OECD DAC PEER REVIEW 2017
Memorandum of Korea
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1. Global efforts for sustainable development

1.1 Efforts to support global sustainable development

Leadership

1. Korea has strived to facilitate and support the international community’s efforts to further the cause of sustainable development in key international processes and platforms including the UN, the G20 and the OECD. Through its participation in these global processes that address issues critical to achieving sustainable development, Korea has utilised its position as a leading middle-power country as well as its experiences and lessons learned as a nation which has transformed itself from an aid partner country to an aid contributor.

2. At the UN Sustainable Development Summit in September 2015, Korea extended its commitment to its role as a responsible contributor that supports the achievement of sustainable development goals (SDGs) in the developing world. It also used the occasion to present newly launched initiatives such as Better Life for Girls, which are aimed at promoting sustainable development in the areas of gender equality and women’s empowerment, and the Korea’s successful Rural Community Development in the 1970s and 80s, to emphasise the importance of rural development in achieving SDGs. As the host country of the Green Climate Fund (GCF) and the Global Green Growth Institute (GGGI), Korea contributed to the adoption of the Paris Agreement at the COP21 Summit held in November 2015 by offering its plans for reducing greenhouse gases and playing a bridging role in the negotiation process. In September 2015, Korea contributed to advancing health security issues by hosting the high-level meeting of the Global Health Security Agenda (GHSA).

3. Based on the clear understanding that the sustainable growth of developing countries contributes to the alleviation of global inequality, Korea has actively engaged in the G20’s discussions on international development cooperation aimed at achieving inclusive growth. Those discussions are becoming increasingly relevant as the 2030 Agenda for Sustainable Development emphasises the importance of an integrated and balanced approach to the economic, social, and environmental development for both developed and developing countries. The G20 Development Agenda was first adopted under Korea’s leadership at the 2010 G20 Summit in Seoul, and the country has since worked to maintain and strengthen the political momentum for the agenda within the G20 mechanism. In 2016, Korea participated in a steering committee for drawing up the G20 Action Plan on the 2030 Agenda for Sustainable Development and played a central role in furthering the agenda at the G20 level. In 2017, Korea chairs the G20 Development Working Group on the Human Resources Development (ICT literacy building for boys, girls and women), and will put great effort into strengthening the G20 mechanism as a significant and effective platform for bringing together the political commitment of the international community on sustainable development.

4. Since joining the OECD Development Assistance Committee (DAC) in 2010, Korea has made efforts to strengthen its global position as a generous contributor and trusted partner in the international development community. Despite its relatively short history of being a donor when compared to other DAC members, the country has nonetheless strived to best utilise its unique development experiences in supporting countries in need. It also plans to play a bridging role between the established DAC members and new development cooperation partners that perform greater roles outside of the DAC mechanism.
5. In addition, Korea is a member of MIKTA (Mexico, Indonesia, Korea, Turkey and Australia), an informal consultative partnership among middle-power countries with the ability and commitment to contribute to global issues and challenges. MIKTA members, through the meeting of their foreign ministers, seek ways to exert leadership and make substantial contributions to key global issues including the new climate change regime, gender equality and humanitarian crises. Further to this, in various bilateral and regional meetings such as the ASEAN Summit, Korea strives to strengthen its constructive role as a responsible middle-power country by emphasising the importance of the international community’s collective efforts on sustainable development and by actively exploring ways for Korea to make further contributions.

Support for global agendas and commitments

6. Korea is an active member of the UN Economic and Social Council (ECOSOC), which is one of the central venues for follow ups and reviews of the 2030 Agenda. The country has served as a member of the UN body since 2014 and assumed the presidency during the term of 2015-2016. Korea has facilitated the international community’s efforts to establish follow-up and review mechanisms after the adoption of SDGs. At the High-Level Political Forum on Sustainable Development in July 2016, Korea participated in the voluntary national review along with 21 other countries, and shared its progress in the implementation of SDGs with the international community, a further example of the country’s leading role in advancing the issue.

7. Korea has also expanded its contribution to the OECD’s efforts to further the sustainable development agenda in the global arena. In 2016, the country was the Vice Chair of the OECD DAC ENVIRONET and the Development Centre’s Governing Board. It has also expanded its role in the Multilateral Organization Performance Assessment Network (MOPAN), of which it has been a member since 2009. In 2016, Korea assumed the presidency of MOPAN and led the performance assessment of multilateral organisations. It is currently developing a framework to incorporate such assessment results in its multilateral aid policy-making and implementation.

8. Korea hosted the Fourth High Level Forum on Aid Effectiveness (Busan, 2012) where the Global Partnership for Effective Development Cooperation (GPEDC) was launched as a key international platform for improving the effectiveness of development cooperation. Korea has worked strenuously to institutionalise the new platform and disseminate its efforts by taking the lead in complying with the principles laid out in Busan, making financial contributions to the GPEDC and serving on the steering committee (2012-2015). Since 2014, Korea has hosted the GPEDC Forum annually, to which it invites policy-makers from developing countries, and has also organised the GPEDC Learning and Accelerating Program, consisting of training sessions for working-level officials from developing countries to enhance understanding of the Busan principles and promote development effectiveness.

Priority issues for global engagement

9. One of the basic principles spelled out in the Framework Act on International Development Cooperation (Framework Act, Article 3) is the realisation of sustainable development and humanitarianism, and the Act stipulates that the achievement of this principle would require, among other things, contributions to addressing global challenges in connection with international development cooperation. This vision is reflected in policy documents such as the Strategic Plan for International Development Cooperation (2010), and the Mid-term Strategy
for Development Cooperation (2016-2020) adopted in November 2015 also specifies the “contribution to co-prosperity of humanity and global peace” and the “contribution to the achievement of SDGs” as its vision and basic direction for the country’s medium-term development cooperation policy.

10. The Mid-term Strategy for Development Cooperation (2016-2020) clearly stated Korea’s intention of contributing to global poverty alleviation and sustainable development. Korea will proactively extend support in areas where it has comparative advantages based on its experience of using ODA to catalyse its social and economic development. On a number of occasions, such as the UN Sustainable Development Summit in 2015, Korea announced its plans to increase support for developing countries in meeting SDGs in education, health, women’s empowerment, scientific and technological innovation and rural development sectors based on its own experiences of development.

11. This commitment was incorporated into development cooperation initiatives including Better Life for Girls, Safe Life for All, Science, Technology and Innovation (STI) for Better Life, and Better Education for Africa’s Rise. These initiatives aim to help girls in developing countries unlock their full potential, ensure safety from infectious diseases, create growth engines through innovation in science and technology, and narrow the knowledge gap in Africa through vocational skills training and ICT education, respectively. They emphasise the importance of partnership and collaboration, and spell out strategies for focus and dissemination in a phased manner.

Text Box 1: Overview of development cooperation initiatives

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better Life for Girls (September 2015, UN Sustainable Development Summit)</td>
<td>- USD200 million from 2016 to 2020 for education, health and capacity building for girls in developing countries</td>
</tr>
<tr>
<td>Safe Life for All (September 2015, Global Health Security Agenda in Seoul)</td>
<td>- USD100 million from 2016 to 2020 for better response to infectious diseases in developing countries</td>
</tr>
<tr>
<td>Science, Technology and Innovation (STI) for Better Life (December 2015, presidential speech at UNESCO)</td>
<td>- USD200 million from 2016 to 2020 for building the capacity of talents in innovative areas of science and technology and establishing the foundation for business start-ups.</td>
</tr>
<tr>
<td>Better Education for Africa’s Rise and ICT-driven Innovation in Education (December 2015, presidential speech at UNESCO)</td>
<td>- USD10 million from 2016 to 2020 for vocational training in Africa and USD6 million from 2015-2017 for ICT-driven educational innovation in Africa</td>
</tr>
</tbody>
</table>

12. Among these initiatives, Korea’s experience of rapid development sheds light on the crucial role of STI, knowledge-gap filling and rural development in the sustainable development of developing countries, though they were not seen as being of primary importance in the MDGs. For a more strategic approach on supporting sustainable development in developing countries, the ODA implementing agencies are required to state their programmes’ relevance to SDGs in their annual plans.
1.2. **Policy coherence for sustainable development**

**Commitment to policy coherence for sustainable development**

13. As the 2030 Agenda demonstrates that sustainable development is an all-encompassing concept which includes economics, society and the environment, Korea is well aware that achieving the Agenda requires a concrete implementation mechanism and well-designed plans. Legislation that directly addresses the issue in the domestic context includes the *Sustainable Development Act*, and Korea uses the mechanism underpinned by such legislation to internalise and implement the 2030 Agenda through whole-of-government commitment.

14. The Third Basic Plan for Sustainable Development, adopted in January 2016, presents a vision of the harmonious development of the environment, society and economy, and sets outs the four goals of a healthy environment, a safe and integrated society, an inclusive and innovative economy, and a globally responsible country, as well as 50 implementation tasks. Each government agency carries out tasks, and the Commission on Sustainable Development will review their implementation and issue a sustainable development report every two years. The Korean government also has a plan to develop indicators in order to evaluate progress in implementing SDGs in the country and ensure policy coherence.

15. While the implementation of SDGs in Korea is carried out by all relevant ministries, under the *Sustainable Development Act* and its mechanism, the country’s support for the international community’s sustainable development efforts is based on the *Framework Act*. Enacted in 2010, the *Framework Act* includes the “pursuit of sustainable development” as one of its principles. The Korean government set a basic policy goal of contributing to the 2030 Agenda for Sustainable Development by adopting the *Mid-term Strategy for Development Cooperation (2016-2020)* in November 2015, the highest-level policy document endorsed by the Prime Minister. The political will from the highest-level policy-makers is also evident in the President’s commitment to sustainable development at the UN Summit (September 2015) as well as in the UN SDGs Forum launched by the National Assembly in 2014.

**Priority issues for policy coherence**

16. Korea has beefed up its efforts to strengthening policy coherence for development (PCD) while recognising that policy commitment by the government has the utmost importance. The *Mid-term Strategy for Development Cooperation (2011-2015)* stipulated that relevant ministries should pursue policy harmonisation and coordination so that the policies on ODA and other areas such as trade, agriculture, immigration and investment contribute to the development of partner countries.

17. In accordance with the *Framework Act*, Korea runs the Committee for International Development Cooperation (CIDC) with the Prime Minister as the chairperson and 15 ministers. The CIDC deals with policies on international development cooperation that require inter-ministerial coordination, and is the highest-level consultative body for promoting PCD, wherein key issues are shared across the government and each ministry is encouraged to ensure PCD in developing and implementing policies. The Korean government is also exploring options for improving coherence between aid and non-aid policies through the Planning and Coordination Office within the Prime Minister’s Office, National Policy Coordination Meetings, and Overseas Economic Policy Ministerial Meetings.
Since the DAC peer review in 2012, the Korean government has worked to improve policy coherence. It held a seminar on raising awareness of the issue among government officials (November 2014), and also conducted a study on PCD (December 2016) in order to look at the practices of policy coherence of major DAC members, regarding climate change, taxes and remittance, food security, and so on. Through these efforts, discussion and analysis are carried out about where Korea stands and how to improve PCD in Korea. The Annual ODA Implementation Plan for International Cooperation (January 2014) and the White Paper on Korean ODA (March 2014) specified the establishment of the foundation for policy coherence as a future policy task, and thus government-wide ODA workshops have been held twice a year since 2014 in order to share information and enhance understanding on the policy direction for development cooperation among government officials.

**Text Box 2: Cases of enhancing policy coherence**

- Climate change: As a practical policy response to climate change, Korea has set a voluntary target for reducing greenhouse gas emissions (37% from BAU), and has explored options for strengthening its climate change regime to effectively comply with the Paris Agreement. It hosted the GCF Secretariat in 2012 and has also played a central role in supporting developing countries in their efforts to cut greenhouse gas emissions, adapt to climate change and build relevant capabilities.

- Taxation, remittance and illegal money flow: Korea has signed a tax treaty with a number of countries to avoid double taxation, prevent tax evasion and promote international trade and investment. The Financial Supervisory Service (FSS) and the Korea Federation of Banks lead efforts to lower remittance fees to developing countries and improve the relevant systems. On the issue of illicit financial flows, Korea has strengthened its cooperation in international judicial assistance in criminal matters with the financial authorities of other countries in order to track illegal activities such as money laundering, tax evasion and cross-border scams. In addition, the Multilateral Competent Authority Agreement (MCAA), aimed at detecting slush funds overseas, is scheduled to take effect in September 2017, and the Korea Financial Intelligence is a member of the Egmont Group, an organisation that tracks illegal money flow in different countries.

- Food Security: Agricultural subsidies and rigorous trade barriers by advanced countries have served as a stumbling block for exporters in developing countries. The Korean government has maintained its agricultural subsidies at 3.8%, a level that is less than half of the OECD average of 9.8%. It has also cancelled its policy of postponing the tariffication of rice imports (Overseas Economic Policy Ministerial Meeting, 2014) in order to enhance policy coherence for development in the area of food security.

**1.3. Global awareness**

In order to form a consensus and garner support for the development co-operation from the general public, the Prime Minister’s Office has held public relations strategy meetings with relevant ministries, wherein they coordinate their plans and activities for more systematic communication with the public. Those meetings are used to develop government-wide annual plans for promoting ODA and conducting quarterly reviews of its implementation. There are many ongoing efforts for raising awareness and increasing support regarding ODA, including
the renewal of the ODA website (March 2013), the issuance of the White Paper on ODA¹ (March 2014), the draw up of the policy measures to build wider consensus on ODA (October 2015), the accession to the International Aid Transparency Initiative (IATI) (December 2015), and the disclosure of aid information through it (August 2016), promotional activities through social networks and videos display in public transportation including subway and high-speed trains (March-September 2016), the hosting of the Seoul ODA International Conference² and events to commemorate the upcoming 30th anniversary of the Economic Development Cooperation Fund (EDCF)³ in September 2017.

20. The Export-Import Bank of Korea (KEXIM) and Korea International Cooperation Agency (KOICA) use diverse channels with advanced information technology in various ODA promotional programmes for the public. In particular, they target the youths and students in their efforts to garner more support for aid programmes by hosting events such as camps for college students and academic essay competitions. They take full advantage of social networks and take into account the characteristics of different media in utilising them for communication and engagement.

21. Since 2012, the Korean government has conducted the National Survey on International Development Cooperation to gauge public support for ODA policies and incorporate the survey results in its policy-making process. In the 2016 survey, more than 80% of respondents expressed their support for Korea’s aid to partner countries, which clearly demonstrates the public’s positive opinion of international development cooperation programmes. Based on these survey results, the government will strive to enhance access to ODA information and improve transparency.

¹ The White Paper offers an easy-to-understand explanation on the overview of ODA, as well as the history, system, policy and practice of ODA.
² Since 2007, the Ministry of Foreign Affairs (MOFA) and the Korea International Cooperation Agency (KOICA) have co-hosted the Seoul ODA International Conference and brought together representatives from the government, parliament, the diplomatic corps in Seoul, international organisations, civil society, the business sector and academia to discuss ways for more effective international development cooperation. Themes chosen for the annual conference include Good Governance and Effectiveness Institutions (2014), Inclusive Partnership in the Post-2015 Framework (2015) and Looking Back and Moving Forward (2016) as well as other latest issues, which has contributed to raising awareness of global development cooperation among the media, the general public and university students.
³ The 30th anniversary of EDCF is expected to help raise the awareness about the role and importance of international financial cooperation in the implementation of SDGs among stakeholders and the development cooperation community in Korea. A variety of events will bring together officials from developing countries and representatives from aid agencies including the Japan International Cooperation Agency (JICA) and the Export-Import Bank of China. A forum on public-private partnership, an investment roadshow and a conference to share the results of the Knowledge Sharing Program (KSP) are also planned to encourage participation of business leaders and the academia.
Text Box 3: Korea’s efforts towards greater education on development cooperation

In a bid to increase awareness among the younger generation about international development cooperation and instil a sense of global citizenship in them, the Korean government revised the contents of and extended the coverage in secondary school curricula to include international development cooperation issues such as poverty and underdevelopment. The new curricula to be applied in 2018 are expected to offer students age-appropriate educational contents and increase awareness about issues of global concern and understanding on development cooperation. In addition to the regular curricula, KOICA’s ODA Education Center and Global Village provide courses on international development cooperation that target the general public and students, while the Mid-term Strategy for Global Citizenship Education serves as a basis for training people with fewer educational opportunities, such as children in remote areas and from multicultural families.
2. Policy vision and framework

2.1. Framework

Vision

22. Korea established a legal framework for development aid by enacting both the Framework Act\(^4\) and the Presidential Decree on International Development Cooperation in July 2010. This legal framework is complemented by the Strategic Plan for International Development Cooperation and the Mid-term Strategy for Development Cooperation, which is a five-year action plan for carrying out the development cooperation activities. The Mid-term Strategy for Development Cooperation (2016-2020) sets out the medium-term vision for 2016-2020 strategic directions, principles, ODA targets and allocation guidelines for achieving the goals of development cooperation described in law. In addition, concrete sectoral strategies, which are approved by the CIDC, are carried out in the overall process of development cooperation. They include the Humanitarian Assistance Strategy (March 2015), which is aimed at responding to the growing global humanitarian crisis and the Multilateral Aid Strategy (February 2016) for greater efficiency in collaborations with international organisations.

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\(^4\) The Framework Act clearly states the principles and goals for international development cooperation, and is aimed at contributing to the co-prosperity of humanity and world peace through international development cooperation (Article 1). International development cooperation is carried out for the purpose of reducing poverty in developing countries, improving the human rights of women, children and people with disabilities, realising gender equality, achieving sustainable development and humanitarianism, promoting economic cooperation with partner countries and pursuing peace and prosperity for the international community (Article 3).
23. In 2013, the Korean Government demonstrated a firm and genuine commitment to empowering partner countries to support themselves and achieve sustainable development in its development cooperation policy goal of “continued expansion of ODA and pursue exemplary”. At the UN Sustainable Development Summit in 2015, Korea reiterated that it would incorporate the 2030 Agenda for Sustainable Development in its national development strategies and increase its global contribution to the cause.
Scope

24. Korea’s second *Mid-term Strategy for Development Cooperation (2016-2020)*, which builds on the achievements and limitations of the first *Mid-term Strategy for Development Cooperation (2011-2015)*, establishes “contribution to the achievement of SDGs” as a medium-term goal. During this period, Korea plans to focus on sectors including rural development, education and health, where it has comparative advantages and can make most contributions. Korea also will expand its assistance in the social and economic infrastructure that serves as the groundwork for developing countries to follow a path of self-sustaining growth. By doing so, Korea aims to help alleviate global poverty and to strengthen cooperation with partner countries in their efforts for sustainable development.

25. Korea has selected focus sectors for each priority partner country by taking into account their national development priorities, while recognising the political, economic and social situations of partner countries. In deciding on the focus sectors for each priority partner country, Korea not only takes into account opinions from partner countries but also conducts quantitative analysis of its technical competitiveness by sector. Concrete implementation plans for supporting priority partner countries are spelled out in the Country Partnership Strategy (CPS)\(^5\), which is created through consultation with each partner country.

2.2. Principles and guidance

Comprehensive approach

26. In formulating the *Mid-term Strategy for Development Cooperation (2016-2020)*, it was fully understood that the adoption of the 2030 Agenda would further expand and diversify the scope and types of development cooperation. The *Mid-term Strategy for Development Cooperation* describes Korea’s commitment to expanding assistance in sectors such as economic infrastructure, the environment, health and education, and to mainstreaming the environment and climate change, gender equality and disability issues in its development cooperation policies.

27. On the issues of the environment and climate change, the Korean government understands the importance of addressing climate change and has strengthened its support for developing countries in their efforts to deal with the issue. High priority is given to environmental and climate change-related programmes that enable green growth in partner countries, which include renewable energy, environmentally-friendly transportation, waste treatment, photovoltaics and small hydro-power generation projects\(^6\). With increasing support to large-scale infrastructure projects, there has been a growing need for systemic process for assessing the environmental and socioeconomic impact of such projects. In response, KEXIM developed the *EDCF*

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\(^5\) In formulating the Second Country Partnership Strategy (CPS), focus areas for each partner country were selected for achieving the SDGs, and agencies were required to specify their programmes’ contribution to furthering the SDGs when they applied for the budget needed to develop the Annual ODA Implementation Plan for the international development programme.

\(^6\) Korea has made considerable efforts to support the above-mentioned programmes, which includes preferential treatment.
Safeguard Policy in February 2016, which describes the criteria and procedures for assessing the environmental and social impacts of EDCF programmes. As the Safeguard Policy makes it mandatory to create a report on the environmental and social impact on key issues including immigration, and serves as a tool to control and reduce the negative impact of loan programmes on partner countries. By doing so, KEXIM supports the partner countries’ efforts in achieving sustainable development and enhancing their capabilities for managing the environmental and social impact. As part of mainstreaming the key elements of the Paris Agreement on climate change in the development and implementation of grant programmes, the Mid-term Strategy for Climate Change Adaptation, Water and Energy (2016-2020) was formulated. In order to mainstream the environmental sustainability in its aid programmes, KOICA created the Guidelines for Environmental Mainstreaming in June 2013, which serves as a basis for the annual monitoring on the implementation of environmental mainstreaming. It is also in the process of developing the Environmental and Social Safeguards (expected in July 2017), to be applied to its assistance programmes.

28. In connection with gender equality, Korea has strengthened its efforts to mainstream gender perspectives into development cooperation. In August 2015, the CIDC created the Guidance on Mainstreaming Gender Perspectives into ODA Programmes so that all ODA-related ministries and agencies can incorporate gender perspectives in their work.

