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# PROGRESS REPORT FY14–FY15

# Korea–World Bank Group Partnership Facility



WORLD BANK GROUP



**KWPF**  
KOREA-WORLD BANK  
PARTNERSHIP FACILITY



# **Korea-World Bank Group Partnership Facility**

**PROGRESS REPORT**

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JUNE 2015

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# Message from the Director

I am delighted to present to the Government of Korea and the Korean public the first Progress Report for the Korea-WBG Partnership Facility. Since the Korea-WBG Partnership Facility was set up in 2013, it has become one of the key instruments, among many other Korea-WBG Partnerships and Programs, in building relationships and knowledge exchange between the WBG, its client countries, and Korean institutions in areas such as economic development policy, information communications technology, infrastructure and the financial sector.

Korea has achieved incredible progress in economic and social development. It has transformed itself from a recipient of development aid to a unique and valued member of the international donor community, and is now an increasingly important global provider of financial and technical development assistance. In this context, the Korea-WBG Partnership Facility is supporting Korea in its goal of mainstreaming its development aid. It also facilitates the sharing of Korean unique development experience, expertise and know-how in low and lower middle income countries to help them achieve sustainable and inclusive development.

Over the past 18 months, the Korea-WBG Partnership Facility became operational and initiated all the necessary steps to deliver a preliminary work program. Window 1 and 3 are now fully operational and disbursing. Window 2 has been off the ground and operational very recently by providing a grant of US\$4 million. The activities that are being implemented under Window 1 and 3 are already producing tangible outputs while leveraging Korean expertise and know-how and responding to the demand of our client countries.

The WBG deeply appreciates and acknowledges the importance of the contribution of the Korean government through the Korea-WBG Partnership Facility funding. This funding is helping the WBG to advance its renewed development agenda and its goals of ending extreme poverty and boosting shared prosperity while also allowing the WBG to access a mechanism for leveraging and complementing its own resources and better respond to client demand. Through the remainder of FY15 and into FY16, we hope that the Facility will continue to deepen the WBG partnership with Korea and allow us to continue learning from Korea's successful development experience as we implement the important projects supported by Korea's financial contribution.



# Executive Summary

The first in a series of progress reports under the Korea-World Bank Group Partnership Facility (KWPF or the “Facility”), this report aims to provide an overview of the progress and results achieved since the establishment of the Facility in May 2013.

The key objective of the Facility is to enhance Korea-World Bank Group cooperation while seeking to provide flexibility, efficiency and improved performance in fund management. In addition the Facility also aims to assist developing member countries of the World Bank Group in achieving inclusive and sustainable economic growth. With these objectives in mind, the Korean government has committed US\$90 million to the KWPF over a three year period (1<sup>st</sup> July 2013—30<sup>th</sup> June 2016). To date, KWPF has received US\$54.5 million of which US\$53.2 million has been committed and US\$20 million disbursed. The remaining US\$33.2 million will be disbursed by first half of FY16 based on individual financing arrangements. The final contribution of US\$34.5 million will be made before the end of 2015.

The Facility comprises of three pillars of collaboration:

- *Window 1—Financing for Global and Regional Programs*, which supports World Bank Group (WBG) managed programs are selected by Korea in close collaboration with relevant WBG units in support of various development activities;
- *Window 2—Cofinancing of Country Investments*, which provides strategic aid allocation in support of International Development Association (IDA) and International Bank for Reconstruction and Development (IBRD) projects, taking into account Korea’s policy of international economic cooperation as well as the World Bank’s development approach as expressed in country assistance and sector/thematic strategies; and
- *Window 3—Generation and Transfer of Development Knowledge*, which provides financing for WBG executed technical assistance or capacity building projects that are undertaken in collaboration with Korean entities and aim to leverage Korea’s economic development experience.

The Facility is managed with a significant emphasis on results, and the activities currently under implementation are already producing tangible outputs. This report highlights one project from each of Window 2 and 3 to illustrate the results being achieved thus far.

Window 1 programs tend to have a wide geographical focus and adopt a cross-regional approach, and are financing key activities such as the Leadership, Learning and Innovation (LLI) and the *2015 World Development Report: Mind and Society—How a Better Understanding of Human Behavior Can Improve Development Policy*, as well as International Finance Cooperation (IFC) operational projects, such as the *IFC Better Work Program* in Vietnam.

Within Window 2, US\$4 million was approved in April 2015 to support a *Flood Early Warning System for the Kenya Water Security and Climate Resilience* project, of which US\$500,000 will fund World Bank-executed activities and US\$3.5 million will fund recipient-executed activities. A call for proposals in March 2015 returned ten concept notes for review and is anticipated to culminate in the funding of additional projects.

Window 3 aims to leverage local and international expertise, including from Korea, to develop cross-regional learning, research, and knowledge creation and exchange. This window focuses on job creation, telecommunications, infrastructure and private sector development in Sub-Saharan Africa and Asia. Results achieved so far included key knowledge exchange workshops and pilot knowledge products, such as rapid assessments, concept notes and briefings. High-level collaboration is underway between government and private sector with the aim of influencing policy dialogue in countries such as Vietnam. The Facility issued two calls for proposals in FY14, which resulted in funding for seventeen activities. A third call for proposals in March 2015 has returned over 50 Concept Notes.

The Secretariat is in continuous dialogue with the donor, represented by the Ministry of Strategy and Finance (MoSF), with a particular focus on fine-tuning the design and implementation of Windows 2 and 3. As the Facility moves into the next phase of implementation, its focus will be centered on achieving its longer-term outcomes and objectives, with careful attention given to the monitoring and measurement of results.

# Introduction

**T**his Progress Report aims to provide an update on the status and progress made by the Korea-World Bank Partnership Facility since its inception in May 2013. As the Facility is in the initial phase of program implementation, this report provides an overview of: (i) activities being carried out under the Facility; (ii) processes associated with the Facility's establishment and development; (iii) the completed and ongoing calls for proposals; (iv) a proposed baseline for monitoring and evaluation of results achieved; and (v) a summary of challenges encountered and suggested solutions to ensure continued success of the Facility.

The initial phase of the Facility focused on establishing Administrative Agreements for Window 1, organizing the Facility's Secretariat, and completing three calls for proposals under Windows 2 and 3. The first two calls for proposals resulted in the establishment of ten grants and approval of seven proposals under Window 3, and a third call was launched in March 2015 with the aim of identifying any supplementary proposals, particularly under Window 2, in addition to those submitted to the donor for approval in 2014. While programs under Window 1 report directly to the donor as agreed in their respective Administration Agreements, their key results are included in this report so as to provide a holistic review of the Facility's achievements to date.

## Facility Development Objectives

**The primary objective of the Facility is to assist developing member countries of the WBG to achieve inclusive and sustainable economic growth.** Other objectives include further deepening the partnership between Korea and the WBG through, *inter alia*, broader dialogue on economic development issues and financial support for the new World Bank Group regional office in Korea.

**The development of the Facility has been an integral part of the ongoing partnership between the government of Korea and the WBG, during which Korea has solidified a successful transformation from aid recipient to significant donor.** Korea's remarkable success in combining rapid economic growth with significant improvements in human development, culminated in Korea becoming a member of the Development Assistance Committee (DAC) of the OECD in January 2010—a

significant step in recognition of Korea as a major development donor. Korea has also played a key role in the development of the G20 agenda, especially for the 2010 G20 Seoul Summit and in hosting and organizing the 2010 *Fourth High Level Forum on Aid Effectiveness* at Busan at the end of 2011.

**Today, Korea is a key development partner of the WBG and an important contributor to the International Development Association (IDA), the fund established to support the world's poorest countries.** Between fiscal years 2009-2014, Korea's contribution to the WBG totaled over \$877.6 million and in fiscal year 2014 alone, Korea contributed \$132.6 million to IDA. Over the years, Korea has supported a number of trust fund programs, and in fiscal years 2012—2014, ranked 18th among development partners in terms of contributions to IBRD/IDA trust funds. At the end of fiscal year 2014, there were 29 active trust funds supported by Korea, including 19 with IBRD/IDA, 7 financial intermediary funds (FIFs), and 3 International Finance Cooperation (IFC) trust funds. Key trust funds supported by Korea include the *Korea Trust Fund on ICT for Development*, the *Korea-WB Green Growth Trust Fund*, the *Economic and Peace-building Transitions Trust Fund*, and the *Trust Fund for Poverty Reduction and Socio-Economic Development*.

**Korea-WBG's successful and multifaceted relationship has resulted in a series of diverse and innovative partnerships and joint projects** designed to enhance financial sector management, promote investment in green infrastructure and renewable energy, share know-how in information communications technology, support and accelerate knowledge sharing, and assist fragile and conflict-affected states. The establishment of the Facility was a logical next step in ensuring a more comprehensive and wide-ranging support to the developing countries working with the WBG, while mainstreaming Korea's development aid. In particular, the Facility offers the opportunity for Korea to showcase their development experience and share their expertise with developing country partners.

**Korea is now widely perceived by developing countries as a source of knowledge, expertise and ideas on development, drawn from actual experience.** The Facility thus offers a different modality of development aid, which aims to transform how knowledge is generated and shared, underlining Korea's distinctiveness as a donor. The Facility also supports Korea's ODA objectives of increasing multilateral aid, sharing its development capacity experience and making use of country partner systems. Korea's focus on results is reflected in the Facility's strong attention to development impacts and longer-term outcomes.

## Priority Areas

**The activities financed from the Facility are closely aligned with the WBG's overall goal of poverty reduction, including boosting shared prosperity.** In this context, eligible countries include low income and lower middle-income countries (as defined by the World Bank); upper middle-income countries may be eligible in exceptional cases in order to respond to corporate priorities, e.g. regional activities covering multiple countries. Country-level and regional projects financed under

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<sup>1</sup> As reported in the Development Finance Portfolio at-a-Glance, Republic of Korea, as of June 30, 2014.

Windows 2 and 3 are also closely aligned with the WBG's country and regional assistance strategies, as well as relevant sector and thematic strategies.

**Korea's development cooperation priority areas guide the areas of engagement for the Facility and closely follow the Multi-Year Action Plan on Development and the Seoul Development Consensus for Shared Growth, agreed upon at the 2010 G20 Seoul Summit.** These priority areas include: infrastructure, private investment and job creation, human resource development, trade, financial inclusion, growth with resilience, food security, domestic resource mobilization, and knowledge sharing.

**Programs under Window 1 have a wide geographical focus and cross-regional approach,** while a few of the programs focus on particular countries in Asia.

**The activities under Windows 2 and 3 that are in the initial phase of implementation, or under consideration for funding, focus on job creation, telecommunications (ICT), infrastructure and private sector development.** The grants under implementation concentrate on the utilization of ICT in education, designing knowledge sharing programs using modern ICT methodologies and systems, and innovative platforms utilizing ICT in agriculture. Skills development in areas such as applied sciences, engineering and technology, both in Asia and Africa, play a significant role. A number of grants focus on capacity building, for example in the area of municipal planning for urban infrastructure development. Research and knowledge creation is central to all of the grants under implementation.

## Administration and Governance

**The Facility is administered by the Trust Funds and Partnerships unit (DFPTF) in the World Bank's Development Finance Vice Presidency (formerly Global Partnerships and Trust Fund Operations (CFPTO) in the Concessional Finance and Global Partnerships Vice Presidency).** The Facility was set up with two different trust funds accounts under one Administrative Agreement, in order to ensure efficiency in managing the funds for each window. Each year, the Korean Ministry of Strategy and Finance (MoSF) advises the DFPTF on the funding envelope for each window. The Administrative Agreement set out the following governance structure for each Window:

- **Window 1:** the MoSF assigns funding from the Facility to selected global and regional programs administered by the WBG and advises the DFPTF on the trust fund programs that the MoSF and other units of the WBG have agreed to support. The donor then signs Administration Agreements with other units of the WBG or joins Administration Agreements which are already in place for the relevant trust fund programs. The DFPTF, as Trustee, transfers funding to the selected trust fund accounts of global and regional programs.
- **Window 2:** the DFPTF serves as the administrator and receives grant proposals from the World Bank regional units to co-fund investment projects on a rolling basis. When received

by the DFPTF, the new investment projects would have already undergone rigorous vetting and approval processes within the World Bank, by its Board of Executive Directors. The DFPTF submits the grant proposals that are deemed eligible for funding to MoSF for review and approval, on a non-objection basis. Unless the donor indicates otherwise, the grant proposals are deemed approved for funding eight weeks after the date of submission to the donor.

