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# 개발경험 공유를 위한 G20 공조방안 연구관련 해외사례(중국, 일본) 조사면담 출장보고서

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2010. 9

국제개발협력센터

 한국개발연구원

- 한국은 2010년 OECD DAC에 가입함으로써 선진공여국의 대열에 합류하였고, 또한 2010년도 G20 의장국으로서, 글로벌 재균형 및 개발격차 감소를 통한 강하고 지속가능하며 균형 잡힌 세계경제 성장이라는 프레임워크 달성을 위해 2010. 11월에 개최될 서울 G20 정상회의에서 개발의제에 대한 본격적 논의를 추진할 예정임.
  - 이를 위해 서울 정상회의를 계기로 발표할 신규 이니셔티브 발굴이 요구됨.
  
- 개발협력에 대한 접근법 관련, 한국은 그동안 국제기구, 선진공여국들이 주력했던 인도주의적 차원의 원조와는 다른, 현 개도국들의 실질적 경제성장에 도움을 줄 수 있는 개발협력에 초점을 맞추고 있음.
  - 특히 우리가 빠른 경제성장 달성을 통해 경쟁력을 확보하게 된 개발경험공유사업과 관련하여, 한국의 개발모델 뿐만 아니라 여타 G20 회원국들의 개발경험 등을 공유할 메커니즘을 구축할 것을 추진
  - 이를 통해 G20 차원의 정책 공조를 통한 효과성 제고 모색

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## 출장 개요

### ① 출장목적

- G20정상회의 준비위원회로부터 수탁한 '개발경험 공유를 위한 G20 공조방안' 정책용역사업의 과제를 수행하기 위해, 중국과 일본을 방문하여 전문가와의 면담을 통해 각 국에서 이루어지고 있는 개발경험공유사업과 관련한 사업의 배경, 목적, 선례 및 향후 계획에 대한 정보를 얻고자 함.

### ② 출장지 및 기간

- 출장지: 중국 북경 및 일본 동경
- 기 간: '10년 8월 30일(월) ~ 9월 3일(금), 출·입국일 포함

### ③ 출장자 명단 : 총 2명

소 속	성 명	직 위	출장기간
KDI	임원혁	국제개발협력센터 정책연구실장	8.30-9.3
	김윤정	국제개발협력센터 정책연구실 연구원	8.30-9.3

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## 출장 일정

## □ 주요 일정

일자	시간	주요일정	장소	비고
8.30 (월)	09:30	인천 출발	인천국제공항	KE851
	10:35	북경 도착		
	18:00	Wang Yan(WB, Senior Economist) Zhang Yanbing(칭화대 교수) 면담	Qiao Jiangnan, 중국국제 무역센터	OECD DAC- China
8.31 (화)	09:00	He Xiaojun(IPRCC Deputy Director) Zhang Huidong(IPRCC 연구위원) Zhang Yanbing(칭화대 교수) 면담	IPRCC	
	12:00	Yang Bojiang(전 CICIR Senior Fellow) 면담	Crystal Jade Palace	
	19:00	Chen Ping(글로벌 타임즈 기자) 만찬면담	북경 대동카오야	만찬 (간담회비 지출)
9.1 (수)	16:40	북경 출발	북경수도 국제공항	JL024
	21:00	동경 도착(하네다 공항)		
9.2 (목)	14:00	Kodera Kiyoshi(JICA, Vice President) Arakawa Hiroto(JICA, Senior special advisor) Morita Takahiro(JICA, Director) 면담	JICA	
	18:00	Toru Yanagihara(Takushoku대) 면담	시부야 Komugibou	
9.3 (금)	11:30	일본 외무성 관계자 면담(임원혁)	시나가와 퍼시픽호텔	
	15:35	동경 출발 (하네다 공항)	하네다 국제공항	KE5710
	17:55	김포 도착		

### 1 OECD China DAC Group 면담

- 일 시: '10년 8월 30일(월), 18:00-20:30
- 장 소: 중국국제무역센터 Qiao Jiangnan
- 참석자: 임원혁, 김윤정(이상 KDI), Wang Yan(WB, OECD China DAC 그룹), Zhang Yanbing(칭화대)
- OECD China DAC Study Group 개요

#### ① 미션

- 중국과 아프리카 국가 내 성장 및 빈곤감축에 대한 교육을 증진시키고 개발 경험을 공유함.

#### ② 설립 배경

- 2008년 2월 IPRCC와 DAC Network on Poverty Reduction(POVNET)이 공동으로 워크숍 개최, 이에 따라 IPRCC에서 China-DAC Study Group의 설립을 제안함.
- 2009년 1월, Study Group 설립

#### ③ 조직 구성

OECD China DAC Study Group은 중국학자, 정부 관료로 구성되었으며 몇몇 DAC 회원을 참관인으로 두고 있음.

- Honorary Co-Presidents: Wu Zhong(Director-General of IPRCC) and Eckhard Deutscher(DAC Chair)
- Co-Chairs: Huang Chengwei(IPRCC) and Richard Carey(OECD)
- Director: Li Xiaoyun(중국)
- Co-Leaders: Li Anshan(중국), Li Xiaoyun(중국), Jean-Raphael Chaponniere(프랑스) and Robert Haas(독일)
- Study Group Members: Jennifer Adams(미국), Peter Craig-McQuaide (Maciej Popowski 대리)(European Commission), Adrian Davis(영국), Francois Bontemps(벨기에), He Wenping(중국), Philip Karp(World Bank), Naohiro

Kitano(일본), Mao Xiaojing(중국), Maciej Popowski(European Commission), Michael Stirnweiss(독일), Tadashi Suzuki(일본), Tori Tveit(노르웨이), Wang Yantao(중국), Kanni Wignaraja(UNDP), Yun-Gil Jeong(KOICA)

- 베이징 측 코디네이터: Yan Wang(OECD)
- 프로젝트 운영팀: Wang Xiaolin(IPRCC) and Li Linyi(IPRCC)
- DAC 사무국 코디네이터: Michael Laird(OECD)

#### ④ 주요 연구 분야

- 중국 경제성장 및 빈곤감축 경험, 사례연구(국제협력에의 기여 및 아프리카 국가들과의 연관성 포함)
- 중국-아프리카 국가들과의 경제협력활동 및 빈곤감축에의 영향

#### ⑤ Study Group의 원칙

- 정책기반의 업무수행(정책결정과정에 중점을 둠.)
- 부가가치 창출의 연구수행
- 현실에 직접적으로 도움이 되는 연구수행
- 민간, 시민사회의 의견을 반영하는 포괄적 연구수행
- 아프리카 등 개도국의 빈곤감축에 영향을 줄 수 있고 개도국으로 하여금 경제개발을 위해 적용 가능한 연구결과 도출을 목표로 함.

## □ 주요내용

### [중국 개발협력 관련 개괄내용]

- 중국 정부 중 개발협력 관련 사업을 직접적으로 담당하는 Aid Agency는 없지만 통상부가 주로 원조 관련 업무를 수행함.
  - 중국 외교부는 주로 정치·외교 및 대외 갈등관계에 관한 이슈를 담당하며 대외원조 및 협력은 주로 통상부에서 관여함. 그러나 통상부가 직접 대외원조 관련 사업조정을 담당하지는 않음.
  - 대외개발협력 사업을 수행하는 중국 수출입은행은 중국 통상부와 연계되어 있으며 막강한 영향력을 지니고 있음.
- \* 중국 수출입은행 고위급 인사는 중국 정부부처의 장관급으로 대우받는

반면, 한국 수출입은행의 경우 고위급 인사는 차관급으로 대우

- 중국국제부빈중심(中國國際扶貧中心, IPRCC: International Poverty Reduction Center in China)는 남남협력, Capacity Building에 대한 정보를 다루며 개발경험을 공유하는 플랫폼의 역할을 담당함.
  - IPRCC에 협력, 접촉하는 정부부처는 프로젝트별로 세분화되어 IPRCC의 Line Ministry의 역할을 하는 한 개의 특정 부처가 존재하지 않음.
- 개발의 큰 특성 중 하나인 불확실성(uncertainty)을 고려, 중국은 개발에 있어서의 Learning Process를 매우 중요하게 간주하며 Learning을 통한 Innovation의 창조는 경제개발을 위해 필수요소라고 생각함.
  - 특히 중국은 경제개발을 위한 배움의 과정 중 한국과 일본의 개발 모델을 모방했으며, 이 외에 OECD 회원국의 개발 모델도 모방함.
- \* 한국의 개발모델 중 재벌을 지원, 활용한 경제개발 사례를 연구·모방
  - 또한 중국은 남남협력을 통해 보다 실험적인 기술과 전략을 모색하고 국내 사례에 적용하며, 이를 기반으로 새로운 Skill을 개발함. 중국은 이와 같은 배움→모방→신기술·전략창조를 개발의 과정이라고 생각함.
- 그동안 선진공여국(Traditional Donors)은 개발협력을 공여국(선진국)에서 수혜국(개발도상국)으로 원조 자금을 제공하는 Financing 측면에서만 접근했으나 중국은 지식공유의 측면에서도 접근함.
  - 실험적 개발모델을 전수하는 프로젝트를 수행한 후 프로젝트가 성공적일 경우 그것을 더욱 발전시키는 형식으로 진행함.

- 특히 G8과 G20의 개발에 대한 접근방식을 비교해 보면 G8은 선진공여국의 입장을 반영하여 원조자금 제공에 주력하고 G20은 개발을 위한 지식공유에 중점을 둠.
  - 중국은 G20 회원국 중 한 국가로서 중국의 개발경험 및 지식을 주로 아프리카 개발도상국들을 대상으로 전수하며 개도국들로 하여금 벤치마킹 후 각 국의 상황에 맞는 새로운 개발전략을 발전시키도록 협력함.(특히 농업개혁 분야에 주력)
  - 중국은 간단한 형태의 개혁 및 개발전략을 전수하는데, 예를 들어 Special Economic Zone 형성 등이 해당됨.
- 서방 선진국의 컨센서스와는 다르게 동아시아의 컨센서스가 설립되어야 한다고 생각
  - 동아시아의 국가들 개발모델은 일본 경제개발→대만, 싱가포르, 한국 경제개발→중국 경제개발→베트남, 캄보디아 동아시아 국가의 개발모델 벤치마킹 현상을 보이며 Flying Geese의 형태를 나타냄.
  - 이와 같은 현상을 바탕으로 동아시아만의 경제개발을 위한 협력 컨센서스를 설립할 수 있을 것임.
- 세계은행은 원조자금 제공과 지식공유를 기반으로 하는 개발협력 모두를 수행하며 남남협력 및 Capacity Building에도 주력함.
- 또한 중국은 개도국의 경제개발 과정에 해외투자유입이 중요하다고 간주
  - 한국의 삼성 및 현대차의 중국진출 및 투자는 중국 경제발전에 매우 중요

- 중국 기업의 對아프리카 해외투자의 가능성을 고려하면, 아프리카에 기본 인프라가 조성되어야 해외 기업의 진출이 가능하다고 생각함. 일본의 경우 아시아 개도국들을 대상으로 ODA로 인프라 시설을 마련한 후 일본 회사가 해당 국가들에 투자·진출을 하였는데 중국도 이와 같은 선례를 따라야 할 것임.

#### [OECD DAC China 시각]

- OECD DAC China 그룹은 프로젝트를 기반으로 운영되며 각 프로젝트에 따른 Timetable대로 운영
  - 현재 3번째 프로젝트가 개도국의 인프라개발을 주제로 진행 중이며 향후 4번째 프로젝트는 에티오피아를 대상으로 민간 부문 개발(Private Sector Development: PSD)을 주제로 하여 진행될 예정임.
- 중국은 그동안 주로 양자 개발협력을 수행해 옴. 단 교육, 건강, 농업, 면역 4개 분야에서만 삼자 혹은 다자 협력이 가능함을 전제함.
- 현재 OECD는 중국의 가입을 희망, 중국의 개발경험 및 전략 등 정보를 얻기 바람.
  - 유럽 선진공여국들은 개발도상국의 공여국에 대한 의존성이 유지되기를 원하기 때문에 인프라 조성 분야의 원조는 제공하지 않음.
- 중국은 Percapita GDP가 낮을 때부터 대외 원조를 시작한 것을 고려, 현 시점에서 OECD 가입의 필요성을 숙고하고 있음.
  - 한국의 경우 산업화를 이룬 선진 민주화국들의 모임인 OECD에의 가입이 갖는 상징적 의미가 컸고 또한 OECD의

DAC은 당시 한국이 가입하지 않은 유일한 선진 커뮤니티였음. 그러나 이러한 시대적 배경과 상징성을 제외하면 대외원조가 주로 양자관계로 이루어져 DAC 가입의 효율성은 재고가 필요함.

#### [IPRCC 관련 내용]

- IPRCC는 2004년에 상해에서 개최된 빈곤감축을 위한 글로벌 컨퍼런스(세계은행 및 중국재무부 주최)를 계기로 2005년에 설립됨.
  - 중국 정부 및 UNDP가 IPRCC를 지원
  - 정부는 주로 트레이닝 프로그램의 스폰서 역할
- 주요 기능을 보면, IPRCC는 남남협력 및 개발 지식공유의 플랫폼으로서 중국의 빈곤감축 경험을 요약, 정리하여 개발도상국에 전파
  - 현재까지 약 500명의 개도국 공무원을 대상으로 프로그램 진행
  - 프로그램은 보통 2~3주 동안 진행되며 결과물로 보고서를 출판
- IPRCC의 주요 활동은 Research, Training 및 Exchange이며 현재 중국 외 브라질에 국제 빈곤센터(IPC)가 있으며 향후 한 대륙에 하나의 센터를 설립할 계획(UNDP)
  - 언어가 상이하다는 문제로 중국센터와 타국의 빈곤센터 간 교류는 많지 않음.(Research 센터에서 생산한 정보를 번역하여 IPC간 공유)
- IPRCC 내 구성원을 보면, 상주 연구위원이 4~5명으로 많지 않는데 이는 IPRCC가 신생연구기관이기 때문임. 보통 중국

대학생들이 트레이닝 프로그램의 자료를 준비하며 빈곤감축 및 개발협력에 대한 리서치는 외주(중국 내 대학교, 재무부, 통상부 및 중앙은행 등)에 의존함.

- IPRCC 자체 리서치 능력은 아직 미약함.

#### [중국 내 글로벌 거버넌스 관련 내용]

- 중국 외교부 산하 연구소들은 대부분 외교관련 이슈를 다루는 연구소로 글로벌 거버넌스에 특화된 것은 아님.
- 중국 CICIR가 유일한 연구기관은 아니나 글로벌 거버넌스를 다루는 대표적 기관이라고 간주됨.
- 중국 GDI 및 DIE는 주로 중국과 EU간의 관계에 초점, 글로벌 거버넌스 이슈를 다루지 않음.

#### [중국 대외개발협력의 문제점]

- 중국은 아직 개발에 대한 확고한 정의가 이루어지지 않아 그동안 협소한 의미의 개발협력에 주력해 옴. 따라서 명확한 개발협력에 대한 정의를 내려야 할 것으로 생각함.
- 또한 중국 정부는 대외원조를 위한 자금이 어떻게 쓰이는지 체계적으로 감독하고 있지 않아 문제가 발생되므로 모니터링 시스템을 강화할 필요가 있음.
- 중국은 국내 세납자들에 책임감을 갖고 원조 자금을 효율적으로 운영해야 할 것임.

## ② 중국국제부빈중심(中國國際扶貧中心, IPRCC: International Poverty Reduction Center in China) 방문 면담

□ 일 시: '10년 8월 31일(화), 09:00-11:00

□ 장 소: IPRCC

□ 참석자: 임원혁, 김윤정(이상 KDI), He Xiaojun, Zhang Huidong(이상 IPRCC), Zhang Yanbing(칭화대)

□ IPRCC 개요

### ① 미션

- 국제적 빈곤지역 내 개발지식공유, 정보교환 및 국제협력을 위한 플랫폼으로서 빈곤감축과 개발을 위한 활동을 수행
- 센터의 총체적 목표는 빈곤감축 프로세스를 증진하고 세계적 빈곤감축에 기여하는 것으로 이를 위해 빈곤감축 관련 정책과 전략을 조정하고자 함.

### ② 설립 배경

- 2004년 5월 빈곤감축 관련 상하이 글로벌 컨퍼런스에서 Chinese State Council Leading Group Office of Poverty Alleviation and Development(LGOP), 중국 통상부 및 UNDP가 IPRCC 설립에 대한 양해각서를 체결함.
- 2005년 5월 16일 위 세 기관이 공식적으로 Programme Document에 서명, 2005년 7월 20일 IPRCC의 공식적 개시를 알리는 워크숍을 개최함.
- 2006년 1월 20일 첫 번째 이사회 모임이 베이징에서 개최되어 센터의 주요 활동내용과 Charter를 구성하고 운영책임자들을 임명함.
- 2006년 2월 16일 이후부터 IPRCC로부터 초청받은 전문가에 대해 중국정부에서 비자발급을 허용함.

### ③ 조직 구성

<이사회: Board of Trustees>

- Chairman: Liu Jian(중국 State Council 고문, 전 LGOP director)
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#### ④ 주요 활동

- Research(개발관련지식 및 사례연구)
- Exchange(다양한 컨퍼런스 개최로 개발관련 지식의 공유 및 교환을 수행)
- Training(남남협력을 통한 연수사업)
- Cooperation(양자 개발협력 실천)

#### □ 주요내용

- IPRCC는 2004년 상하이에서 개최된 글로벌 빈곤 감축 컨퍼런스의 결과를 바탕으로 설립된 신생 연구기관으로 지난 6년 동안 빠르게 성장함.
- IPRCC는 Research, Training, Exchange, Cooperation과 Information & Communication 주요 5개 사업을 개발, 수행함. 현재 총 50명의 직원이 IPRCC에 근무하며 이들은 Researcher(연구전문가), Advisor(자문전문가) 및 자원봉사자로 구성됨.

#### [Research]

- IPRCC는 지난 몇 년간 타 연구기관(세계은행 등의 국제기구, 칭화대 및 중국 농업대학교 등의 대학교)과 연계하여 빈곤감축에 대한 연구 활동을 진행하였는데, 중국의 개발경험, 국제 개발사례 및 중국과 타국의 개발경험 비교연구에 중점을 둠. IPRCC는 이와 같은 연구를 바탕으로 국제 빈곤감축 및 개발에 대해 제반적 이해를 할 수 있었음.

- 주로 중국과 아프리카, 아시아 국가들의 개발경험을 비교, 특히 농업분야의 개발경험을 비교함.
- 연구의 결과로 약 10개의 Working paper 및 다수의 관련 서적을 출판함.

### [Training]

- IPRCC는 그동안 24개의 Training Program을 운영해 왔으며 아프리카 및 아시아 등 약 85개국의 정부관료 등이 이 프로그램에 참가함. Training Program은 주로 중국의 개발경험 정책·사례를 소개하는 것으로 구성되며, 참가국의 개발사례를 공유하는 기회도 마련
- (중국과 다른 개발도상국 간의 개발경험공유) 각 국 고위 정부 관료를 초청하여 농업발전, 국제협력 및 경제특구지역 등에 대해 서로의 사례를 공유
- 이 외에도 NGO 및 프로젝트 매니저들이 참여하는 Training Program을 마련하여 중국의 개발관련 정책 수립·시행사례 및 프로그램 운영방법에 대해 전수함.
- 수단 NGO 관계자 그룹이 IPRCC에 방문하여 2~3주간 Training Program에 참여, 프로그램의 절반은 회의 및 토론으로 구성되며 나머지 절반은 Field Study를 실시함.

### [Exchange]

- IPRCC는 다양한 종류의 고위급 포럼을 개최함.
- 매년 10월 17일 국제빈곤근절의 날을 기념하여 개발관련 고위급 포럼을 개최, 매년 다른 주제에 대해 논의함. 2010년에는 경제발전 패턴/모델의 변화를 주제로 다룰 예정이며 2009년에는 경제위기에 대해서 논의함.
- 또한 매년 China-ASEAN Social Development and Poverty

Reduction 포럼을 개최하여 아시아 국가들과 개발관련 이슈를 논의하는 기회를 가짐.

- 이 외에도 다수의 컨퍼런스 및 워크숍을 매년 개최함.

### [Cooperation]

- 최근에 새로 개설된 프로그램으로 국가 간 양자협력을 기본으로 함. 첫 번째 대상국은 탄자니아로 농업개발 협력 사업을 위해 중국의 농업관련 전문가를 약 4개월 동안 탄자니아로 파견하여 현지 조사 및 중국과의 비교연구를 수행하게 함.
- 전문가들은 중국의 농업개발경험을 정리하여 이를 탄자니아 정부 공무원들에게 전수하여 그들로 하여금 중국의 경험을 배우고 이를 탄자니아의 농업개발을 위해 활용할 수 있도록 지원함. (정책의 실제 이행에 대한 자문도 수행) 최근에는 탄자니아가 중국의 경험을 어떻게 적용하여 실제 농업개발에 활용할 것인가에 대해 연구함.
- 또한 중국의 파견 전문가들은 탄자니아 내 NGO를 도와 워크숍 및 컨퍼런스 개최를 지원하고, 거시경제에 대한 자문도 수행하고 있음.
- IPRCC는 USAID 등 국제기관과의 협력 하에 라오스, 캄보디아 등 개발도상국의 지원활동을 구상 중

### [Information & Communication]

- IPRCC의 웹사이트를 구축하여 개발관련 분야에 관심 있는 사람들에게 개발 및 빈곤감축을 위한 정보를 제공
- 칭화대 및 중국농업대학교 등과 연계하여 개도국 학생들이 중국에서 대학원 과정을 공부할 수 있도록 지원하며 학생들에게 IPRCC의 연구 활동에 직접 참여할 수 있는 기회를 부여함. IPRCC는 이러한 공동연구사업에 필요한 등록금 등을

지원함. 또한 연구주제가 IPRCC의 활동과 가장 부합되는 학생의 경우 일부 자금을 지원해 줌.

## [Q&A]

- KDI는 다년간 정책자문사업을 수행한 결과, 각 국가들마다 특징과 배경이 다른 것을 감안하여 한국의 개발경험을 전수하는 것이 실질적으로 개발도상국의 경제발전을 위해 활용되는 데 제한이 있다는 것을 깨달았다. IPRCC는 중국의 경험을 공유·전수할 때 이와 같은 문제가 있지 않았는가?
  - 중국의 경제개발은 매우 빠르게 진행되었기 때문에 이것이 바로 (단순하게) 다른 개발도상국의 상황에 부합되지는 않을 것이라고 생각한다.
  - IPRCC는 단지 정책 수립 및 이행방법에 대해 소개하는 역할을 수행하는 것이고 이를 실제로 어떻게 적용할 것인지, 중국의 경험 중 어떤 것은 받아들이고 다른 어떤 것은 받아들이지 않을 것인지에 대해서는 개발도상국 스스로가 심사숙고를 해야 한다고 생각한다. 무엇을 어떻게 받아들여 개발을 위한 정책에 도입할지 여부는 각 개도국 정부관료(개발협력활동 참가자)가 결정할 사안이라고 생각한다.
  - 또한 IPRCC는 중국의 경험 뿐 아니라 개발협력활동에 참여하는 참가자들의 개발경험 및 정책도 함께 공유하여 그들로 하여금 가장 관련 있는 것을 배울 수 있게 한다. (Interaction Learning을 지향)
- 정책자문활동의 최종 결과물은 무엇인가? 웹사이트에 연구보고서를 게시하는가? KDI는 한국의 개발경험에 대한 사례연구 및 정책자문보고서를 지식공유사업 웹사이트에 올려 접속자로 하여금 다운로드가 가능하게 한다.
  - 웹사이트를 통해 컨퍼런스 자료를 구할 수는 있지만 일부는 중국어로 되어있어 한계가 있다.
- 각 국의 개발경험을 모은 지식공유 플랫폼 구축에 대해서는

어떻게 생각하는가?

- 개발관련 모든 resource를 결합시키는 것은 아주 좋은 생각이다. 하지만 IPRCC는 그 문제의 계획과 발전에 대해서는 별로 생각해 온 것이 없다.
- 지식공유 플랫폼을 만들어 운영할 경우 이 플랫폼에 개발경험 지식과 사례연구결과를 올리는 국제기구 및 개발협력기관에 돌아갈 이익은 무엇이라고 생각하는가? 이 플랫폼을 활용하여 개도국들은 어떻게 정책자문을 요청할 수 있을 것인가? 예를 들어 G20 차원에서 지식공유 플랫폼을 만들어 여기에 특정주제(예, 국제무역 등)에 대한 각국의 개발경험을 게재하면 개발도상국들이 사례연구를 보고 자국의 상황과 더욱 근접하고 자국 경제개발에 적용 가능한 것을 고르고, 이에 따라 정책자문을 요청하는 방식을 생각했다.
- 많은 나라들이 중국의 개발관련 경험, 주제에 관심이 있을 것으로 생각한다. 문제는 개발협력국의 정부가 얼마만큼의 관심을 보이는가이다.
- KDI는 잠정 개발협력국의 대사관에 수요조사서를 보내 그들의 정책을 파악하고 조사서에 대한 답변에 따라 향후 정책자문사업을 할 국가를 선정한다. IPRCC에는 이와 같은 공식적인 절차가 있는가? 탄자니아와의 정책자문사업은 어떻게 시작하게 되었는가?
- IPRCC는 아직까지 향후 사업에 대한 공식적인 요청절차가 없다. 탄자니아의 경우 2008년 우리가 다른 국제기구와 공동 워크숍을 개최하였는데 그 워크숍에 참여했던 방문단 중 탄자니아 총리가 자국의 개발을 위해 중국의 농업개발관련 정책자문을 받고 싶다고 요청하여 사업을 시작하게 되었다. 워크숍 이후 우리는 WB 탄자니아와 협의를 하여 어떻게 사업을 진행시켜나갈지를 계획했다. (사업을 위한 자금은 WB에서 부담)
- 정책자문사업을 위한 자금은 일반적으로 중국 정부가 아닌 국제기구 및 국제기관에서 지원받아 사용하는가?

