2022/23 Knowledge Sharing Program (KSP) Project Proposal Guidelines

- *This document contains guidelines on applying for the 2022/23 Knowledge Sharing Program (KSP) Joint Consulting with International Organizations (IOs) administered by the Ministry of Economy and Finance (MOEF), Republic of Korea.*

- *Submit **project proposals** and the **priority list** to the **KSP Team of Korea Eximbank** no later than **October 15, 2021**.*

- *For more information, visit the KSP website at http://www.ksp.go.kr.*

Ministry of Economy and Finance
Republic of Korea

Table of Contents

Part 1. Introduction to the Knowledge Sharing Program

1. Background
Knowledge sharing has emerged as an important instrument of development cooperation since the 1990s, proving to effectively improve the policy and institutional capacities of countries in need of development assistance. Various entities including developing and developed countries, and international organizations such as the OECD and World Bank have endorsed knowledge sharing as a means to deepen mutual learning and create horizontal partnerships.

Korea has successfully transitioned from an aid recipient to a donor country. In order to use such positive experience to support partner countries, the Ministry of Economy and Finance of Korea (MOEF) launched the Knowledge Sharing Program (KSP) in 2004. The program is a development consultation program that supports public efforts to achieve socio-economic development.

Through in-depth and comprehensive analysis of challenges countries face, the program generates practical recommendations and proposes solutions with reference to Korea's earlier, comparable experiences. The program also provides opportunities for institutional, organizational and individual capacity building.

As of 2020, nearly 600 projects covering over 1,300 topics have been implemented with more than 80 countries around the world.

2. Joint Consulting with International Organizations (IOs)
In 2011, MOEF newly introduced the Joint Consulting with International Organizations (IOs), to form triangular cooperation among Korea, partner countries and international organizations. Joint Consulting integrates development experiences and IO's sectoral and regional expertise for maximum effectiveness. Korea's team of experts and IOs' project team work closely together to support partner countries through technical assistance projects.

As of 2020, over 130 Joint Consulting KSP projects have been completed with organizations including the World Bank (WB), Asian Development Bank (ADB), Inter-American Development Bank (IDB), African Development Bank (AfDB), European Bank for Reconstruction and Development (EBRD), and Central American Bank for Economic Integration(CABEI).

3. Objectives
(1) Enhance partner country's policy environment through strengthened frameworks, mechanisms, systems and capacities at institutional, organizational and individual levels
(2) Catalyze the development and implementation of effective and efficient national and international projects/programs for socio-economic development
(3) Establish foundations for mutually beneficial economic cooperation
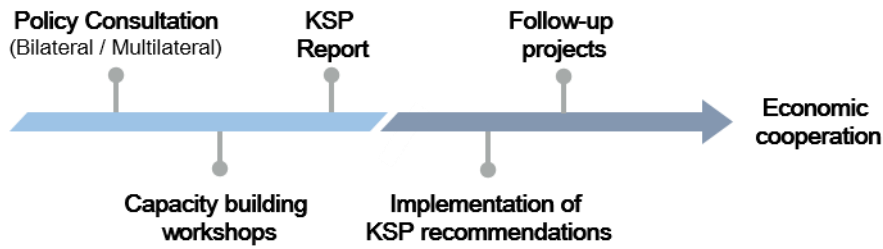
4. Structure

MOEF, the supervisory ministry of KSP, oversees projects through implementing agencies that manage each project. The implementing agencies are the Korea Development Institute (KDI), Korea Eximbank (KEXIM) and Korea Trade-Investment Promotion Agency (KOTRA).
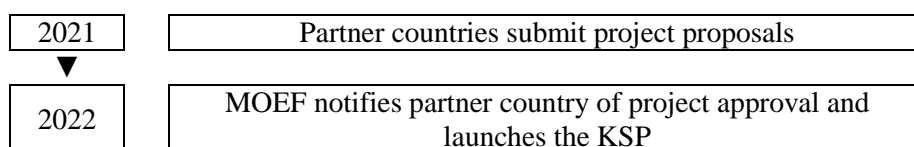
5. Preparation

5.1. Project areas

KSP supports projects in the following areas in which Korea has strong expertise:
- Economic development planning
- Macro-financial policy
- Industrial and trade policy
- Science and technology
- Territorial development
- Rural development
- Culture, sports and tourism
- Public finance
- Public administration
- Human resources development
- Health and welfare
- Labor market
- Environment

As of the 2022/23 KSP, MOEF will favorably consider projects promoting low-carbon and digital economies, infrastructure and systems, and resilient health systems. Such priority is in line with the Korean New Deal national strategy, which supports green and digital transformation and stronger social safety nets.

