업 무 자 료
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2025 KOICA Integrated Customer Satisfaction Survey
Service to Enhance Public Participation

2025 KOICA's External Customer Satisfaction Survey Summary Report

Summary Report

2026. 02.

MEGAresearch

Submission

Dear Korea International Cooperation Agency

We submit this report as the「Summary Report of KOICA's External Customer Satisfaction Survey」per your request.

Executing institution: Mega Research Co., Ltd.

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01

Overview of the Survey and Transcription Results

1. Background and Objectives of the Survey
2. Scope and Overview of the Survey
3. Survey Model and Analytical Methods
4. Transcription Survey Results

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1. Background and Objectives of the Survey

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- Analysis of KOICA Customer Satisfaction Integrated Survey results for the promotion of customer satisfaction management.
  Aiming to derive department-specific CS management and improvement tasks.

> **To predict PCSI score in the year and establish a strategy how to respond it by managing customers**

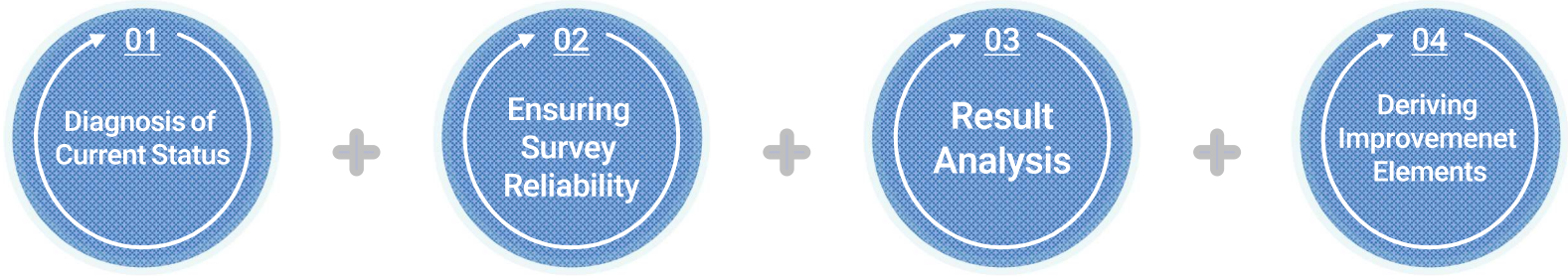
Goal

Measuring customer service satisfaction levels and collecting requirements for improvement

Core

- Identifying the institution's actual service level by measuring internal/external customer satisfaction and collecting Voice of Customer (VOC).
- Deriving improvement points to enhance institutional competitiveness through the feedback loop of survey results.

Further



2. Scope and Overview of the Survey

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Survey target

- 9,424 domestic and overseas customers who have experienced the agency's services or participated in projects over the past year (Aug 1, 2024 - Apr 30, 2025)

No. of samples

- <Total> Effective sample number: 3,542 people
- Domestic: 1,460 people, overseas: 2,082 people

Projects	Population (list presenters)			Valid sample with response			Response rate (%)
	Domestic	Overseas	Subtotal	Domestic	Overseas	Subtotal	
Total	4,270	5,154	9,424	1,460	2,082	3,542	37.6%
1. CPP	545	1,263	1,808	285	437	722	39.9%
2. CIAT	618	2,776	3,394	224	1,208	1,432	42.2%
3. WFK Program	2,997	1,085	4,082	897	428	1,325	32.5%
4. CSO Partnership and DI Program	110	30	140	54	9	63	45.0%

Survey method

- Online web survey using e-mails of customers who have submitted lists by department (mobile device compatible)

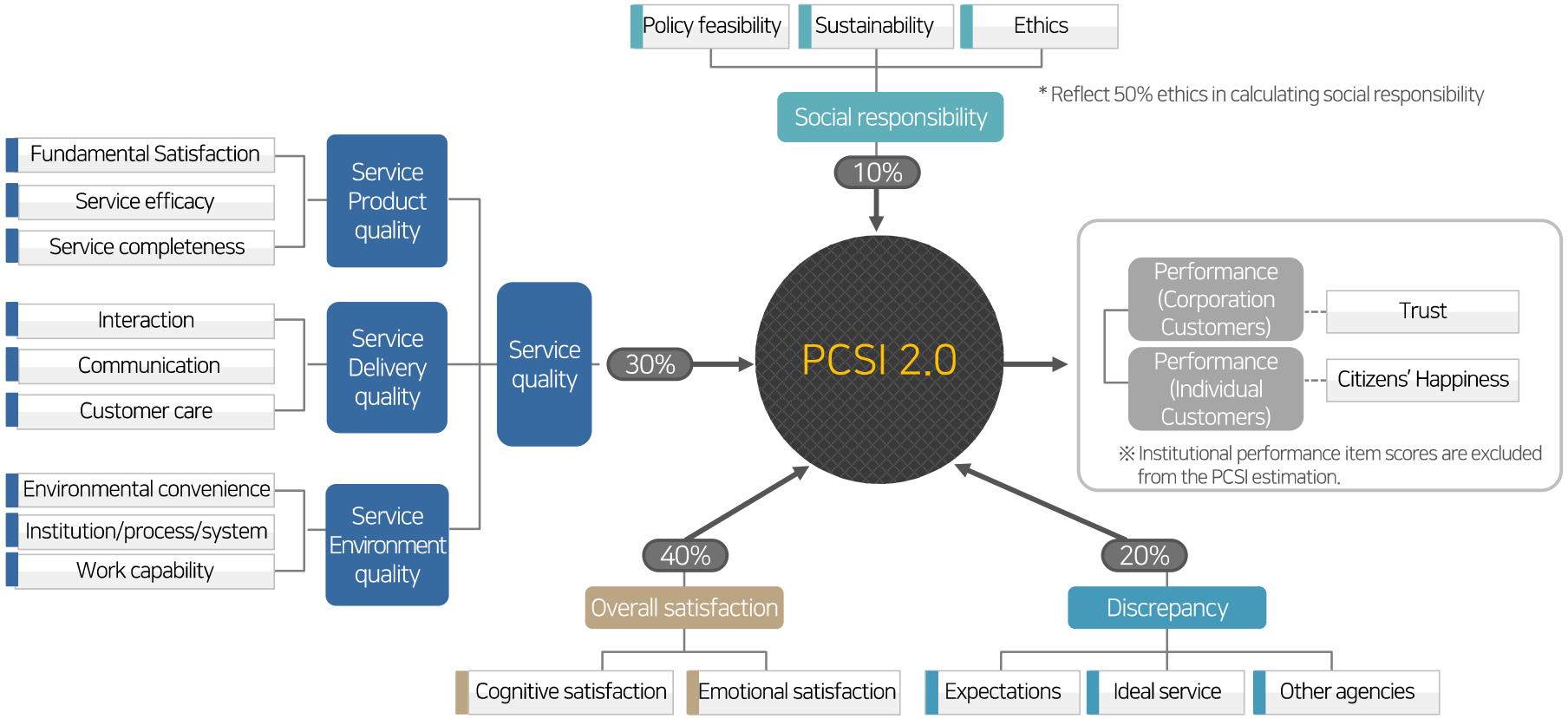
Survey period

- June 20, 2025 (Fri) – July 30, 2025 (Wed), a total of 6 weeks

3. Survey Model and Analytical Methods

1) Survey model

- In order to evaluate customer's satisfaction on Korean public institutions, the Ministry of Economy and Finance(MOEF) of Korea has designed PCSI (Public-service Customer Satisfaction Index) model 2.0.
- The survey questions are categorized into the components of 1) Service quality, 2) Social responsibility, 3) Comparative assessment and 4) Overall satisfaction.



