

# Mid-to-long term implementation plans of KOICA to achieve SDG 16 [peace, justice, governance](tentative)

December 2019/ KOICA Strategy and Policy Planning for Development Programs Team

## Executive summary

- **(Background)** ▲The importance as a requirement of implementing 2030 sustainable development agenda (2030 agenda), ▲Dissemination of the peace agenda and emergence of the concept of sustainable peace, ▲Due to the emerging importance of linking humanitarian aid, development and peace (HDP nexus), there is a need to discuss the implementation of SDG16 at home and abroad and to establish a strategic implementation direction on an organizational level based on the core values of KOICA(4P).
- **(Basic direction)** While seeking problem-analysis and problem-solving methods through bottom-up strengthening of capabilities of individuals and civic society, a top-down strengthening of government policies in the beneficiary country will also be promoted for an approach that boosts a strengthened sense of interactive agency.
- **(Strategic initiatives)**
  - ① **(Identification of SDG16 projects to create human-oriented peace and prosperity)** Going beyond governance projects through public administration projects which make up one of the 5 major project areas of KOICA to increase the share of projects to establish peace, address and prevent conflict and realize justice (human rights). Peace and human rights will be integrated deeply into overall projects.
  - ② **(Strengthened SDG16 policy and system implementation capabilities)** SDG16 implementation strategies will be established within KOICA to secure consistency in institutions and policies. SDG16 project implementation capabilities of in-house personnel will be strengthened and processes will be improved.
  - ③ **(Strengthened partnership at home and abroad and implementation of/ participation in global initiatives)** By establishing 'The Global SDG16 Implementation Network', research, analysis, project identification and implementation will be done jointly and relevant knowledges and experiences will be shared through workshops and forums.

## 1 Background

- (SDG16 as an essential requirement for implementing 2030 sustainable development agenda) 2030 agenda emphasizes the need for establishing a peaceful, just and inclusive society. This is based on ▲ guarantee of equal access to justice, ▲ realizing effective rule of law and good governance on all levels, ▲ promotion of human rights (including development rights), and ▲ importance of establishment of transparent, effective and responsible institutions.
  - If the above four core elements are not in place, ‘violence, instability and injustice’ can manifest in the form of inequality, corruption, weak governance, illegal transaction of funds and arms trade. As such, these are elements that must be prioritized to achieve SDGs.
  - Therefore, establishment of an inclusive and peaceful society through peace, justice (human rights) and governance (democracy) is a requirement for achieving SDGs. Implementation of detailed objectives of SDG16 is closely linked with the achievement of the overall goal of SDGs.
  
- (Dissemination of the peace agenda and emergence of the concept of sustainable peace) Despite efforts by the international community to intervene in conflicts, conflicts have continued over the past decade, indicating limits to such efforts. This highlights the statement that ‘there can be no sustainable development without peace and no peace without sustainable development.’ and emphasizes the importance of linking the concept of sustaining peace with development and SDGs.

### <The experience of the international community regarding the association between peace and development>

International organizations such as the UN and WB and key donor institutions have witnessed the loss of resources for development during the 90s in Sub-Saharan Africa due to armed conflict like civil wars, regional conflict. Drawing on this experience, former UN secretary general Kofi Annan and UN personnel started to focus on the close link among armed conflict, weak governance, human development and decreased poverty. Moreover, as the achievement of MDGs was found to low in conflict prone and vulnerable countries, empirical evidence has gained more persuasiveness.

### <Key peace concepts>

- **Negative Peace:** A lack of risks posed by war, conflict, physical conflict or violence that may have a significant impact on the country's development.
- **Positive Peace:** A state where the society is competent to meet the peoples needs and to resolve the fundamental cause of conflict or clash of opinions in a non-violent way.
- **Sustaining Peace:** A process where a common vision of the overall society is built. The needs of all social classes and fields are considered to solve fundamental issues, prevent conflict from occurring, continuing, worsening or recurring. Includes putting an end to hostile acts, guaranteeing reconciliation on a national level, restoration and reconstruction and development aid.

#### (The need for a higher level philosophy encompassing all cooperative projects)

Despite the importance of SDG16 as a prerequisite for the achievement of the 2030 agenda and the need to link humanitarian aid with development and peace, KOICA's projects thus far have lacked a consistent direction or long-term road map due to not taking into account the national or regional context during project identification or implementation. In addition, most projects have revolved around a single sector, constraining their effectiveness and sustainability in achieving SDGs.

– As such, a higher level philosophy and policy direction must be set that brings together the core values of SDG16 with a focus on existing public administration strategies, peace, justice (human rights) and governance to take on the perspective of proactive peace.

※ In particular, until last year, KOICA's SDG16 governance project hit a limit due to it being a public administration project focusing on improved efficiency of the executive arm of the government.

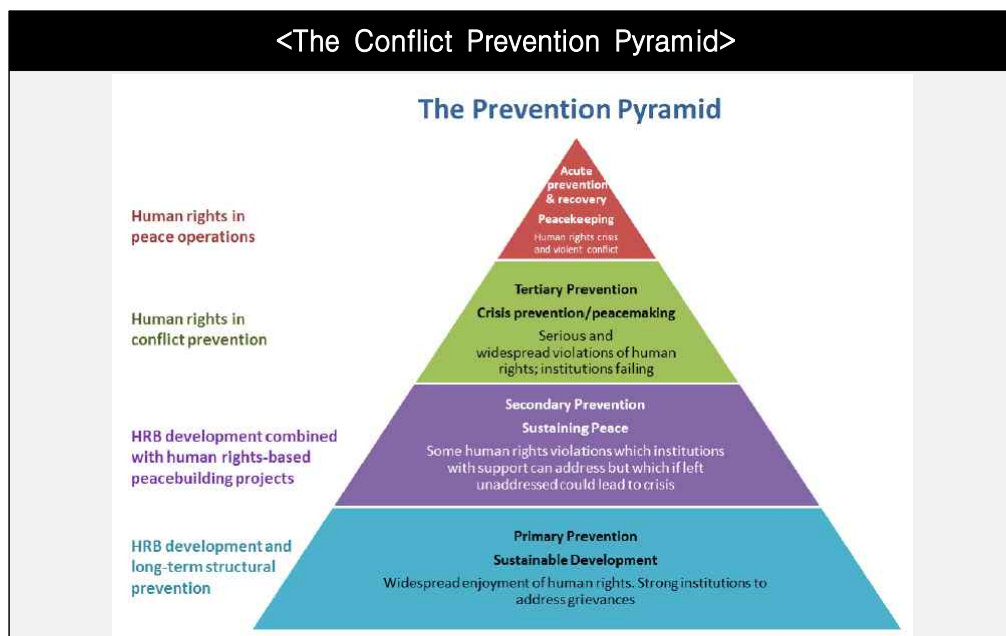
## **2 Analysis of the internal and external environment**

### A. External environment

- (Changes to the approach of the international community towards the concept of peace) A proactive approach to peace where elements that contribute to a peaceful society (principles of human rights, non-discrimination,

participation, anti-corruption, diversity and decentralization) rather than addressing conflict will be emphasized to remove(prevent) the structural causes of violence and conflict.

