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2013 Beneficiary Satisfaction Survey on KOICA's ODA Programme Worldwide

한국국제협력단

발간등록번호

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2013. 12



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한국국제협력단

 **WORLD
FRIENDS**
KOREA

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.

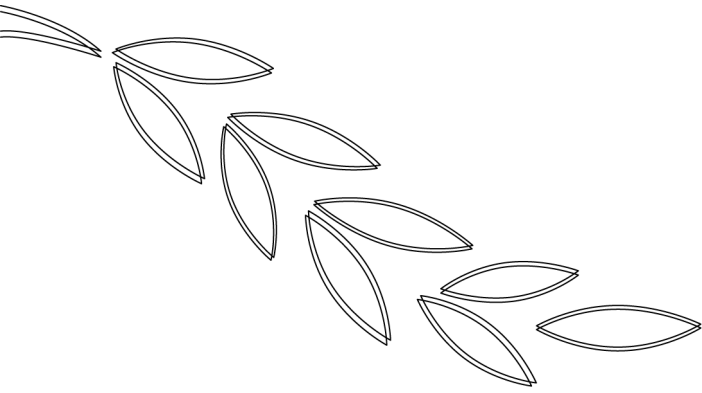
In order to ensure the independence of evaluation contents and results, a large amount of evaluation work is carried out by external evaluators. Also, the Evaluation Office directly reports evaluation results to the President of KOICA.

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 staffs 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.

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I . Evaluation Overview

1. Purpose of Evaluation
2. Target of Evaluation
3. Evaluation Methodology



I Evaluation Overview



1. Purpose of Evaluation

The 2013 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. By analyzing factors that contributed to satisfaction and/or dissatisfaction among beneficiary countries, this survey should serve as foundational material from which overall satisfaction and project effectiveness can be gauged. The survey also reflected improvements in survey questions tailored for specific target groups, thus contributing to a more robust and practical framework from which results could be deduced and future improvements made.



2. Target of Evaluation

This survey covered KOICA ODA projects and programs implemented between January 2012 and December 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 2013 satisfaction survey conducted on the following 42 beneficiary countries:

- **Asia-Pacific (14 countries):** Nepal, East Timor, Laos, Mongolia, Myanmar, Bangladesh, Vietnam, Solomon Islands**, Sri Lanka, Afghanistan, Indonesia, Cambodia, Pakistan, The Philippines

- **Africa (15 countries):** Ghana, Nigeria, Rwanda, Morocco*, Mozambique**, Senegal**, Algeria**, Ethiopia, Uganda, Egypt**, Cameroon, Kenya**, Tanzania, Tunisia*, Democratic Republic of the Congo (DR Congo)
 - **Latin America (8 countries):** Guatemala, Bolivia, Haiti**, Ecuador**, El Salvador, Colombia, Paraguay, Peru
 - **Commonwealth of Independent States (2 countries):** Azerbaijan, Uzbekistan
 - **Middle East (3 countries):** Jordan*, Iraq, Palestine
- * denotes countries included from the 2012 survey (3 countries)
 ** denotes countries included from the 2013 survey (8 countries)



3. Evaluation Methodology

1) 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.

Satisfaction surveys of beneficiary countries conducted since 1998 formed the basis

of the 2011 evaluation model. The 2012 questionnaire further fragmented survey questions to help streamline and compare previous findings as well as to better implement findings to future project strategies. To maintain consistency with the 2012 survey, the 2012 survey format was used for the 2013 study while also incorporating slight modifications in terminology.

2) Items for Evaluation

For the survey, 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 the needs of 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.

The survey utilized the Likert¹⁾ scale. Respondents were given five choices to evaluate satisfaction for survey items: (1) very satisfied; (2) satisfied; (3) average; (4) dissatisfied; (5) very dissatisfied.

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.

1) Developed in the 1930s by Rensis Likert, the Likert scale is a method widely used in questionnaires to measure responses to personal attitudes, such as thoughts, perceptions, and emotions.

<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
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

Section	Items for Evaluation	Evaluation Criteria
Sustainability (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 24 items. The “process” section includes three in-depth items, “environment” includes five items, “contents” includes seven 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
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 (7 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 contents suited to partner country's conditions	Relevance/Effectiveness /Impact
	4. Program proceeded according to schedule	Efficiency/Effectiveness
	5. Sufficient opportunity to participate in the program	Efficiency/Effectiveness
	6. Enhanced understanding about Korea through special activities (e.g., industry tour, cultural activities)	Effectiveness/Impact
	7. 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
Sustainability (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

3) Process of Evaluation

To reduce the length of the survey 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. For countries utilizing other languages, surveys were translated at the KOICA overseas offices to heighten understanding and language precision.

Respondents' contact information were gathered by KOICA's departments and overseas offices. Using this contact information, surveys were distributed via e-mail and respondents were encouraged to complete the web-based survey. To increase overall response rates, local offices contacted those who did not complete the web-based survey and received written responses after sending printed surveys directly to those contacts. Written responses were then manually input into the web-based system.

4) Analysis Methodology

Data from completed surveys underwent data editing and error checking using SPSS. Data was then analyzed using statistical tools, including frequency analysis and cross tabulation.

For each of the major target groups, satisfaction levels were calculated using 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 used by governmental institutions, and calculates satisfaction scores by averaging the overall satisfaction score and satisfaction scores for each segment evaluated in the survey.

The overall satisfaction score for beneficiary countries was calculated based on the

weighted average of scores for high-level coordination agencies, lower-level coordination agencies, invited trainees, and volunteer agencies. On the one hand, scores for high-level coordination agencies represented the overall satisfaction score up until 2011. But from 2012, satisfaction scores from lower-level coordination agencies, invited trainees, and volunteer agencies were also incorporated in calculating the overall satisfaction score.

For the 2013 survey, the calculation method for generating the overall satisfaction score is consistent with that for 2012. The weighted average was calculated by using a combination of quantitative methods²⁾ based on budget amounts and qualitative methods based on an AHP³⁾ (Analytic Hierarchy Process) survey.

The quantitative approach reflected the budget amount and proportion for 2012. The qualitative approach consisted of an AHP survey. Related experts⁴⁾ weighted the four target groups using a pairwise comparison⁵⁾. To heighten the objectivity and fairness of the overall weighted calculation, the committee consisted of both internal and external committee members.

A combined approach based on the quantitative and qualitative methods was then used to calculate relative weights. Based on an aggregate weight of 100% for the four target groups, relative weights for the groups were calculated as follows: (1) 12.7% for high-level coordination agencies; (2) 52.3% for lower-level coordination

2) Quantitative method: reflected proportion of 2012 budget

3) Qualitative method: AHP (Analytic Hierarchy Process) 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 useful in dealing with decisions consisting of various elements by helping decision-makers choose the best alternative and calculate relative weights.

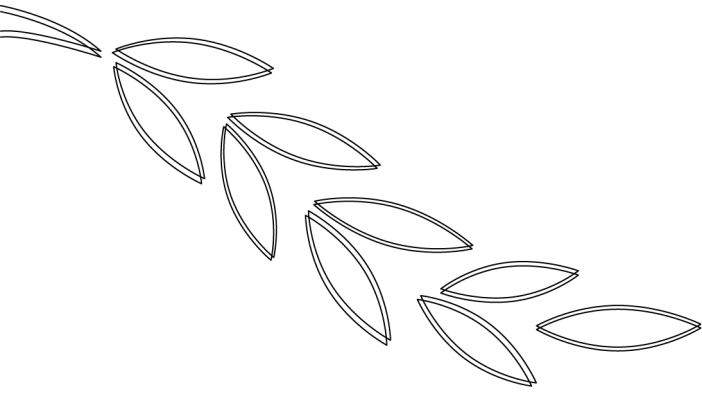
4) A total of 14 committee members consisted of seven internal (KOICA, senior department heads) and seven external members.

5) 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).

agencies; (3) 16.3% for invited trainees; and (4) 18.7% for volunteer agencies. When compared with weighted calculations for 2012, there was no change for high-level coordination agencies, a slight increase for lower-level coordination agencies and invited trainees, and a slight decrease for volunteer agencies.

<Table 1-5> Relative Weights Calculation (2013)

Target Group	Quantitative		Qualitative		Final Weighting (2012 Weighting)
	Weight	Portion Reflected (%)	Weight	Portion Reflected (%)	
High-Level Coordination Agencies	-	-	13.5%	100%	12.7% (12.7%)
Lower-Level Coordination Agencies (Project)	69.4%	48.4%	42.9%	51.6%	52.3% (51.4%)
Invited Trainees	5.9%		28.2%		16.3% (16.1%)
Volunteer Agencies	24.7%		15.3%		18.7% (19.8%)



II . Key Findings

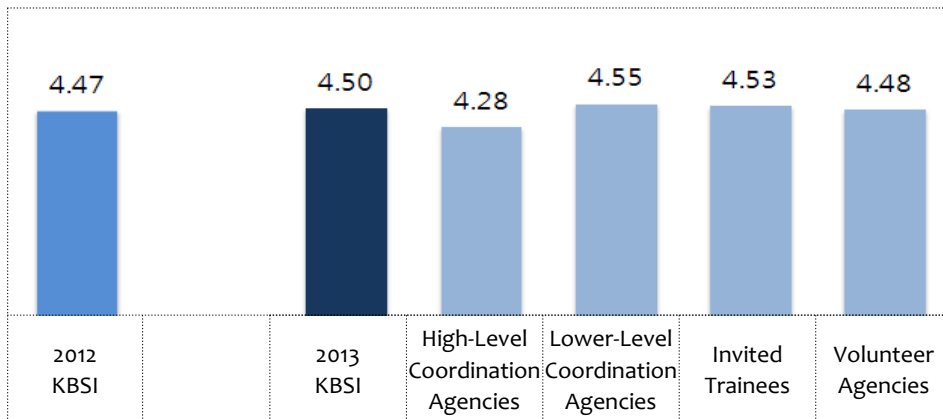
1. Overall Satisfaction Scores for Beneficiary Countries
2. Satisfaction Score Analysis by Target Group
3. Satisfaction Score Analysis by Country
4. In-Depth Country Analysis



1. Overall Satisfaction Scores for Beneficiary Countries

Overall satisfaction scores for 2013 averaged 4.50, representing an increase of 0.03 points from the 2012 average of 4.47. A breakdown of satisfaction scores by target group revealed an overall satisfaction score of 4.28 for high-level coordination agencies, 4.55 for lower-level coordination agencies, 4.53 for invited trainees, and 4.48 for volunteer agencies. The overall average of 4.50 reflected the relative weights of 12.7%, 52.3%, 16.3%, and 18.7% of the four target groups, respectively.

<Figure 2-1> Overall Satisfaction Scores



When comparing survey results from the 34 countries surveyed in 2012, 2013 scores for the same 34 countries revealed an overall satisfaction score of 4.53. A breakdown by target group revealed satisfaction scores of 4.39 for high-level coordination agencies, 4.57 for lower-level coordination agencies, 4.55 for invited

trainees, and 4.49 for volunteer agencies. As the eight countries added to the 2013 survey are not primary aid beneficiaries for KOICA, scores came in relatively lower for these countries. As a result, if results for the eight countries were excluded, overall satisfaction scores would have averaged slightly higher.

2013 IPA⁶⁾ Results by Respondent Type

High-level coordination agencies and volunteer agencies were analyzed as belonging to the area of mild reform, given their relatively low satisfaction and low importance. Particular attention should be paid to improve satisfaction for high-level coordination agencies, as satisfaction scores were low in comparison with those of other respondent types.

Lower-level coordination agencies were analyzed as an area of intensive maintenance given high satisfaction and high importance, and invited trainees were analyzed as an area of mild maintenance due to relatively high satisfaction and low importance. When considering the impact of budget on importance, satisfaction scores for invited trainees – which represent a small part of the budget but utilize human resources – were relatively high.

6) IPA(Importance–Performance Analysis)

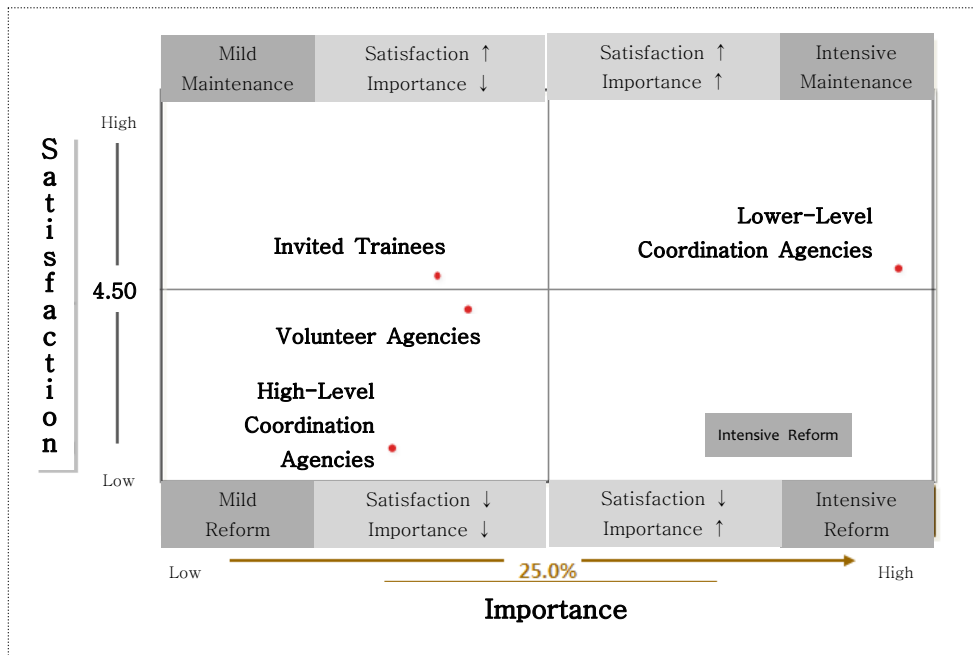
Intensive reform : areas of low satisfaction and high importance, requiring much improvement

Mild reform : areas of low satisfaction and low importance, requiring some improvement

Intensive maintenance : areas of high satisfaction and high importance, improvement desirable but only requiring maintenance of current levels

Mild maintenance : areas of high satisfaction and low importance, only need to maintain current levels

<Figure 2-2> IPA Results by Respondent Type



2. Satisfaction Score Analysis by Target Group

1) Analysis for High-Level Coordination Agencies

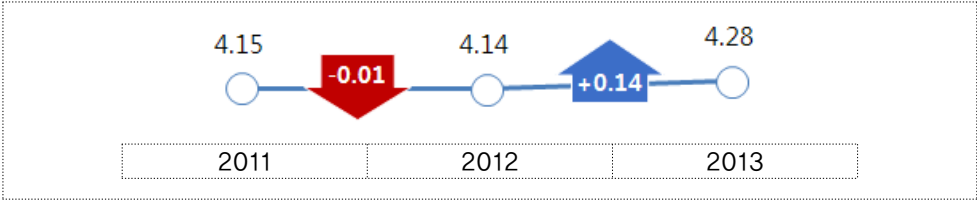
Survey Respondent Details

For high-level coordination agencies, the respondent pool consisted of 74 respondents from a total of 42 countries. Regional representation included 14 countries from Asia and the Pacific, 5 countries from the Commonwealth of Independent States (CIS) and the Middle East, 15 countries from Africa, and 8 countries from Latin America.

Overall Satisfaction Scores for High-Level Coordination Agencies

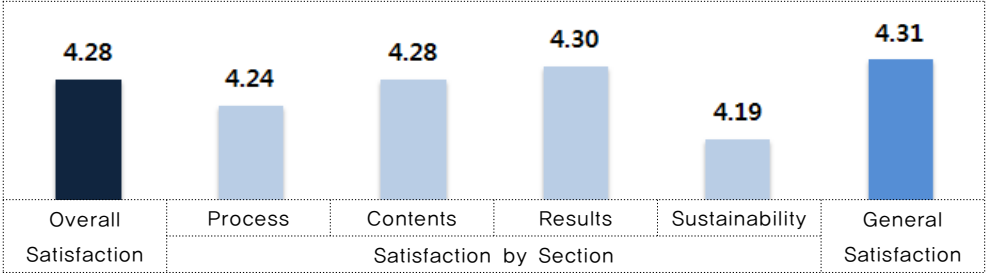
For high-level coordination agencies, overall satisfaction scores for 2013 averaged 4.28 points. Over the past three years, satisfaction scores averaged 4.15 in 2011, 4.14 in 2012, and 4.28 in 2013. As such, the 2013 score represents an incremental increase of 0.14 points.

