

# North Korea's Needs for Knowledge Sharing

Jin PARK (KDI School of Public Policy and Management)<sup>1</sup>

## Table of Contents

1. Introduction
2. North Korea's Economic Change and its Need for KS
3. North Korea's Willingness for KS
4. North Korea's Needs for KS: Types, Cooperation Models, Veneus
5. Benchmark Cases
6. Conclusion

---

<sup>1</sup> This is an edited version of the paper originally coauthored by Jin PARK and Seung-Ho Jung, Ten Years of Knowledge Sharing with North Korea, Asian Perspective, Vol. 31, No. 2, 2007. pp 75~93. Both authors worked together at the KDI School of Public Policy and Management for knowledge sharing with North Korea.

## 1. Introduction

The need for the knowledge sharing with the DPRK has been suggested earlier by many specialists including Turk (1996). Some earlier studies on knowledge sharing with the DPRK have been made regarding its role for economic development (Lee 2004; Babson 2001; Cho et al 2003, Zhang 2000), and its positive effect on improving relations between divided countries (Han and Chou 2005). Park et al. (2003) showed that increased levels of social exchange in East-West Germany and Sino-Taiwan resulted in alleviating the tension between two countries. Characteristics of Inter-Korean cultural exchange in the areas of history, linguistics, Koreanology and technology have been studied (Choi 2005, Cho 2000) implying that KS could be a useful approach in integrating North Korea with international society.

The most outstanding actual example was China that has benefited much from the technical assistance which is focused on the institutional building during the transition period. Since the 1980s, the IMF has played a substantial role in helping China design and implement sweeping economic reforms.<sup>2</sup> The reform program has entailed far-reaching legal and other changes that have created a need for officials to be trained in a variety of fields.<sup>3</sup>

Also after the Cultural Agreement and Science & Technology Agreement between two Germanies, then West German government provided subsidies on cultural and academic exchanges with East Germany and endeavored to make East Germany

---

<sup>2</sup> International Monetary Fund, <http://www.imf.org/>, the information on IMF Technical Assistance is available at <http://www.imf.org/External/pubs/ft/exrp/techass/techass.htm> (accessed April 28, 2007)

<sup>3</sup> The major government agencies—the People's Bank of China, the State Administration of Taxation, the Ministry of Finance, and the National Statistical Bureau—have all been recipients of IMF technical assistance in the form of training workshops and seminars on banking regulation, capital account liberalization, and foreign exchange market infrastructure.

understand the importance of such exchanges (Cho 2000).

However, there are many hurdles in pursuing knowledge sharing (KS) with the North Korea. They are still concerned about the possible negative impacts of KS on their regime's stability. Though many countries have showed willingness to offer a variety of programs, the DPRK has been very selective in accepting offers. At the same time, the DPRK has broken promises many times with very short notice, and all to the added frustration of many partners. Sometimes we are not sure whether the North really wants to share knowledge with the rest of the world. Are they really serious about the KS? If they are, what are their interest areas and methods? This paper tries to answer these questions based on ninety-one KS projects during 1997~2006 in the broadly-defined economics-related area.<sup>4</sup>

## **2. North Korea's Economic Change and its Need for KS**

After the Feb. 13<sup>th</sup> agreement on North Korea's nuclear issues, there is a mounting expectation for North Korea to adopt a more open and decentralized economic model. Indeed, Pyongyang attempted to shift towards such a direction before the nuclear issue rose to heightened prominence. The first meaningful sign after 2000 was the DPRK's application for membership in the Asian Development Bank

---

<sup>4</sup> A significant part of the information in the appendix has been collected through a series of closed Roundtable Conferences hosted by the KDI School in 2001, 2002, and 2004. I would like thank the following participants of the conferences who shared the information: Magnus Blomström (Stockholm School of Economics), Maurizio MARTELLINI (Landau Network-Centro Volta), Thomas AWE (Konrad Adenauer Stiftung), Ian LEE (Global Aid Network), Bernhard Johannes SELIGER (Hanns Seidel Foundation), Leon V. Sigal (The Social Science Research Council), Eugene SEBASTIAN (The University of Sydney), Guadalupe SANCHEZ-FREYMOND (Center for Applied Studies in International Negotiations; CASIN), Jianyi PIAO (Chinese Academy of Social Sciences; CASS), Paul EVANS (University of British Columbia), Myung-Soo LEE (New York University), Scott SNYDER (The Asia Foundation), Ron DUNCAN (Australian National University)

