

UNHCR Evaluation Management Response

Evaluation title:	Country Strategy Evaluation: Republic of Korea 2021-2024		
UNHCR evaluation reference:	EVO/2025/13		
Entity that commissioned the evaluation:	Evaluation Office		
Due date of Management Response:	5 January 2026		
Coordinator of Management Response:	Sae-Ryo Kim, Representative		
Management Response approved by (<i>senior manager in commissioning office</i>):	Name: Hai Kyung Jun	Job title: Director	Country/Office: Reg Bureau Asia & the Pacific
Date:	11 May 2026		

General comments on the evaluation:	<p>As set out in the evaluation concept note, the Republic of Korea was selected for the Country Strategy Evaluation because of its growing role as an important actor in international development and its long-standing support to UNHCR through funding, partnerships, and advocacy. A key distinction for UNHCR in the RoK compared to other agencies is that it operates as a full-fledged Representation, where protection and solutions, government relations, public (ODA) and private-sector fundraising, engagement with National Assembly, civil society, academic institutions, and communications including media engagement work in sync, rather than as a standalone fundraising office. This structure enables UNHCR Korea to engage with a broader spectrum of stakeholders and partners, as reflected in the evaluation.</p> <p>In that regard, the evaluation was well timed in intent and aimed to assess UNHCR's strategic positioning and performance in the country. One of its key strengths is the scope, covering UNHCR's engagement in Korea across domestic advocacy, strategic positioning, resource mobilization, communications, and partnerships with both public and private sector actors.</p> <p>The evaluation was originally intended to feed into the RoK Operation's Multi-Year Strategy (MYS), and the timeline was planned accordingly. In practice, however, the MYS was finalized before a draft evaluation report became available, which limited its practical value. By the time the findings were shared with the operation, the context had already changed considerably—globally, with significant reductions in aid leading to organizational realignment, including adjustments to staffing and operational budgets, and nationally, with shifts in the RoK political landscape and a decrease in ODA.</p> <p>Additionally, while the operation finds the evaluation relevant and constructive, some observations and recommendations were fairly general or reflected activities already underway. Nevertheless, the fact that the evaluation extends beyond the RoK operation and points to issues requiring cross-organizational action is a welcome element. These broader reflections provide useful input for shaping a more coherent, forward-looking corporate partnership approach and will help inform UNHCR's strategic positioning and future partnership in the Republic of Korea.</p>
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RECOMMENDATION 1:	<p>Be more “donor and partner” centric.</p> <p><i>Possible actions:</i></p> <ul style="list-style-type: none"> • Enhance the level of CO-led services vis-à-vis public donors in the Republic of Korea • Increase the level of UNHCR engagement vis-à-vis national public donors based outside the Republic of Korea • Reinforce relations with MoFA that support it as an international player vis-à-vis forcibly displaced and stateless persons
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Management response:	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree
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Reasons (if partially agree or disagree):	
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Unit or function responsible:	Senior Management Team, RBAP, CO
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Top-line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments

1	<p>Enhance the level of CO-led services vis-à-vis public donors in the Republic of Korea</p>	<p>HQ/SET, GPS Regional Bureau Representative Deputy Representative External Relations Associate</p> <p>UNHCR, with a comparatively shorter history of partnerships and fundraising than sister agencies, has since 2023 intensified efforts to improve donor responsiveness and diversify government engagement. The operation has strengthened ties with KOICA and MoFA through field visits, proactive communication, and leveraging KOICA’s new modalities for fragile states in collaboration with multilateral partners. Beyond MoFA and KOICA, the office has broadened partnership engagement to include academia, National Assembly, public research institutes to diversify influence, partnership and potential funding opportunities. The office has made significant efforts through increased visibility efforts in 2024/2025, by producing Korean language communication materials on online channels including UNHCR Korea’s website, social media accounts, and newsletters. This resulted in the RoK contribution reaching a record contribution of USD 68.1 million to UNHCR in 2025,</p>	Q4 2025	Completed	<p>The completion date coincides with the start of the new country strategy and these efforts will continue beyond the completion date of the recommended action.</p>
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			<p>underscoring RoK's commitment to international responsibility-sharing under the Global Refugee Forum framework. This achievement reflected continued high-level engagement and strategic alignment with evolving government priorities.</p>				
2	<p>Increase the level of UNHCR engagement vis-à-vis national public donors based outside the Republic of Korea</p>	<p>HQ/SET, GPS Regional Bureaux Other Country Operations supported by RoK Representative</p>	<p>UNHCR senior representatives - at a cross-organizational level – has been engaging with the Republic of Korea's top officials. In 2025, High Commissioner, and the Regional Directors from East and Horn of Africa and Asia-Pacific visited Seoul and several technical missions have been organized, UNHCR Korea in coordination with Global Partnerships Services and relevant Bureaux are consistently in touch with field Operations.</p> <p>Given the increasingly important role that field-level engagement plays (for both MOFA and KOICA funding), the Office, together with HQ and RBs, continue to encourage field colleagues to engage with Korean embassies, highlighting that strong, ongoing relationships help the donor understand UNHCR's role, complementarity with other UN agencies, and tangible impact on refugees, supporting MOFA's negotiation with the budget authorities.</p>	Q4 2025		Completed	<p>The completion date coincides with the start of the new country strategy and these efforts will continue beyond the completion date of the recommended action.</p>
3	<p>Reinforce relations with MoFA that support it as an international player vis-à-vis forcibly displaced and stateless persons</p>	<p>HQ/SET Representative Deputy Representative External Relations focal points in CO and RBAP</p>	<p>MOFA is a key partner for UNHCR. In 2025, UNHCR worked closely with the Permanent Missions of the Republic of Korea in Geneva and New York, particularly in relation to the RoK's roles as a non-permanent member of the UN Security Council, and its engagement with ECOSOC and the Human Rights Council.</p> <p>UNHCR also collaborated closely with MOFA to address global refugee crises and to tackle the root causes of forced displacement. Together, both parties seek opportunities to demonstrate stronger synergy by identifying contexts where joint efforts can have the greatest impact.</p> <p>Looking ahead, UNHCR will continue to deepen its cooperation with the RoK at multiple levels, in line with the RoK's ODA priorities.</p>	Q4 2025		Completed	<p>The completion date coincides with the start of the new country strategy and these efforts will continue beyond the completion date of the recommended action.</p>

RECOMMENDATION 2: **Broaden advocacy beyond government engagement and strengthen it through evidence use and joint positioning with partners.**

Management response: Agree Partially agree Disagree

Reasons (if partially agree or disagree):

Unit or function responsible: Senior Management Team, RBAP, CO

Top-line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
1 Develop a multi-level advocacy strategy that extends beyond MOFA and KOICA to include parliamentarians, local government actors, civil society partners, and thematic networks (e.g. climate, migration, human rights), in order to diversify institutional allies	HQ/SET/DER RBAP Director/Deputy Director Representative Deputy Representative PSP-Communications	UNHCR is expanding advocacy efforts beyond traditional partners to build a broader alliance and engage new stakeholders. This was reflected in UNHCR Korea's MYS 2026-2029 which integrated communications and advocacy implemented under the joined-up approach between PSP and CO. The joined up approach enables the representation to broaden our target audiences and balance efforts across different media and partners to amplify our messaging. We expect this approach to continue generating further synergies across in-country activities as well as strengthening our collective fundraising efforts for global situations. .	Q2 2025	Completed	UNHCR will continue to finetune the integrated advocacy strategy which will be reflected during the review of the MYS 2026-2029..
2 Strengthen advocacy efforts with MOFA by investing in evidence-based advocacy products—such as policy briefs, impact stories, and data visualisations—that clearly connect UNHCR's global priorities (e.g. statelessness, refugee inclusion) to the Republic of Korea's foreign policy and ODA objectives, thereby increasing	HQ/DER RBAP External Relations PSP-Communications	In 2025, with support from HQ, regional bureaux, and other operations, Korea Operation has consistently produced visibility materials to illustrate impact and showcase results achieved through the Government of the Republic of Korea's ODA. Korea Operation has also renewed its stories page on the 스토리 UNHCR Republic of Korea At the same time, UNHCR Korea has worked to connect global priorities with key stakeholders through regular engagement.	Q4 2025	Completed	These efforts continue beyond specific dates or milestones, considering Korea office's nature of being a donor capital operation.

