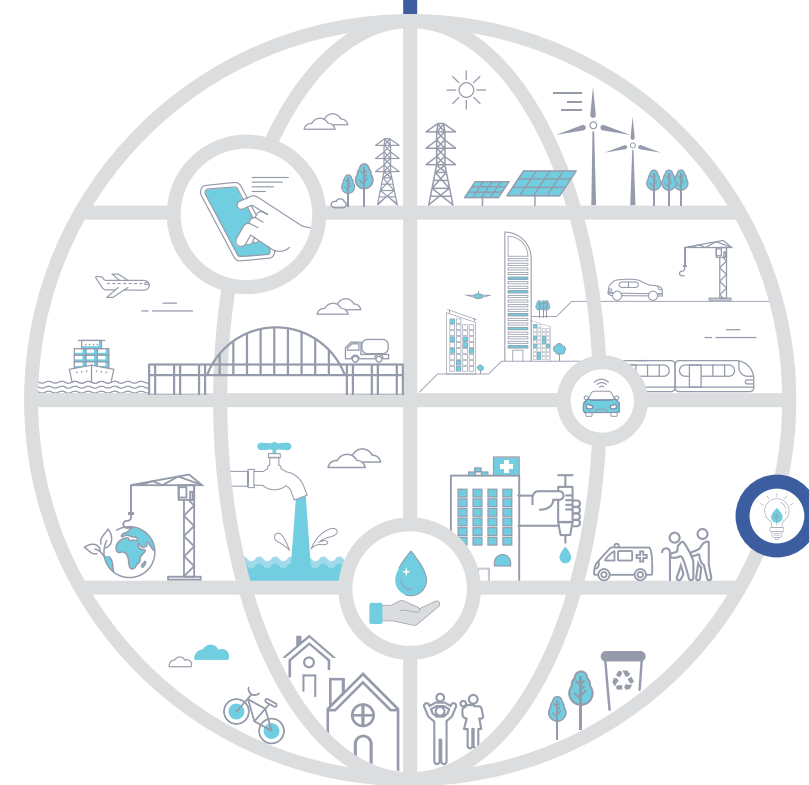
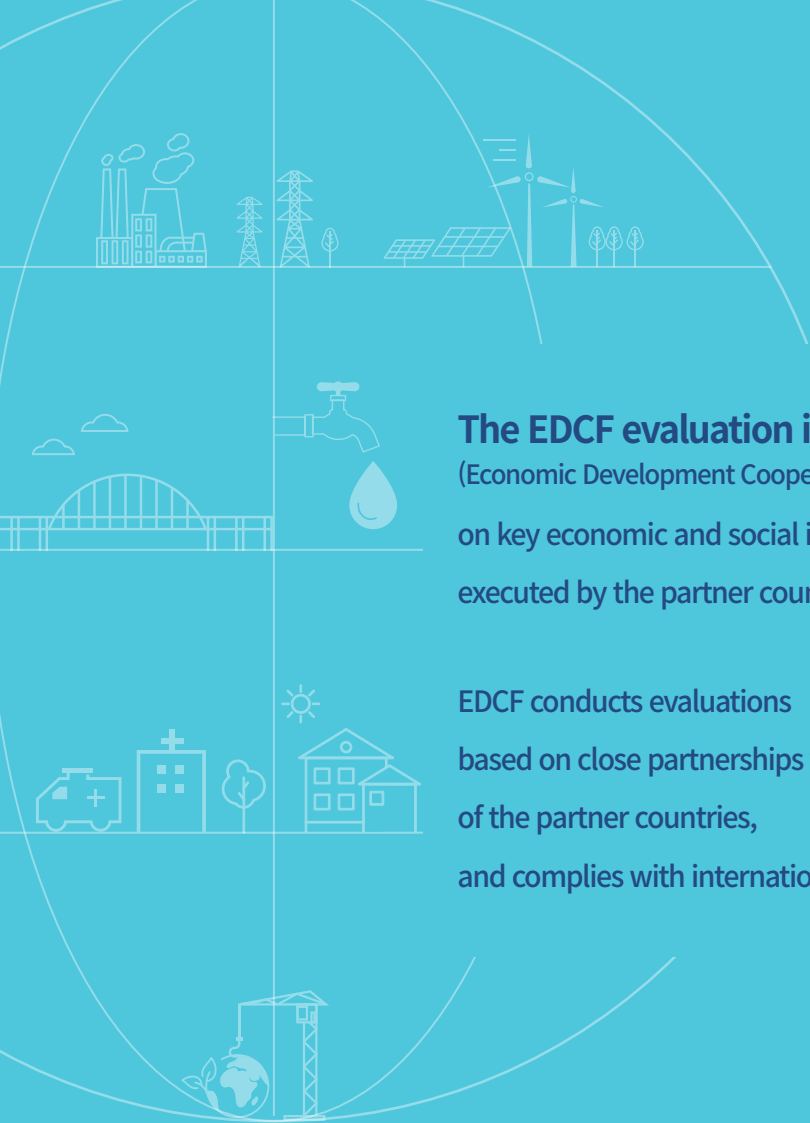


## Annual Evaluation Report 2022





**The EDCF evaluation is an assessment**  
(Economic Development Cooperation Fund)  
on key economic and social infrastructure projects  
executed by the partner country’s government with EDCF fund.

EDCF conducts evaluations  
based on close partnerships with stakeholders  
of the partner countries,  
and complies with international standards and ethical principles.

The EDCF evaluation is an effort for learning and accountability.  
EDCF shares the experience and knowledge from evaluations,  
and proves results through systematic and objective analysis.

It will facilitate smooth progress of EDCF projects  
and enhance the development effectiveness of Korea’s ODA.

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## Preface



In June 2022, the Korean government announced the Strategic Plan for Official Development Assistance(ODA) under the new administration, outlining the initiative for Korea to become one of the top 10 ODA donors. With the objective of becoming a ‘Global Pivotal State’ that upholds universal values, including the Sustainable Development Goals(SDGs), human rights, freedom and peace, Korea will more than double its ODA volume from 2019 to 2030.

The Ministry of Economy and Finance(MOEF) reflected this stance to scale up its ODA in the 2023-2025 Mid-term Management Plan for the Economic Development Cooperation Fund(EDCF), setting the commitment target for the period of three years at 11.7 trillion won. The plan also expands the individual project size in order to allow for more large-scale and landmark projects and address the developing countries’ growing needs for large infrastructure. In addition to the increase in overall ODA volume and project size, project quality will also be enhanced through a more effective evaluation and feedback system.

Evaluation is an important way to ensure aid accountability and learn from experience. While implementing around 500 projects in its 35 years of operation since 1987, the EDCF gained knowledge on evaluating its concessional loan

operations. In 2005, the government revised the regulations to make ex-post evaluations mandatory for projects worth over 20 million dollars, providing an institutional base to ensure responsible implementation of individual projects. And since joining the Development Assistance Committee of the Organization for Economic Cooperation and Development(OECD DAC) in 2010, Korea has disclosed the full texts of the evaluation reports and the evaluation manuals in an effort to further ensure transparency.

Currently, the EDCF’s monitoring and evaluation system collects information throughout the entire project cycle – from planning and appraisal to execution, construction and ex-post management. The lessons learned in the process are used in a wide-range of activities of the EDCF including future planning, institutional reform, and follow-up projects. This not only helps improve the performance of individual projects, but also builds knowledge for the long-term and ultimately enhances the effectiveness of Korea’s concessional aid system.

In this very first Annual Evaluation Report of the EDCF, we explain the EDCF’s evaluation system in detail including the objectives, processes, principles and criteria. It also presents the 2022 evaluation results and key achievements, as well as the lessons the EDCF has learned so far in different project sectors, in hopes to offer valuable insights to other ODA agencies implementing similar projects.

I truly hope that this report shows the important work we have done over the years. The Korean government will continue to update the evaluation system to further advance Korea’s concessional aid activities, and to ensure that EDCF operations remain transparent and accountable to meet the expectations of the global community and our partner countries.

Bang Kisun  
1<sup>st</sup> Vice Minister of Economy and Finance

## Preface



This year marks a significant milestone as EDCF releases its inaugural publication of the EDCF Annual Evaluation Report, providing a systematic overview of the evaluation system and activities developed by EDCF. So far, EDCF has been sharing its project evaluation results with peer organizations, academia, and project related entities in partner countries under the framework of Korea's international development cooperation. With the publication of this Annual Evaluation Report, we aspire to enhance the visibility of EDCF's evaluation activities and facilitate their utilization among those interested in EDCF.

Evaluation is an integral component in 'Result-based Management' EDCF-funded projects primarily focus on establishing long-term infrastructure, requiring efforts to define and manage results right from the initial stages of the projects. Moreover, since EDCF projects are led by partner countries' governments, it is crucial to share a sense of goals and interest in results with stakeholders in the respective countries. From this perspective, EDCF is committed to consistently enhancing EDCF's evaluation system and implementing result-based practices.

In 2022, a total of five evaluations were conducted: a country evaluation for Cambodia, a health sector evaluation, and three ex-post evaluations for education projects in Kenya, Mozambique, and Uganda, respectively. The country evaluation

for Cambodia assessed the effectiveness of EDCF's aid activities over the past 20 years since its initial approval in 2001. It served as an excellent opportunity to explore EDCF's path towards sustainable development in Cambodia and foster economic cooperation with the country. The health sector evaluation analyzed the contributions and competitiveness of EDCF's health sector portfolio, particularly focused on general hospital projects, from various perspectives. Also, it provided insights and perspectives retrospectively examining the achievements of emergency programs implemented by EDCF during the unprecedented COVID-19 pandemic. Lastly, the education projects in Kenya and the other two African countries were assessed as successful cases that effectively passed on Korea's distinctive development experiences in achieving economic growth through human resources development.

EDCF takes a proactive approach to knowledge sharing activities and disseminating project evaluation results. In March of this year, EDCF held its first-ever project performance sharing workshop in Cambodia to discuss the way forward with colleagues from the partner country's government and the local development community. In addition, in 2022, EDCF became the first Korean ODA agency to publish the guidelines for evaluating climate change response projects. These will also serve as useful sources for other peer institutions in response to the international trend of mainstreaming climate change projects.

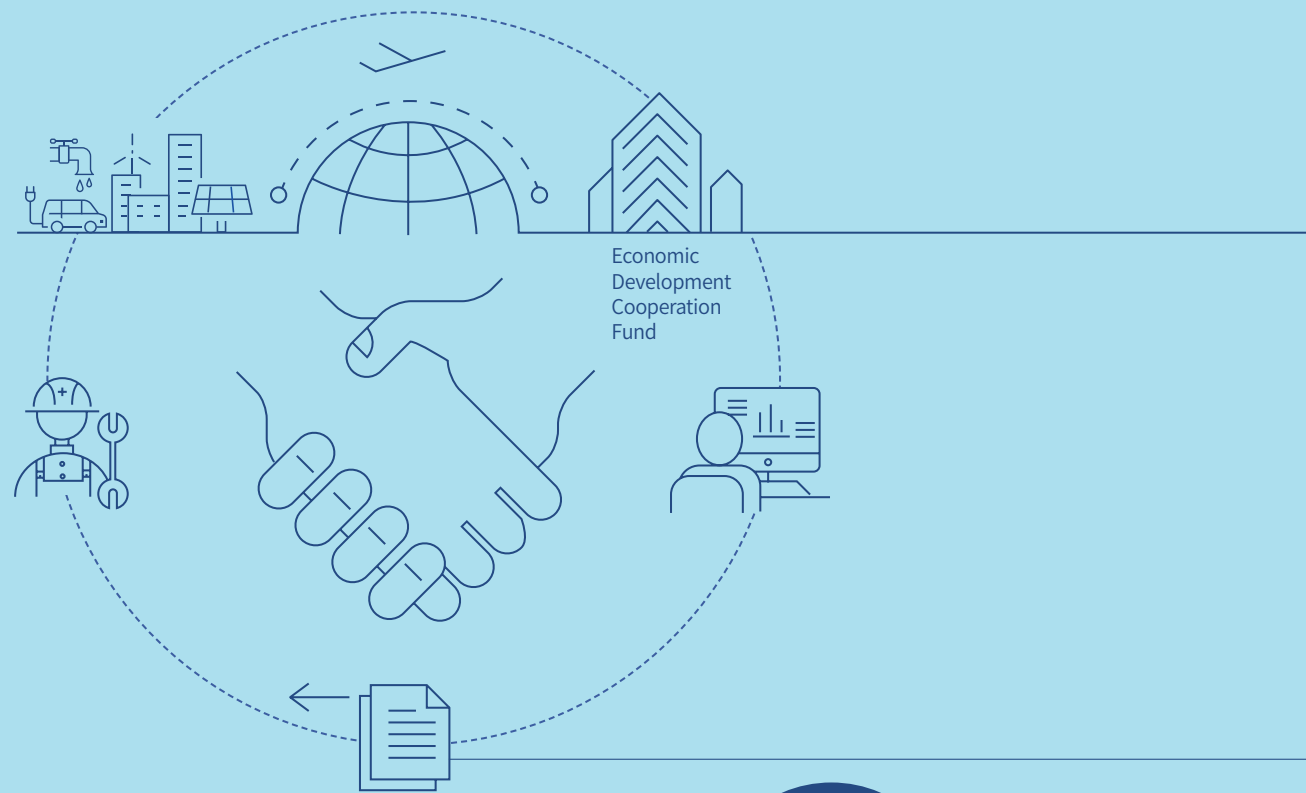
With the publication of this Annual Evaluation Report, EDCF is dedicated to making further efforts to efficiently share our accumulated experiences and achievements in the field of ODA with both domestic and international development cooperation communities. Moreover, EDCF will actively take the lead in building a vibrant ODA ecosystem in Korea by consistently designing meaningful activities to engage with a diverse range of individuals interested in EDCF.