- WB 및 국제기구로부터 보조금을 받는다.
- KDI의 국제개발협력센터는 WBI와 지식경제 및 혁신정책 등에 대해 공동연구를 진행하고 또한 글로벌 워크숍 등을 계획·운영하는데 혁신정책이슈에 대해서는 KDI와 WB의 접근방식이 크게 다르지 않다. 그러나 개발모델 등 다른 주제에 대해서는 중국과 국제기구 양 기관 간 불일치가 있을 수 있다고 생각하는데, 이와 같은 경우 국제기구와의 협력은 어떻게 전략적으로 대처 하는가?
  - 먼저 해당주제에 관해 양 기관이 협력할 수 있는 공통의 이익(Common interest)을 찾는다. 그러나 경우에 따라 IPRCC의 의견이 자금을 부담하는 국제기구의 의견과 다를 수도 있을 것이라고 생각한다.
  - 개발협력에 있어 제3의 의견, 제안은 개발도상국에 더 많은 choice를 제공하기 때문에 매우 중요하다고 생각한다.
- 개발도상국이 한국, 중국 및 국제기구로부터 각각 정책자문을 받는 것과 이 기관들이 한 주제에 대해 서로 연계된 프로젝트를 진행하여 얻은 공동의 자문을 받는 것은 매우 다를 것으로 생각된다. 개별 국가로부터 자문을 받는 것보다 다양성과 선택의 항목이 더 줄어들 것으로 예상된다.
- 지식공유플랫폼을 위한 벤치마크 대상으로 아이폰을 생각하고 있다. 사용자들이 원하는 어플리케이션을 다운받고 이에 대한 피드백을 판매자/생산자와 공유하며, 유용한 어플리케이션은 더욱더 인기를 얻는 것처럼 국가 혹은 국제기구가 경제개발에 대한 성공사례·모델 및 정책자문활동을 플랫폼에 올리면 개발도상국들이 이것을 수요에 맞게 사용할 수 있도록 하는 것이다.
- 한국은 2010.6월 토론토 G20 정상회의 이전에 개발의제에 대한 논의를 시작했고 지식공유플랫폼은 아직 기본적인 아이디어만 잡혀있는 상태이다. 캐나다 정부는 G20로서 활동하

기 보다는 G8에 중점을 두기 때문에 한국이 제안하는 개발 관련의제에 대해 큰 관심을 갖고 있지 않다고 생각한다.

- 플랫폼은 WB 등 국제기구와의 협력아래 운영될 것으로 예상된다. 한 가지 생각은 실제 센터를 설립하지 않고 인터넷 상으로만 플랫폼을 운영하는 것인데 일단 개발관련 지식들을 한 데 모으는 것이 첫 단계로서 중요하고 그 후 이것을 G20회원국 및 그 이상의 회원을 포함한 실제 센터로 발전시키는 것을 생각해야 할 것이다.
- (Zhang) 영국, 미국 등 기존에 지식공유플랫폼에 대해서 계획했던 적이 없었는가?
  - (Lim) 계획했었다. 독일, 미국, 프랑스, 영국 등이 이에 관한 센터가 있고 여기에서 개발관련 정책 사업을 진행하고 있다. 또한 WB 및 OECD, UNDP에서 개발경험공유사업을 하고 있다. 그러나 우리의 플랫폼 아이디어는 기존의 것에 비해 더욱 많은 개발관련 지식을 한데 모으려는 것에 그 차이가 있다.
- 우리는 일차적으로 G20회원국 중 이 지식공유플랫폼에 관심을 갖고 개발관련 지식을 플랫폼에 올리고자 하는 국가/기관을 중심으로 플랫폼을 구축하고, 향후에는 G20 차원 이상의 국가들의 참여를 바탕으로 플랫폼을 확대할 계획이다. 플랫폼의 점진적 발전을 생각하고 있다.
- 개발지식을 제공하는 각국 정부 및 국제기구에 돌아가는 이익은 무엇인가에 대한 답을 아직 찾지 못하고 있다.
- 결국에는 이 플랫폼을 운영하고 감독기능을 수행할 사무국이 필요할 것으로 생각된다. 또한 Peer learning과 Peer evaluation을 수행할 메커니즘이 필요할 것이다. 현재 OECD에서 회원국끼리 공통의 기준에 따라 평가를 실시하는데, G20 내에도 사무국의 역할을 하는 기구를 두어 이행 및 분석에 있어 지원을 해야 한다고 생각한다. 그러나 여기에는 어디에 사무국을 둘 것인가라는 이슈가 있다.

- (IPRCC) 지식공유 플랫폼에 대해 한국을 제외한 다른 국가들 및 국제기구는 관심을 보이는가?
  - (Lim) 아직은 이 주제에 대한 이슈 페이퍼를 발표하지 않았다. 하지만 지식공유 플랫폼에 대해 WB, JICA등에 대해 얘기를 했을 때 어느 정도의 관심을 보였다. 한편 개발도상국들은 매우 큰 관심을 보였다.
- (Zhang) 현재 국제기구 및 G8과 같은 선진국의 모임에서 수행하고 있는 개발협력사업에 구조적으로 재조정이 필요하다고 생각한다. 그러나 이는 쉽지 않을 것이라고 간주된다.
  - (Lim) G20 피츠버그 정상회의에서 G20을 세계경제를 논의하는 최상위 포럼으로 발전시키고 또한 강하고 지속가능한 균형적 성장을 위한 프레임워크를 구축할 것에 동의했다. 이러한 균형적 성장은 현재의 글로벌 불균형을 해소해야 가능한 것인데 G8은 좁은 의미에서만 균형적 성장을 논의하지만 신흥경제성장국은 불균형 해소를 위해 글로벌 개발격차가 감소되어야 할 것을 주장한다. 이를 바탕으로 한국은 G20 프레임워크와 개발의제를 연계하게 되었다.
  - (Lim) 또한 단지 선진국의 절차를 따르게 강요할 것이 아니라 개발도상국으로 하여금 쉽게 접근가능하며 다양한 선택을 할 수 있는 data base 중 그들에게 맞는 것을 선택하도록 하는 것이 바람직하다고 생각하는데서 플랫폼에 대한 제안이 시작되었다. 이 플랫폼에 대해 국제기구는 흥미를 갖고 있지만 각국 정부의 경우 관심을 가지고 있는지 여부가 확실치 않다. 특히 특정 개발경험 및 지식을 갖고 있지 않은 국가들의 경우도 생각해야 한다.
- (Zhang) WB가 이 플랫폼에 그들의 지식과 노하우를 공유할 것인가?
  - (Lim) 물론이다. WB와 같은 국제 최상위 기구는 그들의 다양한 지식공유사업 및 정책자문사업에 대한 경험과 노하우를 바탕으로 이러한 공통의 플랫폼에 기술적 지원을 할 것으로 예

상한다. G20 회원국과 협력하거나 플랫폼구축에 협력할 것인가는 국제기구에 있어 제도적 차원의 문제라고 생각한다.

- 몇몇 사람들은 먼저 농업개발과 같은 국제적 논란의 여지가 적고 기존 사례연구가 많은 분야에 대해 정책자문을 할 것을 제안했다.
- 칭화대 등 다른 대학교들과의 관계에 대해 얘기했었는데 IPRCC는 향후 공공정책 대학/대학원을 설립할 계획이 있는가?
  - 아주 장기적으로 생각해 보면 가능할 것 같다.
- 전문가그룹을 구성할 때 중국의 전문가를 중심으로 구성하는가? KDI의 경우 정책자문 대상 국가가 증가함에 따라 KDI 전문가만으로는 팀을 구성하기 어려워 한국 수출입은행, 수출진흥협회 등과 연계하거나 전직 정부 관료들을 섭외하여 전문가 팀을 구성하고 있다.
  - IPRCC는 영어를 사용해야 하는 언어적 한계를 고려했을 때 정책자문을 수행할 전문가를 반드시 구해야 하는 입장이다. 많은 정책결정 경험을 가진 고위 관료들과 전문가가 언어적 문제가 있어 이들과 함께 통역을 할 전문가를 함께 찾아야 한다. 그러나 정책자문사업이 국제기구와의 협력 하에 수행되는 경우는 통역이 따로 필요하지 않다.
- KDI는 전문가 한 그룹에 4명으로 구성되는데 통상적으로 여기에 KDI의 전문가가 한명 이상 포함된다. IPRCC도 이와 비슷하게 팀을 구성하는가? 아니면 대부분 외부 전문가들로 팀을 구성하는가?
  - IPRCC는 신생 기관으로 아직 연구원과 전문가의 수가 많지 않아 대부분 외부 전문가를 중심으로 정책자문 팀을 구성한다. 그러나 반드시 자체 스태프를 팀에 포함하여 외부 의존도를 낮추려고 노력한다.

### ③ 일본국제협력기구(JICA: Japan International Cooperation Agency) 방문 면담

□ 일 시: '10년 9월 2일(목), 14:00-16:30

□ 장 소: JICA

□ 참석자: 임원혁, 김윤정(이상 KDI), Kodera Kiyoshi, Arakawa Hiroto, Morita Takahiro(이상 JICA)

□ JICA 개요

#### ① 비전

- Inclusive Development: 모든 사람들이 개발관련 이슈에 대해 인지하고 참여하여 결실을 얻는 것을 취지로 하는 접근방식
- Dynamic Development: 끊임없이 변화하는 개도국의 환경에서 빈곤을 감축하고 중장기 경제성장을 이루도록 하는 자가적 선순환을 성립하고자 함.

#### ② 미션

- 목표: 사회경제 개발, 개도국의 경제회복 및 안정을 지원함으로써 국제협력을 촉진하고 일본 및 글로벌 경제의 개발에 기여
- 글로벌 어젠다 수행
- 균형적/공정한 성장을 통한 빈곤감축
- 거버넌스 향상
- 인간보호(human security) 달성

#### ③ 주요 전략

- 통합적 원조/지원 활동
- 지속적 원조/지원 활동
- 개발 파트너십 증진
- 연구 및 지식공유 확대

#### ④ 주요 원칙

- 합병으로 인한 시너지 효과 달성
- 현장 중심의 접근법을 기본으로 복잡하고 어려운 이슈에 대해 유연하게 대응
- 전문적 해결책 제시를 위한 전문지식/기술의 함양
- 효율적이고 투명한 운영

#### ⑤ 조직 구성

- 2009 회계연도 말 기준 약 1664명 정규직원 근무
- President: Sadako Ogata(2003년 10월부터 구 JICA의 회장직을 맡음. 1991-2000동안 UN Refugee Agency의 High Commissioner로 재직함.
- 네트워크: 동경에 본사를 두고 있으며 일본 내에 17개 국내지사, 96개의 해외

부서를 두어 총 150개국에서 프로젝트를 진행

- 운영 비용: JICA는 약 103억 달러 규모의 자금으로 운영되는 세계적으로 가장 큰 양자 개발협력기관임.
- JICA 연구소: New JICA는 개발이슈에 대한 연구기능 강화 및 국제개발협력에 대한 연구/논의결과를 공유할 목적으로 JICA 연구소를 설립

#### ⑥ 설립 배경

- 2008년 10월 1일 New JICA 공식적으로 발족 (구 JICA와 JBIC의 대외경제협력 부서가 합병함.)

#### ⑦ ODA 활동

- 기술협력, concessionary loan, grant aid를 제공함으로써 JICA는 일본 ODA의 'one stop shop' 역할을 수행함. 또한 JICA는 자원봉사자를 통한 특별 지원활동도 수행하고 있음. (1965년 이래 3만명 이상의 자원봉사자들이 협력활동에 참가함.)

### □ 주요내용

#### [배경설명 및 질의]

- G20 서울 정상회의에서 기존의 거시경제공조 이외 새롭게 다룰 의제 중 하나는 성장 중심의 개발의제이며 다른 하나는 글로벌 금융안전망으로 한국은 G20 서울 정상회의를 통해 이 의제들이 논의될 수 있도록 노력하고 있음.
- 성장 중심 개발의제 관련, 한국은 인프라시설 구축과 지식공유 플랫폼 구축의 가능성을 보고 있음. 많은 국제기구 및 국가들이 각각의 기관 및 연구소를 통해 지식공유사업을 하고 있는데 이번 한국이 제안하고자 하는 것은 공통의 database 플랫폼을 구축하여 개도국으로 하여금 이 플랫폼에 있는 개발관련 경험과 지식을 수요에 따라 선정, 활용할 수 있도록 하는 것임.
- 첫 번째로 이에 관련하여 통합된 플랫폼의 구축 가능성에 대해 논의하고자 함. 그동안 이 플랫폼에 대해 얘기했을 때 회의적인 의견이 있었는데 이는 바로 G20 차원에서 개발관련 지식을 모은 플랫폼을 운영할 때 과연 개발경험을 공유하는 국제기구 및 각 국가/기관에 돌아가는 이익은 무엇인가에 대한 것이었음. 물론 현재 G20에는 사무국이 없지만 향후에는 WB 혹은 G20 사무국에 의해 이 플랫폼이 관리될

것으로 예상함.

- 두 번째 논의 주제로, 2011년 한국에서 HLF4가 열리는데 이와 관련하여 KDI는 아시아재단과 공동사업으로 신흥공여국 및 전통 선진공여국에 대한 연구를 진행할 계획임. 원조에 대한 원칙과 원조효과성에 대한 컨센서스를 도출하여 HLF4에 기여하는 것을 목표로 함.
- 세 번째로 지식공유 및 능력배양사업에 대한 JICA의 접근법 등 좀 더 기술적인 사항에 대해 논의하여 한국의 접근법과 비교하고자 함. 지식공유 플랫폼을 구축하기 위해서는 각 국가기관 및 국제기구 등에서 정책자문을 어떻게 전개하고 있는가를 이해하는 것이 요구됨.

#### [지식공유 플랫폼 구축 관련 JICA 측 응답]

- 지식공유 플랫폼 구축은 상당히 실천에 옮기기 어려운 (daunting) 아이디어라고 생각함. 특히 WB, MDB 등 전통 국제개발협력 주체들이 그동안 모든 아이디어를 웹사이트에 모아 항목별로 구분하여 누구라도 쉽게 정보에 접근할 수 있도록 했음. 플랫폼에 대한 콘셉트, 의도는 이해하지만 실현에 대해서는 의구심을 가짐.
- 먼저 어떤 종류의 지식을 다룰 것인지에 대해서 생각해야 함. 개념적, 근본적 지식을 다룰 것인지 혹은 실용적, 데이터를 기본으로 한 지식을 다룰 것인지에 대한 결정이 필요함.
  - 플랫폼에 올라갈 정보가 너무 광범위해지지 않도록 명확하게 중심이 되는 정보의 범위를 정해야 함.
- 예를 들어 Water Users Association과 함께 추진한 관개사업을 보면 비용충당 메커니즘을 위해 어떤 비용이 필요할 것인가에 대한 답으로 세계은행조차도 프로젝트 운영자마다 답이 상이함. 초기투자를 포함한 모든 비용을 부담해야 한다는 의견도 있고 반면 단지 유지비용만 부담해야 한다는 의견도 있음. WB은 수백개 이상의 관개사업을 그동안 추진

했음에도 불구하고 상황마다 프로젝트의 비용을 다르게 추산함. 이러한 단순한 문제에도 우리는 명확한 정답을 얻지 못했음. 따라서 모든 분야의 이슈에 대한 정보를 다루는 것은 매우 어려울 것으로 예상함.

- 사실 모든 정보는 분산되어 있음. 따라서 가장 좋은 방법은 이 모든 정보와 지식들을(해당분야 지식과 정보를 다루는 연구기관) 서로 연결해 주는 것이라고 생각함. 정보의 위치를 고려하여 접근성을 용이하게 하는 것이 중요함. 따라서 지식과 정보 간 연결을 다루는 포털을 구축하는 것이 좋다고 생각함.
- 또한 작년에 WB에서 주최하는 지식전문가 회의에 참석을 요청받았었는데 WB 조차도 기후변화 문제에 대해 모든 이슈를 다루는 것이 불가능하다고 했음. 그러나 특정 주제에 대해서는 양자 협력 기관을 통해 기후변화 센터를 설립하고 협력기관의 정보를 그 센터에서 다루도록 할 수 있었음.
- 방대한 분야의 정보를 다루는 매우 큰 Department 종류의 플랫폼을 구축하는 것은 실질적으로 어려울 것이라고 생각하며, 또한 이 플랫폼의 사이트맵을 구상하는 것 또한 어려움이 많을 것임.

#### [지식공유 플랫폼 관련 한국·일본 측 논의]

- (Lim) 초기 논의단계에서 플랫폼 관련하여 아이폰 모델이 제시됨. 개별 개발협력기관/국가가 개발지식관련 어플리케이션을 플랫폼에 올리면 사용자(개도국)들이 적은 금액으로 그 지식을 활용할 수 있도록 하는 프로세스임.
- 잘 디자인된 모델일수록 수요가 많음.
- (수요자 측면) 많은 개도국들은 어플리케이션 사용 금액을 지불할 만큼 경제력이 있지 않다는 것을 감안하면 플랫폼에 올라가는 지식이 무료로 이용될 수 있어야 할 것이라고 생각

- (공급자 측면) 국제기구 및 개발협력관련 연구기관들이 이 플랫폼 구축에 참여하여 정보를 제공함으로써 얻는 이익이 불분명함.
- (JICA) Global Development Network은 개발과 관련된 모든 연구를 수행하는 기관인데, 기능의 효율성은 알려지지 않았음.
- (Lim) 그동안 많은 국가들이 각각 개발관련 연구 및 연수사업을 진행해 왔음. JICA 측에서 제시한 아이디어는 실제 진행 중인 개발협력 프로그램의 발전에 기여할 것으로 생각됨. 개도국이 플랫폼/네트워크/포털에 접속하여 얻게 되는 이익이 많을 것임.
- (Lim) 그러나 현재 다양하게 분산되어 진행되고 있는 자문 프로젝트를 기반으로 하는 많은 의견을 어떻게 수렴하고 합쳐 한 개의 개발지식·정보센터를 구축할 수 있을지 그 방법은 아직 명확하지 않음.
- 국가적 차원에서 보면, 일본에서는 JICA가 관련 활동을 수행중이고 중국에서는 IPRCC(국제빈곤감축센터)가 아프리카를 대상으로 연수를 진행 중이며, 한국도 지식공유사업을 수행하고 있음.
- (Lim) 이와 같은 G20의 개발협력·원조제공은 G8이 그동안 수행해온 원조활동에 보완적 역할을 할 것으로 기대함.
- 협력은 지식공유사업을 시작으로 인프라구축에 대한 투자 및 concessional loan 제공도 포함할 예정임.
- (Lim) 한편으로는 지식의 허브 역할을 하는 통합센터를 구축하고 다른 한편으로는 국가 차원의 분산된 자문, 연수사업을 추진하는 것이 가능하다고 생각하는가?
- (JICA) 분산된 사업은 현재 진행 중이고, 통합된 지식허브 구축을 위한 비용 및 중점분야를 생각해 봐야 할 것임. 국가 차원에서 전개되는 분산된 개발협력사업은 대상국(개도국)에 따라 매우 다름. 만약 통합된 센터를 설립하여 운영한

다면 분산된 사업을 진행하는 것 보다 각 지식공유자의 책임이 작아져 센터에서 다루는 지식의 Quality Control이 문제시 될 것이라고 생각함. 또한 센터를 운영하는 비용도 생각해야 하는데 이는 공여국의 정치적 입장 및 동기에 따라 좌우될 것으로 예상함.

- (JICA) 파리선언 의제 중 하나인 원조효과성도 아직 이를 달성하기에 갈 길이 멀다고 생각함. 만약 내가 아프리카 작은 국가의 정부 관계자였다면 자국 개발을 위해 통합 지식 센터 보다는 양자 원조를 얻기 위해 노력할 것임.
- (Lim) 개발에는 여러 길이 있고, 비록 아프리카가 세계은행 혹은 아프리카 개발은행으로부터 원조를 제공받지만 만약 개발지식포털이 다른 G20 국가들의 개발경험 및 정책을 위한 여러 선택사항을 제공한다면 이는 아프리카 국가들에 도움이 될 것이라고 생각함.
- (Lim) 또한 Quality Control 문제와 관련해서 만약 우리가 OECD처럼 특정 기준을 마련하여 그것을 충족시키는 지식과 정보를 포털에 올릴 수 있게 한다면 이는 문제되지 않을 것이라고 생각함. 또한 이 기준을 통해 Peer learning도 가능할 것임. 그리고 물론 이 과정에 비용은 발생할 것임.
- (JICA) 실험적 연구를 거쳐 검사를 실시하는 것은 매우 유럽 전통적 방식으로 OECD DAC이 이를 활용함. 반면 신흥공여국들은 OECD DAC 방식에 부정적 입장을 갖기도 하는데 이제 일방적 원조제공으로는 개발, 성장을 이룰 수 없다는 의견이 많음. 따라서 개도국에 여러 가지의 옵션을 제공하는 것은 좋다고 생각함. 그러나 한 가지 옵션으로 구성된 시스템이라 하더라도 Quality Control은 중요하게 생각해야 할 것임.
- (JICA) 또한 요즘은 모든 연구기관들이 지식, 개발 어젠다와 관련하여 리더의 입장이 되고자 하여 매우 경쟁적인 환경을 조성함. 그러나 만약 G20라는 Legitimacy를 이용하면 이점이 있을 것으로 생각함.

- 반면 G20 비회원국이 빠르게 성장하고 있으며 이들을 간과해서는 안 될 것임. 왜냐하면 지식공유 플랫폼의 주요 사용자는 G20 비회원국들이 될 것이기 때문임.
- (Lim) 그것이 바로 한국이 성장 중심의 개발 어젠다를 추진하는 이유임. Private sector의 개발을 보면 기업가 정신 함양에 중점을 두는 접근방식과 공공자재인 인프라에 중점을 두는 접근 방식이 있음. 많은 국가들이 개발을 위해 기업가 정신 함양에 중점을 두는데 만약 공공부문 개발에 주력한다면 인프라 발전을 통해 기업환경도 발전시킬 수 있음. 우리는 플랫폼을 통해 개도국의 성장 중심의 개발에 도움을 주고자 하는 것임.

#### [JICA의 정책자문활동]

- (JICA) 2008년의 JICA-JBIC 합병을 전환점으로 JICA는 거의 유일한 일본 ODA의 이행기관으로 거듭났으며 차관, 기술지원, 보조금 지원, 자원봉사 프로그램, 연수사업, 세미나 등을 수행함. 따라서 우리는 일본의 원조활동 및 프로젝트가 분산 되지 않은 것에 대해 자부심을 가짐. JICA는 공식적으로는 일본 외무성의 감독을 받지만 협상을 거치는 기관은 국제기구 혹은 일본 재무부(예산)임. 일본경제산업성(METI)은 주로 일본 국내 기업의 이익을 대변, 이를 원조활동에 반영하는데 주력함.
- 현재 일본정부는 아시아의 지역성장을 일본의 성장으로 가져오려고 노력함. 이에 따라 성장을 위한 전략이 새로워지고 일본 국내기업들은 아시아지역에 인프라 구축 및 PPP 형성 등 더욱 많은 파트너십을 형성하게 되었음.
- (JICA) JICA의 기술지원활동을 보면, 1970~90년대 초 동안 JICA는 사업활동에 대해 직속정부부처의 통제를 받았음. 농업, 건강, 토지, 건설분야가 이에 해당되는데 이들은 엔지니어 전문가로 JICA는 자금을 주고 이 전문가들을 ODA 사업을 위해 고용하여 활용했음.

- (JICA) 개발 초기단계에는 기관의 효율성이 높지 않았음. 1990년대 초 JICA와 몇몇 주요 정부부처는 개발관련 기관들의 효율성이 크지 않음을 인지하고 정부부처 내 기술체계에 제한하지 않고 private sector의 자문기관으로 옮기도록 했음.
- (JICA) 당시 개발협력을 위한 엔지니어 및 농업전문가 등은 많았던 반면 개발을 위한 경제학자는 별로 없었음. 그들이 현장에 가면 그 시스템에 대한 의문을 갖지 않았고 단지 그들은 DAC 시스템 내에서만 활동했음.
  - 1990년대 중반 점진적으로 자문단의 Quality를 높이기 위해 노력함. 그러나 아직도 실제 경제학자로서의 아이디어/의견이 개발협력활동 표면에 닿지 않았다고 생각하며 이는 큰 딜레마라고 생각됨.
- (JICA) 현재 일본 정책자문사업의 이슈는 어떻게 소프트웨어/시스템 영역으로 거슬러 올라갈 것인가(upstream)라고 볼 수 있음.
- (Lim) KOICA의 정책자문 또한 기술지원 및 기술협력으로 이루어지는 반면, 한국의 지식공유사업은 Upstream 성향을 갖고 있음. 예를 들어 한 협력대상국이 수출 및 농업개발에 대한 자문을 요청할 경우 한국은 전직 고위정부관계자, 연구기관의 고위 연구전문가를 포함한 자문단 그룹을 구성해 협력대상국의 제도적 방식을 한국의 경험과 비교하고 여기에 제3의 국가의 개발경험도 함께 비교, 연구함.
- (Lim) 우리는 지식공유사업을 통해서 지식·정책 집약적 자문을 거쳐 협력대상국의 제도개혁에 자문을 하고 도움을 주는 것을 목표로 하고 있음.
  - 한국의 현재 개발지식협력사업 구조는 두 가지로 분리되는데(bi-polar system) 하나는 KOICA가 주력하여 진행하는 기술협력이고 다른 하나는 KDI가 진행하는 지식공유사업으로 이는 개발도상국의 제도개혁에 더욱 초점을 맞춘 것임. KDI는 수출입은행과 많은 협력관계를 이루고 있는데 수출입은행 역시 기획재정부의 감독과 예산을 받는 기관으로 KDI의

지식공유사업 중 많은 프로젝트에 참여하고, 결국 EDCF 자금과 연결되어 시너지 효과를 창출함.