<Figure 2-3> Three-Year Satisfaction Score Trend



Scores for general satisfaction averaged 4.31 points. By section, this includes a high score of 4.30 for results, 4.28 for content, 4.24 for process, and 4.19 for sustainability.

<Figure 2-4> Satisfaction Scores for High-Level Coordination Agencies



* Overall Satisfaction = Satisfaction by Section (Process, Contents, Results, Sustainability)*0.5 + General Satisfaction*0.5

2) Analysis for Lower-Level Coordination Agencies

Survey Respondent Details

For lower-level coordination agencies, the respondent pool consisted of completed surveys from 32 countries. Regional representation included 14 countries from Asia and the Pacific, 4 countries from the Commonwealth of Independent States (CIS) and the Middle East, 8 countries from Africa, and 6 countries from Latin America.

Overall Satisfaction Scores for Lower-Level Coordination Agencies

For lower-level coordination agencies, overall satisfaction scores for 2013 averaged 4.55 points. Over the past three years, overall satisfaction scores averaged 4.29 in 2011, 4.52 in 2012, and 4.55 in 2013. As such, the 2013 score represents an incremental increase of 0.03 points.

<Figure 2-5> Three-Year Satisfaction Score Trend



Scores for general satisfaction averaged 4.54 points. By section, this includes a high score of 4.60 for contents and results, 4.52 for process, and 4.49 for sustainability.

<Figure 2-6> Satisfaction Scores for Lower-Level Coordination Agencies



*Overall Satisfaction = Satisfaction by Section (Process, Contents, Results, Sustainability)*0.5 + General Satisfaction*0.5

3) Analysis for Invited Trainees

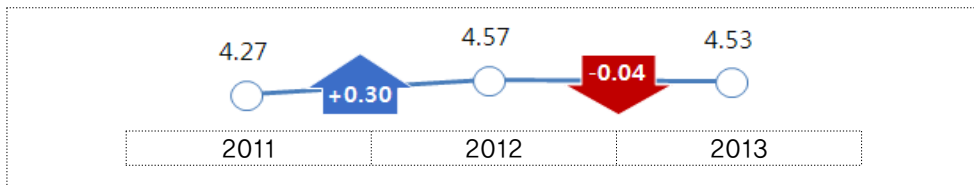
Survey Respondent Details

For invited trainees, the respondent pool consisted of 908 respondents from a total of 39 countries. Regional representation included 13 countries from Asia and the Pacific, 5 countries from the Commonwealth of Independent States (CIS) and the Middle East, 13 countries from Africa, and 8 countries from Latin America.

Overall Satisfaction Scores for Invited Trainees

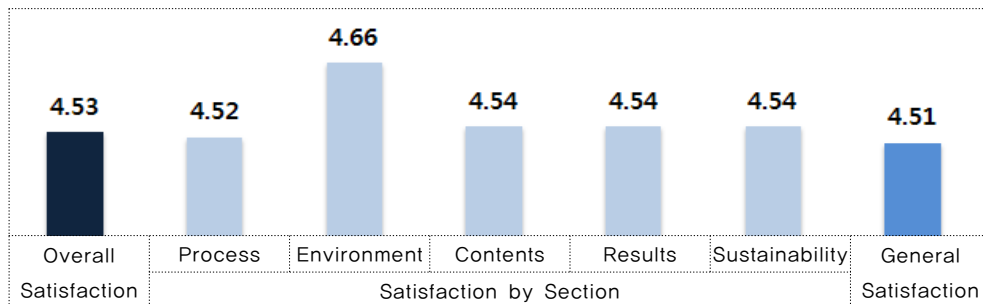
For invited trainees, overall satisfaction scores for 2013 averaged 4.53 points. Over the past three years, satisfaction scores averaged 4.27 in 2011, 4.57 in 2012, and 4.53 in 2013. As such, the 2013 score represents an incremental decrease of 0.04 points.

<Figure 2-7> Three-Year Satisfaction Score Trend



Scores for general satisfaction averaged 4.51 points. By section, this includes a high score of 4.66 for environment, 4.54 for content, results, and sustainability, and 4.52 for process.

<Figure 2-8> Satisfaction Scores for Invited Trainees



*Overall Satisfaction = Satisfaction by Section (Process, Contents, Results, Sustainability)*0.5 + General Satisfaction*0.5

4) Analysis for Volunteer Agencies

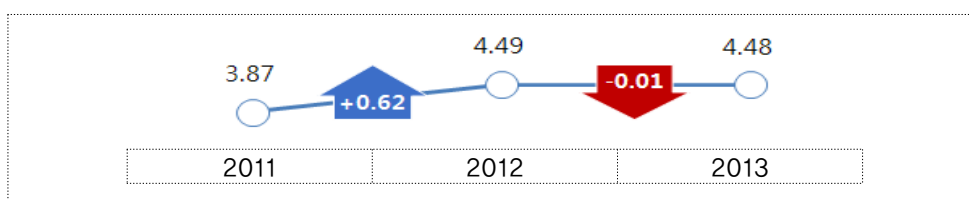
Survey Respondent Details

For volunteer agencies, the respondent pool consisted of 256 respondents from a total of 27 countries. Regional representation included 11 countries from Asia and the Pacific, 2 countries from the Commonwealth of Independent States (CIS) and the Middle East, 9 countries from Africa, and 5 countries from Latin America.

Overall Satisfaction Scores for Volunteer Agencies

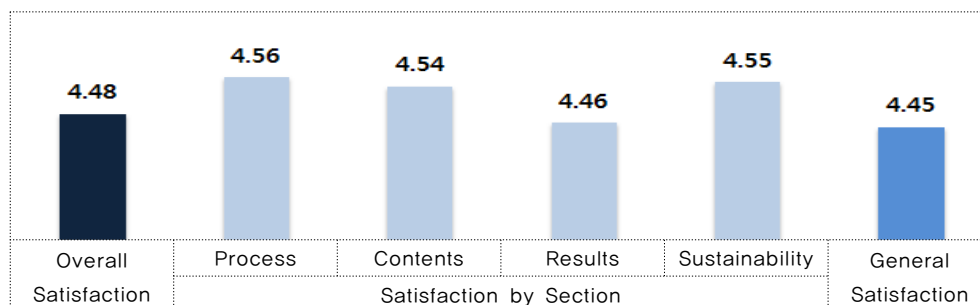
For invited trainees, overall satisfaction scores for 2013 averaged 4.48 points. Over the past three years, satisfaction scores averaged 3.87 in 2011, 4.49 in 2012, and 4.48 in 2013. As such, the 2013 score decreased slightly by 0.01 compared with that for 2012.

<Figure 2-9> Three-Year Satisfaction Score Trend



Scores for general satisfaction averaged 4.45 points. By section, this includes a high score of 4.56 for process, 4.55 for sustainability, 4.54 for content, and 4.46 for results.

<Figure 2-10> Satisfaction Scores for Volunteer Agencies



*Overall Satisfaction = Satisfaction by Section (Process, Contents, Results, Sustainability)*0.5 + General Satisfaction*0.5



3. Satisfaction Score Analysis by Country

The following table presents a summary of satisfaction scores for each country that participated in the 2013 survey.

<Table 3-1> Satisfaction Scores by Country

Region	Country	High-Level Agencies	Lower-Level Agencies	Visiting Trainees	Volunteer Agencies	Overall KBSI
Overall Average		4.28	4.55	4.53	4.48	4.50
Asia · Pacific (14)	Asia · Pacific Average	4.37	4.53	4.51	4.55	4.51
	Nepal	4.38	4.06	4.20	4.51	4.21
	East Timor	4.00	4.79	-	-	4.64
	Laos	3.81	4.28	4.49	4.29	4.25
	Mongolia	4.56	4.34	4.61	4.80	4.50
	Myanmar	3.88	5.00	4.24	4.28	4.60
	Bangladesh	4.00	4.96	4.72	4.72	4.75
	Vietnam	4.81	4.75	4.47	4.63	4.69
	Sri Lanka	4.50	5.00	4.57	4.45	4.76
	Afghanistan	5.00	4.83	4.34	-	4.76
	Indonesia	4.75	4.33	4.39	4.33	4.39
	Cambodia	4.00	4.30	4.49	4.60	4.35
	Pakistan	4.88	-	4.53	-	4.68
	The Philippines	4.50	4.53	4.74	4.75	4.60
Solomon Islands	4.31	3.63	4.33	2.38	3.59	
Africa (15)	Africa Average	4.14	4.43	4.49	4.35	4.39
	Ghana	4.00	4.30	4.60	3.38	4.14
	Nigeria	5.00	-	4.57	-	4.76
	Rwanda	4.00	4.00	4.69	4.50	4.21
	Morocco	5.00	3.88	4.52	4.32	4.21
	Mozambique	4.00	-	4.76	-	4.43

<Table 3-1> Satisfaction Scores by Country (continued)

Region	Country	High-Level Agencies	Lower-Level Agencies	Visiting Trainees	Volunteer Agencies	Overall KBSI
Overall Average		4.28	4.55	4.53	4.48	4.50
Africa (15)	Senegal	4.06	-	4.57	4.23	4.30
	Algeria	4.00	-	4.42	-	4.24
	Ethiopia	4.00	5.00	4.53	4.64	4.73
	Uganda	4.19	-	4.69	-	4.47
	Egypt	3.38	4.63	4.46	4.34	4.39
	Cameroon	3.00	5.00	4.10	4.31	4.47
	Kenya	3.88	4.44	-	-	4.33
	Tanzania	4.63	4.50	4.74	4.34	4.52
	Tunisia	4.31	-	-	3.79	4.00
	DR Congo	4.94	-	4.39	-	4.63
Latin America (8)	Latin America Average	4.13	4.67	4.64	4.56	4.58
	Guatemala	4.00	4.97	4.83	-	4.79
	Bolivia	3.88	-	4.55	-	4.25
	Haiti	3.63	4.00	4.31	-	4.00
	Ecuador	3.75	4.75	4.50	4.79	4.59
	El Salvador	5.00	4.75	4.76	4.50	4.74
	Colombia	4.67	5.00	4.74	4.00	4.73
	Paraguay	4.25	4.50	4.83	4.41	4.50
Middle East • CIS (5)	Middle East • CIS Average	4.56	4.68	4.56	4.47	4.61
	Jordan	4.75	4.83	4.70	4.92	4.82
	Iraq	4.22	4.47	4.43	-	4.42
	Palestine	4.50	4.84	4.50	-	4.72
	Azerbaijan	5.00	-	4.76	-	4.86
	Uzbekistan	5.00	4.56	4.81	4.02	4.56

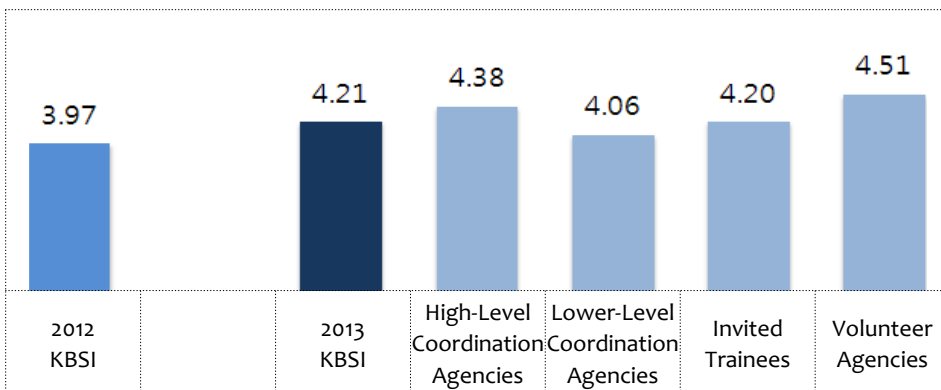


4. In-Depth Country Analysis

1) Asia : Nepal

Overall satisfaction scores for Nepal averaged 4.21 points in 2013. This represents an increase of 0.24 points from the 2012 average of 3.97. By respondent type, satisfaction scores averaged 4.38 for high-level coordination agencies, 4.06 for lower-level coordination agencies, 4.20 for invited trainees, and 4.51 for volunteer agencies.

<Figure 2-11> Overall Satisfaction Scores for Nepal



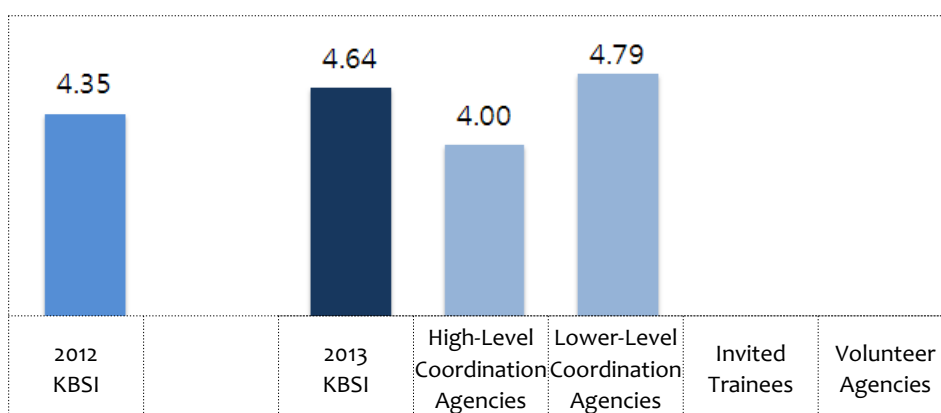
○ Detailed Analysis

Although satisfaction levels for all four respondent types in Nepal were generally high, scores for lower-level coordination agencies came in relatively lower at 4.06 and suggests the need for further improvement. An in-depth analysis reveals that for high-level coordination agencies, satisfaction levels for "consideration and implementation of pressing issues in partner country during the business planning stage" (contents) and "material support for project sustainability" (sustainability) were relatively low. For lower-level coordination agencies, scores for "suitable project implementation undertaken by KOICA and the project implementer" (process), as well as "professionalism of the project implementer" and "provision of sufficient technology transfer" (contents) were also lower. For invited trainees, all items were given a score of 4.00. For volunteer agencies, scores for "appropriateness of the period of stay for the dispatched volunteer" (process) and "linguistic abilities and efforts to improve linguistic abilities" (contents) were also relatively lower.

2) Asia : East Timor

Overall satisfaction scores for East Timor averaged 4.64 points in 2013. This represents an increase of 0.29 points from the 2012 average of 4.35. By respondent type, satisfaction scores averaged 4.00 for high-level coordination agencies and 4.79 for lower-level coordination agencies.

<Figure 2-12> Overall Satisfaction Scores for East Timor



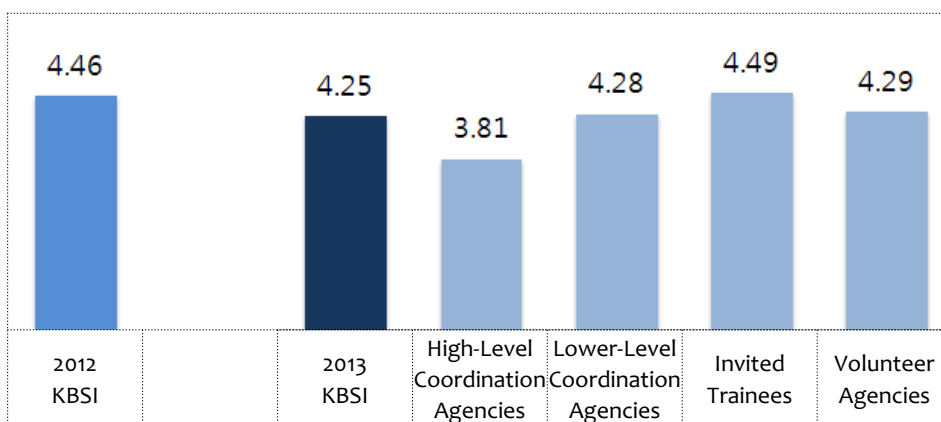
○ Detailed Analysis

For East Timor, respondents included high-level coordination agencies and lower-level coordination agencies. Satisfaction scores for lower-level coordination agencies were relatively higher than those for high-level coordination agencies. For high-level coordination agencies, scores for "regular policy coordination and negotiation with partner country" (process) and "achievement of KOICA's program objectives" (results) were relatively low. For lower-level coordination agencies, satisfaction scores were lower for items including: "provision of sufficiency technology transfer" and "consideration of cross-cutting issues of partner country" (contents), as well as "strengthening the role of lower-level coordination agencies in promoting sustainable results following the project's completion," "sustainability of the program's results," and "positive or indirect impact on regional (or institutional) society, culture, environment, gender equality, etc." (sustainability).

