



# **EVALUATION OF UNDP COUNTRY PROGRAMME**

**REPUBLIC OF KOREA**

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United Nations Development Programme**

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## ACRONYMS AND ABBREVIATIONS

APCEIU	Asia-Pacific Center of Education for International Understanding
CCF	Country Cooperation Framework
CP	Country Programme
DAC	Development Assistance Committee
GDP	Gross Domestic Product
GEF	Global Environment Facility
GNI	Gross National Income
KIGAM	Korea Institute of Geoscience and Mineral Resources
KIGEPE	Korea Institute for Gender Equality Promotion and Education
KNCU	Korean National Commission for UNESCO
KOICA	Korea International Cooperation Agency
KORDI	Korea Ocean Research and Development Institute
KWDI	Korea Women's Development Institute
MDGs	Millennium Development Goals
MEST	Ministry of Education, Science and Technology
MFAFF	Ministry for Food, Agriculture, Forestry and Fisheries
MOGE	Ministry of Gender Equality
MOFAT	Ministry of Foreign Affairs and Trade
NCC	Net Contributing Country
NEX	National Execution Modality
NGOs	Non-Governmental Organizations
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
PPP	Purchasing Power Parity
RDA	Rural Development Administration
ROK	Republic of Korea
STEPI	Science and Technology Policy Institute
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNDP ROK	UNDP Country Office in the Republic of Korea
UNFCCC	United Nations Convention on Climate Change
UNFPA	United Nations Population Fund
WTO	World Trade Organization

## ***EXECUTIVE SUMMARY***

### **THE COUNTRY PROGRAMME**

- The current Country Programme (2005-2009) represented an interim step taken by the ROK to become a full-fledged donor. It is also a pilot initiative to strengthen the multilateral dimension of the government's donor policy.
- The current Country Programme has two main components:
  - 1) An outward-looking development cooperation programme for less-developed countries, aimed at utilising its financial and technical resources to promote development in partner countries.
  - 2) Support to national concerns with regard to unmet MDGs, focusing on gender equality and environmental obligations.

### **THE MANDATE**

- Provide in-depth assessment and validation of results/outcomes achieved through UNDP support and partnership with key development actors in the country.
- Provide an analysis of how UNDP positioned itself strategically to add value in line with ROK's ODA policies and programmes as well as in response to national needs, challenges and opportunities.
- Based on the assessment and analysis, present key findings and draw specific lessons from UNDP cooperation, in order to provide forward-looking recommendations for future ROK-UNDP partnership and strategy from 2010 onwards.

### **OUTPUTS AND OUTCOMES**

The Country Programme determines (4) outcome groups. These are:

- Strengthened alignment of ROK's external development aid with achievement of MDGs, particularly poverty reduction in less developed countries through South-South cooperation.
- Strengthened mechanism to promote integration of gender analysis and sex-disaggregated data in the design of policies, programmes and operations.
- Relevant laws, policies and mechanisms approved and established to empower governments and local communities to better manage biodiversity and ecosystem services.
- New environmentally sound agricultural production system adopted for improving food safety and quality.

### **KEY FINDINGS**

### ***Relevance***

- Outcome 1 “Strengthening alignment of ROK.” MDGs are relevant to UNDP as well as ROK, since the government intended to enhance South-South cooperation and transfer its development experience.
- Outcome 2 “Strengthened mechanism to promote integration of gender analysis and sex disaggregated data in the design of policies, programme and operations.” These are germane to the ROK’s policies.
- . Outcome 3 “Relevant laws, policies and mechanisms to empower governments and local communities to better manage biodiversity and ecosystem services.” Recently, ROK has become environmentally conscious and taken steps to promote development in a more sustainable way.
- Outcome 4 “New environmentally sound agricultural production system for improving food safety and quality.” Outcomes 3 and 4 are also germane to the objectives of the government, as articulated in the environment policy statements.

### ***Efficiency and Effectiveness***

- Measuring efficiency by the proportion of administrative cost to overall outlays (less than 12%) the report finds that the programme is efficient. Since there have been no major delays in execution nor budget overruns, the programme also appears to be effective.

### ***Resource Mobilisation and Resource Destination***

- The resources for the interventions are provided directly by the ROK government and project partners. Since ROK is an NCC, neither the UNDP’s own funds nor the funds flowing from multilateral/bilateral assistance agencies for project finance enter into question. One exception that is to be noted is namely the resources flowing from GEF for the attainment of outcome 3. The allocation of funds to different focus areas also reflects the priorities of the ROK and is compatible with UNDP’s mandated focus areas.

### ***Ownership and Execution Modality***

- Since the early 1990’s UNDP adopted the National Execution Modality (NEX) as the norm. The underlying assumption was that NEX was much more conducive to national ownership of UNDP programmes and projects. Moreover, given the existing capacity level in the country, ROK is fully capable of implementing all the projects nationally with satisfactory results.

### ***Sustainability and Synergy***

- The team finds that most of the projects are sustainable with some minor exceptions. This is due to the fact that they are pilot projects which require further actions to become sustainable.
- Synergy refers to one project fortifying the results of another. There are project clusters, but to discern the synergy among them, the projects need to

be interwoven into the design stage. That appears to be lacking.

### ***Best Practices***

- The projects implemented by KIGAM (ROK/05/003 Coastal Geological Mapping of Savai'i Island and ROK/08/005 Geohazard Assessment in Asia and the Pacific), and KORDI (ROK/07/010 Marine Science and Technology Cooperation between ROK and Latin American Region) were selected as best practices among the 34 projects.

## **CONCLUSIONS AND RECOMMENDATIONS**

### ***Design***

- The country programme design corresponds to the overall tenets of UNDP in areas in which it is active. It also successfully incorporates policy preference of the ROK.

### ***Management and Partnership Strategy***

- The ROK is the only partner country in the execution of the programmes since it is an NCC. The team concludes that the individual projects are being carried out satisfactorily by the implementing agencies.

### ***Quality of Outputs***

- The quality of most of the outputs is satisfactory. Some, such as the fulfillment of MDGs through international cooperation, also can be said to be excellent.

### ***Outcomes and Sustainability***

- The team wishes to assert that all four outcomes are likely to be realised at the end of the programme; however, the degree of realisation is bound to vary. The team concludes that, in more cases than not, the outcomes are sustainable.

### ***Efficiency***

- Judging from the low management cost and the absence of overruns either in the budget sense or in the time sense, the overall country programme appears to be efficient.

### ***Recommendations***

- Due to very particular circumstances and decisions taken by the government, there will not be a next country programme in the usual sense of UNDP assistance to ROK. Hence, to make recommendations in this report has no *raison d'être*.

## THE NEXT STEP

### *Changing role of ROK*

The ROK will soon join the OECD/DAC as a new development partner, providing resources for development assistance to developing countries. That will bring about a drastic change in the cooperation agreement between UNDP and ROK. UNDP country office will no longer exist. Instead a new UNDP Office will be in place and named UNDP Policy Centre, which will begin operations in 2010. The ROK has a series of comparative advantages as a full-fledged DAC member and as a full-fledged donor country. The areas where ROK has established comparative advantages are: capacity development in science and technology, and institution building to absorb and maintain the capacity already built. The ROK can also assist the developing countries to cope with transnational issues such as climate change, infectious diseases, new energy policies, poverty eradication, just to mention a few.

### *The Role of the Center*

In the short term, the UNDP Policy Centre in Seoul can be instrumental in assisting and enhancing the contribution of ROK as a new development partner. UNDP can organise workshops, round table discussions in a participatory manner to build the capacities of middle- to high-level government officials who will be entrusted with managing multilateral assistance to developing countries. At the same time UNDP can play an important advocacy role in making the general public aware of the importance and possible benefits of ROK's becoming a donor country within the overall framework of globalisation. At this juncture the design of a syllabus obviously would be premature. The depth and the width will have to be determined by mutual agreement.

In the medium term the Policy Centre can render valuable assistance to the Government to meet the requirements of a full-fledged mature donor that goes beyond simply transferring financial and technical resources and knowhow. It is well known that UNDP has made valuable contributions to successive five-year economic development plans in the early years of ROK's industrialisation. In turn, thanks to the vast network of UNDP, the Policy Centre can now be an effective instrument for ROK to transfer its knowledge and experience in the field of economic development and planning to the developing world if the recipient countries so desire. The experience of many years has shown that technical assistance is much more efficient and beneficial if demand is generated by recipients rather than assistance is imposed by donors. As a multilateral donor, ROK, following the precepts of OECD/DAC, will have to change its mind-set from supply- to demand-based assistance. However, such a change cannot be achieved instantaneously; as it will require some years of experience. With close cooperation with the Policy Centre, such an accumulation of experience can be achieved much quicker. Another important area would be to enhance the monitoring and evaluation capacities of the managers of ODA. The Policy Centre can be of an invaluable resource base for the ROK by providing technical know-how in the medium term not only to shorten this transition, but also putting past experiences at the disposal of the ROK.



The evaluation team is not privy to the blueprints that are being worked out at present within the government for making ROK a new development partner. Hence the report merely makes suggestions and tentative recommendations.

## ***1. Introduction***

### **1.1 Background**

#### **2.**

The Republic of Korea (ROK, hereafter), after about 50 years of a painful war, transformed itself into a model of development success, has moved from being an aid recipient country to a donor status. It is in the process of becoming a new development partner. ROK is now the 13<sup>th</sup> largest economy in the world. Moreover, it is about to join OECD/DAC as a full donor. As such, it is committed to increasing its assistance from 0.05% of GNI in 2006 to 0.1% in 2010, and 0.25% in 2015 totaling \$3.2 billion a year.

Since the 1960s ROK has achieved an incredible record of growth and integrated into the modern high-tech world economy. Four decades ago, its per capita GDP was comparable with the levels in the poorer countries of Africa and Asia. In 2004, it joined the trillion dollar club of world economies. In 2008, its per capita GDP was roughly the same as that of the Czech Republic and New Zealand. Initially, this success was achieved by a system of close government/business ties, including directed credit, import restrictions, sponsorship of specific industries, and a strong labour effort. The government promoted the import of raw materials and technology at the expense of consumer goods and encouraged savings and investment over consumption. Between 2003 and 2007, growth moderated to about 4-5% annually. A downturn in consumer spending was offset by rapid export growth. Today ROK is a \$1.335 trillion economy (GDP-2008) with per capita income reaching \$24,000 (PPP-based as of 2007).

The current Country Programme (2005-2009) represents an interim step that the ROK Government took to become a full-fledged donor. It is also a pilot initiative to strengthen the multilateral dimension of its donor policy.

The Country Programme (CP) has two main components:

- An outward-looking development cooperation programme for less developed countries, aimed at utilising its financial and technical resources to promote development in partner countries.
- Support to national concerns with regard to unmet MDGs, focusing on gender equality and international environmental obligations.