Text Box 4: Gender mainstreaming in development cooperation programmes

- **KEXIM:** In the belief that gender equality and women’s empowerment are important cross-cutting issues, KEXIM has worked to mainstream gender issues by creating the EDCF Gender Mainstreaming Strategy in May 2016. Gender mainstreaming serves as a guiding principle in all stages of EDCF programmes, from project identification and feasibility studies to project design and appraisal, and monitoring and evaluation. KEXIM has also been inviting gender experts to train its entire staff working on loan programmes each year since 2015, and runs its Gender Focal Points in order to share the goals for and enhance the understanding of gender equality among its staffs.

- **KOICA:** KOICA includes gender criteria in its project review and assigns gender equality tasks to manage the performance of the entire organisation. In October 2014, KOICA formulated a 'Toolkit for integrating gender perspectives into KOICA's project procedures (1st edition),' which includes gender mainstreaming checklists for use in different stages of the programme as part of its efforts to develop and disseminate implementation tools. Since mid-2014, KOICA has participated in the biannual implementation review of the National Action Plan (NAP) in connection with the UN Security Council Resolution 1325, contributing to the prevention of violence against women and women’s empowerment for peace and security. KOICA also developed its Gender Equality Mid-term Strategy (2016-2020) in 2016 to incorporate gender perspectives into its programmes in a more systematic and reliable manner over the long term.

29. Korea has also made great efforts to mainstream disability issues into development cooperation policy, as highlighted in the SDGs. Earlier in 2013, the Framework Act was amended to include “improving the human rights of the disabled” as one of the key principles of Korea’s international development cooperation. In line with this change, KOICA formulated the Guidelines for Disability-inclusive Development Cooperation Project in February 2017, gaining considerable input from the civil society in the development process. KOICA supported the establishment of the Disability-inclusive Development Alliance Korea (DiDAK) within
Development Alliance Korea (DAK)\textsuperscript{7} in order to help disability-related NGOs build their capacity and expertise. KOICA also supports professional training programmes at DiDAK.

**Poverty reduction and leaving no one behind**

30. The *Framework Act\textsuperscript{8}* specifies poverty reduction and improved quality of life as one of its goals. The *Mid-term Strategy for Development Cooperation (2016-2020)* also sets out a medium-term goal of “contribution to the achievement of SDGs”, the commitment to which is to leave no one behind by reaching out to the most vulnerable and marginalised.

31. As a country which has experienced rapid economic growth and overcome poverty since the 1970s, Korea intends to enhance its cooperation with least developed countries (LDCs) and low-income countries (LICs). During the period of the *Mid-term Strategy for Development Cooperation (2011-2015)*, Africa’s share in Korea’s ODA increased while Asia’s share declined slightly. Under the *Mid-term Strategy for Development Cooperation (2016-2020)*, Korea plans to maintain its geographical focus on Asia but gradually increase its proportion for Africa, which includes humanitarian assistance, while mainly providing grants to LDCs. Korea takes note that the funding demand for social and economic infrastructure has consistently risen in LDCs and LICs. Against this backdrop, Korea selected 11 LDCs as priority partner countries (out of 24 countries in total) and has increased its amount of assistance to them. Korea intends to help reduce poverty and lay a foundation for economic growth through building infrastructure in LDCs and LICs. Korea also offers grants for technical cooperation and humanitarian assistance, and extends highly concessional loans to those countries in line with its economic policies.

<Table 1> Assistance by Income Group

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>LDCs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Low-Income</td>
<td>340.51</td>
<td>357.55</td>
<td>427.91</td>
<td>524.03</td>
<td>550.61</td>
<td>589.40</td>
</tr>
<tr>
<td>(37.7%)</td>
<td>(36.1%)</td>
<td>(36.2%)</td>
<td>(40.0%)</td>
<td>(39.4%)</td>
<td>(40.1%)</td>
<td></td>
</tr>
<tr>
<td>Lower Middle-Income</td>
<td>354.81</td>
<td>366.58</td>
<td>472.51</td>
<td>502.4</td>
<td>485.79</td>
<td>529.95</td>
</tr>
<tr>
<td>(39.3%)</td>
<td>(37.0%)</td>
<td>(39.9%)</td>
<td>(38.4%)</td>
<td>(34.8%)</td>
<td>(36.1%)</td>
<td></td>
</tr>
<tr>
<td>Upper Middle-Income</td>
<td>111.17</td>
<td>120.93</td>
<td>107.56</td>
<td>101.76</td>
<td>140.09</td>
<td>109.74</td>
</tr>
<tr>
<td>(12.3%)</td>
<td>(12.2%)</td>
<td>(9.1%)</td>
<td>(7.8%)</td>
<td>(10.0%)</td>
<td>(7.5%)</td>
<td></td>
</tr>
<tr>
<td>Unallocated</td>
<td>96.22</td>
<td>144.46</td>
<td>175.08</td>
<td>181.28</td>
<td>219.28</td>
<td>239.27</td>
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<tr>
<td>(10.7%)</td>
<td>(14.6%)</td>
<td>(14.8%)</td>
<td>(13.8%)</td>
<td>(15.7%)</td>
<td>(16.3%)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>902.71</td>
<td>989.52</td>
<td>1,183.06</td>
<td>1,309.47</td>
<td>1,395.77</td>
<td>1,468.79</td>
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</tbody>
</table>

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\textsuperscript{7} See, para. 39

\textsuperscript{8} The Framework Act aims to achieve poverty reduction and improve the quality of life of people in developing countries; improve the institution and legal framework for development in developing countries; foster friendly and cooperative relations and mutual exchange between Korea and developing countries; and contribute to solving global problems. (Article 3.2).
Fragility and risk

32. In the belief that “there can be no peace without development and no development without peace”, Korea has expanded its contribution to conflict prevention and peace building through development cooperation. Korea’s clear commitment towards linking development and peace is also described in the Framework Act and the Mid-term Strategy for Development Cooperation (2016-2020), both of which aim to contribute to the co-prosperity of humanity and world peace through international development cooperation. Korea extended 30% of its bilateral ODA to fragile and post-conflict countries in 2015, and created the Assistance Strategy for Fragile States in the first half of 2017 to establish concrete targets and shape the directions of development cooperation for those countries.

33. Korea has also actively engaged in UN-led efforts to prevent and resolve conflicts around the world, and has reinforced its financial contribution and political leadership. It has gradually increased its financial contributions to a variety of UN initiatives aimed at assisting developing countries in their political process for conflict prevention, as well as strengthening the political, economic and social capacity of the civil society in post-conflict peace-building situations. In the field of peace building, Korea assumed the presidency of the UN’s Peace Building Commission (PBC) in 2017 and proactively engages in the UN’s work on peace building and conflict prevention. Korea also uses the Korea Trust Fund for Economic and Peace Building Transitions in the World Bank as a vehicle to help countries in transition establish a sound governance structure and rebuild and grow their economies.

34. The Korean government is deeply interested in post-conflict peace building through the UN’s peace-keeping operations (PKO). Korea is a major contributor to PKOs, ranking 12th and 38th in terms of financial and military contributions, respectively. It has dispatched an engineering corps to the UN Mission in the Republic of South Sudan (UNMISS) to conduct humanitarian activities and reconstruction. In 2010, Korea enacted the Act on UN Peace-Keeping Operations, which serves as a legal and institutional framework for the prompt and active participation in PKOs including humanitarian relief, recovery and reconstruction as well as development assistance.

35. KOICA takes different approaches to assistance by taking into account the income levels and fragility of its partner countries, observing the international guiding principle of ‘Leaving No One Behind.’ It also formulated the Mid-term Framework for Fragile States (2017-2019) and introduced the Strategy on Assistance to Fragile and Post-conflict Countries in 2015 in order to support fragile states through running programmes focused on addressing fragility. KOICA allocates a special budget (approx. USD 9.47 million in 2017) for assistance to fragile states left out of the benefit of both development cooperation and humanitarian assistance. KEXIM established a set of criteria and principles for assistance to fragile countries in 2014 in accordance with the OECD’s Principles for Good International Engagement in Fragile States and Situation and has selected and implemented programmes tailored to the situations and circumstances of fragile states. In line with the recommendation described in the 2012 OECD Peer Review that states “Korea should pay careful attention to the impact of its loan programme on the partner country’s debt sustainability… particularly in LDCs and fragile states…”, KEXIM developed the EDCF Guidelines for Supporting LDCs and LICs (April 2015), which

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9 Korea meets the minimum grant element (GE) in accordance with the DAC Recommendation on the Terms and Conditions of Aid (1978) and the agreement drawn at the High-Level Meeting (HLM) in December 2014 (The GE of EDCF loans to
requires loans extended to such countries to meet the concessionality recommendation of the DAC, the IMF and the World Bank. KEXIM has also strengthened its appraisal process of extending loans to countries classified as being in high risk of debt distress according to the IMF’s debt sustainability analysis. These two arrangements are part of Korea’s continued efforts to ensure the debt sustainability of its partner countries.

2.3. Basis for decision-making

Country, regional and global engagements and public goods

36. The principal direction of Korea’s development cooperation by country and region is described in the *Mid-term Strategy for Development Cooperation (2016-2020)*. The Strategy was developed by taking into account not only the achievements and limitations of the *Mid-term Strategy for Development Cooperation (2011-2015)* but also changes in the domestic and global development landscape, such as the launch of the 2030 Agenda for Sustainable Development, the diversification of financing for development and the emphasis on development partnership. The focus of the *Mid-term Strategy for Development Cooperation (2016-2020)* is on providing strategic assistance to developing countries in their efforts to achieve their SDGs.

37. Korea plans to gradually increase its share of aid to Africa, where assistance is needed most, while maintaining its focus on Asia by taking into account the partner countries’ development needs and level of economic cooperation with Korea. Korea has focused its ODA on Asia due to its close ties with other Asian countries in such areas as the history, culture and economy, both at the governmental and non-governmental levels. The Korean government formed a consensus on the expansion of assistance to Africa from a humanitarian perspective - a continent that has many LDCs and is faced with tremendous developmental challenges. This consensus was reflected in the *Mid-term Strategy for Development Cooperation (2016-2020)* as well. In 2010, Korea selected priority partner countries in accordance with the Strategic Plan for International Development Cooperation, and has focused its bilateral assistance on those countries. Korea has changed the number of priority partner countries to 24 by taking into account these partner countries’ income levels, national circumstances, their relations with Korea, and the DAC’s recommendations in 2012 that “Korea should also reflect on whether a small number of priority partner countries would enable it to get more out of its assistance.” Korea aims to provide 70% of its bilateral ODA to priority partner countries. This is part of the country’s efforts to enhance aid effectiveness by concentrating limited ODA resources.

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LDCs: 91%). ODA is extended differentially according to risk level based on the results of debt sustainability analysis by the IMF and the World Bank.

10 Tanzania, Myanmar and Senegal made it onto the list of priority partner countries for the first time while Nigeria, Cameroon, the Democratic Republic of the Congo, East Timor and the Solomon Islands were taken off the list.
Text Box 5: Criteria for selecting the second group of priority partner countries

In selecting priority partner countries from a total of 78 LMICs, LICs and LDCs on the DAC’s list of ODA partner countries, Korea conducted a quantitative evaluation with such indicators as the partner countries’ development levels, national circumstances including governance and their relations with Korea. In addition to the results of the quantitative evaluation, input from experts and relevant ministries as well as past performances and potential of cooperation was taken into account before creating a final list of 24 priority partner countries, some of which are UMICs.

Partnership approach

38. Making a greater cooperation with various partners such as the civil society, academia, and the private sector is presented as a key task, as specified in both the *Mid-term Strategy for Development Cooperation (2011-2015)* and the *Mid-term Strategy for Development Cooperation (2016-2020)*. Building on the achievements of the *Mid-term Strategy for Development Cooperation (2011-2015)*, the changing environments at home and abroad prompted the government to strengthen its partnerships with a variety of actors and stakeholders in the domestic and global development cooperation community. Currently, those actors and stakeholders are involved not only in different levels of the decision-making process, but also in translating the policies into reality on the ground. In particular, civil society of Korea has been a strong supporter as well as constructive critics for the modernisation and advancement of the Government’s development cooperation. Meanwhile, more recently, the private sector of Korea also seems to be ready to expand its role as a development partner through its finance and innovative technology. Recognizing the capacity of the private sector as a development actor and partner, the Korean government is committed to innovating aid modality to partner with the private sector so as to maximize impact and additionality on development.

39. Recognising the need for an integrated platform that could leverage the diversity and strengths of development cooperation partners, the Korean government established Development Alliance Korea (DAK) in 2012. DAK started off as a comprehensive public-private alliance that encompasses the government, civil society, business and academia for more effective development cooperation. It is currently represented by more than 100 entities from the government, business community, civil society and academia. NGOs such as the Korea NGO Council for Overseas Development Cooperation (KCOC) offer various suggestions and

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11 The Committee for International Development Cooperation (CIDC), the highest consultative and decision-making body in the area of development cooperation, includes seven civilian members. They come from a variety of fields such as academia, civil society and the private sector. In addition, NGO experts and representatives are well represented on different levels of committees including the CIDC’s Working Committee and Evaluation Subcommittee.

12 DAK has a steering committee represented by 15 organisations from five sectors (government, business community, civil society, academia/research consulting and others) and eight sub-committees covering different areas such as policy, performance management, social economy, disability and gender. The steering committee and the sub-committees serve as venues for knowledge sharing and mutual learning as well as active discussions on creating a new business model for development cooperation.
constructive criticism with regard to government development cooperation policies. They also participate in government programmes and raise the public’s awareness through training sessions on global citizenship.

<Table 2> Korea’s ODA flows to civil society (net disbursement, unit: USD million)

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>10.28</td>
<td>14.16</td>
<td>27.36</td>
<td>34.76</td>
<td>34.27</td>
<td>38.73</td>
</tr>
<tr>
<td>NGO</td>
<td>10.28</td>
<td>14.16</td>
<td>15.64</td>
<td>19.97</td>
<td>25.63</td>
<td>30.23</td>
</tr>
<tr>
<td>Academia</td>
<td>-</td>
<td>-</td>
<td>11.72</td>
<td>14.79</td>
<td>8.64</td>
<td>8.50</td>
</tr>
<tr>
<td>% Change (Total)</td>
<td>38%</td>
<td>93%</td>
<td>27%</td>
<td>-1%</td>
<td>13%</td>
<td></td>
</tr>
</tbody>
</table>

40. Korea is keen to engage non-governmental actors as partners in development cooperation, which is evidenced by a variety of programmes wherein partners from the private sector and civil society in Korea and other countries are invited to participate. KOICA runs development programmes that leverage the expertise of businesses, allowing them an opportunity to give back to the community. Those business engagement programmes aim to help create jobs and address sustainable development issues in developing countries through establishing value chains at the regional and industry levels, setting up a business start-up ecosystem, creating business opportunities for the local community and nurturing social enterprises. In addition, KOICA pools the expertise of the civil society and universities to empower people, communities and institutions of higher education which are left out from the benefits of inter-governmental ODA programmes. For example, KOICA runs an incubating programme that provides the civil society and universities with training, consulting and on-site surveys in order to empower them and develop good programme models.

41. For bilateral funding, Korea strives to enhance collaboration with private-sector entities involved in development cooperation. KEXIM plays a crucial role in leveraging the expertise and ample resources of the private sector in setting up and implementing large-scale infrastructure programmes with considerable development effectiveness. The bank adopted the scheme of public-private partnership loans (PPP loans) in 2011 and holds seminars on this scheme to facilitate infrastructure programmes that bring together the aid agency and the partner country’s government and private companies by acting as a catalyst.

42. The Korean government uses triangular cooperation programmes that engage regional countries and international organisations as a tool to address development challenges in specific regions. These programmes leverage advantages like the geographical proximity between the emerging donor and the partner country as well as similarities in language, culture, social structure and economic systems in order to resolve issues facing the partner country. To this end, KOICA has strengthened its partnerships with international organisations such as ASEAN, CARICOM, and the Colombo Plan, and emerging donors’ agencies such as TICA in Thailand, AMEXID in Mexico and TIKA in Turkey. KOICA also pursues triangular collaboration including joint training that leverages comparative advantages to enhance the relevance of the programme in the local context.
Multilateral cooperation

43. As a responsible donor country in the global community, Korea respects international development principles and works to solidify global partnerships. It formulated the Multilateral Aid Strategy in February 2016 to effectively promote cooperation with multilateral organisations. Multilateral cooperation is required to ensure collective accountability and concerted response of the international community in resolving issues of global concerns. Korea intends to seek more multilateral collaboration in order to address global development cooperation issues such as humanitarian crises, climate change and economic growth, and complement bilateral cooperation. In implementing the Mid-term Strategy for Development Cooperation (2016-2020), Korea aims to contribute to the furtherance of the 2030 Agenda for Sustainable Development and to make multilateral organisations become more effective. To this end, Korea has allocated 25% of its ODA budget to multilateral cooperation programmes.

44. Under the Multilateral Aid Strategy, Korea selected the UNDP (poverty reduction, rural development, governance and others), the WFP (food security and rural development), UNICEF (child education and health), the WHO (health) and the UNHCR (humanitarian assistance and refugees) as priority UN agencies for cooperation. Korea plans to expand its support for each of the five organisations in the respective areas of their expertise. In addition to making financial contributions to those multilateral organisations, Korea signed partnership agreements with the UNDP, the WFP and UNICEF, and is building a variety of partnership channels through periodic policy dialogue, the establishment of and contribution to trust funds and greater participation in board meetings. As part of an effort to diversify its financing to meet the international community's commitment to SDGs, Korea has scaled up its partnerships with international financial institutions that have expertise in development financing such as the World Bank Group (WBG), the Asian Development Bank (ADB), the Inter-American Development Bank (IDB), the African Development Bank (AfDB), the European Bank for Reconstruction and Development (EBRD) and the Asian Infrastructure Investment Bank (AIIB). Korea finalised its accession to the AIIB as a founding member in June 2015 and intends to contribute to the achievement of SDGs by focusing on building economic infrastructure in Asia.

45. Korea played a leading role in mobilizing financial resources for the operation of the Green Climate Fund (GCF), announcing its contribution of USD 100 million to the GCF at the UN Climate Summit in September 2014. In 2015, Korea started to hold an international seminar on climate change projects biannually where government officials from developing countries and representatives from GCF accredited entities share information on GCF projects programmes and engage in networking in order to help carry out those projects effectively. At the GCF board meeting in December 2016, the Korea Development Bank became the first Korean organization to be accredited as a GCF implementation body, raising expectations for more projects development between Korean development cooperation organizations and the GCF in the future.

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13 The Multilateral Aid Strategy is a policy document of the Korean government which describes the objectives, principles and policy direction for multilateral cooperation with international organisations including the UN and multilateral development banks (MDBs).
Text Box 6: Assistance for addressing climate change through the GCF

In the early stages of the GCF, Korea worked with overseas accredited entities to develop projects for GCF’s initial approval. At the 11th GCF board meeting in November 2015, KOICA and Profonanpe of Peru obtained the approval on their joint project for the protection of wetlands in the Peruvian Amazon14 as one of the GCF’s first approved projects. In collaboration with the EBRD, Korea successfully gained the approval on Sustainable Energy Financing Facilities,15 the biggest GCF-approved programme ever, at the 14th board meeting in October 2016. Korea also plans to provide support for the USD 1 billion GCF Green City Program by participating in the co-financing with the Korean trust fund at the EBRD and the EDCF loans.

14 The project is worth USD9.1 million with USD1.8 million in grant from KOICA
15 The programme is a joint project with the EBRD incorporating Korea’s model for climate change programme. It is worth USD1.42 billion and targets ten countries (USD3 million from the Korean Technical Assistance and Cooperation Fund, a trust fund to the EBRD).
3. Financing for development

3.1. Overall ODA volume

ODA targets

46. The *Mid-term Strategy for International Development Co-operation (2016-2020)* sets out new quantitative ODA targets. Korea plans to increase its ODA volume as a percentage of GNI to 0.2% by 2020 and to the DAC average of 0.3% by 2030. The Korean government published a medium-term plan to scale up the ODA volume by 2020\(^\text{16}\) and is making efforts to reach the target.

ODA trends and plans to meet targets

47. Korea provided USD 1.92 billion in net ODA in 2015, ranking the 14\(^{\text{th}}\) largest ODA provider among DAC members. The country’s annual ODA growth over the period of (2011-2015) stood at 10.2% on average, a figure that is much higher than the DAC average of 0.5%. Per-capita ODA also jumped 57% to USD37.8 over the last five years from 2010. This is attributed to Korea’s continued increase of ODA despite facing the global fiscal crisis\(^\text{17}\).

<Table 3> Korea’s ODA, 2010~2015

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total ODA</td>
<td>1,173.79</td>
<td>1,324.59</td>
<td>1,597.45</td>
<td>1,755.38</td>
<td>1,856.73</td>
<td>1,915.39</td>
</tr>
<tr>
<td>Bilateral (Percentage)</td>
<td>900.63 (76.7)</td>
<td>989.57 (74.7)</td>
<td>1,183.17 (74.1)</td>
<td>1,309.58 (74.6)</td>
<td>1,395.77 (75.2)</td>
<td>1,468.79 (76.7)</td>
</tr>
<tr>
<td>Multilateral (Percentage)</td>
<td>273.15 (23.3)</td>
<td>335.02 (25.3)</td>
<td>414.28 (25.9)</td>
<td>445.80 (25.4)</td>
<td>460.96 (24.8)</td>
<td>446.60 (23.3)</td>
</tr>
</tbody>
</table>

48. Korea decided on an ODA budget of USD 231.2 million (approx.) for 2017, which was based on the adjustment by the CIDC and the approval by the National Assembly. This demonstrates Korea’s will to meeting its ODA/GNI targets and its efforts to fulfil the commitment mentioned in the *Mid-term Strategy for Development Cooperation (2016-2020)*. The growth of country’s ODA is greater than that of its total government spending (3.7%), and serves as evidence that Korea is deeply interested in providing ODA to make a greater contribution to the international community. The share of ODA in the government’s budget has also gradually risen since 2014. In the process of reviewing medium-term fiscal spending plans, the budget authority also strives to incorporate the country’s ODA target into medium- and long-term fiscal plans.