3) Asia : Laos

Overall satisfaction scores for Laos averaged 4.25 points in 2013. This represents a decrease of 0.21 points from the 2012 average of 4.46. By respondent type, satisfaction scores averaged 3.81 for high-level coordination agencies, 4.28 for lower-level coordination agencies, 4.49 for invited trainees, and 4.29 for volunteer agencies.

<Figure 2-13> Overall Satisfaction Scores for Laos



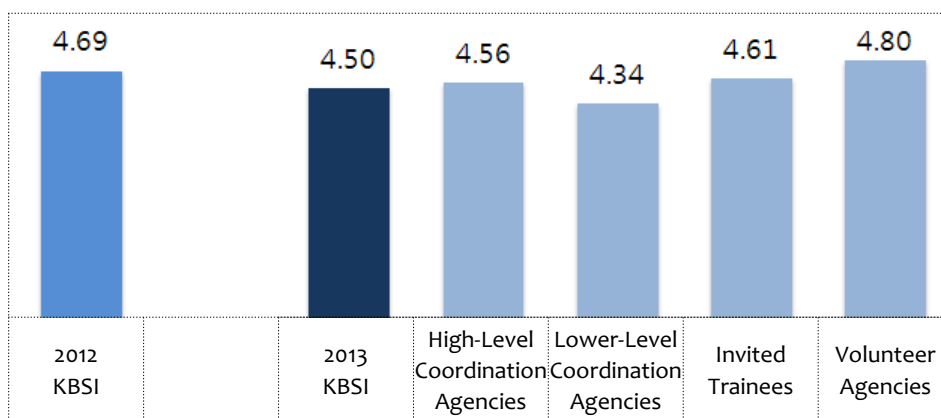
○ Detailed Analysis

Satisfaction scores for high-level coordination agencies in Laos came in at 3.81 points and require greater effort at improvement compared with scores for other respondent types. For high-level coordination agencies, most items scored within a range of 3.00 and 4.00, or higher than average. For lower-level coordination agencies, scores were lower for "sufficient opportunity for lower-level coordination agencies to participate in project planning, implementation, and evaluation" and "suitable project implementation undertaken by KOICA and the project implementer" (process), as well as "consideration of partner country's customs, cultural features, and regional environment in carrying out the program" (contents). For invited trainees, scores were lower for "satisfaction regarding food provided" and "consideration of the partner country's cultural features throughout the program" (environment), "influence in changing awareness" (results), and "provision of information regarding alumni gatherings and reunions" (sustainability). For volunteer agencies, scores for "linguistic abilities and efforts to improve linguistic abilities" (contents) and "ongoing technology transfer and human resource support following the volunteer's departure" (sustainability) were also relatively low.

4) Asia : Mongolia

Overall satisfaction scores for Mongolia averaged 4.50 points in 2013. This represents a decrease of 0.19 points from the 2012 average of 4.69. By respondent type, satisfaction scores averaged 4.56 for high-level coordination agencies, 4.34 for lower-level coordination agencies, 4.61 for invited trainees, and 4.80 for volunteer agencies.

<Figure 2-14> Overall Satisfaction Scores for Mongolia



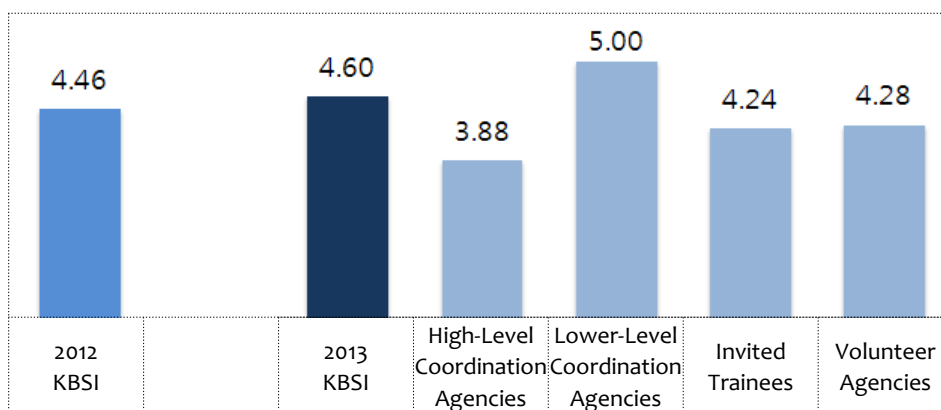
○ Detailed Analysis

Although satisfaction levels for all four respondent types in Mongolia were generally high, scores for lower-level coordination agencies came in relatively lower at 4.34 points. As such, further effort at improvement for this category is necessary compared with scores for other respondent types. For high-level coordination agencies, satisfaction scores were relatively lower for the item "information-sharing regarding ongoing or completed development projects" (process). For lower-level coordination agencies, scores were lower for "undertaking monitoring and evaluation during program implementation" (process) as well as all items for sustainability. For invited trainees and volunteer agencies, all items received scores above 4.00.

5) Asia : Myanmar

Overall satisfaction scores for Myanmar averaged 4.60 points in 2013. This represents an increase of 0.14 points from the 2012 average of 4.46. By respondent type, satisfaction scores averaged 3.88 for high-level coordination agencies, 5.00 for lower-level coordination agencies, 4.24 for invited trainees, and 4.28 for volunteer agencies.

<Figure 2-15> Overall Satisfaction Scores for Myanmar



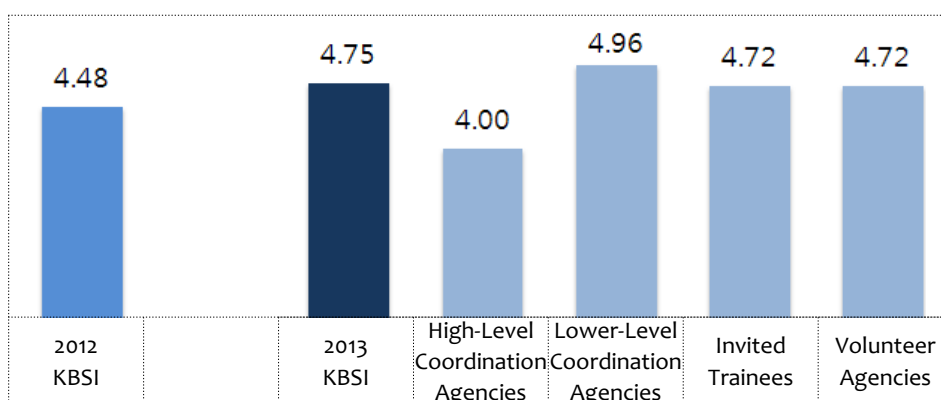
○ Detailed Analysis

For Myanmar, satisfaction scores for high-level coordination agencies were lowest at 3.88 points. With satisfaction levels for invited trainees and volunteer agencies also below the overall satisfaction score, more concerted efforts are needed to improve overall satisfaction. An in-depth analysis reveals that for high-level coordination agencies, scores were low for "information-sharing regarding ongoing or completed development projects" (process) and "contribution in addressing pressing issues present in partner country" (results). For lower-level coordination agencies, scores for "competent implementation and management of KOICA's project" (process) were also relatively low. For invited trainees, satisfaction scores were lowest for "prior provision of guidelines for program preparation" (process), "consideration of the partner country's cultural features throughout the program" (environment), and "composition of a program applicable for use in the partner country" (sustainability). For volunteer agencies, scores for "appropriateness of the period of stay for the dispatched volunteer" (process), "linguistic abilities and efforts to improve linguistic abilities" (contents), and "contribution in raising awareness of development issues" (results) were relatively low.

6) Asia : Bangladesh

Overall satisfaction scores for Bangladesh averaged 4.75 points in 2013. This represents an increase of 0.27 points from the 2012 average of 4.48. By respondent type, satisfaction scores averaged 4.00 for high-level coordination agencies, 4.96 for lower-level coordination agencies, 4.72 for invited trainees, and 4.72 for volunteer agencies.

<Figure 2-16> Overall Satisfaction Scores for Bangladesh



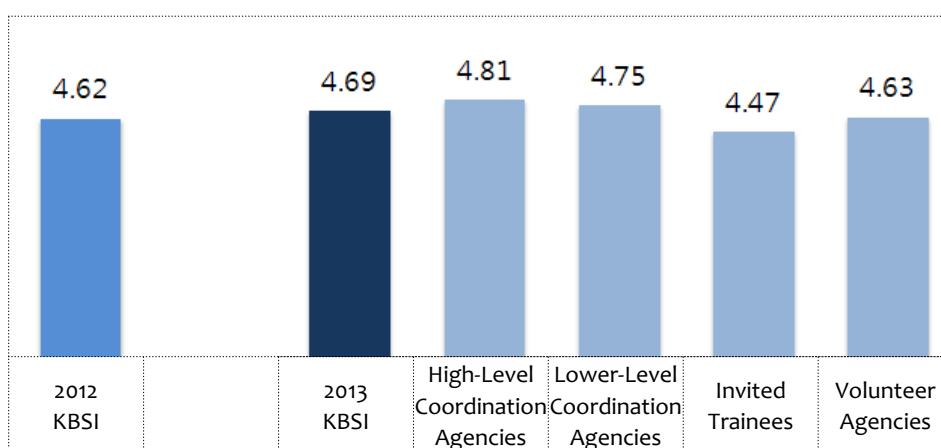
○ Detailed Analysis

Satisfaction levels for all four respondent types in Bangladesh were generally high. However, scores for high-level coordination agencies came in relatively lower at 4.00 points and thus require further improvement compared with scores for other respondent types. For high-level coordination agencies, scores were lowest for "achievement of KOICA's program objectives" (results). For lower-level coordination agencies and invited trainees, all items received scores above 4.00. For volunteer agencies, scores were relatively lower for the item "prior provision of information regarding the volunteer program" (process).

7) Asia : Vietnam

Overall satisfaction scores for Vietnam averaged 4.69 points in 2013. This represents an increase of 0.07 points from the 2012 average of 4.62. By respondent type, satisfaction scores averaged 4.81 for high-level coordination agencies, 4.75 for lower-level coordination agencies, 4.47 for invited trainees, and 4.63 for volunteer agencies.

<Figure 2-17> Overall Satisfaction Scores for Vietnam



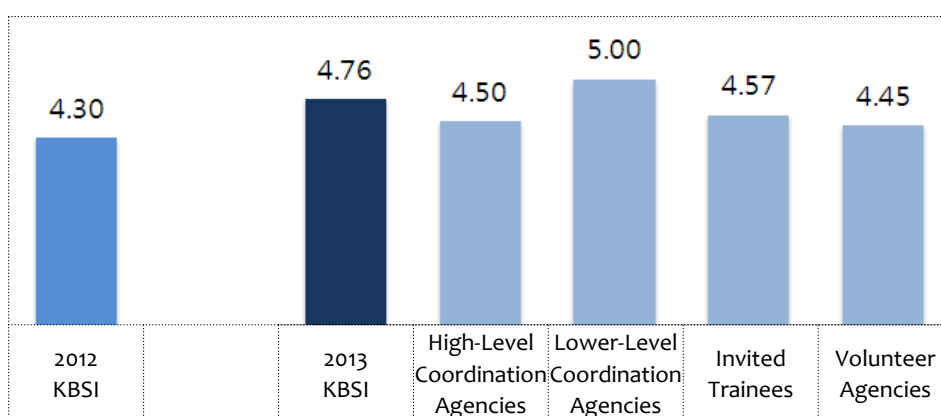
○ Detailed Analysis

Although satisfaction levels for all four respondent types in Vietnam were generally high, scores for invited trainees came in relatively lower at 4.47. But as even these scores were generally high, a bit more effort to enhance satisfaction among invited trainees should result in improved overall satisfaction. For high-level coordination agencies, scores were relatively lower for "regular policy coordination and negotiation with partner country" and "respect for working procedures in partner country" (process), and "discussion regarding sustainability of results for partner country's independent projects" (sustainability). Additional areas of improvement include "consideration of feedback provided during the monitoring process" (contents) for lower-level coordination agencies, "provision of information regarding alumni gatherings and reunions" (sustainability) for invited trainees, and "contribution in raising awareness of development issues" (results) for volunteer agencies.

8) Asia : Sri Lanka

Overall satisfaction scores for Sri Lanka averaged 4.76 points in 2013. This represents an increase of 0.46 points from the 2012 average of 4.30. By respondent type, satisfaction scores averaged 4.50 for high-level coordination agencies, 5.00 for lower-level coordination agencies, 4.57 for invited trainees, and 4.45 for volunteer agencies.

<Figure 2-18> Overall Satisfaction Scores for Sri Lanka



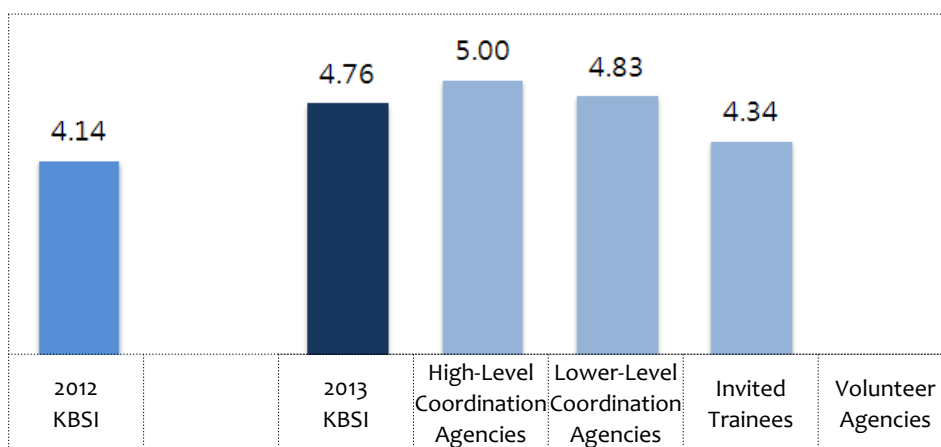
○ Detailed Analysis

Although satisfaction levels for all four respondent types in Sri Lanka were generally high, scores for high-level coordination agencies, invited trainees, and volunteer agencies came in below the overall satisfaction score and require further improvement. For high-level coordination agencies, all items received scores above 4.00 points. For lower-level coordination agencies, scores were lowest for "consideration and reflection of lower-level coordination agencies' needs during the business planning stage" (process). For invited trainees, all items received scores above 4.00 points. For volunteer agencies, scores for "prior provision of information regarding the volunteer program" (process) and "linguistic abilities and efforts to improve linguistic abilities" (contents) were relatively low.

9) Asia : Afghanistan

Overall satisfaction scores for Afghanistan averaged 4.76 points in 2013. This represents an increase of 0.62 points from the 2012 average of 4.14. By respondent type, satisfaction scores averaged 5.00 for high-level coordination agencies, 4.83 for lower-level coordination agencies, and 4.34 for invited trainees.

<Figure 2-19> Overall Satisfaction Scores for Afghanistan



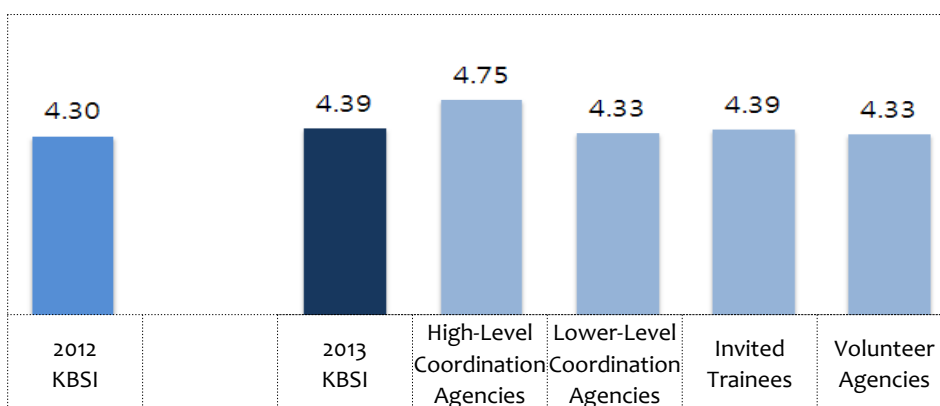
○ Detailed Analysis

For Afghanistan, respondents included high-level coordination agencies, lower-level coordination agencies, and invited trainees. Although scores for invited trainees were lowest at 4.34 points, scores were generally high across the board. Thus, some more effort to enhance satisfaction among invited trainees should result in improved overall satisfaction. For all three respondent types, scores for all items exceeded 4.00 points.

