economics, politics, and culture. This has put more importance on cooperation projects with this region. The Northeast Asian region has experienced rapid economic development, but still suffers extreme poverty and unbalanced regional growth. Therefore, resolving these problems became the main task of the governments.

In the 1990s, KOICA’s cooperation projects focused on rural development, strengthening basic social services such as education and medical care, and developing human resources necessary for a smooth transition to a market economy. In the 2000s, specific projects included environmental preservation to prevent pollution and yellow dust due to urbanization, reducing the ‘digital divide,’ and providing assistance to the disadvantaged in rural areas to increase incomes and reduce poverty.

C. Southwest Asia

The Southwest Asian region includes the countries of Nepal,
Bangladesh, Sri Lanka, Afghanistan, and Pakistan, all of which are classified as LDCs except for Sri Lanka. This region is considered to have the highest ratio of poor population within Asia. Since agriculture is the main industry in this region, these countries rely heavily on primary commodity exports, are vulnerable to external changes in food and oil prices, and suffer from absolute poverty resulting from war and frequent natural disasters. KOICA’s assistance to this region is focused on humanitarian aid for strengthening access to basic social services, development of rural areas, and vocational training for the disadvantaged to increase incomes. In 2007, Korea was accorded the Observer status in the South Asian Association for Regional Cooperation (SAARC) which paved the way for enhancing multilateral relationships between Korea and the Southwest Asian countries. Since 2008, Korea has carried out Special training programs for SAARC member countries to promote regional cooperation.

In addition, KOICA’s assistance for disaster relief was expanded in response to frequent natural disasters and conflict situations. Following the 9/11 terrorist attacks in 2001, the international community came to the understanding that poverty is the cause of war, and collectively realized that without resolving poverty issues in the developing countries, world peace and prosperity are unattainable. In 2002, KOICA devised a special assistance program for Afghanistan and established an overseas office to actively take part in the global efforts for reconstruction. KOICA also strategically carried out cooperation projects for peace settlements in Afghanistan, as well as in neighboring countries such as Pakistan, until 2011. At the end of 2004, one of the deadliest tsunamis in the past 40 years occurred in the Indian Ocean and devastated the region, killing over 200,000 people in 11 countries. KOICA has provided assistance through large scale reconstruction.
projects in Sri Lanka and the Maldives. In 2009, the 26-year-long civil war in Sri Lanka came to an end and KOICA provided assistance for infrastructure reconstruction in the affected areas.

D. Oceania

The Oceania region comprises of 14 Pacific Island countries that are underdeveloped due to rising sea levels from global warming, complexities from tribal-linguistic-cultural differences, political insecurity, unsophisticated economic systems, vulnerability to natural disasters, and high dependence on international development cooperation aid. At the same time, Oceania assumes an important role as a base for Korea’s deep sea fishing. A majority of the countries from this region have established close cooperative relationships with Korea and have supported it in the global community. KOICA has focused on assistance projects for health and medical care by building health infrastructure and dispatching medical staff to the region, KOICA has also made efforts to strengthen administrative capacity by supplying goods. Other areas of assistance are technology cooperation in the maritime and fisheries sector, which includes aquaculture and fishery technology, and emergency humanitarian aid for natural disasters such as typhoons and floods. Since Korea is a Dialogue Partner in the Pacific Islands Forum (PIF), KOICA implemented a 3 year special training program for PIF in 2010 to provide integrated assistance for the regional organization. Since 2010, as part of the East Asia Climate Partnership and 2012 Yeosu Expo, KOICA has also been implementing projects to strengthen capacities of the Oceania countries in response to the climate changes.
(3) ODA by Country

A. Philippines

The Philippines has the close relationship with Korea. It has high potential for growth due to its population of 100 million people with English language skills, abundant natural resources, and location. The gold, nickel, and copper reserves in the Philippines are ranked as the sixth richest in the world and the country’s location makes it easily accessible for trade with other Asian countries.

The average annual growth rate of the Gross Domestic Product (GDP) per capita was 3.9% from 1991 to 2010. It even achieved positive growth during the world financial crisis of 2008-2009. While President Arroyo was in office from 2004 to 2010, the average annual growth rate reached 4.5%. The expansion of domestic markets plus the remittances from more than 5 million workers overseas have all contributed to the steady economic growth rate. Despite this high growth rate, the poverty rate is increasing in Philippines; 16% of the population live in absolute poverty on less than USD 1.5 per day, and the proportion of ‘near poor’ living on less than USD 2 per day amounts to 53%. A third of the total labor work in the agriculture sector, but that sector only accounts for a mere 13.9% of the GDP. The Philippines’ industrial structure is unbalanced with excessive concentration on the service industry. Also, high income inequality brings many challenges to social integration. Various problems, such as an increasing population, the central government’s debt reaching 56.5% of the GDP, and a chronic budget deficit, need to be addressed.

The “Noy Noy” Aquino government was launched in July 2010 and established the Medium Term Philippine Development Plan (MDPTP: 2010-2016) with aims to increase tax revenues to alleviate the budget deficit and to carry out pro-poverty policies such as programs for
healthcare, education, and social welfare. These are positive steps towards achieving all eight MDGs.

KOICA has provided assistance to the Philippines in three sectors: rural development; industry and energy; and health. For rural development, efforts have been made to improve agriculture productivity and to increase the value of agriculture industry. In the industry and energy sector, KOICA’s focus has been on improving national transportation infrastructure. And thirdly, KOICA has expanded health and medical care services and funded a campaign to fight tuberculosis. All of these efforts contribute to reaching the goals of the MDPTP.

Since 1991, KOICA has given the Philippines more than USD 79,879,000 in ODA. Table 3-2 shows this contribution. Figure 3-2 shows that the amount spent on assistance projects in the Philippines has expanded to USD 10 million since 2009. This makes the Philippines KOICA’s second largest aid recipient, second only to Afghanistan which was receiving special assistance for post-war peace building in 2010. The Philippines are granted so much attention because assistance to this country furthers Korea’s ODA policies of strengthening ASEAN member countries, expanding assistance to Korean War allies, and increasing assistance to countries with potential for natural resources development and green technology cooperation.

KOICA’s projects in the Philippines were primarily focused on rural development to reduce absolute poverty which is Goal 1 of the MDGs. KOICA has also been advancing Goal 6 of the MDGs—to combat HIV/AIDS, malaria, and other epidemics—by fighting tuberculosis. In this effort, KOICA has constructed of two medical facilities to treat tuberculosis, dispatched twenty lab technicians and nurses to treat the disease, partnered with NGOs to supply anti-tuberculosis drugs, and invited tuberculosis control staff to Korea for training programs.
[Table 3-2] Total Assistance to the Philippines

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>7,983,0</td>
<td>46,3</td>
<td>68,8</td>
<td>93,0</td>
<td>75,9</td>
<td>91,4</td>
<td>85,0</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>65,5</td>
<td>50,9</td>
<td>53,9</td>
<td>222,3</td>
<td>303,8</td>
<td>181,1</td>
<td>596,4</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>636,6</td>
<td>505,9</td>
<td>664,4</td>
<td>576,7</td>
<td>895,3</td>
<td>982,8</td>
<td>1,787,0</td>
</tr>
</tbody>
</table>

[Figure 3-2] Assistance Trends for the Philippines
## [Table 3-3] List of Major Projects in the Philippines (1991~2010)

<table>
<thead>
<tr>
<th>Sector &amp; Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture &amp; Fisheries</td>
<td>Construction of a Modern Rice Processing Complex in Aurora (2005~2006/ 2.3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Establishment of Modern Rice Processing Complexes in Four Provinces (2009~2012/ 13 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Establishment of the Seafood Processing Facility in Dagupan City (2008~2009/ 2.2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Development of Sericulture (1995~1996/ 0.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Establishment of an Early Warning and Monitoring System for Disaster Mitigation (2007~2008/ 1 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Dispatch of Senior Experts in Crop Cultivation and Other Experts in Agriculture Sector</td>
<td>Volunteer</td>
</tr>
<tr>
<td></td>
<td>Dispatch of Experts in Fisheries and Aquaculture Sector</td>
<td>Volunteer</td>
</tr>
<tr>
<td></td>
<td>Dispatch of Experts in Dairy and Livestock Sector</td>
<td>Volunteer</td>
</tr>
<tr>
<td></td>
<td>Animal Husbandry Technology Development</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>Information Exchange on Agricultural Extension Delivery System</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>Marine Product Processing and Hazard Analysis Critical Control Point (HACCP)</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>Follow-up Program to the Horticultural Crop Production</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>Agricultural Community Leadership Development</td>
<td>Training</td>
</tr>
<tr>
<td>Industry &amp; Energy</td>
<td>The Feasibility Study for the New Passenger Terminal and Master Plan of the Mactan-Cebu International Airport (2010~2011/ 1.1 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Feasibility Studies for the Master Plan Development of Diosdado Macapagal International Airport in the Clark Freeport Zone (2007~2008/ 2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Project for Busuanga Airport Development (2006~2008/ 3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Feasibility Study on the Establishment of Multi-Industry Clusters in the Philippines (2009~2010/ 1.1 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Master Plan of the Eastern Visayas Regional Industrial Center (1993~1994/ 0.29 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td>Sector &amp; Health</td>
<td>Priorities</td>
<td>Major Projects</td>
</tr>
<tr>
<td>---------------</td>
<td>-----------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td>Installation of New Airport Road Signs in Cebu (1996~1997/0.2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Nationally Integrated Vehicle Management and Inspection System Development</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>Railway Management and Operations</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>Feasibility Studies on the Improvement of Performance and Customer Service Standards for the energy Electricity Distribution Sector</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Feasibility Study of the Conversion of the Bataan and Malaya Gas Turbine Power Plants</td>
<td>Project</td>
</tr>
<tr>
<td>Prevention of epidemics</td>
<td>The Development of the Lung Center of the Philippines as the National Referral Center (2008~2011/2.9 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Improvement of Public Health and Tuberculosis Control in Cavite (2010~2012/3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Eradication of Japanese Encephalitis and Epidemics for ASEAN Countries (2002~2006/6 Countries and total of 2.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Strengthening Capacity for Tuberculosis Control Training</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>Tuberculosis Control</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>Dispatch of Nursing and Lab Technologist Volunteers for the Eradication of Tuberculosis: KOICA-WHO-Philippines Department of Health Partnership</td>
<td>Volunteer</td>
</tr>
<tr>
<td>Maternal and child healthcare and expansion of quality health and medical services</td>
<td>Establishment of the Korea-Philippines Friendship Hospital in Cavite (Phase 1 and 2) (1999<del>2001, 2007</del>2008/3.8 million USD, 1.4 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Dispatch of Nursing and Lab Technologist Volunteers for Maternal and Child Healthcare</td>
<td>Volunteer</td>
</tr>
<tr>
<td></td>
<td>Maternal and Child Healthcare</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>Healthcare Policy and Program Management</td>
<td>Training</td>
</tr>
</tbody>
</table>
B. Indonesia

Indonesia, the fourth most populous country in the world, has high potential for growth and development with a population of 230 million people. Additionally, Indonesia occupies a vast territory, covering massive rainforests and abundant natural resources. Indonesia also has the largest population of Muslims in the world, thus, exerts considerable influence on global issues. As a result of continuous efforts for democratization and aggressive economic policy, Indonesia’s annual economic growth rate was 5% in 2000, 5.5% in 2010, and an estimated 6% in 2011. This was the result of Indonesia’s Mid-term Economic Development Plan (Rencana Pembangunan Jangka Menengah Nasional, RPJMN: 2004-2009) which was successfully executed to secure social justice and promote sustainable development. The five detailed aims of the RPJMN are: reducing poverty and unemployment, narrowing the regional development gap, improving the human resource development index, improving environment and natural resource management, and expanding various infrastructures to facilitate development. Indonesia has come very close to achieving three of the eight MDGs; universal primary education (Goal 2), promoting gender equality and empowering women (Goal 3), and reducing child mortality rates (Goal 4). With improvements in maternal health, Indonesia will have achieved all of the MDGs.

However, the harmful effects of an authoritarian political system, corruption, factionalism, and nepotism have hindered economic efficiency and caused problems in the areas of wealth concentration and distribution, social class disparity, and the regional development gap. In addition, more than 10% of the total population, approximately 32 million people live below the poverty line and half the total households live under the national poverty threshold of USD 22 by 2010 standards.
This warrants greater efforts to reduce absolute poverty and bridge the gap between the rich and poor.

Table 3-4 shows that KOICA has provided more than USD 105,320,000 of ODA to Indonesia since 1991, with annual average of USD 5,270,000 in grant assistance. As shown in Figure 3-3, the scale of assistance projects skyrocketed to USD 17,650,000 in 2006, which marked a 90% increase from 2005 and the highest volume in total, ranking Indonesia as KOICA’s the second largest recipient country in 2006. This was due to the fact that assistance was concentrated on reconstruction projects for tsunami damages in South Asia in 2006. The continuous increase of ODA to Indonesia illustrates that this country holds an important role in the ASEAN region, has potential for economic growth with abundant natural resources, and maintains close economic cooperation with Korea.

Korea’s ODA to Indonesia is not large compared to aid from other donor countries, but it is focused and efficiently implemented in areas of sustainable development, responding to demands from Indonesia. Areas receiving this focused attention are administrative capacity, climate change adaptation, road networks, and power grids.

[Table 3-4] Total Assistance to Indonesia

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount</td>
<td>10,532,0</td>
<td>33</td>
<td>124</td>
<td>114</td>
<td>156</td>
<td>123</td>
<td>169</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>216</td>
<td>153</td>
<td>190</td>
<td>199</td>
<td>194</td>
<td>277</td>
<td>261</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>654</td>
<td>931</td>
<td>1,765</td>
<td>1,172</td>
<td>947</td>
<td>1,326</td>
<td>1,527</td>
</tr>
</tbody>
</table>
Chapter 3
Performance of KOICA

20 Years of KOICA 105

[Figure 3-3] Assistance Trends for Indonesia

![Graph showing assistance trends for Indonesia from 1991 to 2010.]

[Table 3-5] List of Major Projects in Indonesia (1991~2010)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>Strengthening capacity to preserve the environment for climate change adaptation</td>
<td>Rehabilitation of Mangrove Forests (2005~2007/1.8 million USD)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for Seed Sources and Nursery Technology (2005~2007/1.6 million USD)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Projects for Capacity Building for the School of Environmental Conservation and Ecotourism Management (2007~2009/1 million USD)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establishment of the Disaster Information Dissemination System in Indonesia (2008~2009/3 million USD)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Prevention of Air Pollution</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Analysis of COMS Data</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Energy Conservation and Environment Protection</td>
</tr>
<tr>
<td></td>
<td></td>
<td>South Asia Tsunami: Development of Water Resources in Banda Aceh, Indonesia</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assistance for Building Rainwater Collection Facility in Nias, Indonesia</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Type</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NGO</td>
</tr>
</tbody>
</table>

(USD 10,000)
C. Cambodia

Cambodia has displayed high economic growth based on a stable government, and endeavored to achieve systematic development by establishing mid-term and long-term strategic plans to reduce poverty and maintain continuous economic growth. However, 4.6 million people—36% of Cambodia’s population—live on less than a dollar per day in absolute poverty. Additionally, the country faces other development issues such as urban-rural development and income disparities, the lack of social infrastructure, and inadequate health and medical care.

To address these development issues, Cambodia has established the ‘National Development Strategy (Rectangular Strategy: Phase 2)’ and the ‘Execution Plan (National Strategic Development Plan: 2009-2013)’. KOICA’s projects in Cambodia are focused on industry and energy, rural

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>Strengthening the government’s administrative capacity</td>
<td>IT Infrastructure Development Project for C-SMEs of Indonesia (2001–2003/ 1.25 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advanced Tax Administration</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>E-Government</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Immigration Management and Comparative Study</td>
<td>Training</td>
</tr>
<tr>
<td>Industry and Energy</td>
<td>Building basic infrastructure for sustainable economic development</td>
<td>Feasibility Study on Small-Diameter Log Development (1998–2001/ 0.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Detailed Design of Karian Dam (2004–2006/ 1.7 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Feasibility Study and Detailed Engineering Design for Manado Phase 2 (2004–2005/ 0.5 million USD)</td>
<td>Project</td>
</tr>
</tbody>
</table>
development, and health. Through such projects, Korea can effectively share knowledge gained through its own social and economic development experiences.

### Table 3-6: Total Assistance to Cambodia

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>6,796.4</td>
<td>2.9</td>
<td>0</td>
<td>3.0</td>
<td>0.8</td>
<td>3.1</td>
<td>24.7</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>183.4</td>
<td>30.1</td>
<td>29.7</td>
<td>65.3</td>
<td>105.6</td>
<td>176.5</td>
<td>234.1</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>334.1</td>
<td>581.3</td>
<td>632.8</td>
<td>869.0</td>
<td>1,311.4</td>
<td>676.2</td>
<td>1,532.4</td>
</tr>
</tbody>
</table>

After establishing diplomatic relations with Korea in 1996, Cambodia became one of KOICA’s priority countries due to its designation as a LDC. KOICA’s assistance to Cambodia is especially noticeable in the industry and energy sector and heavy assistance was also given for the construction of social overhead capital. One of KOICA’s projects in this area was the ‘Project for the Construction of the Siem Reap Bypass Road (2005-2006, 2008-2009/ 5.58 million USD in two phases)’ which was implemented to protect Angkor Wat, a UNESCO world heritage site with globally recognized value. Another such project was the ‘Installation of National Geodetic Control Points in Cambodia (2003-2004, 2005-2006, 2007-2009/ 4.7 million USD in three phases)’ to establish an infrastructure for land management.
[Figure 3-4] Assistance Trends for Cambodia

[Table 3-7] List of Major Projects in Cambodia (1991~2010)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry and Energy</td>
<td>Improving transportation infrastructure</td>
<td>Project for the Construction of Siem Reap Bypass Road (2005~2006/ 1.6 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Pavement of the Siem Reap Bypass Road (2008~2009/ 4.3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Extension of the Siem Reap Bypass Road (2010~2012/ 11.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Feasibility Study and Detailed Design on the Renovation of the Kampot-Trapang Ropaou Road (2001~2002/ 0.57 million USD)</td>
<td>Development Studies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Road Pavement and Maintenance</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of Civil Engineers and Other Volunteers</td>
<td>Volunteer</td>
</tr>
<tr>
<td>Rural development</td>
<td>Rural development through establishment of agriculture infrastructure</td>
<td>Tarnouk Reservoir Rehabilitation Project (2002~2004/ 1.37 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction of Irrigation System in Batheay District (2007~2008/ 2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Joint Korea-Japan Projects on the Restoration of Irrigation System and Rural Development (2009/ 0.15 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Feasibility Study for Multi-Purpose Water Resource Development in the Krang Ponley River Basin (2004~2005/ 0.74 million USD)</td>
<td>Development Studies</td>
</tr>
</tbody>
</table>
### D. Laos

Designated as one of the LDCs, Laos established an Interim-Poverty Reduction Strategy in April 2002, and implemented its five-year economic development plan to achieve the MDGs as well as economic growth. This plan successfully decreased the poverty rate from 33.2% in 2003 to 2.1% in 2008. In addition, Laos has achieved a remarkable average annual economic growth rate of 7.4% since 2005. However,

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Training and Capacity Building on Water Resources Development and</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Agricultural Community Leadership Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for Utilizing Underground Water to Build Small Water Supply Systems and Creating Vegetable Gardens</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of Experts in Livestock, Crop Cultivation, Fisheries and Aquaculture Sector</td>
<td>Volunteer</td>
</tr>
<tr>
<td>Health</td>
<td>Strengthening the healthcare system</td>
<td>Project for the Establishment of a Modern Hospital for Cambodian Children (2005–2006/ 2.4 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establishment of the Korea-Cambodia Friendship Building in Kampong Chhnang (2007–2008/ 1 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Intestinal Parasite Control in central Cambodia</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establishment of a Public Health Clinic in Kong Pisei District</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of Nurses and Other Experts</td>
<td>Volunteer</td>
</tr>
<tr>
<td>Education</td>
<td>Strengthening capacity for utilizing ICT and HRD</td>
<td>Establishment of the National Vocational Qualifications System for TVET in Cambodia (2007-2009/ 1.2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Educational Assistance for the Marginalized in Ratanakir</td>
<td>NGO</td>
</tr>
</tbody>
</table>
Laos faces three main development challenges, dependence on ODA, a lack of natural resources, and a disadvantageous geographical location for trade. Currently ODA makes up 20% of the total GDP, making the country very dependent on these donations. Laos has established its 7th National Socio-Economic Development Plan (NSEDP: 2011-2015), with the objectives of maintaining an average economic growth rate of 8%, reaching 1,700 USD per capita GDP, achieving the MDGs by the year 2015, graduating from the list of LDCs by 2020, and achieving sustainable development and political stability.

Korea established diplomatic relations with Laos in 1995. KOICA’s grant assistance for Laos has drastically increased by more than 6 times since 1996, and a phenomenal 1,500 times more since 1991, when the ODA amount was only 5,000 USD. KOICA’s projects in Laos are primarily focused on agriculture and fisheries and education, and aim to eradicate poverty and to develop human resources. KOICA has also provided assistance to improve basic healthcare services in Laos and to reduce child mortality rates, which is one of the MDGs.

[Table 3-8] Total Assistance to Laos

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>4,914,50</td>
<td>0.49</td>
<td>0.6</td>
<td>1.06</td>
<td>0.14</td>
<td>6.9</td>
<td>43.7</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>825</td>
<td>21.6</td>
<td>29.7</td>
<td>62.9</td>
<td>68</td>
<td>141.9</td>
<td>202.8</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>337.9</td>
<td>211.9</td>
<td>424.3</td>
<td>706.7</td>
<td>846.2</td>
<td>764.2</td>
<td>961.0</td>
</tr>
</tbody>
</table>
Chapter 3
Performance of KOICA

[Table 3-9] List of Major Projects in Laos (1991~2010)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Project for Publishing Textbooks and Teacher’s Guidebooks for Secondary School (2007~2009/3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2nd Project for Developing and Publishing Textbooks for Upper Secondary Schools (2010~2012/1 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Establishment and Upgrading of the Lao-Korea Vocational Training Center (2002, 2007/2.8 million USD in total)</td>
<td>Project</td>
</tr>
<tr>
<td>Rural development</td>
<td>Reducing poverty in rural communities</td>
<td>Project for Irrigation, Dam, and Canal Construction in the Meun District (2008~2010/3.2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for Rural Development in 5 Villages of Vientiane Province, Lao PDR (2007~2008/2.32 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for Rice Seed Multiplication (2001~2003/0.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Invitational Training Program for Building Agriculture Capacity such as Variety Protection</td>
<td>Training</td>
</tr>
</tbody>
</table>
E. Myanmar

Myanmar, also an LDC, has 63% of its total population engaged in the agriculture sector which accounts for 45% of the total GDP. With the agriculture industry capturing such a significant portion of the economy, low agriculture productivity poses a big problem for Myanmar. In addition, malaria is the number one cause of death and Myanmar citizens have a high risk of tuberculosis and hepatitis. The government of Myanmar has established a 'Five-Year Plan (2001~2006)' for economic development to achieve the following goals: ① promote industrial development while maintaining an agriculture-based economy, ② develop the power and energy sector, ③ nurture agro-livestock and fishing industries so they may become self-supporting and increase exports, ④ expand re-forestation, ⑤ expand health and education sectors for human resource development, ⑥ rural development, and ⑦
strengthen the basis of pro-growth economic policy.

Myanmar has recently held its first general election in 20 years which ended military rule, and is making efforts to wipe out any domestic or foreign negative perceptions of the country. Despite such progress, the country still faces many problems on the road to democratization. Myanmar’s has been quite successful in making progress towards the MDGs. Specifically, progress has been made toward achieving universal primary education (Goal 2) and promoting gender equality and empowering women (Goal 3). More attention needs to be paid to improvement in the maternal health sector (Goal 5).

KOICA expanded the scale of international cooperation projects for Myanmar in the 2000s, opened its overseas office in Myanmar in 2003, and further expanded aid by providing emergency assistance after cyclone Nargis in 2008. Considering the fact that Myanmar is heavily dependent on agriculture, KOICA has focused its assistance on the agriculture, forestry, and fisheries sector with additional attention to the education sector. In the educational sector, strengthening capacity for vocational training is required to prepare for the diversification of the industrial structure in the long run.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>3,201.0</td>
<td>23.1</td>
<td>20.3</td>
<td>29.0</td>
<td>39.2</td>
<td>62.9</td>
<td>89.5</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>37.9</td>
<td>55.1</td>
<td>46.6</td>
<td>73.0</td>
<td>65.1</td>
<td>157.4</td>
<td>146.0</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>204.5</td>
<td>340.7</td>
<td>279.4</td>
<td>160.3</td>
<td>612.6</td>
<td>348.4</td>
<td>409.7</td>
</tr>
</tbody>
</table>
Since 70% of Myanmar’s total population works in the agriculture, forestry, and fisheries sector, accounting for 50% of the GDP, it will be difficult to reduce poverty without development in this sector. Through the ‘Assistance Program for the Increase of Agricultural Productivity and Rural Household Incomes,’ KOICA has established a training center for post-harvest technology for horticultural crops to increase agriculture productivity, nurture agricultural infrastructure, and develop human resources in the agriculture sector. KOICA has also implemented special projects to increase the capacity for preventing infectious disease of livestock such as foot-and-mouth disease. The three stages of continuous re-forestation projects from 1998 through 2010 have contributed to job creation improved living conditions of local residents.

Myanmar has accommodated privatization and open market policy in recent years and is making a gradual transition from an agriculture economy to an industrial economy. To provide the training necessary for
creating technical experts, KOICA has established vocational training centers within the Industrial Complex and Automobile Maintenance Technician Training Center.

### Table 3-11 List of Major Projects in Myanmar (1991~2010)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural development</td>
<td>Raising agricultural productivity</td>
<td>Hlegu Township Agricultural and Rural Development Program (2008–2010/ 2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Capacity Building for Irrigation Technology in Northern Myanmar (2008–2010/ 2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sericulture Industry Development (1997~1998/ 0.32 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of Experts in Livestock, Agriculture Development, Crop Cultivation, Horticulture, Agriculture Product Processing Sector</td>
<td>Volunteer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rural Leadership Development</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establishment of New Distribution Network for Agricultural Products</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Information Exchange on Agricultural Extension Delivery System</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Plant Variety Protection and DUS Testing</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Horticultural Crop Production</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rural Leadership Education in Pyin U Lwin</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training of Public Officials of Ministry of Agriculture and Rural Leaders</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rural Community Development (Nanoom and Gipoom)</td>
<td>NGO</td>
</tr>
<tr>
<td>Environment</td>
<td>Forest restoration and environmental preservation</td>
<td>Greening the Dry Zone of Central Myanmar III (2008–2010/ 1.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Greening the Dry Zone of Central Myanmar II (2004–2005/ 0.3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Greening the Dry Zone of Central Myanmar I (1998–2000/ 0.18 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Forestry Management for Climate Change Adaptation</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Water Resources Management for Climate Change Adaptation</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Environmental Protection Policy</td>
<td>Training</td>
</tr>
</tbody>
</table>
Vietnam

In 1986, Vietnam introduced domestic reform and an open door policy, spurring continuous economic development and a progressive transformation into a market economy. Vietnam's systematic approach to development is evident in its efforts to implement a socio-economic development strategy, its comprehensive eradication of poverty, and its growth strategy. Vietnam has achieved an average annual economic growth rate of 6.9% from 2006 to 2010, and a USD 1,220 per capita GDP in 2010 which surpassed the original target of USD 1,100.

Vietnam has established a ‘Ten Year Socio-Economic Development Strategy (SEDS: 2011~2020)’ and its ‘9th Five-Year Plans (2011~2015)’ which will guide the direction of its development, Vietnam is also improving the living conditions and standards of its people and aims to establish the foundation for a modernized industrial country by the

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Vocational training and improvement of higher education</td>
<td>Project for the Establishment of Automobile Maintenance Technician Training Center (2010~2012/ 3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Establishment of Vocational Training Center in Thagaya, Myanmar (2007~2009/ 2.3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of Experts in Korean Language Education</td>
<td>Volunteer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of Experts in Computer Education</td>
<td>Volunteer</td>
</tr>
<tr>
<td></td>
<td>Vocational training and improvement of higher education</td>
<td>Expert Training for Korean Language Education and Capacity Building for Korean Language</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expert Training for Educational Policy Development for Gender Equality</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rehabilitation Program at the Educational and Medical Facilities in Kyauktan Township, Myanmar</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rehabilitation and Income Generation Project in Bogale, Myanmar</td>
<td>NGO</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Vocational training and improvement of higher education</td>
<td>Project for the Establishment of Automobile Maintenance Technician Training Center (2010~2012/ 3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Establishment of Vocational Training Center in Thagaya, Myanmar (2007~2009/ 2.3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of Experts in Korean Language Education</td>
<td>Volunteer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of Experts in Computer Education</td>
<td>Volunteer</td>
</tr>
<tr>
<td></td>
<td>Vocational training and improvement of higher education</td>
<td>Expert Training for Korean Language Education and Capacity Building for Korean Language</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expert Training for Educational Policy Development for Gender Equality</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rehabilitation Program at the Educational and Medical Facilities in Kyauktan Township, Myanmar</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rehabilitation and Income Generation Project in Bogale, Myanmar</td>
<td>NGO</td>
</tr>
</tbody>
</table>
year 2020, leaping into the ranks of the middle-income countries. To achieve more balanced development, Vietnam has made the following goals: ① achieve a market economy oriented in a socialistic system by promoting an environment for perfect competition and administrative reform; ② foster human resource development through education reform; ③ strengthen technology transfer and development; ④ establish social infrastructure such as roads, railways, metropolitan traffic systems, and electricity networks; ⑤ improve healthcare and quality of life for the people; ⑥ environmental protection and efficient use of resources; ⑦ enhance legality and efficiency of government organizations.

Ever since Korea established diplomatic relations with Vietnam in 1992, Vietnam has been a top priority country for ODA assistance. KOICA’s assistance to Vietnam is primarily focused on the health and education sectors. Assistance in the health sector includes projects for establishing drinking water supply systems to achieve the ‘increased access to safe drinking water’ of the MDGs, and on ‘improving healthcare service through the establishment of a basic health and medical facilities.’ Assistance in the education sector has been concentrated on vocational training programs.

**[Table 3-12] Total Assistance to Vietnam**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>13,560.8</td>
<td>2.1</td>
<td>31.6</td>
<td>99.5</td>
<td>228.1</td>
<td>330.3</td>
<td>365.3</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>277.0</td>
<td>312.7</td>
<td>619.3</td>
<td>486.4</td>
<td>481.4</td>
<td>470.6</td>
<td>351.5</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>978.9</td>
<td>929.0</td>
<td>787.3</td>
<td>1,190.3</td>
<td>996.4</td>
<td>1,826.9</td>
<td>2,796.1</td>
</tr>
</tbody>
</table>
Establish a foundation for sustainable green growth

Feasibility Study on Bus Rapid Transit (BRT) System in Ho Chi Minh City (2009~2011/2 million USD)

Project for the Construction of Water Supply System in Buon Ho Town (2009~2012/4.5 million USD)


Project for the Establishment of the Vietnamese Environment Training Center (2007~2011/1.5 million USD)

Project for Environmental Protection Technology and Management against Industrial Pollution (2003~2005/0.6 million USD)

Strengthening of Environmental Protection Capacity in Key Industries


<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>Establish a foundation for sustainable green growth</td>
<td>Feasibility Study on Bus Rapid Transit (BRT) System in Ho Chi Minh City (2009~2011/2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Construction of Water Supply System in Buon Ho Town (2009~2012/4.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Establishment of the Vietnamese Environment Training Center (2007~2011/1.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for Environmental Protection Technology and Management against Industrial Pollution (2003~2005/0.6 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strengthening of Environmental Protection Capacity in Key Industries</td>
<td>Training</td>
</tr>
<tr>
<td>Sector</td>
<td>Priorities</td>
<td>Major Projects</td>
<td>Type</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Education</td>
<td>Human resources development for improving quality of growth</td>
<td>Project for Establishing the Korea-Vietnam College of Technology in Bac Giang (2010~2013/ 10 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for Supporting the Vocational Training Center in Quy Nhon (1994~1998/ 2.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Establishment of Korea-Vietnam Industrial Technology Institute (1997~2000/ 5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establishment of Primary Schools in the Central Provinces of Vietnam (2001~2002/ 2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Workshop on Advanced Vocational Training for Vietnamese Teachers</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Educational Project for Improving Vietnamese Workers’ Quality of Life</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for Nutrition Improvement and Vocational Training for Poor Children and Youth in Vinh Phuc</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of Experts in Korean Language Education</td>
<td>Volunteer</td>
</tr>
<tr>
<td>Industry &amp;</td>
<td>Improving transportation infrastructure</td>
<td>Feasibility Study on the Housing Development Project in Hanoi New Town (2001~2002/ 1 million USD)</td>
<td>Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advanced Railway Operation</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improvement and Upgrading of Highway N-18 (1993~1994/ 0.56 million USD)</td>
<td>Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Feasibility Study on the Hanoi New Town Development Project (1999~2001/ 1 million USD)</td>
<td>Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Feasibility Study for the Building and Electrifying of a New 1,435mm Gauge Double Track from Ho Chi Minh to Na Trang on the North-South Railway (2005~2007/ 0.9 million USD)</td>
<td>Development</td>
</tr>
</tbody>
</table>
G. Mongolia

Mongolia was in a state of economic crisis for more than 10 years after the making the transition from a socialist to capitalist regime in the 1990s. Mongolia’s per capita GDP dropped to USD 420 in 2002, but favorable international conditions, including an increase in raw material prices, allowed the GDP per capita to rise to USD 1,600 by 2008. Despite an export boom in the mining industry and annual economic growth of 7~10%, a lack of development in the manufacturing industry forces Mongolia to export products from primary industry and depend on imports for secondary industry. Therefore, even with increased fiscal revenues, Mongolia still faces budget deficits which hinder further economic development. An inflation rate of 9.7% and a labor force drain are also problematic for steady development of the country.

To address these issues, the government of Mongolia has established a mid- and long-term National Development Strategy (NDS), which was approved by the National Assembly in 2008. The Mongolian government’s NDS lays out the mid- and long-term development plans, priorities, implementation strategies, and anticipated outcomes. It also breaks down the development process into two phases: first, achieving the MDGs and intensive economic growth (2007~2015) and second, transition into a knowledge-based economy (2016~2021). In addition, a detailed plan for achieving the MDGs through NDS has been mapped out in a Five-Year Action Plan (2008~2012). In terms of achieving the MDGs, Mongolia has shown steady progress in universal primary education, promoting gender equality and empowering women, and reducing child mortality rates. However, tuberculosis infection, poor maternal health, and large urban-rural income disparities are some of the unsolved challenges in Mongolia.
KOICA’s assistance projects to Mongolia have expanded since 2006 when Mongolia was designated as a ‘priority country of development’ by KOICA. The ‘selection and focus’ system for aid was implemented and ODA was given to the information and communications sector and the agriculture, forestry and fisheries sector. To compliment Mongolia’s mid- and long-term NDS, KOICA will carry out projects in the
information and communications sector to enhance transparency and responsibility in public services, carry out projects in urban development for sustainable development, and implement projects in the rural development sector.

**[Table 3-15] List of Major Projects in Mongolia (1991~2010)**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>Building efficient and transparent administrative capacity</td>
<td>Project for the Equipment of an IT Park (2002~2003/ 1 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Establishment of a Master Plan for the Development of the ICT Sector (2005~2006/ 0.6 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Establishment of the Electronic Archives in the Ministry of Foreign Affairs of Mongolia (2006/ 0.3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Establishment of the Government Integrated Data Center (2007~2009/ 5.2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Modernization of Mongolia Customs (2008~2009/ 2.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Partnership with Next Generation Leaders in Mongolia</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Management of Information System for Customs Administration in Mongolia</td>
<td>Training</td>
</tr>
<tr>
<td>Rural development</td>
<td>Improving agriculture and fisheries productivities and added value</td>
<td>Project for the Strengthening of Food and Agriculture Produce Testing Lab (1995~1996/ 0.45 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Establishment of Greenhouses for Vegetable Cultivation</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for Developing Safety Control System for Mongolian Animal Products</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Development of Livestock Farming Model Village</td>
<td>NGO</td>
</tr>
<tr>
<td>Health</td>
<td>Improvement of regional medical services</td>
<td>Project for the Strengthening of the National Center for Dermatology and Mycology (1997~1998/ 0.2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Upgrading of the Pathology and Forensic Medicine Center (2000/ 0.4 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dental Service Mission</td>
<td>NGO</td>
</tr>
</tbody>
</table>
H. Nepal

Nepal possesses tourist attractions and abundant waterpower resources—the second best in the world. Bordering the two giant world markets of India and China, Nepal has a high potential for economic growth. However, Nepal’s development was hindered by a decade of civil war beginning in 1996. This war against the Communist Party of Nepal (Maoist) led to chronic political instability and dependence on cash flow from abroad. Nepal is highly dependent on foreign aid, and 55% of the annual development funds come from ODA. Nepal faces the current issues of ending the civil war, peace settlement, and reconstruction of the country. Although considerable improvements such as progress in poverty reduction have been made towards achieving the MDGs, urban-rural income disparities need to be resolved.

The government of Nepal devised a mid-term development plan in its “Three Year Plan Approach Paper (2010/11~2012/13)” and identified alleviation of economic inequality and balanced regional development to reduce poverty as priority tasks. It is seeking solutions to improve the living standards of the Nepali people through employment-based economic growth and by embracing the marginalized people to achieve a sustainable peace settlement.

Following the peace agreement to end Nepal’s civil wars in 2006, KOICA expanded the scale of assistance projects to support reconstruction efforts and peace settlements. Since KOICA adopted the ‘selection and focus’ principle for ODA in 2006, Nepal was designated as a ‘priority country for development’ and the scale of assistance projects has drastically expanded. KOICA’s projects in Nepal are primarily focused on the health sector to increase social opportunities and create a safety network, and on the education sector to increase incomes for the poor and provide vocational training.
The scale of KOICA’s assistance projects amounted to USD 37 million from 1991 to 2010. KOICA’s assistance in Nepal is focused on the health sector. Major projects include, the “Project for Healthcare Policy and Program Management, Phases 1 and 2,” the “Project for the Establishment of the Korea-Nepal Friendship Hospital (2006~2008/ USD 1.16 million),” the “Project for Introducing a Health Insurance System in Nepal” and many others. The ‘Project for the Establishment of the Korea-Nepal Friendship Hospital’ is a good example of progress towards achieving the MDGs by reducing the maternal, infant and child mortality rates.

[Table 3-16] Total Assistance to Nepal

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>3,711.9</td>
<td>27.4</td>
<td>39.1</td>
<td>123.9</td>
<td>71.6</td>
<td>86.1</td>
<td>114.9</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>107.0</td>
<td>83.8</td>
<td>59.0</td>
<td>114.2</td>
<td>114.0</td>
<td>163.8</td>
<td>120.9</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>137.8</td>
<td>152.8</td>
<td>168.4</td>
<td>438.5</td>
<td>486.3</td>
<td>371.1</td>
<td>731.2</td>
</tr>
</tbody>
</table>
Chapter 3
Performance of KOICA

[Table 3-17] List of Major Projects in Nepal (1991~2010)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural development</td>
<td>Improving agriculture and fisheries productivities and added value</td>
<td>Sericulture Development Project in Eastern Region (1993~1995/0.63 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Itahari Sericulture Development Center Support Project (1996/0.14 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for Rural Development in Nepal</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Decent Community through Decent Housing (2010/0.12 million USD)</td>
<td>NGO</td>
</tr>
<tr>
<td>Health</td>
<td>Prevention and management of epidemics</td>
<td>School of Health Science Project (1996~1997/0.39 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Establishment of the Korea-Nepal Friendship Hospital in Thimi, Bhaktapur (2006~2008/1.16 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of Nurse Volunteers</td>
<td>Volunteer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Operation and Management of Social Education Centers and Health Clinics</td>
<td>NGO</td>
</tr>
<tr>
<td>Governance</td>
<td>Assistance for governance to strengthen government’s administrative capacity</td>
<td>Project for Computerization of the Ministry of Foreign Affairs (2001~2002/0.3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Establishment of Government Integrated Data Center (2007~2009/3.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advanced Tax Administration (2010)</td>
<td>Training</td>
</tr>
</tbody>
</table>
I. Bangladesh

Bangladesh has the largest population in the world, and is considered a LDC with many obstacles to economic development such as a high population growth and illiteracy rates, a low level of technology, a lack of natural resources, frequent natural disasters, and the absence of strong leadership. Bangladesh has fought for its independence from Great Britain and Pakistan, and the social overhead capital which was destroyed in these wars exerts a direct influence on the country’s extreme poverty to this day.

According to the “MDGs Interim Report” announced by the government of Bangladesh in 2009, considerable progress has been made towards achieving universal primary education and gender equality, eradicating poverty, and combating diseases. However, other issues such as vulnerable food security, low basic education rates, a lack of quality education for marginalized people, gender inequality, and a high rate of child mortality remain huge hurdles to overcome if the MDGs are to be achieved by 2015. According to the NSAPR II, which is the second Poverty Reduction Strategy Paper (PRSP), the government of Bangladesh is making efforts to stabilize macroeconomics, provide marginalized people easier access to necessary infrastructures, and implement social development through revitalizing the private sector, and pro-poor growth. At the end of second PRSP in 2011, Bangladesh will carry out socio-economic development according to the Five-Year Plan.

In consideration of Bangladesh’s lack domestic resources and dependence on ODA for investment funds, KOICA’s projects in Bangladesh are primarily focused on measures to help Bangladesh escape from the trap of poverty and underdevelopment, KOICA has provided assistance in the amount of approximately USD 41,850,000.
from 1991 to 2010. After the country’s designation as a ‘priority country for development’ in 2006, KOICA carried out four new projects to expand assistance to Bangladesh the following year. These projects included the “Project to Enhance the Vocational Training Capacity of Bangladesh.” The unstable world economy in 2008 caused a temporary decrease in the scale of projects to Bangladesh, but Prime Minister Hasina’s visit to Korea and the Summit Talks in 2010 have resulted in an agreement of the contribution of 30 million USD in ODA and the expansion of projects over the next 3 years.