윤희성

Yoon Hee-sung  
CHAIRMAN & PRESIDENT  
The Export-Import Bank of Korea



# EDCF Evaluation Statistics



## Evaluations in 2022

\* based on Ex-post Evaluation

5 Evaluations (65 Projects)

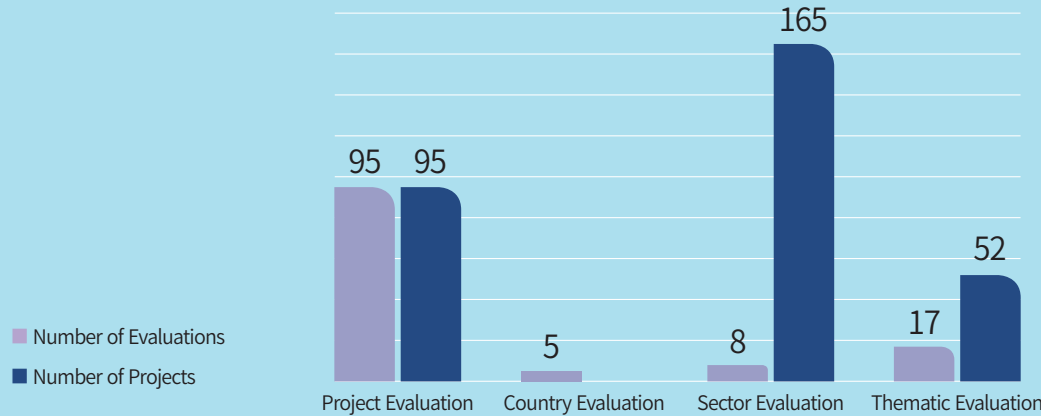
5  
Feedback Tasks

Classification	Title	Projects	Feedback Tasks
Country Evaluation	Evaluation of EDCF Country Program in Cambodia		1
Sector Evaluation	Evaluation of EDCF Health Sector Support	54 health sector projects in 21 countries 8 Covid-19 programs in 7 countries	3
Project Evaluation	• Strengthening of Technical / Vocational Education Project in Mozambique • Technology Development Center Extension Project in Kenya • Education IV Project in Uganda	3 educational projects in Africa	1

## Total Evaluations(2004~2022)

\* Ex-post evaluation system settled since 2004

125 Evaluations (312 Projects)

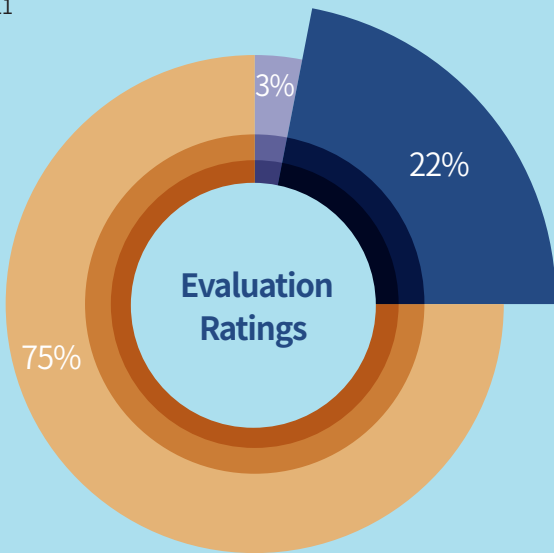


## Evaluation Ratings(2011~2022)

\* Current evaluation rating system applied since 2011

Successful 75 %  
Highly successful 22 %

- Highly successful(3.7 ~)
- Successful(2.6 ~ 3.7 )
- Partly successful(1.8 ~ 2.6)





# EDCF Evaluation System

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Chapter

1

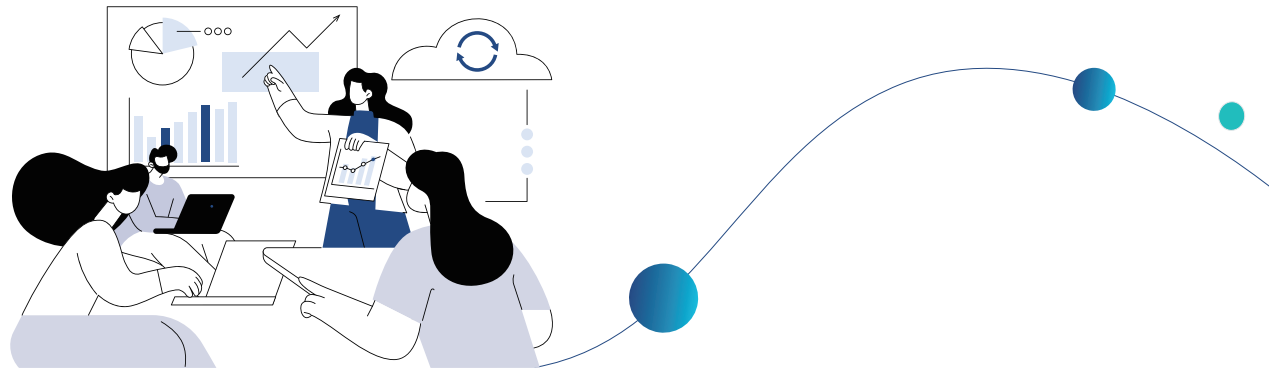
## EDCF Evaluation System



### Objective of Evaluation

The Economic Development Cooperation Fund(EDCF) is established in order to support partner countries' industrialization and economic development and promote economic cooperation with partner countries. EDCF strengthens its evaluation activities to effectively fulfill the purpose establishing of the fund and to enhance practices on result-based management.

EDCF collects and analyzes systematic and objective information from project planning, appraisal, implementation, and completion, to the post-completion operation phase based on evaluation activities at each stage of the project cycle. EDCF aims to enhance the effectiveness and efficiency of the projects by utilizing the acquired knowledge and lessons learned from such evaluations in formulating future policies and strategies, improving systems, and promoting follow-up projects. Furthermore, EDCF seeks to enhance accountability and transparency by providing evaluation information to the general public and to secure a supportive foundation by increasing comprehension and support for EDCF projects.

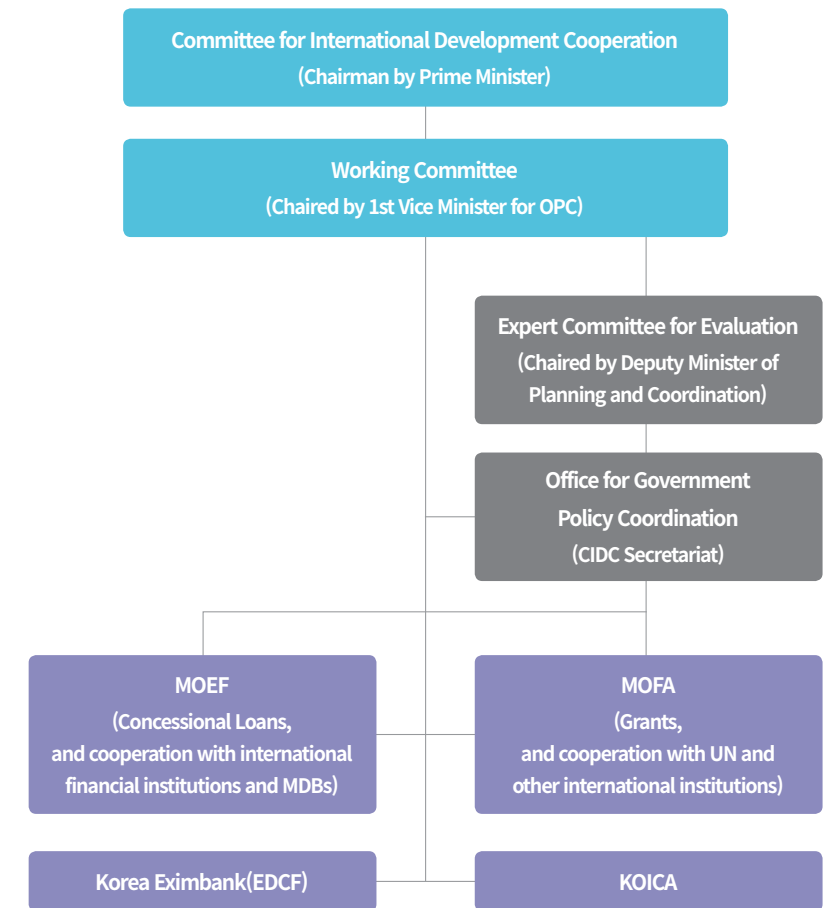


## Evaluation Implementation System

### Evaluation Implementation System

EDCF evaluations are conducted under the system of the Committee for International Development Cooperation(CIDC), with the Prime Minister serving as the Chairman, in accordance with the regulations of the Committee. The Expert Committee for Evaluation, dedicated to evaluation tasks within the CIDC, deliberates and coordinates matters related to ODA(Official Development Assistance) evaluations. The main role of the Expert Committee for Evaluation is to select representative projects in terms of Korea's ODA policies/strategies, country-specific and sector-specific aspects, and project/program types and to conduct comprehensive evaluations covering grant and loan projects.

#### ODA Evaluation System in Korea



\* OPC : Office for Government Policy Coordination  
 MOEF : Ministry of Economy and Finance  
 MOFA : Ministry of Foreign Affairs  
 KOICA : Korea International Cooperation Agency

Evaluation Unit

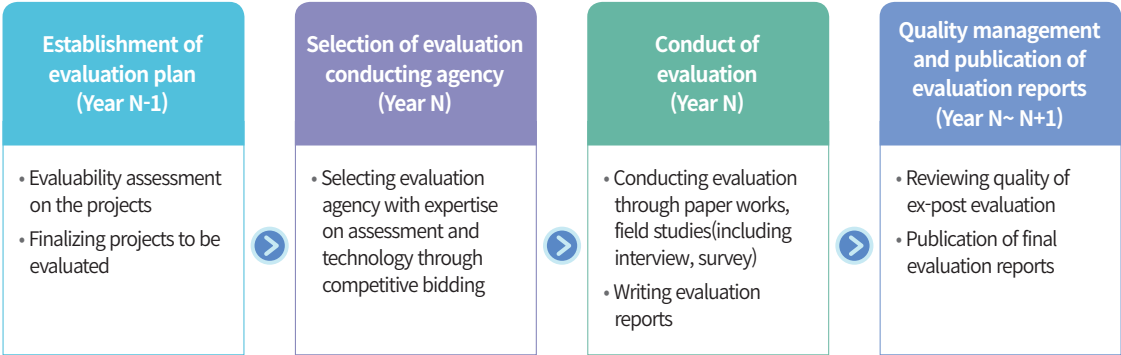
EDCF Evaluation Department is in charge of evaluation activities. EDCF established the Department in 2019, incorporating recommendations of Peer Review from the Development Assistance Committee of the Organization for Economic Cooperation and Development(OECD DAC). EDCF ensured the organizational independence of its evaluation unit by separating it from other operational departments.

The Department takes charge of the establishment and implementation of evaluation strategies, annual evaluation plans, and detailed plans for each project-level evaluation. It also supervises the overall evaluation activities to ensure the smooth progress of various evaluation activities within the organization. In the case of ex-post evaluations on projects more than 2 years after completion, which is usually conducted by external experts/ organization, the Department plans and supervises the whole process. The Department develops systematic feedback tasks and examines implementation of tasks to reflect the results of ex-post evaluations into EDCF’s policies and projects. It also executes the quality control on evaluations by managing its own evaluation guidelines and manuals, and operating the Quality Review Committee for Evaluation Report. Furthermore, the Department provides principal guidelines and consultations for internal evaluations and performance management activities conducted by operation departments and regional offices. It also organizes training programs to enhance the evaluation capacity of officers.

Evaluation Procedure

The evaluation process of EDCF begins with the establishment of an evaluation plan. The establishment of an annual evaluation plan is formulated by thoroughly reviewing and finalizing the target projects, sectors, and themes for the following year’s ex-post evaluation, typically conducted at the end of the year. The evaluation plan established by EDCF is ultimately confirmed through the CIDC. Ex-post evaluations are primarily conducted through external evaluations and competent agencies with expertise are selected through competitive bidding to carry out the evaluations. During the evaluation, the EDCF Evaluation Department manages whether the evaluation is proceeding as initially planned. Additionally, before finalizing the report, the Department appoints external experts to conduct quality reviews. The ex-post evaluation reports, which undergo management by the Department, are ultimately reported to the CIDC. The reports are utilized usefully for providing recommendations and lessons learned for future ODA project implementation.

Evaluation Procedure



Principles and Criteria of Evaluation

Evaluation Principles

EDCF evaluation is conducted based on the Integrated Evaluation Guidelines for International Development Cooperation, which is the common criteria for evaluating Korea’s ODA. The evaluation principles can be readjusted to ensure their suitability for EDCF project evaluations. The principles encompass five key elements: Impartiality, Independence, Credibility, Usefulness, and Partnership.

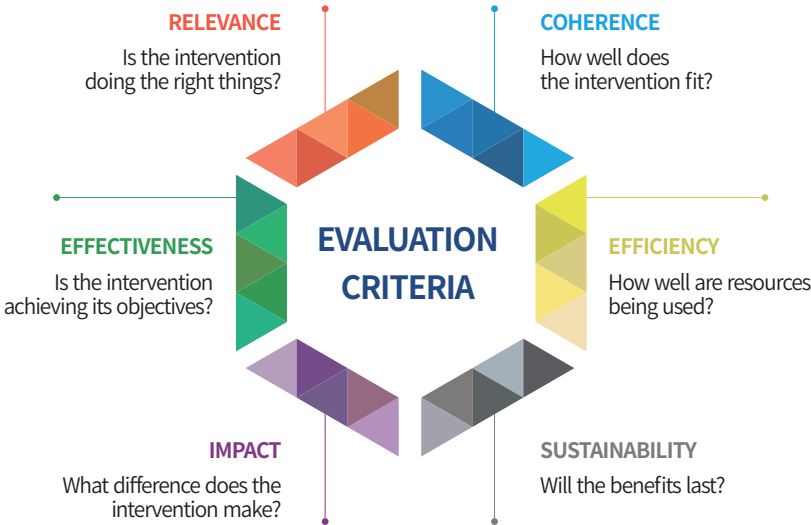
Principle	Definition
Impartiality	Evaluations should avoid bias in findings, analyses and conclusions should be carried out in consideration of the different perspectives of the various interested parties.
Independence	The evaluation process should be independent from the process concerned with the policy making, the delivery and the management of development cooperation.
Credibility	Evaluations should be conducted transparently by the independent expertise. Credibility also requires that evaluation should report success as well as failures.
Usefulness	Evaluation findings must be presented timely in a clear and concise way to have an impact on decision making. They should fully reflect the different interests and needs of the many parties involved in development cooperation. Easy accessibility is also crucial for usefulness.
Partnership	Both donors and recipients should be involved in the evaluation process, if possible. Involving all parties concerned gives an opportunity for learning by doing and will strengthen skills and capacities in the recipient countries. Also, collaboration between donors is essential in order to learn from each other and to avoid duplication of effect.



