

No. 124 (May 19, 2016)

Global Spread of Saemaul Undong for Rural Development in Developing Countries

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- “KREI Agricultural Policy Focus” relates to analysis and description of the trend of and policy for agriculture and rural areas.
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◇ Abstract ◇

- As growing attentions are paid to Korea's Saemaul Undong, also known as the New Community Movement, around the world, an increasing number of non-Koreans take Saemaul Undong-related training programs, and relevant institutions have been organized in developing countries, with rural development policies designed by benchmarking Saemaul Undong.
- In the UN General Assembly and the UN Sustainable Development Summit in 2015, the Saemaul Undong case of Korea was proposed as a new paradigm for international development cooperation, and accordingly, the Korean government released the Plan for Global Spread of Saemaul Undong on May 3rd, 2016.
 - The five key challenges include i) clarifying the concept of the Saemaul Undong ODA, ii) establishing strategies customized to each recipient country, iii) improving procedures and methods of projects, iv) improving the implementation system and efficiently allocating roles, and v) consolidating partnerships by expanding participation of stakeholders in the development process.
- The Plan for Global Spread of Saemaul Undong has significance in that it presents the standards for Saemaul Undong ODA projects, which used to lack coherence in the past. Aside from the plans for the existing 24 key partner countries, the country-specific implementation strategies have been established with consideration for demands for development based on Saemaul Undong. In particular, the subcommittee has been organized under the International Development Cooperation Committee to take charge of systematic implementation, monitoring, evaluation and coordination of Saemaul Undong ODA projects.
- The scale of Korea's ODA projects has not reached the international standard level yet, but is rapidly growing. And as the number of ODA projects related to rural development has been on the rise, many relevant institutions, including the Korea International Cooperation Agency (KOICA), the Ministry of Agriculture, Food and Rural Affairs (MAFRA), the Rural Development Administration (RDA), and the provincial government of Gyeongsangbuk-do, have promoted Saemaul Undong-related or similar projects in the form of integrated rural development, development of customized agricultural technologies, and education and training programs for local residents.
- The following points should be considered in applying the approaches of Saemaul Undong to the process of rural development in developing countries.
 - The concept, principles and detailed methodologies of Saemaul Undong should be abstractly outlined and defined as the Saemaul Rural Development Approach to be applied to a variety of today's ODA projects.
 - ODA projects should serve not as another common type of aid project, but as the ones to actualize potential capacity of recipient countries, helping them autonomously develop subcategory projects based on the characteristics of and demands for development in target regions.
 - In order to employ the approaches of Saemaul Undong in ODA projects, the projects should be implemented by remaining consistent with international goals of development assistance such as SDGs and observing international regulations.

1. Background

□ President's remarks in the UN General Assembly in 2015

- In the 70th Session of the UN General Assembly¹⁾ and the UN Sustainable Development Summit²⁾ held in September 2015, President Park Geunhye of South Korea delivered a keynote address, explaining the stance of the country towards major global issues, including development, climate change, and peace and security, presenting measures to successfully attain the Sustainable Development Goals (SDGs),³⁾ and putting an emphasis on Saemaul Undong, the country's own experiences.
 - The president mentioned that the Korean government would share the country's experiences and knowhow in development with the global community to implement the 2030 Sustainable Development Agenda, and especially highlighted the sharing of the experience of Saemaul Undong, which performed a role as the groundwork for economic growth of the country.
 - Saemaul Undong is a framework to help local communities stand on their own feet with a sense of ownership based on competition and incentives and participation of residents, and accordingly, such a system can maximize the utility of development assistance in developing countries. The president pledged to make efforts to

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- 1) The UN General Assembly celebrating the 70th anniversary of the United Nations creation, where a total of 170 agendas in 9 sectors were discussed, focusing on "the Road ahead for Peace, Security and Human Rights."
 - 2) The 2030 Sustainable Development Agenda was officially adopted to serve as a milestone for international development assistance for the next 15 years, starting from 2016.
 - 3) As the Millennium Development Goals (MDGs) expired, the SDGs were newly adopted as the direction for development assistance. The SDGs consist of 17 Goals, 169 Targets and 100 Indicators.

