

업무자료 평가
2013-27-036

ISBN 978-89-6469-157-1 93320

발간등록번호
11-B260003-000043-01

업무자료 평가 2013-27-036

2012 Beneficiary Satisfaction Survey on KOICA's ODA Programme Worldwide (August 2011~July 2012)

한국국제협력단

2012 Beneficiary Satisfaction Survey on KOICA's ODA Programme Worldwide (August 2011~July 2012)

2012.12



KOICA
한국국제협력단

WORLD FRIENDS
KOREA



KOICA 한국국제협력단

461-833 경기도 성남시 수정구 대왕판교로 825
Tel. 031-7400-114 Fax. 031-7400-655
<http://www.koica.go.kr>

2012 Beneficiary Satisfaction Survey on KOICA's ODA Programme Worldwide (August 2011~July 2012)

2012.12

The Korea International Cooperation Agency (KOICA) performs various types of evaluation in order to secure accountability and achieve better development results by learning.

KOICA conducts evaluations within different phases of projects and programs, such as ex-ante evaluations, interim evaluations, end-of-project evaluations and ex-post evaluations. Moreover, sector evaluations, country program evaluations, thematic evaluations, and modality evaluations are also performed.

In order to ensure the independence of evaluation contents and results, a large amount of evaluation work is carried out by external evaluators. Also, the Evaluation Office directly reports evaluation results to the President of KOICA

KOICA has a feedback system under which planning and project operation departments take evaluation findings into account in programming and implementation. Evaluation reports are widely disseminated to staff and management within KOICA, as well as to stakeholders both in Korea and partner countries. All evaluation reports published by KOICA are posted on the KOICA website.

(www.koica.go.kr)

This evaluation study was entrusted to Megaresearch corp. by KOICA for the purpose of independent evaluation research. The views expressed in this report do not necessarily reflect KOICA's position.

Contents

Executive Summary	1
I . Evaluation Overview	15
A. Purpose of Evaluation	17
B. Target of Evaluation	17
C. Evaluation Methodology	18
II . Key Findings	29
A. Overall Satisfaction Scores for Beneficiary Countries	31
B. Analysis for High–Level Coordination Agencies	33
C. Analysis for Lower–Level Coordination Agencies	39
D. Analysis for Invited Trainees	44
E. Analysis for Volunteer Agencies	49
F. Field Survey Findings for Select Beneficiary Countries	53
III . Policy Recommendations	57
A. Recommendations for Improving Overall Satisfaction	59
B. Suggestions to Improve Survey Methodology	61
C. Limitations of Satisfaction Survey	63



Executive Summary



Executive Summary



I . Evaluation Overview

A. Purpose of Evaluation

This survey aimed to assess overall satisfaction levels and progress with regards to KOICA's ODA programs and projects, invited trainees, and WFK outbound volunteers from the perspective of aid beneficiaries. In addition to highlighting current satisfaction levels of beneficiary countries, this survey aimed to shed light on the efficiency of current development projects, thus serving as a basis for offering insight into future project development, implementation, and strategy. The survey included questions tailored to specific target groups, thereby contributing to a more robust and practical framework from which future improvements could be made.

B. Target of Evaluation

This survey covered KOICA ODA projects and programs implemented between August 2011 and July 2012. Target groups consisted of high-level(i.e., ministry level) coordination agencies, lower-level (i.e., rank-and-file) coordination agencies, invited trainees of respective beneficiary countries, and volunteer agencies. The 2012 satisfaction survey consisted of feedback from agencies of the following 34 beneficiary countries:

C. Evaluation Methodology

1. Evaluation Tools

The survey consisted of structured questionnaires aimed to measure satisfaction levels of respective agencies for the 34 target beneficiary countries. To both reduce the time needed to collect data and increase the survey's response rate, KOICA utilized a web-based questionnaire. The questionnaire was translated into English, French, and Spanish to best accommodate the language systems of the diverse respondent pool.

2. Evaluation Model

The evaluation utilized a systematic approach in conducting the satisfaction surveys. After clearly defining KOICA projects and programs, previous questionnaires for high-level coordination agencies in beneficiary countries were modified based on the project's stage of progress. For each stage, questionnaires were further modified to reflect OECD/DAC evaluation criteria.

For ODA projects and programs, stages were divided into: (1) planning; (2) operations; (3) results and (4) post-project management. Each stage was further evaluated using five criteria outlined by OECD/DAC, namely: (1) suitability; (2) effectiveness; (3) efficiency; (4) impact; and (5) sustainability.

3. Items for Evaluation

For the survey for high-level coordination agencies, items were divided into and evaluated based on four major areas: (1) process; (2) contents (3) results; and (4) sustainability. "Process" refers to the negotiation process with the respective beneficiary country as well as information sharing. The "contents" section evaluates proper considerations of supply-side dynamics in the beneficiary

country during the project's implementation. The "results" section evaluates whether specified goals of the beneficiary country were achieved as well as the project's contribution in resolving current issues. Lastly, "sustainability" refers to an evaluation of the project's overall sustainability.

4. Methodology

Satisfaction levels were calculated using the weighted average of scores for each of the four major target groups: (1) high-level coordination agencies (2) lower-level coordination agencies; (3) invited trainees and (4) volunteer agencies.

To date, KOICA has engaged in a wide array of ODA projects given its comparative advantage and expertise in development projects and programs, training programs for invited trainees, and outbound volunteer arrangements. On the one hand, previous surveys have targeted satisfaction levels of high-level coordination agencies alone. The present survey, however, aimed to further incorporate feedback of those institutions directly affected by KOICA's programs and projects, namely, lower-level coordination agencies, invited trainees, and volunteer agencies. As feedback from these agencies cannot be accurately reflected in surveys aimed at high-level coordination agencies alone, the original survey was modified to incorporate all agencies' direct feedback to provide for a more meaningful and representative evaluation of overall satisfaction.

As such, while the primary index for satisfaction surveys through to 2011 consisted of satisfaction scores of high-level coordination agencies, surveys from 2012 will attempt to integrate satisfaction levels of high-level coordination agencies, lower-level coordination agencies, invited trainees, and volunteer agencies. To do so, the present survey calculated overall satisfaction by using a weighted average.

The weighted average was calculated by using a combination of quantitative

methods based on budget amounts and qualitative methods based on an AHP¹⁾ (Analytic Hierarchy Process) survey. The resulting weights in calculating the final satisfaction score were: (1) 12.7% for high-level coordination agencies; (2) 51.4% for lower-level coordination agencies; (3) 16.1% for invited trainees; and (4) 19.8% for volunteer agencies.

Satisfaction levels for each target group were calculated by taking the average of: (1) the overall satisfaction score (50% of the total); and (2) satisfaction scores for each segment (50% of the total).



■ II . Key Findings

A. Overall Satisfaction Scores for Beneficiary Countries

Based on a five-point scale (1 = minimum, 5 = maximum), the overall satisfaction score for the 2012 survey was 4.47.

B. Analysis for High-Level Coordination Agencies

For the 2012 survey, all 34 high-level coordination agencies of beneficiary countries targeted for the survey responded to the questionnaire. By region, 12 countries were based in Asia, 10 from Africa, four from the Middle East, six from Latin America, and two from the Commonwealth of Independent States (CIS).

1) AHP (Analytic Hierarchy Process): AHP refers to a structured technique used for decision-making. AHP breaks down a variety of elements into a hierarchy and provides a comprehensive framework for determining the relative importance of those elements and choosing optimal alternatives. AHP is particularly useful in dealing with decisions consisting of various elements by helping decision-makers choose the best alternative and calculate relative weights.

For 2012, the average satisfaction score for high-level coordination agencies in each beneficiary country, with an overall satisfaction score of 4.14.

Following average satisfaction scores of 4.03 in 2010 and 4.15 in 2011, an overall satisfaction score of 4.14 in 2012 represents a 0.01 decrease year-on-year.

By section, the overall satisfaction score for "results" was highest at 4.25. This was followed by scores for "contents" (4.19), "sustainability" (4.17), and "process" (4.06), respectively. While the relative importance of "process" was very high, actual satisfaction levels among high-level coordination agencies were visibly low. In this sense, improving satisfaction for program and project "process" elements should be a high priority going forward. In addition, maintaining high satisfaction levels for "results" should be important in bolstering future satisfaction scores.

C. Analysis for Lower-Level Coordination Agencies

For the 2012 survey, feedback from a total of 105 respondents in lower-level coordination agencies from 30 beneficiary countries was received. By region, Asia represented 12 countries and 40 individual respondents, Africa represented eight countries and 22 individual respondents, the Middle East represented three countries and 12 individual respondents, Latin America represented five countries and 22 individual respondents, and the CIS region represented two countries and nine individual respondents. For 2012, the average satisfaction score for lower-level coordination agencies was 4.52.

By section, the overall satisfaction score for "results" was highest at 4.63. This was followed by scores for "process" (4.52), "contents" (4.50), and "sustainability" (4.48), respectively. While the importance of "sustainability" was very high, the relatively low level of satisfaction among lower-level coordination agencies suggested a focus on improving "sustainability" elements going forward. In addition, maintaining high satisfaction levels for "results" should remain an important task.

D. Analysis for Invited Trainees

For the 2012 survey, a total of 666 respondents from 32 beneficiary countries represented feedback from invited trainees. By region, Asia represented 11 countries and 351 individual respondents, Africa represented 10 countries and 164 individual respondents, Latin America represented five countries and 71 individual respondents, the Middle East represented four countries and 50 individual respondents, and the CIS region represented two countries and 30 individual respondents. For 2012, the average satisfaction score for invited trainees was 4.57.

By section, the overall satisfaction score for "environment" was highest at 4.68. This was followed by scores for "sustainability" (4.59), "results" (4.58), "process" (4.57), and "contents" (4.55), respectively. While the importance of "contents" was very high, the relatively low level of satisfaction among invited trainees suggested a need to focus on improving "contents" elements. In addition, maintaining high satisfaction levels for "sustainability" should be important going forward.

E. Analysis for Volunteer Agencies

For the 2012 survey, a total of 308 respondents from 21 beneficiary countries represented feedback from volunteer agencies. By region, Asia represented 10 countries and 184 individual respondents, Africa represented five countries and 45 individual respondents, the Middle East represented one country and two individual respondents, Latin America represented four countries and 74 individual respondents, and the CIS region represented one country and three individual respondents. For 2012, the average satisfaction score for volunteer agencies was 4.49.

By section, the overall satisfaction score for "sustainability" was highest at 4.57. This was followed by scores for "contents" (4.55), "process" (4.53), and "results" (4.52), respectively. While the importance of "results" was very high, the relatively low level of satisfaction among volunteer agencies suggested a need to focus on improving "results" elements. In addition, maintaining high satisfaction levels for "contents" should continue to be important going forward.