Following extensive consultations, the ROK Government and UNDP agreed, in 2008, to further strengthen their strategic partnership focusing on ROK's donor status. They both agreed to cease the existing CP mechanism, and instead to promote the future partnership through a Partnership Framework Agreement, a mechanism more relevant to donors. As a process they agreed on the necessity to carry out an in-depth evaluation of the Country Programme.

The main parameters of the evaluation are twofold: (i) to assess the achievements made; and (ii) to explore the future role and function of UNDP.

## 1.2 Main Objectives of the Report

As is clearly stated in the Terms of Reference, the mandate of the evaluation can be summarized in three basic tenets.<sup>1</sup>

- Provide an in-depth assessment and validation of the results/outcomes achieved through UNDP support and partnership with key development actors in the country.
- Provide an analysis of how UNDP positioned itself strategically to add value in line with the ROK ODA policies and programmes, as well as to respond to national needs, challenges and opportunities.
- Based on the assessment and analysis, present the key findings and draw specific lessons from UNDP cooperation, in order to come up with forward-looking recommendations for future ROK-UNDP partnership and strategy from 2010 onwards.

The report follows these tenets very closely. It is organized in five chapters. The Chapter 2 which follows the present one examines the objectives, outputs and outcomes of various projects. Chapter 3 elucidates the findings, paying special attention to relevance, efficiency and sustainability. Chapter 4 presents the conclusions and recommendations based on the findings elucidated in Chapter 3. The last chapter is on the new relationship between UNDP and ROK as new development partner.

## 1.3 Methodology

The methodology used in this assignment is essentially the one developed and used by UNDP in programme assessment.<sup>2</sup> In essence it consists of simultaneous use of perception, validation and documentation, otherwise known as triangulation in order to assess why and how the outcomes have been achieved or are likely to be achieved and to determine the contribution of UNDP, given the development parameters.

Since the present evaluation is an outcome evaluation, three specifics have been kept in mind. Namely, (i) its **focus**, that is to say how the outcomes have been achieved and what the contribution of UNDP has been in the achievement; (ii) its **scope**, that is to say broadly assessing the contribution of the totality of projects to outcomes; and (iii) the **purpose**, that is to say how development effectiveness has been enhanced and contributed further to the attainment of sustainable human development.

The concrete steps include:

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<sup>1</sup> See Annex A for details

<sup>2</sup> This Report follows the principles of evaluation elaborated in three major publications of UNDP/EO. See: *Handbook on Monitoring and Evaluating for Results*, New York, 2003. See also, *Guidelines for Outcome Evaluator*, New York 2006 and UNDP, *Handbook on Planning, Monitoring and Evaluating for Development Results*, New York, 2009.

- Review of project/programme documents.<sup>3</sup> These documents include, but are not limited to, project documents, previously conducted evaluation reports, progress reports, etc. Out of the review of all project documents a representative sample (50% of total) was selected and subjected to a detailed analysis and scrutiny from the standpoint of their contribution to the realisation of the outcomes stated in the Country Programme.
- Briefing and in-depth interviews with UNDP ROK and the government personnel in the ministries concerned, key stakeholders and partners, and project personnel. These interviews were essentially of open-ended nature.<sup>4</sup> Due to the particular circumstances, which will become clear in the subsequent pages, interviews with the KOICA personnel were of utmost importance.
- Visits to selected project sites for direct observation and also interviews with project personnel and, as much as possible, with the end users.
- Preparation of the draft report with special emphasis on relevance, effectiveness, efficiency, degree of change, and sustainability. Sustainability was scrutinized especially to assess whether perceived positive changes/outcomes in the development situation will be of enduring nature.
- Presentation of major findings and conclusions/debriefing with UNDP and other concerned entities and key stakeholders.
- Finalisation of the draft report based upon feedback received during the debriefing session with UNDP personnel and ROK representatives.

The report adheres to (4) evaluation criteria set forth by OECD/DAC. These are:

- *Relevance*, i.e., whether the objectives of interventions are consistent with the priorities of ROK.
- *Effectiveness*, i.e., whether the outputs and outcomes are perceived as important.
- *Efficiency*, i.e., whether the budgeted outlays have been converted to outputs economically.
- *Sustainability*, i.e., whether the project outcomes will be sustained without further UNDP interventions.

Although there was a certain degree of division of labour among the consultants, the report reflects their **unanimous** view, and they are solely responsible for the statements made and the views put forward.

The report was prepared in Seoul between 18<sup>th</sup> and 30<sup>th</sup> October, 2009, and was discussed with UNDP ROK, the ROK Government and implementing partners. It was revised according to the feedback received in the meetings. The present version is, therefore, the final report.

The team is grateful for all the assistance received from UNDP ROK, the ROK Government, project staff, and other concerned parties. The team is fully responsible

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<sup>3</sup> Annex C lists all the projects. Projects whose numbers are given in bold are the ones reviewed by the team.

<sup>4</sup> Annex B lists the persons interviewed.

for all the ideas put forward in the report as well as of all the errors and omissions, which, without their help, would have been more grievous and more serious.<sup>5</sup>

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<sup>5</sup> The team expresses heartfelt thanks to each and every person whose name appears in Annex B.

## **2. Interventions**

### **2.1 Objectives**

The Country Programme contains two basic objectives. One is to set ROK on the road of becoming a donor country and playing an important role in South-South cooperation. Its successful development experience during the last four decades and its outstanding technical capabilities, coupled with high level of intellectual-social capital, certainly justify this objective. The other objective is to address gender issues and environmental concerns within the country. These two objectives are operationalised in (4) outcome groups. This section first details the outputs and outcomes; it then discusses their validity within the set objectives.

### **2.2 Outputs and Outcomes**

As can be appreciated from the matrix in Annex D, the Country Programme Document determines (4) outcome groups. These are:

- Strengthened alignment of the external development aid of ROK with achievement of MDGs, particularly poverty reduction in less developed countries through South-South cooperation.
- Strengthened mechanism to promote integration of gender analysis and sex-disaggregated data in the design of policies, programmes and operations.
- Relevant laws, policies and mechanisms approved and established to empower governments and local communities to better manage biodiversity and ecosystem services.
- New environmentally sound agricultural production system adopted for improving food safety and quality.

### **2.3 UNDP and its Comparative Advantage**

UNDP's role in ROK, over the years, has evolved in response to the development needs and performance of the country. UNDP today supports national efforts in areas where the specific needs have been altered greatly. While ROK's own ability to handle its own development requirements are such that UNDP interventions are no longer sought, further cooperation with UNDP is still of importance, though this now acquires an entirely new institutional arrangement with new attributes.

UNDP's partnership with ROK dates back to mid-1960s when the country started receiving technical assistance in a variety of areas with satisfactory results. The rapid development of the country has brought an altogether new paradigm into the picture as of 2000.

The Country Cooperation Framework (CCF) 1998-2000 was the final one before the country became a net contributing country (NCC). The result was manifold. There were no reliance any longer on UNDP core funds, nor was there need for a large UNDP office. The CCF managed to provide assistance in the magnitude of \$4.1 million. This was the prelude to ROK's emergence as a donor country. In other words, instead of receiving funds from UNDP and/or other donor countries, ROK now embarks upon providing assistance to countries especially in the areas where ROK

has comparative advantage. The present Country Programme reflects this reality. Fully funded by the ROK the Country Programme (2005-2009) has a total budget of \$15,280,950, 37% of which has financed assistance to a number of developing countries.

Since ROK will become a member of OECD/DAC, the question is whether the relationship between ROK and UNDP has come to an end. The answer to this question is obviously negative. The relationship will continue, but its character will be transformed drastically. This report will turn to this issue with detail in the last chapter. However, it may be of use to summarise briefly what UNDP can bring to the new relationship.

As a strong advocate of the human development paradigm, UNDP has in-house expertise in addressing problems of persistent inequality and poverty across the world. The organisation has a strong comparative advantage in addressing issues of human poverty eradication. Equally significant is UNDP's experience in addressing the multiple deprivations that affect the lives of people. Another unique strength of UNDP is the organisation's ability to design poverty eradication policies based on a careful examination of the links of macroeconomic and international trade policies with human development and poverty eradication. UNDP has a number of attributes which are worthy of mentioning here:

- *Long-standing association with and a presence of more than 50 years in ROK.* UNDP has established its reputation as a trusted partner enjoying the confidence of the Government as well as civil society organisations in the country. It has also been able to establish a distinct identity as a multilateral agency. Over the 50-year association, UNDP has developed a good understanding of the priorities of the Government and has dovetailed its operations to match national priorities. It has acquired substantial understanding of the country context which places it in an advantageous position when it comes to the design of development interventions.
- *Neutrality:* As a multilateral agency, UNDP enjoys a high degree of neutrality within the country and is regarded as a provider of unbiased advice.
- *Compatibility with national approach.* UNDP's advocacy of the human development approach is consistent with ROK's own National Development Plans and policies and its vision of the future.
- *Support for multisectoral interventions.* UNDP's mandate allows for supporting cross-sectoral interventions and this has placed UNDP in a relatively advantageous position vis-à-vis other agencies. In addition, UNDP is also able to source support from other UN agencies not present in the country to better address the development needs of ROK as well as its future aspirations.
- *Access to global expertise.* UNDP has the capacity to tap into and leverage a wide range of development expertise by drawing on global, international experiences through horizontal and vertical knowledge networks -- country offices (horizontal) and technical assistance (vertical) -- and also through regional offices. UNDP is thus able to provide advice and expertise that is flexible, inclusive, and relevant to ROK.

- *Global showcasing ROK's astonishing achievements.* UNDP's Country Office serves as a useful window to the outside world for ROK. Over the years UNDP has highlighted the several achievements of ROK and the progress the country has made.
- *Coordination function.* UNDP's broad mandate as well as support to the Office of the Resident Coordinator allows for coordination and mobilisation within the UN system and access to those UN partners not resident in the country. That is highly likely to be a valuable asset for ROK in its quest to expand its role as a donor country.



