

[2026-2028 Multi-year Program]

2026 KOICA Course Information

Capacity Building for formulating and evaluating Economic Development Strategy and Policy in Pakistan ('26-'28)



KOICA CIAT



KDI SCHOOL
KDI School of Public Policy and Management

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People/ Peace/ Prosperity/ Planet/ Partnership/

KOICA Korea International
Cooperation Agency



Korea International Cooperation Agency

Korea International Cooperation Agency (KOICA) was established as a government agency dedicated to grant aid programs in April 1991. To achieve the 2030 Agenda for Sustainable Development Goals (SDGs), KOICA has set 5Ps - People, Prosperity, Peace, Partnership and Planet - as its core values, promoting mutual development cooperation for peace and prosperity centered on people ensuring no one behind.



CIAT

Capacity Improvement and
Advancement for Tomorrow



KOICA Fellowship Program, CIAT

CIAT is pronounced [sát], which means seed in Korean. It aims to plant seeds of hope across partner countries. CIAT is a cooperation program where policymakers, public servants and experts from developing countries are invited for technical course and knowledge sharing.



CIAT has established partnerships with numerous public organizations, research institutes, universities, and others in Korea to offer quality course programs. These efforts have resulted in high levels of satisfaction among participants. After completing the program, CIAT participants play a significant role in spreading Korea's commitment and goodwill towards their societies.



FOR APPLICANTS

PROGRAM OVERVIEW

TITLE: Capacity Building for formulating and evaluating Economic Development Strategy and Policy in Pakistan

DURATION: 2026-2028

GOAL: To strengthen the capacities and management skills of officials of the Ministry of Finance and Economic Affairs(MOFE) of Pakistan by sharing Korea’s experience in economic development and sustainable and inclusive development policies

	FIRST-YEAR COURSE (2026)	SECOND-YEAR COURSE (2027)	THIRD-YEAR COURSE (2028)
TARGET GROUP	High-level or Mid-level officials from Ministry of Finance and Economic Affairs of Pakistan	Mid-level or Working-level officials from Ministry of Finance and Economic Affairs of Pakistan	Mid-level or Working-level officials from Ministry of Finance and Economic Affairs of Pakistan
OBJECTIVES	To strengthen technical capacity of officials from Ministry of Finance and Economic Affairs of Pakistan in economic development strategy formulation and data-driven policy decision-making	To enhance the capacity of officials from Ministry of Finance and Economic Affairs of Pakistan in strategic economic planning and policy performance management	To strengthen the capacity of officials from Ministry of Finance and Economic Affairs of Pakistan in debt management and development portfolio strategy related to the national development strategies
ACTIVITIES	• Invitational Course	• Invitational Course	• Invitational Course
OUTPUT	Action Plan	Revised Action Plan & Mid-outcome	Revised Action Plan & Final Outcome

(Selecting a good Action Plan/PCP and implementing on-site program)

Accomplishing the program’s goals through capacity building and contributing to the sustainable socio-economic development of partner countries

COURSE OVERVIEW

1. OBJECTIVES

- 1) To strengthen the policy capabilities of officials of the Ministry of Finance and Economic Affairs of Pakistan by sharing Korea's experience in economic development and sustainable development policies
- 2) To share the overall sustainable and inclusive development experiences of the Korean government to effectively establish an Action Plan for the Pakistani national development plan
- 3) To assist officers of the Ministry of Finance and Economic Affairs of Pakistan to efficiently establish the Plan for an Emerging Pakistan (PES) and contribute to the national economic development

2. COURSE DURATION

- Invitational Course (based on the date of entry to/departure from Korea) :
August 30 (Sun) – September 12 (Sat), 2026
- * Course duration(Work Days) : August 31 (Mon) - September 11 (Fri), 2026
- ** All of the above-mentioned times are based on KST(Korea Standard Time)

3. COURSE TYPE

- Invitational Course(course in Korea)

4. LANGUAGE: English

- * Unless otherwise requested by the recipient country's government or recipient organization officially, all courses should be conducted in English. The official request from the recipient country's government or recipient organization must be evidenced by (an) official document(s). Conducting a course in a foreign language other than English, without both prior consultation and approval from KOICA is prohibited.