In providing assistance to a country with such high population density, KOICA has implemented projects for training in technological skills to create jobs, resolving food shortages, implementing comprehensive rural development projects to increase incomes, and establishing hospitals to improve primary health and medical care for the local people. In addition, KOICA has been actively creating cooperation projects to utilize information and communications technology to contribute to the realization of “Digital Bangladesh,” the development plan for the ICT sector of the government of Bangladesh. Korea has been transferring its advanced technology to Bangladesh through programs such as the establishment of the first “IT Training Center” in 2003, the “Project for Strengthening the ICT Training and System of the Bangladesh Bureau of Statistics” in 2008, and the “Project for Establishing Electronic Approval System in the Human Resource Department” in 2010. These programs have contributed strengthening administrative capacity and increasing the transparency of the government.
[Table 3-18] Total Assistance to Bangladesh

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>4,185.0</td>
<td>19.5</td>
<td>22.9</td>
<td>26.9</td>
<td>33.2</td>
<td>109.3</td>
<td>130.1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>1997</th>
<th>1998</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>87.8</td>
<td>54.8</td>
<td>51.4</td>
<td>59.7</td>
<td>79.5</td>
<td>123.1</td>
<td>139.2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>139.8</td>
<td>134.1</td>
<td>335.9</td>
<td>688.0</td>
<td>810.4</td>
<td>325.2</td>
<td>814.3</td>
</tr>
</tbody>
</table>

[Figure 3-10] Assistance Trends for Bangladesh

(USD 10,000)
**[Table 3-19] List of Major Projects in Bangladesh (1991~2010)**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Vocational training and education</td>
<td>Establishment of a Korean Language Center at the Institute of Modern Languages of the University of Dhaka (1998/ 0.1 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project to Enhance Vocational Training Capacity of Bangladesh (2007~2009/ 4 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Establishment of the Bangladesh-Korea ICT Training Center for Education (2001~2002/ 1.4 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Expansion of primary education</td>
<td>UNESCO-ROK Co-Sponsored Fellowship Program on Capacity Building Workshop for Educators</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of Experts in Primary Education</td>
<td>Volunteer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Underprivileged Children Preparatory Education Project (UCPEP) in Six Regions including Dhaka</td>
<td>NGO</td>
</tr>
<tr>
<td>ICT</td>
<td>Human resources development in ICT</td>
<td>Project for the Establishment of Advanced Research and Development Center in Science and Technology (2001~2002/ 0.69 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establishment of Korea-Bangladesh Institute of Information and Communication Technology (2003~2004/ 1 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Bangladesh-Korea ICT Training Center for Education (2006~2007/ 1.4 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Composite Ground Wire with Optical Fiber (OPWG) and Optical Communication Technology</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of Computer and IT Experts</td>
<td>Volunteer</td>
</tr>
</tbody>
</table>

**J. Sri Lanka**

Sri Lanka has three development priorities: first, the transition to a capitalist market economy; second, a peace settlement following the civil war; and third, restoration after the 2004 Asian tsunami. Sri Lanka was under a socialist regime until the 1960s and then, after transforming into a market economy, achieved an average annual GDP growth rate of 5%.
Sri Lanka also displayed major progress in primary education, maternal and child healthcare, and gender equality in comparison to other Southwest Asian countries. Yet, with 22% of the population living under the poverty line, Sri Lanka is a low to middle income country with severe urban-rural income disparities. Establishing conflict alleviation and peace settlement following the civil war are a huge strategy for Sri Lanka’s cooperation. The 26 years of civil war against the Liberation Tigers of Tamil Eelam (LTTE), which ended in May 2009, have destroyed most of the basic infrastructure in the northeast area and have increased the regional development gap, leaving some 280,000 people displaced. Furthermore, the Asian tsunami of 2004 took the lives of 30,000 people and USD 900 million in property damages, delivering a devastating blow to Sri Lanka’s steady economic growth. In 2005, the government of Sri Lanka announced a ten-year national Development plan, the “Mahinda Chinthana: Vision for a New Sri Lanka,” with detailed strategies on how to achieve poverty reduction and an average annual economic growth rate of 8%.

KOICA provided Sri Lanka with assistance in the amount of approximately USD 72,456,000 from 1991 to 2010. The scale of assistance to Sri Lanka has steadily increased since the 1990s, and drastically expanded in 2005 when KOICA implemented a special reconstruction project in the amount of USD 15 million for the recovery after the tsunami.

KOICA’s projects in Sri Lanka are primarily focused on the education sector. KOICA realized that Sri Lanka has a satisfactory environment for primary education, but facilities for higher education are lacking. Therefore, KOICA focused on vocational training to resolve the problem of unemployed youth who never received their high school diploma, and to meet the increasing demand for human resources in the industrial
sector. In addition, considering the fact that Sri Lanka is an island country, KOICA has carried out projects to install navigation systems for deep-sea fishing vessels to increase the catch and incomes of fishermen. KOICA has also carried out feasibility studies for the renovation of major industrial roads which would foster sustainable economic growth.

[Table 3-20] Total Assistance to Sri Lanka

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>7,245.6</td>
<td>39.6</td>
<td>39.8</td>
<td>60.7</td>
<td>95.3</td>
<td>110.9</td>
<td>174.1</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>235.9</td>
<td>67.3</td>
<td>107.5</td>
<td>74.3</td>
<td>105.4</td>
<td>113.4</td>
<td>144.3</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>167.7</td>
<td>1,227.8</td>
<td>683.7</td>
<td>1,358.9</td>
<td>963.0</td>
<td>432.9</td>
<td>1,043.2</td>
</tr>
</tbody>
</table>

[Figure 3-11] Assistance Trends for Sri Lanka
KOICA immediately provided humanitarian assistance after the 2004 Asian tsunami in the form of emergency relief supplies and the dispatch of emergency aid teams and also implemented mid- and long-term projects for disaster recovery and the restoration of social infrastructures, such as the “Project for Constructing and Renovating Mahanama Bridge in Matara,” the “Establishment of the Korea-Sri Lanka Friendship Hospital,” and the “Construction of the International Convention Center in Hambantota.”

In light of the aftermath of the civil war, KOICA moved forward with
projects focused on reconstructing basic infrastructures and projects to support refugee resettlement. With consideration for the destruction of educational infrastructures in the northeastern part of Sri Lanka, KOICA carried out projects to establish schools and develop school curriculums. Special efforts have been made to improve access to primary education and provide social opportunities.

K. Afghanistan

Development plans for Afghanistan originated from the “National Development Framework (NDF)” in 2002, and were finalized in 2006 with consideration of opinions from different branches of the government, donor countries, and Non-Government Organizations (NGOs). In 2003, the plan was renamed the “National Development Strategy (NDS)” and established priority issues and developmental strategies. Detailed strategies and goals for securing the government’s capacity for stable maintenance of public order were included in this plan.

KOICA’s assistance to Afghanistan began when the United States’ War on Terror toppled the Taliban government in October 2001, and the newly established interim government, the Afghan Transitional Administration, requested reconstruction assistance from the international community in January 2002. The international community’s pledge of assistance for reconstruction in Afghanistan resulted in USD 28 billion and was made over a series of three conferences: USD 4.5 billion at the Tokyo Conference in 2001, USD 10 billion at the Berlin Conference in 2004, and USD 13.5 billion at the London Conference in 2006. The Korean government pledged USD 86.5 million, 0.3% of the total international donation. In 2008, KOICA’s rural reconstruction assistance for Afghanistan was initiated and reconstruction projects were
implemented in the four sectors of education, health, governance, and Rural development.

KOICA’s assistance to Afghanistan was insignificant before 2001. Following the disintegration of the Taliban government, the projects focused on reconstruction and the scale of assistance expanded between 2002 and 2005. A slight decrease in the assistance volume after 2005 was promptly corrected and the amount of aid increased again in 2008 when KOICA participated in the Rural Reconstruction Projects.

KOICA’s projects in Afghanistan are primarily focused on education, health and governance. Afghanistan was going through a transitional period of establishing a new government, and thus needed to strengthen the capacity of key personnel in charge of reorganizing the government system, establishing policies, and governance. KOICA recognized these needs and implemented training programs to develop human resources and strengthen capacity. KOICA has also dispatched experts in technology cooperation. KOICA’s assistance was primarily focused in the capital city of Kabul until 2007, but due to participation in the Rural Reconstruction Assistance of the Provincial Reconstruction Team (PRT) in 2008, KOICA is now implementing projects in Bagram and Charikar in the Parwan province.

[Table 3-22] Total Assistance to Afghanistan

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>17,296.3</td>
<td>9.6</td>
<td>19.9</td>
<td>14.0</td>
<td>0</td>
<td>0.4</td>
<td>2.5</td>
</tr>
<tr>
<td>Amount</td>
<td>5.3</td>
<td>6.8</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>477.7</td>
<td>2,109.3</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>1,737.8</td>
<td>331.3</td>
<td>210.7</td>
<td>260.3</td>
<td>381.3</td>
<td>2,387.6</td>
<td>9,341.6</td>
</tr>
</tbody>
</table>
[Table 3-23] List of Major Projects in Afghanistan (1991~2010)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Vocational training and education</td>
<td>The Cooperative Vocational Training Project (2002~2005/ 8 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Construction Project for the Dormitory of the Vocational Training Center (2004~2005/ 1.62 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Emergency Supplement Feeding and Health and Establishment of a Computer Training Center in Kabul (2003~2004/ 1 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>School Construction Project in Parwan Province (2004~2006/ 0.8 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td>Governance</td>
<td>Building administrative capacity</td>
<td>Afghanistan Civil Service Institute (2004~2006/ 6 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Workshop for Vocational Training of Civil Servants in Afghanistan</td>
<td>Training</td>
</tr>
<tr>
<td>Health</td>
<td>Improvement of regional medical services</td>
<td>Renovation and Expansion of AVICENA Chest Hospital and Emergency Hospital in Kabul (2002~2004/ 3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for Medical Assistance Provincial Reconstruction Team (PRT) of Parwan Province (2008~2011/ 43,57 million USD)</td>
<td>Project</td>
</tr>
</tbody>
</table>
L. Pakistan

In the wake of the Tokyo Meeting in April 2009 and the Working Group Meeting for the Friends of Development of Pakistan (FoDP) in June 2009, the government of Pakistan has selected development issues to advance in order to achieve stability and growth in Pakistan. These issues include socio-economic development, institutional capacity, building infrastructure in the energy sector, and resolving the issue of internally displaced persons (IDP). Other problems to combat also include low national security, a decrease of fiscal revenues due to supporting the socially disadvantaged and poor, low foreign exchange reserves, and decreased foreign investment due to adverse international balance of payments. The government of Pakistan has decided name four priority goals on which aid shall be used to resolve the urgent issues: ① establishment of a social safety network to alleviate poverty through vocational training for the socially disadvantaged; ② resolving national security issues by supply of equipment and support to victims of terrorism; ③ establishing the Balochistan-NWFP Trust Fund, a trust fund operated by the World Bank; and ④ human resource development with investment in education and public healthcare. KOICA is conscious of

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>Improvement of regional medical services</td>
<td>Contingency Feeding and Health and Medical Care for Prevention of Winter Disasters in Afghanistan (2002/ 0.11 million USD)</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training of Hospital and Medical Facility Policies</td>
<td>Training</td>
</tr>
<tr>
<td>Rural development</td>
<td>Community-based development</td>
<td>The Community-Based Rural Development Project (2003–2004/ 4.2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for Establishing Self-Reliance of Rural Community through Poultry Farming in Afghanistan</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sustainable Agriculture Development</td>
<td>Training</td>
</tr>
</tbody>
</table>

KOICA

- Contingency Feeding and Health and Medical Care for Prevention of Winter Disasters in Afghanistan (2002/ 0.11 million USD)
- Training of Hospital and Medical Facility Policies
- The Community-Based Rural Development Project (2003–2004/ 4.2 million USD)
- Project for Establishing Self-Reliance of Rural Community through Poultry Farming in Afghanistan
- Sustainable Agriculture Development

KOICA is conscious of

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>Improvement of regional medical services</td>
<td>Contingency Feeding and Health and Medical Care for Prevention of Winter Disasters in Afghanistan (2002/ 0.11 million USD)</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td>Training of Hospital and Medical Facility Policies</td>
<td>Training of Hospital and Medical Facility Policies</td>
<td>Training</td>
</tr>
<tr>
<td>Rural development</td>
<td>Community-based development</td>
<td>The Community-Based Rural Development Project (2003–2004/ 4.2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Project for Establishing Self-Reliance of Rural Community through Poultry Farming in Afghanistan</td>
<td>Project for Establishing Self-Reliance of Rural Community through Poultry Farming in Afghanistan</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td>Sustainable Agriculture Development</td>
<td>Sustainable Agriculture Development</td>
<td>Training</td>
</tr>
</tbody>
</table>

KOICA is conscious of
these strategies and provides assistance in harmony with them.

Following the Afghanistan War of 2001, the Korean government has adopted policies to support Afghanistan’s neighboring countries. Since then, KOICA’s scale of assistance projects in Pakistan has increased more than ten-fold in comparison to the previous year. KOICA provided assistance for the reconstruction and restoration after the Kashmir earthquake in 2005 and also provided emergency relief during the reconstruction and restoration after the Karachi floods in 2009, which resulted in 2 million refugees, and the Pakistan floods of 2010, which resulted in 20 million refugees.

Out of the Pakistani government’s development strategies, KOICA is primarily focused on ‘investment for human capital to provide efficient basic social services’ and has implemented projects for creating employment for young adults and the elderly that will contribute to social and economic development in the long run. In this regard, KOICA has carried out projects for the establishment of basic education facilities, IT vocational training centers in close association with job creation, and vocational training centers for skills related to clothing manufacturing.

[Table 3-24] Total Assistance to Pakistan

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>2,449.1</td>
<td>18.4</td>
<td>14.5</td>
<td>7.6</td>
<td>46.5</td>
<td>33.4</td>
<td>32.0</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>13.4</td>
<td>25.4</td>
<td>33.6</td>
<td>34.1</td>
<td>432.2</td>
<td>25.5</td>
<td>31.5</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>50.9</td>
<td>259.3</td>
<td>325.7</td>
<td>209.7</td>
<td>135.1</td>
<td>163.6</td>
<td>556.0</td>
</tr>
</tbody>
</table>
[Figure 3-13] Assistance Trends for Pakistan

![Graph showing assistance trends for Pakistan from 1991 to 2010. The graph indicates a rise in assistance, particularly after 2000.]

[Table 3-25] List of Major Projects in Pakistan (1991~2010)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Vocational training and education</td>
<td>Project for Strengthening HRD Training Capacity (2001~2002/0.19 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reconstruction of the Government College of Commerce in Mansehra District, North-West Frontier Province (2006~2007/2.05 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Development of Vocational Training and Education Program in Pakistan</td>
<td>Training</td>
</tr>
<tr>
<td>Environment</td>
<td>Establish a foundation for a sustainable green growth</td>
<td>KOICA-World Bank Joint Study on Punjab Solid Waste Management (2006/0.21 million USD)</td>
<td>Development Studies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of Experts in Water Quality Management</td>
<td>Volunteer</td>
</tr>
</tbody>
</table>
2) Eastern Europe and the Commonwealth of Independent States

(1) Overview

Eastern European countries and the Commonwealth of Independent States (CIS) began experiencing political, social, and economic turmoil during the transitional period that followed the dissolution of the Soviet Union in 1991. With international assistance, from EU and IMF among other sources, these states are striving to transform into market economies. They are implementing different reforms such as economic stabilization policies, structural reforms, and liberalization of foreign exchange to smooth this transformation. These reforms are expected to spur rapid growth which will, in turn, reduce poverty.

Income levels in this region sharply increased between 1991 and 2009. More specifically, per capita GNI increased from USD 2,269 to 6,793—the highest level excluding Central and South America and the Caribbean. However, the transition was difficult and the regional GDP showed negative growth until the mid-1990s. The decrease in economic growth is especially notable in 1998 and 2008, in comparison to the growth that other regions were experiencing. As the states in this region became more and more connected to the global financial economy, their reliance on oil and natural resources rose, which accounts for their lack of growth. The future task for this region is to diversify its economic structure and foster non-resource based industries.

Socio-politically, the region still has ethnic conflicts and territorial disputes between the Balkan and Caucasus regions. The region also experiences natural disasters such as flooding, earthquakes, and landslides, and there is a potential for larger-scale disasters due to the construction of nuclear power plants and the practice indiscriminate mining.
The Eastern European countries and the CIS member states are making fast progress with some MDGs such as eradicating extreme poverty, achieving universal primary education, and promoting gender equality and empowering women. On the other hand, more effort is needed to address other health and welfare related MDGs, such as reducing child mortality and combating HIV/AIDS. In particular, the rate of HIV incidence in this region is quite serious and almost doubled from 2001 to 2008 for those between the age of 15 and 49.

[Table 3-26] Total Assistance to the Eastern Europe and CIS Region

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>13,092</td>
<td>74,66</td>
<td>110,46</td>
<td>136,6</td>
<td>234,87</td>
<td>358,25</td>
<td>489,24</td>
</tr>
<tr>
<td>Percentage</td>
<td>5%</td>
<td>3%</td>
<td>4%</td>
<td>5%</td>
<td>6%</td>
<td>7%</td>
<td>9%</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>451,57</td>
<td>299,18</td>
<td>302,35</td>
<td>396,63</td>
<td>585,89</td>
<td>482,16</td>
<td>504,3</td>
</tr>
<tr>
<td>Percentage</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
<td>11%</td>
<td>8%</td>
<td>4%</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>643,84</td>
<td>932,49</td>
<td>697,14</td>
<td>752,31</td>
<td>1,624</td>
<td>1,894</td>
<td>2,149</td>
</tr>
<tr>
<td>Percentage</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>3%</td>
<td>6%</td>
<td>7%</td>
<td>5%</td>
</tr>
</tbody>
</table>

KOICA has been assisting 32 countries in Eastern Europe and the CIS region, including Serbia and Montenegro, for the past 20 years. Of these countries, assistance has been focused on Uzbekistan and Kazakhstan, with additional projects being implemented in Azerbaijan and Ukraine.
The total amount of assistance delivered to this region from 1991 to 2010 was 130 million USD, which accounted for 5% of KOICA’s project budget. However, due to the conflict in the Middle East, much of KOICA’s aid has been channeled into projects in Iraq and Africa since 2000. As reconstruction and peace building efforts in the Middle East have been demanding more funds, the percentage of KOICA’s total budget going to Eastern Europe and the CIS region has steadily decreased.

(2) Future Direction of ODA Projects in the Eastern Europe and CIS

Against the backdrop of the dissolution of the Soviet Union and the new states transition into market economies that followed, this region expressed an increasing demand for ODA. The demand for aid was
especially strong with regards to technical cooperation in areas such as economy, administration, and financial institutions. Because Korea has recently undergone such economic transformation itself, Korea is in a unique position to help this region. Accordingly, KOICA has been providing aid in the areas which it has comparative expertise. KOICA has been assisting the countries in this region to make smooth transitions into market economies by taking the region’s circumstances into account. In the 1990s, projects became especially robust after the opening of offices in Uzbekistan and Kazakhstan.

By examining assistance by sector, one can see that over the past 20 years KOICA has dedicated the largest percentage of its budget to the area of administration policy (24.8%), followed by job training and vocational education for the purpose of increasing human resource capacity (22.7%), information and communication for the purpose of improving access to information (18.7%), and health and medical assistance (13.3%).

In 2000, KOICA dramatically expanded the scope of its aid. Additionally, aid which had previously been focused on developing human resources through training and volunteer work was now being used for projects and development research. In 2008, projects accounted for 22% of total aid while development research accounted for 26%, signifying a change in KOICA’s project structure. Development research efforts have recently been focused on developing electricity, energy, and water resources. Assistance has also been provided in the form of feasibility research and working design. From this, multidirectional outcomes are expected, such as the creation of a bridgehead for linking grant and loan projects and the reinforcement of bilateral cooperation between Korea and various recipient countries.
(3) ODA by Country

A. Uzbekistan

Uzbekistan accounts for about 45% of the total population in Eastern Europe and the CIS region. Its development has had a significant impact on the region due to its central location. In the immediate period after independence in 1991, Uzbekistan chose gradual development and a system shift, unlike the other countries in the region. This may be why it was comparatively less affected by the global economic crises in 1998 and 2009.

More than 40% of the total population of Uzbekistan works in the agricultural sector which accounts for 21% of the GDP. Uzbekistan is rich in natural resources, such as gold, copper, natural gas, oil, and uranium, making the natural resources and energy industry an important part of Uzbekistan’s economy and politics. Politically, the country has been under the prolonged rule of President Karimov, who was elected immediately after independence and who has been criticized both internally and externally for his authoritarian and undemocratic rule. On the other hand, the country’s macro economy is deemed to be stabilizing as public debt has decreased and foreign investment has increased in the recent years.

The ultimate goal of the Welfare Improvement Strategy of Uzbekistan 2008-2010, the Uzbek government’s poverty eradication strategy, is to achieve high economic growth, equitable distribution of income, improvements in basic services such as education and health, and to transform Uzbekistan’s economic structure so that it can be competitive in the global market. The international community is helping Uzbekistan achieve the MDGs through the implementation of this strategy. Based on figures from, Uzbekistan has a high possibility of achieving Goal 2:
Achieve universal primary education (90.6% primary school enrollment), and Goal 3: Promote gender equality and empower women (1.0 gender equality for primary school). With additional effort, it is expected that Uzbekistan may also be able to achieve Goal 1: Eradicate extreme poverty and hunger, Goal 4: Reduce child mortality, and Goal 5: Improve maternal health. However, there has been a sudden increase of HIV incidence and AIDS in Tashkent. More effort will be required to achieve the goal of combating HIV/AIDS, malaria and other diseases.

KOICA implemented a total of USD 43.9 million worth of ODA projects in Uzbekistan from 1991 to 2010. Major project areas were education, health, and industry and energy. After the establishment of an overseas office in 1995 and receiving a 120% increase in its budget for assistance to Uzbekistan by 1996, KOICA’s Uzbekistan projects went into full swing.

**[Table 3-27] Total Assistance to Uzbekistan**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>4,388.8</td>
<td></td>
<td>10.4</td>
<td>18.7</td>
<td>48.8</td>
<td>47.0</td>
<td>103.2</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>106.2</td>
<td>69.0</td>
<td>59.0</td>
<td>66.2</td>
<td>232.5</td>
<td>112.2</td>
<td>136.5</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>199.7</td>
<td>281.4</td>
<td>370.9</td>
<td>321.9</td>
<td>578.1</td>
<td>678.4</td>
<td>948.6</td>
</tr>
</tbody>
</table>
Chapter 3
Performance of KOICA

Figure 3-15] Assistance Trends for Uzbekistan

(Table 3-28] List of Major Projects in Uzbekistan (1991-2010)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>Strengthening ICT application capacity through intensification of information orientation per sector</td>
<td>Uzbekistan National Geography Information System (2005)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>University of World Economy and Diplomacy Library Information Orientation Project (2006)</td>
<td>Project</td>
</tr>
</tbody>
</table>
3) Africa

(1) Overview

Africa has been receiving attention as a newly emerging economy due to political stabilization, and natural resources development, and less internal strife. However, 66% of the Least-Developed Countries in the world are in this region and 40% of the population of sub-Saharan Africa lives in absolute poverty. In addition, more than 3,000,000 people die of HIV/AIDS, malaria, and other diseases every year and more than half of the entire population of Africa does not have access to safe water and sanitation facilities. Providing basic social services and developing human resource capacity is the biggest challenge Africa is facing today.

There are 53 countries in Africa and KOICA has provided 18-20 of them with about 382.4 billion KRW during its 20 years of operation. KOICA’s major partner countries for these projects were Egypt, Tanzania, Ethiopia, Senegal, and Tunisia. During this time, KOICA’s projects in Africa accounted for around 10% of KOICA’s total projects. After the Korean government announced ‘Korea’s Initiative for Africa’s Development’ in March 2006, KOICA’s project size in Africa increased and by 2008 it accounted for 20% of KOICA’s total project budget, making it the second highest after the Asian-Pacific region.

KOICA’s aid to Africa has two characteristics. The first is the focus on drinkable water. Assistance to Eastern Africa has been consistently focused on developing drinkable water sources and improving existing water facilities since it has traditionally been difficult to find safe drinking water in the region. In order to relieve the extreme damage caused by drought in East Africa, KOICA implemented projects to increase and improve drinking water facilities and provided emergency relief to countries including Ethiopia, Djibouti, Kenya, and Somalia.
[Table 3-29] Total Assistance to Africa

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>35,709.9</td>
<td>555.9</td>
<td>655.0</td>
<td>624.8</td>
<td>754.6</td>
<td>872.7</td>
<td>808.4</td>
</tr>
<tr>
<td>Percentage</td>
<td>14%</td>
<td>24%</td>
<td>22%</td>
<td>21%</td>
<td>20%</td>
<td>18%</td>
<td>15%</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>723.2</td>
<td>574.5</td>
<td>323.1</td>
<td>512.3</td>
<td>460.9</td>
<td>917.1</td>
<td>803.1</td>
</tr>
<tr>
<td>Percentage</td>
<td>13%</td>
<td>15%</td>
<td>9%</td>
<td>11%</td>
<td>9%</td>
<td>15%</td>
<td>7%</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>1,415.2</td>
<td>1,572.2</td>
<td>2,343.0</td>
<td>4,236.8</td>
<td>5,456.8</td>
<td>5,330.6</td>
<td>6,769.7</td>
</tr>
<tr>
<td>Percentage</td>
<td>8%</td>
<td>8%</td>
<td>12%</td>
<td>16%</td>
<td>20%</td>
<td>19%</td>
<td>15%</td>
</tr>
</tbody>
</table>

[Figure 3-16] Assistance Trends for Africa

In the cases of Ethiopia and Kenya, assistance continued to be focused on drinking water development even after the emergency relief. The second characteristic is an emphasis on long-term projects. As the amount of KOICA’s international cooperation grew, KOICA began switching from
providing short-term material assistance to implementing project aid programs. What this means is that the landscape of assistance to the African region has changed so that KOICA can pursue long-term aid policies and strategies, rather than only responding to short-term needs.

(2) Future Direction of ODA Projects in the Region

The goal of KOICA’s assistance to Africa is to help achieve Africa’s MDGs and to support sustainable socio-economic development with the aim of co-prosperity for Korea and Africa. In order to effectively achieve this goal, KOICA has been pursuing its aid strategy based on the principle of ‘Selection and Focus’ when choosing partner countries and areas to receive assistance.

Following this system, KOICA expanded its aid to Sub-Saharan countries which urgently needed help to achieve the MDGs. Keeping in mind that local demands for assistance differ according to a country’s level of development, KOICA is implementing a two-tier approach to its aid program in the region. In the case of Sub-Saharan Africa, assistance is focused on supporting health and medical care, improving human resources and education, and developing agricultural and fishing communities. In the case of countries in the North, which have relatively developed industrial foundations and basic living standards, assistance is focused on strengthening government administrative capacity, building basic industries, and establishing energy infrastructures.

KOICA’s assistance to Africa, being strongly connected to the Korean government’s foreign policy towards Africa, underwent a major change in 2006. In 2006, the government established ‘Korea’s Initiative for Africa’s Development’ in March and the ‘1st Korea-Africa Forum’ in November. The government declared its intent to increase ODA to Africa
by 300% between 2005 and 2008, to focus projects in five major areas, and to invite 1,000 Africans to Korea for training opportunities. The five areas for project focus are development of agricultural and fishing communities, health and medical care, education, and information communication. The training programs hosted in Korea are designed to improve the human resources in the partner countries. With the ‘2nd Korea-Africa Forum Seoul Declaration’ and the ‘Framework for Korea-Africa Development Cooperation 2009~2012,’ the Korean government announced further plans for expanding ODA to Africa between 2008 and 2012. This would happen by increasing the number of people invited to Korea for training to 5,000, and by sending up to 1,000 more WFK (World Friends Korea) volunteers to Africa. These forums and declarations have voiced Korea’s dedication to development in Africa and have strengthened KOICA’s efforts to help eradicate poverty, support socio-economic development, and achieve MDGs in the region.

(3) ODA by Country

A. Ethiopia

Ethiopia is a Sub-Saharan country located in the Horn of Africa and it is the second most populated country in the region with 85,000,000 people as of 2010. However, as an LDC (Least Developed Country), its GNI per person is only USD 330 and the Human Development Index (HDI) ranks the country as 157th out of 169 countries.

The Ethiopian government has been following a national development plan (SDPRP, PASDEP) for the past 10 years in an effort to reduce poverty and achieve economic development by through industrialization, improving basic social services, and agricultural development. However,
despite such efforts and outside assistance, the country is facing many challenges. The population growth rate and birth rates are high, at 2.7% and 5.4% respectively. Ethiopia also has a low literacy rate of only 36%, ranking it 170th out of 177 countries. In addition, Ethiopia is facing massive debt as its account deficit amounted to more than USD 1.5 billion in 2008. Its exports, including coffee, beans, and yuzu, cannot offset its imports of fuel and energy. Thus, in order for Ethiopia to achieve sustainable growth in the future, it needs to increase its exports, build up its manufacturing industry, and become less dependent on imported forms of energy. Exports can be increased by improving the quality of Ethiopia’s agricultural goods and by building a production base for the manufacturing industry which currently accounts for only 8% of total exports. It is also essential that Ethiopia develop alternative sources for energy such as hydroelectric energy, geothermal energy, bio gas, wind energy, etc.

[Table 3-30] Total Assistance to Ethiopia

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>3,534.8</td>
<td>35</td>
<td>45.2</td>
<td>27.2</td>
<td>33.2</td>
<td>57.6</td>
<td>56.5</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>52.5</td>
<td>55.1</td>
<td>63.1</td>
<td>48.5</td>
<td>51.9</td>
<td>79.8</td>
<td>99.9</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>202.6</td>
<td>228.7</td>
<td>220.8</td>
<td>318.3</td>
<td>419.3</td>
<td>484.5</td>
<td>955.1</td>
</tr>
</tbody>
</table>
KOICA opened the first overseas office in Africa in Ethiopia in 1995. KOICA provided USD 35,348,000 to Ethiopia from 1991 to 2010, which is the third largest sum received by any of KOICA’s African partners. The absolute amount of aid to Ethiopia has increased by USD 1 million every year since 2003. Aid to war veteran villages has been given in the form of building elementary schools and by providing other support for basic services in the area of education. Access to safe drinking water supplies has also increased in stride. In addition, technical assistance for developing human resources was carried out by dispatching volunteer workers to Ethiopia and training Ethiopian government employees in Korea.
### [Table 3-31] List of Major Projects in Ethiopia (1991~2010)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>Increasing quality health service</td>
<td>Family Planning and Maternal Health, Arsi, Ethiopia (2008~2010/3.4 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Medical volunteer project in Addis Ababa</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Health and Medical Service Policy and Program Management</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>TB Control</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Population and Reproductive Health</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>safe drinking water sanitation</td>
<td>Drinking Water Development (1995~1996/0.8 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Drinking Water Development Project in Tigray (2007~2008/1.75 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td>Education</td>
<td>Elementary education</td>
<td>Construction of Elementary Schools in war veteran villages (2004~2005/0.8 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Construction of the 4 Primary Schools in the Oromiya Regional State (Arsi zone) (2008~2010/2.27 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for improving elementary schools in Ketma, Addis Ababa</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction and education for children of the urban poor in Addis Ababa</td>
<td>NGO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vocational training policy and system</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>Establishing educational policy</td>
<td>Educational Policy, Planning, and Implementation</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comprehensive development of agricultural communities in Arsi Oromia Region (2010~2012/2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td>Rural development</td>
<td>Improving agricultural productivity</td>
<td>Dispatch of rice crop experts</td>
<td>Expert</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Processed Food Quality Control</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Irrigation Development and Agricultural Water Control</td>
<td>Training</td>
</tr>
</tbody>
</table>

### B. Nigeria

As the most populated country in Africa and the world’s 10th largest oil exporter, Nigeria is rich in human and natural resources and has the greatest potential for development in this region. Despite suffering from rampant corruption in the 1960s after achieving independence, the
country has been making noteworthy progress in the recent years to eradicate corruption and develop economically.

However, Nigeria has been making poor progress towards achieving the MDGs. It is expected that the goal of universal primary education may still be attainable, but more attention needs to be paid to fighting diseases and empowering women. The percentage of the population living on less than USD1 per day—the line demarking extreme poverty—in Nigeria increased by 10% between 1993 and 2003. Thus, the goal of addressing absolute poverty and eradicating hunger seem distant at this point. There is a pressing demand for health services to reduce child mortality and improve maternal health, yet the health care system in Nigeria is considered to be at a standstill or even in regression, showing a clear need for support to expand good quality health and medical services.

The Nigerian government established the National Economic Empowerment & Development Strategy (NEEDs) in 2004 in order to pursue organized national development. Based on this, Nigeria’s 36 state and local governments each established State Economic Empowerment and Development Strategies (SEEDs) and Local Economic Empowerment and Development Strategies (LEEDs). NEEDs guided Nigeria’s development strategy and direction until 2007, and Vision 2020 laid out the country’s development plans per sector for the next 13 years from 2008 to 2020. Vision 2020 has three strategic goals: 1) establish a foundation for economic development (2008~2010), 2) achieve the MDGs (2011~2015), and 3) leap forward into the top 20 world economic powers. In order to achieve these goals, Vision 2020 outlines specific project directions.

KOICA has provided a total of USD 10,208,000 to Nigeria from 1991 to 2010 in order to support its consolidated and organized national development. This is the 11th largest assistance amount KOICA has given
to any state in the African region in the past 5 years. The quantity of assistance has been increasing since 2006, following the announcement of the ‘Korea’s Initiative for Africa’s Development’ by the Korean government.

[Table 3-32] Total Assistance to Nigeria

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>1,020.8</td>
<td>4.9</td>
<td>4.8</td>
<td>4.6</td>
<td>2.2</td>
<td>7.4</td>
<td>4.2</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>5.6</td>
<td>2.5</td>
<td>4.4</td>
<td>2.8</td>
<td>10.0</td>
<td>22.0</td>
<td>8.2</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>10.9</td>
<td>15.9</td>
<td>104.3</td>
<td>87.6</td>
<td>239.4</td>
<td>172.5</td>
<td>306.6</td>
</tr>
</tbody>
</table>

[Figure 3-18] Assistance Trends for Nigeria
C. Democratic Republic of the Congo

Democratic Republic of the Congo (DRC) has vast territory, forests, and underground resources. In the 1960s, it was even more prosperous than South Africa. However, the country became impoverished due to government failure, corruption, and several civil wars. Basic social facilities were destroyed and living standards deteriorated greatly. By 2006, 71.3% of the population was living in extreme poverty. There is an urgent need for assistance in the health and medical sector since about
80% of the total population do not have access to safe drinking water, 70% do not have access to medical services at all, and the child mortality rate is the highest in Africa.

The DRC government established plans for national development, such as the PRSP and Cinq Chantiers, with the ultimate aim of building infrastructure and increasing employment in order to rebuild the country. KOICA’s aid to the DRC was meager in the 1990s and early 2000s, and took the form of in-kind assistance and deployment of experts. The amount of aid has noticeably increased since 2007. Seventy percent of KOICA’s assistance to the DRC over the past 20 years has been focused in the information communication sector and on improving the administrative system. After the launch of Kabila’s new government in 2006, KOICA carried out projects to build and expand a land communication network for government facilities in order to improve the efficiency of government productivity and rebuild the country.

[Table 3-34] Total Assistance to DRC

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>1,755</td>
<td>21.1</td>
<td>19.3</td>
<td>17.4</td>
<td>16.4</td>
<td>15.6</td>
<td>14.2</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>0</td>
<td>0</td>
<td>3.2</td>
<td>0.8</td>
<td>3.3</td>
<td>3.2</td>
<td>7.1</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>0.9</td>
<td>31.7</td>
<td>31.1</td>
<td>162.9</td>
<td>217.9</td>
<td>219.7</td>
<td>389.6</td>
</tr>
</tbody>
</table>
[Figure 3-19] Assistance Trends for DRC

[Table 3-35] List of Major Projects in DRC (1991~2010)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural development</td>
<td>Improving productivity and added-value of farming and fishing</td>
<td>Integrated Rural Development Project in Tshuenge, Kinshasa, DRC (2010~2013/7.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DR Congo Rural Development</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Agricultural Policy and Administrative Management</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Horticultural Crop Production</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Processing marine products and controlling hazardous factors</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fostering African Marine Technician</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Project for Establishment of Government Network of 6 Ministries in Democratic Republic of Congo (2008~2009/2.5 million USD)</td>
<td>Project</td>
</tr>
</tbody>
</table>
D. Egypt

As a country which is geopolitically located between Africa, the Middle East, and Europe, Egypt has been receiving large amounts of aid from Western developed countries and international organizations for playing a leading role in facilitating peace settlements in the Middle East. The Egyptian government selected a long-term development plan called ‘Vision 2022’ in pursuit of prosperity, and is implementing economic reforms and liberalization. In addition, Egypt is currently pursuing a mid-term strategy called “The 6th Five Year Plan (2008~2012).” The goal of
this plan is to maintain an average of 8% growth by lowering the unemployment rate by creating new jobs; decreasing the percentage of the population living under the poverty line by improving the living standards of the low income class; and by fostering industries with high potential such as manufacturing, construction, tourism, and information and communication sectors.

Egypt has made significant progress in reducing poverty and expanding basic services thus far, yet the country still needs to adjust the disparity between urban and rural areas, expand women’s participation in society, and increase education to eradicate adult illiteracy.

KOICA has provided USD 42 million worth of ODA to Egypt since 1991. However, the share of KOICA’s budget going to Egypt has been decreasing as KOICA’s assistance to Sub-Saharan LDCs such as Ethiopia and Tanzania expanded in 2008. Job training took up the biggest portion of KOICA’s assistance to Egypt. Additionally, Egypt received comparatively more assistance in the information and communication industry and environmental sectors than other African countries because of its relatively well established industrial base.
### Table 3-36: Total Assistance to Egypt

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>4,247.9</td>
<td>6.1</td>
<td>31.0</td>
<td>41.5</td>
<td>20.6</td>
<td>35.7</td>
<td>52.6</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>145.2</td>
<td>72.4</td>
<td>58.8</td>
<td>51.8</td>
<td>50.3</td>
<td>165.2</td>
<td>122.3</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>196.5</td>
<td>408.4</td>
<td>527.3</td>
<td>542.1</td>
<td>746.8</td>
<td>568.7</td>
<td>396.6</td>
</tr>
</tbody>
</table>

### Figure 3-20: Assistance Trends for Egypt

![Assistance Trends for Egypt](image-url)
**Table 3-37** List of Major Projects in Egypt (1991~2010)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>Building E-government</td>
<td>Program for developing quality control system for industrial products (2001~2004/2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>National Software Development Center Establishment Project (2004~2006/1.3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Program for IT distance learning center (2004~2006/0.7 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the Development of the Information Technology of Supreme Council Of Antiquities (2007~2009/2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td>Strengthening government</td>
<td>Administrative capacity</td>
<td>Public Sector Development</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Statistical Training</td>
<td>Training</td>
</tr>
<tr>
<td>Industry and Energy</td>
<td>Improving energy and industry</td>
<td>Project for developing and automating the Electricity Distribution System in North Cairo, Egypt (2008~2010/1.8 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>infrastructure</td>
<td>Program for strengthening road management capacity</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Program for strengthening railway operation capacity</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Capacity Building Program on Nuclear Safety for Egyptian Nuclear Regulations</td>
<td>Training</td>
</tr>
<tr>
<td>Education</td>
<td>Establishing Vocational training</td>
<td>Program for Vocational training institution Shorabia (1993~1995/0.6 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>and Education</td>
<td>The Program for the Improvement of the Automotive Vocational Training Center in Shoubra (1996~1998/1.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Program for the Improvement of the Automotive Vocational Training Center in Alexandria (2004~2006/1.8 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Program for the Improvement of the Automotive Vocational Training Center in Embaba (2006~2008/2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Secondary school for technology in Luxor (2007~2008/1 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Program for improvement of auto-mechanics and vocational training system (2008~2012/5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Development of vocational training system</td>
<td>Training</td>
</tr>
</tbody>
</table>
E. Tanzania

Tanzania pursued a socialist vision of economic development after the Arusha Declaration of 1967, but this failed due to lack of resources for investment. Then Tanzania began implementing steady structural adjustments such as privatization of state-owned enterprises and finally transitioned into market economy in 1986. However, the country’s average per capita income is USD 440 and the Human Development Index (HDI) ranks the country as 148th out of 169 countries. Only 55% of the entire population has access to safe drinking water and the country is in dire need of infrastructure investment in order to expand basic services, such as health care and education.

The Tanzanian government announced a national mid/long-term development plan called ‘Vision 2025’ with the aim of graduating from the list of Least Developed Countries (LDCs) by 2025. It established the NSGRP in 2005 to maintain a steady growth rate of 6~8% and increase agricultural output in order to reduce rural poverty and improve basic services.

KOICA’s assistance to Tanzania has increased steadily since KOICA opened its office in the country in 2002. By 2010, KOICA’s aid to Tanzania increased to USD 9,640,000 and Tanzania became the largest aid recipient among KOICA’s Sub-Saharan partners. KOICA’s assistance to Tanzania is focused on infrastructure for supplying drinking water, on agricultural production and industry, and on strengthening human resources. Two major water supply projects are located in Dodoma and Shinyanga. KOICA’s main projects for improving human resources involve sending in Korean volunteers to Tanzania and inviting Tanzanian workers to Korea for training.
[Table 3-38] Total Assistance to Tanzania

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>3,930.1</td>
<td>0</td>
<td>35.5</td>
<td>29.4</td>
<td>30.9</td>
<td>41.2</td>
<td>49.1</td>
</tr>
</tbody>
</table>

[Figure 3-21] Assistance Trends for Tanzania

(USD 10,000)
4) Central and South America

(1) Overview

Countries in Central and South America have experienced coup d’états, dictatorships, and land reform failures after liberation from colonization. They are now suffering from poverty, class disparity, and social unrest. The population in Central and South America is estimated to be around 580 million people as of 2010, which is about 8.4% of the world population.
Central and South American countries have a high level of fellowship because of similarities in language, culture, and religion. Nevertheless, differences in ethnic identities and economies have caused recent economic disparity between countries in this region. Brazil, Mexico, and countries with warm climates and large Caucasian populations are emerging as new economic powers. For example, the GDP based income per person in Argentina, Chile, and Uruguay is over USD 7,000. However, most of Central American and small or middle-sized Caribbean countries are Low and Middle Income Countries (LMICs) and Other Low Income Countries (OLICs) with many economic and developmental problems. Some South American countries have comparatively large territory and abundant natural resources, as is the case with Peru, Columbia, Paraguay, and Bolivia. Despite this, social and political unrest has hindered development and they remain LMICs.

KOICA has been endeavoring to bridge the development gap in Central and South America and support sustainable growth. In particular, KOICA has been strengthening cooperation with international organizations in the region since the 2010 summit meeting between Korea and the System of Central American Integration (Sistema de la Integración Centroamericana, SICA) countries. KOICA has been increasing the effectiveness of its assistance by going beyond bilateral aid and expanding tripartite and South-South cooperation.

KOICA has implemented many different kinds of cooperative projects. As a form of tripartite cooperation, KOICA has carried out a Korea-Chile joint local training program every year since 2004. KOICA has also implemented capacity building projects for SICA member countries as a form of local community cooperation. Furthermore, KOICA carry out its first South-South cooperation project, the tripartite Korea-Peru-Algeria Potato Project, by providing technical assistance for growing Peruvian...
seed potatoes in Algeria.

In 1991, KOICA opened its first office in Central and South America and provided around USD 236,804,000 (9.43% of its total project budget) to the region. As projects had previously been smaller in scope, the percentage of KOICA’s project budget allocated to this region fluctuated between 7 and 15% and then in 2006, decreased to 6.3%. KOICA increased its aid to this region up to around 10% of its project budget in 2007, 10.20% in 2009 (USD 28,497,000), and 10.64% in 2010 (USD 48,315,000).

### [Table 3-40] Total Assistance to the Central and South American Region

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>23,680,4</td>
<td>351</td>
<td>298</td>
<td>359</td>
<td>355</td>
<td>362</td>
</tr>
<tr>
<td>Percentage</td>
<td>9.5%</td>
<td>15.4%</td>
<td>10.2%</td>
<td>11.8%</td>
<td>9.3%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
</tr>
<tr>
<td>Amount</td>
<td>781</td>
<td>468</td>
<td>254</td>
<td>380</td>
<td>310</td>
<td>764</td>
</tr>
<tr>
<td>Percentage</td>
<td>14.1%</td>
<td>12.2%</td>
<td>6.7%</td>
<td>8.4%</td>
<td>5.7%</td>
<td>12.3%</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
</tr>
<tr>
<td>Amount</td>
<td>863</td>
<td>1,200</td>
<td>1,396</td>
<td>3,564</td>
<td>3,199</td>
<td>2,850</td>
</tr>
<tr>
<td>Percentage</td>
<td>4.9%</td>
<td>5.7%</td>
<td>7.2%</td>
<td>13.2%</td>
<td>11.6%</td>
<td>10.2%</td>
</tr>
</tbody>
</table>
By sector, 27% of total aid to this region went to the health sector for building maternal and child health centers and local foothold hospitals. After the 2000s, assistance was used for improving the governance and ICT sectors accounted and carrying out e-government projects.

Between 1991 and 2000, KOICA had 34 partner countries in Central and South America and was unable to implement programs with long-term goals with its limited budget. As KOICA began using its “Selection and Focus” strategy, assistance was focused in Peru, Paraguay, Guatemala, and Ecuador. After 2001, aid to these four countries took up 62% of KOICA’s total budget in the region.