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- develop the framework of Saemaul Undong into a new paradigm for rural development.
- President Park said that Korea would continue to cooperate with the United Nations Development Programme (UNDP), the Organization for Economic Cooperation and Development (OECD) and other international organizations to share the country's experiences and knowhow.
- The president also attended the high-level special event on Saemaul Undong, hosted by the Korean Ministry of Foreign Affairs (MOFA) in cooperation with the UNDP and OECD, and introduced the factors of success of Saemaul Undong and proposed the future direction for the movement in her opening speech.
- President Park pointed out that the success of Saemaul Undong was attributed to competition, incentives, leadership of the country's leader, and voluntary and proactive participation of Korean people, mentioning relevant experiences in detail.
 - In addition, she emphasized the modernization of the contents and implementation methods of Saemaul Undong to make it suitable to the current situation and characteristics of each recipient country, and said that Korea would cooperate with the UN, World Bank and OECD for the evolution of Saemaul Undong to not only a national development strategy but also a global rural development strategy.
- The Secretary-General of OECD, the president of Rwanda and the president of Laos highly appreciated Saemaul Undong in their speech in the high-level special event.
- OECD Secretary-General Angel Gurría said that more than 30 countries around the world adopted the factors of success of Saemaul Undong, and the president of Rwanda and president of Laos mentioned that Saemaul Undong provided their countries with a huge inspiration. Particularly in Laos, the movement was

recognized to have contributed to improving the livelihood and capacity of residents in rural communities.

□ The Office for Government Policy Coordination and relevant ministries announced five key challenges for global spread of Saemaul Undong.

- The Office for Government Policy Coordination, MOFA, and the Ministry of the Interior (MOI) confirmed the Plan for Global Spread of Saemaul Undong, the master plan of global Saemaul Undong, in the 25th Session of the International Development Cooperation Committee (chaired by Prime Minister) on May 3rd, 2016.

□ Significance of international development cooperation and rural development

<Development of income sources for rural areas in developing countries>

- In developing countries, agriculture is crucial to national growth in that the industry is twice to four times more effective in resolving poverty issues compared to other industries, and that an increase in the agricultural GDP by 1% enhances the income of the underprivileged by 30%. This is because the population engaged in the agricultural sector accounts for two thirds of the total population of such countries.
- Still, non-agricultural industries serve as important income sources in underdeveloped countries, taking up 30-50% of the total income (World Bank 2007, *Agriculture for Development*).
- In populous Southeast Asian countries and South Asian countries (Indonesia, Vietnam, Myanmar, Bangladesh, Pakistan, etc.) and several

African countries with a rapidly growing population, such as Nigeria, the opportunities for jobs and income in rural areas have been on the decline due to a growing number of population in such regions.

- In rural areas in India, the population of new labor force is growing by 1.5% (4 million people) every year, while in rural areas in Bangladesh, labor force increases by a million people each year.
- Such developing countries need rural development projects, including local-level small-scale infrastructure investment and plans for fostering agricultural companies, to increase job opportunities for rural residents.

<Improvement of basic needs in rural areas>

- According to the International Fund for Agricultural Development (IFAD), 70% of the world's population in poverty reside in rural areas (2010, Rural Poverty Report).
- The shortage of basic needs, including education, health and hygiene, and maternity protection, intensifies poverty issues in rural areas. For instance, the inadequate condition for education in rural areas leads to low educational background and insufficient skill of workers, followed by limited opportunities for them to find high-income jobs, which makes them earn less—the repetition of the vicious circle.
 - One out of four children in developing countries drop out of elementary school (UN, *2014 MDG Report*), and the period of education of rural residents is two to four years shorter than that of urban counterparts (World Bank 2012, *Global Monitoring Report*).
- The international community has suggested rural development in relation to agriculture and basic needs as one of the key challenges of the world, which is reflected in the SDGs (2016-2030) adopted after the expiration of the MDGs (2001-2015) (Goals 1, 2, 4, 6, 9, 12, 13,

14 and 15) (T. Y. Kim et al. 2016, “Outcome Assessment and Key Issues of SDGs in the Agricultural Sector,” 186th edition of *World Agriculture*).

☐ **Saemaul Undong and rural development in developing countries**

- Korean President Park suggested Saemaul Undong as a new rural development paradigm at the UN General Assembly and the government announced the Plan for Global Spread of Saemaul Undong because the country’s Saemaul Undong from the 1970s can be utilized as a development measure that developing countries can employ for their rural development. So the president and the Korean government announced their idea to use this approach in the field of development cooperation.
- Korea’s Saemaul Undong project is targeted at not only developing income sources for farm households, but also satisfying basic needs in rural areas, including the creation of new communities, repair of houses and kitchens, training for new community leaders, and other works related to living environments, welfare and spiritual enlightenment under the slogan, “Let’s work harder to be better off.” Therefore, this can be an exemplary case for economic and social development in developing countries.