- **(UN, World Bank)** UN and World Bank emphasized the need for the international community to focus on **conflict prevention\*** through its joint study on 'Pathways for Peace'.
  - ※ Through prevention, 5 - 70 trillion won can be saved in costs.
- **(OECD)** The focus is placed on easing the “vulnerabilities\*“ of each country. The use of resources to **remove the fundamental causes of conflict** and importance of fund-raising for humanitarian aid and peace are emphasized.
  - ※ Vulnerable countries are defined as those lacking the response or management capabilities for social, political, economic or environmental risks.
- **(OHCHR)** UN sees human rights violations as a fundamental cause of conflict and instability, and emphasizes the need for efforts for sustainable peace and development by applying the basic principles of human rights to reduce grievances and inequality and increase resilience.



Source: OHCHR (2017)

□ **(Emphasis on a human rights-based approach)** Given that the ultimate values in establishing a peaceful society lie in human rights, efforts must be made to strengthen peace and democratic governance through a human rights-based approach.

○ **(UN Summit)** Since the statement at the 2005 UN Summit, “There is no development without peace and no peace without development. There can neither be peace or development without the respect for human rights,” the following measures have been put in place by the international community.

- **(UN resolution)** Through the 2016 Security Council Resolution 2282(April 2016) and UN General Assembly Resolution 70/262(May 2016), the link between peace, human rights and development was emphasized.
- **(UN Human Rights Council)** With the lead of the Swiss government, an initiative with the theme, “Put human rights at the heart of conflict prevention“ was launched. (June 2016)

□ **(Raised awareness of the importance of the HDP Nexus)** As the need for linking humanitarian aid, development and peace increases, international organizations such as UN, WB and OECD are pursuing on an HDPI(The Humanitarian–Development–Peace Initiative)\*\*

<b>&lt;Definition of the HDP nexus&gt;</b>
The HDP nexus(Humanitarian–Development–Peace nexus, HDP nexus) refers to the effective easing of risks and vulnerabilities and prevention of conflict to reduce the demand for humanitarian aid itself. To that end, parties in humanitarian aid, development, peace and security carry out their activities based on their comparative advantage but their efforts must be coordinated as much as possible to make the common achievement.

- **(OECD DAC INCAF)** The OECD DACs recommendation on the HDP nexus was adopted at the senior meeting of DAC in February, 2019. The DACs recommendation is a comprehensive framework to realize humanitarian aid, development and peace activities in conflict situations. So far, the key

concepts related to the HDP nexus have been compiled and the 11 principles and directions for the implementation of the HDP nexus by donor countries, as well as the roles expected of various parties have been documented. In particular, given that the HDP nexus discourse have taken on by mostly multilateral organizations such as UN or World Bank, the latest recommendation from DAC is significant for presenting an HDP nexus implementation method where bilateral donor countries are the focus.

⇒ Since the adoption of this recommendation, DAC member countries **have duty to carry out regular peer reviews about the implementation**, leading to a higher likelihood of the HDP nexus implementation being internalized.

– **(Other organizations related to conflict prone countries)** A more comprehensive and systematic cooperation will be explored as ▲DAC’s INCAF is preparing a method for implementing and monitoring the HDP nexus within the 2019–2020 work plans, ▲the establishment of a council for 20 conflict-prone countries (g7+), ▲the establishment of a civic society platform (CSPPS) and ▲the IDPS, which is a discussion body among INCAF, g7+, and CSPPS to discuss measures to remove vulnerability, is also synthetically considering the HDP nexus as a way of eliminating vulnerability.

⇒ To implement the HDP nexus on site in a conflict-prone area, it is effective to have local NGOs and international experts take part. As such, a need to flesh out practical cooperation measures with NGOs within the HDP nexus framework has been raised.

□ **(Strengthened capabilities of women and the youth as a change agent)** Capabilities of the socially marginalized such as the youth and women, who are vulnerable to peace threat, will be strengthened to help them become agents of change and supported increased protection (UNSC 1325, 2250)

□ **(Strengthened capabilities of and partnerships with civic society)** Strengthened capabilities of civic societies in Korea and developing countries to achieve inclusive and human-oriented peace. Strengthened partnership between government and civic society.

**B. Internal environment : Implications for the Korean governments policy implementation and development cooperation.**

- **(The need to proactively reflect the governments policy tones)** Based on the governments philosophy of 'human-orientedness', an inclusive country has been declared with the action plans focusing on the 3P(People, **Peace**, Prosperity). Such policy tones must be reflected onto peace-related issues within the development cooperation framework.

<b>&lt;3P (People, Peace, Prosperity)&gt;</b>
<ul style="list-style-type: none"><li>○ (People) Formation of a community with a focus on its people<ul style="list-style-type: none"><li>○ (Peace) Contribution to peace and stability</li><li>○ (Prosperity) Sustainable growth and co-prosperity</li></ul></li></ul>

- **(Reflection of values for world peace and prosperity on international development cooperation)** The Korean government is building on its development cooperation initiatives to contribute to world peace and prosperity through support for international development goals, such as SDGs.

- **(Key points of the second basic plan for international development cooperation (2016–2020))** ▲ODA is gradually increased, ▲By 2020, the share of ODA in GNI is increased to 0.20%, ▲Sustained implementation of upgrading the ODA system.

- **(Increased leadership of the Korean government in establishing a peace process for the international community)** The geographic location of Korea will be leveraged to establish 'a platform for peace cooperation in Northeast Asia.' The Korean governments leadership in building the platform will become important.

