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Letter from the Editor-in-Chief

Myanmar and Korea have many similarities and are complementary relationship. Therefore, we believe that research exchange will expand mutual understanding between Myanmar and Korea, and will be the cornerstone for mutual development.

KOMYRA and YUE have co-published The Myanmar Journal since August 2014. So far, many scholars have published numerous papers through the journal, and We are sure that this journal has helped many people understand Myanmar and Korea more clearly and closely.

The Myanmar Journal covers various issues in Myanmar and Korea. It covers various topics that can promote bilateral development and mutual understanding, not limited to specific topics such as economy, industry, society, education, welfare, culture, energy, engineering, healthcare, and agriculture.

We hope that this journal will continue to promote understanding of the current status and potential capabilities of Myanmar and South Korea and promote in-depth international exchange and cooperation.

We would like to express our deepest gratitude to the editorial board and YUE and KOMYRA for their valuable support in The Myanmar Journal publication.

August 30, 2021

Youngjun Choi *yj choi*

Editor-in-Chief of THE MYANMAR JOURNAL
Vice-President of KOMYRA
Email: yjchoi@khu.ac.kr
Office: +82-2-961-0485
Web address: komyra.com/doc/scope.php

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INFORMATION ABOUT The Myanmar Journal

The Myanmar Journal (ISSN 2383-6563) is the official international journal co-published by Yangon University of Economics (YUE) and Korea Myanmar Research Institute (KOMYRA).

This journal aims to promote the mutual cooperation and development of Myanmar and Korea through intensive researches in the entire field of society, economy, culture, and industry.

It will cover all general academic and industrial issues, and share ideas, problems and solution for development of Myanmar.

Articles for publication will be on-line released twice a year at the end of February and August every year on the Myanmar Journal webpage (http://www.komyra.com/bbs/board.php?bo_table=articles).

A Study on International Development Cooperation Performance Management Model: Focusing on Korea's International Cooperation

Shinwon Kang

Sunchon National University

ABSTRACT : Recently, global R&D cooperation through international cooperation to strengthen scientific and technological capabilities is being strengthened, and the need for government R&D investment in the field of international cooperation is continuously emphasized. The support performance of developing countries following the expansion of R&D ODA has a positive effect on the expansion of international influence. Currently, cooperation with researchers from other countries or with researchers from other countries is expanding and increasing in importance in academic activities and R&D fields. Therefore, it is necessary to develop a performance-oriented research support program model that can contribute to academic and socio-economic development in the long term by classifying and analyzing the results of international cooperation research support and applying it to existing projects. Therefore, this paper attempted to develop a model for international cooperation R&D research support and performance evaluation of cooperative activities from a long-term perspective. Looking at the major case studies, most performance evaluations use the generalized performance evaluation criteria of the OECD DAC similarly or together. In addition, performance evaluation standards are set for each institution according to the institution's support purpose and evaluation principles. In most development cooperation project evaluations, evaluations to enhance aid effectiveness such as performance evaluation and ripple effect evaluation are carried out. In this study, the previous case was considered and a performance evaluation model reflecting the characteristics of international cooperation projects was presented. The evaluation model of this study emphasized follow-up management and feedback from a long-term perspective in terms of sustainability. In addition, evaluation items were set to meet the objectives of ODA in terms of relevance, effectiveness, efficiency, influence, and sustainability as performance evaluation criteria based on previous studies.

Key Words: Global R&D cooperation, ODA, Evaluation, Sustainability, Criteria,

I. Introduction

Recently, global R&D cooperation through international cooperation to strengthen scientific and technological capabilities is being strengthened, and the need for government R&D investment in the field of international cooperation is continuously emphasized. The support performance of developing countries following the expansion of R&D ODA has a positive effect on the expansion of international influence. Currently, cooperation with researchers from other countries or with researchers from other countries is expanding and increasing in importance in academic activities and R&D fields. Therefore, it is necessary to develop a performance-oriented research support program model that can contribute to academic and socio-economic development in the long term by classifying and analyzing the results of international cooperation research support and applying it to existing projects.

Therefore, this paper attempted to develop a model for international cooperation R&D research support and performance evaluation of cooperative activities from a long-term perspective.

II. Performance evaluation Domestic and international case review

Until now, performance evaluation of ODA has been developed and utilized by sector and type using the principles of the OECD DAC (Development Assistance Committee).

