
Executive summary

The purpose of this study is threefold: first, to analyze previous research and the current status of qualitative performance indicators both domestically and internationally; second, to derive/develop and suggest modifications for qualitative performance indicators (including indicators, definitions, and measurement methods/tools) applicable to KOICA ODA projects; and third, to present proposals and scoring methods that can be applied to projects through the use of scales.

The content of the study to achieve its objectives is as follows: First, analysis of the concept and definitions/trends of qualitative performance indicators in ODA projects; second, a survey of domestic and international cases regarding qualitative performance indicators in ODA projects; third, the establishment of a qualitative performance indicator system based on the PDM (Project Design Matrix); and fourth, recommendations for the utilization of qualitative performance indicators.

1. Analysis of the concept, definitions, and research trends of qualitative performance indicators in ODA projects

1) Concept of qualitative performance indicators

- Qualitative performance indicators are primarily described in language and are used to assess or express abstract concepts such as quality, efficiency, effectiveness, and satisfaction. These are non-quantitative, qualitative measures or indicators. Such performance indicators are mainly utilized to measure and understand complex phenomena like emotions, perceptions, participation, and cooperation.
- Qualitative performance indicators are primarily used to evaluate the quality and significance of a project. They can explain the impact of the project's outcomes and the changes that this impact has brought about.
- Qualitative performance indicators provide a deep understanding and interpretation of performance. For instance, they enable the identification of qualitative outcomes that are difficult to quantify, such as the social, economic, and environmental impacts a specific project has on a community.

2) Research Trends in Qualitative Performance Indicators

- Internationally, the emergence of the Sustainable Development Goals (SDGs) has made qualitative performance indicators increasingly important. The SDGs present targets that consider both quantitative and qualitative performances, leading to active qualitative performance management in ODA projects.
- Specifically, the United Nations Development Programme (UNDP) is developing various qualitative performance indicators linked to the SDGs to support national development projects. Through these qualitative performance indicators, project performances are evaluated and improved.
- International organizations like the World Bank are also enhancing qualitative performance management by introducing "Social and Environmental Standards" that consider environmental, social, and cultural aspects. This approach helps to ensure the sustainability of projects.

2. Results of the domestic and international case study analysis on qualitative performance indicators in ODA projects

1) Education Sector

- The education sector comprised 41 projects, utilizing a total of 191 performance indicators, averaging 4.66 indicators per project. Of these, quantitative performance indicators accounted for 136, making up 71.2% of all indicators, with an average of 3.32 used per project. Qualitative performance indicators numbered 55, constituting 28.8% of all indicators, with an average of 1.34 used per project.
- The projects that made the most use of qualitative indicators were in the primary education sector (11220), where an average of 2.18 qualitative performance indicators were used across 11 projects. This was followed by projects in the field of advanced technology and managerial education (11430) and tertiary education, including vocational schools and universities (11420), which also utilized a variety of qualitative performance indicators.

2) Health Sector

- The health sector included a total of 45 projects, with 217 performance indicators utilized, averaging 4.82 indicators per project. Among these, quantitative performance indicators accounted for 176, representing 81.1% of

all indicators, with an average of 3.91 used per project. Qualitative performance indicators numbered 41, making up 18.9% of all indicators, with an average of 0.91 used per project.

- The projects that utilized qualitative indicators the most were in medical education and training (12181), where 6 qualitative performance indicators were used across 2 projects. Health education (12261) saw 6 qualitative indicators used across 3 projects, averaging 2 qualitative indicators per project.