10) Asia : Indonesia

Overall satisfaction scores for Indonesia averaged 4.39 points in 2013. This represents an increase of 0.09 points from the 2012 average of 4.30. By respondent type, satisfaction scores averaged 4.75 for high-level coordination agencies, 4.33 for lower-level coordination agencies, 4.39 for invited trainees, and 4.33 for volunteer agencies.

<Figure 2-20> Overall Satisfaction Scores for Indonesia



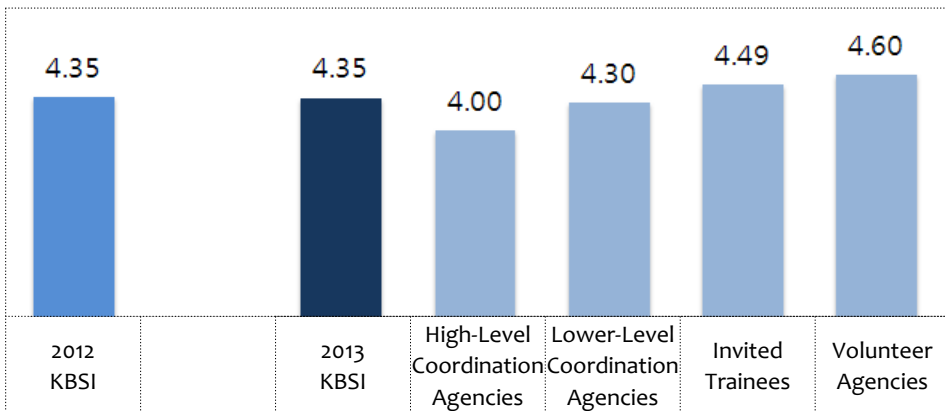
○ Detailed Analysis

For Indonesia, although satisfaction scores for the four respondent types were generally high, scores for lower-coordination agencies, invited trainees, and volunteer agencies were relatively lower than those for high-level coordination agencies. For high-level coordination agencies, all items received scores above 4.00 points. For lower-level coordination agencies, scores were lowest for the item "undertaking monitoring and evaluation during program implementation" (process). For invited trainees, scores for "provision of information regarding alumni gatherings and reunions" (sustainability) were lowest. For volunteer agencies, scores were relatively lower for "correspondence between the expertise of the volunteer and initial request," "appropriateness of the time of volunteer dispatch," and "appropriateness of the period of stay for the dispatched volunteer" (process), as well as "ongoing technology transfer and human resource support following the volunteer's departure" and "opening communication channels to request future volunteers through KOICA" (sustainability).

11) Asia : Cambodia

Overall satisfaction scores for Cambodia averaged 4.35 points in 2013. This represents the same score for 2012. By respondent type, satisfaction scores averaged 4.00 for high-level coordination agencies, 4.30 for lower-level coordination agencies, 4.49 for invited trainees, and 4.60 for volunteer agencies.

<Figure 2-21> Overall Satisfaction Scores for Cambodia



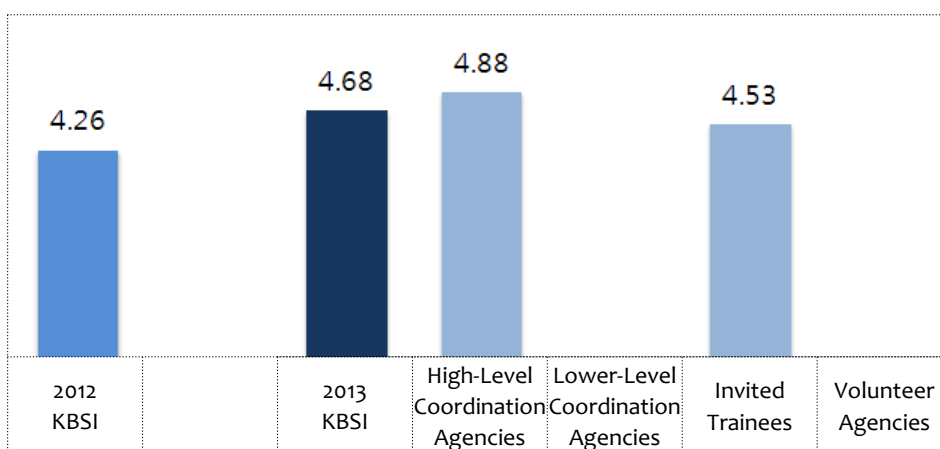
○ Detailed Analysis

For Cambodia, although satisfaction scores were generally high for all four respondent types, scores for high-level coordination agencies were relatively lower at 4.00 points and require further improvement. For high-level coordination agencies, scores for "regular policy coordination and negotiation with partner country" and "mutual understanding regarding partner country's national development strategies and KOICA's medium- and long-term assistance strategies" (process) were lowest. For lower-level coordination agencies, scores were lowest for "sufficient opportunity for lower-level coordination agencies to participate in project planning, implementation, and evaluation" (process), "professionalism of the project implementer" and "consideration of partner country's customs, cultural features, and regional environmental (weather) in carrying out the program" (contents), as well as "discussion and reflection of the sustainability of project results during the business planning stage" (sustainability). For invited trainees, scores for all items were above 4.00 points. For volunteer agencies, scores were lowest for "linguistic abilities and efforts to improve linguistic abilities" (contents) and "ongoing technology transfer and human resource support following the volunteer's departure" (sustainability).

12) Asia : Pakistan

Overall satisfaction scores for Pakistan averaged 4.68 points in 2013. This represents an increase of 0.42 points from the 2012 average of 4.26. By respondent type, satisfaction scores averaged 4.88 for high-level coordination agencies and 4.53 for invited trainees.

<Figure 2-22> Overall Satisfaction Scores for Pakistan



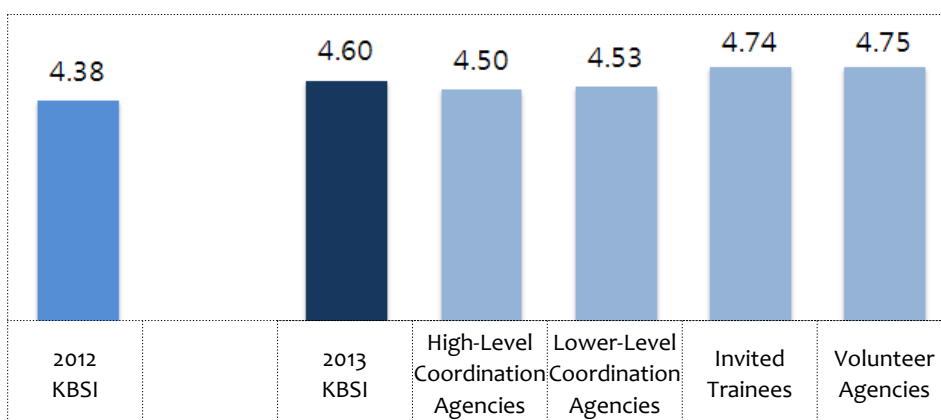
○ Detailed Analysis

For Pakistan, the respondent pool consisted of high-level coordination agencies and invited trainees. For high-level coordination agencies, scores for all items exceeded 4.00 points. For invited trainees, scores for all items were higher than 4.00 points.

13) Asia : The Philippines

Overall satisfaction scores for The Philippines averaged 4.60 points in 2013. This represents an increase of 0.22 points from the 2012 average of 4.38. By respondent type, satisfaction scores averaged 4.50 for high-level coordination agencies, 4.53 for lower-level coordination agencies, 4.74 for invited trainees, and 4.75 for volunteer agencies.

<Figure 2-23> Overall Satisfaction Scores for The Philippines



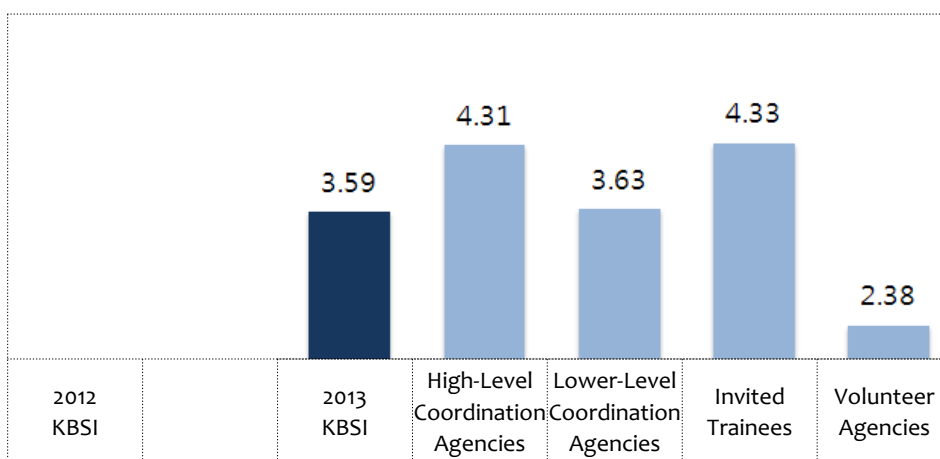
○ Detailed Analysis

For The Philippines, satisfaction scores exceeded 4.50 points for all four respondent types. However, scores for high-level coordination agencies and lower-level coordination agencies were lower than that for overall satisfaction. For high-level coordination agencies, scores were lowest for "regular policy coordination and negotiation with partner country" (process) and "consideration of cross-cutting issues of partner country" (contents). For lower-level coordination agencies, scores were lowest for the item "provision of sufficient technology transfer" (contents). For invited trainees and volunteer agencies, all items received scores above 4.00 points.

14) The Pacific : The Solomon Islands

Overall satisfaction scores for The Solomon Islands averaged 3.59 points in 2013. By respondent type, satisfaction scores averaged 4.31 for high-level coordination agencies, 3.63 for lower-level coordination agencies, 4.33 for invited trainees, and 2.38 for volunteer agencies.

<Figure 2-24> Overall Satisfaction Scores for The Solomon Islands



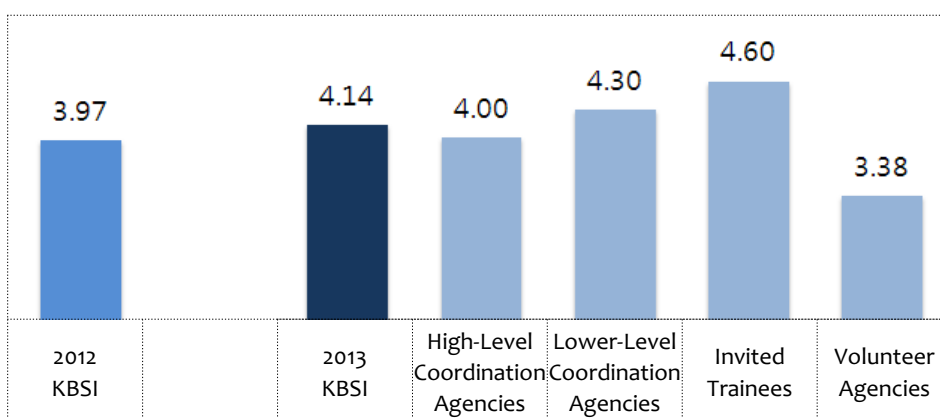
○ Detailed Analysis

For The Solomon Islands, volunteer agencies exhibited extremely low satisfaction scores at 2.38. This suggests that urgent measures should be taken to improve satisfaction levels for volunteer agencies. In addition, efforts should be made to further improve the score of 3.63 points for lower-level coordination agencies to heightened levels of satisfaction. For high-level coordination agencies, scores were relatively low for “achievement of KOICA’s program objectives” (results), as well as “discussion regarding sustainability of projects during the policy coordination stage” and “discussion regarding sustainability of results for partner country’s independent projects” (sustainability). For lower-level coordination agencies, scores for most items were around 3.00 points, with a low score of 2.00 points for the item “goodness of fit regarding partner country’s use of provided equipment and facilities” (contents). For invited trainees, scores for all items exceeded 4.00 points.

15) Africa : Ghana

Overall satisfaction scores for Ghana averaged 4.14 points in 2013. This represents an increase of 0.17 points from the 2012 average of 3.97. By respondent type, satisfaction scores averaged 4.00 for high-level coordination agencies, 4.30 for lower-level coordination agencies, 4.60 for invited trainees, and 3.38 for volunteer agencies.

<Figure 2-25> Overall Satisfaction Scores for Ghana



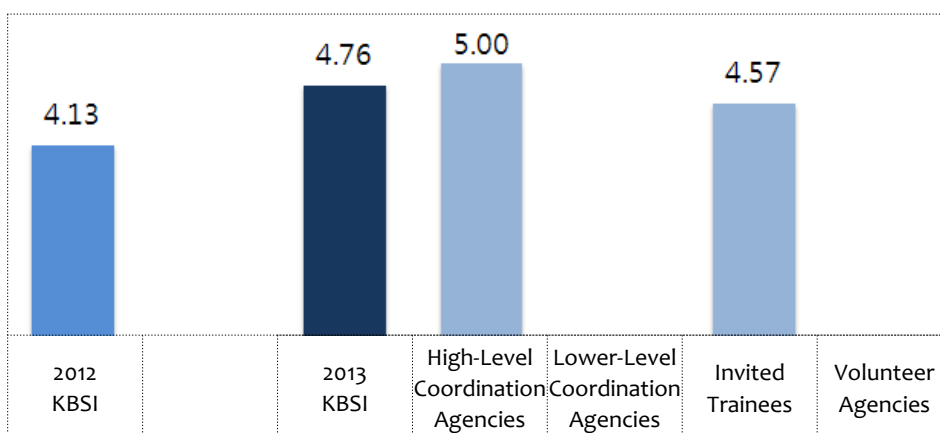
○ Detailed Analysis

For Ghana, scores for volunteer agencies came lowest at 3.88 points and demands significant effort to improve overall satisfaction. For high-level coordination agencies, satisfaction scores for most items ranged between 3.00 and 4.00, or above average. For lower-level coordination agencies, scores were lowest for "consideration of feedback provided during the monitoring process" (contents) and "strengthening the role of lower-level coordination agencies in promoting sustainable results following the project's completion" (sustainability). For invited trainees, scores were lowest for the item "consideration of the partner country's cultural features throughout the program" (environment). For volunteer agencies, scores generally ranged between 3.00 and 4.00. However, two items received a low score of 2.00 points: "correspondence between the expertise of the volunteer and initial request" (process) and "opening communication channels to request future volunteers through KOICA" (sustainability).

16) Africa : Nigeria

Overall satisfaction scores for Nigeria averaged 4.76 points in 2013. This represents an increase of 0.63 points from the 2012 average of 4.13. By respondent type, satisfaction scores averaged 5.00 for high-level coordination agencies and 4.57 for invited trainees.

<Figure 2-26> Overall Satisfaction Scores for Nigeria



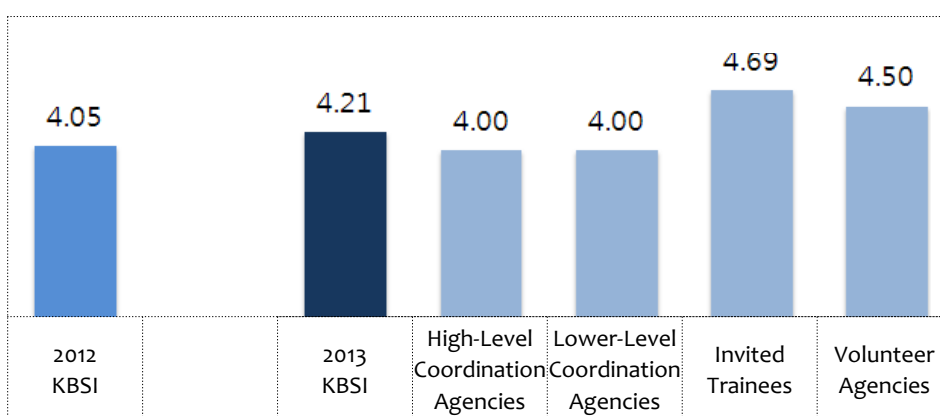
○ Detailed Analysis

For Nigeria, the respondent pool consisted of high-level coordination agencies and invited trainees, with scores for invited trainees relatively lower than those for high-level coordination agencies. For high-level coordination agencies, all items received a score of 5.00 with the exception of "mutual understanding regarding partner country's national development strategies and KOICA's medium- and long-term assistance strategies" (process). For invited trainees, the lowest score was for the item "consideration of the partner country's cultural features throughout the program" (environment).

