



***Saemaul Movement* and
Korea's Social and Economic Transformation**

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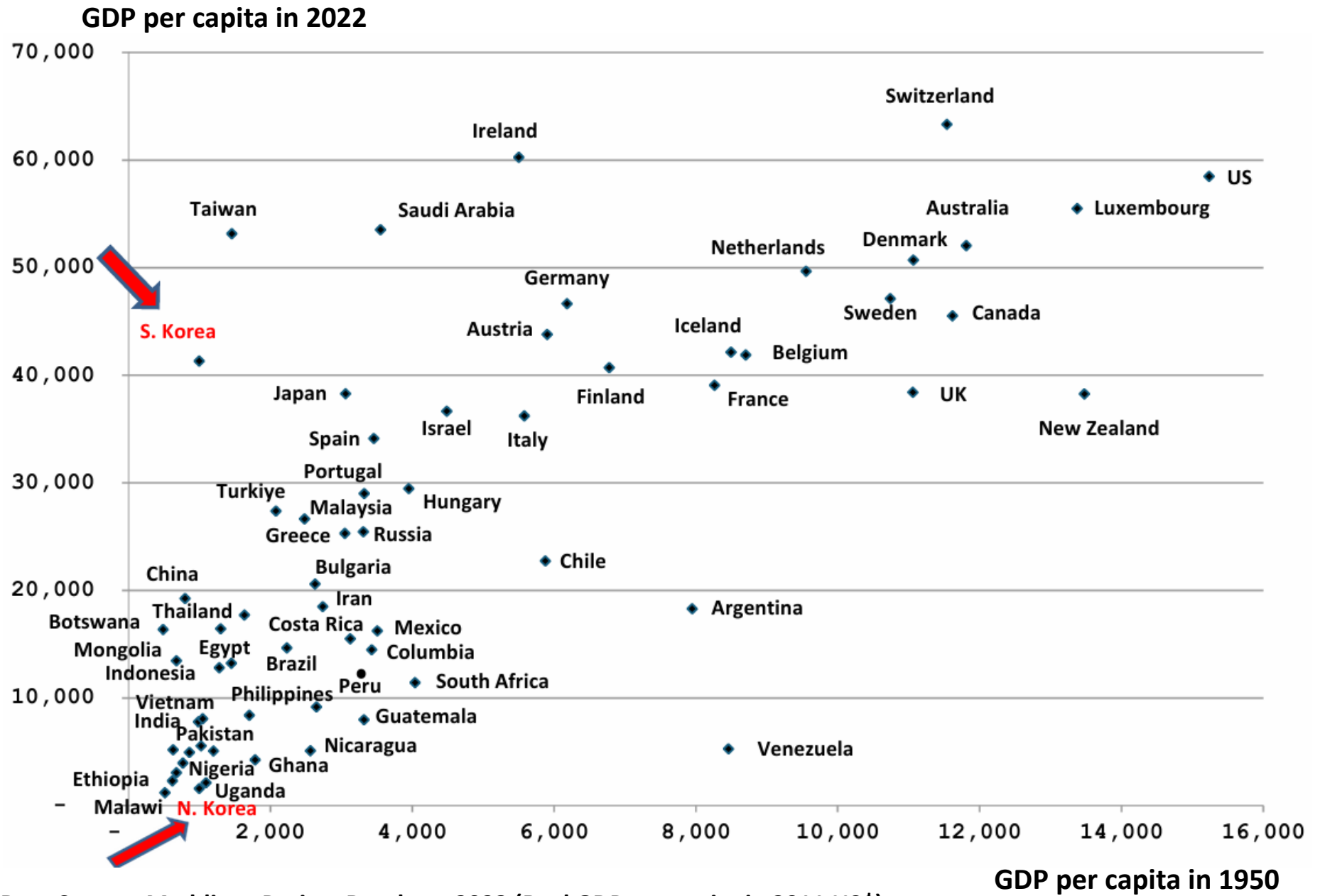
1. How Korean farmers were motivated to participate in *Saemaul Undong*?