In 2004, Korea and Chile signed The Korea-Chile Free Trade Agreement. Around this time, the global price of oil, grain, and raw materials rose rapidly and Korea was becoming more interested in the abundance of natural resources and growth potential in Central and South America. Accordingly, ODA to this region expanded and KOICA
implemented a differentiated strategy. For Lower Income Countries (LICs) in the region, aid was focused on supporting governance by such means as building health and e-government infrastructure. For OLICs, aid was also focused on developing local agricultural and fishing communities and on the health and medical sector. In 2010, KOICA selected a more focused assistance program and a three year mid-term plan (2011-2013) with the ultimate aim of promoting long-term economic cooperation between Korea and its four major partner countries; Peru, Paraguay, Bolivia, and Columbia.

(2) Future Direction of ODA Project in the Region

A. Central America and the Caribbean

Central America and the Caribbean have many small countries with populations under 10 million. Most of these small countries suffer from poverty and are classified as LICs. Important exceptions are Panama, Costa Rica, and the Dominica Republic. Because of the small size of their economies, the countries in this region are trying to achieve economic development through local communities such as the SICA. In the past, KOICA’s assistance was focused on Guatemala and El Salvador, but future aid to this region will involve multilateral cooperation through SICA and other local communities.

Central America is located on the Circum-Pacific Earthquake Belt in the Caribbean and Pacific Oceans. This geographic location puts the region at high risk for natural disasters, such as hurricanes, earthquakes and volcanic eruptions, which cause large scale damage to low income countries. Since 1991, KOICA has delivered about 3% (5,400 million KRW) of its total aid to this region in the form of emergency relief. In
particular, USD 10,000,000 was promised to Haiti to help reconstruct the country after the earthquake in 2010.

B. South America

The economies in South America are generally bigger than those in Central America, and they have been growing rapidly since raw material prices rose in 2004. Among them, Peru is KOICA’s largest partner country, receiving 24.7% of KOICA’s aid to Central and South America in the past 20 years. The 1st Korea-Peru Medical Center was one of KOICA’s first projects and assistance in the health and medical sector have been successfully carried out over the years.

Paraguay and Bolivia are among the poorest countries in South America. As aid policy towards the world’s poorest countries expanded, assistance to these two countries has increased. The focus of this aid will be on supporting basic health services and developing farming and fishing communities. Columbia consistently achieved one of the highest growth rates in the region, yet the gap between the rich and poor in Columbia is the second largest in the world, following only Brazil. Before poverty and social instability in can be solved, the gap between Columbia’s rich and poor needs to be addressed. KOICA plans to focus on strengthening Columbia’s administrative capacity and local development. Ecuador is rich in natural resources such as oil and natural gas and possesses valuable natural environment such as the Galapagos Islands. These characteristics make it a good candidate for a sustainable and pro-environmental economic development model such as ‘Yasuni ITT.’ In Ecuador, KOICA is implementing projects in environmental preservation, education, health, and rural development. One notable environmental project is the construction of solar power plants.
(3) ODA by Country

A. Guatemala

Guatemala’s poverty and social inequality index is very high and the gap between its rich and the poor is the third largest in the world. Infrastructure support for improving access to health services and education is urgently needed as 58% of the total population is impoverished and public insecurity is high.

KOICA’s aid to Guatemala between 1991 and 2010 amounted to USD 24,908,000, making the country KOICA’s third strongest partner in Central and South America in terms of the percentage of its aid budget, Assistance to Guatemala increased drastically in 2002 after treaties for dispatching KOICA volunteers were made and the Economic Development Cooperation Fund (EDCF) Loan Agreement came into force. Then in 2006, Guatemala was selected as a focus partner. In terms of aid by sector, the major focus was on sectors where Korea had comparative expertise, such as the information communication, education, and health and medical sectors. In addition, KOICA implemented projects aimed at directly benefitting the poor in order to improve Guatemala’s relatively weak governance.
In the areas of health and medical services and education, KOICA has been implementing projects guided by the idea of Pro-Poor Growth which attempt to bridge the gap between different classes of people by supporting the natives and the poor. With Guatemala’s weak governance in mind, KOICA has been putting much effort into creating cooperative projects with local governments dedicated to developing their
communities, KOICA has also been putting more effort into small projects for supplying drinking water as the need for clean water intensified in Guatemala’s mountainous regions.

At the same time, there is an increasing demand for human resources with high technical capacity in Guatemala’s ICT industry. The Guatemalan government has been expressing its determination to achieve economic growth and to strengthen its national competitiveness by improving domestic infrastructure. Accordingly, KOICA has been cooperating with Guatemala’s Technical Institute for Training and Productivity (INTECAP) to co-sponsor the construction of a five leveled (2 stories above ground, 3 stories underground) ICT Training Center worth USD 4 million. This project aims to spread Korea’s advanced ICT education program across Guatemala.

**[Table 3-42] List of Major Projects in Guatemala (1991–2010)**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Project for the Modernization of Education for Women at the Girls’ Village (2010–2011/1 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project to Strengthen the Education Sector in Municipality of San Juan Cotzal, Quiche Department (2010–2011/1.78 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td>Education</td>
<td>Expanding basic education facilities and improving school curriculums</td>
<td>Project for constructing an auto mechanic vocational training center for teenagers (2007)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Training and strengthening human resources capacity</td>
<td>ICT Education Center Construction Project (2006–2008/2.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for creating a textile technology training center (2005–2006/0.8 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Technology Education Training Center Establishment Project (2003–2004/1.2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction of the Welfare Center for Children I (1993–1995/0.7 million USD)</td>
<td>Project</td>
</tr>
</tbody>
</table>
B. Peru

Despite government effort, support from ODA donors, and an average growth rate of 7% over the past 5 years, about 36.2% of Peru’s population is living in poverty and 11.5% are in absolute poverty as of 2009. Hurdles to Peru’s development are an extreme gap between the rich and the poor, the lack of a social safety net which is able to reach the poor; environmental problems arising from mining, forestry, and energy industries, and a weak road network. Peru’s continued economic growth in recent years comes from the development of a resource intensive mining industry. However, its benefit to the poor is insignificant because it has not led to new job creation.

The Peruvian government set up and implemented a 5 year national development plan from 2006 to 2011 in order to eradicate poverty, expedite stable economic growth, increase exports, and build basic socio-economic infrastructure. The goals of this plan are to achieve an annual economic growth rate of 7%, decrease the budget deficit as a percent of GDP by 1% per year, and raise the average income per person to USD 5,000 by 2011. The government also pursued a strategy for eradicating

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>Supplying infrastructure for e-government</td>
<td>Construction of the Welfare Center for Children II (1997–1999/0.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction of the Welfare Center for Children III (1997–1999/0.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the modernization of Guatemalan Customs Administration (2009–2011/2.85 million USD)</td>
<td>Project</td>
</tr>
</tbody>
</table>
poverty by creating local employment programs and fostering small and medium-sized enterprises.

KOICA’s aid to Peru amounted to a total of USD 51,672,000 from 1991 to 2010, making the country KOICA’s largest partner in Central and South America. Aid in the health sector and the administrative sector took up 62% of the total aid. Projects included building health centers and hospitals in areas where there is a lack of service infrastructure, and using ICT to create e-government capacity to strengthen Peru’s administrative effectiveness.

Keeping in mind Peru’s development status as an emerging middle income country, KOICA has been more focused on strengthening technical cooperation and creating small and medium-sized enterprises in marginalized farming and fishing communities such as Cusco, rather than on infrastructure-based projects in the capital, Lima. However, the poor continue to migrate from rural to urban areas. By 2009, 71% of Peru’s total population lived in cities and 68.1% of urban dwellers lived in slums with weak infrastructure. Thus, KOICA is continuing to give aid to the urban poor.

**[Table 3-43] Total Assistance to Peru**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>5,167.2</td>
<td>23.7</td>
<td>21.5</td>
<td>52.7</td>
<td>30.7</td>
<td>39.0</td>
<td>63.9</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>60.1</td>
<td>97.2</td>
<td>48.2</td>
<td>180.6</td>
<td>74.6</td>
<td>96.0</td>
<td>207.7</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>295.7</td>
<td>272.4</td>
<td>434.6</td>
<td>1,022.7</td>
<td>902.0</td>
<td>670.1</td>
<td>574.3</td>
</tr>
</tbody>
</table>
In particular, six health and medical projects implemented by KOICA in Peru were chosen by the Peruvian government as good examples and were used as models for government-funded health centers built across the country. The health centers have received good reviews for providing high quality primary and secondary health and medical services to the local poor. Two of these health centers implemented an autonomous management system characteristic of local Peruvian culture and are excellent examples of development through participation by the local population.
<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>Expanding quality health and medical services and eradicating infectious diseases</td>
<td>The establishment of a dental clinic at the Universidad Nacional de San Antoino Abad Del Cusco (2010–2012/2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The 2nd Korea-Peru Comas Medical Center Construction Project (1993–1994/0.44 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Government dispatch of doctors, nurses and dental hygienist in relation to The 2nd Korea-Peru Comas Medical Center Construction</td>
<td>Volunteers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The 1st Korea-Peru Medical Center Construction Project in Bellavista (1992–1993/0.46 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Government dispatch of doctors in relation to The 1st Korea-Peru Medical Center Construction Project in Bellavista-urologist</td>
<td>Volunteers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The 4th Korea-Peru Medical Center in Huanuco Construction Project (1997–1999/0.55 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of doctors, nurses, and medical laboratory technologist in relation to The 4th Korea-Peru Medical Center in Huanuco Construction Project</td>
<td>Volunteers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The 5th Korea-Peru Piura Santa Rosa Friendship Hospital Construction Project (2003–2004/1.3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of doctors (ENT), nurses, medical laboratory technologist in relation to The 4th Korea-Peru Medical Center Construction Project</td>
<td>Volunteers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maternal and Child Health Policy and System</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Validity research project for drinking water development and sewage construction (2004–2006/0.7 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Strengthening maternal health and reducing the mortality rate for children under 5 years old and maternal mortality</td>
<td>The 3rd Korea-Peru Iquitos Medical Center Construction Project (1995–1996/0.35 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispatch of doctors and nurses in relation to The 3rd Korea-Peru Iquitos Medical Center Construction Project</td>
<td>Volunteers</td>
</tr>
</tbody>
</table>
C. Paraguay

Paraguay is showing the least progress in poverty reduction out of the countries in Central and South America. The annual economic growth rate had increased from 1% to 6.8% by 2010; yet, despite what appears to be growth from the outside, the gap between the rich and the poor in Paraguay is higher compared to other countries in the region. About 35.6% of the total population lives in poverty and 19.4% live in absolute poverty. In order to solve this issue, the Paraguayan government established a plan called “Paraguay Vision 2030,” with the aim of achieving 7% annual growth for 20 years starting in 2010. The main strategy of this plan is to first build modern and efficient political and macro-economic systems and an independent judiciary; second, to lower the poverty level by 50% compared to 2008 through education; third, to foster higher value-added industry and create opportunities for investment and employment through exports; fourth, to manage reforestation and attain environmental efficiency by investing in sustainable resources.

KOICA provided USD 37,442,000 to Paraguay between 1991 and 2010,

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>Building e-government and reducing ICT information gap</td>
<td>Dispatch of doctors and nurses in relation to The 6th Korea-Peru Pachacutec Maternal and Child Health Center Construction Project</td>
<td>Volunteers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comprehensive Information Management System Establishment for the Peruvian Ministry of Foreign Relations (2007~2009/2.9 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the improvement of ICT infrastructure of Peru International Cooperation Bureau (2006~2007/0.6 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strengthening ICT Education at the National University of Engineering (2007~2008/2.7 million USD)</td>
<td>Project</td>
</tr>
</tbody>
</table>
making Paraguay the second largest recipient of aid from KOICA in Central and South America during this time. Aid was distributed evenly in the areas of education, governance, health, and development of farming and fishing communities. Projects which target marginalized members of the community are being emphasized, such as those for improving healthcare and expanding social safety nets. Forty percent of Paraguayans do not have access to medical services at all and Paraguay’s maternal and child health is among the poorest in the world. To combat these problems, KOICA has been supporting basic health services and strengthening public maternal and child healthcare capacity.

There are an increasing number of children and teenagers on the streets of Paraguay due to poverty, urbanization, and domestic abuse. These children are at risk of becoming the biggest victims of social problems through exposure to social crimes such as drugs, violence, and prostitution. KOICA has been carrying out basic education for the poor, protection and rehabilitation programs for vulnerable children and teenagers, and vocational training in an attempt to mitigate this risk.

[Table 3-45] Total Assistance to Paraguay

\[
\begin{array}{|c|c|c|c|c|c|c|c|}
\hline
\hline
\text{Amount} & 3,744.2 & 21.5 & 22.3 & 24.6 & 36.4 & 54.7 & 48.4 \\
\hline
\hline
\text{Amount} & 93.1 & 61.3 & 26.8 & 27.1 & 41.4 & 55.6 & 64.2 \\
\hline
\hline
\text{Amount} & 102.9 & 230.9 & 188.1 & 612.7 & 481.5 & 408.9 & 1,141.8 \\
\hline
\end{array}
\]

(USD 10,000)
[Figure 3-25] Assistance Trends for Paraguay

[Table 3-46] List of Major Projects in Paraguay (1991~2010)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Vocational Training and Education</td>
<td>Establishment of Paraguay Vulnerable Children and Young Adult’s Rehabilitation Center</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Paraguay Technical School (1996/0.2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Computer Education</td>
<td>Volunteer</td>
</tr>
<tr>
<td>Health</td>
<td>Enhancing Local Medical Service</td>
<td>Maternal and Child Mortality Rate Reduction Projects in 3 areas near Asuncion</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>General Hospital Construction Project in San Pedro</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promoting Maternal and Child Health</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Paraguay Health Center</td>
<td>NGO</td>
</tr>
</tbody>
</table>
5) Middle East

(1) Overview

Most countries in the Middle East are similar in that they are Islamic countries that speak Arabic. Yet each country is situated in a different environment and has experienced development differently because of divergent social and cultural backgrounds stemming from long individual histories. There is a big disparity of economic strength between oil rich countries and LDCs which lack the same natural resources. Oil rich countries built a large industrial base and have a high degree of socio-economic development, yet many of these countries rely on foreign technology and are in urgent need of human resource development in order to achieve self-reliant economic growth. On the other hand, underdeveloped countries, such as Yemen, have difficulty even securing safe drinking water and basic health care.

This area is known as a major international conflict zone due to the post-World War II Arab-Israeli conflict, the Iran-Iraq War, the Gulf War, and threats of terrorism by Islamic fundamentalists. Despite the fact that the region only accounts for 4% of the world economy, there is continued interest in the region due to its oil resources. The Middle East possesses around 65% of the world’s oil reserve and accounts for 36% of world oil production.

In addition to the fact that 70% of Korea’s oil comes from the Middle East, the region is an important economic partner or Korea because Korean aid is funding a multibillion dollar construction business which is currently in progress. This kind of diplomatic and economic concern had a major effect on Korea’s ODA projects in the 1990s. However, during the 2000s, projects were implemented according to the ‘Selection and Focus’ strategy considering the long-term development needs of partner
countries rather than Korea’s vested interests. As of 2006, major partner countries in this region are Sudan, Jordan, Yemen, Iraq, Iran, Egypt, and Palestine.

In countries where government function was not properly established after conflict, KOICA provided aid such as development consulting and training for government employees in the area of governance. Other countries received aid in education, health, and basic infrastructure development. In the late 2000s, KOICA provided humanitarian aid to fragile states, such as Afghanistan, Iraq, Palestine, and Pakistan. This aid was focused on fostering human resources and increasing public administration capacity in an effort to help with reconstruction and sustainable development.

After the war in 2003, KOICA committed more than 80% of its total budget for the Middle East to helping to rebuild Iraq. The reconstruction project in Iraq is the single largest project in the history of Korea’s ODA and comprehensively covers education, health, and governance.

KOICA provided a total of USD 373,500,000 to the Middle East from 1991 to 2010 which accounts for about 15% of KOICA’s total budget. Prior to the 2003 war in Iraq, the percentage of KOICA’s total budget devoted to this region was in the single digits. Due to the war, aid to this region was increased to 34%. From 2003 to 2007, aid was focused on rebuilding Iraq and Afghanistan, with approximately 80% of KOICA’s aid to the Middle East focused in Iraq. Following the Korean government’s response to UN Flash Appeal in March 2003, KOICA established a ‘Disaster Relief, Rehabilitation, and Reconstruction Team’ and commanded special projects in Iraq and Afghanistan. Thus, KOICA’s aid has furthered the cause of peace in the Middle East by expanding a post-war stable economic growth base in Iraq and through peace settlement assistance in Palestine.
[Table 3-47] Total Assistance to Middle East

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>37,350.0</td>
<td>28.0</td>
<td>27.0</td>
<td>39.8</td>
<td>84.0</td>
<td>137.7</td>
<td>133.7</td>
</tr>
<tr>
<td>Percentage</td>
<td>15%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>2%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Year</td>
<td>1997</td>
<td>1998</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>Amount</td>
<td>221.5</td>
<td>288.8</td>
<td>73.95</td>
<td>75.24</td>
<td>53.5</td>
<td>129.4</td>
<td>4,216.2</td>
</tr>
<tr>
<td>Percentage</td>
<td>4%</td>
<td>8%</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
<td>2%</td>
<td>34%</td>
</tr>
<tr>
<td>Year</td>
<td>2004</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Amount</td>
<td>6,921.9</td>
<td>7,797.8</td>
<td>5,471.4</td>
<td>5,847.5</td>
<td>1,561.3</td>
<td>1,847.1</td>
<td>2,394.5</td>
</tr>
<tr>
<td>Percentage</td>
<td>39%</td>
<td>37%</td>
<td>28%</td>
<td>22%</td>
<td>6%</td>
<td>7%</td>
<td>5%</td>
</tr>
</tbody>
</table>

[Figure 3-26] Assistance Trends for Middle East
(2) Future Direction of ODA in the Region

Post-war reconstruction of Iraq must be mentioned because it was a very important project area during KOICA’s 20 years of involvement in the Middle East. Korea’s aid to Iraq began after the UN appealed to the international community for humanitarian emergency aid at the end of the Iraq war in 2003. The Korean government provided USD 10 million of humanitarian aid in April 2003, and USD 50 million of additional aid three months later. An additional promise of USD 200 million was made during the Madrid conference in October 2003, and thus Korea’s reconstruction project in Iraq took off.

In May 2007, Korea made the International Compact with Iraq (ICI) in Egypt. Through this agreement, the Korean Government promised to provide Iraq with a total of USD 200 million (100 million in grants and 100 million in loans) from 2008 to 2011, thereby increasing assistance from Korea to USD 460 million (360 million in grants and 100 million in loans).

(3) ODA by Country

A. Iraq

The Iraqi government established four major goals in its National Development Strategy: 1) Strengthening the Foundation of Economic Growth, 2) Revitalizing the Private Sector, 3) Improving the Quality of Life, and 4) Strengthening Good Governance and Security. Iraq asked the international community for assistance in achieving these goals and South Korea, other donor countries, and international organizations are formulating aid strategies based on Iraq’s development priorities.

KOICA focused on the education, health, and administrative system sectors from 2003 to 2007 and has provided USD 260 million worth of
aid. As mentioned previously, the Korean government made an addition commitment of USD 200 million (100 million in grants and loans each) for 3 years at the International Compact with Iraq in May 2007. At this time, it established a Country Program in order to heighten aid effectiveness and carry out systematic assistance.

**[Box 3-1] Highlights of Country Program for Iraq**

- **Designed the content and methodology for the step-by-step implementation of reconstruction projects**
  - Initial Stage (2003~2004): Priority assistance for strengthening the reconstruction capacity of central and local Iraqi government, strengthening the health and medical sector, and creating employment, education, and training; Support for public security
  - Mid Stage (2005~2006): Expand socio-economic infrastructure in areas such as electricity, water, sewage, transportation, and communication,
  - Late Stage (2007): Focus on human and material resources for ensuring the sustainability of projects for strengthening capacity

- **Operate flexible projects with local politics and security in mind**
  - As long-term deployment of human resources and management of projects becomes difficult due to insecurity and political instability, focus will be on providing equipment and tools for major emergency restoration and reconstruction. Additional to training will be provided to main technicians by inviting them to Korea.
  - With regards to project development research and deployment of specialists, projects will be selective
Despite the continued deterioration of security in Iraq, the Korean government’s reconstruction efforts are thought to have noticeably contributed to Iraq’s socio-economic restoration compared to the efforts of other countries because of KOICA’s field-focused approach. In particular, Korea has been implementing projects based on Iraq’s National Development Plan while maintaining an aid coordination and consultation relationship with Iraqi government.

KOICA provided around USD 295 million to Iraq between 1991 and 2010, and carried out diverse projects in education, health, governance, and industry and energy. In addition, more than 3,000 Iraqis were invited to Korea to strengthen Iraq’s human resource capacity in various sectors.

[Table 3-48] Total Assistance to Iraq

<table>
<thead>
<tr>
<th>Year</th>
<th>Total (USD 10,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>10</td>
</tr>
<tr>
<td>Amount</td>
<td>2004</td>
</tr>
<tr>
<td>Amount</td>
<td>6,008</td>
</tr>
</tbody>
</table>
### [Figure 3-27] Assistance Trends for Iraq

![Graph showing trends in assistance for Iraq from 1991 to 2010.](image)

### [Table 3-49] List of Major Projects in Iraq (1991–2010)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Priorities</th>
<th>Major Projects</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Expanding education facilities and improving school curriculums</td>
<td>Project for installing internet laboratories in Iraq’s 18 National Universities (2003–2006/2.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for installing a multimedia language training laboratory in Erbil Salahaddin University (2005–2006/0.6 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Model School Construction Project in Erbil (2005–2007/10 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for establishing a language training laboratory in Dohuk and Sulaimanyah (2007/1.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>IT infrastructure establishment project for the University of Baghdad (2003–2006/2.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for improving elementary and secondary school facilities in Baghdad (2010–2011/1.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td>Sector</td>
<td>Priorities</td>
<td>Major Projects</td>
<td>Type</td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Education</td>
<td>Training and strengthening human resources</td>
<td>Language laboratory construction project (2009–2010/1.2 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Education policy planning and implementation</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>Training and strengthening human resources</td>
<td>Korea-Iraq Vocational Training Center Construction Project (2003–2007/10 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Erbil IT Training Center Construction Project (2006–2007/4.5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vocational training policy and system</td>
<td>Training</td>
</tr>
<tr>
<td>Health</td>
<td>Improving health and medical service</td>
<td>Rozh Halat Emergency Hospital Construction Project (2006–2007/7 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Imam Ali Burn Center Construction Project in Baghdad (2007/3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expansion and Improvement Project for Al Karama Hospital (2003–2007/10 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Capacity Build-up for 3 medical centers in Baghdad (2008–2009/4 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the establishment of a mobile clinic in Najaf (2007/2.6 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the establishment of a mobile medical team in Karbala (2008–2009/3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project for the establishment of a mobile clinic in Basra (2010–2011/3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Management of medical policy and programs</td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>Supplying safe drinking water</td>
<td>Model project for modernizing water and sewage systems in Erbil (2005–2007/6 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td>Industry and</td>
<td>Building social infrastructure</td>
<td>Modernization of transportation management systems in Erbil (2005–2007/5 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td>Energy</td>
<td></td>
<td>Capacity building for the central standardization and quality evaluation organ (2006–2007/3 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Central housing development plan and project management</td>
<td>Training</td>
</tr>
<tr>
<td>ICT</td>
<td>Fostering public administration and capacity</td>
<td>Project for the establishment of a database for issuing high school graduation certificates and transcripts (2009–2010/1.25 million USD)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establishment of an Economic Development Plan</td>
<td>Training</td>
</tr>
</tbody>
</table>
2. Performance by Sector

Since the beginning of its establishment, KOICA has implemented development assistance projects based on Korea’s own development experience. By reforming its organization into a sectoral team structure, specialization has been strengthened thereby enabling efficient ODA project implementation in areas which Korea has comparative advantages. The seven core supporting sectors are: Education, Health, Governance, Information & Communications Technology (ITC), Rural Development, Industry & Energy, and Environment.

KOICA considered the MDGs, policy priorities of the partner countries, and areas of Korea’s competitive advantage while choosing these core supporting sectors. Also, KOICA has set up detailed directions and goals in each sector and endeavored to achieve strategic project implementation. Through such policy improvement, KOICA developed a country and sector-based program support system in order to comprehensively support the developmental goals of the partner countries. KOICA’s major project directions and the contents of each core supporting sector are outlined below.

KOICA’s Core Supporting Sectors and the MDGs

The United Nation’s MDGs stipulate that developed and developing countries must work jointly to halve the number of people living in extreme poverty in 1990 by 2015. By adopting the MDGs in 2000, the global community promised to achieve economic goals such as increasing the incomes of the poor and also pledged to attain social development goals such as increasing universal primary education, prevention of infectious disease, improving maternal health, and
ensuring environmental sustainability.

KOICA’s sectoral support strategy is closely related with the achievement of the MDGs. The Education sector supports the second MDG goal of achieving universal primary education and ‘Education for All (EFA).’ Projects in the Health sector are related to achieving the fourth goal of reducing child mortality, the fifth goal of improving maternal health, and the sixth goal of combating infectious disease. The Rural Development sector is essential for attaining the first goal of reducing the proportion of the population in poverty. The Governance, Industry and Energy, and ICT sectors are closely connected with the eighth goal of building a global partnership for development. The Environment sector is aligned with the seventh MDG of ensuring environmental sustainability.

By aligning its ODA projects with these global developmental goals, KOICA has actively participated in international community’s development efforts and has strived to implement assistance projects with consistency and efficiency.
### Sectoral Performance and Development

During the 20 years that KOICA has been implementing sectoral projects, the Health (16.7%), Education (15.3%), and Governance (15.3%) sectors took up the largest portion of its budget. These three sectors are particularly related to Korea’s own development experience. In other words, from the onset of KOICA’s establishment, it has been applying Korea’s experience of developing human resources through education, improving access to health service, and building an efficient state system to its projects in other countries.

In the mid-2000s, when the size of the projects increased and the sectoral system took off, the importance of these three sectors was maintained. At the same time, the Rural Development sector, which is
closely related to poverty eradication, and the Industry and Energy sector, which laid the foundation for Korea’s economic development, began receiving more attention. Also, Korea has responded to the new global issue of a digital divide by increasing support for the ICT sector which emerged as Korea’s new comparative advantage. In the late 2000s, as the challenges for global climate change came to the fore, support for the Environment sector was increased following Korea’s East Asia Climate Partnership supporting plans.

Furthermore, KOICA had been developing as an institution. New rules were adopted and reformed concerning field project manager dispatch, project implementation, project out-sourcing, and construction management (CM). The format of final project reports and the regulations on their content were standardized. KOICA developed and published case studies on projects development research, project regulations, direction for promoting sectoral development projects, and manuals for expert dispatch. Also, a Basic Design Study has been outsourced in order to implement in-depth project planning and program design. In addition, preliminary feasibility studies have been published in English and are provided to the relevant partner country before any project implementation consultation takes place in order to enhance project understanding and to promote the partner country’s ownership and accountability. An annual meeting is also arranged to strengthen cooperation with other organizations and outsourcing companies. Also, KOICA has given outsourcing companies basic guidelines for public relations to systematize effective publicity of ODA activities.

As Korea joined OECD/DAC in 2010 and has started to participate in international development cooperation on equal terms with other advanced donors, the sectoral strategy has evolved to keep pace with the Korean government’s international development cooperation
advancement strategy. While developing a program based approach, cross-cutting issues have been equally considered as important elements in project planning and management. The discussed institutional improvement has contributed to improving Korea’s international position and in building an effective and systematic international development cooperation system in accordance with OECD’s advanced ODA system.

1) Education

(1) Overview

The Education sector is the core area necessary for achieving effective poverty reduction as it provides social opportunities and social safety nets. The Education sector provides the basis of sustainable development and is critical in ODA programs. Equal educational opportunities should be provided to all people in order to overcome the vicious circle of poverty and to ensure standards of living. Also, vocational training as a safety net is important to prevent people from falling into poverty due to sudden unemployment or retirement and lack of ‘decent work’ for professional soldiers after discharge.

Education is one of the fundamental sectors of a developing country and it is a compulsory means to tapping an individual’s diverse potential for social and economic development.

The education sector is related to three goals of the MDGs; improving employment for poverty reduction, achieving universal primary education, and enhancing gender equality and women’s empowerment. The world is trying to achieve detailed targets such as improving adult employment focusing on young adults and women, primary education enrollment, youth literacy, and increasing the ratio of women to men in
primary, secondary and university level education.

To share Korea’s development experience of achieving rapid growth through developing human resource, KOICA supports the socio-economic development of developing countries implementing projects to increase primary education enrollment and completion rates by the enlarging primary education opportunities, training technical professionals to improve national productivity, and nurturing high-skilled human resources to lead the country’s development.

(2) Performance

The total expenditure of KOICA’s Education sector since 1991 has been 230 billion KRW (USD 245.4 million) which accounts for 16.78% of the entire ODA budget. Within the Education sector, KOICA has supported primary education with USD 63.97 million, vocational training with USD 124.64 million, and tertiary education with USD 15.93 million.

Forty-seven primary education projects, 73 vocational training projects, and 21 tertiary education projects were carried out from 1991 to the present. This means a total of 141 projects in the Education system were implemented during the course of KOICA’s operations.

A. Primary Education

From 1991 to 2010, KOICA has implemented a total of 47 projects in the primary education sector including projects still in progress. The total expenditure of these projects is about USD 63.97 million and the average volume per project is USD 1.36 million. Projects in primary education were mainly focused on the Middle East, Asia, and Africa. In Iraq and Afghanistan, primary education has been supported through disaster relief programs. The education projects, which formerly were focused on
the Asian regions in the 1990s, have been expanded to include support programs in Africa since the mid-2000s.

**B. Vocational Training**

From 1991 to 2010, KOICA implemented a total of 73 projects for vocational training including projects that are still in progress. The total expenditure of the projects is about USD 124.64 million and the average per project is USD 1.7 million. The vocational training projects support the establishment of vocational training centers and the adoption of national qualification exams. Vocational training projects are mainly focused in Asia and Africa. African countries are mostly from Northern Africa including Egypt, Tunisia, Algeria, and Libya. The size of support for education projects in Sub-Saharan Africa is relatively insignificant because of the poor local industrial infrastructure and manpower.

**C. Tertiary Education**

From 1991 to 2010, KOICA implemented a total of 21 projects for tertiary education including projects that are still in progress. The total spending of the projects amounts USD 15.93 million and the average per project is USD 1.78 million. In the 1990s, assistance in this area was mainly focused in Asia, but since 2000 educational assistance is being focused on both Asia and Africa. Education programs in the ICT sector are being implemented in these regions to foster high-skilled human resources.

(3) **Strategy and Institutional Improvement**

In pursuit of Education for All (EFA), KOICA’s education ODA endeavors to achieve sustainable development through human resource
development in developing countries by employing three strategies; ① improving access to education regardless of gender or income by expanding facilities for primary education, vocational training, and tertiary education, ② enhancing education quality by ensuring the appropriateness of materials and methods, ③ improving management systems through improvements to the education system and policy. Further, three subordinate strategy targets were selected and pushed ahead; ① realizing the developing country’s potential and training technical manpower upon real demand, ② expanding primary education opportunities with priority given to areas that have poor primary education facilities, and ③ fostering core manpower to lead the developing country’s socio-economic development.

Since 2007, mid-term strategies and policy in the Education sector have been established for effective project implementation. Based on demands from the field, projects collaborating with local NGOs have been developed and supported including Ghana’s Primary Education Environment Improvement Project and Paraguay’s Youth and Homeless Children Support Project.
[Figure 3-28] The Education Sector Strategy

**Vision**
Achieving sustainable development through human resource development in developing countries

**Strategy**

**Increase Access**
- Training technical manpower

**Enhance Quality**
- Expanding opportunity of primary education

**Improvement of Management Systems**
- Promoting high-skilled labor

**Goal**

**Target 1**
Building vocational training basis
- Establishing vocational training facility
- Reorganizing vocational training finance system

**Target 2**
Providing high quality training environments
- Establishing a basic management plan
- Introducing an employment information system
- Training teachers and establishing training organizations

**Target 3**
Introducing rules for certification examinations
- Researching related law and rules
- Developing the basis of certification examinations
- Implementing certification and establishing management organization strategies

**Activities**

**Target 1**
Expanding primary education facilities
- Establishing elementary schools with science labs and computer labs
- Providing incentives such as school lunches for new students
- Establishing education facilities for vulnerable people such as the physically challenged, homeless, and illiterate young people

**Target 2**
Improving quality of teaching and learning
- Textbook development and distribution
- Developing teacher training programs
- Establishing libraries and providing reading education

**Target 3**
Consultation and education development policy
- Developing educational policies and rules by applying Korea’s education development experience
- Introducing an efficient educational budget system

**Activities**

**Target 1**
Building tertiary education facilities
- Establishing ICT colleges in the fields of agriculture, mining, and technology
- Establishing remote educating facilities
- Supporting knowledge spreading facilities like libraries

**Target 2**
Providing better educational opportunities
- Providing scholarships and opportunities to study abroad
- Providing remote education opportunities such as cyber universities and correspondence colleges

**Target 3**
Consultation on the establishment of higher education policy
- Establishing remote education policies and rules
- Introducing fair systems for selecting students
- Introducing an evaluation system for universities’ education programs and certification systems
A. Training Technical Labor

In order to fully utilize the potential of a developing country as a driving force for its socio-economic development, it is essential to identify sectors in which it has comparative advantages. Human resources must then be developed to maximize the potential of each of those sectors. KOICA has been sharing Korea’s industrial development experience in training technical labor and has provided high quality vocational training opportunities to partner countries. This endeavor also has contributed in achieving the MDG of promoting adult employment including jobs for young adults and women.

KOICA’s education projects focus on poverty reduction, increasing incomes and the promotion of labor productivity to deal with sudden unemployment through the provision of social opportunities and safety nets. KOICA’s education projects include building the foundation of a vocational training system in partner countries, providing better quality facilities for vocational training, and introducing rules for certification examinations in technical areas. Assistance is geared towards the promotion of sustainable development in partner countries by providing step-by-step support for each country’s own strategies, and strengthening software support including training technical human resources vital for industrial development, and establishing management system and relevant institutions for vocational training.

B. Expansion of Primary Education Opportunities

KOICA has set the target of expanding equal primary education opportunities to the poor and underprivileged classes in developing countries. KOICA supports primary education in countries with poor educational environments created by poverty, conflict, and disaster. KOICA supports the establishment of special schools through the
publication and distribution of textbooks, library building and reading programs, and curriculum and teaching method development for the vulnerable classes, particularly children who are intellectually and physically challenged, KOICA also supports specialized educational efforts including illiteracy eradication programs and the establishment of alternative schools. Consultation on education policies and rules is provided by KOICA utilizing Korea’s own experience which achieved universal primary education efficiently.

C. Promoting Advanced Human Resources

KOICA has supported advanced human resource development to realize the development potential of its partner countries. In order to achieve this, KOICA has been assisting its partner countries to develop tertiary educational facilities. When giving such support, KOICA analyzes the partner country’s development plans and human resources to determine what types of programs will be most useful to the country’s development. For example, KOICA promotes human resource development in specific areas depending on the needs and strengths of each partner country. KOICA also provides consultation on the establishment of tertiary education facilities, the promotion of better quality higher education, and the establishment of higher education development policy.

As the MDGs and EFA have encouraged ODA to the education sector since 2000, the major donor countries and organizations have increased support for primary education. The elementary school enrollment rate in developing countries has increased significantly by 88.8% since 2008 and the global community expects to make great strides towards attaining universal primary education by 2015.

Once the MDGs’ second goal of universal primary education is
achieved in many countries, the international community needs shift its focus to ‘Post-Primary education.’ The expansion of primary education is very important for laying a foundation of development potential, but it is not sufficient to actually tap into that potential. It is vital that sectors in which partner countries have potential be identified and their human resources developed systematically. The shift of expanding educational plans from focusing only on primary education to including post-primary education requires changing the developmental goals in this sector. The post-primary education sector includes secondary education, vocational training, and tertiary education and requires different assistance than primary education.

It is essential that human resource development plans are established in areas related to partner countries’ development plans in the specific areas of agriculture, manufacturing, commerce, and marine industry in order to actually contribute to an increase of income and, ultimately, to poverty reduction. As emerging industrial sectors demand highly skilled engineers, developing countries are in need of technical labor. KOICA is helping its partner countries meet this need by assisting their efforts to establish industrial development plans and human resource promotion plans according to each country’s potential.

Korea is in a unique position to suggest a new paradigm for education ODA to the international community because of its success in developing its own human resources through education. Since primary education became standardized in 1957, Korea has had ample high-skilled technical human resources to meet its industrial demands. In the 1970s and 1980s, developing industrial, scientific, and technical human resources was essential to Korea’s development strategy. From the 1960s to the 1990s, Korea’s industry evolved from a labor intensive industry through light industry, heavy chemical industry, mechanical industry and
finally into a knowledge and information intensive industry. The focus of Korea’s human resource development has mirrored this evolution.

Although promoting highly skilled technical and scientific human is necessary to reduce poverty and achieve sustainable economic growth in developing countries, it is difficult, in reality, to implement this due to financial and technical limitations. Hence, KOICA’s strategy for future ODA projects in the education sector aims to identify the areas with the most development potential in each partner country and to systematically support human resource development in these areas.

(4) Best Practices

A. Establishment of the Rehabilitation Training Center for Vulnerable Children in Paraguay

The gap between the rich and the poor in Paraguay is severe; the top 10% of income holders earn about 65 times more than the bottom 10% and the level of income inequality is continuing to worsen. As children and young adults of the lowest class living in the rural areas often fall victim to a vicious cycle of self-perpetuating poverty. They migrate into urban areas to find work, but the weak welfare system does not provide them with education; therefore, they are unable to find employment and frequently become addicted to drugs. These young people from the vulnerable class have been abandoned by society and often live on the streets, begging for living, or become easy targets for domestic and international human trafficking.

According to a recent survey, there are about 15,000 homeless children in the Paraguayan capital city of Asuncion and its neighboring areas.
However, protection and education facilities for helping these children smoothly transfer into society are largely insufficient. Therefore, KOICA has opened a rehabilitation center and reconstructed a shelter to provide both educational opportunities and drug rehabilitation treatments to facilitate their participation in social activities.

As KOICA’s the first project supporting vulnerable children and young adults, this project established facilities that systematically protect, educate, and offer treatment to the homeless youths abandoned by their families and society in Paraguay. Also, KOICA strengthened the work capacity of the civil servants in the Department of Children and Young Persons in order to contribute to the development of social protection policy and rules as well as sustainable management.

Furthermore, this project is an excellent example of how encouraging the social participation of homeless youth can reduce the crime rate, promote social stability, and contribute to poverty reduction. By collaborating with Good Neighbors, an NGO with domestic and overseas experience in facility management, KOICA offered Paraguay consultation on establishing relevant facilities, strengthening human resource capacity, and policy and institutional development. The President of Paraguay attended the opening ceremony of the Rehabilitation Training Center held on November 5, 2010. He expressed his belief in the ability of the homeless youths who were expected to use the center to become contributing members of society and was highly satisfied with the project after inspecting the facility.

The Rehabilitation Training Center provided school curriculum and vocational training opportunities lasting from 6 to 12 months to about 50 homeless children. This center also provided treatment and rehabilitation programs for youths suffering from drug addiction.

In addition, by remodeling a shelter, KOICA provided short-term
On November 5, 2010, KOICA held the opening ceremony of the Rehabilitation Training Center to facilitate social inclusion of vulnerable children and young adults in Paraguay. The President of Paraguay, Fernando Lugo, attended the ceremony and encouraged the children and young people entering the center.

- On November 5, 2010, KOICA held the opening ceremony of the Rehabilitation Training Center to facilitate social inclusion of vulnerable children and young adults in Paraguay. The President of Paraguay, Fernando Lugo, attended the ceremony and encouraged the children and young people entering the center.
The Rehabilitation Training Center, established by KOICA, supports the social inclusion of vulnerable children and young adults by providing education and technical training programs lasting 6 to 12 months.

B. Textbook Supply Project for Secondary Schools in Laos

The government of Laos announced the 'Education for All National Plan of Action 2003~2015' and has endeavored to actively develop human resource based on this educational reform to reduce poverty. While overall education conditions have improved, thanks to the support from the international community and the effort of the government of Laos, the textbook supply rate for secondary school is only about 20%, far behind that of 80% for primary schools.

Therefore, the government of Laos requested assistance from the international community in delivering textbooks to middle and high schools. This project, implemented over three phases, included the
publication of middle school textbooks in Laos and high school textbooks covering 13 subjects. The first phase of textbook distribution took place in September 2008, the second in December 2008, and the third distribution was completed in September 2009. A total of 2.66 million books were distributed to 390,000 students from sixth to eleventh grade. During the first phase, a total of 996,562 textbooks were distributed, including 698,563 textbooks for 13 subjects studied by eleventh grade students, 53,714 per subject. During the second phase, KOICA distributed an additional 773,188 high school textbooks covering 13 subjects for tenth grade students, 9,476 copies per each subject. Finally, in the third phase a total of 892,073 ninth grade textbooks covering 13 subjects, 68,621 copies per each subject, were provided.

The people and the government of Laos highly appreciated this project and acknowledged that it had contributed Laos’ human resource development. KOICA not only supported textbook publication and distribution and supplied related hardware including printing and publication equipment, but also supported software development. KOICA dispatched experts in software development to develop curriculums and build capacity and human resources in the printing and publication field. Trainees in this field were also invited to participate in training programs in Korea. As a follow-up project, KOICA is planning to supply textbooks for other grades based on Laos’ reformed school system which is expected to promote the effectiveness and sustainability of the project.

The project has contributed to boosting a friendly image of Korea in Laos as is represented by the Korean and Laos flags appearing together on the last page of every textbook. Furthermore, Korean media publicized this project thus raising public awareness of ODA projects in Korea.
KOICA contributed in improving the quality of secondary education in Laos by supplying a total of 2.66 million textbook to 390,000 students in secondary schools.

C. Expansion of Korea-Vietnam Industrial Technical School and Strengthening Capacity in Vietnam

In order to promote project sustainability, KOICA extended the Korea-Vietnam Technical School project as a follow-up to the first project in 1998. In 2007, the Korea-Vietnam Technical School was upgraded to a college, and KOICA launched the second project to establish an educational environment that enables the school function as a tertiary educational institution. Since its founding a decade ago, this college has been continuously improving thanks to Vietnam’s autonomous management efforts. Vietnam was able to take over the management of this school after the completion of the first project and thanks to the improvements of human resources and school material that was
supported in the second project. The project has been highly praised by the government of Vietnam for its contribution to the education of highly skilled technical personnel necessary for economic and social development. As a result of focusing on Vietnam’s self-reliance and management capacity in the first project, the school successfully managed its own facilities and academic operations and in 2009, 90% of its 4,000 graduates were employed. From this pool of graduates, around 500 found employment in Korea. This proves that the school has become a representative vocational training education institution in Vietnam.

[Figure 3-32] The Korea-Vietnam Industrial Technology School

- The Korea-Vietnam Industrial Technology School, supported by KOICA, was upgraded to a college in 2007 and became a representative vocational training tertiary education institution in Vietnam.
KOICA’s support for the Korea-Vietnam Industrial Technology School is shown by the school name being printed in Korean on the promotional brochure.

2) Health

(1) Overview

Health is a very important sector in development as it is related to three of the eight MDGs. These goals are the fourth goal; reducing childhood mortality, the fifth goal; enhancing maternal health, and the sixth goal; combating HIV/AIDS, malaria and other diseases. Health is also indirectly related to the other MDGs, such as the first goal; reducing
pain and hunger, the seventh goal; enhancing access to safe water, and the eighth goal; providing necessary medicine in developing countries.

KOICA’s philosophy on ODA maintains that support to the Health sector is needed to build ‘social opportunities and safety nets.’ KOICA supports the ‘Medical Insurance Project in Nepal’ and medical insurance related activities through the ‘Sharing Development Experience with Vietnam’ project. This project provides to support people who face sudden unemployment due to disease or people suffering from the economic burden caused by excessive medical expenses. One reason this sector is so important is that health is an indicator of basic human rights as well as an important contributing element to sustainable development.