- (JICA) JICA 및 직계부처의 원조는 기술적, 엔지니어링 측면에 주력하고 있음. 때때로 일본 정부는 새로운 모델을 제시하며 New Asian Model로 이를 발전시키려 하지만 이는 단지 고위급 레벨에서만 논의되고 실제 정책단계로 반영이 되지 않는 것임. 일본 원조활동에는 제도차원의 이슈를 다룰 전문가가 많지 않아 젊은 세대를 대상으로 교육을 하고 있으나 그 수가 많지 않음.
- 세계은행과 같이 제도적 차원에서 정책자문을 하는 경향은 불과 5~6년 전에 생긴 것이고 우리의 접근은 점점 전략적으로 변화하고 있음. 중단기 개발도상국 협력전략을 바탕으로 차관, 기술지원의 여부를 결정함.
- 6월 말경 Toward Enlightened National Interests(외무성) 라는 보고서를 발표하면서 국익의 의미를 재조명했음. 우리에게 ODA는 국가의 존립을 위한 수단이고 세계가 점점 서로 연계됨에 따라 우리는 공동번영을 위해 노력할 것임. 원조는 자선사업이 아닌 일본의 발전에 기여하는 뜻대라고 생각
- (Lim) 동아시아에 대한 WB의 연구가 충분하지 못하다고 생각되어 ADB의 연구소를 마닐라가 아닌 도쿄에 두어 동아시아, 특히 일본에 대한 연구에 주력하고 개발 패러다임에 대한 논의를 활발히 하려했다는 말이 있는데...
- (JICA) 그것은 Sato씨의 아이디어였음. 그는 ADB 및 소속 연구원들의 수준에 문제가 있다고 생각하고 이를 개선하기 위해 노력했음. 그러나 ADB의 소장의 힘이 늘 약해서 유명 학자, 연구전문가를 고용하지 못했던 것이 문제라고 볼 수 있음.
- 당시 마닐라 측과 함께 어떻게 하면 세계 유명 전문가들을 마닐라로 유입하여 아시아에 대한 연구를 할 수 있을지 고민했었지만 마닐라라는 장소의 한계로 그것도 쉽지 않았음.

- (Lim) 일본 ODA 백서를 보면 JICA의 기술협력사업에도 정책, 제도적 자문을 포함한 것이 있는 것으로 되어있는데, 그 경우 어떻게 전문가 그룹을 형성하는가? 전직 고위공무원을 반드시 포함해야 하는가?
- (JICA) 꼭 공무원이 포함되어야 하는 것은 아니며 몇몇 학자들이 거시경제정책분야 전문 자문위원이 됨. 우리의 시스템은 다른 전문가그룹보다 고위급으로 자문단은 개발협력대상국(개도국)의 정부와 같은 레벨로 인정함.
  - 카자흐스탄의 Country Director였을 때, JICA의 거시경제분야 자문위원을 만난 적이 있는데 그는 현지의 정부부처와 많은 관계를 맺거나 협력활동을 하지 않고 고립된 생활을 하고 있었음. 사실 그가 무슨 일을 했었는지 잘 알려지지 않았음. 이처럼 개도국에 자문을 하러 간 전문가들이 고립된 생활을 하는 경우도 있음.
- (Lim) 2009년에 캄보디아를 대상으로 micro finance정책에 대한 자문사업을 했는데 캄보디아가 오히려 한국보다 micro finance에 대해 더 많은 것을 알고 있었음. 당시-는 왜 캄보디아에서 한국에 자문사업을 요청했는지 이해하지 못했지만 알고 보니 결국 자금에 문제가 있었음. 캄보디아는 funding 제도를 개혁하여 기업에 자금을 제공, 결국 micro enterprise를 활성화 하려 했었던 것이었음. 그러나 micro finance 기관들이 이를 원치 않아 실제 자금제공은 없었음.
  - 한국은 이에 대해 실제 한국이 경험하고 추진했던 credit guarantee 메커니즘을 제안함.
- (Lim) 한국은 이처럼 실제 경험했던 사례를 중심으로 정책 자문을 실시하고 제안을 하는데 일본의 경우는 직접 경험하지 않은 정책에 대해서도 자문을 하는가?
- (JICA) 특히 미시경제의 경우 우리는 그 복잡성을 알기 때문에 JICA 내부적으로 미시경제에 대한 세미나를 많이 함.

그러나 능력 있는 task manager를 찾기는 쉽지 않음.

- (JICA) 또한 JICA senior manager의 이전 구조를 보면 오가타 회장이 취임하기 전 JICA의 회장은 전직 외무성 고위공무원 출신이었으며 주로 농업분야에 재직했던 사람이었음. 요즘에도 부회장들 중 전직 일본 외교, 농업, 경제산업성 출신이 많음.
- (JICA) JICA의 기술협력은 프로젝트 중심으로 구성되는데 성공사례 중 하나로 전직 경제산업성 공무원 출신의 전문가가 방콕 등 다른 도시의 사례를 보고 계획하여 한 지역을 선정해 그 지역으로 하여금 특정 상품을 주력 생산할 것을 요청, 결과적으로 지역경제를 촉진, 고무한 사례가 있음.
- (JICA) JICA는 현장/지방정부(ground)로부터 전문가를 고용하기도 하지만 자원봉사 프로그램 또한 운영함. 전문가 고용에 관련하여 JICA는 항상 중앙 정부가 아닌 지방정부(ground)로부터 전문가를 고용하는 방식을 취함. 따라서 delivery 메커니즘의 형성을 보면, 보건, 교육분야에서는 각각 중앙정부 및 지방정부에 자문가가 있고 소규모 마을 단위에서 자원봉사자를 운영함. 이들은 서로 연계되어 delivery가 원활하게 이루어지도록 노력함.
- Down to Earth 접근방식은 New JICA가 설립되기 이전부터 시행되어 왔으며 JICA는 이 접근법에 매우 만족함. 그러나 글로벌 이론 및 전문성을 소규모 지역에 반영하는 것은 노력이 더욱 요구됨.
- (JICA) 유럽으로부터 기술협력을 받을 경우 그들은 중앙정부에 자문을 두기는 하지만 지방정부/소규모 지역 단계에는 자문을 두지 않아 실제 현상을 잘 알지 못함.
- (JICA) 일본은 교육 중 수학과 과학에 비교우위를 갖고 있는데 아프리카 5~6개 국가로부터 교육인력, 교과서, 커리큘럼, 교수법에 대해 자문해 줄 것을 요청받았음. 이 분야에서 자문단 중 일부는 자원봉사자인데 새로운 커리큘럼으로 연수

를 받은 후 그들은 시범지역에서 training을 실시함. 이로부터 우리는 JICA의 접근법이 특히 교육 분야에서 차별성을 가짐을 증명할 수 있었음.

- (JICA) 기술협력관련 JICA는 6개의 세부 부서가 있는데 교육부서에서는 인재개발에 대한 협력이 진행 중이고 공공정책 부서에서는 institutional building에 관한 협력활동을 수행하고 있음. 이와 같이 각 부서마다 기술협력 프로젝트를 하나씩 추진·운영하고 있음.
- JICA는 institutional building 관련 협력활동으로 캄보디아를 상대로 공공정책 부서를 통해 regulatory legal framework에 관한 프로젝트를 진행하고 있음.
- (Lim) 공공정책부서에는 몇 명의 직원이 근무하고 있으며, 그들의 배경은 무엇인가? 주로 정책결정자 출신인가 아니면 학자, 연구자들인가? 혹은 공공정책부서에 코디네이터를 두고 일본 전문가를 연결하여 프로젝트를 수행하는가?
- (JICA) 코디네이터를 두고 운영하고 있음. 따라서 JICA는 내부적으로 전문가를 어떻게 양성할 것인가에 대해 최근 고민하고 있음. 우리는 주로 외부 인력, 전문가를 통해 연구를 진행하고 자문을 받는데 그런 특정 외부지식들이 JICA 전문가들에게 내면화 되고 있지 않은 문제가 있음. 그러나 이는 이전부터 계속 되어 온 JICA의 정책에서 비롯되는데, JICA는 합병 전 specialist가 아닌 generalist로 직원을 고용, 양성했음. 그러나 합병 후 New JICA는 전문성을 강조하는 시스템으로 변경됨.
- 그동안 JICA의 기본 운영방침은 매우 국가 중심적이었는데 현재 점차적으로 WB처럼 국가-지역 중심으로 바뀌어가고 노력하고 있음.
- (Lim) KDI도 자문단(전문가 그룹) 중 적어도 한명은 KDI 내부 연구위원으로 두어 코디네이터의 역할을 수행하도록 함. 그러나 KDI는 단 50명의 박사급 연구위원을 두고 있기 때문에 지식공유사업이 확대되는 것에 맞춰 코디네이터를

지정하기가 점점 어려워지는 상황임.

- (Lim) JICA 내에 지역전문 부서와 기능전문 부서가 있다고 했는데 이것을 매트릭스 형태로 구성하려는 계획은 없는가?
- (JICA) 그것은 매우 이상적인 아이디어이지만 실행에 옮기려면 고려해야 할 것들이 많을 것임. Yen Loan Processing에 익숙한 대부분의 사람들이 지역전문 부서에 있고 technical assistance는 아직 기능전문 부서에 속해있기 때문에 양 그룹이 연계되어있지 않음. 향후에는 매트릭스 형태로 구성할 계획이 있음.
- (JICA) 전형적인 정부의 기준으로 보면 평가 부서 또한 독립되어 있지 않기 때문에 잘못 배치되었다고 볼 수 있음. 오가타 회장과 함께 JICA 조직도를 조정할 것에 대해 얘기해왔고 빠르면 향후 2년 안에 조직개편이 있을 것으로 예상함. 현재 JICA는 1600명의 직원이 있음.
- (Lim) KOICA는 DAC의 전형적 모델을 바탕으로 재단의 성격을 나타냄. KOICA는 단지 코디네이터의 역할을 하며 원조예산을 받아 개도국에 원조를 주고 관련 전문가들을 해외로 파견하는 업무를 수행함. 그러나 KDI는 연구를 전문으로 시작된 기관으로 그동안 경제개발계획수립을 위한 연구 및 다양한 경제관련 정책 분석을 주로 해왔기 때문에 내부적으로 연구를 수행할 수 있는 인력이 있음.
- 반면 KDI는 지역적 이슈를 다루는 전문성은 약한 단점이 있어 관련 정보를 코트라나 수출입은행 등으로부터 얻음. 또한 전 직원이 약 300명으로 소규모이며 박사급 연구 인력이 50명으로 대부분의 연구위원이 국내 이슈에 대해 연구를 수행하고 있음. 이러한 국내정책에 대한 연구결과를 플랫폼에 올려 개도국에게 도움이 될 수 있을 것이라고 생각함.
- (JICA) WB는 비록 주 업무는 돈을 빌려주는 것이지만 그동안 다량의 기술협력사업을 추진해왔음. JICA도 이와 마찬가지로 Yen Loan 관련 사업이 주된 것이지만 이 또한 자문사

업이라고 간주함. 또한 Yen Loan Processing 안에도 기술협력 및 자문을 위한 시스템이 마련되어 있음. 그리고 DPL(Development Program Loan)은 개도국의 정책개혁 어젠다와 연계된 자문, 기술협력사업임. 보통 기술협력이라고 하면 실제 기술을 전수해 주는 것만 말하지만 JICA의 기술협력사업은 정책에 대한 자문을 하는 것도 포함됨.

- (Lim) 한국의 지식공유사업은 Loan이 아닌 100% 한국정부의 자금으로 운영되는 프로젝트임. 우리는 한국 및 현지 전문가에게 자문비를 지불하고 연수 및 기타 여비 등을 지급함. 사업의 최종결과물은 보고서인데 이러한 제안 보고서가 협력대상국에 실질적인 도움을 주지 못할 수도 있다는 것을 감안하여 EDCF Loan 및 다른 원조 프로그램과 연계하여 진행해야 한다는 의견이 있음. (정책자문과 실제 자금지원이 같이 이루어져야 한다는 것을 의미) 그러나 이와 관련해서 상대국의 고위급 관료로부터 신뢰를 얻어야 할 것임.
- (JICA) KDI의 접근법은 JICA/일본에 비해서 Upstream 성격이 강하다고 생각됨. Yen Loan의 경우도 우리가 개발정책 차관과 관련하여 WB 및 ADB와의 joint finance를 확대하고는 있지만 도로, 철도 및 댐을 건설하는 등의 전통적 투자대출은 policy framework과 상관없이 진행됨.
- 2010년부터 일본 외무성의 지침에 따라 JICA도 더욱 세부적인 국가연구보고서를 작성, 개별 국가의 지원전략에 기여하게 되었음. 우리가 담당하여 조사하는 국가는 약 30개국 정도임.
- 일본은 보통 WB, ADB 등의 주요 국제원조/협력기관과 함께 policy framework에 대해 논의하는데 기본적으로 사업에 대한 책임은 WB, ADB 등이 부담함.
- 물론 일본 또한 지속적인 프로젝트 추진을 위해 개도국의 정책 환경을 이해하는 것이 매우 중요함. 그러나 이러한 Upstream policy framework관련 업무는 보통 일본과 협력하는 국제기관이 주가 되어 수행함.

- (Lim) 한국에는 다자 개발은행과의 협력활동을 확대해야 한다는 의견이 있는 반면 한국의 개발에 대한 패러다임이 다자 개발은행의 사업방식과 맞지 않을 수 있다는 것에 대한 우려도 존재함.
- (JICA) 일본에서도 아직도 그와 같은 우려가 있음. 이는 대사관 및 다자개발은행 본사에 있는 직원의 능력에 따라 다름. 그들이 다자개발은행과 우호적인 관계를 형성할수록 개도국 내 기업환경이 개선되고, 일본 기업/기관의 의견을 다자개발은행의 사업방향에 반영하는 것이 수월해짐.
  - 일본은 인프라건설 개발협력 활동을 할 경우 건설, 교통 관련 일본기업에만 이익이 돌아가지만 기업환경을 바꿀 경우 모든 (개도국에 진출하거나 개도국 개발협력에 연관된) 일본 기업에 이익이 돌아가는 것을 감안하여 Upstream 개도국 제도개선 방법을 다시 채택하는 것을 희망
- (JICA) 베트남에 DPL을 제공하고 있는데 최근에는 기후변화에 관련된 DPL을 제공함. 이 경우 일본에서 제도개혁에 대한 것을 추진하고 있으며 프랑스 정부/원조기관도 이미 여기에 참여했음. 또한 WB와 ADB는 Dialogue에 참여해 정책개선 매트릭스 형성에 기여하고 있음.
  - EDCF는 프로젝트 형태의 투자를 제공하는 것을 기본방침으로 하기 때문에 DPL에는 참여하지 않았음.

[새 정부 방침에 따른 JICA의 5개 주요 분야/정책]

- ① 아프리카 지역에 중점을 둔 MDGs 달성 (보건에 주력)
- ② 정부의 새성장 전략 촉진
  - 아시아 지역으로 더 많은 PPP lending 제공
- ③ 아프가니스탄 등 분쟁후(post conflict) 국가 지원
- ④ 기후변화
  - 하토야마 이니셔티브를 계기로 에너지 효율성 제고 등 프로그램 수행
- ⑤ NGO 및 private sector와의 연계강화

#### 4 Toru Yanagihara(Takushoku대 교수) 면담

□ 일 시: '10년 9월 2일(목), 19:00-21:00

□ 장 소: 시부야 Komugibou

□ 참석자: 임원혁, 김윤정(이상 KDI), Toru Yanagihara(Takushoku대)

□ 주요내용

##### [글로벌 지식공유 플랫폼 개괄 내용]

- 글로벌 지식공유 플랫폼을 구축하여 아이폰(iPhone) 사용자들이 저렴한 값으로 어플리케이션을 이용하는 것처럼 개발도상국들이 공여국의 다양한 개발경험을 선택하고 활용할 수 있도록 하고자 함.
  - 현재 WB, AFDB 및 각 지역 개발은행에 의해 이루어지는 지식공유 사업의 경우 프로젝트의 범위가 한정되어 있어 수혜국의 수요를 충분히 만족시키지 못함.
  - 글로벌 지식공유 플랫폼은 이러한 문제를 해결하여 개도국에 그들의 수요와 더욱 잘 부합되는 Option을 제공하고자 하는 의도로 시작됨.
- 그러나 이 경우 개발경험 모델을 제공하는 공여국에 주어지는 이점이 불분명해 수요와 공급이 균형적으로 매칭을 이룰 수 있을지 여부가 확실하지 않음.
  - 공여국 입장에서는 플랫폼을 활용하는 것 보다 양자 협력을 더 원할 수 있음.
- 수혜국 측면에서 보면, 공여국들이 플랫폼에 게시하는 개발경험 모델의 Quality가 보장될 것인지 여부도 확실치 않음.
  - 여러 선진공여국들의 개발모델을 취합해 놓은 정보는 현 개발도상국들이 이미 접했을 가능성이 큼.
  - 기존에 존재하던 것과 비슷한 개발관련 정보만을 제공하고

실질적으로 적용 가능한 개발전략을 제시하지 않는다면, 제공된 정보의 Quality가 떨어져 플랫폼이 제대로 운영되지 않을 것으로 예상

- 그러나 Quality가 낮은 개발지식의 경우 플랫폼에 등록된 다른 지식에 비해 경쟁력이 떨어지고 이 정보에 대한 수요가 낮아 결국 판매량이 떨어질 것으로 예상, 개발지식의 Quality는 큰 문제의 요소는 아닌 것으로 간주
- 한국 지식공유사업(KSP)의 경우 보통 30개 개발도상국에 지식공유사업에 대한 수요조사서를 보내 그 중 10~20개국에서 답이 오면 그 것을 기초로 하여 사업에 착수
- 글로벌 지식공유 플랫폼도 이와 같은 수요조사의 방법을 활용할 수 있을 것인지 고려해야 함. (글로벌 플랫폼의 경우 개도국이 직접 모델을 선택하고 공여국에 요청하는 방식을 도입할 계획)

#### [경제개발에 대한 일본의 관점]

- 일본의 경우 경제개발 관련 방법론으로 Framework of Mind에 중점을 두어 어떻게 개발관련 Task를 다룰 것인지에 대해 고려함.
- Know What 보다는 Know How에 중점
- 각 국마다 경제개발에의 접근법이 다를 것으로 예상되는데 글로벌 지식공유 플랫폼에서는 개발에 대한 접근을 어떤 방식으로 할 것인지 의문
- 일본 JICA는 개발경험 공유/전수 시, 정책조언 보다는 실질적 기술에 대한 컨설팅에 주력해 옴. 이는 Up Stream 보다는 Down Stream에 중점을 둔 접근방식으로 한국 KDI에서 시행하는 KSP와 같은 정책컨설팅 사업과는 그 성향이 다름.
- 일본 학계에서는 실무자에 대한 믿음을 갖고 있는데 이는 "Answer is always found in the factory(company)."라는

말로 표현됨. 이처럼 일본은 정보 및 지식을 구할 때 세미나·정책이 아닌 현장에서 그 답을 찾으려는 경향이 강함.

- Up Stream이 아닌 현장(現場: Genba)을 중요시하고 현장의 상황을 파악함으로써(Anti-intellectualism) 경제개발을 위한 실제적 전략을 마련(Down-Top 형식을 채택)
- 일본은 개발협력을 위해 Clinical 접근법을 사용, 협력대상국 각 사례에 따라 적용 가능한 전략을 수립, Principle Innovation을 도출.
- 단순한 개발경험, 지식의 전수가 아니라 각 협력대상국의 상황에 맞는 임상적 지식을 함께 생산함.
- 튀니지의 요청에 따라 일본은 Kaizen 기법을 도입하여 튀니지의 개발을 위한 협력활동을 수행함. Kaizen은 인력을 기반으로 생산성과 품질을 향상시키는 개선방법/전략으로 유럽의 ISO와는 다르게 bottom-up, shop floor 중심 방식을 따름.
- 1990년대 일본에서 통용되던 경제개발 전략은 현재는 거의 소멸되는 상황으로 이는 일본 경제를 주도하는 세대의 교체에 의한 것임. 또한 개발도상국에 대해 Sympathy를 갖고 있는 일본의 기성세대에 비해 새로운 주도세력은 개발협력에 대한 다른 시각을 지님.
- 현장의 중요성이 점차 약화되고 일본이 어떻게 경제성장을 이루었는가에 대한 관심도 점차 낮아짐.
- 일본 재무부는 점차 세계은행 관련 이슈에 관여하여, 정치적으로는 좋은 성과를 얻음. 1999년 후반부터 일본 재무부는 개발이슈에 대해 충분한 노력을 기울이지 않고 국제적 입지(자리) 유지에 주력함.

#### [Washington Consensus의 대안을 위한 일본의 노력]

- (통상산업부) 기본적으로 산업정책의 전파에 관심을 가짐. 1980년대 미국과 협상한 양자교역에 대해 점차 신뢰를 잃고

있으며 WTO 규제를 지지함으로써 예측성을 제고함. 일본은 현재 교역국이 일본이 개발 시기에 적용했던 것과 비슷한 조치, 정책을 이행하는 것에 대해 비판적 시각을 가짐. 일본산업계는 신흥경제성장국/개발도상국이 일본의 산업정책을 도입해 빠르게 성장하는 것을 견제함.

- (재정부) fiscal investment와 loan 프로그램을 통해 원조 대상국의 빠른 경제성장을 달성한 것에 대한 자부심을 가짐. 그러나 투자와 loan에 대한 수요가 줄어들어 따라 일본의 역할이 변해야 한다고 생각하며 정책을 이행하는 세대도 변화함.
- (학계) 기존세대의 개발관련 학자들은 구조의 변화 및 산업 정책에 대해 관심을 가짐. 새로운 세대는 randomized experiment 및 개발관련 실험(development labs) 등 국제지식의 영역에 관심을 가짐.

#### [2011 WB High-level Forum 관련]

- 2011 포럼에서 향후 MDG 논의를 지속적으로 이어갈 것인지, 혹은 이 외의 Dynamics 의제를 논의할 것인지를 결정해야 함.
  - MDG에 대해 논의할 경우 MDG의 Architecture 변화에 대한 논의도 함께 이루어져야 할 것임. (사회개발중심→경제성장 중심)
- 분쟁국가 및 취약국가의 특성을 감안하여 이들 국가에서의 원조효과성에 대한 논의가 수반되어야 함. 또한 Paris Declaration의 원칙이 현재 개도국의 상황을 잘 반영하고 있는지 현실성에 대한 점검이 이루어져야 할 것임.
- 원조효과성은 WB High-level Forum의 주요 Mandate 요소로서 이를 논의하려면 먼저 효과성 평가를 위한 Criteria가 마련되어야 할 것으로 생각함.

# **Knowledge Sharing Platform and Network for the G20**

**October 2010**

*Prepared for :*  
Presidential Committee for the G20 Summit

*Prepared by :*  
Korea Development Institute (KDI)

*Authors :*  
**Wonhyuk Lim**  
Director, Policy Research Division,  
Center for International Development,  
Korea Development Institute (KDI)

**Yoon Jung Kim**  
Research Associate, Policy Research Division,  
Center for International Development,  
Korea Development Institute (KDI)

**Jang Saeng Kim**  
Research Associate, Policy Research Division,  
Center for International Development,  
Korea Development Institute (KDI)

**Minah Kang**  
Research Associate, Policy Consultation Division,  
Center for International Development,  
Korea Development Institute (KDI)

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## Knowledge Sharing Platform and Network for the G20<sup>1</sup>

Comprised of advanced industrial nations and leading developing countries, the G20 provides a great opportunity to approach development issues from new directions. Advanced industrial nations regard their own development as an achievement of the past and tend to take an aid-centric approach to international development; whereas, leading developing countries see development as a policy challenge of the present for themselves as well as for other developing countries and tend to adopt a growth-centric approach. Leading developing countries are also playing an increasingly important role in official development assistance (ODA), and setting up programs to share their own development experience and knowledge through South-South cooperation. Interaction between advanced industrial nations and leading developing countries within the G20 is bound to lead to intellectually stimulating and influential discussions on what really works for development. Not only can the G20 serve as “the premier forum for international cooperation,” but it can also provide a premier market place for development approaches and practical case studies based on the actual experiences of its member countries. Toward this end, the G20, in cooperation with international organizations, should establish an interactive search-and-match platform to share knowledge for development and set up a network of officials and experts with an intimate knowledge of development challenges.

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<sup>1</sup> An abridged version of this paper appears as Wonhyuk Lim, “Sharing Knowledge for Development,” in Colin I. Bradford and Wonhyuk Lim, eds., *Toward the Consolidation of the G20: From Crisis Committee to Global Steering Committee* (Seoul: KDI and Brookings, 2010), pp.306-312, accessible at: [http://www.kdi.re.kr/kdi\\_eng/database/report\\_read05.jsp?1=1&pub\\_no=11568](http://www.kdi.re.kr/kdi_eng/database/report_read05.jsp?1=1&pub_no=11568).



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## Part 1

### **Alternative Development Paradigms**

Development may be conceptualized as the result of synergies between enhanced human capital and new knowledge, involving complementary investments in physical and social capital. The fundamental policy challenge is for the state to work with non-state actors and markets to address innovation and coordination externalities while minimizing negative government externalities. Certainly, through incompetence and corruption, some governments may create more problems than they solve, but “getting the government out of the way” does not help resolve innovation and coordination externalities. Instead of dismissing the state from the outset, it would be more constructive to examine what needs to be done to increase competence and reduce corruption on the part of the state as it deals with innovation and coordination externalities (Lim 2010).

Although there are multiple approaches and paths to development (Rodrik 2007), there are basically two alternative development paradigms at the conceptual level. Differences in the two paradigms largely reflect differences in assumptions about the relative magnitudes of innovation and coordination externalities on the one hand and negative government externalities on the other. The first paradigm emphasizes the importance of having the right institutional framework and regards liberalization as key to development. The second paradigm focuses on the challenge of detecting and mitigating constraints as they emerge and argues that capacity building is critical to development. Sabel (2004) calls the first paradigm the “endowment” view and the second paradigm the “bootstrapping” or evolutionary view of development. Yanagihara (1992) refers to the first paradigm as the “framework approach” and the second as the “ingredients approach.”

According to the endowment-framework paradigm, economies with appropriate endowments (or their functional equivalents) tend to grow and those lacking such endowments do not. Examples of such “appropriate endowments” include cultural values and institutions regarded as being conducive to growth. According to this development paradigm, the state should focus on getting the institutional framework “right” and then get out of the way. In other words, the state should release market forces and let enterprises and individuals play the

game after adopting necessary institutional reforms. The underlying assumption behind this liberalization agenda is that the state will generate large negative externalities if it tries to go beyond setting up the institutional framework and that free enterprises and individuals can adequately resolve innovation and coordination externalities. Moreover, there is an implicit assumption that the “right” institutional framework is universal.