Evaluation Criteria

When conducting evaluations, EDCF applies the six evaluation criteria defined by the OECD DAC. These criteria are used to evaluate EDCF’s policies, country strategies, programs, and projects.

Criteria	Definition
Relevance	The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.
Efficiency	The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.
Effectiveness	The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.
Impact	The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.
Sustainability	The extent to which the net benefits of the intervention continue, or are likely to continue.
Coherence	The compatibility of the intervention with other interventions in a country, sector or institution.



Classification of Evaluation

EDCF evaluations can be categorized into project evaluation, country evaluation, sector evaluation, and thematic evaluation, depending on the evaluation targets.

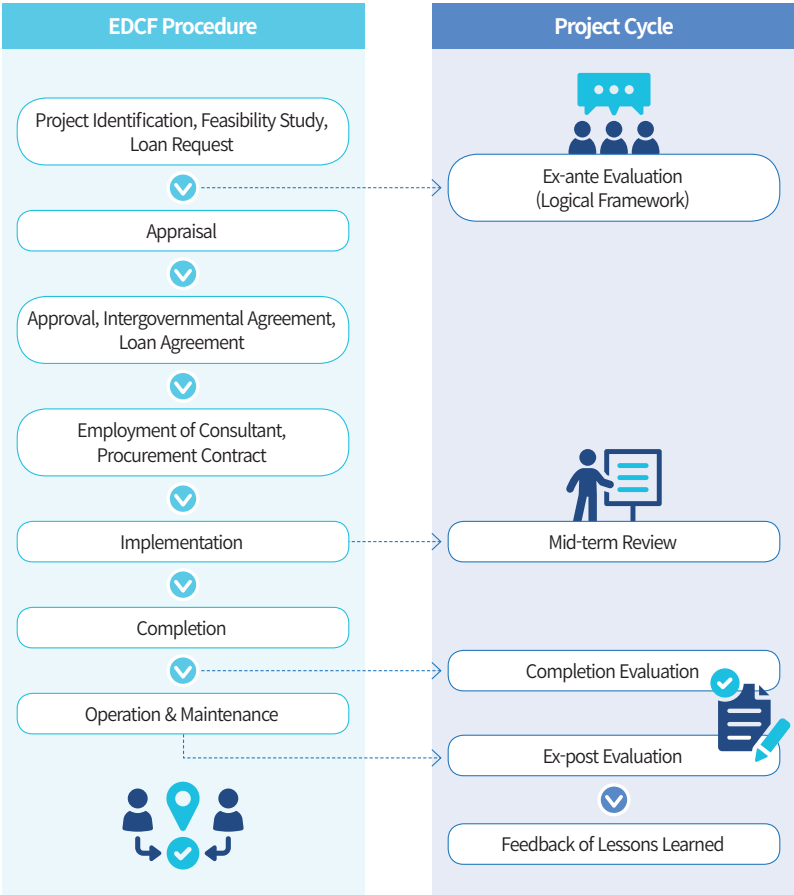
Project Evaluation	Project evaluation is conducted for an individual project. It aims to review the Relevance, Efficiency, Effectiveness, Impact, and Sustainability of the project.
Country Evaluation	Country evaluation is conducted for a collection of projects implemented in a specific country.
Sector Evaluation	Sector evaluation is conducted to review the development assistance strategy and the project portfolio for a specific sector.
Thematic Evaluation	Thematic evaluation is conducted for topics related to development assistance activities, such as environment, gender equality, human rights, and policy improvement.

EDCF evaluations can also be classified into internal evaluation, external evaluation, and joint evaluation based on the evaluating entities.

Internal Evaluation	Internal evaluation refers to an evaluation conducted by the internal staff of an ODA institution that is accountable for the development project or program being evaluated.
External Evaluation	External evaluation refers to an evaluation conducted by independent experts or organizations entrusted by an ODA institution that is accountable for the development project or program being evaluated.
Joint Evaluation	Joint evaluation refers to a collaborative evaluation in which multiple donors, partner countries, or other stakeholders participate.

Evaluation Activities throughout Project Cycle

EDCF consistently strives to enhance internal capacity for implementing a result-based management system, from ex-ante evaluation to ex-post evaluation. The evaluation activities conducted at each stage function as raw data for subsequent evaluation activities and are also utilized as independent evaluations. In particular, ex-post evaluations are performed as one of the key tasks of the EDCF evaluation, as they provide comprehensive lessons learned and recommendations necessary for the formulation of future EDCF’s policies, strategies, and project designs.



Ex-ante Evaluation

To ensure clear project objectives and measure performance, EDCF establishes a logical framework during the project identification and appraisal phase in collaboration with colleagues in partner countries. The establishment of a logical framework involves understanding the logical flow between outputs, outcomes, and impacts that will be produced through the inputs and activities of the project. EDCF project managers utilize this framework to conduct mid-term reviews and evaluations.

Mid-term Review

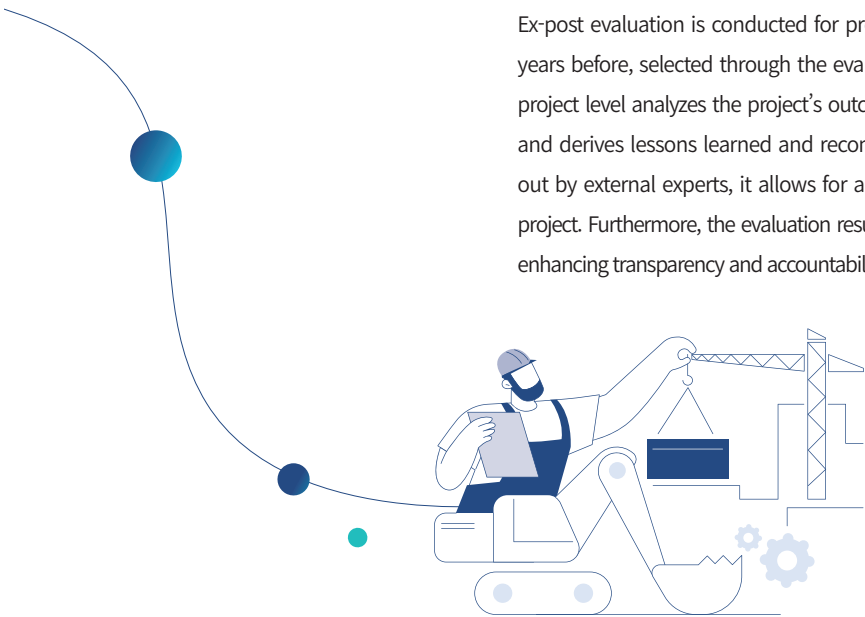
Once the project consultants and contractors are determined, EDCF project managers conduct regular mid-term reviews. The purpose of the mid-term review is to examine the resource inputs and implementation activities stipulated in the logical framework and to promote project progress. Any issues identified through the mid-term review are shared with project management units in the partner country, and collaborative efforts are made to find solutions to address them.

Completion Evaluation

Once an EDCF project is completed, the implementing agency of the partner country prepares and submits a Project/Programme Completion Report(PCR) in accordance with the loan agreement. EDCF project managers conduct the completion evaluation based on this report by visiting project sites to verify project outputs, collecting and analyzing relevant data, and conducting interviews with project stakeholders as part of the completion evaluation process. Additionally, project managers assess the possibility of achieving outcomes as outlined in the logical framework and derive lessons learned and recommendations. Completion evaluation is conducted for all the EDCF projects and it is usually conducted as an internal evaluation. As it is the final step of organizing the project implementation process from an EDCF perspective, completion evaluation can yield valuable insights and practical lessons.

Ex-post Evaluation

Ex-post evaluation is conducted for projects of which completion occurred at least two years before, selected through the evaluability assessment. An ex-post evaluation at the project level analyzes the project’s outcomes and impact based on the logical framework and derives lessons learned and recommendations. As an ex-post evaluation is carried out by external experts, it allows for a more independent and objective analysis of the project. Furthermore, the evaluation results are publicly available on the EDCF’s website for enhancing transparency and accountability.





Quality Management

Quality management involves reviewing whether the evaluation outputs or processes have been conducted appropriately according to the evaluation requirements or standards. EDCF implements quality management activities to maintain evaluation quality throughout all stages of EDCF performance management from logical framework establishment to ex-post evaluation. For internal evaluation activities conducted by EDCF project managers, the EDCF Evaluation Department provides guidelines and advice from the establishment of evaluation plans to the completion stage. In the case of ex-post evaluation, which is typically conducted by external evaluators, quality management is implemented in two ways: quality assurance, handled by the external evaluators responsible and quality management carried out by the Department.

External evaluators conduct evaluations based on the quality management criteria throughout all stages of evaluation. The Department monitors compliance with quality standards at each stage of the evaluation process. Additionally, to preserve evaluation independence, an external quality review expert is appointed during the interim/final reporting stages to verify the quality of the reports.

In order to carry out quality management of evaluations effectively, it is necessary to have common criteria that stakeholders can utilize. To address this, EDCF has established quality management items and standards for each evaluation procedure. These criteria are based on the Quality Standards for Development Evaluation of OECD DAC, ensuring both the independence of the evaluation and the assurance of evaluation quality.

Example of Quality Management Elements in Ex-Post Evaluation

Stage	Management Items
Planning of Evaluation	Correspondence of evaluation plan
	Background and purpose of evaluation
	Analysis of target of evaluation
	Role and responsibility of stakeholders
	Methodology of evaluation
Conduct of Evaluation	Appropriateness of documents and research
	Fidelity of planning and implementation of field study
	Analysis of the contents of investigation
	Attitude and ethical compliance of evaluator
Analysis on Evaluation	Analysis by evaluation criteria
	Analysis of the cross-cutting issue, effectiveness of assistance, gravity
	Analysis on project disbursement
Result and Report of Evaluation	Validity of evaluation result
	Transparency of the implementation of the evaluation
	The usefulness of recommendations from the evaluation
	Clarity and timeliness of evaluation report

Evaluation Manual

Since the full adoption of the ex-post evaluation system in 2004, EDCF has been continuously developing its own evaluation manual. After Korea’s accession to the OECD DAC in 2010, EDCF started publicly disclosing the evaluation manual from 2011 onwards. This allows external evaluation agencies, academic experts, and other stakeholders of EDCF to easily understand EDCF’s evaluation system and procedures.

The current EDCF’s evaluation manual in use is the revised version published in December 2020. This edition reflected the revision of evaluation criteria by the OECD DAC in December 2019, as well as the revision of Integrated Evaluation Guidelines and Manuals for International Development Cooperation established by the Office for Government Policy Coordination in December 2018. The manual clearly explains the meaning and significance of DAC 6 Evaluation Criteria(Relevance, Efficiency, Effectiveness, Impact, Sustainability, and Coherence) in the context of EDCF projects. It also provides detailed criteria which evaluators can refer to when assigning evaluation ratings. Additionally, the manual outlines the procedures and quality management standards necessary for the process of evaluation planning, implementation, derivation of results, and application. It offers detailed information to help users understand the definitions, operational principles, and appropriate code of conduct for each procedure.

In addition to the evaluation manual, EDCF is actively developing various guidelines that can be utilized in EDCF’s evaluations. While the evaluation manuals and guidelines primarily serve as practical guides for conducting EDCF evaluations, they can also be used to share the knowledge and expertise accumulated in the field of EDCF evaluation with many domestic and foreign development partners.

Evaluation Guidelines

- EDCF Guidelines for the Ex-post Evaluation Report (July, 2021)
- EDCF Guidelines for the Logical Framework for the F/S Conductors(October, 2021)
- EDCF Guidelines for the Logical Framework for Climate Change Response Project(December, 2022)
- EDCF Guidelines for Evaluation of Climate Change Response Project(December, 2022)



# Evaluations in 2022

Country Evaluation : Cambodia	22
Sector Evaluation : Health	28
Project Evaluation	
• Strengthening of Technical/Vocational Education Project in Mozambique	34
• Technology Development Center Extension Project in Kenya	38
• Education IV Project in Uganda	41



## Country Evaluation : Cambodia



### Summary



Objective	To derive lessons and recommendations through a comprehensive analysis of the performance of the EDCF projects and future candidate projects in Cambodia	Criteria	Weight	Score
		Relevance	20%	3.45
		Efficiency	20%	2.67
		Effectiveness	20%	3.50
		Impact	20%	2.89
Period	July 2022 ~ March 2023	Sustainability	10%	2.67
		Coherence	10%	3.67
		Overall Result		3.14/4.00
Evaluator	Research Institute of Sustainable Technology & Innovation	Rating		Successful

### Evaluation Scope



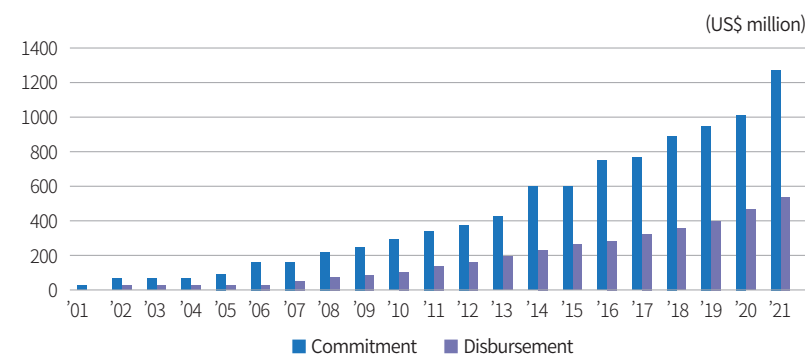
#### Accumulated Commitment in Cambodia

(As of 2021)

US\$ **1.27** bn.