(2) Performance

KOICA provides many different forms of assistance in the health sector, including carrying out Health sector projects, dispatching volunteers and medical staff, inviting trainees to Korea, and field training. From 1991 to 2010, KOICA’s total spending in the Health sector accounted for 16.5% of its entire expenditure and this percentage has been increasing every year. In 2010, 16.9% was spent on the Health sector.

Health projects in the Asian region received the highest spending, 35% of KOICA’s budget for this sector, due to its traditional cooperative relationship, geographic accessibility, and cultural similarities with Korea. Since 2003, as Iraq and Afghanistan needed intensive support for postwar reconstruction, the Middle Eastern region is ranked as KOICA’s second largest recipient, receiving 20% of the total health spending. The Africa region (17%) and Latin America (15%) are the next largest recipients. Specifically, KOICA’s intensive support to Peru’s health
sector makes up a substantial amount of Latin America’s assistance and needs to be noted.

KOICA undertook 143 projects and 2 development research projects between 1991 and 2010 in addition to hosting 141 training sessions for invited trainees. KOICA has also deployed a total of 72 medical experts and 983 other volunteers work on health sector projects in developing countries.

A. Expanding Quality Health Service

Access to health services in developing countries is generally insufficient for all classes of society; however, the poorest people have particular difficulty as their access is even more limited due to their low social standing. This results from the absence of medical insurance systems, the lack of human resources in the health sector, and the shortage of quality health infrastructure. In order to improve this condition and expand basic medical service in developing countries, KOICA has endeavored to provide health services and provide medical instruments. Also, KOICA has tried to enhance the quality of health care by promoting human resource development in the health sector.

KOICA’s first health care project was the establishment of the Korea-Peru Medical Center in two phases, 1992-93 and 1993-94 respectively. This project aimed to promote quality health care services by providing medical equipment and constructing the physical facilities. Various other health projects have been carried out, ranging from establishing primary care facilities to tertiary hospitals depending on the need of the target area.

B. Enhancing Maternal and Child Health

In the year 2009 alone, more than 8 million children did not reach the
age of five and 350,000 mothers died in labor. In light of this tragic issue, KOICA has been promoting projects to reduce child and maternal mortality death rates.

Some of the most successful cases of KOICA’s maternal and child health projects are the ‘Family Planning and Maternal and Child Health Promotion in the Arsi zone of Ethiopia’ (2008~2010) and the first and second projects for ‘Maternal and Child Health Promotion’ in Guatemala (2007~2009, 2010~2012).

Since 2009, KOICA has been operating a Family Planning Center in the Arsi zone of Ethiopia. At this center, KOICA has provided family planning education to a total of 4,791 people and offered consultation on family planning to 17,268.
C. Combating and Preventing HIV/AIDS, Malaria, Tuberculosis and other Infectious Diseases

Every day, HIV/AIDS infects almost 7,500 people and kills 5,500. The immense scale of this epidemic is due to the lack of prevention and treatment for this infectious disease. With the goal of providing treatment and managing precautionary programs to reduce breakouts, KOICA has carried out projects to foster health experts and medicine distribution. By using the Global Anti-Poverty Contribution Fund created to improve Africa’s health condition, KOICA has been supporting the prevention and eradication of infectious diseases by supplying mosquito nets to people in the Democratic Republic of the Congo.

[Figure 3-35] Supplying Mosquito Nets to the Malaria Affected Areas in the Democratic Republic of the Congo

Since 2009, KOICA has been supplying insecticide-treated mosquito nets to people living in tropical rain forests in the Democratic Republic of the Congo funded by the Global Anti-poverty Contribution Fund, Cho Hye-seung, the head of KOICA office, poses with the people of Congo.
D. Supplying Safe Water and Sanitation

Since 1990, 1.6 billion people have gained access to safe drinking water. Despite this progress, almost 1 billion of people are still suffering from a shortage of drinking water. Additionally, one fourth of the population in developing countries lives without sanitary facilities. Although 15% of the world’s population does use sanitary facilities, many do not have proper sanitary disposal facilities. Negligence in the disposal of human excrement can threaten the health of the people handling the waste as well as the entire community. KOICA has contributed to enhancing living standards and satisfying basic human needs by supplying safe drinking water facilities, thereby reducing waterborne diseases.

[Figure 3-36] People Using Clean Water after the Drinking Water Supply Project in Kenya
(3) **Strategy and Institutional Improvement**

After establishing its ODA implementation framework through a sector based approach, KOICA set up the following three strategies in the Health sector: Institutional Capacity Building, Human Resource Development, and Creating Health Related Resources. Furthermore, four subordinate goals were selected to consider while carrying out the grant aid projects: Expansion of better health services, Enhancing maternal and child health, Combating HIV/AIDS, malaria, and infectious diseases, and Supplying safe drinking water and sanitation facilities.

Establishing a basic level of health in developing countries is the foundation necessary for breaking the vicious cycle of poverty. Without a healthy population, these countries will never have the human resources they need to further their development. In 1948 The Universal Declaration of Human Rights named health as a basic human right, and KOICA recognized the importance of this right as is reflected in its vision of “a prosperous and stable international community achieved with the help of KOICA’ s contributions to the health sector in developing countries.” To realize this vision, KOICA set out two directives of strengthening health and medical care systems and strengthening support for people vulnerable to disease.

Each directive aims to solve health problems in developing countries and assist the global community in achieving the MDGs. Five strategic goals were selected to strengthen health and medical systems; strengthening the capacity of human resources in the health sector, strengthening the institutional capacity of the health system, expanding access to health and medical service, enhancing maternal and child health and family planning and strengthening the prevention and management of infectious diseases. These strategic goals make KOICA’ s projects more effective in supporting the vulnerable classes, combat
major diseases, and furthering progress towards achieving the MDGs. The MDGs being targeted by these goals are goal 4, reducing child mortality rate goal; goal 5, improving maternal health; and goal 6, combating HIV/AIDS, malaria and other diseases.

In 2004, KOICA recognized the building of health and medical centers as its primary health service project and published the ‘Health Project Basic Model Plans.’ This guideline offers models for project implementation from the onset of project selection and pre-survey stages. This guideline also promotes project efficiency by providing a project implementation checklist, a standard equipment list with pictures, detailed specifications for treatment, price trends, and an application survey. In line with the sector-based project system established in 2005, the ‘sector-based promotion direction of development aid’ had a definition, vision, promotion direction, and strategy goals for the health sector and was prepared to promote aid projects. These strategies and the project implementation model function as guidelines selecting partner countries for ODA projects.

In 2007, KOICA established the ‘Mid-term Strategy for International Grant Aid (2008~2010)’ laying out the basic goals, direction, and a three-year project promotion plan for projects in the Health sector. Moving further from projects that simply supply development facilities, project promotion plans were established to align with the MDGs and to take the health and medical situation of partner countries and regions into consideration. Also, by setting up the mid-term strategy, KOICA clarified its project strategies, goals, and detailed support model. While KOICA was setting up this plan, it was also simultaneously carrying out facility support projects, institutional capacity building projects, and human resource development projects. This now serves as the foundation for program-based approach projects.
[Figure 3-37] The Health Sector Strategy

Vision

A prosperous and stable international community achieved with the help of KOICA’s contributions to the health sector in developing countries.

Strategy

Institutional Capacity Building

Human Resource Development

Creating Health Related Resources

Goal

Supplying better health service

Enhancing maternal and child health

Combat HIV/AIDS, malaria, and infectious diseases

Supplying safe drinking water and sanitation facilities

Objective 1

Enhancing the quality of health service

Enhancing prenatal care

Prevention of infectious disease

Expanding the drinking water supply

Targets

- Enhancing health services
- Enhancing medical services
- Increasing the safety of mothers during birth
- Reducing maternal death rate
- Reducing the incidence rate of tuberculosis and other infectious diseases and death rate
- Enhancing access to safe drinking water

Objective 2

Enhancing access to health care

Reducing child mortality and diseases

Treatment and management of infectious diseases

Efficient water resource management

Targets

- Building an emergency health evacuation system
- Building health service delivery system
- Strengthening child health management and enhancing its quality
- Reducing the mortality rate of children under the age of five
- Increasing the supply of anti-AIDS medicine
- Increasing treatment for infectious diseases such as malaria and tuberculosis
- Expanding water resource development plans

Objective 3

Providing family planning education and support

Targets

- Increasing awareness about the necessity of family planning
- Increasing the use of contraceptives

Chapter 3

Performance of KOICA

20 Years of KOICA 215
KOICA has worked hard to build cooperation networks with individuals and institutions that have accumulated expertise and know-how during Korea’s development process. These external experts and specialized institutions have participated in KOICA’s programs through information sessions on health projects and the appointment of consultants for more effective project implementation in the health sector since 2009.

Since 2010, KOICA solidified its leading position in ODA by hosting a forum on the ODA health sector for enhancing the quality of projects. The mid-term strategy goals (2010~2015) were newly established to prepare the basis for long-term aid implementation. Also, KOICA has made efforts to ensure the internal stability of health projects through various forms of comprehensive assistance programs.

(4) Best Practices

A. Family Planning and Maternal and Child Health Project in the Arsi, Ethiopia

Ethiopia is one of the least developed countries in the world with a per capita income of USD 330. Ethiopia’s economic growth has shown very little progress due to the rapidly increasing population. Despite family planning programs implemented by the Ethiopian government and international NGOs over the years, the population growth rate reached a high 2.8% from 2000 to 2005. This rapid expansion of the population exacerbates the food shortage and becomes a severe obstacle to economic growth in a country where half of the population is living in extreme poverty.
According to a survey conducted prior to project implementation, 50% of Ethiopian women want contraception, but the actual rate of contraceptive use is only 15% because of low access to family planning service and a shortage of birth control goods.

In order to improve this situation, the government of Ethiopia requested support from Korea to enhance family planning and maternal and child health in the Arsi zone, the area near the capital city of Adis Ababa. Thanks to this assistance, a maternal and child health center and three family education centers were established in Hetosa woreda area in the Arsi zone. Also, a Korean family planning expert was sent to the field to conduct contraception education and to oversee the project.
As a result of this project, the family planning knowledge in the area has successfully spread. KOICA has offered these health services through a community-based participatory approach, and has provided family planning services for the local people by providing information on family planning through education and consultation. The local people’s access to this type of information is expected to increase greatly in the future, thanks to the maternal and child health center established by KOICA. Other ways in which KOICA has enhanced family planning in this area are by strengthening the capacity of nurses and health extension workers and by encouraging the community’s active participation in the project through the organization of a resident’s committee. This project has been evaluated as one of Korea’s best maternal and child health ODA projects and has been adopted into the Ethiopian government’s policy.
In the short term, it is expected to improve Ethiopia’s family planning and maternal and child health. However, the ultimate long term goal of this project is to contribute to poverty alleviation and sustainable economic and social development.

**B. Drinking Water Development in Kiên Giang Province U Minh and Vinh Binh Nam Regions in Vietnam**

Since 2000, the government of Vietnam has been promoting the ‘National Rural Clean Water Supply and Sanitation Strategy up to Year 2020’ to enhance public health and seek balanced development between urban and rural areas. With this campaign, Vietnam aims to supply clean water to 85% of the population by 2010 and to all of the people by 2020.

The Kiên Giang province, located in the southernmost west coastal area in Vietnam, is home to around 1.68 million members of minority groups. It has poor living conditions compared to other regions due to its climate and geographic location. One particular challenge is a lack of safe drinking water; there are difficulties in using the underground water due to the high concentration of salt. In some areas underground water is not even available. In order to raise the living standards of the local people and to promote community development, the government of Vietnam established a new town development plan in the U Minh area and requested that Korea assist in laying out the infrastructure.

In response to this request, KOICA has supported a project for drinking water development in the U Minh new town and Vinh Binh Nam region spending a total of USD 2.4 million since 2007. The underground water has been processed to meet the standard of drinkable water quality. Then KOICA helped build up a water supply system for each project region in order to create a stable clean water
supply to each household through a water pipeline. By establishing the drinking water supply system, about 2,400 tons of clean water was supplied to the U Minh and 300 tons to the Vinh Binh Nam region daily. These people no longer needed bring in drinking water from outside the region and were released from the danger of waterborne disease symptoms such as diarrhea and vomiting.

C. The Health Project in Peru

Since the founding of KOICA in 1991, there have been a total of three program-based projects including the first Korea-Peru Health Center Construction Project. Since then health projects in Peru have continued to grow. The fifth project established a Korea-Peru Hospital in 2009 and the sixth project constructed a Korea-Peru Health Care Center in Pachacutec in 2007. The ‘Korea-Peru Health Care Center’ project has seen such remarkable results that the President of Peru announced that the Pachacutec Health Care Center will be used as a standard model for Peru’s future health care centers. The Peruvian government has built 6 additional hospitals based on this model.
Established in Callo, the first health center’s two year construction and establishment started in 1992 with a total budget of USD 460,000. The second health center was constructed in the slum area of Comas in the capital city of Lima. The third health center was constructed west of the Andes Mountains in Iquitos, the central city of Amazon, with a budget of USD 350,000. The forth health center was established in Huanuco from 1997 to 1999 spending USD 550,000. This forth Korea-Peru health center is equipped with a department of radiology, a clinical laboratory, an infant unit, an emergency patient treatment center, a department of internal medicine, a department of surgery, a department of obstetrics and gynecology, and a pediatric department. It treats 60,000 people annually. The fifth Korea-Peru hospital was constructed in 2004 in the Piura province, a border area between Peru and Ecuador.

These construction projects are particularly meaningful because they have been combined with human resource development by dispatching
Dr. Oh Chung-hyun, M.D. (otolaryngology) has completed his three-year term as a KOICA cooperation doctor since 2008 and is currently working as a specialized researcher at KOICA.

In a post-project evaluation conducted in 2010, the six hospitals in Peru have advanced their management since their foundation and are providing better quality primary health care in each targeted area.

3) Governance

(1) Overview

KOICA informed project-implementing organizations about the direction of project development. By analyzing four main areas of
administrative institutions and developing different project models for each area, organizations can create standard guidelines for project selection.

The administrative institution of a country can be defined to include the entire structure of governance related to the nation’s politics, economy, and the distribution and control of social resources. Because good governance is recognized as essential for sustainable development, the international community has increased aid in this area. For sustainable poverty reduction during development, there must be improvements in governance, including transparency, responsibility, fairness and the level of democratization. The country should also improve its capacity to improve its political, economic and social institutions. Most developing countries lack institutional capacity which is the basis for sustainable development. Therefore, lack of good governance, including efficiency and transparency of public services, and lack of the rule of law hinders efficient economic development in developing countries.

In the governance sector, KOICA implements projects based on Korea’s development experience. Korea was able to achieve social and economic development and poverty reduction in a short period despite the problems of war, poverty, and lack of natural resources. The unique development experience that Korea acquired in the area of social resources through this process may help developing countries improve governance.

KOICA helps developing countries to improve governance and gain autonomous and sustainable development by supporting the development of government capacity through projects in the administrative institution areas. These include economic development structures, administration and reform and legal systems.
Of the eight MDGs, the area of administrative institution is related to Goal 1, “Eradicate Extreme Hunger and Poverty,” and Goal 8, “Develop a Global Partnership for Development.” The UN Millennium Development Project Team has pointed to governance failure as one of the main reasons why the attainment of MDGs has been delayed despite various efforts of the international community. The US established Millennium Challenge Account (MCA) and has been providing assistance by selecting countries that have well-established governance. Internationally, aid in the sectors related to governance is increasing. Its share among ODA provided by OECD/DAC member countries was less than 5% in 2000, 12.4% in 2004, and 9.7% in 2005 (which amounts to approximately USD 10 billion).

(2) Performance

KOICA’s ODA project in the governance sector started in 1992 with the industrial complex project in the Eastern region of Visayas in the Philippines. This kind of project was implemented sparingly in the 1990s and 2000s, but increased rapidly after 2007. Despite the decrease in 2009, it increased slightly in 2010 reaching a total of 54 projects. Because KOICA’s projects in the governance sector are directed at increasing capacity for public service through the improvement of information and communication systems, the future plan is to unify these projects into administration institution.

(3) Strategy and Institutional Improvement

First, KOICA has implemented projects that improve the developing
country government’s capacity to form economic development strategies, support policies for a market economy and improve the capacity to establish and implement industrial development polices. Strengthening the capacity to pursue economic development is not only an area where Korea has a comparative advantage due to its unique development history, but is also an area that is in great demand by developing countries.

Second, KOICA has helped to invigorate the private sector by supporting small and middle-sized enterprises, building the basis for international trade and promoting exports. It is important to bolster the private sector in addition to strengthening government capacity to pursue economic development in order to achieve efficient poverty reduction through national economic development.

Third, KOICA helps to foster government capacity for administration and reform by growing administrative institutional ability, building corruption-free and efficient administrative institutions, supporting the improvement of administrative services and increasing the efficiency and responsibility of developing country governments. Strengthening the capacity of civil servants and improving administrative management and transparent decision making in the public sector contributes to building good governance. This ultimately plays an important role in efficiently reducing poverty.

Fourth, to achieve the goal of organizing legal systems and stabilizing society, KOICA supports sub goals such as the establishment of an advanced legal system, support for the legal cost of countries in transition, social stability and balanced development. KOICA helps to build legal systems to form the basis for national development and to establish the rule of law. This can then act as a base for problem solving and help stabilize society.
### Figure 3-41: The Governance Sector Strategy

<table>
<thead>
<tr>
<th>Goals</th>
<th>Strengthen capacity to implement economic development</th>
<th>Foster administrative ability and reform capacity</th>
<th>Reorganize legal systems and support social stability</th>
<th>Invigorate private sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targets</td>
<td>Foster ability to establish economic development plan</td>
<td>Foster capacity to implement public administration</td>
<td>Build advanced legal system</td>
<td>Foster small and middle-sized businesses</td>
</tr>
<tr>
<td>Activities</td>
<td>Establish mid and long-term economic development plan</td>
<td>Capacity development of civil servants</td>
<td>Build and manage advanced legal system</td>
<td>Establish policy for fostering small and middle-sized businesses</td>
</tr>
<tr>
<td></td>
<td>Create and manage economic statistics</td>
<td>Share management techniques</td>
<td>Build system for coexisting with international law and crime prevention</td>
<td>Establish strategy for promoting investment</td>
</tr>
<tr>
<td></td>
<td>Establish and run economic research institute</td>
<td>Improve structure of public organizations</td>
<td></td>
<td>Build system for registering and managing businesses</td>
</tr>
<tr>
<td>Targets</td>
<td>Support for establishing market economy</td>
<td>Prevent corruption and build efficient administrative institutions</td>
<td>Support for the reorganization of legal systems in transition countries</td>
<td>Build foundation for vitalizing international trade</td>
</tr>
<tr>
<td>Activities</td>
<td>Build market economy</td>
<td>Establish ethics for public offices and prevent corruption</td>
<td>Foster and train legal professionals</td>
<td>Build advanced trade and financial institutions</td>
</tr>
<tr>
<td></td>
<td>Build WTO system</td>
<td>Build fair evaluation system</td>
<td>Reform legal system</td>
<td>Foster workforce in the field of international trade</td>
</tr>
<tr>
<td></td>
<td>Expand competition</td>
<td></td>
<td></td>
<td>Establish trade promotion organization and support operation</td>
</tr>
<tr>
<td></td>
<td>Establish national standard system</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Establish strategy for privatizing state-owned businesses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Targets</td>
<td>Establish industry development policy and implementation capacity</td>
<td>Improve public administration service</td>
<td>Support social stability and balanced development</td>
<td>Promote exports</td>
</tr>
<tr>
<td>Activities</td>
<td>Establish industry development policy</td>
<td>Loosen administrative regulation and strengthen participatory administration</td>
<td>Strengthen capacity for preventing crime and monitor elections</td>
<td>Establish export promotion strategy</td>
</tr>
<tr>
<td></td>
<td>Establish specific implementation strategy per industry</td>
<td>Computerize public administration</td>
<td>Strengthen safety services for citizens</td>
<td>Support free export zone and special economic zone</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Innovate government</td>
<td>Strengthen balanced development and administrative capacity of local areas</td>
<td></td>
</tr>
</tbody>
</table>
KOICA plans to help developing countries realize efficient governments based on Korea’s advanced technology and infrastructure related to e-government. This includes support programs to build e-government, which can reduce corruption and alleviate the information gap. It also hopes to strengthen national competitiveness and trade capacity by computerizing administration related to tariffs, and by inviting civil servants for training to increase their capacity.

KOICA also hopes to build administrative infrastructure to strengthen the administrative capacity of civil servants. This may reduce the budgetary burden of developing countries in disaster-affected regions and contribute to socio-economic development and industrial foundation.

In addition, KOICA will endeavor to strengthen multilateral cooperation and diversification of economic relations of developing countries. This will increase economic liberalization and allow for more rapid growth after joining the WTO. In order to increase a developing country’s role and impact in the regional and global economy, KOICA will actively support cooperative projects that can contribute to the development of a capital market economic system. In addition, KOICA plans to strengthen its support in the area of governance so that countries affected by weak government capacity and violent conflict can achieve economic and social development.

(4) Best Practices

A. Installation of National Geodetic Control Points in Cambodia

Cambodia lost most of its geographic data due to prolonged war and civil strife. This includes land registration maps and topographic maps.
More specifically, more than 85% of geodetic control points were destroyed throughout Cambodia’s tumultuous history. These points are essential for creating various geographic materials and are therefore, in urgent need of restoration.

National geodetic control points can be created by employing an installation project that creates a systematic network connecting partially installed control points across the country. Against this background, KOICA provided the “First Stage Installation Project of Geodetic Control Points (2003-2004/ $1 million USD)” in Campong Chhnang, the “Second Stage Installation Project of Geodetic Control Points (2005-2006/ USD 1.2 million)” in Pursat, and the “Third Stage Installation Project of Geodetic Control Points (2007-2009/ USD 2.5 million)” in Kandal, Krache, and Siem Reap at the request of the Cambodian government. The Cambodian government currently utilizes the control points installed during the first and second projects in LMAP and plans to use them in future national land development projects. In addition, they are being applied in the KOICA project, “Feasibility Research Project for Multipurpose Water Resource Development” near Krang Pongley River (2004-2005/ USD 740,000) and the “Map Project for Kampong Pinang” implemented by the Canadian International Development Agency (CIDA).

Through this project, KOICA helped build a foundation for establishing a national geographic information system. The Cambodian government is attempting to make short and long-term plans for national land development using these control points. Because all three projects received positive reviews, KOICA received a consultation request to establish a master plan for producing basic national map and national geographic information systems in 2010. They are currently being implemented.
The installation project for national geodetic control points is the basis for national geographic information by creating a systematic network that connects the partially installed control points across the country. The Cambodian government is making future national land development plans using these control points.

B. Consulting and Cooperation for Promoting Korea-Algeria Industrial Partnership

In March 2006, the Korean government announced “Korea’s Initiative for Africa’s Development” during President Roh Moo Hyun’s visit to Africa. Korea engaged in strategic economic cooperation as a follow up measure in the African region.

During President Roh’s visit to Algeria, President Bouteflika requested consultation on Algeria’s Industrial Blue Print, and KOICA successfully completed the “Project for Establishment of National Industry Policy and Implementation Plan of Algeria (2007-2008/USD 1 million).”
This project enabled the person in charge of relevant policy in the partner country to visit Korea and participate in an Investment Roadshow (IR) during the consultation or training period. This is significant because it allowed for investment promotion in addition to providing comprehensive policy consultation.

The Algerian market potential can be determined by a proposed trial development of the industrial cluster. This combines various strategies for enhancing industrial development, including export and investment promotion, and may lead to industrial expansion with other regions by transmitting actual management experience.

[Figure 3-43] Cooperation for Promoting Korea-Algeria Industrial Partnership
C. Project for the Improvement of Land Cadastral System in Azerbaijan

After gaining independence from the Soviet Union, Azerbaijan implemented a land reform program in 1996 that distributed national and community owned plantations to individuals at no cost. However, land registration rate across the country remains only at ten percent. Building a land cadastral system can increase land registration rate. Realizing the importance and urgency of this issue, the State Committee of Land & Cartography of Azerbaijan requested KOICA to initiate projects in this area. They wished to adopt Korea’s advanced land measurement and cadastral system.

For three months in 2009, detailed action plans for land measurement occurred. A consultation process was necessary to develop land registration methods in trial project areas. They included research on potential partner countries’ land cadastral system and land measurement process and analysis of the land registration system. KOICA also interviewed and surveyed land cadastral center employees.

In addition, KOICA induced revolutionary improvement in Azerbaijan’s land cadastral system by building a land registration system in trial project areas and passing on land information technology, consolidating and managing land administration information of the partner country, building foundations for inter-department information sharing, establishing advanced land policy and implementing efficient land administration.
The Project for Improvement of Land Cadastral System in Azerbaijan consisted of development of a land registration method using advanced land cadastral technology, implementation of trial projects, development of land cadastral information system, capacity strengthening training of civil servants, and provisions of related machinery and resources. The trial project was implemented in an area of approximately 1,000ha in the Zira region of Baku.

4) Information Communication Technology

(1) Overview

The advent of an internet-based digital economy quickly impacted the development of various information communication technology and infrastructure. The information communication industry is not only a central engine of national development, but also powerfully impacts people’s lives. The gap between countries in terms of development and dissemination of information communication technology leads to a gap in national competitiveness and development in all areas, including economy and society. Therefore, strengthening competitiveness in the information communication field is a goal for developing countries. KOICA utilizes Korea’s technology knowledge to aid developing
countries with low access to information, thereby helping to relieve the information gap in international society.

(2) Performance
KOICA’s information communication project started in 1991 with the “E-Communication Research Center Project” in Columbia. As of 2010, approximately 100 projects have been implemented. Projects of this nature were implemented intermittently in the 1990s, but increased rapidly in the 2000s. The sizeable progress of the information communication sector had a large impact on the development demand of developing countries. In 2010, KOICA ran 18 information communication projects in 16 countries (12 new projects, 6 continuing projects) with the budget of approximately 20.8 billion KRW. By region, there were 6 projects in Asia, 5 projects in Middle and South America, 5 projects in Africa, and 2 projects in the CIS region. Forty-five percent of new projects are focused in Asia.

(3) Strategy and Institutional Improvement
The implementation of information communication technology brings out a fundamental change in terms of government operation and service to people. The improvement of human resources and industry in the information communication sector is crucial for the progress of developing countries because it serves as the force behind progress. In order to successfully implement projects in the information communication sector of developing countries, the following needs must be met: ① Understand the developing country’s electric and communication infrastructure; ② Select technology transfer and aid after considering the development
level of the country’s information communication sector; ③ Acquire the budget and manage human resources systematically in the short-term to ensure sustainability of projects and develop the country’s information communication sector policy and institutions in the middle and long-term.

Only thorough understanding about the country and its region can ensure a project’s success. This is a prerequisite that applies to all aid projects, not just in the information communication sector.

KOICA is preparing to transform from a sector-centered system to a region-centered project program system by considering the direction and major sectors specific to each partner country. In addition, the information communication sector, previously considered as an aid sector, will be re-categorized as a kind of crosscutting issue area used as a tool for increasing aid effectiveness to heighten the degree of project completeness. Accordingly, the information communication sector will be a vehicle for effectively solving the priority issues that developing countries face such as education, environment, health, and administrative institution. This will contribute to improving the quality of aid, while at the same time heightening Korea’s standing and national brand in the international community as an information communication expert.

KOICA’s projects in the information communication sector was implemented based on the three major strategies of fostering human resources, building e-government and disseminating applications of information communication technology.
[Figure 3-45] The ICT Sector Strategy

Vision

Poverty alleviation by solving information gap among developing countries and promoting economic growth

Goal

- Foster ICT workforce
- Build e-government
- Spread ICT applied technology

Targets

Activities

Build educational institutions (Target 1)
- Establish ICT education policy
- Establish mid and long-term ICT education plan
- Establish plan for fostering workforce

Build institutional foundation (Target 4)
- Establish government policy for ICT
- Establish master plan for e-government
- Foster ICT policy workforce

Computerization of administration (Target 7)
- Computerization of administration
- Computerization of data management

Targets

Activities

Build education infrastructure (Target 2)
- Establish ICT education facility
- Improve quality of ICT education

Support e-government infrastructure (Target 5)
- Computerize government departments
- Build network between government departments
- Build comprehensive data center

Strengthen ICT technology application capacity (Target 8)
- Enhance ICT technology application capacity in different sectors
- Build e-commerce

Targets

Activities

Expand opportunities for education (Target 3)
- Build remote education system
- Supply educational materials

Sophistication of e-government system (Target 6)
- Service project for citizens

Chapter 3
Performance of KOICA

20 Years of KOICA 235
First, a workforce trained in information communication technology and the creation of employment in related areas lead to development. Recognizing the importance of fostering an information communication technology-savvy workforce in developing countries, KOICA focuses on supporting projects and centers for information communication technology education to expand the educational infrastructure needed to disseminate basic and advanced knowledge in the information communication sector. In addition, by supporting teachers and building educational curriculums, which are necessary educational infrastructure, KOICA shares Korea’s advance information communication technology-related education methods. This results in strengthening the educational capacity of teachers and students, vitalizing the economy, and assisting in social development.

Second, KOICA helps the governments of developing countries transform into governments that can provide quality administrative services by increasing the efficiency and transparency of administration through the establishment of e-government. KOICA supports e-government in various directions, taking into consideration the country’s needs and level of information communication infrastructure. More specifically, for countries with no information communication institutions, KOICA assists them in acquiring the foundation for government-level information communication institutions by supporting the “establishment of information communication master plan.” This allows information communication institutions and a standard environment for computerization to be established. For countries with limited information communication infrastructure, KOICA helps to systematize administration, enabling productive management of organizations through the establishment of information communication infrastructure. For countries that already have basic information
communication institutions and infrastructure, KOICA implements projects aimed at improving public services to the people through electronic procurement and tax systems.

Third, KOICA acknowledges that establishing information communication infrastructure and education is important to improve access to information communication. This should be paired with the dissemination of information communication technology that can keep up with fast-changing technological advancement. In relation to this, KOICA contributes to the advancement of information processing technology across both the economic and the social level of developing countries. It also heightens the quality of life by supporting projects in areas with high system installment, such as computerization of libraries, remote medical treatment, and e-commerce.

The establishment of an organization responsible for information communication project implementation and application of Information Strategy Planning (ISP) is among the institutional improvements that were made. Through reform, the IT project team was created, providing overall assistance in the relevant sector in 2001, while adopting the ISP system in 2002. This improved the specialization of project design at the project development level by using the strategic project development know-how of the private sector.

Planning projects requires time and specialist human resources. They must prepare the foundations for field research, give technical consultation on local needs and systematically organize and analyze research results. Accordingly, to increase the completeness of project planning in the information communication sector, KOICA adopted ISP, information strategy master plan and system of private enterprises, ISP in the information communication sector was applied at the pre-survey and implementation negotiation stage of new projects starting from 2004. It
contributed to the improved quality of projects through partnerships with the private sector and consultation on specifications such as the scope of project assistance, equipment used and details on the system itself. Eventually, it expanded and developed into a system for project planning in other sectors.

(4) Best Practices

A. The project for Strengthening IT System of the Ministry of Education in Côte d’Ivoire

This project was mainly implemented to improve the partner country’s lack of database updates on teacher and student records caused by civil wars, to build network and a groupware system between the Ministry of Education and local education offices and to provide equipment and to transfer technology. In particular, a groupware system for managing education was applied to this case to focus on enabling information communication technology-based educational administration, in addition to previous efforts to build a computer network among different government organs in developing countries. Despite lack of understanding about e-government and limited information communication infrastructure, this project successfully provided a turning point for the government of Côte d’Ivoire to realize the importance of e-government. At the same time, the Ministry of Education endeavored to implement the project in a stable manner through such efforts as using its own budget to buy additional generators and computers.
B. Project for building Intranet for the Improvement of Information Technology in Education Sector in El Salvador

El Salvador’s Ministry of Education is attempting to strengthen its educational capacity by applying information communication technology based on the government policy of the “National Education Plan 2021.” The electronic processing of information in education is being implemented by installing in public schools second hand computers received through aid and donation. However, the program experienced problems because the second hand computers did not properly function. Realizing the importance of building a technological support center, the Ministry of Education and Centre for Mechatronics (ITCA) in El Salvador requested KOICA’s assistance. As a result, KOICA implemented the “IT Support Project for Education Sector” which provided the systems needed to effectively operate the center. These included a warehouse management system to oversee the computer repair center and warehouses for parts and products.
Through this project, it became possible to track the history of donated computers and manage inventory of parts, making it easier to predict demands and improve overall work efficiency. In particular, the number of national public schools supported by the recipient organization increased from approximately 700 to 1,500 with more ripple effect expected in the future as a result of the project.

![Figure 3-47] Project for Technological Assistance to El Salvador’s Education Sector

- The project provided the systems needed to effectively operate the center, including a warehouse management system to oversee the computer repair center and warehouses for parts and products.

C. The Project for the Establishment of a Morocco-Korean ICT Competency Development Center

Starting in 2006, the Moroccan government has invested a total of approximately USD 120 million over three years to implement a “Generalization of IT in Education” (GENIE) project. The project supplies IT to educational curriculum by providing computers to schools across the country and building multi-media education centers. As part of the GENIE project, the Moroccan government planned to educate teachers so they could utilize IT tools in the classroom. To accomplish
this, Morocco requested the assistance of the Korean government.

The Project for the Establishment of a Morocco-Korean ICT Competency Development Center worked to enhance the ability of teachers to utilize computers in the classroom. The project goals include the electronic processing of data in education and improved quality of education services. This project provides support for facilities in building the Centre Morocco-Correen de Formation en TICE (CMCF) for IT education for teachers. It also includes technological support, invitation for training, support for developing web pages and contents and deployment of specialists to increase IT applicability. The Moroccan Ministry of Education considers the CMCF an important institution that will steer local education for teachers in the future. This project produced positive cooperation between KOICA and Moroccan officials. From December 2009 to January 2010, the director of the GENIE program and the head of the CMCF Center held local seminars on the GENIE program to introduce KOICA’s contribution to CMCF and map its future role. Furthermore, this case was used to establish promotional centers and produce promotional materials as a model case for promoting KOICA projects and enhancing understanding about ODA.

**D. Project for the Establishment of National Vocational Qualification Certification System**

Realizing the need for a national system to certify vocational qualifications, the government of Kazakhstan established the Republican Centre for Confirmation and Recognition of Qualification (RCCRQ) which oversees the related institutions and operations. Kazakhstan saw Korea’s advanced vocational training evaluation and licensing systems and requested assistance in building a National Vocational Qualification Certification System. They are currently in the process of building the
Center for National Vocational Qualification Certification System,

KOICA dispatched experts in the related field in five stages to carry out research on developing and applying institutions for effective establishment and management of National Vocational Qualification Certification System in Kazakhstan. In addition, to promote effective delivery and dissemination of research and consultation results, KOICA held workshops and invited core workforce in the project to Korea for training with the aim of acquiring the capacity to run and implement evaluations and licenses.

Through this project, KOICA contributed to fostering an accredited skilled workforce as well as concretely establishing the National Vocational Qualification Certification System. KOICA also established foundations for evaluation through gradual improvement of institutions, thereby strengthening Kazakhstan’s industry. It is also expected that employment will expand for the accredited skilled workforce. This project was also meaningful because it built upon KOICA’s previous projects to expand and strengthen support for institutional capacity building related to vocational training.

According to the project effectiveness evaluation carried out in 2010 after the completion of the project, the categories for examination expanded greatly from 12 to 125. Results also indicated the number of people applying for the exams increased from 362 to 110,000 people, demonstrating that the system took root and has become widely used.
The national qualification system that KOICA built enabled a computer-based test, allowing for effective testing across the large territory of Kazakhstan. The program has expanded so that it was able to produce an accredited workforce that can meet the needs of domestic industrial demand. The number of people applying for the exams increased to 110,000.

5) Rural Development

(1) Overview

KOICA endeavors to assist in the rural development sectors in developing countries by utilizing Korea’s past experience in increasing agricultural output and improving rural living standards. More specifically, KOICA chose three major goals for developing countries including increasing agricultural output, improving access to agricultural and fishery markets and heightening rural living standards. Since KOICA’s foundation, the amount of aid to the rural development sector...
has steadily increased. When KOICA was first established in 1991, aid to the rural development sector amounted to USD 1.37 million. This amount drastically increased to USD 47.3 million in 2010. The share of rural development aid which accounted for 6% of KOICA’s total aid budget in 1991 increased to 11% in 2010.

(2) Performance

Since the establishment of KOICA, the nations it has cooperated with have mainly been in the Asia region where it has participated in giving rural development sector support. However, since 2007 aid toward the least developed countries became a stronger requirement for the achievement of MDGs and the importance of aid toward Africa increased. This resulted in dramatic expansion of cooperative projects in Africa. Rural development sector ODAs in Africa which accounted for less than 5% of projects at KOICA’s inception, now account for approximately 40%.

(3) Strategy and Institutional Improvement

KOICA initiated rural development projects to achieve MDGs by relieving food shortages and alleviating poverty in developing countries. To further these goals, KOICA has executed its projects by focusing on technical support to strengthen human resource capacity. KOICA distributes support according to regional and national natural environments and income levels. KOICA intends to take full advantage of Korea’s experience in rural development to create specialized systems that help alleviate rural poverty and food shortages in developing countries. To reach this goal, KOICA will utilize its original rural
development programs that conform to the support systems of countries. It will also work to strengthen its human resource networks.

In addition to development projects that aim to increase agricultural production through infrastructure construction, KOICA also seeks to cultivate comprehensive methods of aid. Expanding opportunities for education and improving the level of health and welfare conditions can increase the overall quality of rural life, KOICA is gradually expanding its field of activities to carry out these goals. The methods of aid and the expansion of its range are essential business requirements to effectively meet the diverse development demands of rural regions. Through change and innovation, KOICA’s future rural development projects can become a leader in ODA business.

Therefore, in the lowest income countries, KOICA projects will emphasize the establishment of basic living conditions. In the low and middle income countries with the highest income levels, agricultural production and aid towards the processing and logistics of agricultural products will be the focus, KOICA also pursues differentiated strategies with respect to the region. In Asia for instance, KOICA supports the construction of basic agricultural facilities. In Africa, KOICA focuses on transferring production technologies and cultivating basic agriculture to address food shortage problems. Rural development sector aid is driven by 8 specific goals, of which the 3 main goals include: ① Increasing agricultural productivity; ② Expanding access to agricultural markets; ③ Improving rural living environments and increasing incomes.

To reach these goals, KOICA comprehensively considers the specific needs of each country and utilizes Korea’s past experiences in increasing agricultural production and rural environment improvement.
[Figure 3-49] The Rural Development Sector Strategy

<table>
<thead>
<tr>
<th>Goal</th>
<th>Increase productivity of agricultural, livestock, and fishing industries (Goal 1)</th>
<th>Build accessibility of agricultural, livestock, and fishing markets (Goal 2)</th>
<th>Improve living standards in rural areas and increase income level (Goal 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targets</td>
<td>Organize and manage production base (Target 1)</td>
<td>Improve management capability after harvest (Target 4)</td>
<td>Support infrastructure for rural living (Target 6)</td>
</tr>
</tbody>
</table>
| Activities | - Develop and organize farmland  
- Farmland preservation  
- Organize irrigation and drainage system  
- Support facilities for raising livestock and marine life | - Install and improve cargo collection, storage, processing, and packing facilities  
- Increase quality of processed goods and strengthen monitoring system  
- Research packing technology | - Organize roads  
- Improve electric and sewage system  
- Build telecommunication infrastructure  
- Improve health and education |

<table>
<thead>
<tr>
<th>Targets</th>
<th>Strengthen research and technology (Target 2)</th>
<th>Strengthen export of agricultural, livestock, and fishery products (Target 5)</th>
<th>Strengthen organizational capacity in agricultural, livestock, and fishing industries (Target 7)</th>
</tr>
</thead>
</table>
| Activities | - Strengthen the capacity of trial research institutes  
- Preserve bio data of plants and livestock | - Improve ability to establish export policy  
- Organize export policy and legal system  
- Strengthen export competitiveness | - Strengthen common organizations  
- Educate town leaders and workers in agricultural, livestock, and fishing industries  
- Manage small scale loans |

<table>
<thead>
<tr>
<th>Targets</th>
<th>Strengthen policy capacity with regards to agricultural, livestock, and fishing industries (Target 3)</th>
<th>Strengthen ability to increase income in areas other than agricultural, livestock, and fishing industries</th>
</tr>
</thead>
</table>
| Activities | - Improve ability to establish overall policies for agricultural, livestock, and fishing industries  
- Improve ability to establish fiscal policies for agricultural, livestock, and fishing industries  
- Improve ability to establish statistical policies for agricultural, livestock, and fishing industries | - Adopt and spread production practice of specialty products  
- Foster and support agricultural manufacturing industry in each village  
- Provide opportunity for vocational training |
Aid towards the rural development sector aims to confront issues concerning the growth of developing countries, poverty eradication and climate change. To effectively confront these problems while considering the appropriateness of aid, KOICA selects development experiences to transfer to developing countries. It also systematizes aid programs. To strengthen ODA specialization, KOICA works to expand its specialized human resources and strengthen its partnerships with specialized institutions.

Rural development sector projects reflect the relevance of the field. Interest in the field has increased domestically and internationally, especially within the past five years. Furthermore, rural areas in developing countries show varying conditions in aspects such as population size, location and culture. As a result, it is essential to acquire partnerships that strengthen specialization and contribute to the effectiveness and efficiency of projects. KOICA constantly improves the institutions that allow it to prepare for these needs.

First, KOICA implements rural development projects by combining diverse methods of aid to increase agricultural production and improve the environment. In 2007, KOICA conducted regional research by utilizing specialized external institutions with the aim of increasing the level of specialization in the initial stages of project planning.

Secondly, KOICA gathers comprehensive agriculture related information regarding the countries it cooperates with to ensure execution of its rural development projects is effective and customized. By accurately knowing the status of diverse rural areas in each country, aid strategies and original project plans can be better assessed in terms of their feasibility. While compiling information regarding the status of agricultural and rural development policies, and main agricultural products of countries, KOICA also seeks information on ODA projects of
other current donor countries. By comparing the development and main agricultural indices of cooperating countries, the planning and implementation of projects from a complete perspective is possible.

Thirdly, KOICA establishes the pool of specialists in the rural development sector and utilizes this resource in project planning and implementation. Currently, within ten sectors including rural development, agricultural processing and stockbreeding, 240 specialists who are registered in this pool are participating in feasibility studies and project evaluations. In addition to expanding its pool of specialists, KOICA continuously aims to maintain the level of activity of specialists through evaluations.

Lastly, KOICA helped to construct 12 universities and networks related to the rural sector. It also established a program for the formation and administration of a specialized rural development committee, and is currently selecting members for this committee.

(4) Best Practices

A. Cambodia Kampong Cham Province Development Project

This project utilized the experience of Korean rural development as its basis and presented a new model for rural development inside Cambodia, beginning with the goal of growth. The Cambodian villages of Chong, Tabaek and Stung Chhveng were selected as candidates for the commencement of pilot projects.

While the projects were implemented, organizations such as the village development committee allowed village residents to participate directly in the planning and establishment of the pilot projects. These included the construction of town halls and repairing of its roads and libraries. By
promoting the active participation of village residents while completing the project, KOICA fostered cooperation between the two groups and strengthened the self-reliance of residents.

The rural development ministry of Cambodia, through the success of the Korean rural development model, proclaimed the three villages as “Model Villages.” Thereafter, the ministry promoted visiting and observation of the “Model Villages” by people in other regions. The ministry thanked the government of Korea and planned to spread the pilot project across the country.

[Figure 3-50] A small reservoir created as a result of project in Kampong Cham
B. El Salvador Vegetable Cultivation Productivity Improvement Project

The El Salvadorian government presented its plans for “value-added production expansion” as the agricultural part of its national development plans ("Pais Seguro"). To increase agricultural sector income, it set improvement of cultivation technologies and exportation of crops as national policies. Despite having the appropriate natural conditions to cultivate vegetables, El Salvador lacked basic agricultural facilities and skills, which hindered their ability to take advantage of their favorable conditions. As a result, the El Salvadorian government requested the commencement of this project. The project focused on the transfer of crop cultivation technologies to increase rural income and help alleviate chronic poverty.