- 1.1 Conditional, merit-based government support
- 1.2 Dedicated village leaders
- 1.3 Governance reform through state-community partnership

2. Implications

※ In 2013, *Saemaul Movement* was registered at ***Memory of the World, UNESCO.***

International Comparison: Per capita income (1950, 2022) ¹



Data Source: Maddison Project Database 2023 (Real GDP per capita in 2011 US\$)

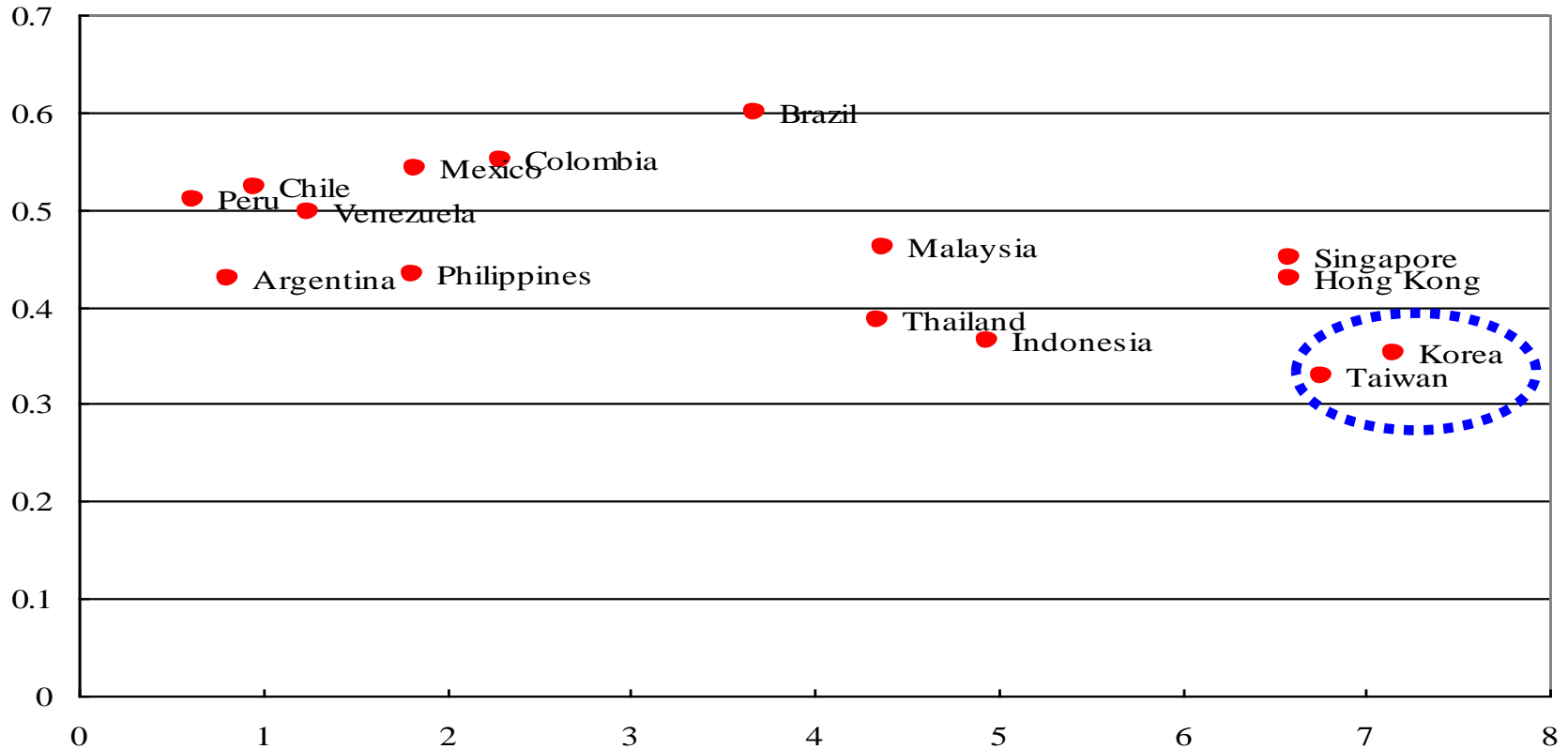
□ Korea's rapid and *broad-based* development



Korea's “**shared growth**” cited as one of few countries that grew rapidly with relatively **low income inequality**.