the likelihood of securing additional public-sector contributions

3	Link domestic advocacy efforts to the Republic of Korea's global commitments (e.g. Global Refugee Forum, SDGs, DAC membership) to position the country as a global leader rather than solely a donor	GCS Representative Deputy Representative PSP-Communications External Relations	UNHCR's domestic advocacy has been aligned with the Republic of Korea's global commitments. In terms of ODA, this reflects the country's international stature as a leading economic power, its role on the Security Council, and its soft power influence. The country's journey from post-war recovery to current years offers valuable lessons and entry points for sustainable solutions to global refugee situations. And supporters and individual donors are able to emphasize with the country's experience which demonstrates resilience and development strategies that can inspire and inform approaches to supporting refugee populations.	Q4 2026	Ongoing	While efforts are ongoing, a key milestone is expected in 2026, with the plan to convene a high-level protection dialogue and sustaining the momentum through the 2027 Global Refugee Forum process.
4	Foster joint advocacy platforms with the government, CSOs, academia, and private sector actors to build legitimacy, and broaden social acceptance of refugees	Deputy Representative Protection PSP-Communications	UNHCR and partners have committed to leverage the Global Refugee Forum modality to strengthen collaboration on refugee issues in Korea and encourage CSOs and other partners to actively participate in international discussions on refugee protection. The plan is to expand the partner base and implement the whole-of-society approach in enhancing public awareness of refugees.	9 December 2025 organization of the Korea Refugee Forum	ongoing	

RECOMMENDATION 3: Ensure the growth of PSP income, with IG and a significantly larger proportion of income derived from PPH.

Management response: Agree Partially agree Disagree

Reasons (if partially agree or disagree):

Unit or function responsible: CO PSP

Top-line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments

1	Strengthen the digital acquisition	PSP Korea, Bangkok, Copenhagen	Digital Acquisition is a key new donor recruitment channel of UNHCR Korea since its start of the private sector fundraising. In line with the Global Private Sector Engagement Strategy and 2021-2025 PSP Strategy for Korea, the office has been prioritizing the Digital channel and mobilizing over 40% of its annual acquisition income during the reporting period. This approach will continue.	Q4 2026	Ongoing	First year milestone to merge digital and DRTV to strengthen the digital acquisition efforts will be completed in December 2026
2	Enhance donor relationships and retention strategies—particularly for One-Off donors—by applying granular segmentation and designing tailored, donor-centric engagement journeys	PSP Korea, Bangkok, Copenhagen	While the ratio of one-off (OO) donors has increased over the past few years, 9 out of 10 individual donors are Regular Giving (RG) monthly donors. The office will continue its intensive efforts to strengthen its Life-Time-Value (LTV) improvement strategy for both RG and OO donors.	Q4 2026	Ongoing	
3	As soon as financial prospects allow again, reassess the pertinence of an in-house team for specific F2F opportunities and needs; while maintaining a significant level of investment in F2F activities	PSP Korea, Bangkok, Copenhagen	The F2F market is fluctuating but still quite promising for growth, and the number of NPOs and agencies is both growing rapidly. New agencies are being established by experienced teams of campaigners, and thus major NPOs opt for selecting and partnering with highly skilled agencies rather than keeping inhouse models with high maintenance costs and high risks of labor law regulations. For 2026-2028 PSP Plan preparation, the office conducted in-depth market research to assess pros and cons to consider in-house Face-to-Face (F2F) fundraising program. We met all major Peers running F2F programs in the country and local vendors providing F2F outsourced services. We learned that, among the entire NPO sector, only one organization runs a small-scale in-house program in 2025. As a result, the decision was to focus on multi-agency strategy for balanced growth.	Q4 2025	Completed	
4	Elevate High-Net-Worth Individual (HNWI) giving and "Gifts in Will" (GIW) to strategic priorities	PSP Korea, Bangkok, Copenhagen s	Korea's HNWI giving landscape is becoming increasingly dynamic, with a strong potential. These approaches offer a clear opportunity to strengthen its position and expand its HNWI donor base. For this reason, UNHCR Korea will set the HNWI giving program enhancement and Gifts-in-Will as one of the growth drivers for 2026 onward.	Q4 2026	Ongoing	2026 will serve as an interim investment period to recruit staff with right profile to dedicate, to identify legal and tax-related requirements through consultations