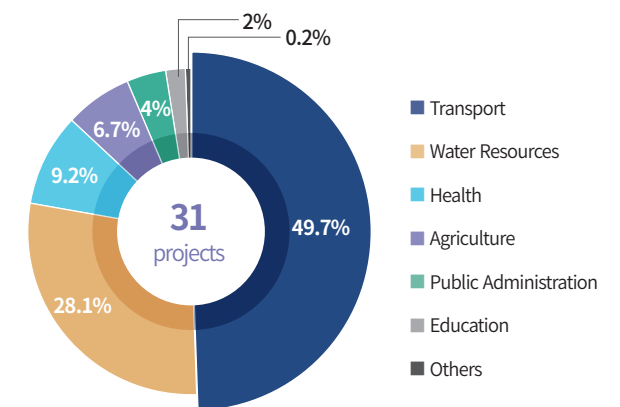
EDCF's cumulative support to Cambodia amounted to approximately US\$1.27 billion as of the end of 2021(based on approvals), and has grown significantly since its first support in 2001, accounting for the third largest share(6.2%) of EDCF's support to the country.

#### EDCF Commitments and Disbursement in Cambodia



EDCF has supported a range of sectors in Cambodia, including health and public administration with a focus on transport and water resources, and has contributed to strengthening partnerships between the two countries through the support of 31 projects. As of 2021, the evaluation was carried out on 17 completed projects and 14 ongoing projects.

#### EDCF Commitment by Sector in Cambodia



### Evaluation Results



#### Relevance

The Cambodian government's priority sectors under the National Strategic Development Plan are transportation, water, energy, and human resource development, and EDCF's priority sectors are transportation and water. Considering these, EDCF's projects were highly relevant to the partner country's policy and Country Partnership Strategy of Korea. In addition, the project was appropriately designed to achieve the project's objectives, and the overall response to changes in budget and project scope was generally satisfactory.

#### Efficiency

EDCF projects in Cambodia were implemented within the originally planned budget. However, the project implementation took an additional 13 months on average, which negatively impacted the efficiency score. This was due to changes in the project design, delays in the resettlement process, and construction delays during the rainy season. The Cambodian government made an effort to respond appropriately to the changes in the circumstances by reallocating contingency allowances and changing the project scopes.

#### Effectiveness

The outputs of the EDCF supported projects have been adjusted in some cases at the request of the Cambodian Government, but overall the key performance indicators are considered to have been achieved above a reasonable level.



Impact

The EDCF’s support for economic infrastructure in Cambodia, which are mainly roads, dams and irrigation canals, has been assessed as having a positive impact on the country’s economic development and improving the residents’ quality of life. In particular, a quantitative analysis of the transportation sector, the largest area of EDCF’s support, showed that the length of roads (1,805 kilometers amounted to 5.2% of the total roads built in Cambodia(2006-2020)) supported by EDCF had the effect of increasing the country’s GDP by approximately 1.7% in 2020.

Sustainability

EDCF is recognized for its efforts to ensure the sustainability of its projects by including maintenance budget in the early phase of the project. However, the Cambodian government’s budget for maintenance after the project completion seems to be insufficient and the capacities of the project executing agencies are differed, so strengthening of financial and human resources is required.

Coherence

EDCF projects in Cambodia had relatively high internal consistency as they correspond to the main areas of support from Korea and other donors, and high external consistency as no negative interactions or overlaps with similar projects were observed.

Cross-cutting Issues

EDCF has worked with the Cambodian government to minimize adverse environmental and social impacts during the project preparation phase. In addition, consideration of vulnerable groups has been adequately addressed as the main objective of the transport sector support was to improve access to infrastructure for the local population.

Suggestions for the EDCF’s Cambodia Portfolio



The external evaluator conducted an analysis of EDCF’s priority areas of cooperation in Cambodia to shape the portfolio strategy. Considering four factors, including ① the development demand of the recipient country, ② the capacity of the recipient country, ③ the donor country’s strategy and resources, and ④ EDCF’s contribution compared to other donors, transportation and water resources within the economic infrastructure sector and education within the social infrastructure sector were proposed as EDCF’s top priorities.

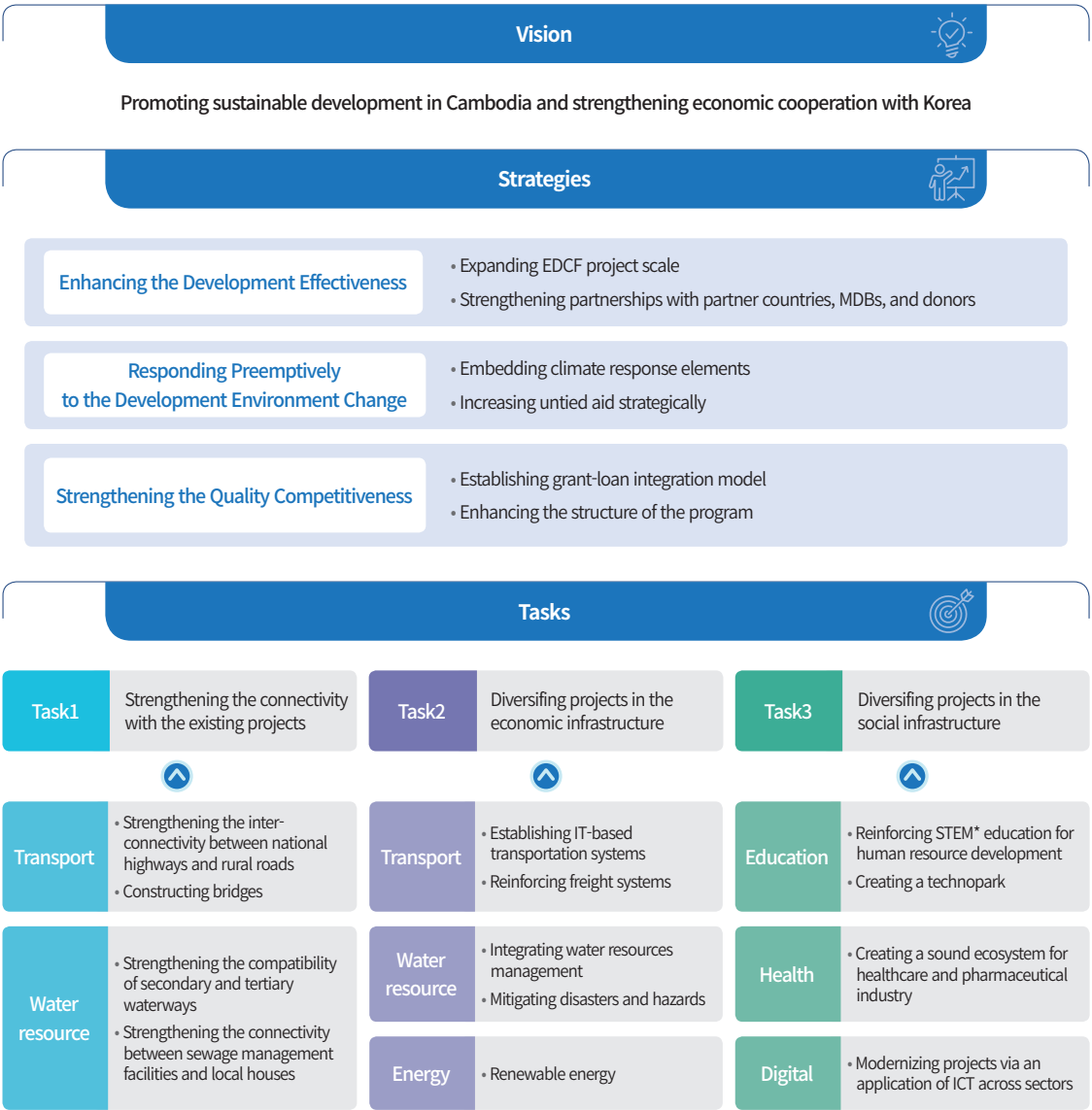
Summary of Priority Area

Category	Demand	Capacity	Strategy and Resources	Relevant contribution
Transport	++	++	+	+
Water Resources	++	++	++	++
Energy	++	-	-	--
Education	+	+	++	+
Health	+	--	++	-
Public Administration	+	-	++	--

Very High ++, High +, Low -, Very Low --

The EDCF-Cambodia cooperation vision presented is to promote sustainable development in Cambodia and strengthen economic cooperation with Korea. Under this vision, specific strategies have been developed to improve development effectiveness, preemptively responding to development environment changes, and strengthening development competitiveness. In order to implement these strategies, various strategic tasks have been proposed, as shown in the following table.

Portfolio Strategy Proposal



\* STEM: Science, Technology, Engineering, and Mathematics

## Lessons learned



EDCF's support to Cambodia is aligned with the Cambodian government's medium and long-term sectoral master plans and has been relatively successful in responding to external changes in a timely manner.

## Recommendations



### Establishing measures to upgrade projects/programs

EDCF needs to consider the former project sites when identifying new projects and strengthen the connectivity with the existing projects through cross-sectoral support. In addition, it is necessary to enhance the effectiveness of the project by incorporating ICT and climate change response elements.

### Utilizing technical assistance programs

It is necessary to reinforce sectoral expertise because risks increase as projects become larger. In addition, it is proposed to utilize technical assistance at each stage of project implementation to supplement the limited human resources in the EDCF Phnom Penh Representative Office and the capacity of project executing agencies.

### Diversifying funding sources for the development

EDCF shall consider the possibility of diversifying the sources of private finance in project planning, taking into account Cambodia's economic development stage and income level, the capacity of the government and private sector, and the institutional framework for leveraging private finance.

### Enhancing cooperation with grant projects

In order to strengthen grant-loan integration, EDCF needs to strategically promote projects through enhancing cooperation such as actively sharing information with grant support organizations.



Cambodia Sala Ta Om Dam



View of the Cambodia-Korea Friendship Bridge Construction Project

## Post-Evaluation Action Plans

### Major Findings and Significance

Cambodia is an EDCF priority country, ranking third in terms of cumulative ODA approvals (as of the end of 2021). In addition, Cambodia has a strong demand for infrastructure development in line with economic growth and is one of ASEAN countries expected to expand economic cooperation with Korea. Accordingly, EDCF conducted a country evaluation in 2022 to assess the performance of EDCF's support in Cambodia over the past 20 years since the first project in 2001 and to explore the direction of EDCF's support strategy for Cambodia in the future.

The program in Cambodia was rated as 'successful' in terms of its relevance and consistency with the partner country's demands and both countries' strategies. In particular, the quantitative analysis showed a significant correlation between EDCF support and ripple effects on Cambodia's economic growth, especially in the road sector, the largest sector supported by EDCF. In addition, the analysis of other major sectors such as transportation and water generally showed positive results.

### Usage of Results

#### Reflecting on Korea's country program strategy for Cambodia

In 2022, the Korean government increased EDCF's loan facility to Cambodia up to US\$1.5 billion over the next five years, more than double of the previous limit. In light of the scale of Korea's ODA support to Cambodia, the Korean government will develop a new country program strategy for Cambodia after 2023 in consultation with the Cambodian government. EDCF will leverage the findings and implications of this evaluation to contribute to the development of a robust country assistance strategy. In particular, EDCF will continue to collaborate on sectors where project results have been proven in terms of effectiveness and partnerships, and will make efforts to identify landmark projects within these sectors that can be meaningful to both countries and to enhance support programs.

#### Implementing measures to upgrade projects/programs

EDCF will adopt the key recommendation of the evaluation to enhance the quality of its support projects and will actively utilize it in identifying and supporting new projects. To this end, EDCF will proactively consider the possibility of incorporating ICT and climate change response elements into individual projects during policy discussions with Cambodia. In addition, given that Cambodia is one of the most climate-vulnerable countries, EDCF will consider measures to introduce smart water management systems, to reduce greenhouse gas emissions, and to mitigate flood and drought damage from the outset. In the process of selecting priority projects, EDCF will review the regional proximity of existing and new projects and the potential for synergies, and will consult with the Cambodian government to enhance value addition.

# Sector Evaluation : Health



## Summary



Objective	① To conduct an overall review of the EDCF health sector support system due to the recent surge in demand for EDCF health projects(hospital, medical equipment, etc.) and COVID-19 emergency response program. ② To evaluate the EDCF health projects to draw lessons learned and recommendations for future similar projects.
Period	July 2022 ~ April 2023
Evaluator	Primecore Consulting

※ Considering the main objective of the evaluation(to derive useful recommendations and strategies for the EDCF health sector support), and the fact that several unfinished projects were included, there is no separate rating for the evaluation.

## Evaluation Scope



### Accumulated Commitment in Health Sector

(As of 2021)

US\$ **2.77** bn.

## Health Sector

The health sector is the second largest EDCF-supported sector(14.3%) with cumulative approvals of approximately US\$2.77 billion as of 2021. The sector evaluation covered 54 EDCF projects approved between 2004 and 2011 in 21 countries, the majority of which are development project loans(tertiary-level hospitals and medical schools, etc.) and equipment loans.

## COVID-19 Emergency Response Program

As part of the global response to the COVID-19 pandemic, EDCF introduced the Emergency Response Program in 2020 and provided 8 program loans to 7 countries. These program loans financially supported the establishment and implementation of policy tasks, including institutional improvement, outreach to vulnerable groups, and response capacity building in partner countries.

## Evaluation Results



## Health Sector

### Relevance

EDCF health projects had a high degree of policy relevance as they were aligned with partner countries' health policies, development strategies and EDCF's policy directions. In addition, the projects were highly responsive to local health needs. Although there were some cases of design changes and governance changes during the project implementation, the changes were generally made in compliance with the project goals.

### Coherence

As the health sector is a focused and prioritized sector under the Country Partnership Strategy(CPS) of key partner countries, its internal coherence was rated relatively high. In terms of external coherence, the EDCF projects were considered to be highly consistent and harmonious with other grant-based projects. However, the projects were mainly concentrated on large-scale infrastructures such as tertiary-level hospitals and medical schools, and thus had limits in terms of enhancing the overall healthcare system in the partner countries.

### Effectiveness and Impact

All three outcome indicators(quality of medical services, access to medical services, and user satisfaction) were found to be achieved. In terms of impact, it was difficult to quantitatively measure the improvement of the overall healthcare indicators due to the lack of local statistics in the partner countries. However, qualitative assessments showed that the stakeholders were highly satisfied with health sector projects and were favorable regarding the usage of EDCF projects in improving the healthcare systems in the future.

### Sustainability

The hospital projects require a large number of medical personnel to operate, but in some countries, the supply of new medical personnel was insufficient due to local conditions such as lack of educational institutions. Although the government's financial investments are essential for national hospitals that provide public health services, some projects had difficulty in obtaining continuous financial support from the government.



