FOR	:	**THE REGIONAL EXECUTIVE DIRECTORS** DENR-National Capital Region, DENR-Cordillera Administrative Region, DENR-Regions 1 TO 8
FROM	:	**THE UNDERSECRETARY** Field Operations-Luzon, Visayas and Environment
SUBJECT	:	**CALL FOR PROPOSALS FOR THE GOVERNMENT OF KOREA'S KNOWLEDGE SHARING PROGRAM**
DATE	:	OCT 1 9 2023

Forwarding herewith the memorandum dated 10 October 2023 from the Assistant Secretary for Policy, Planning and Foreign-Assisted and Special Projects (FASPS), pertaining to the call for proposals for the 2025/2026 Knowledge Sharing Program (KSP) of the Government of Korea.

The 2025/2026 KSP aims to 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; and 3) establish foundations for mutually beneficial economic cooperation.

Relative hereto, please disseminate the information to your concerned officials/employees and directly coordinate with FASPS on other requirements. Kindly take note on the set deadline.

For compliance.

ATTY. JUAN MIGUEL T. CUNA, *CESO I*

DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES
KAGAWARAN NG KAPALIGIRAN AT LIKAS YAMAN

BAGONG PILIPINAS
10 OCT 2023

MEMORANDUM

FOR/TO   :   **THE UNDERSECRETARY**
Legal and Administration
Finance, Information Systems and Climate Change
Field Operations – Luzon, Visayas and Environment
Field Operations – Mindanao
Organizational Transformation and Human Resources
Integrated Environmental Science

THE DIRECTOR / EXECUTIVE DIRECTOR
Climate Change Service (CCS)
Knowledge and Information Systems Service (KISS)
Human Resource Development Service (HRDS)
Policy and Planning Service (PPS)
Environmental Management Bureau (EMB)
Ecosystem Research and Development Bureau (ERDB)
National Water Resources Board (NWRB)

FROM   :   **THE ASSISTANT SECRETARY**
Policy, Planning and Foreign-Assisted and Special Projects

SUBJECT   :   **GOVERNMENT   OF   KOREA   (GOK)   2025/2026
KNOWLEDGE   SHARING   PROGRAM   CALL   FOR
PROPOSALS**

This pertains to the letter of the National Economic and Development Authority (NEDA) dated 26 September 2023 conveying the 2025/2026 Knowledge Sharing Program (KSP) of the Government of Korea (GOK).

The KSP is a support window of the GOK for joint research and studies aimed in achieving socio-economic development of partner countries. Some of the GOK's areas / projects of expertise are the following:

a. Economic development planning
b. Macro-financial policy
c. Public finance
d. Research and development
e. Information and communications technology
f. Human resource development
g. Public administration

Should you have proposals / initiatives that may need further assistance, your Office may accomplish the KSP Form which can be accessed through this link: *https://bit.ly/2025-2026KSP_DENR*. Kindly endorse the duly accomplished form/s through the Foreign Assisted and Special Projects Service (FASPS) by **27 October 2023**.

For further inquiries and submission of the form/s, your staff may coordinate with Ms. Marilou T. Calado or For.John Darren M. Chua of the Project Preparation Division (PPD) of the Foreign Assisted and Special Projects Service (FASPS) at telephone number 8926-8065 or through email addresses: mtcalado@denr.gov.ph / jdmchua@denr.gov.ph.

For information and consideration.

NORALENE M. UY, Ph.D.

Copy furnished: **THE UNDERSECRETARY**
Policy, Planning and International Affairs

September 26, 2023

SUBJECT: **2025/2026 Knowledge Sharing Program**

Dear **Sirs/Mesdames**:

This refers to the Government of Korea's (GOK) **2025/2026 Knowledge Sharing Program (KSP)**, which aims to (i) enhance partner country's policy environment through strengthened frameworks, mechanisms, systems, and capacities at institutional, organizational, and individual levels; (ii) catalyze the development and implementation of effective and efficient national and international projects/programs for socio-economic development; and (iii) establish foundations for mutually beneficial economic cooperation.

The Program, administered by the Ministry of Economy and Finance of the GOK, focuses on supporting projects in the areas where Korea has strong expertise. These include: (i) economic development planning, (ii) macro-financial policy, (iii) public finance; (iv) industrial policy, (v) trade and export promotion, (vi) business and SME development, (vii) science and technology, R&D, ICT, (viii) transport and urban development, (ix) energy, (x) water and sanitation, (xi) environment, (xii) rural development, (xiii) health and medicine, (xiv) social welfare, (xv) education and HR development, (xvi) public administration, and (xvii) employment and labor, among others.

Should your Agency wish to participate in the Program, please be guided by the attached *Project Proposal Guidelines* and submit to NEDA the (i) official endorsement of the proposal by the head of the agency, and (ii) duly accomplished *2025/2026 KSP Project Proposal* on or before **October 10, 2023,** for subsequent endorsement to the GOK upon NEDA's favorable review.

2025/2026 Knowledge Sharing Program
Page **1** of **4**

Should you have further questions on the matter, your Office may wish to coordinate with Ms. Nathalie Gabrielle A. Tatualla of the Asia Pacific Division of our Public Investment Staff through email: pis-aspac@neda.gov.ph, or telephone numbers: 8631-2165 or 8631-3748.

