

Issues in Development

No.66 | 2021. 01

Review of the KOICA Multilateral Cooperation Officer Program (KMCO) and Recommendations for its Improvements





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The Korea International Cooperation Agency (KOICA) is the representative development cooperation agency of the Republic of Korea, pursuing global social values. KOICA has been endeavoring to eradicate poverty and improve the quality of life as well as the human rights of women, children, the disabled, and adolescents in developing countries. In addition, KOICA is committed to realize gender equality, sustainable development and humanitarianism and contribute to the peace and prosperity of the international community by promoting economic cooperation and partnership with developing countries.

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Please cite this publication as:

Sohwa Park, Taejoo Lee, Jungkun Kim, Youngjoo Kwon, Hongkeun Kim, Seonghee Kang. 2021. "Review of the KOICA Multilateral Cooperation Officer Program(KMCO) and Recommendations for its Improvements". *Issues in Development*. No. 66.

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Contents

Summary

I . Introduction

II . Current Operational Status of the KMCO and Analysis of Career Experience

III . A Comparative Analysis of Comparable National and Overseas Programs

IV . KMCO's HR Management System and Regulations

V . A Trace-Analysis of Former KMCOs and Recommendations for Improvements in Post-Secondment Management

VI . General Recommendations for Institutional and Operational Improvements

Summary

The Korea International Cooperation Agency (KOICA) has been operating the KOICA Multilateral Cooperation Officer Program (KMCO) since 2013. It was designed and expected to enhance cooperation between KOICA and international organizations, maximize the efficacy of multilateral projects and establish stable and permanent communication channels between them. As of December 2020, the number of officers who have been seconded to international organizations under the KMCO program reached around 100. It is undeniable that the KMCO program has helped KOICA to enhance its competence in multilateral cooperation as well as the expert knowledge of secondees. However, a comprehensive review of the KMCO program is necessary at the current stage to maximize its benefits. This needs to include the way in which the KMCO program is implemented, how it cooperates with multilateral institutions, pay and welfare provided to secondees and their career development, as well as the review mechanism of the program.

The aim of this study is threefold. First, while recognizing the achievements of the KMCO program, it identifies the goals and remit of the KMCO program and makes proposals for the potential future direction of its institutional and operational improvements.

Second, it identifies and explores domestic and overseas programs comparable to the KMCO program and proposes lessons for future improvements and potential connectivity to other projects. Third, it seeks additional ways of contributing to job creation by exploring and enlarging the opportunities for global talent to work at international organizations.

A wide range of research methods has been employed for this study, including literature review, surveys, interviews with various stakeholders of the KMCO and an analysis of comparable programs.

First of all, it has diagnosed loopholes in the KMCO program and drafted remedies aimed at institutional and operational improvements. It has analyzed the UN human resources management system, which is a major point of reference for other international organizations and came up with a proposal for how the KMCO program can improve and finetune its own system. At the same time, it has identified the best practices and activities of the KMCO program with a view to differentiating it from other institutions and further strengthening its competitiveness.

Based on this, it has traced the KMCO program participants' involvement in these best practices to identify their contributions to the program. From these multi-layered researches and analyses, it has derived a proposal for the general direction that KOICA should undertake as well as a set of detailed recommendations for improvement in terms of the implementation and post-implementation management of the KMCO program.

In conclusion, this study has offered a total of 6 recommendations for operational improvements and 17 detailed recommendations. The study has proposed that KOICA switch from its current 'Direct Dispatching Program' to a 'Delegated Program to Host International Organizations (IOs))' whereby international organizations are delegated to manage the Program. As part of its detailed recommendations, it has also suggested that the KMCO program be merged with the IOs' Consultant Dispatch Program by establishing a KMCO Trust Fund. It has further proposed that if the implementation of a 'Delegated Program to Host IOs' is not feasible, lessons for further improvements should be derived from a thorough analysis of the concrete experiences of the participants of the KMCO program.

I. Introduction

The Korea International Cooperation Agency (KOICA) has been operating the KOICA Multilateral Cooperation Officer (KMCO) program since 2013. As of December 2020, the number of officers who have been seconded to international organizations under the KMCO program has reached around one hundred. The KMCO program has helped KOICA to enhance its competence in multilateral cooperation as well as the expert knowledge of secondees. However, a comprehensive review of the KMCO program is necessary at the current stage to maximize its benefits. This needs to include the way in which the KMCO program is implemented, how it cooperates with multilateral institutions, the pay and welfare that are provided to secondees and their career development, as well as the review mechanism of the program.