- Given the increasing interdependence in international politics and the impact of conflicts, the leadership and role of Korea, a country that experienced war and reception of international aid, would be helpful to developing countries experiencing conflicts.

- **(Emphasis on a comprehensive approach)** Article 3 (Basic philosophy and goal) of the Basic Act on International development cooperation states the importance of a comprehensive approach, by reducing poverty in developing countries, improving human rights for women, children and the disabled, realizing gender equality, sustainable development, humanitarianism, improving economic cooperation with partner countries and promoting peace and prosperity in the international community.
  - In the keynote address given by the Korean president at the 2018 UN General Assembly, the need for a comprehensive approach encompassing peace, development and human rights was emphasized.
  - The 3P policy as mentioned earlier needs to present an approach with consistency in policy, aligning peace, development and human rights.
  
- **(Increased efforts to implement human rights development cooperation and human rights management projects)** By confirming the 3<sup>rd</sup> basic plan for the national human rights policy (2018–2020), the Korean government has set the tone for emphasizing responsible respect for human rights by corporations.
  - KOICA formed a task force to establish internal human rights management system in July 2018, and the basis for human rights management in early 2019. In the second half of 2019, it will incorporate human rights as a key element in KOICA projects, revise its 'strategies for project human rights', establish policies to evaluate the impact of human rights and complete the drafting of 'detailed guidelines for addressing human rights abuses by corporations.'
  
- **(Strengthened partnership between government and civic society)** By establishing “the basic policy for government–civic society partnership for international development cooperation“ in January 2019, the Korean government set the groundworks for inclusive collaboration with Korean and local civic groups overseas.



\* Key objective of 'the Basic Policy on Government-Civic Society Partnership for International development cooperation': Based on the recommendations presented at the OECD DAC Korea peer review in 2017 that the relationship between the government and civic society should be clarified, both parties prepared the document after a year of discussions. It is a policy document and framework capturing the principles and implementation measures for cooperation and setting joint goals and objectives, based on the understanding that civic society is an independent agent of development cooperation.

### 3 Analysis of trends seen in other donor countries

- (U.K.) DFID announced a policy paper titled 『Building peaceful states and societies: A DFID practice paper』 to emphasize the need for comprehensively applying the perspective of peace on all projects in conflict ridden or prone countries.
  - (Features) DFID particularly highlights ▲the support for establishing legal institutions promoted by SDG16 to resolve problems in conflict prone countries, ▲allocating 50% of the total annual aid to stabilizing and preventing corruption in vulnerable regions and countries and ▲establishing transparency in taxation, prevention of corruption and rule of law.
  - (Key activities) Improved access to legal justice for women and girls, strengthened border security, increased access to basic services, support for establishing a comprehensive land use policy to ease/ manage crisis and prevent conflicts over resources such as land.
- (Sweden) Sweden has set forth conflict prevention and comprehensive peace as one of its priorities in foreign policy since the 90s. SIDA operates a peace project implementation system and tool.
  - (Features) Based on the budget dispensed in 2016, projects with peace and security as its main objective account for 6% and

projects with peace and security as a secondary objective account for 51% of the budget.

- In 2017, a Peace and Conflict Tool Box was created to analyze conflict and risk elements when projects are identified to prevent issues.
  - **(Key activities)** Support for strengthened capabilities of regional bodies such as AU (establishment of a regional peace framework), implementation of joint projects with UN(JPLG) (providing major services locally and increasing citizens participation in decision-making), reinforced implementation of UN1325 resolution (support for Swedish NGOs working locally to promote womens' participation in peace establishment and stabilization), improving access to judicial justice.
- **(Germany)** Germany draws on its unique historical experience to establish a peace policy and proactively apply ODA and published Development for Peace and Security, a BMZ strategic document. GIZ uses a modular framework to apply to conflicts, vulnerabilities and violence through the development of Peace and Conflict Assessment(PCA), a methodological framework for peace.
- **(Features)** The German government supports expert institutions and groups through its CPS program. Experts from CPS collaborate with sites and engage in discourse.
  - **(Key activities)** Efforts to internalize and build on the core values of SDG16 in projects on healthcare, education, labor, employment, potable water and the economy are increased. For example, for a project to supply drinking water, the concept of "water governance" is used to have related laws revised, a collaborative mechanism established, projects to promote rights to drinking water reinforced and participation of civic society in decision-making guaranteed. Increased participation of women is also applied as a concept.

- (Key projects) ▲ Programs for peace and security, disaster risk management (addressing issues such as the relation between establishing peace and implementation, and management of organized crime or disaster risks in vulnerable countries) ▲ Social integration education (Through successful collaboration with the Ministry of Education, regional education authorities, national education institutes and 200 pilot project schools, the national strategy for education on social integration and peace is improved) ▲ Civic society peace program (CPS is underway globally to establish peace and prevent violence in regions affected by crises or conflict.)

- (Japan) Since 2003, JICA set ‘human security’ as a core goal in international development cooperation. In 2011, guidelines for each field in establishing peace was established (February, 2011). In 2015 a basic act on development cooperation related to ODA emphasized the objective of contributing to peace, stability and prosperity of the international community.
  - (Features) JICA takes a mid-to-long term perspective. ▲ Reconstruction and rehabilitation of socio-economic infrastructure ▲ Economic recovery ▲ Restoration of government functions and institutions ▲ Reinforced security are the four pillars.
  - (Key activities) Under the mid-term plan for 2017–2022, JICA leverages the uniqueness of Japan in peace-building. For example, sport competitions in South Sudan were used to promote reconciliation among tribes. Rather than intervening in conflicts, it focuses on reconstruction post-conflict as its strength. It has supported the peace process in Mindanao, Philippines and provided support for countries taking in refugees.

