

EXECUTIVE SUMMARY

1. Introduction

With the introduction of the Millennium Development Goals (MDGs) in the 2000s, more emphasis was placed on how *international volunteering* could contribute to accomplishing goals for global development and what role international volunteer activities have in combating poverty, preventing disasters, and promoting social cohesion.

The agreement of the Sustainable Development Goals (SDGs) in 2015 is providing more important momentum in terms of reinvigorating the discussion on the roles and contributions of international volunteering to less-developed countries and their communities.

In line with the active discussion on the outcomes of international volunteering programs at the international level, the Korean Government's Worlds Friends Korea (WFK) is recognizing the important development impacts of international volunteering and the necessity of clarifying its results and building results-based management systems.

This study began with the agreement that WFK-results-management should be clearly set out and that the initial stage of a results-based management system should be established practical purposes.

Based on this premise, the study has three aims:

1. To enhance the results-based management orientation of WFK so that it can correspond with UNV led-international discourse on results-based management in international volunteering.

2. To verify the validity of the logical framework for the WFK program and its indicators in relation to the SDGs
3. To establish a results-management-plan for effective results-based management of WFK projects and programmes.

This study consists of three main parts: - 〈Part 1. International discourse on results-based management of international volunteering and its status〉, 〈Part 2. Research on environment surrounding WFK-results-management〉 and 〈Part 3. Establishment of logical framework and indicators for WFK〉.

This study comprises the first comprehensive research that covers the results of Korea's international volunteering. The three objectives of the study are:

1. This study focuses on establishing a logical framework which is applicable to KOICA's 7 WFK programs in particular.
2. Seeing as the logical framework and indicator pool which was developed from this study is applicable to the KOICA's WFK program, separate in-depth studies should be done in the future for the mid and long-term (e.g. studies on particular NGO volunteering programs).
3. This study puts emphasis on developing a logical framework and indicators which can be applied to both KOICA Volunteers and Advisors Programs.

To ensure the objectivity and quality of the research that was conducted over four months, a variety of research methods - literature review, stakeholder interview and quantitative research method - were used.

Although various methods were used to develop a logical framework and indicators for WFK, this study has the following limitations:

1. Firstly, due to the constraints on time, scope, and budget, stakeholder interviews with foreign agencies operating international volunteering programs and on-site observation of their programs in less-developed countries could not be implemented. To investigate the cases of international volunteering programs for bench-marking, literature provided by agencies as well as other methods, such as stakeholder interviews, cases of on-site-activities, and strength and weakness evaluations, also need to be considered.
2. Secondly, the mere existence of the WFK's inclusive aims and strategies for partner countries lacks logical frameworks, indicators and coherent data on WFK activities. This limited the study in being able to establish logical frameworks and indicators for each partner country and sector individually.
3. Thirdly, due to the particular characteristics of international volunteering - small scale - and inefficiency of collecting data, establishment of quantitatively measurable indicators could not lead to a specific data-collection method.

2. Concept of WFK and Discussion of Results-based Management

With the rise of results-based management in foreign aid and official foreign assistance from the late of 1990s, calls increased for methods to examine international volunteering's contribution on accomplishing development goals. As the post-2015 development system has been established with the introduction of the new development goals – the SDGs - international and governmental agencies which operate international volunteering programs are placing more effort in to strengthening their activities and designing well-defined results-measuring-methods so that they can more contribute to achieving the SDGs.

The different cases of results-based management in international volunteering covered by this study include: Japan Overseas Cooperation Volunteers (JOCV), the UK's

International Citizen Service (ICS), the Australian Volunteers for International Development (AVID), and international volunteering in the SDGs.

Rather than monitoring the activities of JOCV volunteers, JICA performs results-focused evaluation immediately after or three-years-after from the completion of volunteers' activities. Regarding goals - indicators are set up in the separate level of donor and recipient countries. Finally, evaluation is mostly conducted through surveys, however concrete data-collecting systems on the results of volunteering have not yet been established.

