

Abstract

Results based management in development cooperation serves for two purposes - -increasing accountability and strengthening learning in the organization. Results in development means the long - and short -term outcomes produced by the series of activities implemented, which are depicted as results chain.

This research examined development results management system of the Netherlands, New Zealand and the Republic of Korea to draw out policy implications. The results management systems of the Netherlands and New Zealand show similar structure based on the theory of change depicted in results chain. Both countries established three level results management system from project level, country or sector level, to development goal level.

The Netherlands set 'contribution to achieving the sustainable Development Goals (SDGs)' as the highest level goal. It then select nine themes in accordance with the fourteen goals of the SDGs. Each country program includes two to four themes to provide assistance. The Netherlands monitor and manage results by themes and by partner countries. In case of New Zealand, the SDGs are also closely linked to its results management system. The New Zealand government also manages results by sectors with targets and indicators also linked to the SDGs. Both countries develop logical framework for each project results management.

The results system of Korea is different from that of the two countries. The Korean government manages results by organization. Therefore, it is difficult to assess the comprehensive results of the Korean aid since more than forty ministries and organization are involved. In the case of KOICA, the only governmental organization specified in aid, assesses its business results in accordance with the government guideline on the Performance Evaluation for Korean Governmental Organizations.' About half of the evaluation examine the results of its business. Since KOICA set results management targets and indicators by modalities it is also quite difficult to comprehensively review the results of KOICA aid.

One distinct feature of the Korean results system is its strong ties to the salaries and incentives, which is advised by the OECD to promote strong commitment to results. However, the absence of theory of change in results structure limits its positive influence on increasing aid effectiveness.

This research draw out three policy implications. First, the results management system should be revised based on the theory of change in results chain. In this way, the results system should show hierarchical logical chain from the projects level to the goal level results. Secondly, the scope of sectors or themes should be streamlined as with the case of

the Netherlands to increase the effectiveness of aid. Thirdly, there should be improvement in information management system as well as investment in capacity building for aid practitioners for efficient management of results.