### ***3. Key Findings of the Projects***

#### **3.1 Relevance**

Two basic concepts are the guiding pillars in deciding the relevance of the projects in question: namely, a) the strategic positioning and focus of UNDP on key outcomes; and b) the outcomes relevant to national priorities, as well as consistent with achieving Millennium Development Goals (MDGs). Outcome 1, “Strengthening the alignment of ROK with MDGs” is relevant to UNDP as well as ROK, since the Government intended to enhance South-South cooperation and transfer its development experience. ROK plans to increase its contribution to ODA to 0.25% of GNI by 2015, which is the target year for the completion of the MDGs.<sup>6</sup> Outcome 2, “Strengthened mechanism to promote integration of gender analysis and sex disaggregated data in the design of policies, programme and operations,” is germane to the policies of ROK and the statements included in the documents of the Ministry of Gender Equality (MOGE). Specifically, the gender sensitive policy of the MOGE reflects the characteristics of the genders and the differences between them; hence the effect of the policy will be the achievement of social equality between the genders. MOGE also emphasizes ‘Gender Impact Assessment’ as a policy tool to support the formulation of the gender sensitive policy. The Ministry is keen on the inclusion of ‘Gender Impact Assessment’ in the formulation of the national budget.<sup>7</sup>

Projects implemented under the environment component were divided into two outcomes. Outcome 3 sought to establish relevant laws, policies and mechanisms to empower governments and local communities to better manage biodiversity and the ecosystem services. Recently, ROK has become environmentally conscious and has taken steps to promote development in a more sustainable way. The ROK Government has been signing a number of international agreements and taking actions accordingly since the 1990s. Some good examples include the United Nations Framework Convention on Climate Change (UNFCCC) and the Convention on Biodiversity. As natural environment and ecosystems is stressed as a decisive factor to the improvement of quality of life, there is a demand that urban development should take place with less destruction of natural environment.

Outcome 4 sought to adopt a new environmentally sound agricultural production system for improving food safety and quality. ROK’s agricultural policies are instituted to meet international standards in the areas of agricultural production. To solve the environmental problems arising from agricultural activities, the Ministry for Food, Agriculture, Forestry and Fisheries (MFAFF) drafted the “Sustainable Agriculture Promotion Act” which was enacted in 1997. In 2001, the Government revised this Act to upgrade the quality of agricultural products and raise the quality control system to an internationally recognised level. Following ROK’s entrance into the WTO in 1999, the Environment-friendly Agriculture Direct Payment System was enacted into law to protect the income of farmers engaged in environment-friendly agriculture. In January 2001, the national five-year environment-friendly agriculture plan was drawn up to specifically state mid- to long-term goals which would

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<sup>6</sup> Ministry of Foreign Affairs and Trade, Diplomacy White Paper, Chapter 5, Diplomacy to Increase Korea’s Role and Position in the International Community, 2009

<sup>7</sup> See, [www.moge.go.kr](http://www.moge.go.kr)

correspond to the reduction of chemical use by 30%. Outcomes 3 and 4 are also germane to the objectives of the Government, as articulated in the environment policy statement.<sup>8</sup>

### **3.2 Efficiency and Effectiveness**

Efficiency can be measured in a variety of ways. One method would be to estimate the proportion of the resources that UNDP allots to a set of outcomes to their administrative costs. The information supplied by the Country Office indicates that managerial expenditures constitute 11.1% of the total budget (2006-2009 average). This average certainly qualifies UNDP ROK as an efficiently administered office.<sup>9</sup>

While the efficiency of the Office is not questionable, the same statement cannot be made with respect to effectiveness. First, the UNDP Country Programme consists of a number of small projects spread across a wide range of sectors. There are 34 relatively small projects (with budgets ranging from less than \$100,000 to over \$1,000,000). This is bound to lead to a scattered and diversified portfolio and contributes to the fragmentation of UNDP's efforts. It must have become difficult for staff members to offer effective professional support. While many of the demonstrative small pilots/projects have been successful in achieving their specific objectives, their larger impact on national policy, linkages and scalability have been limited. Second, the selection of projects, in some instances, has tended to be ad hoc, thereby leading to a poor synergy among projects. For example, ROK 08/001 "Technical Assistance to Tunisia's S&T Plan" was not in the government policy document. Rather, during the ministerial meeting of the two governments, the ministers decided that ROK would assist Tunisia, and then the project would simply be passed to UNDP's programme budget for implementation by STEPI.

This statement does not imply that the projects have not contributed to the set outcomes or that they are irrelevant or marginally irrelevant to the overall outcomes. It only asserts that had there been a more programmatic approach to project designs, the effectiveness of the overall Country Programme would have been enhanced considerably. One positive note, however, must be added here; namely, there are hardly any budget overruns or considerable delays in project implementation. This makes the operations more effective than it would have been otherwise.

### **3.3 Resource Mobilisation and Resource Destination**

The resources for the interventions are provided directly by the Government as well as cost-sharing contributions from ROK's project partners. Since ROK is an NCC country, neither the UNDP's own funds nor funds flowing from multilateral/bilateral

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<sup>8</sup> Since the Wetlands project of GEF has been evaluated, this report does not enter into the discussion of the results of Outcome 3, but refers to Conservation of Globally Significant Wetlands – ROK/03/G31 (mid-term evaluation and the terminal evaluation of the same will be available. shortly). See also, "Korea Wetlands Project Terminal Evaluation."

<sup>9</sup> In comparison the percentages are: Kazakhstan 27%, Turkmenistan 26%, Macedonia 15%, Armenia 14%, Guyana 12%.

assistance agencies for project finance enter into question. One exception is resources flowing from GEF for the attainment of outcome 3. The allocation of funds to different focus areas also reflects the priorities of the Government as well as their compatibility with UNDP's mandated focus areas. Table below indicates resource uses.

Outcome	Resources	%
3. Strengthened alignment of ROK external development aid with achievement of MDGs, particularly poverty reduction in less developed countries through South-South cooperation.	\$6.2 million	41.0
4. Strengthened mechanism to promote integration of gender analysis and sex-disaggregated data in the design of policies, programmes and operations.	\$630 thousand	3.4
5. Relevant laws, policies and mechanisms approved and established to empower governments and local communities to better manage biodiversity and the ecosystem services.	\$8.4 million	55.6
+ 6. New environmentally sound agricultural production system adopted for improving food safety and quality		
<b>Total</b>	<b>\$15.1 million</b>	<b>100.0</b>

As can be discerned from the above table **Outcome 1** has the primordial importance. The pivotal consideration is the Government's policy decision of becoming, in addition to the NCC status, a provider of funds for the development of less developed countries. Parallel to it is the UNDP's focus area of achieving MDGs. Although gender equality is of primordial interest to the UNDP objectives and the policies of ROK, three relatively minor projects have been designed with meager budget to fulfill **Outcome 2**. Given the importance attached to it by both parties, the evaluation finds that the size of the projects and the professed interest are incongruent. **Outcome 3** was an inward looking one directly related to the development priorities of ROK.<sup>10</sup> While individual projects were in implementation stage, certain minor alterations in the budget allocation have taken place, which is not unexpected. However these minor alterations have not in fact altered in any appreciable way the relative importance of the focus areas of expected outcomes. **Outcome 4** was executed through a single project, "Development of Agricultural Production Framework in Pursuit of Food Safety, Quality and Environmental Sustainability," which fully corresponds to the stated outcome effectively.

### 3.4 Ownership and Execution Modality

Since the early 90's UNDP adopted the National Execution Modality (NEX) as the norm. The underlying assumption was that NEX was much more conducive to national ownership of UNDP programmes and projects. Moreover, given its high capacity level, ROK is fully capable of implementing all the projects nationally with satisfactory results.<sup>11</sup>

<sup>10</sup> Total contribution of GEF amounted to \$2,123,905.

<sup>11</sup> As one of the UNDP/EO publication argued, the higher the in-country capacity development, the higher would be the successful implementation of national execution modality. See: Fuat Andic, et al. *The National Execution: Promise and Challenges*. New York, 1995

### **3.5 Sustainability**

Sustainability refers to the durability of positive results after the termination of technical cooperation. It is important to assess whether the programme/project results are institutionalised and internalised. With respect to outcome sustainability it is necessary to assess whether the positive change in the situation will endure and will also lead to other projects/programmes pursued by the Government.

The team finds that most of the projects are sustainable, though there are some exceptions. For example, “ROK 07/008 Gender Responsive Budget in Korea”, being a pilot study, requires that the Government undertake further actions to make it sustainable. Similarly, the sustainability of ROK 08/001 “Technical Assistance to Tunisia’s S&T Plan” depends on the follow-up actions by both governments.

With respect to individual project clusters which were designed for the attainment of four specific outcomes, this report finds that the projects were conducive to the attainment of outcomes.

### **3.6 Synergies**

Synergy refers to one project fortifying the results of another. There are project clusters, but to discern the synergy among them, the projects need to be interwoven into the design stage. This appears to be lacking. The implementing agencies of the projects were not brought together to horizontally disseminate the outputs. The evaluation team has failed to find appreciable synergy among the projects.

### **3.7 Best Practices**

The projects implemented by KIGAM (ROK/05/003 Coastal Geological Mapping of Savai’i Island and ROK/08/005 Geohazard Assessment in Asia and the Pacific) and KORDI (ROK/07/010 Marine Science and Technology Cooperation Between ROK and Latin American Region), were selected as best practices among the 34 projects for the following reasons. First, in their design and execution, these projects corresponded to the needs of the recipient countries. Both projects were demand-driven like all projects should. Second, the projects were quickly internalised in terms of recipient countries’ commitment and participation. And third, the project results will very likely lead to private sector investment, therefore will fulfill the sustainability criteria. Finally, although implemented separately, the KORDI and KIGAM’s projects have synergy with each other. They are forward looking projects and may illustrate the desirable ODA path that ROK may opt for.

## **4. Conclusions and Recommendations**

### **4.1 Design**

The Country Programme was designed in such a way that not only does it correspond to the overall tenets of the UNDP in areas in which UNDP is active, but also it successfully incorporates the policy preference of the ROK. Four outcomes articulated in the Programme Document, with heavy emphasis on MDGs, are especially noteworthy. However, the individual projects could have been better interwoven to the expected outcomes in such a way that better synergy could have been realized. Thirty-four (34) individual projects, many of which are very small in size, and not adhering of programme approach,<sup>12</sup> is the only shortcoming of the design.

### **4.2 Management and Partnership Strategy**

ROK is the only partner country in the execution of the programmes, since it is NCC. While the team concludes that the individual projects are carried out satisfactorily by the implementing agencies, due to staff shortage in the UNDP office, two project officers were entrusted with not only managing the projects, but also with the duty of monitoring, which appear to require superhuman effort. In this sense, the team concludes that the management of the programme is essentially satisfactory, but not as good as it might have been, had the office had more manpower.

### **4.3 Quality of Outputs**

The quality of most of the outputs is satisfactory. Some, such as the fulfillment of MDGs through international cooperation, also can be said to be excellent. The team concludes that during the present Country Programme period, ROK has developed its own independent capacity to enter rightfully into the OECD/DAC. The team also concludes that in some rare occasions, such as in the case of outcome 2 (gender mainstreaming), outputs leading to its realizations were not realized sufficiently to be able to pass a definite judgement. The outputs for outcomes 3 and 4 are highly likely to contribute to their realization.