\(^{16}\) ODA/GNI(%): (2016e)0.15 → (2017e)0.16 → (2018e)0.17 → (2019e)0.18 → (2020e)0.20

\(^{17}\) Korea has been increasing its ODA volume and represented the highest rate of increase (7.6%, annual average) among DAC members in 2014. However, the downturn of global economy, tightened fiscal policy, and a change in the GNI calculation method have made it difficult to achieve Korea’s commitment of increasing the ODA/GNI ratio to 0.25% by 2015.
ODA reporting and forward looking information

49. In 2014, the CIDC launched the ODA Management System, which is composed of Monitoring System and Statistics System, to ensure the effective management and control of statistical data on ODA. The system offers comprehensive information on development financing including ODA by agency, export credit extended by KEXIM, other official finance (OOF) and private sector resources such as foreign direct investment (FDI) reported by financial institutions in Korea. Relevant ministries and ODA implementing agencies register data on individual programmes including budgets into the Monitoring System on a quarterly basis while KEXIM oversees the system and refers to such data inputs in reviewing the implementation of the annual plan created by the CIDC. The quarterly data inputs are transferred to the ODA Statistics System for the purpose of reporting to the OECD in accordance with the DAC’s guidelines on statistics. After being finalised, such information is made available to the general public in a transparent manner.

<Text Box 7> Korea awarded highest grade in OECD statistics reporting

The DAC Secretariat’s evaluation of ODA statistics from 28 member countries and the EU in 2015 graded Korea as “excellent”, the highest category, along with seven other countries including Germany, Canada and Japan. It has made continued efforts to improve its statistics system to meet global standards and to respond quickly and effectively to the demand for statistics from Korea and elsewhere.

50. The Annual ODA Implementation Plan - the Korean government’s annual ODA plan reviewed and adopted by the CIDC – lists the ODA programmes of all implementing agencies for the next year with relevant data such as budgets included. This allows Korea to put together fairly accurate ODA spending plans for the following year, which will be submitted to the OECD for its Forward Spending Survey (FSS). Furthermore, Korea provides partner countries with the next two to three year project information by systematically managing medium-term rolling plans by partner countries based on the Country Partnership Strategy (CPS). Through these efforts, Korea aims at enhancing the predictability of ODA resources as committed to at the Busan Global Partnership for Effective Development Cooperation.

3.2. Bilateral ODA allocation

Geographic allocations

51. Korea’s regional allocation strategy for bilateral ODA is described in the Mid-term Strategy for Development Cooperation (2016-2020). In offering bilateral ODA, Korea has continued to maintain its focus on Asia, believing it has a comparative advantage in supporting this region’s development based on the mutual understanding and similarities it has long established with Asian countries on historical, cultural, and economic fronts. At the same time, Korea plans to increase assistance to Africa gradually according to the Strategy. As a result, in 2015, Korea’s bilateral ODA to Asia reached 53% of total bilateral ODA, recording a slight drop from the previous years, whereas Africa’s share slightly increased to account for 24% of total bilateral ODA. To make effective use of limited ODA resources, Korea plans to spend 70% of its ODA budget for 24 priority partner countries while steadily growing assistance to LDCs and LICs to be fully aligned with the SDGs’ overarching principle of “leaving no one behind”.
### Table 4: Bilateral ODA by region

<table>
<thead>
<tr>
<th>Region</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>139.88</td>
<td>178.36</td>
<td>261.01</td>
<td>271.72</td>
<td>332.72</td>
<td>358.76</td>
</tr>
<tr>
<td>(Percentage)</td>
<td>(15.5)</td>
<td>(18)</td>
<td>(22.1)</td>
<td>(20.7)</td>
<td>(23.8)</td>
<td>(24.4)</td>
</tr>
<tr>
<td>Asia</td>
<td>587.29</td>
<td>625.13</td>
<td>679.92</td>
<td>771.72</td>
<td>738.02</td>
<td>774.47</td>
</tr>
<tr>
<td>(Percentage)</td>
<td>(65.2)</td>
<td>(63.2)</td>
<td>(57.5)</td>
<td>(58.9)</td>
<td>(52.9)</td>
<td>(52.7)</td>
</tr>
<tr>
<td>Latin America</td>
<td>64.46</td>
<td>64.39</td>
<td>76.2</td>
<td>96.48</td>
<td>109.08</td>
<td>114.06</td>
</tr>
<tr>
<td>(Percentage)</td>
<td>(7.2)</td>
<td>(6.5)</td>
<td>(6.4)</td>
<td>(7.4)</td>
<td>(7.8)</td>
<td>(7.8)</td>
</tr>
<tr>
<td>Europe-/Oceania</td>
<td>44.32</td>
<td>24.8</td>
<td>19.98</td>
<td>6.5</td>
<td>16.44</td>
<td>4.38</td>
</tr>
<tr>
<td>(Percentage)</td>
<td>(4.9)</td>
<td>(2.5)</td>
<td>(1.7)</td>
<td>(0.5)</td>
<td>(1.2)</td>
<td>(0.3)</td>
</tr>
<tr>
<td>Unallocated</td>
<td>64.68</td>
<td>96.89</td>
<td>146.06</td>
<td>163.16</td>
<td>199.51</td>
<td>217.11</td>
</tr>
<tr>
<td>(Percentage)</td>
<td>(7.2)</td>
<td>(9.8)</td>
<td>(12.3)</td>
<td>(12.5)</td>
<td>(14.3)</td>
<td>(14.8)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>900.63</td>
<td>989.57</td>
<td>1,183.17</td>
<td>1,309.58</td>
<td>1,395.77</td>
<td>1,468.78</td>
</tr>
</tbody>
</table>
Thematic allocations

52. In accordance with the *Mid-term Strategy for Development Cooperation (2011-2015)*, Korea focused its ODA on social infrastructure (44.7%), economic infrastructure (27.4%), production facilities (9.8%) and multi-sectors (5.2%). The *Mid-term Strategy (2016-2020)* spells out a plan to increase assistance to social and economic infrastructure, health, education and others, cross-cutting areas (environment), and humanitarian assistance in line with the SDGs.

<Table 5> Bilateral ODA by sector

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Social infrastructure &amp; services</strong></td>
<td>395.86</td>
<td>416.30</td>
<td>558.68</td>
<td>600.00</td>
<td>650.16</td>
<td>656.03</td>
</tr>
<tr>
<td></td>
<td>(44.0)</td>
<td>(42.1)</td>
<td>(47.2)</td>
<td>(45.8)</td>
<td>(46.6)</td>
<td>(44.7)</td>
</tr>
<tr>
<td>Education</td>
<td>146.32</td>
<td>179.41</td>
<td>205.22</td>
<td>209.58</td>
<td>221.15</td>
<td>227.14</td>
</tr>
<tr>
<td>Health</td>
<td>132.64</td>
<td>91.19</td>
<td>120.27</td>
<td>138.17</td>
<td>140.29</td>
<td>140.17</td>
</tr>
<tr>
<td>Water supply &amp; Sanitation</td>
<td>53.66</td>
<td>71.69</td>
<td>118.38</td>
<td>97.59</td>
<td>146.50</td>
<td>127.09</td>
</tr>
<tr>
<td>Other social infrastructure</td>
<td>63.24</td>
<td>74.01</td>
<td>114.80</td>
<td>154.65</td>
<td>142.23</td>
<td>161.64</td>
</tr>
<tr>
<td><strong>Economic infrastructure &amp; services</strong></td>
<td>250.19</td>
<td>308.22</td>
<td>308.79</td>
<td>377.69</td>
<td>341.08</td>
<td>401.91</td>
</tr>
<tr>
<td></td>
<td>(27.8)</td>
<td>(31.1)</td>
<td>(26.1)</td>
<td>(28.8)</td>
<td>(24.4)</td>
<td>(27.4)</td>
</tr>
<tr>
<td>Transport &amp; storage</td>
<td>117.68</td>
<td>229.83</td>
<td>210.33</td>
<td>231.67</td>
<td>209.52</td>
<td>202.80</td>
</tr>
<tr>
<td>Energy &amp; communications</td>
<td>128.05</td>
<td>74.95</td>
<td>95.35</td>
<td>141.37</td>
<td>126.10</td>
<td>193.93</td>
</tr>
<tr>
<td>Other economic infrastructure</td>
<td>4.45</td>
<td>3.44</td>
<td>3.11</td>
<td>4.65</td>
<td>5.47</td>
<td>5.18</td>
</tr>
<tr>
<td><strong>Production(industry) sectors</strong></td>
<td>64.64</td>
<td>77.20</td>
<td>96.10</td>
<td>127.56</td>
<td>142.59</td>
<td>144.61</td>
</tr>
<tr>
<td></td>
<td>(7.2)</td>
<td>(7.8)</td>
<td>(8.1)</td>
<td>(9.7)</td>
<td>(10.2)</td>
<td>(9.8)</td>
</tr>
<tr>
<td>Agriculture, forestry, fishing</td>
<td>49.62</td>
<td>55.75</td>
<td>70.60</td>
<td>98.80</td>
<td>109.60</td>
<td>109.36</td>
</tr>
<tr>
<td>Other</td>
<td>15.02</td>
<td>21.45</td>
<td>25.50</td>
<td>28.76</td>
<td>32.99</td>
<td>35.24</td>
</tr>
<tr>
<td><strong>Multi-sector</strong></td>
<td>119.05</td>
<td>72.93</td>
<td>115.59</td>
<td>71.43</td>
<td>70.54</td>
<td>77.46</td>
</tr>
<tr>
<td><strong>Humanitarian aid, Admin. costs &amp; others</strong></td>
<td>70.90</td>
<td>114.91</td>
<td>104.02</td>
<td>132.90</td>
<td>191.40</td>
<td>188.78</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>900.63</td>
<td>989.57</td>
<td>1,183.17</td>
<td>1,309.58</td>
<td>1,395.77</td>
<td>1,468.79</td>
</tr>
</tbody>
</table>

53. Korea’s development cooperation programmes are concentrated on focus sectors by priority partner country. These sectors are selected through consulting with the partner countries to understand their development priorities and identified them in the CPS. Korea also holds periodic ODA policy dialogues with key partner countries to identify their needs and conduct programme evaluations, reflecting their policy priorities.
Case of integrated ODA policy consultation: Cambodia

At the second Policy Consultation between Korea and Cambodia in November 2016, the Korean and Cambodian governments discussed the second Country Partnership Strategy for Cambodia (CPS, 2016-2020), the highest-level ODA plan of the Korean government for Cambodia, with Cambodia’s development needs taken into account. In developing the CPS, Korea consulted with Cambodia and selected four focus sectors (transportation, water resources & health/hygiene, education and regional development) in consideration of Cambodia’s national development strategy, Korea’s comparative advantages, financing volume, and the alignment between sectors. The CPS will be fully incorporated into the operational plans for ODA implementing agencies.

3.3. Multilateral ODA allocation

Multilateral ODA allocation

54. The Mid-term Strategy for Development Cooperation (2016-2020) lays out plans to continue expanding the ODA volume in the medium term with multilateral aid accounting for 25% of total ODA. Over the last five years (2011-2015), Korea’s total bilateral and multilateral assistance stood at USD 6.35 billion and USD 2.1 billion, respectively – a ratio of 75:25.

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total ODA</td>
<td>1,173.79</td>
<td>1,324.59</td>
<td>1,597.45</td>
<td>1,755.38</td>
<td>1,856.73</td>
<td>1,915.39</td>
</tr>
<tr>
<td>Multilateral (Percentage)</td>
<td>273.15 (23.3)</td>
<td>335.02 (25.3)</td>
<td>414.28 (25.9)</td>
<td>445.80 (25.4)</td>
<td>460.96 (24.8)</td>
<td>446.60 (23.3)</td>
</tr>
</tbody>
</table>

55. Out of Korea’s total ODA (USD 1.915 million) in 2015, USD 447 million (23%) went to multilateral organisations such as the UN and Multilateral Development Banks (MDBs) in the form of assessed or voluntary contributions or subscriptions. Korea will continue to support developing countries in their implementation of SDGs in partnership with the World Bank Group, which has greater expertise in development issues. With regard to budget allocations to UN agencies, Korea will conduct whole-of-government discussions by taking into account its Multilateral Aid Strategy within the boundary of the multilateral aid framework.

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16 Some 60% of total multilateral aid in the world is concentrated on the EU (21%), the World Bank Group (22%) and UN (20%). Core contribution represents approx. 70% to World Bank, while non-core contribution accounts for about 60% to the UN (Multilateral Aid 2015, 5p, OECD). Korea is highly recognised for the fact that core contribution represents 70% of its multilateral aid (OECD Peer Review, Korea 2012).
<Table 7> Allocation of multilateral aid by organization

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN</td>
<td>77.41</td>
<td>81.98</td>
<td>114.46</td>
<td>113.53</td>
<td>112.36</td>
<td>98.00</td>
</tr>
<tr>
<td>WBG</td>
<td>110.77</td>
<td>123.07</td>
<td>153.91</td>
<td>170.47</td>
<td>191.42</td>
<td>194.00</td>
</tr>
<tr>
<td>Regional development banks</td>
<td>66.50</td>
<td>104.12</td>
<td>126.23</td>
<td>126.69</td>
<td>123.77</td>
<td>110.38</td>
</tr>
<tr>
<td>Other int’l organizations</td>
<td>18.46</td>
<td>25.85</td>
<td>19.68</td>
<td>35.11</td>
<td>33.41</td>
<td>44.22</td>
</tr>
<tr>
<td>Total</td>
<td>273.15</td>
<td>335.02</td>
<td>414.28</td>
<td>445.80</td>
<td>460.96</td>
<td>446.60</td>
</tr>
</tbody>
</table>

56. The Korean government will refine its efforts on strategic assistance to multilateral organisations, improve its contributions payment system to the UN agencies and upgrade the operation of multilateral consultative bodies based on the Mid-term Strategy (2016-2020) and the Multilateral Aid Strategy. Korea assumed the presidency of MOPAN in 2016 and plans to actively engage in the international community’s joint assessment of multilateral organisations’ performances. Korea will also strengthen the assessment of its assistance to multilateral organizations by reviewing the information on how other donors such as the UK and Australia conduct their own evaluation of their assistance to multilateral bodies.

3.4. Financing for development

Financing for Development

57. In line with the Addis Ababa Action Agenda, Korea has utilised financial tools including official sector financing and private sector financing as well as non-financial vehicles such as science, technology and innovation to support the achievement of SDGs. As part of the efforts, Korea has introduced various innovative financing for development in addition to traditional official sector financing, forming innovative partnerships that leverage the technical expertise and financial resources of the private sector. In this context, Korea established an institutional framework for using loan guarantees and market financing as development resources with the National Assembly passing the law. As a result, Korea will be able to increase support for development projects in partner countries by diversifying ODA resources which have been heavily dependent on government resources and injecting private sector resources to development projects. The CIDC is making continuous efforts to line up effective financing tools that can mobilize more private sector financing. Moreover, Korea plans to promote blended financing\(^\text{19}\), which offers a mixture of public sector financing and an array of other financial instruments and resources.

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\(^{19}\) For the overview and cases of blended finance, refer to Attachment 1.
58. The Korean government is well aware that the importance of development resources and has also built partnerships for innovative financing. The air-ticket solidarity levy\(^{20}\), an innovative approach to development financing, was adopted by Korea in 2007 and has been used for assistance to the World Health Organization (WHO) and Korean NGOs involved in eradicating diseases in Africa’s LDCs. Sharing the belief that taxation is an important tool in domestic resource mobilization (DRM) and a key component of financing development programmes for developing countries, Korea participated in the Addis Tax Initiative (ATI) launched at the 3rd International Conference on Financing for Development held in Ethiopia in July 2015. This allowed Korea the opportunity to share with developing countries the significance of domestic resources like taxes - something that Korea recognises from its own experience – and contribute to the advancement of the cause.

**ODA as a catalyst**

59. Korea continues to facilitate the mobilisation of development financing, which the international community emphasises as an important element in meeting SDGs. KEXIM, entrusted by the government with the operation of EDCF, has catalysed ODA to promote development financing beyond aid for large scale infrastructure projects, by aligning its financial instruments with ODA programmes meeting the needs of developing countries. Korea takes a close look at total official support for sustainable development (TOSSD) currently discussed at the DAC and is considering the expansion of research into the effectiveness and efficiency of development financing in the SDGs era.

60. The growth of the private-sector contributes significantly to laying a foundation for sustainable development through investment and job creation in developing countries, and providing ODA for the development of the private sector can promote financial inflows to the developing countries. To strengthen this role of ODA, Korea adopted an EDCF private-sector loan for development cooperation in 2014. It utilized the scheme for the first time in Cambodia in 2016 when it extended a credit line to a local bank to finance projects aimed at improving gender equality. Korea will continue to work on identifying similar needs and support the private sector growth to meet them. The public-private partnership (PPP) is another tool for encouraging cooperation between the government and private sector entities. By combining EDCF loans with a number of financial programmes including the export financing from KEXIM in supporting PPP projects, Korea aims at expanding the role of EDCF in promoting the private sector engagement in development projects.

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\(^{20}\) Air-ticket solidarity levy is a mechanism that imposes a small amount of impost on air tickets to raise money for development programmes. It has been adopted by countries including Korea, France, Chile, Mauritius, Niger and Mali (In case of Korea, KRW 1,000 is levied per air ticket on international flights departing from airports in Korea for both Korean and international passengers). With the Act on the International Disease Eradication Fund taking effect in January 2017, the air-ticket solidarity levy has been replaced by the same fund and thus become part of government budget, which allows for more transparency and reliability.
61. KOICA has introduced a variety of schemes to leverage the private sector expertise and resources to serve the purpose of ODA and is encouraging businesses to give back to the society. A classic example of this endeavour is the Development Action Programme (DAP). DAP offers the Creative Technology Solutions (CTS) Program, the Inclusive Business Program and the Overseas Partnership Program. These programs aim to strengthen the link between KOICA’s assistance programs and the private sector which is a source of innovative technology and finance, and has the potential to promote job creation in local communities.
Development Action Programme (DAP)

1) Creative Technology Solutions seeks to come up with creative options to address development issues, encourage the involvement of start-up companies and disseminate innovative ideas. The program not only finances the operation of start-ups but also supports partnerships between local governments and private-sector companies in order to facilitate the progress of programmes and expand the ripple effect.

2) Inclusive Business Program aimed at creating business opportunities for local communities seeking to maximize development impact by engaging Korean companies in financing development programmes so that they can contribute to the income growth and job creation in underprivileged communities in developing countries. The share of contribution from participating companies is determined according to their financing capacity (Large companies: 70%, social enterprises: 20%)

3) As part of an effort to create business opportunities for local communities, an impact investment programme was launched. The programme uses the Mongo Fund as an intermediary to extend loans to small and medium-sized businesses in Uganda and make re-investment in companies which have excellent track records of repaying principals and interests. The experience and achievements of such programmes will be put into use in the future for maximizing the leveraging effect.

Tracking and reporting non-ODA flows

62. Korea is well aware of the importance of tracking, beyond ODA, the totality of various official resources in support of sustainable development, and of the importance of expanding such official resources in order to maximise the development impact in developing countries. The international community refers to this idea as total official support for sustainable development (TOSSD) and works to develop a measurement framework. Korea has also engaged actively in the discussions on TOSSD. In Korea, KEXIM, is responsible for ODA statistics and tracks the information on the performance, programmes and budgets of ODA implementing agencies. Furthermore, as an official export credit agency, the Bank puts together information on financing inflows to developing countries including export credit, other official finance (OOF), foreign direct investment (FDI), and net private flows which support the achievement of SDGs. This can serve as a basis to deal with matters involving TOSSD-related tracking issues in the future. Korea will work to put in place a statistics system that can track the flows of official resources contributing to sustainable development in a comprehensive manner. To this end, Korea will take full advantage of the expertise of KEXIM. As part of the efforts to track the size of the private sector financing leveraged through KOICA programmes, KOICA launched an integrated programme management system in March 2017 in order to identify and monitor the total size of private financing mobilised.
4. Structure and system

4.1. Authority, mandate and coordination

Authority and leadership

63. The *Framework Act* sets out the vision and goals for international development cooperation, the functions of the Committee for International Development Cooperation (CIDC) and the role and the responsibilities of supervising ministries. The *Presidential Decree of the Framework Act* spells out the mandates from the Act and matters needed for the delivery of those mandates. The CIDC was chaired by the Prime Minister in order to review, coordinate and make decisions on key agenda and issues to ensure policies on international development cooperation are carried out in a comprehensive and systematic manner.

**Figure 2: Korea’s management architecture for development cooperation**

[Diagram showing the structure of the management architecture for development cooperation, including the Committee for International Development Cooperation (Chairled by Prime Minister), Working Committee (Chairled by Vice Minister for Government Policy, OPM), Sub-Committee for Evaluation (Chairled by Deputy Minister of OPM), Development Cooperation Policy Bureau, OPM (ODA coordination and evaluation), Consultation with MOSF (Loans, aid to Int'l financial institutions), EDCF (KEXIM), Other Ministries, MOFA (Grants, aid to the UN and others), and KOICA.]
64. The Office of the Prime Minister (OPM) has strengthened the role of the CIDC since the establishment of the Development Cooperation Policy Bureau in January 2010, which functions as the secretariat for the CIDC. As a result of the amendment to the Framework Act in 2015, the role of the CIDC has now been expanded from deliberating and coordinating international development cooperation to making policy decisions. The Ministry of Strategy and Finance (MOSF) and the Ministry of Foreign Affairs (MOFA) are responsible for concessional loans and grants, respectively. They develop annual plans and assess the implementation of those plans every year. KEXIM and KOICA work as key implementing agencies for bilateral ODA, while other ministries are engaged with ODA policies and programmes as CIDC members and implementing agencies.