- **Window 3:** the DFPTF serves as the administrator and receives grant proposals from the World Bank regional and global practice units on a rolling basis. The DFPTF submits brief concept notes of project proposals that were deemed eligible for funding to the MoSF on a quarterly basis, for endorsement on a non-objection basis. Unless the donor indicates otherwise, the project concept notes are deemed endorsed after three weeks from the date of submission. Following approval of the concept notes, a full project proposal is presented to the DFPTF for review and, once finalized, to the MoSF for final approval. Unless the donor indicates otherwise, the full project proposal is deemed approved for funding six weeks after the World Bank submits the full project proposal to the donor.

## Secretariat and its Staff

**The DFPTF acts as the Secretariat of the Facility, facilitating annual meetings and coordinating with the World Bank Group regional and sectoral units, using established business processes.** When reviewing proposals for Window 2 and 3 activities, the DFPTF is supported by a Technical Committee, consisting of senior sector/thematic experts from the WBG regional and sectoral units, to ensure technical quality (design, readiness, coherence of results framework, etc.) of the funding proposals. The Secretariat also prepares annual reports on implementation progress and completion of activities.

**The Secretariat is responsible for the day-to-day management and administration of the overall portfolio of activities.** This includes briefing senior management on developments related to the Facility and communicating with the donor on priorities and directions of the Facility, as well as following up with the respective task teams on progress of the funded activities. Regular communication between the Secretariat and Korean counterparts has contributed to successful and productive collaboration on the management of the Facility.

# Overview of Approved Programs and Progress Achieved

## 2

### Window 1: Financing for Global and Regional Programs

**Window 1 was set up with the objective of providing funding to global and regional trust fund programs, administered by the WBG, in support of various development activities which have been collaboratively agreed between Korea and the World Bank.** In addition, this Window also aims to facilitate a streamlined management and administration of Korea's Trust Fund engagement with the WBG. Such engagement includes financial support for the establishment of a new World Bank regional office in Korea. The Facility's financial contributions to the selected programs are governed by the respective terms of each program and support any activity that is eligible under such a program.

During the reporting period, Window 1 has provided support to the following programs: *Poverty Dynamics and Public Service Delivery MDTF* (under the Knowledge for Change Program (KCP) Trust Fund); *Governance Partnership Facility Korea SDTF*; *WBI Global Program on Knowledge Sharing SDTF*; *Public Expenditure Management Network in Asia (PEMNA) MDTF*; *IFC Comprehensive Trust Fund*; and establishment of the WBG Seoul Office. Administrative Agreements for the *Statistical Capacity Building and Science of Delivery* Trust Funds are in the process of being established.

Programs under Window 1 have achieved some impressive results. While some of these trust fund programs are in the early stages of initiation and implementation, others are well-established programs supporting highly visible deliverables such as the *2015 World Development Report: Mind and Society—How a Better Understanding of Human Behavior Can Improve Development Policy*, under the Knowledge for Change Program (see Box 7 for further detail). Underlying projects have also delivered tangible and impressive outcomes; for example, the *Better Work Program in Vietnam*, under the IFC Korea Comprehensive Trust Fund (see Box 6) has resulted in improved working conditions for workers, including women, through improvements in areas such as child labor, occupational safety and health, and payment of wages. Other trust fund programs are working on important regional issues, such as the development of integrity and anti-corruption systems in Asia, and the formation of sustainable peer networks for public finance practitioners from East Asian and Pacific countries, to facilitate cross-country learning.

While activities funded under Window 1 follow individual reporting requirements as specified in their respective Administration Agreements with Korea, a summary of key results is included in Annex 4 to provide a holistic overview of activities funded under the KWPF.

## Window 2: Co-financing of Country Investments

**Window 2 was established with the objective of co-financing and providing parallel financing to WBG projects.** Such financing complements the WBG's operational work on the ground and facilitates collaborative coordination of development assistance including the harmonization of financial flows, associated operational procedures, and reporting requirements.

**During the reporting period, proposals for the following five projects were submitted to the donor for approval under Window 2:** *Flood Early Warning System for the Kenya Water Security and Climate Resilience Project*, *India Technology Center Systems Projects (TCSP)*, *India Second Tamil Nadu Road Sector Project*, *Pakistan Sindh Barrages Improvement Phase I Project*, and *Nepal Project for Agriculture Commercialization and Trade (PACT)*.

Following an initial delay in the clarification of priorities from the donor, the *Flood Early Warning System for the Kenya Water Security and Climate Resilience Project* (KWSCR-1) was approved in April 2015 for US\$4.0 million. This project, a US\$155 million IDA operation approved by the Board in October 2013, addresses Kenya's vulnerability to erratic climate patterns and a fragile natural resource base, including limited water availability. The key objectives and achievements to date are highlighted in Box 1 below.

The commitment of US\$4 million—against a US\$16 million allocation—brings the commitment ratio of Window 2 to 25%. In order to improve the operating efficiency going forward, the donor and Secretariat have agreed to provide greater clarity around the overall application process for Window 2, including guidelines and criteria; and establish more efficient financing procedures. With regard to financing criteria, it has been suggested that Window 2 could finance: (i) entire stand-alone projects which could fit within the funding threshold of this Window (US\$4–5 million); (ii) ongoing component(s) of a bigger project; (iii) a new component of an existing project; or (iv) preparation of a Concept Note which exhibits realistic potential of evolving into a lending project.

In FY16, a larger number of Window 2 proposals are expected to receive support from the trust fund.

## Window 3: Generation and Transfer of Development Knowledge

**Window 3 was established to fund the generation and dissemination of development knowledge that leverages Korea and other development partners' experience as well as the World Bank's convening power and development expertise.** The sharing of such development knowledge would take place at the country, regional and global level, both under recipient-executed and Bank-executed activities. Funding can be provided to suitable institutions in client and donor countries, as well

**BOX 1****Flood Early Warning System for the Kenya Water Security and Climate Resilience Project**

**BRIEF BACKGROUND:** In early 2014, the Government of Kenya requested financing from the World Bank to fund the rehabilitation and repair of flood protection structures in Western Kenya, on the lower Nzoia River near Lake Victoria. Negative impacts of floods have been increasing in severity and frequency over the past decade, as the existing flood control infrastructure is reaching the end of its designed-life. It is estimated that over 66,000 people are affected negatively when the current dykes breach during floods, including through loss of life, property, increased disease burden, impeded access to schools and other social impacts.

The Korean World Bank Partnership Facility grant to the Government of Kenya will support the improvement of the local flood early warning system in the region, to complement the World Bank financing for improvement of the flood control infrastructure. The Korean World Bank Partnership Facility grant includes support for enhanced hydro-meteorological monitoring equipment, a flood control center, improved models and community early warning systems. An important aspect of the support includes technical assistance for the Government of Kenya to help its staff better understand flood early warning methodologies and options employed elsewhere in the world, including in Korea.

**PROGRESS TO DATE:**

- August 2014: Pre-Appraisal Mission to the Lower Nzoia Watershed. Government of Kenya and World Bank identify need for an improved Flood Early Warning System.
- September 2014: Government of Kenya expresses interest in KWPF funds to World Bank.
- October–April, 2014: Government of Kenya conducts further economic, social and environmental study of flood issues in the Lower Nzoia River, to prepare for World Bank Appraisal.
- March 6, 2015: World Bank Task Team submits application for KWPF funding.
- May 11, 2015: World Bank and the Government of Kenya conclude their negotiation of legal documents for the KWPF grant and the IDA credit.
- May 26, 2015: Government of Kenya provides official concurrence with the negotiated legal documents to the World Bank.

**FUTURE MILESTONES:**

- Early June 2015: Africa Regional Vice President to Review KWPF Grant for Approval.
- June 25, 2015: World Bank Board reviews complementary IDA financing for approval.
- August 2015: Signing of KWPF Grant and IDA credit agreements—Government of Kenya and World Bank. Dates to be determined, in cooperation with Government of Korea.
- September 2015: Implementation Support Consultant to Water Resources Management Authority of Government of Kenya Mobilized. Work begins to assess hydromet and modelling needs of the Government of Kenya in the Nzoia watershed, refines TORs for new hydromet equipment, enhanced flood early warning system.
- Early 2016: Government of Kenya capacity building exchange study tour (likely to Netherlands or Korea).
- Mid-2016: Implementation continues.

## BOX 2 ICT in Agriculture

The objective of this trust fund is to support the development of ICT mechanisms and approaches to support small-holder farmers in Africa to improve the productivity and profitability of their farm enterprises. Initially, the trust fund is supporting the up-front development of the design of e-extension and e-voucher programs of the Ministry of Agriculture, Animal Industries, and Fisheries (MAAIF) in Uganda. Both programs will receive financial support from the Government of Uganda (GoU) as well as from the World Bank. World Bank support is being sourced through an on-going project (the Agricultural Technology and Advisory Services project – ATAAS) as well as through a new project (the Agricultural Cluster Development Project – ACDP). ACDP has recently been approved by the WB's Board in April, 2015. Once launched in Uganda, the experience gained through this Trust Fund project will be used to launch similar programs in other African countries.



The trust fund was approved in May 15, 2014. Since approval, the trust fund has supported a series of activities and development of analytical pieces including, inter alia, the following:

- A series of consultations with Ugandan Line Ministries (Ministry of Agriculture, Finance, and ICT) and Development Partners in Uganda (USAID, EU, and Danish Aid). These institutions signaled strong interest in the development of the Korean TF activities and indicated their agreement to cooperate as needed;
- Consultations with Korean institutions for future partnership. The design of the proposed e-extension and e-voucher programs was developed as a result of consultations between the World Bank team with GoU and Korean counterparts. Both the World Bank team and Uganda's MAAIF team has been in close contact with agricultural development institutions in South Korea and Korea Telecommunications (KT). Concrete partnership will be further explored at a Hackathon scheduled to take place in the third quarter of 2015. Implementing Agency for Hackathon is selected and applications for Korean participation (Korean App developers or graduate level students with experience) will open in June;
- Broad consultation with Ugandan stakeholders and technical partners. Three workshops were held in Kampala during August 2014 – May 2015 with a number of key Ugandan stakeholders and with several international partners (KOICA, KT, aWhere, USAID, representatives of the e-Wallet program in Nigeria, World Bank). These workshops helped to formulate a first concept note for the proposed program and raised awareness in relevant parts of the agricultural sector in Uganda;
- An ICT concept note for e-extension and e-voucher programs in Uganda has informed the design of the ACDP which was approved by the WB Board in April, 2015. This concept note could also leverage the proposed support from Korea through co-financing project.

To take a full advantage of Korea's experience in ICT in agriculture, and to invest deeper into the implementation aspects of the elements described in the ICT Concept Note, which has links to ACDP (through e-extension systems, e-voucher, and e-government) and the Korean Co-financing project (e-extension and e-government), this TF activity will benefit from getting additional financing to leverage complimentary projects and work to synchronize implementation efforts of newly proposed TF project for improving the effectiveness of the Ministry of Agriculture in selected African countries including Uganda.



as to the WBG and other multilateral institutions. Activities include, but are not limited to studies, reports and other research and analytical activities; conferences, workshops, seminars, and other knowledge events; and training, peer-learning and capacity building initiatives.

**Ten proposals have been approved by the donor within Window 3.** While implementation of these activities only started at the beginning of FY15, steady progress toward the grants' objectives is already evident. An illustration of such progress is provided in Box 2, which highlights the results achieved in the *ICT in Agriculture Project*.

An overview of progress achieved in the other grants under Window 3 is summarized in Table 3 below, with greater detail included in Annex 1.

**TABLE 1 Progress Achieved by Grant under Window 3**

Key Objectives	Total Allocation (US\$)	Amount Disbursed (US\$ at 27-May-15)	Progress
<b>Grant 1: Mobile Innovation Knowledge Network</b>			
To expand technology and open innovation knowledge networks through the creation and establishment of a Mobile Innovation knowledge Network (MIN) within the MiHub structure that serves as a knowledge provider and convener of international and local experts and stakeholders in Lebanon's innovation ecosystem.	300,000	175,729	An initiation workshop on Mobile Innovation Network (MIN), held in Beirut, generated consensus on the next three activities to be developed jointly among the ecosystem stakeholders. The workshop facilitated knowledge sharing on open innovation for Lebanese stakeholders and facilitated collaboration between the Korean experts and Lebanese counterparts.
<b>Grant 2: Municipal Capacity Building Pilot Initiative for Nepal and Bangladesh</b>			
To test flexible municipal capacity building initiatives in Nepal and Bangladesh.	600,000	116,949	Rapid capacity needs assessment has been completed; knowledge exchange held.
<b>Grant 3: Development of ICT-Based Creative Economy</b>			
To develop and deliver a pilot training program to foster an ICT-based creative economy and job creation through the Songdo Smart Technology Creativity Center (SCC).	500,000	216,985	Training in two pilot countries (Nigeria and Bangladesh) have been completed covering: a) smart technologies; b) green growth technologies, including energy efficiency; c) IT convergence technologies; and d) mobile applications for development.
<b>Grant 4: Developing Partnership between Korea and Africa for Human Resource and Skills Development in Applied Sciences, Engineering and Technology (ASET)</b>			
To establish an effective, operational framework for long-term partnership between Korea and sub-Saharan Africa to develop skills in Applied Sciences, Engineering and Technology (ASET) for specific priority industry sectors.	500,000	24,499	Preliminary stock taking of Korea's support to Africa in Technical Vocational and Higher Education has been completed.