5. LOCATION

- 1) Course: KDI School of Public Policy and Management
- 2) Accommodation: Sejong, Seoul

6. PARTICIPANTS: 17 people

7. ELIGIBILITY REQUIREMENTS

MANDATORY	<ol style="list-style-type: none"> 1. Be nominated by their government; 2. Be in good health, both physically and mentally, enough to take the course; 3. Have a willingness to show a high level of participation and commitment throughout the course and contribute to the capacity building of their organization after the completion of the program; 4. Have not participated in the same KOICA Fellowship Program for the past three years, unless otherwise specified (Key individuals may participate in the same programs again if there is an official request from the recipient country's government or recipient organization and the request is approved by KOICA. The process of request and consultation with KOICA must be evidenced by (an) official document(s)); 5. (Original place of employment) Be currently working in a relevant public institution such as the Ministry of Finance and Economic Affairs or related ministries and organizations responsible for public policy planning and evaluation in the Republic of Pakistan; 6. (Position) Be a government employee in a managerial position; 7. (Relevant work experience) Required 5 - 10 years of experience; 8. (Language capability) Sufficient proficiency in written and spoken English to actively participate in seminars and write an Action Plan; 9. (Full-time participation) Be able to attend the KOICA Fellowship Program full-time; 10. (IT literacy) Have working knowledge of computers and related digital technology to perform basic tasks such as operating software systems, platforms and other communication programs (Windows, MS Office, email, etc.)
PREFERABLE	<ol style="list-style-type: none"> 1. Have previous experience in public policy development or implementation related to economic or administrative reforms; 2. Be engaged in or responsible for the implementation of the Pakistan Vision 2025 or national development strategy.
RECOMMENDED	<ol style="list-style-type: none"> 1. (Health Status) Be free from any health conditions that may interfere with participation in international travel, training activities, and program schedules.

※ This course is designed for participants meeting the above qualifications. Ineligible participants may have difficulty understanding the course.

8. CURRICULUM

MAIN LECTURES & DISCUSSIONS	FIELD VISIT
Module 1. Development Strategy and Policy Experience in Korea	
<ul style="list-style-type: none"> · Economic Development Strategy and Policy Experience in Korea · Understanding Mid- to Long-Term Economic Planning and the National Policy Environment · Fiscal and Industrial Policies for Economic Growth Strategies 	<ul style="list-style-type: none"> · Bank of Korea · Incheon Free Economic Zone Authority · Global Knowledge Exchange and Development Center
Module 2. Data-Driven Policy Decision-Making and Digital Government	
<ul style="list-style-type: none"> · Digital Government and AI Governance · AI-Enabled Economic Policy Decision-Making: Data Interpretation, Predictive Model Applications, and Economic Risk Management · Macroeconomic Data Analysis and Economic Outlook 	<ul style="list-style-type: none"> · Seoul AI Foundation · Seoul Metropolitan Big Data Campus · Korea Public Finance Information Service · National Information Society Agency
Module 3. Economic Policy Evaluation and Performance Management	
<ul style="list-style-type: none"> · Public Investment Management and the Preliminary Feasibility Study System in Korea · Economic Policy Evaluation Methodology and Performance Analysis · Key Performance Indicator(KPI) Based Performance Management Systems and Policy Feedback Mechanisms 	<ul style="list-style-type: none"> · Korea Development Institute (KDI) · Green Climate Fund (GCF)
Module 4. Country Report and Action Plan	
<ul style="list-style-type: none"> · Action Plan (AP) Methodology · Action Plan Workshop · Action Plan Group Session · Action Plan Presentation and Evaluation 	
EXTRACURRICULAR ACTIVITIES	
<ul style="list-style-type: none"> · Seoul City Tour 	

※ For Online Course, please visit <https://ciat-on.kr/>

9. Implementing Organization: KDI School of Public Policy and Management

KDI School of Public Policy and Management was opened in March 1998. Since then KDI School has provided an exceptional education that combines current academic theories with comprehensive and innovative practical research to foster global leaders in the public and private sectors at home and abroad.