17) Africa : Rwanda

Overall satisfaction scores for Rwanda averaged 4.21 points in 2013. This represents an increase of 0.16 points from the 2012 average of 4.05. By respondent type, satisfaction scores averaged 4.00 for high-level coordination agencies, 4.00 for lower-level coordination agencies, 4.69 for invited trainees, and 4.50 for volunteer agencies.

<Figure 2-27> Overall Satisfaction Scores for Rwanda



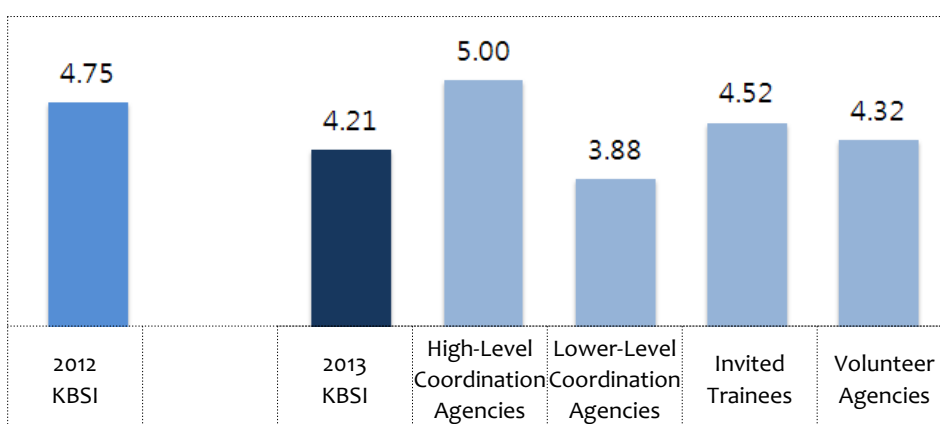
○ Detailed Analysis

Although satisfaction scores for the four respondent types in Rwanda were generally high, scores for high-level coordination agencies and lower-level coordination agencies were relatively low at 4.00 points, respectively. As such, further efforts should be made to improve overall satisfaction going forward. For high-level coordination agencies, scores were lowest for "regular policy coordination and negotiation with partner country" and "information-sharing regarding ongoing or completed development projects" (process). For lower-level coordination agencies and invited trainees, scores for all items exceeded 4.00 points.

18) Africa : Morocco

Overall satisfaction scores for Morocco averaged 4.21 points in 2013. This represents a decrease of 0.54 points from the 2012 average of 4.75. By respondent type, satisfaction scores averaged 5.00 for high-level coordination agencies, 3.88 for lower-level coordination agencies, 4.52 for invited trainees, and 4.32 for volunteer agencies.

<Figure 2-28> Overall Satisfaction Scores for Morocco



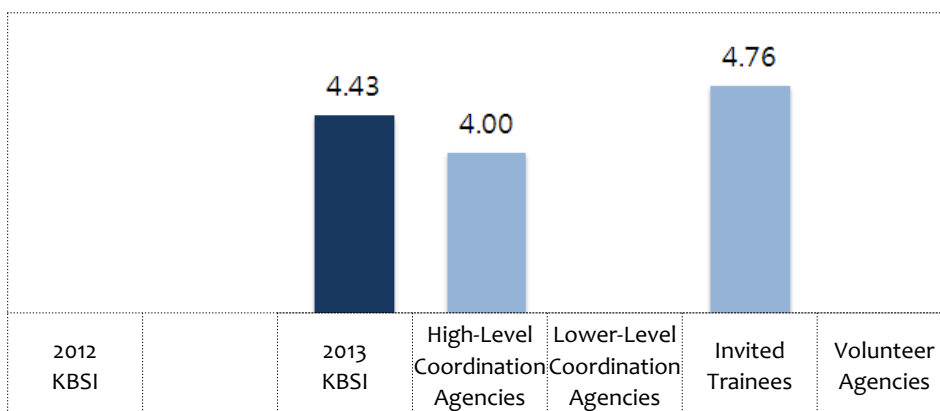
○ Detailed Analysis

For Morocco, satisfaction scores for lower-level coordination agencies were the lowest among respondent types at 3.88 points. As such, concerted efforts should be made to improve satisfaction levels for lower-level coordination agencies. An in-depth analysis reveals that for high-level coordination agencies, most items received a score between 4.00 and 5.00, or well above average. For lower-level coordination agencies, scores were lowest for "professionalism of the project implementer," "goodness of fit regarding partner country's use of provided equipment and facilities," and "provision of sufficient technology transfer" (contents). For invited trainees, scores were lowest for the item "contribution in building participants' future career plans" (sustainability). For volunteer agencies, scores for "prior provision of information regarding the volunteer program" (process) and "contribution in raising awareness of development issues" (results) were relatively low.

19) Africa : Mozambique

Overall satisfaction scores for Mozambique averaged 4.43 points in 2013. By respondent type, satisfaction scores averaged 4.00 for high-level coordination agencies and 4.76 for invited trainees.

<Figure 2-29> Overall Satisfaction Scores for Mozambique



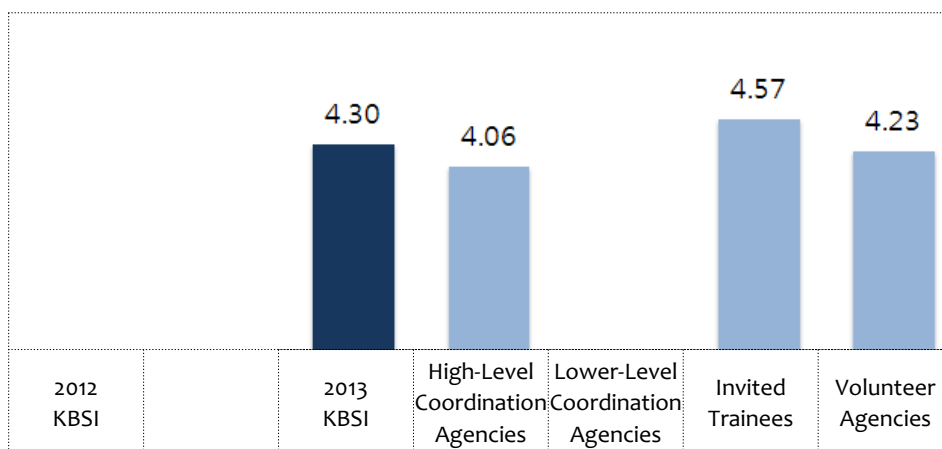
○ Detailed Analysis

For Mozambique, the respondent pool consisted of high-level coordination agencies and invited trainees. Although the two respondent types exhibited high satisfaction scores, scores for high-level coordination agencies were relatively lower than those for invited trainees. For high-level coordination agencies, scores for sustainability were generally low. For invited trainees, scores for all items exceeded 4.00 points.

20) Africa : Senegal

Overall satisfaction scores for Senegal averaged 4.30 points in 2013. By respondent type, satisfaction scores averaged 4.06 for high-level coordination agencies, 4.57 for invited trainees, and 4.23 for volunteer agencies.

<Figure 2-30> Overall Satisfaction Scores for Senegal



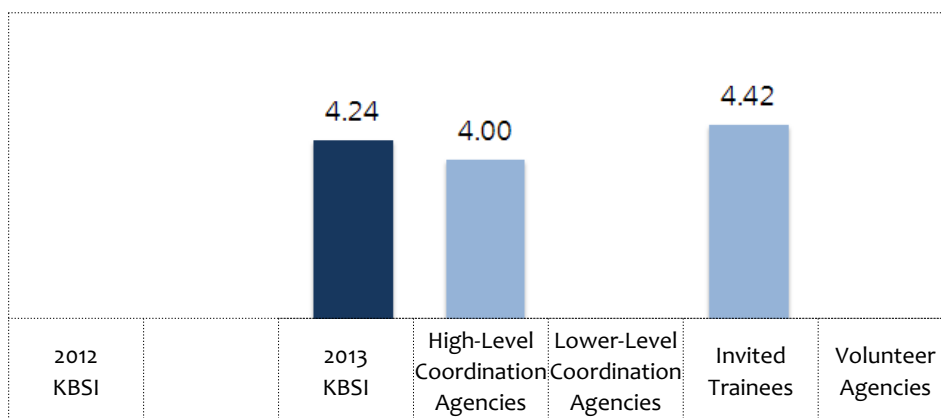
○ Detailed Analysis

For Senegal, the respondent pool consisted of high-level coordination agencies, invited trainees, and volunteer agencies. Of the three respondent types, high-level coordination agencies exhibited a relatively low score of 4.06 and suggests that further efforts should be made to improve satisfaction levels for high-level coordination agencies. For high-level coordination agencies, satisfaction scores were generally low for results and sustainability. For invited trainees, scores were lowest for the item "provision of information regarding alumni gatherings and reunions" (sustainability). For volunteer agencies, scores for "prior provision of information regarding the volunteer program" and "appropriateness of the period of stay for the dispatched volunteer" (process) were relatively low.

21) Africa : Algeria

Overall satisfaction scores for Algeria averaged 4.24 points in 2013. By respondent type, satisfaction scores averaged 4.00 for high-level coordination agencies and 4.42 for invited trainees.

<Figure 2-31> Overall Satisfaction Scores for Algeria



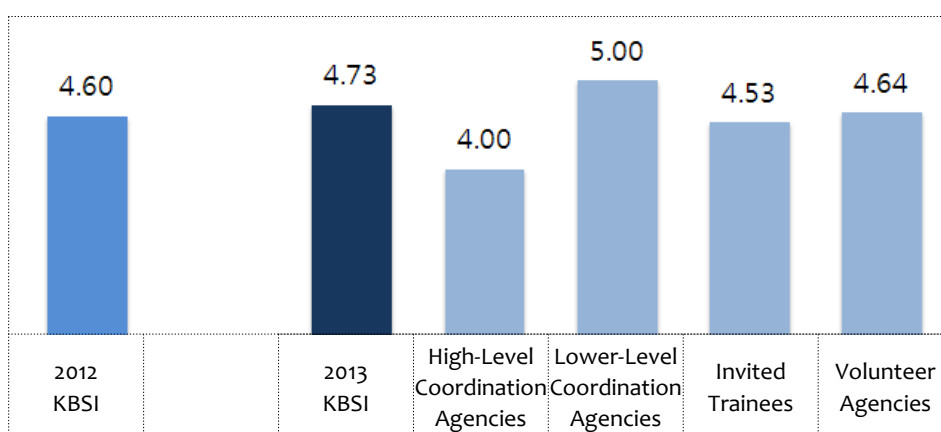
○ Detailed Analysis

For Algeria, the respondent pool consisted of high-level coordination agencies and invited trainees, with scores for high-level coordination agencies lower than those for invited trainees. For high-level coordination agencies, scores were relatively lower for "consideration and implementation of pressing issues in partner country during the business planning stage" (process), "contribution in achieving development goals of partner country" (results), as well as "discussion regarding sustainability of projects during the policy coordination stage," "maintenance regarding sustainability of project's results," and "contribution in formulating partner country's development strategy" (sustainability). For invited trainees, scores for "provision of information regarding alumni gatherings and reunions" and "contribution in building participants' future career plans" (sustainability) were relatively low.

22) Africa : Ethiopia

Overall satisfaction scores for Ethiopia averaged 4.73 points in 2013. This represents an increase of 0.13 points from the 2012 average of 4.60. By respondent type, satisfaction scores averaged 4.00 for high-level coordination agencies, 5.00 for lower-level coordination agencies, 4.53 for invited trainees, and 4.64 for volunteer agencies.

<Figure 2-32> Overall Satisfaction Scores for Ethiopia



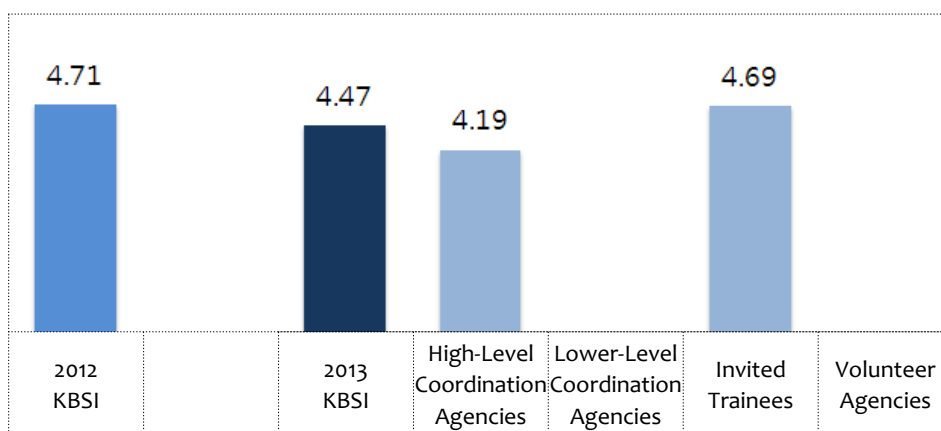
○ Detailed Analysis

For Ethiopia, although satisfaction levels were generally high for all four respondent types, scores for high-level coordination agencies were lowest at 4.00 points and suggests further efforts to improve satisfaction for high-level coordination agencies. On the other hand, lower-level coordination agencies exhibited high overall satisfaction at 5.00 points. An in-depth analysis reveals that for high-level coordination agencies, scores were lowest for the item "regular policy coordination and negotiation with partner country" (process). For lower-level coordination agencies, invited trainees, and volunteer agencies, scores for all items exceeded 4.00 points.

23) Africa : Uganda

Overall satisfaction scores for Uganda averaged 4.47 points in 2013. This represents a decrease of 0.24 points from the 2012 average of 4.71. By respondent type, satisfaction scores averaged 4.19 for high-level coordination agencies and 4.69 for invited trainees.

<Figure 2-33> Overall Satisfaction Scores for Uganda



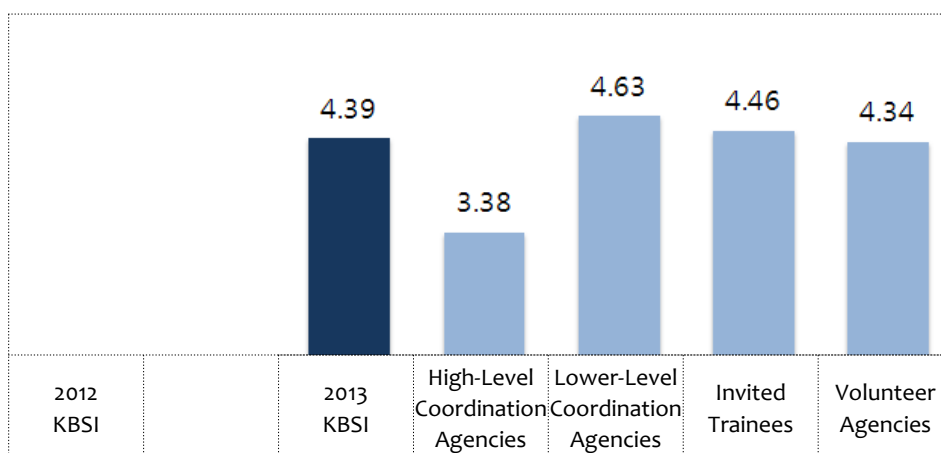
○ Detailed Analysis

For Uganda, the respondent pool consisted of high-level coordination agencies and invited trainees. Although scores for high-level coordination agencies were lower than those for invited trainees, overall satisfaction levels can be improved going forward by better addressing areas of dissatisfaction among high-level coordination agencies. For high-level coordination agencies, satisfaction scores were lowest for the item "consideration of partner country's culture, environment, and standards" (contents). For invited trainees, scores for "consideration of the partner country's cultural features throughout the program" (environment) were relatively low.