<Gini coefficient and GDP per capita growth rate: 1965-1990>

Gini coefficient



Source: East Asian Miracle (1992)

Per capita GDP growth rate (%)



1. How Korean farmers were motivated to participate in *Saemaul Undong*?

1.1 Conditional, merit-based government support

□ Spirit of *Saemaul* Movement

Saemaul (New Village) ***Movement*** was critical in not only improving income and living standards of rural areas but also changing *belief system* and *social capital*.

- It was a grass-root *community-based* movement based on principles of ***self-help, diligence and cooperation***.

Government “helped those that helped themselves”

- **Merit-based approach** on rewarding **performance** : Government material support (cements, steel wires, and electricity) were given only to the **self-help villages** through the evaluation.

⇒ Clear rules and incentives for village development.

<Box> Conditional, Merit-based Approach (1/3)

Performance-based approach that rewards **collective and cooperative** action through competition

- In the first year of *Saemaul* Movement in 1970, a total of 33,267 all villages were given **336 bags** of **cement** for free.
 - ※ 2 Requirements: ① The cements to be used only for **community projects** such as roads, bridges, sanitation facilities, etc. that **benefited everyone**. ② **Villagers decide** on their **own** on what kind of *community projects* to do with cement.
 - ⇒ The *Saemaul* Movement was designed and promoted from the beginning to inspire a spirit of **cooperation**.
- Under the **performance-based** approach, only successful villages were rewarded with **material support**.
 - * One year later in 1971, through the evaluation, only **16,600** villages (**49.9%** of total villages) with good evaluation could continue to receive additional gov't support (more cement and steel wires).
- **Those (16,667 villages) who failed** to show positive results were **excluded** from gov't support in the following year. Those villages could not meet the criteria for support due to either 1) using cement for **personal** project or 2) **not using** cement at all.

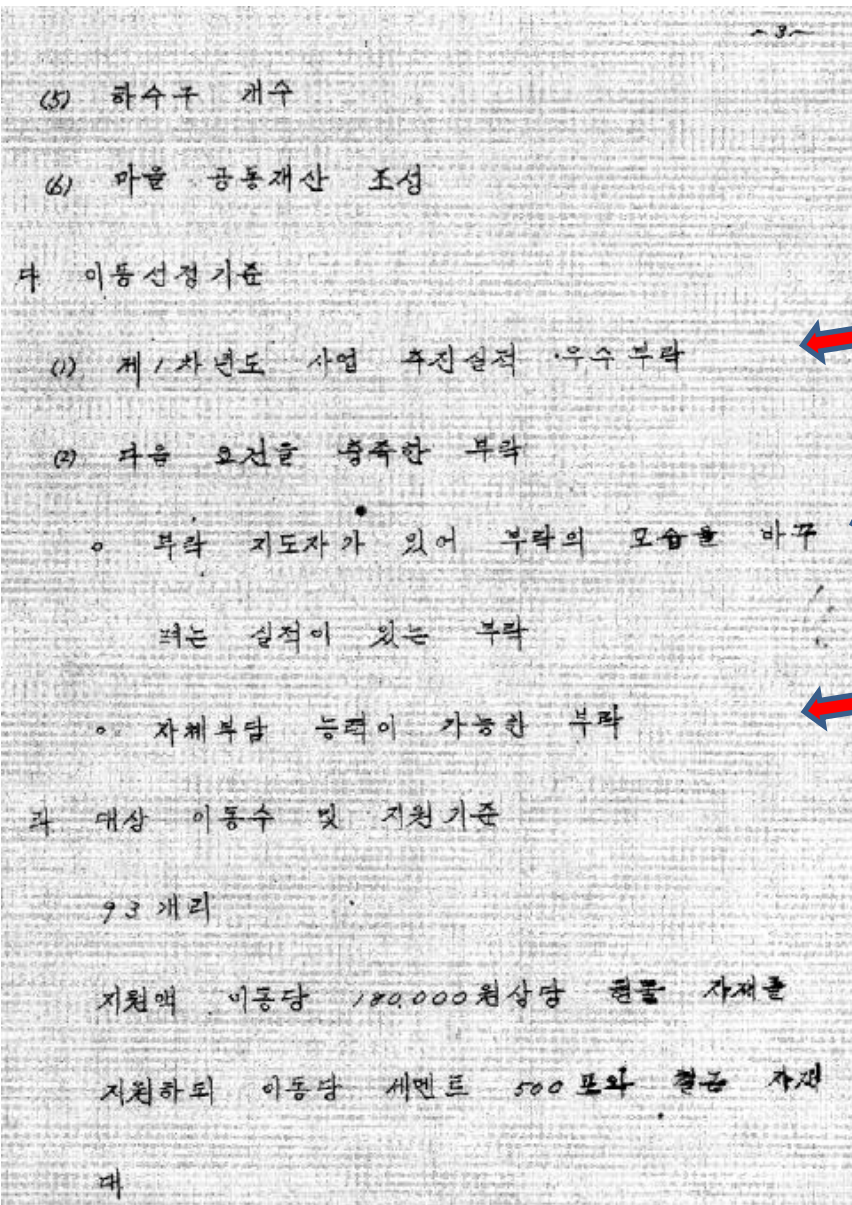
<President Park's remark at the METRM
(Monthly Economic Trends and Report Meeting) in April 1972>