F. Field Survey Findings for Select Beneficiary Countries

In light of the revised 2012 questionnaire, KOICA undertook select field surveys to determine the readability of the 2012 satisfaction survey from the perspective of beneficiary countries, potential impediments to adequate survey response rates, and the appropriateness of the survey in evaluating current projects. The two field surveys include Laos, where feedback for the 2011 survey was generally positive, and Ghana, where feedback from high-level coordination agencies for the 2012 interim evaluation was relatively weak.

1. Field Survey Findings: Laos

High-level coordination agencies in Laos exhibited a high level of satisfaction with KOICA programs (over 90%, or over 4.5 on a 5.0 point scale) and provided positive feedback overall.

Lower-level coordination agencies provided positive feedback regarding construction of the first children's hospital in Laos. Serving around 150 patients a day, the hospital provides services to diagnose Thalassemia and also operates an allergy clinic.

Invited trainees recognized the importance of educational programs and requested efforts to further promote program efficiency and expand training programs.

Regarding volunteer agencies, the National University of Laos expressed average levels of satisfaction (80 out of 100) due to weaker-than-expected teaching methods and insufficient experience of volunteers.

2. Field Survey Findings: Ghana

High-level coordination agencies in Ghana expressed lower levels of overall satisfaction for the survey period. The primary reason for this was because the local KOICA office was established in 2010, insufficient information about KOICA's projects was provided to Ghana's Ministry of Finance and Economic Planning. Currently, steps are being taken to improve cooperation between KOICA and local partners. High-level coordination agencies are eager to continue strengthening relations with KOICA and learn from South Korea's rapid economic development, with KOICA responding promptly to their requests.

Lower-level coordination agencies were generally satisfied with current programs and projects. In particular, feedback was positive regarding KOICA's efforts to invite local leaders to explain the development project at the project's beginning and overall efforts to enhance working partnerships.

Lastly, feedback from the field survey suggested that training programs helped to dramatically improve overall performance. Suggestions to help maintain a high level of competencies going forward included providing workshops and encouraging alumni gatherings as well as increasing the portion of practical field work during the training program.



III. Policy Recommendations

A. Recommendations for Improving Overall Satisfaction

1. Improving Satisfaction for High-Level Coordination Agencies

Given that overall satisfaction levels for high-level coordination agencies were visibly lower than those for lower-level coordination agencies, invited trainees, and volunteer agencies, results from the survey suggested the need to improve overall satisfaction of high-level coordination agencies through greater information-sharing about programs and projects as well as awareness-building regarding project results.

2. Enhancing Satisfaction Levels of Lower-Level Coordination Agencies and Trainees

As lower-level coordination agencies and inbound trainees represent relatively higher-weighted target groups, satisfaction levels for these two groups should be maintained and further improved going forward.

3. Raising Awareness of Differences in Aid Types

As evidenced in this survey, beneficiary countries receiving aid from organizations based in economically-developed countries or regions exhibited lower levels of satisfaction regarding KOICA's programs and projects. As such, survey results suggested the need to improve project management structures, particularly among the least satisfied beneficiary countries, and re-examine cooperative relationships to enhance overall satisfaction.

4. Strengthening KOICA's Overseas Office Function in Partner Countries

Results from the survey also suggested the need for KOICA headquarters to grant greater authority to overseas KOICA offices in order to reinforce the function of KOICA offices in beneficiary countries and improve mutual cooperation.

5. Expanding Support for Sustainable Post-Project Management

Survey results suggested that support for KOICA's post-project management is necessary to encourage sustainable development in beneficiary countries as well as the effectiveness of respective programs and projects. Findings also suggested the need to consider constructing strategic roadmaps to support localized post-project management and gradually transfer capabilities to beneficiary countries.

B. Suggestions to Improve Survey Methodology

1. Establishing Guidelines for Survey Target Selection

To ensure even more accurate results, the satisfaction survey should: (1) expand the number of survey respondents and (2) alter the period of investigation to match the calendar year (January to December).

Regarding the number of survey respondents, satisfaction levels for high-level coordination agencies often depend on the feedback of one respondent. To encourage greater representation with regards to overall satisfaction, increasing the number of respondents should further strengthen the reliability of the survey going forward.

Regarding the period of investigation, the period of investigation for the present survey was between August 2011 and July 2012. As this period does not

match KOICA's fiscal year, it was difficult to precisely estimate itemized budget amounts needed to calculate relative weights for the survey. In addition, while the satisfaction survey was conducted in August 2012, findings from this survey suggested the need to adjust the period of investigation. This is because there may be difficulty evaluating items such as "sustainability" as very little time has passed since the end of the project.

2. Maintaining Evaluation Criteria Suitability through Pre-Assessment

Prior to conducting satisfaction surveys for beneficiary countries, it may be necessary to undertake a pre-assessment survey for a sample of project managers in order to ensure continued suitability of evaluation criteria. For 2012, interviews with managers representing each division were conducted to develop evaluation criteria for the satisfaction survey. But as policy shifts in beneficiary countries and environmental changes regarding related projects may affect the criteria to be evaluated, it is possible that survey criteria may become less suitable as they may not accurately reflect such shifts and changes. Given the need for continuous management of the suitability of evaluation criteria, additional suggestions include conducting a pre-assessment stage prior to the annual satisfaction survey by surveying project managers or related personnel on the suitability of the survey's evaluation criteria.

3. Improving Methodological Tools

For the present survey, the questionnaire was translated into three languages (i.e., English, Spanish, and French) and distributed to potential respondents. For those countries using additional language systems, it may be helpful to collaborate with respective KOICA offices to translate questionnaires into the local language, thereby enhancing the survey's readability and accuracy.

4. Addressing Low Response Rates

Compared to the total number of invited trainees and volunteer agencies, the number of actual respondents was very low. To address this, local offices should be contacted prior to the survey's investigation to secure lists of potential respondents. During the survey period, response rates can be further improved by regularly contacting potential survey respondents for their feedback.

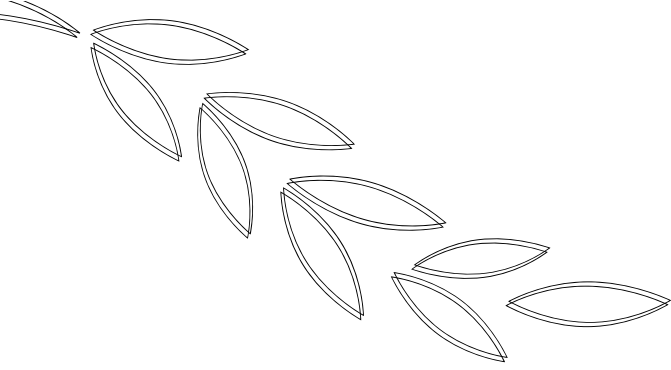
C. Limitations of Satisfaction Survey

1. Selection of Relevant Survey Targets

As there is only one respondent for many of the high-level coordination agencies of beneficiary countries, there is potential for the satisfaction scores to reflect individual bias rather than serve as an accurate representation of overall satisfaction. As such, there may be a need to identify and exclude potential respondents who may be reflecting personal bias. In addition, improvements to future surveys may include expanding the respondent base for the survey and excluding outliers (i.e., maximum and minimum scores) when averaging satisfaction scores.

2. Impact of Uncontrollable External Variables

For beneficiary countries that may be receiving development aid from institutions other than KOICA, survey results may reflect relative differences in the amount of aid received from respective institutions. As KOICA plans to produce in-depth country satisfaction reports going forward, finding ways to reduce the effect of external variables (i.e., aid amount and type of aid received from other institutions) during the survey process for beneficiary countries remains an outstanding issue for KOICA to address.



Evaluation Overview



I

Evaluation Overview



A. Purpose of Evaluation

This survey aimed to assess overall satisfaction levels and progress with regards to KOICA's ODA programs and projects, invited trainees, and WFK outbound volunteers from the perspective of aid beneficiaries. In addition to highlighting current satisfaction levels of beneficiary countries, this survey aimed to shed light on the efficiency of current development projects, thus serving as a basis for offering insight into future project development, implementation, and strategy. The survey included questions tailored to specific target groups, thereby contributing to a more robust and practical framework from which future improvements could be made.



B. Target of Evaluation

This survey covered KOICA ODA projects and programs implemented between August 2011 and July 2012. Target groups consisted of high-level(i.e., ministry level) coordination agencies, lower-level (i.e., rank-and-file) coordination agencies, invited trainees of respective beneficiary countries, and volunteer agencies. The 2012 satisfaction survey consisted of feedback from agencies of the following 34 beneficiary countries:

South/Southeast Asia (12 countries): The Philippines, Indonesia, East Timor, Cambodia, Vietnam, Laos, Myanmar, Bangladesh, Sri Lanka, Nepal, Pakistan, Mongolia

Africa (10 countries): Ghana, Nigeria, Cameroon, Uganda, Tanzania, Rwanda, Ethiopia, Democratic Republic of the Congo (DR Congo), Tunisia**, Morocco**

Latin America (6 countries): Peru, Bolivia, Paraguay, Colombia, Guatemala, El Salvador

Commonwealth of Independent States (2 countries): Uzbekistan, Azerbaijan

Middle East (4 countries): Palestine, Iraq, Afghanistan*, Jordan**

* denotes countries included from the 2011 survey (1 country)

** denotes countries included from the 2012 survey (3 countries)



■ C. Evaluation Methodology

1. Evaluation Tools

The survey consisted of structured questionnaires aimed to measure satisfaction levels of respective agencies for the 34 target beneficiary countries. To both reduce the time needed to collect data and increase the survey's response rate, KOICA utilized a web-based questionnaire. The questionnaire was translated into English, French, and Spanish to best accommodate the language systems of the diverse respondent pool.

2. Evaluation Model

The evaluation utilized a systematic approach in conducting the satisfaction surveys. After clearly defining KOICA projects and programs, previous questionnaires for high-level coordination agencies in beneficiary countries were modified based on the project's stage of progress. For each stage, questionnaires were further

modified to reflect OECD/DAC evaluation criteria.

For ODA projects and programs, stages were divided into: (1) planning; (2) operations; (3) results and (4) post-project management. Each stage was further evaluated using five criteria outlined by OECD/DAC, namely: (1) Relevance; (2) effectiveness; (3) efficiency; (4) impact; and (5) sustainability. As the resulting index allowed for more concrete and detailed segmentation, the survey's findings may be used to contribute to more effective future strategies from the perspective of beneficiary countries.

Satisfaction surveys of beneficiary countries conducted since 1998 formed the base of the 2011 evaluation model. The 2012 questionnaire further segmented survey questions to help streamline and compare existing findings as well as to better implement findings to future project strategies.

3. Items for Evaluation

For the survey for high-level coordination agencies, items were divided into and evaluated based on four major areas: (1) process; (2) contents (3) results; and (4) sustainability. "Process" refers to the negotiation process with the respective beneficiary country as well as information sharing. The "contents" section evaluates proper considerations of supply-side dynamics in the beneficiary country during the project's implementation. The "results" section evaluates whether specified goals of the beneficiary country were achieved as well as the project's contribution in resolving current issues. Lastly, "sustainability" refers to an evaluation of the project's overall sustainability.