Uzbekistan National Children's Hospital



Medical Equipment Survey in Cardiac Surgery Center



### Cross-cutting Issues

EDCF hospital projects had a positive gender impact through increased employment of female healthcare workers such as nurses. The projects were also evaluated to adequately protect vulnerable groups since one of their main objectives was to improve access to healthcare services for the local residents.

### COVID-19 Emergency Response Program

#### Relevance

The results indicated that the program was aligned with the partner countries' COVID-19 national response plan and EDCF's mid-term operation strategy. In addition, the program responded appropriately to the financial needs of the partner countries to cope with the damage caused by COVID-19.

#### Coherence

In the case of co-financing with MDBs(4 cases), the cooperation with other organizations was well conducted, resulting in high levels of aid harmonization and policy coherence. In the case of the other four bilateral program loans, the partner countries decided where to spend the budget, considering COVID-19 National Response Plan and the support from other international donors, therefore, the harmonization with other development organizations rated high.

#### Effectiveness and Impact

Taking into account the urgency of the program, the program was deemed to be highly effective as all of the outputs(policy tasks) were achieved within the project timeline. In terms of outcomes, the program was also effective as the sub-indicators for 'improved testing and treatment capacity' were all achieved above target.

### Lessons Learned



EDCF's large infrastructure-focused projects(such as the establishment of tertiary-level hospitals) were evaluated to be highly consistent and harmonious with other grant-based projects that support the provision of medical supplies and improvement of healthcare environment. The EDCF projects were well aligned with the policies and actual demands of the partner countries, but human and financial challenges were observed in terms of sustainability.

### Recommendations



#### Improving detailed indicators for hospital operation

In order to improve the completion level and sustainability of hospital projects, EDCF needs to further develop detailed indicators(both human and operational) that constitute 'the readiness of operation' adaptable before and after the official opening of the hospital. The developed indicators should be incorporated into the standard performance indicators of the health sector logical framework.

#### Introducing evaluation guideline for program loan

As the number of program loans in the health sector increases, including emergency response to infectious diseases, it is necessary to publish the evaluation guideline that includes the characteristics of program loans, evaluability assessment/planning, and criteria interpretation/adaptation.

#### Establishing logical framework for infectious disease response program

A standardized logical framework should be developed to reflect performance indicators that take into account the purpose of emergency response program loans and the characteristics of the infectious disease response. Such a specialized framework will enable more efficient project design and performance management in the event of a similar outbreak in the future.

#### Diversifying health projects through cooperation with MDBs

In order to strengthen national healthcare systems and improve local resident's access to healthcare services, it is inevitable to invest large resources over a long period of time, so there are limitations for EDCF to execute the project alone. Other development organizations, including Multilateral Development Banks(MDBs), are also facing these challenges, and cooperation among development agencies has become increasingly common. Therefore, EDCF is encouraged to strengthen its cooperation with MDBs to create synergies regarding on-going infrastructure projects and to explore new projects that can contribute to enhance the overall healthcare system in partner countries.

#### Enhancing cooperation with grant-based projects for capacity building

In terms of capacity building of partner countries, EDCF and its development partners such as KOICA and KOFIH, need to share roles and strengthen cooperation to carry out comprehensive planning and design from the earliest stages of projects including pre-feasibility study.



Bangladesh BSMMU(Bangabandhu Sheikh Mujib Medical University) Hospital



Hospital Information System(HIS) Education and Training

Post-Evaluation Action Plans

[ Health Sector ]

Major Findings and Significance

EDCF health projects have been focused on building large infrastructure facilities such as tertiary-level hospitals and medical schools. Other major development organizations differ from EDCF in that they typically concentrate on supporting primary healthcare and basic healthcare programs through grant-based projects. In analyzing EDCF’s health sector strategy, the evaluation comprehensively considered the alignment with policies and actual healthcare needs of partner countries, harmonization with other development organizations, project results and competitiveness. Considering that the international trend in the health sector is to strengthen the overall healthcare system in the partner countries, the evaluation sought to find ways in which the EDCF can improve the effectiveness of the projects and develop them further in harmony with other development partners.

The evaluation showed that EDCF projects have met the demands of the partner countries to upgrade their healthcare systems, from primary health care to tertiary-level hospitals. In addition, the results indicated that the large-scale infrastructure projects, where EDCF has a competitive advantage, can be complementary and harmonized with other grant-based projects that focus on supporting basic healthcare programs.

Usage of Results

Utilization to establish support strategies in the health sector

EDCF has designated the health sector as a priority area in its mid-term operation strategy and has developed a separate support plan for successful project implementation. The evaluation highlighted the importance of EDCF projects toward strengthening the overall national healthcare system in partner countries, and EDCF will reflect these recommendations in its support strategy. From the initial stage of project planning, EDCF will seek specific cooperation with other development organizations by selecting projects with high potential for grant-loan coordination. In the project implementation stage, EDCF will ensure that the training of medical personnel through grants is carried out in parallel. EDCF will also enhance cooperation with MDBs so that the strengths of MDBs in policy support and technical assistance can be synergized with EDCF’s large infrastructure projects.

Enhancement of detailed indicators to improve hospital operation

The evaluation found that some hospital projects faced challenges in their post-opening operations and recommended that a logical framework should take into account the complexity of hospital operations. In response, EDCF will improve its logical framework for hospital projects by developing additional indicators of ‘the readiness of operation’ that can be applied before and after the actual opening of a hospital. EDCF will verify the usefulness of the detailed indicators by piloting them on new projects under feasibility studies(F/S), and will expand their application to other hospital projects by reviewing the lessons learned from the pilots.

Post-Evaluation Action Plans

[ COVID-19 Emergency Response Program ]

Major Findings and Significance

The COVID-19 Emergency Response Program, introduced in 2020, had different support modalities and objectives compared to traditional project-based loans. Through this evaluation, EDCF was able to validate the effectiveness of the program loans and expects to utilize the new evaluation methodology and lessons learned to improve its capacity for effective performance management.

The program provided rapid and targeted assistance to the partner countries, and the effectiveness of the support was deemed to be high. Both co-financing with MDBs and bilateral financing were effective in terms of aid harmonization and coherence. On the other hand, since the program involved a broad range of change through policy and institutional improvements, the scope of relevance, coherence, and effectiveness was found to be different from that of individual project-based loans.

Usage of Results

Program Loan Guidelines to improve the capacity of performance management and evaluation.

As a result of the evaluation, EDCF has adopted the publication of evaluation guideline for program loan and the establishment of a logical framework for infectious disease emergency response program as key recommendations, and will work to ensure that these tasks are carried out successfully.

In particular, the evaluation guideline for program loans to be published in 2023, will reflect the characteristics of program loans, and will cover the definition of performance for each type of program loan as well as how to interpret and apply criteria for evaluation. By piloting the guideline on program loans that will be evaluated soon, EDCF will check the usefulness of the guideline and continuously improve it.



# Project Evaluation



## Strengthening of Technical/Vocational Education Project in Mozambique

Summary

Objective	To derive project's performance and lessons for similar EDCF projects using an objective and scientific analysis methodology regarding reinforcement of vocational education institutions to educate human resources	Criteria	Weight	Score
		Relevance	20%	3.67
		Coherence	20%	4.00
		Efficiency	20%	3.00
		Effectiveness /Impact	20%	3.50
Period	July 2022 ~ March 2023	Sustainability	20%	3.00
Evaluator	Ewha University-Industry Collaboration Foundation	Overall Result	3.43/4.00	
		Rating	Successful	

Project Area

## Project Background & Overview



The project aims to improve the educational environment for three vocational training schools(Nampula, Ngungunhane, Mocuba) in three northern regions of Mozambique where educational conditions are relatively underdeveloped. Its objective is to contribute to strengthening Mozambique’s vocational education capacity and fostering industrial manpower by constructing and renovating buildings, supplementing educational equipment and facilities, etc.

## Evaluation Results



### Relevance

The project is highly congruent with the Educational Institution Quality Improvement in Mozambique’s Vocational Education Policy. Also, the project shows high policy feasibility with EDCF’s operation strategy at the time of commitment. In terms of development demand, the project appears to have proactively addressed the stakeholder needs of Mozambique regarding vocational training.

### Coherence

It was evaluated that the project showed a synergy effect with other EDCF projects in Mozambique without redundancy. As the project has been playing a complementary role with the vocational education projects by KOICA, a Korean grant aid agency, coherence was high both internally and externally.

### Efficiency

The project sightly delayed due to the design revision request of the project implementation agency and the change of the ministry in charge. However, it was relatively efficient in terms of the project cost, since the project was completed within the original budget in spite of design changes and extension of the construction period.

### Effectiveness and Impact

Main outcome targets, such as the admission rate, completion rate, and utilization rate of educational equipment, have been achieved. In addition, it was evaluated that both teaching staff and students had been highly satisfied.

### Sustainability

Since the budget for school operations is not sufficiently reflected, it seems that financial support from the government would be needed in the future. As teaching staff have continuously supported by each school to strengthen their educational capabilities and maintenance teams have been operating to maintain equipment, it was observed that a foundation for independent school operation was established.



Lessons Learned



Cross-cutting Issues

Institutions supported by this project provided scholarships and transportation for the vulnerable and women. Through this, it was shown that the project has been partially contributing to resolving inequality for the vulnerable and women.

The project’s main success factors are the feasibility study based on educational demand in Mozambique and the Mozambique government’s active support. Among the success factors, educational facilities and equipment were modernized, and invitational training of teaching staff in Korea was implemented, which enhanced the educational capabilities of teaching staff and vocational education quality. In addition, it was observed that the results of this project were shared with nearby institutions, and industry-school linkages were actively promoted by expanding technology exchanges with nearby companies.

Recommendations



Accumulating data for performance management

To sustain and improve the performance of projects, continuous data collection on student capacity, financial independence, employment rate, admission rate, and completion rate is necessary. In addition, it is necessary to clearly define the source and measurement method for project performance indicators and prepare indicators that can be measured in partner countries for smooth performance management.

\* Commonly applied to Technology Development Center Extension Project in Kenya and Education IV Project in Uganda

Selecting equipment that can be locally procured

As Korean products were mainly selected for pieces of equipment to be used during the project implementation, there were issues regarding repair and consumables procurement.



Staff Satisfaction Survey of the Nampula School

It would be more efficient to supply pieces of equipment that are easy to maintain locally, and it is necessary to establish an ex-post management system for procuring and overseeing consumables.

\* Commonly applied to Technology Development Center Extension Project in Kenya

Securing communication channels and manpower

To facilitate ex-post management after the completion of the project and promote development cooperation with partner countries, it seems that establishing a continuous cooperation system is required, such as expanding the manpower and organization in the EDCF representative offices.

\* Commonly applied to Technology Development Center Extension Project in Kenya and Education IV Project in Uganda

Project design reflecting regional characteristics

It was shown that a standardized curriculum was applied to all institutions, which did not reflect the regional characteristics and demand. Since education demand and policies may vary by region, it is evaluated that the effectiveness of the project will be increased if regional characteristics and demand are reflected at the project design stage.

\* Commonly applied to Education IV Project in Uganda

Providing education and training

Even if partner countries are conducting education to enhance the competency of teaching staff, it was found that teaching staff were not satisfied with the quality and content of education or requested additional education to strengthen the competency. Accordingly, it is required to include short-term training or exchange programs to learn Korea’s best practices and co-work with Korean experts at the project design stage.

\* Commonly applied to Technology Development Center Extension Project in Kenya



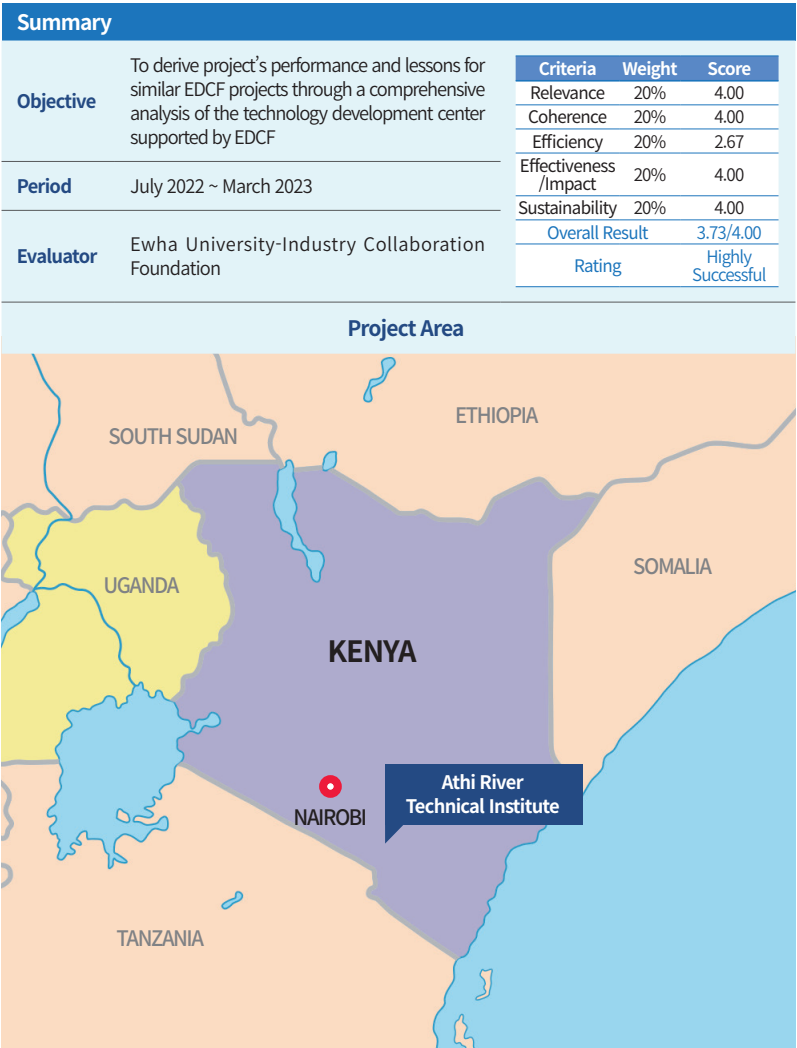
Mechanical Laboratory in the Ngungunhane School



Electrical Laboratory in the Ngungunhane School

Technology Development Center Extension Project in Kenya

Project Background & Overview



The project aims to expand and improve the Athi River Technical Institute in Kenya, which was built with EDCF’s support. The main objective is to enhance facilities and pieces of equipment and replace some outdated pieces of equipment with brand-news. In particular, the project aims to increase sustainability by strengthening the function of the center that can generate profits on its own, such as auto repair center and technical training.