2) Survey items

- As the 2025 domestic and overseas customer satisfaction survey is evaluated using the same model as the PCSI of the Ministry of Strategy and Finance, the survey questions are also composed the same.
- The survey contents were divided into 6 dimensions, Service product quality, Service delivery quality, Service environment quality, Social responsibility, Discrepancy and Overall satisfaction.

Category	Evaluation items for calculating overall satisfaction	
Service product quality (3 questions)	[Fundamental satisfaction]	1. KOICA's OOO program is in line with my purpose of using its services.
	[Service efficacy]	2. KOICA's OOO program will enable me to achieve my objective/goal.
	[Service completeness]	3. There are no problems in using KOICA's OOO program throughout its entire processes.
Service delivery quality (3 questions)	[Interaction]	1. KOICA's staff treats its customers in such a kind, friendly way that makes me satisfied.
	[Communication]	2. KOICA provides any necessary information, processing results, etc. in a clear manner.
	[Customer care]	3. KOICA's staff do their best for me to receive the services I need.
Service environment quality (3 questions)	[Environment convenience]	1. (Has visited before) KOICA's facilities and environment are clean and pleasant. (Never visited before) It's easy and convenient to use KOICA's services.
	[Institution/Process/System]	2. KOICA's staff handle customer requests promptly.
	[Work capability]	3. KOICA's staff display excellence in doing their jobs.
Social responsibility (3 questions)	[Policy feasibility]	1. KOICA is implementing policies that are in line with the purpose of its establishment.
	[Sustainability]	2. KOICA is carrying out tasks aimed at creating value for the country or society in the future.
	[Ethics]	3. KOICA's operations are carried out in a fair and transparent manner.
Discrepancy (3 questions)	[Expectations]	1. What did you think of KOICA's OOO program based on your expectations?
	[Ideal service]	2. What did you think of KOICA's OOO program in comparison with the most ideal service that you can imagine?
	[Other agencies]	3. What did you think of KOICA's OOO program in comparison with the services of other institutions or countries you have experienced in the past?
Overall satisfaction (2 questions)	[Cognitive satisfaction]	1. I am generally satisfied with KOICA's OOO program.
	[Emotional satisfaction]	2. I have developed a positive view of KOICA after partaking in KOICA's OOO program.

2) Survey items – additional items

- Alongside the standard MOEF PCSI, this survey includes three additional items: Causal Analysis, Trust in KOICA Projects, and Strategic Suggestions.
- Through 2021, project-specific causal questions were used to establish CS strategies and identify feedback points. In 2022, four common questions on "KOICA's Responsiveness" were added to facilitate comparative analysis across departments for customers with high project understanding.
- For 2025, causal questions have been specifically designed to gather feedback on the two items that recorded the lowest satisfaction in the 2024 PCSI results.

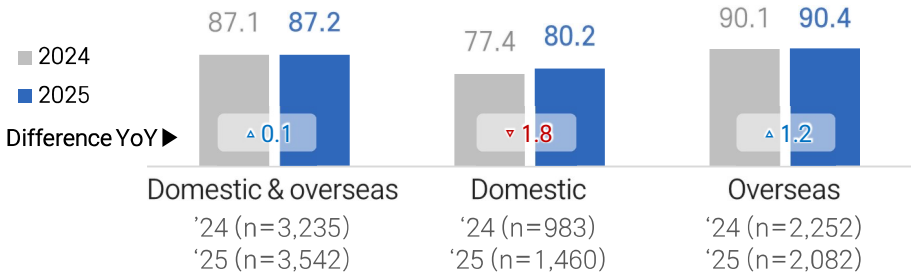
Category	Additional Questions Outside PCSI
Casual Analysis	According to the 2024 PCSI results, the score for *[Category]* within the *[Project Name]* was found to be relatively low. Based on your experience with the *[Project Name]*, what do you believe are the primary reasons for the relatively low satisfaction in this specific category? Furthermore, what steps or efforts should KOICA take to improve satisfaction levels for this category?
Trust in KOICA Projicts	After participating in the *[Project Name]*, has your trust in KOICA's projects and activities increased?
Opinions and Suggestions for the Development of KOICA	Starting from 2024, KOICA is planning to expand development cooperation projects by greatly increasing the current Official Development Assistance (ODA) budget. Please write down any suggestions or recommendations you have for the development of KOICA.

1) Integrated domestic and overseas customer satisfaction survey : Overall satisfaction

Overall satisfaction score

- A total of 3,542 people participated in the integrated domestic and overseas customer satisfaction survey in 2025 based on four projects subject to PCSI. Overall satisfaction came in at 87.2 points.
- Domestic satisfaction stood at 80.2, and overseas satisfaction reached 90.4.

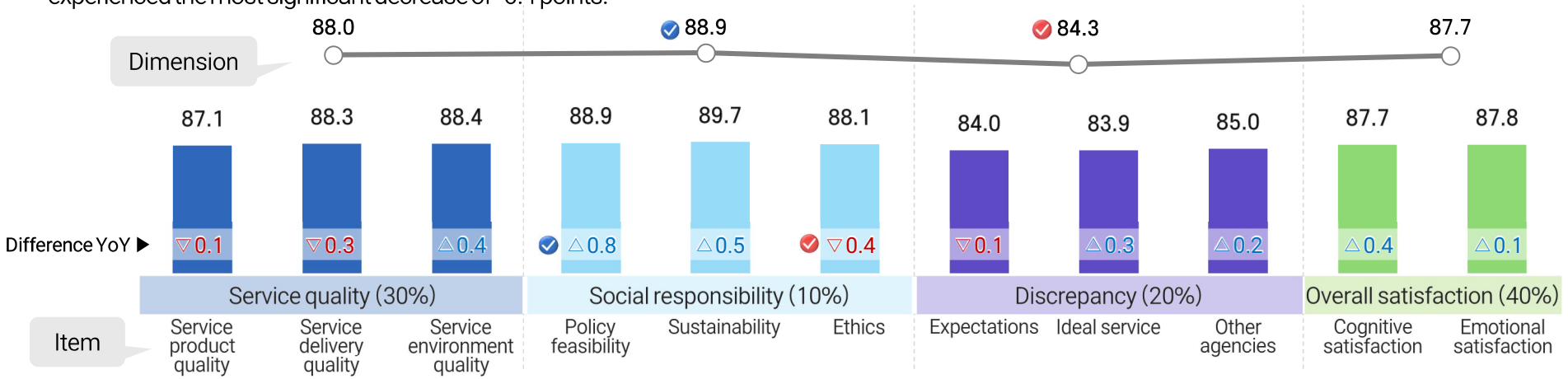
[Unit : point]



Satisfaction by item

[Base: total 3,542 people, Unit : point]

- Analysis by dimension shows that 'Social Responsibility' scored the highest at 88.9 points, while 'Discrepancy' was relatively low at 84.3 points.
- Compared to the previous year, 'Social Responsibility – Policy Feasibility' saw the largest increase of +0.8 points, while 'Social Responsibility – Ethics' experienced the most significant decrease of -0.4 points.



