

*Revised in July 2019*

*for ODA Recipient countries*

## **Project Proposal Guidelines and Forms for 2021/22 Knowledge Sharing Program (KSP)**

- *This document contains guidelines and forms for applying for 2021/22 Knowledge Sharing Program (KSP) administered by the Ministry of Economy and Finance, Republic of Korea.*
- *Project proposals, priority list and official letter must be submitted no later than **September 30<sup>th</sup>, 2019** to the Embassy of the Republic of Korea in partner countries.*
- *For more information, please visit KSP website at <http://www.ksp.go.kr>.*

**Ministry of Economy and Finance  
Republic of Korea**

## Table of Contents

I. Introduction to Knowledge Sharing Program (KSP).....	1
II. Guidelines for Writing KSP Project Proposal .....	4
III. Guidelines for Submitting KSP Project Proposal .....	5
APPENDIX 1. Project Procedures .....	6
APPENDIX 2. OECD DAC List of ODA Recipients .....	9
Form 1. Priority List.....	10
Form 2. Project Proposal .....	11

# I. Introduction to Knowledge Sharing Program (KSP)

## 1. Background

Since the 1990s, knowledge sharing has emerged as an important instrument of development cooperation. Knowledge sharing is increasingly acknowledged as an effective tool to improve institutions and policy capacities of ODA recipient countries, promoting the economic growth and development of countries in need of development assistance while complementing the traditional approach to the ODA. Both developed and developing countries as well as international organizations such as the OECD and World Bank have expressed their need for knowledge sharing as a means to explore new ideas and approaches, learn from each other and build a horizontal partnership. Korea is widely considered as best practice among ODA recipients thanks to its rapid and successful economic development over the decades.

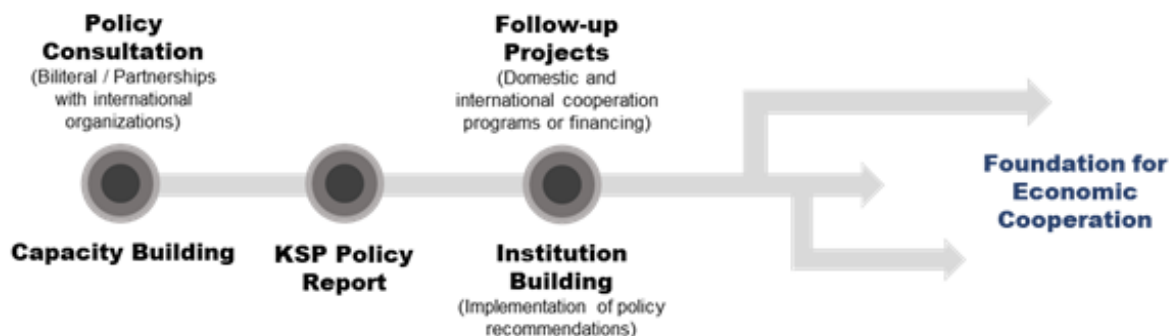
Against this backdrop, the Ministry of Economy and Finance of Korea (MOEF) launched the Knowledge Sharing Program (KSP) in 2004. It is a comprehensive policy research and consultation program that supports policy efforts to promote sustainable socio-economic development of partner countries in combination with Korea's development experiences. Instead of following a general, theoretical approach to development, the KSP differentiates itself by analyzing the challenges and obstacles of partner countries from the demand-side perspective and providing practical policy alternatives based on similar cases and experiences of Korea. It integrates policy research, development consultation, and human and institutional capacity building.

Since 2004, the KSP has served as a development cooperation platform that helps creating customized solutions for its partner countries. It has covered around 1,000 topics in 70 countries around the world.

## 2. Objectives

The objectives of the KSP are as follows:

- 1) Provide practical and comprehensive policy consultations that are tailored to the policy issues of partner countries, based on Korean development experience; and put forth concrete recommendations on applying evidence-based knowledge to create customized policy solutions
- 2) Enhance government officials' capacity to manage, establish and build institutions in policy-related areas via various consultative activities in order to facilitate the implementation of KSP policy recommendations
- 3) Foster mutually beneficial relationships through tangible and functional approaches to support the partner countries' efforts for economic development



\* Please note that the KSP covers the stages of policy consultation, capacity building and KSP policy report.