Evaluation Results



Relevance

The project contributes to the human resource development in ‘Kenya Vision 2030’, the long-term economic development goal of the Kenyan government, and manufacturing, tourism, and human resource development in 3rd medium-term plan(2018-2022). The project also showed high policy feasibility with the Korean government’s international cooperation plan, which addressed focus on the education-oriented support policy in Africa. In addition, the project was designed to meet the demand within the project area by including stakeholders with expertise in the project.

Coherence

The project is evaluated to have high internal coherence because it was designed to supplement the technical training center construction project by EDCF. Also, it was evaluated to have high external coherence as the project was complementary to the capacity-building project by KOICA.

Efficiency

Due to delays in bidding and payment procedures, changes in project details, and organizational restructuring of project implementation agencies, the project timeline exceeded the original project deadline. However, as the project was completed via appropriate adjustments regarding project details and project cost including contingency, economic efficiency was evaluated as partially achieved.

Effectiveness and Impact

The outcome indicators of the project, such as financial independence and female dormitory utilization, were mostly achieved. Although the outcome indicator regarding student acceptance capacity was slightly lower than the target due to the spread of COVID-19, it is expected to be achieved in the future. Stakeholders of this project are very satisfied with the project results, and it was observed that the centre also maintains a high reputation.



Female Dormitory at the Athi River Technical Institute



Sewing Laboratory in the Athi River Technical Institute



Sustainability

The Kenyan government has supported the budget for the development of educational curriculum and centre operation, and the centre has been supplementing its own budget by operating an auto repair centre. The centre was found to have internal maintenance capacity regarding new buildings and training equipment. Therefore, the project was evaluated to be highly sustainable in terms of human, institutional, financial, and technological aspects.

Cross-cutting Issues

Through the project, a dormitory for female students was newly built, supplementing the existing dormitory for both male and female students. In addition, the centre provided training and materials/equipment for majors(fashion, hair, clothing, textiles) that have a high demand for female students, which contributed to enhancing women’s human rights.

Lessons Learned



Major successful factors were the Kenyan government’s active participation and clear governance structure that allowed prompt central decision-making. In addition, the project design focusing on financial independence through operating auto repair centre had a positive effect on the centre’s sustainability. The centre has been trying to improve the quality of education by developing a curriculum that responds to industrial demand and implementing various industry-school linkages, which are also very encouraging for the continuous development of the center.



Institute Operations Review Meeting



Auto Repair Laboratory in the Athi River Technical Institute

Education IV  
Project  
in Uganda

Summary

Objective	To improve technical schools in line with the increased demand of secondary and technical education. The evaluation objective is to derive project’s performance and lessons for similar EDCF projects.	Criteria	Weight	Score
		Relevance	20%	3.33
		Coherence	20%	4.00
		Efficiency	20%	3.00
		Effectiveness /Impact	20%	3.50
Period	July 2022 ~ March 2023	Sustainability	20%	3.00
Evaluator	Ewha University-Industry Collaboration Foundation	Overall Result	3.37/4.00	
		Rating	Successful	

Project Area

Project Background &  
Overview



In Uganda, the number of people who completed primary education has increased owing to the Ugandan government’s universal primary education policy in 1997. As the demand for secondary and technical education increased, the need for improvement of underdeveloped technical schools was raised and EDCF decided to support improving five technical schools in Uganda(Iganga, Nyakatare, Mubende, Kiryandongo, Arua) with AfDB. The project aims to train skilled manpower that fulfills the industrial demand in Uganda, and the main project work scope includes construction/renovation of buildings, suppliment of educational materials/equipment, dispatchment of experts, and invitational training in Korea.



Evaluation results



Relevance

This project reflected the increased demand of the Ugandan government for improving the technical training environment after the settlement of the universal primary education. The project is in line with Uganda’s national development plan, which endeavors transforming the business structure from agriculture to manufacturing through the training technical manpower that meets the demand in labor market.

While selecting project areas, local needs, such as balanced regional development, student admission forecast, and accessibility to urban and industrial complex, were appropriately considered. Additionally, the components have been appropriately designed to improve the educational conditions of technical schools. These components include building construction, provision of practical equipment and facilities, development of teaching materials, invitation training programs, and dispatch of experts.

Coherence

The project was implemented as a follow-up project of KOICA(Capacity building project of vocational skills education and training), therefore coherence among Korean ODA agencies is found. Taking into account that the project has been promoted in cooperation with the AfDB, it is evaluated to have high coherence with other ODA institutions. This project contributed to the development of education in Uganda through synergistic collaboration by organic cooperation among domestic and international development agencies.

Efficiency

It was found that related stakeholders conducted cooperation under the leadership of the Ugandan government, and the project was carried out cost-effectively by appropriately distributing project costs within the scope of the loan. The cooperation between the Ministry of Finance and the Ministry of Education and Sports was smooth, and representatives from schools actively participated in the discussions during the project implementation. This

ensured transparency and a clear progression of the project compared to other initiatives. Meanwhile, due to delays in the securement of sites, bidding procedures and changes in project details, the project timeline exceeded the original project deadline. However, the allocation of project expenses was appropriately carried out within the loan limits, and the project was completed within the overall budget range, demonstrating its economic efficiency.

Effectiveness and Impact

Most outcome indicators, such as the regular course recruit rate, educational equipment/ practicum satisfaction, and student/teacher satisfaction with the school, were found to have been achieved. However, it was found that educational equipment needs to be improved in terms of educational equipment satisfaction.

Impact indicators, such as graduates’ employment rate, job matching rate with majors, and level of meeting employer expectations were in good status overall despite the differences by major. Furthermore, the project has been evaluated as having a high likelihood of achieving its purpose, as it has successfully produced high-quality technical personnel and made significant contributions to the industrialization of the country in terms of impact.

Sustainability

Systemic support was provided for the project in accordance with the Ugandan government’s vocational education promotion policy, and human resource development activities have been continuously carried out through collaboration with various development agencies. It is found that basic operating expenses have been covered by the government, and each school has been trying to secure additional budget via diverse channels at its discretion. However, since the network with industries was not established well, it is found that it is necessary to promote industry-school linkages for technological sustainability.



Auto Repair Laboratory in the Arua Technical Institute



Class Room in the Arua Technical Institute



The Nyakatare Technical Institute



Teacher Group Interview in the Kiryandongo Technical Institute

Lessons Learned



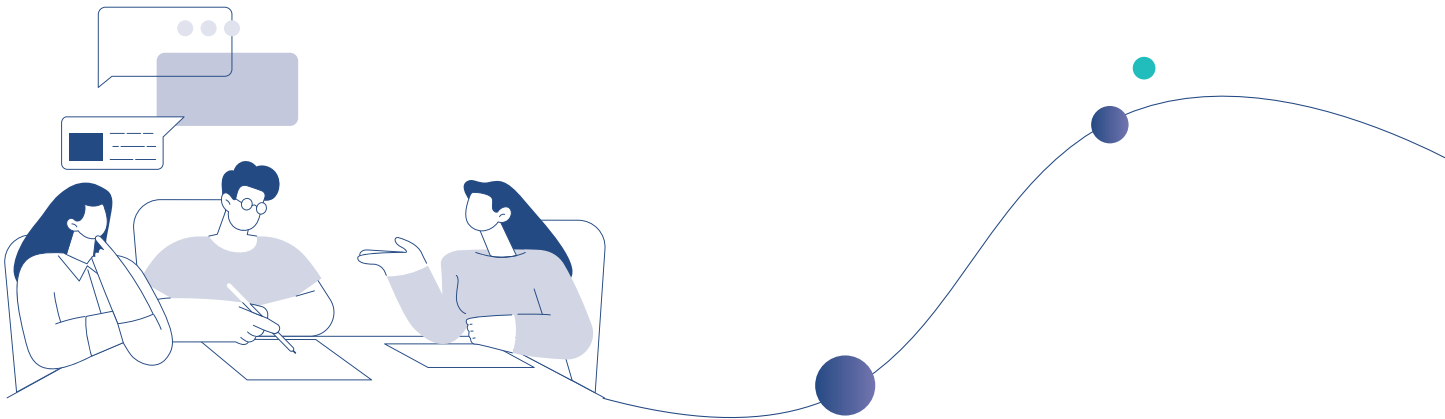
Cross-cutting Issues

Each school included a female dormitory and beauty/sewing courses, which contributed to the expansion of education for females. The ratio of female students at Iganga vocational training technical school actually doubled, and the ratio of female students in other schools also showed an increase.

Higher interest and organizational capabilities of the Ugandan government in education improvement projects were identified as key success factors for the project. The project was implemented with other education improvement programs. This improved the capacity of Project Execution Unit and contributed significantly to the successful project.

Additionally, the provision of well-planned vocational training and practical facilities with building renovation support for the smooth school operation has been another contributing factor to the success of the project. Prior to this project, existing vocational schools in Uganda lacked practical training facilities, resulting in theory-based education, but through this project, modernized practical facilities and equipment were supplied, improving the environment of vocational training for students. In addition to the improvement of learning environments by EDCF, various short-term courses supported by other ODA agencies and private organizations from donor countries such as Germany and Ireland have contributed to activation of technical school operations.

On the other hand, it has been found that while graduates of technical school have fundamental skills, they may lack the necessary technical competencies to meet the demands of the latest industry requirements. In this context, it is analyzed that it is necessary to continuously develop curricula that align with industry demands and activate industry-academia collaboration programs in order to enhance the effectiveness of the project.



Post-Evaluation Action Plans

Major Findings and Significance

While EDCF has been conducting ex-post evaluations annually, evaluation for the education sector has not been conducted since 2018. This ex-post evaluation has significant implication as the first evaluation of EDCF’s education projects in Africa. EDCF selected three educational projects to derive timely lessons that can be referenced during the implementation of EDCF’s education projects. EDCF aimed to examine the characteristics of education projects in Africa and establish educational project design directions that could align with local characteristics.

Through the evaluation which confirmed project performance and success factors, Technology Development Center Extension Project in Kenya was evaluated as ‘highly successful’ due to its high financial self-sufficiency and sustainability, as well as effective industry-academia linkages. The Projects in Mozambique and Uganda were classified as ‘successful’ due to strong ownership and structural/financial support of partner countries’ governments. Furthermore, it was found that vocational education schools have been operating stably even several years after completion.

Usage of Results

Reflecting to new education project design in Africa

Through this ex-post evaluation, it was recognized that there are significant differences in education demand and industrial structures among countries and regions in Africa. It was found that designing the education projects with localization that actively considers the specificity of project area is necessary. Accordingly, EDCF would try to conduct Feasibility Study including detailed investigations of local conditions, such as education demand, when designing new educational projects in Africa.

Collecting and managing performance indicator data for performance management

EDCF is willing to adopt the establishment of measurable performance management indicators and enhancing accumulation of evaluation data as follow-up tasks regarding the evaluation, which are the key recommendations from the ex-post evaluation. It was also found that clear regulations regarding the source and measurement methods of performance indicators are necessary. Therefore, EDCF would try to enhance its internal IT systems to collect and manage data regarding performance indicators and continuously strengthen its performance management foundation.





# Feedback and Knowledge Sharing

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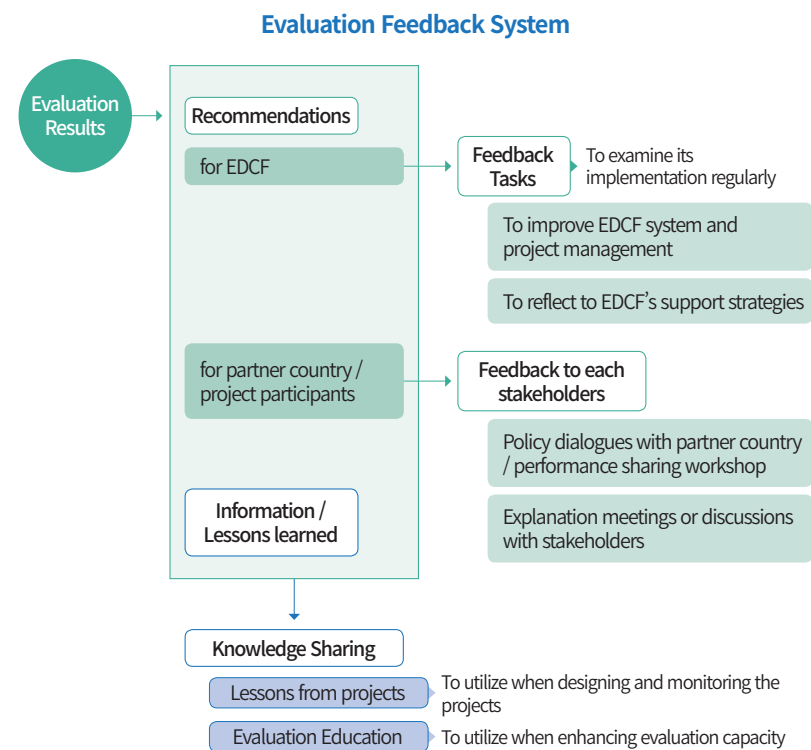


# Chapter 3

## Evaluation Feedback System



The feedback of EDCF's evaluation results consists of two main components: ① Selection and implementation of feedback tasks under Korean international development cooperation evaluation system ② The derivation of lessons learned from each project sector for knowledge sharing.



EDCF assesses the appropriateness of recommendations provided by evaluators under the EDCF's authority and selects feedback tasks among them. The criteria considered when selecting the feedback tasks include feasibility, specificity, effectiveness, and priority. The assessment process is conducted following a flow as below example:

eg. Is it within the scope of EDCF's authority? → Can it be implemented with the given resources?  
→ Does it have significant improvement effects? → Selection of feedback task.

Meanwhile, information, suggestions, and implications that do not lead to feedback tasks are utilized as the Lessons Learned by Sector of EDCF's projects. The EDCF Evaluation Department standardizes lessons learned in major development sectors and provides them to project managers. In cases where the field is not in a major sector or it is in a new development sector, the Department also compiles and provides reference materials such as evaluation reports or research papers from other development agencies or organizations with extensive experience in that sector.