(Continues on next page)

**TABLE 1** Progress Achieved by Grant under Window 3 (continued)

Key Objectives	Total Allocation (US\$)	Amount Disbursed (US\$ at 27-May-15)	Progress
<b>Grant 5: Promoting Skills Development and Job Creation in East Asia</b>			
To promote effective policies and programs on skills development among the East Asian countries, through deepening the knowledge base, sharing and disseminating best practices, and leveraging on Korea's experience in human resource development.	1,300,000	191,331	Development of survey instrument for the regional survey of competency standards and qualifications has been completed.
<b>Grant 6: Collapse of bank and trade finance during the global crisis - Did SMEs suffer more?</b>			
To conduct research on the behavior of banks and trade finance and evaluate whether SMEs experienced sharper drops in these sources of finance relative to large firms.	60,000	4,783	Data gathering for the research has been completed, and the process of cleaning the data is underway.
<b>Grant 7: Tiger hunts with Lions: Developing Agricultural Market Information System and Decision Simulation System to empower small holder farmers and boost productivity</b>			
To support the development of ICT-based mechanisms and approaches to improve the productivity and profitability of farm enterprises of small-holder farmers in Africa.	500,000	191,068	An initial consultation with Ugandan institutions (MAAIF, Ministry of Finance and Economic Development, Development Partners) and the Korea Counterpart; and consultation between the World Bank team, government of Uganda and Korean counterparts to establish an initial plan for the development of the design of the proposed e-extension and e-voucher programs have taken place.  An initial concept note for e-extension and e-voucher programs in Uganda has been completed and disseminated.
<b>Grant 8: Partnership in Knowledge—Learning from Korean development experience for a sustainable growth of Vietnam</b>			
To enable a sustainable access and systematic sharing of development knowledge for Vietnamese stakeholders and Korean Think Tanks and also to build capacity for Vietnamese knowledge institutes in designing knowledge sharing programs using blended and modern ICT methodologies and instruments.	600,000	117,849	An education workshop in Ho Chi Minh City to exchange practical experiences and development solutions with international education experts has been completed.  A study tour to Korea to learn about Korean experience in the area of public investment policy was made by a high level delegation from the Vietnamese government.
<b>Grant 9: Combating Cybercrime: Tools and Capacity Building for Emerging Economies</b>			
To synthesize best practice—in the form of a toolkit—on the legal aspects of combatting cybercrime, including building local capacity for developing countries in the areas of policy, law and criminal justice aspects of the global fight against cybercrime.	600,000	121,078	An on-line platform (Collaboration for Development—C4D) for group communications and documents storage and handling has been established. Agreement reached on an outline for the best practice toolkit.

# Results Framework and Monitoring

3

**T**he overarching objective of the Facility is to help to alleviate poverty through inclusive and sustainable economic growth in low and lower-middle income countries. The three windows of the Facility cover standalone activities and programs that span across numerous sectors, and involve a combination of technical assistance, free-standing and co-financing operations, both executed by recipients and the World Bank, that will jointly result in the expected development impact of the Facility.

Longer-term outcomes of the Facility, as discussed with the donor, are expected to include: a) changes in developing countries' policies, laws and regulations that benefit sustainable and economic growth, b) improved development impact of World Bank strategies and operations supported by the Facility, and c) changes in the development approaches of aid donors and other development partners to improve development aid effectiveness. These longer-term outcomes are reflected in the proposed results framework higher-level indicators for the overall Facility (see Annex 5). These include: a) positive changes in beneficiary countries' policies, laws and regulations that promote sustainable economic growth and are attributable to the Facility, b) enhanced relevance, effectiveness and efficiency of the World Bank strategies and operations supported by the Facility, c) improved development aid effectiveness resulting from changes in the development approaches of aid donors and other development partners, based on lessons learned from the Facility, and d) increased adoption and use by beneficiary countries of development knowledge that are produced and mainstreamed through the Facility.

**While the Facility is still in the early stages of implementation making it difficult to aggregate the early results into concrete outcomes, it is important to note that the design of the grants under implementation** (as well as those proposed to the donor) **put a strong emphasis on an effective results framework.** Within the most established Window, Window 3, activities are first structured as initial proposals, and task teams are subsequently required to provide: (i) a detailed list of anticipated outputs and outcomes of each grant; and (ii) a report on how programmatic activities will inform upstream policy discussions and policy dialogue, and WBG policy instruments. Annex 6 lists concrete outputs achieved during the reporting periods and overall indicators against which results will be measured. When feasible, indicators are aligned with the Core Sector Indicators. Through regular annual reporting (i.e. grant reporting and monitoring report, or GRM), task teams have an opportunity to correct mid-course expected outputs in case planned activities face any implementation roadblocks.

At the country, regional and global levels, the longer-term, final outcomes of the Facility’s support for Window 3 are: a) increased uptake and utilization by developing country beneficiaries of the lessons learned from the development experiences of other, more advanced countries, and b) improvements in development effectiveness of beneficiaries as a result of applying those lessons. The main Intermediate Indicator (IO) for the Window 3 is “increased access to world class knowledge and lessons learned on sustainable and inclusive economic development”. Already in this early phase of implementation, some of the grants’ outputs, such as *Partnership in Knowledge: Learning from Korean development experience for a sustainable growth of Vietnam*, are directly supporting facilitation of knowledge exchange between Korea and Vietnam and the early results indicated high utilization of the shared lessons learned.

In the future, it will be important to continue to systematically track outputs of the individual grants in order to enable rigorous measuring of results achieved. Annex 6 is an early attempt to collect such information across Window 3.

While activities under Window 2 are still in the early stages of implementation, a similar emphasis on results will be mainstreamed into the overall process—from the structure of initial proposals, to ongoing monitoring and reporting on the progress of projects under implementation against an agreed results matrix.

While the activities under Window 1 follow different reporting requirements than those under Windows 2 and 3, these requirements also place a significant emphasis on thorough and frequent reporting of achieved results.

# Leveraging Korean Expertise

**O**ne of the key contributions of the Facility is its ability to effectively leverage Korean expertise and build on development experience of Korean institutions. This is especially visible for Window 3 activities, where all proposed and approved projects are engaging—or plan to engage—Korean institutions (for a detailed list of Korean institutions please see Box 3).

The respective Korean institutions are engaged in a variety of ways. Some examples are as follows:

- Within the *Promoting effective use of ICTs in education and job creation through skills development in technical and vocational education* grant, the Korea Education & Research Information Service (KERIS) and Korea Research Institute for Vocational Education and Training (KRIVET) are key partners in organizing the policymaker workshops and global symposium on ICT, including the setting of agendas and involving key Korean experts as presenters.
- Korean **ICT expertise** is being leveraged for the key activity under the *Mobile Innovation Knowledge Network* grant, through: (i) the extension of invitations to Korean experts to share Korean best practices and experience; (ii) bringing partnership from the Korean private sector and other stakeholders to MIN's activities; and (iii) showcasing the expertise to the region through the MiHub platform. The Ministry of Science ICT and Future Planning (MSIP), through the Internet Industry Promotion Bureau of the Internet Promotion Network of the Korean Internet and Security Agency (KISA), have been invited to participate in the Advisory Board. Under the *Development of an ICT-based creative economy through a global accelerator* grant, Samsung and other Korean private sector players, will play an integral role by sharing their experience in the field of mobile applications development and green growth. Furthermore, the *Tiger hunts with Lions: Developing Agricultural Market Information System and Decision Simulation System to empower small holder farmers and boost productivity* grant is engaging KOICA Kampala office and is consulting with Korean experts in the agricultural sector and key IT representatives such as Korea Telecom. A study tour from the Uganda Ministry of Agriculture, Animal Industries, and Fisheries to relevant development institutions in Korea and Korea Telecom has recently taken place with the aim of exploring possible partnership in the implementation of activities under the grant.

- Korean **educational experience** is utilized under the *Partnership in Knowledge—Learning from Korean development experience for a sustainable growth of Vietnam* grant where the former Korean Minister of Education is participating in key knowledge exchange events in Vietnam. The Center for International Development (CID) of Korea Development Institute (KDI) is expected to be the focal point under the *Developing Partnership between Korea and Africa for Human Resource and Skills Development in Applied Sciences, Engineering and Technology (ASET)* grant. CID has already been leading the bilateral knowledge-sharing programs in six African countries with the ambition to scale that up to ten African countries. These programs include “Cultivation of Highly Capable Scientists and Engineers”, “Vocational Training System for a Skilled Workforce” and “Internalization of Science and Technology in the Earlier Stage of Economic Development in Korea”.
- Korean institutions are playing key roles in the **implementation** of the grant activities. For example, under the *Nepal and Bangladesh: Municipal Capacity Building Pilot Initiative* grant, the Korean Research Institute for Human Settlement (KRIHS) is co-managing the activities with the World Bank, including: a) co-sponsoring the national-level knowledge exchanges; b) reviewing and providing inputs to the manual/procedures for the capacity building activities; c) identifying suitable experts from Korea for inclusion in the rosters of practitioners for the on-the-job training events; d) matching pilot municipalities with suitable Korean cities for the twinning partnerships; and e) co-producing and disseminating the idea briefs and the knowledge exchange briefs. The Korean Supreme Prosecutor Office (KSPO) is also the key partner under the *Combating Cybercrime: Tools and Capacity Building for Emerging Economies* grant and is expected to contribute expertise and know-how in collection and analysis of digital/forensic evidence, investigation, prosecution and other law enforcement related activities on cybercrime, as the toolkit gets tested in pilot countries. The KSPO has had considerable experience in providing training programs to developing countries for strengthening the ICT infrastructure through legal and technical assistance, as well as in the area of generating cybercrime statistics, planning investigative strategies, facilitating international cooperation and providing mutual legal assistance. In addition, Under the *Collapse of Bank and Trade Finance during the Global Crisis: Did SMEs Suffer More* grant, the research is conducted jointly with economists in the Bank of Korea and two senior officials from the Bank of Korea will also serve as reviewers.
- Finally, the *Promoting Skills Development in the East Asia Region* grant is leveraging seven years of World Bank-Korea partnership experience in the fields of technical and vocational education and workforce development, including co-sponsorship of the annual Global Human Resources Forum organized by the Ministry of Education, Science and Technology to deliver technical assistance, expert advice and regional learning exchanges. The program will build on the experience of HRD Korea and will also involve the Korea Research Institute for Vocational Education and Training (KRIVET) and the Korea Development Institute (KDI).

Many of the trust-funded activities under Window 1 are also being delivered in collaboration with the relevant agencies in Korea. For example, *the Korea Governance Partnership Facility (GPF)* has engaged

**BOX 3 Korean Institutions Engaged under the Active Grant Supported Activities**

**GOVERNMENT MINISTRIES:** Ministry of Science, ICT and Future planning; Ministry of Justice; Ministry of Security and Public Administration

**PUBLIC INSTITUTIONS:** Korea Development Institute (KDI); Korea Education Development Institute (KEDI); Korea Education & Research Information Service (KERIS); Korea National Institute for Lifelong Learning (NILE); Korea Research Institute for Vocational Education and Training (KRIVET); Korea Institute of Science and Technology (KIST); Korean Research Institute for Human Settlement (KRIHS); Korea International Cooperation Agency (KOICA); Korea National IT Industry Promotion Agency (NIPA); Korean Supreme Prosecutor Office (KSPD); Korean Institute of Criminology (KIP); Korean Internet and Security Agency (KISA); Korea Communications Commission (KCC); National Information Society Agency (NIA); Seoul Metropolitan Government; Korea Trade Promotion Corporation (KOTRA); and Korea Water Resources Corporation (K-Water).

**OTHERS (NGOS, UNIVERSITIES, RESEARCH INSTITUTES):** Korea National University of Arts, Korea Information Society Development Institute (KISDI); Korean Development Institute School (KDIS); KDI Center for International Development (CID); Sector Councils for Human Research Development; Human Resources Development Service of Korea

**PRIVATE SECTOR:** Korea Telecom; Bank of Korea; Samsung; South Korea Telekom

the Anti-Corruption and Human Rights Commission of Korea (ACRC), which is implementing some of the activities related to the development of a national integrity assessment framework. Public Procurement Service (PPS) in Korea is supporting the “Open Contracting” initiative in selected countries in Asia. On the IFC side, a new project on Global Trade Logistics was initiated by a major event in Korea, focused on trade logistics reform, organized in close partnership with the Korean government (MoSF and MOTIE), Korea Customs Service and Korea International Trade Association (KITA). The event also showcased Seoul-Incheon airport where the Incheon AirPort Authority (particularly customs, express cargo, and logistics) exhibited Korean advanced trade facilitation measures.