KDI School has achieved remarkable growth and earned prestige nationally and among emerging Asian countries as the leading graduate school of public policy. With a vision to establish itself as the world's finest public policy school, the KDI School participates in academic exchange programs and partnerships with distinguished universities around the world. It is also engaged in continuous efforts to establish a systematic and diverse student service and support system to further enhance its educational environment.

Along with a rich and interdisciplinary curriculum, the KDI School is conducting training programs, workshops and conferences to share the Korean experiences in economic development with other development partner countries and disseminate its accumulated knowledge on development throughout the world. To date, policy makers, policy practitioners, specialists and NGO leaders from various countries around the world have joined in these programs.

For more information, please visit www.kdischool.ac.kr



10. DETAILED PROGRAM SCHEDULE

Date/Time	Program Description	Remarks
August 30 (Sun) — Arrival Day)	Arrival	
	Arrival at Incheon Airport - Check-in at Hotel(TBD)	Sejong
August 31 (Day 1(Mon))	KOICA Orientation / Opening Ceremony / Seminar / Lecture	
09:30-11:00	KOICA Orientation	
11:00-11:30	Opening Ceremony	KDI School
11:30-12:30	Welcome Luncheon	Sejong
13:00-15:30	(Seminar 1) Country Report Presentation & Discussion	
15:30-17:30	(Lecture 1) Action Plan (AP) Methodology	
September 1 (Tue)	Lecture / Site Visit	
09:30-12:00	(Lecture 2) Economic Development Strategy and Policy Experience in Korea	KDI School
13:00-15:30	(Lecture 3) Fiscal and Industrial Policies for Economic Growth Strategies	
15:30-16:00	(Site Visit 1) Korea Development Institute (KDI)	Sejong
16:00-17:30	(Seminar 2) Action Plan Workshop #1	
September 2 (Wed)	Lecture / Site Visit	
09:30-12:00	(Lecture 4) Understanding Mid-to Long-Term Economic Planning and the National Policy Environment	KDI School
13:00-15:30	(Site Visit 2) KDIS with Pakistan alumni	Sejong
15:30-16:00	(Lecture 5) Macroeconomic Data Analysis and Economic Outlook	
16:00-17:30	(Seminar 3) Action Plan Group Session #1	
September 3 (Thu)	Lecture / Seminar	
09:00-11:30	(Lecture 6) AI-Enabled Economic Policy Decision-Making	Sejong to
12:30-15:00	(Lecture 7) Digital Government and AI Governance	Seoul
15:00-16:00	(Seminar 4) Action Plan Workshop #2	
September 4 (Fri)	Site Visit	
09:30-11:30	(Site Visit 3) Bank of Korea	
14:00-15:00	(Site Visit 4) National Information Society Agency	Seoul
16:00-18:00	(Cultural Experience) K-food cooking class	
September 5 (Day 7(Sat))	Field Trip	
10:00-17:00	(Field Trip 1) Seoul City Tour (Indoor activity)	Seoul