in May 2000.<sup>5</sup> After the June 15<sup>th</sup> Joint Declaration of the inter-Korean summit meeting in 2000, Chairman Kim Jong-Il visited Shanghai in January of 2001, and stressed the importance of “a new way of thinking and attitude in the 21<sup>st</sup> century to enhance national competitiveness”.<sup>6</sup> Following these preludes, on July 1<sup>st</sup> 2002, the New Economic Management Measures were announced, which were largely hailed as a striking transformation in policy by North Korea. A couple of months later, the DPRK went as far as to announce the Shinuijoo Special Administrative Zone, which they envisioned to be similar to Hong-Kong.

Regrettably, the second nuclear crisis, known to the public in October of 2002, signaled a stop to this trend, and we have not seen noticeable development in North Korea’s policy transformation ever since. However, the recent agreement on the nuclear issue, though it is only a beginning of a long process, is expected to revive this dormant initiative. North Korea is very well aware of the fact that economic development is the most urgent item on its list of national agenda.<sup>7</sup>

What is the prospect for North Korea's economic reform? DPRK will adopt open-door policy and market principles when the benefit of the reform is greater than the cost of it. We will forecast the trend of cost and benefit in each time phase suggested as follows: agreement in the talk(stage 1), resolution of nuclear issue(stage 2), normalization of the U.S.-DPRK relation(stage 3). The three benefits of the reform are: recovery of the DPRK's economy, attraction of FDI, foreign aids conditional to the economic reform. These benefits of the reform will increase as we proceed with each

---

<sup>5</sup> On May 7, 2000, in the ADB General Assembly, the Minister of Finance and Economy of South Korea requested international cooperation on North Korea’s affiliation to the ADB.

<sup>6</sup> New Year’s Joint Editorial, Rodong Shin-Moon, DPRK, 2001.

<sup>7</sup> In its New Year’s Joint Editorial of 2007, North Korea officially stated “We will have to concentrate all our national energy on solving economic problems.”

phase. On the other hand, the three costs of the reform are: internal political instability, possible downfall of its economy as we have seen in the Former Soviet Union, loss of economic independence. These costs will decrease with each phase. It's not easy to predict when North Korea will adopt full-scale reform measures, but we can say that the possibility will rise sharply after the second stage, resolution of the nuclear problem.

To ensure the economic transformation and the sustainable development of North Korea, the importance of human resource development cannot be overemphasized as Kolodko (1998) suggested to former socialist countries that: "...economic transition also calls for a process of retraining many professionals to enable them to work in the market environment."

### **3. North Korea's Willingness for KS**

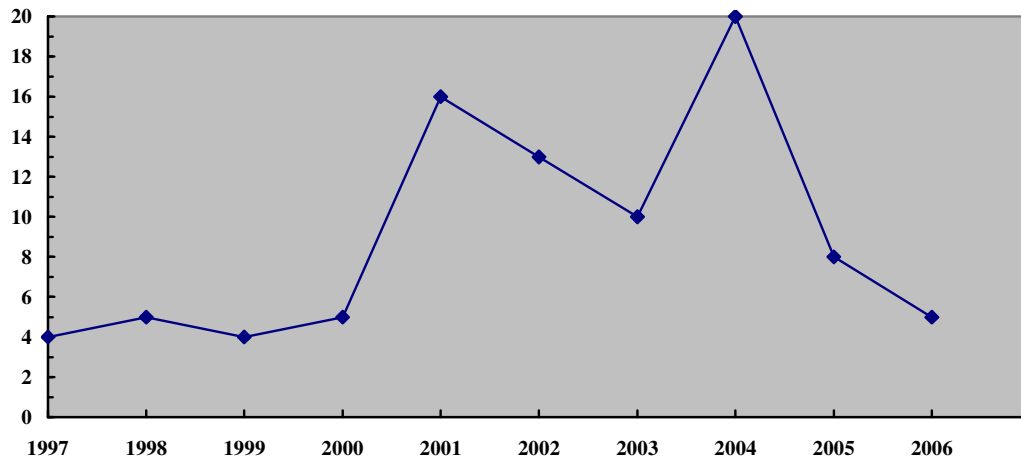
North Korea has also been active in working with the world to acquire knowledge necessary for their economic change and development. Such cases sprouted in 1997 when fifteen economic officials were dispatched to Shanghai in China supported by the UNDP. In February 1998 when the World Bank visited North Korea, they even asked for a help from the Bank in establishing an Economic Research Institute for International Finance.<sup>8</sup> Though the request was not made on an official base, it was certain that North Korea has been thirsty for knowledge of market economies.