In contrast, according to the bootstrapping-ingredients paradigm, the development challenge is not so much getting growth to start by adopting big-bang reforms, as to sustain it by developing problem-solving networks to detect and mitigate constraints as they emerge. Developing countries frequently lack markets and institutions that advanced industrial nations take for granted, and the state should facilitate growth by supplying the missing ingredients, which are often characterized by externalities. According to this development paradigm, the key is for a country to retain the ownership of its development and progressively develop its own capabilities to add value and respond to shocks, even as it actively learns from and engages with the outside world. The underlying assumption behind this capacity-building agenda is that negative government externalities such as corruption can be contained and that the state should play an active role to address innovation and coordination externalities. Moreover, this paradigm tends to emphasize the importance of conducting experiments tailored to the local context rather than importing a set of institutions assumed to be universally applicable.

These differences in conceptualization lead to differences in policy prescription. The Washington consensus, for instance, is based on the endowment-framework paradigm and advocates liberalization, privatization, and stabilization. In contrast, drawing from their own development experience, East Asian countries tend to subscribe to the bootstrapping-ingredients paradigm and emphasize the state’s active role in progressively developing local capabilities (World Bank 1993). The Millennium Development Goals are also guided by the bootstrapping-ingredients paradigm, but they do not offer concrete policy guidelines on how to achieve poverty reduction and human development. These different approaches and paths to development potentially offer a large body of case studies from which developing countries can draw lessons.

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## Part 2

### **Knowledge Sharing Landscape**

Emerging evidence indicates that sharing development experience and knowledge among peer practitioners can greatly contribute to local capacity development and ownership. A number of international organizations and national governments are engaged in this effort. In today's multi-polar global economy, knowledge sharing no longer takes place only in the form of North-South cooperation. A growing number of developing countries are engaged in South-South cooperation. Also on the rise is triangular or trilateral cooperation, typically involving an international organization as an intermediary between two development partners.

Among international organizations, the UN's Special Unit for South-South Cooperation (SU/SSC) has provided leadership on the South-South cooperation agenda for many years (see Chapter 1). The World Bank, for its part, has set up the South-South Experience Exchange Trust Fund (SEETF) designed to respond to the needs of reformers in low-income countries by connecting them to policy experts from developing countries (see Chapter 2). The OECD has also developed a program for knowledge sharing among member countries (see Chapter 3). In addition, multiple international organizations have been strengthening their roles in facilitating the exchange of development experience and knowledge, including by operating platforms like the Global Development Learning Network (GDLN). Also, some international organizations have been using information collection and dissemination as an accountability mechanism, combined with something as simple as text messaging to reach the general public. The World Bank, for instance, has been making good use of "crowd assessment" and "dual-track ICR (implementation, completion, results)" to communicate directly with customers and assess and improve the effectiveness of its programs.

Among national governments, Germany's Federal Ministry for Economic Cooperation and Development (BMZ) commissions its implementing organizations to carry out financial cooperation and technical cooperation to provide assistance to developing countries. Japan is also actively engaged in knowledge sharing (see Chapter 4), and recently introduced the Japanese model of quality and productivity improvement, *kaizen*, to Ethiopia and other African countries (GRIPS Development Forum 2009). Established in 2004 in cooperation

with the UNDP, the International Poverty Reduction Center in China (IPRCC) promotes South-South cooperation such as experience sharing with Tanzania on agricultural development (see Chapter 5).

## **1. UNDP<sup>2</sup>**

### **1.1. Special Unit for South-South Cooperation (SU/SSC)**

#### **1.1.1. Background**

Established by the United Nations General Assembly (UNGA) in 1978, the Special Unit for South-South Cooperation (SU/SSC) hosted in the United Nations Development Program (UNDP), serves as a locus to promote, coordinate and support South-South and triangular cooperation on a global and UN system-wide basis.

#### **1.1.2. Characteristics**

The General Assembly High-Level Committee on South-South Cooperation (HLC), a committee of the whole and a subsidiary body of the General Assembly that reviews worldwide progress in South-South Cooperation guides the Special Unit. As HLC's full Secretariat, the SU prepares all substantive reports, including the report to the Secretary-General on the state of South-South Cooperation Special Unit and organizes the GA-proclaimed United Nations Day for South-South Cooperation, celebrated annually on December 19. It manages the United Nations Trust Fund for South-South Cooperation (UNFSC) and the Perez-Guerrero Trust Fund (PGTF) and also implements programs financed by the UNDP.

#### **1.1.3. Management System**

The Special Unit for South-South Cooperation partners with a wide range of organizations such as UNCTAD, UNESCO, International Organization for Migration, the World Bank, NGOs, the private sector, civil society and international development agencies to attract inputs, funding and other resources to implement projects. When northern donors or international organizations provide financial support to two or more developing countries, SU/SSC assists the execution of technical cooperation among them by making it a triangular cooperation.

For funding, the South-South Trust Fund acts as an effective mechanism in making

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<sup>2</sup> This section is based on the information provided on the UNDP website.

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use of resources to support South-South cooperation initiatives. Tsunami relief project was currently privileged by the fund. In addition, the Special Unit for South-South Cooperation not only administers existing funds but also tries to secure additional funding sources from its public-private partnerships and pivotal countries in the South, as the outcomes of the projects would not be guaranteed if there is no necessary resource mobilization.

#### **1.1.4. Projects**

##### ***(a) Policy Dialogue and Development***

This project lets the international development community perform South-South cooperation under the development agenda surpassing former traditional North-South cooperation. Examples of initiatives under this platform include:

- *Global South Development Forum (GSDF)*
- *Cooperation South journal*
- *Global Science Corps (GSC) and Remittance of Development Programme*

##### ***(b) Public-Private Partnership Fostering***

This project not only provides public policy-supported mechanism but also market-oriented mechanism with the aim of allowing greater South-South flow of investment, trade, technology transfer. At the same time, it intends to provide technical and humanitarian assistance. Examples of initiatives under this platform include:

- *South-South Global Assets & Technology Exchanges System (SS-GATE):* South-South Global Assets and Technology Exchange (SS-GATE) is a platform that allows entrepreneurs in developing countries to interact and obtain necessary asset and technology, and finance in a secure environment. By offering on-line and off-line end-to-end supporting services, SS-GATE facilitates developing countries' actual business transaction by letting it performed under a market mechanism. SS-GATE operates through a global network of participating organizations and institutional members.
- *Africa-Asia Business Forum (AABF)*, funded by Japan

##### ***(c) Southern Development Knowledge Exchange***

This platform serves as a global hub for networking among Southern centers of excellence, in a collective effort, to document and disseminate successful Southern experiences, knowledge and solutions to specific development problems.

Examples of initiatives under this platform include:

- *WIDE Roster System (Web of Information for Development)*
- *Publication of the series Sharing Innovation Experiences: The series Sharing Innovative Experience, of which now holds 15 volumes, is part of the multidimensional strategy of the UNDP Special Unit for SSC to promote knowledge-sharing in the South. It presents Southern solutions to Southern challenges through the use of Southern expertise covering a wide range of areas. (e.g., Examples of Successful Public-private Partnerships (vol. 15, 2008) Examples of Community-based Approaches to Recovery from Natural Disasters: Post-tsunami Experiences (vol. 14, 2008))*
- *Publication of Southern Development Solutions*
- *Creative Economy for Development*

## **1.2. Democratic Governance Group (DGG)**

### **1.2.1. Background**

Ever since UNDP's role has been reiterated as a knowledge-based organization in UNDP Strategic Plan 2008–2013, the Democratic Governance Group's has gained great attention in its role of leveraging the knowledge and information technology. Thus the group has put a lot of effort in resources to harness the explicit and tacit knowledge they possess and also initiated a business process in policy advisory services by implementing a knowledge management system. By promoting knowledge networks, the Democratic Governance Group contributes in shaping the global dialogue on governance. The group has UNDP Regional Centers which serve as hubs that link all offices and provide a wide range of services from advisory to program management.

### **1.2.2. Objectives**

UNDP DGG supports efforts to advance democratic governance with the following objectives:

- 1) expanding people's opportunities to participate in political decision-making, particularly those of women and the poor;
- 2) making democratic institutions more accountable and responsive to citizens, supporting national parliaments, public administrations and rule of law;
- 3) promoting the principles of democratic governance – in particular, anti-corruption, human rights, women's empowerment and equal opportunity;
- 4) supporting country-led democratic governance assessments that help countries

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to assess their needs, monitor their progress and achieve their goals

UNDP DGG performs knowledge management with an objective to learn from its past and leverage its core competencies and unique capabilities, including its extensive knowledge network, universal presence and decentralized structure. In doing so, UNDP can fully utilize and leverage the expertise and knowledge that each brings to the workplace and track and monitor the development impact. As the number of Country Offices exceeds 130, the group has the capacity to have knowledge of the entire organization available in a contextualized, easy-to-search platform. In other words, the DGG holds the enhanced capacity and knowledge to respond to the identified needs, new demands and emerging global, regional, and national challenges.

### **1.2.3. Management System**

The new corporate Knowledge Strategy (2009) enables closer collaboration internally and with partners building on existing ways and systems of sharing knowledge in UNDP through a unified platform to guide knowledge learning, creation, gathering, sharing and retention. There are currently more than 130 UNDP country offices that seek promotion in democratic governance working under the request of governments in partnership with democratic governance institutions.

The Governance Assessment Portal not only acts as an entrance to democratic governance assessments but also as the hub of information. It seeks to provide UNDP staff, national counterparts and the wider community of stakeholders with information on (i) tools for assessing governance, (ii) existing initiatives for measuring democratic governance at the national, regional and global level, (iii) how to measure governance with regard to specific areas of governance such as corruption or local governance (iv) how to use global indicators more correctly and (v) opportunities to connect and share knowledge with other practitioners and experts.

Also, there is a global electronic network called DGP-Net open to UNDP and UN staffs working on UNDP projects. Within UNDP's governance community, the network serves as an internal, global exchange forum on new and upcoming national, regional and global activities and resources. It also acts as a locus in sharing comparative experiences and good practices to discuss substantive issues related to democratic governance.

### **1.2.4. Projects**

#### ***(a) Global Networks***

By accumulating good practices and lessons learned from UNDP's global knowledge management discourse, country level practitioners had developed local knowledge networks, repositories, targeted knowledge products and tools by building thematic communities of practices at the local level. Further, UNDP supported the establishment of partner networks based on the UNDP model through the DGP-Net and these networks include:

- ACE Electoral Knowledge Network: the world's largest online and free encyclopedia of electoral information as well as a dynamic practitioners' network and capacity development facility
- iKnowPolitics: The International Knowledge Network of Women in Politics (iKNOW Politics) is the world's leading website on women and politics with a free library of 1,400 resources and an established community of more than 5,000 members worldwide. This online workspace serves elected officials, candidates, political party leaders and members, researchers, students and other practitioners interested in advancing women in politics. It is a joint project of five international partners, including UNDP and UNIFEM. Everyday 500 unique visitors access resources, create knowledge and share experiences.
- DPKO-Rule of Law Network
- HuriTalk: UNDP facilitates and hosts the UN wide knowledge network on Human Rights Policy. HuriTalk, originally a UNDP knowledge network on human rights, expanded its purview and membership to serve the whole UN system in 2004 with the support of the UN Secretary General's Action 2 Reform Programme, formulated to strengthen the capacity of the UN at the country level.

#### ***(b) Promoting South-South Collaboration***

Since there are increasing demands for knowledge products and tools coming out of the south, south-south collaboration is getting high attention. It has been also argued that there should be a more systematic approach in sharing experiences, knowledge and lessons learnt in the area of south-south cooperation. In line with this desire, the 'Leadership and Innovation in Governance' series was launched in 2008 as a step forward to increase south-south collaboration.

#### ***(c) DG Knowledge Base (DG K-Base)***

DG Knowledge Base was launched in a response to capacity demands of practitioners who are now more equipped with comparative experiences and good practices. DG K-Base, a comprehensive searchable database not only captures expert and practitioner's knowledge on issues and problems raised by members of

the DG Practice Network but also those from broader DG-CoP of different regions in the world. It also serves as a locus in highlighting country experiences on diverse management and governance trends, issues and challenges.

***(d) CoP (Community of Practice) Development and Strengthening***

COs and Regional Centres highly welcomed the 'Community of Practice Strengthening Guidance Note' published in 2009. The guidance note delivered good practices and important lessons learned as well as developing and strengthening communities of practice across any UNDP practice or thematic group at global and regional levels.

CoP Development and Strengthening currently act as one of the key services offered to all service area teams. For global and regional practice teams, there are different knowledge management methods like peer reviews and peer assistance, knowledge management processes like the concept of Knowledge Cafes, and knowledge management tools such as K-analytics, surveys, K-mapping and Knowledge Audits available.

***(e) Teamworks***

'Teamworks' facilitates knowledge sharing and active collaboration in a cost-effective and consistent manner by utilizing Knowledge Management 2.0 collaboration approaches and technologies such as collaborative spaces, social networking and instant communication tools. Through such mechanisms, 'Teamworks' is able to connect people with different knowledge and experience. With already established presence of all its thematic service spaces in 'Teamworks' individual profiles have also been created. Not only does 'Teamworks' complement and build on UNDP's successful knowledge networking model, but also 'Teamworks' enhances policy and technical advisory services, programme design and management, through increasing links between policy and practice. 'Teamworks' will continue to serve as a facilitator in sharing knowledge across Strategic Plan's thematic areas and across operational units wherever situated.

***(f) Knowledge Exchange Forum (DGKEF)***

Launched at the 2010 Global Community of Practice Meeting in Dakar, 'Democratic Governance Knowledge Exchange Forum' exists in order to facilitate a virtual forum in promoting active knowledge sharing, and cross-regional knowledge exchange among colleagues in the DG Practice. It has been designed to perform as a mutual sharing and learning forum where all participants can participate to promote knowledge products and services, to foster cross-practice, cross-regional exchange, and share ideas and innovations. Thus, with DGKEF,

practitioners are encouraged to engage in active cross-practice negotiations and collaboration. DGKEF, the global DG Practice architecture, gathers the tremendous capacity that knowledge can generate, thus putting it at the fingertips of the human infrastructure of UNDP.

***(g) Global CoP Meeting***

The 2010 CoP Meeting brought together the global DG team in Dakar, Senegal, to discuss its role in order to shift development paradigm, and to help establish a vision for the future. More than 150 UNDP practitioners from HQ, Regional Centres and COs, as well as many guests from other UNDP practices participated in the meeting. During the meeting, participants had chances to examine the role and nature of the 'inclusive, responsive and capable state' in the broad context of a shifting development paradigm based on background papers developed for the meeting. In particular, the necessity to address the various human development challenges was reviewed at the global level, in different regional contexts, and also at the specific level of some countries facing challenges in a post-conflict situation. In addition, the meeting had brought consensus to the fact that different service platforms need to work more closely together, based on the demands presented by countries for support.

## 2. The World Bank

### 2.1. Background

The current era of knowledge revolution and globalization demonstrates that knowledge is an essential tool in addressing a wide array of global issues. It is widely recognized that knowledge plays a critical role in economic development as well as national competitiveness. The World Bank Group (WBG), a global knowledge platform for inclusive and sustainable poverty reduction, has provided knowledge services for not only developing countries, but also advanced countries. In the wake of the global financial crisis in 2008, the global society has raised doubts about the Washington consensus and the role of government has been increasingly important. In this context, many countries, especially developing countries, have increasingly shown strong interest in sharing development knowledge to make their institutions more performance-oriented and to manage their governance system with more efficiency. Such trends have resulted in the WBG's role to rely increasingly on knowledge and have put the concept as a core asset of the WBG.

#### **Box 1: Open Knowledge Database Platform of the World Bank**

##### *Doing Business Indicator*

The Doing Business Indicator aims to provide quantitative data on regulations for starting and doing business and to motivate the design of several regulatory reforms for the private sector in 185 countries as one of the flagship knowledge products in the Bank. The Indicator is available not only to the Bank staff, but all outside users such as policymakers, academia, and business community directly through the doing business website. The Indicator has progressed forward to convey more factors related to the doing business environment year by year.

In order to strengthen its role as the global knowledge provider, the WBG embarked on an extensive renewal program to help meet the challenge. Management launched several mutually reinforcing internal reform initiatives to enhance the bank's operational capacity and make the institution more efficient, effective and accountable.<sup>3</sup> Restructuring of the WBG's organization to a matrix pattern<sup>4</sup> is one of the initial efforts to enhance an effective knowledge

<sup>3</sup> Christian Delvoie (2010).

<sup>4</sup> The matrix organization of the WBG consists of 6 six regions (Africa, East Asia and

accumulating system. The Bank also conducted the reform not only to set the role of the World Bank Institute (WBI) as a global connector, which has lacked strategic direction for knowledge sharing, but also as an interconnector between Headquarters of the Bank and country offices, as well as between regional(local) and global knowledge sharing.

## **2.2. Objectives**

The main aim for strengthening the WBG's role as a global knowledge platform focuses on 1) improving the Bank's knowledge impact; 2) redesigning strategic direction of internal and external partnership for knowledge sharing; 3) providing full accessibility to the range of knowledge resources through the Bank's integrated information system anytime and anywhere; 4) building on strong governance for the knowledge providing system from capturing and creating knowledge to quality control and evaluation; 5) facilitating just-in-time response of partner countries' needs through decentralization of the Bank itself.

As for the WBI's reshaping objectives, they are 1) wholesaling structured learning for country clients on the "how-to" of reform; 2) scaling-up South-South exchanges, networks, and dialogues; 3) sharing practitioner innovations and incubation of pilots, scanning innovations globally, and creating space for Bank staff to innovate; 4) developing programs on leadership and multi-stakeholder coalition building to promote collective learning, and catalyze this learning into collective actions.<sup>5</sup>

## **2.3. Framework**

### **2.3.1. The World Bank Group's knowledge agenda**

In order to reposition the WBG as a global leading knowledge organization, the World Bank Group renewed its goals to: 1) understand client needs and provide maximum client satisfaction through customized solutions; 2) gather technical know-how from internal and external sources and turn them into global technical practices; 3) interrelate all knowledge to collaborate both inside and outside members. Therefore, the Bank is to create value for its partner countries by suggesting cutting-edge knowledge and sharing relevant experiences and practices

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Pacific(EAP), South Asia, Europe and Central Asia(ECA), Middle East and North Africa(MENA), and Latin America and the Caribbean(LAC)) and 6 networks (sectors) (Human Development, Sustainable Development, Financial and Private Sector Development, Poverty Reduction and Economic Management, Operations Policy & Country Services and Human Resources). This matrix organization aims to support fast, frequent, organic knowledge (resource) exchange between regions and networks.

<sup>5</sup> Christian Delvoie (2010)

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from the global society. The knowledge strategy Group (KSG) has consulted extensively with internal stakeholders and external organizations for the renewal issue to achieve the challengeable goals.

There are several efforts to restructure the Bank to play a role as a global knowledge hub:

First, the Bank introduced a matrix management structure in 1997 with the aim of increasing country client focus and promoting the delivery of global knowledge through technical networks: the first orchestrates the interaction between country management and sector units within each of the six regions; and the second seeks to connect regions and network anchors.<sup>6</sup> The Bank also recently established the Matrix Leadership Team (MLT) to facilitate collective decisions as a match-maker between demand and supply and smoothly across its abilities among the Bank staffs.

Second, the Bank will launch a couple of pilot initiatives for technical practices to gauge the benefit-cost analysis and to set up such best cases. The Bank expects that the technical practices deliver state-of-the-art knowledge and know-hows to its customers and it would be helpful to find the most suitable and integrated management structure. Transforming existing Sector Boards into practice management teams and utilizing MLT to solve knowledge sharing and mobility issues are good action plans to help build up representative technical practices.

Third, increasing informal knowledge is also one of the main goals of the Bank to contribute in becoming a global knowledge hub. In fact, more than 70% of knowledge still remains in the heads of individuals. Informal and intangible knowledge among the Bank's staff can be written down and saved as real database. Furthermore, capturing and scanning knowledge from external networks and sources and connecting those into the Bank would be a core asset of the Bank. Those assets plus the Bank's explicit knowledge portfolio, such as flagship reports, DEC reports and development databases, will help accumulate the Banks knowledge fruitfully. In addition, utilizing WBI as a tangible knowledge platform to connect diverse sources in the world and centers of knowledge and innovation across countries and regions, to share ideas among senior level fellows (global well-known practitioners, leaders, academia) would be one of the main objectives. The last, social networking (people to people connectivity), searching for experts and documents (experiences, best practices) by DB can be a way forward to achieve its' Goals.

Fourth, since the Bank is rapidly becoming an advisory Bank, the demand for attracting talents has grown as one of the crucial factors of the Bank. To inspire

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<sup>6</sup> Christian Delvoie (2010)

young talents and to motivate current staffs to work intensively, the Bank needs to provide incentives. Current debate for indentifying business priorities for 20 new technical Grade I Level (GI) positions and thereby funding them exhaustively could be a good example. Also, providing customized learning programs to strengthen staffs' professional and technical skills could be utilized as incentives.

Fifth, building up a better governance framework for the core knowledge assets is the ultimate objective of the knowledge strategy. The Bank, however, was not able to smoothly harmonize the existing governance structure and oversight mechanism. As an effort to advance as a knowledge hub, the Bank analyzed the governance structure of leading organizations and found the following common factors: 1) Senior management is directly involved in knowledge governance; 2) knowledge governance is fully aligned with business needs; 3) governance arrangements extend across the entire organization, allowing for strategic directions; 4) governance is entrusted to formal committees, with cross-functional influence and budget authority; 5) rules provide consistency over time and signal clear expectations, embodied in the organization's culture; 6) while governance is generally centralized, management remains highly decentralized.<sup>7</sup> Through the external insights on knowledge governance, the World Bank tries to do benchmark IBM Group as a role model.

#### **Box 2: Decentralization of IBM Corp.**

IBM Corp. introduced decentralization strategy in 1988, which had restructured to five new highly autonomous organizations. The independent units in the IBM headquarter and in the regional offices would be responsible for the company's innovation, design, manufacturing and marketing procedures, as well as for domestic manufacturing. The main aim of the decentralization led by John Akers, former Chairman and CEO at that time, was to make the same people who deal with the company's customers directly to make the critical decisions. This led energetic and innovative younger managers to become more influential and at the same time reduced the role of IBM HQ significantly.

His effort and strategy seemed to be successful and contributed to IBM rising back to its position as a giant dinosaur dominating the global market. However, IBM receded down again in the market position not long after. Indeed in 1991, IBM's net financial performance became negative for the first time in its history. This was when Mr. Louis Gerstner was appointed as the first CEO from an external recruitment process. After spending a few months listening

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<sup>7</sup> Christian Delvoie (2010)

from inside managers, he announced that IBM's problems arose from decentralization with no cross functional interaction. He believed that IBM needs to balance decentralized decision making with central strategy and common customer focus.<sup>8</sup>

Based on his strong conviction that customer focus should be given top priority followed by company interests, he made strategic decisions towards service-oriented, network-led business transformation. He reinforced that the IBM headquarter should take the role of decision-making and separated responsibility from autonomous bodies thereby focusing more on the central framework. He believed that the central vision and strategy should be decided upon by the central framework so that all staff could share this view. At the same time, he still respected the importance of domestic and regional centers (particularly R&D centers) creating and developing their own ideas. Knowledge developed by domestic and regional centers would be transferred to the headquarters which would play the role as a knowledge coordinator.

During the period 1993 – 2000 in which Mr. Gerstner headed IBM, the company reported a net income of \$7.7 billion in 2003 from net loss of \$8.1 billion in 1993. As a result of his leadership, the stock price of IBM shot up by nearly 800%.

Effective decentralization must be accompanied by knowledge management reform to keep decentralized staff abreast of global developments, and improvements in the matrix are needed to increase the flow of staff and knowledge across regions and networks.

More closely connect to country-level (local) tacit knowledge, it would be needed to bring closer to its clients and partners.

### **2.3.2. The WBI's knowledge sharing program**

As part of the 'how' of the reform, the World Bank Institute (WBI) is the World Bank Group's main means of sharing and connecting knowledge. As a knowledge provider, the WBI has delivered its own capacity through capacity development programs such as policy consultations with research basis, training courses, workshops, conferences and technical assistances. The WBI has conducted its activities on a broader range of subjects aligned with the Bank's regional and country development priorities. WBI also works closely with donors, learning institutions, and centers for excellence to deliver customized contents locally through its platforms for South-South exchange and innovation as a global

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<sup>8</sup> Louis Gerstner (2002)

knowledge broker. Moreover, the WBI has aligned its strategic focus with the Bank-wide Global Expert Teams (GETs)<sup>9</sup> to leverage their work.

### **Box 3: South-South Experience Exchange Trust Fund**

South-South Cooperation<sup>10</sup> is a well-known terminology since it was first officially introduced 30 years ago, contributing to the creation of the G77 in the UN. Recently, the global society has shown more interest to the concept and thereby creating a new powerful momentum to the issue. The Paris Declaration in 2005 and the Accra Agenda for Action (AAA) in 2008 on aid effectiveness, are critical moments to reflect the important means of arriving at solutions to shared development challenges. In the AAA, Southern perspectives have particularly become more relevant in the evolving global governance of development cooperation. All development actors, particularly Middle-Income Countries, as both providers and recipients, are invited to play a key role in contributing to the achievement of the Millennium Development Goals (MDGs) and addressing global development challenges such as poverty reduction and climate change. It is in this context that South-South cooperation is recognized as a tool for capacity development.

In order to keep pace with the south-south participation and needs, WBI established South-South Experience Exchange Trust Fund (SEETF) to further the WBG's knowledge sharing agenda by drawing on the accumulated expertise and fund of partner countries. The SEETF driven funding mechanism is designed to respond quickly and efficiently to the needs of reformers in low income countries. In recognition of the innovative nature of SEETF, the United Nations presented the WBG with an Innovation Award during the 6th UN Day for South-South Cooperation in 2009. Currently, SEETF supports the Task Team for South-South Cooperation (TTSSC) with knowledge, advice, and financing.

In addition, the Global Development Learning Network (GDLN), provided by the WBI, supports for the design of customized learning solutions for individuals, organizations and countries working in development issues through technical-based solutions such as videoconferences and web-based applications.

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<sup>9</sup> GETs is a small team of Bank experts as a whole who are available on demand to support frontline task teams. GETs consists of the best internal and external experts who research and disseminate high value knowledge to development partners.