In the case of ICS, major goals are set up based on social capital rather than economic and material outcomes. In particular, it is importantly considered how international volunteering contributes to societal and voluntary development of UK society and local community. However, in reality, its monitoring is focused on volunteering planning and management. It also turned out that specific and periodical results-based management on international volunteering is not being carried out. In addition, concrete indicators for accomplishing each goal are not observable.

Australia's AVID, from its monitoring and evaluation guide, defines the purpose of AVID's results-based management as consistently monitoring and evaluating the enhancement of capacities and development effectiveness of partner agencies via Australian volunteers' activities. However, it does not provide proper and concrete methods of results-based management. Therefore, results-based-management of AVID program is not well conducted.

After the launch of the MDG system, the field of international development became more complex by including various level of partners including traditional actors - governments. As sustainability has become more emphasized, people-centered approaches which goes beyond technical and financial assistance and solutions based on local context are regarded as more important. In this context, more attention is paid to international volunteers as important actors in international development.

Importantly, volunteering based on citizen participation is an important development approach which can be applied to developing as well as developed countries. To achieve the SDGs, strengthening the activities of volunteers, supporting recruitment of volunteers through volunteering agencies, and enlarging the participatory opportunities of volunteers will provide an important contribution.

In addition, volunteering is considered as a significant measure to help to accomplish development goals and assist the most vulnerable and alienated groups to get access to mainstream of society.

Considering the importance of volunteering in the SDGs, promoting Goal 16 - peace building and social inclusion - and strengthening Goal 17 - means of implementation, is especially important.

By reviewing the results-based management cases of other donor agencies and analyzing the linkage between the SDGs and international volunteering, we can draw three lessons for results-based management in international volunteering.

1. Firstly, discussion on results-based-management in international volunteering at the global level is being changed from input-focused management to output and outcome-oriented results-based management - which could prove volunteers' contribution to the development of partner agencies and local communities.

Considering this shift in international discourse, it is imperative that Korea's WFK also recognize the importance of results-based development in international volunteering and establish related results and results-based management systems.

2. Secondly, as analyzed in the cases of other agencies operating international volunteer programs, in terms of goals and aims, these agencies tend to take multiple approaches by embracing volunteers, partner countries and agencies, and donor countries and agencies.

This study developed indicators by taking multiple approaches on the assessing impacts and effects of WFK in relation to the achievement of the SDGs.

3. Thirdly, although there is growing debate regarding the positive impacts of international volunteering - in particular, development effectiveness in partner countries and agencies - discussion on a means of verification is still in the initial stage.

3. Status and Evaluation System of WFK

This study highlights the orientation of results-based management model and indicators development of WFK by analyzing their goals, strategies, implementation and evaluation system.

Firstly, WFK is composed of three actors with different approaches - partner countries and agencies, donor countries, and volunteers. In the approach of partner countries, the goal is 'to enhance the quality of life of less-developed countries' people.' In the approach of the donor country (Korea), it is 'to enhance cooperative relations between less-developed countries and Korea.' Lastly, for the volunteers their goal is 'to enrich self-fulfillment and enhance individual growth through international volunteering.'

KOICA's WFK activities are operated under two strategic frameworks - basic implementation strategies and sectoral and regional strategies. Firstly, the basic implementation strategies of WFK are 1) to establish systemic operating foundation for integrated WFK program, 2) to dispatch tailored-volunteers corresponding the needs of Korea as well as partner countries, 3) to enhance the program's quality through promotion of results-based management, and 4) to promote expertise of WFK by strengthening domestic and international networks.

Based on those goals and strategies, the WFK program is implemented through six stages: 1) establishment of program plan, 2) demand investigation through partner agencies, 3) recruitment, selection, and training of volunteers, 4) dispatch of volunteers and local activities, 5) post-management, and 6) evaluation and feedback.