In the survey for high-level coordination agencies, the evaluation regarding the aforementioned four major areas included an in-depth evaluation of 20 items. The "process" section includes six in-depth items, "contents" includes four items, "results" includes four items, and "sustainability" includes six items.

<Table 1-1> Items for Evaluation – High-Level Coordination Agencies

Section	Items for Evaluation	Evaluation Criteria
Process (6 Items)	1. Regular policy coordination and negotiation with partner country	Relevance/Sustainability
	2. Mutual understanding regarding partner country's national development strategies and KOICA's medium- and long-term assistance strategies	Relevance/Sustainability
	3. Consideration and implementation of pressing issues in partner country during the business planning stage	Relevance/Effectiveness
	4. Information-sharing regarding ongoing or completed development projects	Effectiveness/Impact/ Sustainability
	5. Respect for working procedures in partner country	Relevance/Effectiveness
	6. Competence in undertaking assistance programs	Relevance/Effectiveness/ Efficiency
Contents (4 Items)	1. Reflection of partner country's needs and development priorities	Relevance/Effectiveness/ Sustainability
	2. Suitable resource utilization and input	Relevance/Efficiency
	3. Consideration of partner country's culture, environment, and standards	Efficiency/Relevance/ Sustainability
	4. Consideration of cross-cutting issues of partner country	Effectiveness/Relevance/ Sustainability
Results (4 Items)	1. Achievement of KOICA's program objectives	Effectiveness/Impact
	2. Contribution in achieving development goals of partner country	Effectiveness/Impact/ Relevance
	3. Contribution in addressing pressing issues present in partner country	Effectiveness/Impact/ Relevance
	4. Promotion of friendly relations between the two countries	Effectiveness/Impact
Sustain-ability (6 Items)	1. Discussion regarding sustainability of projects during the policy coordination stage	Relevance/Impact/ Sustainability
	2. Discussion regarding sustainability of results for partner country's independent projects	Relevance/Impact/ Sustainability
	3. Material support for project sustainability	Sustainability/ Effectiveness
	4. Maintenance regarding sustainability of project's results	Sustainability/Impact
	5. Contribution in formulating partner country's development strategy	Sustainability/Impact
	6. Positive or indirect impact on partner country's society, culture, environment, gender equality, etc.	Sustainability/Impact

In the survey for lower-level coordination agencies, the survey included an evaluation of four major areas and in-depth evaluation of 21 items. The "process" section includes six in-depth items, "contents" includes seven items, "results" includes three items, and "sustainability" includes five items.

<Table 1-2> Items for Evaluation – Lower-Level Coordination Agencies

Section	Items for Evaluation	Evaluation Criteria
Process (6 Items)	1. Consideration and reflection of lower-level coordination agencies' needs during the business planning stage	Relevance/Sustainability
	2. Mutual understanding with lower-level coordination agencies regarding project activities and objectives	Relevance/Sustainability
	3. Sufficient opportunity for lower-level coordination agencies to participate in project planning, implementation, and evaluation	Relevance/Effectiveness
	4. Undertaking monitoring and evaluation during program implementation	Effectiveness/Impact/ Sustainability
	5. Suitable project implementation undertaken by KOICA and the project implementer	Relevance/Effectiveness
	6. Competent implementation and management of KOICA's project	Relevance/Effectiveness/ Efficiency
Contents (7 Items)	1. Project implementation according to the ROD	Efficiency/Effectiveness/ Sustainability
	2. Professionalism of the project implementer	Efficiency/Effectiveness
	3. Goodness of fit regarding partner country's use of provided equipment and facilities	Efficiency/Effectiveness
	4. Provision of sufficient technology transfer	Efficiency/Effectiveness
	5. Consideration of feedback provided during the monitoring process	Effectiveness/ Sustainability
	6. Consideration of partner country's customs, cultural features, and regional environment (weather) in carrying out the program	Effectiveness/Relevance/ Sustainability
	7. Consideration of cross-cutting issues (e.g., gender, environment) of partner country	Effectiveness/Relevance/ Sustainability

<Table 1-2> continued

Section	Items for Evaluation	Evaluation Criteria
Results (3 Items)	1. Achievement of project objectives	Effectiveness/Impact
	2. Contribution in addressing pressing issues present in lower-level coordination agencies (e.g., building infrastructure, strengthening human capital, expanding opportunities for marginalized groups)	Effectiveness/Impact/ Relevance
	3. Promotion of friendly relations between the two countries	Effectiveness/Impact
Sustain- ability (5 Items)	1. Discussion and reflection of the sustainability of project results during the business planning stage	Relevance/Impact/ Sustainability
	2. Strengthening the role of lower-level coordination agencies in promoting sustainable results following the project's completion	Relevance/Impact/ Sustainability
	3. Sustainability of the program's results	Sustainability/Impact
	4. Contribution in formulating future plans for lower-level coordination agencies	Sustainability/Impact
	5. Positive or indirect impact on regional (or institutional) society, culture, environment, gender equality, etc.	Sustainability/Impact

In the survey for invited trainees, the survey included an evaluation of five major areas and in-depth evaluation of 25 items. The "process" section includes three in-depth items, "environment" includes five items, "contents" includes seven items, "results" includes six items, and "sustainability" includes four items.

<Table 1-3> Items for Evaluation – Invited Trainees

Section	Items for Evaluation	Evaluation Criteria
Process (3 Items)	1. Prior provision of information about the training process	Relevance/Efficiency
	2. Prior provision of guidelines for program preparation (e.g., Action Plan, Country Report sessions, etc.)	Relevance/Efficiency/ Effectiveness
	3. Expectations regarding participation in the fellowship program and undertaking future work	Effectiveness/Impact/ Sustainability

<Table 1-3> continued

Section	Items for Evaluation	Evaluation Criteria
Environment (5 Items)	1. Suitable facilities and educational equipment during the program	Relevance/Effectiveness
	2. Convenience of accommodations	Relevance/Effectiveness/ Impact
	3. Satisfaction regarding food provided	Relevance/Effectiveness/ Impact
	4. Satisfaction regarding transportation	Relevance/Effectiveness/ Impact
	5. Consideration of the partner country's cultural features throughout the program	Relevance/Impact
Contents (6 Items)	1. Proper educational materials for the program	Efficiency/Effectiveness/ Sustainability
	2. Appropriate course composition with respect to the program's objectives	Efficiency/Effectiveness/ Sustainability
	3. Program proceeded according to schedule	Efficiency/Effectiveness
	4. Sufficient opportunity to participate in the program	Efficiency/Effectiveness
	5. Enhanced understanding about Korea through special activities (e.g., industry tour, cultural activities)	Effectiveness/Impact
	6. Greater understanding of the program through the Action Plan session	Effectiveness/Relevance/ Sustainability
Results (5 Items)	1. Achievement of program's objectives	Effectiveness/Impact/ Sustainability
	2. Contribution in enhancing participants' ability to undertake current duties	Effectiveness/Impact/ Sustainability
	3. Influence in changing awareness (e.g., building confidence and a positive mind)	Effectiveness/Impact/ Sustainability
	4. Consideration of Action Plan's results on program planning	Effectiveness/Impact/ Sustainability
	5. Enhanced understanding about Korea	Effectiveness/Impact
Sustain- ability (4 Items)	1. Composition of a program applicable for use in the partner country	Relevance/Impact/ Sustainability
	2. Provision of information regarding alumni gatherings and reunions	Impact/Sustainability
	3. Recommendation of the fellowship program	Sustainability/Effectiveness
	4. Contribution in building participants' future career plans	Sustainability/Impact

In the survey for volunteer agencies, the survey included an evaluation of four major areas and an in-depth evaluation of 22 items. The "process" section includes five in-depth items, "contents" includes eight items, "results" includes four items, and "sustainability" includes five items.

<Table 1-4> Items for Evaluation – Volunteer Agencies

Section	Items for Evaluation	Evaluation Criteria
Process (5 Items)	1. Prior provision of information regarding the volunteer program	Relevance/Efficiency
	2. Correspondence between the expertise of the volunteer and initial request	Relevance/Effectiveness
	3. Appropriateness of the time of volunteer dispatch	Relevance/Effectiveness
	4. Appropriateness of the period of stay for the dispatched volunteer	Relevance/Effectiveness/ Impact
	5. Coordination with local KOICA office	Relevance/Efficiency/ Effectiveness
Contents (8 Items)	1. Effectiveness and thoroughness of performance based on the original plan (e.g., technology transfer, project management)	Efficiency/Effectiveness/ Sustainability
	2. Volunteer group's use of sufficient expertise in carrying out duties	Efficiency/Effectiveness
	3. Energetic manner in carrying out duties	Efficiency/Effectiveness
	4. Linguistic abilities and efforts to improve linguistic abilities	Efficiency/Effectiveness
	5. Maintaining good relationships with local personnel	Effectiveness/Impact/ Sustainability
	6. Mutual understanding of program's plans and activities	Effectiveness/Impact/ Sustainability
	7. Adherence to regulations and codes of conduct	Effectiveness/Relevance
	8. Proper understanding of local culture and customs	Impact/Sustainability
Results (4 Items)	1. Contribution in achieving the program's objectives	Effectiveness/Impact/ Sustainability
	2. Contribution in building capabilities of the organization or local beneficiaries (e.g., students, colleagues, local residents)	Effectiveness/Impact/ Sustainability
	3. Contribution in raising awareness of development issues	Effectiveness/Impact
	4. Enhanced understanding of Korea	Effectiveness/Impact

<Table 1-4> continued

Section	Items for Evaluation	Evaluation Criteria
Sustain-ability (5 Items)	1. Consideration of sustainability in activities	Effectiveness/Impact/ Sustainability
	2. Ongoing technology transfer and human resource support following the volunteer's departure	Impact/Sustainability
	3. Willingness to continue utilizing KOICA's Volunteer Program going forward	Impact/Sustainability
	4. Opening communication channels to request future volunteers through KOICA	Sustainability
	5. Contribution in forming the organization's future development plans	Effectiveness/Impact/ Sustainability

4. Methodology

Satisfaction levels were calculated using the weighted average of scores for each of the four major target groups: (1) high-level coordination agencies (2) lower-level coordination agencies; (3) invited trainees and (4) volunteer agencies.

To date, KOICA has engaged in a wide array of ODA projects given its comparative advantage and expertise in development projects and programs, training programs for invited trainees, and outbound volunteer arrangements. On the one hand, previous surveys have targeted satisfaction levels of high-level coordination agencies alone. The present survey, however, aimed to further incorporate feedback of those institutions directly affected by KOICA's programs and projects, namely, lower-level coordination agencies, invited trainees, and volunteer agencies. As feedback from these agencies cannot be accurately reflected in surveys aimed at high-level coordination agencies alone, the original survey was modified to incorporate all agencies' direct feedback to provide for a more meaningful and representative evaluation of overall satisfaction.