This project included human resource orientated development aid (infrastructure aid). It also dispatched specialists and trainers to complete
greenhouse construction and the remodeling of the farming-skills support center. Korea’s advanced technologies provided support to build greenhouses and develop small local greenhouses led by water supply institutions. This cultivated indigenous technologies of the cooperating countries. After the completion of the project, KOICA dispatched crop cultivation specialists to continuously provide crop cultivation and greenhouse maintenance support. In addition, El Salvador publicized the greenhouses at the local and national level, using them as a model example. This contributed to the positive image of Korea in that country. Korean media also publicized the project as a model case through major media outlets, increasing the promotion of KOICA projects and strengthening awareness towards ODA.

[Figure 3-52] Vegetable cultivation in greenhouse
C. Senegal Podor Region Irrigation Development Project

This project was implemented to address Senegal’s most urgent national issue, the improvement of its self-sufficiency in food production. Farming skills were also improved by providing irrigation development farming technologies for the length of the 45km river. A town hall was also constructed with the aim of improving the lifestyle of residents.

The Senegalese government developed, cultivated and irrigated farmland in the Delta region thereby expanding the amount of arable land. The government sought to improve agricultural productivity. During the initial planning stages, joint Action Plans established the project, reflecting local requirements. To maximize the reach of the project, infrastructure construction and farming skills support were linked.

The consistent rural development policies of the Senegalese government combined with the existing KOICA projects (including the
agricultural productivity improvement project in the Dagana region and the irrigation feasibility study and farmland development project in Grande Digue-Tellel) is expected to increase project effectiveness.

[Figure 3-54] Teaching agricultural techniques

[Figure 3-55] Information on project area
6) Industry and Energy

(1) Overview

Industry and energy is a central element in economic development and has contributed significantly to national growth. Therefore, the majority of developing countries assign industry and energy as central targets of aid to establish a foundation for the development of their economies.

The lack of basic infrastructure such as roads, railways and airports of developing countries increases the cost of goods. Compounding this are obstructions in economic productivity, including the lack of development in water resources and energy. These obstacles impede poverty eradication. Therefore, developing countries need to build basic infrastructure, water resource and energy facilities. However, these countries still lack finances, facilities and skills.

At the MDG summit in 2000 and the MDG+5 Summit in 2005, the UN emphasized the importance of industry and energy sector development aid. This includes support for the construction of infrastructure in developing countries. Furthermore, in order to eradicate poverty, the OECD/DAC, in the Guiding Principle on Using Infrastructure to Reduce Poverty, stressed the importance of industry and energy aid in eradicating poverty.

(2) Performance

KOICA provides engineering aid in energy development, supply in the form of basic infrastructure construction (including transport, water resources and regional management) and electrical energy to support industry and energy sector development.
From 1991 to 2001, KOICA participated in over 150 efforts that provided a total of USD 200.57 million in industry and energy sector development. The amount of aid in the industry and energy sector has steadily increased after the inception on KOICA. In 1991 the amount of aid in this sector was USD 400,000. In 2004 it grew to over USD 10 million. Currently aid in this sector stands at USD 20 million to $30 million.

Since 2006, KOICA has modified the way in which it provides industry and energy sector aid, concentrating on project implementation through technical assistance in the form of consulting and development research. As a result, while the number of construction projects decreased from 9 and 11 in 2006 and 2007 respectively, to 9 and 5 in 2008 and 2009 respectively, the number of development research projects supported remained consistent at 10 and 11 in 2008 and 2009 respectively.

In 1991, the size of KOICA’s entire budget dedicated to the industry and energy sector grew from 0.07% to 2-5%. Since 2005, after being included as one of KOICA’s main seven sectors of aid, the size of industry and energy sector aid has gradually increased.

Meanwhile, the size of the industry and energy sector aid projects that KOICA participates in, such as the construction of roads, bridges, dams, power stations and airports has become too large for KOICA to manage alone. Therefore, KOICA is attempting to work in collaboration with the Korea Exim bank.

(3) Strategy and Institutional Improvement

The goal of KOICA’s industry and energy sector projects is to contribute to the economic development of cooperating countries and the achievement of MDGs. Furthermore, the revitalization of markets within developing countries through this aid will act as the base for the
expansion of Korean firms. This will contribute to the strengthening of economic cooperation between Korea and cooperating countries. Emphasized implementation strategies will be initiated first. National transport infrastructure improvement (roads, railway, airports, ports, bridges and other infrastructure) and regional management of basic infrastructure will follow. Lastly, energy infrastructure improvement and other related aid will be implemented.

During the initial stages of project development, the developmental stage and geographical characteristics of the cooperating country is considered. This determines the comparative advantage of the specific country, customizing aid projects towards this strength. Program-form project methods are also implemented in order to maximize project effectiveness. To maximize capacity building and ownership of cooperating countries, aid in the form of invited training and dispatching specialists continuously occurs.

Since 2006, KOICA has operated a specialist pool system to effectively utilize human resources. By systematically managing the specialists in the industry and energy sector, KOICA promoted its participation in the field.

Furthermore, KOICA actively supported the participation of Korean firms in projects through the realization of tender qualifications and the revision of skill evaluation standards. The government policies intending to grow small and medium sized businesses were especially considered. To accomplish this, necessary standards were revised and institutions reformed to facilitate the participation of Korea firms.

After 2010, with the aim of more effectively providing aid in the industry and energy sector, KOICA maximized the effects of program-based and continuous aid by synchronizing the goals of implementation and methods of aid.
### Figure 3-56: The Industry and Energy Sector Strategy

<table>
<thead>
<tr>
<th>Goal</th>
<th>Improve national transportation infrastructure</th>
<th>Build foundation for land management and comprehensive development</th>
<th>Improve energy and industry infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targets</td>
<td>Build road infrastructure (Target 1)</td>
<td>Build institution and system for comprehensive land development (Target 6)</td>
<td>Increase electric supply (Target 9)</td>
</tr>
<tr>
<td>Activities</td>
<td>- Establish national plan for developing road network</td>
<td>- Build national geographic control points</td>
<td>- Build electric supply network</td>
</tr>
<tr>
<td></td>
<td>- Build and improve roads</td>
<td>- Produce basic map (digital map)</td>
<td>- Strengthen operational capacity of electricity supply network</td>
</tr>
<tr>
<td></td>
<td>- Improve capacity to maintain and manage roads</td>
<td>- Build national geographic information database</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Strengthen road construction and management capacity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Targets</td>
<td>Build railroad infrastructure (Target 2)</td>
<td>Strengthen ability to control land and increase self-help capability (Target 7)</td>
<td>Expand stable electricity supply system (Target 10)</td>
</tr>
<tr>
<td>Activities</td>
<td>- Establish national railroad network plan</td>
<td>- Establish plan for building and improving geographic system</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Build railroad infrastructure</td>
<td>- Develop methodologies for registering land</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Build railroad network</td>
<td>- Maintain and improve land registration system</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Strengthen railroad infrastructure capacity</td>
<td>- Strengthen land registration capacity</td>
<td></td>
</tr>
<tr>
<td>Targets</td>
<td>Build airport infrastructure (Target 3)</td>
<td>Develop comprehensive water resources (Target 8)</td>
<td>Technical support for securing energy resources (Target 11)</td>
</tr>
<tr>
<td>Activities</td>
<td>- Establish airport development plan</td>
<td>- Establish comprehensive plan for developing water resources</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Build, improve, and repair airport infrastructure</td>
<td>- Build water resources infrastructure</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Build airport system</td>
<td>- Build water resources management system</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Strengthen airport operation capacity</td>
<td>- Strengthen capacity to manage water resources</td>
<td></td>
</tr>
<tr>
<td>Targets</td>
<td>Build seaport infrastructure (Target 4)</td>
<td></td>
<td>Build and improve industry infrastructure (Target 12)</td>
</tr>
<tr>
<td>Activities</td>
<td>- Establish airport development plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Build, improve, and repair airport infrastructure</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Build airport system</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Strengthen airport operation capacity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Targets</td>
<td>Build transportation information system (TIS) (Target 5)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td>- Establish basic plan for building advanced transportation system</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Build advanced transportation system</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Support transportation system management and improvement</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The foundation of Korea’s economic growth in the last half-century was the development of industry and energy. Therefore, it is KOICA’s intention to utilize the experience of Korean firms that took part in this development by promoting their participation in developing country ODA projects. To achieve this, KOICA will promote the expansion of industry energy sector aid, formulate methods to effectively transfer Korea’s experience in development in this sector, work together with local business within developing countries and enhance development cooperation through participation in foreign aid markets.

(4) Best Practices

A. Batey Flood Control Project and Irrigation Canal Construction Project in Cambodia

In August 2008, the meteorological survey in Cambodia requested construction of a 32 km irrigation canal on the outside of a newly built embankment in Batey. It also requested building 23 culverts and flood regulating gates to provide irrigation to 4,000ha of farmlands. This would address the serious imbalance of water resources in the region and increase agricultural productivity.

The project took place in 20 villages made up of 5,650 households, which in total consisted of 30,550 individuals. It included construction of irrigation systems to support three-crop farming, which increased agricultural productivity. The project also had the goal to increase the income of residents, reducing poverty in the areas.

This project is credited with installing canals that supply irrigation to 4,000ha of farmland (including 1,600ha of newly formed farmland) and building culverts and flood regulating gates. The efforts successfully
transferred skills to Cambodian employees through measurement and soil surveying, basic and final designs, construction supervision and operational management.

Additionally, with effective follow-up maintenance and skill transfer measures, government employees and a majority of residents residing in the project areas joined the Farmer Water User Committee (FWUC). In cooperation with the water-resources and meteorological survey, an irrigation system training program was developed during the first half of 2009. From August to November 2009, local farm workers (5,650 households in total), FWUC officials and government employees underwent training for operating and maintaining irrigation systems. This training contributed to more effective maintenance and operation. Assessments also show it is an appropriate and practical training program for local conditions.

As a result of the flood control project in the Batey region, embankments were built, which established more land with running water and simplified the irrigation canals and flood control measures. Furthermore, the irrigation canal construction project in this region satisfied the need for more effective irrigation to widely spread out farmlands. The step by step implementation of projects and their ability to complement each other contributed to the region’s sustainable development.
B. Sumatra, Indonesia Highway Network Master Plan Establishment Project

This project formed a complex highway network master plan in the Sumatra region of Indonesia. It aimed to contribute to the economic growth of the region. The plan proposed measures for structural improvements and disaster management. These included development of national road and drainage systems and construction plans for a highway network and city bypass to improve transport speeds. The goal of this plan is to make the Sumatra region into a one day transport life zone by 2029.

The dispatch of transport, road, environmental and regional specialists is currently underway to conduct status surveys and collect the opinions of relevant institutions before the project can begins. To reinforce the competency of road related specialists, training within Korea has also commenced. Additionally, the requests of the Indonesian government have been actively implemented and a symposium on the construction plans of toll roads has been opened. A lecture on implementation measures for 2+1 crossroads, manual writing and training, and the production of toll road and highway project publicity pamphlets were additionally conducted,
In May 2010, an international seminar entitled “Development Plans for Highway Networks in Developing Countries” was held to increase the effectiveness of the project. The seminar determined methods to realizably and effectively increase financing (including private investment) for aid policies that seek to expand highways. Furthermore, it provided an opportunity for businesses interested in regional penetration to transfer skills. The seminar also served as a forum for interchange between government employees and related personnel.

In July 2010, the final Master Plan report was completed. In August, a briefing session was opened in Indonesia finalizing the project. Follow-up projects are under review with the Indonesian government.

[Figure 3-58] Workshop for establishing master plan for building main road network in Sumatra
7) Environment

(1) Overview

KOICA has continuously fostered the ability of developing countries to manage and protect their environments as a way to achieve sustainable development. KOICA’s environmental focus aims to improve the laws and institutions of cooperating countries through diverse programs regarding environmental topics. These topics include waste, forests and water quality. The goal of these projects is to provide aid for the procurement of environmental management facilities and for the development of human resources, thereby reducing harm caused by pollution. From 1991 to 2010 the amount of aid assigned to environmental sectors totaled USD 62 million, translating to 6% of KOICA’s total budget. Although not the largest portion of KOICA’s aid budget, the Korean government’s “Green Development and 5 Year Plans” will increase green ODA to 30% of all ODA spending by 2020.

(2) Performance

At KOICA’s founding in 1991, the size of aid for the environmental sector amounted to approximately USD 800,000. By 2010, this figure had increased over 133 fold to USD 10.7 million. The main reasons behind this drastic increase was a change in attitude toward the environment both internationally and within the cooperating countries, the support of policies implemented by the Korean government in respect to green growth and the participation of private firms in the field of environmental technology.

The environmental sector aid provided by KOICA at its establishment consisted primarily of invited training programs, and small-scale projects
involving the dispatch of specialists and volunteer groups. During that period, there was no significant awareness of the importance of environmental issues or policies regarding the protection of forests, coasts and the environment as a whole. Therefore, KOICA established training programs addressing these issues along with an introduction to Korea’s strategies in dealing with the matter. By the beginning of 2000, both the size and quality of aid was improved. From a small-scale operation where there were few aid beneficiaries, the number of projects with visible results significantly increased. This resulted in the direct implementation of projects into the environmental policies of cooperating governments.

The first environmental sector projects operated in the reforestation field. These included reforestation projects in Indonesia and Myanmar, with a special focus on the management of desertification in China due to the closely linked yellow dust phenomenon present in Korea. However, sustainable development was not simply limited to the field of natural resource management, but necessitated a complex relationship between economic development, social integration and environmental preservation. For this reason, the environmental sector consisted of many diverse fields. The demands of the cooperating countries became diverse as well. Therefore, projects needed to be formulated which could establish and improve waste, groundwater management, infrastructure to measure air and water quality and other related Master Plans. The new projects also had to find a strategy to integrate these fields with each other. From 2000 to 2010, together with invited training programs and specialist dispatches, KOICA initiated 41 projects and development study projects.

Of the projects and development study projects, 67.5% were conducted in Asia, 19.7% in Africa, 8.6% in the Middle East, 1.6% in CIS and 2.4% in Central and Southern America.
[Table 3-52] Main Environmental Problems in different regions

<table>
<thead>
<tr>
<th></th>
<th>Asia</th>
<th>Americas</th>
<th>CIS</th>
<th>Middle East</th>
<th>Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Tasks</td>
<td>Prevention and management of pollution; Forest, atmosphere, and ocean; environmental cooperation</td>
<td>Management of natural resources; Environmental Education; Facilities for managing the environment</td>
<td>Soil restoration; Water resources management</td>
<td>Environmental restoration; Soil restoration</td>
<td>Water quality management; New and renewable energy; Sustainable community</td>
</tr>
</tbody>
</table>

(3) Strategy and Institutional Improvement

KOICA is formulating step-by-step plans to implement the Korean government’s “Green Development and 5 Year Plans.” The aim is to increase the proportion of green ODA among all ODA to 30% by 2020. It has established a plan to mainstream the environment in ODA projects from the planning stage to the project stage. As a result, the number of environmental sector related projects are expected to increase continuously. Not only does aid in this sector lead to sustainable economic growth in development countries, it is also an issue that requires cooperation within the global community in order to tackle global issues. By providing a project system suitable to handle the expanding the size of its projects, KOICA strives for new projects that simultaneously pursue environmental protection and economic development.

Because environmental problems are closely related to all human activities, it requires the attention and participation of government from the initial stages of policy formation. However, the awareness of the importance of the environment amongst people in the cooperating countries still remains insufficient. Because quantitative
and visible results of environmental project are difficult to obtain, environmental problems remain a low priority of governments in most countries.

Accordingly, for aid to be distributed equally within the cooperating country, KOICA intends to provide aid by integrating four sectors: 1) institutional competence strengthening, 2) human resource development, 3) expansion of environmental management facilities, and 4) increased awareness of environmental value. In order to secure sustainable growth, the principle response capabilities of the cooperating country should be cultivated. It will also be provided with reasonable technical assistance appropriate for the environment that region. The simultaneous environmental and economic development of the cooperating country will eventually be promoted through these measures, leading to the formation of a Green Partnership with the country.

For the implementation of the above plans, the environmental projects will have two main goals of strengthening environmental pollution management capabilities and strengthening capabilities concerning the preservation of the environment. In addition, KOICA has established seven goals, including the improvement of waste management and forest preservation capabilities. These goals will be met by utilizing Korea’s comparative advantage and experience in these fields. The objective of the environmental pollution management capability improvement projects is to further reduce the main form of pollution in cooperating countries. The goal of the projects concerning improving capabilities regarding the preservation of the environment is to work towards solutions of global problems of environmental protection and to improve the lives of those most at risk.
**Goal**

Strengthen capacity to manage environmental pollution (Goal 1)

Strengthen capacity to preserve the environment (Goal 2)

**Target**

**Activities**

Improve waste management (Target 1)

- Build waste pickup, collection, and processing facility
- Establish management system
- Joint-research on waste management policy and institutions
- Strengthen capacity to implement The Basel Convention on the Control of Trans-boundary Movements of Hazardous Wastes and Their Disposal
- Share waste management technology and foster human resources
- Build production line with reduced industrial waste
- Build hazardous chemical waste treatment facility and establish management system
- Strengthen environmental awareness of farmers and fishers with regards to the use of pesticides and fertilizers

Improve water and sewage system management (Target 3)

- Build urban water sanitation facility
- Build sewage treatment center
- Share waste management technology
- Foster human resource for water pollution prevention research
- Capacity building of civil servants in the field of water and sewage management
- Strengthen awareness about public environment through campaigns such as save water campaign

Improve soil contamination management (Target 4)

- Project for restoring contaminated soil
- Collect geographical data on soil contamination
- Establish soil contamination management and monitoring policy
- Foster human resource capable of doing research on soil contamination restoration and reduction technology
- Strengthen capacity of civil servants in the field of soil contamination
- Reduce health damages from soil contamination

Strengthen forest preservation capacity (Target 5)

- Establish policy for preserving, restoring, and managing forests
- Joint-research on preventing deforestation and yellow dust
- Joint-research on preserving and restoring forests
- Build tree sapling nursery
- Forest protection and restoration
- Build tree nursery
- Strengthen capacity to respond to climate change
- Build facility for preventing and monitoring yellow sand
- Manage and protect national parks

Strengthen sea protection capacity (Target 6)

- Protect marine ecosystem
- Strengthen capacity to manage marine environment
- Foster human resources capable of carry out research on technology for protecting and managing marine ecosystem
- Share sea pollution reduction technology
- Support sea pollution monitoring facility
- Build pollution processing facility

Strengthen bio-diversity preservation capacity (Target 7)

- Protect biodiversity and establish management policy
- Joint-research on technology for preserving bio-diversity
- Foster human resources capable of carrying out research in the field of preserving bio-diversity
- Build bio-diversity preservation research center
- Build protection facility for endangered plants and animals
- Strengthen public awareness of bio-diversity protection
- Build environmental education center
- Build ecotourism facility
In 2009, KOICA was selected as the organization to implement the “East-Asian Climate Partnership.” Since then, environmental projects emphasize the importance of reacting to climate change. Since 2000, climate change has become the most important issue facing the global community. To tackle the increasing demands of a growing global population, developing countries act as strong combatants against climate change. They initiate projects in solar and bio-energy, enhance Clean Development Mechanism (CDM) and increase the supply of renewable energies. Additionally, they develop infrastructure to observe and measure climate change to inspect its negative effect on the environment. To further this work, KOICA combined its projects with those of the East Asian Climate Partnership.

The establishment of project guidelines and the creation of responsible organizations were necessary to improve institutions involved in projects. First, the Global Issue Team was founded in 2006 (it was later renamed the Women’s Environmental Team in 2007) to improve the systematic support and specialization within the environmental sector. As a result of its formation, KOICA began building the foundation for a project implementation system to meet the demands of an increasing number of environmental projects. By 2005, there was a comprehensive evaluation of the system that operated the environmental sector projects. The contribution of the cooperating countries led to the formation of a prioritized action plan and classification system customized for each project type. As a result, effectiveness and systematization of the implementation of projects improved. In addition, the OECD/DAC designated the environment as a cross-cutting sector of sustainable development. This further led to the designation of the environmental sector as one of the seven sectors to receive support at the 2007 official development assistance midterm
plan and revitalized the relevance of the environmental sector in terms of organizational issues.

Second, in 2008 KOICA arranged the “Environment Guidelines for Sustainable Development” to mainstream the environment into ODA projects in every stage of planning. KOICA environmental guidelines define the procedures and functions of environmental impact assessments that should take precedence during aid projects. They also reflect the recommendations of the OECD/DAC’s special review. These environmental guidelines contain the management measures for plan formulation and the possibility of completion after considering the environment of the cooperating country. The projects were given a classification of A, B or C depending on the level of risk. Environmental impact assessment and environmental impact reduction plans are recommended before the start of a project. These measures will provide the foundation upon which the development of future aid systems will take place. The Agency is in the process of strengthening the capabilities of employees involved in environmental issues. To reflect these guidelines in real projects launched, training for inter and intra-agencies was conducted in 2009. Issues concerning applicability and requirements for each project type are being investigated to formalize these processes.

Third, as a result of the increase of environmental sector projects, KOICA has formed interagency pools and is actively promoting the participation of specialist individuals and organizations in cooperative projects. Nine sectors, including water treatment, sewage and energy, pilot surveys and implementation discussions (specialized in respect to the fields they are involved in) are used to improve specialization and efficiency. They also strengthen relations among cooperating organizations.
(4) Best Practices

A. Indonesian Rainforest Seed Management and Development Projects

The goal of this project is to develop and distribute high quality forest tree seeds. This will restore wastelands and form an efficient basis for land development and increase forest productivity. The first step of the project to distribute superior seeds is already successfully underway in the Indonesian rainforest under the “Indonesia Forest Improvement and Nursery Construction Project” supported by the Korean government. The project was requested as a follow-up project that conducted active seed management and development.

This project was the first in Indonesia to implement superior seed cultivation and long-term storage technologies. It is credited as the foundation of Indonesia’s forest restoration plans. The Rumpin nursery center is able to conduct on-site training in this field. It is anticipated that these projects will spread across the region.

[Figure 3-60] Acquiring samples of superior stock
B. Industrial Wastewater Treatment Capacity Reinforcement Project in Vietnam

Vietnam’s Environmental Protection Act Amendments in 2005 placed as its major goals the prevention of industrial pollution and the systematic management of the water system. These goals strive to reduce pollution produced by economic development.

At the end of 2005, the Vietnamese Ministry of Planning and Investment (MPI) requested the Industrial Wastewater Treatment Capacity Reinforcement Project after assessing the Industrial Pollution Prevention Aid Project which was implemented in 2003 as an outstanding ODA project. The ministry wanted to enhance its performance and expand its application. The project greatly increased the capacity of the Vietnamese environmental technology research center and its researchers by increasing environmental knowledge, transferring expertise skills and performing laboratory operations. The degree of improved skill level was so great that experiment requests came in from
inter-agencies and other labs. In addition, in cooperation with Korean specialists, it is anticipated that the practices from such experiments as the water quality tests of the Cau River and the water treatment measures for butcheries will be implemented nationwide.

[Figure 3-62] Environment Research Center Equipment

[Figure 3-63] Waste water treatment facility near butcher facility
Institutional Development

1. Characteristics of KOICA Assistance and Delivery Structure
   1) Goal of KOICA Assistance
   2) KOICA Assistance Strategy
   3) Assistance Delivery Structure

2. Institutional Improvement
   1) Establishment of Country Partnership Strategy (CPS)
   2) Development of ODA Policies and Strategies
   3) Improvement of Procurement System
   4) Improvement of Evaluation System
   5) Advancement of ODA Research
   6) Improvement of ODA Statistics System
   7) KOICA International Development Education Academy (KOICA-IDEA) for Public Awareness

3. Adaptation to the Principles of International Development Cooperation and Partnership Building
   1) Implementing the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action
   2) Gender Mainstreaming
   3) Mainstreaming the Environment for Sustainable Development
   4) Management of Innovative Financial Resources for Development (Global Poverty Eradication Contribution)
   5) Expansion of Triangular and Joint Cooperation
1. Characteristics of KOICA Assistance and Delivery Structure

1) Goal of KOICA Assistance

The fundamental spirit with which Korea approaches international development cooperation, laid out in the Basic Law on International Development Cooperation, is to pursue international peace and prosperity to encourage economic cooperation between partner countries in order to eradicate poverty, promote the rights of women and children, achieve gender equality, attain sustainable development, and implement humanitarian work.

KOICA’s untied development aid work adheres to the basic spirit, goal, and rules set out by the above-mentioned law. Accordingly, KOICA’s international development cooperation projects aim to help developing countries by reducing poverty, raising living standards, advancing the policy environment, and improving the circumstances for development. Through such projects, Korea’s cooperative relationship and exchange with developing countries will increase. On a greater scale, these projects will contribute to solving global problems that are related to international development cooperation. Furthermore, as a UN member,
KOICA respects the various principles of the UN Charter as well as the independence, capacity, and development level of partner countries. KOICA endeavors to share Korea’s development experiences and improve the harmony and cooperation within the international community.

2) KOICA Assistance Strategy

KOICA’s first directive is to contribute to the international community’s efforts to eradicate poverty. In particular, KOICA contributes to the fulfillment of the Millennium Development Goals (MDGs) by the international community by 2015. Thus, KOICA takes into account regions where progress towards attaining the MDGs is slow and influential sectors as some of the major factors for consideration when giving assistance. Countries that receive special attention based on these criteria are the Least Developed Countries in South Asia and Sub-Saharan Africa. KOICA gives most of its aid in the health and medicine, education, food, and rural development sectors as these sectors have the most influence on progress towards achieving the MGDs.

Second, KOICA places the highest importance on capacity building for developing countries to create a base for autonomous growth. In this way, development cooperation does not result in simple delivery of materials and personnel. The aim is help developing countries grasp the ‘opportunity’ for self-motivated growth and induce them to take ‘responsibility’ for their own development efforts.

Third, KOICA aims to contribute to world peace and prosperity by strengthening humanitarian aid in conflict and disasters areas as well as support peace building efforts. Currently, KOICA is gradually expanding
humanitarian aid to conflict and disaster areas and is participating in the international communities’ projects for strengthening governance in weak and conflict-ridden countries.

Fourth, KOICA aims to spread various values and norms in relation to the environment, gender equality, and human rights while establishing and implementing cooperative projects. KOICA plans to continuously pursue green growth for partner countries. It is involved with the ‘East Asian Climate Partnership’ for building South East Asian countries’ capacity to respond to climate change. In addition, KOICA is attempting to bring issues, such as women and human rights, to the mainstream public’s attention. Awareness of this type of issue will improve human rights in partner countries and promote gender equality. Guidelines for gender equality and environmental preservation have been created and applied to all projects.

Fifth, KOICA aims to achieve more efficient development cooperation by continuously improving project implementation structures based on international development cooperation norms. For this purpose, KOICA has been employing norms on international aid effectiveness, including those addressed in the Paris Declaration, while implementing its projects. It has also been applying DAC recommendations in its work in projects dealing with untied international development aid, environmental preservation, poverty reduction, gender equality, stability in fragile states, and humanitarian assistance.

Finally, as a specialized agency for untied international development aid, KOICA profits from the know-how and specialized skills it has acquired over the past 20 years. For this purpose, KOICA is expanding and developing cooperative relationships with government organs, corporations, civil organizations, and other organizations that specialize in international development aid.
3) Assistance Delivery Structure

KOICA’s projects are implemented in the following cycle: Strategy Formation → Project Discovery, Development, and Screening → Project Implementation → Monitoring and Evaluation. This process is cyclical because the results from the monitoring and evaluation phase are applied during the strategy formation and project implementation. In this way feedback and the lessons learned lead to improvements in both policies and projects. KOICA was able to carry out this result-based management by steadily improving its project structure over the past 20 years.

[Figure 4-1] KOICA Project Implementation Structure
2. Institutional Improvement

KOICA has been continuously building and developing various policies for effective project implementation over the past 20 years. This section presents the meanings of these policies and the changes made during their evolution.

1) Establishment of Country Partnership Strategy (CPS)

Country Partnership Strategy (CPS) is one of KOICA’s major ODA management tools. It was selected in order to increase the effectiveness of development cooperation and it includes ways to plan mid and long-term assistance and manage the results. With the gradual adoption of CPS by the World Bank in the 1990s, CPS gained popularity with major development cooperation agencies and most agencies are now strategically applying similar tools under different names.

KOICA created aid strategies for 19 partner countries in 2008 after establishing three-year mid and long-term CPSs from 2005. Initially, CPS was applied to loans and grants separately, but in December 2010, the Committee for International Development Cooperation decided to establish consolidated CPS for loans and grants. In accordance with the Korean government’s ODA policy of adopting CPS, KOICA reorganized its aid projects by region in February 2011. KOICA is now contributing to progress of national development plans made by the partner countries themselves. KOICA has been selecting priority programs and mapping specific implementation methods through CPS to achieve country and sector specific development goals. KOICA plans to apply a program-
based approach (PBA) in international development cooperation by utilizing and applying diverse modalities of international development cooperation in an integrated fashion, and organically manage the processes by standardizing the CPS procedures of project discovery and development per program unit, screening, and monitoring and evaluation.

2) Development of ODA Policies and Strategies

KOICA strengthened its development cooperation policy and strategy by establishing a mid length aid strategy for developing countries in 2006 and creating country specific aid plans in 2007. This provided a foundation for consistent and systematic implementation of KOICA’s projects with common development goals. From 2010, KOICA has been focusing its assistance to major partner countries based on the ‘Selection and Focus’ principle and has moved away from its previous strategy of giving small amounts of aid to many different countries. In order to implement PBA in projects, KOICA has been changing its delivery assistance to the form of packages in which major projects are implemented in a comprehensive way. For the purpose of strengthening field-oriented operation based on the 2010 ‘KOICA Advancement Plan,’ the role and authority of field offices is being enhanced. KOICA is also working to increase the capacity of field offices by improving their institutional and human resources.

KOICA is building an institutional frame for systematizing the procedure for electing policy and strategy through reorganization as well as institutionalizing related guidelines in the future.
3) Improvement of Procurement System

The importance of ‘procurement’ cannot be stressed enough. In general, ODA projects are carried out in cooperation with consulting enterprises and agencies specialized in development projects that understand the local environment and have expertise in relevant sectors. Therefore, procurement of well-performing, specialized enterprises and agencies is directly linked to the effectiveness and efficiency of a project. Other donor countries have a pool of organizations that specialize in development cooperation which make up their aid industry. These organizations participate in international procurement of ODA projects in accordance with OECD guidelines and carry out numerous tasks.

At the time of KOICA’s foundation, procurement mostly consisted of simple supply contracts for goods delivery. Later, in January 1993, the Procurement Contract Team was created under Management Support Department and it established regulations for procurement activities. In order to respond to the changing international and domestic procurement environment, KOICA continuously implements measures to enhance the efficiency of procurement activities by selecting good quality enterprises, improving procurement methods and systems to promote transparency and fairness, and strengthening the electronic procurement system function.

KOICA has organized its network of procurement related institutions and systems. The electronic procurement system, which was installed in 2005, contributed to improving the transparency and efficiency of the entire bidding process. In 2007, electronic bidding and electronic contract functions were enhanced, statistical function was strengthened, and efficiency was increased through the computerization of insurance, distribution, and examination tasks. Furthermore, linking KOICA with
the Public Procurement Service’s ‘government to business (G2B) online procurement system’ allowed KOICA to share data such as bidding information and contract performance records. In February 2010, a Memorandum of Understanding (MOU) was signed between KOICA and the Public Procurement Service, thus forming a cooperative relationship for information sharing and technical assistance.

KOICA is continuously tuning its procurement regulations and standardizing work procedures. It makes an effort to upgrade its level of specialization by regularly updating work manuals and training procurement personnel with regards to duty and transparency. Furthermore, KOICA hosts meetings and educational programs for subcontractors in order to strengthen and promote understanding about ODA. By listening to the difficulties raised by subcontractors, KOICA learns what needs to be improved. KOICA can then work with these subcontractors to strengthen their capacity as ODA project partners.

KOICA has sought to stimulate corporate participation by implementing the ‘Pre-Notification Policy,’ which enhanced fair access to bidding information. In addition, KOICA is supporting the advancement of corporations into the international procurement market and is publicizing international procurement data from such organizations as the UN and the World Bank via KOICA’s official website and electronic procurement system.
The use of untied ODA started in order to enhance the effectiveness of projects and had a huge impact on the development cooperation procurement environment. ‘Untied ODA,’ in the context of procurement, is aid that can be given to any corporation, regardless of its nationality, that participates in the bidding process for material and service contracts. Untying aid going into development cooperation has been proposed for a long time within the international society. Efforts to implement untied aid in the development cooperation arena expanded after the DAC High-Level Forum in 1998 and OECD/DAC released the ‘DAC Recommendation on Untying ODA to the Least Developed Countries’ in April 2001. Furthermore, the Paris Declaration and the Accra Agenda for Action set untied international development cooperation as major standard for evaluating the effectiveness of
development aid. As a result of these efforts, the average percentage of untied development aid by DAC member countries rose to around 85% of their total aid in 2009.

Untied development cooperation does not restrict the country from which goods can be bought and thus can reduce costs as there is a larger market for material and services.

KOICA has been expanding untied aid not only as an effort to follow international standards, but also to increase the effectiveness of its development cooperation projects. Principles that are required for untied aid such as transparency, ownership, and domestic procurement are major contributing factors to the effectiveness of international development cooperation.

In 2007, about 24% of Korea’s ODA was untied, well below the international average. Yet this percentage has been gradually increasing since expansion plans for untied aid were finalized at The 5th Committee on International Development Cooperation held on May 1, 2009. To fulfill the Korean government’s plans, KOICA set annual goals for untied aid and reorganized basic systems. According to OECD/DAC statistics, Korea’s ratio of untied aid, which was very low prior to 2007, has been increasing steadily.
4) Improvement of Evaluation System

In the 1990s, the importance of evaluation for the effectiveness of development cooperation projects received a lot of interest both domestically and internationally. In light of this, in 1996 KOICA created a department solely for evaluating its projects. Afterwards, KOICA built a foundation for an evaluation system by analyzing OECD/DAC evaluation principles, guidelines, and the systems of other donor countries.

In 1999, KOICA created its project evaluation guidelines and began systematic and regular project evaluation. The guidelines and evaluation procedures have been continuously improved over the years.

The ‘Development Cooperation Evaluation Guideline’ was published in 1999 as KOICA’s first attempt at institutionalizing the evaluation process through standards, procedures, and feedback. This was the result of KOICA’s efforts to move beyond the previously limited evaluations which focused on checking for progress and performance. The new evaluation method is more systematic and produces objective
results. The ‘Development Cooperation Evaluation Guidelines’ states five evaluation standards: appropriateness, effectiveness, efficiency, influence, and sustainability. These evaluation standards are based on OECD/DAC standards and principles, and are still used today. Thus, KOICA has adopted the concept of an evaluation and feedback system based on logical framework and evaluation has become a permanent fixture in KOICA’s project implementation cycle.

In 2006, the project evaluation team was reorganized and expanded into a full department. The concept of evaluation was also expanded to include development policy, strategy, specific sectors, and specific topic. The team suggested a way to link the evaluation results from each project to the achievement of the organization by revising the guidelines for the second time in 2006. This spurred the creation of new contents such as an evaluation model, an evaluation method, and an analytical framework.

[Figure 4-3] KOICA’s Development Cooperation Evaluation Guideline
For the first time in KOICA’s history, KOICA adopted a rating system based on evaluated results. This contributed to standardizing evaluations and making the administrative task of doing evaluation more efficient.

In 2008, Korea carried out a complete revision of its evaluation guidelines based on international trends and standards in preparation for OECD/DAC membership. In particular, meaningful changes were made by expanding the scope and target of evaluations to include development policy, partner countries’ own interests, and international development issues. Moreover, evaluation standards were defined in more detail and cross-cutting issues such as gender equality and environmental preservation were also included. Guidelines for the evaluation procedure and method were expanded in more detail, which had the effect of strengthening the evaluation plan and the quality of the evaluations.

Furthermore, KOICA became the first domestic aid organization to use a feedback system to reflect the results of project evaluation in order to improve future projects. By having partner countries and other donor countries participate in the evaluation, partnerships are being strengthened as well.
In 2009, KOICA carried out a Joint Evaluation on the Korea-Laos vocational training center construction project with German donor organization GTZ. This was the first co-evaluation project in Korea.

KOICA has been intensifying evaluation functions in all project implementation processes. This will provide a basis for continuous learning. It will also ensure the accountability of international development aid projects by making clear plans to monitor and evaluate their results from the project planning and designing level. In addition, KOICA has been showing leadership by strengthening the evaluation capacity of KOICA staff and outside interested parties, by publishing various evaluation books, and by carrying out evaluation training.

5) Advancement of ODA Research

KOICA has been focusing intently on policy research with the understanding that policy research is important and necessary for the
systematic and adequate establishment, effective implementation, and quality improvement of advanced international development assistance. The name of KOICA’s research body has changed over time (Research Bureau; Policy Planning and Research Office; Research Office; and Policy Planning, Research and International Organization Office) in response to research needs. KOICA has raced to produce timely and useful policy research on various issues. Topics have been divided by project type, sector, and region, KOICA has also produced research on macro policy and trend analysis in the field of development aid. In initial stages, the Research Bureau consisted of researchers specializing in development issues and regional studies. It provided the basis for untied development cooperation policy while at the same time focusing on mid and long-term improvement paths for KOICA. In the 1990s, with Korea’s entrance into OECD in 1996, research was focused on DAC policy direction, regulation, and guidelines, and on the aid policies and strategies of DAC member states. The Research Bureau’s goal in conducting this investigation was to find ways of ways to improve KOICA projects. In addition, it also studied Korea’s development history to determine what the Korean style of development cooperation is.

With the declaration of the UN’s MDGs, the 2000s were an important turning point for the way the international society implemented development cooperation. KOICA increased its project budget, increased its departments, and bolstered policy research on advanced international development aid. At this time, KOICA attempted to leap forward with its mid/long-term plan to heighten Korea’s international untied development cooperation.

In addition, KOICA published the ‘Development Cooperation Trends’ to introduce major issues and trends in the field of development cooperation. This document contains reference materials on recent ODA
policy trends from the OECD/DAC as well as excerpts and translations of writings on international development aid. Furthermore, KOICA has been heightening the awareness of its staff by publishing a glossary of international development cooperation terms and holding monthly conferences in which domestic and foreign figures discuss current topics.

KOICA established the foundation for quantitative research, multilateral cooperation, and research tasks in 2003. By researching ODA trends in developed countries and publishing monthly reports on development cooperation, KOICA was able to strengthen its ability to provide policy research information. KOICA also adopted an outside research contract to improve and diversify internal research. It also made other policy improvements such as reorganizing the standards for research contract performance.

In 2004, KOICA focused on expanding the base for ODA research and enhancing understanding and knowledge of ODA through active projects such as academic research contracts on major ODA topics and by publishing KOICA’s research committee’s research reports. As part of a country-wide research base expansion project on ODA, KOICA held the ‘The 1st Thesis Competition for Undergraduate and Graduate Students in the field of International Development Cooperation’ which provided an opportunity for university students to heighten their understanding of ODA projects and participate in cooperative projects. KOICA gave competition winners a chance to experience international cooperation on location.

In 2006, KOICA worked on building a civil society network for ODA made of a pool of experts, NGOs, local government officials, private corporations, and the media by holding the ‘KOICA and Civil Society Partnership Forum.’ Through this project, KOICA was able to raise public support for ODA and improve civil society’s participation and
understanding of ODA.

KOICA held the 1st Seoul ODA International Conference in 2007 in order to heighten domestic public understanding of international development cooperation, share KOICA’s project results, and increase domestic awareness of major policy issues being discussed within the international community. This conference was held under the title of ‘Effective Ways to Achieve the MDGs’ and Professor Jeffery Sachs of Columbia University, a consultant for the UN, was invited to revitalize Korean ODA policy research and increase the understanding and interest of domestic participants on issues related to international development cooperation.

[Figure 4-5] The First Seoul ODA International Conference with the presence of Professor Jeffery Sachs
In 2008, KOICA pursued its ODA publicity campaign by publishing ‘Understanding International Development Cooperation,’ the first introductory book on international development cooperation from Korea. In addition, research policy was restructured to effectively and systematically manage and improve the quality of both internal and outsourced research. At the 2nd conference, which was held under the theme of ‘Achieving the MDGs: Mid-term Progress Review & Aid Effectiveness,’ participants discussed ways of evaluating progress towards achieving the MDGs and how Korea could contribute to this progress through ODA.

[Figure 4-6] The Cover of ‘Understanding International Development Cooperation’

This publication is the first introductory book of international cooperation and is widely used in universities.
In 2009, KOICA made efforts to reorganize its policy research system and increase its research capacity and strengthen the connection between the current public policy and the research. To prepare for Korea’s 2010 induction into the DAC, policy research topics were chosen on different issues in order to strengthen the connectivity with priority policies and to increase the synergy between different types of research. This was done according to prior analysis of links between different research tasks. Furthermore, a DAC task force system was created within the Research Office so that DAC related duties could be carried out. At the 3rd conference, entitled ‘The Changing International Development Cooperation Environment and the New Global Partnership for Development Cooperation,’ and the 4th conference, entitled ‘Catalyzing Development: A New Vision for Aid,’ held in 2009 and 2010 respectively, participants discussed the future path of Korean ODA in the changing international development cooperation environment.

In 2010, the ‘Comprehensive Plan for 2010’ was established to build a field oriented policy system, improve effectiveness of development aid by creating a model for sharing Korea’s development experience, and to research DAC issues relating to entering the DAC and hosting the HLF-4 in Busan. KOICA continued work towards expanding its capacity as an ODA policy research institute. KOICA also formed research partnerships with entities such as the Brookings Institute and JICA to improve the quality of its research.
In addition, KOICA established the ‘KOICA Mid-term Strategy for Research: 2011~2015’ and proposed a direction and goals for future ODA policy research. By strengthening research capacity and specializing in development cooperation research, KOICA is enhancing the quality of Korea’s ODA policy and strategy. In other words, KOICA is increasing its reputation as an ODA Think-Tank by building ‘Knowledge-sharing Partnerships’ with academics, and fostering a professional workforce in the development cooperation field by establishing the ‘International Development Cooperation Center.’ The ‘International Development Cooperation Center’ has the combined function of producing valuable research and providing educational opportunities for participants. KOICA is increasing its specialization in research based ODA implementation, evaluation research on policy applicability, communication for research activities, and domestic and foreign partnership for producing development knowledge.
6) Improvement of ODA Statistics System

Since its foundation in 1991, KOICA has been using a database to systematically manage the results of overseas untied development aid to developing countries. KOICA collects basic data by country, region, sector, and project type. This data is used to produce major policy materials which may be used to establish and implement development cooperation policy and evaluation.

In order to ensure transparency and accountability, KOICA has been constantly improving the quality and objectivity of statistics it produces. Furthermore, in order to heighten access to information for the general public, KOICA has been publishing and distributing a statistics report on untied international development cooperation every year. After internet usage spread in 2000, KOICA built a website to publish its statistics and information on overseas untied international development cooperation.

KOICA has been striving to improve the accuracy and quality of its ODA statistics. In 2005, Korea presented its experience with statistics at the ODA meeting for Non-DAC donor countries and informed other
donor countries of the status of Korea’s international development cooperation policies, KOICA strengthened its statistics capability to meet the DAC membership requirements. It implemented a CRS++ type statistic system for creating statistics regarding KOICA’s overseas untied international development cooperation projects quickly and transparently. This system makes the statistics generator accountable for the results and improves policy applicability.

At the same time, KOICA was working to strengthen the capacity of project managers by educating them on KOICA’s statistics system, ODA statistics, and how to apply information in their projects.