Very truly yours,

JOSEPH J. CAPUNO
Undersecretary
Investment Programming Group

cc: **ACTING ASSISTANT SECRETARY AILEEN S. MENDIOLA-RAU**, DFA - Office of Asian and Pacific Affairs
COUNSELLOR KWON SOON HYUN, Embassy of Korea - Economic Section

Attachment: 2025/2026 KSP Project Proposal Guidelines

Vice President Sara Z. Duterte-Carpio
Department of Education
Pasig City

Secretary Benjamin E. Diokno
Department of Finance
Manila City

Secretary Amenah F. Pangandaman
Department of Budget and
Management
Manila City

Secretary Alfredo E. Pascual
Department of Trade and Industry
Makati City

Secretary Bienvenido E. Laguesma
Department of Labor and
Employment
Manila City

Secretary Renato U. Solidum, Jr.
Department of Science and
Technology
Taguig City

Secretary Conrado M. Estrella III
Department of Agrarian Reform
Quezon City

Secretary Raphael Perpetuo M. Lotilla
Department of Energy
Taguig City

Secretary Teodoro J. Herbosa
Department of Health
Manila City

Secretary Jose Rizalino L. Acuzar
Department of Human Settlements
and Urban Development
Makati City

Secretary Ma. Antonia Yulo-Loyzaga
Department of Environment and
Natural Resources
Quezon City

Secretary Ma. Esperanza Christina C. Frasco
Department of Tourism
Makati City

Secretary Ivan John E. Uy
Department of Information and
Communications Technology
Quezon City

Secretary Gilberto C. Teodoro, Jr.
Department of National Defense
Quezon City

Secretary Jaime J. Bautista
Department of Transportation
Clark Freeport Zone, Pampanga

Secretary Rexlon T. Gatchalian
Department of Social Welfare and
Development
Quezon City

Secretary Suharto Mangudadatu
Technical Education and Skills
Development Authority
Taguig City

Secretary Manuel M. Bonoan
Department of Public Works and
Highways
Manila City

Governor Eli M. Remolona Jr.
Bangko Sentral ng Pilipinas
Manila City

Senior Undersecretary Domingo F. Panganiban
Department of Agriculture
Quezon City

Acting Administrator Eduardo G. Guillen
National Irrigation Administration
Quezon City

Administrator Antonio Mariano Almeda
National Electrification
Administration
Quezon City

Chairperson Karlo Alexei B. Nograles
Civil Service Commission

Chairperson J. Prospero E. De Vera III
Commission on Higher Education
Quezon City

Knowledge Sharing Program (KSP) Project Proposal Guidelines

- *This document contains guidelines on applying for the Knowledge Sharing Program (KSP) administered by the Ministry of Economy and Finance, Republic of Korea.*
- *Submit **project proposals**, the **priority list** and an **official letter from the ODA coordinating institution** to the Embassy of the Republic of Korea no later than **November 24, 2023**.*
- *For more information, visit the KSP website at www.ksp.go.kr.*

Ministry of Economy and Finance
Republic of Korea

Table of Contents

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 an exceptional 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 2022, nearly 670 projects covering over 1,400 topics have been implemented with more than 90 countries around the world.

2. 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
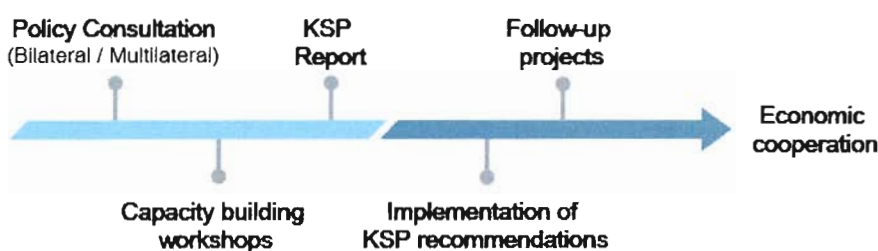
3. Structure
MOEF, the supervising ministry of KSP, oversees the overall program and works with implementing agencies that manage individual projects. The implementing agencies are the Korea Development Institute (KDI), Korea Eximbank (KEXIM), and Korea Trade-Investment Promotion Agency (KOTRA). Individual projects are executed by KSP Consultants, a team of Korean experts.

4. KSP support

4.1. Standard modality
KSP is a one-year consultation program implemented in the span of two calendar years (e.g. 2025/26 KSP begins in 2025 and ends in 2026). Around 30 to 40 bilateral projects are implemented each year with about 20 partner countries.

Key deliverables of a KSP project are (1) a country- and problem-specific recommendation report drafted by the Korean executing entity with inputs from the partner country and (2) a 5-day capacity-building workshop for national officials and staff. The report is published in English and additional publication in the local language may be available upon the partner country's request.

4.2. Additional modalities
KSP supports a selected number of projects under 2 non-standard modalities: *Fast-track KSP* and *Multiple-year KSP*.

- **Fast-track KSP** undergoes an accelerated appraisal and approval procedure to support highly urgent matters resulting from the reasons below:
  - *Emergency response and recovery*: response to natural/social disasters, infectious diseases, significant social, economic, political changes or crises
  - *Key state-led policy/program*: timely support for implementing policies, initiatives, etc. to address key agendas with defined completion dates
  - *Diplomatic agenda*: cooperation in areas under bi/multilateral diplomatic agendas agreed at summits and high-level meetings
  - *Bilateral economic cooperation*: timely support for ongoing and forthcoming economic cooperation

- **Multiple-year KSP** takes a programmatic approach to support countries developing and implementing strategies and/or pipeline projects to bridge policy, technical and capacity gaps and barriers. KSP support may be approved for up to 3 project cycles.

4.3. Project areas
KSP supports projects in the following areas in which Korea has strong expertise (see Appendix 1 for specific areas):
- 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.)

4.4. Cycle

Stage	Sub-stages
1. Identification	**Submission of Proposal**: Country submits (1) Project proposal, (2) Priority list, and (3) Letter of Request to the Korean Embassy
	Review and Approval: MOEF and government of Korea conduct thorough preliminary review. Upon approval, MOEF notifies the partner country's coordinating institution
2. Preparation	**Preliminary meeting**: Partner country and implementing agency specify research topics and activity scope
	Procurement and legal arrangements: Implementing agency selects KSP Consultants through an open, transparent and competitive process
3. Implementation	**Launching seminar and high-level meeting**: Interested parties specify research questions and work plan
	Policy seminar and in-depth study: KSP team conducts on-site due diligence at the project country
	Interim reporting and practitioner's workshop: KSP team shares research progress, and the partner country's delegation makes site visits to relevant Korean institutions
	Senior policy dialogue and final reporting: KSP team presents results, and interested parties discuss and review final recommendations
4. Ex-Post Monitoring	**Project result monitoring and evaluation**: Implementing agency conducts interviews and research to understand countries' usage of KSP results (outputs) and track their progress in meeting project goals

* See Appendix 2 for details of the implementation stage, and Appendix 3 for details of the partner country's responsibilities.

