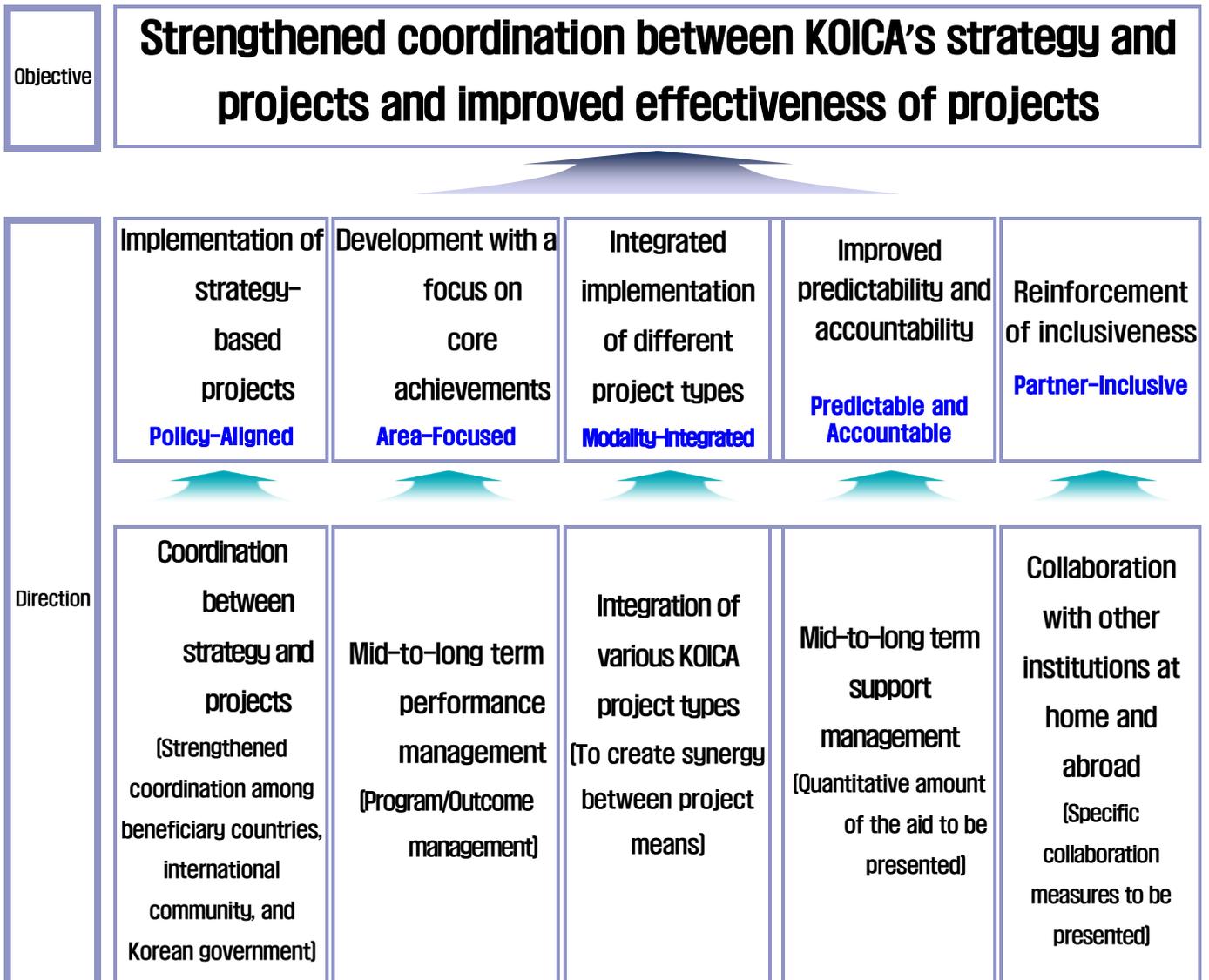


Detailed document on KOICA' s Country Plan (CP)

January, 2020.