The KMCO program was designed and is expected to enhance cooperation between KOICA and international organizations, maximize the efficacy of multilateral projects and establish stable and permanent communication channels between them. In accordance with these aims that KOICA strives to achieve through the program, this current review sets out three goals.

First, while recognizing the achievements of the KMCO program, it identifies the goals and remit of the KMCO program and makes proposals for the potential future direction of its institutional and operational improvements.

Second, it analyzes the UN human resources management system with a view to making a proposal for institutional improvements for the KMCO program and its support for the participants of the program. In addition, it identifies and explores domestic and overseas programs comparable to the KMCO program and proposes lessons for future improvements.

Third, it seeks additional ways of contributing to job creation by exploring and enlarging the opportunities for global talent to work at international organizations (IOs). It analyses the activities and achievements of the former participants of the KMCO program and traces their post-KMCO career trajectories. Based on these, it

derives lessons for the establishment of a mechanism through which global talent is supported more systematically.

A wide range of research methods has been employed for this study, including literature review, surveys, interviews with various stakeholders of and participants of the KMCO and an analysis of comparable programs.

This review consists of five parts. In the first part, it analyzed thoroughly ways in which the KMCO program has been run. This was used as a foundation from which to explore the ways to expand the opportunities of the KMCO program, promote and disseminate its best practices. As the first step to evaluate the performances of all participants an online survey was conducted. Subsequently, in-depth face-to-face interviews with a selected number of KMCO participants were carried out regarding their positions within the institutions they had been seconded to, rights they enjoyed, working conditions and so forth. Utilizing the 'Participatory Evaluation Model Approach' this review also conducted a survey on the various stakeholders of the program: not only the participants themselves, but their seniors and colleagues were invited to evaluate their performances. From this, it could analyze their competency level more objectively, and identify the gaps that exist between self-evaluations done by the program participants themselves and evaluations done by third parties.

In the second part, it analyzed the UN human resources management system, which is a major point of reference for other international organizations, developed a proposal for how the KMCO program can improve and finetune its own system. It closely examined expert secondment programs comparable to the KMCO program that were run by other major donor countries. It studied and compared employment-related regulations of various international organizations and put forward a proposal for administrative, HR and operational improvements.

In the third part, it identified the best practices and activities of the KMCO program with a view to differentiating it from other institutions and further strengthening its competitiveness. Particularly, it assessed how career development was supported in other comparable programs, and from this, it derived a set of recommendations for improvement for the KMCO program.

In the fourth part, it traced the KMCO program participants to identify the extent to which their participation has been helpful for their career development. From these multi-layered researches and analyses, it has derived a proposal for the general direction that KOICA should undertake as well as a set of detailed recommendations for improvement in terms of the implementation and post-implementation management of the KMCO program.

In the last part, as an outcome of this review of the KMCO program, particularly for improvement in its operational aspects, it identified a total of six areas to be improved and offered seventeen detailed recommendations. It attempted to consider that KOICA switch from its current 'Direct Dispatching Program' to a 'Delegated Program to Host International Organizations (IOs))' whereby international organizations are delegated to manage the program. It also offered a set of detailed recommendations if the implementation of a 'Delegated Program to Host IOs' would not be feasible. Considering varying barriers for these recommendations to be implemented, it made proposals for improvement according to the different levels of urgency and practicality.

II. Current Operational Status of the KMCO and Analysis of Career Experience

Starting from 2013, the KMCO has dispatched 96 participants in nine groups to eight IOs in 34 countries as of 2020. KOICA has established and is operating a career ladder that supports career development in phases to nurture experts in the field of development cooperation. The KMCO is equivalent to Phase 2 (Career Development) of the career ladder. Participants in the program are dispatched in an 'expert on mission' position (treated as P2-P3 equivalent in an IOs) but not as regular employees of the host organization, and no employment is guaranteed after the end of secondment. They are given the title of officer, consultant or expert by host

institutions.

This review, through surveys and interviews with former KMCO participants and various interested parties surrounding them, analyzed the achievements of the program in institutional and operational aspects, and identified areas to be improved. Several methods were used for this review including surveys on KMCOs self-evaluations on their performance, their views and experiences, non-face-to-face in-depth interviews, face-to-face meetings and others. The result of KMCOs' self-evaluations revealed that they have competency in understanding and analyzing their duties in a self-directed manner, as well as in adaptability to different cultures and modes of thinking. A survey and interview with supervisors and officials in charge of local offices of KOICA were also carried out, with a view to identifying their perception and evaluation of the KMCOs. The following conclusions have been derived from these surveys and interviews.