4.5. Cost

The Korean government covers project costs for ODA recipient countries defined by the OECD Development Assistance Committee (Appendix 4). 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. Details are stipulated in the Memorandum of Understanding and/or Activity Agreement.

* MOEF does **not** provide direct financial support to the partner country.

Part II. Applying for the KSP

1. Writing the Proposal

Government institutions (ministries, agencies, etc.) that wish to apply for the KSP must complete the *project proposal* template (*Form 2*).
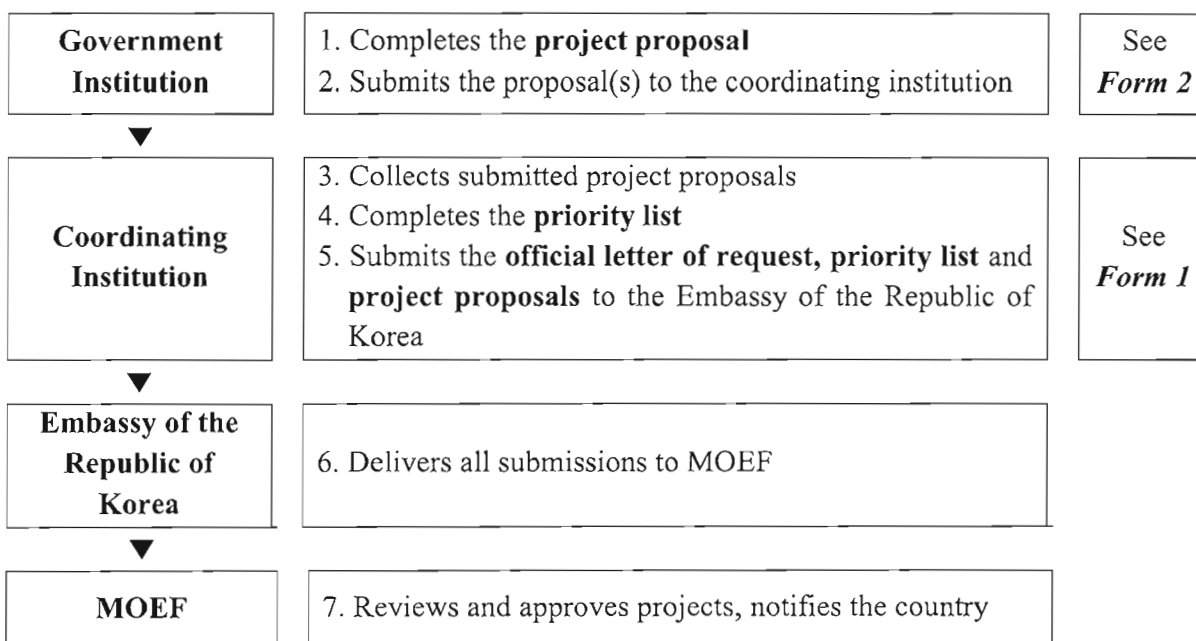
Throughout the proposal, it is important to ensure that the proposed project is
- consistent with KSP's objectives[1]
- aligns with the national development plans/strategies and priorities, pertinent to areas where Korea has comparative advantages
- complements and does not overlap with past and ongoing projects implemented by the country/development partners
- expressed in a clear and detailed manner (pay special attention when explaining project necessity, proposed intervention, 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 directly finance the construction of physical infrastructures or the purchase of software systems[2]
- projects that are commercial/for-profit
- projects in the fields of national defense, religion, peace and security

2. Submitting the Proposal

Government Institution	1. Completes the **project proposal** 2. Submits the proposal(s) to the coordinating institution	See ***Form 2***
▼		
Coordinating Institution	3. Collects submitted project proposals 4. Completes the **priority list** 5. Submits the **official letter of request, priority list** and **project proposals** to the Embassy of the Republic of Korea	See ***Form 1***
▼		
Embassy of the Republic of Korea	6. Delivers all submissions to MOEF	
▼		
MOEF	7. Reviews and approves projects, notifies the country	

---

[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 proposal designed to prepare the project country for applying to Korea's development finance programs (EDCF, EDPF, Export Finance) and/or ODA programs (KOICA, etc.) is eligible to apply for KSP support.

(1) Government Institution → Coordinating Institution

A ministry or government-affiliated organization develops the *project proposal (Forms 2, 3, 4)* and delivers the document to the coordinating institution. *Proposals that are not submitted via the coordinating institution will not be reviewed by MOEF.*

* Required forms by project type: Standard KSP - *Form 2*; Fast-track KSP - *Forms 2 and 3*; Multiple-year KSP - *Forms 2 and 4*

** Coordinating institution: project country's institution responsible for ODA or economic/international cooperation with the Republic of Korea

(2) Coordinating Institution → Korean Embassy

The coordinating institution collects project proposals from government institutions and completes the *priority list (Form 1)*, considering the urgency and importance of the projects based on countries' policy priorities and national development plans.

Then, the coordinating institution sends an *official letter of request for KSP* support with the priority list and project proposals to the Embassy of the Republic of Korea. The proposal package must include all documents below for review by MOEF:
  (1) Official letter of request
  (2) Priority list
  (3) Project proposals sorted according to the priority list

If the coordinating institution wishes to make additional submissions, the proposal package must include (1) a new official letter of request, (2) an updated priority list and (3) additional project proposals. Project proposals that have been submitted do not have to be resubmitted.