### 3. Fields of Cooperation

Thanks to its experience in economic development, Korea has competitive advantages and strong expertise in many fields. The following are sectors in which Korea is able to share insight with partner countries.

- Economic development planning
- Macro-finance
- Public finance
- Public administration
- Industry and trade
- Science and technology
- Territorial development
- Rural development
- Culture, sports and tourism
- Human resources development
- Health and welfare
- Labor market
- Environment

### 4. Structure

As a one-year policy consultation program typically implemented in the span of two calendar years<sup>1</sup>, each KSP year consists of dozens of projects. In the 2019/20 period, around 30 projects are being conducted, 1-2 per each partner country.

MOEF, as the supervisory ministry of the KSP, manages the projects through implementing agencies. Those agencies are the Korea Development Institute (KDI), Korea Eximbank (KEXIM) and Korea Trade-Investment Promotion Agency (KOTRA) as of 2019. Each project is conducted by one of the three agencies on the basis of their topics.

<sup>1</sup> For example, the 2021/22 KSP starts in 2021 and ends in 2022.

## 5. Implementation

### (1) Consultants

A project is conducted as a joint study between Korean experts and partner country's government officials and/or experts. In general, the implementing agency hires a team of consultants who are able to provide policy consultations based on Korea's policy experience as well as local consultants who have expertise and knowledge on both the topic and policy environment of the partner country.

### (2) Procedure

Each project, which typically lasts about 10-12 months, takes the following steps. Normally, preliminary discussion is held late in the first half; the launching seminar takes place 1-2 months after the discussion. All schedules are decided based on coordination with relevant ministry or government agency in the partner country that submitted the project proposal. For more details, please refer to the Appendix 1.

- 1) Preliminary Discussion (in the partner country)
- 2) Launching Seminar and High-level Meeting (in the partner country)
- 3) KSP Policy Seminar and In-depth Study (in the partner country)
- 4) Interim Reporting Workshop and Policy Practitioners' Workshop (in Korea)
- 5) Final Reporting Workshop and Senior Policy Dialogue (in the partner country)

### (3) Policy Consultation Report

Policy recommendations produced through the above process will be materialized as a policy consultation report, which will be published in English. A translation of the report in local language may be provided upon the partner country's request.

## 6. Cost

For countries included in the OECD DAC's List of ODA Recipients<sup>2</sup>, the cost of the entire project cost will be covered by the Korean government. The partner country may bear in-kind expenses such as meeting venues.

For countries that are *not* in the List of ODA Recipients (Non ODA Recipients), the project's cost will be shared between the Korean government and partner country based on mutual agreement.

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<sup>2</sup> Please refer to Appendix 2 of the OECD DAC's recipient country list.

## II. Guidelines for Writing KSP Project Proposal

**Any ministry or government agency** that wishes to apply for the KSP must fill out the Project Proposal (Form 2) for each project.

Before you start to write a KSP project proposal, you need to **ensure that the project is consistent with the KSP's characteristics**. As the KSP is designed to provide consultations on government policies, a KSP project must aim to formulate or implement policies of central governments, local governments or public institutions.<sup>3</sup> To date, the KSP has helped partner countries to draw up national development strategies, improve laws and institutions, and find ways to establish new institutions. It also facilitates pre-feasibility studies and the planning of concrete follow-up projects such as public infrastructure development and the introduction of the e-government system. Here are a few examples that are *not* eligible for the KSP:

- Projects submitted by an enterprise (instead of a public institution)
- Projects to provide humanitarian aid
- Projects to finance construction or technological development<sup>4</sup>
- Projects that are commercial and profit-driven
- Projects that do not fit the ODA's nature (e.g. defense)

Subsequently, you need to **ensure that the project's theme is suitable for the KSP**. An ideal theme is i) relevant to the economic development of the partner country, ii) pertinent to a field that Korea has a competitive edge, iii) consistent with the development stage or industrial structure of the partner country and iv) closely related to the country's national development plan or highly prioritized in the national policy agenda. It is desirable that the project has potential to enhance or contribute to economic cooperation between the partner country and Korea.