As such, while the primary index for satisfaction surveys through to 2011 consisted of satisfaction scores of high-level coordination agencies, surveys from 2012 will attempt to integrate satisfaction levels of high-level coordination agencies, lower-level coordination agencies, invited trainees, and volunteer agencies. To do so, the present survey calculated overall satisfaction by using a weighted average.

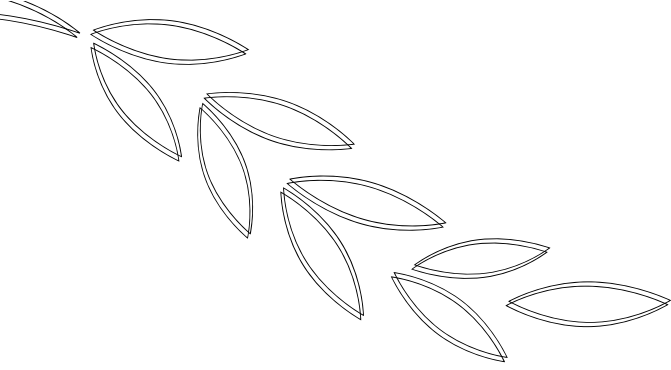
The weighted average was calculated by using a combination of quantitative methods based on budget amounts and qualitative methods based on an AHP²⁾ (Analytic Hierarchy Process) survey. For the quantitative method, the budget amount for respective projects was based on 50% of the budget amount for 2011 and 50% of the budget amount for 2012. This is to reflect the survey period from between the second half of 2011 and the first half of 2012. As there is no designated budget for high-level coordination agencies, a separate weight cannot be established. As such, relative importance was estimated using an AHP approach.

The qualitative approach consisted of an AHP survey, where the objectivity and fairness of the overall weighted calculation was assessed by seven internal committee members (senior department heads of KOICA) and seven external committee members (the Working Committee on International Development Cooperation). Weights of the four target groups were determined using a pairwise comparison³⁾. The resulting weights in calculating the final satisfaction score were: (1) 12.7% for high-level coordination agencies; (2) 51.4% for lower-level coordination agencies; (3) 16.1% for invited trainees; and (4) 19.8% for volunteer agencies.

2) AHP (Analytic Hierarchy Process): AHP refers to a structured technique used for decision-making. AHP breaks down a variety of elements into a hierarchy and provides a comprehensive framework for determining the relative importance of those elements and choosing optimal alternatives. AHP is particularly useful in dealing with decisions consisting of various elements by helping decision-makers choose the best alternative and calculate relative weights.

3) Pairwise comparison: The rationale for using a pairwise comparison is to generate a more accurate representation of relative importance. Thus, rather than comparing standards for several groups all at once (e.g., A, B, C, D together), individual groups are paired to increase the accuracy of comparison (e.g., A and B, B and C, C and D).

Satisfaction levels for each target group were calculated by taking the average of: (1) the overall satisfaction score (50% of the total); and (2) satisfaction scores for each segment (50% of the total). The rationale for using this calculation was based on the PCSI (Public-Service Customer Satisfaction Index) model. The PCSI model is the primary calculation method utilized by governmental institutions, and calculates satisfaction scores by averaging the overall satisfaction score and satisfaction scores for each segment evaluated in the survey.



Key Findings



II

Key Findings



A. Overall Satisfaction Scores for Beneficiary Countries

Based on a five-point scale (1 = minimum, 5 = maximum), the overall satisfaction score for the 2012 survey was 4.47. Overall satisfaction levels were highest among invited trainees (4.57), followed by lower-level coordination agencies (4.52), volunteer agencies (4.49), and high-level coordination agencies (4.14), respectively.

<Figure 2-1> Overall Satisfaction Scores for Beneficiary Countries (2012)

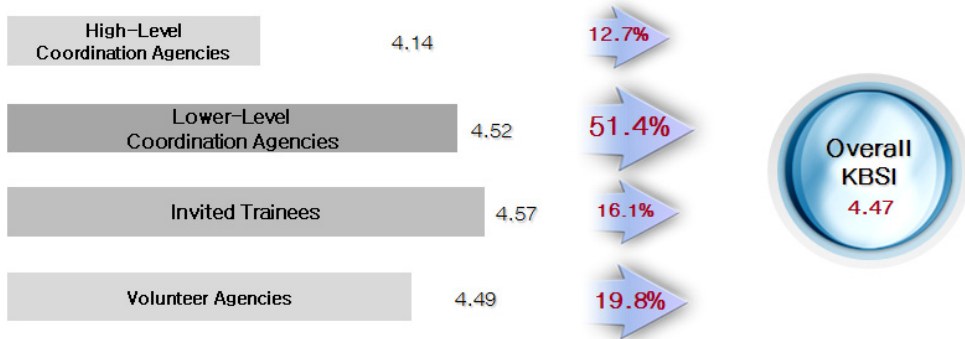


Table 2-1 presents overall satisfaction scores for target groups in each beneficiary country.

<Table 2-1> Overall Satisfaction Scores by Country

Region	Country	High-Level Agencies	Lower-Level Agencies	Visiting Trainees	Volunteer Agencies	Overall KBSI
	Overall Average	4.14	4.52	4.57	4.49	4.47
Asia	Asia Average	4.38	4.39	4.56	4.52	4.44
	The Philippines	4.00	4.29	4.56	4.74	4.38
	Indonesia	4.00	4.29	4.48	4.38	4.30
	East Timor	4.75	4.25	-	-	4.35
	Cambodia	5.00	4.00	4.56	4.69	4.35
	Vietnam	5.00	4.65	4.55	4.35	4.62
	Laos	3.00	4.71	4.76	4.50	4.46
	Myanmar	4.38	4.44	4.26	4.75	4.46
	Bangladesh	5.00	4.38	4.61	4.31	4.48
	Sri Lanka	4.00	4.25	4.55	4.42	4.30
	Nepal	5.00	3.38	4.59	4.35	3.97
	Pakistan	4.13	4.25	4.41	-	4.26
	Mongolida	4.25	4.88	4.65	4.52	4.69
CIS	CIS Average	4.50	4.57	4.62	4.71	4.60
	Uzbekistan	4.00	4.91	4.25	4.71	4.65
	Azerbaijan	5.00	4.30	4.77	-	4.51
Middle East (ME)	ME Average	3.63	4.71	4.47	4.69	4.53
	Afghanistan	3.25	-	4.85	-	4.14
	Palestine	5.00	4.63	4.48	-	4.66
	Jordan	2.25	4.84	4.41	4.69	4.41
	Iraq	4.00	4.13	4.51	-	4.18

<Table 2-1> continued

Region	Country	High-Level Agencies	Lower-Level Agencies	Visiting Trainees	Volunteer Agencies	Overall KBSI
Africa	Africa Average	3.88	4.42	4.62	4.14	4.33
	Ghana	1.88	4.28	4.64	-	3.97
	DR Congo	5.00	4.42	4.72	-	4.57
	Tunisia	3.88	4.50	4.53	4.13	4.35
	Morocco	5.00	5.00	4.54	4.09	4.75
	Nigeria	3.75	4.00	4.84	-	4.13
	Cameroon	2.38	-	4.35	-	3.48
	Uganda	4.50	-	4.87	-	4.71
	Tanzania	4.88	3.88	4.54	4.16	4.16
	Rwanda	2.88	4.13	4.59	4.16	4.05
	Ethiopia	4.00	4.96	4.59	4.08	4.60
Latin America (LA)	LA Average	4.34	4.71	4.51	4.64	4.62
	Colombia	5.00	5.00	4.66	4.46	4.84
	Guatemala	4.19	5.00	4.69	-	4.81
	El Salvador	4.00	4.55	-	4.27	4.40
	Peru	5.00	4.56	4.43	4.65	4.61
	Bolivia	4.00	-	4.83	-	4.46
	Paraguay	4.00	4.88	3.96	4.69	4.58



■ B. Analysis for High-Level Coordination Agencies

For the 2012 survey, all 34 high-level coordination agencies of beneficiary countries targeted for the survey responded to the questionnaire. By region, 12 countries were based in Asia, 10 from Africa, four from the Middle East, six from Latin America, and two from the Commonwealth of Independent States (CIS). Following average satisfaction scores of 4.03 in 2010 and 4.15 in 2011, an overall satisfaction score of 4.14 in 2012 represents a 0.01 decrease year-on-year.

<Figure 2-2> Satisfaction Score Trend for High-Level Coordination Agencies (2010-2012)

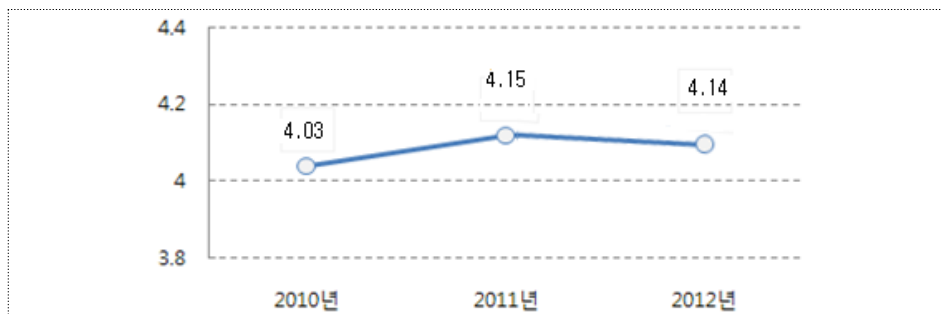


Table 2-2 presents satisfaction scores for high-level coordination agencies in each beneficiary country, with an overall satisfaction score of 4.14.