(3) Korean Embassy → MOEF

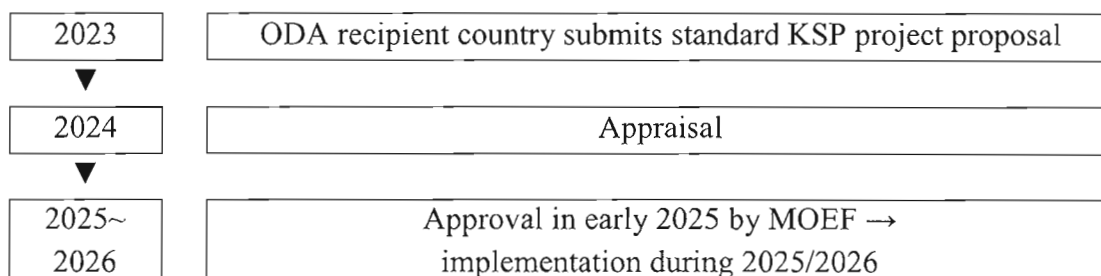The Korean embassy forwards all documents to MOEF.

(4) MOEF → Korean Embassy, coordinating institution

MOEF reviews and approves projects in consideration of their expected impact as well as the program portfolio of the relevant cycle, Korea's national strategies, etc.
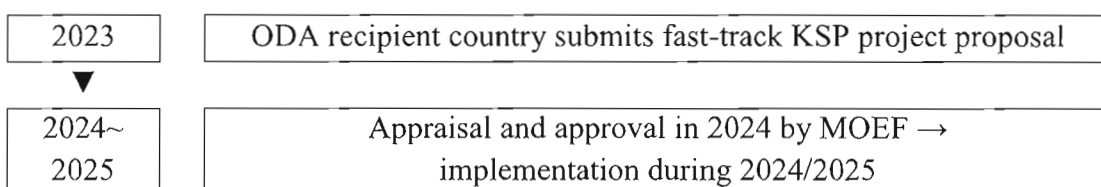
Then, MOEF notifies the coordinating institution of approved projects with an official letter by the first quarter of 2024.

3. Schedule

Standard KSP: ODA project proposals submitted in 2023 will undergo a thorough preliminary review by the Korean government in 2024. Approved projects will be implemented in the 2025/2026 cycle (launch in 2025, close in 2026).

2023	ODA recipient country submits standard KSP project proposal
▼	
2024	Appraisal
▼	
2025~ 2026	Approval in early 2025 by MOEF → implementation during 2025/2026

Fast-track KSP: ODA project proposals submitted in 2023 and deemed highly urgent and important will undergo an accelerated appraisal and approval procedure to be implemented in the 2024/2025 cycle (launch in 2024, close in 2025).

2023	ODA recipient country submits fast-track KSP project proposal
▼	
2024~ 2025	Appraisal and approval in 2024 by MOEF → implementation during 2024/2025

Multiple-year KSP: ODA project proposals submitted in 2023 and deemed highly in need of continuous KSP support will undergo a thorough review in 2024 and be implemented for up to 3 project cycles - 2025/2026, 2026/2027, 2027/2028.

2023	ODA recipient country submits standard KSP project proposal
▼	
2024	Appraisal
▼	
2025~ 2028	Approval in early 2025 by MOEF → implementation during 2025/2026 and onwards
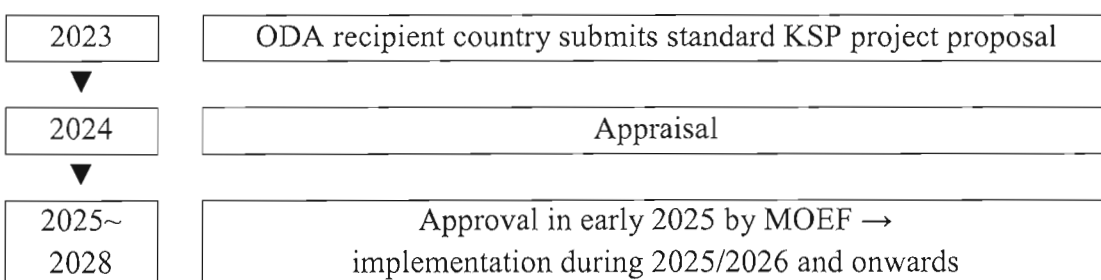
Appendix 1. Project Areas

Area	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

Appendix 2. Implementation Stage

Sub-stage	Location	Activities
1. Preliminary Meeting	online, partner country	• The implementing agency communicates with the partner country to identify project details (policy priorities, relevant stakeholders, communication channels) and specify project objectives, topics, work scope, desired outcomes • Based on discussions, the implementing agency selects KSP Consultants, a team of Korean experts, to execute the project
2. Launching Seminar and High-level Meeting	partner country	• The KSP team (implementing agency and KSP consultants) visits the partner country to launch the project and conduct on-site research • High-level representatives of both sides discuss project direction based on policy priorities • The KSP team selects local consultants with appropriate qualifications based on partner country's recommendation
3. Policy Seminar and In-depth Study	partner country	• The KSP team visits relevant organizations and sites in the partner country to conduct in-depth analysis and expert discussions.
4. Interim Reporting and Practitioners' Workshop	Korea	• KSP Consultants present interim recommendations to project stakeholders of both sides • Project stakeholders of the partner country (government officials, etc.) participate in the Practitioner's Workshop (comprises site visits to relevant Korean organizations, expert seminars and meetings with Korean public/private entities)
5. Senior Policy Dialogue and Final Reporting	partner country	• Government officials of both sides discuss final recommendations during the Senior Policy Dialogue • KSP Consultants present final recommendations to project stakeholders from the government, private sector, academia, media, etc. • Project stakeholders evaluate the relevancy and sustainability of the final recommendations and discuss plans to build on the project's results

