

Revised in July 2022

International Organizations

2023/24 Knowledge Sharing Program (KSP) Project Proposal Guidelines

- *This document contains guidelines on applying for the 2023/24 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 **November 4, 2022**.*
- *For more information, visit the KSP website at www.ksp.go.kr.*

Ministry of Economy and Finance
Republic of Korea

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Part I. Introduction to the Knowledge Sharing Program

1. Background

Knowledge sharing has emerged as an important instrument of development and economic cooperation, proving to effectively improve countries' policy and institutional capacities. 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 over the past century. To make full use of such a positive experience, the Ministry of Economy and Finance of Korea (MOEF) launched a mutual learning program called the Knowledge Sharing Program (KSP) in 2004. KSP conducts joint research and studies to support public efforts in achieving socio-economic development.

Through in-depth and comprehensive analyses of challenges, the program generates practical recommendations and proposes solutions with reference to Korea's comparable experiences, practices and plans. The program also provides opportunities for institutional, organizational and individual capacity building and networking programs.

As of 2021, nearly 630 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 2021, 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).

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

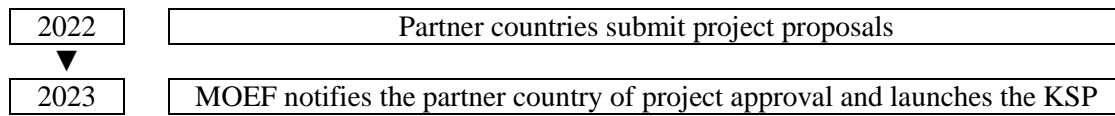
KSP supports projects in the following areas in which Korea has strong expertise (see Appendix 3 for specific examples):

- Economic development planning
- Macro-financial policy
- Public finance
- Industrial policy
- Trade and export promotion
- Business and SME (small and medium enterprises) development
- Science and technology, R&D, ICT
- Transport and urban development
- Energy
- Water and sanitation
- Environment
- Rural development
- Health and medicine
- Social welfare
- Education and HR (human resource) development
- Public administration
- Employment and labor
- Other (culture, tourism, etc.)

MOEF will favorably consider projects promoting low-carbon and digital economies, infrastructure and systems, and resilient health systems.

5.2. Schedule

Project proposals submitted in 2022 and approved by MOEF will be launched in 2023.



4.3. Cost

The Korean government covers project costs for countries on the OECD DAC's List of ODA Recipients (Appendix 2), and shares project costs with countries *not* on 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 costs associated with the meeting venue and travel expenses to Korea. 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. 2023/24 KSP begins in 2023 and ends in 2024). Around 10 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 (see Appendix 1 for details):

- 1) Preliminary Meeting
(Necessary for drafting the project concept paper and terms of reference to recruit and employ KSP consultants)
- 2) Launching Seminar and High-Level Meeting
- 3) Policy Seminar and In-depth Study
- 4) Interim Reporting and Policy Practitioners' Workshop
- 5) Senior Policy Dialogue and Final Reporting

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*).

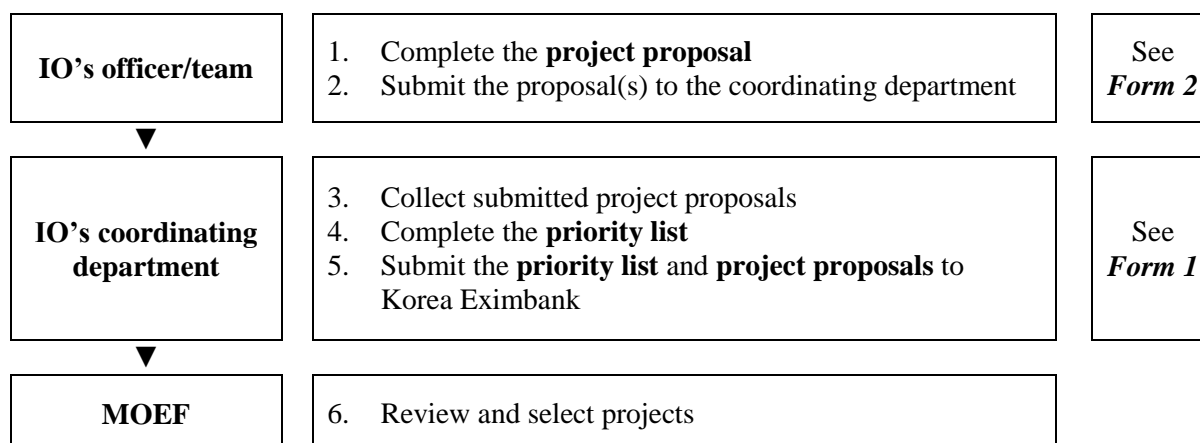
Throughout the proposal, it is important to ensure that the proposed project is

- consistent with KSP’s objectives¹
- 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 the construction of physical infrastructures or purchase of software systems²
- Projects that are commercial/for-profit
- Projects in the fields of national defense, religion, etc.