Note: The analysis is based on the response results of the four businesses that are actual PCSI test subjects (Country Partnership Program, Global Fellowship Program, World Friends Korea Program, CSO Partnership and DI Program), and the weights for each of the four businesses and the customer weights (ratios) from the previous year's domestic and international responses are quoted when calculating overall satisfaction.

2) Integrated domestic and overseas customer satisfaction survey : Satisfaction by detail

- Analysis of detailed items shows that 'Social responsibility – Sustainability' recorded the highest score at 89.7 points.
- Conversely, the 'Discrepancy – Ideal service' item recorded the lowest score at 83.9 points.

Dimension	Components		2023 Satisfaction Score (n=2,694)	2024 Satisfaction Score (n=3,235)	2025 Satisfaction Score (n=3,542)	GAP ('25 – '24)
Overall satisfaction			84.9	87.1	87.2	0.1
Service quality	Total		85.9	87.9	88.0	0.1
	Service product quality	Total	84.9	87.2	87.1	-0.1
		Fundamental satisfaction	85.7	88.3	88.3	0.0
		Service efficacy	85.6	87.9	88.2	0.3
		Service completeness	83.2	85.5	84.8	-0.7
	Service delivery quality	Total	86.9	88.6	88.3	-0.3
		Interaction	87.8	89.9	89.6	-0.3
		Communication	85.9	87.4	87.0	-0.4
		Customer care	86.9	88.4	88.5	0.1
	Service environment quality	Total	85.9	88.0	88.4	0.4
		Environment convenience	86.5	88.5	89.1	0.6
		Institution/Process/System	85.7	87.6	87.8	0.2
		Work capability	85.6	87.9	88.3	0.4
Social responsibility	Total		87.2	88.6	88.9	0.3
	Policy feasibility		86.6	88.1	88.9	0.8
	Sustainability		87.8	89.2	89.7	0.5
	Ethics		87.1	88.5	88.1	-0.4
Discrepancy	Total		81.6	84.1	84.3	0.2
	Expectations		82.1	84.1	84.0	-0.1
	Ideal service		81.1	83.6	83.9	0.3
	Other agencies		81.6	84.8	85.0	0.2
Overall satisfaction	Total		85.2	87.5	87.7	0.2
	Cognitive satisfaction		85.0	87.3	87.7	0.4
	Emotional satisfaction		85.5	87.7	87.8	0.1

* Bar Graph -Blue Shade: Over 90 points / Red Shade: Less than 80 points

2) Integrated domestic and overseas customer satisfaction survey : Satisfaction by program

- Looking at satisfaction by program, the 'World Friends Korea (WFK) Program' scored the highest at 89.1 points. This was followed by the 'Global Fellowship Program (CIAT)' (88.2 points), 'Country Partnership Program (CPP)' (86.0 points), and 'CSO Partnership and DI Program' (83.7 points).

Dimension	Components		Country Partnership Program (CPP) (n=722)	Global Fellowship Program (CIAT) (n=1,432)	World Friends Korea (WFK) Program (n=1,325)	CSO Partnership and DI Program (n=63)
Overall satisfaction			86.0	88.2	89.1	83.7
Service quality	Total		87.1	88.6	89.0	87.8
	Service product quality	Total	86.6	87.2	87.7	90.7
		Fundamental satisfaction	88.0	88.1	88.5	92.2
		Service efficacy	88.2	87.5	88.3	90.8
		Service completeness	83.8	86.0	86.3	89.2
	Service delivery quality	Total	87.0	89.4	90.2	88.5
		Interaction	88.5	90.0	91.3	91.9
		Communication	85.3	89.0	89.0	87.0
		Customer care	87.2	89.3	90.3	86.6
	Service environment quality	Total	87.5	89.2	89.2	84.2
		Environment convenience	88.6	89.4	89.0	89.6
		Institution/Process/System	86.8	88.7	89.2	78.9
		Work capability	87.2	89.3	89.5	84.2
Social responsibility	Total		88.1	89.5	89.7	88.1
	Policy feasibility		88.4	88.9	89.1	91.6
	Sustainability		89.0	90.0	90.3	91.2
	Ethics		86.9	89.4	89.7	81.5
Discrepancy	Total		82.9	85.8	86.3	77.7
	Expectations		82.6	85.1	86.0	79.2
	Ideal service		82.3	85.7	85.9	76.2
	Other agencies		83.7	86.6	87.0	77.7
Overall satisfaction	Total		86.4	88.9	90.3	82.6
	Cognitive satisfaction		86.4	88.6	90.2	82.0
	Emotional satisfaction		86.3	89.2	90.5	83.1

* Bar Graph -Blue Shade: Over 90 points / Red Shade: Less than 80 points

02

Overseas external customer satisfaction survey results

1. Survey overview
2. Survey result
3. CS solution and improvement direction

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1) Overseas external customer satisfaction survey : Satisfaction by program

- <2025 Overseas External Customer Satisfaction Survey> was conducted for a total of 2,082 customers participating in CPP, CIAT, WFK Program, and CSO Partnership and DI Program.
- Out of 5,154 people in the population, 2,082 people(response rate 40.4%) participated in the survey.

Surveyed customer types by program

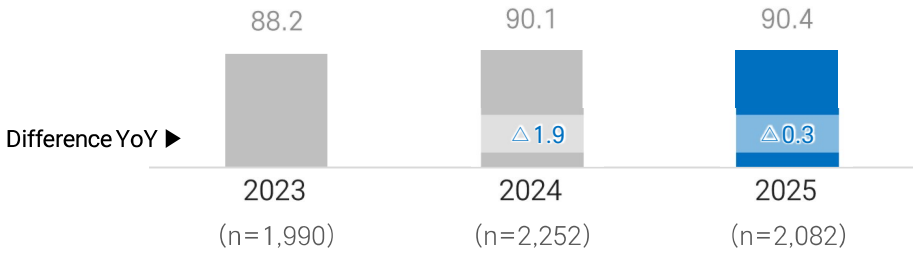
Program type	Country Partnership Program	Global Fellowship Program (CIAT)	World Friends Korea (WFK) Program	CSO Partnership and DI Program
Target customer group	• Coordinating authority • Recipient institution • Project partner agency • Service end-user	• Trainee • Recipient institution	• Recipient institution • Project partner agency • Service end-user	• Recipient institution • Project partner agency
Population (5,154 people)	• 1,263 people	• 2,776 people	• 1,085 people	• 30 people
Valid sample size (2,082 people)	• 437 people	• 1,208 people	• 428 people	• 9 people
Response rate (%)	• 34.6%	• 43.5%	• 39.4%	• 30.0%
Score (point)	• 89.3 points	• 92.3 points	• 92.5 points	• 83.3 points

1) Overseas external customer satisfaction survey: Overall satisfaction

Overall satisfaction score trend score

- A total of 2,082 people participated in the overseas external customer satisfaction survey in 2025. The overall satisfaction reached 90.4 points.
- Looking at the satisfaction trend over the past three years, the score increased by 1.9 points from 90.1 points in the previous year to 90.1 points in 2024. Additionally, this year's score showed a 0.3-point increase compared to the previous year.