3) Rural Development Sector

- The rural development sector encompassed a total of 72 projects, with 294 performance indicators utilized, averaging 4.08 indicators per project. Among these, quantitative performance indicators accounted for 240, representing 81.6% of all indicators, with an average of 3.3 used per project. Qualitative performance indicators numbered 54, making up 18.4% of all indicators, with an average of 0.75 used per project.
- Among the types of projects classified by CRS Code, those with the most utilized qualitative performance indicators were agricultural education/training (31181), agricultural development (31120), and rural development (43040) projects.
- Agricultural education/training (31181) projects utilized 17 qualitative performance indicators across 11 projects. Agricultural development (31120) projects used 12 qualitative performance indicators across 20 projects, and rural development (43040) projects utilized 10 indicators across 12 projects.
- In the case of education and training projects, qualitative performance indicators focused on the satisfaction with the training provided for capacity enhancement of the beneficiaries and satisfaction with the equipment were utilized. For agricultural development and rural development project types, indicators were used to measure the capacity change of the beneficiaries. However, after quantifying the capacity change, indicators measuring changes in behavior, such as participation rates and social capital (trust among residents), were also utilized.
- In projects involving the development of new government policies, indicators were presented to assess the development of policies and strategies, such as master plans, and their actual utilization. However, there was no basis for

determining whether a policy or strategy was adopted based on how much of the proposed policy and what proportion of the policy was utilized, beyond the approval of the report by the government.

4) Rural Development Sector

- Among the public administration sector projects, performance indicators were identified for a total of 37 projects, with 144 performance indicators utilized, averaging 3.89 indicators per project. Of these, quantitative performance indicators accounted for 117, representing 81.3% of all indicators, with an average of 3.16 used per project. Qualitative performance indicators numbered 27, making up 18.7% of all indicators, with an average of 0.73 used per project.
- The project area that made the most use of qualitative indicators was public policy and administrative management (15110), where 10 qualitative performance indicators were used across 14 projects. Additionally, in the statistical capacity building (16062) area, 3 qualitative performance indicators were utilized in 1 project.

5) Technology, Environment, Energy Sector

- Among the projects in the technology, environment, and energy sector, performance indicators were identified for a total of 18 projects, with 67 performance indicators utilized, averaging 3.72 indicators per project. Of these, quantitative performance indicators accounted for 53, representing 79.1% of the total, with an average of 2.94 used per project. Qualitative performance indicators numbered 14, making up 20.9% of all indicators, with an average of 0.79 used per project.
- The project areas that made the most use of qualitative performance indicators were water resources policy and administrative management (14010) and basic drinking water supply and basic sanitation (14030), with each using 4 and 2 qualitative performance indicators, respectively. CRS Code 14010, pertaining to water resources policy and administrative management, is classified under technology, environment, and energy due to its relevance across multiple sectors, including industrial energy, public administration, and the environment. Similarly, CRS Code 14030, related to basic drinking water supply and basic sanitation, is associated with the health and environment

sectors but is classified under technology, environment, and energy considering the specific characteristics of the projects.

3. Establishment of a Qualitative Performance Indicator System Based on the Project Design Matrix (PDM) for ODA

- As an example, the process and established indicators for qualitative performance indicators in the social development sector are presented.
- Representative qualitative performance indicators by CRS Code are presented, and indicators from other sectors that can be utilized according to the project components are provided as follows.

<Composition of Qualitative Performance Indicators in the Social Development Sector>

CRS Code		DAC Sector Classification	Qualitative Performance Indicators (Representative Indicators)	Qualitative Performance Indicators (Proxy Indicators)
1	31110	Agricultural Policy and Administrative Management	Implementation Strategy Utilization Index Human Capacity Enhancement Index	-
2	31120	Agricultural Development	Agricultural Income Stabilization Index	Agricultural Extension Performance Index Post-Harvest Management Capacity Index Agricultural Product Distribution Efficiency Index
3	31130	Agricultural land resources	Agricultural Income Stabilization Index	Agricultural Water Stabilization Index Agricultural Machinery Utilization Index
4	31140	Agricultural water resources	Agricultural Water Stabilization Index	Agricultural Land Stabilization Index Social Capital Formation Index
5	31150	Agricultural inputs	Agricultural Machinery Utilization Index	Human Capacity Enhancement Index Agricultural Income Stabilization Index
6	31161	Food Crop Production	Food Insecurity Experience Index	Agricultural Income Stabilization Index
7	31162	Industrial Crops/Export Crops	Post-Harvest Management Capacity Index	Agricultural Income Stabilization Index Agricultural Product Distribution Efficiency Index
8	31163	Livestock	Livestock Management Improvement Index	Implementation Strategy Utilization Index Human Capacity Enhancement Index
9	31164	Agrarian reform	-	Implementation Strategy Utilization Index