with Legal Affairs Section, and local lawyers and tax specialists.

5	Foster an innovation- and test-fail-learn-culture	PSP Bangkok, Copenhagen	Korea,	Test and Learn culture has been the key success factor for UNHCR Korea to become a top 2 global ranking in donor growth and achieving steady revenue performance. This will continue. Applying new initiatives and lessons from other country teams and/or peer organizations has been another ingredient for UNHCR Korea's sustainable growth. Also, as a leading PSP player, the office has been also contributing its experiences to other PSP country teams beyond the Asia region. The number of presentations and webinars that PSP Korea staff conducted for the global PSP network at the skillshare, ad-hoc base requests, etc. are the evidence. Such efforts will continue.	Q1 2026	Completed
6	Increase level of capitalisation of UNHCR regional and global best practices	PSP Bangkok, Copenhagen	Korea,	Test and Learn culture has been the key success factor for UNHCR Korea to become a top 2 global ranking in donor growth and achieving steady revenue performance. This will continue. Applying new initiatives and lessons from other country teams and/or peer organizations has been another ingredient for UNHCR Korea's sustainable growth. Also, as a leading PSP player, the office has been also contributing its experiences to other PSP country teams beyond the Asia region. The number of presentations and webinars that PSP Korea staff conducted for the global PSP network at the skillshare, ad-hoc base requests, etc. are the evidence. Such efforts will continue.	Q4 2026	Ongoing

RECOMMENDATION 4: Optimise PPH set-up and enhance PPH skills

Management response: Agree Partially agree Disagree

Reasons (if partially agree or disagree):

Unit or function responsible: DER PSP HQ, Region and KOR – CO, PSP

Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
1	Establish a mentorship arrangement with a senior PPH manager from another UNHCR office with a strong track record in PPH performance and skills	PSP Bangkok, Copenhagen	Korea,	Taking this recommendation, and in consultation with PSP Chief for Asia Pacific region, the office will start discussion with Japan for UNHCR (J4U) and Italy PSP for Corporate partnerships program development.	Q4 2026	Planned
2	Optimise PPH organisational set up	PSP Bangkok, Copenhagen	Korea,	This has been always a top priority in the past decade. Despite significant challenges with limited pool, PSP Korea was able to recruit capable talents back in the end of 2024. The office will continue its efforts enhance PPH staff capacity	Q4 2026	Ongoing

			by recruiting additional staff and cultivating their skills fit for UNHCR PPH strategic growth.		
3	Develop on-going prospect research capacity, both internally and with external service providers	PSP Bangkok, Copenhagen	Korea, This has been implemented continuously; to name the most recent ones: (1) 2024 Bain & Company Consulting's pro bono market research findings has been the base for PSP Korea to strategize 2025 prospects particularly in the corporate partnership; and (2) 2025 Wealth-X HNWIs donor prospect research to identify potential major donor pools out of UNHCR Korea's existing donor base. Its result will come out in Q1 2026. Regular internal analyses have been conducted on a quarterly basis as reported.	Q1 2026	Completed
4	Develop PPH staff networking and sales skills through training of current staff	PSP Bangkok, Copenhagen	Korea, This also has been the top priority. In 2024 and 2025, tailored training as well as sending PPH core staff for a professional marketing negotiation workshop were a couple of examples. Such efforts will continue.	Q4 2026	Ongoing

RECOMMENDATION 5: More actively leverage the existing resources and multiplier power of other stakeholders, in particular to amplify positive stories to change the public sentiment towards refugees into empathy.

