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# A Critical Review of the Practices of Development Evaluation in South Korea: Focusing on KOICA's ex-post Evaluation (1998-2016)

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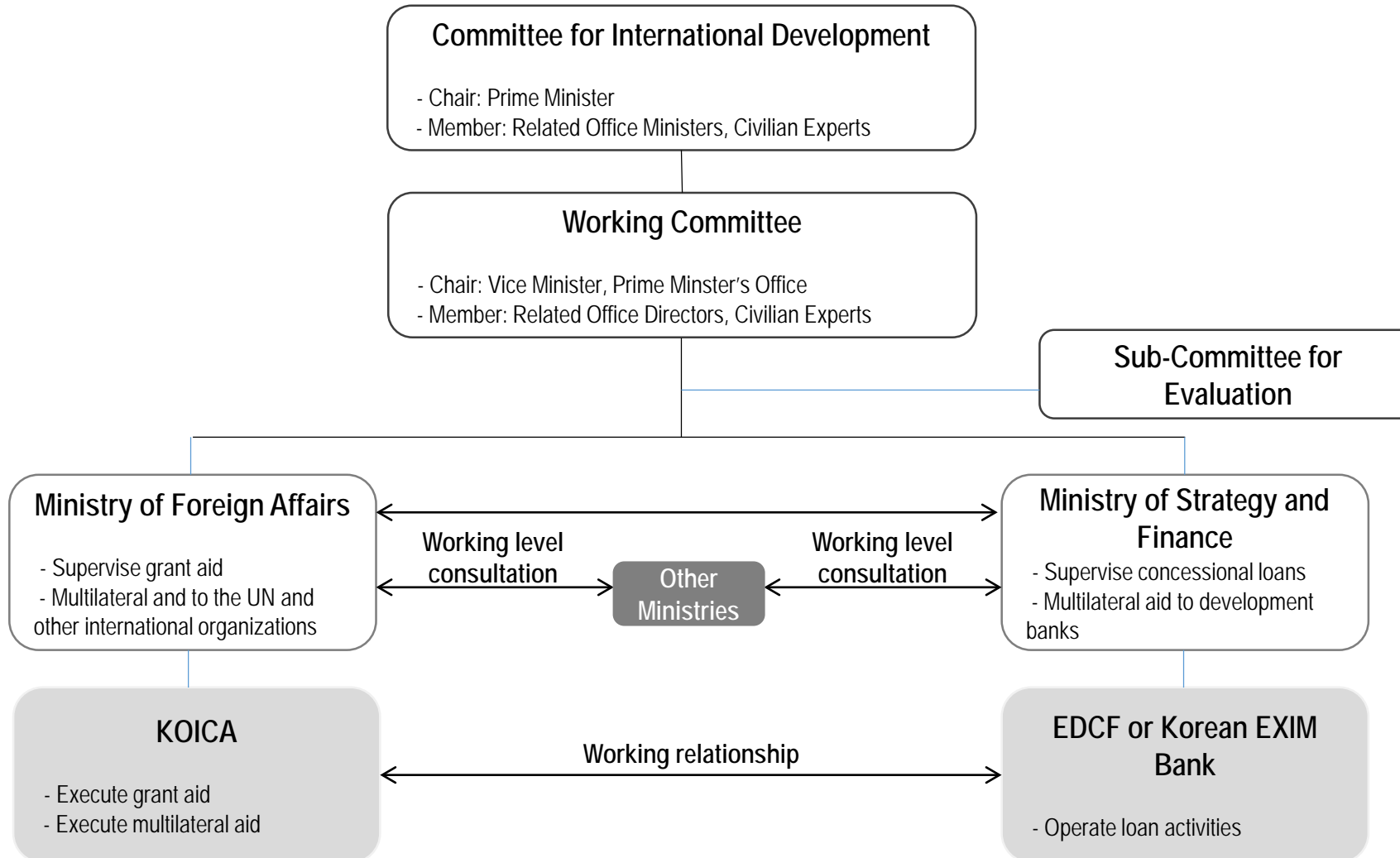
## III. Integrated Evaluation System

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# Korea's ODA Governance Structure



# Development Evaluation Experiences as EPM

Year	Titles	Countries for field research	Contractor	Ordering Institutions
2010	Comprehensive Evaluation on the NGO-support Program	Tanzania & Mongolia	KHU CIDEK	KOICA(Civil Society Team)
2014	PPP: Evaluation on Global CSR Program	Indonesia	KHU CIDEK	KOICA
2016	Ex-post Evaluation on Agriculture Business	Philippines & Laos	KHU CIDEK	KOICA
2016	Ex-post Evaluation on the Project for the Construction of Water Supply System	Vietnam & Senegal	KHU CIDEK	KOICA
2017-8	IO-NGO Partnership projects: NGOs as Implementing Partner(Good Neighbors)	Bangladesh & Tanzania	KHU CIDEK	Good Neighbors Int'l & KHU CIDEK
2017	Humanitarian Assistance(DRR) Projects	Vietnam & Myanmar	KHU CIDEK	Ministry of Foreign Affairs
2017	Income Generating Project of Good Neighbors in Malawi	Malawi	KHU CIDEK	Good Neighbors Int'l
2018	Comprehensive Evaluation for Community-based MCH Capacity Building	Ghana	KHU CIDEK	KOICA



# I.

## History: EDCF



Founded in July, 1987

- EDCF established

August, 1993

- Published "Manual for Ex-post Evaluation on Projects funded by EDCF"

2002

- Implemented Ex-post Evaluation among projects completed over 3 years ago

April, 2007

- Mandatory indicator set-up for performance evaluation
- Introduction of performance based evaluation system

March, 1990: First Amendment

- Suggested specific evaluation periods

1996

- Amended project evaluation period: After completion of the projects' → After submitting the Project Completion(Final) Report