2. Implementation of Saemaul Undong ODA Policies

☐ Increased attention to Saemaul Undong around the globe

- As the attention of developing countries to Saemaul Undong has grown since the 1990s and the demand for relevant training programs has particularly been on the rise in recent years, a total of 5,009 non-Koreans came to Korea and completed the Saemaul Undong-related programs from 2011 to 2015. Also, about 50 countries made official requests to Korea for transferring the approach of Saemaul Undong (Ministries of the Korean Government 2016, *The Plan for Global Spread of Saemaul Undong*).
- Thanks to the trainees who completed Saemaul Undong-related training programs and activities of Korean NGOs, a variety of relevant organizations have been founded around the world, including Mongolia, DR Congo, Nepal and Uganda (G. W. Lee 2013, “Outcome and Implementation Strategy of Global Saemaul Undong,” Speech at 2013 Saemaul Globalization Forum).
- Vietnam has implemented several projects, including the New Rural Development Programme and the National Target Program on New Rural Development, by benchmarking Saemaul Undong.
 - It is controversial, but the National Target Program on New Rural Development (NTP-NRD) in Vietnam is said to have been designed by benchmarking Saemaul Undong (S. W. Park 2016, “Global Saemaul Undong,” Presentation Materials for the 4th KREI Seminar).
- In 2014, Cambodian Prime Minister Hun Sen organized the work group led by the Minister of Rural Development.

- He created the work group for preparation, coordination and implementation of rural development policies in the form of Saemaul Undong, with the participation of several ministries including the Ministry of Economy and Finance (Royal Government of Cambodia 2014, *Decision: Establishment of Workgroup to Prepare, Coordinate, and Implement the Rural Development Policy with Saemaul Undong's Approach*, No. 57 SSR).
 - Based on the combination of global interest in Saemaul Undong and the passion of the Korean government for transferring the approach as the core contents for rural development ODA to developing countries, the Prime Minister's Office released the Basic Plan for Saemaul Undong ODA Projects in May 2011.
 - The pilot Saemaul ODA projects have been implemented in phases in several recipient countries, including Laos, Rwanda and Myanmar (leader training programs → small-scale projects).
 - Meanwhile, following the keynote address of President Park at the UN General Assembly, the Korean government announced the Plan for Global Spread of Saemaul Undong on May 3rd, 2016.
- ☐ **Major contents of the Plan for Global Spread of Saemaul Undong (May 2016)**
- The plan illustrates the background and current status and presents five key challenges for disseminating Saemaul Undong around the world.
 - (Background) After the UN General Assembly in September 2015, the Office for Government Policy Coordination took the initiative of running the task force between relevant institutions under the follow-up instruction from Prime Minister and came up with the outcome,

problems and improvement measures of Saemaul Undong ODA projects based on the joint expert research.

- (Current situation of Saemaul Undong ODA) Since the 2000s, a range of Saemaul ODA projects have been carried out in various methods, including consulting and invitational training programs, as part of the efforts for transferring our experiences in development. Since 2010, such projects have been implemented in phases based on the Basic Plan for Saemaul Undong ODA Projects, designed by the Prime Minister's Office.
- As of 2015, the Saemaul Undong ODA projects implemented by five institutions are valued at KRW 60.1 billion in total, accounting for about 2.5% of the total ODA projects of the country (KRW 2.3782 trillion).

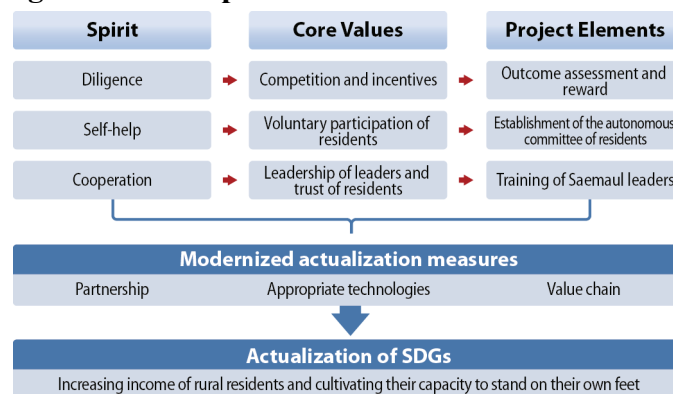
Table 1. Scale of Saemaul Undong ODA Projects

(Unit: KRW 100 million)

Ministry		Project Title	2011	2012	2013	2014	2015
Total budget of central government departments (government expenditure)			253	306	395	413	547
Government expenditure	MOI	Support for the National Agricultural Cooperative Federation	12	20	21	25	25
	MOFA	Financial support for KOICA	180	225	294	322	449
	MAFRA	International agricultural cooperation	61	61	64	62	58
	RDA	Overseas agricultural technology development	-	-	-	-	15
	MOSF	Financial support for AfDB, etc.	-	-	12	-	-
Local government expenditure (Gyeongsangbuk-do)		Financial support for the Saemaul Globalization Foundation	28	38	43	37	54