				Human Capacity Enhancement Index
10	31165	Agricultural alternative development	–	Agricultural Income Stabilization Index
11	31166	Agricultural Extension	Agricultural Extension Project Performance Index	Human Capacity Enhancement Index Agricultural Income Stabilization Index Post-Harvest Management Capacity Index Livestock Management Improvement Index
12	31181	Agricultural education/training	–	Human Capacity Enhancement Index Agricultural Income Stabilization Index Post-Harvest Management Capacity Index Agricultural Product Distribution Efficiency Index
13	31182	Agricultural Research	Agricultural Research Capacity Enhancement Index	Implementation Strategy Utilization Index Human Capacity Enhancement Index
14	31191	Agricultural Services	Agricultural Product Distribution Efficiency Index	Implementation Strategy Utilization Index Human Capacity Enhancement Index Post-Harvest Management Capacity Index
15	31192	Plant and Post-Harvest Protection and Pest Control	–	–
16	31193	Agricultural financial services	–	Cooperative Operation Performance Index
17	31194	Agricultural Co-operatives	Agricultural Cooperative Operation Performance Index	–
18	31195	Livestock/veterinary services	–	–
19	43040	Rural development	Social Capital Formation Index	Implementation Strategy Utilization Index Human Capacity Enhancement Index Agricultural Income Stabilization Index Agricultural Land Stabilization Index Agricultural Water Stabilization Index Agricultural Machinery Utilization Index Food Insecurity Experience Index Post-Harvest Management Capacity Index Livestock Management Improvement Index Agricultural Extension Performance Index Agricultural Research Capacity Enhancement Index

				Agricultural Product Distribution Efficiency Index Agricultural Cooperative Operation Performance Index
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4. Utilization of Qualitative Performance Indicators

When utilizing qualitative performance indicators, special considerations should be as follows

1) Linkage with SDGs Goals

- The qualitative performance indicators of ODA (Official Development Assistance) should be utilized in connection with the SDGs to have substantial utility value. The necessary steps for this are as follows
 - Step 1: Mapping of SDGs and ODA project goals
 - Step 2: Development of performance indicators
 - Step 3: Linking performance indicators with SDGs
 - Step 4: Quantification and monitoring
 - Step 5: Evaluation and reporting of results
 - Step 6: Improvement and adjustment

2) Reflecting Multiple Objectives

- Reflecting multiple objectives means considering various goals and stakeholder needs when developing qualitative performance indicators for ODA projects.
- ODA projects require the achievement of multiple performance indicators, and reflecting multiple objectives allows for the assessment and management of these multiple goals.

3) Human Rights and Social Inclusion

- The SDGs address a wide range of areas including poverty, education, food security, human rights, and gender equality. Performance indicators of ODA projects can incorporate elements such as the promotion of human rights, social inclusion, and support for vulnerable groups.
- "Human rights and social inclusion" is one of the key goals of the SDGs, and

ODA projects can contribute to achieving these objectives. The association between human rights, social inclusion, and the performance indicators of ODA projects can be exemplified as follows:

- ODA projects in the agricultural sector can aim to increase the rate of rural income, which is directly related to social inclusion. Furthermore, ODA projects can enhance human rights and social inclusion by protecting and improving the rights of agricultural workers.

(Reference Material)

- The text presents a draft guideline that could serve as a reference for the development and operation of qualitative indicators for actual ODA performance