February, 2005

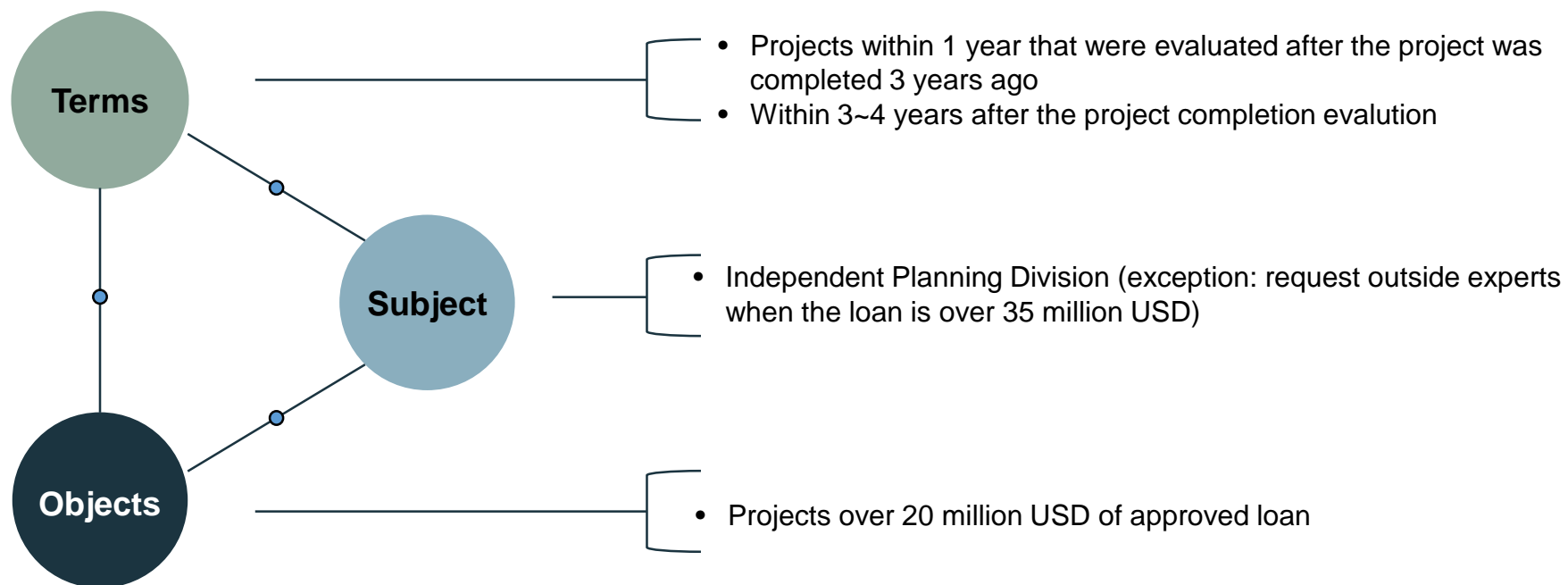
Standards on Ex-post Evaluation and its mandatory procedure

Reference: The EXIM Bank (2007)



# I.

## History: EDCF

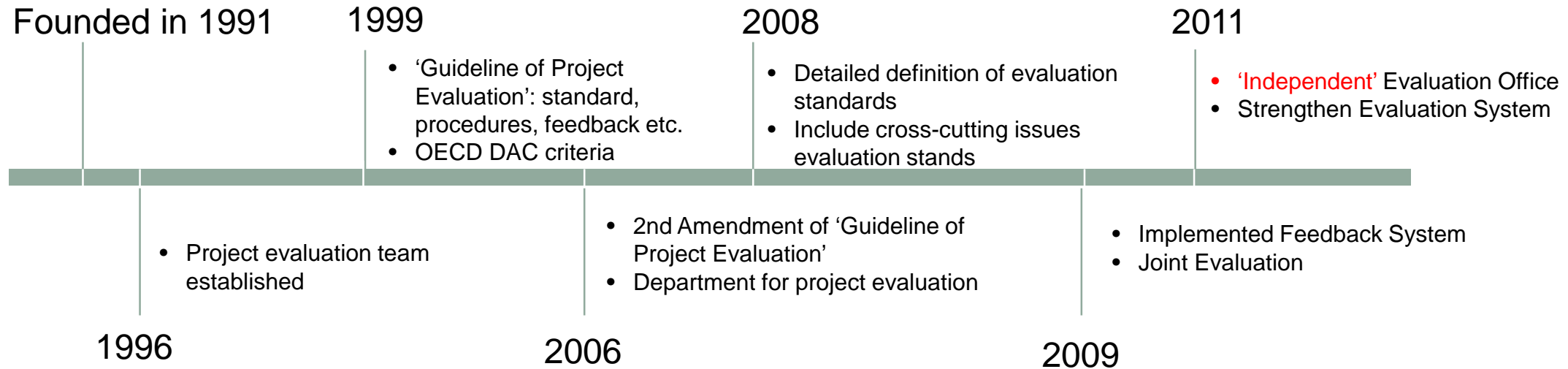


Reference: The EXIM Bank (2007) reinterpretation



# I.

## History: KOICA



Reference: KOICA (2011), "Korea International Cooperation Agency 1991-2010,"



## I.

History: **KOICA**

Types	Selection Standard	Evaluation Cycle
Policy/Strategy/ Thematic Evaluation	1. IF, special demands requests from internal (KOICA) departments or external entities 2. IF, an analysis of development-related issues and major pending issues is required by the Evaluation Office's own judgment; (*Evaluation of beneficiary satisfaction is conducted annually for submission of KOICA evaluation)	when demand
Country Evaluation	1. List of KOICA Key Country Partners 2. Select not to be bias by continent or region 3. Select a country with no Comprehensive Evaluation in the last 3 years and consider the cycle of Country Partnership Strategies (CPS)	Every 5 years
Sectorial Evaluation	1. KOICA 5 Key Sectors 2. Select subject in detail based on programme classification by sector concerned	Every 3 years
Porgramme Evaluation	1. Subject to regular and comprehensive inspection of KOICA in the Evaluation Office	Every 3 years
<b>Ex post Project Evaluation</b>	1. First round of selection among the projects with completion evaluation within 2~4 years 2. Second round of selection to projects that are <b>2 million USD or more</b> 3. Final selection via feasibility studies and evaluation environment among the second round of selections	Every year

Reference : KOICA (2016), p. 7.





