

Executive Summary

The purpose of this report is to develop a system module which can be used by the Korea International Cooperation Agency (KOICA) to carry out its development cooperation programs in accordance with the Results Based Management (RBM).

RBM is a management strategy aimed at achieving important changes in the way organizations operate, with improving performance in terms of results as the central orientation. RBM provides the management framework with tools for strategic planning, risk management, performance monitoring and evaluation (Meier 2003). And OECD/DAC defines RBM in development cooperation as “A management strategy focusing on performance and achievement of outputs, outcomes and impact.” Mainly within this context, international community proposes to execute any development cooperation projects via three distinct phases (i.e. planning, implementation and completion) based on the global goals (MDGs) and national goals of donors and partner countries.

Similarly to many other institutions in DAC member countries, RBM has been considered as a key tool to enhance the effectiveness of KOICA’s activities for the past several years. For example, KOICA published *the Project Planning, Monitoring and Evaluation Handbook* in 2009. RBM was included in the KOICA’s mid-term strategic plan adopted in 2010. Also, KOICA carried out in-depth studies to determine practical guidelines needed to apply RBM for a few sectors such as Education and Health. In addition, KOICA strongly

encouraged its practitioners to utilize the approaches of the RBM such as the Logical Framework at the planning phase and the PDM for monitoring and evaluation. Nevertheless, as of the first half of 2014, much improvement and refinement are still required if RBM is to be utilized properly and consistently for KOICA' s aid activities – most importantly the designing a system module with clearly defined goals, targets and indicators as well as transparent appraisal and evaluation standards.

In order to design the system module, this report produces five deliverables as follows:

- ① RBM framework tailored for KOICA;
- ② Management standards prerequisites for effective RBM in development cooperation domain;
- ③ System module and sub-modules;
- ④ Databases necessary for effective use of the system module; and
- ⑤ Management supports required for the RBM and the system modules.

First, the preferred RBM framework should consist of 3X2 matrix of phases and actions: planning, implementation and completion phases in rows; while execution and supporting functions in columns. A set of key information necessary for the Planning phase, whose key functions are identifying valuable programs and appraisal of proposals, are the goals, targets and indicators of KOICA as well as those of other donors and partner countries along with those of MDGs. In addition, it is preferable for these information to be stored in databases supplemented by other useful information such as development cooperation programs/projects implemented by KOICA as well as other donors. Implementation and completion phases should be able to assess the progress of the actions executed during the work-in-progress or the output produced if

the program have been completed, respectively. The assessment the efficiency and effectiveness of the program should also be determined by various objective information. At the same time, long-term evaluation and feedbacks of lessons learnt from the program should be planned at the planning phase and confirmed at the completion phase.

Second, it is important to determine the list of management standards used in the above-mentioned three phases. In Planning phase, the standards should consist of eight criteria (i.e. relevance, alignment, ownership, effectiveness, efficiency, harmonization, impact, and sustainability) of which relevance, effectiveness, efficiency and ownership should be met in order for the proposal to go through the next step. Implementation phase requires two criteria (i.e. effectiveness and efficiency) necessary for monitoring and interim evaluation. Completion phase evaluates the outputs and tracking management response, outcomes and impact by five evaluation standards of OECD/DAC.

Third, the system module and its sub-modules were designed based on the management standards to help practitioners to carry out any development cooperation programs more consistently and transparently. The module should be straightforward so as to produce robust results regardless of the level of experiences and knowledges of the practitioners.

Fourth, in order to materialize the approaches of the RBM, the system module should be able to enforce users to follow with clear and objective criteria and information in their decision making. Such information and criteria should be stored in 'Input Database.' Throughout the project process, any useful results produced could be accumulated by the module in 'Output Database.' This report suggested that the Output Database could be utilized as

Input Database for follow-ups and feedbacks after the completion stage as well as for new projects.

Lastly, the management supports proposed should be in place for the system module work effectively. Such supports would ensure financial and administrative resources necessary for establishing, maintaining and improving module; raise the understanding and recognition of the RBM; and provide learning opportunities and incentives. The partnership and division of labor with other donor and partner countries should also be considered.