### **4.4 Outcomes and Sustainability**

The team wishes to assert that all four outcomes are likely to be realized at the end of the Programme; however, the degree of realisation is bound to vary.<sup>13</sup> The team concludes that in more cases than not, the outcomes are sustainable. But there are

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<sup>12</sup> Programme Approach is defined as “process that helps to formulate projects in a coherent, coordinated and participatory manner to ensure sustainability.” See, UNDP/EO *Evaluation of Programme Approach*. New York, 1999.

<sup>13</sup> The reader is referred to Annex D for detailed information based on the indicators set forth in the preparation of the Country Programme. The report wishes to signal that not all indicators adhere to SMART principles (Specific, Measurable, Attainable, Relevant, Tractable), hence not all indicators could be brought up to date. Even if it could have been done, it would have been impossible to establish a direct functional link between the projects and the success indicators. However, comparing the base line data with the data referring to 2007/2008 a certain degree of positive impact cannot be denied.

some projects which will have to be converted from the pilot stage to action plan to be sustainable. Otherwise, sustainability will be questionable.

#### **4.5 Efficiency**

Judging from the low management cost and the absence of overruns either in the budget sense or in the time sense, the overall Country Program appears to be efficient.

#### **4.6 Recommendations**

Due to very particular circumstances and decisions taken by the ROK Government, there will not be a next Country Programme in the usual sense of UNDP assistance to ROK. Hence, to make recommendations in this report has no *raison d'être*. Instead the last section of the report will enter briefly as to some possible sphere of activity of the UNDP Policy Centre in ROK.

## 5. Next Steps to the Future

### 5.1 Center of Gravity of Future ODA

It is the understanding of the team that the cooperation between UNDP and the ROK will be transformed drastically as of 2010. There will no longer be a Country Programme as there was in the past. The Country Office will be closed. In its stead, a new office will be set up under the title of UNDP Policy Centre. This stems from the fact that ROK will join the OECD/DAC as a new development partner providing resources for the development assistance to less developed countries. This is, in a certain sense, not an entirely new endeavor. ROK has been active in South-South cooperation as the 2005-2009 Country Programme already reflects. Considerably successful in providing technical assistance through KOICA, ROK will now be a country that will provide not as South, but as a full-fledged developed country. It is also the understanding of the evaluation team that certain steps have already been taken to establish a ROK MDG Trust Fund at the UNDP Headquarters. This MDG-thematic trust fund will start its operations in 2010. The team is not privy to all the policy decision made or to be made by the Government. However it wishes to put forward some tentative suggestions for the “new UNDP” as a **Policy Centre** in collaboration with the ROK.

Undoubtedly there are a number of opportunities and challenges for ROK to become a donor country in which UNDP ROK as a **Policy Centre** can contribute effectively. Keeping in mind that within a relatively short span of time (about 50 years) ROK moved from a developing to a developed country with clear relative advantage in a number of areas such as science and technology on the one hand, and multilateralism of assistance of UNDP on the other, mutually beneficial and synergetic relationship between the two should be a welcome approach to development assistance. These can be briefly described as such:

South-South cooperation and cooperation with newly emerged development partners are increasingly recognised to be one of the most effective approaches to managing complex transnational issues that are beyond the capacities of individual countries. The UNDP as well as the UN family have accepted, as does the ROK, the challenges of strengthening multilateralism, inclusive partnerships, and well-coordinated action in order to harness the resources available in the South with a view to complementing the efforts made by other partners to address such borderless challenges.

In recent years, **emerging challenges**, such as climate change, growing urban poverty, energy, poverty eradication and other issues that require concerted efforts among countries in the North and the South have increased significantly and have been addressed in numerous reports and international forums. Experts estimate that there will be a 5 to 20 per cent drop in per capita GDP if climate change continues unabated. That would have a disproportionate effect on the developing

This is a special year for the relationship between Korea and UNDP. Korea which started as a programme country in the 1960s will be officially closing our UNDP country office by the year end. In its place we are in close consultations with UNDP on establishing a UNDP Policy Centre that systematically shares the development experience of emerging countries, like Korea with the developing world.

*Statement of Ambassador  
Park In-Kook  
Session 2009 of the  
Executive Board UNDP-  
UNFPA. 9 September  
2009.*

world, causing as many as 220 million people in Africa and South Asia alone to remain below the \$2-a-day poverty line through the end of the century. Indeed, dramatic changes in the environment caused partly by climate change; demographic shifts resulting from migration due in part to the desertification of rural land; and the population explosion in urban areas due largely to rapid industrialization, have created another set of emerging challenges to development in the South. According to a 2007 United Nations Population Fund (UNFPA) report, a billion people, or a sixth of the world's population, live in slums; 90 per cent of them are in developing countries.

Another challenge to development has arisen owing to a lack of access to renewable energy sources. With the price of oil rising and access growing more limited, not only South-South cooperation but also North-South cooperation in finding new energy sources and in exchanging technologies that would help developing countries to maintain energy supplies is crucial for the related areas of food security, environmental preservation and economic growth.

Other related development challenges are linked to climate change. Water scarcity, for example, is one of the greatest threats facing the world today, and the implications for sustainable development among countries in the South have been highlighted in the UNDP *Human Development Report 2006*.

Increasingly, countries in the South will be challenged to expand their capacities in the areas of science and technology in order to boost their productivity and competitiveness. Related, although separate, is the urgent need for stronger infrastructural capacities in transportation and communication links among developing countries, particularly for least developed countries. The digital divide may well be the defining factor that allows some countries to advance economically while others fall by the wayside. The poverty eradication has been becoming increasingly a difficult task.

It is quite clear that ROK possesses a number of comparative advantages in some of the areas mentioned above. Moreover ROK pulled itself out successfully from being a country of less than \$100 per capita income to a country of \$24,000.<sup>14</sup> This unique experience is an invaluable asset for ROK to provide assistance to the developing world, if especially it were to be coupled with the multilateralism of UNDP.

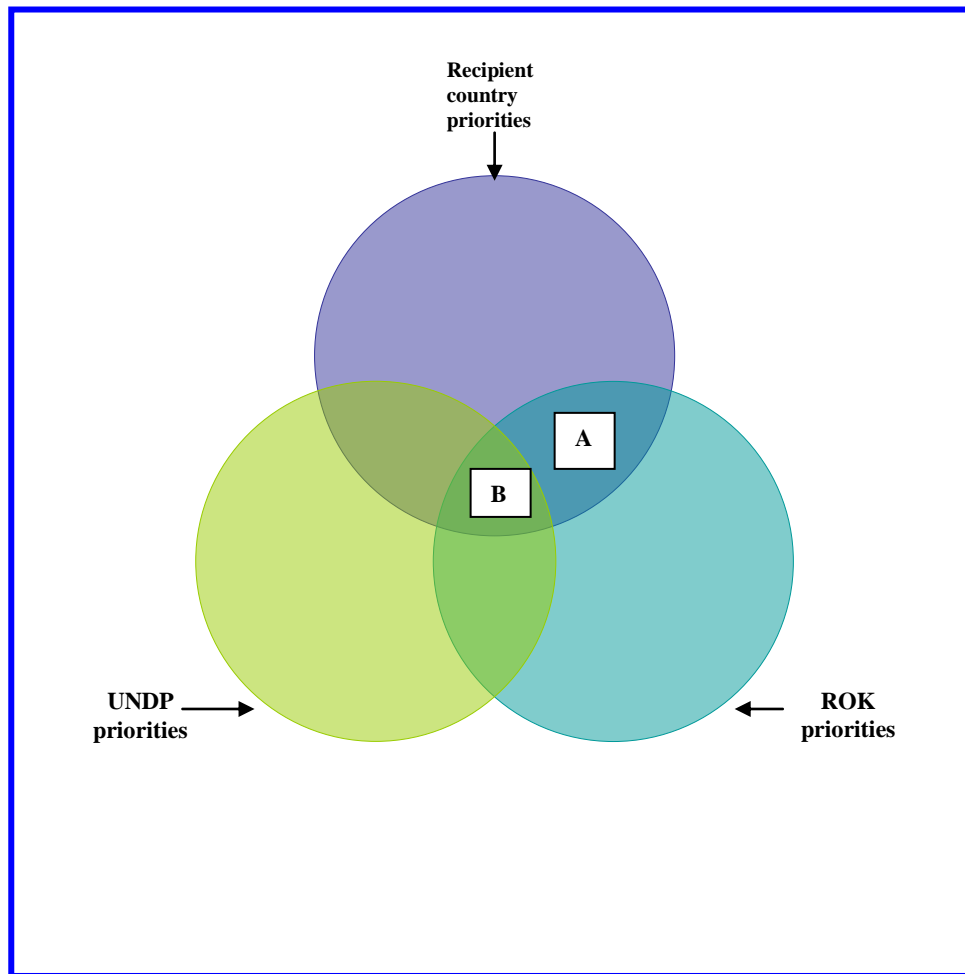
Undoubtedly ROK will pursue bilateral assistance as it sees fit. On the other hand, co-financing arrangements with the UNDP programmes in the developing world would bring not only added advantage due to particular attributes of UNDP as listed in section 2.3 above, it would also expound the multilateral characteristics of the ROK assistance. UNDP Policy Center in Seoul could very well be instrumental in identifying such mutually beneficial co-financial arrangements, as explained in the diagram below. Each circle represents the overall objectives of each entity. While area "A" indicates the sphere of bilateral assistance given the objectives of the recipient country and the objective of the ROK, area "B" indicates where the objectives of UNDP, recipient country and those of ROK coincide, therefore would be conducive to

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<sup>14</sup> Purchasing power parity based as of 2007.



multilateral assistance schemes.



Another assistance modality is to supplement and complement official assistance with a relatively new modality of **public-private partnership**.

While there are concerns about trends in official development assistance, in recent years many developed countries have actually stepped up their level of support for development assistance cooperation through triangular arrangements, thus complementing and strengthening those partnerships. Support for South-South cooperation by developed countries is most evident in public efforts to implement agreements relating to debt relief, aid and other international initiatives to alleviate poverty in the world's poorest countries, in keeping with the United Nations Millennium Declaration.

Given the phenomenal rise and development of the private sector in ROK as well as the multinational character of several ROK enterprises on the one hand, and UNDP's growing experience in forging **public-private partnership** in a number of countries on the other, the new Policy Centre may also very well be catalytic in drawing ROK enterprises to join forces with its official assistance endeavors in creating a triangular relationship for the benefit of developing countries.