# I.

## History:

### ODA Integrated Evaluation

Year	Contents
<b>May, 2009</b>	<ul style="list-style-type: none"> <li>• Implement ODA Integrated Evaluation System</li> </ul>
<b>December, 2009</b>	<ul style="list-style-type: none"> <li>• Composition of Evaluation sub-committee</li> <li>• Enactment of evaluation guidelines and integrated evaluation manuals</li> </ul>
<b>2010</b>	<ul style="list-style-type: none"> <li>• Conducted an ODA Integrated Evaluation</li> </ul>
<b>July, 2010</b>	<ul style="list-style-type: none"> <li>• Enforcement of the Framework Act on International Development Cooperation</li> </ul>
<b>2011</b>	<ul style="list-style-type: none"> <li>• Full implementation of ODA integrated evaluation</li> </ul>
<b>July, 2013</b>	<ul style="list-style-type: none"> <li>• Revised the Framework Act on International Development Cooperation</li> </ul>
<b>January, 2014</b>	<ul style="list-style-type: none"> <li>• Enactment and revision of regulations related to ODA integrated evaluation</li> </ul>

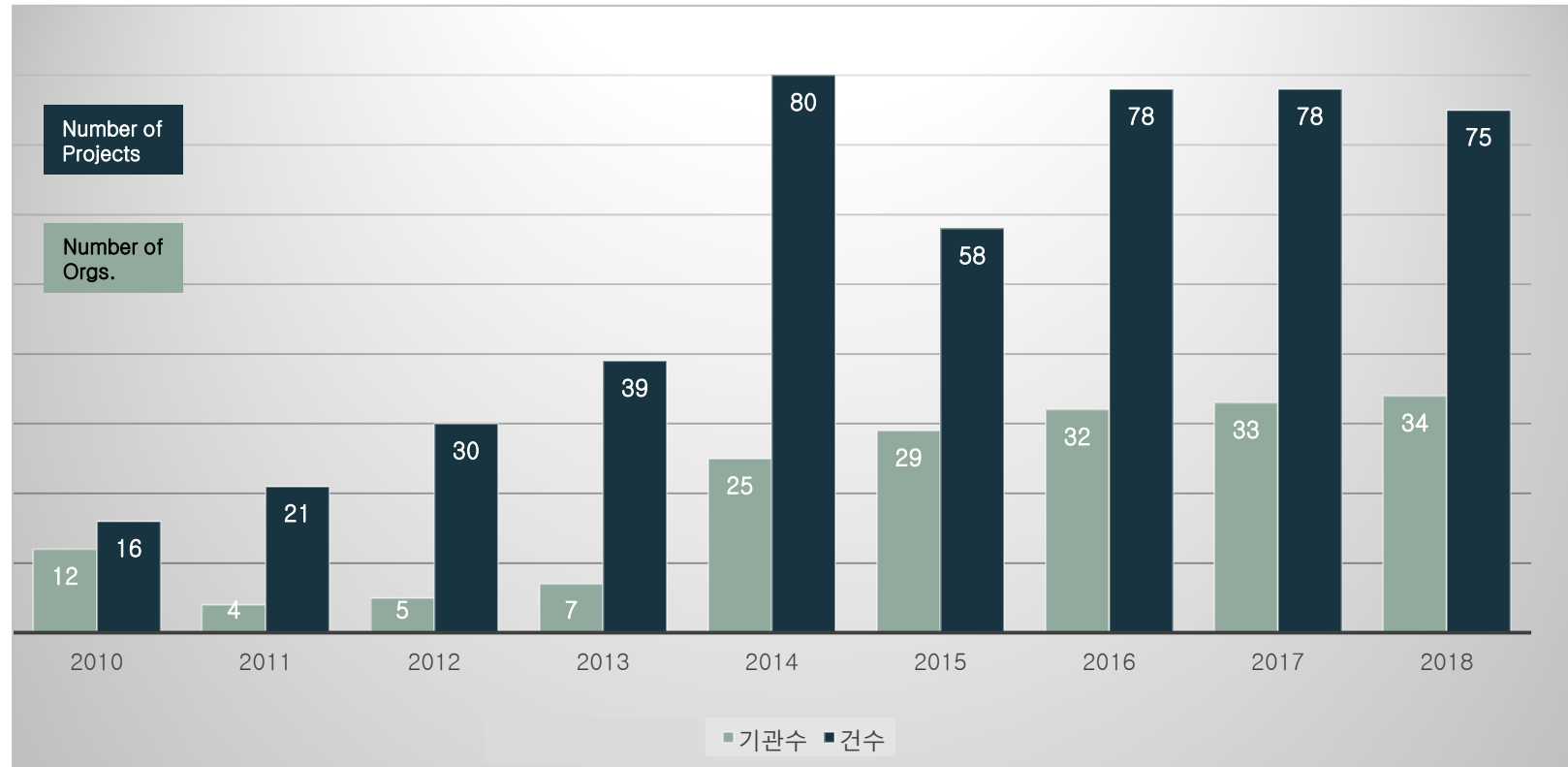
References: :International Development Cooperation Evaluation Committee of the Cabinet Office (2015; 2016), Office of Development Cooperation Policy Management (2018) reinterpretation



# I.

## History:

Self-evaluation : Number of evaluation and agencies increased after implementing 'Mandatory self-evaluation by project implementing agencies(2014)'



\*Voluntarily self-evaluation: 2010~2013

Reference: :International Development Cooperation Evaluation Committee of the Cabinet Office (2018), "ODA Integrated Evaluation Improvement Measures" reinterpretation

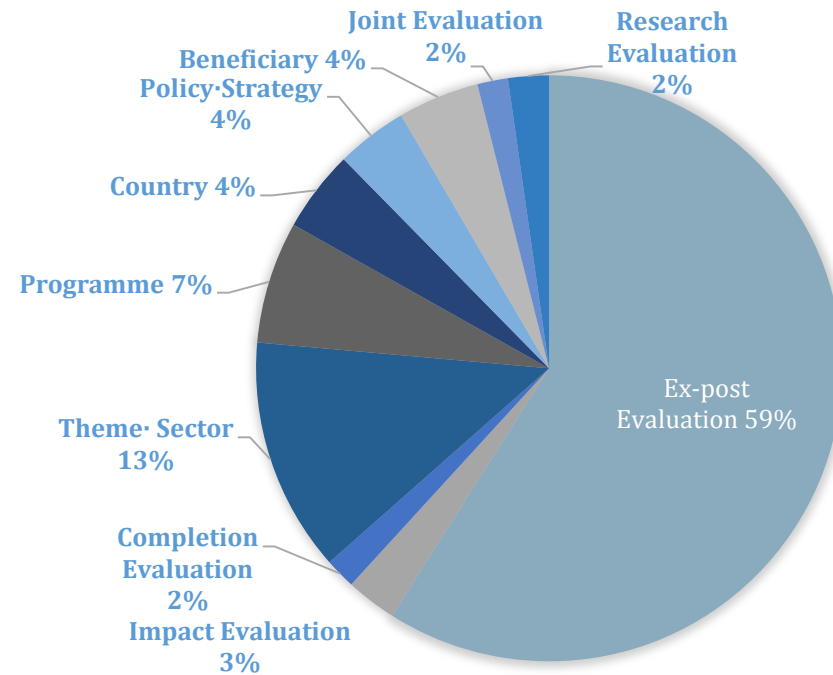


## II.

### Analysis of KOICA's Evaluation Reports: Data

KOICA Project Evaluation Reports (1998-2017)