Coordination

65. The Framework Act requires the OPM to support the CIDC in its work and operation, and the CIDC, in accordance with the Act, coordinates key issues regarding international development cooperation. Chaired by the Prime Minister, the CIDC is represented by a total of 25 members including 15 ministers, heads of KOICA and KEXIM and seven civilian experts. The committee coordinates, deliberates and makes decisions on the Mid-term Strategy for Development Cooperation (created every five years), Annual ODA Implementation Plans, evaluation of ODA programmes, and agenda and issues that require whole-of-government coordination among policies on international development cooperation.

66. The three principal government ministries for development cooperation – the OPM, MOSF and MOFA – operate a three-party consultative body to coordinate ODA policies and strengthen collaboration. In addition, there are other channels between ministries and agencies for information sharing and collaboration: a five-party consultative group composed of the KEXIM, KOICA and the three principal ministries, and a regular bilateral meeting between the KEXIM and KOICA. The KEXIM and KOICA engage in personnel exchanges and work under one roof in field offices in order to enhance exchanges and linkages between grant- and loan-funded programmes. For the staff members of these agencies, programme seminars were held twice in 2016, enhancing the mutual understanding of different programmes and creating an opportunity to identify options for collaboration.

67. As more and more agencies participate in ODA and are willing to implement ODA programmes, two committees - the Inter-Agency EDCF Committee21 and the Inter-Agency Grants Committee22 - were established for the purpose of preventing programme duplication, improving coordination, as well as conducting in-depth assessments of programme feasibility and effectiveness. The CIDC holds the authority and makes the final decision based on the discussions at the Inter-Agency Committees. The government holds a joint ODA workshop to

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21 The Inter-Agency EDCF Committee coordinates concessional loan programmes and engages relevant ministries in shortlisting candidate projects by country. Those projects are then referred to the Review Committee for International Development Cooperation for in-depth analysis of feasibility and effectiveness with civilian experts involved in the process, for the final inclusion in EDCF pipeline projects.

22 A great example of coordination of grant-funded programmes is an overseas volunteer programme successfully coordinated and integrated through KOICA. The Korean government has consolidated various overseas volunteer programmes – previously administered by several different ministries and agencies – into a single programme dubbed World Friends Korea (WFK) for greater efficiency in resource utilisation and increased development effects.
train ODA staffs working at the implementing agencies to raise their understanding of the global trends in development cooperation and the procedures and policies for ODA programmes.

68. As more ministries and implementing agencies engage in grant-funded programmes, there is greater need for prior consultation and coordination to ensure that those agencies conduct the programmes in line with the Korean government’s ODA purpose and policy direction by sectors, region, country and programme. Against this backdrop, Korea has strengthened the role of the Inter-Agency Grants Committee and improved its subcommittees’ procedures and work scope for in-depth programme discussions by region and area, in order to enhance the review and coordination and facilitate programme linkages. Through this process, Korea seeks to strengthen the role of KOICA as a strong platform so that the expertise of each ministry and that of KOICA in implementing ODA can create greater synergy.

**<Text Box 11> Good practice on the integration between grants and loans for more tangible results**

The CIDC has strived to create a collaboration model that links grants and loans to raise the effectiveness of Korea’s ODA. It conducts a preliminary review two years before the start of the programme (n-2). The review has allowed ODA agencies to share a list of prospective programmes and discuss options for collaboration in order to prevent duplication and streamline relevant programmes. The candidate programmes chosen for potential collaboration through the preliminary review are confirmed in the annual ODA plan. ODA programmes are subject to annual periodic implementation reviews, with a focus on those programmes that link grants and loans or connect multiple grants. In addition, a biannual ODA workshop brings together working-level staff for discussions and networking in order to enhance practical cooperation between ODA agencies. For example, “the Second Phase of the Metro Line 5 Construction Project for Ho Chi Minh City in Vietnam and the Technological Cooperation Project for Managing Hospitals in Vietnam’s Central Region” are best practices of EDCF and KOICA working together to identify the needs and contribute to improving their partner countries’ governance. The construction of a new passenger terminal at Tashkent International Airport in Uzbekistan is seen as a project that has successfully linked grant and loan programmes.

4.2. System

**Policy/programme approval mechanism**

69. The CIDC is responsible for ensuring the systematic implementation of policies on international development cooperation. It deliberates and decides on matters including the *Mid-term Strategy for Development Cooperation* and the *Annual ODA Implementation Plan*, development cooperation policies including the CPS for priority partner countries and *Multilateral Aid Strategies*, the results of ODA programme evaluations and the coordination of ODA programmes and other development cooperation issues that require cross-governmental coordination.
### Figure 3: Procedure for approving ODA policies and programmes

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy development</strong></td>
<td>◇ Develop the <em>Mid-term Strategy for Development Cooperation</em> and select priority partner countries (CIDC)</td>
</tr>
<tr>
<td><strong>CPS development</strong></td>
<td>◇ Develop Country Partnership Strategies (CPS) for priority partner countries (CIDC)</td>
</tr>
</tbody>
</table>
| **Project identification and programming (Review)** | ◇ Conduct policy discussions with the partner country on CPS (government delegation)  
◇ Review programmes considering their alignment with SDGs/CPS, their feasibility, etc. (Inter-Agency Grants Committee) |
| **Planning** | ◇ Conduct coordination and link programmes based on programme review (CIDC)  
◇ Approve programmes, considering their evaluation criteria among others |
| **Implementation** | ◇ Implement programmes by ministries and implementing agencies in accordance with the procedures based on programme types  
◇ Ensure cooperation between ministries and implementing agencies |
| **Evaluation** | ◇ Evaluate policies and programmes in accordance with guidelines  
⇒ Ministries and agencies: self-evaluation  
⇒ Sub-Committee for Evaluation: committee evaluation (including meta-evaluation) |
| **Feedback** | ◇ Identify best cases  
◇ Incorporate evaluation results into plans for next year (CIDC) |

70. In accordance with the *Framework Act*, the Ministry of Strategy and Finance (MOSF) oversees bilateral loan programmes and multilateral cooperation with international financial institutions (MDBs). It is responsible for the project identification, implementation and
evaluation of loan programmes. MOSF also develops the *Mid-term Strategy for Development Cooperation* and *Annual ODA Implementation Plans* for bilateral loan projects and multilateral projects in partnership with MDBs and reviews the implementation of those plans. Through internal reorganisation in 2016, MOSF put the International Financial Cooperation Bureau in charge of all ODA programmes of the ministry to oversee both EDCF and MDBs programmes. With this organizational change, the ministry aims maximising development synergy between EDCF and multilateral cooperation programmes with MDBs. KEXIM, the implementing agency for EDCF programmes, runs the EDCF Project Review Committee as an internal body responsible for assessing the importance of the project and appropriateness of project appraisal in accordance with EDCF strategies by country and sectors. The Review Committee also reviews the feasibility of the project, need for financing, project compliance with EDCF policies and regulations, and decides whether to refer the programmes to the EDCF Fund Management Committee based on the results of the review.

**<Text Box 12> EDCF Fund Management Committee**

As a principal ministry for the operation and management of EDCF in accordance with the Economic Development Cooperation Fund Act, MOSF operates the Fund Management Council, a ministerial-level decision-making body responsible for reviewing and making decisions on key issues including EDCF’s basic policies and systems as well as fund management plans. The Fund Management Council is chaired by the Minister of Strategy and Finance and is represented by nine ministers, which include the Minister of Foreign Affairs, the Minister for the Office of the Prime Minister, and heads of KEXIM and KOICA.

71. In accordance with the Framework Act, the Ministry of Foreign Affairs (MOFA) supervises grant programmes. It is responsible for developing the *Mid-term Strategy for Development Cooperation* and *Annual ODA Implementation Plans* for bilateral grants and for supervising multilateral aid to the UN and other multilateral organisations. MOFA also defined the principles and basic direction of multilateral aid to the UN and other organisations based on the Multilateral Aid Strategy developed by the CIDC in February 2016. In addition, the Ministry has strengthened systematic cooperation between its headquarters and overseas missions so that ODA programmes are identified, implemented and managed for results at field levels through those missions. The role of overseas missions has been gradually expanded over the years in accordance with the Plan for Improving ODA Effectiveness through Collaboration (August 2013, CIDC) and the Guidelines on ODA Consultation Channels (September 2013, OPM). As for KOICA, the implementing agency for grant-funded programmes, the board of directors reviews and makes decisions on important issues such as operation plans, budgets and establishment of office in Korea and abroad in accordance with the Korea International Cooperation Agency Act. KOICA operates the Review Committee and Decisions Committee for grant-funded programmes in accordance with KOICA’s Guidelines on Program Implementation. The Review Committee deliberates such matters as programme plans, screening and technical evaluation, while the Voting Committee is responsible for making policy decisions on grant programmes.

**Quality assurance**

72. Korea has in place a variety of quality assurance procedures for each phase of ODA programmes. The preliminary review, which takes place two years prior to implementation, allows implementing agencies to share their prospective programmes and seek options for
collaboration between programmes. A year before implementation, the supervising ministries for grants and loans conduct reviews and coordination on programme plans submitted by each implementing agency in order to avoid duplication and take infeasible programmes off the list for further process. The Ministry of Foreign Affairs (MOFA), the supervising ministry for grant aid, conducts a comprehensive review through the Inter-Agency Grants Committee (chaired by the Vice Minister) and the sub-committees for different regions and sectors (chaired by the Director General for Development Cooperation). Following the review by the principle ministries, the CIDC, which is chaired by the Prime Minister, conducts coordination and deliberation on programmes again for final approval. During the implementation phase, data on the programme status are entered online into the Monitoring System, which enables field missions to check on the progress of the programmes. Ex-post evaluation looks at not only the ODA programmes in general but also ODA policies. Implementing agencies perform a self-evaluation, while the Evaluation Sub-committee under the CIDC also conducts a committee evaluation including meta-evaluation. The evaluation recommendations and lessons learned are reflected in ODA policies and programmes, improving the quality of Korea's ODA on a continued basis. In 2017, implementing agencies were advised to develop guidelines on follow-up measures so they can continue monitoring and managing their programmes.

73. In 2014, KOICA launched the Technical Assurance Group (TAG) for the total quality assurance of its ODA programmes. TAG is operated in the programme preparation and planning phase, and all relevant departments within KOICA participate in discussions through TAG. The TAG process is divided into three steps: TAG1, TAG2 and TAG3. TAG1, convened before the consultation with partner countries, assesses the analysis of the situations and challenges and reviews the feasibility of the programme direction and elements in addressing those challenges. TAG2, convoked before drawing up detailed implementation plans, reviews the appropriateness and feasibility of programme frameworks including the budget and its breakdown. TAG3, convened when important changes are made to the programme plans, assesses the necessity of such changes and the feasibility of the alternatives. The results of TAG discussions are incorporated into the plan for consulting with partner countries, the draft basic plan and the draft implementation plan, respectively. If the results are not incorporated into the project plan at each stage, an explanation of the reasons for that is required. Furthermore, for country-specific programmes which need rigorous results management, KOICA reviews their results frameworks including relevant indicators and monitors programme performance. All of these procedures are intended to improve the completeness and transparency of KOICA programmes and to achieve the outcome expected at the planning stages for the ultimate purpose of improving development effectiveness.

<Text Box 13> Advisory committees of KOICA and KEXIM

KOICA has in place an advisory committee composed of people from external entities (up to 30 persons with a term of two years) to obtain objective feedback on the programme and its operation, which contributes to KOICA's qualitative growth. Chaired by the KOICA President, the committee is usually convened twice a year to offer advice on issues such as the direction of the operation and programme plans. KEXIM also runs an EDCF advisory committee consisting of experts from academia, civil society and the business community to seek practical advice on the future direction of the EDCF and improve the quality of mid- to long-term policy, including policy implementation strategies.
74. KEXIM requires a quarterly report on EDCF programmes from the procurement to the completion stages, which includes disbursement plans as per fund requirement, plus construction progress. It also has its field offices conduct on-site examination in a bid to ensure programme quality. If a programme is delayed for more than a year without acceptable reasons or exhibits serious technical or financial problems, the Bank places the programme on its watch list for special oversight and management. For a completed project, field staff carry out a completion monitoring to verify the achievement of the intended outcome. A separate ex-post evaluation is also performed to see if the programme has met the performance indicators for quality assurance purposes. In addition, the Bank introduced a system for the follow-up management of completed projects in May 2016, and plans to take such follow-up measures from 2017.

<Text Box 14> Quality assurance for EDCF programmes by process step

<table>
<thead>
<tr>
<th>(Project identification and preparation)</th>
<th>(Appraisal)</th>
<th>(Project implementation)</th>
<th>(Project evaluation)</th>
<th>(Follow-up management)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify performance indicators</td>
<td>Set up performance indicators</td>
<td>Check project progress report</td>
<td>Completion Monitoring</td>
<td>Support regular programme operation</td>
</tr>
<tr>
<td>Consider feedback from similar project</td>
<td>Review Feedback from similar project</td>
<td>Manage watch list</td>
<td>Ex-post evaluation</td>
<td>Pursue follow-up project</td>
</tr>
</tbody>
</table>

Transparency

75. The *Framework Act* (Articles 5 and 13) stipulates that the government has the duty to enhance transparency in development cooperation and to create evaluation guidelines and disclose evaluation results for the purpose of improving transparency in programme implementation. To comply with this obligation, the implementing agencies (the EDCF and KOICA) make evaluation results available on their websites, and the Office of the Prime Minister (OPM) also runs and uploads comprehensive information on its ODA website[^23] (*www.odakorea.go.kr*) to make public CIDC decisions and evaluation results. In order to strengthen the transparency and accountability of aid programmes, the Korean government became a full member in 2015 of the International Aid Transparency Initiative (IATI), launched as a result of the 2008 Third High Level Forum on Aid Effectiveness (HLF-3), and has disclosed aid information in a way that meets the IATI standards. Currently, this information disclosure applies to the eighteen items including thirteen mandatory items, but the government plans to consult relevant ministries and agencies in order to increase the number of such items as well as the number of organisations participating in information disclosure.

[^23]: The website contains such information as the overview of international development cooperation, the current state of Korea’s ODA, the activities and results of the Committee for International Development Cooperation (CIDC) and the Evaluation Sub-committee, and cooperation with partners and announcements.
76. Korea has in place an ODA Management System\textsuperscript{24} to register ODA data in a standardised format, monitor progress on a quarterly basis and share information with relevant ministries and agencies. The System allows all Korean ministries and agencies involved in ODA, including overseas missions in partner countries, to collect and share extensive aid information that includes budgets and programme details for each phase, and this ensures the transparency of aid information for stakeholders. In the first half of 2017, Korea improved the ODA Management System including its Monitoring System and Statistics System to fully reflect the changes in DAC ODA statistics directives by adding the Forward Spending Survey (FSS) and the annual statistical survey including grant equivalent method, and by expanding project purpose code in a more detailed manner. Korea also increased its level of programme information disclosure. In addition, the upgraded Monitoring System puts together information on programmes, result-management and related projects by country and sectors. This improvement has allowed for greater convenience in accessing ODA information and has served as a foundation for integrated knowledge management.

Procurement, contracting and agreement-making

77. In principle, Korea’s ODA procurement is governed by the Act on Contracts to Which the State is a Party, but its differences from public procurement are also taken into account so that the ODA procurement ensures transparency, fairness and efficiency as public procurement, and delivers values and effectiveness of aid programmes at the same time. Korea has expanded international competitive bids as well as local ones (using local procurement systems) and has endeavoured to select contractors with the capacity of handling the different environments and risks in partner countries. In outsourcing ODA programmes, Korea makes sure that the range of outsourcing and the responsibilities of the contractor are clearly defined and that programme progress is monitored properly in accordance with relevant laws and regulations.

78. KOICA continues its efforts to standardise procurement activities to ensure transparency and fairness. It has implemented business process reengineering (BPR) for its bidding and contracting procedures and created a manual for standardised procedures for practitioners. It has also taken a proactive approach to its interaction and communication with businesses for the purpose of encouraging competition and selecting capable contractors. To lower the entry barriers for businesses, KOICA has made it more affordable to participate in biddings and contracts and improved the convenience of the online procurement system. It also makes sure that announcements are made well in advance and has increased the number of procurement seminars for businesses and stakeholders\textsuperscript{25} for the purpose of accurate and efficient dissemination of information.

\textsuperscript{24} stats.odakorea.go.kr
\textsuperscript{25} Since 2015, KOICA and the EDCF have co-hosted an international procurement seminar. They share information on businesses involved in ODA to encourage the participation of excellent contractors and prevent risks coming from problematic companies in order to raise the efficiency of its programmes.
KOICA’s procurement ombudsman and dispute resolution committee

KOICA adopted a procurement ombudsman in September 2014 to prevent unreasonable policies and practices and ensure transparency in the ODA procurement process. It also has a dispute resolution committee in place, which deals with disputes arising from ODA contracting and implementation activities and works to prevent disputes. The interactive nature of its communication allows KOICA to detect signs of disputes in advance. In case of a dispute, KOICA requires the parties involved to submit a suggestion for resolution within seven days with a view to removing obstacles to the progress of the programme. The agreed solution serves as a basis for any follow-up measure and monitoring by KOICA to ensure that the agreement is fully carried out.

79. The partner country engaged in an EDCF programme is responsible for all aspects of procurement and assures economy, efficiency, transparency and fairness. Based on the procurement plans and procedures agreed between the partner country and KEXIM in advance, the partner country proceeds with the bidding process and selects a contractor. KEXIM makes information on the partner country’s bidding invitations available on the EDCF website to improve the transparency of procurement, and it requires that such invitations are announced in local English newspapers and other media. The Bank also has in place standard procurement guidelines on bidding procedures, which include bid evaluations for consultant employment and procurement of works. It supports building a fair procurement system in partner countries by encouraging the partner country to follow the guidelines.

Risk management

80. Korea has put in place both internal and external audit systems targeting ministries and agencies involved in ODA programmes. Each relevant ministry and agency runs independent internal units for audit and compliance activities. The National Assembly and the Board of Audit and Inspection, under the direct supervision of the President, conduct periodic audits on overall ODA policies and implementation. In addition, the ODA Monitoring System enables ongoing regular checks on the progress of the projects. ODA implementing agencies such as KEXIM and KOICA have internal regulations and standardised procedures for work processes in order to prevent operational and workforce risks. Through internal and external audits, the agencies ensure transparency and legitimacy for their programmes. They also have an anti-corruption system for the ethical management of ODA programmes.

81. Since 2016, KEXIM has developed the Joint Action Plan (JAP) for EDCF projects in collaboration with partner countries in order to manage the progress of EDCF projects in an efficient and systematic manner. By following the schedule agreed upon with the partner country from the planning to completion stages, the Bank can manage the project in a more systemic manner and contribute to the increased project predictability for the partner country. KEXIM also receives periodic reports on the progress of the projects for monitoring purposes and takes the necessary steps for programmes on the watch list. Moreover, it has EDCF Safeguard Policy in place to manage potential social and environmental risks that may be raised by EDCF programmes. The policy is aimed at developing optimum solutions to deal with the social and environmental impact on the partner countries and encouraging them to take the initiative in strengthening its ownership and capacity for sustainable development. KEXIM makes sure that bidders, suppliers, contractors, and consultants for an EDCF projects submit the anti-corruption
and anti-malpractice declaration to the Bank so that they do not engage in corrupt, fraudulent, collusive and corrupt practices towards local public officials in competing for, or in executing, an EDCF contract.

<Text Box 16> Management of debt sustainability risks for concessional loans

To manage the default risk concerning EDCF projects, KEXIM has strengthened its process of reviewing the eligibility of countries that are classified as high risk countries according to the debt sustainability analysis (DSA) by the IMF and the World Bank. As Korea’s accession to the Paris Club in 2016 enables the country to work with other members in responding to public debt issues, the Bank is expected to address debt default risks more effectively. It also uses its Overseas Economic Research Institute to regularly evaluate the credit ratings of the EDCF partner countries and includes them in the EDCF project appraisal so it can assess and manage debt repayment risks on an ongoing basis.

82. KOICA has carried out anti-corruption activities and improved its integrity through referring to the Anti-Corruption Assessment Initiative26 of the Korea Anti-Corruption and Civil Rights Commission (ACRC). KOICA also runs consultative bodies on ethical management (the Special Committee on Ethical Management and the Working Committee on Ethical Management) and Integrity Ombudsman. In addition, KOICA dispatches legal experts to its field offices to help build their legal capabilities such as consulting on local laws, business environments and legal issues for the purpose of responding to higher legal risks arising from ODA programmes being increasingly complex and diverse.

<Text Box 17> Organisation-wide project risk management through collaboration

Regarding risk management, KOICA puts considerable effort into reinforcing its coping capacity to the extent of proactive prevention and effective risk management, which is in sharp contrast to simple risk avoidance. It monitors risks in advance to strengthen its prevention capabilities and conducts risk management on a continued basis to remove risk factors. KOICA’s risk management process is divided into three steps. First, it performs periodic internal evaluations to determine the levels of management required. Then it analyses the risks involved by programme type and entity. Finally, it selects methods (legal consulting and lawsuits, in-depth evaluation and others) to resolve the identified risks.