It is the understanding of the team that the ROK is also considering to set up a **Trust Fund**. In all probability this fund will be administered by UNDP/HQ pretty much in the same manner as other trust funds for development like the Dutch or Danish funds. It is the privilege of the steering committee to determine the sphere of assistance to developing countries, provided there is no contradiction between the purpose of the fund and UNDP's development principles. Given the extraordinary technological advancement of ROK, one alternative sphere of activity may very well be capacity development in science and technology. Capacity development does not only imply capacity building per se, but also the creation of institutions to absorb and maintain built capacity. It is the 'how' of making development work. While increased financial resources are important, there is little point in having well-funded, planned and budgeted programmes if there is insufficient institutional and systemic muscle or ability and knowledge to implement them effectively. Such capacity limitations are cited by least developed and middle income countries alike as one of the biggest hurdles they face in delivering on their human development promise. Similar is the challenge of capacity retention due to lack of incentives or space for motivated performance, and capacity depletion due to ongoing crises or disasters. Capacity is never constant, and hence nor can be the capacity development response.

In our development cooperation we seek to enable our partner countries to establish and maintain [a balanced] development through effective capacity building. Recognizing that sustainable economic growth requires sound environmental management... strengthening institutional capacity and human resources. In this process

...KOICA focuses on the needs and priorities of our partner countries, so that our development cooperation supports local actors in finding the best solutions to their most urgent issues.....

....Korea has come to acquire a deep understanding of poverty and has obtained valuable skills and knowledge for economic and social development.

From: *KOICA, Making a Better World Together.*

The UNDP Strategic Plan (2008-2011) positions capacity development as the organisation's core contribution to programme countries. Within the context of the wider UN development system, the UN Development Group (UNDG) Position Statement on Capacity Development (Dec 2006), the United Nations Development Assistance Framework (UNDAF) guidelines (rev. Feb 2007), and the UNDG Capacity Assessment Methodology and Tool (Apr 2008) all call for and support a teamed UN approach at the country level, in advocacy for and action on capacity development.

Obviously capacity development has several dimensions. At the most general level of analysis is the broad action environment. This refers to the economic, social, and political milieu in which organisations attempt to carry out their activities and the extent to which conditions in the action environment facilitate or constrain performance. A second dimension of capacity is the institutional environment within the public sector that facilitates or constrains organisational activities and affects their performance. A third dimension of capacity focuses on organisational structures, processes, resources, and management styles that affect how individual talents and skills are used to accomplish individual tasks. The fourth dimension of capacity relates to the coordinated activities of several organisations that are required to accomplish particular tasks. The interactions of organisations within this network can facilitate or constrain organisational performance. The fifth dimension of capacity relates to the training, recruitment, utilisation, and retention of managerial,

professional, and technical talent that contribute to task performance at the organisational level.

Within these general precepts the ROK may very well determine and delineate the parameters of its preference. What is most important, however, is to keep in mind its comparative advantage in the realm of science and technology that has been accumulating through the years of its own development process and transfer it to the developing countries as capacity development.

## 5.2 The Shifting Nature of ODA and the Role of UNDP Policy Centre

Like a living organism, ODA is in constant evolution reflecting the changing needs of recipients and donors alike. Countries, especially donor countries, are seeking innovative methods to stay ahead in the game of “international development.” Some countries try to align their ODA policies to their immediate national interests; others approach the issue more subtly and improve their overall country image through the transfer of ODA; and there are countries that seek to enhance their soft power status through ODA. Despite many different modalities of managing ODAs, there is a clear-cut trend emerging, which cannot be overlooked. As the business of ODA becomes more specialised, there is a global outsourcing movement emerging. Before the emergence of division of labour in ODA, a single country would administer the entire function of its ODA programme (e.g., implementation, monitoring, evaluation, policy formulation, etc.). Today mature donors tend to keep the higher value-added function at home while outsource less valuable functions to competitive bidders. Thus, mature donors tend to specialise in the function of policy making and evaluation, while implementation and technical assistance is shifted to emerging donor countries or developing countries.

ROK needs to keep an eye on this new pattern of ODA as it attempts to become a full-fledged donor. Traditionally, ROK’s forte has been on the technical assistance side, but it will need to move into the management side of ODA in the future. This does not mean that ROK should abandon its strong points (e.g. technological knowhow) to join the “mature club.” Certainly, ROK needs to provide to the international community its best asset, but at the same time, it needs to prepare itself to the transition from implementation to management of ODA. There is a certain role carved out for the UNDP in assisting ROK to make a transition from implementer to manager of ODAs.

In order to bring the staff of the office entrusted with the management of ODA to a first class level, this report proposes a two-step approach:

### **Development priorities emerging from the Accra Agenda for Action.**

Capacity development in the context of national, sector, and thematic strategies: ensuring proper integration of capacity development priorities in key national, sub-national, sector and thematic strategies. Country systems: assessing, strengthening and promoting the use of country systems to implement policies and manage public resources - incl. procurement, public financial management, results, statistics, and information systems. Enabling environment addressing the systemic impediments to local capacity development Technical co-operation: working towards demand-driven efforts in technical co-operation and promoting the use of local and regional resources, including through South-South arrangements. . Civil society and private sector: enabling local civil society and the private sector to play their role in capacity development. . Fragile situations: tailoring, phasing and coordinating capacity building and development in situations of fragility, including countries emerging from conflict.

Source: *Accra Agenda for Action 2008. Quoted in OECD-DAC; 2008*

In the short term, UNDP Policy Centre in Seoul can be instrumental in assisting and enhancing the contribution of ROK as a new development partner. UNDP can organise workshops, round table discussions in a participatory manner, to build capacities of middle- to high-level ROK officials who will be entrusted with managing multilateral assistance to developing countries. At the same time UNDP can play an important advocacy role in making the general public aware of the importance and possible benefits of ROK becoming a donor country within the overall framework of globalisation. At this juncture the design of a syllabus obviously would be premature. The depth and the width will have to be determined by mutual agreement.

In the medium term the Policy Centre can render valuable assistance to the Government to meet the requirements of a full-fledged mature donor that goes beyond simply transferring financial and technological resources and knowhow. It is well known that UNDP has made valuable contributions to successive five-year economic development plans in the early years of ROK's industrialisation. In turn, thanks to the vast network of UNDP, the Policy Centre can now be an effective instrument for ROK to transfer its knowledge and experience in the field of economic development and planning to the developing world if the recipient countries so desire. The experience of many years has shown that technical assistance is much more efficient and beneficial if demand is generated by recipients rather than imposed upon recipients by assistance providers. As a multilateral donor ROK, following the precepts of OECD/DAC, will have to change its mind-set from supply- to demand-based assistance. However, such a change cannot be achieved instantaneously; as it would require some years of experience. With close cooperation with the Policy Centre, such an accumulation of knowledge can be achieved much quicker. Another important area would be to enhance the monitoring and evaluation capacities of the managers of ODA. The Policy Centre can be an invaluable resource base for the ROK by providing technical know-how in the medium term, not only to shorten this transition, but also to put past experiences at the disposal of the ROK.

The evaluation team is not privy to the blueprints that are being worked out at present within the Government for making ROK a full-fledge donor country. Hence the report merely makes suggestions and tentative recommendations.

**Annex: A**  
**Terms of Reference**  
**Country Programme Terminal Evaluation**

**I. BACKGROUND**

ROK, a frequently cited model of development success, has transformed itself from a recipient to a donor within a short period. Being a member of OECD and an emerging donor, ROK is now the 13<sup>th</sup> largest economy in the world. Moreover, ROK is to join OECD/DAC in 2010, as a full donor. In this regard, ROK is committed to increasing its ODA from 0.05% of GNI in 2006 to 0.1% in 2010, 0.13% in 2012 and 0.25% in 2015. At 0.25% of GNI, ROK's ODA is expected to reach \$3.2 billion a year.

The current Country Programme (2005-2009) represented an interim step taken by the ROK to become a full-fledged donor. It is also a pilot initiative to strengthen multilateral dimension of ROK's ODA policy. In January 2005, the current CPD was approved by the Executive Board, initially for the period of 2005-2008, and extended, in 2008, to the end of 2009, at the request of the ROK Government to ensure a successful completion of on-going programmes/projects.

The current CP comprises two main components: 1) an outward-looking development cooperation programme for less developed countries, aimed at utilizing ROK's resources to promote development in partner countries; and 2) support to national concerns with regards to unmet MDGs, focusing on gender equality and international environmental obligations. The current CPD includes the organization of a mid-term review and an independent evaluation at the end of the country programme. The mid-term review was not realized due to on-going consultations between the ROK and UNDP about future UNDP presence beyond 2009.

Following extensive consultations, the ROK and UNDP agreed, in 2008, to further strengthen the ROK-UNDP strategic partnership focusing on ROK's donor status. In this regard, both agreed to cease the existing CP mechanism, but promote the future partnership through a ROK-UNDP Partnership Framework Agreement, a mechanism more relevant to donors.

In order to facilitate the ROK-UNDP Partnership Framework Agreement, UNDP and the ROK Government have agreed that the in-depth evaluation of the Country Programme will: a) assess the achievements made and lessons learnt during the current CP; and b) explore future UNDP roles and functions. It is expected that the recommendations of the evaluation will help formulate a new UNDP strategy, reflecting ROK's donor status.

**II. OBJECTIVES OF THE EVALUATION**

The Ministry of Education, Science and Technology (MEST), which is an executing entity for the current CP, the Ministry of Foreign Affairs and Trade (MOFAT) and UNDP ROK will jointly organize the evaluation. The main objectives of the evaluation are to:

- Provide an in-depth assessment and validation of results/outcomes achieved through UNDP support and partnership with key development actors in the country.
- Provide an analysis of how UNDP positioned itself strategically to add value in line with the ROK ODA policies and programmes as well as in response to national needs, challenges and opportunities.
- Based on the assessment and analysis above, present key findings and draw specific lessons from UNDP cooperation, aimed to provide forward-looking recommendations for future ROK-UNDP partnership and strategy from 2010.

**III. SCOPE OF THE EVALUATION**

The evaluation will undertake a comprehensive review of the UNDP programme portfolios and activities for the period of 2005-2009. Specific areas of focus are:

### 1. Results/Outcomes

- Examine effectiveness and sustainability of the country programme by a) highlighting main achievements/outcomes and UNDP's contributions to those in terms of key outputs; and b) ascertaining progress made in achieving outcomes.
- Identify and analyze progress in achieving intended outcomes against benchmarks and indicators.

The Results and Resources Framework of the current CPD shows the following outcome matrix (2006 Revision).

Outcome	Resources
3. Strengthened alignment of ROK external development aid with achievement of MDGs, particularly poverty reduction, in less developed countries through South-South cooperation.	Government: \$11.9 million
4. Strengthened mechanism to promote integration of gender analysis and sex-disaggregated data in the design of policies, programmes and operations	Government: \$100,000
5. Relevant laws, policies and mechanisms approved and established to empower governments and local communities to better manage biodiversity and the ecosystem services	GEF: \$1.8 million Government: \$3.9 million
6. New environmentally sound agricultural production system adopted for improving food safety and quality	Government: \$1.4 million
Total	\$19.1 million

The mid-term evaluation for Outcome 3 was conducted in August 2008, while the final evaluation is planned in October 2009, since this outcome is related to GEF project. (The evaluation reports of this outcome will be shared with the evaluators).