# Key Challenges and Way Forward

Within a short period, the Korea-World Bank Partnership Facility has played a critical role in informing and sharing Korea's development experiences with the WBG's member countries. This has been accomplished by sharing knowledge, promoting policy dialogue, and strengthening policy and co-financing opportunities. The program has been flexible, demand-driven and client-oriented, and adaptable to changing circumstances. Even though the program has been operational for less than two years, it has already supported 18 activities under Window 3 and 1 project under Window 2.

In order to ensure the Facility is employed in the most effective manner and achieves maximum impact in support of its key objectives, it is important to be aware of any challenges that may need to be addressed in order to obtain optimal success. While the Facility is generally functioning very well, the following challenges have been identified:

- 1. Need to demonstrate results achieved by the partnership facility.** The three windows of the facility cover activities and programs spanning numerous sectors, and involving a combination of technical assistance and co-financing operations, executed by the World Bank as well as by recipients. While the overall goal of the Facility is to contribute to poverty reduction through inclusive and sustainable economic growth, demonstrating results achieved from a heterogeneous set of programs will be challenging, especially as programs are still in their early stages. In addition, given the donor's newly prioritized focus on "links to operations", it will be important to better understand donor's expectations from these programs so that practical measures of results achieved in this area can be ascertained, measured, and reported.
- 2. Better understanding of donor priorities.** Obtaining a detailed understanding of donor priorities continues to be a challenge. Going forward, it will be critical to ensure deeper understanding of donor priorities even within broadly identified themes and sectors to ensure that the project/activities Concept Notes can be developed more efficiently and that the project selection process is more transparent.
- 3. Periodic consultations.** While the original agreement was to hold biannual consultations, this has been difficult to implement. As consultations are critical to ensure the smooth

running of the Facility, more efforts will have to be made insure that there is continuous communication and substantive engagement between Bank and the donor.

- 4. Improving channels of communications.** Currently, the Secretariat is not included in communications between the donor and individual programs supported under Window 1. This limits the Secretariat’s ability to provide timely advice and play a facilitative role to Window 1 programs. Hence, going forward, it would make sense for the Secretariat to be included in the communication chain so that it can play a more beneficial role.

The Secretariat believes that should these issues be addressed, the Facility will be very well placed to achieve its goal of facilitating the sharing of Korean unique development experience, expertise and know-how in low and lower middle income countries to help them achieve sustainable and inclusive development.



# Annexes

## ANNEX 1 History of the Facility

**The Memorandum of Understanding (MOU) for the Facility was signed on October 15, 2012 by Jaewan Bahk, the (former) Minister for Strategy and Finance and Jim Yong Kim, President of the WBG, to complement a series of ongoing partnerships and joint projects with Korean partners** designed to enhance financial sector management, promote investment in green infrastructure and renewable energy, share know-how in information communications technology and knowledge sharing, as well as assist fragile and conflict-affected states. The MOU set out to launch the \$90 million Facility in 2013, which would also finance a new WBG office in Korea. The new World Bank Group office was to include IFC (International Finance Corporation)—in order to draw on Korea’s strong private sector experience to support the scale-up of critical projects in the infrastructure, manufacturing and services, and financial sectors by partnering with Korea-based firms to invest in emerging markets around the world—and the Multilateral Investment Guarantee Agency (MIGA)—to deepen its ties with the Korean private sector to promote Korean investments in developing countries and assist Asian investors to facilitate their plans for inbound and outbound investments.

**Following extensive discussions on Facility’s Concept Note and annual consultations with the donor in February 2013, the final Administrative Agreement (AA) was signed on May 16, 2013 by Jang Hohyun, Deputy Director General for International Finance Bureau, and Joachim von Amsberg, the Vice President of Concessional Finance and Global Partnerships.** Following the official creation of the Facility, accounts were created for transfer of funds. Separately, the relevant WBG units initiated signing the Administrative Agreements for the global and regional programs under Window 1, including Poverty Dynamics and Public Service Delivery MDTF (Window under Knowledge for Change Program (KCP) Trust Fund), Governance Partnership Facility Korea SDTF, WBI Global Program on Knowledge Sharing SDTF, Public Expenditure Management Network in Asia (PEMNA) MDTF, IFC Comprehensive Trust Fund, and WBG Seoul Office. Two Trust Funds, Statistical Capacity Building and Science of Delivery, are still in the process of being set up and their respective Administrative Agreements have not been signed yet.

**A first call for concept notes under Windows 2 and 3 was issued in October 2013.** US\$6 million was made available under this call, with US\$4 million to be used to co-finance projects receiving

financial support from the World Bank's IDA and/or IBRD, and US\$2million to finance knowledge generation and dissemination activities for developing countries and other partners. Proposals were requested to focus on job creation, ICT, infrastructure and private sector development in low and lower middle income countries, especially in South Asia and East Asia and Pacific regions. The Secretariat received three proposals under Window 2 and 29 concept notes under Window 3. All proposals under Window 2 were forwarded to the donor for approval. Ten proposals were selected under Window 3 for donor's approval (see the full list in Annex 2) and finalization. Grant funding requests (GFR) by the Task Team Leaders (TTLs) for these proposals were approved in the last quarter of FY14 and the grants started preparation and implementation of activities at the beginning of FY15.

**Annual consultations were held in February 2014, focusing on the progress of the Facility, with sessions also covering the Korea Green Growth Trust Fund, the Poverty Reduction and Socio-economic Development Trust Fund and Science of Delivery.** The session on the Facility's progress covered an update on FY14 funding allocations for each window of the Facility, as well as suggested FY15 and FY16 allocations and contributions. The next phase of the Facility was also discussed, including potential WBG-wide high-level consultations with Korea and the Korea Day event in 2015, as part of the 60<sup>th</sup> commemoration of the Korea-WBG partnership.

**In light of the confirmed available allocation to Window 3 in FY15 (US\$4 million), a new call for concept notes was launched in February 2014.** The priority areas were similar to those under the first call, with the indicative amount of US\$2 million available for the first year of project implementation. The Secretariat received 30 concept notes under Window 3, of which seven were selected for donor approval. The proposals were reviewed by the Technical Committee to provide technical feedback and assess the overall quality and development impact of each proposal with a focus on meaningful results. This final step allowed Task Team Leaders (TTLs) to substantively strengthen the quality of final proposals. The final eight proposals received no objections from the donor and however only seven are now in the process of Grant Funding Request (GFR) creation, an internal World Bank process allowing TTLs to access the funds because of the owing to the readiness of one of the proposals among approved eight.. The Facility completed its third call for proposals in March 2015 through which the Secretariat has received 13 proposals for Window 2 and 50 for Window 3.

**The Facility was established with a funding envelope of US\$90 million over three fiscal years (FY2014-2016).** Replenishment for the next three fiscal years will be determined by the end of 2015. Activities financed by the Facility are expected to be completed within seven years of the start of the Facility unless otherwise agreed upon by both parties.

**The allocation made to each Window is determined by MoSF on an annual basis.** US\$21 million was contributed for FY14, and US\$34.5 million for each FY15 and FY16. Indicative allocations and current commitments for each Window are summarized in Table 2 below.

**TABLE 2** Korea–World Bank Group Partnership Facility Budget FY14–16

		Amounts in USD million				%
		FY14	FY15	FY16	Total	Commit. Ratio
<b>Window 1 (Pass Through)</b>	Indicative Allocation	10.0	21.0	21.0	<b>52.0</b>	68%
	Commitment (Signed AA)	9.7	13.7	11.7 <sup>1</sup>	<b>35.2</b>	
	Disbursement	9.7	9.5	-	<b>19.2</b>	
	Available for Commitment	0.3	7.3	9.3	<b>16.8</b>	
<b>Window 2 (Project Co-financing)</b>	Indicative Allocation	4.0	6.0	6.0	<b>16.0</b>	25%
	Commitment (Approved by Donor)	-	4.0	-	<b>4.0</b>	
	Disbursement	-	-	-	<b>-</b>	
	Available for Commitment	4.0	2.0	6.0	<b>12.0</b>	
<b>Window 3 (Knowledge products)</b>	Indicative Allocation	2.0	4.0	4.0	<b>10.0</b>	90%
	Commitment (Approved by Donor)	2.0	4.3	2.8	<b>9.0</b>	
	Grant Approvals to agreed activities <sup>2</sup>	2.0	4.3	-	<b>6.2</b>	
	Disbursement	-	1.0	-	<b>1.0</b>	
	Available for Commitment	0.0	(0.3)	1.2	<b>1.0</b>	
<b>Reserved<sup>3</sup></b>	"Reserved"	5.0	3.5	3.5	<b>12.0</b>	
<b>Total Contributions</b>		<b>21.0</b>	<b>34.5</b>	<b>34.5</b>	<b>90.0</b>	<b>54%</b>

<sup>2</sup> FY16 commitments include all commitments in and after FY16.

<sup>3</sup> Includes the Secretariat and Administration grant of USD 0.18 million

<sup>4</sup> This reserved budget line was been created upon specific request from the donor.

## ANNEX 2 Active Projects and Approved Concept Notes under Windows 2 and 3

The table below details all projects that are either already under implementation (active), or have had Concept Notes approved (proposed) under Windows 2 and 3.

Project # (or internal)	Proposal status	Title	Task Team Leader	Amount Allocated/ Proposed	Amount Disbursed (As at 27-May-15)
<b>Window 2</b>					
#18 (P151660–TF0A0365)	Active	Flood Early Warning System for the Kenya Water Security and Climate Resilience Project	Eileen Burke	\$4,000,000	\$500,000
<b>Window 3</b>					
#4 (P151969–TF018084)	Active	Promoting effective use of ICTs in education and job creation through skills development in technical and vocational education	Michael Trucano	\$1,000,000	\$66,210
#6 (P131202–TF017409)	Active	Mobile Innovation Knowledge Network	Victor Mulas	\$300,000	\$175,729
#8 (P150973–TF017920)	Active	Partnership in Knowledge—Learning from Korean development experience for a sustainable growth of Vietnam	Linh Hoai Nguyen	\$600,000	\$117,849
#9 (P151076–TF017948)	Active	Developing Partnership between Korea and Africa for Human Resource and Skills Development in Applied Sciences, Engineering and Technology	Thanh Thi Mai	\$500,000	\$24,499
#11 (P120265–TF017277)	Active	Nepal and Bangladesh: Municipal Capacity Building Pilot Initiative	Elisa Muzzini	\$600,000	\$116,949
#12 (P150980–TF017499)	Active	Promoting Skills Development in the East Asia Region	Xiaoyan Liang	\$1,300,000	\$191,331
#13 (P145037–TF018079)	Active	Tiger hunts with Lions: Developing Agricultural Market Information System and Decision Simulation System to empower small holder farmers and boost productivity	David Nielson	\$500,000	\$191,068
#14 (P150302–TF017754)	Active	Development of an ICT-based creative economy through a global accelerator	Jungsu Song	\$500,000	\$216,985
#16 (P153022–TF018649)	Active	Combating Cybercrime: Tools and Capacity Building for Emerging Economies	David Satola	\$600,000	\$121,078
#29 (P151296–TF017587)	Active	The Collapse of Bank and Trade Finance during the Global Crisis: Did SMEs Suffer More?	Maria Soledad Martinez Peria	\$60,000	\$4,783
<b>Total Active</b>				<b>\$5,960,000</b>	<b>\$1,226,481</b>

Project # (or internal)	Proposal status	Title	Task Team Leader	Amount Allocated/ Proposed	Amount Disbursed (As at 27-May-15)
#35	Approved	IT parks and IT clusters in Belarus and Ukraine as potential accelerators of ICT industry growth	GTIDR, ECA Region	\$600,000	N/A
#36	Approved	A study of the labor market relevance and contribution of post-secondary education towards job creation and economic growth in Bangladesh	Yoko Nagashima and Md. Mokhlesur Rahman	\$250,000	N/A
#37	Approved	Feasibility and sustainability of a public-private partnership (PPP) approach to bring ultrafast broadband (UFB) and enhance local skills in a secondary city of Tunisia	Isabelle Huynh and Michel Rogy	\$275,000	N/A
#45	Approved	Government cloud infrastructure assessments and action plans	Samia Melhem	\$400,000	N/A
#49	Approved	Co-creating smart nation action plans to catalyze digital transformation—one country at a time	Oleg Petrov	\$450,000	N/A
#51	Approved	Youth employment in animation industry in Jamaica	Fabio Pittaluga	\$600,000	N/A
#56	Approved	ICT strategy support for Belarus	GTIDR, ECA Region	\$500,000	N/A
<b>Total Proposed</b>				<b>\$3,475,000</b>	
<b>Total Window 3</b>				<b>\$9,435,000</b>	

## ANNEX 3 Progress on Grant Supported Activities under Window 3

One of the main objectives of the Facility's Window 3 is to help generate, disseminate and share development knowledge. All of the grants under Window 3 include this as an integral part of their activities. During the reporting period, all grants reported progress in this area. A number of knowledge products were generated, including rapid assessments and workshops, both drawing on local stakeholders and international experts, including from Korea. Other grants are focusing on cross-regional learning. High-level discussions with relevant counterparts in the government and private sector also took place and some grants engaged in innovative formats, such as talk shows, which were also broadcast in the wider media.