<sup>10</sup> South-South Cooperation is defined as an exchange of expertise, resources and knowledge between (non) governments, organizations, and individuals in developing countries.

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Coordinated by the World Bank, GDLN has a partnership of over 120 recognized global institutions (affiliates) in over 80 countries.

The WBI's knowledge sharing process (visualized in Appendix A) is structured as follows:

***(a) Preliminary methodological guideline phase: "Analytical research work"***

In order to provide analytical background knowledge for designing new programs, the WBI has prepared and offered preliminary guidelines through methodological framework which have accumulated through years of research. The research work concerning policymaking communities in developing countries helps them to design, conceive and implement policy measures that are adapted to their context. In other words, the work provides policy directions that can help political, social, and economic leaders embark on the process which is suggested by the research.

The research efforts will be published by the World Bank and will be complemented by follow-up activities such as consultations, training courses, workshops and seminars, which would allow participants to engage in developing coherent strategies for their countries.

***(b) A preparatory phase: "Setting the stage"***

This preparation phase will consist of undertaking a background study and identification of stakeholders. The study will typically be undertaken by a local consultant familiar with the country in collaboration with national stakeholders, under supervision of a Task Team Leader (TTL). This phase will also be that of identifying the key country stakeholders: 6-10 from each country representing the public, private, academic and civil society sectors that will be involved in the knowledge sharing process.

The main objectives of the background report are to give an overview/snapshot of the current situation of the selected subject, including a detailed institutional and policy analysis of who does what. This work should be principally considered as 'review of the literature (especially, reference for the preliminary methodological guide book published by the World Bank and WBI)', and throughout this process, researchers should systematically go over documents concerning relevant government policies as well as reports and studies on the overall and sectoral topics.

***(c) A joint-exploration phase: "Emerging Positive Dynamics and Issues"***

This phase will focus on working with stakeholders and analyzing agents in the country. This will be accomplished through field work with a small consulting

team consisting of leading experts (internal and external consultants) in the subject, country operational TTL and stakeholders that will attend the workshop, and aim at completing a short policy note (10 pages) of the emerging dynamics and issues of the topic. Apart from their involvement in the elaboration of the policy note, the field team will also organize a brief restitution workshop with country stakeholders to ensure collaboration and buy-in.

Field work will be undertaken in selected locations of diversified nature and with different actors involved in the selected subjects. These may include government bodies in charge of and related to relevant policies; business enterprises; research organizations; training and education institutions; trade associations; dedicated sites. Another important aspect of field work is visiting sites outside the capital city and conducting interviews with relevant stakeholders in such areas.

*(d) A collaborative action learning phase: "Multi Country Workshop for seeking way forward"*

This step will consist of knowledge sharing at a workshop to be held in one of the partner countries over two or three days with the group of relevant countries aforementioned, and will aim at analyzing how to relax the constraints – entry points, in the medium-term and in the long-run, where the country works on these during the workshop and possibly immediately afterwards.

Notably, based on the work of previous stages, for example the policy notes completed in the 3rd stage, the country team will be asked to prepare two brief presentations in the beginning and end of workshop. These presentations should be followed by a discussion session to foster South-South learning between the team members. Also hands-on experience from other countries which have been able to implement more advanced strategies and activities will be integrated into the discussions and the efforts will be finalized in the end as a final country team presentation (Denoted in Appendix B). The outcomes of the presentations and subsequent refinement brought through the workshop will then be put down in a short paper for possible further actions such as country specific follow-up programs by the country and Bank Operations.

*(e) A Follow-up phase: "Providing country specific assistance"*

Based on the policy note in the 3rd stage and country teams' recommendations suggested from the action learning workshop of stage 4, TTL and country office will propose possible follow-up programs with concrete suggestions to each participating countries. In the mean time, 'Heads' of country teams will be encouraged to bring the workshop outcomes to relevant ministries and senior policymakers in their country to induce their interests.

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The proposals of follow-up programs and official letters will be sent to relevant ministries including Ministry of Finance, a counterpart of the World Bank in the target countries. A director (or manager) of country office of the Bank will fully support to actualize the follow-up programs. This could include personally and officially arranging numerous meetings with Prime Ministers and Deputy Prime Ministers to introduce the concept of the program and the global trend and context. and personally and officially arrange several meetings with Deputy Prime Ministers and Ministers to introduce the concept of the program and the global trend and context.

### **3. OECD Development Center**

#### **3.1. Background**

In 1961, in an address to the Canadian Parliament in Ottawa, US President John F. Kennedy proposed to establish the OECD Development Center, where public officials, private sectors and academic scholars of both developed and less-developed countries could meet together to study issues of economic development. He suggested that through the OECD Development Center, developed countries could pool enormous resources and skills, and make available long-term capital, planning and know-how.<sup>11</sup> One year later, the OECD Development Center was established by the OECD Council. Institutionally, major milestones were as follows:

- 1962 – Establishment of the OECD Development Center
- 1971 – Establishment of an Advisory Board on the Development Center
- 2002 – Establishment of the Governing Board of the Development Center

The major goal of the Development Center is to help the decision makers of developing countries' in finding policy solutions to stimulate economic growth and further achieve economic development which will provide better living conditions to their citizens. By achieving this goal, the center can also contribute to building a stronger, cleaner, and fairer world economy, which is the strategic orientation of the OECD.

The OECD Development Center seeks to play the role of a leading provider of evidence-based policy solutions for development; an honest broker of inclusive policy dialogue between OECD member countries and non-member economies; and an independent facilitator of South-South peer learning.

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<sup>11</sup> <http://www.presidency.ucsb.edu/ws/index.php?pid=8136>

### 3.2. Organization and Governance

The Development Center, created as an interface between OECD member countries and non-members, is a forum in which countries share their economic and social development experiences and related policies. In the course of information sharing and discussions, expert analysis is applied to development policy debates.

To achieve its goal, the Center tries to build an informal but trustworthy environment for exchanging best practices and debating development strategies with experts from different sectors and regions with the involvement of a variety of partners, such as policy makers, civil societies, inter-governmental organizations, international financial institutions, research institutions, and private sectors for pooling intellectual capital.

In regard to financing, EU originally provided the funding to the OECD Development Center and it provided some amount of funding to the AfDB, a major partner of the Development Center producing the country note. This has changed in the course of days, as now the funding flows from the EU to the OECD Center via the AfDB. This is due to the fact that the AfDB's capacity has increased, its roles have gained more weights, and finally the ownership of conducting the projects has moved to the AfDB side.

The OECD Council agreed to the establishment of a Governing Board of the Development Center to replace the existing Advisory Board in 2002 by suggesting that the newly-built governing board continue to be a subsidiary body of the OECD Council and comprise the members of the Development Center.

The main roles of the Governing Board includes the designing and prioritization of the Program of Work, supervision and evaluation of all activities of the center, as well as review of the results of the Center's work. On conducting the Center's projects, the Governing Board decides the direction of primary programs which are renewed every two years and it also makes a decision whether the Center would provide country-level consultation or not, in response with developing countries' requests.

The Governing Board consists of 39 fixed representatives of the countries, at the ambassadorial level, including 24 OECD members and 15 non-member countries, plus the European Commission and the AfDB. When designing the Program of Work or evaluating the Center's output, the Advisory Board decides to have discussions at the technical level and the new governing board accepts this model with comprised of various members depending on the issues and themes.

**Table 3-1: Member Countries of the Governing Board<sup>12</sup>**

OECD Member Countries	Austria, Belgium, Chile, Czech republic, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Korea, Luxembourg, Mexico, Netherlands, Norway, Poland, Portugal, Slovakia, Spain, Sweden, Switzerland, Turkey, UK
OECD Non-Member Countries	Brazil, Colombia, Costa Rica, Dominican Republic, Egypt, India, Indonesia, Israel, Mauritius, Morocco, Peru, Romania, South Africa, Thailand, Vietnam

### 3.3. Projects & Phases : Programme of Work

The OECD Development Center chooses themes among significant issues of the world economy and development as the subjects of Programme of Work for biennium.

#### 3.3.1. Perspectives on Global Development

For example, for the 2009-10 Programme of Work, the Development Center decided to conduct the Perspectives on Global Development (PGD) in regards of a major shift in the center of gravity of the global economy and politics from North and West to East and South. PGD examines the impact of the changes, the rising of emerging economies and their roles, on development, poverty and inequality in the world. It also proposed innovative policy solutions, designed by decision makers in OECD member and non-member countries. The first edition of the PGD was published in June 2010, named 'Shifting Wealth'.

PGD is supposed to be produced annually by two teams, one for Macro/Finance and the other for Policy Coherence/Poverty Reduction, with support of a range of related materials, such as Working Papers, Policy Briefs and Policy Insights and new Development and Globalization Indicator resource staffs.

Considering the background of creation of PGD, it is the combined form of the three thematic flagship publications of the 2007-08 Programme of Work. The Governing Board of the Center emphasized that its activities need to be more visible and influential for the Center to become a more effective facilitator of evidence-based policy dialogue.<sup>13</sup> Therefore, when building the 2007-08 Programme of Work, the Center reduced the number of themes for the Work and suggested to organize strategically selected themes in the production of four regular flagship publications, in addition the strengthening of the three focused

<sup>12</sup> Senegal and Kenya have applied to join in 2011.

<sup>13</sup> See the "Report on the Development Centre's Activities in 2007" [DEV/GB(2008)1]

policy networks were already ready at that time.<sup>14</sup>

### **3.3.2. Regional Economic Outlooks**

Besides the PGD, the Development Center has carried out macro regional economic studies, especially on non-OECD member countries, by producing two regional economic outlooks, the African Economic Outlook (AEO) and the Latin American Economic Outlook (LEO) for 8 and 3 years, respectively. Moreover, the center will also cover the Asian region by launching the Southeast Asian Economic Outlook (SAEO) in 2010. With the results of the macro regional economic outlooks, the center could select the annual theme for publications and the results could also be complementary analysis for that of the PGD. The regional research team is supervised by a Head of Regional Desks of three units, one for each region.

### **3.3.3. Targeted Policy Support**

To satisfy the increasing demands for policy support towards developing countries, the Center has been promoting Targeted Policy-Support (TPS) as the 2011-2012 Programme of Work. TPS will deal with new growth models and social cohesions, concentrating on the opportunities and risks to development created by new economic circumstances.

Different from the other programs, TPS will be conducted within the framework of macro regional approaches with a cross-cutting thematic analysis. It can adopt various forms, for instance, in-depth peer reviews on development perspectives and policies about transnational economic issues with the naturally-gained comparative advantages of its geographical coverage and thematic expertise, and other kinds of peer reviews that are high-quality informative tools -working papers, policy briefs, and interactive internet platforms- which have been facilitated by the Organization.

One special feature of TPS is that it will be carried out in close co-operation with relevant divisions in the OECD, not driven by the Development Center only. This approach, furthermore, will strengthen the Center's ability to contribute to efforts underway under the auspices of the OECD Working Group on Strategic Development Goals.<sup>15</sup>

### **3.3.4. Policy Dialogue Platform**

With the networks of the Development Center, it has formed policy dialogue platforms, - DevCom, EmNet, and DeFiNe, - to better understand the development results and emerging economies. The dialogue platforms are in the stage of peer

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<sup>14</sup> *Programme of Work of the OECD Development Centre 2009-10*, OECD

<sup>15</sup> *Programme of Work and Budget 2011-2012 (draft)*, OECD

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learning, not playing a role of peer reviewing.

First, DevCom (the informal network of DAC development communicators), created in 1988 by the OECD Development Center, is the only international forum in which donors have discussions on development communication issues. It consists of agencies of DAC members, representative departments of aid ministries, directors of public affairs, newly emerging donors, multilateral bodies, and the regional banks.<sup>16</sup> The network holds annual meetings, workshops, and trainings, therefore, members can meet and share their practices on development communications. Especially, during the meeting, the members can talk about their personal considerations, rather than representing their official positions because the Network provides an informal setting which induces more frank and efficient discussions. For the Work Programme 2011-12, DevCom will continuously support donors to develop the communication among them through peer learning, the exchange of relative information, and monitoring of public support and interests in development cooperation in regards of the demands from past activities.

Second, EmNet (the OECD emerging markets network), launched in November 2006, is an initiative comprised of high level representatives of major companies from OECD member countries and emerging economies, OECD experts, officials, and academics. With the reflection of the growing roles and impacts of emerging economies, the Network intends to develop dialogues and promote cooperation between private sectors of both developed and emerging countries by exchanging of knowledge and experiences through quarterly meetings and special events. EmNet has concentrated on the immediate and crisis-related issues as of 2009, and in 2010, it will foster dialogues to achieve sustainable economic recovery which will bring about better business environment. Currently, there are about 50 member companies in EmNet from various sectors, such as finance, energy, telecommunications, automobile, construction, technology, chemicals, etc.

Last, there is also a global network of think tanks, named DeFiNe. The network, which is comprised of think tanks from developed and developing countries, provides inputs of academic perspectives through research activities to the themes of ongoing programs, such as PGD, AEO, LEO, and SAEO and it supports to establish dialogue on development issues. Basically the suggestion of the Network is demand-driven; the Network particularly provides intellectual knowledge in response to the request of the units which produce flagship products.

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<sup>16</sup> The current members are Australia, Austria, Belgium, Canada, Denmark, Finland, France, Hungary, Ireland, Israel, Netherlands, New Zealand, Norway, Poland, Spain, Switzerland, the UK and the African Development Bank.

## 4. Japan: JICA

### 4.1. Background

The term “development consulting” and “knowledge sharing” are unfamiliar and may impress some unease to the Japanese<sup>17</sup>; however, the Japanese government has placed emphasis on technical cooperation utilizing Japan’s experience and expertise, and therefore it is stated in Japan’s ODA charter as one of the basic pillars. In the charter, the Japanese government suggests utilizing its own economic and social development experience as well as its advanced technologies, expertise, human resources, and institutions when assisting the development of developing countries with regard to the policies and needs of the recipients.<sup>18</sup>

Japan officially joined in the Colombo Plan in 1954, and started to engage in intergovernmental development cooperation in 1955, through technical assistance such as accepting trainees from overseas and delegating Japanese experts to other countries. In 1962, the Overseas Technical Cooperation Agency (OTCA) was established, and in 1974, it was renewed as the Japan International Cooperation Agency. In 2003, JICA became an independent administrative agency, and was integrated with Japan Bank for International Cooperation (JBIC) in 2008. The new JICA is operating technical cooperation projects, grant aid and ODA loans, as a primary bilateral development agency of Japan.

The Japanese intellectual assistance including technical cooperation projects is aimed at both contributing to the resolution of facing development tasks in the short-term and development of the capacity for sustainable growth in the related issues in a long-term. For achieving sustainable growth of developing countries, for instance, Japan makes efforts to reform legal and institutional organizations and improve the efficiency and transparency of public administration in the developing countries. In addition, Japan intends to contribute to human resource development by utilizing its own technology, skills and knowledge through Technical Cooperation projects.

With regards to the ultimate purpose of technical cooperation, Japan pursues facilitating the activities of Japanese companies in developing countries and underpinning the strengthening of Asia’s growth potential.

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<sup>17</sup> Yanagihara, 2010

<sup>18</sup> Japan’s ODA Charter, 2003

## 4.2. Organization and Governance

The Ministry of Foreign Affairs (MOFA) is responsible for the government ODA policy and defines Country Assistance Strategy (CAS) for each country. JICA, further elaborating on aid policies, is responsible for implementing technical cooperation projects and grants/loans in accordance with those development strategies. Other ministries have their own ODA budget and manage technical cooperation projects in developing countries.<sup>19</sup> The overall budget for JICA's cooperation (US\$150.8 billion for FY 2008) and regional distribution of its assistance are indicated in the JICA's Annual Report 2009.<sup>20</sup> In relation to JICA, government ministries and related agencies support JICA's activities through dispatching experts to recipient countries, accepting trainees and providing expertise in survey missions and advisory committees.

Since 1998 when the Japan Center was devised as a means of emphasizing Japan's ODA activities and a base for developing human network, 10 more centers have been built to date in 9 developing countries, mostly in Asia, which are currently transforming to market-oriented economies. Concerning the aim to be a wide-open center for various groups, such as private enterprises, government bodies, students and general public, the center carries out a role of developing human resources and thereby assisting developing countries accomplish economic growth. Moreover, the center also exchanges information on both Japan and the recipient countries.

Within JICA, the Thematic Division is mainly responsible for implementing technical cooperation. The training courses are arranged by the Training Affairs and Citizen Participation Department and the domestic regional JICA offices.<sup>21</sup> JICA Research Institute conducts various research and surveys related not only to technical cooperation but also thematic issues as capacity development. As for management of technical cooperation projects/programs, the Thematic Division and Overseas Offices are in charge of implementation and monitoring. The Evaluation Department undertakes evaluation of technical cooperation.

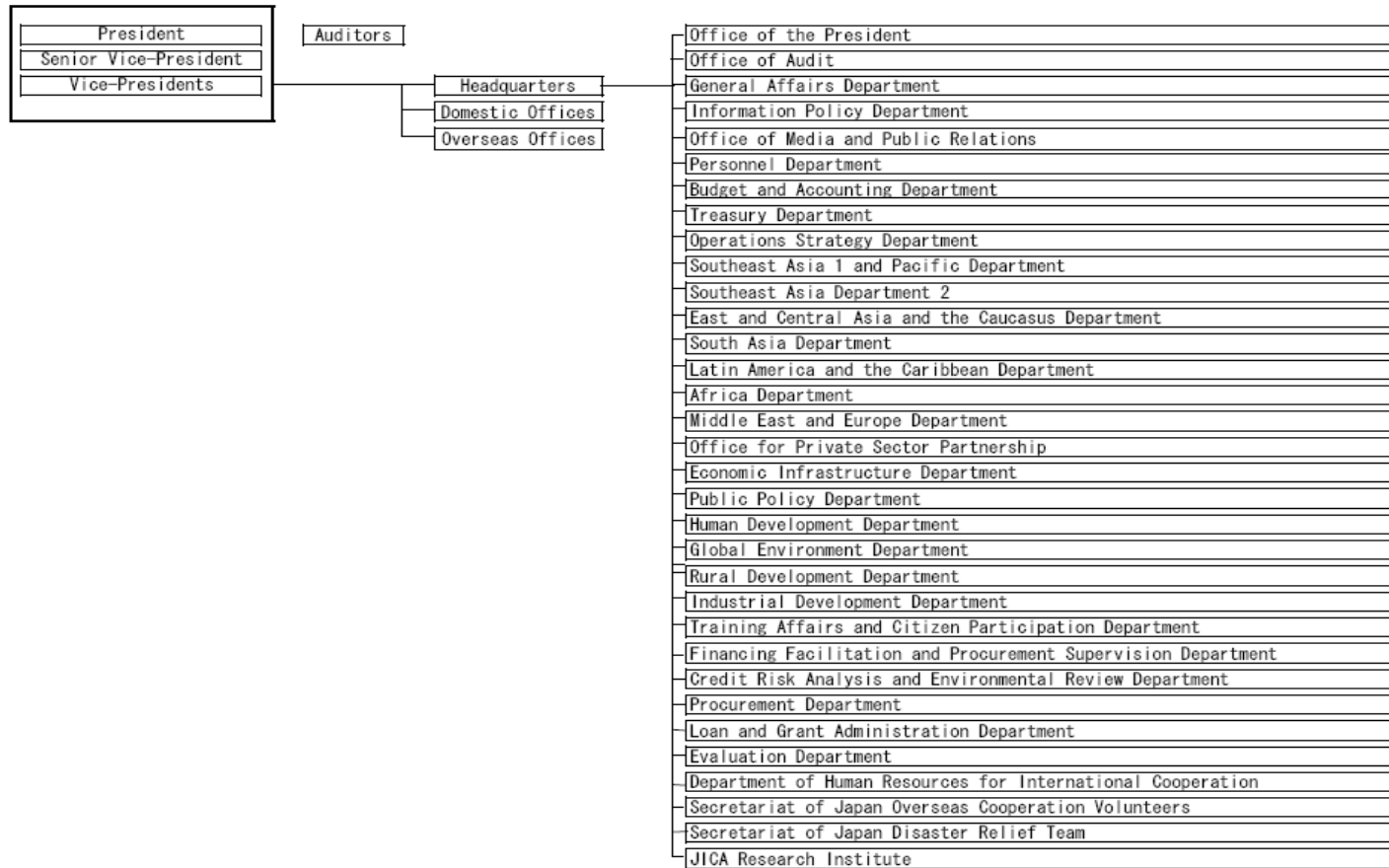
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<sup>19</sup> A list of ministries conducting technical cooperation and its descriptions are provided in the ODA White Paper 2009, at: <http://www.mofa.go.jp/policy/oda/white/2009/pdfs/part3-1.pdf#page=2>.

<sup>20</sup> See <http://www.jica.go.jp/english/publications/reports/annual/2009/pdf/57.pdf>

<sup>21</sup> See Organization Chart in *JICA Profile*, at <http://www.jica.go.jp/english/publications/brochures/>.

Figure 4-1: JICA Organization



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### **4.3. Characteristics**

#### **4.3.1. Laying the Ownership with the Recipient Country**

JICA figures out various appropriate approaches and tools for technical cooperation and adopts them after receiving a request from the developing country. It is noteworthy that JICA makes an implementation plan of the project through consultations with the recipient country for achieving development of the developing country faster and more efficiently. Then, a joint team which is composed by both experts from JICA and the developing country carries out the project according to the plan.

It reflects the basic philosophy of Japan's cooperation that Japan supports self-help efforts of a developing country so that the recipient country can continue the development procedures after the termination of Japan's cooperation. Therefore, when conducting a technical cooperation project, Japan takes the role of a cooperation partner and places the responsibility of the project ownership on the recipient country. This becomes the main reason that most technical cooperation projects take the participatory method which involves residents of a project's target area when planning, administrating, and evaluating.

It is important to note that the method of joint research was initially formulated in consideration with the fact that Japan had little experience of conducting such consulting projects toward developing countries, as well as no knowledge on internal affairs of the recipient country. It was therefore crucial and necessary to be provided with relevant information from the recipient country. Besides the main motivation, the jointly-conducting system also has some other benefits, such as that the donor country could identify the recipient's situation in a related area with accurate information. Moreover, the active participation of the recipient country would lead them to take the major role of the project and give them the responsibility of the technical cooperation

JICA places special emphasis on capacity development of recipient countries in order to foster sustainability of project outcomes and to be able to expand the project results to other areas within and across the country. In the process of technical cooperation, therefore, JICA elaborates on strengthening the following five elements essential to facilitate capacity development: incentives, ownership, leadership, good governance and networking of local resources.

#### **4.3.2. Planning and Evaluating**

To conduct ex-ante evaluation can be designated as the most important and special feature of planning the project. It allows JICA and the developing country to

predict the result of the project so that they can set a clear target. There are five criteria of the ex-ante evaluation; relevance, effectiveness, efficiency, impact, and sustainability. If a project lasts more than three years, there will be a mid-term evaluation in the middle of the entire project. The terminal evaluation is carried out six months before a project is completed with the same criteria of the ex-ante evaluation. The evaluation aims to study and analyze the project so that it is possible to figure out whether the estimates were right or wrong. Furthermore, considering the results of the terminal evaluation, JICA and the recipient country makes a decision of whether to conclude the project or to continuing it.

JICA has adopted Five Evaluation Criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability) for conducting evaluation of activities. These criteria were proposed by the DAC in 1991.<sup>22</sup>

#### **4.4. Projects & Phases**

Upon receiving a request of assistance from the government of a recipient country, JICA discusses with the country over the project design and a selection of a partner agency (or agencies) on which both sides agree as necessary to achieve the desired outcomes. The partner agency (or agencies) together with JICA assumes the role of project implementation.

JICA dispatches 3 long-term experts on average for a technical cooperation project, although the number varies depending on the number of cases the project deals with. The experts are selected through open recruitment or introduced by related line ministries, according to availability of human resources related to each subject of expertise.

The period of JICA's technical cooperation project is generally lasts for 3-5 years, and when it is necessary, another phase (in most cases in order to scale up the former cooperation results) will be implemented.

Expected outcomes of technical cooperation are described in the Project Design Matrix, whose indicators vary among projects, although most of the projects aim at capacity development of developing countries. An example of "Technical Cooperation for the Legal and Judicial Reform in Viet Nam" can be found in Annex.

Materials related to JICA's technical cooperation activities can be accessed at the JICA Library (<http://www.jica.go.jp/english/publications/library/>), where various

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<sup>22</sup> The detail is shown in Evaluation Guides including "JICA Guidelines for Project Evaluation". ([http://www.jica.go.jp/english/operations/evaluation/tech\\_and\\_grant/guides/index.html](http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/guides/index.html))

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reports and research outcomes are available. Post-evaluation of technical cooperation is open to the public on JICA homepage (<http://www.jica.go.jp/english/operations/evaluation/>). To note, the intranet called Knowledge Site is one of the primary databases within JICA, which is not open to the public.

#### **4.4.1. Policy Formulation and Institution Building**

For sustainable growth of developing countries, Japan not only provides assistance for establishment of economic and social infrastructure, but also cooperation for policy formulation, institution building in developing countries. It is based on the ODA Charter which regards the establishment of laws and institutions, the foundation of development in developing countries, as a prioritized policy. There are two kinds of Policy Formulation and Institution Building methods, one is a specific project for each issue and the other is providing finance for developing countries' national accounts, named Development Policy Loan (DPL)<sup>23</sup>. Japan has provided the assistance to Asian countries, such as Thailand, Vietnam, Cambodia, Bangladesh, and Pakistan, and some of Latin American and African countries.

As part of Policy Formulation and Institution Building cooperation, Japan carries out assistance for legal and judicial system development considering that improving legal and judicial system will contribute to development through self-help efforts of sound governance. The Basic Policy of the Assistance for Legal and Judicial System Development approved at the Overseas Economic Cooperation Council was formulated at the Director-General level of related ministries in April 2009. The policy contains ideas in regards of the current situation, challenges, and future direction of assistance as well as the basic philosophy of legal and judicial system development. In addition, Japan also intends to build sound police systems by providing expertise and equipments.