5.2. Schedule

Project proposals submitted in 2021 and approved by MOEF will be implemented in 2022.

2021	Partner countries submit project proposals
2022	MOEF notifies partner country of project approval and launches the KSP

4.3. Cost

The Korean government covers project costs for countries in the OECD DAC's List of ODA Recipients (Appendix 2), and shares project costs with countries *not* in the List. The budget for a single KSP project ranges from 250,000 to 500,000 USD. The partner country may bear in-kind expenses such as meeting venues. The IO should cover expenses for activities the organization leads.

5. Implementation

KSP is a one-year joint study program implemented in the span of two calendar years (e.g. the 2022/23 KSP begins in 2022 and ends in 2023.) Around 10 to 15 multilateral projects are implemented each year.

5.1. Consultants

Once project scopes are determined through preliminary discussions between the implementing agency and the partner country, the implementing agency employs two entities for each project: (1) a team of Korean experts who will execute the project in close collaboration with its counterparts in the IO and partner country, and (2) local consultants with appropriate expertise and knowledge on the project topic and country context.

5.2. Milestones

Major milestones in the project cycle are as follows (refer to Appendix 1 for details):
   (1) Preliminary discussion
       (Necessary for drafting the project concept paper and terms of reference to recruit and employ KSP consultants)
   (2) Inception workshop
   (3) In-depth study
   (4) Interim reporting workshop and capacity building workshop
   (5) Final dissemination seminar and senior policy dialogue

5.3. KSP Report

The resulting recommendations and proposed solutions from the joint study will be organized and delivered in the form of a final report, published in English (additional publication in the local language may be available upon the partner country's request).

5.4. IO's Roles and Responsibilities

For each project, the IO is requested to monitor, evaluate and provide feedback throughout major milestones (inception and interim workshops, final dissemination seminar) in coordination with the partner country and KSP implementing agency.

Note: Expenses for an economy-class round-trip fee and accommodation for an IO officer will be provided to participate in the events of a project (other expenses such as per diem will not be covered).

Part II. Applying for the KSP

1. Writing the Proposal

International organizations that wish to apply for the KSP must complete the project proposal template (*Form 2*).
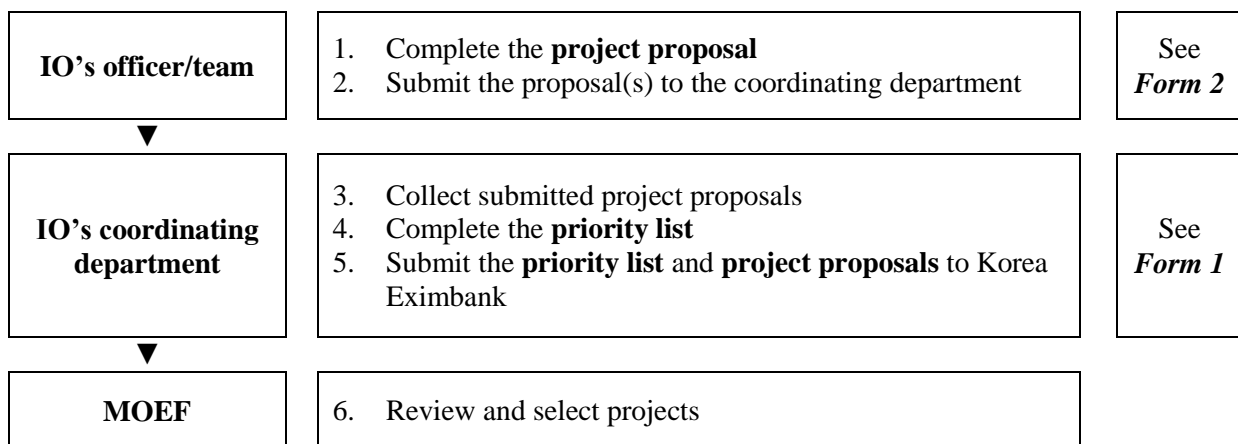
Throughout the proposal, it is important to ensure that the proposed project is
- consistent with KSP's objectives[1]
- relevant to the national development plans/strategies and priorities,
- pertinent to areas that Korea has comparative advantages
- not overlapped by similar projects within the organization
- complements other development cooperation efforts
- expressed in a clear and detailed manner (pay special attention when explaining project necessity, proposed actions, and plans to build on the project's results)