Some of the grants are also supporting and informing national policy dialogue, upstream policy discussions and are aiming to influence country level, regional or WBG policy instruments. In other cases, grants are also feeding directly into or supporting ongoing and future WBG lending operations.

In most cases the activities supported under Window 3 encompass two or more of these objectives. Some highlights are illustrated below.

### Mobile Innovation Knowledge Network

This grant delivered one of their key milestones during the reporting period. In October 2014, the team held the co-creation workshop that kick-started the Mobile Innovation Network (MIN) in Beirut. The goal of this 4-day event was to share knowledge on global leading models of innovation ecosystems and hubs for the Lebanese stakeholders and then co-create the key areas for the activities of the Lebanon Mobile Innovation Hub (MiHub) with a longer-term goal of supporting innovation activities focused on job creation and economic competitiveness.

Mobile Internet ecosystems are policies, activities and spaces that leverage mobile technologies, foster citizens' entrepreneurship and improve job growth and competitiveness. Successful ecosystems engage a diversity of cross-disciplinary actors, including private sector, governments and municipalities, academia, researchers, media, entrepreneurs and citizens. They also often involve physical spaces, such as co-working spaces or urban digital districts that serve to convene, catalyze and support the startup ecosystem.

The event started with an open workshop on Strengthening Lebanon's Mobile Internet Ecosystem on in October 2014, to provide a platform for dialogue and knowledge sharing with leading global experts in the field of mobile internet ecosystem; and to showcase mobile innovation experiences successfully adopted in France, the Netherlands, Korea and Finland, which can serve as a model for mobile Internet development in Lebanon. Various innovation and startup hubs such as NUMA (France), the Waag Society (Netherlands), Forum Virium (Finland) and the National IT Promotion Agency of Korea participated in the workshop. This part of the event was open to the general public and advertised widely to ensure engagement of multiple local stakeholders in the public and private arena.

The event proceeded with a closed co-creation workshop with a more focused approach to design the activities of the MiHub, a non-governmental organization composed of the main stakeholders of

the ecosystem, including universities, private sector, incubators and facilitators of the ecosystem, and government. The mission of the MiHub is to serve as a catalyst and intermediary of innovation among all stakeholders of the ecosystem. MiHub will provide a forum for the Lebanese ecosystem actors to meet, coordinate, learn, and adopt the international knowledge and best practices that are currently missing in Lebanon.

The participants of the workshop included representatives of key stakeholders in Lebanon's mobile Internet ecosystem, including the government, donors, academia, students, private sector and local innovation and startup networks, co-working spaces and accelerators. The workshop consisted of hands-on team working sessions facilitated by two expert moderators and leveraged the presence of the international experts from the first day of the event. The workshop generated a core set of members of international innovation hubs to support the Mobile Internet Hub (MiHub) in Lebanon, as well as the community of local stakeholders to support activities to grow and sustain the ecosystem. The workshop generated consensus on the next three activities to be developed jointly among the ecosystem stakeholders, creating a medium-term program for FY15 and the beginning of FY16. The co-creation workshop and preparation of future activities facilitated knowledge sharing on open innovation for Lebanese stakeholders and international partners, and generated new knowledge and expertise. In addition, the presence of the Korean National IT Industry Promotion Agency (NIPA) served to initiate collaboration between the Korean experts and Lebanese counterparts.

This grant is also informing policy dialogue - specifically in Lebanon, and globally - on enabling and building ICT-based innovation ecosystems for economic growth, job creation, talent-retention and competition in the economy, which are pressing challenges across the world today. As such, the activities undertaken as part of the grant do not only draw key lessons for Lebanon but also create knowledge for a broader community, at regional as well as global level, on how to increase competitiveness in a sector that is intrinsically global. The grant will also influence the policies of the Government of Lebanon in the area of knowledge and learning on ICT-based innovation for economic growth and job creation and the strengthening of local ICT ecosystems and ICT/IT industry competitiveness, and will help build practical collaboration with Korea and other country governments in these areas. Finally, the grant will inform the policy dialogue on demand-driven education and vocational training, as well as policy measures to reduce gender imbalances in particular in the ICT sector and in the area of entrepreneurship.

### **Municipal Capacity Building Pilot Initiative for Nepal and Bangladesh**

This grant is addressing an important challenge of lack of municipal capacity to achieve sustainable urban development in rapidly urbanizing South Asian countries, such as Bangladesh and Nepal. Local governments in the urban areas of the region are not equipped to meet the challenge of rapid urbanization, and the associated infrastructure and service delivery requirements. While central governments are striving to develop sustainable and efficient approaches to unlock resources for urban infrastructure and service delivery, urbanization has not been accompanied by adequate allocation of resources and powers to urban local governments. The grant's objective is to contribute to building municipal capacity to plan, fund and deliver urban infrastructure and municipal services in selected pilot municipalities in Nepal and Bangladesh; and to test innovative municipal capacity building initiatives and practices with the potential of being scaled up in the South Asia region.

Over the reporting period, the grant was able to jumpstart the planned activities by undertaking a number of early deliverables, including the rapid capacity needs assessment in the pilot cities to identify priority areas for capacity building. Based on the conducted assessments, the team identified the following main areas where the capacity building efforts would focus: revenue mobilization and local economic development (with focus on cultural heritage tourism), asset management, and urban planning linked with finance. In addition, the team conducted first on-the-job training for Lalitpur City in Nepal in September 2014, which focused on technical assistance in preparation of the interpretation plan for a heritage route for the city. Finally, the team is collaboratively working with the Korean Research Institute for Human Settlement (KRIHS) to set up a series of knowledge exchange workshops; agenda, cost outlines and timelines have been completed and an initial workshop is planned in March 2015.

This grant is also attempting to inform upstream discussion and policy dialogue through the national-level knowledge exchanges. In Nepal, the national-level knowledge exchanges have the potential to influence the ongoing preparation of the National Urban Development Strategy by the Ministry of Urban Development and indirectly the federalism debate as the country transitions from a unitary to a federal state. In Bangladesh, the activities will contribute to inform policy dialogue on the required reforms and interventions to develop and support the growth of secondary cities, whose economic and revenue base is extremely weak, given the primacy of Dhaka.

### Development of ICT-Based Creative Economy

This grant is generating interest within the World Bank Korea Office as a potential anchor program for connecting and transferring the Korean expertise and experience to other client countries, within the objective to strengthen the ICT private sector development in collaboration with recipient country governments. The activity is generating much interest in the program from client countries including the two pilot countries (Nigeria and Bangladesh) for the first training, which will cover: a) smart technologies, b) green growth technologies—including energy efficiency, c) IT convergence technologies, and d) mobile applications for development.

### Promoting Skills Development and Job Creation in East Asia

Korea is keenly interested in facilitating the 2015 goals of ASEAN economic integration. Labor mobility and mutual recognition of qualifications have become part of the integration discussion. One of the key components of the *Promoting Skills Development and Job Creation in East Asia* grant program was to provide a high-level forum to discuss skills and qualifications related issues within the ASEAN community. To prepare an informed discussion, the grant first financed a review of country process and progress in the development of standards and national qualifications, in China, Cambodia, Korea, Laos, Malaysia, Mongolia, Vietnam, Indonesia, and Myanmar. Work is ongoing to synthesize the main issues and challenges with regard to international qualification mutual recognition in the region.

Based on the initial review, it is clear that the EAP countries are at various stages of development with regards to national qualifications framework (NQF). Some countries such as Malaysia,

Philippines, Thailand, and Brunei have already developed NQFs and key NQF elements are being implemented. Others, such as Laos, Cambodia, and Mongolia are still at the early stages of planning for NQF. Countries like Japan, China, and Singapore do not have NQFs and may not plan to move towards NQF, though they do have sub-sectoral qualifications framework, such as TVET, which are functioning relatively well. The initial finding of the grant is that depending on country objective, capacity, and the level of economic development, NQF may or may not be the solution for skills development.

This grant provides an opportunity for the teams to conduct further advocacy and analytical work to strengthen overall capacity in dialogue and relationship with clients. In the medium and long term, such efforts will highlight the value added of the World Bank in the skills development sector.

### **Tiger hunts with Lions: Developing Agricultural Market Information System and Decision Simulation System to empower small-holder farmers and boost productivity**

The objective of the grant is to support the development of ICT-supported mechanisms and approaches to enable smallholder farmers in Africa to improve the productivity and profitability of their farm enterprises. Initially, the grant is supporting the up-front development of the design of e-extension and e-voucher programs of the Ministry of Agriculture, Animal Industries, and Fisheries (MAAIF) in Uganda. Since the grant's launch, the team held initial consultation with Ugandan institutions (MAAIF, Ministry of Finance and Economic Development, and other development partners), as well as with a number of Korean institutions in order to establish an initial plan for the development of the design of the proposed e-extension and e-voucher programs. A delegation from the World Bank and from Uganda's MAAIF visited relevant development institutions in South Korea and also visited Korea Telecommunications (KT) to discuss with them the proposed activities under the grant, and to benefit from their experience and explore possible partnerships in the implementation of the grant's activities. A workshop was also held in Kampala during August 2014 with a number of key Ugandan stakeholders and with several international partners (KOICA, KT, a where, USAID, representatives of the e-Wallet program in Nigeria, World Bank) to formulate a first concept note for the proposed e-extension and e-voucher programs and to raise awareness in relevant parts of the agricultural sector in Uganda. The initial concept note has been circulated and discussed among key stakeholders and a second draft has now been revised for further consultation.

This grant has supported regional learning with Nigerian delegations from the Nigeria's e-Wallet program at the ICT workshop held in Kampala, Uganda. At the national level, the project is gathering a community of practice within each line ministries and is supporting generation of knowledge by sharing issues around the planned activities under this grant.

This grant will also provide case studies that will feed into the development of the Continental Strategy for Agricultural Education and Skills Development in Agriculture. In addition, the main objective of grant, which is to find ways to narrow communication divide between agricultural stakeholders - namely, farmers, agribusiness, researchers, extension officers and educators - is informing upstream policy discussion and contributing to wider stakeholder policy dialogue.

## Partnership in Knowledge: Learning from Korean development experience for a sustainable growth of Vietnam

Under this grant, a series of important knowledge sharing activities took place showcasing two renowned international speakers, Prof. Ju-Ho Lee, former Minister of Education, Science and Technology of Korea and Prof. Morshidi Sirat, former Director General of Higher Education Department, Malaysian Ministry of Education. In Hanoi, the grant sponsored the National Education Conference, co-hosted with the Vietnamese Ministry of Education and Training (MOET), with opening remarks delivered by Vice Minister Tran Van Ga. Prof. Lee and Prof. Sirat moderated the workshop. Participants included the director and key staff of Higher Education Department from MOET, vice presidents and leaders of major Vietnamese universities, as well as representatives from major media and press agencies. The half-day workshop was followed by a round table working lunch with selected participants to enable further policy dialogue and in-depth discussion between the two invited speakers, World Bank staff and key Vietnamese policy makers and included key staff and director of Higher Education Department from MOET, Vice Director of Vietnam Institute of Educational Sciences (VIES), Director of Research Centre for Vocational and Higher Education, and leaders of selected universities.

The grant supported an education workshop in Ho Chi Minh City with the two international speakers (Prof. Lee and Prof. Sirat), which was co-hosted with the South East Asian Ministers of Education Organization (SEAMEO). 80 representatives of Southern Vietnamese universities, Ho Chi Minh City Education Department and media participated in the event and the participants had an opportunity to exchange practical experiences and development solutions with these international education experts. In addition, a live talk show was broadcasted between Minister Quan from the Vietnamese Ministry of Science and Technology, Prof. Lee and senior World Bank staff, and moderated by the famous Vietnamese TV reporter Quang Minh. The discussants elaborated on the South Korean policy for science and technology and its policy implication for Vietnam. In particular, Prof. Lee shared Korean experience and discussed how Korea achieved remarkable development in this area through strategic investment and focus on science and technology during the sixties. Minister Quan shared how Vietnam plans to follow Korea's lead in this area by establishing V-KIST, modeled after the Korean Institute of Science and Technology (KIST).