The outputs are to be accomplished through a portfolio of UNDP-supported projects. The list of country projects (on-going and completed) is attached as Annex I, which are associated with the outputs and outcomes.

The scope of outcome evaluation can be determined by the following questions:

- Have the right things been done? (Was the outcome and associated programme/projects relevant, appropriate and strategic to national goals and the UNDP mandate?)
- Have things been done right? (Were the actions to achieve the outputs and outcomes effective and efficient?)
- Are the results sustainable? (Will the outputs and outcomes lead to benefits beyond the life of the existing programmes/projects?)
- What impact did and will the results have on current/future policy framework in the country?
- How might we do things better in the future? (Which findings may have relevant for future programming or for other similar initiatives elsewhere?)

### 2. Strategic Positioning

- Focus: Assess whether the programme is effectively and strategically focused on, with a linkage between the overarching goal of MDGs and poverty reduction in developing countries as well as in the ROK.
- Partnership: Review the synergies and alignment of UNDP support with other initiatives and partners.
- Management: Review policy and administrative constraints affecting the programme from the perspectives of UNDP ROK and partner agencies, including MEST and MOFAT.
- Resources: Identify how resources were mobilized and allocated to programmes/projects.
- Modality: Identify effectiveness in the use of the programme approach and execution modalities.

### 3. Lessons Learnt and Good Practices

- Identify key lessons from both intended and unintended results in focus areas and in strategic positioning which can provide useful basis for strengthening ROK-UNDP cooperation in the future, and for developing new programming mechanisms/modalities beyond 2009.
- Identify good practices for possible replication in other emerging donor countries.

#### **IV. METHODOLOGY/EVALUATION APPROACH**

The evaluation will employ a variety of methodologies for data collection and analysis as follows:-

- Desk review of existing documents and materials (Annex II);
- Interviews with ROK partners and stakeholders (including what the partners have achieved with regard to the outcome and what strategies they have used);
- Questionnaires to obtain a breadth of information on a wide range of topics from a large number of diversity of stakeholders;
- Group interviews to get in-depth stakeholder opinion and judgment about UNDP intervention;
- Field visits to selected key projects in ROK to verify the UNDP produced outputs and the impact of the outputs;
- Case studies for comprehensive examination through cross comparison of cases to obtain in-depth information; and
- Briefing and debriefing sessions with UNDP, MEST and MOFAT.

The review will be carried out in accordance with the corporate guidelines on assessment and evaluation and by applying a results-based management approach to focus on outcomes, and from this perspective, examine achievements and constraints, draw lessons learnt and recommend strategic areas of focus and new modalities of programme beyond 2009.

#### **V. EVALUATION PRODUCTS/DELIVERABLES**

The key evaluation products should include, at minimum, the followings:

- Evaluation Inception Report: An inception report should be prepared by the evaluators before going into the full fledged evaluation exercise. It should detail: a) proposed methods; b) proposed sources of data; and c) data collection procedures. It should include a proposed schedule of tasks/activities and deliverables, designating a team member with the lead responsibility for each task or product.
- Draft evaluation report:
- Final evaluation report
- Evaluation brief and other knowledge products or participation in knowledge sharing events.

The main expected output is the comprehensive final evaluation report, including relevant annexes with detailed data. The final report should be a 50 page comprehensive report in English and Korean, including the following content:

- Executive summary
- Introduction
- Description of the Intervention
- Evaluation Scope and Objectives
- Evaluation Approach and Methods
- Data Analysis
- Findings and Conclusions
- Recommendations
- Lessons Learned
- Report Annexes: TORs, list of people interviewed, list of supporting documents reviewed, etc.

UNDP evaluation report template and quality standards are attached as Annex III.

#### **VI. EVALUATION TEAM**

The composition of the evaluation team should reflect the independence and the substantive results of the exercise. The team leader and the member of the review team will be selected by MEST, MOFAT and UNDP ROK in consultation with RBAP and the Evaluation Office.

The evaluation team will consist of three consultants: one international consultant (as team leader) and two national consultants (as team members). Areas of expertise to be considered include the following:

- Proven experience and experience in conducting evaluations;
- Technical knowledge and experience in UNDP's thematic areas, with specifics on the focus of the evaluation and cross-cutting issues such as gender, rights-based approach, and capacity development
- Knowledge of the national situation and context;
- Results-based management expertise;

The international consultant should have a demonstrated capacity in strategic thinking and policy advice and in the evaluation and management of complex programmes in the field. The team leader should have tertiary education in development studies, business or economics (post-graduate or with relevant qualification is preferred), and at least ten years of work experience in the field of development cooperation/international cooperation, familiar with UNDP programming including monitoring and evaluation requirements. The team leader will take the overall responsibility for the quality and duly submission of the evaluation report in English.

Specifically, the international consultant (team leader) will perform the following tasks:

- Lead and manage the evaluation mission;
- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis);
- Decide the division of labor within the evaluation team;
- Conduct an analysis of the results, outcomes and outputs;
- Draft related parts of the evaluation report; and
- Finalize the whole evaluation report in English and submit it to UNDP ROK.

The national consultants should have an extensive knowledge of the country situation and development issues, and substantive knowledge of global agenda, MDGs, UNDP-sponsored programmes, with an advanced university degree, and more than five year experiences in development cooperation, social science, micro economics and business administration. The national consultant should be good at English to provide translation and editing of related documents from English to Korean, and vice versa. The national consultant will perform the following tasks with a focus on ROK-specific analysis:

- Liaise with Korean project authorities; collect and translate, when necessary, project materials;
- Introduce Korean background information to international consultant;
- Review project documents particularly including those in Korean;
- Participate in the design of the evaluation methodology;
- Conduct an analysis of the results, outcomes and outputs;
- Draft related parts of the evaluation report; and
- Translate and edit the evaluation report from English to Korean, and finalize the report in Korean for submitting to UNDP ROK and MEST/MOFAT

## **VII. EVALUATION ETHICS**

The evaluations in UNDP will be conducted in accordance with the principles outlined in the Ethical Guidelines for Evaluation (UNEG 2007), and should describe critical issues evaluators must address in the design and implementation of the evaluation, including:

- Evaluation ethics and procedures to safeguard the rights and confidentiality of information providers: (e.g. measures to ensure the compliance with legal codes governing, for example, provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; protocols to ensure anonymity/confidentially, etc.)



## **VIII. IMPLEMENTATION ARRANGEMENTS**

UNDP ROK will identify an independent international consultant/team leader, of the evaluation mission, and two national consultants will be jointly identified by UNDP ROK, MOFAT and MEST. UNDP ROK will take a lead in organizing dialogue and stakeholder meetings on the findings and recommendations, support the evaluation team in liaison with the key partners and discussions with the team, and make available to the team all the material that is available. UNDP ROK/Programme Unit will provide both substantive and logistical support to the evaluation team.

## **IX. TIMEFRAME**

The evaluation will start from mid-October 2009 and will last for a period of one and half months maximum. The proposed schedule is attached.

Towards the end of the mission, the evaluation team will discuss its preliminary findings and recommendations with UNDP ROK, and present these to the ROK Government and partners at a meeting of key stakeholders. The team will use this feedback to finalize the report.

## **Annex B**

### **Persons Interviewed**

#### **UNDP**

Mr. Zhe Yang	Resident Representative
Ms. Ok-Soon Lee	Assistant Representative
Ms. Hyun-Shin Lee	Programme Manager

#### **GOVERNMENT OF KOREA**

##### **Ministry of Education, Science and Technology (MEST)**

Mr. Un-Woo Lee	Director-General, International Cooperation Bureau
Mr. Jin-Seon Park	Director, International Exchange and Cooperation Division
Ms. Hyun Choi	Liaison Officer

##### **Ministry of Foreign Affairs and Trade (MOFAT)**

Mr. Jaewan Lee	Director, Humanitarian Assistance Division
Ms. Hyun-Joo Oh	First Secretary, Humanitarian Assistance Division

##### **Korea International Cooperation Agency (KOICA)**

Mr. Woo-yong Chung	Director, Regional Policy Department
Mr. Hyung-kyoo Kim	Manager, Policy Planning Team
Mr. Hyun-Gue Joe	Assistant Director, Policy Planning Team

#### **PROJECT PERSONNEL**

Dr. Hye-Kyung Sohn	National Project Coordinator, Korea Food & Drug Association
Dr. Gihong Kim	Professor, Global Edison Academy, Handong University
Prof. Kyu Y. Chang	Dean of University Advancement, Handong University
Ms. Sun-Mi Koo	Project Assistant, Handong University
Prof. Kwi-Gon Kim	National Project Coordinator, Seoul National University (SNU)
Mr. Hoon Lee	Project Assistant, SNU
Ms. Young-Hye Kim	External Relations Team, Korean Women's Development Institute (KWDI)
Dr. Hyun-Joo Song	Gender Policies Education Division, Korea Institute for Gender Equality Promotion and Education (KIGEPE)
Prof. Young-Ran Park	Department of Silver Industry, Kangnam University
Dr. Sik Hur	International Cooperation Division, Korea Ocean Research and Development Institute (KORDI)
Ms. Kyung-Jin Kim	Project Assistant, International Cooperation Division, KORDI
Ms. Hye-Ran Yang	National Project Coordinator, Asia-Pacific Center of Education for International Understanding (APCEIU) of UNESCO
Ms. Jeong-Min Eom	National Project Coordinator, APCEIU of UNESCO
Mr. Jong-Jin Song	National Project Coordinator, Korean National Commission for UNESCO (KNCU)
Mr. Myung-Shin Kim	Partnership Schools Team, KNCU
Mr. Bong-Hoon Lee	National Project Coordinator, Rural Development Administration (RDA)
Dr. Su-Myeong Hong	International Technology Cooperation Center, RDA
Dr. Kang-Su Kwak	Multilateral Cooperation Team, RDA
Dr. Jeong-Hyop Lee	Researcher, Science and Technology Policy Institute (STEPI)
Dr. Chi-Ung Song	Researcher, STEPI
Dr. Yong-soo Hwang	Researcher, STEPI
Dr. Se-Won Chang	National Project Coordinator, Korea Institute of Geosciences and Mineral

Dr. Chi-Won Lee	Resources (KIGAM)
Dr. Chul-Ho Kim	Petroleum & Marine Research Division, KIGAM
	Senior Researcher, Korea Institute of Bioscience and Biotechnology (KRIBB)

### **NGOs (Non-Governmental Organizations)**

Mr. Chul-Ki Ju	Secretary General, UN Global Compact Korea Network
Mr. Jun-Suk Lee	Team Manager, UN Global Compact Korea Network
Ms. Hye-Kyung Kim	Secretary General, Global Civic Sharing
Mr. Chong-Soo Lee	Executive Director, Social Solidarity Bank