Examples of projects that are ineligible for approval include the following:
- Projects submitted by a private organization
- Projects that provide humanitarian aid
- Projects that finance construction of physical infrastructure[2]
- Projects that are commercial/for-profit
- Projects in the fields of national defense, religion, etc.

2. Submitting the Proposal

IO's officer/team	1. Complete the **project proposal** 2. Submit the proposal(s) to the coordinating department	See ***Form 2***
▼		
IO's coordinating department	3. Collect submitted project proposals 4. Complete the **priority list** 5. Submit the **priority list** and **project proposals** to Korea Eximbank	See ***Form 1***
▼		
MOEF	6. Review and select projects	

---

[1] Past KSP projects have supported policy and institutional development at the national and sub-national level, implementation of large-scale projects and adoption of software systems through pre-feasibility studies, and private sector development.

[2] A KSP project designed to prepare the partner country for applying to Korea's development finance programs (EDCF, EDPF, Export Finance) and/or ODA programs (KOICA, etc.) are eligible.

(1) IO's officer/team → IO's coordinating department
Once the project proposal is completed, the responsible officer/team submits the document to the coordinating department.

Note: The coordinating department refers to the initial interface between your organization and Korea Eximbank.

(2) IO's coordinating department → Korea Eximbank
After collecting project proposals from individual teams, the coordinating department completes the priority list (*Form 1*). Consider the urgencies and importance of the projects based on partner countries' policy priorities and national development plans.

Then, the coordinating department submits the proposal package to Korea Eximbank. The proposal package must include the following documents for review by MOEF.
  (1) Priority list
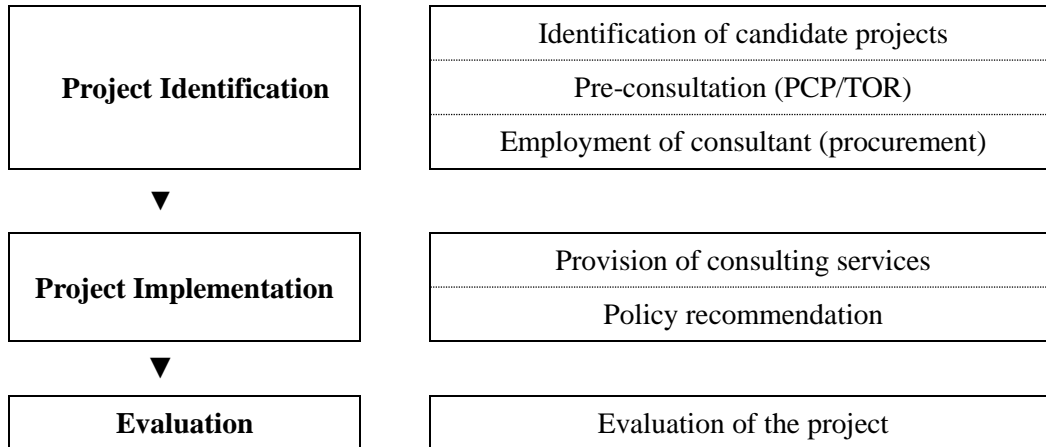 (2) Project proposals sorted according to the priority list

(3) Korea Eximbank → MOEF
All submissions made to the Korean embassy are forwarded to MOEF.

Note: If projects are approved, MOEF will notify the coordinating ministry with an official letter by early 2022.