2. Submitting the Proposal



¹ KSP projects support 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.) is eligible to apply.

(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

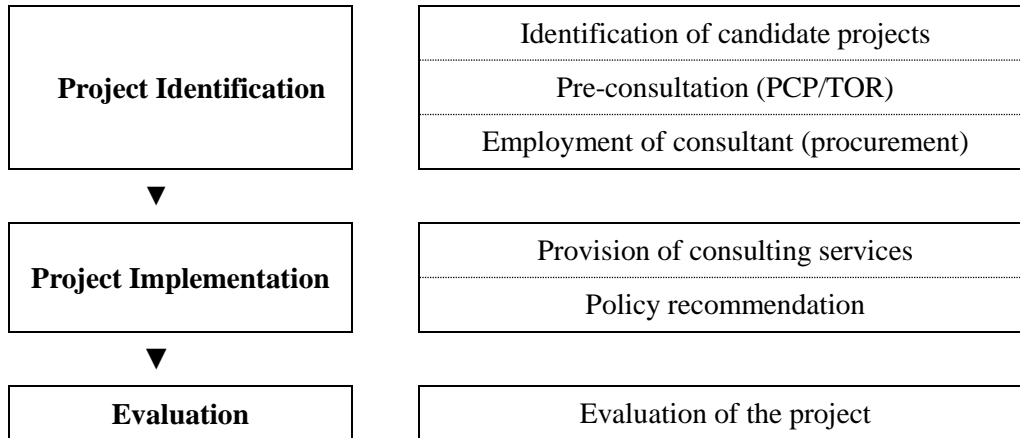
(3) Korea Eximbank → MOEF

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 2023.

Appendix 1. Project Procedures

A standard Joint Consulting KSP project follows the cycle below:



1. Project Identification

- (1) **Development of the Project Concept Paper (PCP) and Terms of Reference (TOR) of KSP Consultants.** The implementing agency (Korea Eximbank), IO, and the partner country discuss the scope of the project and confirm the specific TOR for the activities to be implemented.
- (2) **Selection of KSP Consultants.** Korean experts with appropriate expertise and knowledge are recruited for the KSP project through an open bidding process.
- (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.

2. Project Implementation

- (1) **Preliminary Research and Work Plan.** KSP consultants undertake basic research and literature review, and the implementing agency shares the project work plan with the IO's project leader. The IO provides KSP consultants with relevant information to advance their understanding of the project.
- (2) **Inception Workshop.** KSP consultants make an initial visit to the project site(s) and hold an inception workshop to further discuss the detailed work plan and inception report.
- (3) **Inception Report.** Based on early research and joint missions (if any), KSP consultants draft an inception report, which is reviewed by the implementing agency and the IO.
- (4) **Capacity Building Workshop.** Government officials of the partner country visit Korea for a first-hand look at the Korean model/case and participate in training activities or workshops. Interim reporting is conducted during this period.

- (5) **Interim Reporting.** KSP consultants present interim solutions to identified issues and draft the interim report based on the results of the capacity building workshop and interim reporting, which is reviewed by the implementing agency and the IO.
- (6) **Final Reporting.** KSP consultants present final solutions to the partner country, the IO team and the implementing agency at the final reporting seminar. Potential donors and development partners may also be invited to share findings from the project and seek partnership opportunities. Comments from the event are reflected in the final report.

3. Project Evaluation

- (1) **Evaluation.** Upon completion of KSP activities, the implementing agency and the IO's project team review and evaluate the project, completing a project completion report. The implementing agency monitors project impacts and encourages project stakeholders to formulate follow-up measures to make full use of KSP outcomes.