Management response: Agree Partially agree Disagree

Reasons (if partially agree or disagree): UNHCR adopted integrated Communications strategy with the same objective, will combine some of the planned actions, as they are integrated.

Unit or function responsible:

Top-line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
1 Adopt an audience-centric approach to regularly informing the Korean public, donors and policymakers of the commitments that other Korean stakeholders are making to support forcibly displaced and stateless persons in the	Representative Head of PSP PSP-Comms Protection External Relations	The integrated communications strategy applies a segmented and targeted approach to engage UNHCR supporters. Going forward, UNHCR Korea will continue applying a whole-of-society approach to involve diverse stakeholders and communicate the results and impact achieved through public and private sector support.	Q4 2027	ongoing	UNHCR Korea is leading in drafting cross-organizational 2026-2027 Draft ROK Public Partnerships and Communications Roadmap, which outlines the

	Republic of Korea and internationally.	HQ/DER/RBAP Comms				audience-centric approach.
		Representative				
2	Involve more/better key stakeholders in communication activities and events and leverage media partnerships and K-culture:	Head of PSP PSP-Comms	UNHCR Korea will engage a wide range of supporters and broaden the base of Friends of UNHCR to strengthen our cause. We will work closely with partner organizations that bring specific expertise to create synergy, co-develop messages, and expand our reach.	Q4 2026	ongoing	
		Country Operations Representative				
3	Focus strategically on activities with either a big reach or that are directed towards influential audiences	Head of PSP PSP-Comms	See above action #2	Q4 2027	ongoing	
		Country Operations Representative				
4	Maintain branding and communications activities to support PSP development	Head of PSP PSP-Comms	See above action #2	Q4 2027	ongoing	
		Country Operations Representative				
5	Develop a more granular segmentation of the target audience for both communication and PSP purpose	Head of PSP PSP-Comms Protection External Relations HQ/DER/RBAP Comms	The integrated communications strategy applies a segmented and targeted approach to engage UNHCR supporters. Going forward, UNHCR Korea will continue applying a whole-of-society approach to involve diverse stakeholders and communicate the results and impact achieved through public and private sector support.	Q4 2027	ongoing	UNHCR Korea is implementing cross-organizational 2026-2027 ROK Public Partnerships and Communications Roadmap, which outlines the audience-centric approach.

6	Produce campaigns and events which can have a greater resonance with the Korean public	Representative			
		Head of PSP PSP-Comms			
		Protection	See above action #1	Q4 2027	ongoing
		External Relations			
		HQ/DER/RBAP Comms			

RECOMMENDATION 6: Establish additional multi-year and high value corporate partnerships

Management response:	<input checked="" type="checkbox"/> Agree	<input type="checkbox"/> Partially agree	<input type="checkbox"/> Disagree
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Reasons (if partially agree or disagree): Establishing additional multi-year and high value corporate partnerships has been always been a priority for UNHCR Korea, therefore this recommended action is not new, however this will need to be supported by investment of resources and implementation of an intensive cross-organizational strategy going beyond the representation in Seoul.

Unit or function responsible: DER-PSP HQ & Region, RBAP, CO

Top-line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments

1	Extensively cultivate existing partnerships for identification of new opportunities	DER/PSP PSP AP Region Representative Head of PSP Korea PPH Team in Korea, AP Region, and HQ and	UNHCR Korea, with guidance and support from PSP AP region and HQ, will continue explore potential partners to establish multi-year and high value corporate partnerships. Milestone would include mapping potential partners interested in broader, strategic partnerships with UNHCR, including support for refugee solutions.	Q4 2027	Ongoing	<i>Resources and investment from HQ have been requested by PSP Korea.</i>
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2	Tailor-make multi-year packages for support	DER/PSP PSP AP Region Representative Head of PSP Korea	UNHCR Korea, in coordination with PSP AP and Operations, tailors packages for potential donors. Milestone would include having a menu of options for potential donors.	Q4 202	Ongoing
3	Leverage Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) priorities to develop cause-related marketing initiatives with corporate partners	PPH Team in Korea, AP Region, and HQ and DER/PSP PSP AP Region Representative Head of PSP Korea PPH Team in Korea, AP Region, and HQ and	UNHCR Korea have signed an MOU with IDUS for cause-related marketing and have additional partnerships in the pipeline.	Q1 2026	Completed

RECOMMENDATION 7: Develop cross-cutting strategic and operational planning capacity.