Innovation and adaptation

83. Ministries and agencies involved in development cooperation make sure that their employees understand the importance of innovation and reform in enhancing development efficiency. For example, KOICA sets out concrete goals for innovation in its mid- to long-term strategy (2017-2021) and uses them as criteria in evaluating the organisation and its departments so that the goals are cascaded down to the team level. Along with this arrangement, KOICA chooses and honours employees who have made great contributions to the organisation in terms of expertise, openness, innovativeness, collaboration and responsibility. It also held an internal competition in 2016 for selecting cases of innovation and reform.

26 The Anti-Corruption Assessment Initiative is a tool to evaluate anti-corruption efforts in the public sector in Korea.
4.3. Capabilities through the system

Staffing levels, composition and location

84. As the number of aid programmes rises along with the increase in Korea’s ODA volume, the staffing issue was raised during the 2012 Peer Review. The review pointed out that adequacy in workforce size and placement and an increase in field-based staff are to be addressed for the efficient implementation of development cooperation. In response, Korea has put in considerable efforts to expand the workforce size and has made significant progress compared to 2012.

<Table 8> ODA workforce size by organisation

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Staff numbers (December 2012)</th>
<th>Staff numbers (December 2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPM</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>MOSF</td>
<td>23</td>
<td>41</td>
</tr>
<tr>
<td>MOFA</td>
<td>33</td>
<td>33</td>
</tr>
<tr>
<td>EDCF (HQ/field)</td>
<td>92 (81/11)</td>
<td>133 (106/27)</td>
</tr>
<tr>
<td>KOICA (HQ/field)</td>
<td>292 (207/85)</td>
<td>347 (246/101)</td>
</tr>
</tbody>
</table>

85. The Office of the Prime Minister (OPM) has staff dispatched from the Ministry of Strategy and Finance (MOSF), the Ministry of Foreign Affairs (MOFA), KEXIM, KOICA, the Korea Foundation for International Healthcare (KOFIH) and others for collaboration purposes in order to enhance synergies between the supervising ministries and implementing agencies. The OPM also hires professionals as temporary and permanent government officials to ensure stability and continuity in the work and leverages their expertise. MOFA, the supervising ministry for grant programmes, develops and implements ODA policies through its Development Cooperation Bureau. As the Bureau is overseen by the Deputy Minister for Multilateral and Global Affairs, who is responsible for human rights, arms reduction, peace and other global issues, it is well positioned to make decisions on development cooperation in full consideration of other issues of global concern. MOSF, the supervising ministry for loan programmes, underwent reorganisation in 2016 to concentrate its work, which involves ODA, MDB cooperation and GCF, on the International Financial Cooperation Bureau. By having a single bureau deal with cooperation with international financial institutions that include trust fund issues and EDCF-funded loan programmes in developing countries, MOSF ensures efficiency in implementing its ODA policies and creating synergies between bilateral and multilateral programmes.

86. The size of KEXIM’s EDCF staff has continued to expand over the last five years since 2012, posting an annual increase of 10% on average. In response to the 2012 DAC Peer Review, the Bank has expanded the size and expertise of field-based staff by establishing additional field offices, especially in priority partner countries. As a result, the number of countries with EDCF field offices rose from seven in 2012 to thirteen in 2016. In addition, the

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EDCF has turned local networks comprised of a single permanent staff member into full-fledged offices by adding more staff members. KOICA has also expanded its workforce in line with the growing volume of its programmes. In 2015, the number of employees rose 33% from the 2010 level. In step with the growing importance of the local context, KOICA has strived to have field-based staff assume greater responsibilities by adding staff members to local offices and helping them with capacity building. It conducts workforce expansion and reorganisation on a continued basis. Both the EDCF and KOICA continue hiring locals to ensure field-focused programme implementation.

<Text Box 18> Greater focus on the field by implementing agencies

- EDCF continues to increase its focus on the field to conduct systematic and efficient management of its project in all stages, from project identification to implementation and follow-up management. As of 2016, it had field offices in 13 priority partner countries, with the local offices accounting for 20% of its entire workforce. Overcoming their limited role of supporting the headquarters and functioning as liaisons in partner countries, field units now assume greater roles and responsibilities, the range of which is now clearly defined to ensure systematic cooperation with the headquarters in all stages of the projects. EDCF will strengthen its focus on the ground even further over the long term by driving more efforts to increase the workforce in field offices, help them in build capacity and expand the role of local offices in project identification, implementation and monitoring.

- KOICA built a policy foundation for strengthening its implementing capabilities in the actual field by adopting a basic plan and strategies (August 2011) and detailed procedures (October 2013). Now it is in the stage of implementing those policies and making them take firm root in its work. In KOICA’s medium- to long-term Management Strategy (2017-2021), KOICA spells out a strategic task of strengthening its focus on field-based work. It specifies the required proportion of its workforce in field offices every year, as well as concrete goals for reinforcing field operations including an increasing number of local staff.

Human resources

87. The Korean government is well aware that the role of overseas diplomatic missions is crucial in achieving greater development results in the actual field. This is evidenced by the fact that around 70 out of more than 160 Korean missions abroad now deal with ODA tasks. MOFA brings together the heads of all the overseas missions once a year and has them attend a session on development cooperation to educate them on the issue and give them the opportunity to share information. MOFA makes sure that the training programme for those newly posted to overseas missions includes a session on development cooperation. At 44 missions in the countries wherein KOICA operates an office, at least one official is responsible for development cooperation issues and works with the partner country.

88. KOICA runs a variety of training sessions to help its staff build expertise in ODA for the purpose of equipping them to proactively respond to the increasingly diverse and complex ODA environment. Based on the medium- to long-term Human Resources Development Plan (2017-2021), KOICA formulated a career development plan aimed at upgrading the expertise of its staff. The plan includes training sessions by capacity level, leadership training by position, training and mentoring of new staff, development of e-learning content on roles and responsibilities for new staff and special academic training in Korea and abroad. As a
performance indicator for staff training, KOICA ensures that its staffs participate in mandatory sessions and monitors their attendance. There is also training tailored to the needs of different teams for building their expertise. For example, the Multilateral Cooperation and Humanitarian Assistance Department encourages its staff and other Korean personnel working on humanitarian assistance to attend key international conferences and training sessions for the purpose of building expertise.

89. As part of its efforts to strengthen the expertise of the EDCF staff, KEXIM hires different sectoral technicians and specialists in areas such as evaluation and procurement. The Bank creates a training plan every year and it holds different sessions for both newcomers and existing staff in its headquarters and in the field by role and sector in order to strengthen its staff’s understanding and expertise in regional and sectoral issues. It also dispatches its staff to international financial institutions such as the Asian Development Bank (ADB) to explore options for undertaking a joint programme with them and to further their expertise in development cooperation. In addition, the Bank gives its staff the opportunity to undertake a master’s or Ph.D. programme offered at universities in Korea and overseas. For positions in field offices, priority is given to employees with experience in project implementation in the headquarters. Pre-dispatch training includes sessions on key tasks of the local office and the language and living environment of the host country. It is aimed at helping the dispatched employees quickly adapt to the new environment while ensuring that the strategies and cooperation plans of the headquarters are efficiently carried out in the field. Compensation for staff at field offices includes risk allowances by country and paid vacation outside the host country, which serve as incentives for competent staff to apply for position at a field office. Locally-hired ODA professionals receive on-the-job training at the local office to build knowledge and experience on EDCF policies and work processes. In-depth training at the head office in Korea for building their capacity is expected to be introduced in 2018.
5. Delivery modalities and partnerships

5.1. Partnering

Relevance to development needs

90. As the paradigm in international development cooperation has shifted from aid effectiveness to development effectiveness, the international community continues to emphasise a comprehensive, multi-dimensional approach to development cooperation through inclusive partnership, a key instrument for implementing the 2030 Agenda. Korea has played a leading role in introducing the concept of development effectiveness to the international community, and has also taken the lead in establishing development partnerships that meet development needs. As part of such efforts, the country hosted the Global Partnership for Effective Development Cooperation (GPEDC), bringing together all stakeholders including governments (DAC donors, partner countries and emerging donors), international organisations (the OECD and the UNDP), NGOs, the private sector and parliaments. This enables Korea to help build partnerships between the donor and the partner country and between donors efficiently. Korea also utilises partnerships with various stakeholders including the civil society, businesses, universities and research institutes that lead to the creation of innovative development modalities to enhance development effectiveness.

<Text Box 19> Partnership case in Mongolia: appropriate technology

KOICA and Good Neighbours provided heat accumulators called the ‘G-Saver’ for the local people of Yurt villages in Ulaanbaatar, Mongolia. The G-Saver helped increase energy efficiency, thereby improving their quality of life in terms of economy, health and environment. This project allowed Korean as well as Mongolian stakeholders to establish manufacturing facility of the G-Saver in Mongolia. Beyond heat provision, the project creates value chain from manufacturing G-Saver to sales by establishing a local social enterprise called ‘Good Sharing’ and also lays the groundwork for local people to strengthen capacity and form economic self-sufficiency. The project is deemed one of the best practices in enabling local people to consolidate their sustainable economic self-sufficiency.

91. Korea has made various efforts towards better aid harmonisation so that it improves aid effectiveness by reducing administrative burdens on partner countries and removing programme duplication. Korea continues to pursue programmes which are in line with its partner countries’ national policies as well as development policies of other donors to promote aid harmonisation. It also jointly carries out project identification and programme evaluations with partner countries, and so expands the engagement of partner countries and encourages their feedback. As such, Korea has tailored its development programmes to partner countries’ needs. It increased its efforts to use country systems to support PBA programmes and also its use of national procurement systems.

92. Korea is seeking to collaborate with other donors by organising consultative groups among relevant aid agencies and sharing information together with donors and partner countries. In the

26 KOICA performed a joint evaluation on all 34 of the programmes scheduled to end in 2014, and a group of representatives from the partner country was involved in the evaluation process.
case of Asia, which Korea has concentrated its aid on, it is noteworthy that aid agencies in the region are actively engaged in consultations. KEXIM holds the Asia Development Forum, which brings together donors and partner countries from countries in the region such as Japan, Indonesia, Vietnam and Myanmar with a view to promoting the understanding of the development trends in key donor and partner country countries in Asia and facilitating information sharing among aid agencies. The Bank has also worked to enhance aid effectiveness in Vietnam, a priority partner country, by joining the Six Banks Initiative with key financial partners – the World Bank, the ADB, the KfW, JICA and the AFD – in order to strengthen cooperation and to share information and aid strategies that are aligned with Vietnam’s socioeconomic development plan. For its part, KOICA is actively involved in donor consultative meetings in 31 countries. It has served as co-chair at donor meetings addressing vocational training in Rwanda and health issues in Cambodia, and as an assistant administrator for the sectoral meeting dealing with water sanitation in Mozambique. This active participation gives KOICA an opportunity to share its programmes with other donors in the partner countries as well as international agencies, and to suggest recommendations through considering the political and economic situations of the partner countries.

**<Text Box 20> Asian Development Forum**

KEXIM, the EDCF implementing agency, led the launch of the Asian Development Forum (ADF) in 2010, which brings together Asian donors including Korea and Japan and regional emerging countries such as Thailand, Vietnam, Indonesia and Sri Lanka. This forum provides a platform for sharing development experiences and discussing effective strategies on sustainable development including those on laying a foundation for independent growth. Thus far, the Bank has held the ADF six times, and the forum has emerged as an important consultative body in the region wherein Asian countries share their knowledge and experience of key development issues like South-South cooperation, green growth and SDGs and seek ways for future cooperation.

**<Text Box 21> Global Partnership for Effective Development Cooperation (GPEDC)**

Since 2014, Korea has held the GPEDC forum annually to check on the implementation of the Busan Partnership Agreement and to facilitate discussion among various stakeholders on development effectiveness. For the last three years, the forum has offered an opportunity for mutual learning to stakeholders such as donors, partner countries, civil society, businesses, academia, the OECD and the UNDP, facilitating development effectiveness in the field and contributing to the institutionalisation of the GPEDC. Aligned with the GPEDC Forum, Korea has hosted the GPEDC Learning and Accelerating Program, which aims to familiarise working-level officials from developing countries with GPEDC as well as provide practical training to support them in implementing the Busan Partnership Agreement and commitment in their own work.

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29 The EDCF has a consultative meeting with JICA, a key regional aid agency, once a year and holds a four-way meeting once a year with JICA of Japan, CEXIM of China and NEDA of Thailand to share aid strategies with a view to facilitating harmonisation among donors.
Predictability and flexibility in programming and budgeting

93. Korea includes medium- to long-term programmes in Country Partnership Strategies (CPS) for priority partner countries and elaborates them with concrete plans to enhance the predictability of programme implementation and ODA flows for each country. For loan programmes, the EDCF Medium-term Plan specifies priorities by region and sectors as well as mid- to long-term resource allocations. Based on the Plan, Korea signs a Framework Arrangement with the partner countries - mainly priority partner countries - to reach a consensus on aid flows over a period of three-to-five years. It also increases programme predictability by establishing a medium-term Rolling Plan and using it in managing the portfolio. In addition, it responds with flexibility to the changing circumstances of partner countries through the EDCF Country Program Mission, which are sent based on the CPS for each country. The post-mission consultation with stakeholders enables the incorporation of the updated medium- to long-term strategies into the detailed cooperation direction and the programme.

94. In order to achieve flexibility in budget and resource allocation, Korea established the CPS for priority partner countries and country assistance programmes for others as well. The CPS, finalised through policy consultation, could be modified to reflect changes after conducting a mid-term evaluation with the country in the next year and the year after that. Since 2016, KOICA has begun to introduce a medium-term rolling resource allocation plan by country (2017-2020). The plan aims to enhance the predictability and transparency of KOICA's support to its partner countries and provides a basic direction for budget allocation according to regional groups, income level, fragility and other aspects. This plan will be utilised for right-shoring KOICA's overseas and headquarters human resources and for identifying medium-term programmes.

Joint approaches

95. Korea has enhanced its partnerships with different stakeholders for higher development effectiveness. The Mid-term Strategy for Development Cooperation (2016-2020) specifies the expansion of programme-based approaches (PBAs) to promote ownership by partner countries. Korea also strives to help partner countries build their own self-reliance capacity by using their systems. Korea has begun building channels for regular dialogue with partner countries’ governments, such as inter-governmental consultative meetings, programme missions by country, the Korea-Africa Economic Cooperation (KOAFEC) and training sessions for government officials from developing countries.

96. Korea’s ODA implementing agencies make various efforts to adopt programme-based approaches (PBAs). KEXIM, through the EDCF, participated in Support Program to Respond to

30 See, para. 105
31 The Korea-Africa Economic Cooperation (KOAFEC) was jointly launched in 2006 by the Ministry of Strategy and Finance, the African Development Bank (AfDB) and KEXIM. It serves as a platform for the partnership between Korea and Africa. In 2016, the consultative body transformed itself into a channel for public-private partnership by expanding the involvement of development actors from the private sector. It also created the Action Plan 2017-2018, which includes a financial aid package (USD5 billion) for priority areas such as agriculture and energy, putting itself on a more concrete path towards economic cooperation and development in Africa.
Climate Change (SP-RCC)\textsuperscript{32} in Vietnam and extended a loan worth USD60 million for three years from 2012 – the first PBA loan approved by the Bank. In 2016, KEXIM began discussions on sector development loans for the health sector in Vietnam and plans to approve such loans to the amount of USD 80 million by the end of 2017. KOICA, for its part, provided sectoral budget support to Cambodia and Rwanda in 2014 as an attempt to apply PBAs. It granted USD5 million to the Health Sector Support Program (HSSP, 2014-2016) in Cambodia and provided USD 5 million to the vocational training and capacity building programme in Rwanda (2014-2017), supported through the TA Pool Fund administered jointly with GIZ of Germany. In 2016, KOICA conducted a PBA health programme in Tanzania (joint financial assistance to the health sector) and Ghana (improvement in CHPS-based delivery of community health services). KOICA set up the PBA health programme in cooperation with partner countries’ health ministries and a donor consultative body, and also offered financial support to the ministries for health service delivery. As such, KOICA strengthened the health service management capacity of partner countries’ health authorities and contributed to aid harmonisation among donors.

97. Korea also formulated plans for an EDCF-MDB co-financing facility\textsuperscript{33} for strategic cooperation with regional development banks, which have expertise on and networks in different regions and sectors. By working with those banks in planning and implementing programmes with high development effectiveness, Korea has strived to get the best out of limited resources. In line with different demands for development in each region and the characteristics of co-financing partners, Korea focuses its cooperation with the Asian Development Bank (ADB) on high value-added infrastructures, such as ICT, and concentrates its aid arrangements with the African Development Bank (AfDB) on agricultural development and industrialisation. To this end, Korea signed a Memorandum of Understanding (MOU) with major MDBs on the size of medium-term co-financing facilities and periodic consultation, and also signed Implementing Arrangements that include key sectors, regions and conditions for assistance with a view to implementing cooperation programmes in a systematic manner. KOICA has signed a cooperation agreement with eleven donor countries and aid agencies thus far, and has engaged actively in cooperation programmes that leverage KOICA’s comparative advantage and the expertise of other aid agencies. It works with USAID of the United States and GIZ of Germany on vocational training, health and innovative industries\textsuperscript{34} while expanding its cooperation with the aid agencies of emerging donors – including AGCID of Chile, AMEXCID of Mexico and TICA of Thailand – on technical cooperation such as volunteer programmes and joint training sessions to share Korea’s aid experience and facilitate South-South cooperation.

\textsuperscript{32} The Support Program to Respond to Climate Change (SP-RCC) assists the Vietnamese government in its delivery of the Target Program to Respond to Climate Change (NTP-RCC) and the National Climate Change Strategy (NCCS). It brings together JICA of Japan, AFD of France, the World Bank and DFAT of Australia to jointly extend programme-based grants and loans to the total amount of USD600 million over a period of three years.

\textsuperscript{33} Refer to Attachment 2 for the EDCF-MDB co-financing facility and programme details.

\textsuperscript{34} Refer to Attachment 3 for KOICA’s partnerships.
Joint project identification through multilateral consultation: DR Congo

In the Democratic Republic of the Congo, one of the hub countries for the Global Health Security Agenda (GHSA), KOICA led the establishment of a donor consultative body on infectious disease control in 2015 and held a monthly meeting for a year with the WHO and the US (US CDC and USAID). This resulted in in-depth joint research with the WHO, the US and the DR Congo’s health authority, as well as joint project planning with the US (CDC) and the WHO. The consultative body is expected to extend its cooperation, with JICA of Japan and BTC of Belgium expressing their intention to join the group.

Co-financing with MDBs: Nicaragua

The EDCF has worked with the IDB on a programme in Nicaragua aimed at expanding the country’s IT infrastructure, a key development challenge for the Nicaraguan government. It designed the Nicaragua Broadband Programme with the IDB in 2013 and devised a roadmap for the deployment of an ICT system and broadband in 2014. This led to the approval of the programme in September 2015 from the EDCF-IDB Co-facility, and the IDB committed to lend USD25 million, respectively (USD50 million in total). The Programme is expected to improve access to IT infrastructure and address the information gap in Internet-deprived regions.

Accountability and transparency

Korea ensures that a variety of stakeholders have transparent access to information on its ODA policies, annual budgets and programmes through its ODA Management System and websites. In addition, the Korean government is committed to the international efforts on greater transparency and accountability in aid programmes. The country joined the International Aid Transparency Initiative (IATI) in December 2015 and started to disclose the relevant information in 2016. ODA implementing agencies publish information on bidding for programmes and reports on feasibility study and post-implementation evaluation on their websites. They share information on ODA programmes and the procurement market of international organisations with businesses and hold seminars on relevant policies for them in order to raise awareness and encourage participation in ODA programmes. In a bid to strengthen accountability towards taxpayers, implementing agencies continue to explore ways to improve procurement regulations, including the value for money principle aimed at enhancing sustainability and minimising programme failures.

In the case of grant-funded programmes, Korea ensures budgetary accountability through audits by the National Assembly and the Board of Audit and Inspection as well as yearly review of budgets by the Ministry of Strategy and Finance and the National Assembly. The EDCF, in accordance with the National Finance Act, ensures its financial accountability by submitting reports on its programmes and their results along with its financial closing data to the National Assembly (for review by the relevant standing committee and the Special Committee on Budget and Accounts). The Korean government also pursues greater accountability regarding assistance to the private sector.

ODA public-private partnership programmes are now supported by government subsidies and are administered by MOFA, which in the past used government contributions and was run by KOICA.

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35 ODA public-private partnership programmes are now supported by government subsidies and are administered by MOFA, which in the past used government contributions and was run by KOICA.
Tied aid

100. Korea has put considerable effort into fully complying with the DAC’s recommendation on untying aid. The *Strategic Plan for International Development Cooperation (2010)* sets out a roadmap to untie 75% of Korea’s bilateral aid by 2015, with priority placed on least developed countries (LDCs) and highly indebted poor countries (HIPCs). By adhering to this roadmap, the country has made significant progress on meeting its goal of untying aid.

| <Table 9> Proportion of untied ODA (commitment, unit: %) |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| Untied          | 35.7            | 55.1            | 62.3            | 62.1            |
| - Loans         | 30.9            | 47.7            | 47.8            | 52.0            |
| - Grants        | 46.3            | 81.3            | 91.7            | 86.5            |

101. Korea has been faithfully implementing its goal of untying grants in accordance with the commitment spelled out in the *Plan on Expanding Untied Aid* and the *Mid-term Strategy for Development Cooperation*. It conducts evaluations on untying policy and its implementation, and strives to develop regulations, manuals and standard templates aimed at accomplishing the country’s specific target set for untied aid. At the same time, the country has strived to increase local biddings and make use of its partner countries’ procurement systems. The procurement for all loan-funded programmes is carried out through partner countries’ systems. Since MBD co-financing facility and PPP programmes are on the rise, there is the promising prospect of the continued increase in untied aid.