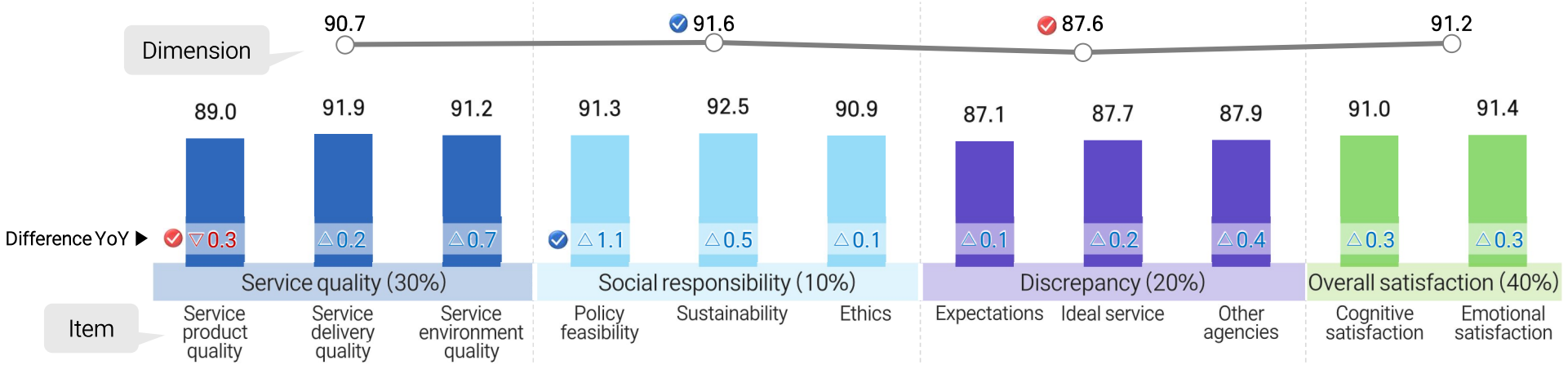
[Unit: point]



Satisfaction by item

[Base: Overseas external customers, n=2,082, Unit: point]

- Analysis by dimension shows that 'Social responsibility' scored the highest at 91.6 points, while 'Discrepancy' was relatively low at 87.6 points.
- Compared to the previous year, 'Social responsibility – Policy feasibility' saw the largest increase of +1.1 points, while 'Service quality – Service product quality' experienced the most significant decrease of 0.3 points.



Note: The analysis is based on the responses from the four actual businesses (Country Partnership Program, Global Fellowship Program, World Friends Korea Program, CSO Partnership and DI Program) for the PCSI examination, and weights for the comprehensive satisfaction calculation include ratios of responses from the previous year's domestic and international customers.

2) Overseas external customer satisfaction survey: Satisfaction by detail

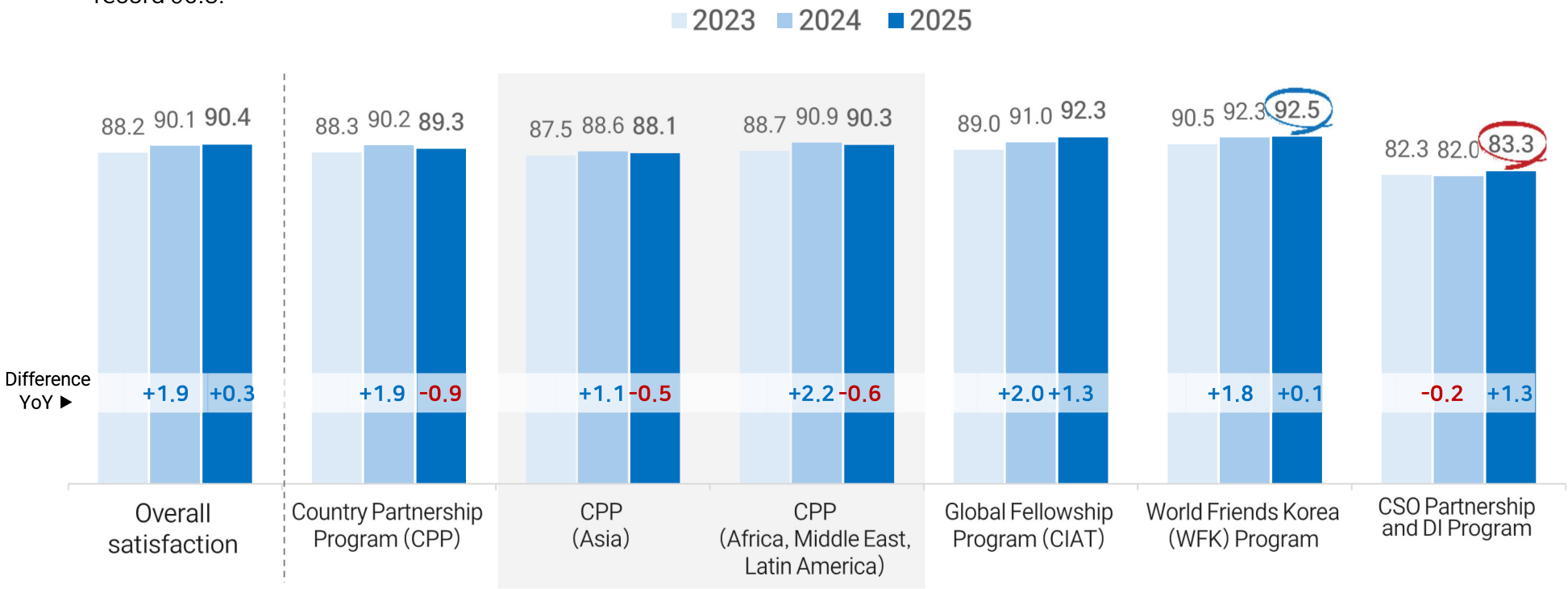
- Analysis of detailed items shows that 'Service delivery quality – Interaction' recorded the highest score at 93.2 points.
- Conversely, the 'Discrepancy – Expectations' item recorded the lowest score at 87.1 points.