Comparison of SDG16 response strategies of each donor institution		
Institution	Principles and activities	Project examples
DFID of U.K.	<ul style="list-style-type: none"> <li>• Support for establishing legal institutions promoted by SDG16 to solve problems in vulnerable countries.</li> <li>• 10% of annual aid is spent on stability and anti-corruption in vulnerable regions/</li> </ul>	<ul style="list-style-type: none"> <li>• For transparent management of public funds and improvement of the tax system in developing countries, 326 million pounds have been invested in 11 countries in</li> </ul>

	<p>countries.</p> <ul style="list-style-type: none"> <li>• Emphasis on prevention of corruption, transparency in taxation and establishing rule of law</li> </ul>	2015.
Sida of Sweden	<ul style="list-style-type: none"> <li>• Democratic governance and improved human rights are most important objectives in development cooperation.</li> <li>• Starting in the early 2000s, about 20% of total aid has been allocated to public administration, democracy and human rights projects.</li> <li>• Issued a document on foreign policy strategy in December 2016, “Human rights, Democracy and Rule of Law”</li> </ul>	<ul style="list-style-type: none"> <li>• Democratic diversity project (V-Dem) that supports the establishment of SDGs global data jointly with other Nordic countries have been underway.</li> </ul>
BMZ of Germany	<ul style="list-style-type: none"> <li>• Direct projects on human rights and democracy. Incorporation of human rights strategies in projects (made obligatory)</li> <li>• Adopted “Human Rights Strategies in German Development Policy” in 2011.</li> </ul>	<ul style="list-style-type: none"> <li>• As a New Africa Support program in 2017, a Marshall Plan for Africa was implemented in a total of three pillars, among which two fall under SDG16.</li> </ul>
USAID of USA	<ul style="list-style-type: none"> <li>• Included human rights in QDDR (mid to long term diplomacy and development report) in 2007</li> <li>• Established Democracy, Human Rights and Governance (DRG) strategy in 2013.</li> </ul>	<ul style="list-style-type: none"> <li>• Project to reform the Philippine judicial system had the goal of improving work efficiency in 58 courts of law, reducing the case processing time by 60% to a maximum of 78%.</li> </ul>
JICA of Japan	<ul style="list-style-type: none"> <li>• Set human security as a core objective in international development cooperation since 2003 and recognized rights-based approach as a tool.</li> <li>• Through its document on development cooperation, emphasized the contribution to peace, stability and development of the international community in 2015.</li> </ul>	<ul style="list-style-type: none"> <li>• Project to establish peace and democracy in northern Uganda and Mindanao, Philippines</li> </ul>
DANIDA of Denmark	<ul style="list-style-type: none"> <li>• Danish Ministry of Foreign Affairs emphasized in its World 2030 report peace and security, human rights, democracy and gender equality as core elements in humanitarian aid strategy.</li> <li>• The same document recognized SDG16 and SDG17 as the means and the basis for achieving other SDGs</li> </ul>	<ul style="list-style-type: none"> <li>• ‘Danish Neighborhood Program’ focuses on Ukraine and Georgia for improved human rights and democracy, while ‘Danish-Arab partnership Program’ focuses on peace and security in north Africa and the Middle East.</li> </ul>
<p>⇒ <u>The following four implications can be identified for KOICAs implementation of its strategy.</u></p> <p>① (Strengthened multi-level cooperation focusing on core values of SDG16) Focus on SDG16 implementation programming and implementation</p> <p>② (Gradual adoption of a rights-based approach) A RBA must be adopted</p>		

to have it incorporated into the mainstream projects. Checklists for each field must be prepared and reviewed.

- ③ **(Improved regional expertise)** Strengthened expertise in analyzing overseas trends, status of human rights, peace and conflict in each country's cooperation strategy is needed.
- ④ **(Need for an SDG16 expert network)** A task force to establish policies and implement programs related to SDG16 must be established to promote joint research and practical training of stakeholders.

## 4 Current status of KOICA

### □ Current status of projects in the field of SDG16

#### ○ Establishment of an organization-wide direction

- Back-to-Basics operational guidelines are presented to declare that poverty reduction, promotion of human rights, gender equality and sustainable development based on humanitarianism contribute to prosperity and peace. The organization-wide direction to abide by the basic spirit and principles of ODA was presented.

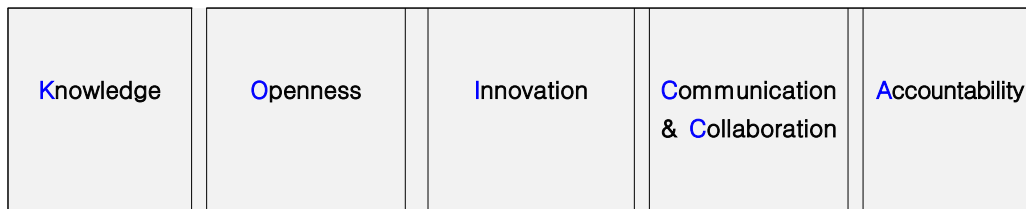
#### ○ Strategies to incorporate SDGs into projects

- 4P(purpose values)+KOICA(action values)\* were set forth as core values for projects and management. Based on this, KOICAs mid-to-long term strategies, CPS and CP for each nation, and strategies for each field were synchronized to incorporate SDGs into the mainstream projects.

#### <4P (People, Peace, Prosperity, Planet)> – Purpose values

- (People) Human-oriented development cooperation based on human dignity
- (Peace) A peaceful, just and inclusive society
  - Associated objective: (SDG16): Justice, peace, effective institutions
  - Project objectives: **Development cooperation that directly or indirectly amplifies sustainability of development and supports self-sufficiency of victims by preventing or reducing conflict or instability elements in the country or region.**
- (Prosperity) Co-prosperous community of the global village
- (Planet) A base for sustainable life for the next generation

#### KOICA – Action values



- **Establishment of a mid-term strategy for public administration**
  - When establishing a mid-term strategy of KOICA for public administration (2016–2020), effective and inclusive governance will serve as the vision to set up institutions that are effective, responsible and inclusive. To that end, strategic initiatives will be set forth as ▲ increased effectiveness of public services, ▲ increased responsibility of the political and administrative systems, and ▲ increased inclusivity of the law and institutions.
  
- **Establishment of a basic plan for SDG16 implementation**
  - Based on the above direction, in May, 2018, a basic plan for implementation was established with a focus on ▲ the importance of SDG16, ▲ realization of social values as a key initiative for government innovation, and ▲ realization of universal values as an innovative initiative of KOICA. The basic plan centers on peace, justice (human rights) and governance (democracy).
  - The key content of the basic plan is reflected onto the 2020 project identification guidelines to increasingly identify projects on peace, justice (human rights) and governance (democracy).
  
- **Launch of the SDG5·13·16 initiative**
  - To achieve SDG16 goals, the project scope will be expanded from public administration to overall governance. To implement development cooperation projects that realize universal values of gender equality, peace, democracy and human rights, core SDGs on an organizational level will be set forth to achieve SDG5·13·16 and thematic initiatives will be launched.
  