### Best Practice: Mainstreaming Climate Change Response

EDCF conducted an evaluation on the readiness of climate change adaptation for projects financed by EDCF as an ex-post evaluation in 2021. The evaluation focused on the contributions, relevance, and readiness for climate change adaptation of a total of 104 approved projects in 30 countries from 2015 to 2020. The evaluation results indicated that EDCF projects were generally implemented in line with the climate change policies of the partner countries. Particularly, projects in the sectors of environmental protection and energy were evaluated to contributed to climate change mitigation.

The feedback tasks derived from the evaluation were as follows: ① Systematic application of climate change adaptation elements throughout the project implementation process, ② Minimization of greenhouse gas emissions during project planning, and ③ Separate evaluation of climate change adaptation /mitigation outcomes. EDCF successfully implemented all of these follow-up tasks by 2022.

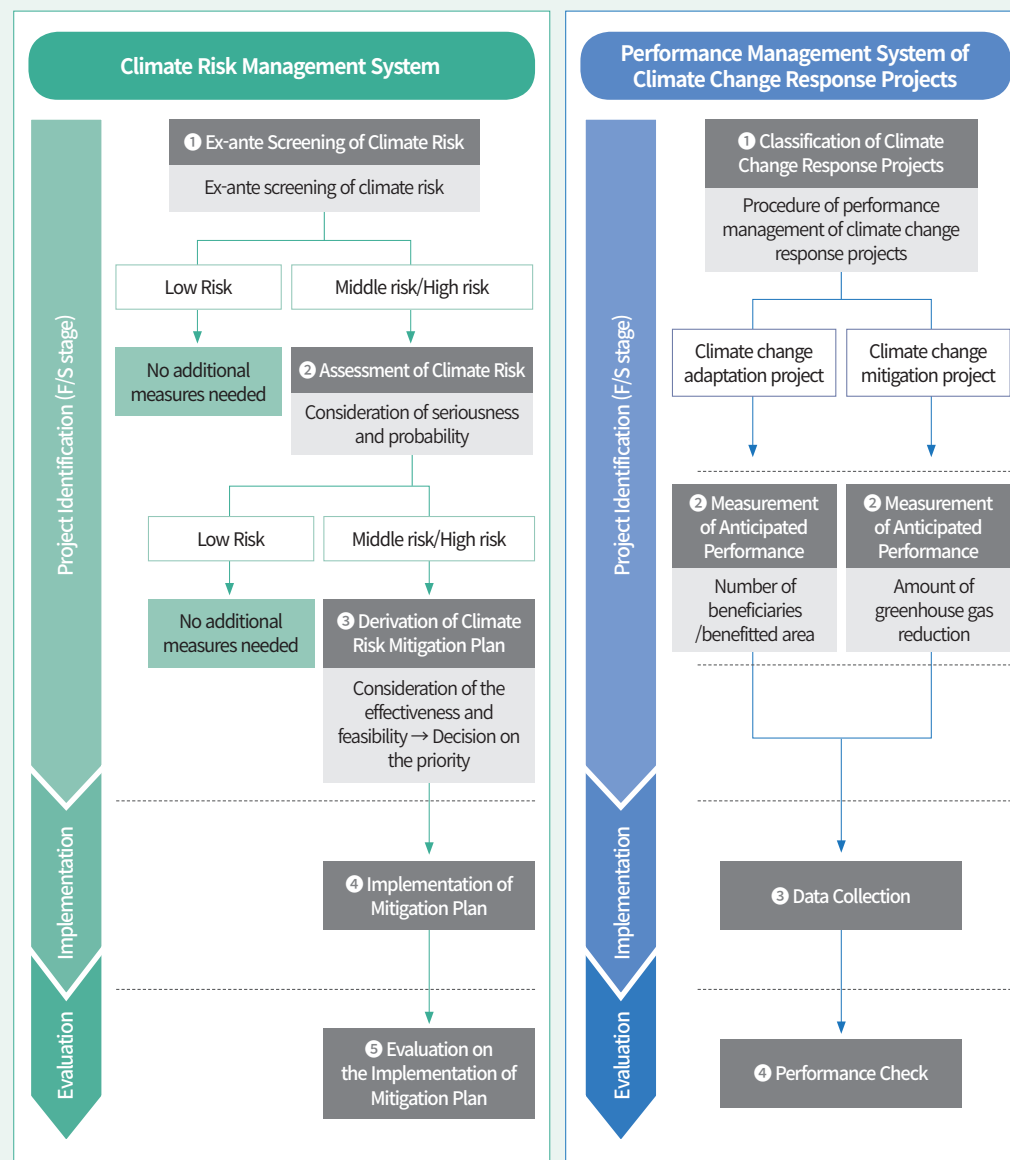
#### Establishment and Operation of Climate Change Response System

In the project identification phase, it became mandatory to conduct climate risk screening for each project, and to derive measures to reduce climate risks for projects classified as in the high-risk or the middle-risk category from the screening process. In the implementation phase, the continuous monitoring of whether the climate risk mitigation measures are being effectively implemented was institutionalized. In the evaluation phase, the climate response outcomes were quantitatively measured using internationally recognized performance indicators. Specifically, the Measurement Toolkits of greenhouse gas reduction by sectors\* were developed and utilized to facilitate quantitative prediction of greenhouse gas reduction effects.

\* Transportation(Fuel Conversion, Alternative Transportation), Energy efficiency(Transmission, Distribution, Buildings), Renewable Energy



### Response System for the Impact of Climate Change



#### Publication of Evaluation Guidelines

EDCF has developed performance indicators that are specialized in climate change mitigation and adaptation for its climate change response projects. To apply these indicators to evaluations, EDCF has become the first Korean ODA organization to publish two evaluation guidelines for climate change response projects. These two guidelines have been utilized in both internal and external evaluation activities. (refer to 55 page)

## Lessons Learned by Sector



EDCF has organized the lessons learned and recommendations into checklists by key development sectors and utilize them as feedback for applying to the actual project preparation, appraisal, and implementation phase. EDCF shares these checklists for other ODA agencies working on similar projects, such as road construction, wastewater treatment plants, etc.

#### Road Construction



##### Pre-review and monitoring of resettlement and compensation plans

The budget planning of the partner country for resettlement and compensation should be established in advance. It is desirable for resettlement and compensation to commence at least 6 months to 1 year prior to the commencement of construction. Even if compensation has been provided, it is necessary to collaborate closely with the government of the partner country, because uncompensated areas may be discovered during the construction process.

##### Selection of sustainable road pavement methods

There may be cases where the government of the partner country requests less durable pavement methods to reduce project cost. However, it is not advisable measurement in the long-term perspective, so highly durable methods should be considered for ease of maintenance over time. In unavoidable circumstances, measures to prevent road damage, such as strict enforcement of weight limits for vehicles, should be discussed and agreed upon with the government of the partner country.

##### Establishment of road safety measures

As the project improves road conditions and enhances driving conditions, there is a potential risk of accidents increasing due to the increased speed of traffic. Therefore, it is necessary to assess road safety measures in the project design phase.

## Wastewater Treatment Plant



### Review on partner country's relevant regulations and standards

It is essential to review whether the partner country's regulations and standards regarding wastewater treatment, including the quality of final effluent, are sufficient. These regulations and standards serve as benchmarks for performance management from the project design to the operational stages. Therefore, if there are deficiencies in regulations or standards, it is important to prioritize the review of support programs for the partner country's government to facilitate their improvement.

### Plans to secure operational costs

Sewer bills are more likely to be refused by users than water bills. Due to the low prices of public services, it is a challenge to operate a self-financed wastewater treatment plant. Therefore, it is necessary to review methods for improving fee collection and institutionalizing government subsidies to address operational expenses. In countries like South Korea and Vietnam, the sewer bills are included in the water bills, ensuring smooth fee collection.

### Pre-review and monitoring of sewer connection plans

If sewer pipeline construction is carried out separately from wastewater treatment plant construction, it is necessary to request the partner country's government for their plans regarding sewer pipeline construction. Furthermore, throughout the project implementation stages, it is essential to continuously monitor the implementation of the plans.

## Hospital (focusing on general hospital)



### Architectural design considering local standards and ward operations

In hospital design, it is crucial to consider regional standards such as the collaborating country's medical facility construction standards. Additionally, comprehensive considerations should be given to ward design that takes into account the unique characteristics of the medical departments that will be the actual operating entity, as well as securing the efficient flow of patients' movement considering the convenience of healthcare service users.

### Survey on medical equipment demand

To ensure the smooth utilization of medical equipment in the local hospitals, it is necessary to conduct thorough preliminary investigations on factors such as the capacity level of local medical personnel and the operational environment for equipment. Furthermore, even if a demand survey has been conducted during the feasibility study and project approval stages, it is important to secure sufficient contingency budget to accommodate changes in specifications, quantities, or other factors related to medical equipment due to technological progress or fluctuations in local demand.

### Assessment on the partner country's readiness for hospital operations

For general hospitals, significant costs, including initial operating costs and staff expenses, are required until the hospital's self-generated income stabilizes. Additionally, securing an

## Bridge



### Strengthening site investigation of ground conditions

Insufficient investigation of the ground conditions, quantities, and other characteristics in the areas for bridge piers can lead to budget and schedule increases due to design changes during the construction process. For bridges, the bridge designer and implementing agency should make significant efforts to investigate ground conditions from the feasibility study stage of the project to ensure the expected benefits and outcomes of the project are guaranteed.

### Assessment on the climate change impact

Cases of bridge structure falling off and road ground settlement due to the impacts of climate change, such as intense rainfall and abnormal temperatures, can hinder the project sustainability. Therefore, it is necessary to consider these factors in the detailed design phase. Bridge designers and project implementing units should make a decision on pavement types, scour protection methods for bridge piers, and strategies for damage by storm and flood, considering the effects of abnormal climate.

## Irrigation



### Design considering local climate conditions

In countries with significant differences in the annual precipitation rate between the dry and wet seasons, there is a higher risk of flooding due to localized heavy downpours by abnormal weather events during the project. This can lead to construction defects due to the loss of waterway or construction delays due to additional reinforcement work. Therefore, it is necessary to set project timelines and design, considering the local climate characteristics to mitigate these risks.

### Acquisition and management of fundamental data

For irrigation projects, the availability of reliable hydrological and meteorological data is crucial for effective project scope setting and design. It also enables appropriate operation and the identification of improvement measures for facilities even after the project completion. Therefore, it is essential to secure reliable data through diligent baseline surveys and data collection to establish appropriate project goals, performance indicators, and measurement criteria.



## Evaluation Knowledge Sharing Activities



### EDCF Country Evaluation Workshop in Cambodia



After completing the country evaluation for Cambodia in 2022, EDCF organized an performance sharing workshop in Phnom Penh to share the evaluation results with Cambodian officials. This event marked the first-ever EDCF performance sharing workshop held in the partner country. It provided an opportunity to reflect on the outcomes and lessons learned from the projects implemented in Cambodia and engage in open discussions on cooperation and future development strategies between the two countries.

The seminar was attended by approximately 100 development cooperation-related personnel, including key officials from the Cambodian government such as the Deputy Minister of Economy and Finance, representatives from international ODA organizations, and executives from Korean companies operating in Cambodia. Through this event, the achievements of economic cooperation between two countries were shared, reaffirming the commitment to mutual cooperation. Furthermore, the seminar significantly improved the local recognition on the EDCF presence and contributions in Cambodia.



### Publication of Evaluation Guidelines for Climate Change Response



To ensure effective performance management and evaluation of climate change response projects, EDCF published 'Guidelines for Developing EDCF Logical Framework for Climate Change Response Projects' and 'EDCF Guidelines for Climate Change Response Project Evaluation'.

These guidelines were developed to support EDCF staff, project F/S conductors, and evaluators involved in preparing climate change response projects. The Guidelines for Developing EDCF Logical Framework for Climate Change Response Projects includes problem analysis that reflects the characteristics of climate change response projects, logic for key deliverables and reference performance indicators, and logical framework elements for results-based Rio marker and green index. On the other hand, the EDCF Guidelines for Climate Change Response Project Evaluation cover the performance characteristics of climate change response projects and the interpretation of evaluation criteria.

These guidelines have been developed proactively to support EDCF's strategy for expanding green projects and to prepare for the mainstreaming of climate change response projects. It is the first case among Korean ODA agencies to publish guidelines specifically for evaluating climate change response projects. It is expected that these guidelines will serve as a valuable reference for the evaluation activities of other agencies undertaking similar projects.

### Internal Evaluation Capacity Building



To strengthen evaluation capacity, EDCF conducted a total of five internal evaluation training. Two regular training and three thematic training on specific topics were provided to staffs.

The regular training aimed to enhance EDCF staff's understanding of the evaluation system and improve evaluation skills. Learning opportunities on evaluation activities and performance management at each stage of the project were provided in the sessions. The training also included sharing of case studies and discussions on additional solutions.

The thematic training invited experts in respective fields to provide EDCF staffs with new concepts and methodologies applicable to evaluation work. Main training topics in 2022 are measuring ODA impact based on social value and methodologies for performance management related to ecology and gender value.