Dimension	Components		2023 Satisfaction Score (n=1,990)	2024 Satisfaction Score (n=2,252)	2025 Satisfaction Score (n=2,082)	GAP ('25 – '24)
Overall satisfaction			87.9	88.2	90.4	2.2
Service quality	Total		88.7	88.7	90.7	2.1
	Service product quality	Total	87.1	86.6	89.0	2.4
		Fundamental satisfaction	87.8	86.6	89.6	3.0
		Service efficacy	87.3	86.6	89.6	3.0
		Service completeness	86.3	86.7	87.8	1.1
	Service delivery quality	Total	90.2	90.5	91.9	1.4
		Interaction	91.1	91.6	93.2	1.6
		Communication	88.9	89.3	90.5	1.2
		Customer care	90.5	90.6	92.1	1.4
	Service environment quality	Total	88.8	88.8	91.2	2.4
		Environment convenience	88.5	88.0	90.7	2.7
		Institution/Process/System	88.5	89.3	91.1	1.8
		Work capability	89.4	89.2	91.8	2.6
Social responsibility	Total		89.6	89.7	91.6	1.8
	Policy feasibility		88.4	88.9	91.3	2.4
	Sustainability		90.6	90.4	92.5	2.1
	Ethics		89.7	90.0	90.9	1.0
Discrepancy	Total		83.2	84.8	87.6	2.7
	Expectations		81.5	85.2	87.1	2.0
	Ideal service		83.8	85.3	87.7	2.4
	Other agencies		84.5	84.0	87.9	3.9
Overall satisfaction	Total		89.3	89.2	91.2	2.0
	Cognitive satisfaction		88.7	88.8	91.0	2.3
	Emotional satisfaction		89.9	89.6	91.4	1.8

* Bar Graph -Blue Shade: Over 90 points / Red Shade: Less than 80 points

3) Overseas external customer satisfaction survey: Results by program

- Looking at the results by program, the 'World Friends Korea (WFK) Program' recorded the highest score at 92.5 points.
- The 'Country Partnership Program (CPP)', which holds the largest weight, recorded 89.3 points, a decrease of 0.9 points compared to the previous year.
- Meanwhile, the 'Global Fellowship Program (CIAT)' rose by 1.3 points to 92.3, and the 'World Friends Korea (WFK) Program' rose by 0.1 points to 92.5.
- On the other hand, within the CPP, 'Asia' fell by 0.5 points to 88.1, while 'Africa, Middle East, and Latin America' rose by 0.6 points to record 90.3.



Note) The overall satisfaction scores for 2023, 2024, and 2025 were calculated using weighted values for each of the four programs covered by the PCSI survey.

4) Overseas external customer satisfaction survey: Satisfaction with detailed items by program

- Looking at satisfaction by program, the 'World Friends Korea (WFK) Program' scored the highest at 92.5 points. This was followed by the 'Global Fellowship Program (CIAT)' (92.3 points), 'Country Partnership Program (CPP)' (89.3 points), and 'CSO Partnership and DI Program' (83.3 points).

Dimension	Components		Country Partnership Program (CPP) (n=437)	Global Fellowship Program (CIAT) (n=1,208)	World Friends Korea (WFK) Program (n=428)	CSO Partnership and DI Program (n=9*)
Overall satisfaction			89.3	92.3	92.5	83.3
Service quality	Total		89.8	92.3	92.1	88.9
	Service product quality	Total	88.6	89.5	89.9	92.6
		Fundamental satisfaction	89.3	90.0	90.4	93.3
		Service efficacy	89.6	89.5	90.3	91.1
		Service completeness	87.0	88.9	89.0	93.3
	Service delivery quality	Total	90.5	94.3	94.0	90.7
		Interaction	92.0	95.1	95.1	95.6
		Communication	88.7	93.7	92.9	88.9
		Customer care	90.8	94.3	94.1	87.8
	Service environment quality	Total	90.3	93.1	92.3	83.3
		Environment convenience	89.9	92.5	91.1	90.0
		Institution/Process/System	90.3	93.1	92.6	76.7
		Work capability	90.8	93.7	93.2	83.3
Social responsibility	Total		90.9	93.0	92.4	88.1
	Policy feasibility		90.8	92.2	91.4	93.3
	Sustainability		92.0	93.3	93.0	92.2
	Ethics		89.8	93.4	92.7	78.9
Discrepancy	Total		86.3	90.1	89.7	75.9
	Expectations		85.9	89.5	89.3	77.8
	Ideal service		86.4	90.5	89.6	74.4
	Other agencies		86.8	90.2	90.2	75.6
Overall satisfaction	Total		90.0	93.3	94.2	81.7
	Cognitive satisfaction		89.9	92.9	93.9	81.1
	Emotional satisfaction		90.1	93.7	94.5	82.2

* Bar Graph -Blue Shade: Over 90 points / Red Shade: Less than 80 points

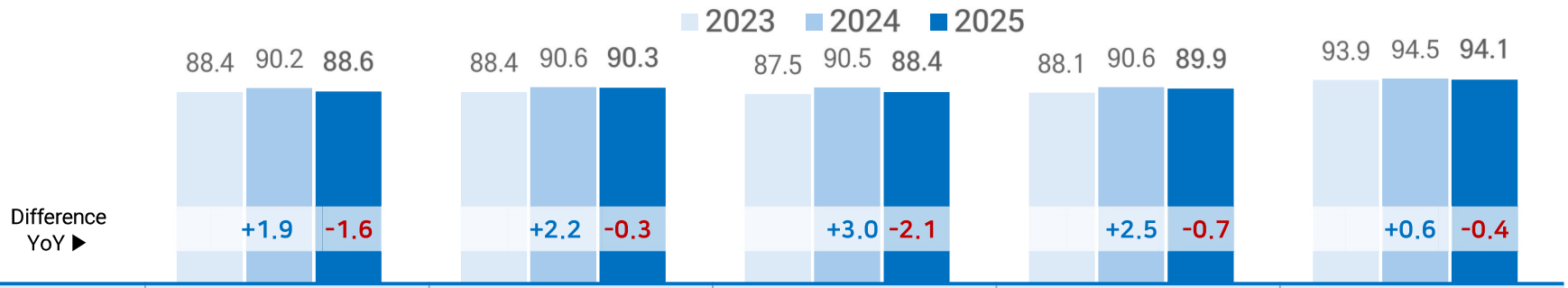
*Please take heed in interpreting the data if the number of cases is less than 30.

4) Overseas external customer satisfaction survey: Satisfaction by continent/program type

- Satisfaction results by continent show that 'Latin America' scored the highest at 94.1 points, while 'Eurasia and the Middle East' recorded the lowest at 88.4 points.
- Compared to the previous year, all continents showed a downward trend; in particular, 'Eurasia and the Middle East' saw the most significant decrease of 2.1 points.
- By program type, the score for 'Southeast Asia' within the 'CSO Partnership and DI Program' was the lowest at 81.4 points.