---

<sup>8</sup> Sung Wook Nam, 2003. "International Society's Role for the recovery of North Korean Economy." Vol 9, pp. 50. *Collection of Papers on North Korean Economy*, Seoul; North Korean Economy Forum. (in Korean)

Since then, economics-related KS projects were held ninety-one times during 1997~2006. The year 2001 was a clear turning point and was heavily influenced by Chairman Kim Jong-Il's successive visits to China. His first visit was made to Beijing in May of 2000, followed by the one to the Pudong district in Shanghai in January of 2001. In between these visits, there was also a historic summit meeting between the leaders of two Koreas in June of 2000.

**<Figure 1: Trend of KS projects during 1997~2006>**



After the boom period of 2001~2004, the number of projects returned to pre-2001 levels in 2006. One obvious reason behind this abrupt downfall is the nuclear issue. After the official proclamation of the nuclear possession in February of 2005, the DPRK carried out a nuclear test in October 2006. The resulting response from this geo-political influence resulted in a decrease in KS with the DPRK. We need to remember that it was supply of KS not demand that resulted in such a sharp decline.

However, the rise in the number of programs in 2004 indicates that knowledge sharing is a way to communicate with the DPRK when nuclear issues cause deadlock.

The most important reason behind the rise of the incidences in 2004 will be the third visit of Chairman Kim Jong-Il to China in April 2004. This clearly shows a need for the international community to focus more on making him a part of KS. Since the geo-political environment of 2008 will be better than that of 2005~2006, the prospects for KS are therefore very positive.

#### 4. North Korea's Need for KS: Types, Cooperation Models, Venues

##### Types

Among the different types of KS, short-term training is the most frequent program during the past ten years. This is so because of three successful benchmark cases that will be explained later in the paper. Due to North Korea's reluctance, however, there is no short-term or long-term economics-related training program hosted by South Korea.<sup>9</sup> A field trip is the next common type because their leader Kim Jong-Il set an example by making three trips to China in year 2000, 2001 and 2004. However, though field trips have been an appropriate type during the earlier stage of KS, they are getting less so as table 3 shows.

< Table 1: Trend by Types of KS >

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	Total
Book					1		1				2
Exchange											
Field	1	1	2	2	12	6	3	3	1	1	32

<sup>9</sup> There were some cases that economics or management classes were included as a part of the short-term training programs on ICT hosted by South Korea's private companies. One example was the training program by Hanabiz Corp. in 2001.

Trip											
Short-term											
Training	2	4	4	2	7	4	3	8	4	3	41
Long-term											
Training	4				1			2	1		8
Conference				2	2	1	4	6	1	1	17
Joint						3	1	2	2		8
Research											
Establishing											
Institutes											0
Total	7	5	6	6	23	14	12	21	9	5	108*

\* Some programs may have been double counted as field trips as they are often attached to training programs or conferences.

### **Cooperation Model**

As for the cooperation model of KS there are four different sharing models depending on the number of hosting organizations and guest countries, there is no doubt that direct contact between a host organization and the DPRK is the most efficient model. However, when North Korea is reluctant to be invited by a certain host such as South Korea, it may be beneficial to co-organize the program with a network provider who works as a bridge between the DPRK and the host. The number of guests is also an issue because inviting other countries might help make the North feel more comfortable among crowds.

Direct contact between a host and North Korea is the dominant model for sharing. Certain countries or organizations have been particularly successful in building confidence with the DPRK and have repeatedly hosted KP programs. Among the nine projects in 2005, seven have two or more years of continuity, and all five

projects in 2006 have more than three years of established history. This observation shows that continuity is a very important criterion in assessing KP projects.