Appendix 2. OECD DAC List of ODA Recipients

(<https://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/daclist.htm>)

DAC List of ODA Recipients
Effective for reporting on 2022 and 2023 flows

| Least Developed Countries | Low Income Countries which are not LDCs (per capita GNI <= \$1 045 in 2020) | Lower Middle Income Countries and Territories which are not LDCs (per capita GNI \$1 046-\$4 095 in 2020) | Upper Middle Income Countries and Territories which are not LDCs (per capita GNI \$4 096-\$12 695 in 2020) |
|--|---|---|--|
| Afghanistan (L) Angola (LM) Bangladesh (LM) Benin (LM) Bhutan ¹ (LM) Burkina Faso (L) Burundi (L) Cambodia (LM) Central African Republic (L) Chad (L) Comoros (LM) Democratic Republic of the Congo (L) Djibouti (LM) Eritrea (L) Ethiopia (L) Gambia (L) Guinea (L) Guinea-Bissau (L) Haiti (LM) Kiribati (LM) Lao People's Democratic Republic (LM) Lesotho (LM) Liberia (L) Madagascar (L) Malawi (L) Mali (L) Mauritania (LM) Mozambique (L) Myanmar (LM) Nepal (LM) Niger (L) Rwanda (L) Sao Tome and Principe ¹ (LM) Senegal (LM) Sierra Leone (L) Solomon Islands ¹ (LM) Somalia (L) South Sudan (L) Sudan (L) Tanzania (LM) Timor-Leste (LM) Togo (L) Tuvalu (UM) Uganda (L) Yemen (L) Zambia (LM) | Democratic People's Republic of Korea Syrian Arab Republic | Algeria Belize Bolivia Cabo Verde Cameroon Congo Côte d'Ivoire Egypt El Salvador Eswatini Ghana Honduras India Indonesia Iran Kenya Kyrgyzstan Micronesia Mongolia Morocco Nicaragua Nigeria Pakistan Papua New Guinea Philippines Samoa Sri Lanka Tajikistan Tokelau* Tunisia Ukraine Uzbekistan Vanuatu Viet Nam West Bank and Gaza Strip Zimbabwe | Albania Argentina Armenia Azerbaijan Belarus Bosnia and Herzegovina Botswana Brazil China (People's Republic of) Colombia Costa Rica Cuba Dominica Dominican Republic Ecuador Equatorial Guinea Fiji Gabon Georgia Grenada Guatemala Guyana Iraq Jamaica Jordan Kazakhstan Kosovo Lebanon Libya Malaysia Maldives Marshall Islands Mauritius Mexico Moldova Montenegro Montserrat* Namibia Nauru ² (H) Niue* North Macedonia Panama Paraguay Peru Saint Helena* Saint Lucia Saint Vincent and the Grenadines Serbia South Africa Suriname Thailand Tonga Turkey Turkmenistan Venezuela ³ Wallis and Futuna* |

(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) Nauru exceeded the high-income threshold in 2019 and 2020. In accordance with the DAC rules for revision of this List, if it remains a high income country until 2022, it will be proposed for graduation from the List in the 2023 review.

(3) Venezuela has been temporarily unclassified by the World Bank in July 2021 pending release of revised national accounts statistics. Estimated placement on the List.

*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 and any high-income countries that have not yet met the criteria for graduation. 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 1 045 or less in 2020; lower middle-income (LM) economies are those with a GNI per capita between USD 1 046 and USD 4 095; upper middle-income (UM) economies are those with a GNI per capita between USD 4 096 and USD 12 695; high-income (H) economies are those with a GNI per capita of USD 12 696 or more.

Appendix 3. Project Areas and Examples

| Sector | Example |
|---|--|
| Economic development planning | national economic development plan |
| Macro-financial policy | macro-economic and financial policy, monetary and credit policy, financial institution (banks, etc.) |
| Public finance | fiscal policy, budget, debt management, tax, public investment, public-private partnership (PPP) |
| Industrial policy | industrial restructuring, industrial growth and diversification, industrial parks and clusters |
| Trade and export promotion | trade and foreign direct investment (FDI), global value chain (GVC), free economic zones |
| Business and SME (small and medium enterprises) development | business enabling environment, large corporations, SMEs, start-ups, entrepreneurship, regulation policy |
| Science and technology, R&D, ICT | digital transformation, technology innovation, ICT-based systems, Big Data, intellectual property rights |
| Transport and urban development | transportation and mobility systems/services, urban planning and management, smart cities, geospatial services |
| Energy | energy and power policies, renewable energy |
| Water and sanitation | water resource management (drinking, wastewater), flood and drought risk management |
| Environment | climate change response, waste management, environmental protection, circular economy |
| Rural development | rural management (agriculture, fishery, etc.), rural economy and infrastructure |
| Health and medicine | disease control, health systems and policies, medical services, nutrition and food security |
| Social welfare | social safety net, social insurance and pensions, social inclusion, social protection delivery systems |
| Education and HR (human resource) development | education, technical & vocational education and training (TVET), human resource management (HRD) |
| Public administration | public sector management, e-government, state-owned enterprises (SOE) |
| Employment and labor | labor market institutions, job creation, job quality |
| Other (culture, tourism, etc.) | other public policies |