- (Key Challenge 1: Clarification of the concept of Saemaul Undong ODA) The concept of Saemaul Undong ODA, including core values, project elements and goals, should be clearly defined, and based on the result, the statistics related to Saemaul Undong ODA will be reorganized with the establishment of the assessment indicators.
- In addition to the three spirits of Saemaul Undong—diligence, self-help and cooperation, i) competition and incentives, ii) voluntary participation of residents, and iii) leadership of leaders and trust of residents will be set as the three core values.
 - The elements of Saemaul Undong ODA projects should include i) outcome assessment and reward, ii) creation of autonomous organization of residents, and iii) training of leaders of Saemaul Undong. The projects are included in statistics only when these conditions are met.
 - When projects are carried out by recipient countries, modern elements—including i) public-private cooperation, ii) appropriate technologies, and iii) value chain—should be reflected to modernize Saemaul Undong.
 - These are means for accomplishing the fundamental goals of the projects—increasing income of local residents and nurturing their capacity to stand on their own feet, which are also consistent with the SDGs of the UN.

Figure 1. Concept Framework of Saemaul Undong



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- (Key Challenge 2: Establishment of country-specific customized strategies) Considering the willingness of recipient countries, demands for development, the current stage of development, and our capacity of support, recipient countries are classified into Group A, B and C, and customized methods are provided to each group. Priorities and implementation strategies are determined based on the current condition of recipient countries. The Korean government will also continue to support the advancement of the Saemaul Undong governance to spread it nationwide in recipient countries.

**Table 2. Country-Specific Customized Implementation Strategies
Considering Demands for Development**

Category	Recipient Country	Implementation Strategy
Group A	Rwanda, Vietnam, Ethiopia, Ghana, Senegal, Nepal, Uganda, Laos, Myanmar, Cambodia (10 countries)	Integrated package project, the expansion of the scale of project across the nation, integrated consulting
Group B	Sri Lanka, Kenya, South Africa, Mozambique, Pakistan, Tanzania, Kyrgyzstan, Papua New Guinea, Cameroon, East Timor, Afghanistan (11 countries)	Small-scale pilot project in villages
Group C	Malawi, Nigeria, Solomon Islands, Burundi, DR Congo, Zimbabwe, the Philippines, Ecuador, Paraguay, Colombia (10 countries)	Invitational training and education programs

- (Key Challenge 3: Improvement of the procedures and methods of projects) The standard procedures of Saemaul Undong ODA projects should be established, regarding projects for pilot villages, income expansion, living condition improvement, invitational training programs, and dispatch of experts and volunteers, and the standards will be shared with relevant institutions.

Table 3. Standard Procedures of Saemaul Undong ODA Projects

Category	Major Contents
Pilot village	Essentially applying the projects related to the core values of Saemaul Undong, including microfinance and improvement of capacity of leaders and residents
Income expansion and living condition improvement	Letting residents autonomously make decisions and providing incentives based on the evaluation of each pilot village
Invitational training program	Providing differentiated programs for each target in recipient countries, including central and local government officials and village leaders
Dispatch of experts and volunteers	Selecting human resources to dispatch, who are qualified for each purpose, including consulting for village projects and transferring farming techniques

- (Key Challenge 4: Improvement of the implementation system and efficient allocation of roles) The Saemaul Subcommittee, consisting of the members from both public and private sectors, should be newly established under the International Development Cooperation Committee, with a new work group consisting of officials of the relevant government institutions to improve cooperation and efficiency. The roles need to be allocated to each institution and department, and the procedures for preliminary discussion should be established to avoid overlapped contents or any confusion between projects.
- (Pilot village project) It is necessary to select target villages in a recipient country based on preliminary discussion with diplomatic offices. The implementation plans should be designed through discussion with the MOFA for package projects at the national level, and with the MOI for small-scale village projects.
 - (Invitational training program) The MOI manages invitational training programs, establishes the Basic Plan for Integrated Saemaul Training, and designs the standard training materials and manuals.
 - (Dispatch of volunteer groups and others) The MOFA takes charge of handling works for dispatch of volunteers and cooperation with

international organizations. Cooperation projects with multilateral development banks are managed by the Ministry of Strategy and Finance (MOSF).