KOICA Strategy and Policy Planning for Development Programs Department

1 KOICA's implementation targets and direction for CP



- Five major pillars for the direction of KOICA's CP -

- **Implementation of strategy-based projects (Policy-Aligned)**
 - **Development of programs and projects based on related policies and strategies** of the beneficiary country, the international community, and the Korean government in areas of development, foreign policy and economic policy.
 - ⇒ **Strengthened coordination between KOICA's policies and strategies**

- **Development with a focus on core achievements (Area(sector, issue)-Focused)**
 - From a mid-to-long term perspective, **programs for focused areas, issues and regions** will be established and a **quantitative outcome index will be managed** (Achievement indices for SDGs will be used)
 - ⇒ **Improved outcome and effectiveness** of KOICA projects

- **Integrated implementation of different project types (Predictable and Accountable)**
 - A mid-to-long term support plan, program and the scale of new projects for partner countries will be presented.
 - ⇒ **Improved predictability, accountability and transparency** in KOICA projects

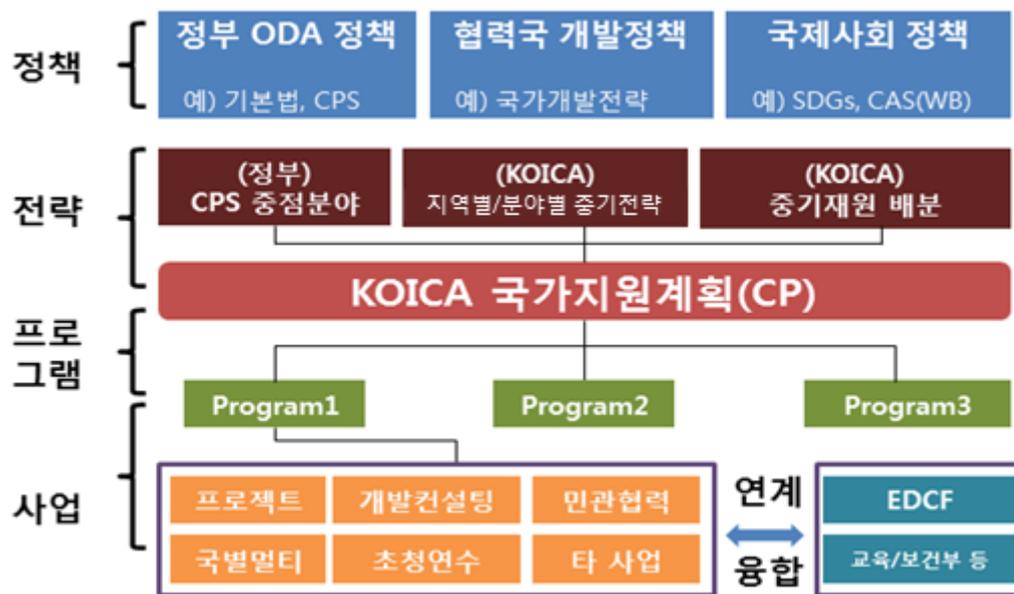
- **Integrated implementation of different project types (Modality-Integrated)**
 - Implementation of an integrated program using various modalities and activities.
 - ⇒ **Improved efficiency and synergy in project implementation through combination of different KOICA project modalities.**

- **Reinforcement of inclusiveness (Partner-Inclusive)**
 - Establishment of **measures for practical collaboration and project coordination** with various partner institutions at home and abroad
 - ⇒ **Inclusiveness and 'organic coordination/ convergence' of KOICA projects will be promoted.**

2 Definition of the concept of CP/P

- Country Plan (CP)
 - ▶ As KOICA's **country support strategy on the highest level**, it includes **multiple programs**.
 - **CP** is a higher-level concept to that of **Program**
- Program (P)
 - ▶ **Individual 'programs'** consisting of various KOICA project modalities (with a focus on cooperation projects for each country) **to achieve specific outcomes** in the CP.
 - ▶ For New Southern Policy countries, CPS key areas such as infrastructure and **'KOICA's New Southern Program'** will be given priority.