- **Discussion of and support for SDG16 related topics in the development**

### cooperation field in Korea.

- Since 2018, major forums and conferences in Korea on peace, justice and governance have been held and sponsored to bring SDG16 values into the mainstream of Korea and disseminate related knowledge. KOICA has served as a platform for discourse on SDG16.
- (Peace) Hosting of Pyeongchang Peace Forum, Seoul ODA International Conference, Jeju Peace Forum, Seoul Peace Forum; (Justice and human rights) Joint hosting of World Human Rights Cities Forum in Gwangju; (Governance and democracy) Hosting or sponsoring of Busan Democracy Forum and Korea Civil Society Forum on International Development Cooperation.

### Key achievements from domestic discourse on SDG16 in development cooperation

- **(Strengthened capabilities of women and youth as an agent of change)** Reinforced protection of women and youth and strengthening of their capabilities as an agent of change (UNSC 1325, 2250)
- **(HDP nexus-based strategies and projects)** There is a need to develop project strategies based on the HDP nexus (Humanitarian-Development-Peace Nexus) method.
- **(Strengthened capabilities of and partnerships with civic society)** Strengthened capabilities of local civic society and Korean civic society for effective implementation of peace and strengthened government-civic society partnership through a bottom-up approach
- **(Association with global citizen education)** There is a need to spread the culture of peace by increasing investment in peace education and global citizen education.
- **(Human security)** To establish genuine peace, peace as part of the daily fabric for the masses must be guaranteed.
- **(Emphasis on rights-based approach)** Given that the ultimate value in establishing a peaceful society lies in human rights, a rights-based approach must be applied to strengthen peace and democratic governance.

### □ Limits and future challenges

#### ○ The need to define concepts and establish policies

- KOICA has made efforts to achieve SDGs through mid-to-long term management objectives (2018~2023) or strategies for each field. But in terms of content, SDGs were linked to existing projects. There is

- a lack of specialized strategy or direction for peace, human rights or the socially vulnerable.
- In particular, as there is no definition or higher policy on peace or justice (human rights), projects have been scattered, one-off, or in limited fields when supporting refugees or conflict-ridden areas, responding to conflicts or promoting restoration and reconstruction.
  - ⇒ A concept and definition by KOICA on peace and justice (human rights) and basic objectives must be established.
  - ⇒ Existing projects focusing on public administration must be expanded to apply the concept of peace and justice. This should be done by setting a higher-level policy reflecting the core values of SDG16.
- **Lack of direction or concrete approach**
- Existing projects focusing on public administration increased the expertise in the field of governance (democracy) but strategic direction and approach are lacking for the fields of peace and human rights (justice).
  - The lack of proper approach to peace projects has caused a lack of rationale to expand peace projects and a lack of priorities in peace strategies, undermining the link with projects for vulnerable countries or humanitarian aid projects.
  - Under the current strategy for public administration, projects are not clearly categorized by core values of peace, justice (rights) or governance (democracy). AS a result, most project development focuses on improving efficiency in government (e-government or training of public officers). Peace projects have a narrow scope of focusing on refugees and strengthened police capabilities, while rights projects focus on building human rights-related institutions and training.
  - ⇒ Based on the latest discourse on sustaining peace as emphasized by the international community and the HDP nexus, a comprehensive strategic direction of KOICA for the implementation of SDG16 is needed.
- **Lack of management systems and capabilities for project development**



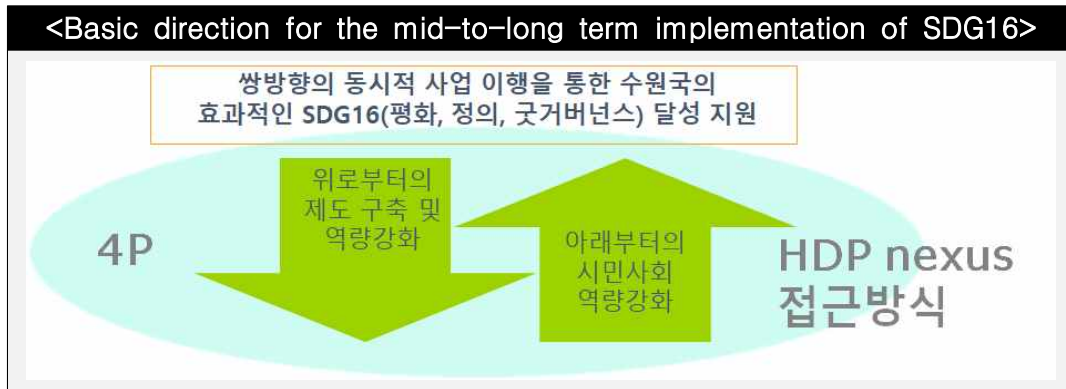
and implementation

- **(Project management)** Project management systems, tools and processes are lacking to implement value-oriented SDG16 projects with a focus on public administration (government efficiency or capability-building projects), peace and justice (rights).
  - **(Capabilities)** Awareness is lacking on the need to apply a peace perspective on all cooperation projects. Personnel and experience in related projects are lacking.
  - **(Institutions)** A discussion system and platform within KOICA to incorporate core values into mainstream projects are lacking.
- ⇒ The organizational management and project management system must be upgraded, awareness raised, practical training must be offered within KOICA and expert personnel need to be recruited.

## **5 Basic direction**

### **A. Basic strategic direction**

- **(Basics)** KOICA will take into account the importance of the HDP nexus, latest trends and environments and the basic value of 4P of KOICA to apply **a top-down approach to strengthening capabilities for policies by vulnerable countries and partner countries**. This will be combined with a bottom-up approach that strengthens the capabilities of individuals and civic society for problem analysis and solving. The interactive ownership approach will be the basic direction for developing projects.
- **(Promoting SDG16 core values through locally led efforts to strengthen grassroots capabilities)** A grassroots-centered participatory approach that has thus been lacking in KOICAs SDG16 projects will be applied to proactively diagnose and solve crises and vulnerabilities in local communities and countries, by increasing capabilities-strengthening projects in particular.