Among the six stages, this study focused on the last stage - evaluation and feedback - and its implications. The evaluation system of KOICA's WFK program consists of five components - reflection reports written on a bi-annual basis, evaluation sessions held by KOICA country offices, meeting among representatives of partner agencies, multiple evaluations of volunteers, and comprehensive satisfaction surveys.

Reflection reports - which are written by each volunteer once every six months - are submitted to the KOICA country office. The criteria for evaluation is the WFK management system in particular and its focus on training and education, partner agencies, volunteer's activities, and the environment of the partner country.

The annual evaluation session is a meeting to evaluate volunteers' activities organized by the KOICA country office. The main goals of the meeting are to share the best practices of volunteers, hear suggestions from volunteers, and deliver the guidelines of the WFK program.

Partner agencies' representative meetings are held by the KOICA country office once per year and aim to comprehensively evaluate the activities of dispatched volunteers.

Multiple evaluations of volunteers and their activities are conducted by multiple stakeholders on volunteers. They are composed of the mid-term evaluation (once per year) and final evaluation (after project completion).

Finally, the WFK comprehensive satisfaction survey is conducted following the completion of volunteers' activities and is undertaken by volunteers and partner agencies. Its targets for evaluation are not individual volunteers but the WFK management system in general and its results.

After researching the objectives, strategies, implementing systems and the evaluation systems, the research team pointed out major issues in the logical framework and indicators of the WFK, which can be improved through this research.

Firstly, the WFK is content with previous domestic and international research and programs of international development agencies abroad. Comparing the objectives system of WFK to that of similar programs implemented by other agencies abroad, it would be appropriate to set the objectives as multi-dimensional - in relation to individual volunteer's aspects, recipient country aspects, and assisting country aspects.

Secondly, the WFK has developed basic implementation strategies and sectoral and regional strategies to achieve its objectives and applied them in its performance. However, there has been no specific logical framework and indicators developed to measure it. Therefore, under the current WFK system, it is hard to develop a specific logical framework according to countries and categories, and agreements among stakeholders is required beforehand.

Thirdly, there are limitations in examining the outcomes of WFK programs since monitoring and evaluation systems are focused on implementing processes and individual volunteers. Thus, in order to make connection with development goals, the WFK needs to develop indicators from the recipient country's perspectives.

Fourthly, the WFK is monitored and evaluated through qualitative methods such as case studies, and surveys which examine perspectives of each stakeholder. Considering the scope of the program, qualitative methods (case studies) and surveys are the most efficient ways to evaluate. However, in the current trend of change in the development agenda and growing attention towards international volunteering as a significant means of implementing the SDGs, it is essential to develop data collection methods which can examine the real development outcomes of the program.

4. Development of WFK Logical Framework and Indicators

The research team has based the direction for developing the WFK logical framework and indicators (draft), upon the major findings of the research and the impacts and outcomes of international volunteers' activities. As well as on results-based management

