

2026 KDI-OECD Global Forum on Development Co-operation

Whole-of-Government Co-ordination for Development Co-operation: from Institutional Design to Effective Policy Practice

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Whole-of-Government Coordination in Korea's Development Co-operation:

From Central Steering to More Integrated Programming

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A diversified ODA system makes coordination essential



- Korea's development co-operation combines **strong central steering, dual leadership and pluralistic delivery**.
- Grants and concessional loans are led by different ministries, while a large number of line ministries and public agencies also implement ODA.
- This model mobilises **specialised expertise across government**, but also creates risks of fragmentation, duplication and inconsistent engagement.
- Whole-of-government coordination is therefore not an additional function — it is a **core requirement for making the system work effectively**.

2025 ODA BUDGET

~KRW 6.5 trillion

(approx. USD 4.5 billion)

Implemented across more than 30 ministries and central agencies.

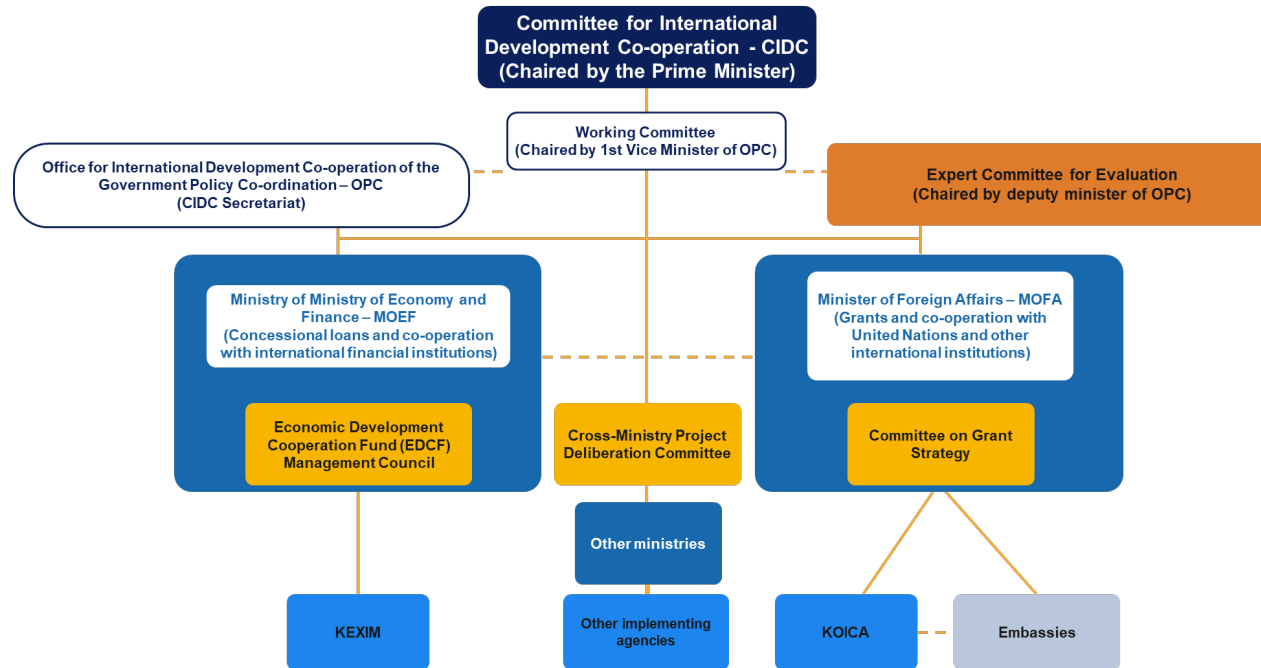
Strong central steering

Dual leadership

Pluralistic delivery

Strong central oversight, dual leadership, multiple implementing actors

- The **Committee for International Development Co-operation (CIDC)**, chaired by the Prime Minister, provides overall strategic direction.
- The **Office for Government Policy Coordination (OPC)** serves as the CIDC secretariat and supports cross-government alignment.
- **MOFA** leads grant-based co-operation, with KOICA as the main implementing agency; **MOEF** leads concessional loans, with KEXIM implementing the EDCF.
- More than **30 other ministries and central agencies** also implement bilateral ODA in their respective areas of expertise.



Source: adapted from OECD Whole-of-Government Co-ordination in Development Co-operation - Country Note: Korea, Infographic 1. Korea's ODA Implementation Architecture

The CIDC provides a common framework across government



- The CIDC is Korea's highest decision-making body for development co-operation.
- It approves the **Five-Year Comprehensive Strategy**, Country Partnership Strategies, and the Comprehensive Annual Implementation Plan.
- The system links **strategic priorities, project planning and budget allocation**.
- OPC supports the CIDC by reviewing alignment across ministries and helping resolve cross-government coordination issues.



Key message: Central steering provides a common direction for a highly decentralised delivery system.