<CP/P Concept>



정책Policies, 정부 ODA정책 Government's ODA policies, 예 Example, 기본법 Basic act, 협력국 개발정책Partner company/s development policies, 예 Example, 국가개발전략 National development strategy, 국제사회 정책 Policies of the international community, 예Example

전략Strategies, 정부Government, CPS중점분야 CPS key areas, 지역별/ 분야별 중기전략 Mid-term strategy by region/area, 중기자원 배분 Allocation of mid-term resources

프로그램Programs

국가지원계획National support plan

사업Project, 프로젝트Projects, 국별멀티Multilateral projects for each country, 개발컨설팅Development consulting, 초청연수Overseas training, 민관협력Public-private partnerships, 타 사업Other projects, 연계 융합Coordination and convergence, 교육/ 보건부 Ministry of Education/ Ministry of Health

□ (Details of the CP/P)

	CP(Country Plan)	P(Program)	Note
Name	Plan to support a specific country	Program	
Trait	KOICA's support for each country on the highest level	Individual programs within CP for outcomes	CP is a higher-level concept to P
Role	The role of 'KOICA CPS' for partner countries based on the Korean government's/KOICA's policies and strategies	Serves as a specific/ practical guideline to develop individual projects under the program	
Core values (essence)	▲Mid-to-long term strategies/ resources (predictability)	▲Outcome), ▲Inclusivity, ▲Efficiency	4 pillars for implementation of CP
Frequency in establishment	Rolled over each year	Rolled over each year	
Plans for establishment	<ul style="list-style-type: none"> □ First half of 2019 : Office to be established in 44 countries (excluding OECD/UN) □ By end of 2019 : New projects for 2021 to be developed based on CP 		Coordinated with KOICA's mid-to-long term management objectives

3 Types of programs

- While taking into account the circumstances and characteristics of each country **'3 types'** focusing on ①area, ②issue and ③region will be **flexibly applied**
 - The topic of **region** can be **simultaneously applied** to programs of ①area and ②issue.
 - * (Example) Maternity program in XX region of XX country (region + area)
 - However, to increase effectiveness, which is an objective of CP, **all programs must set a quantitative outcome index and be managed accordingly** (A common index in similar programs such as KOICA-SDG outcome index (tentative) and SDG indices will be used.)

<Program types>

	Definition (strengths/ weaknesses)	Note (example)
①Area P	<ul style="list-style-type: none"> ▶ Detailed areas within CPS - (Strengths) Minimized subjective interpretation/ Ease in outcome managements/ collaboration across departments - (Weaknesses) Coordination with multiple institutions/ Constraints in scale-up 	A program for 'inclusive and sustainable rural development' in the Philippines
②Issue P	<ul style="list-style-type: none"> ▶ Multi-sectoral issues - (Strengths) Easy to scale up to multiple areas with KOICA as the focal point. - (Weaknesses) Big room for subjective interpretation; Difficulty in performance management 	'Smart urban development where nature and mankind coexist' in the Philippines
③Region P	<ul style="list-style-type: none"> ▶ Specific regions that have all areas/issues - (Strengths) Emergency/ strategic regional support (key regions selected by KOICA) - (Weaknesses) Big room for subjective interpretation; Difficulty in performance management 	'Mindanao region development for establishing peace' in the Philippines (Rural development, healthcare, governance)

※ (Note) For convergence programs by the Ministry of Strategy and Finance, the above **three types are applied in combinations**. But **given the Ministry is focused on areas, most of the programs take on the form of KOICA/EDCF + 'area' programs** of other government departments.

Current status of CPs of KOICA by countries *key partner countries < 9 area programs in 44

countries (139 programs)>

<Similar categories' are defined based on the program index: ■ Agriculture and fisheries, ■ Governance, ■ Education, ■ Gender, ■ Healthcare, hygiene/nutrition, ■ Climate/ city, ■ Industry/ energy, ■ Transport, ■ Water>