<Table 2-2> Satisfaction Scores for High-Level Coordination Agencies (2012)

Region	Country	Satisfaction Score by Section					Overall Satisfaction	Integrated Satisfaction Score
		Process	Contents	Results	Sustainability	Average		
Overall Average		4.06	4.19	4.25	4.17	4.17	4.11	4.14
Asia	Asia Average	4.42	4.42	4.42	4.42	4.42	4.33	4.38
	The Philippines	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	Indonesia	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	East Timor	5.00	4.00	5.00	4.00	4.50	5.00	4.75
	Cambodia	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Vietnam	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Laos	3.00	3.00	3.00	3.00	3.00	3.00	3.00
	Myanmar	4.00	5.00	5.00	5.00	4.75	4.00	4.38
	Bangladesh	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Sri Lanka	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	Nepal	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Pakistan	5.00	4.00	4.00	4.00	4.25	4.00	4.13
Mongolia	4.00	5.00	4.00	5.00	4.50	4.00	4.25	

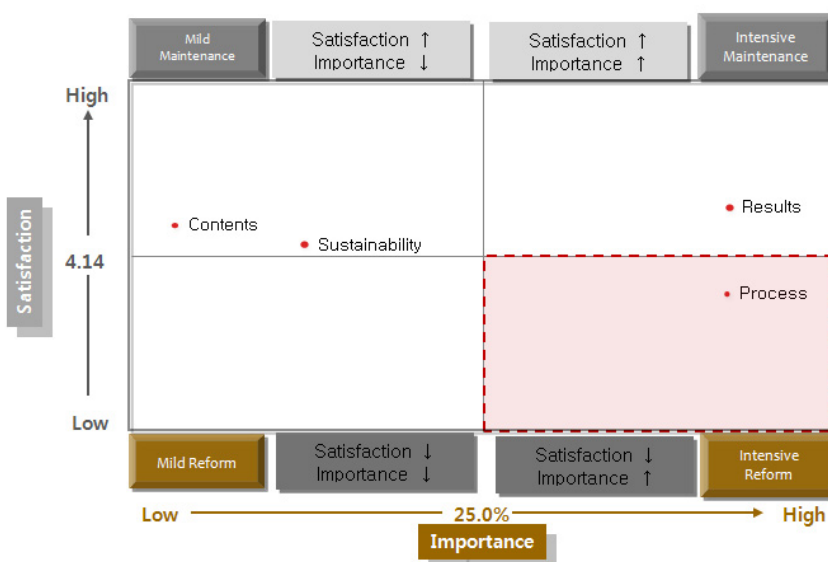
<Table 2-2> continued

Region	Country	Satisfaction Score by Section					Overall Satisfaction	Integrated Satisfaction Score
		Process	Contents	Results	Sustainability	Average		
CIS	CIS Average	4.50	4.50	4.50	4.50	4.50	4.50	4.50
	Uzbekistan	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	Azerbaijan	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Middle East (ME)	ME Average	3.25	4.00	3.75	4.00	3.75	3.50	3.63
	Afghanistan	2.00	4.00	4.00	4.00	3.50	3.00	3.25
	Palestine	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Jordan	2.00	3.00	2.00	3.00	2.50	2.00	2.25
	Iraq	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Africa	Africa Average	3.64	3.82	4.09	3.82	3.84	3.91	3.88
	Ghana	1.00	1.00	3.00	2.00	1.75	2.00	1.88
	DR Congo	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Tunisia	4.00	4.00	4.00	3.00	3.75	4.00	3.88
	Morocco	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Nigeria	3.00	3.00	4.00	4.00	3.50	4.00	3.75
	Cameroon	2.00	3.00	3.00	3.00	2.75	2.00	2.38
	Uganda	4.50	4.50	4.50	4.50	4.50	4.50	4.50
	Tanzania	5.00	5.00	5.00	4.00	4.75	5.00	4.88
	Rwanda	2.00	3.00	3.00	3.00	2.75	3.00	2.88
Latin America (LA)	Ethiopia	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	LA Average	4.43	4.43	4.43	4.29	4.39	4.29	4.34
	Colombia	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Guatemala	4.50	4.50	4.50	4.00	4.38	4.00	4.19
	El Salvador	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	Peru	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Bolivia	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Paraguay	4.00	4.00	4.00	4.00	4.00	4.00	4.00	

1. Satisfaction Scores by Section

By section, the overall satisfaction score for "results" was highest at 4.25. This was followed by scores for "contents" (4.19), "sustainability" (4.17), and "process" (4.06), respectively. While the relative importance of "process" was very high, actual satisfaction levels among high-level coordination agencies were visibly low. In this sense, improving satisfaction for program and project "process" elements should be a high priority going forward. In addition, maintaining high satisfaction levels for "results" should be important in bolstering future satisfaction scores.

<Figure 2-3> IPA for High-Level Coordination Agencies



By region, the CIS region exhibited the highest level of overall satisfaction at 4.50. The Asian region averaged at 4.38, followed by Latin America (4.34), Africa (3.88), and the Middle East (3.63).

The highest country satisfaction scores came from Cambodia, Vietnam, Bangladesh, Nepal, Azerbaijan, Palestine, DR Congo, Morocco, Colombia, and Peru (5.00),

while the three lowest scores were given by Ghana (1.88), Jordan (2.25), and Cameroon (2.38).

(a) "Process" Satisfaction Breakdown

Overall, the average satisfaction score for "process" was 4.06 points.

By region, the CIS region exhibited the highest level of satisfaction for "process" (4.50), followed by Latin America (4.43), Asia (4.42), and Africa (3.64). The Middle East exhibited the lowest score among regions (3.25).

The highest country satisfaction scores for "process" were given by East Timor, Cambodia, Vietnam, Bangladesh, Nepal, Pakistan, Azerbaijan, Palestine, DR Congo, Morocco, Tanzania, Colombia, and Peru (5.00). The low score of 1.00 was posted by Ghana, while Afghanistan, Jordan, Cameroon, and Rwanda gave satisfaction scores of 2.00.

(b) "Contents" Satisfaction Breakdown

Overall, the average satisfaction score for "contents" was 4.19 points.

By region, the CIS region exhibited the highest level of satisfaction for "contents" (4.43), followed by Latin America (4.43), Asia (4.42), and the Middle East (4.00). Africa exhibited the lowest score among regions (3.82).

The highest country satisfaction scores for "contents" were given by Cambodia, Vietnam, Myanmar, Bangladesh, Nepal, Mongolia, Azerbaijan, Palestine, DR Congo, Morocco, Tanzania, Colombia, and Peru (5.00). The low score of 1.00 was posted by Ghana, while Laos, Jordan, Nigeria, Cameroon, and Rwanda gave satisfaction scores of 3.00.

(c) "Results" Satisfaction Breakdown

Overall, the average satisfaction score for "results" was 4.25 points.

By region, the CIS region exhibited the highest level of satisfaction for "results" (4.50), followed by Latin America (4.43), Asia (4.42), and Africa (4.09). The Middle East exhibited the lowest score among regions (3.75).

The highest country satisfaction scores for "results" were given by East Timor, Cambodia, Vietnam, Myanmar, Bangladesh, Nepal, Azerbaijan, Palestine, DR Congo, Morocco, Tanzania, Colombia, and Peru (5.00). The low score of 2.00 was posted by Jordan, while Laos, Ghana, Cameroon, and Rwanda gave satisfaction scores of 3.00.

(d) "Sustainability" Satisfaction Breakdown

Overall, the average satisfaction score for "sustainability" was 4.17 points.

By region, the CIS region exhibited the highest level of satisfaction for "sustainability" (4.50), followed by Asia (4.23), Latin America (4.29), and the Middle East (4.00). Africa exhibited the lowest score among regions (3.82).

The highest country satisfaction scores for "sustainability" were given by Cambodia, Vietnam, Myanmar, Bangladesh, Nepal, Azerbaijan, Palestine, DR Congo, Morocco, Colombia, and Peru (5.00). The low score of 2.00 was posted by Ghana, while Laos, Jordan, Tunisia, Cameroon, and Rwanda gave satisfaction scores of 3.00.



C. Analysis for Lower-Level Coordination Agencies

For the 2012 survey, feedback from a total of 105 respondents in lower-level coordination agencies from 30 beneficiary countries was received. By region, Asia represented 12 countries and 40 individual respondents, Africa represented eight countries and 22 individual respondents, the Middle East represented three countries and 12 individual respondents, Latin America represented five countries and 22 individual respondents, and the CIS region represented two countries and nine individual respondents. For 2012, the average satisfaction score for lower-level coordination agencies was 4.52.

<Table 2-3> Satisfaction Scores for Lower-Level Coordination Agencies (2012)

Region	Country	Satisfaction Score by Section					Overall Satisfaction	Integrated Satisfaction Score
		Process	Contents	Results	Sustainability	Average		
Overall Average		4.54	4.50	4.63	4.48	4.54	4.50	4.52
Asia	Asia Average	4.35	4.35	4.58	4.48	4.44	4.35	4.39
	The Philippines	4.43	4.43	4.43	4.43	4.43	4.14	4.29
	Indonesia	4.33	4.00	4.33	4.33	4.25	4.33	4.29
	East Timor	3.67	4.33	4.33	4.33	4.17	4.33	4.25
	Cambodia	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	Vietnam	4.80	4.60	4.80	4.60	4.70	4.60	4.65
	Laos	4.33	4.67	5.00	5.00	4.75	4.67	4.71
	Myanmar	4.33	4.67	4.67	4.50	4.54	4.33	4.44
	Bangladesh	4.67	4.00	4.33	4.67	4.42	4.33	4.38
	Sri Lanka	4.67	4.33	4.67	4.33	4.50	4.00	4.25
	Nepal	1.00	1.00	5.00	4.00	2.75	4.00	3.38
	Pakistan	4.00	5.00	5.00	4.00	4.50	4.00	4.25
Mongolia	5.00	4.67	4.67	4.67	4.75	5.00	4.88	

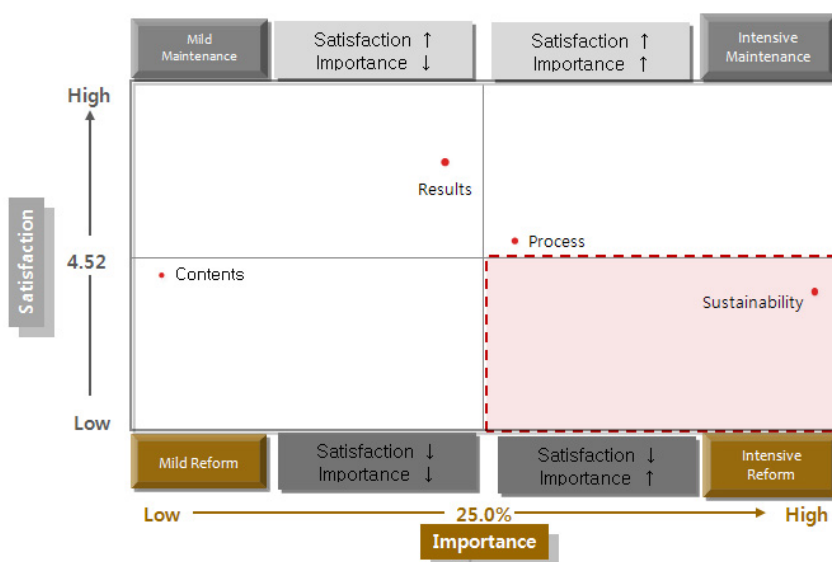
<Table 2-3> continued

Region	Country	Satisfaction Score by Section					Overall Satisfac-tion	Integrated Satis-faction Score
		Process	Contents	Results	Sustain-ability	Average		
CIS	CIS Average	4.78	4.67	4.67	4.67	4.69	4.44	4.57
	Uzbekistan	4.75	5.00	4.75	4.75	4.81	5.00	4.91
	Azerbaijan	4.80	4.40	4.60	4.60	4.60	4.00	4.30
Middle East (ME)	ME Average	4.75	4.67	4.58	4.67	4.67	4.75	4.71
	Afghanistan	-	-	-	-	-	-	-
	Palestine	5.00	4.50	4.00	4.50	4.50	4.75	4.63
	Jordan	4.71	4.86	4.86	4.86	4.82	4.86	4.84
	Iraq	4.00	4.00	5.00	4.00	4.25	4.00	4.13
Africa	Africa Average	4.36	4.36	4.59	4.23	4.39	4.45	4.42
	Ghana	4.25	4.50	4.50	4.00	4.31	4.25	4.28
	DR Congo	4.67	4.33	4.67	4.33	4.50	4.33	4.42
	Tunisia	4.50	4.50	4.75	4.25	4.50	4.50	4.50
	Morocco	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Nigeria	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	Cameroon	-	-	-	-	-	-	-
	Uganda	-	-	-	-	-	-	-
	Tunisia	2.50	2.50	4.00	4.00	3.25	4.50	3.88
	Rwanda	4.50	4.50	4.50	3.50	4.25	4.00	4.13
	Ethopia	5.00	5.00	5.00	4.67	4.92	5.00	4.96
Latin America (LA)	LA Average	4.86	4.77	4.77	4.55	4.74	4.68	4.71
	Colombia	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Guatemala	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	El Salvador	4.73	4.64	4.64	4.18	4.55	4.55	4.55
	Peru	5.00	4.50	4.50	4.50	4.63	4.50	4.56
	Bolivia	-	-	-	-	-	-	-
	Paraguay	5.00	5.00	5.00	5.00	5.00	4.75	4.88