24) Africa : Egypt

Overall satisfaction scores for Egypt averaged 4.39 points in 2013. By respondent type, satisfaction scores averaged 3.38 for high-level coordination agencies, 4.63 for lower-level coordination agencies, 4.46 for invited trainees, and 4.34 for volunteer agencies.

<Figure 2-34> Overall Satisfaction Scores for Egypt



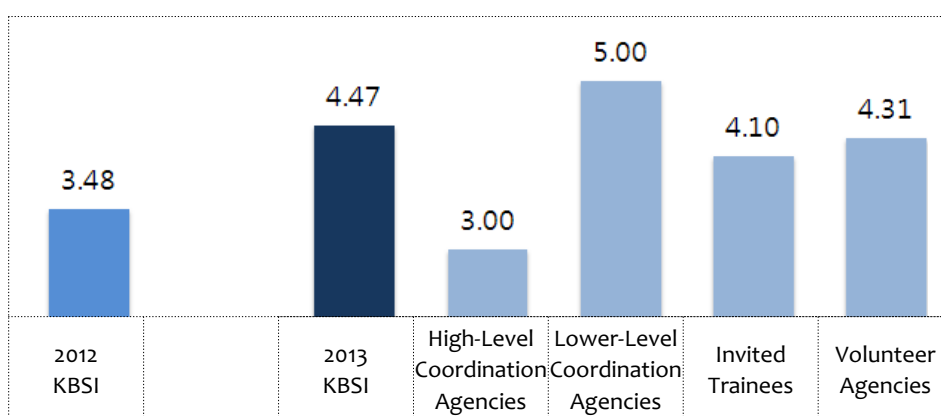
○ Detailed Analysis

Although satisfaction scores for lower-level coordination agencies, invited trainees, and volunteer agencies in Egypt exceeded 4.00 points, scores for high-level coordination agencies were much lower at 3.88 points. For high-level coordination agencies, scores were lowest for "achievement of KOICA's objectives" (results) and "mutual understanding regarding partner country's national development strategies and KOICA's medium- and long-term assistance strategies" (process). For lower-level coordination agencies, scores for all items exceeded 4.00 points. For invited trainees, areas of improvement include "prior provision of guidelines for program preparation" (process), "program contents suited to partner country's conditions" (contents), and "provision of information regarding alumni gatherings and reunions" (sustainability). For volunteer agencies, scores were lowest for the item "contribution in building capacities of the organization or local beneficiaries" (results).

25) Africa : Cameroon

Overall satisfaction scores for Cameroon averaged 4.47 points in 2013. This represents an increase of 0.99 points from the 2012 average of 3.48. By respondent type, satisfaction scores averaged 3.00 for high-level coordination agencies, 5.00 for lower-level coordination agencies, 4.10 for invited trainees, and 4.31 for volunteer agencies.

<Figure 2-35> Overall Satisfaction Scores for Cameroon



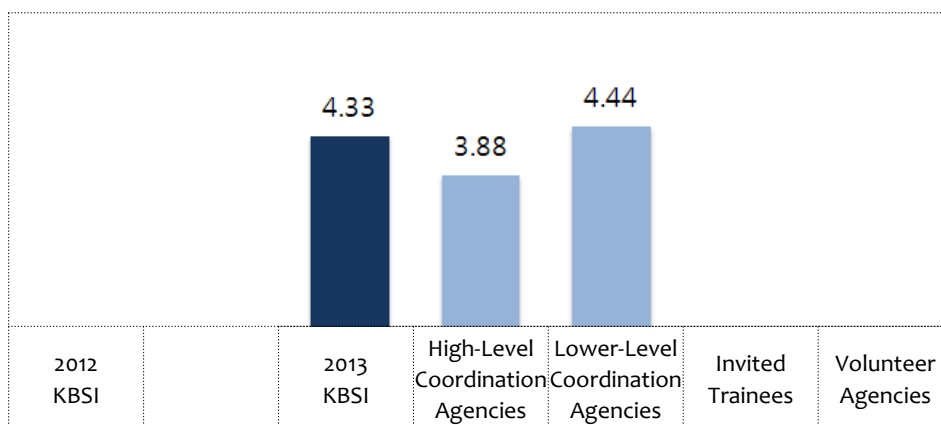
○ Detailed Analysis

For Cameroon, satisfaction scores for high-level coordination agencies came in at 3.00 points, or around average, while scores for the remaining three respondent types exceeded 4.00 points, respectively. For high-level coordination agencies, scores for all items ranged between 3.00 and 4.00 points. For lower-level coordination agencies, all items scored above 4.00 points. For invited trainees, scores were lower for “program contents suited to partner country’s conditions” (contents), “consideration of Action Plan’s results on program planning” (results), and “contribution to building participants’ future career plans” (sustainability). For volunteer agencies, “appropriateness of the period of stay for the dispatched volunteer” (process) scored just 1.50 points, with “linguistic abilities and efforts to improve linguistic abilities” (contents) and “willingness to continue utilizing KOICA’s Volunteer Program going forward” (sustainability) scoring just 2.50 points, respectively.

26) Africa : Kenya

Overall satisfaction scores for Kenya averaged 4.33 points in 2013. By respondent type, satisfaction scores averaged 3.88 for high-level coordination agencies and 4.44 for lower-level coordination agencies.

<Figure 2-36> Overall Satisfaction Scores for Kenya



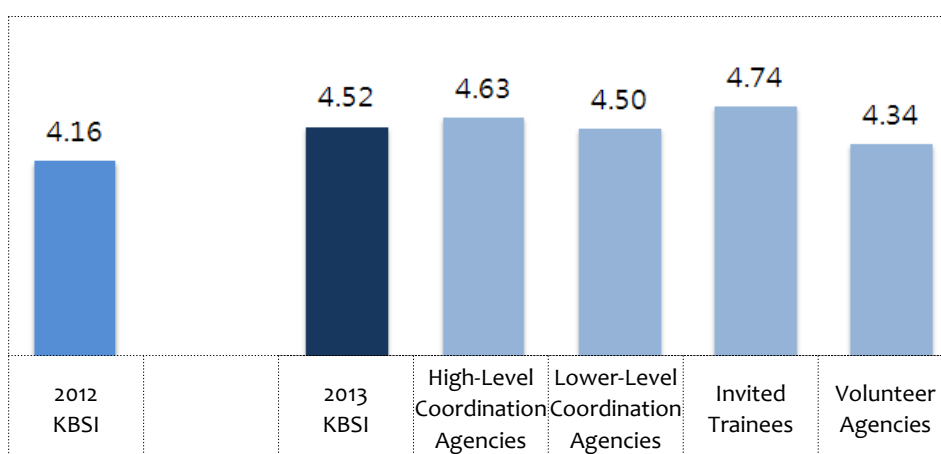
○ Detailed Analysis

For Kenya, the respondent pool consisted of high-level coordination agencies and lower-level coordination agencies, with high-level coordination agencies exhibiting lower satisfaction scores. For high-level coordination agencies, scores were generally low across the board. This was particularly the case for “consideration and implementation of pressing issues in partner country during the business planning stage” (process), as well as “consideration of partner country’s culture, environment, and standards” and “consideration of cross-cutting issues of partner country” (contents). For lower-level coordination agencies, scores were lowest for “consideration of feedback provided during the monitoring process” (contents).

27) Africa : Tanzania

Overall satisfaction scores for Tanzania averaged 4.52 points in 2013. This represents an increase of 0.36 points from the 2012 average of 4.16. By respondent type, satisfaction scores averaged 4.63 for high-level coordination agencies, 4.50 for lower-level coordination agencies, 4.74 for invited trainees, and 4.34 for volunteer agencies.

<Figure 2-37> Overall Satisfaction Scores for Tanzania



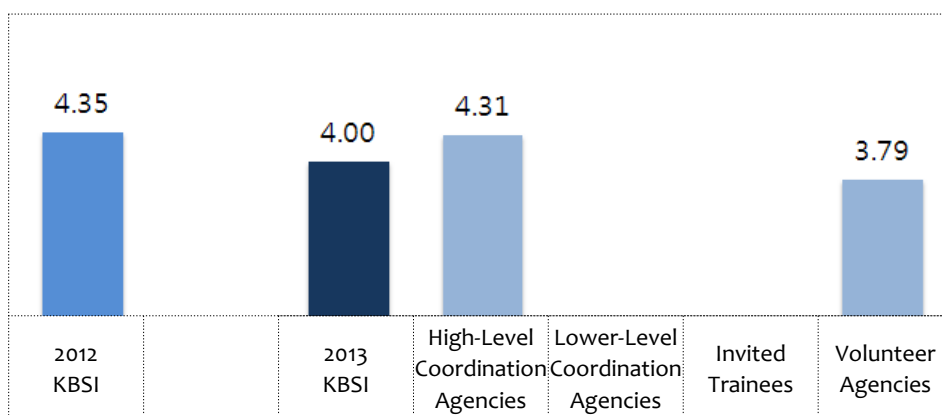
○ Detailed Analysis

Overall satisfaction scores for Tanzania were generally high for all respondent types, although volunteer agencies came in lowest at 4.34 points and require further improvement. For high-level coordination agencies, lower-level coordination agencies, and invited trainees, scores for all items exceeded 4.00 points. For volunteer agencies, scores were lowest for “appropriateness of the period of stay for the dispatched volunteer” (process) and “ongoing technology transfer and human resource support following the volunteer’s departure” (sustainability).

28) Africa : Tunisia

Overall satisfaction scores for Tunisia averaged 4.00 points in 2013. This represents a decrease of 0.35 points from the 2012 average of 4.35. By respondent type, satisfaction scores averaged 4.31 for high-level coordination agencies and 3.79 for volunteer agencies.

<Figure 2-38> Overall Satisfaction Scores for Tunisia



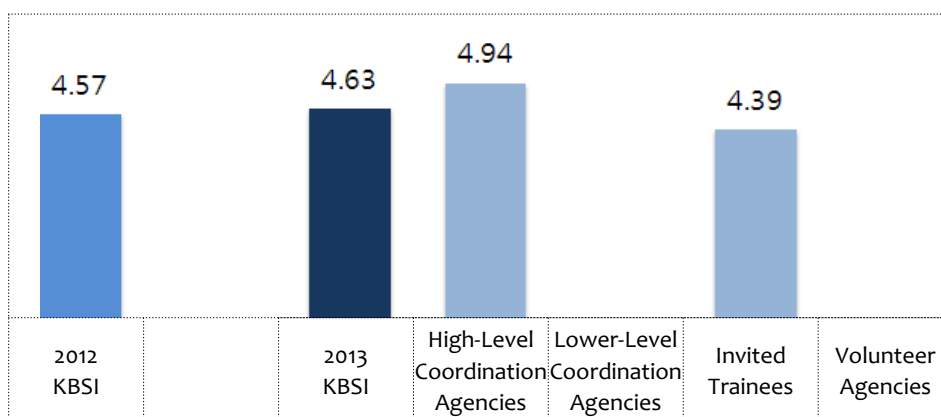
○ Detailed Analysis

For Tunisia, the respondent pool consisted of high-level coordination agencies and volunteer agencies, with satisfaction scores for volunteer agencies relatively lower than those of high-level coordination agencies. For high-level coordination agencies, scores for all items exceeded 4.00 points. For volunteer agencies, scores ranged at the 3-point level across the board, while the low score of 2.67 was for the item “linguistic abilities and efforts to improve linguistic abilities” (contents).

29) Africa : DR Congo

Overall satisfaction scores for DR Congo averaged 4.63 points in 2013. This represents an increase of 0.06 points from the 2012 average of 4.57. By respondent type, satisfaction scores averaged 4.94 for high-level coordination agencies and 4.39 for invited trainees.

<Figure 2-39> Overall Satisfaction Scores for DR Congo



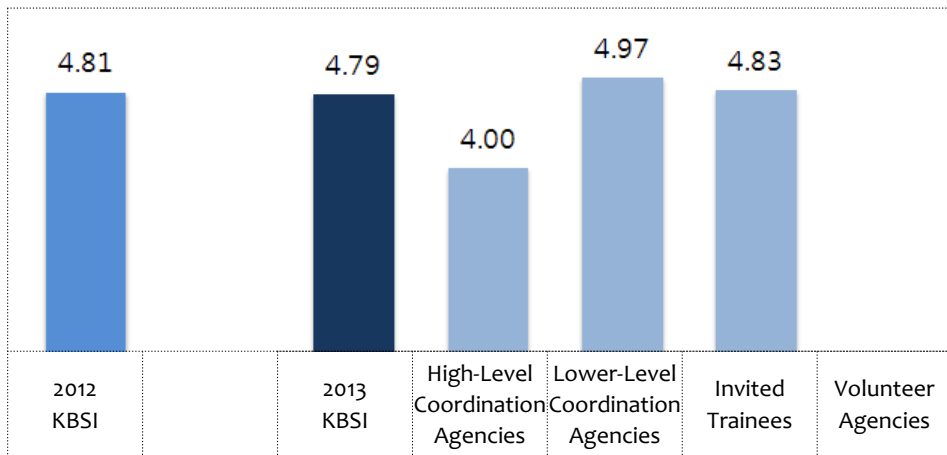
○ Detailed Analysis

For DR Congo, the respondent pool consisted of high-level coordination agencies and invited trainees. Although satisfaction scores for invited trainees were relatively lower than those for high-level coordination agencies, scores were generally high and suggest that some more effort can further improve overall satisfaction. For high-level coordination agencies, scores were lowest for “achievement of KOICA’s program objectives” (results). For invited trainees, scores for “satisfaction regarding food provided” and “consideration of the partner country’s cultural features throughout the program” (environment), as well as “provision of information regarding alumni gatherings and reunions” (sustainability) were relatively low.

30) Latin America : Guatemala

Overall satisfaction scores for Guatemala averaged 4.79 points in 2013. This represents a decrease of 0.02 points from the 2012 average of 4.81. By respondent type, satisfaction scores averaged 4.00 for high-level coordination agencies, 4.97 for lower-level coordination agencies, and 4.83 for invited trainees.

<Figure 2-40> Overall Satisfaction Scores for Guatemala



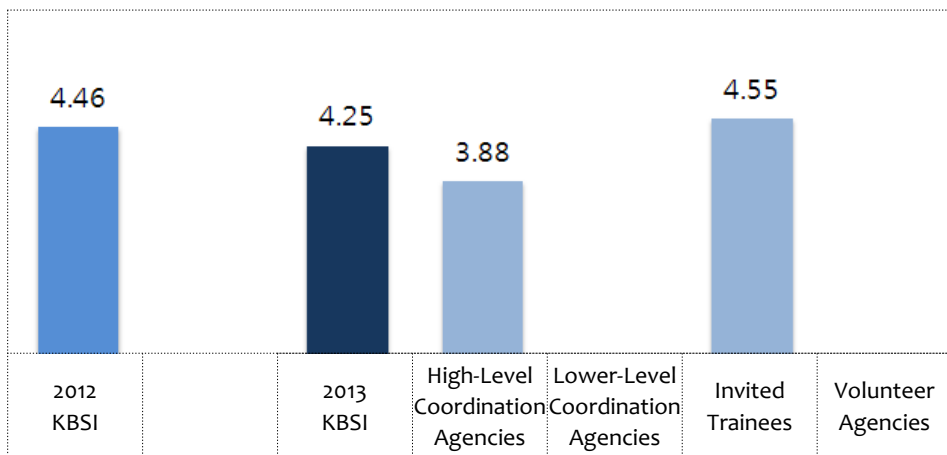
○ Detailed Analysis

For Guatemala, the respondent pool consisted of high-level coordination agencies, lower-level coordination agencies, and invited trainees. As scores for high-level coordination agencies came in lowest at 4.00 points, further improvement in this area should help enhance overall satisfaction. For high-level coordination agencies, scores were lowest for “regular policy coordination and negotiation with partner country,” “mutual understanding regarding partner country’s national development strategies and KOICA’s medium- and long-term assistance strategies,” and “respect for working procedures in partner country” (process). For lower-level coordination agencies, scores for all items exceeded 4.00 points. For invited trainees, scores for the item “provision of information regarding alumni gatherings and reunions” (sustainability) were relatively low.