Satisfaction Results by continent/program type

[Unit : point]



Program type	Southeast Asia			Southwest Asia and the Pacific			Eurasia and the Middle East			Africa			Latin America		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Overall	88.4	90.2	88.6	88.4	90.6	90.3	87.5	90.5	88.4	88.1	90.6	89.9	93.9	94.5	94.1
Country Partnership Program (CPP)	87.5	89.9	86.9	87.5	87.6	89.8	90.0	88.0	87.3	86.6	91.0	89.0	91.4	91.7	92.8
Global Fellowship Program (CIAT)	88.4	89.5	91.3	88.4	90.1	91.5	86.4	91.5	90.7	88.7	90.4	91.5	94.9	95.5	96.7
World Friends Korea (WFK) Program	89.7	91.6	93.7	89.7	92.5	90.7	90.5	90.9	90.3	87.8	90.6	90.3	95.2	95.4	96.4
CSO Partnership and DI Program	79.6	77.9	81.4	79.6	85.6	-	89.4	84.5	85.8	86.2	100.0	-	-	-	-

※ The result is calculated from the business information (4 continents) on the customer list.
The analysis excluded customer responses classified as 'not applicable' when submitting the customer list.

6) Overseas external customer satisfaction survey: Satisfaction by continent/program type

- According to the 2025 overall satisfaction results by country, Kenya recorded the highest score at 98.4 points, followed by Bolivia (95.5), Uzbekistan (95.3), and Thailand (94.8). Conversely, Timor-Leste recorded the lowest score at 75.4 points.

Satisfaction Results by continent/program type

[Unit : point]

Continent	Country	Overall	CPP	CIAT	WFK Program	CSO Partnership and DI Program
Overall		90.4	89.3	92.3	92.5	83.3
Southeast Asia Subtotal		88.6	86.9	91.3	93.7	81.4
Southeast Asia	Timor-Leste	75.4	74.2	96.8	80.5	-
	Laos	85.7	87.7	97.0	99.8	81.8
	Vietnam	92.5	92.7	87.4	94.8	-
	Indonesia	81.9	81.4	-	93.3	79.7
	Cambodia	91.5	90.3	-	95.9	-
	Thailand	94.8	99.0	-	89.7	-
	Phillippines	88.2	87.0	-	93.1	-
Southwest Asia and the Pacific Subtotal		90.3	89.8	91.5	90.7	-
Southwest Asia and the Pacific	Nepal	92.8	93.4	94.5	91.2	-
	Mongolia	93.6	93.2	-	94.9	-
	Bangladesh	91.2	91.0	-	92.9	-
	Sri Lanka	88.1	86.7	96.8	86.9	-
	Pakistan	85.4	85.4	-	-	-
	Fiji	87.6	88.0	-	82.3	-
Eurasia and the Middle East Subtotal		88.4	87.3	90.7	90.3	85.8
Eurasia and the Middle East	Azerbaijan	86.1	-	86.1	-	-
	Jordan	88.9	88.2	91.7	91.0	-
	Uzbekistan	95.3	95.0	100.0	83.6	99.2
	Ukraine	80.2	79.3	100.0	-	-
	Iraq	79.1	79.1	-	-	-
	Iraq (Erbil)	84.0	-	84.0	-	-
	Kyrgyzstan	77.0	74.7	78.0	93.5	72.3
	Tajikistan	92.4	94.2	91.9	64.0	-
	Palestine	91.6	91.6	-	-	-

Continent	Country	Overall	CPP	CIAT	WFK Program	CSO Partnership and DI Program
Overall		90.4	89.3	92.3	92.5	83.3
Africa Subtotal		89.9	89.0	91.5	90.3	-
Africa	Ghana	91.0	90.6	-	94.0	-
	Nigeria	92.1	91.9	98.7	-	-
	Rwanda	91.6	91.5	-	93.1	-
	Morocco	89.2	88.8	91.7	88.4	-
	Mozambique	83.6	83.0	94.8	-	-
	Senegal	81.3	80.7	-	92.7	-
	Algeria	79.4	76.7	86.3	100.0	-
	Ethiopia	88.0	87.9	81.0	90.6	-
	Uganda	87.7	87.2	-	92.6	-
	Egypt	89.4	88.4	90.6	91.8	-
	Cameroon	90.7	90.1	92.3	92.3	-
	Kenya	98.4	99.0	87.3	-	-
	Côte d'Ivoire	88.1	88.1	-	-	-
	DR Congo	81.4	80.9	85.0	-	-
	Tanzania	92.6	92.3	-	93.0	-
	Tunisia	87.8	88.3	-	86.0	-
Latin America Subtotal		94.1	92.8	96.7	96.4	-
Latin America	Guatemala	90.1	89.8	100.0	-	-
	Dominican Republic	93.8	92.1	93.0	97.8	-
	Bolivia	95.5	95.0	-	98.4	-
	Ecuador	93.9	93.3	-	96.6	-
	El Salvador	93.6	91.4	98.9	99.7	-
	Colombia	94.0	92.6	98.2	94.3	-
	Paraguay	94.7	94.0	96.0	97.4	-
	Peru	94.4	93.8	-	95.4	-

3. CS solution and improvement direction

KOICA

1. Increase compared to the previous year driven by efforts to mitigate 'Discrepancy'

- Overseas customer satisfaction has steadily risen since the easing of COVID-19, reaching a record high of 90.4 points in 2025 (a 0.3-point increase YoY).
- By component, 'Interaction' (93.2 points) within the service delivery process was the highest, and 'Service Delivery Quality' stood at 91.9 points, indicating that customers are experiencing satisfaction through smooth communication with KOICA.
- While the 'Discrepancy' dimension has shown improvement by rising in both 2024 and 2025 (87.6 points), it remains the lowest among all dimensions. Continuous efforts are required, such as providing services that meet customer expectations and managing those expectations appropriately.

2. Satisfaction levels are highest for the 'WFK Program' (92.5 points), followed by the 'Global Fellowship Program (CIAT)' (92.3 points)

- Among overseas customers of the WFK program, satisfaction of project implementation partners was the highest at 92.8 points. Satisfaction among partner country service users also appeared significantly high at 92.6 points.
- The Global Fellowship Program also showed high satisfaction levels among trainees (92.3 points) and recipient institutions (91.4 points).

3. Necessity to improve satisfaction levels for the CSO Partnership and DI Program

- Satisfaction for the CSO Partnership and DI Program rose by 1.3 points compared to the previous year (82.0 points) to 83.3 points, but it still remains low compared to other programs.
- Within the 'Discrepancy' dimension, 'Ideal service' (74.4 points) and 'Other agencies' (75.6 points) recorded the lowest satisfaction levels.
- The 'Institution/Process/System' item under Service Environment Quality fell by 8.3 points YoY to 76.7 points. It is necessary to review improvement plans, such as the development and application of digital service systems.

03

Domestic external customer satisfaction survey results

1. Survey overview
2. Survey result
3. CS solution and improvement direction

MEGAresearch

1) Domestic external customer satisfaction survey : Satisfaction by program

- <2025 Domestic External Customer Satisfaction Survey> was conducted for a total of 1,460 customers participating in CPP, CIAT, WFK Program, and CSO Partnership and DI Program.
- Out of 4,270 people in the population, 1,460 people(response rate 34.2%) participated in the survey.