Figure 2. Status and Functions of Saemaul Subcommittee



- (Key Challenge 5: Reinforcement of partnership by expanding participation of stakeholders in the development process) It is crucial to consolidate the connection between credit assistance projects and grant aid projects and cooperation with companies, NGOs and international organizations.
 - In terms of credit assistance and grant aid projects, KOICA and EDCF jointly implement the Saemaul rural development projects in Laos and Cambodia starting from 2016.
 - Three public-private cooperative projects will be developed and implemented in connection with the Saemaul ODA projects led by KOICA. And five projects, including rural community training activities and post-management projects, will be implemented based on cooperation with NGOs.
 - The method of applying Saemaul Undong will be expanded and the brand of Saemaul Undong ODA will spread through joint research with various international organizations.

☐ Significance of the Plan for Global Spread of Saemaul Undong

- The plan has a huge significance in that it has set the standard model by presenting the criteria of Saemaul Undong ODA projects, which used to lack coherence in concepts and methodologies due to the fragmented implementation by several departments and institutions in the past.
 - Any projects that are not consistent with the concept system, which requires to actualize the three core values and include the three project elements, cannot be classified as a Saemaul Undong ODA project.
- Aside from the existing 24 key partner countries set in the 2nd Basic Plan for International Development Cooperation, demands for development based on Saemaul Undong will be newly considered and country-specific implementation strategies will be established. And accordingly, roles and responsibilities will be allocated to each government department for efficient implementation of projects.
 - Based on the degree of cooperation of recipient countries, demands for development, and preparation level of the Korean government, recipient nations will be classified into three groups with differentiated implementation strategies.
 - Under the coordination of the Office for Government Policy Coordination, large-scale projects will be handled by the MOFA, while small-scale village projects, invitational training programs, and preparation of teaching materials and manuals will be managed by the MOI.
- The Saemaul Subcommittee and its secretariat, separately established under the International Development Cooperation Committee, will be in charge of systematic implementation, monitoring, assessment and coordination of Saemaul Undong ODA projects.

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- The subcommittee is responsible for establishing the Saemaul Undong ODA Implementation Plan, apart from the annual ODA implementation plan, and notifying it to the MOFA and MOSF.
 - The public-private cooperative research group should be organized with officials and experts in academia to support the secretariat, conducting medium- and long-term assessment and research.

3. Trend of Implementation of Rural Development-Related International Cooperation Projects in Korea

- Around 2010, South Korea went through several important turning points in the field of ODA, joining the OECD/DAC (2009), enacting the Framework Act of International Development Cooperation (2009), establishing the 1st Basic Plan for International Development Cooperation (2010), and hosting the 4th High Level Forum on Aid Effectiveness in Busan (HLF-4, 2011).
- Also in 2015, internal and external conditions around the country regarding development assistance have changed, including the establishment of the 2nd Basic Plan for International Development Cooperation, the adjustment of key partner countries, the membership of the International Aid Transparency Initiative (IATI), and the announcement of four ideas for development cooperation, that of SDGs, and the establishment of the New Climate Regime.
- Meanwhile, the ODA-related budget of the Korean government takes up 0.16% of the total GNI (as of 2016), which is far less than the global standard of 0.7%. But the growth rate of the budget is the highest among the OECD/DAC member countries (an annual average of 12% from 2010 to 2014, when that of DAC members is 1.2%) (Ministries of the Korean Government, 2015, The 2nd Basic Plan for International Development Cooperation).

☐ Progress of ODA projects for rural development

- The agricultural and rural development sector accounts for 9.2% in the total ODA projects in Korea. The field of rural development alone takes up 1.9% (as of 2014) and its proportion is on the rise.

Table 4. Bilateral Assistance for Agricultural, Forestry and Rural Development in Korea (Based on Net Disbursement)

(Unit: USD million)

Category	2006	2007	2008	2009	2010	2011	2012	2013	2014
Total	376.06	490.52	539.22	581.1	900.63	989.57	1,183.17	1,309.58	1,395.77
Agriculture & Forestry	23.04	28.25	47.19	35.2	44.98	52.31	67.74	95.09	102.5
%	6.1	5.8	8.8	6.1	5.0	5.3	5.7	7.3	7.3
Rural Development	1.34	4.79	4.41	6.47	12.65	13.04	14.97	19.56	26.07
%	0.4	1.0	0.8	1.1	1.4	1.3	1.3	1.5	1.9

Source: EDCF ODA Statistics Search System.