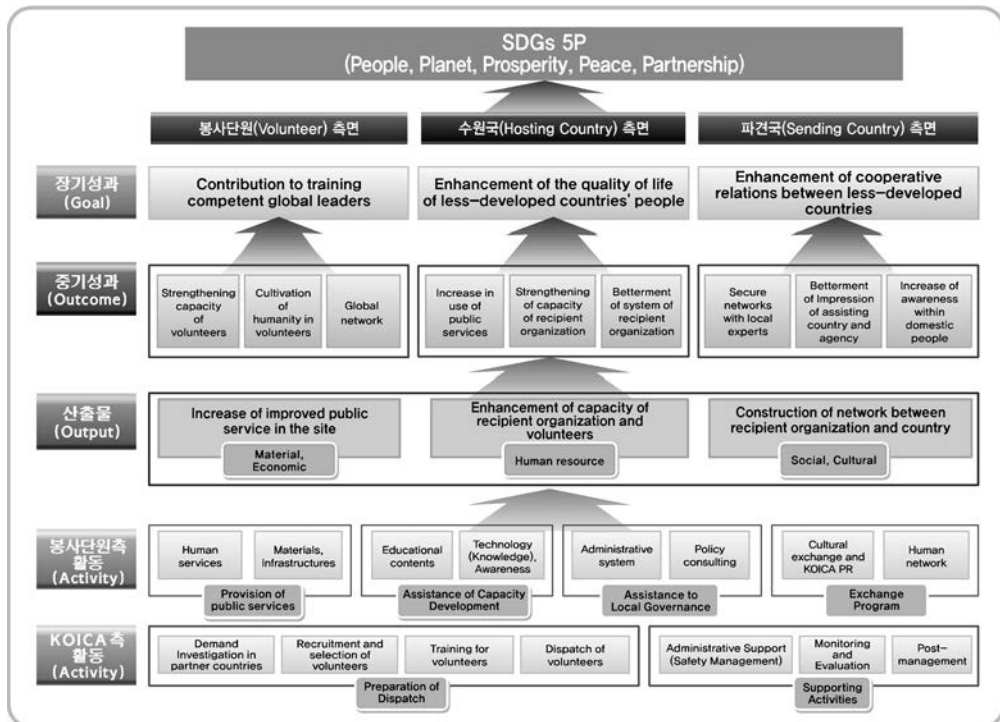
systems of other development agencies.

Firstly, considering domestic and international discussion on outcomes of overseas volunteer activities, the logical framework and indicators will be set on outcome level from three aspects: (i) individual volunteers, (ii) recipient country, (iii) assisting country.

Secondly, in order to connect the outcomes of the WFK to the SDGs, it is crucial to set a logical framework and indicators to be able to examine development outcomes from the point of view of recipient countries, and present data collection methods.

Thirdly, a logical framework and set of indicators needs to be built to be applicable to the current system - taking in to account the features and limitations of WFK, and the collectability of data and measurability of indicators.

The logical framework of WFK which was developed based on these three observations is as follows:



The logical framework has two levels: the mid-term outcome level which examines the three objectives from aspects of each individual volunteers, recipient country, and assisting country; and the short-term outcome level which is purely for measurement.

Firstly, from individual volunteer's perspective, outcomes that will contribute to the training of competent global leaders under the program are 1) strengthening of capacity of volunteers, 2) cultivation of humanity in volunteers, 3) fostering a global network. To analyze this outcome ten performance indicators developed.

Outcomes for contribution to the enhancement of the quality of life of people in less-developed countries consists of three components: 1) increasing in usage of public services 2) strengthening the capacity of recipient organizations 3) improving the systems of the recipient organization. There are seven indicators to measure this.

Lastly, the actions which will contribute to the enhancement of cooperative relations between less-developed countries and Korea are 1) securing networks with local experts 2) improving the image of the assisting county and agency 3) increasing awareness within the domestic population of development cooperation. However, for the last component, since there is no specific means to prove the outcome of current circumstances around the WFK, it is dealt as a sample indicator, and not explained with specific manner. To measure these outcomes, five indicators are included in the logical framework.

The logical framework and indicators were designed according to the AHP survey done by experts, and to make it work in a comprehensive way, a WFK index has been developed (out of a total of 100 points of reference).

From the AHP survey, contribution to the improvement of beneficiaries in the recipient country was valued much higher than other goals at that level. Amongst the outcome level, increase in the usage of public services scored the highest.

However, bearing in mind that the importance between the three goals is not measured in the policy arena, in this research the values that were measured through the AHP survey were adjusted so that the three goals were weighted with the same value (ref. table 1)

In addition, the research team suggested the development of data collection and calculation methods which can be used in a short time period, so that it can be implemented in the current WFK implementing and evaluation system (ref. chapter 4 in the report). Considering the introduction of mid-long-term results-based management systems in the future, objective data collection methods should also be designed. system in the future, objective data collection methods should be designed.