(N=178)



Reference: [www.koica.go.kr](http://www.koica.go.kr) 'Project Evaluation' reinterpretation (Last assessed on August 24, 2018)

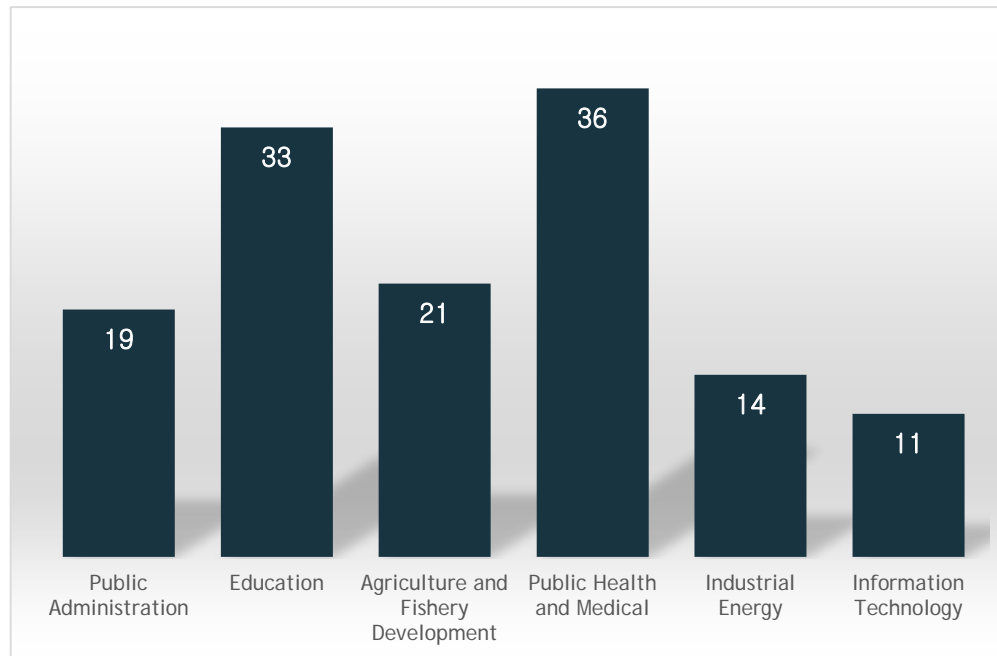


## II.

# Analysis of KOICA's Evaluation Reports: Data

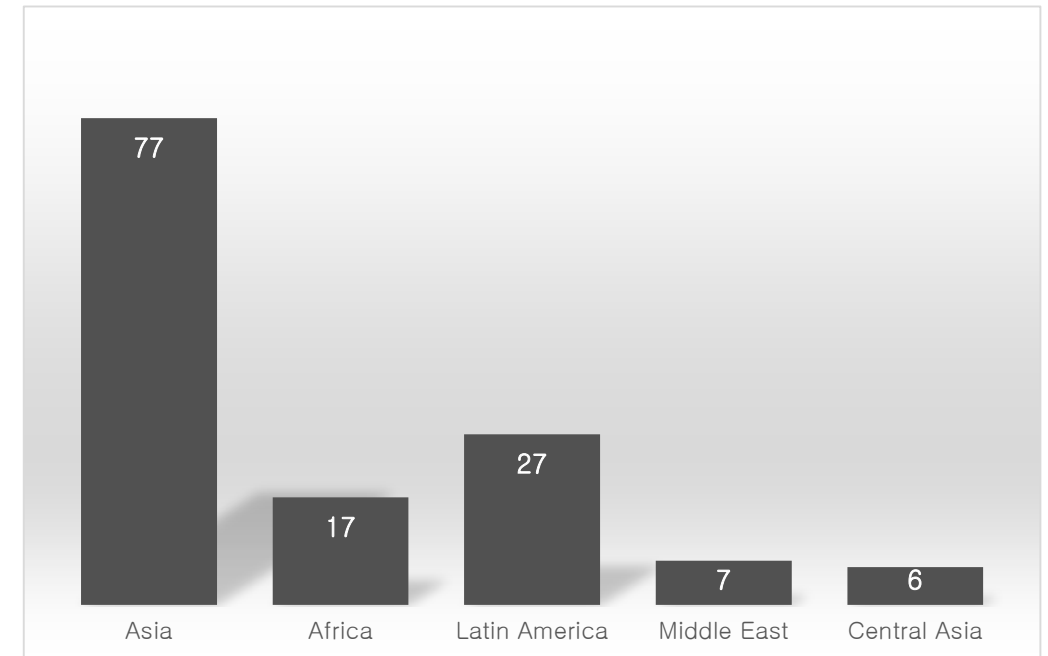
KOICA Evaluation Reports by Sector (1998-2017)

(N=134)



KOICA Evaluation Reports by Region (1998-2017)

(N=134)