**< Table 2: Trend by Sharing Model >**

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	Total
One- One (A)	3	3	2	3	10	6	4	9	4	1	45
One-Many (B)								1			1
Many-One (C)	1	2	2	1	4	5	3	6	4	3	31
Many-Many (D)				1	2	2	3	4	1	1	14
	4	5	4	5	16*	13	10	20	9	5	91

\* Hosts of two programs in 2001 are not known and are not counted in the table.

However, since not all prospective organizations have a direct channel with North Korea, there is a need to develop the other sharing model. Table 1 shows that ‘multiple hosts’ is an answer, but ‘multiple guests’ is not.<sup>10</sup> It is beneficial to work with co-hosts to minimize risks and to facilitate the DPRK’s participation. The sharing with multiple hosts is gaining its relative importance in recent years, and has been proven to be the most practical model in the unfavorable geo-political environments.

### **Venues**

Those who want to have KS programs with the DPRK need to carefully select

<sup>10</sup> The only incidence, in which one host invited more than two countries including the DPRK was the ASEM Symposium on “An Iron Silk Road: Overcoming the Land Divide between Asia and Europe”, hosted by the Korea Railroad Research Institute in 2004. Even in this case, there were multiple sponsors though the official host was one.

the venues, especially at the time of unfavorable geo-political circumstances. During 1997~2002, twenty different countries served as venues. However, the number decreased to only eight during 2003~2006 although the occurrence of KS projects was almost the same during those two periods, likely reflecting the nuclear crisis. It is not surprising that China is the preferred location for KS with the DPRK. However, the DPRK should be considered as a venue for KS before anywhere else to maximize their participation and to minimize the relevant costs. In fact, North Korea has emerged as the favorite location for KS since 2004. One interesting observation is that a host country should not necessarily be a venue for KS. One example is the program by European Institute of Japanese Studies (EJIS), Sweden which was repeatedly held in Vietnam.

**< Table 3: Trend by Venues >**

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	Total
Australia	1		1		4						6
Belgium					1	3				1	5
Brunei					1						1
Cambodia						1					1
China	1	1	2	4	5	1	1	5	4	1	25
Germany					1	1			1		3
Hungary	1	1									2
Indonesia					1						1
Italy					1	1	1	1			4
Japan					1	1					2
Malaysia			1		1						2
North Korea		1	1			1		8	1	2	14
Russia							2				2

Singapore		1	1		1						3
South Korea						1		3			4
Sweden					1	1					2
Switzerland	1	1		1	1	1	1	1	1	1	9
Taiwan					1						1
UK						1					1
US			1		2	3	1	1	1		9
Vietnam						1	3	1	1		6
Total	4	5	7	5	22	17	9	20	9	5	103*

\* There are some instances of double counting as some industry field trips are made across multiple countries.

### **Fields of Interest**

In the initial stage, it is difficult to comprehensively organize the contents that a host institute desires to include in the program. Some of the issues such as economic transition are still sensitive to the DPRK, and should be pursued in a very cautious and gradual manner. After confidence building measures with the North, the program can be further developed to include more sensitive issues. CASIN's program can be an example of how a program can evolve. Food and humanitarian issues, and the role of the press including the Internet were banned from the program in 1997 but accepted later in 2000.

Whiling maintaining this apolitical stance, subjects that draw the most positive response from the DPRK should be selected. Recently, energy and IT related topics have drawn the attention of the North. The development experiences of other countries, marketing and management, trade, and foreign investment have been popular

subjects. However, a caution should be paid when more sensitive transition issues such as privatization and liberalization are considered as subjects of a program. The international community should not expect to see a drastic economic transformation of North Korea in a short period of time since such a hasty wish will only delay its real change. Ideal curriculum for now will be courses on international finance, international business, trade, international trade laws, special economic zones, and experiences of other transition economies such as China and Vietnam.

Also inviting relevant and qualified people from the DPRK is another key factor for the success of the program as we have seen in ANU case. The best target is, of course, Chairman Kim Jung-Il himself. The next group will be their government officials in ministries related to economics that are in position to lead the changes and to disseminate the contents of KS programs throughout the North. An equally or even more important target group is the military, which are not generally favorable to economic changes in the North. The next target would be the managers in state-owned enterprises, whose knowledge acquisition may help the North Korean economy at a working level. However, this recruiting standard can be applied more flexibly in the initial stages, with the requirements gradually strengthening over time.