To meet the increasingly rigorous standards of academics and policymakers for analytical statistical data, KOICA is working to enhance the accuracy and transparency of Korea’s overseas untied international development cooperation, improve the policy applicability of statistics, and provide statistical information more efficiently. These specialized staff members will encourage the harmonization of the statistics polices between different development cooperation agencies and improve the appropriated results.

7) KOICA International Development Education Academy (KOICA-IDEA) for Public Awareness

Over the course of one year, the International Development Education Academy (KOICA-IDEA) successfully enhanced public awareness of ODA, fostered professionals in the field, developed educational materials, and published research reports. The International Development Education Academy was founded in March 2010, in order to enhance public awareness of ODA and increase Korea’s
competitiveness in the development cooperation field by fostering experts. In 2010, the International Development Education Academy held 30 educational programs with approximately 600 attendees.

KOICA-IDEA offered classes differentiated by topic and target group in order to respond to the demand from universities, civil society, and the general public for such educational programs. These classes contributed to people’s understanding of ODA. KOICA-IDEA has been unifying ODA education systems for the general public, seeing cooperation with other education faculties. The educational programs have been expanded to serve local government civil servants and elementary and middle school teachers among other targets groups.

[Figure 4-9] The First Class Opened at KOICA-IDEA

KOICA is planning to combine the different ODA related education program for the general public run by different departments under KOICA-IDEA in order to enhance the effectiveness and specialization of education. At the same time, KOICA-IDEA is planning to open education programs on methods for managing projects through overseas development cooperation educational facilities and on how to carry out
co-research for developing educational curriculum and textbooks. Furthermore, KOICA-IDEA plans to enhance educational programs at universities by promoting the incorporation of experience from the field into their curriculums. KOICA-IDEA has been working towards this by creating credit link programs with universities in Korea and by opening master’s and doctorate level programs at graduate schools.
3. Adaptation to the Principles of International Development Cooperation and Partnership Building

1) Implementing the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action

Membership in the DAC has allowed Korea to actively participate in the international society’s efforts to address global problems such as poverty, the need for sustainable development, and devastation from large scale natural disasters, while at the same time enhancing Korea’s national prestige as an advanced donor nation.

In particular, KOICA is adopting DAC principles and participating in one of DAC’s main activities; enhancing the effectiveness of international development cooperation by focusing on the 2005 Paris Declaration (PD) and 2008 Accra Agenda for Action (AAA). In 2009, KOICA chose the following as priority tasks for adopting the PD and AAA and has been continuously implementing them: ‘expansion of the partner country’s public budget management system and procurement system, heightening of the predictability of international development cooperation, increasing the percentage of untied aid, expansion of program international development cooperation method, and calculating the effects of aid through transparent evaluation policy.’

From 2009 to 2010, KOICA established a trial ‘Country Partnership Strategy for adopting the PD/AAA’ in Ethiopia and Mongolia to execute different policies regarding different issues in accordance with the PD and AAA and as a blueprint for implementing the principles of aid effectiveness
KOICA is endeavoring to expand its participation in DAC working groups and to adopt related regulations. In accordance with the DAC regulation which states that member states must partake in more than one working group and network, KOICA designated personnel for 6 working groups and networks in the first half of 2009. These personnel were tasked with understanding and analyzing major trends within DAC working groups and networks and finding ways for KOICA to adopt them. Furthermore, in order to participate more vigorously in DAC network activities, KOICA issued papers for each network and hosted seminars in cooperation with related government departments and domestic organizations. Through such activities, KOICA plans to continue advancing the Korean government’s position in different networks.

2) Gender Mainstreaming

Currently, the phenomenon of ‘poverty taking on a female face’ or the ‘Feminization of Poverty’ is intensifying and six out of every ten of the world’s poor are women. In respond to this, the international community has been actively discussing the relationship between poverty and gender inequality. It is strengthening efforts to reduce poverty and to seek development by solving gender inequality in various sectors such as education, health, economic participation, social safety nets, political capacity, and women’s rights in conflict affected and weak countries.

Gender equality is not only a development goal in itself, but is also a major tool that can be used to effectively and efficiently achieve other development goals. In line with UN Millennium Development Goal
three; ‘Promote Gender Equality and Empower Women,’ multilateral development related organizations such as the UN, the OECD, and the World Bank are prioritizing policies which support education, health, and capacity building of women and girls and are utilizing gender equality as a breakthrough strategy for solving mounting development problems.

The DAC special Peer Review, the board created to evaluate Korea’s eligibility for DAC membership in 2008, recommended that the Korean government consider the crosscutting issue of gender equality as a priority in major policies when implementing international development cooperation.

The 2008 Plan for International Development Cooperation outlines the order of priority among KOICA’s ODA project procedures, sectors, and regions. The 2008 Plan for International Development Cooperation set the goal of focusing aid in sectors in which Korea has a comparative advantage, such as human resource development, health and medicine, rural development, strengthening administrative capacity, and information and communication development. The 2008 Plan for International Development Cooperation also stipulated that the national development plans of partner countries must be taken into account and worked with during project implementation.

One gender mainstreaming tool that KOICA has adopted since 2007, is the gender evaluation report. The objective of the report is to analyze the different impacts that a policy has on women and men and to make adjustments and improvements so that policy effects are equally distributed. KOICA has been carrying out gender evaluations in selected projects as part of its mission to implement gender mainstreaming in its ODA projects.
In June 2009, KOICA started participating in Gendernet, one of the six policy networks under the DAC. Donor countries, partner countries, international organization, civil society, and other professionals in the international community participate in Gendernet to discuss the issue of gender equality in international development and share experiences from the field in order to effectively pursue gender equality.

Through the ‘Mid-term Strategy for Untied International Development Cooperation (2008-2009)’ in 2008, KOICA chose women as a major target for focused aid and designed projects to benefit them specifically. This emphasized the fact that the education and health sectors in particular are closely related to the issue of empowering women and protecting women’s interests. The project plans of 2009 were able to form a twin-track strategy wherein gender mainstreaming tools were applied across the board in all ODA projects. This was done in addition to projects specifically for women being continuously carried out. This
twin-track strategy had the effect of increasing women’s participation in project implementation and ensured that the benefits of development aid went directly to women. The twin-track strategy aims to include both a gender analysis and a gender equality perspective in all stages of the project implementation process; project discovery, planning, execution, evaluation and monitoring.

Accordingly, KOICA established a quota system to ensure women’s participation in training programs and institutionalized the requirement that 30% of trainees from each country must be women. KOICA created professional programs for women, such as ‘Gender and Development,’ while creating gender sensitive budget lines within training programs with the aim of implementing gender sensitive projects. In addition, KOICA’s gender mainstreaming research explored the organization’s effective gender mainstreaming methods.

In 2010, efforts were made to establish gender sensitive implementation strategies and project plans, such as expanding the gender sensitive budgets to more projects, improving the quality of gender evaluation reports, and continuing to pursue the previously mentioned twin-track strategy.

In December 2010, KOICA established the ‘Guideline for Furthering Gender Equality and Empowering Women’ and created a legal basis for setting gender equality goals and strategies. The ‘Guideline for Furthering Gender Equality and Empowering Women’ expounded gender equality as one of the goals of KOICA’s international development cooperation projects and strove to weave gender mainstreaming into KOICA’s structure and policies.

In this way, KOICA is continuously endeavoring to realize its goals for attaining gender equality and to prepare policy and strategies for effective implementation of gender sensitive international development cooperation.
3) Mainstreaming the Environment for Sustainable Development

In the 2008 special evaluation, the OECD/DAC recommended that the Korean government gradually expand its attention to ODA projects concerned with cross-cutting issues, including the issue of the environment. In the past, the DAC proposed the Environmental Impact Assessment (EIA) and the Strategic Environmental Assessment (SEA) as major tools for mainstreaming environmental protection. Accordingly, the Korean government has been strengthening support for addressing such overarching issues and has made institutional reforms to mainstream cross-cutting issues throughout the entire process of project selection, implementation, and evaluation.

Since its foundation in 1991, KOICA has been gradually increasing the share of its ODA projects in the environment sector. In 2008 in particular, support for environmental protection and preservation increased greatly following the announcement of the ‘East Asia Climate Partnership’ at the 2008 G8 Summit. To meet the Korean government’s policy of having ‘Green ODA’ and to strengthen the capacity of developing nations in Asia to respond to climate change, KOICA has been supporting large-scale projects in the five areas of water management, establishment of low-carbon city, forestry, low-carbon energy, and waste management. In addition, capacity building projects for sustainable development were continuously implemented through small and medium sized projects that supplement the East Asia Climate Partnership and projects for preventing environmental pollution.

Additionally, to comply with the international norm of environmental mainstreaming for sustainable development, KOICA has been systematically improving the related institutions and policies in its project implementation process. In 2008, environmental guidelines were
established and the procedures for conducting environmental evaluations were defined. Furthermore, KOICA launched the environment officer system in 2010 for establishing environmental policies, mid and long-term strategies, and plans within KOICA.

In order to transform Korea into a good model country for green growth, the Korean government has been seeking green growth in different sectors. As stated in the ‘National Strategy and Five-Year Plan for Green Growth,’ the Korean government made plans in 2009 to increase the percentage of green ODA to 30% of Korea’s total ODA by 2020. The Korean government will be perusing its plan to expand the ODA/GNI ratio up to 0.25% by 2015, while at the same time increasing the quantity and quality of its green ODA, according to the East Asia Climate Partnership.

KOICA must seriously consider the issue of environmental protection across policy establishment, organizational structure, implementation, and the evaluation processes in order to meet the international trend of environmental mainstreaming and the domestic demand for expanding green ODA. KOICA is conducting research on ways that environmental issues have been effectively incorporated into general policy in the past, establishing environmental guidelines, testing the application of environmental analysis guidelines, and making policy reforms such as appointing an Environment Officer and joining the East Asia Climate Partnership. Such measures will allow KOICA to expand its aid quantity.

In addition, KOICA plans to achieve green growth from the policy implementation level up to project implementation and evaluation by developing comprehensive green international development cooperation strategies. These new strategies will combine the previous green ODA projects and participation in the East Asia Climate Partnership.
4) Management of Innovative Financial Resources for Development (Global Poverty Eradication Contribution)

Since 2004, international society has been discussing ways of ‘developing innovative financial resources for development’ in order to eradicate poverty in least developed countries. France suggested the ‘Air-ticket Solidarity Contribution’ system in June 2005, as one of the ways to supplement existing funds for development. This system was first implemented in France in July 2004, and is currently being employed or reviewed by 20 countries. In addition, countries such as the UK, Norway, Brazil, and Spain are participating in this system by donating funds (mainly airport taxes) to UNITAID.

In September 2005, 79 countries adopted the New York Declaration which urged the development of new sources of funds to promote progress towards the achievement of the MDGs in developing countries. The Korean government stressed Korea’s commitment to fulfilling its responsibility as part of the international community and, during the president’s address at the UN General Assembly, reiterated its promise to increase aid to Africa three-fold by 2008 through ‘Korea’s Initiative for Africa’s Development.’ This plan was originally announced during the president’s visit to Nigeria in March 2006.

Korea has been participating in the ‘Leading Group on Innovative Financing for Development’ since April 2006, performed the duties of group chair from March to September 2007, and hosted the 3rd general assembly in Seoul. As part of the international effort to eradicate poverty and fight disease in poorest countries of the world, Korea started the ‘Global Poverty Eradication Contribution.’ KOICA has been managing this fund to improve the health and medical sector of developing countries, specifically in Africa. Around 50% of the Global Poverty
Eradication Contribution is going to UNITAID’s projects for fighting diseases in Africa while the rest is being channeled through domestic NGOs working on the same issue.

Korea is proud to contribute to realizing the global mission of the MDGs and expects this to heighten the country’s reputation as a humanitarian leader. Furthermore, the implementation of this fund enabled Korea to expand assistance to sub-Saharan Africa where the developmental needs existed the most. Korea is now involved in the mission of eradicating poverty and fighting diseases in Africa where more than 68% of the world’s poorest countries are located,

[Figure 4-11] The MOU signing ceremony of Global Poverty Eradication Fund with the NGOs

5) Expansion of Triangular and Joint Cooperation

Triangular cooperation refers to the financial and technological support for cooperative projects between developed donor countries and partner countries. In contrast, joint cooperation refers to projects implemented
with close collaboration between more than two international development cooperation entities based on the spirit of division of labor. Various forms of joint cooperative projects are being used by donor countries to effectively achieve Aid Harmonization, one of the principles of the Paris Declaration for improving aid effectiveness.

KOICA implemented triangular cooperation in the form of joint training in Singapore, Chile, Egypt, and Israel, prior to 2009. Triangular cooperation expanded greatly after requests for cooperation increased in June 2009. These requests largely came from emerging donor countries and nations in the southern hemisphere who wanted to benefit from Korea’s successful development experience.

In 2009 through the ‘Seed Potato Project in Algeria (2007~2009/1,800,000 USD),’ KOICA supported the dispatch of Peruvian experts on seed potatoes to Algeria, where they carried out research in cooperation with Korean experts to develop potato breeds that could adapt to Algeria’s climate. As a result, the project maximized the ripple effect of using comparative advantage (Korea: Technology for producing seed potatoes, Peru: Genetic potato resource), enhanced sustainability, and built a cooperative system between three countries in the area of potato farming. In 2010, agreements were made to continue cooperative relationships with countries such as Mexico, Qatar, South Africa, and Argentina. Additionally, Korea made an agreement with Columbia to implement the plan, ‘Triangular Cooperation for Strengthening Vocation Training in Central America and the Caribbean.’

KOICA has been endeavoring to establish mechanisms, such as continuous information exchange and a clear division of labor, to minimize the cost of problems in communication and initial partnership building with partner countries. These challenges have been pinpointed as the main hurdles to pursuing triangular cooperation. A synergy effect
was created when efforts were made to respect the national development plans of partner countries, the comparative advantages of donor countries in the South, and previous areas of cooperation.

KOICA needs to cooperate closely with donor countries in order to follow DAC guidelines and is pursuing joint cooperation with various development entities.

KOICA carried out joint training for developing Asian countries in cooperation with Japan and Singapore, and implemented a joint evaluation of vocational training projects in Laos with Germany. In addition, KOICA carried out projects for rural development and rebuilding water ways in Cambodia in cooperation with Japan in 2009.

[Table 4-2] KOICA Triangular and Joint Cooperation (1991-2010)

<table>
<thead>
<tr>
<th>Partner country (Organization)</th>
<th>Cooperation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore (MOFA)</td>
<td>Co-research on 6 potential partner countries in Asia MOU for expanding green growth research</td>
</tr>
<tr>
<td>Israel</td>
<td>5 Joint Training Programs with 126 Participants from 1995 to 2002</td>
</tr>
<tr>
<td>Japan (JICA)</td>
<td>Co-training of 331 people in 22 stages between 2000 and 2010 Implementation of the Project for Rebuilding Irrigation Systems and Developing Rural Areas in Cambodia Training programs for helping refugees in Pakistan Co-research for HLF-4 preparation with the Brookings Institute, 2010</td>
</tr>
<tr>
<td>Australia (AusAID)</td>
<td>MOU for strengthening cooperation between Korea and Australia in the field of international development, 2009</td>
</tr>
<tr>
<td>Germany (GTZ)</td>
<td>MOU for strengthening cooperation between Korea and GTZ in the field of international development, 2006 Joint evaluation of the Korea-Laos vocation training center project, 2009</td>
</tr>
<tr>
<td>Egypt (EFTCA)</td>
<td>MOU with EFTCA, 2007 Co-training of 9 people in the ITC sector, 2007</td>
</tr>
<tr>
<td>Chile (AGCI)</td>
<td>MOU with AGCI, 2002 Co-training of 128 people in 8 stages in the aquatic farming and e-government sectors, 2003-2010</td>
</tr>
<tr>
<td>Peru</td>
<td>Technical support for the seed potato project in Algeria, 2007-2009</td>
</tr>
</tbody>
</table>
KOICA is exploring options for expanding triangular cooperation by supplementing the current North-South cooperation or utilizing the cultural and social backgrounds of the countries involved. It is also increasing its capacity to implement projects by learning from other countries, such as Japan, that have more experience in triangular cooperation and by strengthening the capacity of field offices.

As part of a major effort to pursue joint cooperation, KOICA held the 1st cooperation meeting with the Japan International Cooperation Agency (JICA) in December 2010. At the meeting, Korea and Japan evaluated pervious cooperative projects and selected future areas of cooperation. They reached a consensus on the importance of communication and information sharing, ensuring enough time to implement projects, and continuously improving project methods to meet the needs of partner countries. The future areas of cooperation that were chosen are joint training, joint evaluation, support for the safety of volunteers in the field, efficient support, and joint workshops on research results. KOICA and JICA plan to find new areas for cooperation after implementing projects in the above mentioned areas and evaluating their results at the next cooperation meeting.

In order to pursue joint cooperation with a more strategic and long-term perspective, KOICA is establishing cooperative principles and directions for each partner country and agency. It is improving development efficiency by diversifying the areas of cooperation to include joint investigation, joint country analysis, joint budget support, and technical cooperation. Finally, KOICA is responding actively to demands from the international society for a division of labor based on comparative advantage.
Public Engagement

1. World Friends Korea
2. Partners for ODA
   1) Engaging Specialized Organizations to
      Enhance the Effectiveness of International
      Development Cooperation
   2) Promoting Participation in Capacity
      Development Programs
3. Building Development Cooperation
   Research Network
4. Raising Public Awareness
   1) Essay Contest and Photo Contest
   2) Publication of “KOICA’s Footprints across
      the Globe”
   3) Appointment and Support of Goodwill
      Ambassadors
   4) Opening of KOICA’s Global Village
   5) International Development Cooperation Day
   6) Korea Overseas Volunteers Award
   7) International Development Cooperation
      Internships
As the global community is striving to achieve joint development in the 21st century, the importance of development cooperation is ever-increasing. After transforming from an LDC to a member of the OECD/DAC in half a century, Korea is now serving as a bridge between developing countries and advanced countries as ‘Grateful Korea,’ and paying back the global community for assistance it previously received. In 2009, when Korea joined the OECD/DAC, Korea’s ODA grew in quantity and quality through continuous efforts to expand the budget of international development cooperation projects, improved systems of project implementation, adjustment of credit assistance proportion and so forth.

These achievements were possible because KOICA supported its ODA partner countries to become self-sufficient, pursued universal values such as humanitarianism and human rights, and strived to carry out development cooperation projects that corresponded with global standards. Moreover, these results would not have been possible without the participation of the Korean public. Koreans proudly worked on-site at international development cooperation projects and enhance their country’s global status.

KOICA’s ODA projects are carried out by the general public, private corporations, civic groups, and government agencies under the theme of ‘Grateful Korea.’ Members of the Korean public take part in diverse development cooperation projects by serving as overseas volunteers in
the World Friends Korea program, serving on the mid- and long-term advisory committees as World Friends Advisors, and by participating in international cooperation internships. Various private corporations and government agencies are carrying out development cooperation projects in partnership with KOICA. NGOs are also participating in different types of public-private partnership projects with KOICA, which contribute to the instantaneous effects for the local people.

1. World Friends Korea

The overseas volunteer program is a major initiative that invites public participation in KOICA’s work. By dispatching personnel from different walks of life who are interested in sharing and volunteering, Korea has been able to transmit its development experiences face-to-face. It is therefore a human resource exchange program that has promoted the universal value of mutual prosperity.

During the past 20 years, this program has been highlighted as ‘grass-root cooperation’ due to the ways these volunteers worked side-by-side with the people of the partner countries. Upon the foundation of KOICA in 1991, it overtook the overseas volunteer programs which had been overseen by UNESCO. Since KOICA dispatched its first team of 37 volunteers it has sent 7,762 people to 61 countries as of 2010.
Increasing public interest in overseas volunteering and a higher demand from developing countries for volunteers have caused KOICA to increase the number of volunteers it dispatches. Between 2000 and 2004, the average number of volunteers dispatched by KOICA annually rose from 220 to 720. Since 2008, based on the government’s “Initiative for Training Global Young Leaders,” around 1,000 overseas volunteers have been dispatched annually.

KOICA has also diversified its types of volunteers in order to facilitate broader public participation. Its volunteer teams now include team-based volunteer groups, senior experts, and NGO volunteer teams. KOICA has also conducted institutional renovation in its volunteering
programs by holding year-round volunteer recruitment, introducing an information system for administrative support for volunteer programs, adopting a volunteer team qualification certification system, and sponsoring scholarship programs for returning volunteers.

The year of 2009 marked a historical milestone in Korea’s overseas volunteering activities. The Korean government launched “World Friends Korea (WFK),” an integrated government-run overseas volunteer program. By creating WFK, the Korean government aims to unify different volunteer programs that were separately carried out by various government agencies, such as the Ministry of Public Administration and Security and the Ministry of Science, Education, and Technology, under a single volunteer system. As a result, WKF has unified overseas volunteer programs implemented by four ministries and six organizations. KOICA has served as a mediator for WFK by overseeing and distributing funds and establishing the overall policies of the network. This consolidation is expected to coordinate scattered volunteer activities and prevent the implementation of programs from overlapping, thereby solving aid fragmentation. The initiative also is expected to promote a consistent and consolidated national brand image.
2. Partners for ODA

1) Engaging Specialized Organizations to Enhance the Effectiveness of International Development Cooperation

With the expansion of the ODA program came an improvement in both the quality and quantity of projects and recognition of the need for competent organizations specializing in planning and management. KOICA introduced the systems of Information Strategy Planning (ISP) in 2002, Construction Management (CM) in 2003, and Project Management Consulting (PMC) in 2005. By utilizing these systematic frameworks and the expertise and knowledge Korea has accumulated through its rapid economic development, KOICA is promoting a qualitative improvement in its implementation of ODA projects. KOICA’s projects also function as a springboard for domestic organizations wanting to make their way into the global community.

(1) Project Management Consulting (PMC)

Before Project Management Consulting (PMC) was introduced, KOICA had implemented projects by selecting outside organizations and contracting out elements of each project as necessary, such as training and dispatch of experts. With the introduction of PMC to improve work efficiency, KOICA now contracts out the overall process of implementing and consulting for a project including the dispatch of experts, invitation of trainees, and collection of equipment and material. This meant that many public and private organizations are able to participate in KOICA’s development projects as principal agents. They are contracted to actually plan and manage the input elements in a systematic way. By introducing
PMC, KOICA created a tool for implementing projects with more expertise and also established an efficient management system for increasing the number of projects.

Moreover, KOICA has concentrated its ODA projects on sectors in which Korea has a comparative advantage, according to the strategy of ‘Selection and Focus.’ This strategy aims to differentiate Korea from other advanced donor countries and develop a Korean model for aid. The participation of various experts and specialized organizations that led the economic development of Korea was a key factor in the successful implementation of projects.

Since PMC was introduced, many domestic organizations have participated in KOICA’s projects and are now successfully carrying out projects and development studies themselves. So far, an estimated 190 organizations have participated in ODA projects through the PMC system: the government’s public sector (40%) and private corporations (42%) make up over 80% of the total number of organizations. Initially the government’s public sector had the highest participation, but with increasing numbers of projects and KOICA’s efforts to publicize its projects, private corporations and academia are becoming more active.

(2) Information Strategy Planning (ISP)

In 2002, KOICA introduced a consulting service for establishing information strategies during the planning phase of mid- and long-term information and communication projects. KOICA has specifically applied the methodology of ISP, and recognized the fact that the establishment of ISP entails an analysis of the current information system on a system and network level, and of hardware and software specifications. The results of this analysis will be applied in the planning of ODA projects in the Information, Communications, and Technology (ICT) sector. Thus,
KOICA is promoting the specialization of project consulting through partnerships with private corporations that are actively participating and cooperating with KOICA.

(3) Construction Management (CM)

Construction Management (CM) is a service that provides comprehensive management of time, cost, quality, and etc., to meet the target of a construction project. Up until 2002, construction projects, including design, contracts, and the selection of builders, were directly managed by KOICA’s staff. Growing consensus on the necessity of construction experts for a systematic management of such projects lead to the introduction of CM in 2003. Since then, the efficiency of KOICA’s overall project management has improved because of enhanced expertise in the management of construction-related input elements and timely management of construction.

CM is involved in many different aspects and phases of KOICA’s construction projects from inception to completion. CM is in charge of the investigation of local construction conditions and regulations, market research on building material prices, research on skilled labor costs, investigating the current status of the project site, reviewing blueprints, support for bidding and contracting process of the general contractor, cost control, process control, quality control, completion management, and post-construction management.

In the early stage CM’s introduction (2003~2006), it was utilized for simple projects such as the construction of schools. But, in its development stage (2007~2009), it evolved as a powerful tool for comprehensive management by assigning construction experts from the initial formation of the project. In addition, 2 or 3 construction projects within one country or region were contracted simultaneously to cut costs
and strengthen area-specific expertise of CM and the contractors. In 2010, a construction manual was created for KOICA’s construction project managers to promote expertise and better understanding of the system.

2) Promoting Participation in Capacity Development Programs

Many organizations and professionals with area-specific expertise, both Korean and foreign, are participating in capacity development training programs. These programs primarily consist of multi-year country-focused trainings for government officials of developing countries in either their home community or in Korea.

KOICA has outsourced its invitational training program for capacity development to specialized organization by sector. Since 1991, an estimated 300 organizations have participated in the training program. Recently, more than 100 organizations participate in the training program every year. In the 1990s, most training programs were carried out by public sector actors, such as government agencies and affiliated organizations. However, in the late 2000s, the participation of private sector actors in the program expanded as public interest and
understanding of international development cooperation increased. From 1991 to 2010, 67% of the organizations participating in the training programs were from the public sector, 16% from the private sector, 15% from the education sector, and 2% were from international organizations. The public sector participants were mostly government agencies such as the Ministry of Gender, the Ministry of Science and Technology, the Office of National Tax Administration, the Korean Customs Service, the Supreme Court of Korea, and the National Police Agency. Private sector participants were various associations and NGOs. Universities accounted for the participants in the education sector, and the international organizations included UNDP, ASEAN, and others focused on on-site local training.

Organizations that implement the training programs execute the overall process of planning, management, evaluation, and follow-up in cooperation with KOICA. Thus, these organizations must be equipped with a dedicated team and sufficient human resources to plan and manage training. They must also have specialized knowledge of techniques related to the subject of training, information regarding the current status of the developing country, and understanding of international cooperation projects in order to participate in the KOICA’s training programs.

Domestic organizations that implement training programs in cooperation with KOICA support trainees in strengthening their individual capacities and improving the organizational systems of their home countries. In addition, these projects also create friendly ties between Korea and key personnel in the developing countries, form strong local cooperation networks, allow for discovery of follow-up projects, and enhance the status of Korea in the global community.

To enhance the effectiveness of the training projects, KOICA is creating
and maintaining close relationships with the organizations that implement the programs as major cooperation partners. This partnership also strengthens the training capacity of these organizations. KOICA hosts regular and non-scheduled meetings with these organizations to discuss the directions and guidelines of training management and to solidify the partnership. Also, these meetings allow KOICA and the partner organizations to discuss difficulties these organizations face in implementing the training programs and brainstorm ideas of how to avoid these problems in the future projects.

The capacity of the partner organizations is a key factor for the effectiveness of the training projects. Therefore, online communities, meetings, and publication of reference materials create an active forum in which these organizations can share information and example cases of successful implementation and results. KOICA maintains each training program for many years in order to provide a stable environment for project participation by the partner organizations. KOICA also uses objective and fair standards for evaluating these organizations so that they can improve their capacity for developing training programs. By promoting continuous reform of the training program system, KOICA helps these organizations to voluntarily improve their capacities in implementing the training programs.
KOICA’s Invitation Training program receives the 2010 Best Policy Award organized by the Ministry of Gender Equality and wins the Prime Minister Prize on the 16th Gender Week Commemoration Ceremony.

In its partner countries, KOICA has expanded strategic partnerships from the central government to local governments and actively utilizes specialized local industries, outstanding local human resources, indigenous commodities and culture, and the natural environment in its training projects to enhance its effectiveness. KOICA’s partnership with the private sector is continuously expanding and the diversity and creativity of the private sector is efficiently utilized in cooperation projects.
3. Building Development Cooperation Research Network

To keep up with the trends in international development cooperation research, KOICA is conducting a variety of ODA policy studies in cooperation with Korean academia. KOICA carefully analyzes current trends in the global community’s policy discussions and in domestic demands for ODA policy development. Based on these trends, it selects annual research projects to carry out with university research institutes, government-affiliated research institutes, and private research institutes.

One of the biggest benefits of funding these academic research projects is that KOICA is able to share policy research with external organizations for mutual benefit. The external organizations can improve their understanding of development cooperation projects through discussions with KOICA in the process of conducting the research. KOICA can also gain from the knowledge and expertise of the external organizations in specific sectors and seek out ways to utilize this information in future development cooperation projects.

In addition, KOICA has been supporting academic activities related to ODA research to invigorate development cooperation policy discussions and to provide a forum for policy discourse. KOICA supports academic activities closely related to the subject of international development cooperation, such as the study of the MDGs, poverty, health, education, gender equality, governance, climate change and environment, human rights, and peace building. These academic activities usually take the forms of seminars, annual meetings, and forums. KOICA also participates in panel discussions, and strives to enhance the connectivity with, and applicability of, academic research to actual development cooperation projects.
Through this support, KOICA is strengthening the ODA policy network among academics and civic groups in the international development cooperation sector; strengthening the capacity for accumulating, sharing and studying ODA-related knowledge in Korea; and promoting the advancement of ODA policies by mutual cooperation among government, universities, and civic groups. In 2010, measures for supporting academic activities were revised to encourage more systematic and strategic policy research. Thus, the support for academic activities was improved to be more transparent and fair and the results more predictable. Due to these measures, the participation of appropriate organizations increased. In 2010, KOICA supported the academic activities of nine organizations, and in 2011, it supported eight.

As part of the project to raise public awareness of ODA, KOICA has been hosting the “Thesis Competition on International Development Cooperation” for college and graduate students since 2004. By hosting this competition, KOICA has increased the students’ interest and understanding of ODA research. The thesis competition is held annually, and its 7th competition was held in 2010. It is drawing great attention from collegiate students all over Korea. The student winners are awarded opportunities to visit KOICA’s development cooperation project sites in ODA partner countries such as Vietnam, Cambodia, Laos, Mongolia, and the Philippines, and observe the project statuses and results firsthand. Students then share these experiences by publishing academic articles upon their return home.
Chapter 5
Public Engagement

[Figure 5-4] The cover of ‘The Future of Korean Development Cooperation’

- A collection of the winning thesis of the 6th KOICA Thesis Competition on International Development Cooperation
4. Raising Public Awareness

As the 10th largest economy in the world and a former chair country of the G20 with a Korean citizen as Secretary-General of the United Nations (UN), Korea is regarded as a new leader in the global community. Consequently, Korea finds it necessary to increase the volume of its ODA to be commensurate with its national status. Since international development cooperation projects are operated with tax money paid by the general public, the general public’s awareness and understanding of ODA is becoming ever more important. KOICA is working hard to publicize that these projects are implemented in partnership with the general public. It is creating more easily understandable and readily accessible information with mass appeal and is setting up various interactive programs.

1) Essay Contest and Photo Contest

“The 1st Essay Contest on International Cooperation” was held in 1998, and over 650 elementary school students participated. These students expressed their thoughts on international development cooperation projects and imagined the future of Korea’s grant aid. Ms. Rhee Hee-hoh, then the First Lady of Korea, invited the 19 prize winners of the Essay Contest to Cheong Wa Dae. She praised these children, saying, “You have received this honor today because you have kind hearts and the desire to help and understand other people,” and further encouraged them, saying, “You will be our new leaders for international cooperation in the 21st century.”
An estimated 1,700 elementary school students entered The 13th Essay Contest in 2010. To publicize WFK’s volunteer experiences and share the photos from KOICA’s international development cooperation project sites, KOICA also sponsored the “Essay and Photo Contest for KOICA’s International Cooperation,” and more than 100 essays and 400 photos sharing meaningful experiences and stories were entered. In 2011, KOICA will host an invitational competition for creating a new logo to reflect KOICA’s image. Through such competitions, KOICA hopes to raise public awareness of KOICA’s grant aid and activities and encourage citizens to participate firsthand in its promotion.
2) Publication of “KOICA’s Footprints across the Globe”

In 2009, KOICA published a book providing a brief history of Korea’s ODA and grant aid since 1991. This was the first comprehensive report on KOICA’s ODA and covers around 500 projects in over 70 partner countries.

On September 29, 2009, the publication party for 「KOICA’s Footprints Across the Globe」 was held at the Hotel Renaissance Seoul in Yeoksam-dong. Around 200 guests attended the party, including the Chairperson of the National Brand Committee, the Vice Minister of Foreign Affairs and Trade, the President of the Korea NGO Council for Overseas Cooperation (KCOC), the Secretary-General of Global Civic Sharing (GCS), and representatives from various social spectrums.

[Figure 5-6] The cover of 「KOICA’s Footprints Across the Globe」

「KOICA’s Footprints Across the Globe」 describes in detail the 495 projects which KOICA has implemented so far, and reports country-specific progress towards the Millennium Development Goals (MDGs).
This publication is not only a record of the hard work that KOICA’s members and staffs have put into ODA projects, but is also recognition of the general public’s support for grant aid in Korea and how everyone’s hope for a better world is being realized.

In 2010, the English version of 「KOICA’s Footprints Across the Globe」 was published and it informed global audiences of how Korea is the only country to transform from an aid recipient country to an aid donor and how Korea has been helping developing countries based on this experience through its ODA projects.

3) Appointment and Support of Goodwill Ambassadors

On October 23, 2008, KOICA appointed TV personality Ms. Park Jung-sook as its first Goodwill Ambassador for public relations. Park had been sponsoring a child in the Philippines and expressed high interests in volunteering projects. In her acceptance speech, Park said, “I once visited the National University of Laos and noticed computers that were hard to find in anywhere else in Laos. I asked about it and they said that the computers had been provided by KOICA.”

Mr. Hong Jung-wook, a member of the foreign affairs committee at the National Assembly of Korea became the second Goodwill Ambassador on September 29, 2009, and Ms. Han Go-eun, an actress, and congressperson Ms. Cho Yoon-sun were both appointed Goodwill Ambassadors in July 2010. Quoting the African proverb “If you want to go quick, go alone. If you want to go far, go together”, Ms. Cho declared that her main role as a Goodwill Ambassador for KOICA is to convince everyone that Korea is “an eternal partner for aid”. She also promised that, as KOICA’s Goodwill Ambassador, she would assume an
active role at the upcoming G20 Summit, a meeting which would further development issues in LDCs and promote corporate social responsibility.

The first “International Development Cooperation Day” was declared on November 25, 2010, and two new Goodwill Ambassadors were appointed. Finding that the general public’s interest is critical for the success of ODA activities, KOICA has appointed photographer Mr. Kim Jung-man and mountaineer Mr. Um Hong-gil, both well-known public figures, as the new Goodwill Ambassadors.

These six Goodwill Ambassadors are highly reputable and active in their own fields of specialty. As KOICA’s spokespeople, they are responsible for publicizing Korea’s international development cooperation projects. The newly appointed Kim and Um both praised the KOICA volunteers they had met abroad for their hard work and pledged to do their best as Goodwill Ambassadors.

4) Opening of KOICA’s Global Village

On June 29, 2010, the “KOICA Global Village,” located on the first floor of the KOICA Overseas Volunteers Training Center in Yeonggok-dong, Seocho-gu, Seoul, opened its doors. The KOICA Global Village is an exhibition center which provides an arena for understanding and hands-on experience with global cultures, especially those of the developing countries. It aims to enhance the general public’s recognition that ‘the world is our neighborhood,’ and that we must work together to solve global problems.

The first exhibition country in the KOICA Global Village was Mongolia, whose people have similar a physical appearance, culture, and language to Koreans. In his congratulatory remarks, the Mongolian Ambassador to
Korea said, “Korea has contributed immensely to the development of Mongolia and we are greatly indebted to the passionate efforts of KOICA’s volunteers. I thank you for selecting Mongolia as the first exhibition country.”

KOICA Global Village’s exhibition on Mongolia consisted of four sections which provide information on the country and the global issues it faces. “Loving Developing Countries” was a section where people could enjoy the culture and history of Mongolia and learn about KOICA’s volunteer work there. “Global Thinking” was a hands-on exhibition to help guests understand the gravity of the global issues and problems in Mongolia. “Green Acting” suggested environmentally friendly actions that people can apply to everyday life. Last but not least, “Enjoying Food” introduced dishes from Mongolian cuisine that would appeal to the Korean public.

On October 13th, 2010 the second exhibition in the KOICA Global Village opened with the theme ‘Africa.’ The exhibition comprised of three sections: the amazing natural environment of Africa was displayed in ‘Wonderful Africa,’ the pains of poverty and diseases were deeply felt in ‘Painful Africa,’ and yet, the joyful and positive minds and lives of the African people were presented in ‘Joyful Africa.’ The exhibition educated the public on measures for eradicating poverty and diseases in Africa, and delivered great attractions that made deep impressions on the visitors. In addition, a selection of African landscape photographs by Korean photographer Mr. Kim Jung-man and portraits of African people by famed Czech photographer Ms. Liba Taylor were on display.

KOICA Global Village has also appointed former baseball player Mr. Yang Jun-hyuk and several other civilians from multicultural families as advisors for multiculturalism. The KOICA Global Village hopes to provide an arena in which youth can learn and experience new things, a
nurturing ground for those who wish to build careers in the field of development cooperation, and a learning center for parents who wish to teach their children about global issues. The KOICA Global Village aims to provide easier access to information about KOICA’s ODA projects and show the general public how ‘Grateful Korea’ is perceived in the global community.

[Figure 5-7] KOICA Global Village displays ‘The Value of 1.25 Dollars’

5) International Development Cooperation Day

November 25, 2010, marks the one year anniversary of Korea’s admission to the OECD’s DAC as the 24 member country. KOICA has declared this day as the first “International Development Cooperation Day.” This is meaningful not as just a day of celebration, but also as a
day to reflect upon Korea’s current status and the future of international
development cooperation for eradicating poverty and enhancing Korea’s
national status. Korea’s joining the OECD/DAC, which is perceived as a
forum of ‘advanced among advanced countries,’ proves to the global
community what brilliant advancement Korea has made over the years.
This is significant because a poverty-stricken country among the LDCs
that received aid, has turned around in less than half a century to
become an advanced country, now donating aid itself.

[Figure 5-8] The Commemoration Ceremony of the First International
Development Cooperation Day
6) Korea Overseas Volunteers Award

In 2006, KOICA established the “Korea Overseas Volunteers Award,” sponsored by the Ministry of Foreign Affairs and Trade, to honor volunteers who enhanced both humanity and Korea’s national image through dedicated overseas volunteer work and disaster relief activities. This award recognizes, commends, and encourages the silent volunteers from the private and public sector who work overseas in tough conditions. Not only does this award encourage the volunteers, but it also spreads the value of sharing to the whole society. In 2010, the award ceremony was held on the same day as the declaration of “International Development Cooperation Day,” so that the true meaning of service and international development cooperation can be considered side by side.

[Figure 5-9] Kim Shin-whan wins the Minister of Foreign Affairs and Trade Prize in the second ‘Korea Overseas Volunteers Award’

Mr. Kim Shin-whan, a soccer coach, was awarded the prize in recognition for nurturing children soccer players in East Timor, where soccer has been barely introduced. He is continuing his volunteer work as KOICA’s ‘Developing Country Grant Aid Cooperation Project Mid- and Long-Term Consultant’ in East Timor.
7) International Development Cooperation Internships

KOICA has sponsored International Development Cooperation Internships for college and graduate students since 1997 to train the next generation on ODA projects, increase support and understanding of international development cooperation projects, and foster experts in international development cooperation. By the end of 2010, an estimated 192 students had participated in this program. In its early stage, the program targeted graduate students, graduates with master degrees in international cooperation or area studies, and winners of the National Model UN Congress hosted by KOICA. Since the public awareness of ODA has significantly improved, students with a diverse range of majors are now participating in the program.

[Figure 5-10] KOICA’s International Development Cooperation Internship Completion Ceremony
Currently, the International Development Cooperation Internship targets undergraduate and graduate students and is offered bi-annually as an 8-week program during summer and winter vacations. Although 8 weeks is relatively short period of time, the students receive training at businesses involved in international development cooperation and complete individual research projects and presentations. The internship serves as a tool for education, offers students experience in connecting academia and industry, and also allows them to share their fresh perspective on ODA.
The Future of KOICA

1. Current Issues and the Future Outlook of Korea’s ODA
   1) Expansion of ODA Volume and Refinement of ODA Philosophy
   2) Change in ODA Modality and Implementation Procedure
   3) Improvement of ODA System

2. KOICA’s Future Strategies
   1) Advancement of ODA Implementation System
   2) Enhancement of Development Effectiveness
   3) Strengthening Development Partnership
   4) Educating Development Specialists and Developing ODA Infrastructure
   5) Supporting the Development Agenda of the G20 and the HLF-4 in Busan
1. Current Issues and Future Outlook of Korea’s ODA

The ODA of the global community is rapidly changing. Countries are facing an overall status of crisis, including financial crisis, food crisis, and environment crisis due to climate changes. If ODA was perceived as a means for mutual cooperation for the progress of developing countries in the past, now it is recognized as new means to jointly cope with the global issues. Thus, along with the changes in ODA’s themes, aims, main agents, and approaches, its implementation must also change. Korea, as a member of the global community and the OECD/DAC finds it necessary to establish a new framework and development cooperation principles that respond to these changes. The development of ODA in Korea can be reviewed by reestablishing the ODA philosophy, revising the methodology for approaching ODA and improving the ODA system.

1) Expansion of ODA Volume and Refinement of ODA Philosophy

Although Korea has been admitted as a member country of OECD/DAC in 2010, the overall volume of ODA by Korea is relatively
small in scale. By standards of total ODA amount, Korea ranks 19th in the world. This is far behind the Netherlands or Switzerland, countries with smaller scale economies than Korea. In addition, Korea’s ODA donation in terms of Gross National Income (GNI) marks the lowest among DAC member countries. As of 2009, the ODA to GNI ratio was the least among 24 DAC member countries at 0.1%

Considering that the average ODA to GNI ratio of DAC member countries was 0.31 percent, the Korean government is working diligently to expand its volume of ODA commensurate with the national competitiveness and global status of Korea. It is planning to gradually increase its ODA to GNI ratio of 0.1 percent in 2009, to 0.15 percent (USD 1.8 billion) by 2012, and 0.25 percent (USD 3 billion) by 2015. However, it still falls short of the 0.7 percent target of the United Nation (UN)’s Millennium Development Goals (MDGs). Thus, Korea must continuously work to expand ODA.

In addition to the expansion of international development cooperation, an inspection on the framework for ODA implementation is also necessary. In order to achieve these goals, a concrete philosophy and direction of international development cooperation is required. As Korea achieved a successful economic and social development within a short period of time, it also reached the status of a donor country for international development cooperation. This change of status is very encouraging for Korea. The establishment of a sound philosophy and direction for development cooperation requires a deeper study and discussions on the subject. By further investigating development cooperation strategies and directions that other advanced donor countries have accumulated, Korea can establish a foundation for attainable ODA goals and ways to achieve them.

Also important is increasing public awareness on international
development cooperation. A philosophy of development cooperation has direct connection with the public awareness on international development cooperation. Without the deep understanding of the general public, Korea cannot transform into an advanced donor country in the aspects of quantity as well as quality. Therefore, the Korean government should promote the progress of studies and discussions on development cooperation thus far, and provide opportunities for the general public to participate in the discussions on international development cooperation.

2) Change in ODA Modality and Implementation Procedure

The global society has planned and executed donor country-led projects up until the 1990s, resulting in the waste of administrative capacity and the lack of ownership of both the donor country and the partner countries. Therefore, following the Paris Declaration on Aid Effectiveness, the global donor society established a Program Based Approach (PBA) so that the donor countries can adjust its diverse ‘modality’ in accordance with the national development program devised by the government of the developing country. Although thus far Korea has primarily focused on short-term projects based on investigated demands, in the future it should plan projects in accordance with the national development plans of the developing countries and examine ways to utilize the PBA method for development cooperation.