The grant also sponsored a key study tour to Korea, in October 2014, by a high level delegation from the Vietnamese government, including a senior advisor to the Prime Minister and the President of the National Economic think tank to learn about Korean experience in the area of public investment policy. The delegation visited Korean Development Institute (KDI) to learn about the legal framework and practices of public investment management and market economy institutions in Korea. The delegation had an opportunity to discuss variety of topics with the KDI leaders and professors, including the Korean experience in drafting long-term (over 10 years) strategies and visions of economic development; concepts and practices in the development of market economy institution in Korea; the innovation of public investment management institution; investment project review system; and the development of public private partnership (PPP). In addition, the delegation visited a number of public investment and economic development projects in Korea, including the Management Units of PPP Projects of Seoul Belt Road and Icheon Bridge, Public Investment Project of Saemangeum Sea Dike (with a total investment of US\$20 billion).

The activities under this grant directly support the dissemination and sharing of Korean development knowledge and know-how at the country level through participation of Vietnamese policy makers in the knowledge sharing events, such as Higher Education Reform and Science and Technology Talk Show. In particular, the latter event presented some concrete suggestions to the Vietnamese participants on how to build up reforms in the science and technology sector, including the establishment of V-KIST, and how such reforms benefit both the public and the private sector, especially in the long run. These activities have not only helped systematically disseminate Korean development knowledge at the country levels, it also generated an inspiring policy dialogue and debate amongst Vietnamese policy makers and general public on what it will take for Vietnam to follow the remarkable footsteps of Korea in the area of science and technology development.

Under this grant, the proposed content and type of knowledge exchanges planned as part of the grant activities were carefully designed to meet specific demand of Vietnamese policy makers in their research for formation and planning of strategies and policies in higher education reform, including in the area of strategic science and technology, as well as public budgetary and performance. As a result, the grant hopes to provide direct support to the ongoing policy dialogue on these key issues for Vietnam.

### **Promoting effective use of ICTs in education and job creation through skills development in technical and vocational education**

This grant has contributed to two flagship annual knowledge sharing events, in collaboration with key Korean partners, KERIS and KRIVET. The global symposium on ICT use in education, and the policymakers' workshop alongside the Global HR Forum took place in November 2014 in Gyeongju and Seoul respectively. These events served as a basis for future analytical work under the grant, which is now being developed in alignment with the themes of these events, agreed jointly by the World Bank and the sponsoring Korean organizations.

## ANNEX 4 Key Achievements under Window 1 by Trust Fund Program

### BOX 4 World Bank Group Korea Office Trust Fund

**BACKGROUND:** The Administration Agreement of the World Bank Group Korea Office TF was signed by the parties in July 2014. The principal objective of the WBG Korea Office is to deepen the partnership between the Korean Government, Korean stakeholders and the WBG. The strengthened partnership will support efforts of both parties to become more effective development partners for countries across the world. The TF finances part of the staff cost, as well as some operational expenditure of the new office in Songdo, Korea.

The new offices support a broad range of development partnership opportunities with a focus on promoting best practices, by leveraging the WBG's knowledge and convening power and Korea's expertise in areas such as economic development policy, information communications technology, infrastructure and the financial sector. Korea's experience in sustainable development, providing infrastructure and better services to improve the lives of the people, and its transition to a dynamic knowledge economy, provides lessons that are benefitting many other developing countries. In addition to the WBG's IBRD and IDA, the new WBG office also represents IFC and MIGA.

**KEY HIGHLIGHTS AND RESULTS:** In the six months since the signing of the World Bank Group Korea Office TF, the office has become fully operational and staffed with key personnel. The office is now outfitted with furniture and connected with WBG standard ICT equipment, enabling global communication via audio and video link. The Special Representative commenced her assignment in September 2014, and key staff has been recruited. Currently, staff for the following 11 positions have been recruited and will be financed by the TF:

- EAP: Special Representative; Communications Officer; Communications Consultant; Liaison Officer; Executive Assistant; Administrative Assistant
- IFC: Representative
- MIGA: Representative; Analyst
- LLI: Program Manager; Operations Officer

The office played a key role in the planning of the visit to Korea by President Jim Yong Kim in November 2014, where he presented an in-depth analytical report to a symposium on promoting innovation in education to promote a creative economy. The report was authored by education experts at the World Bank Group to address opportunities for reform in the Korean Education System. President Kim also participated in the Global HR Forum, and met with young entrepreneurs and a range of businesses to encourage greater attention from Korean stakeholders to investment in developing countries and fragile states.

**BOX 5** Korea Governance Partnership Facility (GPF) Trust Fund

**BACKGROUND:** The Korea Governance Partnership Facility (GPF) is a \$3 million Single Donor Trust Fund (STDF) created with the objective to support governance activities in Asia through collaboration between the World Bank with relevant agencies in Korea. At the moment three activities have started implementation: a) development of integrity and anti-corruption systems in Asia, undertaken by the WB's Governance Global Practice (GP) in collaboration with the Anti-Corruption and Human Rights Commission of Korea (ACRC); b) support to Open Contracting, undertaken by the Governance GP in collaboration with the Public Procurement Service (PPS) in Korea; and c) Governance Partnership Facility program in Mongolia, undertaken by the Macro and Fiscal GP and the WB Country Office in Mongolia, in collaboration with Korean development experts in Mongolia. A fourth component, to develop governance and management systems for State Owned Enterprises in Asia, is under preparation.

**KEY HIGHLIGHTS AND RESULTS:**

**Component a):** The development objective of this initiative is to design and pilot a national integrity assessment framework based on the existing approaches. The initial output of the initiative is to analyze the effectiveness of existing integrity-related capacity-building programs and tools, including those implemented or supported by the ACRC, the World Bank Country-Specific Diagnostic Assessment, and Transparency International National Integrity System (NIS) Assessment. As part of this work, the WB team, in collaboration with ACRC, designed a session during the Promoting Transparency, Accountability and Participation: the Role of Check and Balance Institutions conference at OECD MENA Training Center in 2014. The workshop aimed to provide policy makers, government officials and donor representatives with a deeper understanding of how transparency, accountability and participation can be integrated for the government institutions to function more effectively. In this context, the ACRC team discussed challenges associated with the implementation of ACRC's anti-corruption policies and tools. As a next step, WB and ACRC are working together to create and implement the proposed Integrity Assessment Tool, including data collection and peer review of the first draft of the framework.

**Component b):** The development objective of this initiative is to increase disclosure and participation in public contracting ("open contracting") on an agency level in selected (two priority) countries in Asia in order to create a more level playing field for the private sector, better value for money for the government, and better goods, works, and services for citizens. The project began only recently in October 2014 with a regional kick-off meeting and is being undertaken with the Korean Public Procurement Service, which has a long history of excellence in disclosure and transparency in public contracting, and has recently endorsed the Open Contracting Global Principles and is committed to supporting the implementation of Open Contracting in the Asian region. The partners are undertaking outreach to the important project partners in Vietnam, Indonesia, Turkey, and Mongolia and the UN project on governance. They have also secured buy-in from the different relevant WBG procurement managers for this project and began to develop the Open Contracting Readiness Assessment methodology, including a diagnostic tool to evaluate the procurement system of a country or an agency against the Open Contracting principles.

**Component c):** The overall project development objective of this grant is to help enhance the management of the mining-led economic growth toward a more sustainable, accountable and effective way in Mongolia. This grant activity consists of three main complementing components: i) targeted technical assistance and ESW work of the WB country team on economic policies and governance issues focused on the management of mining-dependent economy, based on the needs and priority of the client; ii) providing support to policy outreach forums and capacity building of the Government; iii) enhancing Mongolia's policy analysis capacity through strengthening the capacity of the Economic Research Institute (ERI), Mongolia's first independent think tank that was established with the support of the original GPF grant. Currently, the team is supporting an ESW work on the assessment of fiscal risks stemming from the SOEs in Mongolia, a study tour on debt management system in the wake of rising public debt, and policy outreach events on the new Glass Account Law that will strengthen the transparency and accountability of the public sector by enforcing all public entities to regularly disclose their financial and economic performance.

## BOX 6

### Knowledge for Change Program (KCP), Poverty Dynamics and Public Service Delivery Trust Fund (Window 1)

**BACKGROUND:** The KCP serves as an effective, transparent and efficient vehicle for the pooling of intellectual and financial resources for data collection and research supporting poverty reduction and sustainable development. It encourages and facilitates the WB's dialogue with partner agencies, developing country clients, and other interested parties. The main objective is to provide cutting edge research in the development economics, create new knowledge to assist the formulation of better policies with greater impact on poverty. A subsidiary objective is to assist data collection and develop research capacity in the Bank's client countries. Korea contributed \$1.5 million to the Poverty Dynamics and Public Service Delivery Trust Fund, with preference for the support of WDR 2015: Mind and Society—How a Better Understanding of Human Behavior Can Improve Development Policy and research on job creation in low-income countries.

**KEY HIGHLIGHTS AND RESULTS:** KCP II was originally scheduled to end on April 30, 2016. However, all the donors recently agreed to a no-cost extension through June 30, 2017, in light of the available funds of more than \$4 million. This extension allowed a final Call for Proposals with new research projects commencing in July 2014 that can run through the typical three years of implementation. In parallel, efforts are underway for the establishment of KCP III, which will be a reformed KCP that is aligned with the WBG's twin goals and reflects the themes for new development research. KCP III will be set up with a more flexible structure that is not limited to the four windows under KCP II, which are Poverty Dynamics and Public Service Delivery, Investment Climate & Trade and Integration, Global Public Goods, and Economic Development and Structural Change.

In the final FY2014 Call for Proposals, the KCP Internal Management Committee approved 29 new projects for a total of \$4.3 million. Grant sizes range from \$50,000 to \$450,000. Of the 29 new projects, four have strong capacity-building components and received excellent ratings from external ex ante reviewers. In addition, a grant funded by Norway for Nkr 12 million for the Economic Valuation of Changes in Amazon Forest Area project was approved virtually by the Internal Management Committee in May 2014; this research program aims to expand and improve empirical knowledge of the local and regional-scale economic values from the Amazon rainforest and its ecosystem services. The research also aims to show how changes in the value of ecosystem services are differentiated geographically. The program has been developed in close collaboration with the Brazilian government and with the heavy involvement of the Bank's office in Brazil. In addition, the program is supported by the Ministries of Finance and Environment of the Brazilian government, which provided valuable inputs to the program design.

There are 61 ongoing projects in various stages of implementation and the progress reports prepared by the task team leaders are available on the KCP website.

Twenty-one projects were completed in FY2014. The project outputs include high-quality papers, databases, data sets, and research tools covering a broad range of development topics and issues.

The following is the summary table of our outputs for FY14.

	Journal Article	Working Paper	Data Set	Research Tool	Policy Research Report
Window I	10	13	14	3	1
Window II	19	35	18	3	1
Window III	3	16	192	8	0
Window IV	2	5	11	3	0
<b>Total</b>	<b>34</b>	<b>69</b>	<b>235</b>	<b>17</b>	<b>2</b>
Developing country researchers substantively engaged				208	
Developing country institutions substantively engaged				167	

**BOX 7 IFC Korea Comprehensive Trust Fund**

**BACKGROUND:** The Korea Comprehensive Trust Fund was set up in April 2011 to support IFC's advisory services operations in the private sector. The objective of the Korea Comprehensive Trust Fund is to assist specific projects and programs in the areas of financial inclusion, SME finance, ICT, Investment Climate and Trade Facilitation. The Comprehensive Trust Fund functions as an umbrella fund with a dual focus on a) the Technical Assistance Trust Fund (TATF), and b) the SME Finance Forum.

The global TATF supports selective projects that focus on a variety of activities such as creating a platform for peer-to-peer learning and exchange with practitioners from Korea, helps recipients through training and capacity building, and provides specific advice to improve investment climate and regulatory reform. The SME Finance Forum brings together financial institutions, technology companies, and development finance institutions to share knowledge, spur innovation, and promote the growth of small and medium enterprises (SMEs).

**KEY HIGHLIGHTS AND RESULTS:**

A new project on **Global Trade Logistics Program** was submitted and approved by MoSF in May 2014 following a replenishment of the trust fund. Under this program an event was held in October 2014 in Manila to share best practices and encourage knowledge sharing with a view of identifying potential opportunities to improve trade facilitation within the context of WTO Agreement on Trade Facilitation for Agri-Food Border agencies. The conference brought together over 60 experts from regional and multilateral organizations, private sector and policy makers from a variety of ministries and governmental agencies. An earlier phase of the Global Trade Logistics Program included a major event in Korea in close partnership with the Korean government (MoSF and MOTIE), Korea Customs Service and Korea International Trade Association (KITA) that focused on trade logistics reform. Participants from over 15 emerging economies and developing countries discussed recent achievements, challenges and future reform plans on national and regional levels. Participants also visited Seoul-Incheon airport where the Incheon AirPort Authority (esp. customs, express cargo, and logistics) showcased Korean advanced trade facilitation measures and how this was implemented in Korea.