Country (number of programs)		Program title			
Southeast Asia - New South Eastern Policy countries	Vietnam(4)*	Inclusive and sustainable rural development	Inclusive transport that drives balanced growth	Establishment of effective, responsible and transparent governance and institutions	Establishment of a smart city valley in the middle region and support for urbanization
	Myanmar(4)*			Establishment of peace and strengthening of democratic institutions	Higher education and vocational training for a better future
	Laos(4)*			Strengthened healthcare system for better maternity healthcare services	Higher education for a better future
	Cambodia(3)*	-	Improved universal healthcare for the socially marginalized	ICT and science education to foster future talent and promote industrial diversification	
	Philippines(4)*	Smart urban development where nature and mankind coexist	Smart urban development where nature and mankind coexist	Improved access to basic healthcare	Mindanao regional development for peace establishment
	Indonesia(4)*			Inclusive transport that drives balanced growth	Digital partnership for inclusive development
	East Timor (4)	Society built together -SDG 5, 13 -	Healthy life for everyone - quality healthcare and improved healthcare system	Healthy system, reliable government -SDG 16-	A generation dreaming of the future - quality education and vocational training for the future
Southwest Asia and South Pacific	Nepal(4)*	Improved agricultural productivity and competitiveness	Establishment of a quality healthcare delivery system	Support for job creation by linking up with domestic businesses	ICT-based governance reinforcement
	Mongolia(4)*	Improved logistics infrastructure and transport safety	Sustainable urban development and strengthened resilience	Inclusive development of agriculture and husbandry; Improved safety in produce	Improved governance for sustainable development
	Bangladesh(3)*	Generation of quality jobs	ICT-based improvement of laws and institutions to strengthen the social safety net	Improved access and quality of healthcare for the socially marginalized	-
	Sri Lanka(4)*	Higher education for a better future	Establishment of peace and social integration	Inclusive transport that drives balanced growth	Strengthened democratic institutions for inclusive development

c	Fiji(2)	-	-	Addressing climate change to support sustainable development	Strengthened capabilities for disease prevention and treatment to provide quality healthcare
	Pakistan(3)*	-	Comprehensive water security improvement	Support for industrial energy to overcome economic crises	Comprehensive support for the socially vulnerable to increase their income and offer better social services
	Afghanistan (3)	Human resource development for a better future	-	Safe supply of drinking water and improved maternity healthcare for a healthy life	Strengthened capabilities for public administration to improve transparency and accountability
W e s t A f r i c a	Ghana(4)*	Improved agricultural productivity and strengthened value chains for better quality of life	Strengthened healthcare system to provide universal healthcare	Education to foster talent	Strengthened governance for an efficient and transparent government
	Senegal (4)*	Establishment of a sustainable agricultural value chain	Strengthened healthcare system to provide better maternity care	Vocational training to foster youth talent	Establishment of an administrative system to improve governance
	Cameroon (3)	-	Vocational training and inclusive education for the socially marginalized	Improved access to water hygiene and healthcare	Establishment of an administrative system to improve governance
	Cote d'Ivoire(2)	-	Education to foster youth talent	Improved access to healthcare for the socially marginalized	-
	DR of Congo(3)	-	Strengthened capabilities in comprehensive governance to establish peace	Healthcare and rural development for a better future	Fostering of youth talent based on gender equality
	Nigeria(4)	Basic education and vocational training to foster youth talent	Improved social and economic rights of women through achieving gender equality	Strengthened basic healthcare system	ICT-based governance strengthening
	Ethiopia(4)*	Strengthened healthcare system for a better future	Strengthened value chain in the manufacturing business for future prosperity	Reinforced social integration for sustainable peace	Strengthened addressing to climate change and fostering of a basis for green economy for the future generation
E a s t A f r i c a	Tanzania(3)*	-	Strengthened healthcare system for a better future	Basic education and vocational training to foster youth talent	Improved social and economic rights of women through achieving gender equality
	Rwanda(4)*	Inclusive and sustainable rural development	Vocational training to foster youth talent	Strengthened e-government system for greater efficiency in	Strengthened capabilities in youth and entrepreneurs to create a

				administration	startup eco-system
	Uganda(3)*	Inclusive and sustainable rural development	Basic education and vocational training to foster youth talent	Strengthened healthcare system for a better future	-
	Mozambique(3)*	-	Vocational training to foster youth talent	Strengthened healthcare system for a better future	Improved management of water resources to prevent and better address natural disasters
	Kenya(2)	-	-	Supply of safe drinking water and capability strengthening of female farmers to improve the addressing of climate change	Basic education and vocational training to foster youth talent
Latin America	Colombia(2)*	-	-	Strengthened capabilities for industrialization policies and technique	Scale-up of sustainable peace-building
	Bolivia(3)*	Inclusive rural development to eradicate poverty	-	Strengthened capabilities for basic healthcare to establish an effective healthcare delivery system	Guarantee of women's basic rights and strengthened capabilities for the future to improve quality of life
	Peru(3)*	-	Addressing climate change and strengthening the resilience of those vulnerable to the environment	Establishment of a basis for innovation and co-growth; Strengthened competitiveness of small and medium-sized enterprises	Innovation in digital public services for strengthened government capabilities
	Paraguay(4)*	Regional development to generate income and promote the economy	Inclusive transport that drives balanced growth	Improved healthcare services for healthy life of the socially vulnerable	Digital partnership for inclusive development
	El Salvador(3)	Sustainable agricultural development	-	Universal education and healthcare for scale-up of a social safety net	Strengthened police capability for peace building
	Dominican Republic (2)	-	-	Strengthened capabilities for industrialization policies and technique	Guarantee of women's basic rights and strengthened capabilities for the future to improve quality of life
	Guatemala(2)	-	-	Addressing climate change and strengthening the resilience of those vulnerable to the environment	Strengthened police capability for peace building