31) Latin America : Bolivia

Overall satisfaction scores for Bolivia averaged 4.25 points in 2013. This represents a decrease of 0.21 points from the 2012 average of 4.46. By respondent type, satisfaction scores averaged 3.88 for high-level coordination agencies and 4.55 for invited trainees.

<Figure 2-41> Overall Satisfaction Scores for Bolivia



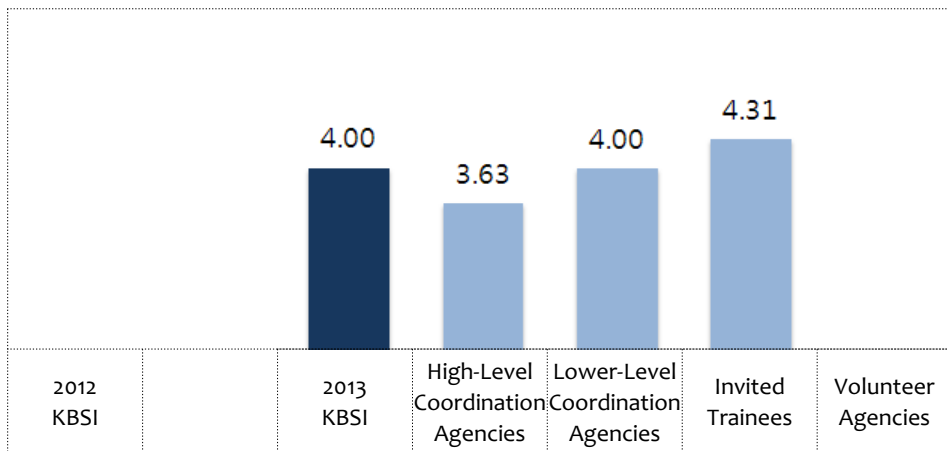
○ Detailed Analysis

For Bolivia, the respondent pool consisted of high-level coordination agencies and invited trainees, with satisfaction scores for high-level coordination agencies lower than those for invited trainees. For high-level coordination agencies, scores were generally low for contents, results, and sustainability. In particular, the item “discussion regarding sustainability of results for partner country’s independent projects” (sustainability) exhibited the lowest score at 2.00 points. For invited trainees, scores for all items exceeded 4.00 points.

32) Latin America : Haiti

Overall satisfaction scores for Haiti averaged 4.00 points in 2013. By respondent type, satisfaction scores averaged 3.63 for high-level coordination agencies, 4.00 for lower-level coordination agencies, and 4.31 for invited trainees.

<Figure 2-42> Overall Satisfaction Scores for Haiti



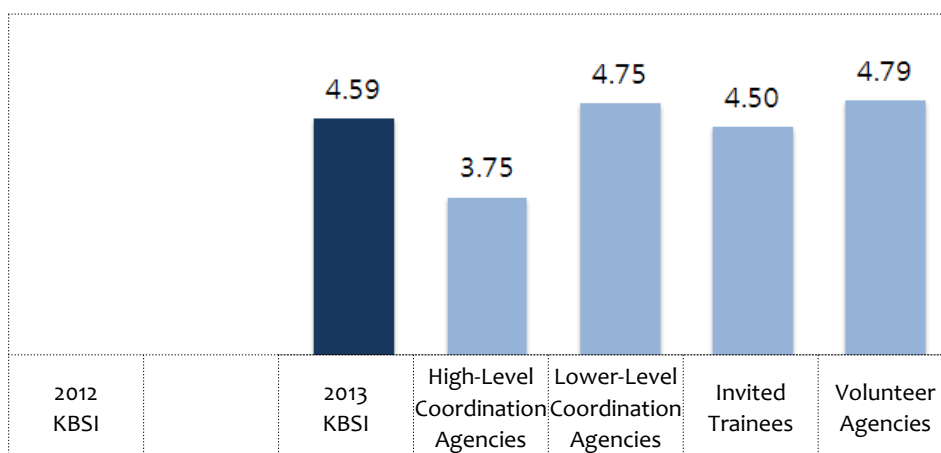
○ Detailed Analysis

For Haiti, the respondent pool consisted of high-level coordination agencies, lower-level coordination agencies, and invited trainees. High-level coordination agencies exhibited the lowest score among respondents at 3.63 points, suggesting that much improvement needs to be made to enhance satisfaction levels. For high-level coordination agencies, scores were lowest for “information-sharing regarding ongoing or completed development projects” (process), “consideration of cross-cutting issues of partner country” (contents), and “contribution in addressing pressing issues present in partner country” (results). For lower-level coordination agencies, scores for “consideration and reflection of lower-level coordination agencies’ needs during the business planning stage” (process) and “project implementation according to the ROD” (contents) were relatively low. For invited trainees, scores were lowest for the item “provision of information regarding alumni gatherings and reunions” (sustainability).

33) Latin America : Ecuador

Overall satisfaction scores for Ecuador averaged 4.59 points in 2013. By respondent type, satisfaction scores averaged 3.75 for high-level coordination agencies, 4.75 for lower-level coordination agencies, 4.50 for invited trainees, and 4.79 for volunteer agencies.

<Figure 2-43> Overall Satisfaction Scores for Ecuador



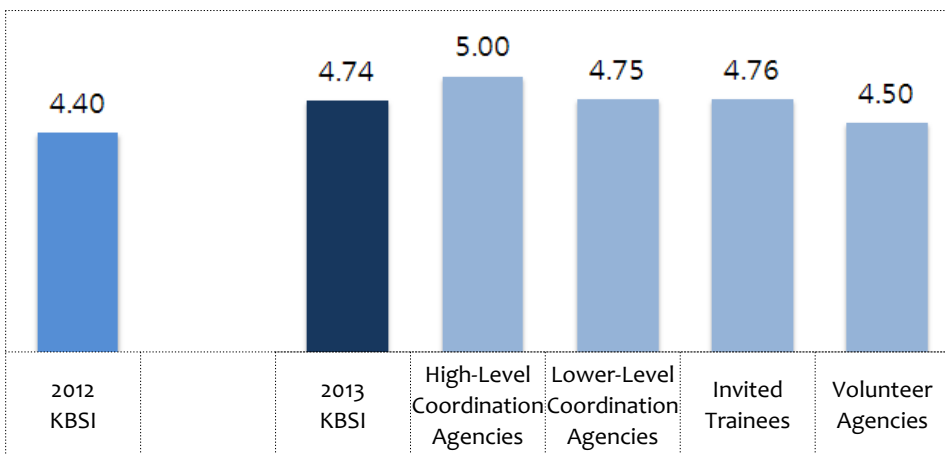
○ Detailed Analysis

Of the four respondent types for Ecuador, high-level coordination agencies exhibited a relatively mediocre satisfaction score of 3.75 points while scores for the other three respondent groups exceeded 4.50 points. This suggests that greater effort can be made to improve satisfaction for high-level coordination agencies. An in-depth analysis reveals that for high-level coordination agencies, most items for process, contents, results, and sustainability ranged between 2.00 and 3.00 points, thus reflecting general dissatisfaction. For lower-level coordination agencies and invited trainees, scores for all items exceeded 4.00 points. For volunteer agencies, scores were lowest for “prior provision of information regarding the volunteer program” and “appropriateness of the period of stay for the dispatched volunteer” (process).

34) Latin America : El Salvador

Overall satisfaction scores for El Salvador averaged 4.74 points in 2013. This represents an increase of 0.34 points from the 2012 average of 4.40. By respondent type, satisfaction scores averaged 5.00 for high-level coordination agencies, 4.75 for lower-level coordination agencies, 4.76 for invited trainees, and 4.50 for volunteer agencies.

<Figure 2-44> Overall Satisfaction Scores for El Salvador



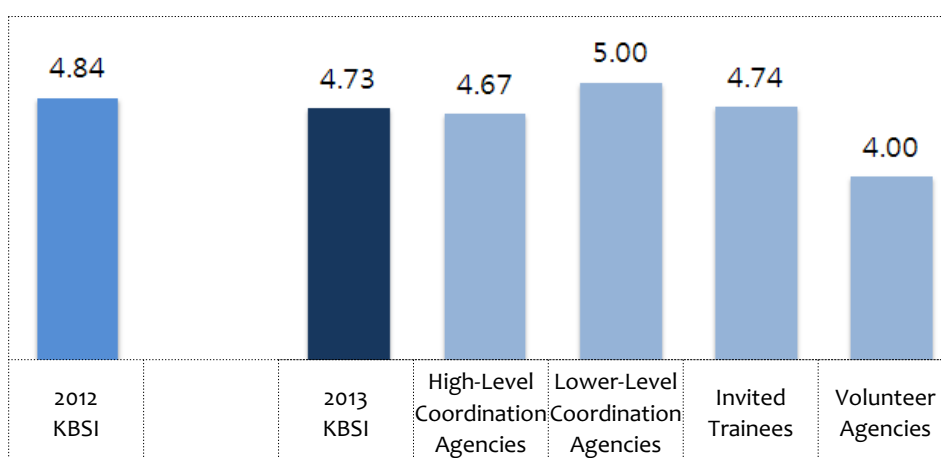
○ Detailed Analysis

For El Salvador, satisfaction scores for the four respondent types were generally high across the board at 4.50 points or above, although scores for volunteer agencies were lower than the overall satisfaction score. For high-level coordination agencies, lower-level coordination agencies, invited trainees, and volunteer agencies, scores for all items exceeded 4.00 points, thus reflecting a high level of satisfaction.

35) Latin America : Colombia

Overall satisfaction scores for Colombia averaged 4.73 points in 2013. This represents a decrease of 0.11 points from the 2012 average of 4.84. By respondent type, satisfaction scores averaged 4.67 for high-level coordination agencies, 5.00 for lower-level coordination agencies, 4.74 for invited trainees, and 4.00 for volunteer agencies.

<Figure 2-45> Overall Satisfaction Scores for Colombia



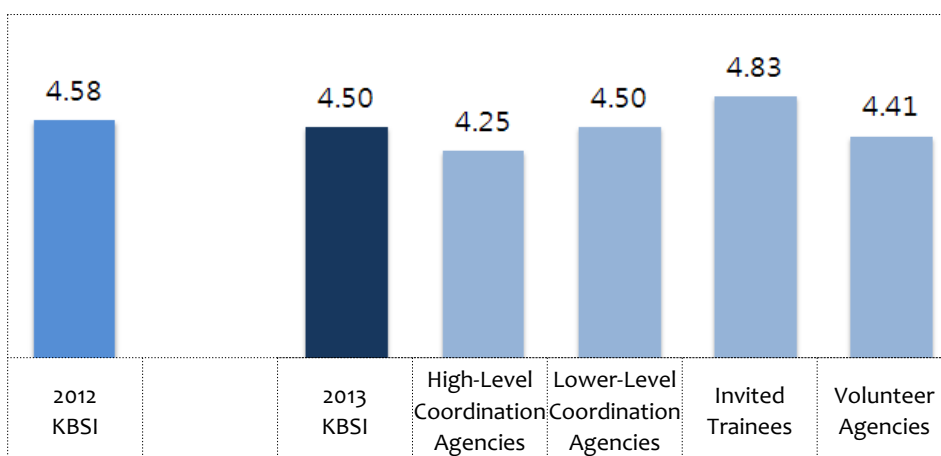
○ Detailed Analysis

For Colombia, satisfaction scores for the four respondent types were generally high across the board. Although scores for volunteer agencies were lowest at 4.00 and well below the overall satisfaction score, high-level coordination agencies and lower-level coordination agencies exhibited high scores of 5.00 points, respectively. For high-level coordination agencies, scores were lowest for “mutual understanding regarding partner country’s national development strategies and KOICA’s medium- and long-term assistance strategies” (process). For lower-level coordination agencies, the item “consideration and reflection of lower-level coordination agencies’ needs during the business planning stage” (process) received the lowest score. For invited trainees, scores for all items exceeded 4.00 points. For volunteer agencies, scores were lowest for “volunteer group’s use of sufficient expertise in carrying out duties” and “mutual understanding of program’s plans and activities” (contents).

36) Latin America : Paraguay

Overall satisfaction scores for Paraguay averaged 4.50 points in 2013. This represents a decrease of 0.08 points from the 2012 average of 4.58. By respondent type, satisfaction scores averaged 4.25 for high-level coordination agencies, 4.50 for lower-level coordination agencies, 4.83 for invited trainees, and 4.41 for volunteer agencies.

<Figure 2-46> Overall Satisfaction Scores for Paraguay



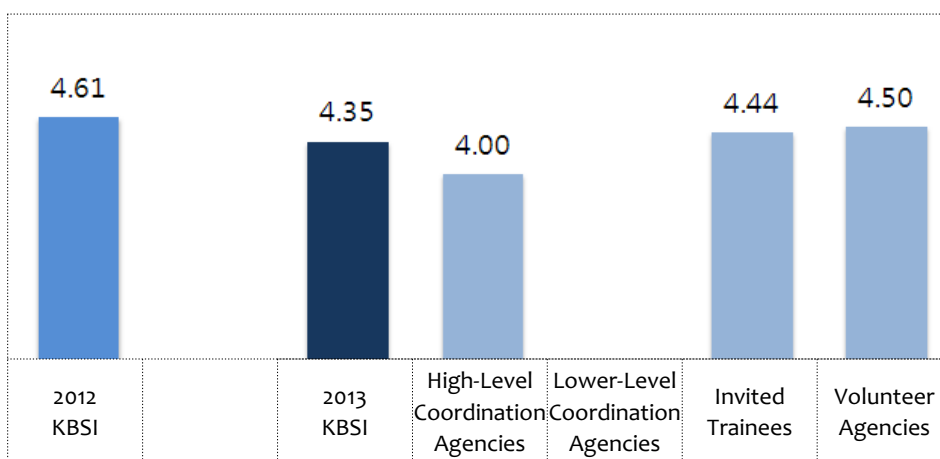
○ Detailed Analysis

For Paraguay, satisfaction scores for high-level coordination agencies were relatively lower at 4.25 points. But as this still reflects a high level of satisfaction, some efforts made at addressing areas of relative dissatisfaction should help improve satisfaction levels going forward. For high-level coordination agencies, scores were lowest for the item “mutual understanding regarding partner country’s national development strategies and KOICA’s medium- and long-term assistance strategies” (process) at 2.50 points. For lower-level coordination agencies, scores for “goodness of fit regarding partner country’s use of provided equipment and facilities” and “consideration of partner country’s customs, cultural features, and regional environment (weather) in carrying out the program” (contents), as well as “strengthening the role of lower-level coordination agencies in promoting sustainable results following the project’s completion” (sustainability) were relatively low. For invited trainees, scores for all items exceeded 4.00 points. For volunteer agencies, scores were lowest for the item “appropriateness of the period of stay for the dispatched volunteer” (process).

37) Latin America : Peru

Overall satisfaction scores for Peru averaged 4.35 points in 2013. This represents a decrease of 0.26 points from the 2012 average of 4.61. By respondent type, satisfaction scores averaged 4.00 for high-level coordination agencies, 4.44 for invited trainees, and 4.50 for volunteer agencies.

<Figure 2-47> Overall Satisfaction Scores for Peru



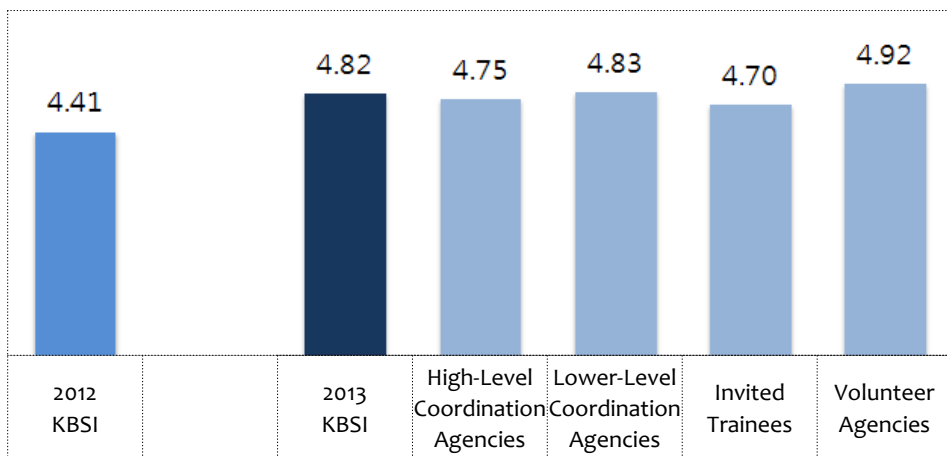
○ Detailed Analysis

For Peru, the respondent pool consisted of high-level coordination agencies, invited trainees, and volunteer agencies. Satisfaction scores for high-level coordination agencies were relatively low at 4.00 points, which suggests that significant efforts should be made to enhance satisfaction going forward. For high-level coordination agencies, scores were lowest for “mutual understanding regarding partner country’s national development strategies and KOICA’s medium- and long-term assistance strategies” (process), “consideration of partner country’s culture, environment, and standards” (contents), and “contribution in addressing pressing issues present in partner country” (results). For invited trainees, scores were lowest for the item “provision of information regarding alumni gatherings and reunions” (sustainability). For volunteer agencies, scores for “appropriateness of the period of stay for the dispatched volunteer” (process) were relatively lower.

