

2026 KDI-OECD Global Forum

Whole-of-Government Coordination in ODA: Comparative Cases of Donor Countries

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01 Background : KDI-OECD Joint Peer Learning

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DAC members recorded more national ODA -
disbursing entities between 2012 and 2022.
(OECD DCD)

More ministries and agencies deliver ODA, while climate, security and
trade increasingly cut across government.
Broader expertise creates opportunities—but unclear roles and weak coordination
raise risks of fragmentation, duplication and incoherence.

KDI-OECD JOINT PEER LEARNING
How can governments align mandates, coordination mechanisms and quality assurance across the ODA policy cycle?

CASE STUDY · THIS PRESENTATION

Whole-of-Government Coordination in ODA

Five donor country cases, examined for implications for Korea

Japan · France · United Kingdom · Germany · Spain

THEMATIC STUDY · FOLLOWING DISCUSSION

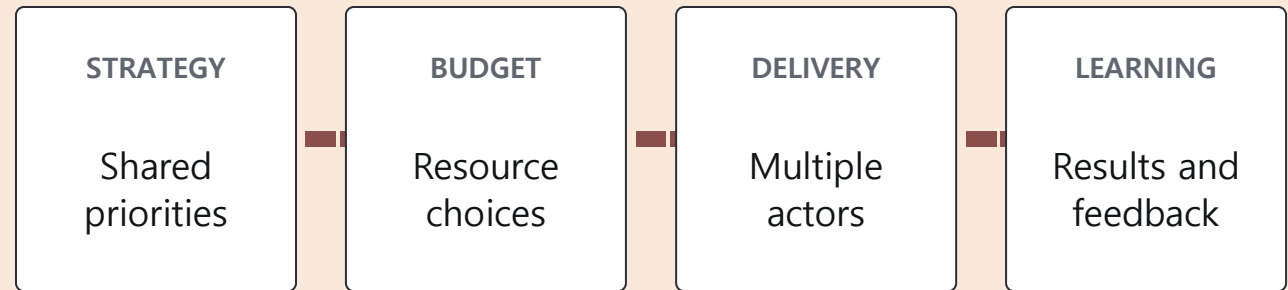
Climate ODA Governance and Quality Assurance Systems: A Whole-of-Government Approach

Korea · United Kingdom · Germany

02 Why Coordination Matters?

Interconnected challenges increase the need for coordination

- Interconnected crises cross ministerial boundaries.
- More actors and financing instruments expand the coordination surface.
- Coordination gaps can emerge across strategy, budget, delivery, and learning.



Effective coordination requires linkages across the policy cycle

How can governments strengthen coherence while preserving specialization?

03 From Institutional Progress to Effective Coordination

PROGRESS RECOGNIZED

- Cross-government strategies in selected sectors
- Strategic package projects linking grants and loans
- Broader engagement of public and private sectors

PRIORITIES FOR STRONGER COORDINATION

- Leverage the role of the CIDC to bring a development perspective to inter-ministerial deliberations
- Integrate climate considerations across all development cooperation ministries and agencies
- Strengthen cross-ministerial policy deliberation and integrated programming

Study motivation

How can Korea make its existing coordination architecture work more effectively across the policy cycle?

04 Purpose of the Study

From Korea's coordination question to comparative analysis

- 1 Clarify what WoG coordination requires
 - Identify the institutional and operational elements that enable governments to coordinate development cooperation across ministries and agencies
- 2 Build a three-dimensional analytical framework
 - (1) Legal & institutional foundations; (2) Coordination mechanisms; (3) Evaluation & performance management
- 3 Learning from different institutional models
 - Japan, France, the United Kingdom, Germany, Spain
 - Draw implications

05 Analytical Framework: Three Dimensions of WoG

Coordination

Legal & Institutional Foundations

- ✓ Legal and strategic basis
- ✓ Mandates, roles and responsibilities
- ✓ Governance structure and formal coordination authority

Coordination Mechanisms

- ✓ Inter-ministerial and agency coordination
- ✓ Headquarters-country level coordination
- ✓ Strategy-program-budget alignment
- ✓ Information sharing and joint decision-making

Evaluation & Performance Management

- ✓ Common performance framework and M&E
- ✓ Evaluation and feedback
- ✓ Learning and knowledge sharing
- ✓ Transparency and accountability

The framework examines not only whether coordination structure exist, but how they operate across the policy cycle.