In addition to the ongoing discussion that the OECD DAC should focus on the aid execution process and capacity building centered on the recipient countries, the Paris Declaration in 2005 prepared 5 principles and 12 indicators to check the progress of aid (OECD). , 2005).

The OECD DAC presented evaluation criteria for ODA projects, and many donor organizations are using the evaluation criteria of the OECD DAC as a core principle for the evaluation of development cooperation projects (OECD, 2008).

1. Domestic case

1) National Research Foundation of Korea

The goals and directions for the international cooperation project of the National

Research Foundation of Korea are 1) to enhance Korea's global innovation capabilities, 2) to promote entry into the global market, 3) to support national diplomacy, and 4) to contribute to the international community.

The step-by-step evaluation indicators for projects centered on establishing a foundation for cooperation, such as the exchange of researchers in the international cooperation project of the National Research Foundation of Korea, are as follows.

Table 1. Evaluation index for projects such as researcher exchanges, etc. to establish a cooperative infrastructure

Evaluation stage	Evaluation index	
preliminary review	<ul style="list-style-type: none"> •Appropriateness of the research conducting institution •Whether related documents such as research plan application are attached •Qualifications for the research director •Compatibility with business announcements and RFPs •Duplicity with previous tasks, etc. 	
selection evaluation	<ul style="list-style-type: none"> •Research (development) necessity and feasibility •Research performance capability of domestic and overseas research directors •Research capability of participating researchers •Relevance of research (development) goals •Reasonability of research execution promotion system (role sharing) and promotion strategy •Degree of strengthening cooperation network between the two countries •Appropriateness of expected performance and utilization plan, etc. 	
Progress management/ stage evaluation	<p>[Performance Evaluation Index]</p> <ul style="list-style-type: none"> •Achievement of research goals • Appropriateness of research method •Possibility of using research results, etc. •Contribution to strengthening scientific and technological cooperation between the two countries •Degree of strengthening the cooperative network between the two countries (human resource exchange and training, international events, etc.) 	<p>[Plan Evaluation Index]</p> <ul style="list-style-type: none"> •Relevance of R&D goals • Appropriateness of research method •Possibility of using expected research results, etc. •Science and technology follow-up cooperation projects and degree of task derivation, etc.
final evaluation	<ul style="list-style-type: none"> •Achievement of research goals •Appropriateness of research method •Excellence of research results •Possibility of using research results, etc. 	

Source: National Research Foundation of Korea

2) Korea International Cooperation Agency (KOICA)

In KOICA, the definition of evaluation set by the OECD DAC in 1991 is borrowed and used as it is. The purpose of evaluation is to learn and accountability commonly used in development cooperation. The principles of evaluation include partnership, fairness, objectivity, transparency, and credibility.

Table 2. KOICA's Performance Evaluation

Evaluation standard	standard question
relevance	<ul style="list-style-type: none"> • The degree to which the goals of the program are in line with KOICA's policies and priorities • Degree of agreement with the recipient country's development needs, development goals, and strategies • The degree to which a specific project is consistent with the recipient country's policy to strengthen a sense of ownership • The degree to which a particular project is consistent with the livelihood and cultural background of the beneficiaries • The degree to which the project can solve the main causes of the problem as to whether it is technically appropriate to solve the development problem • Possibility of re-implementing certain projects
effectiveness	<ul style="list-style-type: none"> • The degree to which the intended deliverables, objectives and goals have been achieved; • The extent to which circumstances have changed through a specific project, excluding external effects • Success or cause of failure in achieving the intended goal • Points that can be improved to improve the effectiveness of the evaluation target
efficiency	<ul style="list-style-type: none"> • Were the evaluation targets operated efficiently? What means were used in the planning and project execution stage to find out whether the resources were used efficiently? • Can the same quality and quantity achieved by the evaluation target be achieved in a different way with a smaller budget? • Could more results have been achieved with the same resources? • Could the same development problem be solved with a lower cost alternative? • Is the project economically worthwhile compared to other alternatives? Are the resources invested in the business likely to be used for other, more valuable purposes?
Influence	<ul style="list-style-type: none"> • What are the intentional or unintentional positive or negative effects of the evaluation target on people, institutions, or the environment? • How did the evaluation target affect the welfare of other stakeholders? • How do the affected beneficiaries and other stakeholders