- The international cooperation projects in the agricultural sector, carried out by KOICA, a grant aid organization in Korea, and MAFRA, show that a majority of support target fields are related to rural development.
 - 81 (30%) out of 267 support projects conducted by KOICA in the agricultural and rural development sector from 2006 to 2011 and 15 (21%) out of 71 projects of MAFRA are related to rural development (local development and non-farm income included) (Heo Jang et al. 2012, *Assessment of ODA in Agricultural, Forestry and Fisheries Sectors*).
- Rural development projects are implemented mainly in the form of integrated rural development. This means that various subcategory projects related to income, infrastructure, health and medical service, education, social welfare and social organizations are conducted in an integrated way.
 - According to the analysis of the 18 rural development projects conducted by KOICA and MAFRA between 2006 and 2011, supports were focused on farm income expansion (demonstration field, seed dissemination, etc.), infrastructure (water resources for

agricultural purposes, village roads, etc.), and school facilities and equipment (Heo Jang et al. 2013, *A Study on the Cooperation Model and Strategy for Rural Development of Developing Countries*).

□ **Progress of international development cooperation projects by major institutions**

- The ongoing Saemaul Undong-related projects by KOICA include Saemaul Undong projects, cultivation of human resources in developing countries, and cooperation with Saemaul-related institutions, civil society and international community (Rural & Agricultural Development Team at KOICA, 2014, “KOICA's Saemaul Undong Implementation Strategies and Agricultural, Forestry and Fisheries Sectors”).
 - About 7.6% (KRW 48 billion) of the total budget of KOICA in 2016 (KRW 628.8 billion) has been allocated to Saemaul Undong projects, an increase by 4.5% (KRW 24.2 billion) from 2013.
 - Invitational training programs have been carried out for fostering human resources in developing countries, including the master's courses, high-level official courses, and actual work skill courses.
 - The organization has conducted various projects in cooperation with Saemaul-related institutions, including the provincial government of Gyeongsangbuk-do, Korea Saemaul Undong Center and relevant colleges.
 - KOICA also supports CSR activities⁴⁾ of companies to expand the participation of Korean enterprises in Saemaul Undong, and tries to make an ODA model of Saemaul Undong by cooperating with international organizations, including the Saemaul Zero-Hunger

4) The examples of cooperation include the POSCO-Korea Food for the Hungry International Saemaul Undong Project in Mozambique, the LG-World Together Saemaul Project in Ethiopia, and the CJ-Yeungnam University Saemaul Undong Project in Ninh Thuan Province in Vietnam.

Community of WFP, the Global Saemaul Initiative of UNDP, and the Millenium Village of Millenium Promise.

Table 5. Budget of KOICA for Saemaul Undong

(Unit: KRW 0.1 billion)

Category	2013	2014	2015	2016
Total Budget of KOICA	5,412.7	6,064.9	6,476.1	6,288.6
Saemaul Undong projects	241.6	314.7	421.3	480.3
Proportion in the total budget	4.5%	5.2%	6.5%	7.6%

Source: J. H. Jeong (2016), "Implementation and Cases of Global Saemaul Undong of KOICA," Presentation Materials at Spring Academic Conference of the Korean Society of International Agriculture.

○ RDA conducts the KOPIA Pilot Village Project in connection with the Korea Program on International Agriculture (KOPIA) centers, established in 20 developing countries around the world for the purpose of developing and transferring agricultural technologies, and carries out Saemaul Undong ODA projects by applying the approaches of Saemaul Undong to these village projects.

- Now technology development projects focusing on chicken, rice and onion are implemented in Cambodia, the Philippines and Sri Lanka, and the elements of Saemaul Undong including education and leader training programs are added.
- The expected effects include improved effectiveness of cooperation between institutions and projects by employing Saemaul Undong in agricultural technology development projects in developing countries, and the establishment of a successful model for integrated rural development cooperation.

Table 6. Implementation System of KOPIA Pilot Village Project for Agricultural Technology Development

Year	Contents of Project
Year 1	<ul style="list-style-type: none"> ○ Establishing detailed implementation plans, selecting target villages and signing contracts ○ Providing Saemaul Undong education programs and nurturing local leaders ○ Providing integrated farming technique training programs in connection with Saemaul Undong, and applying proved techniques of KOPIA
Year 2	<ul style="list-style-type: none"> ○ Applying proved techniques of KOPIA at the level of village or region, and dispatching experts to teach agricultural techniques ○ Promoting projects with participation of farm households under the lead of local leaders nurtured by training programs at home and abroad ○ Implementing package training programs in connection with Saemaul Undong (by inviting participants to Korea or conducting programs in recipient countries)
Year 3	<ul style="list-style-type: none"> ○ Supporting technologies customized to each field, including cultivation management, post-harvest management, distribution and business management ○ Conducting the assessment of projects focusing on local Saemaul leaders and participating farm households, and supporting the improvement of the foundation for self-reliance

Source: W. M. Lee et al. (2016), "Cases of KOPIA Pilot Village in Asian Countries," Presentation Materials at Spring Academic Conference of the Korean Society of International Agriculture.