Appendix 1. Project Procedures

A standard Joint Consulting KSP project follows the cycle below:

Project Identification	Identification of candidate projects
	Pre-consultation (PCP/TOR)
	Employment of consultant (procurement)

▼

Project Implementation	Provision of consulting services
	Policy recommendation

▼

Evaluation	Evaluation of the project

1. Project Identification

(1) **Developing the Project Concept Paper (PCP) and Terms of Reference (TOR) of the KSP Consultants.** The implementing agency (Korea Eximbank), IO, and the partner country discuss the scope of projects and confirm the specific TOR for the activities to be implemented.

(2) **Selection of the KSP Consultants.** Consultants who have demonstrated expertise and experiences are selected for the KSP project through an open bidding process. KSP consultants will be selected among the consultants and/or firms based in Korea to implement the knowledge-sharing activities of Korea's development experiences.

(3) **Preparation**. The implementing agency, IO, and KSP consultants discuss project details such as implementation mechanism and schedule. The IO's project team may request the implementing agency to consider recruiting a national consultant(s) in the partner country, if necessary.

2. Project Implementation

(1) **Preliminary Research and Work Plan.** The KSP consultants undertake basic research and literature reviews, and the implementing agency shares the project work plan to the project leader in the IO. The IO provides the KSP consultants with relevant information to further their understanding of the project.

(2) **Inception Workshop.** The KSP consultants undertake an introductory field trip to the project site(s) with the IO's project team leader to consult with the partner country, if necessary. Then, the inception workshop will be held in the partner country with a lead of KSP consultants, and all the participating parties may discuss the detailed work plan and inception report further.

(3) **Inception Report.** Based on the preliminary research and any joint mission, the KSP consultants draft an inception report and submit it to the implementing agency and the IO for their review.

(4) **Capacity Building Workshop**. The KSP consultants organize a visit to Korea for government officials in the partner country to provide participants with a first-hand look at the Korean experience. Depending on the nature of the joint consultation, the visit may include training activities and a knowledge-sharing workshop. Usually, the interim report workshop is held in Korea at the same time as capacity building workshop.

(5) **Interim Reporting Workshop.** The KSP consultants provide consulting services by suggesting relevant solutions to issues/problems identified. Based on the consulting activities and outcome of the study visit and knowledge-sharing workshop, the KSP consultants draft an interim report and submit it to the implementing agency and the IO for their review.

(6) **Final Report.** Upon completion of an assignment, the KSP consultants prepare a draft final report. After incorporating all comments from the implementing agency, the IO and the partner country into the final report, and share it with all interested parties.

(7) **Final Dissemination Seminar**. The KSP consultants and/or the IO team may hold the dissemination workshop or seminar upon completion of the final report. If necessary, the dissemination workshop/seminar may take place before completion of the final report, so that it can reflect workshop/seminar feedback. In consultation with the implementing agency, as appropriate, invitation of potential donors and development partners to the workshop may be considered for sharing of the recommendations and findings from the project for further collaboration.

3. Project Monitoring and Evaluation

(1) **Monitoring.** Upon completion of a KSP project, the implementing agency and IO will review the KSP-supported activities, fill out and complete a project completion report (PCR).

(2) **Evaluation.** Upon completion of the KSP-supported activities, the implementing agency and the IO's project team will review and evaluate the project. The partner country's government may also formulate relevant follow-up measures to maximize KSP outcomes.