Once the theme is chosen, you may draw up the Proposal in the given format. The Proposal needs to describe in a clear and detailed manner the reasons for the application, the policies that the partner government wishes to implement, contents of consultation and plans to utilize the consultation's results.

Please note that there is a time gap between project submission and implementation. Korea has a government-wide review process for ODA projects. All ODA projects are required to be submitted to relevant authorities for review two years prior to their implementation year. Project review and budget evaluation are conducted one year before the implementation year, and only the projects that successfully go through this process can launch. Therefore, the projects submitted in 2019 will be commenced in 2021. However, projects may be initiated a year earlier (one year after the submission) if they are considered sufficiently urgent. If your projects need to be implemented ahead of the two-year interval, make sure that your proposal clearly indicates the project's urgency.

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<sup>3</sup> If the applying agency does not have the authority to make policy decisions, it must consult with a higher authority before submission. It is recommended that a letter proving the higher authority's interest is attached to the Project Proposal.

<sup>4</sup> Korea has policy finance instruments (the EDCF, EDPF and Export Finance) and ODA programs (KOICA, etc.). It is possible to provide consultations on how to take advantage of them.

### III. Guidelines for Submitting KSP Project Proposal

A completed Project Proposal must follow these steps to be submitted to MOEF.

#### (1) Ministry or Government Agency → Coordinating Ministry

A ministry or government agency that wishes to apply for the KSP must turn in one or more Project Proposals to the coordinating ministry. The coordinating ministry refers to the ministry/institution in charge of ODA or economic/international cooperation in the partner country. If you cannot specify a coordinating ministry, please contact the Embassy of the Republic of Korea in your country. **Any Proposal that is *not* submitted via the coordinating ministry will not be accepted.**

#### (2) Coordinating Ministry → Korean Embassy in the Partner Country

After collecting Project Proposals from ministries or government agencies of the partner country, the coordinating ministry fills out the **Priority List** (Form 1). The List is an important material in assessing the policy priorities of the partner country.

Next, the coordinating ministry hands in the Priority List and Project Proposals **along with an official letter of the coordinating ministry** to the Embassy of the Republic of Korea. The official letter is a requirement of high importance in selecting projects. **Any Proposal submitted *without* the official letter will be excluded from selection.**

For the sake of convenience, it is recommended that the documents are arranged in the following order:

- 1) Official letter
- 2) Priority List
- 3) Project Proposals, sorted in accordance with the Priority List

In case you turn in Project Proposals more than once during a submission period, you are not required to re-submit Proposals that are already handed in. However, you must ensure that the official letter and Priority List are attached to the newly-submitted Proposals.

#### (3) Korean Embassy in the Partner Country → MOEF

The Korean embassy will deliver to MOEF all the documents that it received.

For your information, the project selection consists of multiple phases. The final results for this year's selection process will be made by the end of 2020. The Korean government will send an official letter informing the selection's results to the successful applicants in the first half of 2021.

## APPENDIX 1. PROJECT PROCEDURES

### 1. Project Cycle

#### (1) Preliminary Meeting (in partner country)

##### *Objectives*

- To identify development challenges and policy priorities of the partner country
- To specify topics and the scope of research via meetings and interviews
- To identify counterpart organizations and establish communication channel
- To introduce KSP and its expected outputs/outcomes

##### *Activities*

- The Korean side's project management team communicates with the partner country via visits, video conferences, emails, etc.
- The Korean project management team narrows down the consultation topic prior to recruiting experts.

#### (2) Launching Seminar and High-level Meeting (in partner country)

##### *Objectives*

- To officially launch the KSP in the partner country
- To discuss and identify research topics with high-level representatives and officials from concerning ministries/authorities
- To identify local consultants

##### *Activities*

- Korean experts visit the partner country to collect relevant data and information and finalize research topics based on the results of interviews and visits to related organizations.
- The counterpart organization to cooperate with the KSP team is selected.
- Consultants from the partner country with appropriate qualifications are recruited for research.

#### (3) KSP Policy Seminar and In-depth Study (in partner country)

##### *Objectives*

- To collect additional information and data

##### *Activities*

- The KSP team undertakes a mission to relevant organizations and sites in the partner country in order to conduct an in-depth analysis and discusses with relevant experts who are able to share their knowledge in regard to research topics.