September 6 (Sun)	Preparation for Action Plan	
September 7 (Mon)	Lecture / Seminar	
09:30-12:00 13:00-15:30 16:00-17:30	(Lecture 8) Public Investment Management and the Preliminary Feasibility Study System in Korea (Lecture 9) Economic Policy Evaluation Methodology and Performance Analysis (Seminar 5) Action Plan Group Session #2	Seoul
September 8 (Tue)	Site Visit	
09:30-11:00 13:00-14:00 15:00-16:00	(Site Visit 5) Korea Public Finance Information Service (Site Visit 6) Seoul AI Foundation (Site Visit 7) Seoul Metropolitan Big Data Campus	Seoul
September 9 (Wed)	Lecture / Site Visit	
09:30-12:00 13:00-14:30 15:00-17:00	(Lecture 10) Key Performance Indicator(KPI) Based Performance Management Systems and Policy Feedback Mechanisms (Seminar 6) Action Plan Group Session #3 (Site Visit 8) Global Knowledge Exchange and Development Center	Seoul
September 10 (Thu)	Lecture / Site Visit	
09:00-11:00 11:00-12:00 14:00-16:00	(Site Visit 9) Incheon Free Economic Zone Authority (Site Visit 10) Incheon Free Economic Zone Authority Smart City (Site Visit 11) Green Climate Fund (GCF)	Seoul
September 11 (Fri)	Seminar / Closing Ceremony	
09:30-11:30 11:30-12:00 12:00-13:30	(Seminar 7) Final Action Plan Presentation and Evaluation Closing Ceremony Farewell Luncheon	Seoul
September 12 (Sat)	Departure	
-	Return to Pakistan (Incheon international airport)	

※The above schedule is subject to change.

HOW TO APPLY

APPLICATION DEADLINE: July 24th, 2026

Step 1. CHECK COURSE INFORMATION CAREFULLY.

- Applicants must review Program Overview and Course Overview details to ensure the course is relevant to their work and that they meet the qualifications for application.

Step 2. FILL OUT AND SUBMIT AN APPLICATION.

- Applicants must submit it no later than the deadline.

※ Instructions for filling out an application ※

- 1) Fill in all entries of the application form, including email address **accurately and without omission** (The selection process of qualified applicants will start based on the information provided).
- 2) Applicants are required to fill out an application clearly and legibly. (The course application result or follow-up activities after completion of the course will be notified through the email address of an applicant written in the application.)
- 3) Make sure to submit all the documents required for application.

※ Passport, Medical Reports are required for Invitational Course.

- ▶ For inquiries regarding application submission, please contact KOICA's Overseas Office or the Korean Embassy (if KOICA Office is unavailable).

Step 3. RECEIVE NOTIFICATION OF SELECTION RESULTS.

- KOICA (or the Course Institute) will notify successful candidates of their selection via email.

※ Overview of the Selection Process ※

Applications submitted



Applications submitted to KOICA's Overseas Office or Korean Embassy by a target country(agency)



First review by Overseas Office or Korean Embassy and final review by KOICA HQ



Final selection and result notification

< Information for Successful Candidates >

- Successful candidates are required to submit a Country Report by the deadline (For details, see Country Report section).;