Appendix 3.   Responsibilities of Partner Country

1. Recommend qualified local consultants
The partner country is responsible for recommending qualified local consultants who have expertise in the project area. The scope of work is as follows:
- (1) conduct research on the country's background/status in the project context
- (2) partly draft the KSP report
- (3) cooperate with the Korean KSP team to execute the project

2. Provide in-kind contribution
The Korean government may ask the partner country to make in-kind contributions within available resources (e.g. provision of office space, 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. Arrange meetings and organize seminars
The partner country is responsible for facilitating the execution of sub-stages that take place at the partner country:
- arrange meetings with senior government officials and experts specializing in the study's topic upon the request of the Korean experts; and
- organize seminars/workshops and provide logistical supports

4. Organize the delegation's visit
The partner country is responsible for composing its delegation to Korea for the Interim Reporting and Practitioners' Workshop.

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

OECD
BETTER POLICIES FOR BETTER LIVES

Priority List of KSP Project Proposals (ODA)

Country: Type here

ODA coordinating institution: Type here

Number of proposals submitted: Type here
˙*Up to 5 recommended, given finite resources*

No.	Project Title	Institution
1	Type here	Type here
2		
3		
4		
5		

The proposals listed above are submitted for review and approval as KSP projects.

DD/MM/YYYY

Name	Signature	Date

Position	Type here
Department	Type here
Phone number	Type here
E-mail	Type here
Emails to carbon copy	Type here

˙*The signatory is authorized to request KSP support by the ODA coordinating institution.*

Knowledge Sharing Program (KSP) Project Proposal

Country *Official country name*	
Institution *If your institution is a government-affiliated organization, also indicate the supervising authority*	
Project type ***Fast-track*** *and* ***Multiple-year*** *KSP are optional and additional requests*	☐ Standard KSP (2025/2026) ☐ Fast-track KSP (2024/2025) ☐ Multiple-year KSP
Project title *Country name and main purpose of the project; avoid generic titles;* *max. length: 150 characters*	
Project summary *Describe the* ***problem*** *addressed and list the* ***objectives***	

This proposal is submitted for review and approval as a KSP project.

		DD/MM/YYYY
Name	Signature	Date

Notes

[1] KSP support is provided in the form of policy/technical consultation and a 5-day workshop. Direct financial support, transfer of goods, and longer-term training are non-eligible forms.

[2] Types of KSP support are as follows:
   1. **Standard**: 1-year project in the 2025/2026 cycle. Submit ***Form 2***
   2. **Fast-track**: 1-year project in the 2024/2025 cycle. Submit ***Forms 2 and 3***
   3. **Multiple-year**: multi-year project for up to 3 cycles. Submit ***Forms 2 and 4***

[3] Deliver this proposal to the project country's ODA coordinating institution for submission.

Part I. Project Description

1. Project Background

1.1. Situation and problem analysis
Elaborate on the background of this proposal. Provide an overview of the country's current situation in the relevant areas/sectors, and describe gaps and barriers that this project will address. What are the specific challenges in the national policies, plans, processes and capacities (institutional, human, technical) that are to be overcome with KSP support?
Type here

1.2. Policy and institutional context
Describe efforts undertaken by your country to tackle the challenges and issues addressed above. Identify the country's policy priorities and provide details of relevant plans, strategies, etc. Present the information in the table below.
Also, describe the institutional framework - mandates and roles of responsible ministries, etc. Elaborate on how this project aligns with existing policy and institutional frameworks.
Type here

Policy, strategy, etc.	Details

1.3. Complementary development cooperation projects/programs
Indicate other development cooperation interventions that are relevant to the problem this project will address. These include past, ongoing, and expected assistance projects/programs provided by the Korean government (EDCF loans, grants, etc.) or other development partners (international organizations, donor countries, etc.). Elaborate on the complementarities and synergies with the proposed project. Present the information in the table below.

Title	
Type/budget	
Implementing partner	
Implementation status/period	
Objectives, outputs, results (expected)	
Complementarities	

1.4. Past KSP cooperation
If your institution has received KSP support previously, describe how project outputs were used to make progress and /or advancements toward the desired goal.

Title	
Project year	
Major outcomes	

1.5. Consultation with a Korean institution(s)
If any Korean institution has been involved in developing this proposal, indicate the institution's name, describe their inputs, and provide a brief history of discussions.
Type here

2. Project Information

2.1. Project title: Type here
Reference the country and indicate the main purpose/impact of this project.
Avoid generic titles like "Sustainable Development in Korea".
Maximum length: 150 characters.

2.2. Project objectives
Identify the objectives of this project - How will KSP intervention specifically address the identified barriers?
Discuss how this proposal is additional to and not overlapping with past or ongoing interventions, and links to the ultimate goal this project will contribute to.
Type here

2.3. Project sector
Check the relevant sector(s) of this project.

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

2.4. KSP Project topics
Propose a maximum of five (5) topics this project should focus on. Topics will later serve to specify the scope of the study (needs assessment, case analysis, research). Present topics in terms of specific objectives and/or outcomes, rather than generic activities like "capacity building workshop".
Please indicate a project scope that can be reasonably completed within the project budget (250,000 ~ 500,000 USD) and duration (9 ~ 12 months).
* *Key deliverables of KSP are a country- and problem-specific recommendation report, and a 5-day capacity-building workshop for national officials and staff.*

Topic 1)
  - Title: Type here
  - Description: Type here

Topic 2)
  - Title: Type here
  - Description: Type here

Topic 3)
  - Title: Type here
  - Description: Type here

Topic 4)
  - Title: Type here
  - Description: Type here

2.5. Expected expertise of KSP Consultants
Explain what you require from the Korean executing entities in terms of qualifications, skills, knowledge, experience, etc.
Type here