#### **(4) Interim Reporting Workshop and Policy Practitioners' Workshop** (in Korea)

##### *Objectives*

- To invite policy practitioners, high level government officials and policymakers from the partner country to Korea to share tentative final policy recommendations
- To obtain feedback and comments to improve the interim report
- To have first-hand experiences and insights from lectures and visits to relevant institutions

##### *Activities*

- Experts of the partner country are invited to Korea to give comments and feedback on the interim report.
- The delegation participates in the Policy Practitioners' Workshop, which includes meetings with Korean policymakers and relevant experts who have knowledge of the research topics.
- The delegation visits relevant Korean organizations and sites, including government ministries, industrial sites, business associations and companies for on-site observation of Korea's experiences.

#### **(5) Senior Policy Dialogue and Final Reporting Workshop** (in partner country)

##### *Objectives*

- To present the final report with policy recommendations to top policy makers and various stakeholders

##### *Activities*

- Policymakers of both countries join the Senior Policy Dialogue to share final policy recommendations.
- Various stakeholders and opinion leaders from the government, private sector, academia, media and others are invited to the Final Reporting Workshop, where the Korean experts present their final policy recommendations.
- Evaluation interviews are conducted to assess the relevancy and sustainability of the recommendations and to build upon possible follow-up programs.

## **2. Roles and Responsibilities of Partner Country**

On the basis of close cooperation and collaboration among partners, the roles and responsibilities of the partner country listed below are crucial for successful project implementation.

### **(1) Selection of Qualified Local Consultants**

The counterpart organization of the partner country is obliged to recommend and select qualified local consultants who have expertise on the project. The scope of work between local consultants and Korean experts are as follows:

- Local consultants are required to (i) provide relevant data and information for effective research, (ii) perform the role of co-authors of the final report on individual issues, and (iii) cooperate with the Korean experts in all possible means in order to complete the report.
- Korean experts will assume primary responsibilities related to studies on the Korean experience while local experts will be primarily responsible for studies on the challenges that the partner country is facing.
- Experts from both countries, if possible, may work together to develop recommendations on how to apply the Korean experience in addressing challenges in the priority areas of the partner country.

## **(2) Provision of In-kind Contribution**

The Korean government may consider bearing all direct costs arising from activities described in the KSP project cycle above. However, costs will be shared between Korea and the counterpart organization of the partner country **if the country is *not* recognized as an ODA recipient.**<sup>5</sup> If necessary, ODA recipient countries may also be asked to share the cost.

The counterpart organization of the partner country is required to make any necessary in-kind contributions within its capacity (e.g. provision of the office space, computer facilities, interpretation, etc.) to coordinate the visits of Korean experts to the partner country during any stage of the project cycle.

Details are to be stipulated in the Memorandum of Understanding (MoU) and Activity Agreement between the two counterpart organizations.

## **(3) Arrangement of Meetings and Organization of Seminars**

During the project cycle in the partner country, the counterpart organization is responsible for:

- Arranging meetings with senior government officials and experts specializing in the study's topic upon the request of the Korean experts; and
- Organizing seminars and workshops, including logistical supports

## **(4) Recommendations**

The counterpart organization of the partner country is responsible for making recommendations, organizing the partner country's delegation to Korea for the Interim Reporting Workshop and Policy Practitioners' Workshop.

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<sup>5</sup> Please refer to Appendix 2, the OECD DAC's List of ODA Recipients.