*“If the gov’t supports the Saemaul projects that villagers **themselves** are **willing to undertake**, rather than just handing out money for rural development, the results will be much more **effective** and **cost-efficient**.*

*This way, villagers feel more **ownership**, which can boost their morale and motivate them to work even harder. That’s how I see it.”*

“새마을운동 하는데 그 부락에다 정부가 돈을 자꾸 대줄 것이 아니라 그 부락사람들이 하겠다는 사업에다가 이왕 정부가 가지고 있는 예산, 또 사업계획을 우선적으로 돌려서 해 주면, 다른데 하기 싫어서 질질 끄는 그런 부락에 하는 것 보다는 몇 배나 효과적으로 되고 예산도 절약이 된다, 또 그렇게 함으로써 그 부락 주민들이 사기가 올라가서 더 일을 열심히 한다. 나는 이런 생각이 듭니다.” (월간경제동향보고회의 녹취록, 1972년 4월)

<Box> A Saemaul Project plan in Yongin County in 1971



Han Do-hyun (2013)

What were the 2nd-year **conditions** for villages to get more *Saemaul* support?

- (1) Villages should show excellent **performance** in the first year.
- (2) villages should exhibit proven and reform minded **leaders** with a track record, and
- (3) villagers should be able to **finance** community projects on their **own**.

- In Yongin County, a total of **93** villages were eligible for receiving additional gov't material support in the 2nd-year (amounting to 180 thousand won or USD 450) which included **500 bags** of **cement** and **steel wire** per village.

How can one community inspire another?

“If they can do it, *we can do* it too.”

- Out of 16,667 failed villages in the first year, **6,108 villages** showed improvement **on their own efforts** in the second year.
 - * After *seeing* the benefits in other villages, 6,108 villages that didn't receive gov't support in the second year went ahead and made community improvements using their **own** funds.
 - For example, a village in Jeju Island (South Jeju County, **Sinpoong Ri**), that was not selected for *Saemaul* support in the 2nd year, 53 villagers raised **6 million won on their own** (113 thousand won, or 280 USD per villager) to bring **electricity** to the village. The gov't, seeing this matched its rural electrification policy, added **7 million won**. The village became part of the *Saemaul* Movement.
- In the meantime, some failed villages rejected *Saemaul* Movement, expressing **criticism and refusing to cooperate**. Indeed, some villagers in failed villages in the first year even tried to **block** the government from providing material assistance to the successful villages...

<Box> Conditional, Merit-based Approach (3/3)

President Park's instruction at Monthly Economic Trends Report Meeting (METRM) in April 1972 with emphasis related with the **Electricity Supply Policy** linked to the performance of *Saemaul Movement*.