102. The *Mid-term Strategy for Development Cooperation (2016-2020)* sets forth a roadmap for untying 55% of loans and 95% of grants by 2020. The new development finance instrument leveraging market resources is scheduled to be operated with untied conditions and expected to contribute to expand untied assistance.

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36 As of 2016, untied loans to LDCs and HIPCs accounted for 58.2% of EDCF-approved programmes.

37 As of 2015, untied aid accounted for 94.9% of KOICA’s assistance.

38 In addition to its commitment to greater efficiency, effectiveness and sustainability in aid procurement, KOICA seeks to help revitalise the local economy, create jobs and facilitate technology transfer by expanding the share of local biddings open to entities of all nationalities. The proportion of local biddings in KOICA’s contracts has risen every year, from 26% in 2014 to 34% in 2015 and 49% in 2016.

39 Korea has gradually expanded the proportion of untied loans, and the country’s degree of grant element in concessional loans is one of the highest among DAC members (more than 80%).
5.2. **Country-level engagement**

**Mutual accountability and ownership**

103. In compliance with the Paris Declaration and the Global Partnership for Effective Development Cooperation (GPEDC), which express the international consensus on raising mutual accountability and ownership by partner countries, Korea set up the on demand-based Country Partnership Strategy (CPS) and the *Manual on Using the Partner country System*. The CPSs cover a period of three to five years for 24 priority partner countries. The Strategies spell out priority sectors and strategies for the country in line with its national development strategy and demand for development, with a view to aligning Korea’s ODA plans to the needs of the partner country and harmonising Korea’s aid activities with those of other donors. To approve an ODA programme, the Korean government requires an official request from the partner country, which ensures that the country’s voice is heard. Korea has periodic consultation channels in place, such as ODA Policy Consultations with key partner countries, for close cooperation on programme implementation and future plans.

104. KOICA remains committed to expanding the share of its programmes that use the partner countries’ systems. It developed the *Guideline on Using Partner country Systems* in December 2014 to ensure effective delivery of the commitment and created the *User’s Guide* accordingly in order to encourage its use – a document that is in full use now. With regard to East Africa, KOICA’s budget for the above-mentioned commitment rose from 0% in 2013 to 20.3% in 2016. In EDCF loan programmes, the partner country implements the programme and manages its budget in accordance with its procedures for procurement and appropriation, which means that in principle all programmes use the country’s public procurement system and public finance system (PFM). KEXIM devised the *EDCF Procurement Guideline*, which it encourages its partner countries to follow in order to help them build capacity in purchasing and programme management. The Bank also extends loans so that partner countries hire consultants for purchasing and construction inspection and helps them with capacity building in purchasing, budget management and programme monitoring.

105. KEXIM created the EDCF Mid-term Plan based on the Country Partnership Strategy (CPS) to facilitate resource allocations for priority partner countries and focus sectors. It also conducts country-specific programming for managing the medium-term pipeline and programme portfolio. Country programming is largely divided into two parts: the Country Programme Mission (CPM), which identifies the country’s medium-term demand for development before government policy consultation takes place, and the Country Operational Plan (COP) that finalises the medium-term support plan based on the demand identified through the policy consultation. Since it is performed two years before loan approval, the country programming raises the predictability of the programme. It also contributes to sharing a variety of programme information with the partner country and to enhancing ownership as well as mutual accountability, as country-specific programming is based on the principle of engaging the partner country in identifying needs and building strategies by thematic area.

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40 Refer to Attachment 4 for the overview and use cases of partner country systems by KOICA
<Text Box 24> Approval procedure based on the EDCF Programme Implementation Plan

<table>
<thead>
<tr>
<th>EDCF Mid-term Plan</th>
<th>Country Programme Mission (CPM)</th>
<th>Country Operational Plan (COP)</th>
<th>Policy consultation</th>
<th>Project approval</th>
</tr>
</thead>
<tbody>
<tr>
<td>. CPS priority partner countries and focus areas</td>
<td>. Consultation on target sectors and candidate projects</td>
<td>. Medium-term support plan for candidate projects</td>
<td>. Final selection of candidate projects</td>
<td>. Project appraisal and loan approval</td>
</tr>
</tbody>
</table>

**Effectiveness**

106. The *Framework Act* (Article 4) specifies development effectiveness as one of the guiding principles of international development cooperation. Under this principle, Korea pursues development effectiveness, with its Country Partnership Strategy (CPS) outlining ways to improve aid effectiveness in priority partner countries. It also works to carry out the four fundamental principles adopted at the Fourth High Level Forum on Aid Effectiveness (HLF-4): ownership of development priorities by developing countries, focus on results, inclusive development partnerships and transparency and accountability to each other. (For details regarding each principle, refer to the respective sections in Chapters 5 and 6.) In addition, Korea contributes to international endeavours towards development effectiveness by holding an annual GPEDC forum and training programme.

107. According to the 2016 GPEDC progress report, 84.6% of Korea’s programmes were found to be aligned with the partner countries’ development priorities – a figure close to the DAC average of 84.8%. In the area of transparent disclosure of information on development cooperation, Korea received the Excellent grade for CRS reporting and the Good grade for the DAC’s survey on future spending (FSS). In particular, the report praised Korea for increasing its proportion of untied aid from 32% in 2010 to 53% in 2014, and for improving medium-term aid predictability as recommended by the 2012 DAC Peer Review.

<Text Box 25> Korea as an example of good practice in the 2016 GPEDC progress report

“Korea increased its share of untied aid from 32% in 2010 – when Korea became a DAC member – to 53% in 2014; following international expectations and commitment. Korea improved medium-term predictability by more than one third between 2013 and 2015 in reaction to recommendations made in the 2012 DAC peer review, which called for the partner to publish bilateral country programme estimates on an annual and medium-term basis.”

**Responsiveness and inclusiveness**

108. Korea provides differential aid by partner country, especially to those that are vulnerable to internal and external shocks, considering the degree of fragility by each sector. Korea seeks to integrate humanitarian assistance such as emergency relief responding to volatile situations and immediate crisis in fragile states, with development cooperation for strengthening post-crisis resilience and preventing a recurrence. It also uses bilateral, multilateral or public-private
cooperation depending on the circumstances. In particular, Korea allocates a separate aid budget to fragile and post-conflict states with a view to aligning humanitarian assistance with development cooperation.

109. Korea strives to engage local stakeholders, in particular by placing priority on the participation and initiative of the local community in making and implementing ODA programmes, a best example of which is rural development programmes. A new paradigm for rural development, based on Korea’s rural development model, is in line with the international emphasis on participatory development led by the local community. What sets this model apart from others is a scheme wherein the community signs and fulfils a small-scale construction agreement. This allows the community to set aside a part of the wages as a communal fund to be invested in future income-generating programmes. The collective reward serves as an economic incentive for the community to continue participating in development programmes. As a community-level initiative, the rural development programme had been carried out in 396 communities in 26 countries as of 31st December 2016. The effectiveness of the programme is evidenced by the fact that more than 50 developing countries have made a request to Korea for sharing its experience in rural development.

<Text Box 26> Pilot sites for rural development in Uganda

The project aimed at building model communities for rural development in Uganda (2015-2018, USD2.5 million) engages 1,078 families from seven communities in planning and programme implementation. A total of 238 people were elected through a direct vote to serve on the village committee for conducting daily monitoring of their community development programmes. In accordance with the action plan adopted at the community meeting, the residents work on their long-awaited programmes and engage in procuring supplies and livestock. The community is responsible for making a matching contribution (26% of the aid extended) and has agreed to commit 20% of the income generated through the programme to an independent fund established by the community. The seven communities receive the same amount of aid in the first year but are granted differential assistance in the second year based on performance evaluations for the purpose of promoting sound competition among them.
6. Results management, evaluation and learning

6.1. Management for development results

Result-oriented policies and strategies

110. Korea performs systematic results management throughout the ODA programme cycle. The result management plan must be included as part of all Annual ODA Implementation Plan for the CIDC approval. These results management plans include details project result framework (output, outcome, and performance indicators) and evaluation plan. The plan serves as a guideline for monitoring performance at the implementation stage and conducting evaluations after completion.

111. The Mid-term Strategy for Development Cooperation (2016-2020) sets out a medium-term goal of facilitating the achievement of SDGs, while the Country Partnership Strategy (CPS) is also designed to help partner countries meet SDGs. Korea is mainstreaming SDGs by aligning the strategic direction for focus sectors and cross-cutting sectors (education, health, public administration, rural development, water resources, energy, transportation, scientific and technological innovation, gender equality and response to climate change) with the relevant targets and indicators of SDGs. It is also in the process of devising a results management framework by sector for systematic results management. In accordance with performance indicators for SDGs, Korea has formulated a results framework and a framework for development cooperation initiatives in order to enhance policy coherence between development policies and SDGs. These frameworks will serve as a cornerstone for aid programmes and project identification.

112. An amendment to the Framework Act has subjected all ODA programmes to evaluation since 2014. An increasing number of ministries and agencies have established an evaluation unit to strengthen evaluation capacity. This allows Korea to improve its programme management and accountability. In particular, large-scale programmes are carefully managed for periodic results management; result framework for ODA programmes is set-up prior to the programme implementation, and medium- and short-term results evaluations are carried out.

41 Korea’s results management framework for ODA programmes is based on a logical framework approach and project cycle management. In loan programmes, the framework is called the project performance indicator, while it is dubbed PDM in grant agencies such as KOICA.
<Text Box 27> ODA results management system

Korea takes a phased approach to the overall results management of ODA programmes. As a highest-level objective, it gives precedence to partner countries and focus sectors selected during the process of creating the CPS. Progress towards this objective is assessed in the ex-post evaluation by sector and project in terms of “relevance” criteria. The results of ODA evaluations conducted so far demonstrate that Korea has made relatively good progress on the relevance front. The results management system varies among implementing agencies depending on the programme structure, but they usually establish a baseline and evaluate the programmes’ social and environmental impact on the partner country and create a results management system for the programme during the phase of feasibility study (F/S), project appraisal and implementation planning. In order to ensure efficiency in formulating a results management system, KEXIM and KOICA use a standard performance indicator pool and evaluation guidelines. All programmes are subjected to monitoring, although the degree of monitoring may vary, and they are evaluated after programme completion. For programmes that have undergone an evaluability assessment, ex-post evaluation is conducted to identify the mid- to long-term outcome. Lessons and recommendations drawn from the evaluation process are shared with all ODA agencies at the Evaluation Sub-committee, and each agency can use some of the recommendations in improving programme performance.
Approaches to results measurement

113. In line with the paradigm shift in development cooperation from aid delivery to development effectiveness, Korea continues to evaluate and measure the impact of ODA on the sustainable development of developing countries with a view to exploring options for policy and programme improvement. To this end, Korea sets up a performance indicator in cooperation with the partner country, which is based on expected impact from the programme during the stages of feasibility study, project planning and appraisal. Using this result framework, the progress of the programmes is continuously monitored. At the end of the programme completion, ex-post evaluations are conducted to check if the expected outcomes have been achieved. Lessons and recommendations drawn from those evaluations are incorporated into future programmes.

114. Korea’s *Guideline for ODA Evaluation* is underpinned by the five principles of impartiality, independence, credibility, effectiveness and partnership. It recommends that the ODA implementing agencies adopt the five evaluation criteria devised by the OECD/DAC. In addition, the implementing agencies include cross-cutting issues such as gender mainstreaming, ICT and environmental implications as key evaluation criteria. They also make sure to use existing data retained by partner countries and international organisations in order to minimise the burden on partner countries as set forth in the Busan Partnership Agreement, and to get the best economy in data collection and contribute to aid harmonisation.

115. KOICA updates a pool of standard indicators in tune with SDG indicators for each performance target aligned to KOICA’s sectoral strategic goals and provides a sample of sectoral indicator reference sheets to help staff apply them in project management. KOICA’s mid-term sectoral and cross-cutting issue strategies include education, health, rural development, public administration, energy, transportation, water, science and technology, gender equality, and climate change. While putting great effort into making the best use of country data and existing international data, KOICA also directly collects quantitative as well as qualitative data to measure the direct impact of its programmes. With complementing regional- and country-level statistics, KEXIM establishes project performance indicators with the partner country during the EDCF project appraisal stage, including the measurement methodology and target. It also manages data on completion evaluation, ex-post evaluation, reference materials and others through the EDCF Evaluation Information System (EEIS). Since 2016, project performance indicators have also been used for completion evaluation to ensure that the evaluation goes beyond a simple output check and facilitates the process of measuring the outcome and predicting future sustainability, which contributes to greater efficiency in performance measurement and result-based management. The monitoring of EDCF programmes is conducted in the form of interim review. As stipulated in the loan agreement, the borrower is obligated to submit a quarterly report on project progress, key issues and measures taken to address them. An on-site mission is carried out within six months, if necessary, to verify the content of the report.

Use of results information

116. Evaluation results are reflected in the programme review to make better use of the feedback loop. They are also shared with the partner countries for the purpose of providing feedback on follow-up programmes or their development plans. Korea conducts reviews on overall programme results by sector and thematic area evaluations. It has also institutionalised a mandatory mechanism for utilising evaluation results by such means as applying
recommendations drawn from the results of same-sector programmes to the deliberation on new programmes. These arrangements make sure that evaluation results are put into full use. As part of efforts to improve transparency in results management, evaluation reports from implementing agencies are distributed to relevant stakeholders including ministries, field offices and relevant agencies in the partner country. They are also made available online. The English versions of evaluation reports by the KEXIM and KOICA are uploaded to the OECD’s DAC EvalNet in the spirit of facilitating information sharing among DAC members.

6.2. Evaluation system

Evaluation policy and evaluation function

117. The Framework Act (Article 13) mandates performance evaluation for policies and programmes. According to the Act, all ODA implementing agencies in Korea should set a guideline for evaluation and evaluate its strategies and programmes. Korea established the Subcommittee for Evaluation,\(^42\) which is comprised of both public and private actors under the CIDC to strengthen independence and build expertise in evaluation. Based on 1991 Principles for Evaluation of Development Assistance set forth by the DAC, Korea created integrated guideline and manual on evaluation\(^43\) in 2009 in order to apply common principles, criteria and procedures across all ODA programmes. The Korean ODA evaluation system consists of two elements: self-evaluation conducted by each implementing agency on their own programmes and committee evaluation performed by the Sub-Committee for Evaluation.\(^44\) The latter is performed in terms of policy and strategy, country-level ODA, sectoral and thematic area. The Sub-Committee for Evaluation also conducts meta-evaluation for representative programmes and implementing agencies’ self-evaluation in every two years for the quality control purpose.

<Table 10> Integrated evaluation system

<table>
<thead>
<tr>
<th>Conducted by</th>
<th>Types of evaluation</th>
</tr>
</thead>
</table>
| Sub-Committee for Evaluation | ◦ Policy and strategy on development cooperation  
|                        | ◦ Priority partner countries                                                        |
|                        | ◦ Outcomes of key tasks in the Mid-term Strategy                                     |
|                        | ◦ Meta-evaluation                                                                    |
|                        | ◦ Other evaluations deemed necessary by the Committee                                |
| Review                 | ◦ Results of self-evaluations performed by implementing agencies                     |
| Implementing agencies  | ◦ Evaluation by strategy, country, sector, thematic area and aid type                |
|                        | ◦ Individual programmes and projects                                                 |

\(^42\) The Evaluation Subcommittee was established in May 2009.

\(^43\) The evaluation guidelines and manual were created in December 2009, while the guidelines on evaluating international development cooperation programmes and the regulations on the operation of the Evaluation Subcommittee were established and revised in October 2010.

\(^44\) Refer to Attachment 5 for details on evaluation tasks for the Evaluation Subcommittee since 2012.
Independence of evaluations

118. The evaluation manual specifies independence as one of the principles for evaluating international development cooperation programmes. Under this principle, evaluation must be conducted independently of policy-making and implementation processes. For self-evaluation, implementing agencies establish an annual evaluation plan that sets out goals, target programmes and procedures and then submit it to the Sub-committee for its deliberation and approval. Upon approval by the Sub-committee, the implementing agencies perform self-evaluation according to their plan. The result of the self-evaluation is reviewed by the Sub-committee and then the review report is submitted to the CIDC. As part of their self-evaluation, implementing agencies that operate ten or more ODA programmes are required to have at least three out of their top five programmes in terms of budget undergo external evaluation to ensure independence and transparency. Committee evaluation is performed by the Sub-committee for the purpose of ensuring objectivity. The Sub-committee commissions such evaluation from professional evaluation organisation and consultants.

<Text Box 28> Independence in evaluation for ODA implementing agencies

- In 2011, in accordance with KOICA's Strategic Plan for Advancement 2010-2015, KOICA conducted reorganisation to elevate the Evaluation Office to an independent department under the direct control of the KOICA President. The Office is mainly responsible for managing overall project evaluation, planning and executing major evaluation activities based upon annual plans, screening projects, researching and developing methods of evaluation, providing feedback on evaluation findings and disseminating them, and strengthening evaluation capabilities. It began piloting impact evaluations in 2011, gradually and strategically increasing their application over the years since. In 2014, a special in-depth evaluation scheme was introduced for projects required to be conducted before authorising major changes to projects. Meanwhile, the evaluation budget grew from KRW 1.32 billion in 2015 to KRW 1.59 billion in 2017. KOICA makes sure that the share of external evaluation remains higher in the evaluation process to enhance objectivity, but it also performs internal evaluations to build its own capacity for evaluation. An evaluation team includes advisors and outside evaluators to ensure objectivity and independence.

- The Presidential Decree of the Framework Act serves as a basis for the EDCF’s evaluation policy. In line with this, KEXIM conducts third-party evaluations through experts alongside joint evaluations with partner countries and other aid agencies. The EDCF’s evaluation unit is separate from its programme operation and policy-making bodies, and all evaluations are conducted independently without being influenced by those responsible for programme planning and implementation. For ex-post evaluation and evaluation by sector and thematic area, KEXIM hires outside experts to make sure that the evaluation results are objective and independent. In 2014, the bank recruited evaluation experts with Ph.D. degrees, while it has gradually improved project performance indicator pool by sector since 2015 according to the relevant internal plan.

Planning and budgeting for the evaluation of development assistance activities

119. Korea’s 2009 Guideline and Manual for Evaluation made ODA programme evaluation mandatory. Every year, an evaluation plan for ODA programmes is developed and adopted.
Based on the plan, all ODA implementing agencies conduct evaluation in accordance with common principles, criteria and procedures, which were developed by using international standards such as those adopted by the DAC. Institutionalisation of evaluation allows various types of evaluations such as policy/strategy, country, sector, thematic area, type and project/programme to be conducted by implementing agencies. In addition to these evaluation procedures, the *Mid-term Strategy for Development Cooperation (2016-2020)* recommends that implementing agencies secure evaluation budgets and increase them gradually in order to ensure qualitative and quantitative growth of evaluation activities.

120. The EDCF conducts ex-post evaluations according to the *EDCF Evaluation Manual and Guideline*, and it continues to update the manual every year with lessons learned from the field on how to conduct evaluations. For example, all evaluations are required to include at least two rounds of on-site review to build up the substance of evaluation data and promote partner countries’ ownership from 2017. KOICA, for its part, takes a medium-term approach to improving the quality of and increasing the utilisation of evaluation results. Following the *Medium-term Evaluation Strategy 2011-2013*, KOICA established the *Strategy on Advancing Evaluation Practices* in February 2016 and plans to pursue advancement in evaluation policy, data-driven evaluation schemes and stronger evaluation partnerships as key tasks for the future. In order to ensure that a data-driven performance management system takes firm root, KOICA sets out detailed goals for each year in the *KOICA Mid-term Management Strategy 2017-2021*, and it plans to review the progress periodically.

**Evaluation partnerships and strengthening capacity**

121. Korean delegation\(^{45}\) attends the regular meetings of the DAC EvalNet in order to participate in discussion on the ODA evaluation. In accordance with the Evaluation Manual for International Development Cooperation, Korea conducts joint evaluations with other donor countries, NGOs and partner countries, and it shares the evaluation results with the partner countries for the purpose of building capacity and promoting information sharing with the international community.

122. KOICA has put great effort into adopting the latest evaluation methods of international organisations and other aid agencies. In addition to DAC Evalnet meetings, KOICA has regular consultations with GIZ of Germany and JICA of Japan for sharing information and experience on the agency level. It also carried out joint evaluations in 2014 with key bilateral aid agencies such as DFID, JICA and USAID to ensure objectivity in the evaluation process. A joint programme with GIZ scheduled for 2017 includes joint result management and evaluations. KOICA also performs joint evaluations with partner countries to help them build their own evaluation capacity. The core part of such joint evaluations is the participation of representatives from the partner country in end-of-project and ex-post evaluations. In the process, KOICA shares opinions with the partner country, incorporates the country’s feedback into future programmes and shares lessons and know-how drawn from the programme at seminars for further dissemination.