FOR PARTICIPANTS

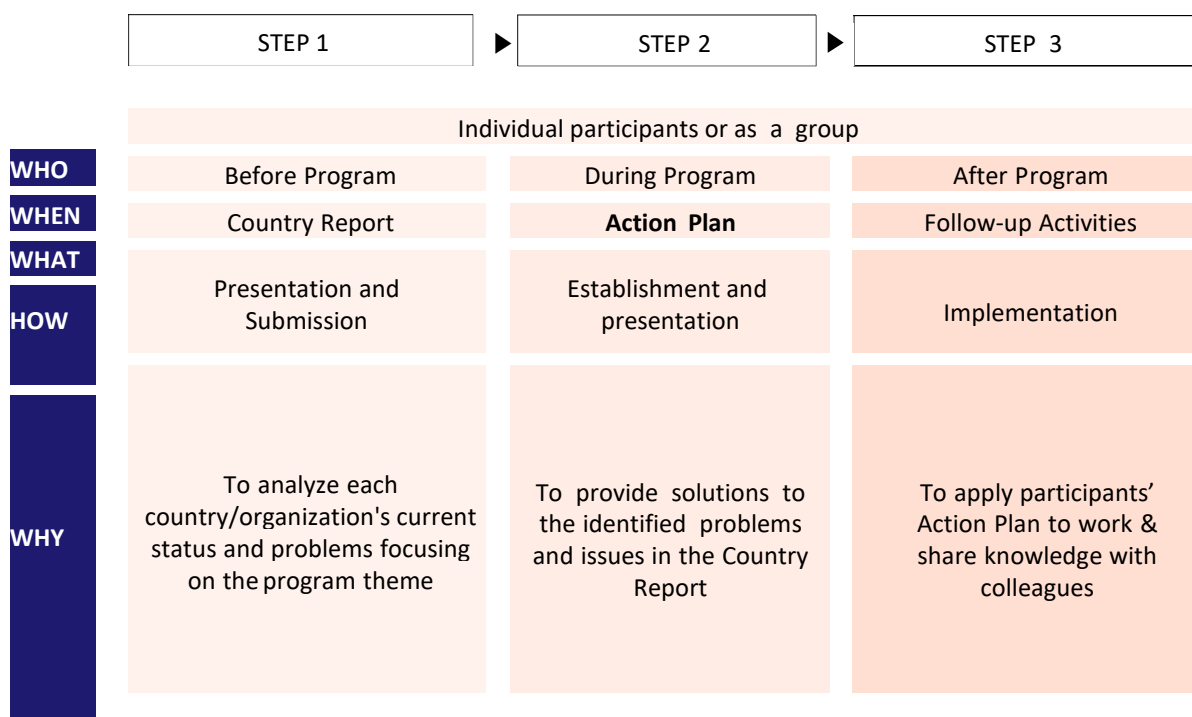
PARTICIPANT'S MAJOR ACTIVITIES

All participants are requested to establish and present an Action Plan towards the end of the program. The Action Plan is a crucial program activity to which KOICA gives top priority. It is intended, firstly, to help program participants to come up with alternatives and solutions to the current issues and major challenges which participants' country/government/organizations are facing and, secondly, to plan what action the participants should take in order to solve those challenges.

For a successful Action Plan, **the first step is to prepare a Country Report.** In preparing a Country Report before joining the KOICA course, participants will have an opportunity to analyze their own countries' current issues, challenges as well as circumstances surrounding them. Preparation and presentation of a Country Report is part of the Action Plan building process in which participants will be involved throughout the program.

The second step is to build an Action Plan. With the Country Report in mind, participants are encouraged to develop an Action Plan by incorporating the observations, experiences, and findings from the program, specifically from lectures and discussions. During the Program Orientation Session, the Action Plan guidelines, including a PPT template for presentation, will be provided to participants with instructions on how to formulate concepts and ideas for composing a practical and feasible Action Plan.

The third step is to implement the Action Plan. After the completion of the course, participants should implement the Action Plan according to its specifics and timeline. Participants are advised to do follow-up activities such as knowledge-sharing workshops or presentations with colleagues.



[STEP 1] COUNTRY REPORT

1. WHAT IS A COUNTRY REPORT?

A Country Report is a pre-assignment prepared and submitted by participants before the course starts. Participants analyze their own countries' current issues, challenges as well as circumstances surrounding them, and share the findings with other participants and Korean experts in an effort to provide solutions to the identified problems and issues for their own countries.

2. HOW AND WHAT TO PREPARE

Participants are requested to prepare the Country Report individually or as a group and must submit it by the deadline specified below, so that it can be shared with lecturers before the program starts and also with fellow participants, moderators, discussants and Korean experts during the program in an effort to provide solutions to the identified problems and issues.