Considering that the legal and judicial sector typically demand person to person cooperation between a donor and the recipient country, Japan dispatches experts to developing countries as well as accepting trainees from the developing countries when conducting the projects. In other words, it can be said that assistance for legal and judicial system development, as well as policy formulation and institution building cooperation, come through the sharing of soft power including knowledge, experiences, and skills.

In other words, it can be said that assistance for legal and judicial system development, further, policy formulation and institution building cooperation

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<sup>23</sup> Japan often provides DPL, co-financed with WB and ADB (for example, towards Indonesia since FY 2004). The main goals of providing DPL is to stabilize the macro-economy, to improve the investment climate, and to improve public finance management and governance in developing countries.

come through the sharing of soft power including knowledge, experiences, and skills.

There are many case studies of policy formulation and institution building, which includes the case study for Cambodia which was initiated in 1999.

#### **(Case Study) The Legal and Judicial Development Project in Cambodia**

After the 20 years of civil war, Cambodia's legal and judicial structures, which would be essential for achieving economic growth, had not been adequately developed and in addition, human resources in those fields were also insufficient. In this background, the Japanese government launched the Legal and Judicial Development Project in 1999 and has put efforts to assist Cambodia in drafting and implementing the Civil Code (CC) and the Code of Civil Procedure (CCP). A total of three phases have been carried out, 4 years for each, and currently the project is in its third phase.

In Japan, JICA is the main body which has managed the project with supporting bodies, such as Supreme Court of Japan, Ministry of Justice of Japan, Japan Federation of Bar Associations, and advisory committees comprising academic scholars and practitioners in the related fields. On the other side, for Cambodia, the Ministry of Justice of Cambodia has taken the role of the counterpart to JICA in order to accomplish the main goal of the project which was to build the legal system on civil matters to function appropriately.<sup>24</sup>

In the first phase, from 1999 to 2003, JICA set the supporting groups on the CC and CCP to assist the process of drafting legislations related to civil affairs. The main objective of phase 1 was to develop a legal system to accommodate the market-oriented economic reform of Cambodia. As a result of the joint intention of JICA and the Cambodian Ministry of Justice, in 2003, the drafts of CC and CCP were produced both in Khmer and Japanese.

Phase 2 of the project started in March 2004, at a request of the Cambodian government that the Japanese government should continue to assist the country to promote the legislation, to enact the draft CC and the CCP, and to draft associated implementing regulations and statues. Phase 2 was completed in March 2008 with fruitful outcomes such as the nationwide application of the CCP in July 2007, promulgation of the CC in December 2007, and production of textbooks and clause-by-clause explanations from the Japanese advisory group,

<sup>24</sup> <http://www.jica.go.jp/project/english/cambodia/0701047/outline/index.html>

which could enhance the proficiency of Cambodia's working groups.

Phase 3 of the project started in April 2008 and will be completed in March 2012 in response to the request of the Cambodian government. Phase 3 is relates to drafting, establishing, and disseminating activities for CC and CCP-associated regulations. JICA will also keep assisting to develop the MOJ in Cambodia. The expected results are as follows; firstly, MOJ will take necessary measures for drafting and legislating laws related to the CC and the CCP; secondly, MOJ will follow up laws submitted by MOJ and will make necessary adjustments for laws submitted by other ministries; and lastly, MOJ will disseminate knowledge for implementing the CC, the CCP and collateral laws to relevant parties in the legal and judicial field.<sup>25</sup>

#### 4.4.2. JICA Training and Dialogue Programs

The Training and Dialogue Program is an important means of JICA's technical cooperation, which intends to support HR development and resolution of specific issues in developing countries. The programs are conducted only through first-hand experience, in other words, participants from developing countries learn and understand the Japanese organizational know-how and social system by actually visiting Japan and experiencing the Japanese society.

Annually approximately 10 thousands participants come to Japan for Training and Dialogue Programs and most of them are associated with governmental and public organizations while the number participants from NGOs of development countries have been recently increased. In addition, JICA also accepts affiliates of universities and private sectors.

There are three kinds of programs, Training and Dialogue Program, Projects for Country Focused Training and Dialogue, and Training Programs for Young Leaders. More details are included in the following table.

Participants expect to gain the unique development experience, knowledge and useful technologies of Japan. Moreover they could make inference which is significantly important for developing HR on their own development procedures.<sup>26</sup>

<sup>25</sup> <http://www.jica.go.jp/project/english/cambodia/0701047/outline/index.html>

<sup>26</sup> For the details of training, refer to JICA Annual Report 2009:  
<http://www.jica.go.jp/english/publications/reports/annual/2009/pdf/33.pdf>  
See also JICA homepage:

**Table 4-1: JICA Training and Dialogue Programs**

Programs	Training and Dialogue	Functions
1. Training and Dialogue Programs	International Training and Dialogue	A form of training and dialogue programs that multiple participants from all regions could take part in
	Long-term International Training and Dialogue	A longer-term version (at least one year) of international training and dialogue whose aim is for participants to obtain a university degree, particularly a master or doctorate
	Region Focused Training and Dialogue	A form of training and dialogue programs that focuses on particular regions or countries
2. Projects for Country Focused Training and Dialogue	Individual Training	Implemented based on individual requests from the target country
	Project Counterpart Training	Implemented for those who are involved in JICA's technical cooperation projects
	Long-term Training and Dialogue	A longer-term version (at least one year) of Projects for Country Focused Training and Dialogue whose aim is for participants to obtain a university degree, particularly a master or doctorate
3. Training Programs for Young Leaders		A basic training and dialogue program targeting young people who will lead the next generation

Source: <http://www.jica.go.jp/english/operations/schemes/tech/acceptance/training/about/>

#### 4.4.3. Follow-Up Cooperation

Apart from providing additional and supplementary support to the past "hardware-type" cooperation by supplying equipments to the recipient countries, JICA conducts "software-type" Follow-up Cooperations in order to spread and develop the results of the past Technical Cooperation toward ex-participants, alumni associations, counterparts, and experts in the recipient countries through seminars and workshops. Moreover, when the counterpart organizations take the initiative in planning seminars and workshops, they often request the local JICA overseas office to assist them as a co-sponsor.

<http://www.jica.go.jp/english/operations/schemes/tech/acceptance/training/index.html>

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Regarding the process of Follow-up Cooperation, firstly, a recipient country is required to submit a formal request of Follow-up Cooperation to each region's JICA overseas office. Then, the JICA overseas office or Headquarters will make a decision on whether or not to accept the requests.<sup>27</sup> Generally, the project selection committee of JICA Headquarters adopts the Follow-up projects when the projects need further studies, a large amount of requirement, or procure equipment in Japan. Apart from this, when the size of the project is relatively small, JICA overseas offices makes the decision. Next, while a selected project is being implemented, the JICA overseas office or a follow-up study mission monitors the Follow-up Cooperation project in the recipient country. The affiliated organization of the recipient country is required to manage expenditure for seminars, workshops, surveys and research properly. Lastly, after the completion of a Follow-up Cooperation, a report including the final results of the project is submitted to the JICA overseas office in order to evaluate the project.

When JICA conducts the "software-type" Follow-up Cooperation, it assists a recipient country's activities by providing financial and technical support. Furthermore, JICA provides technical information through sending periodical publications and literature related to technical skills and information. In addition to JICA's support, associated Japanese organizations with the past Technical Cooperation projects, such as research institutes, governments, and universities, often continue to support the recipient country by providing information and knowledge, backing up workshops with the financial support from JICA.

#### **4.5. Remaining Challenges**

For JICA, scaling-up technical cooperation outcomes is a major challenge, as impact of the technical cooperation is sometimes limited against expectations.

In addition, the main difficulties include: diminishing ODA budget in the severe fiscal condition of Japan; recruiting appropriate and sufficient personnel for projects (e.g. agricultural development in Africa, peace building in Afghanistan, etc.); and securing safety of JICA's experts working overseas.

To overcome the difficulties mentioned above, it is necessary to strengthen partnerships with other donors, both traditional and the new donors.

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<sup>27</sup> If it has been more than 15 years since the past Technical Cooperation is completed, the Follow-up Cooperation is not able to be carried out.

## **5. China: The IPRCC (International Poverty Reduction Center in China)**

### **5.1. Background**

In recent years, China has shown interest in international cooperation for poverty reduction and development, and has been working closely with its development partners in order to share its development experience. There are two main motivations which lead China to regard development knowledge sharing as an important issue.

First, newly changed global economic order becomes an external opportunity to China. The global economic crisis which occurred in 2008 revealed problems of global imbalances which had been led by the US and some other Western developed countries. Moreover, it called for new emerging countries' roles for global economic and financial leadership. Regarding the change, China has become a major player of the global economic arena and this has caused China to be more involved with poverty reduction and development. Second, through more than 30 years of opening its market, transferring to a market-oriented economy, and developing, China has its own successful development experience in the areas of building infrastructures and urbanization. Taking into consideration that many Asian countries face similar or same barriers which China faced in the past, China is currently willing to share its development experience and thereby provide directly related solutions to the developing countries.

Regarding the call and its capacity, the Chinese government established the IPRCC in 2004 and has made its efforts to promote South-South cooperation and alleviate poverty by knowledge sharing activities.

### **5.2. Progress**

May 2004 – the Chinese State Council Leading Group Office of Poverty Alleviation and Development (LGOP), Ministry of Commerce and UNDP signed a Memorandum of Understanding for establishing the IPRCC

December 2004 – the Chinese government, UNDP, and other international organizations jointly initiated and established the IPRCC

May 2005 – the Program Document was officially signed

July 2005 – an inception workshop was held for officially launching the IPRCC

January 2006 – the first meeting of the Board of Trustees was held in Beijing,

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dealing with the following issues; clarifying the theme, setting up the charter, and appointing the managing director

### **5.3. Objectives**

The IPRCC introduces itself as an international organization which was established to provide a platform for knowledge sharing, information exchange, and international collaborations in the area of poverty alleviation and development. In other words, its mission is to contribute to global poverty reduction through promotion of policy research, experience sharing, international exchange and South-South Cooperation. By successfully carrying out the 4 main activities, which are research, exchange, training and cooperation, the IPRCC intends to optimize the policies and strategies of poverty reduction, thereby enhancing the poverty reduction process.

### **5.4. Characteristics**

#### **5.4.1. Relations with International Organizations**

Due to the fact that the IPRCC was jointly established by the Chinese government and UNDP, the relations between the IPRCC and international organizations are significant in terms of raising funds and conducting projects. Especially funding from the UNDP and other international bodies account for a great part of the IPRCC's entire revenue since the Chinese government does not provide working expenses. Moreover when the IPRCC makes decisions of projects-related issues, it seeks for common interests with international organizations.

#### **5.4.2. Not Enough Established Process**

Since the IPRCC is a newly-initiated organization, the basic process of development policy consultations, has not yet been established. Regarding the initiation of consultation projects, the IPRCC does not have a survey system for understanding developing countries demands nor does it have a formal procedure to receive consultation requests; IPRCC therefore generally conducts consultation projects through informal requests by developing countries. For example, the cooperation project with Tanzania was initiated by the informal request of Tanzania's Prime Minister when the Prime Minister and the Tanzanian delegation attended a development workshop in 2008. (The IPRCC had discussions with the Tanzanian government about the subject of consultation after the workshop.) Currently, the IPRCC dispatches Chinese experts to counterpart developing

countries to figure out their demands on development policy consultation.

Moreover, the IPRCC only has 50 staff, which is not enough to carry out the research work for all the projects. In this aspect, the IPRCC generally outsources to researchers from university professors and experts in international institutions, when conducting research projects.

#### **5.4.3. South-South Cooperation**

Since China's successful development is relatively new compared to other developed countries, it believes that the development experience of China is more easily adoptable to the current developing countries. In addition, the Center believes that China is continuously in the development process and that there are also things to learn from other developing countries. While carrying out South-South cooperation, the IPRCC emphasizes the differences between itself and other developed countries' consultation works, which is that the IPRCC does not just hand knowledge and experience down to developing countries but it shares the knowledge and work on finding out the best policies for the counterpart countries.

### **5.5. Management System**

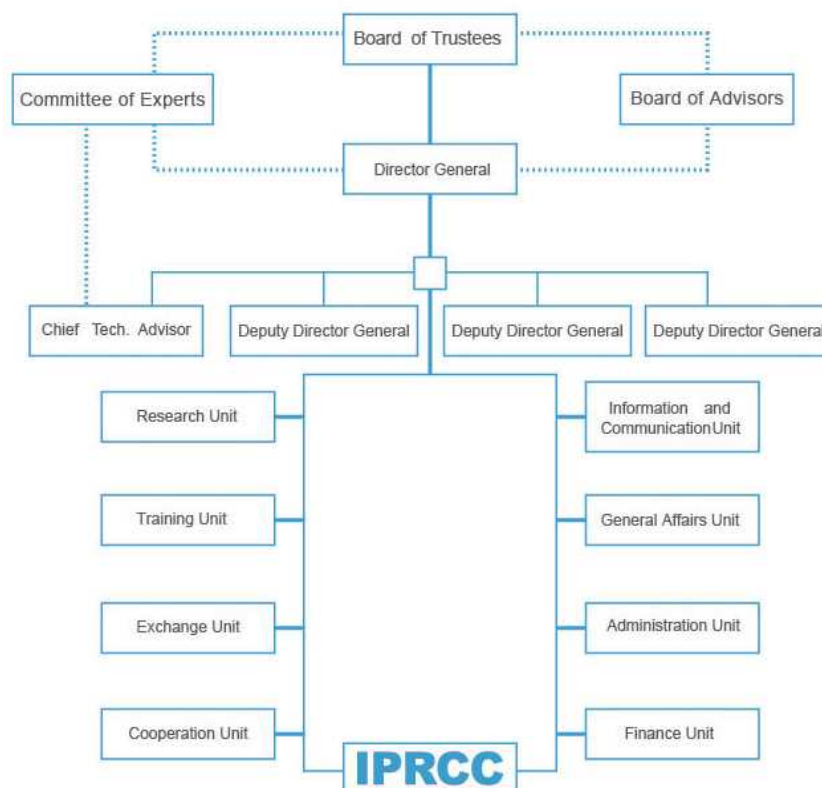
Various Chinese government agencies and international organizations are affiliated to the IPRCC by the fact that they constitute the Board of Trustees of the IPRCC.<sup>28</sup> The Board generally makes the highest decision of the IPRCC by reflecting the opinion of all member organizations, Committee of Experts and the Board of Advisor. Then, according to the decision of the Board, the director general manages 4 units for the organization's main activities<sup>29</sup> and 4 other units which deal with information and communication, general affairs, administration, and finance, respectively. (See the chart below.) Currently the IPRCC has 50 staff including researchers, volunteers, and advisors.

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<sup>28</sup> Board of Trustees includes 5 Chinese government agencies (State Council Leading Group Office of Poverty Alleviation and Development of China, Ministry of Commerce, Ministry of Foreign Affairs, National Development and Reform Commission, and Ministry of Finance), international organizations and bilateral agencies (UNDP, the WB, Asian Development Bank, and UK Development for International Development), and Chinese Association for International Understanding as a non-governmental organization.

<sup>29</sup> Research, Training, Exchange, and Cooperation

**Figure 5-1: IPRCC Organization**



Source: <http://www.iprcc.org/front/article/catalog.action?id=89>

## 5.6. Projects & Phases

As an international platform of poverty reduction and development, during the last six years, the IPRCC provided four flagship projects which are Research, Training, Exchange, and Cooperation to the developing world and related agencies.

### 5.6.1. Research

First of all, the IPRCC carries out research projects which will be the foundation for conducting international training, exchanges and cooperation projects. The organization has been dealing with poverty reduction and development as main subjects of the research projects. For backing up the research projects, the IPRCC has built extensive partnership with high level educational and research

institutions, such as Pecking University, Chinese Academy of Social Science, and Overseas Development Institution of the UK. Furthermore it believes that the affiliations will contribute to producing more valuable results. In fact, some research projects are conducted in cooperation with the WB and China Agricultural University.

Through the research projects, the IPRCC analyzes and sums up China's poverty reduction policies and experiences as well as strategies, models, impacts and practices of other developed countries. Based on the result of the studies, in April 2009, the IPRCC held a meeting on internationalization of China's poverty reduction experience, with the purpose of: clarification of the specific requirements for development; combination of China's development experience; and making decisions on how to share the experience and knowledge effectively with developing countries. Moreover, the IPRCC has also conducted comparative studies on theories and practices in terms of development and poverty reduction of China and other regions or countries. Currently it has concentrated on studying development practices in African countries, especially in the field of agriculture.

By producing 10 working papers and some books as well as providing these to developing countries and the international society, the IPRCC has been able to provide technical support for policy-makers, researchers, practitioners in the area of poverty reduction and development. The two series of research are considered as main results of the projects, which are 'A comparative Study of Poverty Reduction in China and Africa' and 'The Course of Poverty Reduction in China'.

#### **Table 5-1: Completed Research Projects**

- 
- Comparative Study on the Poverty Reduction Models between China and Africa
  - Comparative Study on the Poverty Reduction Models between China and South Africa
  - Research Study on the measurements of Internal Poverty
  - Study on Financial Crisis and Poverty Reduction
  - Review Research Studies on International Poverty Reduction Theories
  - Compilation of China's Poverty Study Materials (Volume III, International Studies)
  - Compilation and Review of China's Poverty Research Materials 2008
  - Compile and print the International Poverty Reduction Briefing
  - Poverty Reduction Development Report
  - Development of Training Materials on International Poverty Reduction
  - Study on the Influences of Agriculture-friendly Policies on the Impoverished Population at the Beginning of the New Century
-

### 5.6.2. Training

Second, the IPRCC conducts experience sharing programs between China and other countries, called Training projects. Ever since 2005, it has carried out a total of 24 poverty reduction training programs for 515 middle and high level government officials from 85 developing countries, mostly in Africa and Asia. The programs introduce China's development process and provide opportunities of sharing each participant's experience in the field of development and poverty reduction. So far, topics which have been dealt with by the Training projects are 'International Cooperation', 'Special Economic Zone' and 'Agricultural Development'. Generally, the training programs last two or three weeks; during the first half of the program lectures and discussions are carried out and in the latter half, participants take part in field training. Related people in NGOs and project managers also attend training programs, so that developing countries not only learn how to make development policies, but also learn to improve policies.

In 2009, the organization conducted 2 training programs which included 5 seminars on international poverty reduction for the developing countries and 1 seminar on theories and practices of international development and poverty reduction for the people from LGOPAD in the provinces of China, in cooperation with related ministries of China<sup>30</sup> and international organizations, such as UNDP and WB.

During the seminars, participants<sup>31</sup> from developing countries had the opportunity to visit the experimental base of Gansu Agricultural University and conducted informal discussions with Chinese farmers about industrialization and poverty reduction for learning more practical information and experience. By conducting training programs and providing theoretical and practical knowledge, the IPRCC intends to emerge as an organization which is internationally specialized in poverty reduction and development.

### 5.6.3. Exchange

Third, as a global poverty reduction platform, the IPRCC holds conferences, forums and workshops to promote knowledge sharing among developing and developed countries, as well as international organizations. There are two annual events which are '10-17 Poverty Reduction and Development Forum' and 'China-ASEAN Forum on Social Development and Poverty Reduction'. On the international day for the Eradication of Poverty, October 17, the IPRCC hosts a high level forum and discusses international development issues. The topic of the

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<sup>30</sup> the Ministry of Foreign Affairs, the Ministry of Finance, the Ministry of Commerce, and Leading Group Offices of Poverty Alleviation and Development

<sup>31</sup> 152 government officials from developing countries and 48 representatives from China

forum has changed every year: economic crisis was dealt with in 2009 and in 2010 the topic is transformation of economic development patterns/models. Compared to the high level forums, 'China-ASEAN Forum on Social Development and Poverty Reduction', concentrates more on regional development issues.

Moreover, the IPRCC inaugurated the "Celebrity Forum" and has plans to initiate various regional forums, such as China-Africa Poverty Alleviation Forum. In addition, as a regional secretariat of PADI (Poverty Analysis and Data Initiative) Network, the IPRCC has continued communication and cooperation with East Asian Countries including Vietnam, Malaysia, and Philippines as well as ADB.

To develop the forums to become more influential, the IPRCC has built more than 10 bilateral and multilateral partnerships with leading international organizations in the area of development, such as UNDP, WB, OECD-DAC, ADB, etc. In 2009, the organization accepted 9 visiting delegations from Mexico, Guinea, and Vietnam. Furthermore, 2 exchange projects were initiated in 2009 which are 'Enhancing South-South Cooperation Capability of the IPRCC' and 'ADB Technical Assistance Project on Poverty Reduction and Inclusive Growth Knowledge and Partner Network'.

#### **5.6.4. Cooperation**

Fourth, the IPRCC established bilateral cooperative relationships with African, Asian, and South American countries, with the aim of assisting developing countries by sharing China's poverty reduction experience.

Whether sending Chinese experts to developing countries or receiving delegations from those countries, the IPRCC mainly participates in a process of planning and setting strategies for poverty reduction of developing countries, by providing policy consultation services. In addition, the organization also builds poverty reduction cooperation centers in developing countries which become a platform for conducting research, trainings, and exchange activities. Moreover, the IPRCC established a poverty reduction demonstration base in order to carry out more practical and realistic cooperative projects.

As an example of close bilateral cooperation which the IPRCC promotes<sup>32</sup>, the Tanzanian case can be looked at. Tanzania became the first counterpart country that the IPRCC carried out bilateral cooperative projects with, by conduction pilot studies, training programs and providing policy consultations on poverty reduction. After agreeing on sending Chinese experts to Tanzania to implement

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<sup>32</sup> Tanzania government considers the bilateral cooperation of China for poverty reduction as significant to develop the country by reflecting that the Minister of State concerned deepening the cooperative relationship of the two countries when she visited China in May 2009.

poverty alleviation demonstration projects and building a poverty reduction center in Tanzania, in 2009, the IPRCC chose two consultants who have a specialty in agricultural development. The two Chinese specialists resided in Tanzania for 4 months. During the period, they surveyed the differences between development in China and Tanzania and shared China's experience with government ministries of Tanzania, such as the Prime Minister's Office, the Ministry of Finance, the Ministry of Regional Administration, and several local governments, as well as WB Tanzania for providing policy recommendations. They also supported NGOs in Tanzania by co-organizing development and poverty reduction-related workshops and conferences as well as conducting research. For example, the IPRCC agreed upon a contract with PRIDE Tanzania and gave it a role of conducting basic research and a feasibility study on Tanzania's socioeconomic situation, poverty reduction and development conditions. The role of the IPRCC in Tanzania also includes offering advice on macro finance and having discussions about Chinese businesses in Tanzania with Tanzanian government officials.

#### **5.6.5. Information and Communication**

Besides the four main activities, the IPRCC also makes an effort to provide information and a channel for communication to users who are interested in development issues through its website. Moreover the organization has connections with several universities in China conducting specific programs, which provide opportunities of taking lectures, generally at a master's degree level and taking part in research projects.

### Part 3

## **Korea's Development Experience and Knowledge Sharing**

Korea has been particularly active in knowledge sharing, drawing from its own development experience (see Chapter 6). Korea's dynamic development experience over the past half-century has been a source of fascination for development specialists and a source of inspiration for other developing countries eager to extract lessons that could be applied, if not exactly replicated. Sharing Korea's development knowledge and tailoring policy advice to the needs of developing countries may be the greatest gift that Korea can offer the world.

Since launching its Knowledge Sharing Program (KSP) in 2004, Korea has provided policy consultations to 24 countries on topics ranging from development planning to crisis management (see Annex VI). The Korean government sends out demand surveys to potential partner countries through its embassies and crafts its consultation projects tailored to needs of these countries. Former high-ranking government officials are directly involved in these policy consultations to share their intimate knowledge of development challenges. They describe in detail the decision-making process, peppered with interesting anecdotes, empathize with government officials in development partner countries, and complement the analytical work of policy experts and specialists who have extensive experience of their own in their fields. These government officials and practitioners effectively pair up with their counterparts in development partner countries to work jointly on pressing policy challenges and share development knowledge in the process. Instead of offering a "one-size-fits-all" or template approach, this knowledge-sharing exercise is much more effective in discovering what really works for development. Furthermore, in a number of cases, policy consultations led to substantive follow-up projects. For instance, a knowledge sharing project on the export development for the Dominican Republic (Lim 2009) subsequently led to a concessional loan program for a trade center and a technical assistance program on the establishment of the Dominican Export-Import Bank.

## 6. Korea's Development Experience<sup>33</sup>

Korea's development took place through *joint discovery and upgrading of comparative advantage*. To promote development, the government and the private sector made joint efforts to address innovation and coordination externalities. The government shared the investment risks of the private sector and provided support largely based on performance in competitive global markets. The reinforcement of successful experiments through the feedback mechanism of *performance-based rewards* led to dramatic changes over time. Korea retained the *ownership* of its export-oriented industrialization and progressively developed its own capabilities even as it actively engaged in *external interaction* to learn from, and trade with, the outside world. Committed to social cohesion, Korea pushed ahead with a coordinated program of trade, industrial, and human resource development to generate *rapid, resilient, and shared growth*.

### *Mitigating Downturns*

Over the past fifty years, Korea experienced only two years of negative growth (1980 and 1998). Even as Korea embarked on its export-oriented industrialization in the 1960s, it made serious efforts to raise *agricultural productivity* to achieve food security and narrow the urban-rural income gap to maintain *social cohesion*, mainly through the Saemaul Undong (New Community Movement). *Flexible adjustment* played a critical role in mitigating the impact of external shocks such as the oil price shocks of the 1970s. *Macro policy discipline*, in turn, provided a counter-cyclical buffer to mitigate downturns in the wake of the 1997-98 Asian economic crisis and the 2008 global financial crisis. In the wake of the 1997-98 crisis, Korea strengthened *prudential regulation* to safeguard financial stability and increased *international reserve accumulation* to insure itself against sudden capital flow reversals. Korea's experience with financial sector development, in fact, illustrates the importance of having a set of institutions to monitor and discipline corporate management and highlights the risks of implementing asymmetrical market liberalization.

### *Raising the underlying growth rate*

*International trade* helped Korea to discover its comparative advantage and alleviate coordination failures; overcome the limits of its small domestic market and exploit scale economies; learn from good practices around the world and upgrade its economy; and run a market test for government policies and corporate strategies and devise performance-based reward schemes.