쌍방향의 동시적 사업 이행을 통한 수원국의 효과적인 SDG16 (평화, 정의, 굿거버넌스) 달성 지원  
 : Support for beneficiary countries in effectively achieving SDG16 (peace, justice, good governance) through simultaneous implementation of projects

위로부터의 제도 구축 및 역량 강화

: Institution-building and capabilities-strengthening from the top down

아래부터의 시민사회 역량 강화

: Capabilities-strengthening for civic society from the bottom up

HDP nexus 접근 방식

: HDP nexus approach

- **(HDP nexus-based synchronization with related strategies)** Severity of the conflict within the project area and crisis situations will be comprehensively taken into account to examine the possibility of synchronizing within KOICA the HDP nexus implementation plan, mid-term implementation plan for SDG16 and mid-term implementation strategy for support to vulnerable countries and establish a mid-term implementation plan for SDG16. The mid-term implementation plan for SDG16 will be based on the HDP nexus, but will place strategic weight on the DP nexus. Focus will be on preventing conflict and strengthening social resilience to realize peace as part of the daily fabric.

<Key strategies of KOICA and synchronization with the HDP nexus>	
<b>Implementation plan synchronizing humanitarian aid, development and peace</b>	By addressing mostly natural disasters and refugees (including IDPs) humanitarian crises are averted and development bases are prepared. Over the long term, the HDP Nexus will be made into a mainstream element in all KOICA projects Mainstreaming <i>(HD nexus)</i>
<b>M i d - t e r m implementation strategy for aiding vulnerable countries</b>	Focus is on strengthening peace resilience over the mid-to-long term, including addressing humanitarian crises and removing vulnerabilities in conflict prone countries <i>(HDP nexus/ DP nexus)</i>
<b>SDG16 mid-term implementation plan</b>	A mid-to-long term approach focusing on strengthening social resilience to realize peace as part of the daily fabric, through conflict prevention and reinforcement of social resilience in the development field. <i>(DP nexus)</i>

\* At present KOICA is planning to proceed with the implementation plan for the Humanitarian– Development–Peace Nexus (HDP nexus) starting in 2020. This will be synchronized with the SDG16 mid-term implementation plan and the mid-term implementation strategy for vulnerable countries. As such, the SDG1 mid-term implementation plan will be operated from the DP nexus, taking into account the touch points with the HDP nexus.

- **(Strengthened government–Korean NGO partnerships and capabilities)**  
Collaboration with Korean NGOs on SDG16 will be strengthened as the NGOs are seen as an equal partner. The global SDG16 expert network will strengthen the capabilities of Korean NGOs.
- **(Rights–based approach)** A human rights–based approach will be applied as a basis for sustaining peace and realizing peace as part of the daily fabric, with a focus on the socially marginalized such as women, children and youth.

○ **(Objective)** Throughout all cooperation projects on SDG16, comprehensive, systematic and effective support will be offered on ▲ policies, ▲ project development, ▲ project implementation and management, ▲ organizational capabilities and ▲ partnership.

■ **(Policies)** From the perspective of sustaining peace, consistency

and synchronicity in policies will be reinforced.

- **(Project management)** Increase of peace-building and conflict response and prevention projects, bringing them into the mainstream.
- **(Strengthened organizational capabilities)** Improved expertise in project implementation through strengthened organizational capabilities
- **(Diversification and scaling up of partnerships)** Strengthened partnerships at home and abroad and participation in global initiatives
- **(Anticipated benefits)** By supporting all developing countries to sustain peace through political, social and economic institutions, SDG16 core values will be promoted, contributing to the realization of SDGs.

## B. Implementation process

Mission	Development cooperation for peace and prosperity where no one is left behind.		
Vision	Koreas leading institution for development cooperation that practices globally social values		
Strategic direction	Contribution to the realization of SDGs		
Strategic goal	Establishment of an inclusive and peaceful society with a human face through participatory problem-solving based on a sense of agency ‘		
Strategic initiatives	Development of SDG16 projects for peace and prosperity	Strengthened organizational and institutional capabilities for practical implementation of SDG16	Groundwork for effective SDG16 realization through scaling up of global partnerships and participation in initiatives

## C. Action plans for each strategic goal

Strategic goal	Strategic initiative	Action plan	Performance indicator
Eradication of vulnerabilities and realization of	1. SDG16 project identification for human-oriented peace and prosperity	1-1. Increase in projects to build peace, respond to or prevent conflict and realize justice (human rights) within SDG16 1-2. Reinforced adoption and application of major principles to internalize the values of	- Peace and justice (human rights) project scale-up track record - Percentage of projects that have adopted key principles

sustained peace based on a sense of agency by the beneficiary country		peace and justice (rights).	- Track record of analysis tool adoption
	<b>2. Strengthened organizational and institutional capabilities for implementation of SDG16</b>	2-1. Securing consistency in strategies and programs for SDGs	- Track record of incorporation in updates or policy setting - Whether process has been improved or related tools have been adopted - Track record of adopting programs to foster talent
		2-2. Establishment of mid-term implementation plans for SDG16/guidelines	
		2-3. Fine-tuning of the management system for project development and implementation including improvement of project process and tools	
		2-4. Development of programs to foster SDG16 project implementation capabilities in in-house personnel	
<b>3. Preparation of groundworks for effective realization of SDG16 through scaling up of global partnerships and participation in initiatives</b>	3-1. Taking lead and participating in key policy discourses/ initiatives	- Track record of participating in major global initiatives	
	3-2. Research, analysis, project development and implementation and sharing of knowledge through the establishment of 'Global SDG16 Implementation Network	- Track record of policy discussions with key partner institutions - Track record of network establishment and operation	

## D. Roadmap

Strategic direction : Promoting the achievement of sustainable development goals				
Strategic initiative 1~3	'18~'19		'20~'21	'22~'23
<b>1. SDG16 project development for peace and prosperity</b>	▶Setting of the basic direction	▶Scaling up of projects for peace-building, addressing and preventing conflicts and realizing justice within SDG16 ▶Adoption of key principles to internalize values of peace and justice (human rights)	▶Implementation and monitoring	▶Overall assessment and feedback ▶Establishment of next plans
<b>2. Strengthened organizational and institutional capabilities for practical implementation of SDG16</b>	▶Synchronization when updating mid-term implementation strategies for vulnerable countries ▶Establishment of guidelines for updating/ incorporating into the mainstream human rights strategies ▶Incorporation into the guidelines for 2022 project development ▶Synchronization when establishing CP ▶Synchronization with 4P policy papers ▶Synchronization with the HDP nexus from a 4P multilateral perspective	▶Implementation and monitoring	▶Implementation and monitoring	▶Overall assessment and feedback ▶Establishment of next plans