## **5. Benchmark Cases**

In spite of an increasing geo-political instability in the Korean peninsula, there are several successful KS programs. Among those cases, the following three programs clearly stand out for its steady continuation, effective curricula and appropriate North Korean participants. One of the programs is the *Professional Training for Officials*

*and Diplomats* hosted by the Centre for Applied Studies in International Negotiations (CASIN) in Geneva, Switzerland. The program was held every year from 1997 to 2006, with an exception in 1999. It is a six week program for approximately ten to thirty mid-career officials from ministries of the DPRK.<sup>11</sup> Initially, this short-term training program covered basic principles of a market economy, accounting, marketing, development economics, and even humanitarian issues. In 2006, the program covered diplomacy and foreign policies, the United Nations, International Law, international trading and financial systems, and multilateral and bilateral negotiations.

Another benchmark case is the “Training in Market Economics and International Trade for the DPRK”, hosted by the European Institute of Japanese Studies (EIJIS) at the Stockholm School of Economics, Sweden. This program was held for four consecutive years since 2002. As a pilot program in 2001, the EIJS invited economics professors from KIM Il-Sung University of the North to the Swedish government and parliament as well as private companies such as Ericsson and ABB. The two-week training program started in 2002. Ten to fifteen North Korean delegates from the Committee of External Culture, Ministry of Foreign Affairs, and the Academy of Social Science have been invited every year. The EIJS has been organizing the program in a third country, Vietnam, and has provided lectures on economic policies of Vietnam, basic management skills, and development economics.

The other successful example is short term training programs and study tours<sup>12</sup> organized by foundations based in Germany, the Friedrich Neumann Foundation and the Hans Seidel Foundation. Since 2004, more than ten seminars and workshops were

---

<sup>11</sup> They include the Ministry of Foreign Affairs, the Ministry of Procurement and Food, the Ministry of Foreign Trade, and the Ministry of Light Industry.

<sup>12</sup> North Korean delegation visited Germany, Belgium, the seat of the EU etc.

hosted in Pyongyang. The topics of these programs covered broad issues of market economics, such as international finance, economic reform, and international trade. Although the program was called seminar and workshop, it was in fact a short-term training for two to three days, with relatively large audiences of 50 to 100 North Koreans. The participants were diverse, including government officials, academics, and businessmen in North Korea.

The three organizations successful in KS with North Korea are those of countries in European Union that have diplomatic ties with the DPRK.<sup>13</sup> The foreign relation seems to affect both demand (North Korea's willingness to participate) and supply (interest of host countries) of KS. France, an EU country without diplomatic ties with the DPRK has not been involved in KS with North Korea.

## **6. Conclusion**

The KS is expected to benefit not only the North, but also the rest of the world since it provides opportunities to learn about one of the least-known countries, the Democratic People's Republic of North Korea. South Korea should play an active role in this important initiative of KS. The South Korean government can jump-start the global consortium by depositing a KS fund to international organizations so that they can offer programs to North Korea with a collaboration of network providers.

KS with the DPRK requires more time and patience than traditional ways of interaction with the North. The international community needs to continue to work on this initiative with patience and strategy.

---

<sup>13</sup> North Korea has diplomatic ties with the U.K., Germany, Italy, the Netherlands, Belgium, Spain, Luxembourg, Greece, Canada, Australia, the Philippines, Brazil.