1. Satisfaction Scores by Section

By section, the overall satisfaction score for "results" was highest at 4.63. This was followed by scores for "process" (4.52), "contents" (4.50), and "sustainability" (4.48), respectively. While the importance of "sustainability" was very high, the relatively low level of satisfaction among lower-level coordination agencies suggested a focus on improving "sustainability" elements going forward. In addition, maintaining high satisfaction levels for "results" should remain an important task.

<Figure 2-4> IPA for Lower-Level Coordination Agencies



By region, the Middle East and Latin America exhibited the highest level of overall satisfaction at 4.71. This was followed by the CIS region (4.57) and Africa (4.42), while Asia exhibited the lowest satisfaction score among regions (4.39).

The highest country satisfaction scores came from Morocco, Colombia, and Guatemala (5.00). The lowest scores include those by Nepal (3.38) and Tanzania

(3.88), with Cambodia and Nigeria both posting overall satisfaction scores of 4.00.

(a) "Process" Satisfaction Breakdown

Overall, the average satisfaction score for "process" was 4.54 points.

By region, Latin America exhibited the highest level of satisfaction for "process" (4.86), followed by the CIS region (4.78), the Middle East (4.75), and Africa (4.36). Asia exhibited the lowest score among regions (4.35).

The highest country satisfaction scores for "process" were given by Mongolia, Palestine, Morocco, Ethiopia, Colombia, Guatemala, Peru, and Paraguay (5.00). The low score of 1.00 was posted by Nepal, followed by Tanzania (2.50) and East Timor (3.67).

(b) "Contents" Satisfaction Breakdown

Overall, the average satisfaction score for "contents" was 4.50 points.

By region, Latin America exhibited the highest level of satisfaction for "contents" (4.77). This was followed by the CIS region and the Middle East (4.67 each) and Africa (4.36). Asia exhibited the lowest score among regions (4.35).

The highest country satisfaction scores for "contents" were given by Pakistan, Uzbekistan, Morocco, Ethiopia, Colombia, Guatemala, and Paraguay (5.00). The low score of 1.00 was posted by Nepal, followed by Tanzania (2.50).

(c) "Results" Satisfaction Breakdown

Overall, the average satisfaction score for "results" was 4.63 points.

By region, Latin America exhibited the highest level of satisfaction for "results" (4.77), followed by the CIS region (4.67), Africa (4.59), and the Middle East (4.58). Asia exhibited the lowest score among regions (4.58).

The highest country satisfaction scores for "results" were given by Laos, Nepal, Pakistan, Iraq, Morocco, Ethiopia, Colombia, Guatemala, and Paraguay (5.00). The low score of 4.00 was posted by Cambodia, Palestine, Nigeria, and Tanzania.

(d) "Sustainability" Satisfaction Breakdown

Overall, the average satisfaction score for "sustainability" was 4.48 points.

By region, the CIS region and Middle East exhibited the highest level of satisfaction for "sustainability" (4.67). This was followed by Latin America (4.55) and Asia (4.48). Africa exhibited the lowest score among regions (4.23).

The highest country satisfaction scores for "sustainability" were given by Laos, Morocco, Colombia, Guatemala, and Paraguay (5.00). The low score of 3.50 was posted by Rwanda, while Cambodia, Nepal, Pakistan, Iraq, Ghana, Nigeria, and Tanzania gave satisfaction scores of 4.00.



D. Analysis for Invited Trainees

For the 2012 survey, a total of 666 respondents from 32 beneficiary countries represented feedback from invited trainees. By region, Asia represented 11 countries and 351 individual respondents, Africa represented 10 countries and 164 individual respondents, Latin America represented five countries and 71 individual respondents, the Middle East represented four countries and 50 individual respondents, and the CIS region represented two countries and 30 individual respondents. For 2012, the average satisfaction score for invited trainees was 4.57.

<Table 2-4> Satisfaction Scores for Invited Trainees (2012)

Region	Region	Satisfaction Score by Section						Overall Satisfaction	Integrated Satisfaction Score
		Process	Environment	Contents	Results	Sustainability	Average		
	Overall	4.57	4.68	4.55	4.58	4.59	4.60	4.54	4.57
	Asia Average	4.60	4.64	4.56	4.57	4.59	4.59	4.52	4.56
	The Philippines	4.45	4.65	4.50	4.55	4.40	4.51	4.60	4.56
	Indonesia	4.48	4.59	4.37	4.33	4.41	4.44	4.52	4.48
	East Timor	-	-	-	-	-	-	-	-
	Cambodia	4.70	4.60	4.56	4.63	4.66	4.63	4.49	4.56
	Vietnam	4.56	4.68	4.53	4.56	4.50	4.56	4.53	4.55
	Laos	4.70	4.70	4.70	4.80	4.70	4.72	4.80	4.76
	Myanmar	4.08	4.33	4.33	4.33	4.25	4.27	4.25	4.26
	Bangladesh	4.66	4.70	4.65	4.56	4.63	4.64	4.58	4.61
	Sri Lanka	4.68	4.57	4.50	4.39	4.61	4.55	4.55	4.55
	Nepal	4.54	4.71	4.71	4.63	4.51	4.62	4.56	4.59
	Pakistan	4.50	4.56	4.44	4.56	4.61	4.53	4.28	4.41
	Mongolia	4.73	4.76	4.68	4.84	4.81	4.76	4.53	4.65

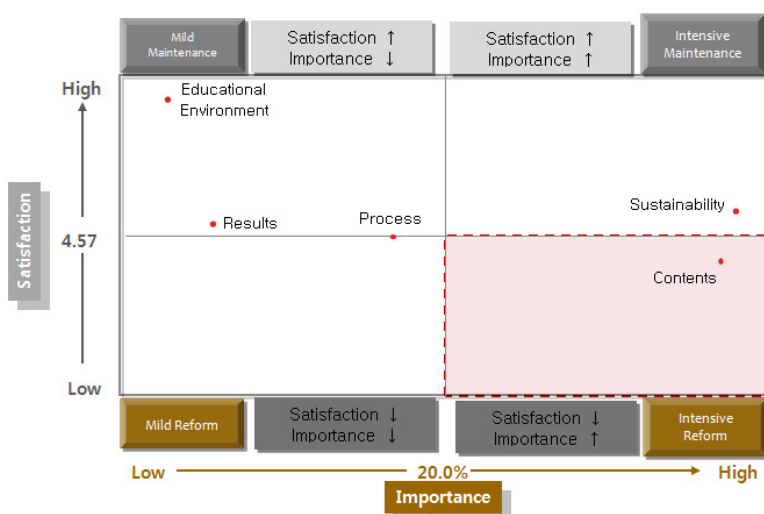
<Table 2-4> continued

Region	Region	Satisfaction Score by Section						Overall Satisfaction	Integrated Satisfaction Score
		Process	Environment	Contents	Results	Sustainability	Average		
CIS	CIS Average	4.74	4.79	4.68	4.76	4.71	4.73	4.52	4.62
	Uzbekistan	4.20	4.30	4.30	4.30	4.40	4.30	4.20	4.25
	Azerbaijan	5.00	5.00	4.80	4.95	4.80	4.91	4.63	4.77
Middle East (ME)	ME Average	4.41	4.70	4.48	4.48	4.39	4.49	4.46	4.47
	Afghanistan	4.75	5.00	5.00	5.00	5.00	4.95	4.75	4.85
	Palestine	4.17	4.33	4.00	4.17	4.00	4.13	4.83	4.48
	Jordan	4.40	4.80	4.47	4.40	4.40	4.49	4.33	4.41
	Iraq	4.48	4.72	4.60	4.60	4.48	4.58	4.44	4.51
Africa	Africa Average	4.62	4.75	4.56	4.64	4.65	4.64	4.60	4.62
	Ghana	4.72	4.80	4.42	4.58	4.68	4.64	4.64	4.64
	DR Congo	4.81	4.90	4.71	4.71	4.71	4.77	4.67	4.72
	Tunisia	4.33	4.67	4.33	4.67	4.00	4.40	4.67	4.53
	Morocco	4.73	4.80	4.67	4.80	4.73	4.75	4.33	4.54
	Nigeria	4.50	4.92	4.75	4.75	4.92	4.77	4.92	4.84
	Cameroon	4.45	4.55	4.27	4.36	4.45	4.42	4.27	4.35
	Uganda	4.91	4.82	4.82	4.82	4.82	4.84	4.91	4.87
	Tanzania	4.35	4.59	4.41	4.35	4.47	4.44	4.65	4.54
	Rwanda	4.54	4.77	4.62	4.65	4.62	4.64	4.54	4.59
Latin America (LA)	Ethiopia	4.57	4.61	4.52	4.70	4.65	4.61	4.57	4.59
	LA Average	4.37	4.69	4.44	4.52	4.56	4.52	4.51	4.51
	Colombia	4.50	4.72	4.67	4.67	4.67	4.64	4.67	4.66
	Guatemala	4.60	5.00	4.53	4.67	4.80	4.72	4.67	4.69
	El Salvador	-	-	-	-	-	-	-	-
	Peru	4.23	4.42	4.31	4.38	4.42	4.35	4.50	4.43
	Bolivia	4.75	5.00	5.00	4.75	5.00	4.90	4.75	4.83
Paraguay	3.88	4.75	3.88	4.25	4.13	4.18	3.75	3.96	

1. Satisfaction Scores by Section

By section, the overall satisfaction score for "environment" was highest at 4.68. This was followed by scores for "sustainability" (4.59), "results" (4.58), "process" (4.57), and "contents" (4.55), respectively. While the importance of "contents" was very high, the relatively low level of satisfaction among invited trainees suggested a need to focus on improving "contents" elements. In addition, maintaining high satisfaction levels for "sustainability" should be important going forward.