	▶ Establishment of the basic direction	▶Improvement of project implementation process ▶Adoption of management tools ▶Diversification of project implementation	▶ Implementation and monitoring	
		▶Development of programs to foster in-house personnel for SDG16 projects	▶ Implementation and monitoring	▶ Overall assessment and feedback ▶ Establishment of next plans
3. Strengthening of partnerships at home and abroad and participation in global initiatives	▶ Establishment of the basic direction	▶ Leading/ participating in policy discourse/ initiatives ▶ Establishment/operation of Global SDG16 Implementation Network	▶ Implementation and monitoring	▶ Overall assessment and feedback ▶ Establishment of next plans

## E. Strategic initiatives

### ① (SDG16 project development for a human-oriented peace and prosperity)

By going beyond KOICAs governance projects through public administration projects which is one of the top five project areas, **the share of peace-building projects, addressing and preventing conflicts and realization of justice (human rights) will be increased.** The concept of peace and human rights will be incorporated throughout all development cooperation projects.

#### Detailed action plan 1

- ① **Scaling up of peace-building and human rights (justice) projects** : The share of projects for SDG16(peace, justice (human rights) and governance (democracy) will be **increased** including those on reducing violence, reinforced security and safety, effective prevention of violence and conflict and establishment of a preventive environment
- ② **Adoption and application of key principles for internalization**: Incorporation of key principles into the mainstream projects through gradual application of peace and justice (human rights) perspectives throughout all cooperation projects.

### ② (Strengthened organizational and institutional capabilities for practical implementation of SDG16)

SDG16 implementation strategies with policy consistency will be established within KOICA and capabilities of in-house personnel for the implementation of SDG16 projects will be strengthened.

## Detailed action plan 2

- ① **By securing policy consistency when setting SDG achievement strategies and programs**, synchronization among policies will be maximized and a direction for implementation will be presented.
- ② **By preparing implementation measures** including guidelines and tactics, overall effectiveness and implementation in cooperation projects will be enhanced.
- ③ **Improvement of project implementation processes and adoption of related tools:** Improvement of practical processes for scaling up of SDG16 projects in Strategic Initiatives 1.
- ④ Effectiveness of projects will be improved by taking into account fields and objectives through **diversification of project implementation methods**.
- ⑤ **Adoption of programs to foster in-house talent:** Strengthening of programs for raising awareness on SDG16 within KOICA, fostering of specialists and improving in-house personnel's capabilities through new programs and dispatch to overseas offices.

- ③ **(Strengthening of partnerships at home and abroad and participation in global initiatives)** By establishing Global SDG16 Implementation Network, research and analyses will be conducted and projects developed and implemented jointly. Experiences and knowledge will be shared through workshops and forums.

## Detailed action plan 3

- ① **Leading and participating in key policy discourses/ initiatives:** Policy discussions will be hosted and sponsored to provide regular platforms for discourse.
- ② **Establishment and operation of Global SDG16 Implementation Network:** A network consisting of NGOs, scholars, international organizations and inter-governmental organizations at home and abroad will host regular workshops to improve project effectiveness and seek measures for cooperation.

## 6 Detailed implementation strategy for each strategic initiative

### 1. Development of SDG16 projects to create peace and prosperity with a human face

#### 1-1. Scaling up of projects to build peace, respond and prevent conflicts and realize justice (human rights) within the SDG16 framework

- Projects with the objective of building peace, responding to or preventing conflicts and realizing justice (human rights) will be scaled up (mid-to-long term/2020~) (\*See 'SDG16 Initiative' for details)
- In 2022, one project per region will be developed with a focus on key project areas, as part of a pilot to scale up projects.
  - ※ Collaboration with INGOs with networks in the beneficiary community or international organizations will be leveraged for the pilot program to strengthen the capabilities of local NGOs and activists, realize justice and disseminate a culture of peace.
- Development, implementation and scaling up of SDG5-16 and the HDP nexus
  - ※ In association with SDG5, projects to prevent or address gender-based violence (GBV) during war will be implemented to guarantee women's rights to live in a peaceful society.
  - ※ Through synchronization with KOICA's existing mid-term implementation strategies for support in vulnerable countries (2017-2019), project scope will be expanded to include not only countries with social, economic, political and environmental risks or those with little chance at sustainable development due to a lack of social or national management capabilities, but also lower/mid-to-lower level income countries.

#### 1-2. Reinforced adoption and application of key principles for internalization

- At the same time as scaling up projects focusing on peace-building, conflict response and prevention and improvement in human rights (justice), an interactive approach combining top-down and bottom-up methods to boost a sense of agency in civic society will



be applied more broadly (Mid-to-long term/'19~'21)

- **(Features)** Strengthened mechanism for internalization of key SDG16 values
  - **(Peace)** ▲ Participatory process, agents, issues, inclusivity/ fairness of perspective ▲ Transparency, conflict and resulting pain, respect for ownership of stakeholders ▲ Responsibility, ▲ Partnership and adjustment capabilities
  - **(Human rights)** ▲ Rule of law, ▲ Non-discrimination and equality, ▲ Participation and inclusiveness
  - **(Governance)** ▲ Participation and sense of agency, ▲ Equality, ▲ Organizational capabilities

## 2. Strengthened organizational and institutional capabilities for practical implementation of SDG16

### 2-1. Securing consistency in policies when achieving SDGs or establishing related programs

- (Synchronization with KOICA's strategies/ programs) Related strategies of KOICA on peace, human rights, democracy, gender equality and humanitarian aid will be further synchronized.
  - A consistent tone and narrative in line with KOICA's 4P(People, **Peace**, Prosperity, Planet) will be maintained. (short-term/first half of 2019)
  - A peace perspective will be incorporated when establishing CP (short-to-mid term/2019~)
  - Synchronization with KOICA's HDP nexus implementation strategies (short term/2020) ※ To proceed with in consultation with the multilateral collaboration bureau
  - Synchronization of direction when updating KOICA's mid-term implementation strategies for support for vulnerable countries (short-to-mid term/second half of 2019)

### 2-2. Key implementation measures

- Key documents on guidelines and tactics to be applied to project development and implementation will be drafted.
  - Updates to human rights strategies (short term/end of 2019)

- Incorporated into guidelines on 2022 project development (short term/ end of 2019)
- Establishment of guidelines on bringing the values of human rights into the mainstream (short term/second half of 2019).