- ☞ *“When I see round the country, I find some villages which are doing the Saemaul Movement well, some which are not doing so well, and some which are **sleeping** as if they are not interested at all. I will encourage and support only the villages which are doing well now and help them to advance more.”*

(지금 전국을 다녀 보면, 새마을운동을 잘 하는 부락도 있고, 아직은 하고는 있는데 그다지 시원치 않은 부락도 있고, 어떤 데는 자기 부락하고는 전혀 관계 없는 것 처럼 아직도 잠자고 있는 부락이 많이 있습니다. 나는 지금 잘 하고 있는 부락에 대해 사기를 북돋아 주고, 뒤에서 뒷받침을 해 줘서, 이런 부락들이 모두 앞서 갈 수 있도록 정부는 뒷받침 해줘야겠다)

- ☞ *“I think electricity is the most urgent for the **modernization** of the agricultural villages. If electricity is installed in a highly motivated hard working villages, it will create several times more benefits than the government budget support. However, **if not, the villagers will play cards and gamble** or do other worthless things **under the electric lights**. So, the electricity should be installed preferentially at the villages which are successfully doing the Saemaul Movement”*

(농촌을 빨리 근대화하기 위해서, 내가 보니까 가장 급한 것이 전기입니다. 전기도 의욕적으로 일하는 부락에 넣어주면, 전기를 가설해 주는 데 드는 예산의 몇 배의 효과를 나타낼 수 있지만, 그렇지 않은 부락에 넣어주면, 전깃불 밑에서 화투나 치고 노름이나 하고 쓸데 없는 짓들을 하기 때문에 이런 부락보다는 새마을운동을 아주 성공적으로 잘 한 부락에 대하여 우선적으로 전기를 넣어 주어야 합니다) (월간경제동향보고회의 녹취록, 1972년 4월)

Village access road and power supply during *Saemaul Movement* ⁹



Public List of Land Donors

경지를 희사하신분들				
주소	성명	지번	지목	소요면적
土谷	朴春逢	335	밭	15평
오암	申海均	351	甸	30㎡
土谷	林國善	348	·	5㎡
土谷	朴春厚	354	·	5㎡
土谷	申鉉禹	356	·	10㎡
"	金允燮	404	"	20㎡
"	金英起	398	밭	30㎡

- Usually the first land donor was the wealthiest village member. After first donation, others followed and created virtuous cycle.
- *Saemaul Movement* fostered **social capital (trust)** and changed **beliefs**

For villagers who had never experienced electricity before, the **ceremony of turning on the lights** to celebrate the village's new power supply was a **historic moment**.