## APPENDIX 2. OECD DAC LIST OF ODA RECIPIENTS

### DAC List of ODA Recipients Effective for reporting on 2018, 2019 and 2020 flows

Least Developed Countries	Other Low Income Countries (per capita GNI <= \$1 005 in 2016)	Lower Middle Income Countries and Territories (per capita GNI \$1 006-\$3955 in 2016)	Upper Middle Income Countries and Territories (per capita GNI \$3956-\$12235 in 2016)
Afghanistan Angola <sup>1</sup> Bangladesh Benin Bhutan Burkina Faso Burundi Cambodia Central African Republic Chad Comoros Democratic Republic of the Congo Djibouti Eritrea Ethiopia Gambia Guinea Guinea-Bissau Haiti Kiribati Lao People's Democratic Republic Lesotho Liberia Madagascar Malawi Mali Mauritania Mozambique Myanmar Nepal Niger Rwanda Sao Tome and Principe Senegal Sierra Leone Solomon Islands Somalia South Sudan Sudan Tanzania Timor-Leste Togo Tuvalu Uganda Vanuatu <sup>1</sup> Yemen Zambia	Democratic People's Republic of Korea Zimbabwe	Armenia Bolivia Cabo Verde Cameroon Congo Côte d'Ivoire Egypt El Salvador Eswatini Georgia Ghana Guatemala Honduras India Indonesia Jordan Kenya Kosovo Kyrgyzstan Micronesia Moldova Mongolia Morocco Nicaragua Nigeria Pakistan Papua New Guinea Philippines Sri Lanka Syrian Arab Republic Tajikistan Tokelau Tunisia Ukraine Uzbekistan Viet Nam West Bank and Gaza Strip	Albania Algeria Antigua and Barbuda <sup>2</sup> Argentina <sup>2</sup> Azerbaijan Belarus Belize Bosnia and Herzegovina Botswana Brazil China (People's Republic of) Colombia Cook Islands <sup>3</sup> Costa Rica Cuba Dominica Dominican Republic Ecuador Equatorial Guinea Fiji Gabon Grenada Guyana Iran Iraq Jamaica Kazakhstan Lebanon Libya Malaysia Maldives Marshall Islands Mauritius Mexico Montenegro Montserrat Namibia Nauru Niue North Macedonia Palau <sup>2</sup> Panama <sup>2</sup> Paraguay Peru Saint Helena Saint Lucia Saint Vincent and the Grenadines Samoa Serbia South Africa Suriname Thailand Tonga Turkey Turkmenistan Venezuela Wallis and Futuna

- (1) General Assembly resolution A/RES/70/253 adopted on 12 February 2016, decided that Angola will graduate five years after the adoption of the resolution, i.e. on 12 February 2021. General Assembly resolution A/RES/68/18 adopted on 4 December 2013, decided that Vanuatu will graduate four years after the adoption of the resolution on 4 December 2017. General Assembly resolution A/RES/70/78 adopted on 9 December 2015, decided to extend the preparatory period before graduation for Vanuatu by three years, until 4 December 2020, due to the unique disruption caused to the economic and social progress of Vanuatu by Cyclone Pam.
- (2) Antigua and Barbuda, Panama and Palau exceeded the high-income threshold in 2016 and 2017, and Argentina exceeded the high-income threshold in 2017. In accordance with the DAC rules for revision of this List, if they remain high income countries until 2019, they will be proposed for graduation from the List in the 2020 review.
- (3) The DAC agreed to defer decision on graduation of Cook Islands until more accurate GNI estimations are available. A review of Cook Islands will take place in 2019.

## Priority List of Project Proposals for 2021/22 KSP

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Country:

Coordinating Ministry:

Number of Projects:

Priority	Project Title	Ministry / Government Agency
1		
2		
3		
4		
5		
6		
Cont.		

I submit above project proposals for being considered as candidates for the 2021/22 KSP.

Date: MM/DD/YYYY

Position: (Deputy Minister or higher is recommended)

Name:

Signature: \_\_\_\_\_

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2021/22 KSP Project Proposal on

**Project Title**

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September 2019

Ministry Name (in full)

Country Name (in full)

I submit this project proposal for being considered as a  
candidate for the 2021/22 KSP.

Date: MM/DD/YYYY

Position: (Deputy Minister or higher is recommended)

Name:

Signature: \_\_\_\_\_

# Project Description

## I. Background

### 1. Current Situation and Challenges

Instruction<sup>6</sup>\_ Provide a brief introduction to the current situation and challenges concerning the project, including social and economic situation of your country and challenges, problems or critical issues to be addressed.

### 2. Policy Measures

Instruction\_ Describe relevant policy measures that your government agency or ministry has implemented, recently announced, planned to design or considered necessary. Indicate your country's national development strategies or policies related to the project. List up and give a brief description of relevant official documents.

### 3. Necessity of KSP Consultation

Instruction\_ Describe why your organization finds the KSP's consultation necessary and how the consultation can contribute to addressing challenges or supporting policy measures above. If there are measures need to be taken urgently or any due that requires an earlier completion of the consultation, please mention them.