## REFERENCES

### [BOOKS AND PAPERS]

- Babson, Bradley. 2001. "Integration North Korea with the World Economy: Role of International Financial Institutions and Private Capital." in Moon, Chung-in, Odd Arne Westad and Gyoo-hyoung Kahng, eds. *Ending the Cold War in Korea*. pp. 445-468. Seoul: Yonsei University Press.
- Erich, Weingartner. 2006. "Equipping Potential Reformers: Knowledge Sharing and Capacity Building as Interim Steps toward DPR Korean Development." Paper presented to the second International Symposium on North Korean Development and International Cooperation, co-organized by Export-Import Bank of Korea and The University of North Korean Studies. (July)
- Cho, Han-Bum. 2000. *Studies on inter-Korean Scholarly Exchanges and Cooperation*. Seoul: Korea Institute for National Unification. (In Korean)
- Cho, Myung-Chul. 2004. "Realities of the North Korea's Education of the Market Economy and Measures for Cooperation." Paper presented at 2004 roundtable for Knowledge Cooperation with the DPRK, organized by the KDI School of public policy and Management. (February)
- Cho, Myunl-Cul et al. 2003. *The Recent North Korea's Economic Reform and the Role of South-North and International Society*. Seoul: Korea Institute for International Economic Policy. (In Korean)
- Choi, Hyun Ho. 2005. "A Study on Social and Cultural Exchanges & Cooperations before & after South - North Korean Summit Conference." *Journal of Korean Ethics studies*, vol. 58. Seoul: The Korean Ethics Studies Association.
- Han, Jong Soo and Chou, Wei Chen. 2005. "The Unification Policies of China and Taiwan and Their Mutual Exchanges and Cooperation." *History and Society*, Vol. 35. The Chaemun Institute.
- Lee, Jong-Woon. 2004. "North Korea's Economic Reform under An International Framework." Working Paper 04-09. Seoul: Korea Institute for International Economic Policy.
- Lim, Kang-Taeg. 2000. *Tasks for Inter-Korean Knowledge sharing in Economics and Business Field*. Seoul: Korea Institute for National Unification. (In Korean)
- International Crisis Group. 2005. "North Korea: Can The Iron Fist Accept The Invisible Hand?" International Crisis Group Asia Report, No. 96. (April)
- Jon, Lunn. 2007. "North Korea: Nuclear Issues and Prospects for Change." Research

- Paper 07/03. London: House of Commons Library.
- KDI School of Public Policy and Management. 2001, 2002, 2004. *Proceedings of Roundtable for Knowledge Cooperation with the DPRK*. (Unpublished)
- Kim, Hak-Sung. 1996. *Studies on Exchanges between East-West Germany*. Seoul: Korea Institute for National Unification. (In Korean)
- Ko, Jung-Sik. 1999. *China-Taiwan Economic Cooperation and Lessons for Inter-Korean Relations*. Seoul: Hyundai Economic Research Institute. (In Korean)
- Ko, Jung-Sik. 2000. *Ways to facilitate Inter-Korean Knowledge sharing in Economics and Business Field*. Seoul: Korea Institute for National Unification. (In Korean)
- Kolodko, Grzegorz W. 2000. "Globalization and Catching-up: From Recession to Growth in Transition Economies." IMF Working Paper No.00/100. International Monetary Fund. (June)
- \_\_\_\_\_.1998. "Ten Years of Post socialist Transition: the Lessons for Policy Reform." Policy Research Working Paper Series No. 2095. Washington D.C.: The World Bank.
- KORTA, 2001 ~2005. KOTRA NK Newsletter, (In Korean)
- Ministry of Unification. 2001~2005. *White Paper on National Unification*. Seoul: Ministry of Unification. (In Korean)
- Nam, Sung Wook. 2003. "International Society's Role for the recovery of North Korean Economy." *Collection of Papers on North Korean Economy*, Vol. 9. Seoul; North Korean Economy Forum. (in Korean)
- Park, Jin and Seung-Ho Jung, 2007, "Ten years of Economic Knowledge Cooperation with North Korea: Trends and Strategies", KDI School Working Paper 07-01.
- Park, Young Ho et al. 2003. "A Comparison of East-West German and Sino-Taiwan Exchanges and Cooperation: Lessons towards the Korean Peninsula." *Journal of area studies*, Vol.21. Seoul: The Korean Association of Area Studies. (In Korean)
- Rodong Shin-Moon. 2001~2007. "New Year's Joint Editorial." Pyongyang: Rodong Shin-Moon.
- Turk, Lynn. 1996. "The Strategic Approach of North Korea Integrating into the World Economy." Paper presented at The 6<sup>th</sup> International Symposium on the North Korean Economy, organized by Korea Economic Research Institute.
- Yonhapp News. 2002~2005. *North Korea Year Book*. Seoul: Yonhapp News. (In Korean)
- Zang, Hyoung-Soo and Park, Yong-Gon. 2000. *Agenda for International Cooperation on Mobilizing Development Assistance for North Korea*. Seoul: Korea Institute

for International Economic Policy. (In Korean)

**[HTTP]**

Centre for Applied Studies in International Negotiations (CASIN), <http://www.casin.ch>, (The information regarding professional training for officials and diplomats was obtained from the CASIN's website; however the links no longer exist.)