Session	Theme	Contents	
1	-	Topic	Understanding the concept of social value in development cooperation projects and methods for measuring performance
		Contents	<ul style="list-style-type: none"> <li>• Introduction to the concept of impact and methods for measuring performance in ODA projects based on theories of change</li> <li>• Sharing of case study on measuring and managing economic impact through the Mongol G-Saver project</li> </ul>
2	Environment	Topic	Introduction to methodologies and models for assessing ecological value in development cooperation projects and case studies
		Contents	<ul style="list-style-type: none"> <li>• Introduction to environmental-economic accounting systems and methods for evaluating the value of ecosystem services</li> <li>• Green economy indicators, modeling, and case studies of environmental social impact assessments</li> </ul>
3	Gender	Topic	Gender value criteria in loan, development of performance indicators, and evaluation methods
		Contents	<ul style="list-style-type: none"> <li>• Introduction to the minimum requirements of the OECD DAC gender marker and the current status of gender integration in loan projects</li> <li>• Gender integration methodology by project stage, the case studies in infrastructure, and international best practices</li> </ul>

Appendix

List of Evaluations (2004~2022)

Year	Sort	Title	Evaluation Institute
2022	Project	Ex-post Evaluation of Technology Development Center Extension Project in Kenya	Ewha Womans University
	Project	Ex-post Evaluation of Strengthening of Technical/Vocational Education Project in Mozambique	
	Project	Ex-post Evaluation of Education IV Project in Uganda	
	Country	EDCF Country Program Evaluation in Cambodia	Research Institute of Sustainable Technology & Innovation (RISTI)
	Sector	Evaluation on EDCF Health Sector Support	PrimeCore
2021	Project	Ex-post Evaluation of Kilimanjaro-Arusha Transmission Line Project in Tanzania	Research Institute of Sustainable Technology & Innovation (RISTI)
	Project	Ex-post Evaluation of Iringa-Shinyanga Backbone Transmission Investment Project in Tanzania	
	Theme	Evaluation on the Climate Change Response Readiness of EDCF Supported Interventions	
2020	Project	Ex-post Evaluation of Hatton~Nuwara Eliya Road Improvement Project in the Democratic Socialist Republic of Sri Lanka	University of Seoul
	Project	Ex-post Evaluation of Improvement of National Road No. 31 and 33, Provincial Road No. 117 and Kampot Bypass Project in the Kingdom of Cambodia	
	Project	Ex-post Evaluation of Emergency Management Information System Project in the Republic of Mozambique	Ewha Womans University, Research Institute of Sustainable Technology & Innovation (RISTI)
	Project	Ex-post Evaluation of Development of National ICT Infra-Network Project in Bangladesh	
	Project	Ex-post Evaluation of Hoa Khanh Tay Water Supply Project in the Socialist Republic of Vietnam	Future Resources Institute
	Project	Ex-post Evaluation of Construction of Siem Reap Sewerage System and Improvement of Siem Reap River in the Kingdom of Cambodia	
2019	Project	Ex-post Evaluation of Potable Water Supply Expansion Project for Santo Domingo	World Economic and Social Research Institute
	Project	Ex-post Evaluation of Improvement of Water Supply System in Dodoma Town Project	
	Project	Ex-post Evaluation of Vietnam Vinh Thinh Bridge Construction Project	Inha University
	Project	Ex-post Evaluation of GMS Cambodia Northwest Provincial Road Improvement Project	
	Project	Ex-post Evaluation of Improvement of H. Adam Malik Hospital in Medan Project	PrimeCore
	Project	Ex-post Evaluation of Construction of Thua Thien Hue General Hospital Project in Vietnam	
	Theme	Study on EDCF Evaluation System	Korea Eximbank
	Theme	Ex-ante Evaluation in 2019	
2018	Project	Ex-post Evaluation of Ruhunupura Water Supply Project in Sri Lanka	Korea Eximbank
	Project	Ex-post Evaluation of GMS Northern Road Improvement Project in Laos	Universtiy of Seoul, Korea Expressway Corporation
	Project	Ex-post Evaluation of Regional Road Improvement Project in Cambodia	
	Project	Ex-post Evaluation of ICT Education Capability Building in Colombia Project	Sangmyung University, Cheonan Council for Industry Academic Cooperation
	Project	Ex-post Evaluation of Establishment of the Upazila ICT Training and Resource Center for Education (UITRCE) Project in Bangladesh	
	Project	Ex-post Evaluation of Haiphong Solid Waste Management & Treatment Project in Vietnam	Hallym University, ESDI
	Project	Ex-post Evaluation of Ninh BinhSolid Waste Management & Treatment Project in Vietnam	
	Sector	EDCF Road Sector Assistance Evaluation	Seoul National University
	Theme	Establishing Logical Framework For Electricity Distribution Efficiency Project of NEDCO in Ghana	Ewha Womans Universtiy
	Theme	Establishing Logical Framework For Nairobi ITS Establishment & Junctions Improvement Project	Inha University

Year	Sort	Title	Evaluation Institute
2017	Project	Ex-post Evaluation of Krang Ponley Water Resources Development Project in Cambodia	Future Resources Institute
	Project	Ex-post Evaluation of Mekong River Integrated Management Project in Laos	
	Project	Ex-post Evaluation of Rijeka Port Modernization Project in Croatia	KR Engineering
	Project	Ex-post Evaluation of Salvage Vessel Procurement Project in Bangladesh	
	Project	Ex-post Evaluation of Provincial Administration Information System and National Information Infrastructure Project in Cambodia	Sangmyung University, Cheonan Council for Industry Academic Cooperation
	Sector	Thematic Evaluation of Vietnamese TVET Projects	Kyung Hee University
	Theme	Quantitative Assessment of Development Impacts of the EDCF Support for Vietnam	
	Theme	Impact Evaluation of Construction of Photovoltaic Power Plants Project in Mozambique	Sangmyung University, Cheonan Council for Industry Academic Cooperation
2016	Project	Ex-post Evaluation on Government ICT Infrastructure Establishment Project in Senegal	Kookmin University
	Project	Ex-post Evaluation on Government ICT Infrastructure in Angola Project	
	Project	Ex-post Evaluation on The Intensification and Expansion of Distribution System 2nd phase/Part-A Project in Bangladesh	Global Development Cooperation Consulting
	Project	Ex-post Evaluation of Procurement of Single Decker CNG buses Project in Bangladesh	
	Project	Ex-post Evaluation on Housing Project for Public Servants in the Democratic Socialist Republic of Sri Lanka	Dong-eui University, Han-guk Architects & Engineers
	Project	Ex-post Evaluation on Administrative Complex in Hambantota Project in the Democratic Socialist Republic of Sri Lanka	
	Project	Ex-post Evaluation of Informatization of General Education Schools of the Republic of Uzbekistan Project	Sangmyung University, Cheonan Council for Industry Academic Cooperation
	Project	Ex-post Evaluation of National ICT Human Resources Development Project in Indonesia	
	Theme	The Evaluation of EDCF's Co-financing Projects	Center for International Economic Studies
2015	Project	Ex-post Evaluation on Myanmar Basic e-Government Project	Kookmin University
	Project	Ex-post Evaluation on the Creation of Capabilities in Vocational Training Centers Project in Nicaragua	Korea Institute for International Economic Policy (KIEP)
	Project	Ex-post Evaluation on the Phase I of Hospitals Modernization Project in Bosnia and Herzegovina	PrimeCore
	Project	Ex-post Evaluation on the Phase II of Hospitals Modernization Project in Bosnia and Herzegovina	
	Project	Ex-post Evaluation on the Procurement of Locomotive Project Phase III in Bangladesh	Korea Entrepreneurship and Management Research Institute
	Project	Ex-post Evaluation on the Improvement of Padeniya - Anuradhapura Road Project in Sri Lanka	Korea Expressway Corporation
	Sector	Evaluation of EDCF's e-Government Sector	Kookmin University
	Theme	The Establishment of Performance Indicators for EDCF's Vocational Training enter Projects	Korea Institute for International Economic Policy (KIEP)
	Theme	Evaluation of EDCF's Performance Indicator Improvement in the Healthcare Sector	PrimeCore
	Theme	Impact Evaluation of Locomotives Procurement Projects (Phase I ~III) in Bangladesh	Korea Entrepreneurship and Management Research Institute
2014	Project	Ex-post Evaluation on Indonesia Manado By-pass Project	Inha University
	Project	Ex-post Evaluation on Bolivia Pailon-San Jose Highway Construction Project (Component 2)	
	Project	Ex-post Evaluation on Power Sector Development Project, Sri Lanka	Korean Development Policy Study Association (KDPSA)
	Project	Ex-post Evaluation on Power Distribution Improvement Project, Myanmar	

Year	Sort	Title	Evaluation Institute
2014	Project	Ex-post Evaluation on Medical Equipment Provision to Ha Trung District General Hospital in Thanh Hoa Project, Vietnam	Korean Corporation Management Association
	Project	Ex-post Evaluation on Medical Equipment Supply to Lai Chau Provincial General Hospital Project, Vietnam	
	Sector	Evaluation on EDCF Energy Sector	Korean Development Policy Study Association (KDPSA)
	Theme	Pilot Evaluation of EDCF's New Evaluation Criteria	Inha University
	Theme	Evaluation of EDCF Projects Participated by SMEs	Korean Corporation Management Association
	Theme	Impact Evaluation on Water Supply Project in Sri Lanka	Future Resources Institute, K-Water Corporation
2013	Project	Ex-post Evaluation of Transmission Line and Substation Project in Luzon, Philippines	Global Development Cooperation Consulting
	Project	Ex-post Evaluation of Mindanao Power Transmission Project in Philippines	
	Project	Ex-post Evaluation of GSO Road Expansion and Emergency Dredging Project in Philippines	Korea Transport Institute, Seoyoung Engineering
	Project	Ex-post Evaluation of National Road No.3 Rehabilitation Project in Cambodia	
	Project	Ex-post Evaluation of Upgrading of Niyagama National Vocational Training Center Project in Sri Lanka	Inha University
	Project	Ex-post Evaluation of Re-engineering Government Component of e-Sri Lanka Project	
	Country	Philippines Country Evaluation	Global Development Cooperation Consulting
	Theme	EDCF Vietnam Health Sector Supporting Projects	Sungkyunkwan University, The Korea Public Health Association
	Theme	National Cambodia-Korea Vocational Training School Project	International Development Cooperation Institute
	Sector	Comprehensive Evaluation of the Transportation Sector	Korea Transport Institute, Seoyoung Engineering
2012	Project	Ex-post Evaluation of Electrical Grid Expansion Project in Nicaragua	Institute of International Affairs, Seoul National University
	Project	Ex-post Evaluation of Water Supply Expansion Project in Juigalpa, Nicaragua	
	Project	Ex-post Evaluation of Installation of Digital Telephone Exchanges Project in Bangladesh	Korea Institute for International Economic Policy (KIEP)
	Project	Ex-post Evaluation of Internet Information Network Expansion Project in Bangladesh	
	Project	Ex-post Evaluation of Emergency Information Network Project in Mongolia	Korea Institute for Industrial Economics&Trade
	Project	Ex-post Evaluation of Intelligence Transportation System Project in Mongolia	
	Country	EDCF Country Evaluation of the People's Republic of Bangladesh	Korea Institute for International Economic Policy (KIEP)
	Sector	Evaluation of EDCF Projects in the ICT Sector	Korea Institute for Industrial Economics&Trade
	Theme	Ex-post Evaluation of Sri Lanka Road Rehabilitation Project	Korean Development Policy Study Association (KDPSA)
	Project	Ex-post Evaluation of Greater Galle Water Supply Project in Sri Lanka	Korea Water Resources Corporation
2011	Project	Ex-post Evaluation of Kampot - Trapang Ropaou Road Rehabilitation Project in Cambodia	Korea Expressway Corporation
	Project	Ex-post Evaluation of Balangoda ~ Bandarawela Road Rehabilitation Project in Sri Lanka	
	Project	Ex-post Evaluation of Luang Prabang National University Establishment Project in Laos	Korea University of Technology and Education
	Project	Ex-post Evaluation of National Cambodia-Korea Vocational Training School Project	
	Project	Ex-post Evaluation of Hospital Waste Water Treatment Plant Project in Indonesia	Korea Institute for Development Strategy
	Country	Country Evaluation for the Indonesia	
	Sector	Water Supply & Sewerage Sector Evaluation	Korea Water Resources Corporation

Year	Sort	Title	Evaluation Institute
2010	Project	Ex-post Evaluation of Five Vaccines Production Plant Project in Vietnam	Korea Institute for International Economic Policy (KIEP)
	Project	Ex-post Evaluation of Reconstruction Project for Qingyuan~Cangzhou Section of Tianjin~Baoding in China	Korea Eximbank
	Project	Ex-post Evaluation of Mudanjiang Jixi Highway Construction Project in China	
	Country	EDCF Country Program Evaluation in Vietnam	Korea Institute for International Economic Policy (KIEP)
	Project	Ex-post Evaluation of Improvement of District Hospitals in East Java Province in Indonesia	Korea Eximbank
2009	Project	Ex-post Evaluation of Capacity Expansion of Government Administration Information System in Cambodia	
2008	Project	Ex-post Evaluation of Ratnapura-Bandarawela Road Rehabilitation Project in Sri Lanka	Korea Institute for International Economic Policy (KIEP)
	Project	Ex-post Evaluation of Olympic Stadium Construction Project in Tunisia	International Contractors Association of Korea
2007	Project	Ex-post Evaluation of Procurement of Equipments of Combined Cycle in Ba Ria Power Plant-306 Block 2- Project in Vietnam	Korea Eximbank
	Project	Ex-post Evaluation of Thien-Tan Water Supply Project in Vietnam	
	Project	Ex-post Evaluation of Modi Khola Hydroelectric Project in Nepal	
	Project	Ex-post Evaluation of Establishment of a Technology Development Center Project in Kenya	
2006	Project	Ex-post Evaluation of Medical and Health Services Modernization Project in Panama	Korea Eximbank
	Project	Ex-post Evaluation of Rural Telecommunication Ecuador-Korea(TREK) Project	
	Project	Ex-post Evaluation of Capacity Expansion Project of the Special Professional Education of Uzbekistan	
	Project	Ex-post Evaluation of Improvement of District Hospitals in South and East Kalimantan	
	Project	Ex-post Evaluation of Establishment Project for Agricultural Engineering Research Center of Gansu Agricultural University	
2005	Project	Ex-post Evaluation of Ecological Project for Desertification Control in Yikezhao League Inner Mongolia Autonomous Region	Korea Eximbank
	Project	Ex-post Evaluation of Inland Container Depot at port of Yangon Project in Myanmar	
	Project	Ex-post Evaluation of Passenger Coaches Procurement Project in Myanmar	
2004	Project	Ex-post Evaluation of Locomotive Purchase Project in Bangladesh	Korea Eximbank
	Project	Ex-post Evaluation of Expansion of Outside Line Plant of Gampaha Secondary Switching Center Area Project in Sri Lanka	
	Project	Ex-post Evaluation of Horana Area Telecommuication Facility Improvement Project in Sri Lanka	
	Project	Ex-post Evaluation of Medical Equipment Project in Sri Lanka	
	Project	Ex-post Evaluation of Colombo-Galle Road Rehabilitation Project in Sri Lanka	
	Project	Ex-post Evaluation of Greater Khulna Power Distribution Project Phase II	
	Project	Ex-post Evaluation of Electric Power Distribution Improvement Project	
	Project	Ex-post Evaluation of Wadi Es Sir Waste Water Collection and Treatment Project	
	Project	Ex-post Evaluation of Madaba Wastewater Treatment System Expansion Project	





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