2.6. Risk management plan
Identify, if any, major risks and potential conflicts of interest that could negatively affect the project objectives from being achieved. Address their probabilities of occurrence and severities of consequences. Provide mitigation and management measures.
Type here

6

3. Exit Strategy

3.1. Desired result
Check the relevant result area(s) this project is directed towards.

Desired result	Specific result
Enhance policy environment	☐ Draft/amend legislation or regulations ☐ Prepare new policy plans or budgets ☐ Establish/strengthen organizations/institutions ☐ Capacity building/knowledge transfer to relevant stakeholders
Complement development projects	☐ Project country-driven ☐ Supported by the Korean government (EDCF, KOICA, etc.) ☐ Supported by development partners (multilateral development banks, donor countries, etc.)
Catalyze private sector engagement	☐ Establish public-private partnerships in succeeding activities ☐ Support the local private sector ☐ Create business partnerships with the Korean private sector
Other	Type here

3.2. Specific follow-up measures
Given the response above, elaborate on how your institution will utilize this KSP project to achieve the desired goal. Present details of plans/commitments to implement follow-up activities to ensure the sustainability of this project.
Type here

4. Other Relevant Information
Provide any other relevant information deemed necessary for consideration by the Korean government.
Type here

Part II. Partner Description

A. Institution Information

Provide a brief introduction of your institution. If your institution is a government-affiliated organization, indicate the supervising authority (ministry, etc.) by text and illustration.

Institution name	
Address	
Website	
Description *Size, date of establishment, scope of operations/ principal activities, etc.*	
Organizational chart	

B. Contact Information

1. Project Supervisor

The Project Supervisor will supervise the implementation of this KSP project. Please provide the information of a Director-General or an equivalent official.

Name	
Position	
Department/Division	
Phone Number	
E-mail	

2. Project Coordinator

The Project Coordinator will be responsible for the day-to-day communication with the Korean implementing agency and consultants throughout the project cycle.

Name	
Position	
Department/Division	
Phone Number	
E-mail	

Part III. Attachments

Note: Please attach any supporting documents relevant to this project proposal.

Fast-track KSP request

Note: Complete this form if your institution is applying for a ***fast-track KSP*** – project implemented in the ***2024/2025*** cycle.

1. Fast-track type
Check the relevant type(s) of this fast-track project.

Type	
☐	**Emergency response and recovery** response to natural/social disasters, infectious diseases, significant social, economic, political changes or crises
☐	**Key state-led policy/program** timely support for implementing/establishing policies, initiatives, etc. to address key agendas with defined completion dates
☐	**Diplomatic agenda** cooperation in areas under bi/multilateral diplomatic agendas agreed at summits and high-level meetings
☐	**Bilateral economic cooperation** timely support for ongoing and forthcoming economic cooperation

2. Context on fast-track necessity
Given the response above, provide sufficient context for requesting a fast-track procedure. What political, institutional, socio-economic, environmental and other factors require KSP support in the 2024/2025 cycle?
Type here

3. Further indication
*Only a limited number of proposals will be approved under the fast-track modality due to limited resources. Please indicate your institution's preferred option in case this proposal is **not decided to move forward** as a fast-track KSP.*

Next step	
☐	Review and consider as a ***standard KSP*** implemented in the ***2025/2026*** cycle
☐	Withdraw from consideration

4. Letter of fast-track request
Please attach an official letter that briefly summarizes the urgent necessity of this request, endorsed by the senior management of your institution.

Multiple-year KSP request

Notes
[1] Complete this form if your institution is applying for a ***multiple-year KSP*** – project implemented for ***up to 3 cycles (2025/2026 ~ 2027/2028)***.
[2] Direct financial support, transfer of goods, and longer-term training are **non-eligible** forms of support during the entire period.

1. Context on multiple-year necessity
Present how this multiple-year proposal takes a programmatic approach to address the overarching problem. What is the ultimate goal envisioned through this proposal, and why is continuous KSP support appropriate rather than single-year support?
Describe the details (objectives, outcomes) of succeeding KSP project(s) in the table below.
* *Specific topics and scope of work are subject to adjustment based on the Y1 results and the then policy environment.*

Project year	Title	Objectives, outcomes
Y1: 2025/2026 KSP (addressed in Form 2)		
Y2: 2026/2027 KSP		
Y3: 2027/2028 KSP		
Goal	*Ultimately anticipated changes that this multiple-year KSP proposal aims to contribute to.*	

Type here

2. Further indication
*Only a limited number of proposals will be approved under the multiple-year modality due to limited resources. Please indicate your institution's preferred option in case this proposal is **not decided to move forward** as a multiple-year KSP.*

Next step
☐   Review and consider as a ***standard KSP*** implemented for single-year in the ***2025/2026*** cycle
☐   Withdraw from consideration

Knowledge
Sharing
Program

INTRODUCTION TO THE KNOWLEDGE SHARING PROGRAM

The **Knowledge Sharing Program (KSP)** shares experiences and proposes solutions to address policy and capacity gaps, improve sectoral expertise, and enhance enabling environments in support of partner countries' initiatives for sustainable development and stronger economic partnerships with the Republic of Korea.

VISION

KSP POLICY CONSULTATION → **ADOPTION OF POLICY RECOMMENDATIONS & FOLLOW-UP PROJECTS** → **ECONOMIC COOPERATION & SUSTAINABLE DEVELOPMENT**

KSP THEMES

macro-economic policies,
public finance,
national development strategy

Economic Policies

Industry
industrial policies,
science & technology,
trade, corporate
policies, small &
medium enterprises

Infrastructure & Environment
transport, smart city,
energy, water and
sanitation,
climate change
response

Social Livelihoods
rural development,
agriculture,
HR development,
social welfare,
health & medicine

Public Management
public
administration,
digital government,
employment

KSP

STRUCTURE

Administered by the **Ministry of Economy and Finance of Korea**, KSP operates based on partnerships with expert institutions.