Different Coordination Models

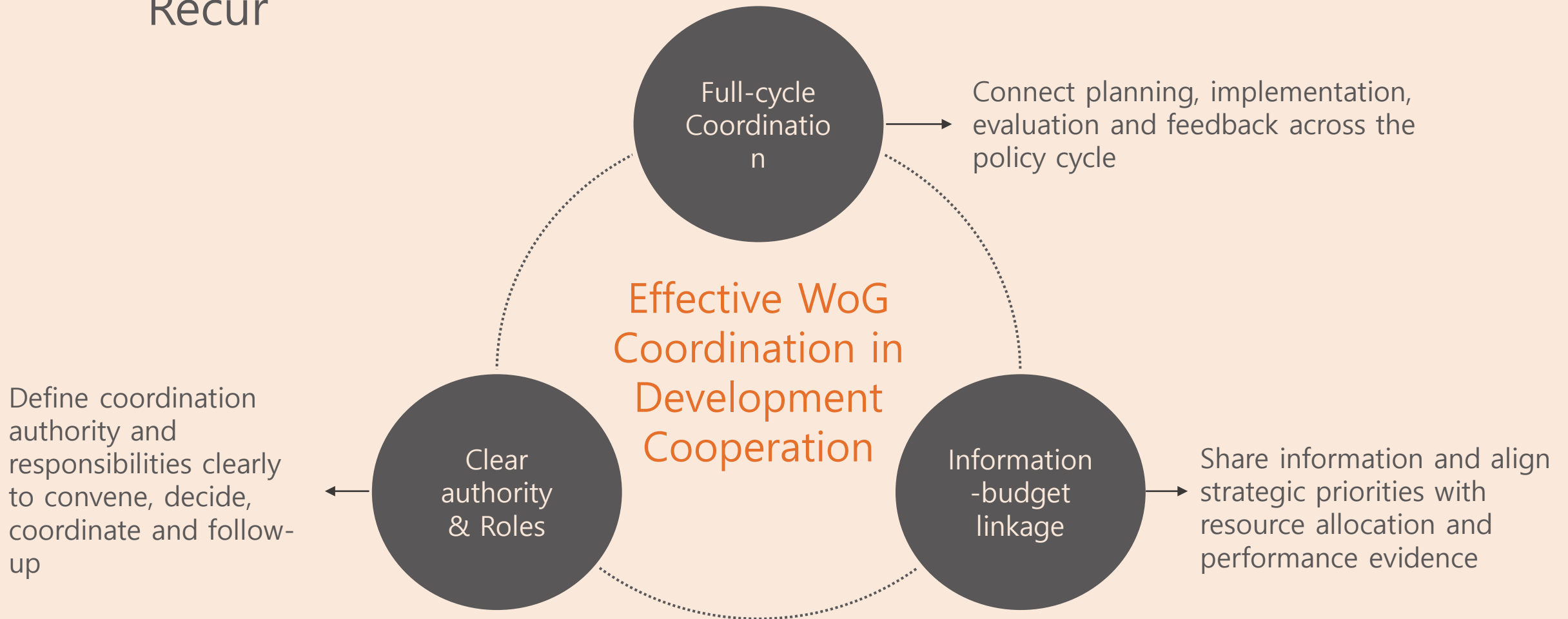
COUNTRY	WHY IT IS USEFUL FOR COMPARISON
JAPAN	Integrated implementation of grants, loans and technical cooperation through JICA; evolution towards stronger central coordination
FRANCE	Dual ministerial policy structure combined with integrated implementation through AFD; high-level and field-level coordination
UNITED KINGDOM	Repeated institutional restructuring and closer integration of development and foreign policy; strong performance and accountability mechanisms
GERMANY	Dedicated development ministry within a complex multi-actor and federal systems; strong ministry-agency coordination
SPAIN	Highly decentralized, multi-level system involving central and regional governments; recent reforms to strengthen coordination

The cases represent different ways of balancing institutional specialization with government-wide coordination

	Legal & Institutional Foundation	Coordination Mechanisms	Evaluation & Performance Management
Japan	MOFA-led policy framework; JICA as integrated implementing agency (grants + loans)	High-level coordination, MOFA-JICA division of roles, ODA Task Forces (local)	MOFA policy evaluation + JICA project evaluation
France	Dual ministerial policy structure; foreign ministry leads grants; economy ministry leads loans and development finance; AFD Group integrates implementation	CICID/CPPI provide high-level strategic coordination; Local Development Councils and 'Team France' support field-level coordination	AFD operates under a multi-year Objectives and Means Contract (COM) with the two supervising ministries; complemented by evaluation and external oversight
United Kingdom	Development and foreign policy institutionally integrated (FCDO)	Cross-government coordination across ODA-spending departments	Value for Money framework, departmental M&E, and strong independent scrutiny through ICAI, NAO and Parliament
Germany	BMZ provides strong development-policy leadership within a federal, multi-actor system	Inter-ministerial committees, ministry-agency coordination, field / program level mechanisms	BMZ evaluation system, DEval, annual inter-ministerial evaluation coordination, and joint ministerial evaluations
Spain	Decentralized, multi-level governance with strong regional participation	National Master Plan + strengthened high-level and inter-ministerial bodies + central-regional sectoral coordination; OCE/Mesas País support country-level coordination	OECE coordinates strategic evaluation; common indicators, knowledge-management and learning mechanisms are being strengthened across the policy cycle

08 No Single Model, but Common Coordination Functions

Recur



Different institutional models can work when these **coordination functions** are connected in practice.

09 Policy Implications

Strengthen legal and institutional coherence

Embed coordination authority, procedures and accountability in planning, budgeting and evaluation

Shift toward functional coordination

Connect strategy-program-project levels and strengthen horizontal coordination across ministries and agencies

Make coordination data- and process-driven

Use integrated information systems, ex-ante coordination and common performance frameworks

Strengthen the link between evaluation and decision-making

Link evaluation evidence to planning and program design

Making Coordination Works in Practice

- 1 Coordination does not require a single institutional model
 - Different political and administrative systems can support effective WoG coordination
- 2 What matters is connecting functions across the full policy cycle
 - Strategy, implementation, evaluation and feedback need to reinforce one another
- 3 Information and budget linkages turn coordination into action
 - Shared information and alignment between policy priorities and resource allocation strengthen coherence

Thank you