- Since the provincial government of Gyeongsangbuk-do conducted the training programs in Korea and the recipient countries in 2005, it has implemented the Saemaul Globalization Project, including the creation of pilot villages, Saemaul-related research and consulting.
 - The Saemaul Globalization Project is aimed at i) establishing the cooperative system among administrative institutions in the province, organizations specialized in technology and education, and private companies, ii) improving the sense of ownership and capacity for self-reliance, iii) increasing the effectiveness and sustainability of projects based on local governance, and iv) localizing Saemaul Undong through the local Saemaul Undong research institutes.

- The Saemaul Globalization Foundation, established within the province, makes plans for, operates and manages projects, with technical support by the Gyeongsangbuk-do Agricultural Research & Extension Services, assistance from the private and public sectors including 23 cities and counties, local centers of the National Agricultural Cooperative Federation, POSCO and Daegu Bank, and education and training programs at Saemaul Academy at Kyungwoon University.

Table 7. Major Contents of Saemaul Globalization Projects by Gyeongsangbuk-do

Category	Overview	Outcome
Creation of Saemaul pilot villages	<ul style="list-style-type: none"> ○ Operating the project for five years for each village, and dispatching volunteers ○ Nurturing Saemaul community groups, promoting spiritual enlightenment, improving living conditions, and increasing income 	<ul style="list-style-type: none"> ○ Starting from Africa in 2010 (Rwanda, Ethiopia, Tanzania) ○ Expanding to Asian countries in 2013 ○ Operating projects in 27 villages in 9 countries as of 2016 ○ Dispatched 418 volunteers as Saemaul leaders
Saemaul training programs (in Korea or in recipient countries)	<ul style="list-style-type: none"> ○ Conducting 1- to 12-week programs for public officials, residents and international students ○ Theory of Saemaul Undong, on-site cases, agricultural techniques and on-the-job training 	<ul style="list-style-type: none"> ○ Starting from two countries in 2005 (China, Vietnam) ○ 4,297 trainees from 86 countries completed the programs as of the end of 2015. ○ The training program in recipient countries started from 2014; the programs are conducted in two or three countries every year.
Establishment and operation of Saemaul Undong Research Institutes	<ul style="list-style-type: none"> ○ Cooperating with relevant institutions in recipient countries ○ Research on local policies, academic events, consulting service for pilot villages, etc. 	<ul style="list-style-type: none"> ○ Two locations in 2015 (Indonesia, Senegal) ○ Three more locations to be founded in 2016 (Vietnam, Kyrgyzstan, Ethiopia) ○ 1 location is expected to be established in 2017 (in a Latin American country)

Source: G. H. Hwangbo (2016), "Gyeongsangbuk-do's Saemaul Pilot Village Project in Musimba, Rwanda," Presentation Materials at Spring Academic Conference of the Korean Society of International Agriculture.

4. Approaches of Saemaul Undong for Rural Development in Developing Countries

☐ **Need to abstractively outline the concept, principles, and detailed methodologies of Saemaul Undong to define the Saemaul Rural Development Approach**

- Saemaul Undong is a type of phenomenon that occurred in the 1970s in Korea, so when this approach is applied to today's development cooperation projects for developing countries, it should be localized and adapted to the current situation. Unlike the Korean society four decades ago, we now live in the globalization era, so development assistance should be customized to each region, country and area with consideration for differences.
- To this end, it is crucial to abstractively outline the concept and methodologies of Saemaul Undong first and establish its identity as a rural development strategy. In other words, the core values that can be applied beyond time and space to some degree and differentiated from other rural development strategies should be derived and set as the standard.
 - The approach of Saemaul Undong should be distinct from other similar rural development theories and cases at home and abroad, such as community-driven development, integrated rural development, and village creation (村づくり).
 - The three core values specified in the Plan for Global Spread of Saemaul Undong can serve as promising standards. It is essential to establish the indicators to conceptualize, measure and verify these standards in an academic method.

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- It should be defined as Saemaul Rural Development Approach or SRD Approach, as one of rural development strategies, not a type of movement or campaign for political mobilization.