Ministry of Economy and Finance

Finances and administers the overall Knowledge Sharing Program

Implementing Agencies

KDI Korea Development Institute

kotra Korea Trade-Investment Promotion Agency

Korea Eximbank THE EXPORT-IMPORT BANK OF KOREA

Oversees the management and implementation of individual KSP projects approved by MOEF and executed by KSP consultants

KSP Consultants

Execute activities approved under individual KSP projects;
Korean experts from the public/private sector, selected by the implementing agencies

CHANNELS OF KSP COOPERATION

Bilateral KSP

Korea — Partner Country

Multilateral KSP (Joint Consulting)

International Organization

Korea

Partner Country

92 Partner Countries and 5 Regional Networks

12 International Organizations

Inter-American Development Bank (IDB)

Asian Development Bank (ADB)

World Bank (WB Group)

European Bank for Reconstruction and Development (EBRD)

African Development Bank (AfDB)

Global Green Growth Institute (GGGI)

Development Bank of Latin America (CAF)

Organization for Economic Cooperation and Development (OECD)

International Trade Centre (ITC)

The UN Asian and Pacific Training Centre for Information and Communication Technology for Development (UN-APCICT)

Trade and Development Bank (TDB)

Central American Bank for Economic Integration (CABEI)

MAJOR ACHIEVEMENTS

KSP projects lead to enhanced policies and institutions, follow-up projects/ programs, and private sector engagement.

Colombia

Enhancing the National Quality Infrastructure (17/18)

- Reshaped the *National Quality Award* into the *Colombian Export Quality Award to* encourage SMEs' compliance with quality standards and entry into foreign markets

- Increased budget for the National Metrology Institute

Peru

Modernizing Shipbuilding Facilities (19/20)

- Evolved into a FS on *Modernizing the Peruvian Shipyards of SIMA (Servicios Industriales de la Marina)*, funded by the Korean Ministry of Ocean and Fisheries (2021)

Egypt

Establishing the Intellectual Property Strategy (16/17)

- Revised the Intellectual Property Law

- Developed into KOICA's project on improving the intellectual property automation system of the Egyptian Patent Office (2019~2022)

Kenya

Developing the Digital Media City (18/19, 20/21)

- Acquired land for the construction of the media and entertainment cluster

- Followed by a FS and ESIA on developing a digital media hub, and Economic Innovation Partnership Program on the *Development of the Konza Technopolis* (2021~2024)

Kazakhstan

Improving the Housing Guarantee System (16/17, 19/20)

- Led to the enactment of the Law on Equity Participation in Housing Construction (2016), enforcement of decree No.567 - Methodology for determining the size of the guarantee contribution (2017), and establishment of the Kazakhstan Housing Guarantee Fund
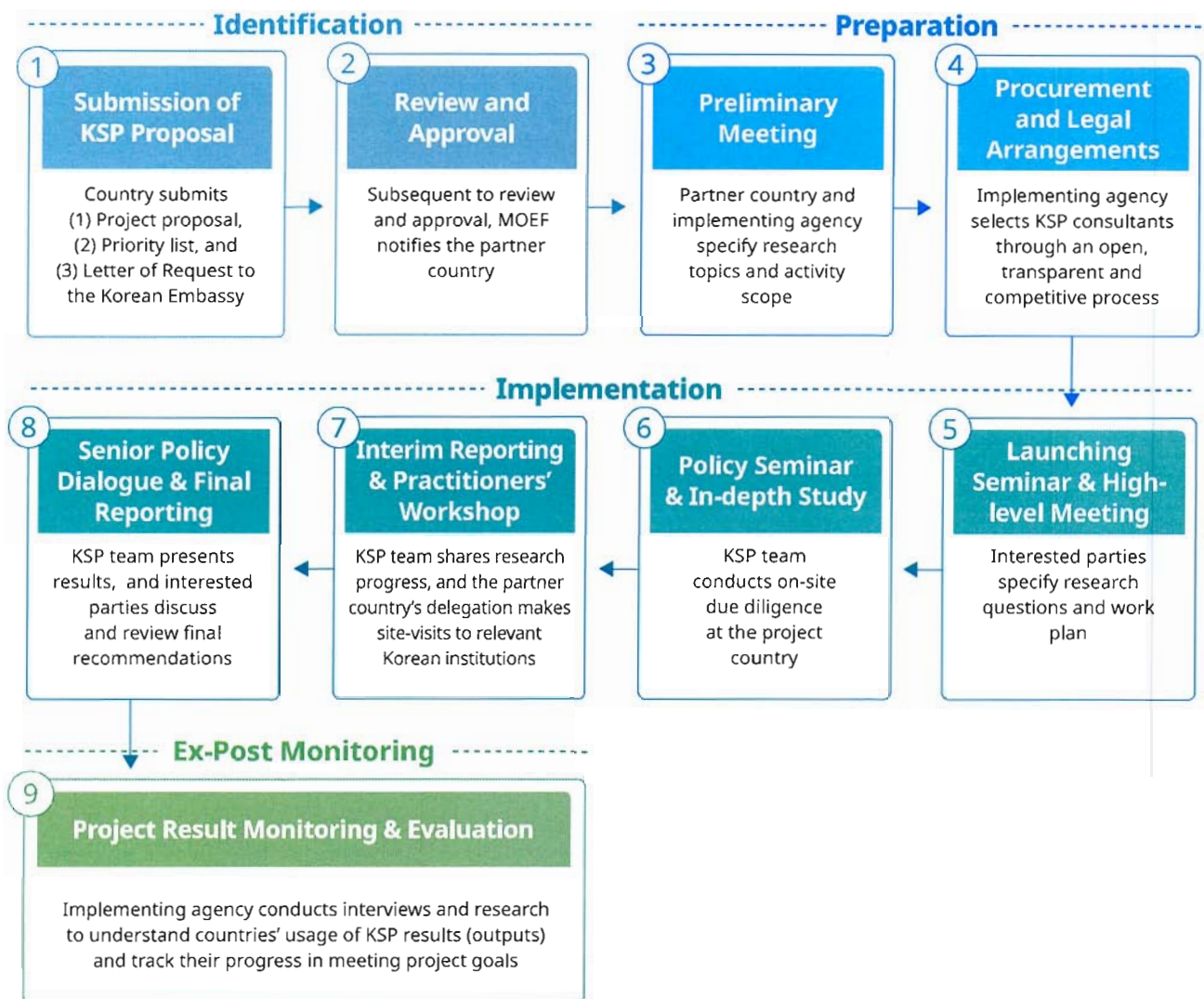
Sri Lanka