**Annex C**  
**List of Projects and Budgets**

PROJECT NUMBER	PROJECT TITLE	Agency/	Fund	Total Approved	Related Outcomes	Remarks
		Period	Code	2005-2009	Focused Areas	
ROK/02/001 (00014585):	Promoting effective collaboration between the government and UNDP	MEST	30000/ 30071	209,764	OUTCOME 1	On-going project
		2002-2009	11888	201,393	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			<i>411,157</i>	<i>INWARD</i>	
ROK/02/002 (00014586):	Dissemination and promotion of Korean experiences in S&T	MEST	30000	243,440	OUTCOME 1	On-going project
		2002-2009			MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			<i>243,440</i>	<i>OUTWARD</i>	
<b>ROK/03/004 (00037831)</b>	Food Safety, Quality and Environmental Sustainability	RDA	30000	1,101,531	OUTCOME 4	Operationally completed.
		2003-2007			ENVIRONMENT	
	<i>SUB-TOTAL</i>			<i>1,101,531</i>	<i>INWARD</i>	
ROK/03/G31 (00038362)	Conservation of Globally Wetlands in the Republic of Korea	MOE	30000	4,363,650	OUTCOME 3	On-going project
		2004-2009	62000	2,123,905	ENVIRONMENT	
	<i>SUB-TOTAL</i>			<i>6,487,555</i>	<i>GEF</i>	
ROK/04/001 (00041559)	Development of Soil Loss Protection in Tumen River Basin	KOWACO	30000	72,000	OUTCOME 1	Operationally completed.
		2004-2006	11888	30,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			<i>102,000</i>	<i>OUTWARD</i>	
<b>ROK/04/002 (00041501)</b>	Bioconversion of By-products from Palm Industry for Production of Value-added Biomaterials	KRIBB	30000	464,936	OUTCOME 1	Operationally completed.
		2005-2008	11888	50,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			<i>514,936</i>	<i>OUTWARD</i>	
<b>ROK/05/001 (00042843)</b>	SCP - SEOGWIPO CITY	Seogwipo City	30000	260,000	OUTCOME 3	Operationally completed.
		2005-2007	11888	40,000	ENVIRONMENT	
	<i>SUB-TOTAL</i>			<i>300,000</i>	<i>INWARD</i>	
<b>ROK/05/002 (0044539)</b>	Asia-Pacific Network for QA in Radiotherapy	KFDA	30000	260,000	OUTCOME 1	Operationally completed.
		2005-2008	11888	40,000	MDGs & POVERTY REDUCTION	

PROJECT NUMBER	PROJECT TITLE	Agency/	Fund	Total Approved	Related Outcomes	Remarks
		Period	Code	2005-2009	Focused Areas	
	<i>SUB-TOTAL</i>			300,000	<i>OUTWARD</i>	
<b>ROK/05/003</b> <b>(00044540)</b>	Coastal Geological Mapping	KIGAM	30000	160,486	OUTCOME 1	Operationally completed.
		2005-2008	11888	40,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			200,486	<i>OUTWARD</i>	
ROK/05/004 (00045653)	Promoting Culture & Tourism Development & Exchange with South-East Asian Countries	KCTPI	30000	467,105	OUTCOME 1	Financially completed.
		2005-2006	11888	57,991	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			525,096	<i>OUTWARD</i>	
ROK/05/005 (00047164)	Model Set-up for school health management in Mongolia	KAHP	30000	117,779	OUTCOME 1	Financially completed.
		2005-2006	11888	15,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			132,779	<i>OUTWARD</i>	
ROK/06/001 (00052186)	Post-Tsunami Environment Impact Assessment	IAEA-RCA RO	30000	325,821	OUTCOME 1	On-going project
		2006-2008	11888	50,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			375,821	<i>OUTWARD</i>	
ROK/06/004 (00052936)	Websites of Culture and Tourism in Vietnam, Cambodia and Laos	KOFICE	30000	351,500	OUTCOME 1	Operationally completed.
		2006-2008	11888	43,930	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			395,430	<i>OUTWARD</i>	
<b>ROK/06/007</b> <b>(00053284)</b>	SCP - GANGWON PROVINCE	Gangwon	30000	450,000	OUTCOME 3	Operationally completed.
		2006-2008	11888	50,000	ENVIRONMENT	
	<i>SUB-TOTAL</i>			500,000	<i>INWARD</i>	
ROK/06/008 (00053467)	A Study on the Standardization of Logistics Systems in NEA	KMI	30071	70,000	OUTCOME 1	Operationally completed.
		2006-2007	11888	30,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			100,000	<i>OUTWARD</i>	
<b>ROK/07/001</b> <b>(00052975)</b>	Microcredit for Poor Households of Migrants in Korea	SSB	30071	207,000	OUTCOME 2	On-going project
		2007-2009	11888	30,000	GENDER	

PROJECT NUMBER	PROJECT TITLE	Agency/	Fund	Total Approved	Related Outcomes	Remarks
		Period	Code	2005-2009	Focused Areas	
	<i>SUB-TOTAL</i>			237,000	INWARD	
ROK/07/002 (00053717)	Labour Policy Options in Developing Countries	KLI	30071	100,000	OUTCOME 1	Terminated.
		2007-2008	11888	20,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			120,000	OUTWARD	
ROK/07/004 (00053720)	Technical Assistance to Vietnam S&T National Plan	MOST			OUTCOME 1	Operationally completed.
		2007-2008	11888	110,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			110,000	OUTWARD	
ROK/07/005 (00053716)	Mainstreaming gender perspective in ODA policies and programmes	KWDI	30071	162,285	OUTCOME 2	Operationally completed.
		2007-2008	11888	30,000	GENDER	
	<i>SUB-TOTAL</i>			192,285	INWARD	
ROK/07/007 (00053719)	Korea-Cambodia Youth Partnership for HIV/AIDS Prev.	KFHAP	30071	100,000	OUTCOME 1	Operationally completed.
		2007-2008	11888	15,150	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			115,150	OUTWARD	
ROK/07/008 (00057349)	Gender Responsive Budget in Korea	KIGEPE	30071	70,846	OUTCOME 2	On-going project
		2007-2009	11888	30,000	GENDER	
	<i>SUB-TOTAL</i>			100,846	INWARD	
ROK/07/009 (00057347)	Model Set-Up for School Health in Mongolia (2nd Phase)	KAHP	30071	111,928	OUTCOME 1	Operationally completed.
		2007-2008	11888	31,400	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			143,328	OUTWARD	
ROK/07/010 (00059454)	Marine Science & Technology Coop. - ROK and Latin America Region	KORDI	30071	328,620	OUTCOME 1	On-going project
		2008-2009	11888	89,600	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			418,220	OUTWARD	
ROK/08/001 (00061015)	Technical assistance for Tunisia	STEPI			OUTCOME 1	Operationally completed.
		2008	11888	51,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			51,000	OUTWARD	
ROK/08/003 (00057340)	Global Entrepreneurship Education Programme	Handong	30071	225,000	OUTCOME 1	On-going project

PROJECT NUMBER	PROJECT TITLE	Agency/	Fund	Total Approved	Related Outcomes	Remarks
		Period	Code	2005-2009	Focused Areas	
		2008-2009	11888	81,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			<i>306,000</i>	<i>OUTWARD</i>	
ROK/08/004 (00057351)	Economic Empowerment of Rural Women in Asia	APWINC	30071	35,000	OUTCOME 1	Terminated.
		2008-2009	11888	35,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			<i>70,000</i>	<i>OUTWARD</i>	
ROK/08/005 (00057348)	Geohazard assessment in AP	KIGAM	30071	148,586	OUTCOME 1	On-going project
		2008-2009	11888	60,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			<i>208,586</i>	<i>OUTWARD</i>	
ROK/08/006 (00057342)	Cochlear implant surgery	KyungDong	30071	187,000	OUTCOME 1	On-going project
		2008-2009	11888	68,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			<i>255,000</i>	<i>OUTWARD</i>	
ROK/09/001 (00069265)	Capacity building of Pacific Islands Educators for Civil Education towards a Culture of Peace	UNESCO/APCEUI	30071	30,756	OUTCOME 1	On-going project
		2009	11888	40,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			<i>70,756</i>	<i>OUTWARD</i>	
ROK/09/002 (00069266)	Capacity building of teacher trainers in Asia-Pacific	UNESCO/APCEUI	30071	76,402	OUTCOME 1	On-going project
		2009	11888	100,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			<i>176,402</i>	<i>OUTWARD</i>	
ROK/09/003 (00069267)	ASPnet Good Practice Development in Achieving MDGs through ESD	UNESCO/APCEUI	30071	32,441	OUTCOME 1	On-going project
		2009	11888	60,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			<i>92,441</i>	<i>OUTWARD</i>	
ROK/06/003 (00052886)	Support to the ICAPP	MOFAT	11888	43,500	OUTCOME 1	Operationally completed
			44201	50,000	MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			<i>93,500</i>	<i>OUTWARD</i>	
ROK/07/003 (00053781)	Establishment of Global Compact Korea Network	MOFAT	11888	261,925	OUTCOME 1	On-Going project.