Multiple coordination mechanisms operate at different levels



● **CIDC**
Overall strategic direction and final decision making

● **Working Committee**
Resolves working-level issues before CIDC decisions

● **Inter-Agency Grants Committee**
Coordination among grant-implementing agencies; prevents duplication

● **EDCF Fund Management Council**
Strategic direction for concessional loans

● **Cross-Ministry Project Deliberation Committee**
Links grant and loan projects across ministries

IN 2023, COORDINATED
INITIATIVES COVERED

128

coordination cases

294

projects involved

Source: adapted from OECD Whole-of-Government Co-ordination in Development Co-operation - Country Note: Korea, Table 2. Characteristics of Cross-Governmental Bodies

Mobilising expertise while managing fragmentation



WHAT THE SYSTEM ENABLES

- Sector expertise from ministries and specialised agencies
- A combination of financial, technical and policy instruments
- Ability to mobilise government-wide capabilities — health, ICT, agriculture, green growth



WHAT IT REQUIRES

- Clear strategic priorities
- Mechanisms to prevent duplication
- Alignment across ministries, instruments and projects
- Consistent engagement with partner countries

Key message: The diversity of Korea's ODA actors is both an asset and a coordination challenge.

Strengthening quality assurance and system-wide performance management



WHAT KOREA HAS BUILT

- CIDC Expert Committee for Evaluation
- Agency self-evaluations
- OPC meta-evaluations
- Institutional capacity reviews
- Link to planning & budgeting



WHERE KOREA IS HEADING

- Common results frameworks
- Stronger institutional learning
- Better knowledge sharing
- Integrated ODA information system

Accountability



Accountability + Learning

Key message: The next step is to make evaluation a tool for learning, not just accountability.

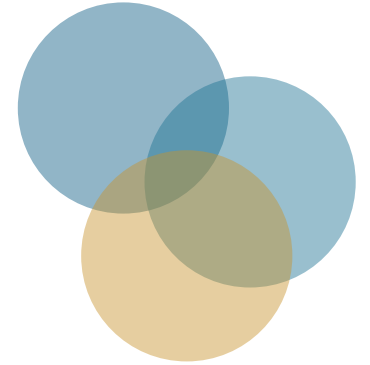
THE KEY CHALLENGE

Coordination remains largely procedural

Strong mechanisms do not automatically lead to integrated programming

- Korea has developed an extensive architecture of committees, strategies, plans and review processes.
- These mechanisms are effective in **aligning individual projects and preventing overlaps**.
- However, coordination often still takes place through **project-level consultations and administrative reviews**.
- Implementing agencies largely continue to develop and manage their own programmes, strategies and evaluation processes.

Key message: The challenge is no longer simply to coordinate more, but to coordinate differently.



“Package ODA” brings actors and instruments together from the planning stage

- Introduced as a strategic initiative to bundle ODA programmes and projects across government.
- Links **grants, concessional loans and other public and private resources** around common development objectives.
- Between 2021 and 2024, **19 packages were identified across 10 countries**.
- Seeks to create larger-scale interventions, reduce duplication, and generate stronger synergies among institutions and instruments.

FROM

Separate projects

Coordination after project identification



TO

Jointly designed packages

Coordination from the planning stage

19 packages identified in **10 countries** (2021–2024)

What integration looks like in practice



Bali Electric Vehicle Package, Indonesia

The package combines complementary interventions led by different Korean actors:

1

Electric Vehicle & Charging Infrastructure

(led by the Ministry of Environment and implemented with the Global Green Growth Institute)

2

Transportation Information Systems

(led by the Ministry of Land, Infrastructure and Transport)

3

Electric Vehicle Deployment & Policy Support

(led by MOFA)

Together, these interventions combine infrastructure, technology and policy support to advance Indonesia's e-mobility transition and climate objectives.

KEY VALUE OF THE PACKAGE APPROACH

- Different ministries contribute complementary expertise.
- Technical co-operation is linked with investment.
- Coordination begins from programme design rather than after individual projects are developed.

Source: adapted from OECD Whole-of-Government Co-ordination in Development Co-operation - Country Note: Korea, Thematic co-ordination example (pp. 6–7)

Coordination also has to work at country level



- Country Partnership Strategies provide a common framework for Korea's engagement in partner countries.
- Embassies and KOICA country offices help coordinate projects, stakeholders and implementing agencies on the ground.
- A large number of Korean actors may operate in the same country, while specialised ODA capacity in the field remains limited.
- Key decisions on project changes and budgets also remain largely centralised.

THE NEXT CHALLENGE

Move from coordinated headquarters processes to more integrated and responsive country programmes.

PRIORITY AREAS



Stronger country-level capacity



Clearer roles among actors

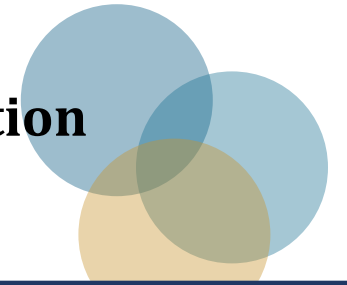


Greater flexibility for field-level coordination



More coherent dialogue with partner governments

Korea's experience points to four lessons for whole-of-government coordination



1

Central leadership matters.

A clear political and institutional centre helps align strategies, budgets and actors across government.

2

Diversity can be a strength — if coordination is built in.

Multiple ministries bring valuable sector expertise, but this requires strong mechanisms to manage fragmentation.

3

The next frontier is integrated programming.

Coordination should increasingly begin at the design stage, around common objectives, rather than only linking projects after development.

4

Country-level capacity and shared learning are critical.

More integrated programmes require stronger field capacity, common results frameworks and better knowledge sharing.

Korea has built a strong architecture for whole-of-government coordination. Our next step is to translate that architecture into more integrated, country-led and results-oriented development co-operation.

Thank you.

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