	Ecuador(3)	–	Strengthened capabilities for industrialization policies and technique	Addressing climate change and scaling up renewable energy for a sustainable environment	Support for resettlement of refugees and strengthened police capabilities for peace-building
Middle East and Central Africa	Morocco (2)	–	–	Vocational training for capability development of future generations	Strengthened capabilities for environment-friendly energy for sustainable development
	Egypt (3)	–	Inclusive and sustainable job creation for the future generation	Improved quality of life for women (SDG 5)	Strengthened governance for an efficient and transparent government operation
	Tunisia (3)	–	Strengthened capabilities for environment-friendly energy for sustainable development	Fostering of highly skilled personnel for industrial development and job creation	Strengthened governance for an efficient and transparent government operation
	Algeria (3)	–	Capabilities to apply innovative technologies to address environmental issues	Fostering of female-focused technological personnel for industrial diversification	Strengthened governance for an efficient and transparent government operation
	Uzbekistan (3)*	–	Inclusive vocational training for capability-strengthening for future generations	Establishment of infrastructure and capability-building for quality healthcare services and effective prevention of diseases.	Strengthened governance for an efficient and transparent government operation
	Azerbaijan (3)*	Rural and regional development for balanced growth	–	Improved living environment and development of human resources for improved quality of life for the socially vulnerable	Strengthened governance for innovation-based government capabilities
	Kyrgyzstan (3)	Inclusive and sustainable rural development	Fostering of human resources for a safe and healthy life	–	Strengthened governance for an efficient and transparent government operation
	Jordan (2)	–	–	Establishment of an efficient water management system for improved universal quality of life	Improved healthcare and education for better quality of life for the socially vulnerable such as refugees
	Palestine(3)	–	Strengthened capabilities in vocational training to reduce youth unemployment	Improved healthcare/ drinking water environment for a healthy life of the vulnerable	Strengthened governance for an efficient and transparent government operation

	Iraq (3)	-	Improved access to healthcare for better quality of life	Fostering of skilled personnel for industrial development	Inclusive development for the socially marginalized such as refugees
Program : A total of 9 area programs in 44 countries (139 programs) (46 common indices within the 139 programs (in accordance with SDG index) will be established.)					

Current status of CPs of KOICA by sectors <9 area programs in 44 countries (139 programs)>

<Similar categories are defined based on the program index: ■ Agriculture and fisheries, ■ Governance, ■ Education, ■ Gender, ■ Healthcare, hygiene/nutrition, ■ Climate/city, ■ Industry/energy, ■ Transport, ■ Water>