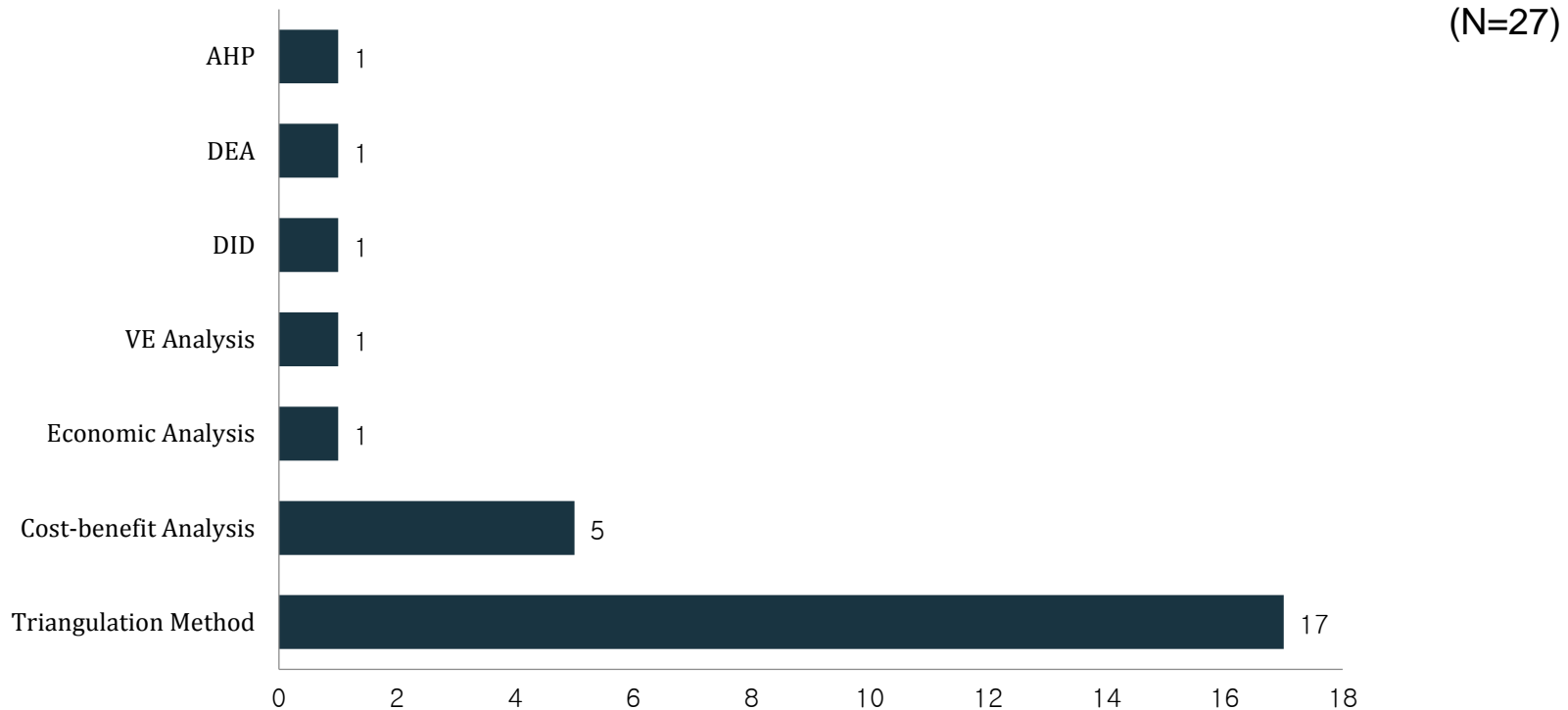
Reference: [www.koica.go.kr](http://www.koica.go.kr) 'Project Evaluation 'reinterpretation (Last assessed on August 24, 2018)



## II.

### Analysis of KOICA's Evaluation Reports: Data

#### KOICA Evaluation via Quantitative Evaluation Method

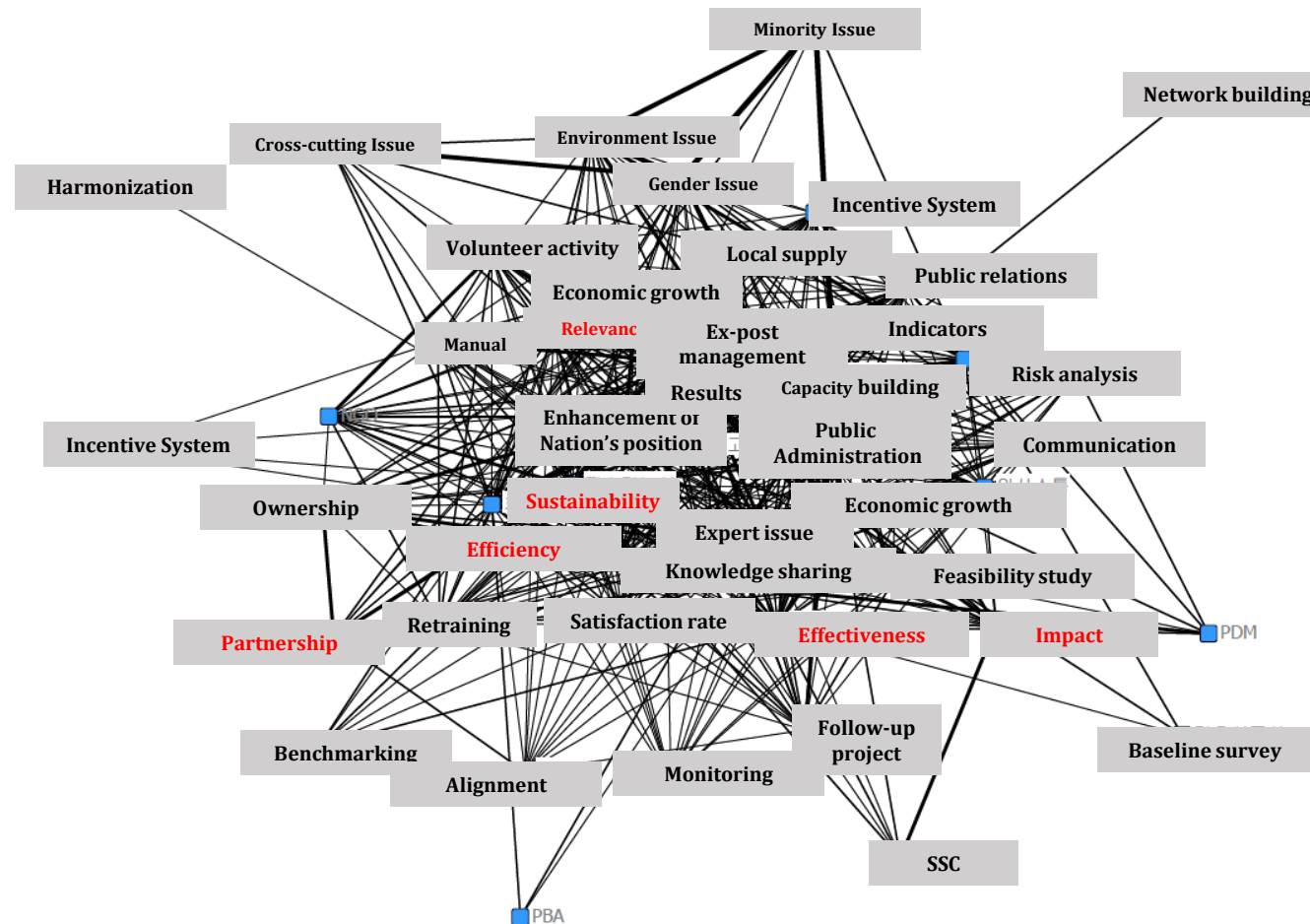


Reference: [www.koica.go.kr](http://www.koica.go.kr) 'Project Evaluation ' (Last assessed on January 6, 2018)