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<sup>33</sup> This is based on Lim (2010) and Winters, Lim, Hanmer, and Augustin (2010), accessible at: [http://www.kdi.re.kr/kdi\\_eng/database/report\\_read05.jsp?1=1&pub\\_no=11569](http://www.kdi.re.kr/kdi_eng/database/report_read05.jsp?1=1&pub_no=11569).

While relying on global markets, Korea made conscious and concerted efforts to move into higher value-added areas along the value chain by making *complementary investments in human capital and infrastructure*. The government established mechanical technical high schools as “centers of excellence” in each province, offering full scholarships to poor but talented young students. Universities were called upon to select one specialized engineering field, related to a nearby industrial complex if possible. Korea also invested in power, transport, communications, and water infrastructure to facilitate economic growth and human development. Improving infrastructure management required SOE reform.

Korea provides a prime example of the *virtuous cycle between economic growth and human development*. Although Korea was one of the poorest countries in the world in the 1950s, it invested its limited resources to promote universal primary education. Investing in people by itself was not enough to promote growth in the absence of complementary industrial and trade developments, but it provided the basis for Korea’s initial takeoff in the 1960s. Korea’s rapid growth, in turn, facilitated human development and poverty reduction. Korea’s Human Development Index (HDI) rose at an average annual growth rate of 0.97 percent over the 1980-2007 period—the fastest rate of improvement among 83 “very high” and “high” human development countries as classified by the UNDP.

### *Overarching factors*

The political economy changes triggered by the student revolution of 1960 and the military coup of 1961 proved critical to Korea’s subsequent containment of corruption and establishment of merit-based institutions. Korea also made extensive efforts to narrow the knowledge gap with the outside world. The overarching factors of *institutions and governance*, and *access to knowledge*, provided the basis for Korea’s rapid, resilient, and shared growth.

## **7. Korea: Knowledge Sharing Program (KSP)**

### **7.1. Background**

The issue of international development cooperation started receiving attention in the early 1980’s in Korea. By then, Korea had reached a point when it could see the results of socio-economic development since the end of the Korean War. Moreover, Korea has transformed itself from being an aid recipient country to a donor country by achieving such growth within the past half a century. Hence many

have shown their interest in the economic growth model of Korea. In this line, the Korean government has been putting efforts into sharing Korea's development experiences to assist development partner countries and lessening the knowledge divide.

Recognizing the importance of sharing information and the demand in knowledge and experience by partner countries, the Korean government introduced the Knowledge Sharing Program (KSP) in 2004. Based on Korea's development experiences, the KSP aims to provide economic policy consultations to partner countries for promoting socio-economic development. By identifying the policy demand of partner countries, Korean and local experts conduct joint research on economic development issues. It thereby aims to facilitate policy formulation, establishment of strategies and legal frameworks, as well as institutional building for partner countries.

The KSP was developed on the foundation of sharing demanded and suitable knowledge and experiences to partner countries for achieving balanced economic development and sustainable growth.

## **7.2. Objectives**

By assessing the current environment and needs of the partner country, the KSP aims to move away from the 'one size fits all' concept of sharing knowledge, and gears toward sharing specific knowledge that is demanded by one country and formulating policies tailored to the partner countries needs. Taking this into account, the KSP has the following objectives.

The KSP is designed to be an all inclusive program to achieve strategic and sustainable economic growth of the partner country. Hence, it does not terminate at the policy consultation stage, but the KSP will more often be linked to Korea's Economic Development Cooperation Fund (EDCF) and thereby be followed by technical assistance projects or grants and loans. This is to assist partner countries in implementing the policy strategies, rather than leaving them at a halt with potentially effective strategies but no resources.

Second, the KSP also aims to be a comprehensive program to enhance the alignment of Korea's foreign relations efforts. It takes into consideration the governments' bilateral and multilateral cooperation policies and the strategies of Korean companies venturing into the international market.

The KSP also aims to demonstrate Korea's efforts to achieve sustainable socioeconomic development. Korea's experiences, whether they were successful or unsuccessful policies, are valuable lessons which can be shared with partner

countries and the international community, to promote balanced economic development.

### 7.3. Characteristics

Recognizing the importance of sharing knowledge, multilateral organizations and governments have developed knowledge sharing initiatives. The KSP differentiates itself with five major characteristics.

First, it is a *comprehensive economic development consultation program*. Specialists from the private and public sector are involved in the consultation process to give advice from various perspectives. Furthermore, the KSP as mentioned, does not end by providing the consultation results, but promotes strong linkage between consultation results with actual implementation assistance projects or funds.

Second, the KSP is a *policy oriented consultation program*. Once the sphere of consultation is requested by the partner country, Korean researchers and specialists identified as having the applicable knowledge and first hand experience in implementing the policies, are committed to the program. Current and more experienced practitioners including high level government officials are also involved in the consultation process, making the KSP a policy oriented consultation program.

Third, it is a *demand oriented consultation program*, indicating that projects are selected based on the strong willingness of demand on economic development policy consultation by policy practitioners and high level government officials. Furthermore, the participation of local consultants and high level government officials is highly valued, which in result also advocates the knowledge sharing to other relevant stakeholders, as well as implementation of the policy results by assuring the involvement of high level government officials.

Fourth, the KSP is a *capacity building program*, promoting the ability of developing and implementing policies throughout the process of the project cycle. KSP's research, consultations, policy practitioners' training and workshop, are conducted to accommodate the capacities of local specialists, researchers and policy practitioners.

Lastly, it is a *flexible program*, meaning that the project cycle can, to an extent be tailored to the demand of the partner country. Furthermore, if a follow-up project is requested by the partner country, it is reviewed and the one year project is often followed-up by a second year project, perhaps conducting more in-depth research or focusing on the methods of implementation of policies from the first years' consultation results.

#### **7.4. Projects**

Between 2004 and 2009, the KSP has been provided to 15 countries on 125 issues. In 2010, currently KSP is being conducted in 6 new countries and a total of 15 projects, including follow up projects, on 83 issues (see Appendix C).

#### **7.5. Organization and Governance**

The Ministry of Strategy of Finance (MOSF) of the Republic of Korea is the coordinating agency of the KSP. As an integral program of Korea's Official Development Assistance (ODA), MOSF sets out the yearly plan and budget of the KSP. As the coordinating agency, the MOSF also monitors the KSP periodically. The Korea Development Institute (KDI), Korea's leading think tank and the organization which developed the vast majority of the development policies of Korea since the 1970s, is the main implementation organization of the KSP.

For each KSP project, which generally lasts for approximately one year, appropriate Korean specialists according to the needs of the individual projects are selected by KDI. A project manager (PM) and three to five researchers are designated to each project depending on the number of consultation issues. One person out of the consultation team is usually a research fellow from KDI, which assures the implementing role of KDI. A project coordinator (PC) is also designated from the Center for International Development (CID) at KDI to each project, to coordinate and implement the project.

Differentiating from general KSP projects, MOSF recently introduced the Strategic Development Partner Country KSP project (SDPC). The SDPC KSP was developed for the KSP to be more in line with Korea's ODA and foreign relations policies. Rather than being a one year project, it is a three year project and concentrates on eight to ten issues. As the scale of the SDPC is larger than the general KSP, one Project Manager (PM) and three Sector Project Managers (SPM) are designated to the project. Hence, according to the number of issues, ten to fifteen researchers including the PM and SPM's, who may have dual roles of both managing and conducting research, are devoted to one SDPC project.

More specifically, the PM has the role of overall management of the project, overseeing the work of Korean researchers, coordinating with the counterpart organization from the partner country and most importantly, the PM summarizes the final consultation results, which is presented to high level officials and policy practitioners of the partner country. The SPM has a similar role, in terms of being the sector project manager. PM's, SPM's and researchers, generally have a

minimum of five years of experience, conducting research and consultations on the specific issues.

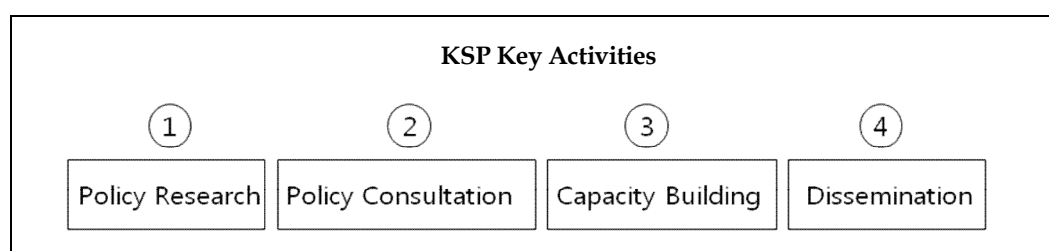
Apart from the abovementioned experts, former high level government officials also takes part in the project by providing advice on the issues with their first hand experiences that he or she may have.

Local consultants (LCs) are also one of the most important resources of the KSP. The LC provides local information and data and at times also participates in writing of the final consultation report as co-authors.

The KSP also tries to integrate the participation of other relevant domestic and international organizations, such as the Korea Export Import Bank, the Korea Trade-Investment Promotion Agency (KOTRA), the Korea International Cooperation Agency (KOICA), etc as well as international organizations such as the IMF and World Bank etc. These organizations usually provide the Korean researchers with primary data regarding the partner country, as well as with any other information that may be relevant to the project.

## 7.6. Key Activities

The KSP project consists of four key activities and the project is conducted in a span of 12 months and consists of various stages for each activity.



The first activity, *Policy Research*, consists of research on the general aspects of the current economic environment, analysis of policy issues, studies on case studies and feedback for the consultation results.

The second activity of the KSP is the *Policy Consultation* phase. For this part, the Korean experts present the consultation results to high level officials and policy makers of the partner country. The aim of this stage is to promote the implementation of the consultation results of the KSP.

Thirdly, the *Capacity Building* aspect of the KSP is composed of inviting partner country experts and policy makers to Korea. Such visits to Korea allow the invitees and the partner country to increase human networking opportunities through participating in seminars where Korean experts present Korean case studies. Furthermore, during their time in Korea, the partner country experts and policy makers also visit Korean government and private sector organizations, as well as industrial sites, which permit them to gain first hand experiences of Korea's development lessons. .

Lastly, the *Dissemination* activity of the KSP mainly consists of disseminating the consultation results to various stakeholders of the partner country, such as practitioners, government officials, private sector specialists, academia and media. The consultation results are also shared with Korean stakeholders and international organizations.

#### Part 4

### **G20 Knowledge Sharing Platform and Network**

As national governments and international organizations increasingly engage in sharing development experience and knowledge, there is an increased need for coordinated efforts to deal with two problems. First, the search-and-match mechanism between demand and supply leaves much to be desired. There is no interactive knowledge sharing platform where “customers” can compare and contrast various development case studies of their interest and “providers” can showcase their expertise and offer technical assistance. Second, inadequate funding prevents some low- and middle-income countries from sharing their experience and knowledge with their potential development partners. For many developing countries, the OECD’s “best practice” may be less relevant than “promising experiments” from their peers, but resource constraints may impede useful South-South or triangular cooperation. These shortcomings represent areas where G20 intervention may be justified given its core objective of “strong, sustainable and balanced growth” through international economic cooperation.

To optimize the search-and-match mechanism between demand and supply and to maximize development effectiveness through knowledge sharing, the G20 should consider a two-stage process in which a centralized platform would provide practical information on development case studies in the first stage and development partners would get together to craft tailor-made cooperation programs in the second stage. The G20 should also provide support so that low- and middle-income countries can share their experience and knowledge with their peers, for instance, through triangular cooperation managed by international organizations.

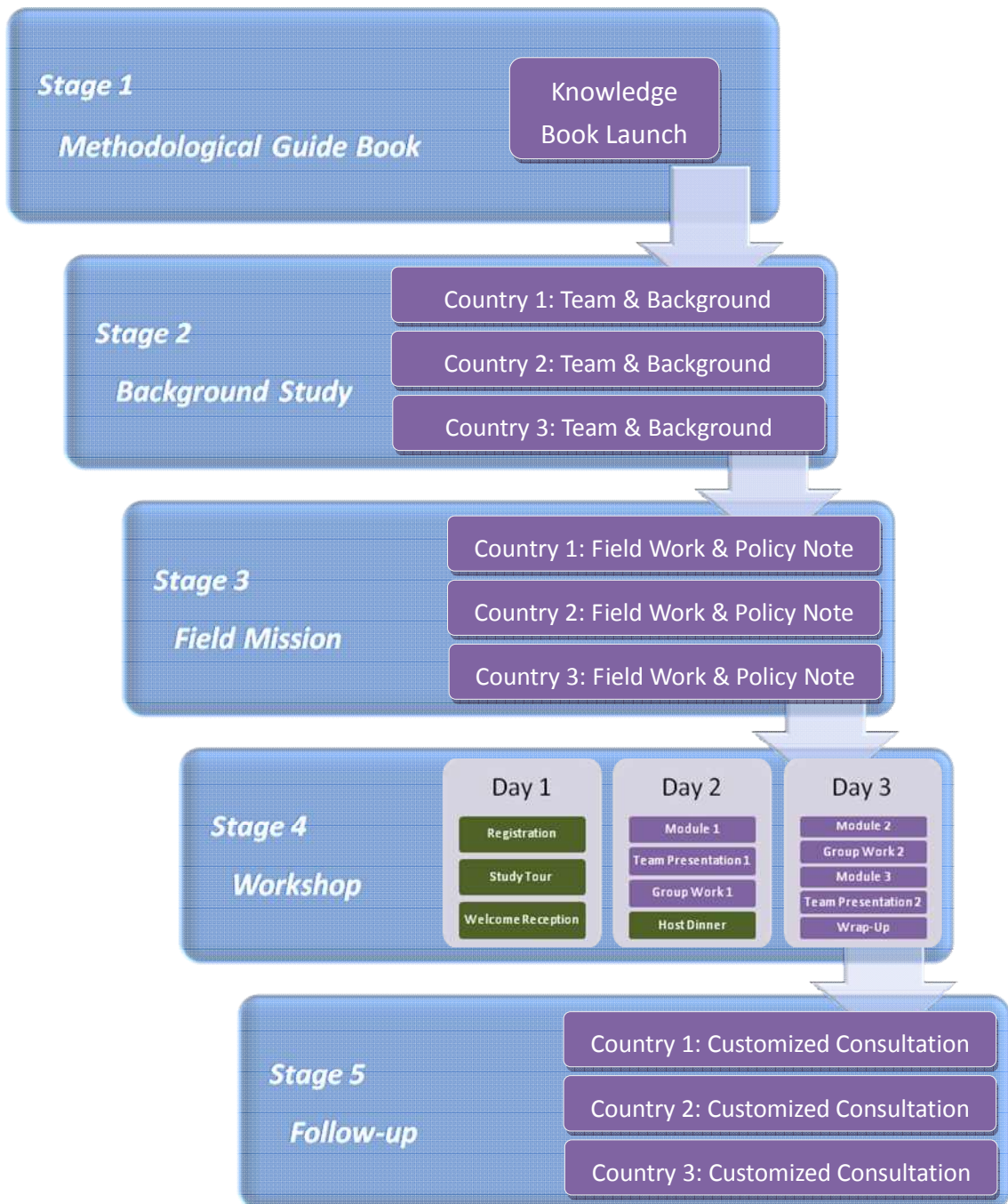
For this interactive knowledge sharing platform to work, it is imperative that “customers” be able to select from a broad menu of options offered by “providers” to pinpoint the specific expertise they need. This platform may be built by aggregating existing development platforms operated by international organizations, national governments, and think tanks, but to be effective, it should be based on close interaction between “customers” and “providers” (*a la* the i-Phone model). A customer country should no longer have to contact in an ad hoc fashion various national governments and international organizations and assess

the relevance of their experience for its needs. For instance, a developing country interested in obtaining practical advice on operating a free economic zone (FEZ) should be able to compare and contrast various case studies on FEZs offered by other countries. Once this customer country finds the best match for its needs, it should be able to contact the provider country and work together to craft a tailor-made cooperation program, with support from the G20 and international organizations if necessary. For instance, a country like Ghana may feel that it has a great deal to learn from Malaysia, an ethnically diverse, medium-sized country that has successfully diversified and upgraded its economic structure (Breisinger et al. 2008), and contact Malaysia for practical advice on FEZs through bilateral or trilateral cooperation.

A system operator should manage this knowledge sharing platform and work with national governments and international organizations to enrich its content and functionality. The system operator should take stock of existing platforms that facilitate the exchange of development experience and knowledge and create a “map” of these platforms with a view toward integrating them. Although the question of who plays the role of this system operator may lead to a serious turf battle between institutions with a high stake in knowledge sharing programs, the G20 should select the system operator based on merits. As an interim measure, the G20 may launch pilot platforms in specific areas such as vocational training and tax administration.

In addition, the G20 should establish a Knowledge Sharing Corps, or a network of officials and experts with an intimate knowledge of development challenges. They should work with their counterparts in development partner countries to discover jointly what works in the local context. This could complement a “Gray Peace Corps,” proposed by Jagdish Bhagwati, that would hire large numbers of doctors, engineers, and scientists from aging industrial nations to deal with skill shortages in developing countries (Banerjee 2007: 96).

## Appendix A. Schematic Representation of Knowledge Sharing Structure



## Appendix B. Guidance for Country Team Presentation and Group Work

### COURSE ASSIGNMENT

#### Outline of Innovation Policy Strategy for your Country

On Friday afternoon, June 18, each Country Team will make a 10 minute presentation of a possible innovation policy strategy for their country. To be done well, work on this presentation must be a daily activity that incorporates the ideas generated in each day's discussions. This process begins with the small group discussions on Monday afternoon and continues on Tuesday and Wednesday at the end of each day.

The essential questions that the innovation policy strategy presentation must address are five:

- What is at stake? What is the long-term vision (for 2030) for the country and the role of innovation in that vision
- What are the 3-5 principal shortcomings of the current innovation system in your country?
- What are 4-5 entry points to improve the situation and create reform momentum?
- How to scale these entry points up? Who are the champions to take the lead?
- How to avoid business as usual? Which are the vested interests which would maintain the status quo?

In preparing your answers to these questions, you may find it helpful to talk about and fill in the following table.

*Table: Classify innovation agenda actions by degree of difficulty and impact by listing them in the appropriate box.*

	<b>Hard to implement</b>	<b>Easier to implement</b>
<b>High impact</b>	These actions entail tough political and economic choices. They represent trade-offs between resources and political good will, but the payoff for successful implementation is likely to be high. These actions will have major consequences.	If they are easy to do and have a major payoff, chances are they have already been done. Thus, these ideas may represent the least insightful group of interventions. But ideas on this list can be of premium value because if they have not been tried, they offer an easy payoff.
<b>Low impact</b>	Interventions that are difficult to implement and, once carried out, have little impact are a waste of time and money. These ideas can quickly be discarded.	It would be foolish not to implement the ideas in this box. Although they may not have much impact, they may contribute to the desired changes and are easy to do.

**Please summarize your innovation policy strategy in a Powerpoint presentation consisting of 6 slides organized as follows:**

- Slide 1: *Context:* Highlight the key political, economic, social and historical factors that will influence the shape and thrust of an innovation strategy. Define the performance problem that the strategy is intended to address
- Slide 2: *The Vision:* How do you see your country 20 years from now? What kind of competitive advantage will it have in the global economy? What is the role of innovation in this vision?
- Slide 3: *Key performance problems:* What are the 3-5 principal shortcomings of the current innovation system in your country?
- Slide 4: *Entry points:* What are 4-5 entry points to improve the situation and create reform momentum?
- Slide 5: *Scaling up entry points.* Over the medium-term, how to scale up promising entry points? Who will be the champions for this process?
- Slide 6: *Implementation:* How will the strategy be implemented? By whom? How to deal with the vested interests resisting the change and avoid 'business as usual'?

**Please see Annex 1 for guidance on issues to consider for promoting innovation policies in developing countries.**

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## **Annex 1: Guidance on issues to consider for promoting innovation policies in developing countries**

Supporting innovation policies in developing countries often entails the following issues and tools technology strategy, institutional issues, the legal framework, countries' specific needs and assets, agents of change, reforms, and cultural and behavioral characteristics (based on the World Bank: "Innovation Policy – A Guide for Developing Countries"):

- *Technology strategy—tapping into global knowledge and technology for dissemination in the local economy.* Low- and middle-income countries should emphasize adapting global knowledge to local needs, while the R&D structure should focus on adaptive research in close contact with local needs and users. Those countries should also give priority to establishing a dense network of offices and mechanisms for facilitating the diffusion and adoption of new technologies and practices among peasant and other communities.
- *Institutions—minimal equipment.* Developing countries in general, and low-income countries in particular, tend to have a mediocre innovation climate, including poor governance, limited infrastructure, inadequate education, and lack of managers. Middle-income countries may at least have specific areas (cities, for examples) whose institutions function at the level of those in high-income countries. In these difficult contexts, however, there is a need for at least minimal policies and mechanisms for supporting innovation, starting with an autonomous agency able to act flexibly on all types of issues, including (a) the direct support of innovative projects through provision of technical, financial, and other needs; (b) the removal of regulatory or informal obstacles to innovative efforts, such as customs procedures or rules on university-industry cooperation; and (c) the stimulation of change through demonstration projects, such as programs to familiarize schoolchildren with science and technology.
- *Legal framework—minimal rules of the game.* Most countries, including the poorest, need to reorient their established structures for research, education, and the like. It is important to adopt the types of policy rules outlined above, such as matching funds or minimal contract funding. When new institutions are needed, clear rules of the game inspired by those principles should be imposed. Similarly, it is essential to have a solid infrastructure for norms, standards, and quality control to ensure proper commercialization of products for either the internal or the external market.
- *Policy focus—specific needs and assets.* Sectors such as agriculture and tourism are typically among those that should receive close attention and adequate support in all areas, including technology, trade, management, and logistics. Poor communities also deserve particular care and can benefit greatly from well-tuned, but not necessarily costly or extensive, support.
- *Agents of change—using global connections for leveraging change in the domestic context.* Dependence on foreign technology, the importance of foreign actors for accessing global markets, the potential role of diasporas, and the relative weight of foreign aid in the government budget are all factors that can influence change and help reverse the institutional and behavioral inertia that affects domestic activity.

- *Reform approach—acting on specific sites and stimulating broader reforms via success stories.* Since it is inherently difficult to engage reforms nationwide, government policies should concentrate on specific sites or sectors, given that there are always assets to exploit. A well-articulated government action—with an appropriate package of measures—will help ensure success and build trust and confidence in society. When a critical mass of such projects becomes visibly successful, a positive association process leads to broader reforms. It then becomes possible to reshape institutions gradually in line with global standards.

- *Cultural and behavioral characteristics—respecting cultural and behavioral specificities.* Like the economically advanced countries, the developing world has its specific characteristics. The idea that “one size fits all” is now widely rejected, but beyond that there is a need to understand specific motivations and behavior as people innovate, create new things, adapt their institutions, and manage their businesses. These cultural specificities differ not only from one country to another but also within a single country among its provinces, cities, and villages.