	<p>judge the impact of the project on themselves?</p> <ul style="list-style-type: none"> • What impact did the recipient country institutions have on operating and managing the evaluation target? • To what extent has the project contributed to capacity development and institutional reinforcement of institutions related to recipient countries? • How many changes are identified and measured among business organizations? • To what extent are the identifiable changes caused by the evaluation target? • What would have happened if the evaluation had not been carried out? • Are there any other explanations for the identified changes?
<p>sustainability</p>	<ul style="list-style-type: none"> • Does the project meet the priorities and effective demand of the recipient country? • Does the recipient country system support the project? • Does the project harmonize well with the social and cultural conditions of the recipient country? • Is the sense of ownership in the target area sufficient to satisfy the owner? • Were the stakeholders of the recipient country involved in the planning and project implementation stages? • Do relevant institutions in the recipient country have governance systems and organizations in place, including effective operation and organization? • Does the technology used fit the economic, educational or cultural context of the recipient country? • Do project stakeholders have the financial resources to maintain project results even after the donor country's support ends? • Is the project consistent with the sustainable use of natural resources in the recipient country? Does it have any negative impact on the natural environment?

3) Export-Import Bank of Korea External Economic Cooperation Fund (EDCF)

EDCF understands and approaches evaluation in a similar context to KOICA. It faithfully reflects the definition and purpose of evaluation presented by the OECD (1991), which is actually accepted as an international standard in international development cooperation, and the principles and standards of evaluation.

As an evaluation principle, fairness, independence, reliability, usefulness, and partnership are presented almost similarly to KOICA, and the five evaluation criteria of relevance, efficiency, effectiveness, influence, and sustainability are equally applied (EDCF, 2013).

Table 3. Main Evaluation Principles of EDCF

Evaluation Principle	Contents
Impartiality	<ul style="list-style-type: none"> •Evaluation is a process in the evaluation process such as fact checking, analysis, and conclusion drawing. •It should be done fairly and prevent the reflection of biased positions
Independence	<ul style="list-style-type: none"> •Evaluation should be conducted independently of policy making and project implementation, and the interests of the evaluator should not affect the evaluation results.
Credibility	<ul style="list-style-type: none"> •The evaluation should be carried out through a transparent process by an evaluator with expertise and independence.
Usefulness	<ul style="list-style-type: none"> •Evaluation results should be provided in a timely manner to be useful in the decision-making process, and various views and understandings should be reflected. In addition, stakeholders should have easy access to the evaluation process and results.
Partnership	<ul style="list-style-type: none"> •In the evaluation, other donor countries, institutions, and recipient countries are encouraged to participate in the evaluation, and the possibility and appropriateness of joint evaluation is confirmed.

2. Overseas cases

1) OECD

The purpose of the development cooperation performance evaluation presented by the OECD DAC is to improve aid policies and projects, and to strengthen the accountability of related institutions by providing evaluation results.

Performance evaluation criteria include 1) appropriateness, 2) effectiveness, 3) efficiency, 4) impact, and 5) sustainability.

Table 4. OECD DAC Development Cooperation Performance Evaluation

Division	The details
relevance	<ul style="list-style-type: none"> •To what extent is the purpose of the program effective? •Are there program activities and outputs that are consistent with the overall goals and achievement of those goals? •Are there program activities and outputs consistent with intended impacts and effects?
effectiveness	<ul style="list-style-type: none"> •To what extent have the goals been achieved? To what extent will it be achieved? •What are the main factors influencing the achievement or failure of the goal? •Are the activities cost-effective?

efficiency	<ul style="list-style-type: none">•Were the objectives achieved on time?•Was the program or project implemented in the most efficient way compared to other alternatives?
Influence	<ul style="list-style-type: none">•What happened to the program or as a result of the program? Why did it happen?• What difference did the activity make to the beneficiary?
sustainability	<ul style="list-style-type: none">• To what extent did the benefits of the program or project persist after the donor stopped funding?• What are the main factors influencing the achievement or failure of a program or project to achieve sustainability?

2) WORLD BANK

WB's performance evaluation is primarily aimed at institutional responsibility and lessons, and more specifically, to determine the suitability of project goals, development effectiveness, efficiency, impact, and sustainability (World Bank, 2013).

The WB performance evaluation is very similar to other fields in terms of evaluation categories and indicators for educational research projects, and includes learning outcomes, education strategies, and ease of reflection in the recipient country's national development strategies in addition to common indicators. Key indicators in the World Bank education field include primary education completion rate, gender equality index, the number of elementary school teachers trained through the project, the number of classrooms built or renovated through the project, and the learning evaluation system at the beginner level.