PROJECT NUMBER	PROJECT TITLE	Agency/	Fund	Total Approved	Related Outcomes	Remarks
		Period	Code	2005-2009	Focused Areas	
					MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			261,925	<i>INWARD</i>	
ROK/07/006 (00056971)	Promotion of Global Agenda	MOFAT	44201	568,280	OUTCOME 1	On-Going project.
					MDGs & POVERTY REDUCTION	
	<i>SUB-TOTAL</i>			568,280	<i>OUTWARD</i>	
TOTAL			30000 30071	10,733,876		
			11888	1,804,889		
			62000	2,123,905		
			44201	618,280		
TOTAL				15,280,950		
	OUTCOME 1			6,361,733		
	OUTCOME 2			530,131		
	OUTCOME 3+4			8,389,086		
TOTAL				15,280,950		
	INWARDS			3,104,744		
	OUTWARDS			5,688,651		
	GEF + MOE			6,487,555		
TOTAL				15,280,950		



**Annex D**  
**Outcome and Result Matrix**

<b>Achieving MDGs and Reduction of Human Poverty</b>						
<b>Expected Outcomes</b>	<b>Indicators</b>	<b>Baselines</b>	<b>Targets</b>	<b>Expected Outputs</b>	<b>Indicators</b>	<b>Comments</b>
<b>.1. Strengthened alignment of ROK external development aid (ODA and other financial flows) with achievement of MDGs, particularly poverty reduction, in less developed (partner) countries through South-South Cooperation</b>	<ul style="list-style-type: none"> <li>- % of ROK ODA against GNI;</li> <li>- % of ROK ODA allocated through multilateral development cooperation programme to support MDGs;</li> <li>- Amount of ROK aid channeled through UNDP;</li> <li>- % of demand-driven projects, instead of supply-driven, which are focusing on poverty reduction and MDGs;</li> <li>- Direct and/or indirect impact on the achievement of MDGs in partner countries.</li> </ul>	<ul style="list-style-type: none"> <li>- ROK ODA: 0.06% of GNI in 2004 (\$423 million);</li> <li>- 23% of ROK ODA in 2004 through multilateral organisations (but little actually used for development activities);</li> <li>- ROK contribution to UNDP: \$1 million as VC and \$0.8 million as non-core through S/S cooperation in 2004;</li> <li>- 0% in 2004.</li> </ul>	<ul style="list-style-type: none"> <li>- 0.1% in 2008 and 0.2 in 2015;</li> <li>- 25% by 2008;</li> <li>- \$5 million/year by 2008;</li> <li>- 60% by 2008.</li> </ul>	<p>MDG 8 network in place in ROK to promote public understanding of and support to increasing ROK development aid.</p> <p>More ROK institutions &amp; organisations having participated in the Country Programme.</p> <p>An established mechanism to promote sustainable demand-driven programme focusing on poverty reduction and MDGs in partner</p>	<ul style="list-style-type: none"> <li># of public dialogues and forums organised on MDGs, particularly MDGs 8 in ROK.</li> <li># of ROK institutions and organizations contributing to achieving MDGs in partner countries.</li> <li># of ROK best practices shared with partner countries.</li> <li># of board-based capacity building initiatives in partner countries.</li> <li># of ROK experts contributing to poverty reduction and MDGs in partner countries.</li> </ul>	<p><b>ODA/GNI 0.09% (2008): 0.01% short of target; USD 797 million, 34.8% multilateral cooperation (Diplomacy White Paper 2009)</b></p> <p><b>16 public forums on MDGs (MDG Korea Website), 11 training workshop for ODA workers (KCOC)</b></p> <p><b>63 private organizations, 6 research institutions, and 6 government organizations contributing to achieving MDGs in partner countries. (KCOC)</b></p> <p><b>KOICA dispatched 5,808 volunteers to partner countries during 1990-2008 (KOICA Yearbook); private sector organisations dispatched 305 volunteers to partners countries during 2005-2007 (KCOC)</b></p> <p><b>* KCOC: Korea NGO Council for Overseas Cooperation</b></p>

				<p>countries.</p> <p>Strengthened support from the private sector and NGOs to development assistance.</p> <p>Contributions, through S/S cooperation, to achievement of MDGs, formulation of relevant national policies and strengthening of institutional capacity in partner countries.</p>	<p>% of projects initiated based on needs identified from partner countries.</p> <p>Increased support from the ROK private sector to global development</p>	
Expected Outcomes	Indicators	Baselines	Targets	Expected Outputs	Indicators	Comments
<b>2. Strengthened mechanism to promote integration of gender analysis and sex-disaggregated data in the design of policies, programmes and operations</b>	<ul style="list-style-type: none"> <li>- GEM rank of ROK;</li> <li>- Earning ratio between female and male employees;</li> <li>- % of women parliamentarians in the National Assembly</li> </ul>	<ul style="list-style-type: none"> <li>- 59<sup>th</sup> among 80 countries in the 2005 HDR;</li> <li>- 0.632 in 2004;</li> <li>- 13% in 2004</li> </ul>	<ul style="list-style-type: none"> <li>30<sup>th</sup> by 2010</li> <li>- 0.85 by 2010</li> <li>- 20% by 2008</li> </ul>			<p><b>HDI is 0.937, rank 26<sup>th</sup> out of 182. GEM 68<sup>th</sup> in 2002; 61<sup>st</sup> in 2007. Women in parliament: 14% in 2007 Female professional and technical workers: 40% of total. Earning ratio between female and male employees: 52% (HDR 2009).</b></p> <p><b>Met target in HDI and exceeded. CP 2005-2009 was instrumental in improvement of gender (HDR 2009).</b></p>

Conservation and Sustainable Use of Biodiversity						
Expected Outcomes	Indicators	Baselines	Targets	Expected Outputs	Indicators	Comments
<b>3. Relevant laws, policies and mechanisms approved and established to empower Governments and local communities to better manage biodiversity and the ecosystem services</b>	<ul style="list-style-type: none"> <li>- % of wetlands in the selected areas having protected;</li> <li>- % of five-year mean maximum counts of wader species;</li> <li>- % of mid-winter wildfowl (geese &amp; ducks);</li> <li>- % of populations of the bivalves in demo sites;</li> <li>- # of Korea cities having adopted and implemented SCP approaches and methodologies, developed by UN-Habitat, and included eco-city development strategy and action plan in their urban development plans.</li> </ul>	<ul style="list-style-type: none"> <li>- Less than 5% of wetlands in the selected area having protected.</li> <li>- Five-year mean maximum counts of wader species: less than 10% of flyway (or world) population;</li> <li>- Decreasing number of mid-winter wildfowl;</li> <li>- Decreasing number of populations of the bivalves in demo sites;</li> <li>- Korea cities having adopted SCP approaches: 1 in 2004.</li> </ul>	<ul style="list-style-type: none"> <li>- 25% of currently unprotected wetlands in the selected areas having prioritized for conservation in planning terms;</li> <li>- Over 10% of wader species of flyway (or world) population, in five-year mean maximum counts;</li> <li>- 10% increase of mid-winter wildfowl (geese and ducks) as a result of strengthened biodiversity management in wetlands;</li> <li>- 10% of increase in the populations of the bivalves in demo sites.</li> <li>- Korea cities</li> </ul>	<p>Strengthened mechanism established for effective coordination of wetland planning at the national and local levels</p> <p>A regulatory framework in place, which is supportive of wetland conservation and sustainable use of biodiversity</p> <p>Enforcement capacity in place for ensuring the sustainable use of wetland</p> <p>Three pilot sites, which have demonstrated their strengthened local</p>	<ul style="list-style-type: none"> <li>- Reversal of negative impacts on wetlands based on strengthened support and development planning by major stockholders (Marine Affairs &amp; Fisheries; Agriculture &amp; Forestry; Construction &amp; Transportation; Planning &amp; Budgeting; Culture and Tourism; Finance and Economy)</li> <li>- Increased # of wetlands information seminars and field visits by ministers, senior civil servants, members of parliament</li> <li>- Wetland planning and management guidelines for mainstreaming</li> </ul>	<p><b>1) An area under Biodiversity Management Agreements has increased to approximately 2,000ha in the three demo-sites.</b></p> <p><b>Since project started 11 new wetlands protected areas have been designated and nine additional Ramsar sites were designated. (Terminal Evaluation Report 2009)</b></p> <p><b>2) A number of Eurasian Oystercatchers (maximum population 2,197), Eurasian Curlew (maximum population 4,111), Terek Sandpiper (maximum population 4,972) were observed in Geum River Estuary from the result of Bird Monitoring conducted by Geum River SMU in 2008</b></p> <p><b>- Constant number of Baikal Teals (about 300,000 ) have wintered in Geum River estuary since 2000 and the population of White-napped Crane was decreased to 82 individuals in 2008 from the monitoring data by Crane Network because of habitat destruction and disturbance such as Janhang Wetland in Han River estuary.</b></p> <p><b>3) The population of the bivalve, <i>Macra veneriformis</i> in the Geum River</b></p>

			<p>having adopted SCP approaches: 5-10 by 2010.</p>	<p>institutional capacity in wetland planning and collective management and their developed strategic conservation plans</p> <p>Three cities in ROK having adopted and implemented SCP approaches.</p> <p>A national eco-city network established for promoting and sharing good eco-city practices</p>	<p>wetland requirements into agriculture, fisheries and aquaculture, and water development adopted and implemented</p> <ul style="list-style-type: none"> <li>- All wetlands (&gt;one ha) inventoried to AWI level 3;</li> <li>- All globally and nationally important wetlands recognized in the National Land Development Plan</li> <li>- 50 government officials trained on enforcement procedures</li> <li>- 25% increase of area of land falling under economic incentive and financing mechanisms for wetland conservation and sustainable in the selected pilot sites</li> <li>- 10% decrease in the annual number</li> </ul>	<p><b>Estuary has decreased since 2005 (4,492 ton in 2005 to 1,003 ton in 2008) due to decline in the area of habitat, caused by Saemangeum Project and less cultivation of <i>M. veneriformis</i> caused by its weakened price competitiveness.</b></p> <p><b>There has been no data available on the population of <i>Tapes philippinarum</i> in Nakdong River Estuary since 1990s, nor on <i>Sesarma Intermedium</i>. (Red-handed Shore Crab) which inhabits in Janghang Wetland. It was designated as Endangered Species Level 2 by MoE. No population data is available.</b></p> <p><b>4) 2 Cities (Seogwipo and Gangneung Cities), 1 Province (Gangwon) and 1 County (Pyeongchang) in Korea adopted SCP approaches, which will be expanded to 16 other cities within Gangwon province.</b></p>
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					of infractions within three demonstration sites # of cities in ROK, which have participated in the eco-city network	
<b>4. New environmentally sound agricultural production system adopted for improving food safety and quality.</b>	# of newly approved policies and standards to ensure the safety and quality of agricultural products in ROK # of newly developed technologies/methodologies on environmentally sound agricultural production.			- A set of approved policies and standards to ensure the safety and quality of agricultural products in ROK - A set of new standard technologies and methodologies for enhancing resources management and environmentally sound agricultural production - A new Five-Year Environmentally Friendly Agricultural	# of new agricultural policies & standards technologies and methodologies approved and implemented in ROK  # of pilot provinces/counties having implemented new standard technologies & methodologies  New extension services provided through the Five-Year Agricultural Plan (2006-2010)  # of best practices shared through ASEAN+3 IPM	<b>18 newly approved policies and standards to ensure the safety and quality of agricultural products in ROK</b>  <b>162 provinces/counties that adopted the new methodologies &amp; technologies</b>  <b>Technology and knowledge of the best practice shared five developing countries among ASEAN+3 IPM Network</b>

				<p>Plan (2006-2010) which includes the new policies, standards, technologies and methodologies as well as strengthened extension services, approved by the Ministry of Agriculture and Forestry.</p> <p>- A set of best practices in food safety and quality, in English, available for sharing with ASEAN countries through the ASEAN+3 IPM Network</p>	Network	
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## **Annex E**

### **Bibliographical Notes**

The report does not list separately all the publications and reports consulted in its preparation. To do so would have been repetitious since appropriate footnotes in the body of text of the report clearly indicate all proper sources consulted and used. Project documents which correspond to those indicated with bold letters in Annex C have also been reviewed.