□ Measures to apply the approach to each recipient country for localization

- It is necessary to build the cooperative system with project sites in recipient countries to develop subcategory projects based on the characteristics and demands for development of each country and region. And the Saemaul rural development approach for ODA should be a differentiated one, not another common type of international aid, by implementing projects under the lead of local residents.
 - The local governance, including village leaders and local government public officials, can be utilized to decide subcategory projects and actualize their potential capacity.
 - In the case of Saemaul Undong in Korea, the government supported 51% of the budget while the rest 49% was covered by investment of local residents in the form of contribution or labor cost. Residents also continued to invest in carrying out projects needed in their villages, raising funds on their own by mandatorily utilizing 50% of the profit obtained by existing or new Saemaul projects and developing income sources (D. H. Han et al. 2013, *2012 Economic Development Experience Modularization Project: Roles and Activities of Community Leaders*).
- In developing countries, each region can be in a different situation according to economic and social conditions, development stage and demands for development even in the same country. Therefore, it is desirable to establish a cooperation strategy specifically designed for each region, rather than setting a single model for the whole country.

- Moreover, the projects should be conducted based on deep understanding and voluntary participation of local residents to actualize their potential capacity, avoiding the existing grant aid type of project that requires tens of billions of won. To this end, cooperation projects should help increase the awareness of development.

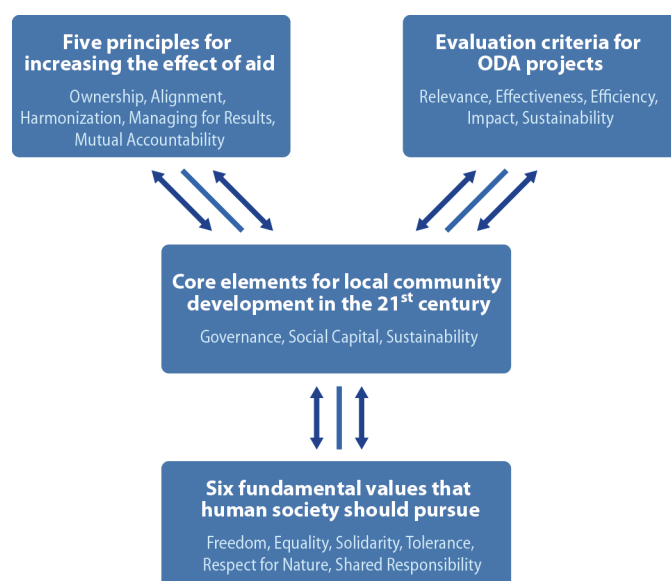
□ Connection with SDGs and other international regulations to adapt the approach to the current conditions

- Today's international development cooperation standards require each type of projects to contribute to accomplishing the SDGs announced by the UN in September 2015.
 - The SDGs are comprised of 17 Goals and 169 Targets in the sectors of economy, society, environment and peace. Not only developing countries but also all UN member countries are encouraged to achieve these goals and targets.
- To promote Saemaul Undong as a cooperation project strategy for rural development in developing countries under today's development cooperation paradigm, it is needed to confirm that the approach of Saemaul Undong has sufficient elements to contribute to accomplishing the SDGs, and connect this feature with actual projects.
 - For instance, the approach of Saemaul Undong can be utilized to achieve Target 1.2 (By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions), Target 2.3 (Double the agricultural productivity and incomes of small-scale food producers and family farmers), and Target 6.1 (By 2030, achieve universal and equitable access to safe and affordable drinking water for all).
- Furthermore, efforts should be made to prove that the Saemaul Undong approach is consistent with ODA-related international regulations,

including the five principles of the Paris Declaration on Aid Effectiveness (2005) and the five OECD/DAC evaluation criteria on ODA projects.

- Five principles of the Paris Declaration on Aid Effectiveness: Ownership, alignment, harmonization, managing for results, and mutual accountability
- OECD/DAC evaluation criteria: Relevance, effectiveness, efficiency, impact, and sustainability
- It is crucial to seek and prove the usefulness of the approach of Saemaul Undong for rural development, regarding core concepts for local community development in the 21st century, including governance, social capital and sustainability, and fundamental values that should be contemporarily pursued by human society.

Figure 3. Suitability of Saemaul Undong as an ODA Project Strategy



Source: J. G. So et al. (2011), *A Study on Implementation Measures for Saemaul Undong ODA Pilot Projects*.

KREI Agricultural Policy Focus No. 124

Global Spread of Saemaul Undong for Rural
Development in Developing Countries

Registration No. 6-0007 (May 25, 1979)

Printed May 19, 2016

Published May 19, 2016

Publisher Choi Seikyun

Editorial Board Choi Jihyeon, Woo Byungjoon,
Kim Soosuk, Kim Yonglyoul,
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Printed by The Disabled's Products Sales Support
Association

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ISBN: 978-89-6013-923-7 93520

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