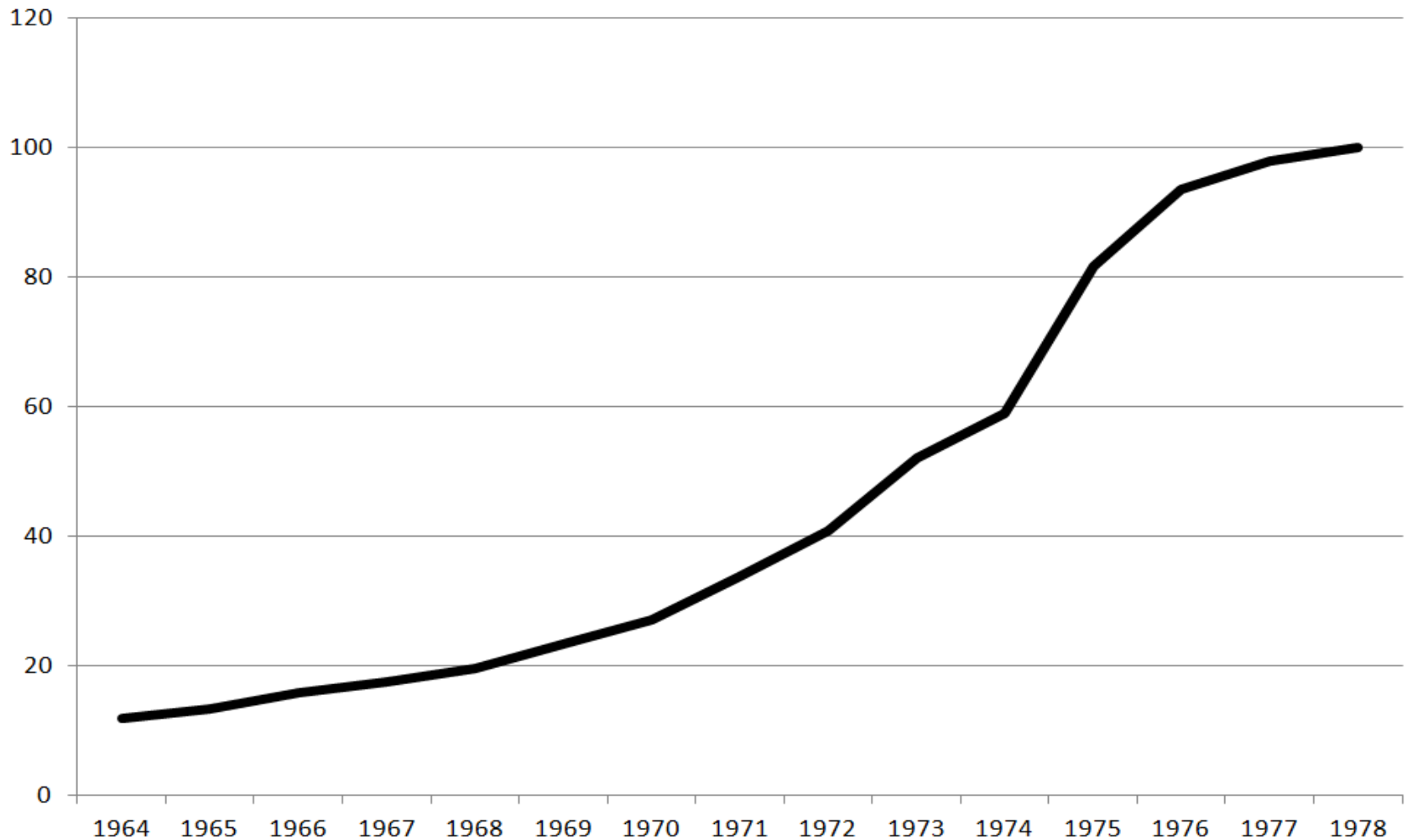


<Slogan of a ceremony of turning on the light>

'단결하여 뭉친보람,
우리마을 **밝아**졌다'

'For all our strength, united by a sense of **solidarity**,
our village is now **lightened**'

Rural Electrification Rate: 1964-1978 (%)



Government “helped those that helped themselves”
⇒ promoting **social cohesion** and leading to the **birth** of a
modern civil society in the country



**Nighttime Lights, Korean Peninsular
Satellite View, 2021**

□ Promoting self-reliance under the *Saemaul* Movement (1/2)