Management response: Agree Partially agree Disagree

Reasons (if partially agree or disagree): While we agree with the recommendation in principle, the organization has separate guidance for Operational Offices and PSP. Where possible, the Country Office and PSP will work to align their strategic and operational planning objectives.

Unit or function responsible:

Top-line planned actions	By whom	Comments	Expected completion date	Progress
				Status Comments

1	Align planning cycles between CO and PSP	Representative Head of PSP Korea RBAP and PSP Asia Pacific	Same as above: Although the organization has separate guidance for Operational Offices and PSP and planning cycles are different, where possible, the Country Office and PSP align their strategic and operational planning objectives.	Q2 2025	Completed	PSP and CO have aligned strategic objectives for the completion of the 2026-2029 MYS
2	CO and PSP to work closely	Representative Head of PSP Korea	In 2025, cross-office meetings on a regular basis including planning meetings have been put in place between CO and PSP/Comms. Task teams' area also established during high-level missions, implementation of global initiatives and work plan initiatives like the GRF. Starting in 2026, office will institute quarterly joint all-staff meetings to promote learning and exchange between CO and PSP.	Q4 2026	Ongoing	These efforts will continue beyond specific dates of milestones
3	Build project task forces	N/A	This recommendation is not applicable on its own as UNHCR does not work on project level activities but implements work-plan activities. The action is covered under action #2.			
4	Reinforce strategic planning skills	Representative Head of PSP Korea	In 2025, cross-office meetings on a regular basis including planning meetings have been put in place between CO and PSP/Comms. Task teams' area also established during high-level missions, implementation of global initiatives and work plan initiatives like the GRF. Starting in 2026, office will institute quarterly joint all-staff meetings to promote learning and exchange between CO and PSP.	Q4 2026	Ongoing	These efforts will continue beyond specific dates of milestones
RECOMMENDATION 8:		To gain in agility and networking capacity, and explore efficiency gains, assess the possibility to create a National Partner Association in the Republic of Korea				
Management response:		<input type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input checked="" type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		UNHCR has received authorization from the Government of the Republic of Korea to conduct fundraising from individual donors and the private sector, as well as to issue tax exemption documents—a model that has been in place since 2011. Considering the sustained support UNHCR receives from individual giving donors and a need for coordinated approach around public sensitivities toward refugee issues, there is not a clear added value to establishing a National Association Partner (NAP) model. On the contrary, such transition would likely result in a significant long-term increase in fundraising and operational costs due to the loss of the privileges afforded under the Convention on the Privileges and Immunities of the UN. Without such privileges, UNHCR would be required to pay a minimum 10% value-added tax (VAT) on all goods and services. In addition, converting to a legal entity under domestic law would obligate annual external				

audits and the establishment of a full internal financial accounting and compliance system, requiring the recruitment of specialized accounting and legal personnels.

Korean labour law also places strong emphasis on worker rights and employment stability, which would reduce operational flexibility substantially. Additionally, transitioning to an NAP model would introduce significant staff-related cost implications. NAP personnel unlike UN staff, would become subjected to national income tax, estimated at 17-22% of gross annual income. Salary levels would need to increase accordingly, which would impact negatively the net income available to UNHCR Headquarters for global refugee protection operations.

Moreover, such transition to a domestic entity would require migration of donor data, including personal information, donation payment details, and communication history. In accordance with Korean data protection regulations, this would obligate obtaining formal consent from each donor and partner. Based on precedents from other countries, UNHCR would likely lose at least 30 to 40% of its donor base during such a migration process. Considering that UNHCR Korea already operates with one of the highest ROIs globally and has a much better cost income ratio than most National Partners, a transition to a NAP model presents no strategic or financial advantage.