<Figure 2-5> IPA for Invited Trainees



By region, the CIS region and Africa exhibited the highest level of overall satisfaction at 4.62. This was followed by Asia (4.56) and Latin America (4.51), while the Middle East exhibited the lowest satisfaction score among regions (4.47).

The highest country satisfaction scores came from Uganda (4.87), while the lowest scores include those by Paraguay (3.96), Uzbekistan (4.25), and Myanmar (4.26).

(a) "Process" Satisfaction Breakdown

Overall, the average satisfaction score for "process" was 4.57 points.

By region, the CIS region exhibited the highest level of satisfaction for "process" (4.74), followed by Africa (4.62), Asia (4.60), and the Middle East (4.41). Latin America exhibited the lowest score among regions (4.37).

The highest country satisfaction scores for "process" were given by Azerbaijan (5.00), while the lowest scores were given by Paraguay (3.88), Myanmar (4.08), and Palestine (4.17).

(b) "Environment" Satisfaction Breakdown

Overall, the average satisfaction score for "environment" was 4.68 points.

By region, the CIS region exhibited the highest level of satisfaction for "environment" (4.79), followed by Africa (4.75), the Middle East (4.70), and Latin America (4.69). Asia exhibited the lowest score among regions (4.64).

The highest country satisfaction scores for "environment" were given by Azerbaijan, Guatemala, and Bolivia (5.00). The lowest scores were given by Uzbekistan (4.30), followed by Myanmar and Palestine (4.33 each).

(c) "Contents" Satisfaction Breakdown

Overall, the average satisfaction score for "contents" was 4.55 points.

By region, the CIS region exhibited the highest level of satisfaction for "contents" (4.68). This was followed by the Asia and Africa (4.56 each) and the Middle East

(4.48). Latin America exhibited the lowest score among regions (4.44).

The highest country satisfaction scores for "contents" were given by Afghanistan and Bolivia (5.00 each). The low score of 3.88 was posted by Paraguay, followed by Palestine (4.00) and Cameroon (4.27).

(d) "Results" Satisfaction Breakdown

Overall, the average satisfaction score for "results" was 4.58 points.

By region, the CIS region exhibited the highest level of satisfaction for "results" (4.76), followed by Africa (4.64), Asia (4.57), and Latin America (4.52). The Middle East exhibited the lowest score among regions (4.48).

The highest country satisfaction scores for "results" were given by Afghanistan (5.00), while the lowest scores were posted by Palestine (4.17), Paraguay (4.25), and Uzbekistan (4.30).

(e) "Sustainability" Satisfaction Breakdown

Overall, the average satisfaction score for "sustainability" was 4.59 points.

By region, the CIS region exhibited the highest level of satisfaction for "sustainability" (4.71), followed by Africa (4.65), Asia (4.59), and Latin America (4.56). The Middle East exhibited the lowest score among regions (4.39).

The highest country satisfaction scores for "sustainability" were given by Afghanistan (5.00). The low score of 4.00 was posted by Palestine and Tunisia, followed by Paraguay (4.13).



E. Analysis for Volunteer Agencies

For the 2012 survey, a total of 308 respondents from 21 beneficiary countries represented feedback from volunteer agencies. By region, Asia represented 10 countries and 184 individual respondents, Africa represented five countries and 45 individual respondents, the Middle East represented one country and two individual respondents, Latin America represented four countries and 74 individual respondents, and the CIS region represented one country and three individual respondents. For 2012, the average satisfaction score for volunteer agencies was 4.49.

<Table 2-5> Satisfaction Scores for Volunteer Agencies (2012)

Region	Country	Satisfaction Score by Section					Overall Satisfaction	Integrated Satisfaction Score
		Process	Contents	Results	Sustainability	Average		
Overall Average		4.53	4.55	4.52	4.57	4.54	4.44	4.49
Asia	Asia Average	4.48	4.55	4.57	4.55	4.54	4.49	4.52
	The Philippines	4.81	4.81	4.86	4.76	4.81	4.67	4.74
	Indonesia	4.44	4.38	4.44	4.50	4.44	4.31	4.38
	East Timor	-	-	-	-	-	-	-
	Cambodia	4.72	4.78	4.78	4.69	4.74	4.64	4.69
	Vietnam	4.00	4.10	4.40	4.30	4.20	4.50	4.35
	Laos	4.75	4.25	4.50	4.50	4.50	4.50	4.50
	Myanmar	5.00	5.00	5.00	5.00	5.00	4.50	4.75
	Bangladesh	4.17	4.17	4.44	4.39	4.29	4.33	4.31
	Sri Lanka	4.31	4.50	4.38	4.44	4.41	4.44	4.42
	Nepal	4.06	4.41	4.47	4.47	4.35	4.35	4.35
	Pakistan	-	-	-	-	-	-	-
Mongolia	4.55	4.62	4.49	4.50	4.54	4.50	4.52	

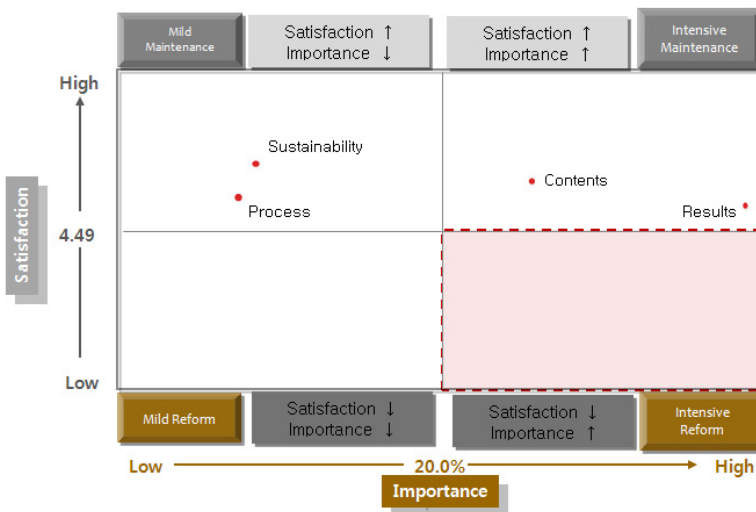
<Table 2-5> continued

Region	Country	Satisfaction Score by Section					Overall Satisfaction	Integrated Satisfaction Score
		Process	Contents	Results	Sustainability	Average		
CIS	CIS Average	5.00	4.67	4.67	4.67	4.75	4.67	4.71
	Uzbekistan	5.00	4.67	4.67	4.67	4.75	4.67	4.71
	Azerbaijan	-	-	-	-	-	-	-
Middle East (ME)	ME Average	4.50	4.00	4.50	4.50	4.38	5.00	4.69
	Afghanistan	-	-	-	-	-	-	-
	Palestine	-	-	-	-	-	-	-
	Jordan	4.50	4.00	4.50	4.50	4.38	5.00	4.69
	Iraq	-	-	-	-	-	-	-
Africa	Africa Average	4.51	4.29	4.16	4.36	4.33	3.96	4.14
	Ghana	-	-	-	-	-	-	-
	DR Congo	-	-	-	-	-	-	-
	Tunisia	4.50	4.50	4.00	4.00	4.25	4.00	4.13
	Morocco	4.45	4.25	4.15	4.30	4.29	3.90	4.09
	Nigeria	-	-	-	-	-	-	-
	Cameroon	-	-	-	-	-	-	-
	Uganda	-	-	-	-	-	-	-
	Tanzania	4.50	4.50	4.00	4.25	4.31	4.00	4.16
	Rwanda	4.63	4.25	4.25	4.56	4.42	4.00	4.21
	Ethiopia	4.33	4.33	4.00	4.00	4.17	4.00	4.08
Latin America (LA)	LA Average	4.65	4.70	4.62	4.76	4.68	4.59	4.64
	Colombia	4.67	4.67	4.33	4.67	4.58	4.33	4.46
	Guatemala	-	-	-	-	-	-	-
	El Salvador	4.14	4.43	4.43	4.57	4.39	4.14	4.27
	Peru	4.40	4.80	4.80	4.80	4.70	4.60	4.65
	Bolivia	-	-	-	-	-	-	-
	Paraguay	4.76	4.72	4.62	4.78	4.72	4.67	4.69

1. Satisfaction Scores by Section

By section, the overall satisfaction score for "sustainability" was highest at 4.57. This was followed by scores for "contents" (4.55), "process" (4.53), and "results" (4.52), respectively. While the importance of "results" was very high, the relatively low level of satisfaction among volunteer agencies suggested a need to focus on improving "results" elements. In addition, maintaining high satisfaction levels for "contents" should continue to be important going forward.

<Figure 2-6> IPA for Volunteer Agencies



By region, the CIS region exhibited the highest level of overall satisfaction at 4.71. This was followed by the Middle East (4.69), Latin America (4.64), and Asia (4.52), while Africa exhibited the lowest satisfaction score among regions (4.14).

The highest country satisfaction scores came from Myanmar (4.75), followed by The Philippines (4.74) and Uzbekistan (4.71). The lowest scores include those by Ethiopia (4.08), Morocco (4.09), and Tunisia (4.13).

(a) "Process" Satisfaction Breakdown

Overall, the average satisfaction score for "process" was 4.53 points.

By region, the CIS region exhibited the highest level of satisfaction for "process" (5.00), followed by Latin America (4.65), Africa (4.51), and the Middle East (4.50). Asia exhibited the lowest score among regions (4.48).

The highest country satisfaction scores for "process" were given by Myanmar and Uzbekistan (5.00), while the lowest scores were posted by Vietnam (4.00), Nepal (4.06), and El Salvador (4.14).

(b) "Contents" Satisfaction Breakdown

Overall, the average satisfaction score for "contents" was 4.55 points.

By region, Latin America exhibited the highest level of satisfaction for "contents" (4.70). This was followed by the CIS region (4.67), Asia (4.48), and Africa (4.29). The Middle East exhibited the lowest score among regions (4.00).

The highest country satisfaction scores for "contents" were given by Myanmar (5.00), The Philippines (4.81), and Peru (4.80), while the lowest scores were given by Jordan (4.00), Vietnam (4.10), and Bangladesh (4.17).

(c) "Results" Satisfaction Breakdown

Overall, the average satisfaction score for "results" was 4.52 points.

By region, the CIS region exhibited the highest level of satisfaction for "results" (4.67), followed by Latin America (4.62), Asia (4.57), and the Middle East (4.50).

Africa exhibited the lowest score among regions (4.16).