Appendix 2.   OECD DAC List of ODA Recipients

DAC List of ODA Recipients
Effective for reporting on 2021 flows**

Least Developed Countries	Low Income Countries which are not LDCs (per capita GNI <= $1 005 in 2016)	Lower Middle Income Countries and Territories which are not LDCs (per capita GNI $1 006-$3 955 in 2016)	Upper Middle Income Countries and Territories which are not LDCs (per capita GNI $3 956-$12 235 in 2016)
Afghanistan (L)	Democratic People's Republic of Korea	Armenia (UM)	Albania
Angola (LM)	Zimbabwe (LM)	Bolivia	Algeria (LM)
Bangladesh (LM)		Cabo Verde	Antigua and Barbuda[2]
Benin (LM)		Cameroon	Argentina
Bhutan[1] (LM)		Congo	Azerbaijan
Burkina Faso (L)		Côte d'Ivoire	Belarus
Burundi (L)		Egypt	Belize
Cambodia (LM)		El Salvador	Bosnia and Herzegovina
Central African Republic (L)		Eswatini	Botswana
Chad (L)		Georgia (UM)	Brazil
Comoros (LM)		Ghana	China (People's Republic of)
Democratic Republic of the Congo (L)		Guatemala (UM)	Colombia
Djibouti (LM)		Honduras	Costa Rica
Eritrea (L)		India	Cuba
Ethiopia (L)		Indonesia (UM)	Dominica
Gambia (L)		Jordan (UM)	Dominican Republic
Guinea (L)		Kenya	Ecuador
Guinea-Bissau (L)		Kosovo (UM)	Equatorial Guinea
Haiti (L)		Kyrgyzstan	Fiji
Kiribati (LM)		Micronesia	Gabon
Lao People's Democratic Republic (LM)		Moldova	Grenada
Lesotho (LM)		Mongolia	Guyana
Liberia (L)		Morocco	Iran
Madagascar (L)		Nicaragua	Iraq
Malawi (L)		Nigeria	Jamaica
Mali (L)		Pakistan	Kazakhstan
Mauritania (LM)		Papua New Guinea	Lebanon
Mozambique (L)		Philippines	Libya
Myanmar (LM)		Sri Lanka	Malaysia
Nepal (LM)		Syrian Arab Republic (L)	Maldives
Niger (L)		Tajikistan (L)	Marshall Islands
Rwanda (L)		Tokelau*	Mauritius[3] (H)
Sao Tome and Principe[1] (LM)		Tunisia	Mexico
Senegal (LM)		Ukraine	Montenegro
Sierra Leone (L)		Uzbekistan	Montserrat*
Solomon Islands[1] (LM)		Vanuatu	Namibia
Somalia (L)		Viet Nam	Nauru[3] (H)
South Sudan (L)		West Bank and Gaza Strip	Niue*
Sudan (L)			North Macedonia
Tanzania (LM)			Palau[2]
Timor-Leste (LM)			Panama[2]
Togo (L)			Paraguay
Tuvalu (UM)			Peru
Uganda (L)			Saint Helena*
Yemen (L)			Saint Lucia
Zambia (LM)			Saint Vincent and the Grenadines
			Samoa
			Serbia
			South Africa
			Suriname
			Thailand
			Tonga
			Turkey
			Turkmenistan
			Venezuela
			Wallis and Futuna*

**During the 2020 triennial review of the List, the DAC agreed to an exceptional one-year delay to updating the List of countries that are eligible to receive ODA. It set the date of graduation of the countries meeting the criterion to graduate, as well as the update of the DAC groupings for countries that are not LDCs, to 1 January 2022 on an exceptional basis in the light of the ongoing global pandemic. Countries remaining on the List in 2022 will be classified according to the World Bank's latest income classifications at the time of the update, i.e. 2020 income classifications, with LDCs listed separately.

(1) General Assembly resolution A/73/L.40/Rev.1 adopted on 13 December 2018 decided that Bhutan will graduate five years after the adoption of the resolution, i.e. on 13 December 2023, and that São Tomé and Príncipe and Solomon Islands will graduate six years after the adoption of the resolution, i.e. on 13 December 2024.

(2) Antigua and Barbuda, Palau and Panama will graduate from the DAC List of ODA Recipients on 1 January 2022, following agreement by the DAC during the 2020 triennial review of the List to an exceptional one-year delay to updating the List of countries that are eligible to receive ODA.

(3) Mauritius and Nauru exceeded the high-income threshold in 2019. In accordance with the DAC rules for revision of this List, if they remain high income countries until 2022, they will be proposed for graduation from the List in the 2023 review.

*Countries and territories not classified in World Bank income groups. Estimated placement on the List.

Note: L, LM, UM and H shown after country names refer to the latest World Bank income classifications of: LDCs; any high-income countries that have not yet met the criteria for graduation; and also any countries that changed World Bank income group after 2016. For the World Bank's current 2021 fiscal year, low-income (L) economies are defined as those with a GNI per capita, calculated using the World Bank Atlas method, of USD 1 035 or less in 2019; lower middle-income (LM) economies are those with a GNI per capita between USD 1 036 and USD 4 045; upper middle-income (UM) economies are those with a GNI per capita between USD 4 046 and USD 12 535; high-income (H) economies are those with a GNI per capita of USD 12 536 or more.