\*Value Engineering, Difference in Difference, Data Envelopment Analysis (DEA), AHP (Analytic Hierarchy Process)

## Analysis of KOICA's Evaluation Reports: Results

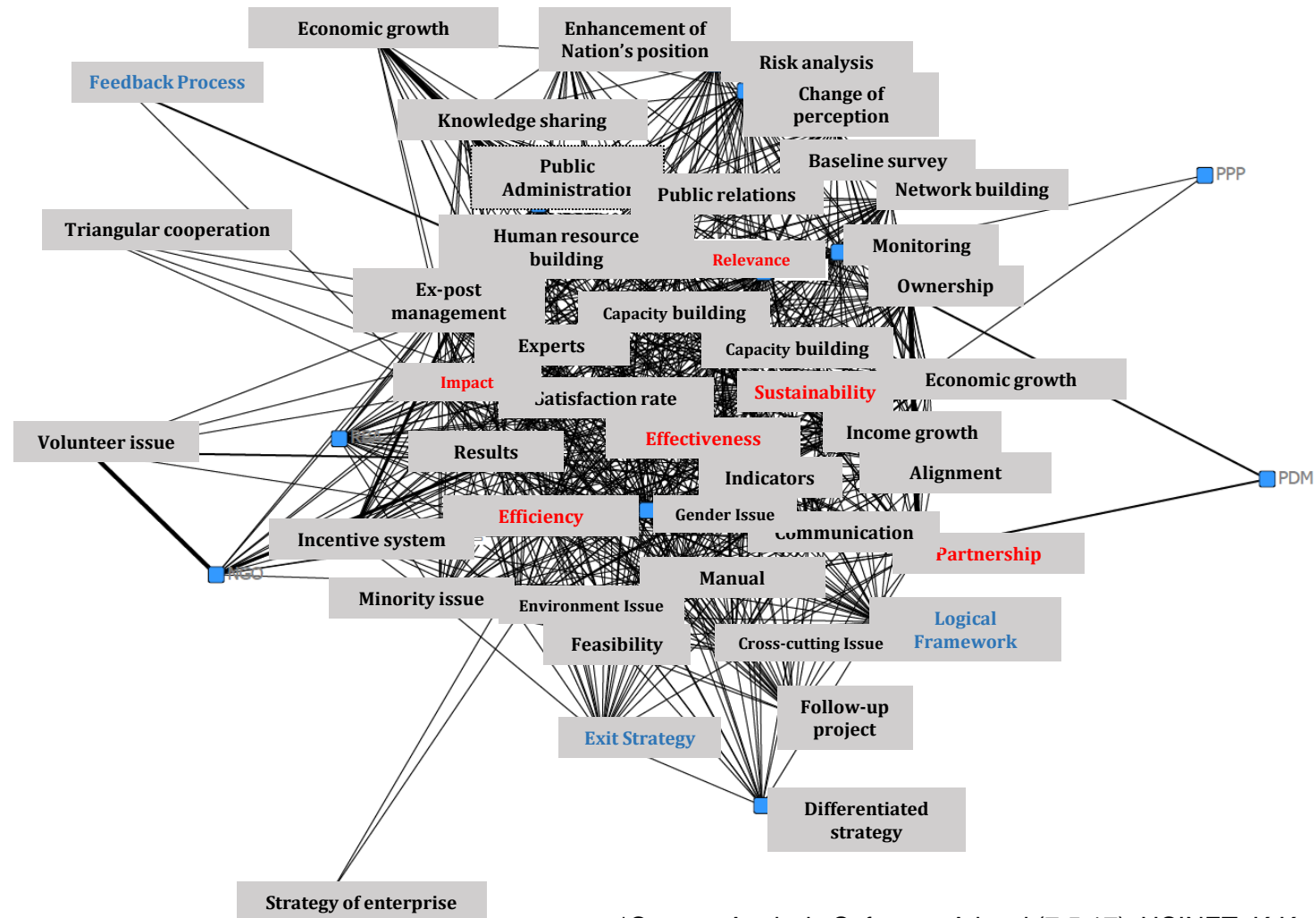
## KOICA's ex-post Evaluation Network Analysis\_Findings (1998-2010)