By when	<u>August 16, 2026</u>
In what format	Microsoft PowerPoint
To whom	Program Manager Hakbae Lee/ [lhb@kdischool.ac.kr]
Which contents? (Sample)	1. Economic Development Strategy and Policy Planning Mechanism 1) Strategic Overview: Overview of Pakistan's current economic development strategies 2) Planning Process: How public policies are formulated within the MOFE 2. Data-Driven Policy Decision-Making and Digital Government 1) Current Status of Data Utilization: Progress in data-driven policy making in Pakistan 2) Innovative Practices: Examples of evidence-based policy decision-making 3) Challenges in Data-Driven Policy: Capacity gaps and systemic barriers 3. Economic Policy Evaluation and Performance Management System 1) Monitoring & Evaluation Framework: Current systems and tools used for policy evaluation in Pakistan 2) Performance Management: How evaluation results are reflected in Pakistan's economic planning cycle

3. COUNTRY REPORT PRESENTATION

Each presentation should take no longer than 15 minutes or so. Use an adequate number of slides, or maximum 20 pages, with consideration of time constraints. Each Country Report presentation will be followed by a question and answer session which includes feedback from Korean experts.

[STEP 2] ACTION PLAN

1. WHAT IS AN ACTION PLAN?

An Action Plan is intended to help program participants provide alternatives and solutions to the issues and problems that are identified in the Country Report. A good Action Plan entails who will do what, when, and how in detail. Since the Action Plan's feasibility is crucial, participants should thoroughly discuss with their supervisor(s) in advance whether the main topic and direction are viable.

Based on the observations and findings from the lectures and discussions, participants will be asked to create an Action Plan in accordance with the Action Plan Guidelines to be provided. A session for developing and building the Action Plan will be held and the Action Plan guidelines will be provided to participants with instructions on how to formulate concepts and ideas for composing a practical and feasible Action Plan.

※ Note ※

- 1) Participants joining a second or third year course without attending the previous course(s) are required to review and understand the Action Plans by other participants in such course(s) in advance.
- 2) Participants may improve or develop the previous year's Action Plan, or build another Action Plan with a new topic.

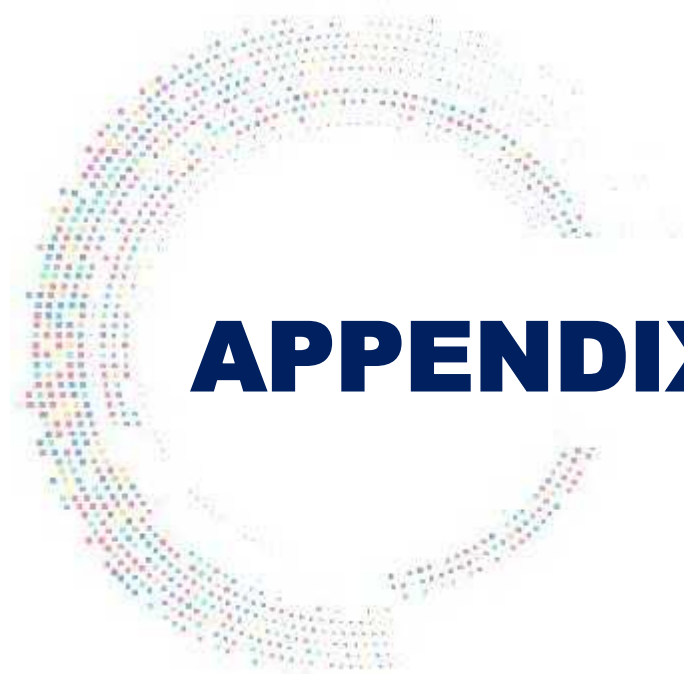
2. ACTION PLAN BUILDING PROCESS



- Applying knowledge acquired through lectures and discussions and working on measures to solve the issues or problems identified in the Country Report from various angles
- Building specific solutions as well as an implementation plan together with a moderator during the Action Plan workshop