3) ADB

The purpose of ADB's Independent Evaluation Department (IED) is to improve the effectiveness of ADB's development assistance by establishing an institution's performance and evaluation management, evaluation lessons, and feedback system in an independent and systematic way (ADB, 2013).

4) USAID

The purpose of USAID evaluation is to strengthen project/program accountability through evaluation and to learn through evaluation. Through evaluation, we systematically accumulate knowledge about the factors that determine the success of the project and the importance of those factors, and share this knowledge as a reference for future project design and execution.

III. Development of performance models by type reflecting the characteristics of international cooperation projects

In this study, performance evaluation items were adjusted to meet the objectives of ODA in terms of relevance, effectiveness, efficiency, influence, and sustainability as performance evaluation criteria based on the previous studies reviewed above.

1. Relevance

First, the following questions are required to evaluate relevance.

- How well is the ODA conforming to the recipient country's development environment and demand, and development policies and strategies?
 - Is ODA carried out appropriately considering the political and social conditions of Suwon?
 - Whether the recipient country system is properly utilized?
 - Were the ODA strategies and methods adequately reflective of international development challenges and in line with international aid norms?
 - Does ODA properly coordinate or harmonize with other business vehicles to achieve its overall goals?
 - Were policy participation, organizational structure, manpower, budget allocation, and division of work adequately supported as planned in advance?
- Are the relevant procedures appropriate?

2. Effectiveness

Next, in order to evaluate effectiveness, it is necessary to consider the following questions.

- Whether and to what extent have the recipient countries achieved the relevant objectives of the ODA?
- If achievement is low, what is the cause?
- What are the ways to improve achievement?

3. Efficiency

The following questions are asked to evaluate effectiveness.

- Are the ODA budget efficiency, project implementation system and procedure, and follow-up management effective?

4. Influence

To assess impact, the following questions are asked:

- Did ODA have positive and negative ripple effects and have policy, social, economic, and cultural ripple effects other than the original goal?
- Has it contributed to capacity development, system strengthening, human resource development, and living improvement of recipient country-related institutions?
- Does it provide practical help to the industrial or economic development of the recipient country through linkage with related industries?

5. Sustainability

To evaluate sustainability, the following questions are asked:

- Does the performance of ODA have a lasting impact?
- What actions are needed to sustain performance?

Table 5. ODA performance evaluation analysis (draft)

Division	Performance items
relevance	<ul style="list-style-type: none"> - Degree of conformity of ODA to recipient country's development environment and demand, development policy and strategy, etc. - The degree to which ODA is appropriately carried out in consideration of the political and social conditions of the recipient region - Appropriate level of utilization of the recipient country system - Level of compliance with international aid norms - The degree to which ODA is properly coordinated or harmonized with other business means to achieve the overall goal - The degree to which policy participation, organizational structure, manpower, budget allocation, and task division are adequately supported as planned in advance - Relevant performance procedures are related to the degree of conformity.
effectiveness	<ul style="list-style-type: none"> - Whether and to what extent the recipient country has achieved the relevant objectives by ODA - If the achievement level is low, the cause - Measures to improve achievement
efficiency	<ul style="list-style-type: none"> - Budget compared to target - Execution scale compared to target scale

	<ul style="list-style-type: none"> - Completion period compared to phase period - The number of input experts compared to the number of required personnel - Propulsion system of the implementing agency - Mutual business consultation and coordination system - Input education in preparation for necessary education
Influence	<ul style="list-style-type: none"> - Improvement of recipient country related system - National development of recipient countries and development of local communities - Relevant technology development and industrial development in the recipient country - Improvement of related education fields in recipient countries - Improving the lives of citizens of recipient countries - Promotion of industrial cooperation with recipient countries
sustainability	<ul style="list-style-type: none"> - The degree to which the performance of ODA continues to affect - Degree of action taken to sustain performance

IV. conclusion

As a result of the study, looking at the major cases, most performance evaluations are similar to or use the generalized performance evaluation criteria of the OECD DAC. In addition, performance evaluation standards are set for each institution according to the institution's support purpose and evaluation principles. In most development cooperation project evaluations, evaluations to enhance aid effectiveness such as performance evaluation and ripple effect evaluation are carried out.

In this study, the previous case was considered and a performance evaluation model that reflected the characteristics of international cooperation projects was presented. The evaluation model of this study emphasized follow-up management and feedback from a long-term perspective in terms of sustainability. In addition, evaluation items were set to meet the objectives of ODA in terms of relevance, effectiveness, efficiency, influence, and sustainability as performance evaluation criteria based on previous studies.

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