### III.

## Analysis of KOICA's Evaluation Reports: Results

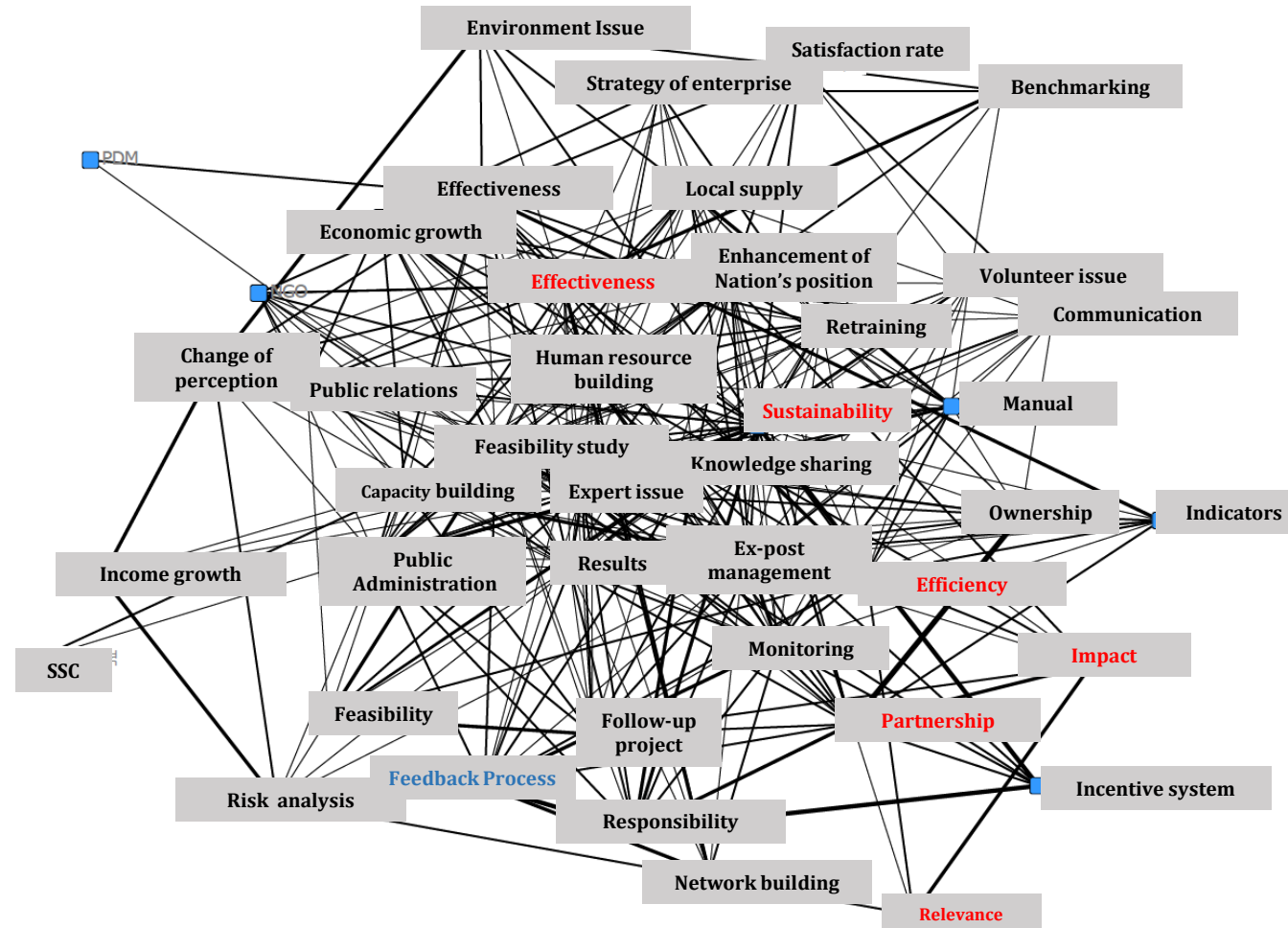
### KOICA's ex-post Evaluation Network Analysis Findings (2011-2016)



\*Content Analysis Software: Atlas.ti (7.5.17), UCINET, KrKwic

## Analysis of KOICA's Evaluation Reports: Results

## KOICA's ex-post Evaluation Network Analysis\_ Lessons & Recommendations (1998-2010)

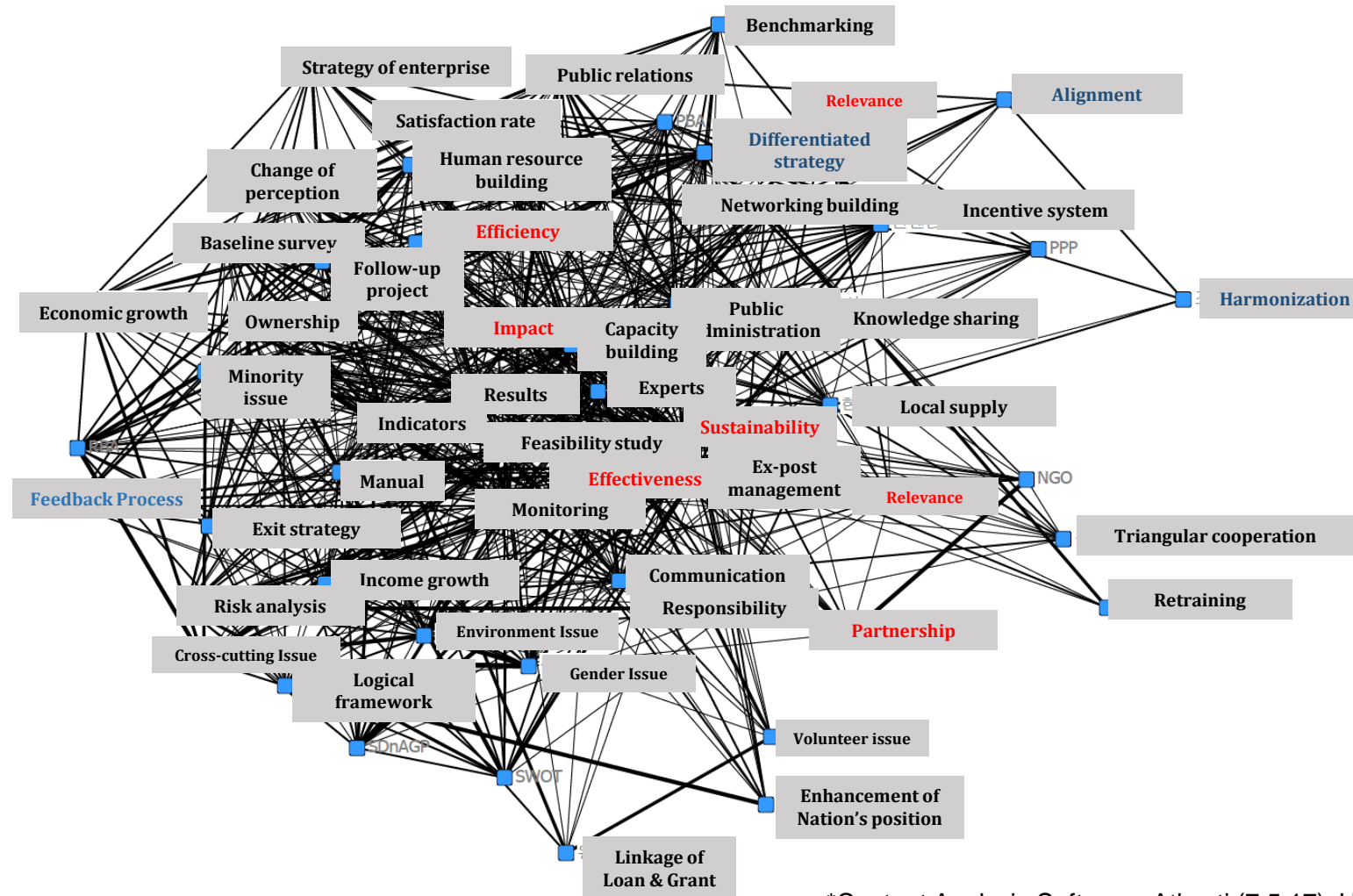




### III.

## Analysis of KOICA's Evaluation Reports: Results

### KOICA's ex-post Evaluation Network Analysis\_ Lessons & Recommendations (2011-2016)



\*Content Analysis Software: Atlas.ti (7.5.17), UCINET, KrKwic

### III.

## Integrated Evaluation System: Key Issues

01

- **Systematic Limitations of Integrated Evaluation Systems**

- ① Poor consistency of evaluation methodology and criteria
- ② Problem of procedure application
- ③ Poor function of evaluation sub-committee