Another trend is the mainstreaming of cross-cutting issues. Cross-cutting issues have surfaced as a major policy issue in the global aid community due to the narrow definition of ‘poverty’ in the past. ‘Poverty’ was predominantly viewed as deficiency in economic terms.
Therefore, strategies for reducing poverty were focused solely on economic growth. However, poverty includes various aspects of politics, socio-culture, economy, human resources, and security, which are all mutually and organically correlated.

Aware of these global trends, there is increased interest in the crosscutting issues in Korea. In 2009 KOICA conducted studies on green ODA projects, gender mainstreaming, and actions for climate change. In 2008 KOICA published 「KOICA’s Guidelines on Environment for Sustainable Development Aid」 and incorporated cross-cutting issues into development cooperation projects. In the future, KOICA will need to actively incorporate the mainstreaming of new crosscutting issues such as environment, gender equality and governance from the beginning stage of project planning.

3) Improvement of ODA System

The global society continuously seeks ways to improve the system of international development cooperation to enhance the effectiveness of development cooperation. One of Korea’s major issues in international development cooperation that needs immediate attention is the fragmentation of aid. By dividing grant aid from loan, and with the increased participation in ODA projects by government agencies and local governments, Korea implements ODA within a diversified system. Cooperation and communication among different agencies are needed to improve aid effectiveness.

Additionally, the ‘selection and focus’ strategy for country-specific and sector-specific ODA must be strengthened. Focusing on a specific country and sector where the donor country has comparative advantage
in implementing development cooperation projects will improve the expertise and enhance the responsibility for development cooperation projects of the donor country.

Since 2006, Korea has adopted the Country Assistance Strategy (CAS), which is critical to achieve development effectiveness and advancement of ODA. It has since changed its name to Country Partnership Strategy (CPS) to emphasize the partnership with developing countries and is currently implementing country-specific cooperation projects.

Korea is also making efforts to carefully select sectors of comparative advantage. For example, KOICA has conducted “A Study of Korean Model of Grant Aid” in which an econometric model for prioritizing development cooperation programs by sector was created. It then selected 25 programs to best fit the Korean Model of Grant Aid. With these efforts, Korea expects to clearly define areas of comparative advantage and specialized sectors that increase the effectiveness of implementing international development cooperation.

The third issue to be addressed is the expansion and improvement of untied aid for development cooperation projects. In June 2009, the OECD/DAC conducted a due diligence investigation and reported that untied aid for development cooperation projects is the most important and urgent issue. Untied aid for development cooperation projects is one of the weakest aspects of Korea’s ODA. This should be a main focus in Korea’s preparations for the first Peer Review of OECD/DAC in 2012. Korea’s ratio of untied aid in development cooperation projects is 35.8% as of 2008, which is far behind the average ratio of 86.5% for OECD/DAC member countries. The Korean government has pledged to increase the ratio of untied aid in development cooperation projects to 75% by 2015. This untied aid policy should focus on achieving untied aid not only in numbers, but also in quality. This can be achieved by
establishing goals and plans for a framework and regulations for untied aid and modifying the related system accordingly.

Lastly, the establishment of a field-oriented development cooperation system and the expansion of on-site projects are warranted. The definition of ‘field-orientation’ refers to the transition of planning and implementing development cooperation projects from the donor country headquarters to the field or on-site office of the developing countries. To execute more efficient international development cooperation, Korea needs to make this transition to a field-oriented development cooperation system, which many members of the DAC have already adopted.

In the 2008 special assessment for DAC membership, Korea was advised to break away from the centralized aid system and expand the dispatch of experts on-site. This focus on ‘decentralization’ places more authority on the field of development cooperation projects. By pushing forward with ‘field-orientation’ and ‘decentralization’, Korea will be able to meet the demands of developing partner countries and establish a foundation for increased development effectiveness.

‘Field-orientation’ is beneficial in implementing development cooperation projects that correspond with the conditions and demands of the partner country. However, it also requires a cautious execution due to excessive costs from maintaining a consistent policy, managing the reputation of the organization, and minimizing risks of corruption. In addition, a successful field-orientation requires transition to a flexible and open organization culture while delegating authority to the field office. It must also give priority to the development results of the recipient rather than the national interest of the donor. Nevertheless, most of the DAC member countries delegate authority for development cooperation project implementation to the field offices. They achieve efficient
division of development cooperation among donor countries through on-site donor country meetings. Korea should take note of these procedures in moving forward with the field-orientation issue. KOICA has established a framework for field-orientation through mid- and long-term plans to strengthen the authority and capacity of the field office.
2. KOICA’s Future Strategies

1) Advancement of ODA Implementation System

(1) Providing Localized Assistance

The last half century of ODA implementation has taught the world a lesson: that individual projects selected and carried out without consideration for the comprehensive and broader ‘development effects’ to the developing countries will fail. The advanced international development cooperation organizations are taking various measures to ensure the enhancement of development effectiveness. They establish country assistance strategies that reflect the individual development strategies and demands of the developing partner countries. They also execute corresponding development cooperation projects and achieve ‘harmonization’ of policy and implementation through coordination with other development cooperation organizations in the process of establishing country assistance strategies.

Korea’s Country Partnership Strategy (CPS) is a country-customized strategy for implementing projects. It is applied consistently to the overall activities of ODA in planning, implementing, and evaluating projects in the partner country. It also acts as a means to communicate among various parties involved in the projects of the partner country, such as the government, government agencies, recipients, etc. In its special investigation in 2008, OECD/DAC recommended that Korea should “actively utilize CPS as a strategic tool for ODA.”

Following these recommendations, KOICA has devised a basic plan in 2010, and carried out organizational restructuring to incorporate a system
for implementing projects based on CPS in early 2011. The reform transformed KOICA into an organization of “area system” for planning and implementing country-customized programs with policies for developing and evaluating country programs and utilizing partnerships. KOICA actively participates in the establishment of CPS for integrating grant aid and loans led by the Office of the Prime Minister.

(2) Decentralization and Devolution

Implementation of field-oriented projects can provide development cooperation that corresponds with the conditions and demands of the partner country by making the best use of close access to the developing country (the target of service). In addition, it facilitates the principles to enhance development effectiveness through ownership and leadership of the partner country, partnership between donor-recipient countries, partnership among donor countries and mutual accountability. Field-orientated projects deepen the understanding of the partner country through local personnel and networks, enable a flexible and prompt reaction to the needs of the partner country through communications and create a partnership and on-going discussions regarding the local policies.

To maximize the benefits of field-oriented projects, KOICA promotes “field-orientation policy” by transitioning the management system from a headquarter-based to field office-based project planning and implementation. Since 2011, KOICA will push ahead with “de-concentration” of transferring business management to field offices and “de-centralization” of decision-making rights to field offices. KOICA is also in the process of establishing capacities for managing human and material resources to execute the plan.
(3) Compliance with and Participation in the Formation of International Rules on Aid

With growing interest in the concept of “Beyond Aid,” the need for establishing efficient governance in developing countries and a comprehensive government approach is emphasized. Issues of climate change, trade, security, gender, environment, and human rights should also be considered. KOICA is also restructuring its organization to integrate global aid regulations and issues into the process of formulating policy and assistance strategies, implementation plans, and evaluation.

In the policy for project implementation, KOICA will adopt the recommendation from OECD/DAC to select poverty reduction, gender equality, and the environment as the three sectors of focus and apply mainstreaming of the issues into its projects. In the case of gender equality and environment, KOICA has already devised a strategy for institutionalizing these issues, and promoting ownership of the work process. In addition, the contents of the pilot project for applying these
issues will be fully expanded by 2015 to achieve mainstreaming of crosscutting issues. In the case of poverty reduction, institutionalization will begin as of 2011, with a primary focus on achieving MDGs by 2015. In order to enhance the effectiveness of development cooperation, KOICA will establish mid- and long-term budgets for CPS, strengthen partnerships between partner countries and donor countries, implement projects based on CPS starting in 2011 and promote a one-hundred percent untied development cooperation project by 2015.

From the G20 “Seoul Development Consensus” which adopted 9 key pillars in need of attention within developing countries to achieve inclusive, sustainable, and resilient growth, KOICA focuses on the ‘trade’ pillar. It attempts to strengthen support for establishing trade policy and regulations, improve trade related infrastructure and expand capacity-strengthening projects.

2) Enhancement of Development Effectiveness

(1) Establishing a Korean Model for Development Cooperation

Developing countries and the global community are highly interested in Korea’s Model for Development. By hosting the recent G20 Seoul Summit in 2010 and as host of the Fourth High Level Forum on Aid Effectiveness (HLF-4) in Busan in 2011, Korea is expected to contribute its unique experience and expertise to the global aid community. Thus, KOICA is developing a “Program for Narrowing the Development Gap” to share Korea’s development experience with developing countries, bridging the gap between developing and advanced countries. Through this program, Korea will be able to share with developing countries its system, knowledge, technology, and experiences that have steered the
successful political, economic, and social development. KOICA will complete the project by selecting industry and technology proven to be effective in the process of development cooperation. It will gather information from various government organizations to utilize the most effective business skills and technology by sector and formulate 25 programs for the Korean Model of Development Cooperation.

(2) Introducing Program Based Approach

Following the trends of international development cooperation, and to enhance aid effectiveness, KOICA is strengthening correlation among projects while discovering new projects to introduce to the Program Based Approach (PBA). Moving away from the existing ‘stand alone’ projects and to support national development strategy, development plans by sector and theme programs of the partner countries, KOICA is helping to coordinate and harmonize partnerships between donor-recipient countries and among donor countries. Through this participation, KOICA will be able to implement development cooperation under the international regulations adopted by global community.

(3) Management for Result and Strengthening Evaluation

KOICA has established a results-oriented management system for creating an evaluation plan at the initial stage of program design. The system also carries out systematic monitoring and evaluation. KOICA encourages the participation of local experts and project-related organizations in the evaluation process to strengthen mutual accountability for development cooperation projects with partner countries. In addition, KOICA has formulated and revised evaluation guidelines to improve the integrity of evaluations and enhance the
quality of self-monitoring by project teams. It also conducted various training sessions to strengthen evaluation capacity.

3) Strengthening Development Partnership

(1) Expanding Private-Public Partnership

KOICA maximizes the use of the private sector’s expertise by supporting the implementation of and providing participation opportunities in international development cooperation projects by private sector. This includes NGOs and private corporations. KOICA examines ways to increase the support for NGOs by attempting to provide NGOs with organizational capacity and ability to execute projects overseas, and to improve the quality of development cooperation projects. In addition, Private-Public Partnership (PPP) is being expanded to diversify resources for ODA and to establish a foundation for cooperation between domestic corporations and developing countries.

(2) Strengthening Cooperation with International Organizations

KOICA promotes collaboration among advanced countries to share experiences in international development cooperation. To coordinate development cooperation for projects with other donor countries, KOICA has signed partnership agreements with major OECD/DAC member countries. KOICA’s cooperation reaches far beyond the traditional donor organizations and seeks to share its experiences with new donor countries including Argentina, Brazil, Mexico, South Africa and Turkey, through South-South cooperation, triangular cooperation, and other various ways for cooperation,
4) Educating Developmental Specialists and Developing ODA Infrastructure

To increase public participation and to promote diverse partnership, the expansion of development infrastructure such as training ODA experts, education, and research capacity is critical. Korea’s increase in ODA volume will lead to increase in the demand of human resources for development cooperation, and the global demand of experts for international organizations, development cooperation and NGOs.

KOICA has established plans for strengthening capacity of experts. It promotes systematic management of human resources and training of experts through emphasis on research and education. By establishing the International Development Cooperation Center within KOICA, direct education and training, content development, and research capacity is strengthened. A certification system for experts facilitates the efforts to train qualified human resources.

With the celebration of its 20th anniversary, KOICA has reached its maturity. The last 20 years of KOICA were devoted to establishing an efficient framework for implementing development cooperation projects in Korea. With this foundation of expertise and success, KOICA will strive to become a global pioneer for ODA.

5) Supporting the Development Agenda of the G20 and the HLF-4 in Busan

Undertaking a position as a mediator between the advanced donor countries and developing countries, the Korean government has implemented various international development cooperation agendas
with an aim to promote ODA efficiency. Through much research on ODA and development cooperation, KOICA has strived to support the government to propose new agendas in the international community and to realize these agendas through follow-up studies, strategy development and relevant program execution.

At the G20 Seoul Summit, the Korean government proposed a “Multi-year Action Plan” to the international community and presented detailed support and monitoring plans for the 9 key pillars including: (1) Infrastructure, (2) Trade, (3) Private investment and job creation, (4) Food security, (5) Growth with resilience, (6) Financial inclusion, (7) Domestic resource mobilization, (8) Knowledge sharing, and (9) Human resource development. KOICA has been implementing studies on trade, food, resilience growth, knowledge sharing and human resource development. It has sought out measure to adopt these studies into program implementation.

Meanwhile, KOICA has made efforts to support the Busan High Level Forum on Aid Effectiveness, one of the most important international meetings on international development cooperation. Korea’s development experiences have been noted in the international community as an exemplary case and an inspiration for future aid systems. When Korea was an aid recipient country, Busan was the port city that received aid, which was then distributed to the rest of the country. In this respect, the choice of Busan as the venue of such an important development cooperation gathering truly represents the spirit of aid in the global village.

KOICA has also supported the government’s effort in various studies to establish new agendas. KOICA plans to support the submission and implementation of the four major agendas including (1) Development in vulnerable situations, (2) Effective institution formation, (3) Private sector and development, and (4) Effectiveness promotion in development cooperation.
1. 20 Years With KOICA
2. KOICA’s Milestones
3. Aid Statistics
   1) Korean ODA
   2) ODA Allocation by Region
   3) ODA Allocation by Sector
   4) ODA Allocation by Type
Annex 1. 20 Years With KOICA

1. Establishment of KOICA and the Beginning of International Developmental Cooperation

Park, Sang Yong

(1) As a long time public official, you have witnessed KOICA’s development from its establishment to present day. What was the significance of the establishment of KOICA?

KOICA has reached its 20th anniversary as of April 1st, 2011. I am very happy to see KOICA overcome the difficulties and hardships of the early days and grow into a sound and robust organization to celebrate its adulthood.

KOICA has been blessed with a fortunate beginning. Established towards the end of the Cold War, KOICA was able to implement projects and achieve growth without much constraint and burden. In the same year that KOICA was established, Korea joined the United Nations (September 18th, 1991) and secured a footing in the global community to
expand its diplomatic capacities.

The expansion of Korea’s diplomatic capacity provided a favorable environment for KOICA to implement its projects under the Korea International Cooperation Agency Act. KOICA’s goals were to support the economic and social development of developing countries and to form amicable and cooperative relations with these countries. KOICA was able to implement ODA projects in a future-oriented and positive direction and took part in the collaboration to build a stronger global community.

(2) When you were in office as KOICA’s president, to which project did you give the most priority? Would you like to share any specific memories in relation to that project?

In April 1991, the Korean government re-hired all employees of the Korean Overseas Development Cooperation (KODCO) who were in charge of overseas employment and Korean immigration. These employees became part of KOICA. This created a certain degree of harmonization issues among KODC employees and the newly hired KOICA employees.

President Lee Nam-ki, the first president of KOICA, was highly experienced and sociable, and he worked hard to solve this issue by holding weekly meetings. He also had lunch with 5-6 different employees every week in KOICA’s cafeteria to talk with, listen to and encourage them.

During one weekly meeting, President Lee gave the employees a quiz. “According to the Bible, some 2000 years ago there were three brothers rearing eight sheep in a village. As the brothers grew older and were
ready to move out on their own, they discussed how to equally divide the eight sheep among the three of them, but could not reach a conclusion.” President Lee stopped to ask the employees if they knew how to solve this problem. One of the employees suggested that the three brothers could collect money to buy one more sheep.

President Lee continued the quiz, “The three brothers could not reach a unanimous solution and went to ask for advice from the village’s highest elder. Upon a careful and long deliberation, the elder praised the close bond and love among the three siblings and declared that he would ‘donate the one sheep that is needed to equally divide among the three of them.’

KOICA’s ODA projects are very similar to this episode. President Lee led and managed KOICA with such generosity, laying a strong foundation for the agency.

(3) What were the difficulties KOICA experienced at its beginning?

In 1970, the United Nations (UN) recommended that advanced countries provide 0.7% of GNP as ODA for developing countries. With a population of 1.1 billion people living in absolute poverty in more than 160 countries, aid for developing countries is a responsibility of the global community.

Korea now has the 13th highest GNP in the world, thanks to a period of rapid growth. The establishment of KOICA was instrumental in providing grant aid and ODA to developing countries that was commensurate with Korea’s capacity. In the long run, aid to developing countries is an investment for Korea’s national interest. However the public understanding of international cooperation through ODA and the
administrative will of the government remains at a low level.

With these conditions in mind, I wrote an article on “International Cooperation and National Interest” for a major Korean newspaper published June 24th, 1993 with the goal to promote public understanding of and active government initiative for ODA.

(4) What has been the biggest achievement of KOICA’s work over the past 20 years?

As a main agency for implementing overseas grant aid in Korea, KOICA has expanded its target recipients to a wider range of developing countries over the past 20 years. With favorable reviews, more developing countries have requested Korea’s support. As of 2011, the number of overseas volunteers has reached 1,766 in 43 countries. The total volume of ODA has increased by more than 15 percent from last year, totaling KRW 500 billion in 2011.

In 2008, KOICA moved to a newly completed headquarters in Seongnam-si, Gyeonggi-do that provided a better environment for the employees. More than anything else, KOICA’s biggest achievement would be the sense of duty and self-esteem that the employees share in accumulating and utilizing their experiences to implement ODA. This collective sense of duty and self-esteem for promoting Korea’s national interest under the strong leadership of President Park has also contributed to an enhanced status of KOICA, both domestically and abroad.
(5) You served as a member of the UN’s Sub-Commission on the Prevention of Discrimination and Protection of Minorities (renamed in 1999 as the UN’s Sub-Commission on the Promotion and Protection of Human Rights), and also have great interest in humanitarian support for migrant workers in Korea. How should KOICA approach human rights issues when implementing its ODA projects?

Since retiring from KOICA in 1994, I was elected in 1996 as a committee member of the UN’s Sub-Commission on the Prevention of Discrimination and Protection of Minorities. As an individual and not a representative of the Korean government, I always had a deep interest in protecting the rights and interests of migrant workers during the commission’s discussions on human rights issues (held for the past four years in Geneva every August). This also enabled me to take a greater interest in immigrant workers and multicultural families in Korea.

As of the end of 2010, the number of migrant workers including illegal workers reached approximately 600,000, and the number of multicultural families increased to 150,000 households in Korea. Facing both a low birthrate and an aging society, rapid globalization may be a burden to the Korean society in the short-term, but can prove to be beneficial in the long-run. As an agency that implements grant aid to numerous developing countries, KOICA is likely to examine this problem in depth in the near future. Therefore it may hire 2~3 foreign workers as employees or designate them as honorary ambassadors. I also hope that the Korean government will do its part to positively consider joining the United Nations Convention on Migrant Workers’ Rights that was ratified in December 1990.
(6) This year marks the 20th anniversary of KOICA. As an agency that has reached its adulthood, what activities should KOICA place as priorities to develop into an advanced donor agency?

I think two things need to be given priority. First, is increasing the total amount of ODA. Korea will not be able to dedicate 0.7% of its GNP for ODA per UN’s recommendation in the near future. However, as a member of OECD/DAC and with the 13th highest GDP in the world, Korea should increase its annual contribution of grant aid by two digits. In that perspective, the increase of KOICA’s annual budget by 15 percent in 2011 is highly encouraging.

The second priority is to increase focus of regional ODA. There are certain merits to expanding and distributing ODA to a wider range of recipients in the global community. However, since Korea is part of the Asian community, it would be more efficient to focus our ODA to the Asia region. There is great virtue and happiness in assisting a neighbor. Once again, I would like to convey my sincere congratulations on this, the 20th Anniversary of KOICA.

※ This is the interview of Mr. Park Sang Yong, who was the second president of KOICA.
2. KOICA and Collaboration with NGOs

Ye Hae Kyoon

In the early years after KOICA’s foundation, it was difficult to lay out detailed plans on the collaboration with NGOs, although KOICA did recognize the importance of mid- and long-term cooperation with these civil organizations. During KOICA’s early stages, its budget was modest with minimal annual increases. Therefore, the most urgent task was to expand KOICA’s overall budget. It was also during this period that Korean NGOs gradually started to pay attention to ODA. However, it was not until 1993 that the Ministry of Planning first reviewed NGO projects by conducting research on Korean NGO activities overseas. Still, cooperation with the NGOs was considered a mid- and long-term task in the process of establishing KOICA’s development plans at the working level. At the time, only a handful of Korean NGOs executed foreign assistance projects. These included the Rice Sharing Campaign Center, Korea Food for the Hungry International, the Rose Club, and World Vision. Based on the study of Korean NGOs, KOICA applied for an expanded budget in 1993 for the following fiscal year. Although the expanded budget was not passed at the final deliberation, KOICA applied for it again in 1994.

During the initial years of KOICA, the Department of Planning recognized budget expansion as the most urgent task to secure the survival of the organization. However, expansion was limited solely to increased budgets for existing projects. Therefore, new types of projects had to be developed. To accomplish this, KOICA attempted to take over the international students from developing countries project that had previously been overseen by the Ministry of Education and Science.
However, there arose concerns that a newly established organization could encounter difficulties taking control of a project that had long been implemented by the Ministry. Therefore, discussion for taking over the project was interrupted. Instead, an NGO collaboration project was proposed as an alternative option.

Meanwhile, the Citizens’ Coalition for Economic Justice showed keen interest to incorporate NGOs participation in ODA activities. It recognized the need to strengthen the development capacity of NGOs and considered measures to collaborate with KOICA. Another possibility discussed at the working level was NGO participation as ODA volunteer groups. Although this was never realized due to various unsuitable circumstances, the discussions paved the way for adopting NGO projects as new projects.

Against this backdrop, KOICA prepared data on its need for new projects. It presented the case studies of developed countries and discussed opening a new NGO project with the Office of Budget of the Economic Planning Board. As a result, the Office allocated a budget of KRW 500 million in 1995 for this new NGO project. Upon securing the budget, KOICA established the Public-Private Partnership Office (PPPO), which would be responsible for providing support to NGOs.

The PPPO prepared rules and regulations needed for project implementation. This included reforming the related rules and enacting detailed project guidelines. In the first year, a new NGO project was carried out in the form of providing subsidies to 18 organizations through a 5:5 matching fund. In the early period of project implementation, the NGOs had problems understanding and following the procedures of project implementation. They also had difficulty adhering to project standards, including the submission of various reports and balancing accounts (new operations for them). However, we saw an improvement...
in regulations adherence and capacity strengthening of the NGOs thanks to the close collaboration and accumulation of project experiences over time. Attempts to secure a budget to introduce the PPP projects were not achieved until 2010.

In 1999, four years after initiating the NGO support project, the Korea NGO Council for Overseas Cooperation (KCOC) was established to efficiently implement foreign aid projects through sharing information and collaboration among NGOs. KOICA and KCOC opened regular dialogues and have continued their close cooperation for ODA development. In the early years of KCOC, relatively small-scale cooperative projects were launched, including a project to co-host a photo exhibition and symposium. A cooperative relationship has remarkably expanded after undertaking roles in the Global Call to Action against Poverty Korea (GCAP Korea).

The collaboration between KOICA, NGOs and KCOC began with small-scale subsidy programs, but has seen drastic increases in the scale of cooperation and the scope of projects. The alliance now works together to dispatch NGO volunteers, promote the Global Anti-poverty Contribution Fund, enhance international development cooperation, public awareness, strengthen the capacity of civil organizations, and support other PPP projects. This is a surprising change brought about by project diversification and quantitative and qualitative improvement during the past 16 years.

※ Mr. Ye Hae Kyoong, the ex-vice president of KOICA, took in charge of starting the assistance to NGOs while serving as a director of the regional department in 1995.
3. Dear Iraq, Are You at Peace Now?

Lee, Wook Heon

Who knows what tomorrow may bring? That is why life is mysterious and yet interesting. I never imagined that Iraq would be a big part of my life until I received a phone call from the Human Resources and Training Team one afternoon in April 2003 requesting that I go to Iraq. As a person who works in an aid agency, I thought I could not say no just because of the dangers and risks that might lie ahead.

After a fifteen-hour drive across the desert from Jordan, I arrived in Baghdad on May 11, 2003. In the “birthplace of civilization,” civilization was nowhere to be found. In the world’s 3rd largest oil exporting country, petroleum was scarce. Vehicles that looked as if they could not run any further waited in mile-long lines just to fill a tiny amount of gas from the pumps. Where did the famous joke, “Don’t wear high heels in Baghdad - you might poke a hole in the ground and the oil reserve will leak!” originate? With acrid smoke and public buildings with bomb damage everywhere, the extravagance of “Arabian Nights”, cheers of freedom from tyranny and hope for the future were nowhere to be found.

The Office of Reconstruction and Humanitarian Assistance (ORHA), now titled the Coalition Provisional Authority (CPA), was established at Al-Faw Palace (Hussein’s Palace). Upon my arrival at the palace, I was disheartened to find only a few U.S. Marines and their M1A1 Abrams tank, with no one to greet me give a warm welcome. I met with the Action Officer (AO) to discuss basic details and was guided to the sleeping quarters at the poolside house of the palace. Unaware of the location of the bathroom facilities, I laid down my weary body on the cot
next to 30 other soldiers in the sleeping quarters. Thinking about the uncertainty and tensions awaiting me the next day and the myriad of things I needed to do, I could hardly fall asleep.

After consulting with various offices, Ambassador J (who was the Deputy Director-General of Middle Eastern and African Affairs Bureau) and I were assigned to CPA’s Advisory Office for the Iraqi government’s Ministry of Planning and Investment. After roaming the dusty downtown and visiting public offices in Baghdad on a four-wheeler escorted by a female soldier with a rifle for a couple of days, I discovered the uncertain state of Iraqi public officials. They gathered in broken buildings, with no agenda, no desk to work on and were full of insecurity for the future. I finally found my mission. I wanted to bring them to Korea, train them, and provide advice for reconstruction, courage, and hope.

This initiative for the Public Sector Training and Development Program was the beginning of many sleepless nights for me. The collapse of the Saddam Hussein regime had demolished the existing government. Without a government, the public officials could not apply for passports, and the validity of existing passports was ambiguous. I was about to give up on finding a way to bring these Iraqi public officials to Korea, when a U.S. Colonel in the Reserves miraculously came to my rescue. With the help of the Colonel and a UAE Military Attaché to Iraq, we fled from Dubai on a UAE military plane using only photos attached to blank pieces of paper as passports. Twenty-three Iraqi public officials were able to leave their country for the first time since the Iraq War. We arrived at Incheon International Airport on June 23rd, 2003.

The day the public officials were leaving after the 2-week training program, one official approached me with a warm remark. The official, who later became Iraq’s vice minister of public policy said, “I am really proud and glad to have a country like Korea as Iraq’s supporter.” This
first Public Sector Training and Development Program invited over 500 public officials to Korea during the 22 months that I headed KOICA’s Office in Iraq. As of today, the number is more than 3,300, accounting for a tremendous amount of human resources.

Two months after I was dispatched as an officer to CPA, I was appointed as head of KOICA’s Iraq Office. I focused my full attention on opening the office, I looked at office spaces non-stop for the next 10 days. Knowing our staff would be working in the office day and night, I finally decided on a 3-story house as living and work space with a miniature pool table on the rooftop (which I believe I visited just once).

The next step was to set up satellite communication and to furnish the space. This proved to be extremely difficult under the circumstances of Iraq at that time. During the months of July and August, temperatures rose to 50 C degrees, making even a quick walk outside a heated task. The tin tank on the roof was the reserve for water supply, but being heated up all day under the sun, we would sometimes burn (!) ourselves by trying to use this water. KOICA’s Iraq Office finally opened in late August 2003. Together with H. Cho and K. Nam, we wore handguns while working during the day and spent our evenings in the office watching DVDs of Korean TV Programs.

At the end of August, less than a month after the opening of our office, a sudden exploding sound and vibration frightened the staff. Approximately one kilometer from the office, there was a terrorist bomb attack on the United Nations (UN) Headquarters in Baghdad. I immediately drove to the site to inquire further about the incident. However, once I arrived, it was too painful and unbearable to witness. The Canal Hotel where the United Nations Assistance Mission in Iraq (UNAMI) was stationed was in ruins and at least 23 innocent lives were taken. Sérgio Vieira de Mello, who was recently appointed as the United...
Nations' Special Representative in Iraq, was pinned under the ruble of the collapsed building. After several painful hours waiting to be rescued, he perished. It was a tragedy so unbearable and unacceptable. For whom do we suffer and why would they shed the blood of helping hands?

At least 10 people I knew or befriended in Iraq were killed during their mission. Due to ethnical similarity, I was especially close to Councilor Katsuhiko Oku and Third Secretary Masanori Inoue who were dispatched at the CPA. When I heard the news that they were both gunned down by assailants in northern Iraq, I could not stop my tears from falling.

Despite the terrorist attacks and routine death, I keep some fond memories of my time there. When I was first dispatched for the mission, I explored many parts of Iraq, unaware of the dangerous situation. I was impressed at the ruins and artifacts of the ancient Assyrian civilization in the outskirts of Nineveh, a northern part of Iraq. I secretly left my sincere prayers in a mosque in Mosul, where Job from the Bible is permanently resting. An Iraqi tank with peeled off paint saying, “Thank You Bush” stood like a monument on the tour route of Suleimania I was in awe of the ruins of the ancient Babylonian civilization, where several thousand years of artifacts coexisted with rubbish bricks with Saddam Hussein’s name carved on it. The southern area of Nasiriyah was almost an invisible land where a puff of a cigarette vanished into the dusty, sandy wind of the desert. All of these memories are now a thing of the past, but I will never forget them.

Among those memories, the sound of our singing “Spring in Hometown” over Baghdad skies remains the most special moment. Two investigation teams from Korea were dispatched to Iraq for the project of the Construction of Korea-Iraq Vocational Training Center and
Improvement of Al Karama Hospital. We ended our work of field investigation in the midst of the usual gunfire and rented out an Italian restaurant in downtown Baghdad. After a few bottles of wine, one of the investigation team members began to play the piano in the restaurant. Everyone began to sing along as if we were in Seoul at that moment. Even the Iraqi restaurant owner and servers smiled as if they needed to forget the war for a moment as well. Reflecting on it now, it was a very reckless and bold action, considering the many bombing attacks in the area. Nonetheless, it will always remain our special moment.

The amount of aid for the Project of Iraq Relief and Reconstruction that I planned and implemented during the 22 months of my term in office totaled at least USD 100 million. I returned to Korea without seeing the completion of the projects, but witnessed some developments on my way back to Seoul via Jordan. The Baghdad Airport resumed its service for the first time since the war. The airport shuttle bus had both Korean and Iraqi flags printed on it with a note in English stating, “This is a gift from the people of Korea to the people of Iraq.” Eight years have passed since then and I can only witness the projects and their progress through photos. Nonetheless, I am very impressed and moved by them. The Al Karma Hospital, the Korea-Iraq Vocational Training Center and the government office building for the Ministry of Planning and Development Cooperation all stand proudly in the photos.

This also leaves a lasting impression on the people of Iraq. In the midst of a danger zone, the Korean government, KOICA and the 24 staff members who were dispatched to the Iraq Office for eight years all have embraced the wounds of the Iraqi people with courage and diligence. They have also shared the pains and agony, and gave hope for a bright future. The Iraqi people will not forget, even if time passes and all those buildings turn to ruble and vanish away.
The Iraq War has left some 100,000 civilian deaths—a price too steep to pay for achieving freedom from tyranny and finding peace. I truly hope they are now at peace. If we all let go of greed, conflict, hatred and anger, the world would be a more comfortable place to live. How many more innocent lives have to be spared to achieve peace? We are all neighbors and families. Dear Iraq, I sincerely hope you are now at peace.

※ Mr. Lee Wook Heon, Managing Director of the International Development Cooperation Center, served as the first Resident Representative of KOICA Office in Iraq from August 2003 to February 2005.
4. Climate Change, Environment and the Role of KOICA

Han, Choong Sik

December 26, 2004 6:00 AM

The shore of Aceh located on the northern side of Sumatra Island was as beautiful as ever. The occasional sound of waves harmonized with the open sea, which was sparkling silver in the morning sunlight. The southern seashore of the Northern Sumatra Province is one of the most picturesque places in Indonesia and its beauty attracts many tourists.

However, this serene and idle scene was soon shattered by 30m tidal waves that appeared on the horizon like black clouds. With fearsome force, the tsunami reached 10km inside the inland and wiped out houses, buildings and living things without leaving a trace behind. The disaster, which struck three times, devastated the 800 km seashore and its surrounding area.

The tsunami caused immeasurable damages: 167,000 people were killed or went missing; 110,000 homes were destroyed; 3,000 km of road was lost along with 1,600 bridges; 2,000 schools and 4,800 fishing boats were damaged; and economic losses worth $4.8 billion USD were incurred. The Indonesian government announced its inability to restore areas affected by such massive damages on its own and requested the help of members of the global village.

The area most affected by the disaster, Aceh, was already instable due to the prolonged conflict between the central government of Indonesia and sectarian GAM forces that were fighting to gain independence. Numerous people had been either killed or maimed as the two parties carried out their armed offensive against each other. The government banned foreigners from entering the area without permission, even
restricting Indonesian nationals' travels in and out of Aceh. As a result, this difficult to access area was more underdeveloped than any other place in Indonesia. The inhabitants of the area felt the shock and suffering all the more due to their extremely poor living standards.

In addition, because Aceh was so isolated, news of the damage caused by the tsunami did not reach the outside initially, leaving others unprepared for the massive damage. Experts outside of Aceh only knew that, based on disaster reports from distant countries such as Thailand and Sri Lanka, the damage suffered by Aceh would be the greatest due to its location near the epicenter of the quake. The sizeable quake measured 8.9 on the Richter scale.

After a long silence, the Indonesian government began releasing the death toll estimates. The government first postulated that deaths from the tsunami was around several hundred then changed its estimate to several thousand; then tens of thousands; then more than one hundred thousand. Finally, they acknowledged that figures could no longer be calculated.

Several days after the damages occurred, the international community started sending rescue and reconstruction teams to the disaster affected area. The Korean government also responded actively by dispatching medical personnel and sending money and relief aid through KOICA. On December 31, KOICA’s Indonesian office dispatched administrative officers for volunteers to Medan, a city near Aceh, because all air and sea routes to the disaster-hit area was cut off. They began supporting the volunteer workers who were already there as well as aiding relief workers and journalists just arriving from Korea. On January 5, 2005, five volunteer workers and I, the resident representative, arrived in Banda Aceh for the first time and established a field command center. Although numerous international and domestic NGOs and government agencies
were present, there were many difficulties in the field due to lack of access to disaster-struck areas and a weak communication and transportation system. On January 12, a KOICA emergency medical relief team of 11 people arrived and we were able to carry out medical aid and the restoration of the defensive system for 15 days.

In addition, approximately 20 KOICA volunteer workers across Indonesia made the risky journey to join us, providing various support from medical and reconstruction aid to translation. This made it possible to deliver the proper aid that the locals needed. KOICA volunteers were praised for not only participating in government-level work, but for also assisting other civil organizations and relief teams from Korea by helping them set up camps, transporting medical and relief supplies through customs and providing translation during medical treatment and examinations. Their work contributed to the high regard that local media and foreign aid workers had towards Korean relief teams for implementing the most effective programs.

Because it was not possible to communicate in English in the field, proper medical and reconstruction work would have been impossible without the help of KOICA volunteers who were fluent in the local language. Long lines at our medical camp were a common sight. The local people preferred to come to KOICA medical teams or Korean civilian organizations with whom our volunteers worked rather than go to other government or civilian facilities where they had difficulty communicating.

After the tsunami, the Korean government promised a total of USD 15.2 million of special aid to Indonesia through KOICA. During the first implementation stage of relief aid, USD 600,000 was provided in cash, followed by USD 700,000 in medicine, baby powder, tent, blanket, and other urgent relief goods. The goods were delivered in four stages.

Annex 20 Years With KOICA

20 Years of KOICA 375
total of 13.8 million USD was provided in reconstruction aid for building hospitals and schools in the disaster-affected area and for machinery and tools for restoration. Unfortunately, natural disasters reoccurred in Indonesia. In 2005, an earthquake occurred in Yogyakarta, killing over 5,000 people. The Korean government responded effectively and appropriately to each disaster through KOICA and as a result, humanitarian aid was successfully delivered and the cooperative relationship between the two countries was strengthened.

Terrible disasters are not limited to Indonesia. They occur frequently across the world. By responding to each disaster with efficient and effective relief and reconstruction aid, the Korean government and KOICA is solidifying its place as a member of the global village and as an advanced aid organization of the international society.

Natural disasters such as landslides in the Philippines, earthquakes in Sichuan (China), Haiti, and more recently in Japan, and hurricanes are no longer only the problem of affected countries. They are trans-global problems that require common response from the global village. Global warming and climate change caused by environmental destruction can cause large-scale calamity that can threaten the very survival of humanity. In order to respond appropriately, all states and people of the world must work together to pursue both values of development and environment. With this in mind, KOICA is leading the way forward to implement Green ODA, which includes adaptation efforts to climate change, environmental protection and green growth.

※ Mr. Han Choong Sik, the Vice President of KOICA, took in charge of the disaster relief and humanitarian assistance of KOICA after tsunami broke out in 2004 while serving as the Resident Representative of KOICA Office in Indonesia.
I came across the campaign recruiting KOICA Overseas Volunteers (KOV) by chance, and decided to finally act on my long desired ambition. I was an ordinary office worker who had received so much from society and others that it was time for me to give back through KOV.

My first day of work at SEDA-Huánuco (Empresa Municipal de Agua) in Huánuco, Peru began on May 30th, 2006. Huánuco is an upland area located in the upper region of the Amazon River. With beautiful scenery of glacier snow on mountaintops, this is a region where Indians grow potatoes and corn and raise sheep and alpacas on mountain slopes. My work at SEDA-Huánuco was managing the water quality of the Hualluaga River, the watershed of the Amazon as well as a main source of water supply for local residents.

Long before I was dispatched there, the locals had dumped untreated regular sewage, livestock excretions, agricultural pesticides, fertilizers and other waste water into the Hualluaga River. The local residents also dumped trash and household waste into the river. Because of this, the area swarmed with ticks and flies during the dry season, from May to November. The infestation of insects made regular activities during the day almost impossible.

When I witnessed the pollution of the Hualluaga River, I instantly thought of the “butterfly effect.” Many environmentalists used this term to warn about the dangers of environmental pollution by referring to the example that “a hurricane’s formation is contingent on whether or not a distant butterfly had flapped its wings several weeks before.” Tens of
millions of residents in the South American region depend on the Amazon as a source of their livelihood. If the Hualluaga River is heavily polluted, this upper region of the Amazon River flowing down to Peru, Columbia and Brazil can affect large populations of people with irreparable damages.

I wanted to prevent this from happening and while making my small contribution to saving the earth and its environment, In April 2007, I began my volunteer work as part of the field support team dispatched for water quality analysis of the Hualluaga River.

Under the name “Project for the Operation of Water Quality Management Center for the Amazon River and its Watershed” we focused on three main goals. First, we wanted to furnish the region with equipment provided by KOICA for analyzing river water and waste water quality. Second, we needed to teach the staff at the local center how to analyze the water quality, I had to teach them everything including how to handle the equipment, how to read the results of the analysis in relation to the effects on the environment, and how to establish policy measures based on the results. To complete this task, I invited the head of the lab for environmental engineering at the National University of Engineering (Universidad Nacional de Ingeniería: UNI) in Lima to assist me. The Peruvians are very relaxed and laid-back in nature. Therefore, it took some until he arrived at the project site. After five cancelled appointments, we finally met.

A goal of the project was to educate and promote the importance of preserving the Hualluaga River to the local residents and students. By participating in regional government-hosted environment conferences and giving special lectures at the Huánuco University (Universidad de Huánuco) we accomplished this goal. On the day of the donation ceremony for water quality analysis equipment to SEDA-Huánuco, I
called for cheers from the local residents by saying, “Let’s change the water!” Hopefully, the public notice of “Swimming, drinking and laundry is prohibited” will be changed to “Swimming in the Hualluaga River and drinking its water is permitted” in the near future.

Another priority for the field project is the promotion of a sense of ownership by the local residents in the water quality management project. To ensure that they do not over depend on the support of KOICA, we assigned SEDA-Huánuco in charge of the civil engineering works for the construction of the lab and the purchasing of reagents for the project. Many times I experienced frustration with the lack of thorough execution or passion from the local staff, but constantly reminded myself that I was there in Peru with a purpose to volunteer and that I should not fault the locals for cultural differences.

One of the most successful outcomes of the one-year “Project for the Operation of Water Quality Management Center for the Amazon River and its Watershed” was establishing a foundation for improving water purity and quality. Policies for improving the water quality of the Hualluaga River will be created after completing a set amount of lab tests for water quality and collecting the resulting data. Eventually, the local residents of the Huánuco region will be able to seek relief from the uncomfortable pains of harmful insects due to the water pollution.

From two years of volunteer work and participation in the field support project, I gained increased self-confidence and a “can-do” spirit. The local residents also gained self-confidence saying, “We can do it!” I hope the project will continue to be carried out in the same or more efficient manner.

※ Mr. Sohn Tae-moon served as the KOICA Overseas Volunteer in Peru from 2006 to 2008.
6. Journey to a Village without a Doctor

Lee, Yong-man

My story begins in October 1998, as I was finally adapting to the life as a volunteer in Nepal. I heard from a friend living in a mountain village that his village was disconnected and isolated from the outside during monsoon season. With many people dying from lack of simple medical treatment, he asked me to visit his village. I decided to visit the village during the Dashain, the highly anticipated 15-day national religious festival of Nepal.

On the day before my visit, I came home late from work and checked all the medicine and medical supplies I planned to take with me, including the vehicle (an SUV) I had reserved a week before. However, I found that our driver was on the way to his hometown to celebrate the long holiday.

Upon hearing this bad news, all I could think about was my friend and the people of his village who were expecting my visit. They would be waiting for me at a location that was at least an eight hour walk from the village to help carry the medical supplies I would bring. After a quick prayer and phone calls everywhere, I was barely able to secure a shabby 10-year-old vehicle and a Buddhist driver who did not celebrate the Dashain.

At 4 a.m., leaving my wife who wanted to come with me, I packed everything in the SUV and started for the village. The Buddhist driver had 10 years of driving experience in the neighboring country of Bhutan and was very skillful in maneuvering the shabby old vehicle that rattled all the way to the village. We had to stop after an hour to prevent the engine from overheating upon the car owner’s request. As we entered
the mountain road, the heavy rain the day before left the road muddy and sunken in many places. The rocky road made our vehicle shake and bounce from side to side. Driving up the slope, the vehicle was tilted, slipped and bounced, making the ride bumpy and uncomfortable.

When we stopped the next time, the driver turned off the engine and pointed to the steep valley down the mountain more than 100 meters in the distance. He insisted we head back home fearing many risks: our vehicle might plunge down the valley, the wheels could stick in muddy road, or we could be stranded there to spend the night without shelter. But who am I? A KOICA volunteer! I was not going to give up so easily.

With another prayer, I looked carefully at the road and gained confidence that we could make it through. However, the driver resisted by saying this was not a route he was familiar with, we would not be able to find any help to carry the supplies, and we still had an hour left to drive to the meeting location. I insisted several times that we could pass through this mountain road, and reluctantly, he took the wheel. We safely passed through the roughest section of our route with sweat and joy.

I arrived an hour later than promised, but was happy to find my friend and three helpers still standing at the exact location of our meeting. They concluded that I would not make it that night and were about to seek a shelter to spend the night when I made my arrival. We unloaded the vehicle, talked and ate ‘kimbab’ that my wife had packed for us.

We walked towards the village on a steep 50-degree trail that snaked up and down, requiring us to drink water every 30 minutes. By the time we were close to the mountain village, it was so dark we could clearly see the crescent moon and millions of stars in the night sky. I was very grateful to be visiting and staying in such a beautiful country.