In the Korean non-profit environment – marked by increasing competition among INGOs and UN sister agencies – it would be particularly challenging for UNHCR – which has not yet established a dominant brand presence in the Korean market – to develop and promote an additional brand for the private sector under a National Association Partner while simultaneously maintaining the existing UNHCR Korea brand for public partners. A second brand could dilute public recognition, create confusion, and ultimately undermine fundraising effectiveness and advocacy efforts.

It is therefore essential to maintain a unified and coordinated brand identity as UNHCR Korea fully integrated within the Country Office, which actively engages both the RoK Government and the private sector on asylum system strengthening and resource mobilization.

Unit or function responsible: DER-PSP HQ & Region, CO

Top-line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
1 Compare the advantages and disadvantages of the National Association Partner model in other countries	NA	See above Reasons	Q4 2025	Completed	
2 Analyse the existing conditions in the Republic of Korea and the feasibility of establishing a National Partner Association.	NA	See above Reasons	Q4 2025	Completed	
3 Consult with partners, civil society organisations, and	NA	See above Reasons	Q4 2025	Completed	

academic institutions to assess their capacity and willingness to participate in alternative models of partnership with UNHCR

RECOMMENDATION 9: Continue strengthening the national asylum system and improving refugee protection by complementing advocacy with broader stakeholder engagement and targeted capacity-building efforts.

Management response: Agree Partially agree Disagree

Reasons (if partially agree or disagree): Most of the recommendations reflect activities that the RoK Protection Team has already been undertaking on an ongoing basis. With regard to quality assurance initiatives, however, both our primary counterpart, the Ministry of Justice, and the RoK Country Office face capacity and staffing constraints that make implementation challenging at this stage.

Unit or function responsible:

Top-line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
1 <i>Support targeted advocacy through engagement with progressive legislators and aligned ministries</i>	Representative Deputy Representative Protection SET and other senior representations from UNHCR	<ul style="list-style-type: none"> Continue engaging with legislators based on targeted engagement strategy The RoK CO has been actively engaging with a wide range of bipartisan stakeholders within the National Assembly and governments to strengthen and amplify legal and protection advocacy efforts tailored to the Korean context, such as UBR, the Refugee Act amendment, improvements to the RSD system, expansion and diversification of third country solutions. These efforts will continue moving forward. 	Q4 2026	ongoing	End date indicated as first year of the MYS Strategy year. These efforts will continue beyond specific dates or milestones
2 <i>Increase intentional learning from NGOs that support both domestic and global activities</i>	Deputy Representative KOR Protection Team	<ul style="list-style-type: none"> The RoK Protection Team has maintained close and constructive relationships with civil society, collaborating on various events, forums, and consultations addressing refugee protection issues. We will continue to work 	Q4 2026	ongoing	End date indicated as first year of the MYS Strategy year. These efforts will

		Bureau Protection Services	together and explore meaningful opportunities for further cooperation.			continue beyond specific dates or milestones
3	<i>Invite regional UNHCR training facilitators to Korea</i>	Deputy Representative KOR Protection Team Bureau Protection Services	<ul style="list-style-type: none"> In line with internal recommendations, Korea Operations have been advised to handle, to the extent possible, training opportunities at the Country Office level aimed at strengthening the capacity of our key counterparts in the Republic of Korea, namely the Ministry of Justice, as well as the RoK Protection Team. Thus, due to budgetary and staffing constraints, inviting a regional UNHCR training facilitator for in-person training is likely to be challenging. 	N/A	N/A	N/A
4	<i>Launch light-touch quality assurance initiatives</i>	N/A	<ul style="list-style-type: none"> This recommendation is not applicable to the current context in the Republic of Korea. In the past, discussions took place with the Ministry of Justice on introducing quality assurance initiatives in contexts such as airport waiting facilities and the RSD procedure. However, these discussions concluded that such initiatives are not feasible at the current stage due to staffing and capacity constraints on the part of both the Ministry of Justice and the RoK Protection Team. Without a budget increase on the Ministry's side and additional staffing allocations for the RoK Country Office, implementation would remain challenging. 	N/A	N/A	N/A