02

- **Self-evaluation quality deviation**

- ① Lack of specific criteria for selection
- ② Reliability problem of evaluation
- ③ Poor evaluation infrastructure

03

- **Poor Exchange of Integrated Evaluation Results & Public System**

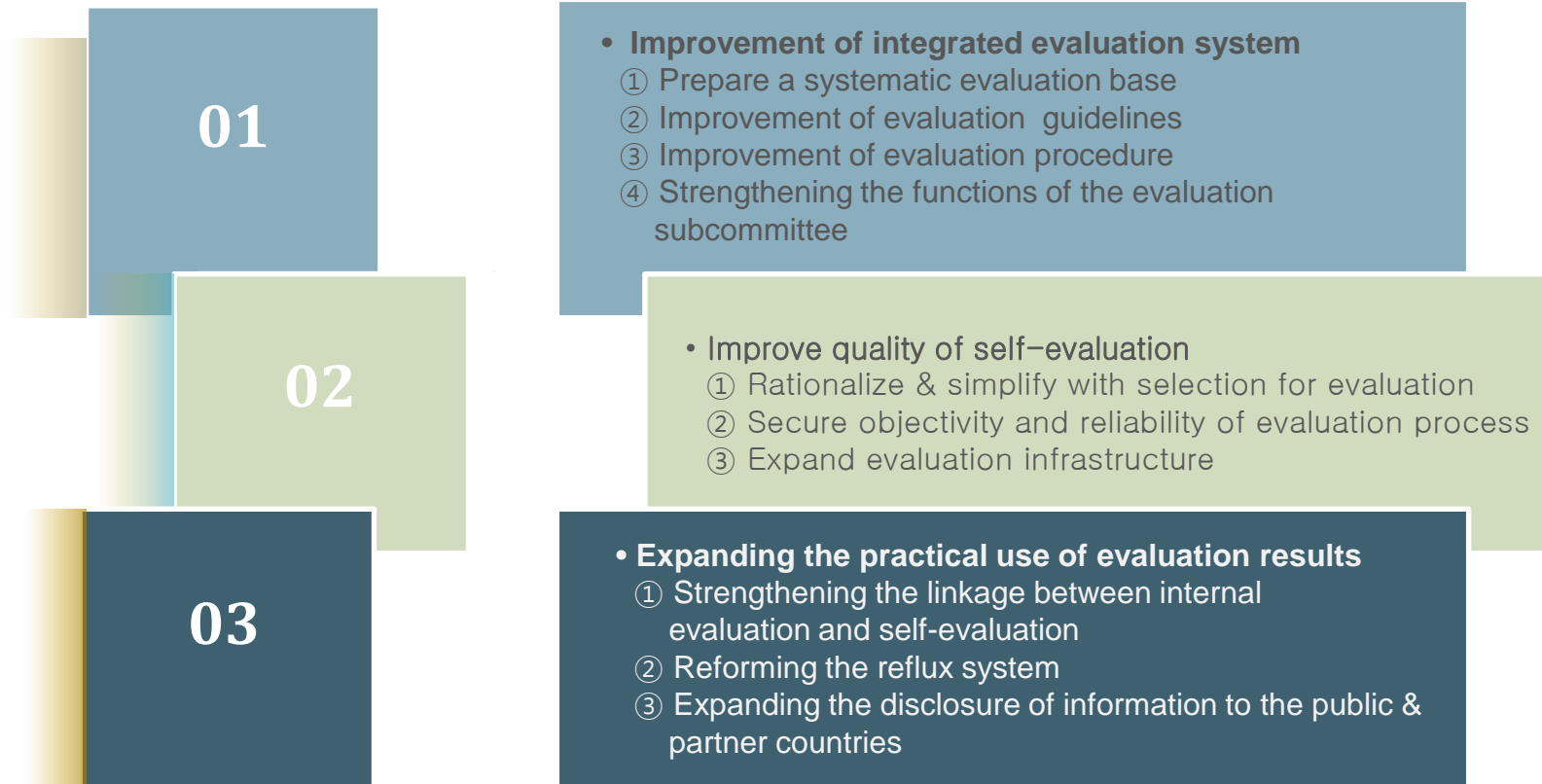
- ① Separation of external evaluation and self-evaluation
- ② Limitations in extracting evaluation results and implementation tasks
- ③ Poor public disclosure and sharing of evaluation results

Reference: :International Development Cooperation Evaluation Committee of the Cabinet Office (2018),  
“ODA Integrated Evaluation System Improvement Measures”



### III.

## Integrated Evaluation System: Improvement Measures



Reference: :International Development Cooperation Evaluation Committee of the Cabinet Office (2018),  
“ODA Integrated Evaluation System Improvement Measures” reinterpretation



#### IV.

## Conclusion : Challenges Ahead

# 1

### Quality deviation of Self-Evaluation Report among agencies

- Quality Improvement Plan for Self-Evaluation: Strengthen Performance Measurement to increase objectivity of evaluation
- Enhance performance management from the stage of project development and planning

# 2

### Strengthen Evaluation Accountability

- The selection criteria for evaluation must be strictly enforced
- The role of the assessment cooperative agency and assessment subcommittee should be strengthened

# 3

### Improving the evaluation system and capacity building of organizations

- Policy efforts required for extension of self-evaluation budget and staff and improvement of evaluation system
- The internal guidelines need to be changed so that certain portions of the project budget can be organized into performance management and evaluation budgets, and the budget authority needs institutional support.

Reference : Kwon et. Al. (2016), 『Meta Evaluation Research on Self-Evaluation of ODA implementing agencies』 Korea Institute for International Economic Policy



#### IV.

#### Conclusion :

#### Topics for further discussion

- ▶ *Independence of evaluation unit within agencies*
- ▶ *Centralized vs Decentralized Evaluation System*
- ▶ *Selection criteria and procedure for evaluation*
- ▶ *Evaluation knowledge management system for better results*
- ▶ *Evaluating evaluators and partners*
- ▶ *Validation of project completion report*

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- . 2016. "2017년 국제개발협력 통합평가 계획." 국제개발협력위원회 평가소위원회.
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# Thank you

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