### 4. Relevant Development Cooperation Programs

Instruction\_ List up and give a brief description of related assistance programs/projects of the Korean government (EDCF, KOICA, etc.), other countries or international organizations, including those that are completed in the past, currently under progress and discussed for a launch. Include the names of the institutions and projects, and the period of implementation.

### 5. Relevant Korean Institutions

Instruction\_ If this project was drafted or materialized in collaboration with a Korean institution, please inform the name of that institution and how both sides cooperate.

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<sup>6</sup> Please delete the instructions before submission.

## II. Project Specifics

### 1. Outline

**Subject:** Instruction\_ Please write the project's title here. The title must reveal your project's purpose or contents.

#### Components

1) Instruction\_ List up the project's components, which will act as sub-topics. You may modify the number of components.

2)

3)

4)

**Sector**<sup>7</sup>: (e.g.) Public Finance

### 2. Details of Components

Instruction\_ State the reason why each component is included and what your ministry/agency wishes to discuss regarding the component.

1) Name of component 1

2) Name of component 2

3) Name of component 3

4) Name of component 4

### 3. Expected Expertise of Korean Experts

Instruction\_ Indicate what knowledge, expertise, skills and works you expect from Korean experts. They may include knowledge or capacity (e.g. sectoral expertise, policies, institutional functions, system, etc.) from Korea's development experiences and skills and related methodology (policy report, analytical research, policy dialogue, workshop and presentation).

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<sup>7</sup> Please choose one of the following 13 sectors: 1) economic development planning, 2) macro-finance, 3) public finance, 4) public administration, 5) industry and trade, 6) science & technology, 7) territorial Development, 8) rural development, 9) culture, sports & tourism, 10) human resources development, 11) health and welfare, 12) labor market and 13) environment.



### III. Plans on Utilizing KSP Recommendations

#### 1. Category of Utilization

Instruction\_ Check all that apply to your government's utilization plan on the KSP consultation report after the project's completion.

- The KSP policy consultations are to be used to:**
  - Draft or amend legislation or regulations
  - Prepare new policy plan or budgets
  - Establish or reform organizations or institutions
  - Inform related officials and stakeholders
  
- This project is to be linked with other cooperation projects of:**
  - KOICA, EDCF (KEXIM) or other Korean public institutions or ministries
  - Multilateral development banks (WB, ADB, AfDB, IDB, EBRD, etc.)
  - Other international organizations (UN, WTO, etc.) or non-governmental organizations
  
- This project is to catalyze private sector engagement by:**
  - Inviting private companies to this project
  - Seeking business opportunities with Korean companies
  - Establishing dialogue channels with the Korean private sector for further exchange (investment, technical assistance etc.)
  
- Others**

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#### 2. Utilization Plan in Detail

Instruction\_ Please elaborate on your government's follow-up utilization plans as selected above, including the priorities, schedule, responsible institutions or persons, future projects linked to the KSP, and timeliness in accordance with the urgency of the utilization plan, etc.

#### 3. Follow-up KSP

Instruction\_ If there is any KSP project that your ministry/agency wishes to conduct as a follow-up of this project, please elaborate.

#### **IV. Other Requests/consideration**

Instruction\_ State any other requests or information not mentioned above.

## Description of the Institution

### I. Basic Information

**Name:**

**City:**

**Address:**

**Website:**

### II. Overview

Instruction\_ Introduce briefly on your institution's characteristics, authority, scope, expertise, history, size, etc. If your organization is a public institution supervised by a government ministry, please indicate the supervising ministry.

## Contact Information

### 1. Project Supervisor<sup>8</sup>

Name	
Position	
Department/Division	
Phone Number	
E-mail Address	

### 2. Project Coordinator<sup>9</sup>

Name	
Position	
Department/Division	
Phone Number	
E-mail Address	

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<sup>8</sup> Project Supervisor is the officer who will be responsible for supervising the entire project throughout the project cycle. An officer in a director general position is recommended.

<sup>9</sup> Project Coordinator is the officer who will serve as a contact point in communicating with the Korean side. He or she will work directly with the Korean counterpart on various matters including the arrangement of meetings, seminars and workshops in the partner country.