Category of program(number of cases)	(By country) Title of the program (number of cases)
<p>■ Agriculture and fisheries(15)</p>	<ul style="list-style-type: none"> · (Vietnam, Myanmar, Laos, Cambodia, the Philippines) Inclusive and sustainable rural development (5) · (Nepal) Strengthened agricultural productivity and competitiveness (1) · (Mongolia) Inclusive development in agriculture and husbandry; Strengthened safety for produce (1) · (Sri Lanka) Peace-building and social integration (1) · (Ghana) Improved agricultural productivity and strengthened value chains for better quality of life (1) · (Senegal) Establishment of a sustainable agricultural value chain (1) · (Rwanda, Uganda, Kyrgyzstan) Inclusive and sustainable rural development (3) · (Bolivia) Inclusive rural development to eradicate poverty (1) · (Azerbaijan) Rural and regional development for balanced growth (1)
<p>■ Governance(29)</p>	<ul style="list-style-type: none"> · (Vietnam) Establishment of effective, responsible and transparent governance and institutions (1) · (Myanmar) Establishment of peace and strengthening of democratic institutions (1) · (Indonesia) Digital partnership for inclusive development (1) · (East Timor) Healthy system, reliable government –SDG 16– (1) · (Nepal) ICT-based governance reinforcement (1) · (Mongolia) Improved governance for sustainable development (1) · (Bangladesh) ICT-based improvement of laws and institutions to strengthen the social safety net (1) · (Sri Lanka) Strengthened democratic institutions for inclusive development (1) · (Afghanistan) Strengthened capabilities for public administration to improve transparency and accountability (1) · (Ghana, Egypt, Tunisia, Algeria, Uzbekistan, Kyrgyzstan, Palestine) (7) Strengthened governance for an efficient and transparent government · (DR of Congo) Strengthened capabilities in comprehensive governance to establish peace (1) · (Nigeria) ICT-based governance strengthening (1) · (Ethiopia) Reinforced social integration for sustainable peace (1) · (Rwanda) Strengthened e-government system for greater efficiency in administration (1) · (Colombia) Scale-up of sustainable peace-building (1) · (Peru) Innovation in digital public services for strengthened government capabilities (1) · (El Salvador, Guatemala) Strengthened police capability for peace building (2) · (Ecuador) Strengthened police capability for peace building (1) · (Azerbaijan) Strengthened governance for innovation-based government capabilities (1) · (Iraq) Inclusive development for the socially marginalized such as refugees (1)

■ Education(31)

- (Myanmar) Higher education and vocational training for a better future (1)
- (Laos, Indonesia, Sri Lanka) Higher education for a better future (3)
- (Cambodia) ICT and science education to foster future talent and promote industrial diversification (1)
- (East Timor) A generation dreaming of the future – quality education and vocational training for the future – (1)
- (Nepal) Support for job creation by linking up with domestic businesses (1)
- (Bangladesh) Generation of quality jobs (1)
- (Afghanistan) Human resource development for a better future (1)
- (Ghana) Education to foster talent (1)
- (Senegal) Vocational training to foster youth talent (1)
- (Cameroon) Vocational training and inclusive education for the socially marginalized (1)
- (Cote d’Ivoire) Education to foster youth talent (1)
- (DR of Congo) Fostering of youth talent based on gender equality (1)
- (Nigeria) Basic education and vocational training to foster youth talent (1)
- (Ethiopia) Strengthened value chain in the manufacturing business for future prosperity (1)
- (Tanzania, Uganda, Kenya) Basic education and vocational training to foster youth talent (3)
- (Rwanda, Mozambique) Vocational training to foster youth talent (2)
- (Rwanda) Strengthened capabilities in youth and entrepreneurs to create a startup eco–system (1)
- (Paraguay) Digital partnership for inclusive development (including ICT education) (1)
- (Morocco) Vocational training for capability development of future generations (1)
- (Tunisia) Fostering of highly skilled personnel for industrial development and job creation (1)
- (Algeria) Fostering of female–focused technological personnel for industrial diversification (1)
- (Uzbekistan) Inclusive vocational training for capability–strengthening for future generations (1)
- (Kyrgyzstan) (1) Fostering of human resources for a safe and healthy life
- (Jordan) Improved healthcare and education for better quality of life for the socially vulnerable such as refugees (1)
- (Palestine) Strengthened capabilities in vocational training to reduce youth unemployment (1)
- (Iraq) Fostering of skilled personnel for industrial development (1)

■ Gender(7)

- (East Timor) Society built together –SDG 5, 13 (1)
- (Nigeria) Improved social and economic rights of women through achieving gender equality (1)
- (Tanzania) Improved social and economic rights of women through achieving gender equality (1)
- (Bolivia) Guarantee of women’s basic rights and strengthened capabilities for the future to improve quality of life (1)
- (Dominican Republic) Guarantee of women’s basic rights and strengthened capabilities for the future to improve quality of life (1)
- (Egypt) Improved quality of life for women (SDG 5) (1)
- (Azerbaijan) Improved living environment and development of human resources for improved quality of life for the socially vulnerable (1)