Strengthening the Traffic Network Connectivity(16/17)

- Developed into EDCF loan to construct the Kandy Tunnel ($ 199 million, 2021-2026) to reduce traffic congestion

Philippines

Establishing the Traceability and Evaluation System (18/19)

- Followed by EDCF's FS and loan on *Livestock Inspection and Safety Enhancement* ($ 185 million, 2023-2030)

Indonesia

Strengthening Response to COVID-19 (20/21)

- Supported the development of *PeduliLindung* (COVID-19 Tracing App)

- Served as a background paper for the White Paper on National Health System Reform (2022) and National Development Plan and Budget (2022)

FS Feasibility Study | **EDCF** Economic Development Cooperation Fund | **ESIA** Environmental and Social Impact Assessment

PROJECT CYCLE

Identification

1. Submission of KSP Proposal
Country submits
(1) Project proposal,
(2) Priority list, and
(3) Letter of Request to the Korean Embassy

2. Review and Approval
Subsequent to review and approval, MOEF notifies the partner country

Preparation

3. Preliminary Meeting
Partner country and implementing agency specify research topics and activity scope

4. Procurement and Legal Arrangements
Implementing agency selects KSP consultants through an open, transparent and competitive process

Implementation

5. Launching Seminar & High-level Meeting
Interested parties specify research questions and work plan

6. Policy Seminar & In-depth Study
KSP team conducts on-site due diligence at the project country

7. Interim Reporting & Practitioners' Workshop
KSP team shares research progress, and the partner country's delegation makes site-visits to relevant Korean institutions

8. Senior Policy Dialogue & Final Reporting
KSP team presents results, and interested parties discuss and review final recommendations

Ex-Post Monitoring

9. Project Result Monitoring & Evaluation
Implementing agency conducts interviews and research to understand countries' usage of KSP results (outputs) and track their progress in meeting project goals
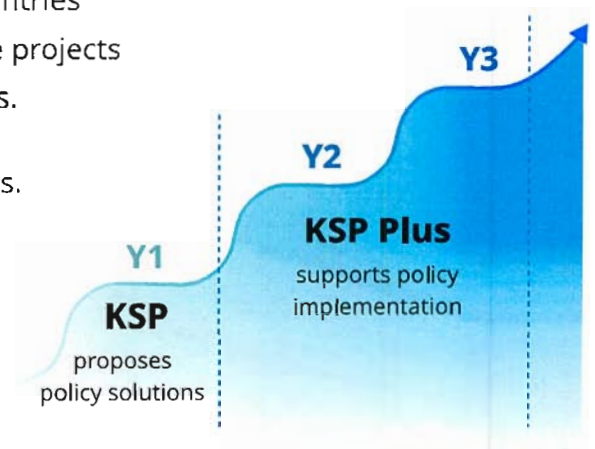
KSP PLUS

Countries may propose a **KSP Plus**, or a **multiple-year KSP**.

KSP Plus takes a programmatic approach to support countries developing and implementing strategies and/or pipeline projects to bridge policy, technical and capacity gaps and barriers.

MOEF may commit to a maximum term of 3 project years.

Y1 **KSP** proposes policy solutions

Y2

Y3

**KSP Plus** supports policy implementation

HOW TO SUBMIT A KSP PROPOSAL

ODA Recipient Countries

① The **partner institution** prepares and submits the KSP project proposal(s) to the **ODA coordinating institution**.

Project Proposal

② The **ODA coordinating institution** drafts a project priority list* and official letter of request, and submits all documents to the **Korean Embassy**.
* indicate national priority

Project Proposal	Priority	Request
	1.	
	2.	
	3.	sign
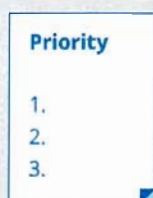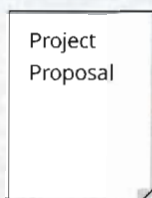
③ The **Korean Embassy** delivers all documents to the **Korean Ministry of Economy and Finance**.

④ If the proposal is approved, the **Korean Ministry of Economy and Finance** dispatches a Notification of Approval Letter to the **ODA coordinating institution** on the project year (2 years after submission on standard conditions).

Other Countries

① The **partner institution** prepares and submits the KSP project proposal(s), project priority list, and official letter of request to the **Korean Embassy**.
* indicate institutional priority

Project Proposal	Priority	Request
	1.	
	2.	
	3.	sign
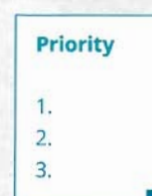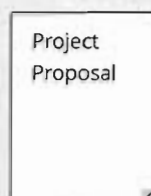
② The **Korean Embassy** delivers all documents to the **Korean Ministry of Economy and Finance**.

③ If the proposal is approved, the **Korean Ministry of Economy and Finance** dispatches a Notification of Approval Letter to the **partner institution** on the project year (1 year after submission)

Parties Interested

❶ **Partner Institution**: ministries or government agencies applying for the KSP project

❷ **ODA Coordinating Institution**: public authority of the project country responsible for Official Development Assistance affairs

❸ **Korean Embassy**: represents the Republic of Korea at the project country

Visit our website at
www.ksp.go.kr

Knowledge
Sharing
Program