First, the status and positions of KMCOs are not clearly defined. This is mainly caused by the fact that KMCOs have contracts with KOICA rather than with an IO. As a result, their duties and positions vary along with the dispositions of host organizations without standardized guidelines. This suggests that the role and position of KMCOs should be clearly defined through consultations between host organizations and KOICA, and that KMCOs should be given more finely developed, task-based training prior to their secondment. A monitoring system should also be in place to check if the agreed measures are appropriately carried out in the course of the program.

Second, there should be clearer criteria for the recruitment and selection of KMCOs. This proposal came from the fact that some secondees' competency failed to meet the expectations and fallen short to that of P2 or P3 in the actual field of IOs. This highlights that a detailed and uniform set of criteria that correspond to the needs of host organizations is needed.

Third, actual task-based training associated with host organizations is needed. KMCOs expressed their high level of satisfaction with training that took place in Korea, while requiring the training deal with more actual tasks for local adaptability.

KMCOs can be provided training organized by host institutions, which will help them to understand their tasks better and to adopt to the work environment to which they are to be seconded.

Fourth, a network among KMCOs and those who secured employment at IOs should be databased. An official KMCO network will be a tool to provide and share information about host organizations and their duties. The practice of the networking will also contribute to building a database of the people with IO careers after the end of the KMCO secondment, developing new cooperation projects, and helping global talent such as the World Friends of Korea (WFK) including KMCOs to work for IOs

Fifth, it is imperative to establish detailed guidelines to support KMCOs in relation to their tasks and safety. This will reduce administrative burdens and ensure smooth communication between KMCOs, KOICA and host organizations even in the event of staff replacement and reshuffling.

Sixth, publicization of the KMCO program to IOs should be strengthened. According to interviews with KMCOs and KOICA officers, IOs' level of understanding of the program influenced their satisfaction level with KMCOs and support for them. This shows that for the further development and improvements of the KMCOs, IO's better understanding of and exposure to KMCOs is important.

III. A Comparative Analysis of Comparable National and Overseas Programs

This review examined the significance and value of the KMCO program by analyzing other domestic and overseas programs that are comparable to it and identified implications for improvements in the KMCO program's operational and managerial areas. The domestic and overseas programs that have been case-studied include (i) internship at and secondment programs to IOs, (ii) global volunteering programs,

(iii) internships and employment support systems in the private sector, and (iv) others.

The cases that can be referred to for the institutional and operational improvements of the KMCO program are divided into domestic programs, overseas programs and a trust fund. Domestic cases were analyzed with the trainee (junior level) dispatching program to IOs such as the JPO (Junior Professional Officer) of the Ministry of Planning and Finance based on the JPO of the Ministry of Foreign Affairs, Tech Corps (consultant position), government-funded IO internship, United Nations Volunteers (UNV), and world job program. Although the IO career support program does not guarantee a regular employment contract after the end of the service, it encourages participants to be active for having an IO career through financial support, provision of information and so forth.

Many countries are dispatching young experts and interns to IOs in various modes to augment their influence through the UN and the IOs. Donor countries, in particular, help young citizens to have an IO career by financial contributions and multilateral cooperation programs. The JPO of member states of the UN takes a leading role to link participants to IOs. The World Bank Group recruits talented young people from donor countries in various forms through the Donor Funded Staffing Program (DFSP).

This review examined the Japanese cases in detail, particularly those operated by the Japan International Cooperation Agency (JICA) and the Ministry of Foreign Affairs of Japan. JICA is operating the Japan Overseas Cooperation Volunteers (JOCV), a volunteer secondment program, and JOCV UNV that recruits UNVs from the JOCV participants. These programs showed the Japanese government's continuous career development support for young talent interested in development cooperation. In addition, the Ministry of Foreign Affairs of Japan is operating the JPO and the Human Resource Development for Peacebuilding as supporting systems for the IO careers.