\(^{45}\) The delegation members are from the Office of the Prime Minister (OPM), KEXIM (EDCF), and KOICA.
<Table 11> KOICA evaluation seminars in partner countries

<table>
<thead>
<tr>
<th>Host</th>
<th>Key issues</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philippines</td>
<td>- Project to Establish a Korea-Philippine Vocational Training Center in Davao</td>
<td>Philippine National Economic and Development Authority (NEDA) (45 project managers and staff at KOICA)</td>
</tr>
<tr>
<td>(Aug 2013)</td>
<td>- Ex-Post Evaluation of the Project for Construction of a Modern Integrated Rice Processing and Milling Complex</td>
<td></td>
</tr>
<tr>
<td>Nepal</td>
<td>- End-of-Project evaluation on the Project for the Establishment of the Korea-Nepal Institute of Technology in Butwal</td>
<td>Twenty persons, including those from the Nepalese government such as public officials from the Ministry of Finance, local NGO workers and health experts from UNICEF’s Nepal Office</td>
</tr>
<tr>
<td>(Aug 2014)</td>
<td>- UNICEF Nepal M&amp;E system for public health</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Evaluation system of the Nepalese government</td>
<td></td>
</tr>
<tr>
<td>Cambodia</td>
<td>- Introducing the Self-supporting Rural Development Project with Saemaul Undong’s Participatory Approach</td>
<td>One hundred and twenty persons, including Cambodia’s Minister of Rural Development, village leaders of the pilot projects in 30 villages, and those involved in programmes, such as project implementing agency personnel, academics and NOG officials</td>
</tr>
<tr>
<td>(Dec 2015)</td>
<td>- Overall evaluation results of KOICA agricultural projects</td>
<td></td>
</tr>
</tbody>
</table>

123. As the implementing agency for EDCF programmes, KEXIM has participated in the DAC Evalnet since 2010 to promote cooperation among members, and this includes joint evaluation. It also co-hosted the International ODA Evaluation Seminar with the OEDC/DAC in 2013 for the purpose of expanding cooperation among member states, and has been involved in discussions on the use of evaluation criteria and the improvement of evaluation indicators in order to facilitate information sharing and capacity building with partner countries, donors and international organisations. KEXIM holds joint workshops with partner countries on evaluation results to make better use of the evaluation results from EDCF programmes and to enhance partner countries’ capacity building. It also performs joint evaluations with KOICA to build capacity and create synergies. In 2012, the Bank published the Guidebook for Joint Evaluation, which describes the process of joint evaluations in detail, from evaluation planning to disclosure of reports, in order to strengthen partnerships with partner countries and other donors. The EDCF conducted 14 joint evaluations with partner countries from 2014 to 2016 to promote mutual learning.

46 Guidebook for Joint Evaluation
**Table 12** EDCF Joint Evaluation Workshop

<table>
<thead>
<tr>
<th>Host</th>
<th>Key issues</th>
<th>Key lessons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vietnam (2014)</td>
<td>- Interim results of the ex-post evaluations on the projects for renovating general hospitals in Lai Chau and Thanh Hoa</td>
<td>- Need for greater involvement of partner countries in joint evaluation processes, reflecting their ownership</td>
</tr>
<tr>
<td>Bosna-Herzegovina (2015)</td>
<td>- Results of hospital modernisation programmes</td>
<td>- More information sharing among partner country stakeholders through joint evaluation workshops</td>
</tr>
<tr>
<td>Sri Lanka (2016)</td>
<td>- Interim results of the projects for building a government complex and houses for government officials in Hambantota</td>
<td>- The intention of Sri Lankan organisations for joint-evaluation, to be addressed in the next evaluation plan for Sri Lanka</td>
</tr>
<tr>
<td></td>
<td>- Mutual lessons and experience among local stakeholders regarding the project for building houses for government officials, and opinion sharing for effective delivery of follow-up programmes</td>
<td></td>
</tr>
</tbody>
</table>

6.3. **Institutional learning**

**Learning from and using evaluation findings**

124. ODA implementing agencies are required to submit a plan for self-evaluation every year to be reviewed and approved by the Sub-committee for Evaluation. The results of evaluation are summarised and reported to the Sub-Committee along with a plan to incorporate them into future activities (feedback). The Sub-committee reviews and approves that plan. Implementing agencies develop relevant policies and systems based on the plan in order to incorporate evaluation results into their work, while the Sub-committee biannually reviews how such arrangements are carried out to ensure that evaluation results are put into full use.
125. Since 2009, KOICA has proactively made use of feedback from evaluation results in line with the Guideline for ODA Evaluation, which stipulate the obligation of implementing agencies to create a plan to incorporate evaluation results into future activities. In 2013, it delivered on 11 tasks which were derived from feedback and aimed at improving policies and 88 feedback-derived tasks intended to meet the expectations of partner countries. It also formulated a system for better incorporating feedback into its future activities in 2014. This strengthened system includes a sequence of steps: identifying and selecting feedback-derived tasks, executing those tasks, reviewing the execution, reporting the execution results and, finally, recording the progress on organisational-level targets for learning from evaluation findings. Currently, KOICA
is working on ten feedback-derived tasks for follow-up management. KEXIM, for its part, develops an annual plan for implementing feedback based on the lessons and recommendations described in the evaluation reports, and it reviews the execution of the plan periodically. When appraising a new project, the bank looks into the lessons and recommendations in the same sector, which have been accumulated from past evaluations. It is a mandatory process for the appraisal report in order to take full advantage of the lessons learned from evaluations.

Knowledge management

126. In principle, all evaluation reports for development cooperation programmes are publicly disclosed. Once an evaluation report is completed, the CIDC and the implementing agency share it on a variety of web-based platforms (ODA Korea, PRISM, the website of the implementing agency and others). Since 2015, the Office of the Prime Minister (OPM) has run a training programme for those in charge of evaluation at ODA implementing agencies. The biannual training programme is divided into beginner and intermediate courses. It allows participants to share best practices by key ODA programme type and to practice planning and executing evaluations, thus contributing to the participants’ evaluation capability building.

127. Implementing agencies have their own system for knowledge management and sharing. KOICA runs an evaluation training programme for its employees and those of other ODA implementing agencies in Korea to share knowledge and lessons learned. The programme uses card news, videos and the ODA Lesson Forum to allow participants to analyse and learn which factors lead to success and failure. KOICA also selects action officers in each programme management department to entrust them with monitoring progress on interim reviews as well as end-of-project evaluations. Recently, KOICA has put great effort into boosting the awareness of its employees on learning from failures and into disseminating exemplary cases of learning and incorporating evaluation results into future programme planning. KEXIM also makes use of lessons and recommendations from evaluations in order to improve the system and operation of ECDF-funded programmes. Lessons and recommendations from all programmes, both success factors and limitations, are made known to the staff in charge of operation as well as policy and strategy departments. The Bank shares the results of loan programme evaluations with internal and external stakeholders through its annual evaluation reports. It also holds on-the-job training sessions for its staff to enhance their understanding of overall results management, including evaluations.
7. Humanitarian Assistance

7.1. Strategic framework

Humanitarian policy and strategic framework

128. In line with its vision to achieve reunification and contribute to world peace and prosperity, Korea, as a responsible middle power, has pursued humanitarian diplomacy as one of the priority areas of its foreign policies. In particular, the Framework Act (2010) specifies humanitarianism as one of Korea’s principles of development cooperation, and the Overseas Emergency Relief Act (2010) demonstrates the country’s commitment to saving lives and joining disaster relief efforts in foreign countries.

129. In response to worsening humanitarian crises in the international community and the resulting unprecedented demand for humanitarian aid, Korea adopted the Humanitarian Assistance Strategy in March 2015, a cross-government strategy which stipulates the principles, strategic directions, and delivery mechanism for humanitarian assistance. Since then, Korea has developed and implemented action plans for each area described in the strategy including increase in humanitarian assistance budget and stronger partnership with domestic and international actors. In an effort to establish a more robust policy framework for overseas emergency relief – a key aspect of the government’s humanitarian assistance – the country developed the Policy Framework on Overseas Emergency Relief (2015) to define operational arrangements as well as the roles and responsibilities of relevant ministries and agencies.

130. Korea remains committed to the principles of humanitarian assistance advocated by the international community, including those of the Good Humanitarian Donorship (GHD), in the development and implementation of its humanitarian assistance policies and strategies. The Humanitarian Assistance Strategy (2015) also states that the Korean government’s principles on humanitarian assistance are based on the United Nations’ four principles, i.e., humanity, impartiality, neutrality, and independence; the GHD principles; and International Humanitarian Law.

Coherence between humanitarian aid and development cooperation in crisis contexts

131. Given that preventing recurrences of humanitarian crises requires greater resilience underpinned by humanitarian aid and development cooperation, Korea takes a holistic approach to humanitarian assistance – exploring options for incorporating development elements into humanitarian aid and cooperating closely with relevant international organisations. A stronger link between humanitarian assistance and development cooperation is also described as a key policy goal for the Korean government in the Mid-term Strategy for Development Cooperation (2016-2020) and the Humanitarian Assistance Strategy (2015). In order to achieve this policy goal more effectively, Korea has worked to strengthen the nexus between humanitarian assistance and development cooperation in terms of budget and organisational structure.

132. On the budgetary front, after joining the International Network on Conflict and Fragility (INCAF) in 2012, Korea started allocating new budgets to support early recovery and reconstruction at the initial post-crisis phase in fragile states. Such budgets went to early recovery operations in Nepal after earthquakes hit the country in 2015, setting a precedent for linking emergency aid with post-relief development cooperation. Korea keeps in mind such
linkages when it identifies humanitarian needs and extends assistance through international organisations, especially in the world’s most fragile states such as Syria and Afghanistan. Notable examples of this approach include the Korea-UNESCO Technical and Vocational Education and Training Project for Syrian Refugee Youth in Jordan and the Korea-WFP Project on Food Assistance and Take-home Ration Incentive for Girls’ Education at Primary and Secondary Schools for Afghan and Iraqi Refugees in the Islamic Republic of Iran.

133. On the organisation side, humanitarian assistance provided by the Korean government is overseen by the Multilateral Development Cooperation & Humanitarian Assistance Division under the Development Cooperation Bureau of the Ministry of Foreign Affairs (MOFA). Entrusting a single unit with both humanitarian assistance and multilateral development cooperation sends a clear message across the government about the linkage between the two, with the former focusing on emergency relief and the latter involving early reconstruction and medium to long-term aid through international organisations. Moreover, the Korean government has established an effective and efficient crises response mechanism on the ground by strengthening the role of Korean embassies, which are responsible for consultations with recipient country governments and international organisations in fragile states.

134. Korea has expressed its commitment to addressing the root causes of conflicts by placing an emphasis on the nexus between humanitarian assistance and development. At the World Humanitarian Summit held in Istanbul in May 2016, Korea’s Prime Minister announced commitments on humanitarian assistance including a pledge to expand assistance to fragile and conflict-affected countries and to strengthen its support for conflict prevention and peace building activities.

135. Korea’s emergency relief goes beyond early recovery and humanitarian response to disasters overseas. Headquarters and the fieldwork teams work closely with each other to ensure they contribute to post-disaster reconstruction and development. When earthquakes struck Nepal in April 2015, Korea immediately provided humanitarian assistance — including cash and in-kind contributions — and dispatched the Korea’s Disaster Relief Team (KDRT). Afterwards, the country engaged in a variety of assistance aimed at supporting reconstruction efforts by the Nepalese government.

Overall humanitarian budget and trends

136. The *Mid-term Strategy for Development Cooperation (2016-2020)* spells out Korea’s commitment to increasing its humanitarian assistance over the medium and long-term, considering the rising demand for humanitarian assistance in the international community due to conflicts, natural disasters, and new infectious diseases. Indeed, the country’s budget for humanitarian assistance has steadily risen over the last five years. It stands at KRW84.78 billion (approximately USD73,700,000) in 2017, up 88% from KRW45 billion in 2016 and more than 300% from KRW25.9 billion in 2012. In particular, the expanded budget is aimed at joining global efforts to address the worst refugee crisis since World War II.
7.2. **Effective programme design**

Criteria for who, what and where to fund

137. In line with the recommendations contained in the 2012 DAC Peer Review, Korea developed the *Humanitarian Assistance Strategy* (March 2015) which serves as guidance on determining humanitarian assistance recipient countries, methods, channels, and etc. In light of the principles and criteria laid out in the strategy, the Korean government determines the scale and method of its humanitarian assistance by taking into account the scale of damage from the disaster and subsequent humanitarian needs, the affected country’s capacity for recovery, requests from the affected country and the international community including the UN, and assistance by other countries.

138. Korea determines recipient countries of humanitarian assistance by making full use of the assessment mechanisms employed by the UN to understand humanitarian needs in diverse crisis situations, including the Global Humanitarian Overview which is published annually by the UN Office for the Coordination of Humanitarian Affairs (OCHA). In order to efficiently determine the allocation of humanitarian assistance to multilateral channels, the country uses the results from the joint performance evaluations of international organisations, including those available from the Multilateral Organisation Performance Assessment Network (MOPAN), of which Korea is a member, and the Multilateral Development Review (MDR) conducted by the United Kingdom's Department for International Development (DFID).

139. Linking humanitarian and development assistance, the *Mid-term Strategy for Development Cooperation* (2016-2020) sets out a medium to long-term plan to expand budgets for humanitarian assistance with a focus on support for the vulnerable, *i.e.*, women, children, and refugees; education capacity building; and a reduction in disaster risks. In addition to expanding budgets for humanitarian aid, Korea plans to strengthen its role in overseeing and coordinating various humanitarian activities supported by the government and to build relevant capacity by enhancing its organisational and human resources infrastructure. Another priority is to reinforce public-private partnerships. Korea also plans to establish a communication channel that brings together the government and the private sector and enhance cooperation with the private-sector in emergency relief.

**Approach towards localising the response and affected communities participation**

140. In a bid to meet the needs of the local communities for humanitarian support, Korea actively incorporates requests from the affected country and input from Korean missions and KOICA field offices overseas into its decision-making process. At the same time, the country has gradually increased assistance to early recovery and reconstruction in order to support institutional and human resources infrastructure for the purpose of mitigating and responding to disaster risks for the affected area and its people.

141. The Korean government provides funds for Korean NGOs’ humanitarian programmes aimed at emergency relief, early recovery, disaster risk reduction, and refugee assistance, by incorporating the needs of the local community and its residents into their planning processes which contributes to their capacity building. In the process of reviewing the NGO-proposed programmes for funding and of conducting an ex-post evaluation on the programme, the government takes into account whether the NGO works in partnership with local NGOs in order
to ensure that the local community goes beyond being a recipient country and participates in the programme as an active stakeholder. Also, additional credit is given to the NGO which designs the programme to encourage the local community to take part in activities which localize the programme and make it sustainable.

7.3. Effective delivery, partnerships and instruments

**Tools available for protracted crises and recovery**

142. Under the *Humanitarian Assistance Strategy*, Korea uses the Global Humanitarian Overview, in which humanitarian requirements for protracted humanitarian crises are announced by the UN, as a key reference in making aid decisions. It prioritises Level-3 emergencies, the global humanitarian system’s classification of the most severe, large-scale crises. If an affected country makes a direct request for assistance due to the absence of humanitarian appeal announced by the UN, Korea takes into account the scale of damage, the affected country’s response capacity, and assistance from other countries before deciding whether to provide aid or not. It also actively participates in pledging conferences on countries such as Syria and Iraq, as part of its contribution to global efforts to address protracted humanitarian crises.

143. Korea makes contributions every year to the Central Emergency Response Fund (CERF) to support the joint response by the international community to protracted humanitarian crises. It has also worked to gradually expand its contribution to the Country-Based Pooled Fund (CBPF) for providing, in an efficient and flexible manner, the most urgent types of humanitarian assistance that affected people need in countries where a new emergency occurs or an existing humanitarian situation deteriorates.

**Rapid response tools and mechanism**

144. As part of its response mechanism for disasters overseas, Korea has in place, among others, the *Overseas Emergency Relief Act*, the *Presidential Decree* (of the same Act), and the *Policy Framework on Overseas Emergency Relief*. In case of a large-scale disaster, the government holds a Director-General level meeting attended by relevant ministries and convenes the Public-Private Joint Committee on Overseas Emergency Relief in accordance with the Overseas Emergency Relief Act in order to decide whether to dispatch the Korea Disaster Relief Team (KDRT), taking into account physical and geographical accessibility to the affected area, efficiency of sending the KDRT, the affected country’s capacity for recovery, and request from the affected country. After sending the KDRT, the government is required to set up a temporary head office for overseas emergency relief, which is composed of relevant ministries and agencies. The Korean government runs the KDRT Steering Committee and the KDRT Working Committee, both of which are comprised of relevant ministries and agencies to enhance the preparedness of the KDRT in ordinary times in terms of staff and equipment.

145. In actual emergency relief work, Korea strives to use the most efficient method in supporting the affected country. It sends the KDRT, composed of relief and/or medical staff, to affected areas where a large number of people are displaced, injured, or trapped under the rubble after natural disasters such as earthquakes, floods, cyclones, and etc. Korea also sends requested emergency relief goods which can be shipped immediately to the disaster affected government while it provides assistance in cash to affected countries if they are capable of managing emergency relief and recovery on their own.
Partnerships with the humanitarian community

146. Korea has strengthened its strategic partnerships with key humanitarian agencies. Since signing Framework Arrangements with the World Food Programme (WFP) and the United Nations’ Children’s Fund (UNICEF), the country has made a variety of efforts to reinforce these existing partnerships through annual policy consultations. In particular, Korea was a member of the WFP Executive Board in 2011, 2012, and 2015 and has been a member of the UNICEF Executive Board since 2012 which enables it to engage actively in discussions on their strategic plans and policy directions. In 2016, the country also launched a bilateral policy dialogue with UNHCR where it has been on the Executive Committee since 2000. Through these arrangements, the Korean government has policy dialogue channels with the three largest humanitarian agencies of the UN. Korea has also strived to expand its contribution to the UN’s system-wide coordination of humanitarian aid by holding the first policy dialogue with the Office for the Coordination of Humanitarian Affairs (OCHA) in 2015 and by signing a core contribution arrangement with OCHA for the period of 2017-2019. In addition, the country has facilitated discussions with, and raised its financial contributions to, other inter-governmental or non-governmental organisations including the International Organisation for Migration (IOM), the International Federation of Red Cross and Red Crescent (IFRC), and the International Committee of the Red Cross (ICRC). Korea also plans to build discussion channels with civil society organisations in Korea in order to reinforce public-private partnerships through support for their emergency relief activities overseas.

Co-ordination with other donors and UN local systems

147. In July 2009, Korea joined the Good Humanitarian Donorship (GHD) and made clear its intention to uphold the humanitarian principles advocated by the international community: humanity, impartiality, neutrality, and independence. As a member of the OCHA Donor Support Group (ODSG) since October 2006 and UNHCR’s USD20-million-plus donors’ club since December 2016, the country shares information on the world’s major crisis situations and works closely with other donors on key humanitarian issues. It is also involved in the MOPAN, a group of donors that jointly evaluates the performance of key humanitarian aid agencies, and makes full use of its joint evaluation results in selecting organisations and sectors for support.

148. Korea has gradually expanded bilateral cooperation as well as small groups in the form of trilateral collaboration. In 2016, Korea, the US, and Japan held the first meetings of the Humanitarian Assistance and Disaster Response Working Group to share their humanitarian aid systems, policy directions, and lessons on disaster response and to explore options for a trilateral response to disasters. In addition, Korea uses bilateral consultation with other donors such as the EU and Japan to discuss ideas on three-way collaboration. Korea also hosted the inaugural Meeting on Disaster Management Cooperation in Northeast Asia (attended by Korea, the US, Japan, China, Russia, and Mongolia) in 2016 in Seoul for the purpose of discussing ways to jointly respond to disasters with other countries at the regional level.
7.4. **Organisation fit for purpose**

**Co-ordination across government**

149. Korea continues to fine-tune its legal and institutional framework and refine the division of labour among its ministries and agencies for quicker and more effective humanitarian assistance. In particular, the Ministry of Foreign Affairs (MOFA), the principal ministry for humanitarian assistance, has been given a greater mandate in coordination and expanded organisational capacity. An increasing effort has been put on coordination among MOFA, embassies in recipient countries, permanent missions to multilateral organisations, and other relevant agencies.

150. In accordance with the *Overseas Emergency Relief Act*, MOFA oversees Korea’s emergency relief overseas and engages in continued and systematic collaboration with relevant ministries including the Ministry of Public Safety and Security (MPSS), the Ministry of Health and Welfare (MOHW), and the Ministry of National Defence (MND). It also works closely with these ministries in the KDRT Steering Committee and the Public-Private Joint Committee on Overseas Emergency Relief, and to cooperate efficiently in operating the KDRT. In addition, the *Policy Framework on Overseas Emergency Relief* and the *Manual on Overseas Emergency Relief* serve as a basis for defining the division of labor among and within relevant ministries and agencies as well as the scope of their work.

151. In order to enhance the efficiency and effectiveness of emergency relief, the government set up the KDRT Secretariat within KOICA to manage relief goods and rescue and medical equipment and to strengthen the capacity of KDRT staff by providing necessary training and education opportunities according to the *Manual on Overseas Emergency Relief* which describes the standardised work process across the governments and agencies concerned.

**Approach to civil-military co-ordination**

152. The *Overseas Emergency Relief Act* and the *Manual on Overseas Emergency Relief* clearly define work processes and divisions of labour in overseas emergency relief among civilian ministries, e.g., MOFA and MPSS, and military ministries, e.g., MND. In line with the GHD Principles and Good Practices, MOFA, a civilian ministry, serves as a principal ministry for humanitarian aid work and holds a primary position in overseas emergency relief. The use of military assets is limited to dispatching military cargo aircrafts for the purpose of promptly transporting relief goods and humanitarian staff for emergency relief.