Surveyed customer types by program

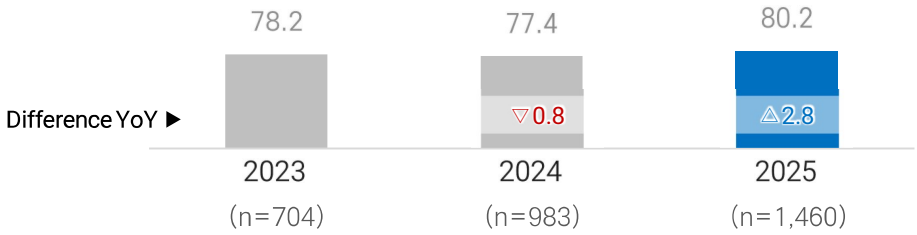
Program type	Country Partnership Program	Global Fellowship Program (CIAT)	World Friends Korea (WFK) Program	CSO Partnership and DI Program
Target customer group	• Project partner agency	• Project partner agency	• Project partner agency • Dispatched personnel (KOICA volunteers, non-KOICA volunteers, etc.)	• Project partner agency
Population (4,270 people)	• 545 people	• 618 people	• 2,997 people	• 110 people
Valid sample size (1,460 people)	• 285 people	• 224 people	• 897 people	• 54 people
Response rate (%)	• 52.3%	• 36.2%	• 29.9%	• 49.1%
Score (point)	• 78.8 points	• 79.2 points	• 81.5 points	• 84.6 points

1) Domestic external customer satisfaction survey: Overall satisfaction

Overall satisfaction score trend

- A total of 1,460 people participated in the domestic external customer satisfaction survey in 2025. The overall satisfaction reached 80.2 points.
- Based on the satisfaction trend over the past 3 years, the satisfaction score in 2024 was 77.4 points, showing a decrease of 0.8 points compared to the previous year (78.2 points). However, this year, it rebounded by 2.8 points to achieve a score of 80.2.

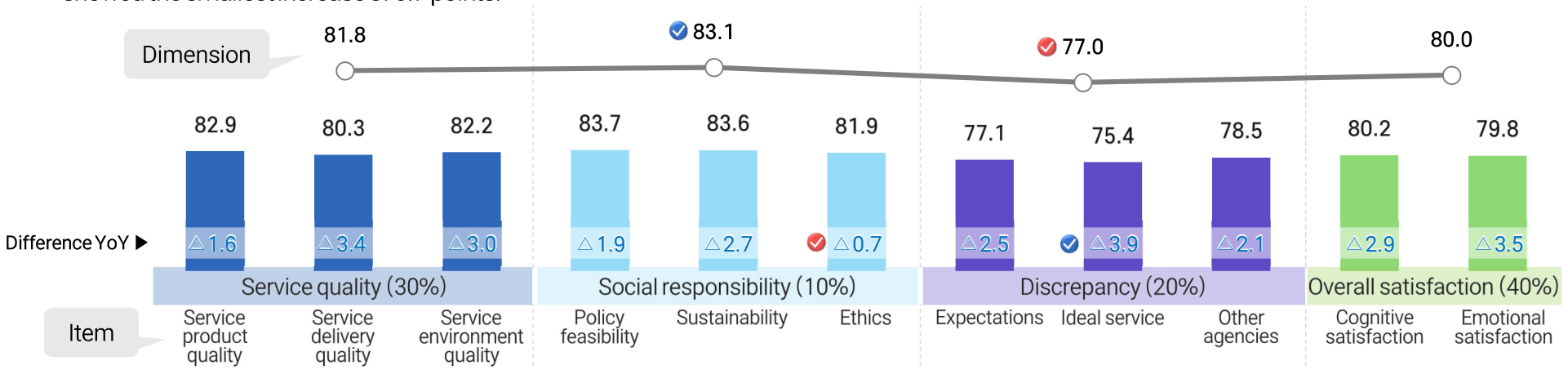
[Unit: point]



Satisfaction by item

[Base: Domestic external customers, n=1,460, Unit: point]

- Analysis by dimension shows that 'Social responsibility' scored the highest at 83.1 points, while 'Discrepancy' was relatively low at 77.0 points.
- Compared to the previous year, 'Discrepancy – Ideal service' saw the largest increase of +3.9 points, while 'Social responsibility – Ethics' showed the smallest increase of 0.7 points.



Note: The analysis is based on the responses from the four actual businesses (Country Partnership Program, Global Fellowship Program, World Friends Korea Program, CSO Partnership and DI Program) for the PCSI examination, and weights for the comprehensive satisfaction calculation include ratios of responses from the previous year's domestic and international customers.

2) Domestic external customer satisfaction survey: Satisfaction by detail

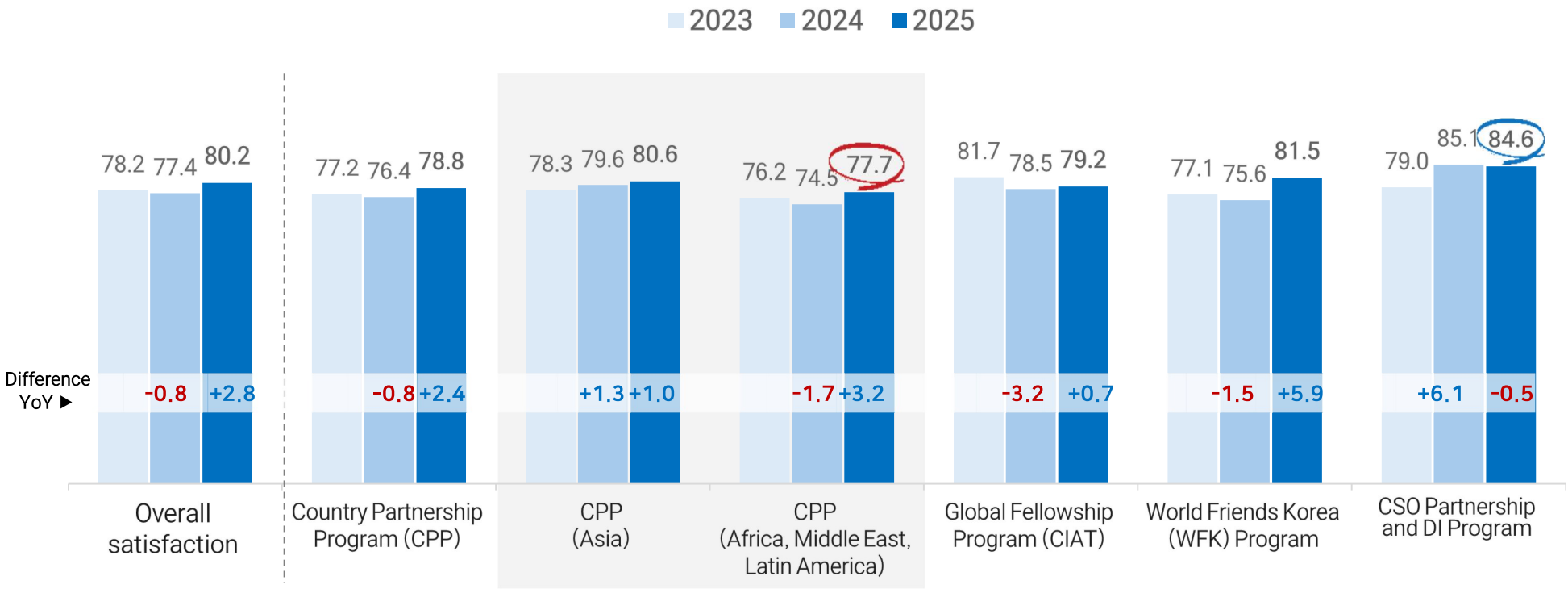
- Analysis of detailed items shows that 'Service environment quality – Environment convenience' recorded the highest score at 85.5 points.
- Conversely, the 'Discrepancy – Ideal service' item recorded the lowest score at 75.4 points.