[table 4-28] Value adjustment (draft) of WFK index

Category	Goal	Outcome	Output (indicator)	
Volunteers (individual)	Contribution to training competent global leader	Strengthening of capacity of volunteers	Improvement of foreign language proficiency (English, local language)	23.9%
			Improvement of professionalism and experience in the field	23.0%
			Improvement of leadership and problem-solving capacity	25.5%
			Improvement of understanding of local region and country	27.6%
		Cultivation of humanity in volunteers	Enhancement of open-mindedness	36.5%
			Enhancement of independence	32.0%
			Enhancement of self-efficacy	31.5%
Recipient country and organization (less-developed country)	Enhancement of the quality of life of less-developed countries' people	Global network	Construction of network with locals	35.9%
			Construction of network with volunteers of other development agencies	31.4%
			Construction of network among WFK volunteers	32.7%
		Increase in usage of public services	Increase of human service by recipient organization	60.6%
			Increase of material service by recipient organization	39.4%
		Strengthening capacity of recipient organization	Improvement of education material for capacity development	32.7%

Category	Goal	Outcome	Output (indicator)	
Assisting country and agency (Korea)			Increase of education programs for capacity development	32.2%
			Increase of participation for staff in recipient organization (education)	35.1%
		Betterment of system of recipient organization	Improvement of administrative systems	52.0%
			Increase in opportunity for improvement policy	48.0%
	Enhancement of cooperative relations between less-developed countries	Secure networks with local experts	Enhancement of expertise about the local region and the country (individual volunteers)	54.8%
			Ratio of the volunteers who complete volunteering activities	45.2%
		Betterment of impression of assisting country and agency	Improvement of understanding activities of KOICA	30.6%
			Improvement of sustainability of program with KOICA	32.3%
		100%	Improvement of impressions towards Korea	37.1%

5. Conclusion

This research has (i) studied the results-based management systems of other development agencies abroad, and also the monitoring and evaluation system of WFK (ii) designed the direction of a logical framework and indicator system appropriate for the WFK, and (iii) developed logical frameworks and indicators for WFK through consultation with WFK experts. The implications of each steps is summarized below:

1) Implication from trend of result-based management system of international volunteering

Firstly, this research examined that the significance of results-based management systems in volunteer activities contributions to development outcomes, has increased in global discourse.

Secondly, the study highlighted the multi-dimensional approaches towards achieving the outcomes and goals of international volunteers' activities.

Thirdly, there were also many limitations in strategies, and evaluation and monitoring for outcomes in other agencies which run volunteer programs.

2) Implication from analysis of WFK logical framework and objectives

Firstly, WFK needs a set of three clear objectives:

- (i) to enhance the quality of life of less-developed countries' people.
- (ii) to enhance cooperative relations between less-developed countries and Korea.
- (iii) to enrich self-fulfillment and enhance individual growth through international volunteering.

Secondly, a comprehensive logical framework which can cover overall WFK projects prior to developing a logical framework for countries and sectors, needs to be designed.

3) Implication from status quo of WFK monitoring and evaluation

Firstly, reform to the evaluation and monitoring system from the program management and individual volunteer-oriented and outcome-oriented systems, needs to occur.

Secondly, quantitative methods other than surveys should be introduced in order to prove the contribution of WFK to SDG achievement.

Thirdly, in a mid-long-term plan, from the perspective of recipient countries, specific plans for constructive evaluation and data accumulation for outcome need to be linked to the SDGs.

Fourthly, acknowledging the methodological limitations of evaluation and data accumulation plans for outcomes from the recipient country perspective - specific alternatives such as the designing of applicable data collecting tools should be also developed.

4) Suggestions for Follow-up

Firstly, developing data collection tools that can be applied to international volunteering sites is crucial.

Secondly, through the inclusion of data collection tools under the current evaluation system, or the development of new tools, encouragement for volunteers to make use of these tools is also needed.

Finally, continuous efforts to ensure the credibility of outcome data collected from the site is required.