**Humanitarian staff and system**

153. The *Policy Framework on Overseas Emergency Relief* and the *Manual on Overseas Emergency Relief* describe the composition of the Korea Disaster Relief Team (KDRT) and its command system. The KDRT consists of relief, medical, and support teams. The Korean government updates a list of humanitarian staff on a regular basis to ensure that the right people are selected and dispatched to the field promptly when a disaster breaks out overseas.
Korea sends its overseas emergency relief personnel to conferences, training sessions, and international exercises in order to promote cooperation with other countries and help build their expertise. They have participated in Asia Pacific regional meetings and Trilateral Table Top Exercises (TTXs) by the International Search and Rescue Advisory Group (INSARAG), weekly meetings of humanitarian networks and partnerships, ASEAN Regional Forum Disaster Relief Exercise (ARF DiREx), and the TTXs with Japan and China. In 2013, the country co-hosted the ARF DiREx with Thailand (May 2013, Cha-Am). It also hosted the TTX in Seoul (June 2016). Training sessions take place in Korea as well, including those on setting up and operating mobile hospitals, managing health services and performing search and rescue. In 2016, the Korea Disaster Relief Team (KDRT) was classified as a “Heavy Team,” the highest grade attainable, in the accreditation administered by the INSARAG as it did in 2011, while the emergency medical team (EMT) attended validation and registration sessions held by the WHO. Korea will continue to work towards building a robust system and a competent team for overseas emergency relief which meet international standards.
7.5. **Results, learning and accountability**

155. Korea places an emphasis on follow-up reporting and monitoring in humanitarian assistance. The process allows the country to incorporate lessons learned into the next decision-making process for humanitarian assistance and, thus, improve the accountability to the affected country. It has also improved its evaluation scheme for aid channels. With regard to bilateral assistance, the Korean mission in the host country monitors and evaluates the KDRT while implementing emergency relief activities. For multilateral aid, Korea receives a report periodically from international organisations and performs ex-post evaluation through site visits and other means. These two arrangements serve as a basis for making decisions on assistance to other disaster relief efforts. Korea brings these experiences to the MOPAN, where it is involved in evaluating multilateral organisations.

156. In regard to emergency relief, performance review meetings at the working and ministerial levels are held after the KDRT’s missions have been accomplished in order to identify challenges and areas for improvement. Issues raised at those meetings are incorporated into the *Policy Framework and Manual on Overseas Emergency Relief*, respectively. Regarding the KDRT operations in response to the Ebola outbreak in West Africa in 2014, Korea published a white paper as a reference for similar missions in the future. According to the *Overseas Emergency Relief Act*, the government reports the results of Korea’s emergency relief activities, including humanitarian assistance, to the National Assembly annually.
Korea uses the EDCF, a public financing arrangement, as a catalyst to attract money from the market. This scheme dubbed blended finance allows the country to raise funds for large-scale infrastructure programmes in developing countries in an efficient manner. KEXIM, the organisation entrusted with the operation of the EDCF, not only raises money directly from the market but offers a variety of options needed for aid programmes including loan, guarantee, equity investment and fund investment, which enables the Bank to provide package financing that combines ODA and market resources.

The EDCF blended finance scheme allows the country to raise funds for large-scale infrastructure programmes in developing countries in an efficient manner. KEXIM, the organisation entrusted with the operation of the EDCF, not only raises money directly from the market but offers a variety of options needed for aid programmes including loan, guarantee, equity investment and fund investment, which enables the Bank to provide package financing that combines ODA and market resources.

Korea will continue to work vigorously to identify needs for large-scale infrastructure-building which facilitates sustainable development and has considerable socioeconomic impact and to expand the use of blended finance in funding such infrastructure projects. Recently, a combination of EDCF and export financing was used to fund the construction of a new passenger terminal at Tashkent International Airport in Uzbekistan and the purchase of trains for Metro Line 3 in Cairo, Egypt. Korea has been in discussions on effective funding frameworks that use blended finance with priority partner countries which have demand for large-scale infrastructure-building in line with their national development strategies.

Korea has expanded development financing resources by adopting a low-concessional loan scheme where a development project is financed by funds raised from the international financial market through KEXIM and the difference between the market interest rate and the KEXIM interest rate is paid for by the EDCF, a government financing resource.

<table>
<thead>
<tr>
<th>Case of EDCF blended finance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Construction of a new passenger terminal at Tashkent International Airport in Uzbekistan (2016)</strong></td>
</tr>
<tr>
<td>- Overview: construction of a new passenger terminal and expansion of airport facilities including taxiways and ring roads</td>
</tr>
<tr>
<td>- Financing: USD460 mil. including the EDCF(USD200 mil.), export financing(USD50 mil.) and Uzbek government budget(USD130 mil.)</td>
</tr>
<tr>
<td>- Expected benefits: increased airport capacity, higher volume of cargo to and from neighbouring countries and stronger foundation for economic growth</td>
</tr>
</tbody>
</table>

<Figure 5> EDCF blended finance

![Diagram of EDCF blended finance]

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ODA through blended finance and market resources
### EDCF-MDB co-financing facility and programmes

#### Inter-American Development Bank (IDB)

<table>
<thead>
<tr>
<th>Signed</th>
<th>Amt.(Term)</th>
<th>Key areas</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>28-03-15</td>
<td>100 (Mar 2015-Feb 2017)</td>
<td>Soft infrastructure</td>
<td>Latin America and the Caribbean</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Approved</th>
<th>country</th>
<th>Project</th>
<th>EDCF</th>
<th>IDB</th>
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<tbody>
<tr>
<td>29-07-00</td>
<td>Bolivia</td>
<td>Pailon-San Jose bridge construction</td>
<td>23.00</td>
<td>120</td>
</tr>
<tr>
<td>26-12-03</td>
<td>Honduras</td>
<td>Support Peace and Citizen Cohabitation Project</td>
<td>2.48</td>
<td>20</td>
</tr>
<tr>
<td>27-07-11</td>
<td>Nicaragua</td>
<td>National Sustainable Electrification and Renewable Energy Program</td>
<td>27.23</td>
<td>53</td>
</tr>
<tr>
<td>28-12-12</td>
<td>Nicaragua</td>
<td>National Sustainable Electrification and Renewable Energy Program (2nd)</td>
<td>48.00</td>
<td>35</td>
</tr>
<tr>
<td>22-09-15</td>
<td>Nicaragua</td>
<td>Broadband Program</td>
<td>25.00</td>
<td>25</td>
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<tr>
<td>30-05-16</td>
<td>Ecuador</td>
<td>Investment Plan to Support the Transition of the Energy Matrix</td>
<td>25.00</td>
<td>75</td>
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<tr>
<td>12-07-16</td>
<td>Nicaragua</td>
<td>Geothermal Exploration Program and Improved Power Transmission</td>
<td>25.00</td>
<td>51</td>
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</table>

Total (7 projects) | 175.71 | 379 |

#### World Bank (WB)

<table>
<thead>
<tr>
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<th>Amt.(Term)</th>
<th>Key areas</th>
<th>Remark</th>
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<th>Project</th>
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<th>WB</th>
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<td>24-12-04</td>
<td>Sri Lanka</td>
<td>E-Srilank Development Project</td>
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<tr>
<td>24-12-08</td>
<td>Tanzania</td>
<td>Kilimanjaro-Arusha transmission line project*</td>
<td>25.00</td>
<td>112</td>
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<tr>
<td>16-09-10</td>
<td>Tanzania</td>
<td>Iringa-Shinyanga Backbone Transmission Investment Project*</td>
<td>36.42</td>
<td>141</td>
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<tr>
<td>15-11-12</td>
<td>Vietnam</td>
<td>Climate Development Policy</td>
<td>30.00</td>
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<tr>
<td>16-12-13</td>
<td>Vietnam</td>
<td>Change Development Policy (2nd)</td>
<td>20.00</td>
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<tr>
<td>08-12-14</td>
<td>Egypt</td>
<td>Modernization Of Signaling Systems For The Railway Line</td>
<td>114.98</td>
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<td>30-12-14</td>
<td>Vietnam</td>
<td>Change Development Policy (3rd)</td>
<td>10.00</td>
<td>70</td>
</tr>
</tbody>
</table>

Total (7 projects) | 251.4 | 811 |

* AfDB-WB co-financing facility
Central American Bank for Economic Integration (CABEI)

<table>
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<th>Amt.(Term)</th>
<th>Key areas</th>
<th>Remark</th>
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<td>17-01-17</td>
<td>100 (Jan 2017-Jan 2019)</td>
<td>Energy (Transmission, transformation &amp; renewables), E-government, health, transportation (ITS and others) education and others</td>
<td>Joint needs identification and programme selection through regular meetings (twice a year)</td>
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</table>

Asian Development Bank (ADB) (Unit: USD million)

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<th>Amt.(Term)</th>
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</thead>
<tbody>
<tr>
<td>26-05-15 (MOU) 03-11-16 (Agreement)</td>
<td>600 (May 2015-May 2018)</td>
<td>Energy, water resources, vocational training, ICT and others</td>
<td>Joint needs identification by local offices of partner organisations</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Approved</th>
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<th>Project</th>
<th>EDCF</th>
<th>ADB</th>
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<td>04-07-94</td>
<td>Philippines</td>
<td>Power Transmission Project</td>
<td>10.7</td>
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<td>02-03-07</td>
<td>Vietnam</td>
<td>GMS Southern Coastal Corridor Project (1st)</td>
<td>49.7</td>
<td>25</td>
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<td>08-08-07</td>
<td>Laos</td>
<td>Northern GMS Transport Network Improvement Project</td>
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<td>16-11-07</td>
<td>Vietnam</td>
<td>Construction of Rach Gia Bypass Project</td>
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<td>Vietnam</td>
<td>Thanh Hoa City Comprehensive Socioeconomic Development Project</td>
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<td>Laos</td>
<td>GMS Northern Power Transmission Project</td>
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<td>Cambodia</td>
<td>GMS Cambodia Northwest Provincial Road Improvement Project</td>
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<td>30-12-09</td>
<td>Bangladesh</td>
<td>Establishment of ICT Training and Resource Centers for Education Project (1st)</td>
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<td>30-06-10</td>
<td>Vietnam</td>
<td>GMS Southern Coastal Corridor Project (2nd)</td>
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<td>Cambodia</td>
<td>Rural Roads Improvement Project</td>
<td>21.0</td>
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<td>Vam Cong Bridge Construction Project</td>
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<td>Bangladesh</td>
<td>Train signaling system</td>
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<td>18-10-11</td>
<td>Sri Lanka</td>
<td>Skills Sector Enhancement Program</td>
<td>26.1</td>
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<td>Hung Yen Wastewater Network/Treatment System Project</td>
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<td>Myanmar</td>
<td>Power Transmission Improvement Project</td>
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<td>Vam Cong Bridge Construction Project (Additional Financing)</td>
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<td>27-02-14</td>
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<td>Rural Roads Improvement Project (2nd)</td>
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<td>29-12-15</td>
<td>Bangladesh</td>
<td>Procurement of 20 nos. Meter Gauge Locomotives Project</td>
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<td>29-12-15</td>
<td>Bangladesh</td>
<td>Procurement of 150 nos. Meter Gauge Passenger Carriages Project</td>
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<td>Laos</td>
<td>Pakse Urban Environmental Improvement Project</td>
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<td>20-12-16</td>
<td>Bangladesh</td>
<td>Establishment of ICT Training and Resource Centers for Education Project (2nd)</td>
<td>76.0</td>
<td>185</td>
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Total (21 projects) | 1,162.2 | 1,898.5 |
**African Development Bank (AfDB)**

(Unit: USD million)

<table>
<thead>
<tr>
<th>Signed</th>
<th>Amt(Term)</th>
<th>Key areas</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>28-05-15</td>
<td>600 (Jan 2014-Dec 2018)</td>
<td>Agricultural development, industrialisation and others</td>
<td>Needs identification and programme implementation with KOAFEC</td>
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</table>

<table>
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<th>Approved</th>
<th>Country</th>
<th>Project</th>
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<th>AfDB</th>
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<td>31-12-07</td>
<td>Madagascar</td>
<td>Toliana Province Road No.35 Rehabilitation Project</td>
<td>14.12</td>
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<td>26-11-09</td>
<td>Mozambique</td>
<td>Nacala Road Corridor (1st)</td>
<td>20.00</td>
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<td>17-12-09</td>
<td>Mali</td>
<td>Irrigation Development Program in the Bani Basin and Selingue (1st)</td>
<td>21.58</td>
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<td>16-09-10</td>
<td>Uganda</td>
<td>Uganda Education IV Project</td>
<td>26.80</td>
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<td>06-12-13</td>
<td>Ethiopia</td>
<td>Modjo-Hawassa Road Project (1st)</td>
<td>100.00</td>
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<td><strong>Total (5 projects)</strong></td>
<td></td>
<td></td>
<td><strong>182.5</strong></td>
<td><strong>441</strong></td>
</tr>
</tbody>
</table>
KOICA’s exemplary partnerships

<Example> Innovative overseas partnerships: GCD and GIE

- Grand Challenge for Development (GCD)
  - Jointly run Saving Lives at Birth, a challenge for ideas on how to reduce death of women in childbirth and children under 5 and part of Grand Challenge for Development (GCD), a competition for innovative ideas organised by USAID*
  - Jointly conduct a project worth USD1 million every year for five years (2015-2019)
    * Co-host a conference on mother and child health (May 2014) and conduct bilateral programmes (Ghana and Ethiopia)
- Global Innovation Exchange(GIE)
  - Jointly run an interactive “global online innovation exchange” with the Gates Foundation, the DFAT of Australia and USAID to provide global innovators, businesses, development cooperation agencies, investors and academics with easy and accurate access to “customised innovation” needed for addressing development issues
  - Jointly conduct a project worth USD200,000 every year for five years (2016-2020)

<Example> Cooperation through international partnerships

- Effectively carry out the Better Life for Girls initiative and the three strategic goals for education
  - △ UNESCO: decent education, △ UNICEF: safe health (drinking water and hygiene), △ UNFPA: sex education for teenagers, △ UNHCR: refugees and children outside school system
- Key partnerships in 2016
  - Consulting on developing Jakarta and other areas surrounding it (large-scale infrastructure-building through trilateral cooperation among Korea, the Netherlands and Indonesia)
    ※ Leverage experiences from Korea’s Saemangeum Seawall construction and the Netherlands’ development of the Delta region (USD9.5 million from KOICA and €8 million from the Netherlands)
  - Raise productivity of bio business based on photovoltaic energy in the Peruvian Amazon (USD1.8 million from KOICA and USD6.24 million from the GCF)


- Significance: first CSV project that links business strategy for agricultural produce sourcing to income generation in rural Vietnam
- Benefits:
  - (Partner country) Income of Vietnamese rural communities (33 families) expected to grow 4.5 times through red pepper production
  - (Participating businesses) Diversified sources of ingredients and new markets in developing countries for CJ
    ※ CJ is the only Asian company to make Fortune’s list of World-changing Companies to Watch in 2016, and the company received the President’s commendation in the global CSR category at the Most Loved Companies Award.
### Cases of partner country system utilization by KOICA

<table>
<thead>
<tr>
<th>Country</th>
<th>Programme</th>
<th>Term</th>
<th>Budget</th>
<th>Financing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambodia</td>
<td>Health Sector Support Program, II HSSP2</td>
<td>2014-2016</td>
<td>USD 5 mil.</td>
<td>Sector budget support and co-financing (PBA)</td>
</tr>
<tr>
<td>Rwanda</td>
<td>Capacity building in Rwanda’s vocational training</td>
<td>2014-2017</td>
<td>USD 5 mil.</td>
<td>TA Pool Fund with GIA of Germany (PBA)</td>
</tr>
<tr>
<td>Tanzania</td>
<td>Co-financing for Tanzania’s health sector</td>
<td>2016-2018</td>
<td>USD 6.9 mil.</td>
<td>Sector budget support and co-financing (PBA)</td>
</tr>
<tr>
<td>Ghana</td>
<td>Improving CHPS-based regional health system</td>
<td>(2016-2020)</td>
<td>USD9 mil.</td>
<td>Financial support for health authorities (PBA)</td>
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<tr>
<td>Ethiopia</td>
<td>Follow-up activities for a tuberculosis prevention and eradication programme in Addis Ababa</td>
<td>2016-2017</td>
<td>USD280.0 00</td>
<td>Financial support for Addis Abba’s health authorities</td>
</tr>
<tr>
<td>Mozambique</td>
<td>Improving elementary school facilities and facilitating capacity building in education in Zambezia</td>
<td>2016-2018</td>
<td>USD7 mil.</td>
<td>Multilateral and bilateral assistance to international agencies</td>
</tr>
</tbody>
</table>

**Example: Tanzania: co-financing for the health sector**

The 2015 co-financing project for Tanzania’s health sector involved seven development cooperation agencies – the World Bank, Canada’s Department of Foreign Affairs and Trade, Irish AID, Denmark’s DANIDA, Switzerland’s SDC, the UNICEF and the UNFPA. Tanzania’s health authorities managed the budget for the sector, and quarterly and yearly reporting was carried out to track the spending and progress in different activities. This is subject to planned and unplanned audits by the financial audit unit of the Ministry of Health and Social Welfare and the audit unit of the Prime Minister’s Office. These arrangements allow Korea to deliver on its commitment to using partner countries’ systems – finance, procurement and audit systems in case of Tanzania.

**Example: Ghana, Ethiopia and Mozambique**

- **Ghana:** strengthening CHPS-based regional health system
  - Offer financial assistance directly to the Ghana Health Service (GHS), a government agency, and use the partner country’s financial system for appropriation, reporting and audit
- **Ethiopia:** follow-up activities for a tuberculosis prevention and eradication programme in Ethiopia
  - Open a KOICA account in Addis Abba’s health authorities for direct financial assistance from KOICA with the health authorities implementing relevant programmes
- **Mozambique:** Improving elementary school facilities and facilitating capacity building in education in Zambezia
  - Use KOICA’s scheme to provide multilateral or bilateral assistance to international organisations
  - KOICA offers assistance to the UNICEF, which, in turn, provides aid to Mozambique’s Ministry of Education (MINED) and the Ministry of Public Works (MPW)
  - Trilateral approach to programme coordination and management, technical assistance and monitoring
## Evaluation tasks for the Evaluation Subcommittee since 2012

<table>
<thead>
<tr>
<th>Year</th>
<th>Subject</th>
<th>Results</th>
</tr>
</thead>
</table>
| 2013 | Evaluation on health sector ODA | - Analyse the current state of assistance to the health sector and strategies of key advanced countries  
- Develop policy options for inter-agency cooperation, division of labour and other issues |
| 2013 | Evaluation on training programme | - Examine training programmes administered by ODA execution agencies and private-sector organisations for outside participants  
- Analyse the effectiveness of those programmes and explore options for greater effectiveness |
| 2013 | Pilot evaluation on Country Partnership Strategy (CPS) | - Build an evaluation system on Country Partnership Strategy (CPS)  
- Develop items, criteria and indicators for evaluating strategies and programmes  
- Conduct pilot evaluation on countries subject to interim evaluation in 2013 |
| 2014 | Evaluation on water resources ODA | - Analyse ODA in water resources sector  
- Analyse ODA success stories from advanced countries and international organisations  
- Explore policy options for raising ODA effectiveness in the water resources sector |
| 2014 | Evaluation on education ODA | - Analyse the current state and system of assistance to the education sector  
- Analyse the assistance and strategy of key donor countries and international organisations  
- Explore options for improvement and future policy directions in the area of education ODA |
| 2014 | Evaluation on gender perspective ODA | - Examine and analyse international norms and cases of other donors regarding gender equality  
- Evaluate Korea’s ODA programmes from gender perspective  
- Explore options for better incorporating gender perspective into ODA programmes |
| 2015 | Meta evaluation on internal evaluations by ODA execution agencies | - Develop guidelines on meta evaluation that fits the Korean ODA context  
- Conduct meta evaluation on internal evaluations to analyse their problems and the causes for them |
| 2015 | Completion evaluation on CPS | - Create evaluation methodologies for different countries (Vietnam and Solomon Islands)  
- Perform evaluation on countries subject to completion evaluation in 2015 (Vietnam and Solomon Islands)  
- Identify lessons and policy recommendations for the creation of next CPS |
| 2015 | Evaluation on follow-up management for large-scale projects | - Examine the meaning and significance of follow-up management for large-scale projects  
- Analyse the current state and strategy regarding follow-up management for large-scale projects administered by key donor countries and others  
- Evaluate follow-up management for large-scale projects and explore options for improvement |
| Evaluation on the impact of ODA programmes on Korea | ◦ Examine evaluations on the impact of ODA programmes on Korea and develop evaluation framework  
◦ Use case study to evaluate the impact of ODA programmes on Korea  
◦ Explore options for increasing impact of ODA programmes on Korea and for raising support for ODA in Korea |
| Evaluation on Myanmar ODA | ◦ Analyse aid conditions, development policies and cooperation with key donors and international organisations  
◦ Evaluate the current state and performance of Korea’s ODA to Myanmar  
◦ Explore policy options for raising the effectiveness of ODA to Myanmar |
| Meta evaluation on internal evaluations by ODA execution agencies | ◦ Develop a framework of meta evaluation on internal ODA evaluations for 2014-2015  
◦ Develop a system of grading evaluation quality by conducting meta evaluation on internal ODA evaluations  
◦ Explore options for improving the quality of internal evaluations |
| Evaluation on needs identification by ODA execution agencies | ◦ Analyse the needs identification system of ODA execution agencies  
◦ Conduct comparative analysis on needs identification by different ODA agencies in Korea  
◦ Present exemplary cases and options for improvement with regard to ODA needs identification |
| Refinement of ODA models for Korean context | ◦ Evaluate Korean ODA models in general  
◦ Explore options for improving Korean ODA models  
◦ Develop options for refining Korean ODA models |
| Evaluation on Korea’s ODA procurement system | ◦ Analyse key issues and international norms regarding global ODA procurement practices  
◦ Examine and evaluate the current state of Korea’s ODA procurement system  
◦ Explore options for improving the effectiveness of Korea’s ODA procurement system |