## Appendix C. Revised PDM

May 2009  
Draft Project Design Matrix (PDM) Ver.2.0

Project Name: "Technical Cooperation for the Legal and Judicial System Reform"

Duration of the Project: 4 years (April 1, 2007 - March 31, 2011)  
Project Site: Hanoi (and Bac Ninh Province: pilot area)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<b>Super Goal</b>			
A fair, transparent and efficient judicial system based on stable, internationally competitive jurisprudence serving the democratic rule-of-law state is built			
<b>Overall Goal</b>	<ol style="list-style-type: none"> <li>1. Persuasive court judgments and decisions are rendered</li> <li>2. Percentage of reversed/annulled/amended decisions at the cassational and retrial level decreases</li> <li>3. Number of appeal to cassation decrease</li> <li>4. Number of unclear judgments which require clarification before execution are decreased</li> </ol>	<ul style="list-style-type: none"> <li>- Court statistics and reports to the National Assembly (1-4)</li> <li>- Procuracy statistics and reports to the National Assembly (1-3)</li> <li>- Law-related books, magazines and newspapers (1)</li> <li>- Articles on academic researches conducted by domestic and foreign scholars (1)</li> <li>- Execution office statistics (4)</li> </ul>	<ul style="list-style-type: none"> <li>- The State of Vietnam steadily continues to pursue the objectives set forth in the Resolutions No. 48 and 49, 2005, of the Politburo Committee, Communist Party of Vietnam</li> </ul>
<b>Project Purpose</b>	1. Central judicial authorities and the unified central lawyers' organization provide more appropriate guidance and support based on lessons drawn from local practices and newly	<ul style="list-style-type: none"> <li>- Results of interviews to counterparts, judges, procurators, judicial officials and lawyers (1,2)</li> <li>- Monitoring report prepared by the Project (1,2)</li> </ul>	<ul style="list-style-type: none"> <li>- Reform plans concerning adjudication and execution works set forth in the Resolutions No.48</li> </ul>
Experience concerning the improvement in capacity of adjudication and execution works as well as tasks of the judicial support subsystem are accumulated in Bac Ninh Province(pilot area) and other area			

<p>simultaneously absorbed, analyzed and utilized by central judicial authorities and the unified central lawyers' organization, and thereby the capacity of central judicial authorities and the unified central lawyers' organization concerning supervision over, and/or providing guidance and support to, local judicial authorities and lawyers nationwide as well as the framework supporting adjudication and execution works are improved.</p>	<p>promulgated/drafted laws. 2. Graduates/Students of JA obtain more knowledge on practical issues.</p>	<ul style="list-style-type: none"> <li>- Answers from central judicial authorities/the unified central lawyers' organization to questions from local judicial officials/lawyers (1)</li> <li>- Guidance materials (1)</li> <li>- Newspapers, magazines and other publications of central judicial authorities/the unified central lawyers' organization (1)</li> </ul>	<p>and 49, 2005, of the Politburo of the Central Executive Committee, Communist Party of Vietnam are pursued.</p> <ul style="list-style-type: none"> <li>- Coordination and cooperation between counterparts organizations and relevant state agencies and/or practitioners and among relevant state agencies and practitioners are secured in order to establish and maintain modern jurisprudence based on experience in practice for the purpose of feedback to practice.</li> </ul>
<p><b>Outputs</b> <b>1. (Component 1)</b></p> <p>Capacity in adjudication and execution works of judges, procurators, lawyers and judicial officials of the local judiciary and judicial support subsystem-in Bac Ninh Province(pilot area) is improved and experiences concerning</p>	<ol style="list-style-type: none"> <li>1. Percentage of reversed/annulled/amended decisions at the cassational and retrial level decreases</li> <li>2. Number of appeal to cassation decrease</li> <li>3. Number of unclear judgments which require clarification</li> </ol>	<ul style="list-style-type: none"> <li>-Pilot area-court statistics (1-3)</li> <li>-Pilot area procuracy statistics (2)</li> <li>-Pilot area execution office statistics (3,4)</li> <li>-Selected trial records and minutes (5-8)</li> <li>-Reports of review meetings on trial activities (5-8)</li> </ul>	

<p>the improvement in such capacity are accumulated in the pilot area.</p> <ul style="list-style-type: none"> <li>-Court proceeding implementation skills and judgment writing skills of local judges in civil and criminal cases are improved</li> <li>-Local procurators' skills in prosecution and criminal court proceedings are improved</li> <li>-Local lawyers' skills in civil/criminal proceedings are improved</li> <li>-Local judges, procurators, lawyers and judicial officials share common understandings on issues related to practice of adjudication and execution works.</li> </ul>	<p>before execution are decreased</p> <ol style="list-style-type: none"> <li>4. Number of unexecuted judgments/decisions decreases</li> <li>5. Fair and efficient court proceedings based on new concepts embodied in recently revised procedural laws are carried out</li> <li>6. Judgments and decisions are precise and logical and written in a clear and convincing manner</li> <li>7. The quality of arguments, questioning and proving activity by procurators and lawyers improves</li> <li>8. Indictments are well-streamlined and clear</li> <li>9. Arrangements between the court, the procuracy, and local lawyers as to routine and miscellaneous procedural matters are organized.</li> <li>10. Arrangements for sharing common understandings among local judges, procurators, lawyers and judicial officials are organized.</li> </ol>	<ul style="list-style-type: none"> <li>-Selected written judgments (6)</li> <li>-Monitoring reports prepared by the Project (1-10)</li> <li>-Selected procedural documents such as written arguments by procurators and lawyers (7,8)</li> <li>-Result of interviews to local judges, procurators, lawyers, and execution officers (1-10)</li> </ul>	
<p><b>2. (Component 2)</b></p> <p>Institutional capacity of central judicial authorities and the prospective unified central lawyers' organization concerning supervision</p>	<ol style="list-style-type: none"> <li>1. Central authorities and unified the central lawyers' organization provide guidance and support based on lessons drawn from local practice.</li> </ol>	<ul style="list-style-type: none"> <li>-Results of interviews (1-4)</li> <li>-Monitoring reports prepared by the Project (1-4)</li> <li>-Guidance materials (1-2, 6)</li> <li>-Newspapers, magazines and</li> </ul>	

<p>over, and/or providing guidance and support to, local judicial authorities and lawyers is improved based on lessons and reflections from local practice including the activities under component 1.</p> <p>-Skills for compiling SPC Court Reporters are developed.</p> <p>-The know-how to disseminate and provide court precedents and other legal information to local judges is established.</p> <p>-The know-how for providing legal information to, and answering specific inquiries from, local procurators are improved.</p> <p>-A procurator's manual on appellate/cassational/re-trial procedure, and supervision on criminal judgment execution activities and rehabilitation (hereinafter referred to as "Procurators' Manual Vol. 2") is compiled.</p> <p>-Issues are compiled for revising the procurators Manual on investigation and first instance trial activities (hereinafter referred to as "Procurators' Manual Vol. 1").</p> <p>-Preparatory researches for establishing a "Criminology Centre" serving as a resource for information on procuratorial activities at SPP are implemented and the results thereof are compiled.</p> <p>-The know-how for dissemination of important and useful legal information to, and answering inquiries from, local lawyers</p>	<ol style="list-style-type: none"> <li>2. Lessons from local practice are reflected in the guidance materials.</li> <li>3. Lessons from local practice are compiled in newspapers, magazines and other publications of central judicial authorities and the unified central lawyers' organization.</li> <li>4. The Procurators' Manual Vol. 2 is published.</li> <li>5. The Q&amp;A book is compiled.</li> <li>6. The Judgment Writing Manual, the Q&amp;A book and the Procurators Manual Vol. 1 and 2 are utilized in guidance and support provided by central judicial authorities.</li> <li>7. Reports and/or recommendations for the establishment of a SPP "Criminology Centre" are prepared.</li> </ol>	<p>other publications of central judicial authorities/the unified central lawyers' organization (1,3)</p> <p>-Answers from central judicial authorities/the unified central lawyers' organization to questions from local judicial officials/lawyers (1,6)</p> <p>-The Procurators' Manual Vol. 2 (4)</p> <p>-The Q&amp;A book (5)</p> <p>-Reports and/or recommendations for the establishment of a "Criminology Centre" prepared by the SPP (7)</p>	
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<p>is developed.</p> <ul style="list-style-type: none"> <li>-Supporting system for improving lawyers' practice is established</li> <li>-The know-how for dissemination of important legal information to, and answering inquiries from, local public notaries is improved.</li> <li>- The know-how for dissemination of important legal information to, and answering inquiries from, local registers for secured transactions is improved.</li> <li>-The know-how for dissemination of important legal information to, and answering inquiries from, local personal status registration officers is improved.</li> <li>-The know-how for dissemination of important legal information to, and answering inquiries from, local execution officers is improved.</li> </ul>			
<p><b>3. (Component 3)</b>  Drafts of (revisions of) legal normative documents which provide fair and transparent scheme/framework of the subject matters and/or serve the improvement of adjudication and execution works as well as the tasks of the judicial support subsystem are prepared.</p> <ul style="list-style-type: none"> <li>-Drafts of the revised Civil Procedure Code and the Administrative Litigation Law are prepared.</li> <li>-Drafts of the revised Criminal Procedure Code the People's Procuracy Office Law are prepared.</li> </ul>	<ol style="list-style-type: none"> <li>1. The drafts are prepared</li> <li>2. The provisions of the latest drafts of the Civil Procedure Code and the Criminal Procedure Code reflects the results of surveys and/or seminars and are refined by discarding out-of -date provisions and adding provisions in line with the gradual transition to proceedings adopting adversarial elements.</li> <li>3. The provisions of the latest draft of the Administrative Litigation Law reflects the results of surveys</li> </ol>	<ul style="list-style-type: none"> <li>-The promulgated laws and drafts (1-6)</li> <li>-Reports of seminars/workshops on the Law on Immovable Property Registration (7)</li> <li>-Reports of seminars/workshops on the revising Civil Code (8)</li> </ul>	<p>-No changes in Legislative Plan</p>

<p>-Final draft of the State Compensation Law is prepared</p> <p>-Final draft of the revised Decree on Registration of Secured Transactions is prepared</p> <p>-Final draft of the Civil Judgment Execution Law is prepared</p> <p>-Issues are compiled for legislation of the Law on Immovable Property Registration through study workshop/seminar</p> <p>-Issues are compiled for revising Civil Code</p>	<p>and/or seminars and are refined in direction to address practical issues to be settled in administrative disputes.</p> <p>4. The provisions of the final draft of the State Compensation Law reflects the results of surveys and/or seminars and are refined in direction to address practical issues to be solved.</p> <p>5. The provisions of the final draft of revised Decree on Registration of Secured Transactions reflects the results of surveys and/or seminars and are refined in direction to address practical issues to be solved.</p> <p>6. The provisions of the new Civil Judgment Execution Law reflects the results of surveys and/or seminars and are refined in direction to address practical issues to be solved.</p> <p>7. Issues for legislation of the Law on Immovable Property Registration are compiled through study workshop/Seminar in direction to address practical issues to be solved.</p> <p>8. Issues for revisions of the Civil Code are compiled in line with the development of market-based economy.</p>		
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<p><b>4. (Component 4)</b> Institutional capacity for training judicial titles are enhanced based on lessons and reflections from the activities under component 1,2 and 3.</p> <p>-Legal and practical knowledge and study skills of Judicial Academy JA(MOJ) lectures on basic substantive and procedural laws are improved.</p> <p>-The results of component 1,2 and 3 are reflected in the education program of JA(MOJ).</p>	<p>1. Textbooks and handbooks are revised based on lessons drawn from local practice and updated legal information.</p> <p>2. A civil executors' manual which reflects the new civil execution system is prepared.</p>	<p>-Revised textbooks (1) -Training handbooks (1) -A civil executors' manual (2) -Result of interviews (1-2)</p>	<p>-JA continues to be an institution for training judicial titles.</p>
<p><b>Activities</b></p>	<p><b>Inputs</b></p>		
<p><b>1. (For Component 1)</b></p> <p><u>1-1 Joint Activities (local judges, local procurators and lawyers)</u></p> <p>-Joint workshops on issues relating to mutual coordination in court proceedings</p> <p>-Compilation of reports and lessons on issues concerning civil and criminal proceedings</p> <p><u>1-2 Activities with local court judges</u></p> <p>-Monitoring of adjudication activities of pilot area court(s) and preparation of a report on the results</p> <p>-Workshops for identification of and finding of possible solution for practical problems in fact-finding, application of law and conduct of correct adjudication procedure</p> <p>-Case studies</p> <p>-Judgment writing workshops</p> <p>-Learning Japanese Experiences</p>	<p><u>Inputs from the Vietnamese side</u> (in Hanoi and in Bac Ninh Province (pilot area))</p> <p>a. Human Resources</p> <p>-Project Director, Project Managers</p> <p>-Counterpart Personnel-Coordination for communication and coordination among the Vietnamese side and administrative procedures of the Project-Members of Working Groups</p> <p>b. Facilities</p> <p>-Conference rooks for workshops and seminars</p> <p>c. Equipment</p> <p>-Related materials for administrative work for the Project</p> <p>d. Expenses</p> <p>-Expenses for the above items from a. to c. other than the expenses related to Workshops that are borne by the Japanese side</p> <p>-Expenses for communication and coordination and administrative tasks related to the Project</p>		

<p><u>1-3 Activities with local procurators</u></p> <ul style="list-style-type: none"> <li>-Monitoring of procurators' activities of pilot area procuracy(ies) and preparation of a report on the results</li> <li>-Workshops for identification of and finding of possible solution for practical problems in evidence gathering, proving activity, prosecution and trial proceedings</li> <li>-Case studies</li> <li>-Indictment and accusation writing workshops</li> <li>-Learning Japanese Experiences</li> </ul> <p><u>1-4 Activities with Lawyers</u></p> <ul style="list-style-type: none"> <li>-Monitoring of lawyers' activities in Bac Ninh province and preparation of a report on the results after the establishment of the Working Group of Lawyers</li> <li>-Workshops for identification of and finding of possible solution for practical problems in legal consultation, evidence gathering, providing activity and trial proceedings</li> </ul> <p><u>1-5 Activities with the local judges, local procurators, local lawyers, and local judicial officials</u></p> <ul style="list-style-type: none"> <li>-Workshops participated by the judges, procurators, lawyers, and local judicial officials on issues related to practice of adjudication and execution works</li> </ul>	<p><b><u>Inputs from the Japanese side</u></b></p> <p><u>a. Human Resources</u> (Hanoi)</p> <ul style="list-style-type: none"> <li>-One Project Chief Advisor/Long-Term Legal Expert</li> <li>-Two Long-Term Legal Experts</li> <li>-One Project Coordinator (Japanese profession having administrative knowledge and sufficient experience in line with JICA rules and procedures)</li> <li>-Four Project Office staff personnel (continuingly employed from previous project)</li> </ul> <p>(Japan)</p> <ul style="list-style-type: none"> <li>-Advisory Groups and Units (Japanese academia and legal professions having profound knowledge and experience on law or legal and judicial affairs)</li> </ul> <p><u>b. Training opportunities for Vietnamese Counterpart Personnel in Japan</u></p> <p><u>c. Facilities</u> (Hanoi)</p> <ul style="list-style-type: none"> <li>-One Expert's Office in Hanoi (continuing from the previous project)</li> </ul> <p>(Japan)</p> <ul style="list-style-type: none"> <li>-Meeting rooms for Advisory Groups and Units</li> <li>-Conference rooms for workshops and seminars</li> <li>-JICA-NET system</li> </ul> <p><u>d. Equipment</u></p> <ul style="list-style-type: none"> <li>-Expert's Office equipment (continuing from the previous project)</li> </ul>	
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	<u>e. Expenses</u> -Expenses for the above -Expenses for seminars and Workshops in Vietnam	
<p><b>2. (For Component 2)</b></p> <p><u>2-1 Joint Activities (SPC, SPP and the unified central lawyers' organization)</u>          -Monitoring the activities under component 1 and simultaneously providing the information about experiences accumulated in the pilot area by component 1 for other area.          -Evaluation of the results achieved by component 1 and preparation of report for utilizing the achievements for further development and enhancement of capacity of local judiciary</p> <p><u>2-2 Activities with SPC</u>          -Survey on practical issues in adjudication works          -Drafting of Q&amp;A book based on the result of survey          -Evaluation of the results achieved by component 1 and preparation of reports for utilizing the achievements for further development and enhancement of capacity of local judges          -Dissemination seminars on 'Judgment Writing Manual' Workshops on court precedents          -Drawing a "Blueprint" for compilation and dissemination system concerning court</p>		

<p>precedents</p> <p><u>2-3 Activities with SPP</u></p> <ul style="list-style-type: none"> <li>-Evaluation of the results achieved by component 1 and preparation of reports for utilizing the achievements for further development and enhancement of capacity of local procurators</li> <li>-Workshops for identification of and finding of possible solution for specific practical problems in the advisory and feedback functions of SPP</li> <li>-Drawing a “Blueprint” for a better advisory and feedback system</li> <li>-Learning experiences of Japanese Prosecutors Offices’ supervising system</li> <li>-Preparation works for revising the Procurators’ Manual Vol. 1 and drafting, editing and compiling works on the Procurators’ Manual Vol. 2 <ul style="list-style-type: none"> <li>➤ Monitoring the activities under component 1</li> <li>➤ Regular drafters/editors/experts meetings</li> <li>➤ Written and oral comments from Japanese experts</li> <li>➤ Opinion gathering workshops</li> </ul> </li> <li>-Dissemination on the Procurators Manuals</li> <li>-Implementing study workshop in Japan and providing necessary information for preparatory researches of establishing a “Criminology Centre”</li> </ul>		
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<p><u>2-4 Activities with the prospective unified central lawyers' organization</u></p> <ul style="list-style-type: none"> <li>-Evaluation of the results achieved by component 1 and preparation of reports for utilizing the achievement for further development and enhancement of capacity of lawyers</li> <li>-Workshops for studying the practical advisory and feedback functions of the unified central lawyers' organization on legal information</li> <li>-Case studies</li> <li>-Learning experiences of the Japan Federation of Bar Associations' support system for lawyers</li> </ul> <p><u>2-5 Activities with MOJ</u></p> <ul style="list-style-type: none"> <li>-Training Course and seminars for local judicial officials</li> <li>-Workshops for implementing the State Compensation Law</li> <li>-Workshops for implementing the Civil Judgment Execution Law</li> </ul>		
<p><b>3. (For Component 3)</b></p> <p><u>3-1 Activities with SPC</u></p> <ul style="list-style-type: none"> <li>-Surveys</li> <li>-Seminars on the Japanese civil procedure and administrative litigation procedure system</li> <li>-Seminars and workshops on tentative drafts of the revised Civil Procedure Code and the Administrative Litigation Law</li> <li>- Comments by Japanese experts</li> </ul>		

<p><u>3-2 Activities with SPP</u></p> <ul style="list-style-type: none"><li>-Seminars on the Japanese criminal procedure system</li><li>-Seminars on the model of organization and function of SPP</li><li>-Seminars and workshops on tentative drafts of the revised Law on People's Procuracy Office Law</li><li>-Seminars and workshops on tentative drafts of the revised Criminal Procedure Code</li><li>-Comments by Japanese experts</li></ul> <p><u>3-3 Activities with MOJ</u></p> <ul style="list-style-type: none"><li>-Surveys</li><li>-Seminars and workshops on drafts of the State Compensation Law</li><li>-Comments to the law by Japanese experts</li><li>-Study Seminars and workshops on legislation of the Law on Immovable Property Registration</li><li>-Comments to the law by Japanese experts</li><li>-Seminars and workshops on drafts of the revised Decree on Registration of Secured Transactions</li><li>-Comments to the law by Japanese experts</li><li>-Seminars and workshops on drafts of the Civil Judgment Execution Law</li><li>-Comments to the law by Japanese experts</li><li>-Seminars and workshops for Civil Code revisions</li></ul>		
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<p><b>4. (For Component 4)</b></p> <p>Activities with Judicial Academy (MOJ)</p> <ul style="list-style-type: none"> <li>-Participating as observers in the activities under component 1 and 2 and preparation of a written report thereof for the purpose of reflection in education programs/know-how of JA (MOJ).</li> <li>-Revision works of the textbooks which were developed in the previous project to be used in the common curriculum for judicial titles of JA (MOJ) <ul style="list-style-type: none"> <li>➤ Regular drafters/editors/experts meetings</li> <li>➤ Comments from Japanese experts</li> <li>➤ Opinion gathering workshops</li> </ul> </li> <li>-Drafting, editing and compiling works on training handbooks</li> <li>-Drafting, editing and compiling works on a civil executors' manual</li> </ul>			<p><b>Precondition</b></p> <p>Bac Ninh Province is selected as a candidate pilot area. The final decision of selecting Bac Ninh Province as a PA of this Project will be made upon the consultation with the People's Committee of Bac Ninh Province on the Vietnamese side.</p>
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## Appendix D. KSP Projects 2004 – 2009

### ► 2004

<b>Vietnam</b>	<b>Major Policy Agenda and Policy Responses toward a Globalized Market Economy for Vietnam</b>
	Effective Management Skills and Privatization of SOE in the Socialist Republic of Vietnam
	Integration into the World Trading System: Vietnam's Preparation for Entry into the WTO
	Strategies for Human Resource Development in Vietnam
	Macroeconomic Stabilization of Vietnam
	Foreign Capital Mobilization in Vietnam: with a Focus on Foreign Direct Investment
	The Export Promotion Financial Policy and Export-Import Bank of Vietnam
<b>Uzbekistan</b>	<b>Industrial Development and Export Promotion Policy for Uzbekistan</b>
	Uzbekistan's Development Strategy and Lessons from Korea's Experience
	In Search of Uzbekistan's Industrialization and Export Promotion Strategies
	Macroeconomic and Financial Policies for Industrialization of Uzbekistan: Lessons from Korean Experience
	Reform of Public Finance in Uzbekistan: Lessons from Korea
	Strategy for Harmonization of Industrial Policy and Trade Liberalization

### ► 2005

<b>Turkey</b>	<b>A Way Forward for the Turkish Economy: Lessons from Korean Experience</b>
	Public Policy for Private Sector Development
	Technology Development and Innovation System
	Industrialization and Human Resources Development: Korean Experience and Policy Recommendations for Turkey
	Administrative Response to the Public Management Reform
	Reforming the Fiscal Management System: Turkey and Korea
<b>Indonesia</b>	<b>Reforming Key Economic Institutions in Indonesia: Lessons from Korea's Development Experience</b>
	Developing an Effective Early Warning System for Financial Crisis
	The Roadmap for Bond Market Development in Indonesia
	Promoting Trade and FDI in Manufacturing: Korea's Experience and Possible Lessons for Indonesia
	Small & Medium Enterprise Development Strategy to Support the Export-oriented Industry and Role of the Export-Import Bank

## ► 2006

<b>Cambodia</b>	<b>Strategic Framework for Fiscal Resource Mobilization and Life Insurance for Cambodia</b>
	Improvement of Cambodian Fiscal System Balance Forecast 2007-2011
	Fiscal Resource Mobilization with Emphasis on Government Bond Issuance
	Policy and System of the Life Insurance Industry
<b>Algeria</b>	<b>Enhancing the Consumer Credit Market in Algeria: With Special Reference to the Credit Card Market</b>
	The Benefits of Establishing a Credit Card Market in Algeria
	Proposals to Establish a Credit Card Payment Network in Algeria
	Credit Risk Management in the Credit Card Business: Algerian Perspective
	Regulations on Credit Card Business: Algerian Perspective
	Tax and Non-Tax Measures for Enhancing the Usage of Credit Cards as a Means of Transactions

## ► 2007

<b>Kuwait</b>	<b>The Implementation Strategy of Kuwait for Economic and Social Development Strategies for an Initial Take-Off and Lessons from Korea's Experiences</b>
	Some Strategic Thinking about the Kuwait's Economic and Social Development: A Political-economic Perspective
	Strategies for Upgrading Education and Human Resources
	Strategies for Public Sector Reform
<b>Azerbaijan</b>	<b>WTO Accession Strategies</b>
	Sectoral Issues in Services Negotiation
	Analysis of Developing Country Status in the WTO System: Implication from the Korean Experience
	How to introduce and establish a WTO-Consistent Trade Remedy System
	Industrial Diversification and Export Promotion Strategies: Lessons from the Korean experience
<b>Ghana</b>	<b>Building the Bases of SME Development for Sustained Economic Growth in Ghana</b>
	Improving legal and regulatory environment for SME development
	Enhancing access to capital and technology for SMEs
	HRD and Institutional capacity building for SME Development

## ► 2008

<b>Dominican Republic</b>	<b>Export Development for the Dominican Republic</b>
	Lessons from Korea's experience with export development: Policy reorientation, Institutional Architecture, and Specific Measures
	Industrial and Trade Structure of the Dominican Republic: Prospects for Export Development
	Human Resource Development in the Dominican Republic: Links to Industrial and Trade Policy
	Export Financing in the Dominican Republic
<b>Turkey</b>	<b>Models/Strategy for National Technology and Innovation Capacity Development</b>
	Development Strategy and National Innovation System
	Technology, Entrepreneurship and Incubation
	Clusters and Industrial Structure Upgrading
	University-Industry Linkages
<b>Oman</b>	<b>Crafting a Model of the Private and Public Sector Partnership for the Development of the Strategic Industries and Institutions in Oman</b>
	Challenges and Responses: Oman in the Global Economy Today
	Oman Looking into the 21st Century: Vision and Strategy
	Crafting the Model of the Private and Public Sector Partnership
<b>Ukraine</b>	<b>Mid-Term Economic Development Strategies for Ukraine</b>
	Elaboration of Long-term Economic Strategies aimed at Stimulation of Technical and Innovative Development
	Effective use of Energy and Natural Resources
	Investment in Infrastructure Development
	WTO Membership and Export Promotion
<b>Azerbaijan</b>	<b>WTO's Follow-up Issues in Accession and Implementation for Azerbaijan</b>
	General Negotiation Tactics
	Import Policy and Development of Tariff Mechanism in the WTO System
	Agriculture Sector Policies
	Comprehensive Analysis on Comparative Advantage Structure of Azerbaijan Manufacturing Exports

## ► 2009

<b>Vietnam</b>	<b>Supporting the Establishment of Mid- and Long-Term Socioeconomic Development Strategy</b>
	Search for Development Path and Evaluation of Growth Potential up to 2020
	Monetary and Financial Policy for Stability, Efficiency and Sustainability
	Nationwide Land Use Strategy
	Industrial Technology Development
	Efficient and Harmonious Enterprise Policies
<b>Uzbekistan</b>	<b>Development of Navoi Free Industrial Economic Zone</b>
	Analysis of Uzbekistan's Export Structure and its Implications on Industrial Composition in Navoi FIEZ
	Investment Promotion Strategy and Systemization
	Operation System and Policies for the Success of Navoi FIEZ
	An Analysis of the Legal Aspects of Navoi FIEZ
<b>Indonesia</b>	<b>Developing Policy Solutions for Four High Policy Priority Areas of the Indonesian Government</b>
	Developing Capacity for Effective Competition Policy of Indonesia
	Enhancing Financial Supervisory System in Indonesia
	Ways to Establish Securitization and Derivatives Market in Indonesia
	Developing Medium-term Expenditure Framework and Performance Budgeting System
<b>Cambodia</b>	<b>Microfinance and Public-Private Partnership (PPP) Development in Cambodia</b>
	Microfinance and Public-Private Partnership (PPP) in Cambodia
	Securing Stable Funding Flow for Cambodian Microfinance Sector
	The Role of Microfinance in Rural SME Development
	Improvement on Legal and Procedural PPP system in Cambodia
	Financing PPP Projects in Cambodia
<b>Kazakhstan</b>	<b>Industrial-Innovative Development Plan of Kazakhstan</b>
	Overview of Kazakhstan's Economy and Development Strategies
	Comparative Growth Experience: Kazakhstan vs. Resource-Rich Countries
	Development Strategies of Construction Materials and Agricultural Machinery in Kazakhstan
	Automobile Industry Promotion Project in Kazakhstan
	Agricultural Development in Kazakhstan
<b>Dominican Republic</b>	<b>Improving the Export Infrastructure and Electric Power System of the Dominican Republic</b>
	EDCF Country Strategy for the Development of Export Infrastructure of the Dominican Republic
	Improving the Electric Power System of the Dominican Republic The Status and Issues: Electricity Sector of the Dominican Republic

	Lessons from Korea's Experience with the Electricity Sector The status of the distribution system in the Dominican Republic Technical Loss Non-technical Loss Direction of Program
<b>Ukraine</b>	<b>Energy Efficiency Improvement and New and Renewable Energy Development Strategies for Ukraine</b>
	Energy Efficiency Improvement Strategy for Ukraine
	Upgrading Strategy for the Coal Industry in Ukraine
	Strategy Development for Ukraine Wind Energy, R, D&D
	Strategy Development for Ukrainian Transportation Biofuels
<b>Kuwait</b>	<b>Implementing the 5 Year Economic Development Plan of Kuwait</b>
	Improving the economic forecasting model of the Kuwaiti economy
	Education Development Strategy of Kuwait
	Improving the systems at GS-SCPD for implementing and following up the five-year plan
	Cross national comparison of the best practices in strategic planning as a reference to build up the strategic planning agencies for Kuwait

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<http://practices.undp.org/democratic-governance>
- 'DG Knowledge Base,' accessible at:  
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- 'DGP-Net (past queries and CRs),' accessible at: <http://practices.undp.org/democratic-governance/networks/?src=121515>
- 'DGP-Net in Wiki,' accessible at: <http://sdnhq.undp.org/wiki>
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