Dimension	Components		2023 Satisfaction Score (n=704)	2024 Satisfaction Score (n=983)	2025 Satisfaction Score (n=1,460)	GAP ('25 – '24)
Overall satisfaction			78.2	77.4	80.2	2.8
Service quality	Total		80.1	79.1	81.8	2.7
	Service product quality	Total	81.4	81.3	82.9	1.6
		Fundamental satisfaction	83.7	84.9	85.3	0.4
		Service efficacy	83.9	83.7	85.1	1.4
		Service completeness	76.5	75.3	78.3	3.0
	Service delivery quality	Total	79.3	76.9	80.3	3.4
		Interaction	80.4	78.6	81.6	3.0
		Communication	78.3	75.9	79.0	3.1
		Customer care	79.2	76.2	80.4	4.2
	Service environment quality	Total	79.6	79.2	82.2	3.0
		Environment convenience	82.5	82.7	85.5	2.8
		Institution/Process/System	78.4	77.4	80.4	3.0
		Work capability	78.0	77.4	80.5	3.1
Social responsibility	Total		82.5	81.3	83.1	1.8
	Policy feasibility		82.8	81.8	83.7	1.9
	Sustainability		83.3	80.9	83.6	2.7
	Ethics		81.4	81.2	81.9	0.7
Discrepancy	Total		74.8	74.1	77.0	2.9
	Expectations		75.2	74.6	77.1	2.5
	Ideal service		72.4	71.5	75.4	3.9
	Other agencies		77.0	76.4	78.5	2.1
Overall satisfaction	Total		77.4	76.8	80.0	3.2
	Cognitive satisfaction		77.5	77.3	80.2	2.9
	Emotional satisfaction		77.4	76.3	79.8	3.5

* Bar Graph -Blue Shade: Over 90 points / Red Shade: Less than 80 points

3) Domestic external customer satisfaction survey: Results by program

- Looking at the results by program, the 'CSO Partnership and DI Program' recorded the highest score at 84.6 points.
- The 'Country Partnership Program (CPP)', which holds the largest weight, recorded 78.8 points, an increase of 2.4 points compared to the previous year.
  - The 'Global Fellowship Program (CIAT)' rose by 0.7 points to 79.2, and the 'World Friends Korea (WFK) Program' rose by 5.9 points to 81.5.
- Meanwhile, within the CPP, 'Asia' rose by 1.0 point to 80.6, while 'Africa, Middle East, and Latin America' rose by 3.2 points to record 77.7.



Note) The overall satisfaction scores for 2023, 2024, and 2025 were calculated using weighted values for each of the four programs covered by the PCSI survey.

4) Domestic external customer satisfaction survey: Satisfaction with detailed items by program

- Looking at satisfaction by program, the 'CSO Partnership and DI Program' scored the highest at 84.6 points. This was followed by the 'World Friends Korea (WFK) Program' (81.5 points), 'Global Fellowship Program (CIAT)' (79.2 points), and 'Country Partnership Program (CPP)' (78.8 points).

Dimension	Components		Country Partnership Program (CPP) (n=285)	Global Fellowship Program (CIAT) (n=224)	World Friends Korea (WFK) Program (n=897)	CSO Partnership and DI Program (n=54)
Overall satisfaction			78.8	79.2	81.5	84.6
Service quality	Total		81.0	80.4	82.2	85.4
	Service product quality	Total	82.3	82.1	82.7	86.6
		Fundamental satisfaction	85.1	83.9	84.1	89.6
		Service efficacy	85.0	83.0	83.7	90.2
		Service completeness	76.8	79.6	80.2	80.0
	Service delivery quality	Total	79.3	78.5	81.6	83.5
		Interaction	80.8	78.7	82.9	83.7
		Communication	77.7	78.7	80.1	82.8
		Customer care	79.3	78.2	81.9	83.9
	Service environment quality	Total	81.4	80.4	82.4	86.2
		Environment convenience	85.8	82.7	84.5	88.7
		Institution/Process/System	79.3	79.0	81.7	83.9
		Work capability	79.1	79.6	81.2	86.1
Social responsibility	Total		81.9	81.7	83.7	88.1
	Policy feasibility		83.0	81.7	83.9	87.8
	Sustainability		82.2	82.7	84.3	89.1
	Ethics		80.3	80.6	83.0	87.4
Discrepancy	Total		75.1	76.2	78.7	81.7
	Expectations		75.3	75.4	78.7	82.2
	Ideal service		73.3	74.9	77.5	80.2
	Other agencies		76.8	78.4	80.0	82.6
Overall satisfaction	Total		78.2	79.2	81.8	84.5
	Cognitive satisfaction		78.6	79.2	82.0	83.9
	Emotional satisfaction		77.8	79.3	81.7	85.2

* Bar Graph -Blue Shade: Over 90 points / Red Shade: Less than 80 points

3. CS solution and improvement direction

KOICA

1. Domestic customer satisfaction recorded 80.2 points, an increase of 2.8 points compared to the previous year

- Domestic customer satisfaction rose by 2.8 points from 77.4 in 2024 to 80.2.
- Within Service Environment Quality, 'Environment convenience' was the highest at 85.5 points. In Service Delivery Quality, 'Customer care' saw the largest increase of +4.2 points YoY to reach 80.4 points.
- The 'Ideal service' item under the Discrepancy dimension recorded the lowest score at 75.4 points, indicating a need for pre-guidelines to manage initial expectations.

2. Improvement in Service Delivery Quality through enhanced customer care (+3.4 point increase)

- Among satisfaction survey items, 'Interaction,' 'Communication,' and 'Customer care' rose by 3.0, 3.1, and 4.2 points respectively, leading to a 3.4-point overall increase in Service Delivery Quality.
- Service Delivery Quality for the Country Partnership Program (CPP) and Global Fellowship Program (CIAT) recorded scores below 80 points, necessitating continuous improvement.

3. Necessity for efforts to improve satisfaction regarding 'Ideal service' across all programs

- While customers were satisfied with Social Responsibility, Service Product Quality, and Service Environment Quality, satisfaction for 'Ideal service' within the Discrepancy dimension remained the lowest across all programs.
- Along with improving service quality, it is possible to manage customer expectations. Insufficient or unrefined prior information can lead to unrealistic expectations, which may act as a primary cause of low satisfaction after the service experience.

업 무 자 료
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2025 KOICA's External Customer Satisfaction Survey Summary Report

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