Lastly, several trust funds were analyzed that can provide the KMCO program with good points of reference. In Korea, the JPO and the UNV operated by the

Ministry of Planning and Finance and the Ministry of Foreign Affairs, respectively, are run by a trust fund, the UNV of Japan and other donor countries' consultant dispatch programs were run by a trust fund. The result of the analysis indicated the strengths and weaknesses of programs run by trust funds. A trust fund will allow KOICA to second global talent sustainably and develop multilateral cooperation projects more systematically. Moreover, secondees will have access to the information and welfare offered by the UN system, at a level equal to UN staff members, and have a clearer definition of IOs' responsibilities in respect of their welfare and safety. However, when IOs use a trust fund or special fund to hire personnel from donor countries, they require payment of expenses beyond payroll costs, including training, education and other overhead costs. This will increase the costs of secondment programs.

This review derived the following conclusions from the case studies of domestic and overseas programs comparable to the KMCO program. First, a strategic secondment program focusing on multilateral organizations is needed. Dispatching talent to places and projects suited to the strategies of the Korean government and KOICA is needed. To the extent that KMCOs also play a role to promote KOICA's cooperative projects and extend its network, dispatching people to countries and fields corresponding to defined national strategies is needed.

Second, active support for secondment to IOs is needed. Countries with active management of secondees showed that more individuals from their national talent pool succeed to have careers at IOs, while the support and competency of supervisors were also shown to be important factors. Therefore, KOICA is advised to make sure that the KMCO program is well supported. The systems offering funds to IOs for an extension of contract after the end of an initial secondment proved successful. This suggests that post-secondment management should be further developed.

Last, the nurturing of consultants and experts in international development is needed. Major donor countries have supported their national consultants in taking part in various IO projects through a trust fund and financial contributions, and these consultants have been active in domestic and international development

cooperation projects. This suggests the plan to utilize KMCOs as international development consultants should be considered. The plan will enable KMCOs to take part in IO's projects as independent consultants other than becoming regular employees of an IOs.

IV. KMCO's HR Management System and Regulations

KMCOs seconded to IOs are currently given the title of 'Officer', 'Consultant' or 'Expert' and operating under the generic provision that they have privileges and rights like those employed by the UN. Their positions are classified to 'experts on mission' considered as external staff, equivalent to P2-P3 under the UN system, the junior expert level. However, KMCOs have disadvantages arising from their status as 'experts on mission': their access is restricted to host institutions' internal administration system and to performance review certificates, which are crucial in securing future employment at IOs by proving their professional experience at IOs.

This review made a proposal for improvement of the KMCO program by analyzing the UN HR system, which many KMCOs are seconded to, as well as national and overseas institutions that are comparable to it. More specifically, it analyzed the MOUs concluded between KOICA and eight host organizations which form the basis of the KMCO program, examined the guidelines for the UN 'experts on mission', which set out the legal status and activities of KMCOs seconded to the UN, and conducted a comparative analysis of employment-related guidelines of the JPO system and the 'UNV specialists', whose duties and purposes resemble those of the KMCO program.

In addition, an empirical analysis was carried out, using the following materials: KMCO recruitment notices, contracts, guidelines and regulations concerning selection processes and job specifications, activities engaged by the KMCOs during secondment, interviews with HR experts at IOs and data collected from surveys.

Based on the aforementioned data and information, this review identified key characteristics and limitations of the KMCO program. This was ultimately to help KMCOs to establish their career successfully at IOs. With this in mind, it analyzed similarities and dissimilarities between employees at IOs and the KMCOs in terms of their status and types of contracts and suggested a proposal for how to improve the latter's chances to successfully advance to IOs.

As shown in the analysis of the KOICA–IOs MOUs, the type of employment contract that KMCOs enter into is most similar to a fixed-term employment contract, one of three types available to IO employees. The UN HR system clearly sets out the remit of duties and relevant experience required of each level of position. However, while the TOR clarifies the remits of duties for KMCOs, their status or level of position is not explicitly stated in the MOUs. To the extent that KMCOs enter into contract with KOICA, not with host institutions, KMCOs' chance to get an employment directly at IOs after completing the initial contract can be limited. This review proposes as a solution to this problem that KOICA takes the initiative to require host institutions to consider KMCOs as priority candidates for consultant positions in their recruitment subsequently to the completion of KMCO secondments. This will allow KMCOs to pursue their careers continuously at the same host institutions or other IOs.

In the light of multi-layered analyses and investigations conducted as described above, this review proposes a set of recommendations that can be implemented step by step to help the KMCO program to be integrated into the UN HR system. First of all, in the short-term, the HR regulations of the KMCO program should be revised, so that its level of pay and benefits should be on a par with that of the JPO and UNV specialists. Furthermore, a system that supports the KMCOs beyond pay should be created by mobilizing a fund through an agreement with the headquarters of IOs or the national offices of IOs. There should also be a training program exclusively for KMCOs as a joint effort with a national office of an IO where the KMCOs will perform their work. Through this, both prior and on-site training can be provided, which will help nurture and empower KMCOs.