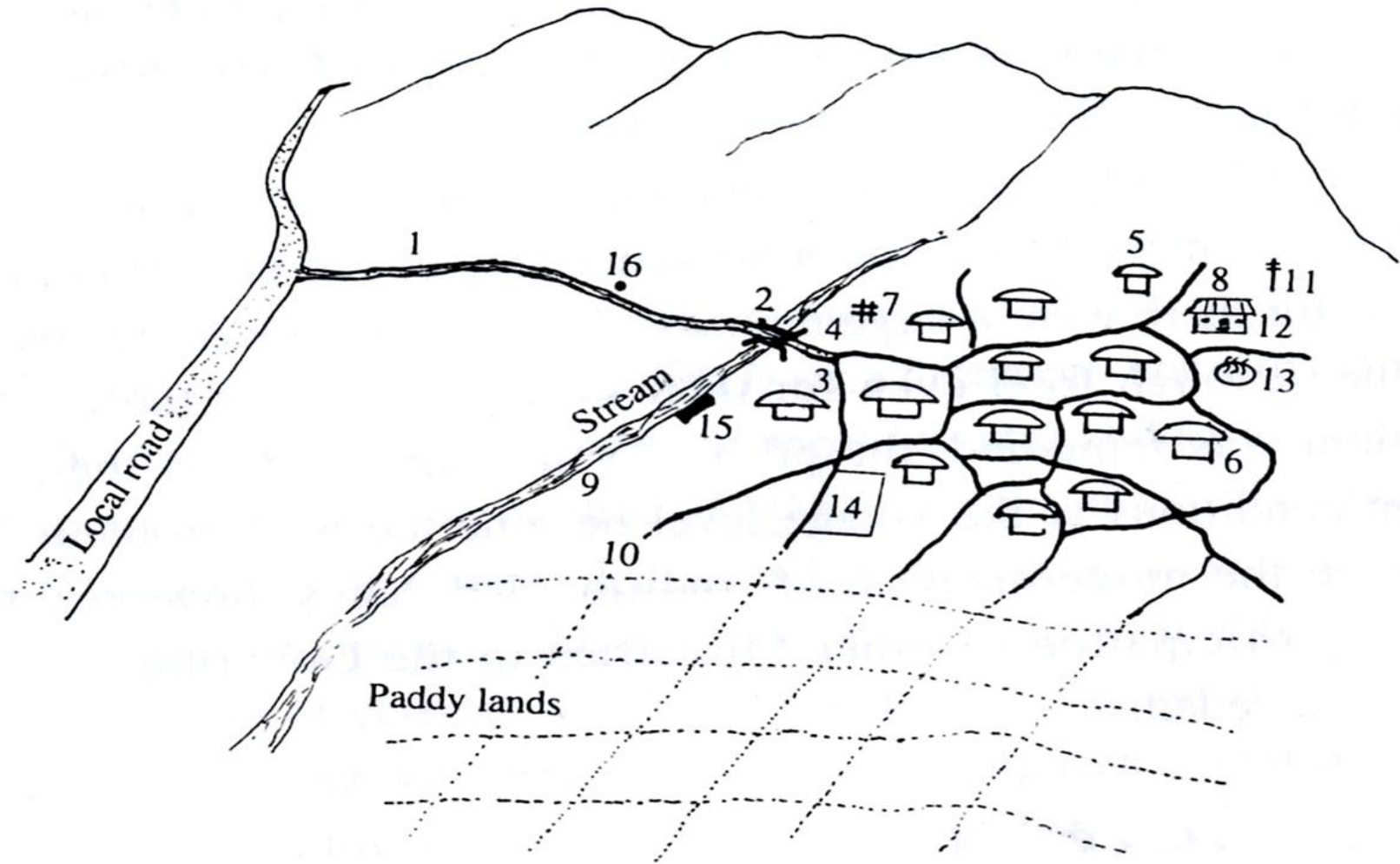
Since 1972, the gov't graded all the villages into **3 categories** based on the degree of *participation and outcome*. The gov't also set a *target* of increasing rural income per household by **3.3 times within 8 years** (420 thousand ⇒ 1.4 million Won).

- 3 grades of villages: 1) high-grade or **self-reliant** (자립) village, 2) medium-grade for **self-help** (자조) village, and 3) low-grade for **underperforming** (basic: 기초) village based on the degree of *participation* and *outcomes*.
- Village's performance was rated based on various *measurable* indicators. Villages that delivered development outcomes were **rewarded** with additional incentive.

Criteria for Classification of Villages

Project	Required Factors	
	Self-help Village (medium-grade)	Self-reliant Village (high-grade)
1. Farm Roads	• Completion of village roads	• Completion of main road
	• Construction of village access road	• Construction of bridges less than 20 meters
2. Housing Environment	• Roof renovation (지붕개량) for 70% of village houses	• Roof renovation for 80% of village houses
	• Improvement of sewage system	• Fence-remodeling for 80% of village houses
3. Farming Base	• Farmland irrigation (농지 수리율): over 70%	• Farmland irrigation : over 85%
	• Reclamation of streams in villages (마을내 細川 정비)	• Reclamation of streams surrounding villages (마을주변 세천 정비)
4. Cooperative Life	• Must have one or more of the following: village hall, warehouse , etc.	• Must have two or more of the following: village hall, warehouse, etc.
	• Total assets in village fund (마을기금) must be over 500,000 Won	• Total assets in village fund must be over 1 million Won
5. Income Projects	• Must have at least one community income creation project (공동소득사업)	• Creation of non-farming income project (농외 소득사업)
	• Average annual income per household: over 800,000 Won	• Average annual income per household: over 1.4 million Won