The **Lao Licensing reform project** was successfully able to reduce by 50% the time needed to obtain operating licenses and company seals through legal and procedural reform affecting over 37,000 manufacturers as well as reducing compliance costs of selected licenses by 30%. A task force was set up to advise the Lao government to develop and reform the doing business environment in Lao and increase the Lao Doing Business Ranking as well.

The **Better Work Program in Vietnam** increased its outreach and sustainability prospects. IFC developed materials and trained 125 factory staff on occupational safety & health (OSH) and chemical management. Project-supported activities reached 304,430 workers including 245,148 women through work improvement in the workplace. These included improvements in working conditions (OSH, child labor, payment of wages etc.) as well as overall strengthened job sustainability prospects for workers through overall factory improvements.

The **Nepal SME Banking program** is focused on strengthening financial institutions in risk management, portfolio monitoring, non-performing loan (NPL) management, among other issues. As part of this activity, IFC conducted SME Banking training for 19 different Nepali banks in the summer of 2014.

The **SME Finance Forum** convened several high-level events in 2014 that enabled financial institutions, technology companies, and development finance institutions to learn from each other and agree good practices. The SME Finance Forum Website and social media channels expanded substantially and offered a cost-effective way to reach geographically-dispersed stakeholders and new audiences. In 2014, the SME Finance Forum worked with strategic partners such as the G-20's Global Partnership for Financial Inclusion and the APEC Business Advisory Council to highlight successful policy interventions and innovative SME finance mechanisms around the globe.

**BOX 8****WBI/LLI Global Knowledge Sharing Program SDTF**

**BACKGROUND:** WBI/LLI has been collaborating with the government of Korea for over 40 years and continues to deepen its partnership in areas of common strategic interests, including through the \$18 million Korea-WBI Global Knowledge Sharing Program. Established in 2013, the Program aims to scale-up global knowledge sharing (Component I) and e-learning platforms (Component II), focusing on urgent challenges to accelerate inclusive growth and sustainable development, including topics such as fiscal, social and industrial policies.

**KEY HIGHLIGHTS AND RESULTS:**

**Component I**—The Knowledge Sharing (KS) work program focuses on: i) strengthening the capacity of local knowledge institutions; ii) supporting knowledge sharing activities in the context of World Bank Group (WBG) regional operations; and iii) disseminating the findings, and lessons learned from the first two subcomponents in high-profile global events, establishing WBI and Korea's thought leadership globally.

- WBI completed the initial KS capacity building program with four of the five institutions initially targeted (Brazil, Colombia, Indonesia and Nigeria). In some cases, Korean knowledge organizations have been consulted by the participating institutions.
- WBI has developed a comprehensive set of diagnostic and technical assistance tools that foster institutional KS capacities at various levels to support operational engagements. These include: (i) a knowledge sharing capacity assessment tool; (ii) a visioning & change management for knowledge sharing tool; (iii) a rapid results planning tool for knowledge sharing capacity development; (iv) a leadership workshop for knowledge sharing policy development; and (v) an adaptation of the “Art of Knowledge Exchange” methodology for knowledge sharing institutions. Additional tools in development include the “Art of Capturing”, the “Art of Packaging”, and a development tool for integrated knowledge sharing platform design.
- Since its inception in March 2013, the Community of Practice (CoP) for Knowledge Hubs has established itself as the one-stop shop for the “how to” of knowledge exchange. WBI positioned the CoP as the core platform for the Second High-Level Meeting on Country-Led Knowledge Hubs held in Seoul in June 2014. The CoP's resources include webinars, blog posts, case studies and background papers and it has attracted over 480 members from more than 25 countries, including 25 members from various Korean institutions. Korea has participated actively and shared its experiences as part of the webinar series.
- WBI selected the three knowledge exchange programs to be implemented in FY15, including one exchange to strengthen the Energy Sector Cooperation across the Atlantic Basin in collaboration with Africa Petroleum Producers Association (completed). Two other exchanges are being planned to share Korea's experiences in systematic Use of Informational to Improve Health Systems and on its e-Government program.
- The Second High-Level Meeting on Country-led Knowledge Hubs (HLM2) took place in Seoul, Korea, from June 23-26, 2014, and deepened the dialogue on the role of Knowledge Hubs and knowledge sharing that had been initiated in the first knowledge hub conference held in Bali in July 2012. HLM2 focused on supporting thematic/sector agencies and line ministries in using and sharing knowledge to improve service delivery to their constituents and has drawn extensively on Korean development experience.

**Component II**—E-Learning work plan offers WBI and Korea the opportunity to partner as leaders in the area of online learning for development.

- WBI scaled up existing WBI e-learning by developing co-branded content, including via the development of new case studies, to tailor existing courses and learning products for regional audiences. These include webinars on PPPs, jobs, inclusive cities and climate change.
- WBI developed new e-learning on selected high priority themes (including results-based financing, social accountability tools, gender and growth and competitiveness) using action learning pedagogical approaches and taking advantage of new and innovative technologies for learning delivery. In addition, WBI is beginning to develop game-based learning in collaboration with the health global practice that will address results-based financing for practitioners. WBI has also developed the WBG's first MOOC on climate change for which 20,000 participants registered.
- WBI is strengthening the network of e-learning partners for development and is working in partnership with KDI to develop pedagogical design of Korean case studies.

## BOX 9

## Public Expenditure Management Network in Asia (PEMNA) Multi-Donor Trust Fund (MDTF)

**BACKGROUND:** Established in 2013, PEMNA MDTF provides financing for a wide range of knowledge sharing activities within East Asia and Pacific (EAP) region, with an exclusive focus on peer-learning on the public financial management (PFM). The strategic objective of PEMNA MDTF is to support formation of sustainable peer networks for public finance practitioners from EAP countries, in order to share professional experiences and cross-country learning. In particular, PEMNA supports establishing communities of practice that enable member countries to: a) exchange experience on specific, high priority PFM reforms and their implementation; b) analyze common challenges faced; c) benchmark their own performance to one another; and d) undertake research and organize research related events proposed by the PEMNA Steering Committee. The Korean Institute of Public Finance (KIPF) serves as PEMNA Secretariat and KIPF has supported all PEMNA activities and engagements.

**KEY HIGHLIGHTS AND RESULTS:** Since its launch, PEMNA established its governance structure, a Steering Committee, two Communities of Practice (CoP) in budget and treasury, two CoP leadership teams, and a Secretariat. PEMNA Rules of Operations, a guiding principle for the operations of PEMNA, was also adopted by the Steering Committee in June 2014.

Since the beginning of 2013, PEMNA has held numerous face-to-face gatherings, with a total of six individual Communities of Practice (CoPs) meetings or study visits and two plenary conferences, hosted by the governments of PEMNA member countries. As a result, PEMNA formed an active and vibrant community among public financial management practitioners. In line with PEMNA's guiding principle of a "member-driven" network, all of these activities were planned and executed with the active participation of the PEMNA members. While Korea was the only initial contributor to the MDTF, Philippines Department and Budget Management (DBM) decided to contribute funds in 2014 and Vietnam and Myanmar also pledged their contribution in 2015. This demonstrates that the members regard PEMNA as a beneficial peer-learning network and their ownership of the Network has been growing.

Some examples of key results are as follows:

- Timor-Leste PEMNA members held discussions with Mongolia PEMNA members on issues around cash management during the Treasury CoP (T-CoP) meeting. They discovered that one of the bottlenecks in both countries are the few staff working on the cash management. They exchanged the functions covered by each staff and options for improvements.
- Through various PEMNA meetings, Vietnam members came to know Mongolia members. Using these established contacts, Vietnam Ministry of Finance members visited Mongolia Ministry of Finance to exchange views on the implementation of financial management information system by using their own fund prior to the Mongolia Plenary Conference in June 2014.
- Budget CoP is currently executing two surveys: performance budgeting survey and fiscal risk management survey; results from these surveys will be compiled in research paper. Treasury CoP has produced information papers on financial management information system and consolidated financial reporting.

**TABLE 1 PEMNA CY 2013–2014 meetings**

Budget CoP (B-CoP)	Treasury CoP (T-CoP)
<ul style="list-style-type: none"> <li>■ <b>Nov. 2013, Seoul:</b> Planning and budgeting, top-down and performance budgeting, public investment management, PPP</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Aug. 2013, Malaysia:</b> Cash management</li> <li>■ <b>Oct. 2013, Hanoi:</b> Consolidation of accounts in the public sector</li> <li>■ <b>Dec. 2013, Phnom Penh:</b> Financial Management Information System (FMIS)</li> <li>■ <b>Mar. 2014, Jakarta:</b> Cash management</li> </ul>
<b>Jun. 2014, Mongolia Plenary Conference</b>	
<ul style="list-style-type: none"> <li>■ Planning and budgeting institutions and performance oriented budgeting</li> <li>■ <b>Jan. 2015, Malaysia:</b> Planning and budgeting, fiscal risk management</li> </ul>	<ul style="list-style-type: none"> <li>■ Cash projection and cash planning, FMIS, and financial reporting</li> <li>■ <b>Dec. 2014, Ho Chi Minh:</b> Functions and organizations of future treasures, FMIS</li> </ul>
<b>May. 2015, Myanmar Plenary Conference</b>	

**Trustee level:**

■ **Over-arching Development Objective and Expected Impact of Partnership Facility:**

To contribute to poverty reduction through inclusive and sustainable economic growth in low and lower-middle income countries.

■ **Higher-Level Indicators for the overall Facility:**

- (I) Positive changes in beneficiary countries' policies, laws and regulations that promote sustainable economic growth and are attributable to the Facility,
- (II) Enhanced relevance, effectiveness and efficiency of the World Bank strategies and operations supported by the Facility, and
- (III) Improved development aid effectiveness resulting from changes in the development approaches of aid donors and other development partners, based on lessons learned from the Facility.
- (IV) Increased adoption and use by beneficiary countries of development knowledge that are produced and mainstreamed through the Facility.

The three Windows of the Facility cover activities and programs that span numerous sectors, and involve a combination of technical assistance, free-standing and co-financing operations, both executed by recipients and the World Bank, that will jointly result in the expected development impact of the Facility. The higher-level indicators form a results chain in which the knowledge and skills gained through the Facility's support would lead to behavioral, institutional, and policy changes—among both the donors and beneficiary countries—that foster and sustain inclusive economic growth. The reporting on the higher-level indicators would be based on aggregating the results for the three Facility Windows, based on performance assessment criteria and Core Sector Indicators that are currently in operational use at the World Bank within the larger framework of building-up to a comprehensive Corporate Scorecard. The longer-term outcomes and relevant indicators for each of the three Windows are delineated below.

**Window 1 level: Pass-through to Global and Regional Programs (GRPPs)**

**EXPECTED LONGER-TERM OUTCOMES COULD INCLUDE:**

Specific to the GRPP, as reviewed for consistency, and approved in line with the overarching goals of the Facility

**Window 2 level: Co-financing of country investments**

**EXPECTED LONGER-TERM OUTCOMES OF WINDOW 2 ACTIVITIES:**

To ensure coordination of development assistance, the longer-term outcomes of the Facility will be closely aligned with the outcomes being targeted by the Bank's

Country Assistance Strategies and Regional Strategies, as well as Sector and Thematic Strategies. Those higher level outcomes will be based on the World Bank's sector specific Core Sector Indicators (CSIs) thereby facilitating the harmonization of implementation and completion reporting for both the Facility and the Corporate Scorecard.

**Window 3 level: Generation and transfer of development knowledge**

**EXPECTED LONGER-TERM OUTCOMES OF WINDOW 3 ACTIVITIES:**

At the country, regional and global levels, the longer-term, final outcomes of the Facility's support for the generation, dissemination and sharing of development knowledge are:  
 (i) Increased uptake and utilization by developing country beneficiaries of the lessons learned from the development experiences of other, more advanced countries; and (ii) improvements in development effectiveness of beneficiaries as a result of applying those lessons.

**INDICATORS:** (consistent with IEG's "Sourcebook for Evaluating GRPPs")

- Relevance
- Effectiveness
- Efficiency
- Governance
- Financial Management
- Risks
- Devolution Strategy
- Impacts

**INDICATORS:** Given (i) the contributing role of the Facility within the context of a co-financing partnership, and (ii) the possibly shorter timeframes for interventions under the Facility compared to the overall Bank investment project, the Results Frameworks for the Bank investment project will contain specific Intermediate Outcome (IO) Indicators that can be directly attributed to the activities supported by the Facility.