The Nautilus Institute, <http://www.nautilus.org>, the information on energy workshops organized by the Nautilus Institute is available at the following links (accessed March 16, 2007), <http://www.nautilus.org/energy/2006/beijingworkshop/index.html> (Asian Energy Security Workshop 2006), [www.nautilus.org/energy/2005/beijingworkshop/index.html](http://www.nautilus.org/energy/2005/beijingworkshop/index.html) (Asian Energy Security Workshop 2005), [www.nautilus.org/archives/energy/AES2004Workshop/index.html](http://www.nautilus.org/archives/energy/AES2004Workshop/index.html), (Asian Energy Security Workshop 2004), [www.nautilus.org/archives/energy/grid/2003Workshop/papers.html](http://www.nautilus.org/archives/energy/grid/2003Workshop/papers.html) (3rd Workshop on Power Grid Interconnection in North Asia), <http://nautilus.org/archives/energy/grid/index.html>, (1st Workshop on Power Grid Interconnection in North East Asia), <http://nautilus.org/archives/energy/eaef/index.html> (Regional Collaboration for Energy Futures and Energy Security in China and Northeast Asia).

The Friedrich Naumann Foundation Korea, <http://www.fnfkorea.org>, the information on seminars and workshop organized by the Friedrich Naumann Foundation Korea is available at [http://www.fnfkorea.org/new\\_eng/library3.asp](http://www.fnfkorea.org/new_eng/library3.asp) (accessed March 16, 2007)

Herald Media, March 14, 2007.

[http://www.heraldbiz.com/site/data/html\\_dir/2007/03/14/200703140056.asp](http://www.heraldbiz.com/site/data/html_dir/2007/03/14/200703140056.asp)

The Korea Society, <http://www.koreasociety.org>, The information on Kim Chaek University of Technology (KUT)/ Syracuse University (SU) Research Collaboration is available at [www.koreasociety.org/component?option=com\\_docman&Itemid,35/task,doc\\_view/gid,97/](http://www.koreasociety.org/component?option=com_docman&Itemid,35/task,doc_view/gid,97/) (accessed March 16, 2007)

Global Aid Network (GAIN), <http://www.globalaid.net/>, the information on GAIN's projects in North Korea is available at <http://www.globalaid.net/dprk.html> (accessed March 16, 2007)

The Presidential Committee on Northeast Cooperation, <http://www.nabh.go.kr/english/>, the information on ASEM Symposium on an Iron Silk Road: Overcoming the Land Divide between Asia and Europe is available at <http://www.nabh.go.kr/board/data/archive/337/329.pdf> (accessed March 16, 2007)

The Kim Dae-Jung Presidential Library, <http://www.kdjlibrary.org/> (The information regarding the International Conference on June 15 North-South Joint Declaration and Building Peace on the Korean Peninsula was obtained from the The Kim Dae-jung Presidential Library's website, however the links no longer exist.)

Hanns Seidel Foundation Korea, <http://www.hss.or.kr>, the information on seminars and workshop organized by Hanns Seidel Foundation Korea is available at [http://www.hss.or.kr/eng\\_Newsletter.htm](http://www.hss.or.kr/eng_Newsletter.htm) (accessed March 16, 2007)

The American Friends Service Committee, <http://www.afsc.org/>, the information on East Asia Quaker International Affairs Program is available at <http://www.afsc.org/asia/eastasia.htm> (accessed March 16, 2007)

International Monetary Fund, <http://www.imf.org/>, the information on IMF Technical Assistance is available at <http://www.imf.org/External/pubs/ft/exrp/techass/techass.htm> (accessed April 28, 2007)

Asian Development Bank, <http://www.adb.org/>, the information on ADB Technical Assistance is available at [http://www.adb.org/Statistics/technical\\_assistance.asp](http://www.adb.org/Statistics/technical_assistance.asp) (accessed April 28, 2007)