[STEP 3] FOLLOW-UP ACTIVITIES

ACTION PLAN & PILOT PROJECT	Sharing the implementation status of the Action Plan with the Course Institute and KOICA (See Appendix: Contacts) (An exemplary Action Plan will be selected and financed by the Course Institute as a pilot project for implementation of the Action Plan)
KNOWLEDGE SHARING ACTIVITIES	Promoting knowledge spreading activities such as workshops and presentations to share knowledge acquired during the program and the Action Plan
KOICA CLUB ACTIVITIES	Taking part in an array of activities including joining KOICA Clubs in each country and community service after the completion of the program
ONLINE NETWORKING	https://www.facebook.com/koica.icc Having an opportunity to participate in the KOICA Fellowship Community and to continue networking



APPENDIX

FROM DEPARTURE TO ARRIVAL

BEFORE DEPARTURE

1 Apply VISA or K-ETA

Apply for VISA (C-3) or **K-ETA***

2 Access Q-CODE **recommend*

▶ Advance input system (**Q-CODE**) of Quarantine Information

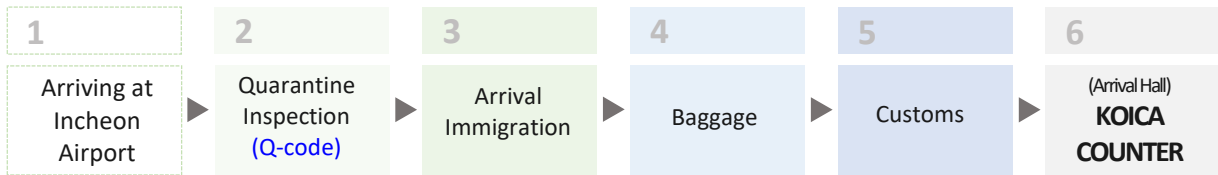
K-ETA (Korea Electronic Travel Authorization)

- Nationals of countries/regions eligible for visa-free entry are required to get K-ETA approval to board the flight or ship bound for the Republic of Korea.
- Apply via the official K-ETA website(<https://www.k-eta.go.kr>) or mobile Application(K-ETA), at least **72-hour** prior to board the flight
- ※ (COST) 10,000KRW (appx. 10USD) and 3% of card transaction fee
- ※ If you apply through a service website that is NOT the official K-eta website, you may be charged excessive fees.

Q-CODE (Quarantine Information Advance Input System)

- **Access:**<https://cov19ent.kdca.go.kr/cpassportal/biz/beffatstmnt/main.do?lang=en>
- All participants are recommended to register a Q-code prior to entering Korea.
- Passengers who have completed entering quarantine information through the Q-code system and issued a QR-code may take a short time for quarantine inspection after arriving in Korea.
- Otherwise, you may get '**Health Condition Questionnaire**' on board and fill out and submit it during the quarantine inspection.

✈ AT AIRPORT [Arrival Procedures]



※ KOICA will provide the Immigration Office at the Incheon International Airport with a list of participants' names, nationality, flight schedules, and other information regarding the Fellowship Program before arrival. Participants are advised to carry the invitation letter in which their status is written, and show the letter to the Immigration Officer in case the Officer asks for further identification.

To ensure that you receive appropriate help to safely get to the Course Institute, two KOICA Counters are in service at each Terminal. At the KOICA Counter, KOICA staff will arrange your ride to the Course Institute.

AT INCHEON INTERNATIONAL AIRPORT **TERMINAL 1** (IIAT 1)



Location
In front of Exit between 1 & 2
(near **A** gate)

Contact Info
Ms. Jin-Young YOON
Tel.: 82-32-743-5904

KOICA COUNTER

AT INCHEON INTERNATIONAL AIRPORT **TERMINAL 2** (IIAT 2)



Location
In front of Exit 7
(near **B** gate)

Contact Info
Ms. Geun-Young KIM
Tel.: 82-32-743-5905

Capacity Enhancement Program Department

KOICA International Cooperation Center(ICC)

KOICA International Cooperation Center, 825 Daewangpangyo-ro,
Sujeong-gu, Seongnam-si, Gyeonggi-do, Republic of Korea (13449)

Tel : 82-31-777-2600 / Fax : 82-31-777-2603

<http://koica.go.kr>