As examples, the quantitative IO Indicators could include (which have corresponding, sector-specific CSIs):

- Improved Access (Numbers or Percentages)
- Increased Inclusivity (Numbers or Percentages)
- Greater Productivity (Units of measure)
- Enhanced Sustainability (Financial & Economic-standard measures)

Qualitative IO Indicators (which are also aligned with the CSIs) could include:

- Improved Governance and Institutional Efficiency/ies
- Closer Strategic Alignment (Within Country, and Donor-to-Country)
- Greater Value-Added from Process Changes

The quantitative and qualitative IO Indicators will be causally linked to the Final Outcome Indicators for the overall investment, which in turn are keyed to the CSIs for measuring longer-term development outcomes.

In terms of aggregate reporting, the IOs and results for the investment components that are co-financed by the Facility will be monitored and reported during regular Bank project supervision, using Bank standard documentation. Qualitative IOs and Final Outcomes would rely on beneficiary interviews and case studies for collecting supportive evidence.

**INDICATORS:** The main Intermediate Indicator (IO) for the Knowledge Transfer window is "increased access to world class knowledge and lessons learned on sustainable and inclusive economic growth."

Indicators that can be directly attributed to the activities supported by the Facility.

These IOs would be measured mainly in terms of:

- Additional numbers
  - Increased shares in percentages
- Other IOs can be added over time as the grants are being supervised, depending on the progress of implementation. The IOs will be consistent with the overall indicators for the Facility (see above) and, inter alia, the CSIs for:

- Information Technology
- Participation and Civic Engagement
- Social Inclusion among possibly others from the various Human Development, Institutional Capacity-Building, and Knowledge Units of the Bank.

At the Window 3 grant level, each proposal will develop an individual Result Framework (RFs) in line with the overall longer-term outcomes of the window and the relevant CSIs. RFs under the Knowledge Transfer Window will be requested as part of the GRM.

## ANNEX 6 Estimated Number of Outputs and Outcomes for Window 3

Outputs		Outcomes	Indicators
Short description and projected total # of outputs over project lifetime	# of outputs completed in 2014 and description	Projected # of outcomes	Proposed indicators by Task Team Leaders (TTLs)
<b>Promoting effective use of ICTs in education and job creation through skills development in technical and vocational education</b>			
6 bi-annual conferences/workshops Several thematic working papers and presentations Several policy briefs 140 policymakers trained from 15 countries (ICT) 90 policymakers trained from 12 countries (job creation)	1 GHR Forum in Seoul (November 2014) 1 Global Symposium on ICT in Gyeongju (November 2014)	1	<ul style="list-style-type: none"> <li>Number of additional trained policymakers and practitioners</li> </ul>
<b>Mobile Innovation Knowledge Network</b>			
1 co-creation workshop 1 implementation plan and program Several knowledge sharing activities 1 International Advisory Board for MiHub 1 Activity summary report	1 co-creation workshop in Beirut (October 2014) 1 implementation plan and program (November 2014) 1 International Advisory Board for MiHub (December 2014)	5	<ul style="list-style-type: none"> <li>Increased number of participants in ICT knowledge sharing activities in Lebanon through MIN.</li> <li>Percentage of beneficiaries satisfied with MIN's knowledge program activities.</li> <li>Increased percentage of females within overall beneficiaries of MIN's knowledge program activities.</li> <li>Positive impact on ICT/ITES sector.</li> <li>Establishment of International Advisory Board for the MiHub.</li> </ul>
<b>Partnership in Knowledge–Learning from Korean development experience for a sustainable growth of Vietnam</b>			
Several knowledge exchange seminars, workshops 1 curriculum of knowledge sharing programs Several materials to support sustainable and systematic delivery of knowledge exchange activities Several study tours of Vietnamese stakeholders Several training courses delivered to build capacity of Vietnamese institutions	1 National forum on Higher Education Innovation, several side meetings with Ministry of Science and Technology including a seminar in Vietnam co-organized with SEAMEO (South East Asian Minister of Education Organization) (October 2014) 1 study tour on public investment policy to Seoul by Vietnamese officials (October 2014)	3	<ul style="list-style-type: none"> <li>Establishment of a twinning arrangement between relevant and capable Vietnamese institutions and Korean think tanks.</li> <li>Establishment of community of practice/ network of expertise among Vietnamese and Korea stakeholders especially amongst policy makers, think tanks, research and academia.</li> <li>Minimum 3-4 delivery of knowledge sharing events between Korea and Vietnam.</li> <li>Approximately hundreds of participants have access to those knowledge sharing events and available materials and case studies of Korean best practices in development through the use of blended and modern ICT applications.</li> <li>80-100 officers and 2-3 local institutions attended various capacity building activities in design and delivery of structured knowledge sharing programs.</li> </ul>

Outputs	Outcomes	Indicators	
Short description and projected total # of outputs over project lifetime	# of outputs completed in 2014 and description	Projected # of outcomes	Proposed indicators by Task Team Leaders (TTLs)
<b>Developing Partnership between Korea and Africa for Human Resource and Skills Development in Applied Sciences, Engineering and Technology (ASET)</b>			
<p>1 knowledge sharing workshop</p> <p>1 study visit to Korea by 3-4 SSA countries</p> <p>1 stocktaking/mapping of ASET institutions for selected industries in participating SSA countries</p> <p>1 report on Korea's current support in technical/vocational education, higher education and research in SSA countries</p> <p>Several knowledge-sharing mechanisms</p> <p>A network of institutions between Korea and participating SSA countries in ASET</p> <p>At least one MOU signed between Korean and SSA institutions for future collaboration in key ASET area</p> <p>A plan for improvement (interventions) of ASET capability for a specific industry in at least one of the selected SSA countries</p>	<p>1 stocktaking/mapping of ASET institutions for selected industries in participating SSA countries (in progress)</p> <p>1 knowledge sharing conference (in progress, planned for February 2015)</p>	2	<ul style="list-style-type: none"> <li>• Successful identification of interventions and action plans for improving ASET capability of selected industries in participating SSA countries</li> <li>• Agreement(s) signed between one or more Korean and SSA institutions for collaboration in key areas of ASET capability development</li> </ul>
<b>Nepal and Bangladesh: Municipal Capacity Building Pilot Initiative</b>			
<p>Proceedings of the national-level knowledge exchanges (minimum two exchanges in each country)</p> <p>Rapid municipal capacity needs assessment</p> <p>Manuals/procedures for the capacity building initiatives</p> <p>6 (minimum) on-the-job trainings and 6 "ideas briefs" disseminating the results of the on-the-job training events</p> <p>1 consolidated report from the "ideas briefs"</p> <p>6 (minimum) twinning events and 6 "knowledge exchange briefs" disseminating the main findings of the twinning partnerships</p> <p>1 consolidated report from the "knowledge exchange briefs"</p> <p>1 completion report</p>	<p>1 rapid municipal capacity needs assessment</p> <p>Profiles prepared for the pilot municipalities</p> <p>2 video-conferences and follow up calls held with the Korea Research Institute for Human Settlements (KRIHS)</p> <p>Agenda for the knowledge exchange event (planned November 2014)</p>	2	<ul style="list-style-type: none"> <li>• Number of municipalities in Bangladesh and Nepal benefiting from the municipal capacity building initiatives (target: 12)</li> <li>• Percent of completed on-the-job training fully meeting their capacity building objectives and target performance indicators as stated in their training proposal (target: 80%)</li> <li>• Percent of completed twinning partnerships fully meeting their capacity building objectives and target performance indicators as stated in the twinning proposal (target: 80%)</li> </ul>

Outputs		Outcomes	Indicators
Short description and projected total # of outputs over project lifetime	# of outputs completed in 2014 and description	Projected # of outcomes	Proposed indicators by Task Team Leaders (TTLs)
<b>Promoting Skills Development in the East Asia Region</b>			
<p>1 East Asia regional study on a particular theme related to skills development and TVET systems in the governance, management, financing, or quality assurance aspects of the skills development system</p> <p>1 country level in-depth study of the skills development and TVET systems</p> <p>1 comparative review of the progress related to the Development of National Competency Standard/National Qualifications Framework in East Asia</p> <p>1 ASEAN+3 Consultation Forum per year</p> <p>1 regional workshop to disseminate the analytical work conducted under Component 1 and 2 among the relevant EAP country policy makers and decision makers</p> <p>A study visit to specific country in the European Union to study and learn the good practices on vocational training</p>	<p>Terms of references for each of the three ASEAN+ annual forums (first forum planned for April 2015 in Seoul).</p> <p>TORs and survey instrument developed for the regional survey of competency standards and qualifications framework for a policy note synthesis on EAP regional qualifications reference framework.</p> <p>2 key studies (underway), including the survey of competency standards framework as well as institutional analysis of selected excellent TVET institutions in the region.</p>	3	<ul style="list-style-type: none"> <li>• Number of studies completed</li> <li>• Number of ASEAN+3 forums and other dissemination workshop held</li> </ul>
<b>Tiger hunts with Lions: Developing Agricultural Market Information System and Decision Simulation System to empower small holder farmers and boost productivity</b>			
<p>1 online platform for agricultural market information system</p> <p>ICT centers</p> <p>A number of result stories of how informed farmers have made better decisions that led to productivity and profitability</p> <p>1 learning and management system (or toolkit) developed in parallel to the simulation software</p>	<p>1 delegation from the World Bank and Uganda's MAAIF to relevant development institutions in South Korea and Korea Telecommunications (KT)</p> <p>1 workshop in Kampala (August 2014) with a number of key Ugandan stakeholders and with several international partners (KOICA, KT, aWhere, USAID, representatives of the e-Wallet program in Nigeria, World Bank).</p> <p>Development of initial concept note for e-extension and e-voucher programs in Uganda</p>	4	<ul style="list-style-type: none"> <li>• Number of farmers who have been capacitated and actively used the platform</li> <li>• Volume of online platform traffic</li> <li>Community Survey of Assessment of the tools</li> <li>• Percentage change in yields of major crops of the cluster region</li> <li>• Percentage change in sales/turnovers of agro-enterprises</li> </ul>

Outputs		Outcomes	Indicators
Short description and projected total # of outputs over project lifetime	# of outputs completed in 2014 and description	Projected # of outcomes	Proposed indicators by Task Team Leaders (TTLs)
<b>Development of an ICT-based creative economy through a global accelerator</b>			
Training program and course materials Pilot Training (phase 1) Outreaching & Songdo Smart Technology Creativity Center (SCC) business model development Training program (phase 2)	Training program and course materials (in development) Pilot Training (phase 1) (in development)	6	<ul style="list-style-type: none"> <li>• Design capacity strengthened</li> <li>• Implementation capacity strengthened</li> <li>• Facilitated exchange of best practice w/ clients</li> <li>• Facilitated exchange of best practice w/ partners</li> <li>• New innovative approach fostered</li> </ul>
<b>Combating Cybercrime: Tools and Capacity Building for Emerging Economies</b>			
Assessment of existing international practice in preventing and combating cybercrime Development of Diagnostic Toolkit Development of Training materials In-Country Pilots Publication in hard-copy and on-line versions of Tool and Training materials	Outline for the best practice manual Selection of pilot countries for the toolkit	3	<ul style="list-style-type: none"> <li>• Diagnostic Tool deployed and results delivered in pilot countries</li> <li>• Awareness Raising and Capacity Building (training) activities conducted in pilot countries</li> </ul>
<b>The Collapse of Bank and Trade Finance during the Global Crisis: Did SMEs Suffer More?</b>			
1 research paper, put out in the Central Bank of Korea and World Bank working paper series and submitted to a journal for publication. Blog summarizing the main policy lessons from the research. Presentations of the paper at the Central Bank of Korea and at finance seminars and conferences.	Initial download and clean-up of relevant data	1	<ul style="list-style-type: none"> <li>• Working paper downloads</li> <li>• Journal citations</li> <li>• Number of conferences where the work is presented</li> <li>• Number of policymakers or operational colleagues that reach out</li> </ul>

Source: Individual activity reports from TTLs.

Notes: This table is only indicative of proposed outputs and outcomes at the time of project proposal and their numbers are suggestive. The outputs carried out may differ and partial outputs may also be listed. Some outputs may be counted as individual outputs or grouped and counted as one outputs for a series of items, such as workshops or presentations.

<b>Estimated Number of Outputs Completed by the End of 2014, by Category:</b>					
Activity	Conferences and major workshops, presentations	Study tours, trainings, capacity building, knowledge exchange meetings	Reports, toolkits, surveys, guides, assessments, indicators, lessons learned, case studies, notes	Dissemination materials (e.g. brochures, websites, videos, etc.)	Other (e.g. agreements signed, work plans, establishment of advisory boards)
Window 3	6	5	6	1	8

Source: Individual activity reports from TTLs.

Notes: This table is only indicative and the numbers are estimated based on TTLs reports.