This review proposes that in the mid to long term the KMCOs be, directly or

indirectly, integrated into the HR system of the UN. Direct integration means that the status of KMCOs becomes an integral part of the professional track of IOs. This will involve, through an agreement between KOICA and IOs, defining and setting out the rules concerning the status of the KMCOs in accordance with the remit of duties and professional qualifications/experiences. A revision of or amendment to the MOUs with the respective IOs can enable KMCOs to be classified as a trainee or a dispatched expert of UN agencies, as practiced in the JPO. Indirect integration involves making it conditional for IOs to hire KMCOs as consultants upon the completion of their initial secondment contract rather than them being directly absorbed as employees of IOs. This amounts to a temporary employment contract corresponding to one of the three contract types that exist within IOs. This would provide a way to position the KMCO program as a preparational phase before advancing to and being integrated into the UN HR system.

V. A Trace-Analysis of Former KMCOs and Recommendations for Improvements in Post-Secondment Management

KOICA intends to support, through the KMCO program, the career development and advancement of Korean talent at IOs more systematically. This review traced the former participants in the KMCO program with a view to finding out whether their experience in the program helped their post-career development and advancement. It also used KOICA's data on 'KOICA Global Talent's Employment Status and Start-Ups'. On the basis of these, it offers a set of recommendations aimed to improve KMCO post-secondment management.

This review carried out an analysis by tracing a total of 51 former participants of the KMCO program – out of a total of 96 who have been seconded under the program minus 45 who are currently in service. Of the 51 that were traced by this review, 39

successfully completed their contracts, six cancelled their contracts and another six cancelled the extension of their contracts. A study revealed that out of the 51, 27 are currently working for IOs. A majority of them continued to work or have worked at the institutions they were initially seconded to as experts or consultants in their specialist fields.

Interviews with and small-scale forums conducted inviting the former KMCO participants showed that a more proactive and concrete support system should be in place to allow KMCO participants to establish themselves more successfully at IOs and manage their career development more effectively. To this end, it is necessary to obligate all KMCO participants to update their career trajectories on the IO human resources management system. In addition, it would be advisable to organize a forum inviting those who advanced to work at IOs upon completion of the program. This can serve as an opportunity for regular networking and information sharing, from which KOICA can also establish a data base of international development experts.

The KMCO post-management system can consist of four components: (i) utilizing the former participants of the KMCO program as instructors to train multilateral cooperation officials and for those who need knowledge of how IOs and multilateral cooperation operate; (ii) granting them extra points in the recruitment by KOICA, (iii) dividing them into two groups according to their overseas or domestic work preferences and providing the respective groups with appropriate support; (iv) establishing a mentorship mechanism through which the KMCOs who are currently in service can communicate with and learn from former participants. One noteworthy request made by KMCO participants was that they be involved in a KOICA-IO cooperation project from an early stage and they then be employed by the latter institutions as permanent employees dealing with the projects. As the KMCOs are currently considered by IOs as external staff, KOICA should promote and publicize the KMCO program to the IOs so that the latter consider cooperation with KOICA simultaneously with cooperation with the KMCO program.

Additionally, this review proposes a total of five recommendations aimed at improving the efficacy of the KMCO program, particularly for the purpose of job

creation and career development at IOs. These are based on the views provided by former as well as current KMCOs.

First, all KMCO-IO agreements should include a clause that the KMCO program be registered in the IOs' HR and Information system which enables for the KMCOs to be approved by the UN Recruitment System. Second, the fields which the KMCOs are assigned to should be more diversified, and a more strategic approach is needed. The KMCOs are currently seconded to the departments or divisions implementing/executing projects. As a result, they are typically engaged in short-term supporting tasks and excluded from core strategic roles. Third, the duration of the secondment and the way the KMCO program fund is operated needs revision. Considering the valuable professional experience that KMCOs gain from a two-year secondment to IOs, they should be given opportunities to work continuously in other (regional) branch offices of the host organizations. Especially, given IOs' high satisfaction level with KMCOs, KOICA should play a more active role in encouraging host institutions to share the cost and employ them. Fourth, KMCOs' competency level should be evaluated and documented in accordance with the standards set by IOs in order to ensure the quality of the KMCO program more systematically. Fifth, additional measures such as secondment extension and successor secondment can be considered to ensure the continuity of the KMCO program.