38) Middle East : Jordan

Overall satisfaction scores for Jordan averaged 4.82 points in 2013. This represents an increase of 0.41 points from the 2012 average of 4.41. By respondent type, satisfaction scores averaged 4.75 for high-level coordination agencies, 4.83 for lower-level coordination agencies, 4.70 for invited trainees, and 4.92 for volunteer agencies.

<Figure 2-48> Overall Satisfaction Scores for Jordan



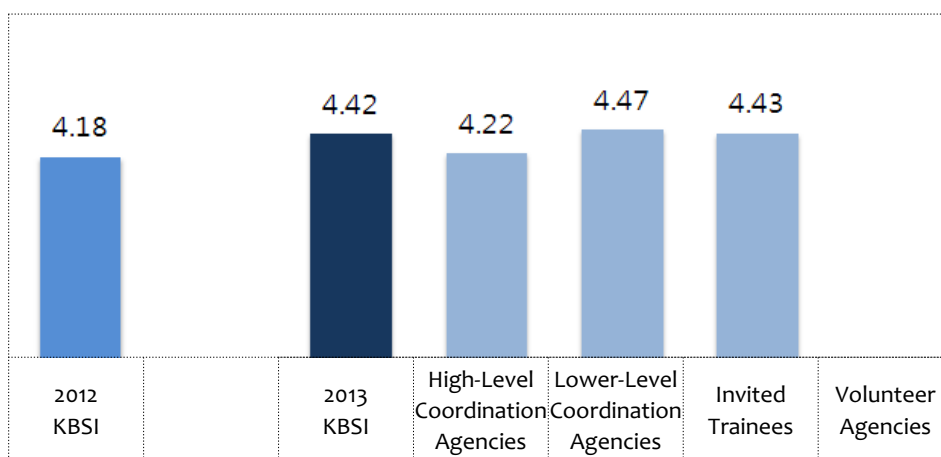
○ Detailed Analysis

For Jordan, satisfaction scores were generally high across the board. Although scores for invited trainees were relatively lower at 4.70, this still represents a high level of satisfaction and can be further improved through additional effort at addressing relative areas of dissatisfaction. For high-level coordination agencies, scores were lowest for “discussion regarding sustainability of projects during the policy coordination stage” and “material support for project sustainability” (sustainability). For lower-level coordination agencies, scores for “consideration of cross-cutting issues of partner country” (contents) and “discussion and reflection of the sustainability of project results during the business planning stage” (sustainability) were relatively low. For invited trainees, all items received scores exceeding 4.00 points. For volunteer agencies, scores were lowest for “consideration of sustainability in activities” and “ongoing technology transfer and human resource support following the volunteer’s departure.”

39) Middle East : Iraq

Overall satisfaction scores for Iraq averaged 4.42 points in 2013. This represents an increase of 0.24 points from the 2012 average of 4.18. By respondent type, satisfaction scores averaged 4.22 for high-level coordination agencies, 4.47 for lower-level coordination agencies, and 4.43 for invited trainees.

<Figure 2-49> Overall Satisfaction Scores for Iraq



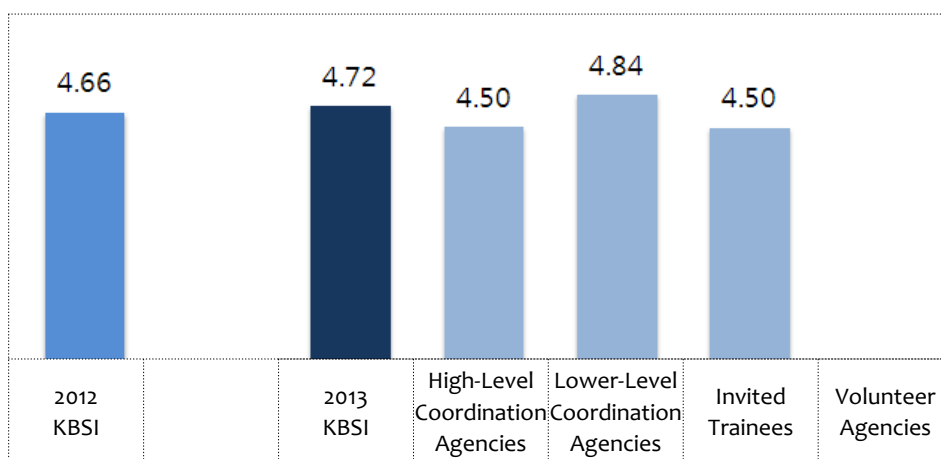
○ Detailed Analysis

For Iraq, the respondent pool consisted of high-level coordination agencies, lower-level coordination agencies, and invited trainees. Satisfaction scores for high-level coordination agencies were relatively lower at 4.22 points, suggesting the need for continued efforts to improve satisfaction levels going forward. An in-depth analysis reveals that for high-level coordination agencies, scores were lowest for “contribution in addressing pressing issues present in partner country” (results). For lower-level coordination agencies, scores for “provision of sufficient technology transfer” and “consideration of feedback provided during the monitoring process” (contents) were relatively lower. For invited trainees, scores were lowest for the item “satisfaction regarding food provided” (environment).

40) Middle East : Palestine

Overall satisfaction scores for Palestine averaged 4.72 points in 2013. This represents an increase of 0.06 points from the 2012 average of 4.66. By respondent type, satisfaction scores averaged 4.50 for high-level coordination agencies, 4.84 for lower-level coordination agencies, and 4.50 for invited trainees.

<Figure 2-50> Overall Satisfaction Scores for Palestine



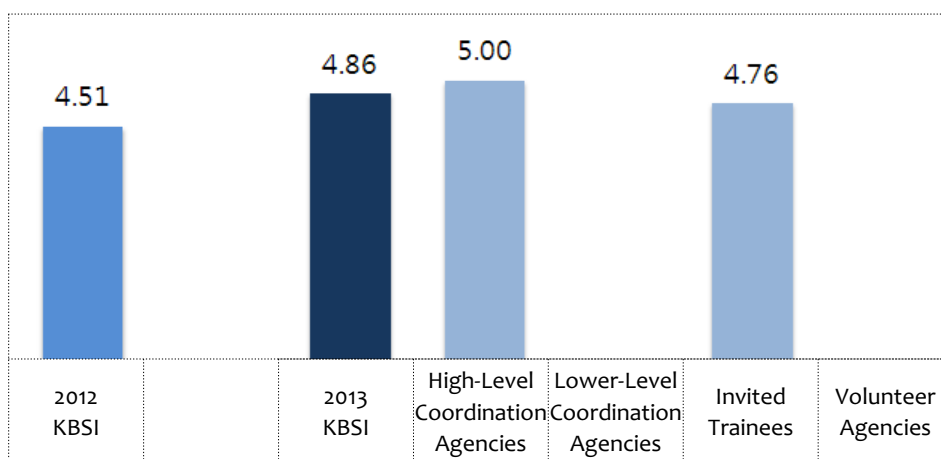
○ Detailed Analysis

For Palestine, the respondent pool consisted of high-level coordination agencies, lower-level coordination agencies, and invited trainees. Although satisfaction scores for high-level coordination agencies and invited trainees were relatively lower at 4.50 points, these reflect high levels of satisfaction and suggest that some effort can further improve satisfaction levels going forward. For high-level coordination agencies and lower-level coordination agencies, scores for all items exceeded 4.00 points. For invited trainees, scores were lowest for the item “satisfaction regarding food provided” (environment).

41) CIS : Azerbaijan

Overall satisfaction scores for Azerbaijan averaged 4.86 points in 2013. This represents an increase of 0.35 points from the 2012 average of 4.51. By respondent type, satisfaction scores averaged 5.00 for high-level coordination agencies and 4.76 for invited trainees.

<Figure 2-51> Overall Satisfaction Scores for Azerbaijan



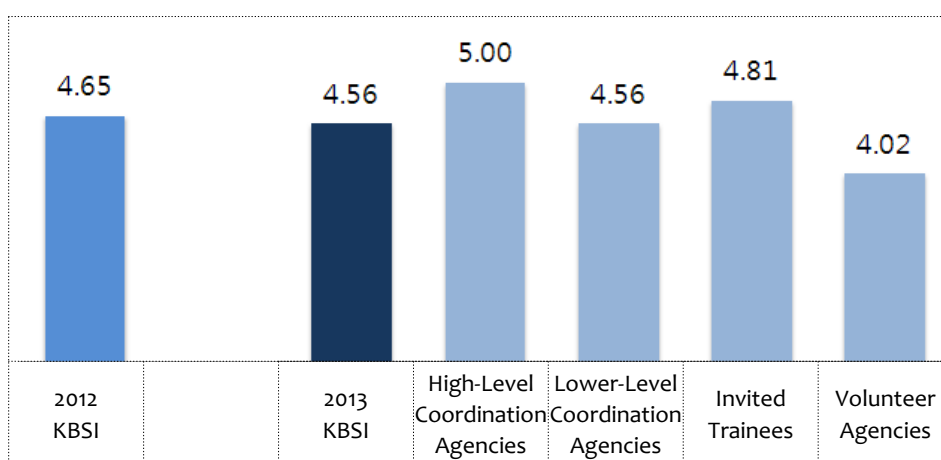
○ Detailed Analysis

For Azerbaijan, the respondent pool consisted of high-level coordination agencies and invited trainees. Although satisfaction scores for invited trainees were relatively lower at 4.76 points, this still reflects a high level of satisfaction from respondents. For high-level coordination agencies, all items were given scores of 5.00 points. For invited trainees, scores for all items exceeded 4.00 points.

42) CIS : Uzbekistan

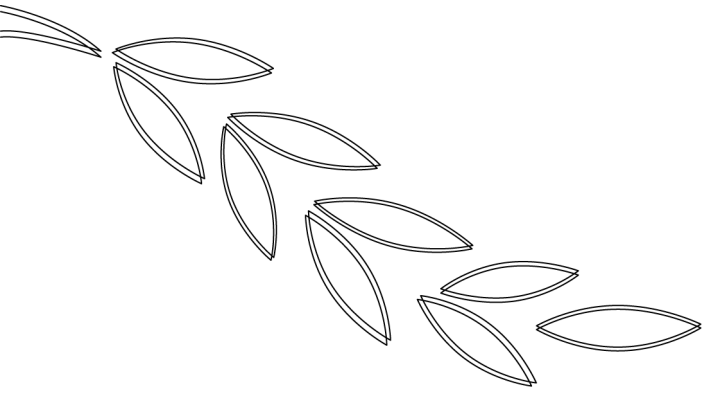
Overall satisfaction scores for Uzbekistan averaged 4.56 points in 2013. This represents a decrease of 0.09 points from the 2012 average of 4.65. By respondent type, satisfaction scores averaged 5.00 for high-level coordination agencies, 4.56 for lower-level coordination agencies, 4.81 for invited trainees, and 4.02 for volunteer agencies.

<Figure 2-52> Overall Satisfaction Scores for Uzbekistan



○ Detailed Analysis

Although satisfaction scores in Uzbekistan were generally high across the board, scores for volunteer agencies were generally lower at 4.02 points. This suggests that further efforts can be made to improve overall satisfaction going forward. For high-level coordination agencies, scores were lowest for “regular policy coordination and negotiation with partner country” (process). For lower-level coordination agencies, scores for “strengthening the role of lower-level coordination agencies in promoting sustainable results following the project’s completion” (sustainability) were relatively low. For invited trainees, scores for all items exceeded 4.00 points. For volunteer agencies, scores for most items were in the 3-point range, with a low score of 3.00 points for the item “energetic manner in carrying out duties” (contents).



III. Policy Recommendations

1. Overview: 2013 Evaluation Analysis
2. Recommendations to Improve Future Satisfaction Surveys



III

Policy Recommendations



1. Overview: 2013 Evaluation Analysis

2013 survey results indicate that overall satisfaction levels increased by 0.03 points compared to last year's results. Although this may be interpreted as just a slight incremental increase, 2012 survey results represent a high base of 4.50 points. In addition, the 2013 survey includes eight new countries which are not primary aid beneficiaries. If these countries are excluded from the survey analysis, the incremental increase in overall satisfaction is in fact much higher.

Furthermore, IPA results indicate that although there are no areas of intensive reform, high-level coordination agencies and volunteer agencies represent groups exhibiting low satisfaction and low importance. As such, measures should be taken to enhance satisfaction levels for these two respondent types.

For high-level coordination agencies, although satisfaction levels of 4.28 points showed a significant incremental increase of 0.14 points from 2012, this level still represents the lowest score among respondent types this year. Specifically, scores were lowest for the item "discussion regarding sustainability of results" (sustainability) at 3.84 points. This was followed by "contribution in addressing pressing issues present in partner country" (results) at 3.97 points. In addition, although "consideration of cross-cutting issues of partner country" (contents) was designated as an area of focus in 2012, the 2013 analysis suggests that more aggressive efforts should be taken to improve this area going forward.

For volunteer agencies, a 2013 satisfaction score of 4.48 points marked a slight decrease of 0.01 compared to that for 2012. Scores for "linguistic ability /

improvement” were the lowest at 3.89 points, followed by “prior provision of information regarding the volunteer program” at 3.95 points. “Linguistic ability/improvement” was designated as an area of focus in 2012. 2013 results indicate that even more concerted efforts must be made to see meaningful improvement in this area.

Analysis of the 2013 results suggest the need for a differentiated strategy to enhance overall satisfaction for each respondent type. In addition, additional effort should be taken to address unsatisfactory results for four beneficiary countries, namely, Ghana, Tunisia, Haiti, and The Solomon Islands. The following table outlines major areas of improvement for each respondent type.

<Table 3-1> Areas for Improvement by Type

Region	Type	Areas for Improvement
Asia	High-Level Coordination	Regular policy coordination and negotiation with partner country
	Lower-Level Coordination	Sustainability of project results
	Invited Trainees	Consideration of Action Plan’s results on program planning
	Volunteer Agencies	Contribution in raising awareness of development issues
Africa	High-Level Coordination	Consideration/implementation of pressing issues in partner country during business planning stage
	Lower-Level Coordination	Strengthening role of lower-level coordination agencies in promoting sustainable results
	Invited Trainees	Prior provision of information about the training process
	Volunteer Agencies	Ongoing technology transfer and human resource support following the volunteer’s departure
Latin America	High-Level Coordination	Discussion regarding sustainability of results for partner country’s independent projects
	Lower-Level Coordination	Consideration/reflection of agencies’ needs during business planning stage
	Invited Trainees	Provision of information regarding alumni gatherings and reunions
	Volunteer Agencies	Contribution in raising awareness of development issues



2. Recommendations to Improve Future Satisfaction Surveys

Given the correlation between survey response rates and reliability, several measures can be taken to increase response rates for future surveys. These include finding ways to provide greater motivation for respondents to complete surveys. In addition, to increase response rates after sending e-mail surveys, efforts can be made to send timely reminders for completing the requested survey.

Currently, web-based questionnaires and written surveys are being completed simultaneously to reduce the investigation period. In addition, surveys are being translated into local languages as much as possible. Based on response rates for 2012 and 2013, surveys going forward may classify countries according to their use of web-based or written surveys. In doing so, the appropriate survey approach may be utilized for each country from the outset of future investigations. Furthermore, greater efforts can be made to work with local offices to translate surveys into a greater variety of languages. These translated surveys can then be reflected in the online system.

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