The highest country satisfaction scores for "results" were given by Myanmar (5.00), The Philippines (4.86), and Peru (4.80), while the low score of 4.00 was posted by Tunisia, Tanzania, and Ethiopia.

(d) "Sustainability" Satisfaction Breakdown

Overall, the average satisfaction score for "sustainability" was 4.57 points.

By region, Latin America exhibited the highest level of satisfaction for "sustainability" (4.76), followed by the CIS region (4.67), Asia (4.55), and the Middle East (4.50). Africa exhibited the lowest score among regions (4.36).

The highest country satisfaction scores for "sustainability" were given by Myanmar (5.00), Peru (4.80), and Paraguay (4.78). The low score of 4.00 was posted by Tunisia and Ethiopia, followed by Tanzania (4.25).



■ F. Field Survey Findings for Select Beneficiary Countries

In light of the revised 2012 questionnaire, KOICA undertook select field surveys to determine the readability of the 2012 satisfaction survey from the perspective of beneficiary countries, potential impediments to adequate survey response rates, and the appropriateness of the survey in evaluating current projects. The two field surveys include Laos, where feedback for the 2011 survey was generally positive, and Ghana, where feedback from high-level coordination agencies for the 2012 interim evaluation was relatively weak.

1. Field Survey Findings: Laos

High-level coordination agencies in Laos exhibited a high level of satisfaction with KOICA programs (over 90%, or over 4.5 on a 5.0 point scale) and provided positive feedback overall.

Meaningful progress in the region includes farmers overcoming drought and flood damage through irrigation and dam projects, and overall economic growth through development of the Mekong River. Regions affected by drought and floods declined dramatically through construction of the irrigation canal and dam in Muang Meun, with the construction project having a positive influence on regional development and employment of the local labor force. In addition, educational opportunities in underdeveloped regions were bolstered by building a school to serve the Van Vieng minority group. Construction of the school provided job opportunities for the local labor force and helped contribute to increasing the level of education in the area. As a result, students and parents have expressed high levels of satisfaction regarding construction of the school.

Lower-level coordination agencies provided positive feedback regarding construction of the first children's hospital in Laos. Serving around 150 patients a day, the hospital provides services to diagnose Thalassemia and also operates an allergy clinic.

Invited trainees recognized the importance of educational programs and requested efforts to further promote program efficiency and expand training programs.

Regarding volunteer agencies, the National University of Laos expressed average levels of satisfaction (80 out of 100) due to weaker-than-expected teaching methods and insufficient experience of volunteers.

2. Field Survey Findings: Ghana

High-level coordination agencies in Ghana expressed lower levels of overall satisfaction for the survey period. The primary reason for this was because the local KOICA office was established in 2010, insufficient information about KOICA's projects was provided to Ghana's Ministry of Finance and Economic Planning. Currently, steps are being taken to improve cooperation between KOICA and local partners. High-level coordination agencies are eager to continue strengthening relations with KOICA and learn from South Korea's rapid economic development, with KOICA responding promptly to their requests.

Lower-level coordination agencies were generally satisfied with current programs and projects. In particular, feedback was positive regarding KOICA's efforts to invite local leaders to explain the development project at the project's beginning and overall efforts to enhance working partnerships.

Regarding educational development projects in the northeast region, the expansion of existing schools has resulted in a 50% increase in student enrollment compared to enrollment between 2009 and 2010. The school expansion project has allowed students to remain near their homes rather than travel to nearby districts. It has also enabled students to more easily receive middle school education. As a result, the project is contributing to improved regional economic development.

Development of the second Ahanta West District new town is also expected to become a model case for city development in the district. The project is cited as one that effectively uses project funds and implements a detailed strategy for regional development.

There are high expectations for the integrated rural development project in

Dawhenya, which represents KOICA's first rural development project. The project is expected to provide pump facilities, irrigation canals, aquaculture, an agricultural training center, storage facilities, a rice mill, and schools aimed at spearheading economic development in the community. In particular, the project seeks to greatly improve the quality of rice in Accra, thereby increasing demand for rice grown in the region.

Lastly, feedback from the field survey suggested that training programs helped to dramatically improve overall performance. Suggestions to help maintain a high level of competencies going forward included providing workshops and encouraging alumni gatherings as well as increasing the portion of practical field work during the training program.



Policy Recommendations



III

Policy Recommendations



A. Recommendations for Improving Overall Satisfaction

1. Improving Satisfaction for High-Level Coordination Agencies

Given that overall satisfaction levels for high-level coordination agencies were visibly lower than those for lower-level coordination agencies, invited trainees, and volunteer agencies, results from the survey suggested the need to improve overall satisfaction of high-level coordination agencies through greater information-sharing about programs and projects as well as awareness-building regarding project results.

In particular, survey results suggested the importance of considering sustainability issues in the planning process and regularly undertaking joint interim and final evaluations to enhance overall satisfaction for high-level coordination agencies. This includes promoting mutual dialogue with and actively reflecting feedback from high-level coordination agencies in beneficiary countries regarding project planning (e.g., project area and target region, project size, implementation), project logistics (e.g., overall project progress, interim evaluations, supplementary measures), and project evaluation.

2. Enhancing Satisfaction Levels of Lower-Level Coordination Agencies and Trainees

As lower-level coordination agencies and inbound trainees represent relatively higher-weighted target groups, satisfaction levels for these two groups should be maintained and further improved going forward. This includes focusing on considerations of sustainability as well as regularly undertaking joint inspections and evaluations.

In addition, survey results suggested the importance of fine-tuning training programs to better match the needs of invited trainees, enhancing understanding of the training process through actions plans, and strengthening partner relationships through continued post-project management.

3. Raising Awareness of Differences in Aid Types

Survey results highlighted the need for partner countries to be informed about procedure and for aid organizations to be more aware about differences in types of aid. As evidenced in this survey, beneficiary countries receiving aid from organizations based in economically-developed countries or regions exhibited lower levels of satisfaction regarding KOICA's programs and projects. As such, survey results suggested the need to improve project management structures, particularly among the least satisfied beneficiary countries, and re-examine cooperative relationships to enhance overall satisfaction.

4. Strengthening KOICA's Overseas Office Function in Partner Countries

Results from the survey also suggested the need for KOICA headquarters to grant greater authority to overseas KOICA offices in order to reinforce the function of KOICA offices in beneficiary countries and improve mutual cooperation. By

doing so, overseas KOICA offices should be better positioned to strengthen cooperation and communication with beneficiary countries.

5. Expanding Support for Sustainable Post-Project Management

Survey results suggested that support for KOICA's post-project management is necessary to encourage sustainable development in beneficiary countries as well as the effectiveness of respective programs and projects. Findings also suggested the need to consider constructing strategic roadmaps to support localized post-project management and gradually transfer capabilities to beneficiary countries.

Regarding invited trainees, further steps should be taken to address suggested improvements. These include extending the training period to at least one month, encouraging alumni gatherings and reunions, creating more customized training programs, and reducing the training portion of Korean history.

Regarding issues of sustainability from the perspective of volunteer agencies, there is a need to address the dispatching of specialized volunteer agencies and balancing supply of dispatched volunteer agencies for both existing project areas and new areas in need of development.



■ B. Suggestions to Improve Survey Methodology

1. Establishing Guidelines for Survey Target Selection

To ensure even more accurate results, the satisfaction survey should: (1) expand the number of survey respondents and (2) alter the period of investigation to match the calendar year (January to December).

Regarding the number of survey respondents, satisfaction levels for high-level coordination agencies often depend on the feedback of one respondent. To encourage greater representation with regards to overall satisfaction, increasing the number of respondents should further strengthen the reliability of the survey going forward.

Regarding the period of investigation, the period of investigation for the present survey was between August 2011 and July 2012. As this period does not match KOICA's fiscal year, it was difficult to precisely estimate itemized budget amounts needed to calculate relative weights for the survey. In addition, while the satisfaction survey was conducted in August 2012, findings from this survey suggested the need to adjust the period of investigation. This is because there may be difficulty evaluating items such as "sustainability" as very little time has passed since the end of the project.

2. Maintaining Evaluation Criteria Suitability through Pre-Assessment

Prior to conducting satisfaction surveys for beneficiary countries, it may be necessary to undertake a pre-assessment survey for a sample of project managers in order to ensure continued suitability of evaluation criteria. For 2012, interviews with managers representing each division were conducted to develop evaluation criteria for the satisfaction survey. But as policy shifts in beneficiary countries and environmental changes regarding related projects may affect the criteria to be evaluated, it is possible that survey criteria may become less suitable as they may not accurately reflect such shifts and changes. Given the need for continuous management of the suitability of evaluation criteria, additional suggestions include conducting a pre-assessment stage prior to the annual satisfaction survey by surveying project managers or related personnel on the suitability of the survey's evaluation criteria.

3. Improving Methodological Tools

For the present survey, the questionnaire was translated into three languages (i.e., English, Spanish, and French) and distributed to potential respondents. For those countries using additional language systems, it may be helpful to collaborate with respective KOICA offices to translate questionnaires into the local language, thereby enhancing the survey's readability and accuracy. Local KOICA offices may be able to encourage survey accuracy and convenience for local respondents by creating a system whereby the survey and survey responses are translated and referred back to KOICA headquarters.

4. Addressing Low Response Rates

Compared to the total number of invited trainees and volunteer agencies, the number of actual respondents was very low. To address this, local offices should be contacted prior to the survey's investigation to secure lists of potential respondents. During the survey period, response rates can be further improved by regularly contacting potential survey respondents for their feedback.



C. Limitations of Satisfaction Survey

1. Selection of Relevant Survey Targets

As there is only one respondent for many of the high-level coordination agencies of beneficiary countries, there is potential for the satisfaction scores to reflect individual bias rather than serve as an accurate representation of overall satisfaction. As such, there may be a need to identify and exclude potential respondents who may be reflecting personal bias. In addition, improvements to

future surveys may include expanding the respondent base for the survey and excluding outliers (i.e., maximum and minimum scores) when averaging satisfaction scores.

2. Impact of Uncontrollable External Variables

For beneficiary countries that may be receiving development aid from institutions other than KOICA, survey results may reflect relative differences in the amount of aid received from respective institutions. As KOICA plans to produce in-depth country satisfaction reports going forward, finding ways to reduce the effect of external variables (i.e., aid amount and type of aid received from other institutions) during the survey process for beneficiary countries remains an outstanding issue for KOICA to address.

**2012 Beneficiary Satisfaction Survey on KOICA's ODA
Programme Worldwide(August 2011 ~ July 2012)**

Copyright © 2012 by KOICA

Published by the Korea International Cooperation Agency(KOICA)

825 Daewangpangyo-ro, Sujeong-gu, Seongnam-si,

Gyeonggi-do, Korea 461-833

C.P.O Box 2545

Tel: 82-31-740-0114, Fax: 82-31-740-0655

Website: <http://www.koica.go.kr>

ISBN: 978-89-6469-157-1 93320