Relying on a flashlight, we arrived at the mountain village after 10 p.m. To prepare for my visit to this remote village with an elevation of 2,000
meters, I went through physical training of running for four weeks. Nevertheless, my feet had numerous blisters, my legs were still shaking and my body ached all over. That night I had to induce sleep with painkillers.

The very next day, I started to make house calls by visiting patients residing along the ridges of the mountain under the guidance and interpretation of my friend. Nepal is a country with a small population of just 20 million, but has more than 60 tribes and 100 dialects. It is especially hard to communicate in rural areas where the people speak tribal language and cannot understand the standard language.

Most houses are built on mountain slopes with stone and clay. They stand 2-3 stories with a small yard and one door functioning as an entrance. On the first floor, weaved mats 100 by 50 centimeters cover the earthen floor. This one room functions as an all-in-one sitting, living, dining room and kitchen, with a goat or cow raised on one side of the room. The animal’s food and excretion are all in this same location. The second floor functions as bedrooms, with the third for storage. A narrow ladder rests on the side of the wall for access to each floor. They use resin for lamplight as a main source of light during the night.

All houses did not have a built-in toilet. People went to the bathroom anywhere near their houses, resulting in human excretion distributed throughout the area. Potato was the main farming crop, but the staple food was corn. Ninety-five percent of men and 99 percent of women were illiterate. When anyone had an illness, they first went to the village shaman. The people also treated diseases with folk remedies from their ancestors, with few people ever visiting a hospital.

One of the patients I examined and remember well was the mother of the village head. She thought her family, including herself, had an incurable illness. My examination revealed that she ate rice one day a
year during “Dashain”, eating corn the rest of the year for the past 70 years (since she did not know her exact age, we presumed her as 73). This resulted in nutritional disorder and vitamin deficiency. Along with being a smoker, her family burned wood for fire in a house without any windows, resulting in the inhalation of wood smoke. This caused chronic bronchitis.

I provided her ample amounts of multi-vitamins and bronchitis medicine sponsored by KOICA. Knowing their living conditions, I did not feel right to suggest she should eat a balanced meal with high caloric foods, quit smoking and avoid the smoke from burning wood.

According to history passed down by word of mouth, people came here to escape from war and formed a village 200 hundred years ago. I was told I was first doctor ever to have visited the village for volunteer medical service since its inception. Due to my work obligations, I was unable to stay longer and was sorry to end my short four day visit.

After three months, I heard from my friend that the mother of the village head had recovered considerably from her illness. Also, her son, the head of the village broke away from superstition and they are leading a happy life together. Sometime later, my friend in the village had to leave the area due to threats from the rebel army, making it impossible to hear further about the village or the family. I truly hope that the people of the mountain village are leading a healthy and happy life.

※ Dr. Lee Yong-man worked in Nepal from 1997 to 2008 under the medical doctor dispatch program of KOICA. He received the presidential award at the third Korea Overseas Volunteers Award. He is currently working in Korea-Nepal friendship hospital as a KOICA Overseas Volunteer.
I have always dreamed of volunteering for medical services in a developing country and arrived in Mauritania at the end of December 2000. Mauritania is a desert country in northwest Africa, with a territory five times larger than that of Korea, and that shares borders with Morocco. The climate has typical desert characteristics: dry with high temperatures and occasional hot and dusty winds. These winds bring huge swarms of locusts that eat all the plants and trees, and then disappear. Mauritania was colonized by France until its independence in 1960. It has a population of approximately 3 million people, including Caucasian Moors, Negroid Moors and Black Africans. The official language is Arabic, but many also use French, with Islam as the majority religion practiced. Mauritania is one of the poorest countries (LDCs) in Africa. The literacy rate measures at just 58 percent and $460 GDP per capita. Traditionally a nomadic people raising goats, sheep, lamb, and camels, the increasing desertification has swept away the livelihood of these nomads and displaced them as urban poor in the capital city of Nouakchott. Mauritania’s major exports are iron ore, copper, and abundant seafood from coastal fisheries of the Atlantic Ocean. More recently, an oilfield producing 75,000 barrels per day was found allowing Mauritania to export oil since 2006.

After independence, continuous coups have overturned government after government. In August 2005, the Military Council for Justice and Democracy undertook the first bloodless coup and kept their promise to organize elections under a democratic process within the two-year timeline. The first fully democratic presidential election was held in April
2007, marking the beginning of a civilian government. This gave the Mauritanian people new hope for the future of the country.

At the time of my arrival, Mauritania’s health index was in poor condition. The average life expectancy was 50, infant mortality rate was 118 out of 1000 and immunization rate of measles was at 20 percent, The number of medical doctors in the country totaled 350, and the number of surgeons a mere 30. Without a single medical college, students who wanted to be a doctor needed to go abroad to the neighboring countries of Morocco, Tunisia, Senegal, Cote d’ Ivoire or other Arab countries.

My first workplace was the Grand National Hospital of Mauritania located in the capital city of Nouakchott. At the beginning, I had a hard time coping with the language and cultural barriers, the hot and dry climate, and poor working conditions. However, I slowly adapted to these challenges. I performed gastrectomies and mastectomies, both not common surgeries in the country. I was able to teach surgery students by showing them the operation process step by step. I also organized volunteer medical service activities at “El Mina,” the largest urban shantytown of almost 160 thousand residents.

On one occasion, I visited Nouadhibou, the second largest city in Mauritania, approximately 480 kilometers distance from Nouakchott. With a population of 100 thousand residents, Nouadhibou is a coastal city in the Northwest region of Mauritania and borders the international dispute area of “Western Sahara.” As a main base for the fisheries and iron ore export industry, this area may be referred to as “economic capital” of Mauritania, but in fact, most of the residents live in poverty. Of course, the medical treatment facilities and environment was far worse than that of the capital city Nouakchott. Since most of the doctors preferred to work in the better environment of the capital city, there were only two surgeons available with the number and variety of
surgeries they could perform very limited. Since visiting Nouadhibou, I realized that the residents needed my service more than the residents of the capital city Nouakchott. I consulted with the administrator of the local Department of Health and transferred to the Nouadhibou Hospital in August 2005.

As soon as I arrived at the Nouadhibou Hospital, I realized that the medical facility, the equipment and the quality of the medical staff was far more inadequate than what I conceived. It was common for a surgeon to treat not only orthopedic and urological patients, but sometimes even perform caesarean section for childbirth as well.

One day, a nun who was volunteering at the Nouadhibou Hospital walked into the office with a black African woman. The woman was holding her 5-month-old baby in her arms. I later found that the baby was born without an anus. In the absence of an anus, there was a thin fistula - an abnormal opening between the organs and the surface of the skin between the rectum and the perianal region to defecate. The parents of the baby had searched for doctors in Mauritania who could perform a surgery to correct this deformation. The nun found out about this and decided to ask for my help. I explained to the mother of the baby that we needed to perform surgery for her child, but the mother hesitated due to the cost of the expensive operation, I knew that if the baby could not receive the medical care that she needed here, it would be impossible to find help anywhere else, causing the baby to possibly lose her life. After persuading the director of the hospital, we were able to provide the infant with the three phases of operations, all free of charge. One week after we performed coloproctia, the first phase of operation, she was able to defecate and eat like a normal baby with the assistance of a temporary anus. After 10 days, the baby gained weight and was even smiling every now and then. Four months later, we
performed the second phase of operation, coloproctia, to create a permanent anus. After the last phase of the operation that closed the temporary anus and relocated the colon back into the abdominal cavity, the girl was able to defecate like a normal child. The girl’s family was ecstatic we were able to fix this deformity. It was a truly rewarding experience for me as well. My main source of energy to continue my work as a volunteer was the happiness of the patients that regained their health and the joy it brought their families.

I once wandered into the outskirts of Nouadhibou around 5 pm, to a village full of small shacks. The first people to greet me, a stranger in town, were the children. Some of them came up to me and held my hand or spoke to me. One of these excited children showed me his feet. The child had an infected wound that seemed to have been there a couple of days. I looked at the other children and they were all barefoot. As these children walked around the streets in bare feet, many of them were suffering with a benign tumor called mycetoma, a chronic inflammation due to fungal or bacterial infection, which was quite rare in Korea. I took out my medical kit and treated the wound. Then one by one, other children and adults of the village came up to me and talked to me about their symptoms or illnesses, I met with the local person in charge and scheduled regular weekly visits for volunteer medical service.

A week after that incident, I revisited the village to find the residents had prepared a clean room in one of the houses for a doctor’s office, including a table, two chairs, and a bed for medical exams.

The wasteland of sand and rocks with endlessly blowing dusty wind, the gray buildings of the city stacked together like clamshells and the red sunset of Nouadhibou...all of these images are still very clear in my mind.

The “Program for Long-term Dispatch of Doctors/Medical Experts to
Developing Countries” initiated by the Korean government in the 1960s was terminated after 40 years, integrated into the regular KOV program. I would like to express my gratitude to many seniors and colleagues who devoted their youth as government-dispatched doctors to serve with love and passion for humanity, the suffering people of the global community. I also thank the families of those doctors and medical staff who endured hardships and sacrifice, I am proud to have been a part of the team and the experience. I also thank KOICA in supporting the program all these years and hope that KOICA will assume a greater role in the global community.

※ Dr. Choi Sang-il worked in Mauritania as a volunteer expert dispatched by the Korean government from 2000 to 2007.
8. My Participation in the Emergency Rescue Team Mission to Sichuan Sheng Earthquake in China

In May 2008 an earthquake with a magnitude of 8.0 hit Sichuan Sheng in China. The Korean government dispatched me with 40 other firefighters of the Central 119 Rescue Team for relief operations through KOICA. During an earthquake of 8.0 magnitude most building structures will usually collapse and ground surfaces become split with severe cracks. In addition, railroad tracks will bend, landslides can occur and ground surfaces will sway. Knowing what damages lay ahead in China after such a strong earthquake, I braced myself for the tragedy awaiting us before we arrived.

The Central 119 Rescue Team was established in 1995 as an emergency rescue organization to respond to national level disasters. Our rescue team consistently responded promptly to many medium to large-scale domestic disasters, protecting the lives and properties of the Korean people. In addition, we also perform our duties as an “international rescue team,” representing Korea by providing humanitarian relief to global disasters. Our team carried out six pervious rescue operations for earthquakes in Taiwan, Turkey, Algeria and Iran, an airplane crash in Cambodia, and a tsunami in Phuket, Thailand. The earthquake in Sichuan Sheng, China was our seventh international rescue mission.

Our rescue team was dispatched near the petrochemical plant in Shífāng Shì, the area inflicted with the most serious damage within Sichuan Sheng. The team was comprised of the most elite firefighters, each of them having more than five years of rescue experience. We were equipped with two rescue dogs, a sonar and radar detector to find
victims buried under debris/ground, an endoscopic camera and other sophisticated equipment to carry out the rescue operations. However, with such severe damages and after four days from the onset of the earthquake, the probability of finding survivors was very slim.

At first, the Chinese authorities refused any rescue support from overseas. Three days after the earthquake however, the Chinese authorities officially requested emergency rescue support from Korea, Japan, Singapore, Russia and Hong Kong. A full-scale rescue operation was carried out four days after the onset of the earthquake, focusing on search and rescue missions for buried victims. It was unfortunate that such rescue operations did not start immediately after the earthquake, as more lives could have potentially been saved.

At the start of the operation, our rescue team recovered five bodies. The conditions of search and rescue mission included getting up at 6:00 am every morning, wearing dust protective masks for more than 12 hours a day, and searching through the stench of deceased bodies and ammonia. Our rescue team fully utilized the high tech search equipment we brought with us and also received support for excavators and other heavy machineries from local Chinese government. With the threat of collapsing buildings, rubble and debris, our rescue team excavated 27 bodies over six days.

When the Korean rescue team arrived on site, the People’s Liberation Army (PLA) of China rescue team had already cleared any visible corpses. Although the families of the victims knew their family members were deceased, they still wanted to find their bodies to give proper burials. Many families asked for help to find the body of their beloved.

An elderly woman came to the rescue team for help in finding her husband, saying that her husband was behind her in evacuating when a building collapsed on them due to the sudden earthquake. After hours
of search efforts, our team finally found the victim’s body. She revisited us with her son, daughter-in-law and grandson that evening to thank us for giving her the opportunity to give her husband a proper burial. We were deeply touched by the incident, which motivated us to work harder in the search and rescue operations.

Reflecting on the situation, I still feel anxious. The rescue operations area was a danger zone. With the magnitude 8.0 earthquake in Sichuan Sheng, aftershocks of 6.0 magnitude continued 3~4 times throughout the day. With 6.0 magnitude aftershocks, furniture would rattle and most people would feel it. Secondary disasters were a strong possibility if a building were to collapse in an aftershock.

After experiencing the earthquake and subsequent disaster in Sichuan Sheng, I have gained more knowledge in how to prepare for rescue operations of a major earthquake. First, it is necessary to have reinforced equipment. It is also essential to build the physical stamina of the rescue team members, keep them well fed and obtain sufficient sleep. Also crucial was proper cleansing to prevent exposure to skin disease or other infectious diseases. Our rescue team was so focused on saving people and bringing appropriate equipment for the mission that we failed to bring enough tents to sleep in and food to feed ourselves. With daily temperatures reaching 30℃ (86°F), our team members were easily exhausted and worn out, relying on instant rice and cup noodles. Eventually, we were all fatigued and had to withdraw from the operation after 6 days in China.

A rescue operation involves many difficulties. However, the bereaved families face heartaches and helplessness knowing where their loved ones are buried, but not being able to do anything about it. Knowing this, our team did not stop the rescue operations, despite the dangers of the aftershocks. The rescue team and KOICA show solidarity with those
suffering by lending a helping hand to the developing countries. From the experiences of the Central 119 Rescue Team and KOICA, I hope that we all work harder to help alleviate the pain of others.

※ Mr. Baek Geun-hum, the Assistant to the Chief of the Central 119 Rescue Team, worked as an emergency rescue team member when an earthquake broke out in Sichuan Sheng in May 2008,
I would like to sincerely congratulate KOICA on its 20th Anniversary. For the past 30 years, I have been affiliated with the Central Officials Training Institute (COTI) in the Department of International Education and Training (Head) and the Office of International Training and Cooperation (Director General, Senior Executive Service). I have also carried out KOICA’s invitation program for training public officials. Currently, I am a full time professor at COTI.

During KOICA’s 20 years of history, Korea also became a member of the OECD/DAC. In doing so, Korea transformed itself from a recipient country to a donor country and from a “following country” to a “leading country.” The backbone of this success was KOICA’s 20-year support through various ODA projects for public officials and experts of developing countries, specifically the invitational training programs.

KOICA’s efforts to share Korea’s experience of development and to find measures for cooperative development with other countries have contributed considerably to bridging the gap between advanced and developing countries. As a result, KOICA is a well-known and friendly name in South America to Africa, and in many countries in the world.

In reflecting on the years of cooperation and hard work with KOICA, I would like to mention some of its achievement over the past 20 years. First, KOICA has garnered numerous foreign public officials who are pro-Korean and close allies to Korea. In addition, KOICA has actively promoted Korea’s development progress, and fostered
accurate understanding of Korea, which worked as a direct and indirect diplomatic achievement. Korea’s development was an unprecedented outcome of the cooperation between the government and the people under the poor conditions of few natural resources and the ideological division of North and South. KOICA has promoted this achievement and contributed to the enhanced status of Korea in the global community.

Second, KOICA has provided a venue for seeking solutions to national development strategy. Through KOICA’s training and educational programs, Korea’s strategies, plans and systems for implementing national development were first introduced to foreign public officials.

More recently, KOICA is focusing on supporting developing countries to improve capacities for policy development according to each country’s different political, economic, social, environmental and developmental needs and conditions. By providing systematic compilation of Korea’s development in institutional and administrative systems, KOICA enables partner countries to create a benchmark according to their needs and conditions. This improves administrative productivity and quality of public service in these countries.

Third, KOICA has contributed to cultivating a model for public officials while also creating a global network of public officials. Among KOICA’s various invitational programs, joint seminars for and discussion among foreign and Korean public officials have improved mutual understanding and dissemination of a desirable standard for public officials. In addition to training, exposure to Korean public officials has imbued foreign public officials with the importance of public leadership, proactive execution of duties, openness to reform, and a “can-do” spirit of “We can do whatever Korea can.”
Fourth, KOICA has implemented field studies in relation to the lecture contents, so that foreign public officials can access Korea’s manufacturing and industry site firsthand, learn how quality products are manufactured, and have positive impression of Korean brands and products. This indirectly influences the export of Korean products and the expansion of Korean companies overseas.

[Episode from Training Program: I am Half-Korean]

I implemented KOICA’s invitational training program named “Public Sector Training and Development Project: Russia” from 2003 to 2005 at COTI. As a major power against the US in the Cold War and having vast territory, I thought Russians might find it harmful to their pride to come to Korea to learn about administrative capacity, developments and market economy. Therefore, I exerted extra efforts to prepare for the program. In the beginning, many public officials from Russia did not have correct understanding or knowledge of Korea. However, by the end of the training program, most of them were impressed with the contents of the training and lectures (which were prepared with many sleepless nights) and the friendly service they received. They gave positive reviews and compliments on the overall program. On the last day during the farewell dinner reception, the head of the trainees with an Asian appearance stood up to give a speech. She was inspired by the positive appraisals of her colleagues and made a special comment. “My mother is Korean, making me half-Korean. I am very proud to have witnessed Korea’s development firsthand.” Her confession touched everyone in a very solemn way. The 10-Day training program has made Russia and Korea closer than before, and helped both sides to respect and recognize each other as a positive neighboring country.
Fifth and most importantly, through the invitational training programs, KOICA has made efforts to show that Korea is not just showing sympathy towards developing countries, but trying to share empathy with them. We have certainly shown that Koreans are people of modesty, sharing and generosity, and that Korea endeavors to work together in building a global community.

I would like to end this short essay by introducing an episode involving a trainee from seven years ago, whom I consider the most memorable among my many connections and friendships I have made through KOICA’s training programs.

Since this incident, every year the Russian government has supported the training program of their public officials to COTI. This exchange of personnel proved that the enhancement of national image and status is achieved not just via diplomats, but also through the trainees who meet, talk and share experiences.

I salute and applaud KOICA’s effort in promoting diplomacy in the farthest places of the world and sincerely hope that KOICA continues to work to alleviate the pains of the global community until the day we achieve a ‘better and advanced’ Korea.

※ Mr. Park Kyung-bae, managed training programs for senior government officials of KOICA, while serving as the Director General of the Office of International Training and Cooperation in COTI of the Ministry of Public Administration and Security.
10. KOICA-INTECAP: A Strategic Alliance for the Development of Guatemala

Cesar Guillermo Castillo Reyes

In recent decades, international cooperation has become one of the main pillars for developing countries to meet their different developmental needs. Guatemala received unconditional support from many agencies, in areas such as agriculture, security, energy, health, environment, education, modernization and information technology, among others.

Regarding the issue of education, the contribution of international cooperation has focused not only on formal education (primary, basic and diversified), but also on vocational and technical education,

The Technical Institute for Training and Productivity (INTECAP), an institution responsible for training and technical assistance in Guatemala, has trained millions of Guatemalans at different levels of the occupational pyramid. This includes operational managers and executives who are active in various sectors of the economy (Agriculture, Industry, Commerce and Services). In the relentless quest of INTECAP to develop the skills of human capital and to improve the productivity of enterprises, international cooperation has played a leading role in helping INTECAP meet its objectives.

Since its founding in 1972, INTECAP has been one of the favorite destinations for international technical cooperation, with several countries supporting the institution in various sectors. However, the
Republic of Korea, through the Korean International Cooperation Agency (KOICA), has become by far one of the most important. One would be hard pressed to find a national institute that has received so steadily the amount of cooperation programs from KOICA as has INTECAP.

The stunning development experienced by Korea serves as a development reference at a national level, especially in the areas of education and technology. This has enabled the transfer of expertise and technologies, aimed at supporting Guatemala’s national development efforts. When discussing KOICA’s cooperation programs which had been designed for Guatemala and executed by INTECAP, we must mention the following as some of the most important:

(1) **Dispatch of Experts and Volunteers**

This form of cooperation involves dispatching Korean professional specialists in different areas to Guatemala to advise INTECAP in the implementation of production models, information technology, management training centers, human capital development, etc.

(2) **Invitation of Trainees in Korea**

In recent years, KOICA has organized training programs in Korea, which has enabled more than 100 executives from INTECAP from both administrative and operational sectors to travel to Seoul, Busan and other major cities of Korea, and to receive specialized trainings in international cooperation and development.

(3) **Construction of Training Center**

Since the early 1990’s, INTECAP has benefited from the construction and equipping of several training centers in both the capital and in the
rural areas. This has allowed learners, workers and other stakeholders to receive training supported by Korean instructors equipped with the latest technology. Centers built and equipped are:

- INTECAP-KOICA ICT Training Center: Civic Center, Zone 5.
- Garment and Textile Training Center: Ciudad de Plata II, Zone 7.
- Guatemala Training Center 4: Santa Elena, Zone 18.
- Automotive Mechanical Training Center: Santa Elena, Zone 18.
- Guatemala Training Center 3: Verbena, Zone 7.
- Escuintla Training Center 2: Colonia La Madrid, Escuintla.
- Zacapa Training Center: Zacapa

Korea shows that an educated country is a safe, reliable and trustworthy country that will attract foreign investment. This is an important factor for stimulating economic growth and favoring job creation, both of which positively affect the living standards of the citizens. It is therefore very encouraging that international aid and KOICA continue to offer their invaluable support to organizations like INTECAP. This in turn will improve the training and technical assistance the institution provides, assist in the development of the Guatemalan economy, and ultimately lead to a higher international competitive index for Guatemala.

With KOICA’s cooperation, we hope to someday attain a privileged position on the world stage. Korea has led us on a positive path, betting on the most important wealth of our nation: the human capital.

※ Mr. Cesar Guillermo Castillo Reyes managed vocational training projects of KOICA while serving as the President of INTECAP in 2008. He later served as the Vice Minister of Labour of Guatemala and is currently a judge of the High Court of Justice of Guatemala.
Annex 2. KOICA’s Milestones

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
<td>January 14, Enactment of Korea International Cooperation Law (Article 4313)</td>
</tr>
<tr>
<td></td>
<td>April 1, Korea International Cooperation Agency Established/ Lee Nam-ki Inaugurated as the First President</td>
</tr>
<tr>
<td></td>
<td>August 30, Second Dispatch of Overseas Youth Volunteer Team</td>
</tr>
<tr>
<td>1993</td>
<td>May 14, Second President Park Sang Yong Inaugurated</td>
</tr>
<tr>
<td>1994</td>
<td>April 1, Third President Chong Choo Nyun Inaugurated</td>
</tr>
<tr>
<td></td>
<td>December, Newsletter ‘Global Village Family’ Launched</td>
</tr>
<tr>
<td>1995</td>
<td>March 23, MOU Signing Ceremony with NGOs</td>
</tr>
<tr>
<td></td>
<td>June, International Cooperation Team Dispatch System Introduced</td>
</tr>
<tr>
<td>1996</td>
<td>October 4, Forth President Shin Kee Bock Inaugurated</td>
</tr>
<tr>
<td>1998</td>
<td>September 1, KOICA Website Launched</td>
</tr>
<tr>
<td></td>
<td>November, The First International Cooperation Writing Contest</td>
</tr>
<tr>
<td>1999</td>
<td>March 10, International Cooperation Training Center (ICTC) Opened</td>
</tr>
<tr>
<td></td>
<td>October 4, Fifth President Min Hyung Ki Inaugurated</td>
</tr>
<tr>
<td>2000</td>
<td>January 18, KOICA-JICA Korea-Japan Joint Training Program Launched</td>
</tr>
<tr>
<td>Year</td>
<td>Event</td>
</tr>
<tr>
<td>--------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2002</td>
<td>October 4, Sixth President Kim Suk-hyun Inaugurated</td>
</tr>
<tr>
<td></td>
<td>November, Special Assistance Program to Afghanistan Launched</td>
</tr>
<tr>
<td>2004</td>
<td>November, First University Students’ International Development Cooperation Thesis Contest</td>
</tr>
<tr>
<td>2005</td>
<td>February, Disaster Rehabilitation Center Established</td>
</tr>
<tr>
<td></td>
<td>October 4, Seventh President Shin Jang Bum Inaugurated</td>
</tr>
<tr>
<td>2006</td>
<td>September, First Korea Overseas Volunteer Award</td>
</tr>
<tr>
<td></td>
<td>November, International Grant Aid Mid-term Strategy for 2007-2009 Established</td>
</tr>
<tr>
<td></td>
<td>November, Expansion of ODA for Africa Announced</td>
</tr>
<tr>
<td></td>
<td>November, Partnership Enhancement Forum between KOICA and NGOs Launched</td>
</tr>
<tr>
<td>2007</td>
<td>March, First ODA Seoul International Conference</td>
</tr>
<tr>
<td></td>
<td>March, Humanitarian Assistance Act Legislated</td>
</tr>
<tr>
<td></td>
<td>September, Enforcement of Global Anti-Poverty Contribution Fund</td>
</tr>
<tr>
<td></td>
<td>October, International Grant Aid Mid-Term Strategy for 2008-2010 Established</td>
</tr>
<tr>
<td>2008</td>
<td>May 19, Moved to the New Headquarters in Seongnam</td>
</tr>
<tr>
<td></td>
<td>May 22, Eighth President Park Dae-won Inaugurated</td>
</tr>
<tr>
<td></td>
<td>October 15, Climate Change Team Formed</td>
</tr>
<tr>
<td></td>
<td>December 31, ‘Understanding International Development Cooperation’ Published</td>
</tr>
<tr>
<td>Year</td>
<td>Event</td>
</tr>
<tr>
<td>------</td>
<td>-------</td>
</tr>
<tr>
<td>2009</td>
<td>May, ‘World Friends Korea’ Launched</td>
</tr>
<tr>
<td></td>
<td>September 20, ‘Footprints Across the Globe 1991-2009’ Published</td>
</tr>
<tr>
<td></td>
<td>December 16, International Grant Aid Publicity Team Launched</td>
</tr>
<tr>
<td>2010</td>
<td>March 15, KOICA International Development Academy (KOICA-IDEA) Opened</td>
</tr>
<tr>
<td></td>
<td>June 29, KOICA Global Village Opened</td>
</tr>
<tr>
<td></td>
<td>November 25, First International Development Cooperation Day</td>
</tr>
</tbody>
</table>
Annex 3. Aid Statistics

1. ODA of Korea (1991-2010)

(Unit: USD 10,000 / %)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ODA Total</strong></td>
<td>570,964</td>
<td>5,747</td>
<td>7,680</td>
<td>11,156</td>
<td>14,022</td>
<td>11,599</td>
<td>15,915</td>
<td>18,561</td>
<td>18,271</td>
<td>31,749</td>
<td>21,207</td>
<td>26,465</td>
<td>27,878</td>
<td>36,591</td>
<td>42,332</td>
<td>75,232</td>
<td>45,525</td>
<td>69,906</td>
<td>80,300</td>
</tr>
<tr>
<td>KOICA Support (A)</td>
<td>218,758</td>
<td>2,284</td>
<td>2,999</td>
<td>3,045</td>
<td>3,823</td>
<td>4,923</td>
<td>5,374</td>
<td>5,547</td>
<td>3,844</td>
<td>3,793</td>
<td>4,535</td>
<td>5,23</td>
<td>5,910</td>
<td>12,278</td>
<td>17,534</td>
<td>20,873</td>
<td>19,311</td>
<td>27,009</td>
<td>27,495</td>
</tr>
<tr>
<td>KOICA Support (%)</td>
<td>39,74</td>
<td>38,27</td>
<td>27,29</td>
<td>27,8</td>
<td>42,44</td>
<td>33,77</td>
<td>20,99</td>
<td>21,04</td>
<td>11,95</td>
<td>21,38</td>
<td>19,77</td>
<td>21,20</td>
<td>31,55</td>
<td>41,42</td>
<td>27,74</td>
<td>24,42</td>
<td>38,64</td>
<td>34,24</td>
<td>33,83</td>
</tr>
<tr>
<td><strong>Bilateral Aid</strong></td>
<td>527,334</td>
<td>3,152</td>
<td>4,522</td>
<td>6,012</td>
<td>6,007</td>
<td>7,146</td>
<td>12,331</td>
<td>11,134</td>
<td>12,470</td>
<td>13,135</td>
<td>13,118</td>
<td>17,154</td>
<td>20,676</td>
<td>24,57</td>
<td>33,079</td>
<td>46,330</td>
<td>37,606</td>
<td>52,843</td>
<td>53,988</td>
</tr>
<tr>
<td>KOICA Support (%)</td>
<td>46,93</td>
<td>70,21</td>
<td>63,58</td>
<td>49,55</td>
<td>62,23</td>
<td>66,57</td>
<td>42,30</td>
<td>48,02</td>
<td>29,57</td>
<td>28,13</td>
<td>33,65</td>
<td>27,42</td>
<td>28,34</td>
<td>49,67</td>
<td>52,78</td>
<td>43,57</td>
<td>51,35</td>
<td>51,11</td>
<td>50,58</td>
</tr>
<tr>
<td>KOICA Support (A)</td>
<td>245,27</td>
<td>2,213</td>
<td>2,675</td>
<td>2,979</td>
<td>3,708</td>
<td>4,743</td>
<td>5,16</td>
<td>5,347</td>
<td>3,687</td>
<td>3,695</td>
<td>4,411</td>
<td>4,704</td>
<td>5,659</td>
<td>12,177</td>
<td>17,468</td>
<td>20,866</td>
<td>19,311</td>
<td>27,009</td>
<td>27,306</td>
</tr>
<tr>
<td>KOICA Support (%)</td>
<td>78,38</td>
<td>88,38</td>
<td>92,77</td>
<td>91,16</td>
<td>97,72</td>
<td>94,65</td>
<td>97,66</td>
<td>97,63</td>
<td>99,09</td>
<td>94,57</td>
<td>92,95</td>
<td>88,30</td>
<td>87,84</td>
<td>83,71</td>
<td>82,31</td>
<td>63,48</td>
<td>74,57</td>
<td>74,74</td>
<td>73,33</td>
</tr>
<tr>
<td><strong>Multilateral Aid</strong></td>
<td>239,52</td>
<td>2,596</td>
<td>3,159</td>
<td>5,144</td>
<td>8,015</td>
<td>4,453</td>
<td>3,584</td>
<td>7,427</td>
<td>5,801</td>
<td>18,614</td>
<td>8,089</td>
<td>9,311</td>
<td>7,202</td>
<td>12,074</td>
<td>9,256</td>
<td>20,941</td>
<td>7,919</td>
<td>20,559</td>
<td>26,312</td>
</tr>
<tr>
<td>KOICA Support (B)</td>
<td>3,631</td>
<td>71</td>
<td>64</td>
<td>66</td>
<td>91</td>
<td>180</td>
<td>168</td>
<td>200</td>
<td>157</td>
<td>98</td>
<td>95</td>
<td>527</td>
<td>51</td>
<td>101</td>
<td>75</td>
<td>687</td>
<td>-</td>
<td>-</td>
<td>189</td>
</tr>
<tr>
<td>ODA/GNI Ratio (%)</td>
<td>0.02</td>
<td>0.02</td>
<td>0.03</td>
<td>0.03</td>
<td>0.02</td>
<td>0.03</td>
<td>0.04</td>
<td>0.05</td>
<td>0.07</td>
<td>0.04</td>
<td>0.06</td>
<td>0.06</td>
<td>0.10</td>
<td>0.05</td>
<td>0.07</td>
<td>0.09</td>
<td>0.10</td>
<td>0.12</td>
<td></td>
</tr>
</tbody>
</table>

* Projection for 2010
404 KOICA

110

64

1,118

75

71

639

International Organizations 10,653
943

85

137

108

359

625

40

748

3,045

1993

1,042

138

235

103

355

755

84

1,117

3,829

1994

1,322

180

358

143

362

873

138

1,547

4,923

1995

1,351

158

489

153

422

808

134

1,859

5,374

1996

17,935

24,390

20,329

47,919

13,795

7,306

Industry & Energy

Environment

Disaster Relief

Others

39,070

Governance

ICT

41,359

Health

Rural Development

38,019

Education

0

87

727

41

40

137

747

359

147

250,121 2,284

Total

1991

Total

Region
1993

0

149

1,240

170

59

231

713

249

128

0

51

1,077

282

63

253

589

379

350

2,939 3,045

1992

0

73

1,249

408

109

274

819

341

557

3,829

1994

0

113

1,700

376

159

412

650

737

776

4,923

1995

0

93

1,689

334

240

372

916

814

916

5,374

1996


28,378

133

88

2,418

13,092

Oceania

Eastern Europe and CIS

Others

298

351

Central and South America 23,680

27

655

28

35,710

Africa

556

37,350

Middle East

533

476

98,840

Asia

2,939

2,284

250,121

Total

1992

Total

Region

1991

2. ODA Allocation by Region (1991-2010)

0

70

1,467

630

267

465

1,062

556

1,032

5,547

1997

1,138

200

452

172

781

723

222

1,860

5,547

1997

0

51

1,032

380

150

404

516

527

785

3,844

1998

786

157

299

82

468

574

289

1,188

3,844

1998

0

166

1,017

338

196

339

452

409

876

3,793

1999

770

98

302

67

254

323

74

1,904

3,793

1999

0

48

1,055

282

235

299

641

727

1,249

4,535

2000

789

95

370

48

380

512

75

2,267

4,535

2000

0

1,298

1,149

241

284

335

571

787

736

5,401

2001

928

533

586

64

310

461

53

2,465

5,401

2001

2003

2003

1,093

101

504

74

673

803

4,216

4,945

2004

1,597

91

644

79

863

1,415

6,922

6,143

17,753

2004

2006

2005

1,776

811

932

79

1,200

1,572

7,798

6,832

2006

2,125

122

697

154

1,396

2,343

5,471

7,041

21,001 19,349

2005

2007

2,679

1,104

752

178

3,564

4,237

5,848

2,396

2,295

1,894

147

2,850

5,331

1,847

2,667

1,856

2,149

246

4,832

6,770

2,394

11,166 24,502

45,416

2010

2008

2009

2010

(Unit USD : 10,000)

2,310

2,442

1,624

227

3,199

5,457

1,561

8,660 10,703

27,926

2009

(Unit USD : 10,000)

2008

27,022 27,524

2007

0

76

1,425

354

734

447

1,757

843

571

0

519

2,384

473

826

753

3,416

1,484

2,553

0

1,280

2,577

1,013

2,825

888

4,715

1,968

2,487

0

3,052

2,740

1,841

2,188

826

2,668

4,267

3,420

0

1,710

3,117

2,353

2,540

730

4,027

2,666

2,205

0

908

4,176

3,264

2,974

1,623

5,086

4,577

4,413

2,310

1,251

2,005

2,842

3,418

2,425

3,929

5,453

3,891

2,329

1,034

2,523

1,913

3,520

2,717

3,000

6,439

4,452

2,667

1,766

13,571

2,796

3,563

4,004

2,797

7,777

6,476

6,207 12,409 17,753 21,001 19,349 27,022 27,524 27,926 45,416

2002

908

51

482

73

764

917

129

2,883

6,207 12,409

2002


## 4. ODA Allocation by Type (1991-2010)

(Unit USD : 10,000)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>250,121</td>
<td>2,284</td>
<td>2,939</td>
<td>3,045</td>
<td>3,829</td>
<td>4,923</td>
<td>5,374</td>
<td>5,547</td>
<td>3,844</td>
<td>3,793</td>
<td>4,535</td>
<td>5,401</td>
<td>6,207</td>
<td>12,409</td>
<td>17,753</td>
<td>21,001</td>
<td>19,349</td>
<td>27,022</td>
<td>27,524</td>
<td>27,926</td>
</tr>
<tr>
<td>Project</td>
<td>98,608</td>
<td>78</td>
<td>67</td>
<td>311</td>
<td>603</td>
<td>1,004</td>
<td>1,174</td>
<td>1,444</td>
<td>1,180</td>
<td>1,139</td>
<td>1,454</td>
<td>1,057</td>
<td>1,265</td>
<td>3,310</td>
<td>5,100</td>
<td>7,103</td>
<td>6,311</td>
<td>11,472</td>
<td>11,622</td>
<td>14,032</td>
</tr>
<tr>
<td>Development Studies</td>
<td>8,797</td>
<td>5</td>
<td>125</td>
<td>261</td>
<td>362</td>
<td>314</td>
<td>157</td>
<td>313</td>
<td>184</td>
<td>173</td>
<td>185</td>
<td>186</td>
<td>320</td>
<td>328</td>
<td>379</td>
<td>662</td>
<td>713</td>
<td>853</td>
<td>1,221</td>
<td>687</td>
</tr>
<tr>
<td>Training Program</td>
<td>22,940</td>
<td>167</td>
<td>195</td>
<td>235</td>
<td>349</td>
<td>443</td>
<td>563</td>
<td>541</td>
<td>464</td>
<td>520</td>
<td>754</td>
<td>729</td>
<td>1,079</td>
<td>1,077</td>
<td>1,135</td>
<td>1,487</td>
<td>1,973</td>
<td>2,721</td>
<td>2,957</td>
<td>2,382</td>
</tr>
<tr>
<td>Expert Dispatch</td>
<td>5,995</td>
<td>177</td>
<td>186</td>
<td>273</td>
<td>261</td>
<td>370</td>
<td>357</td>
<td>345</td>
<td>362</td>
<td>269</td>
<td>263</td>
<td>370</td>
<td>381</td>
<td>344</td>
<td>437</td>
<td>421</td>
<td>387</td>
<td>376</td>
<td>234</td>
<td>24</td>
</tr>
<tr>
<td>Volunteer Program</td>
<td>32,856</td>
<td>73</td>
<td>147</td>
<td>172</td>
<td>208</td>
<td>382</td>
<td>603</td>
<td>602</td>
<td>463</td>
<td>430</td>
<td>530</td>
<td>548</td>
<td>751</td>
<td>1,022</td>
<td>2,144</td>
<td>3,280</td>
<td>3,438</td>
<td>4,078</td>
<td>4,159</td>
<td>4,355</td>
</tr>
<tr>
<td>NGO</td>
<td>4,528</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>63</td>
<td>67</td>
<td>65</td>
<td>23</td>
<td>36</td>
<td>55</td>
<td>79</td>
<td>139</td>
<td>666</td>
<td>92</td>
<td>277</td>
<td>417</td>
<td>568</td>
<td>649</td>
<td>546</td>
<td>788</td>
</tr>
<tr>
<td>Provision of Equipment</td>
<td>36,897</td>
<td>1,058</td>
<td>952</td>
<td>798</td>
<td>931</td>
<td>910</td>
<td>1,010</td>
<td>1,029</td>
<td>331</td>
<td>351</td>
<td>455</td>
<td>355</td>
<td>1,128</td>
<td>4,462</td>
<td>6,774</td>
<td>4,763</td>
<td>3,824</td>
<td>4,068</td>
<td>3,309</td>
<td>530</td>
</tr>
<tr>
<td>Emergency Relief</td>
<td>7,673</td>
<td>87</td>
<td>148</td>
<td>51</td>
<td>73</td>
<td>113</td>
<td>93</td>
<td>70</td>
<td>51</td>
<td>108</td>
<td>51</td>
<td>1,294</td>
<td>300</td>
<td>112</td>
<td>101</td>
<td>1,242</td>
<td>491</td>
<td>486</td>
<td>1,063</td>
<td>746</td>
</tr>
<tr>
<td>Development Awareness</td>
<td>3,171</td>
<td>25</td>
<td>44</td>
<td>47</td>
<td>59</td>
<td>66</td>
<td>97</td>
<td>51</td>
<td>13</td>
<td>46</td>
<td>83</td>
<td>70</td>
<td>72</td>
<td>115</td>
<td>167</td>
<td>227</td>
<td>247</td>
<td>412</td>
<td>381</td>
<td>511</td>
</tr>
<tr>
<td>Multilateral Cooperation</td>
<td>4,151</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Others</td>
<td>24,504</td>
<td>614</td>
<td>1,075</td>
<td>896</td>
<td>983</td>
<td>1,257</td>
<td>1,253</td>
<td>1,088</td>
<td>773</td>
<td>721</td>
<td>707</td>
<td>715</td>
<td>772</td>
<td>975</td>
<td>1,426</td>
<td>1,539</td>
<td>1,749</td>
<td>1,988</td>
<td>1,929</td>
<td>1,818</td>
</tr>
</tbody>
</table>
## The 20 Years of KOICA Compilation Committee

- **Chair**
  - CHANG Hyun-sik

- **Edited by**
  - KIM Byung-gwan  |  KIM Bo-min  |  KIM Bok-hee
  - KIM Seung-bum  |  KIM In  |  KIM Jin-young
  - KIM Tae-young  |  KIM Chang-sub  |  PARK Sooyoung
  - Baek Sook-hee  |  Song Min-hyun  |  OH Sae-chul
  - Woo Chae-suk  |  LEE Wook-heon  |  LEE Jong-sun
  - LEE Hyun-joo  |  CHUNG Woo-yong  |  CHUNG You-ah
  - CHO Kyu-chan  |  HAN Young-tae  |  HAN Choong-sik

- **Written by**
  - KANG Kong-nae  |  KANG Seo-mi  |  KANG Seung-mo
  - KANG Yeon-wha  |  KO Yo-han  |  KWHAK Eun-young
  - KU Seon-myung  |  KIM Myung-jin  |  KIM Min-jong
  - KIM Bo-min  |  KIM Sang-joon  |  KIM You-jung
  - KIM Eung-ji  |  KIM Ji-young  |  KIM Jin-young
  - MOON Sang-won  |  PARK Myung-ji  |  PARK Sung-gi
  - PARK Soon-jin  |  PARK Jong-min  |  BAEK Mi-hae
  - BAEK Seung-wha  |  BYUN Sook-jin  |  SEO Dong-sin
  - SON Song-hee  |  EU Gyoo-cheol  |  OH Yeon-gum
  - OH Choong-hyun  |  YOU Ji-young  |  YOON Ji-hyun
  - LEE Nam-soon  |  LEE Myoung-ju  |  LEE You-ri
  - LEE Jung-hun  |  LEE Hyung-won  |  LIM So-young
  - LIM In-young  |  CHANG Woo-chan  |  CHUN Young-eun
  - CHUNG Sang-hee  |  CHO Jung-myung  |  CHO Hye-won
  - CHO Hye-jung  |  CHA Eun-joo  |  CHOI Soo-young
  - CHOI Young-mi  |  HA Kyung-wha  |  HAN Gun-sik
  - HAN Myung-il  |  HAN Seung-hun  |  HYUN Jin-joo
  - WHANG Soc- rim  |  HONG Sae-hoon

- **Supervised by**
  - KIM Sang-tae  |  LEE Kyung-goo  |  YE Hye-gyoon
Making a better world together!

KOICA aims to make a better world by helping to achieve the Millennium Development Goals (MDGs) and promoting equitable and sustainable development in our partner countries. KOICA also seeks to actively participate in the global efforts to enhance the capacity of nations and individuals to overcome poverty and improve their quality of life. As Korea was once an aid-recipient country, KOICA always tries to take into account of the perspectives of its partner countries, as well as to enhance its aid efficiency and effectiveness. We believe that KOICA is carrying out official development assistance (ODA) on behalf of all Koreans; for it is time for Korea to return the help it received from other countries in the past.

KOICA will try its best in its ODA activities to become the pride of Koreans. Traditionally, our ancestors celebrated their coming of age with the ritual custom of changing their hairstyle on their 20th birthday. After this day, men would wear their hair up in a topknot and women would wear theirs tied back with a ‘rinyeo,’ a traditional hairpin. By observing this custom, a 20 year-old adult was given more freedom and rights, and was also expected to be more responsible while facing various challenges in life. As a 20 year-old organization, KOICA embraces the same responsibilities and challenges. KOICA will make great strides as an institution of international development cooperation.

KOICA will not only improve the quality and quantity of Korean ODA, but will also strengthen partnerships with developing countries to help them take greater ownership over their own development experience. We will endeavor to move forward as a true friend to the developing countries and to return the international assistance with the spirit of ’Grateful Korea.’

Park Dae-won, President of KOICA