VI. General Recommendations for Institutional and Operational Improvements

This review has been conducted using various techniques and methods: it thoroughly examined the ways in which the KMCO program is run, consulted experts' views and carried out comprehensive project evaluations. From these, this review identified two main areas to be improved, one concerning institutional and the other concerning operational aspects.

For improvement in its institutional areas, this review suggested that its current ‘Direct Dispatching Program’ be switched to a ‘Delegated Program to Host International Organizations (IOs)’ whereby management of the program is delegated to the international organizations. This task was divided into 1) the KMCO program being merged into the IOs’ Consultant Dispatch Program and 2) the KMCO being run through a KMCO Trust Fund. The recommendations for improvement in its operational areas were specifically made for the situation when a ‘Delegated Program to Host IOs’ may not be feasible to implement. For improvement in its operational efficiency, it identified a total of six areas to be improved and offered seventeen detailed recommendations as below:

Areas to be Improved	Detailed Recommendations for Improvements
1. Institutional Aspects	1) Integrating KMCO into the IOs’ Consultant Dispatch Program
	2) Operating a KMCO trust fund
	3) Improving and Standardizing the TOR
	4) Introducing of a demand-Oriented KMCO system
2. Enhancement of evaluation and feedback mechanism	1) Developing KMCOs’ Performance Index
	2) Establishing a feedback mechanism for quality-enhancement
3. Strengthening a competence-based employment system of KMCOs	1) Clarifying the level of capabilities and competency required of KMCOs
	2) Developing comprehensive and systematic selection criteria of KMCOs
4. Systematic enhancement of competency and professionalism of KMCOs	1) Providing KMCOs with high-quality pre-training to enhance their local adoptability
	2) Strengthening the competency and diversification of pre-training instructors
	3) Providing KMCOs with life-cycle career development support
5. Building a career development support system for KMCOs	1) Building a cooperative system between local KOICA offices and IOs
	2) Strengthening career development and ladder for KMCOs
6. Building a network between KMCOs	1) Building KMCOs’ community to allow them to share information and communicate with each other
	2) Building a system that oversees KMCOs
	3) Building a platform that shares the KMCO network
	4) Building stand-by partnerships with IOs

This review identified the main loopholes of the KMCO program being caused by ambiguities in the division of responsibilities between KOICA and the host IOs. It is evident that the KMCO program has contributed to nurturing specialists in multilateral cooperation and enlarged the pool of global talent working in the field of international development, particularly at IOs. The program has also contributed greatly to developing new international development projects, solidifying ties with IOs and strengthening connectivities with other projects. However, one of the common problems that the participants of the KMCO program have been experiencing is that they were not able to fully integrate into the system of the UN and IOs they were seconded to.

This review proposes as a resolution to this problem that the KMCO program be redesigned as ‘IO Development Consultant Dispatch’ program, so that it is merged with the ‘Multilateral Cooperation Expert Program’ currently being operated by the KOICA Office of Multilateral Cooperation in Humanitarian Assistance. This involves selecting eight ‘Strategic Multilateral Cooperation Partner Organizations’ based on KOICA’s list of priority countries and its multilateral cooperation strategy and concluding with them ‘MOUs on the Secondment of Multilateral Cooperation Consultants’. The MOUs should stipulate, clearly and comprehensively, that the KMCO program be registered in the integrated administrative system of the UN (UMOJA), so that KMCO consultants shall be given the status of ‘cooperation partners’ and access to the UN HR and Information System. This will help develop a more advanced program such as a ‘Multilateral Development Consultant Dispatch’ program that offers work opportunities at IOs that are tailored to suit the positions and experiences of individual secondees.

As shown previously through an analysis of various national and overseas programs comparable to the KMCO program, several trust funds have been in use as an effective tool to support their multilateral cooperation experts to develop their careers at IOs. This review thus suggests that KOICA switch from its current ‘Direct Dispatching Program’ to a ‘Delegated Program to Host International Organizations’ whereby management of the program is delegated to international organizations. Such a transition will enable secondees to use and develop their IO careers by being

more fully integrated into the UN system and the IOs. KOICA will also be able to reduce the risk involved in managing the program, better to nurture global talent and develop multilateral projects more effectively and systematically. In brief, this change will have more positive impact not only in terms of cultivating experts in the field of multilateral cooperation but of helping them to make larger contributions to international development projects in general.

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