

Executive Summary

This research aims to construct an operational framework needed to execute a collaborative performance management effort for collaborative projects carried out in KOICA between private and public institutes.

The main contents of this research are as the following. Firstly, it deduces the collaborative performance management model. This research has determined that a development of the collaborative performance management model was necessary as a fitting methodology for performance management of KOICA's collaborative private and public institutions projects. It designed the concept and operating procedures of a collaborative performance management method to develop a collaborative performance management model where all interested parties can participate during all stages of the project, including stages before and after the project, as opposed to the conventional one-sided evaluations by evaluators after the conclusion of the project and suggested a evaluation plan of the performance management partnership.

Secondly, it has suggested detailed items per initiative phase for a precise execution of the performance management collaboration project. It has suggested KOICA's actual applicable measures on the main agendas of the performance management collaborative project such as 1) selection standards of performance management consulting team, 2) selection method and matching procedure of the performance management consulting team, 3) practical measures for collaborative performance management, 4) role and work scope of the performance management consulting team, 5) quality assurance measures of the performance management, 6) guidelines for performance management firm prices, and 7) setting up measurement indexes and representative indexes, etc. Specially, it suggested the basic frame that can examine the condition of the partnership made during the performance management and proposed measures for the utilization of the performance management results.

The main research method is as follows. Firstly, a literature review on the actively discussed, internationally and domestically, performance management was done. This was useful for discovering the traits of performance management for development cooperation and the research's lacuna and supplementary points. In addition, The main framework of collaborative performance management was built from careful inspection of the collaborative performance management's concept, procedure, components, challenges, and etc through the literature review.

Next, United Kingdom's Department for International Development (DIFD), which was found in the literature review to play a pioneering role when it comes to collaborative performance management in the field of international development aid, and the Asian Development Bank (ADB) were chosen as major benchmarking cases to understand their performance management consulting team selection standards and procedure, performance management quality assurance measures, proliferation measures of performance management results, performance indexes, and etc. To draw up an operative framework of the performance management collaboration project based on the contents investigated above, a detailed executive outline of the performance management collaboration project was confirmed through workshops and advisory meetings with interrelated agencies.

As a result of the research, the principal contents of the actual operational guidelines of the collaborative performance management are the following. First, an applicable plan was proposed reflecting the selection standard of performance management consulting teams, selection method and procedure, the cases of DIFD and ADB on roles and work scope, and the performance management project execution experience of this research team through the "Heating Efficiency Improvement Project for Mongol's Energy Poor Using Environmentally Friendly Technology and Social Enterprise Model." Secondly, mechanisms such as inverse evaluations were suggested to assure superior performance management quality with increased efficiency. Thirdly, the indicators used for performance management in DIFD and ADB and those that

are already being used in KOICA were contemplated, and then advisable directions in index establishments were proposed. The greatest characteristic and contribution of this report can be found in suggesting a realistic, applicable plan that has considered the potential problems that may arise when the project executing institution and the performance management consulting team cooperate in the performance management project.

Two core requisites are asked for from the consulting team to successfully carry out the performance management collaboration project. One of these conditions is ‘expertise in performance management’ reaching from national/regional expertise to performance management methodology, and the other condition is ‘will to cooperate and communication capacities.’ Even if the consulting team has an exceptional capacity in gathering and analysing data for performance management, this must be supported by a deep understanding of the field site to interpret data and information correctly and to draw out a feasible and suitable approach, which highlights a need for the techniques and capacities of the project executing institute to be amply grafted to performance management. For this, the consulting team should have a genuine will towards cooperation and capacity for close communication while respecting the project executing institute, and a systemic tool is also needed to encourage this.

Finally, it is hoped that the practical measures for collaborative performance management proposed by this research will provide helpful guidelines to institutes in the future carrying out performance management collaboration projects and contribute to improvement efforts on the development cooperation ecosystem.