■ Healthcare, hygiene and nutrition (26)

- (Laos) Strengthened healthcare system for better maternity healthcare services (1)
- (Cambodia) Improved universal healthcare for the socially marginalized (1)
- (The Philippines) Improved access to basic healthcare (1)
- (The Philippines) Mindanao regional development for peace establishment (including peace and improved nutrition) (1)
- (East Timor) Healthy life for everyone – quality healthcare and improved healthcare system – (1)
- (Nepal) Establishment of a quality healthcare delivery system (1)
- (Bangladesh) Improved access and quality of healthcare for the socially marginalized (1)
- (Fiji) Strengthened capabilities for disease prevention and treatment to provide quality healthcare (1)
- (Pakistan) Comprehensive support for the socially vulnerable to increase their income and offer better social services (1)
- (Afghanistan) Safe supply of drinking water and improved maternity healthcare for a healthy life (1)
- (Ghana) Strengthened healthcare system to provide universal healthcare (1)
- (Senegal) Strengthened healthcare system to provide better maternity care (1)
- (Cameroon) Improved access to water hygiene and healthcare (1)
- (Cote d'Ivoire) Improved access to healthcare for the socially marginalized (1)
- (DR of Congo) Healthcare and rural development for a better future (1)
- (Nigeria) Strengthened basic healthcare system (1)
- (Ethiopia, Tanzania, Uganda, Mozambique) Strengthened healthcare system for a better future (4)
- (Bolivia) Strengthened capabilities for basic healthcare to establish an effective healthcare delivery system (1)
- (Paraguay) Improved healthcare services for healthy life of the socially vulnerable (1)
- (El Salvador) Universal education and healthcare for scale-up of a social safety net (1)
- (Uzbekistan) Establishment of infrastructure and capability-building for quality healthcare services and effective prevention of diseases (1)
- (Palestine) Improved healthcare/ drinking water environment for a healthy life of the vulnerable (1)
- (Iraq) Improved access to healthcare for better quality of life (1)

■ Climate/ city (15)

- (Vietnam) Establishment of a smart city valley in the middle region and support for urbanization (1)
- (The Philippines, Indonesia) Smart urban development where nature and mankind coexist (2)
- (Mongolia) Sustainable urban development and strengthened resilience (1)
- (Fiji) (1) Addressing climate change to support sustainable development
- (Ethiopia) Strengthened addressing to climate change and fostering of a basis for green economy for the future generation (1)
- (Mozambique) Strengthened addressing to climate change and fostering of a basis for green economy for the future generation (1)
- (Peru, Guatemala) Addressing climate change and strengthening the resilience of those vulnerable to the environment (2)
- (Paraguay) Regional development to generate income and promote the economy (1)
- (El Salvador) Sustainable agricultural development (1)
- (Ecuador) Addressing climate change and scaling up renewable energy for a sustainable environment (1)
- (Morocco) Strengthened capabilities for environment-friendly energy for sustainable development (1)
- (Tunisia) Strengthened capabilities for environment-friendly energy for sustainable development (1)
- (Algeria) Capabilities to apply innovative technologies to address environmental issues (1)

■ Industry/ energy (6)

- (Pakistan) Support for industrial energy to overcome economic crises (1)
- (Colombia, Dominican Republic, Ecuador) Strengthened capabilities for industrialization policies and technique (3)
- (Peru) Establishment of a basis for innovation and co-growth; Strengthened competitiveness of small and medium-sized enterprises (1)
- (Egypt) Inclusive and sustainable job creation for the future generation (1)

	<ul style="list-style-type: none"> ■ Transport(7) 	<ul style="list-style-type: none"> · (Vietnam, Myanmar, Laos, Indonesia, Sri Lanka, Paraguay) Inclusive transport that drives balanced growth (6) · (Mongolia) Improved logistics infrastructure and transport safety (1)
	<ul style="list-style-type: none"> ■ Water (3) 	<ul style="list-style-type: none"> · (Pakistan) Comprehensive water security improvement (1) · (Kenya) Supply of safe drinking water and capability strengthening of female farmers to improve the addressing of climate change (1) · (Jordan) Establishment of an efficient water management system for improved universal quality of life (1)
<p>Program : A total of 139 programs in 9 areas</p>		