### 2-3. Fine-tuning of the management system including improvement of project processes and development of related tools

- Improvement of project implementation processes with a focus on checklists to ensure values are brought into the mainstream of each step in the process (mid-term/ 2020)
  - **(Features)** ▲ Strategy stage (key internalization principles are applied) → ▲ Project development stage (check whether key principles are reflected) → ▲ Project preparation stage (check whether values are incorporated into preliminary investigation, planning investigation, and project application reviews) → ▲ Procurement (experts are invited for technical evaluation) → ▲ Project implementation (check whether internalization principles are continuously applied) → ▲ Monitoring and assessment (an evaluation matrix is applied for mid-term review and final review)
- Adoption of management tools and gradual application throughout the entire process from project development to evaluation (mid-to-long term/ 2020~)
  - **(Features)** Adoption of tools (checklists and an evaluation matrix) that take into account major principles (participation, inclusiveness, transparency, non-discrimination and equality, responsibility) based on peace/conflict sensitivity and human rights.
- Value-oriented projects such as those for peace, human rights and democracy are more difficult than traditional projects and Korea does not have a deep well of experience. As such, gradual and multi-faceted implementation methods will be applied (mid-to-long term/ 2020-2021)
  - **(Features)** Multilateral cooperation, public-private cooperation (such as increased participation of projects by grassroots NGOs in the beneficiary country through INGOs), training (increased

projects for South–South cooperation including conflict–prone countries), new projects (e.g. a mix of multilateral cooperation + public–private partnership model), adoption of programs to foster global talent (dispatch of local experts or peace experts), operation of specialized volunteer groups/ advisory groups (strategic dispatch of experts to areas that require expertise on regional context or peace–building). The above formats can be linked among themselves to diversify support methods.

※ Through research services at the ODA Research Information Center, anticipated results will be reflected to set guidelines for diversification of projects in early 2020.

※ Through collaboration with leading SDG16/+ organizations at home and abroad, specific case studies will be carried out on countries that do not fall in the category of those vulnerable to conflict but those with significant underlying instability factors, to develop projects tailored to countries in similar situations.

- **(For reference)** A region–based approach taking into account the regional context, in addition to the existing selection of projects based on the partner country, will be considered.

#### **2–4. Development of programs and fostering of SDG16 project implementation capabilities in in–house personnel**

○ Overall raising of awareness among KOICA employees on the concept and direction of peace and practical training for project implementation/ management (short–to–mid term/2020)

○ **(Establishment of an expert committee on SDG16 (peace· human rights, public administration))** Not just during the project development stage but throughout the entire process of implementation and evaluation, an expert committee on peace and human rights will be newly established. Through close cooperation with experts on public administration and gender issues, advice will be acquired on the implementation of SDG16 projects and strategies (short–term/ second half of 2019)

- Leveraging the expert committee on peace, human rights, and public administration (including ICT) directly linked to SDG16, committee members will review and evaluate country–based

projects for 2022 to finetune KOICA's projects (short-term/ first half of 2020).

- **(Groundworks for fostering talent)** A talent fostering system in line with the diversification of project methods will be developed (mid-term/ 2019~)
- (Features) Establishment of an expert fostering program, dispatch of personnel to overseas offices, and development of curricula on peace, human rights and democracy coordinated with regional expertise. Qualitative and quantitative improvement of technical resources by leveraging experts from home and abroad.

### **3. Strengthened partnerships at home and abroad and participation in global initiatives**

#### **3-1. Leading and taking part in key policy discourses and initiatives**

- **(Strengthened partnerships at home and abroad)** An optimized collaboration structure will be identified to make the most of the expertise of each institution based on partnerships at home and abroad, during policy discourse or project implementation. This is anticipated to improve sustainability and efficacy of projects and aid. (mid-to-long term/ 2019~)
- **(Proactive participation in establishing a platform for discussions on the agenda)** Partnerships within KOICA's Global SDG16 Expert Network will be leveraged to promote sharing of research and experience, discuss practice and boost KOICA's activities more effectively (short-to-mid term/ 2020~).
  - **(Achievements thus far)** In the past two years, major policy discussions on SDG16 have been hosted with various partners (Busan Democracy Forum, Seoul Peace Forum, Gwangju Human Rights Forum, Pyeongchang Peace Forum) 16+ Annual Showcases and initiatives have been hosted and planned to share organization-wide directions and build consensus.

#### **3-2. Multi-faceted partnerships for studies, analyses, project development and implementation, and sharing of knowledge at home and abroad**

- **(Establishment of Global SDG16 Expert Network)** By forming an expert council on SDG16(peace, democracy, institutions), SDG16-related

experiences and know-how are shared and cooperation opportunities are explored to strengthen respective capabilities of parties.

- **(Composition)** ▲ Major NGOs, scholars, international organizations related to SDG16 ▲ Korean expert committee on KOICA's governance and peace projects (experts from academia, NGOs and international organizations) and other Korean institutions related to SDG16.
- **(Operation)** Workshops or meetings are held 1-2 times a year to regularly share experience and promote learning. A joint voice that encourages participation in KOICA-hosted events is expressed to lead the agenda.

## **7 Future plans**

- Based on the strategic initiatives identified above, specific activities as follows will be implemented.
- **(Synchronization of strategies)** The key perspectives of implementation measures as mentioned in this document will be reflected onto the implementation plan for the HDP nexus, mid-term implementation strategy for support for vulnerable countries and CP to further synchronize related documents.
- **(Presentation of a basic direction for project development)** The strategic direction as presented in these implementation measures will be reflected onto the guidelines for project development in 2022. The resulting project areas will be presented to scale up projects on peace-building, conflict response and prevention and human rights (justice), as well as increase the share of projects that internalize the values.
- **(Launch of Global SDG16 Expert Network)** The efficacy and expertise of projects will be improved by receiving advice and input throughout the entire process of scaling up and implementing projects.
- **(Scaling up of the cooperation platform)** A discourse on SDG16 will be

developed through sponsorships of major international forums and increased and sustained participation during implementation.

- **(Promotion and dissemination)** By producing leaflets in Korean and English on implementation measures, the organizations direction will be shared with relevant institutions at home and abroad to better their understanding.

Attachment. 'SDG16 Implementation Initiative (PEACE Initiative)'. /fin./