Saemaul Projects



1. Village access roads

2. Bridges

3. Village roads

4. Sewage system

5. Thatched roofs renovation

6. Old fence of farm house

7. Traditional Wells

8. Village hall

9. Banks of brook

10. Feeder roads

11. Rural electrification

12. Village owned telephone

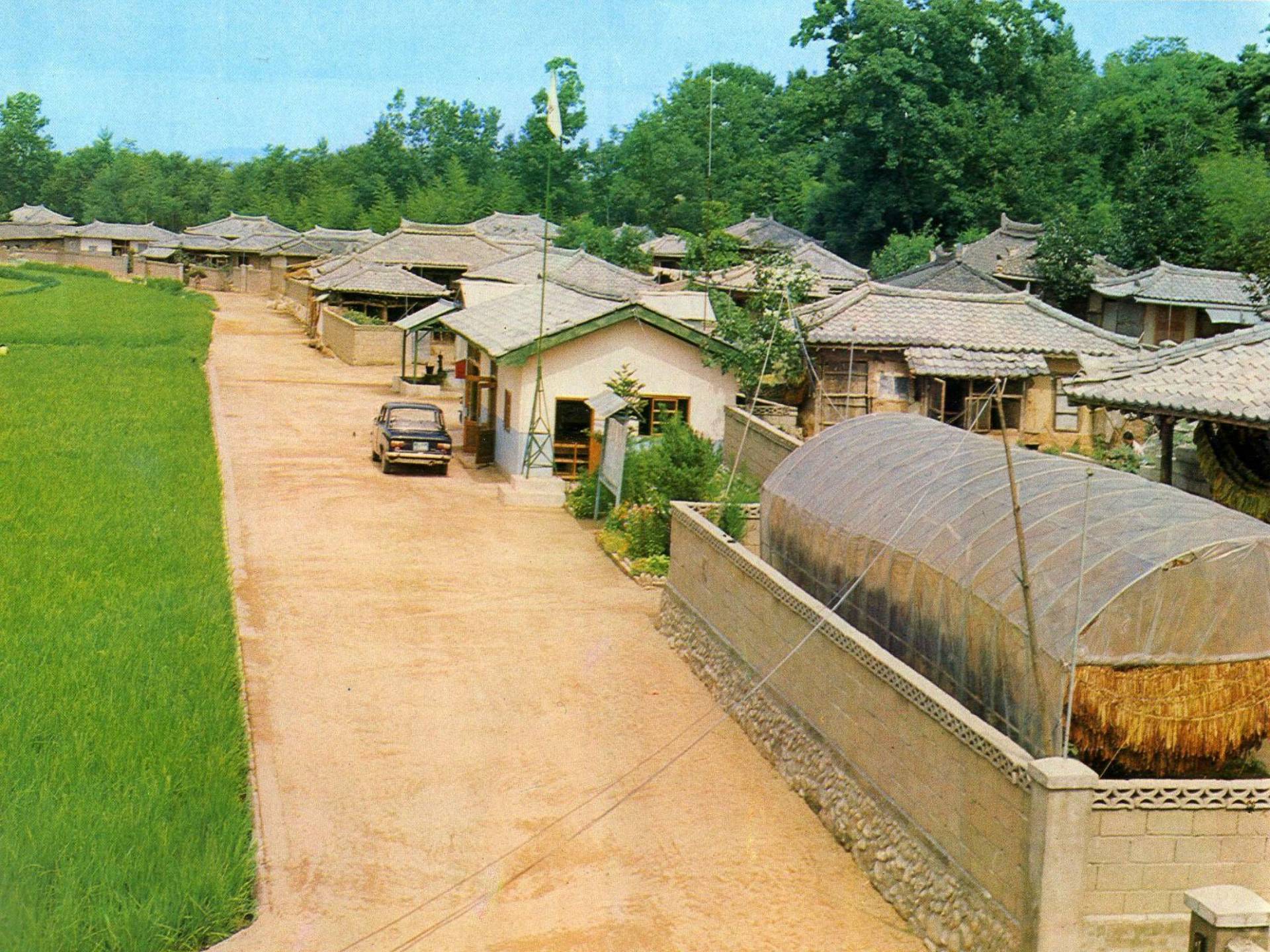
13. Village owned hot bath

14. Children's playground

15. Cloth washing place

16. Planting of trees/
Reforestation





thatched house









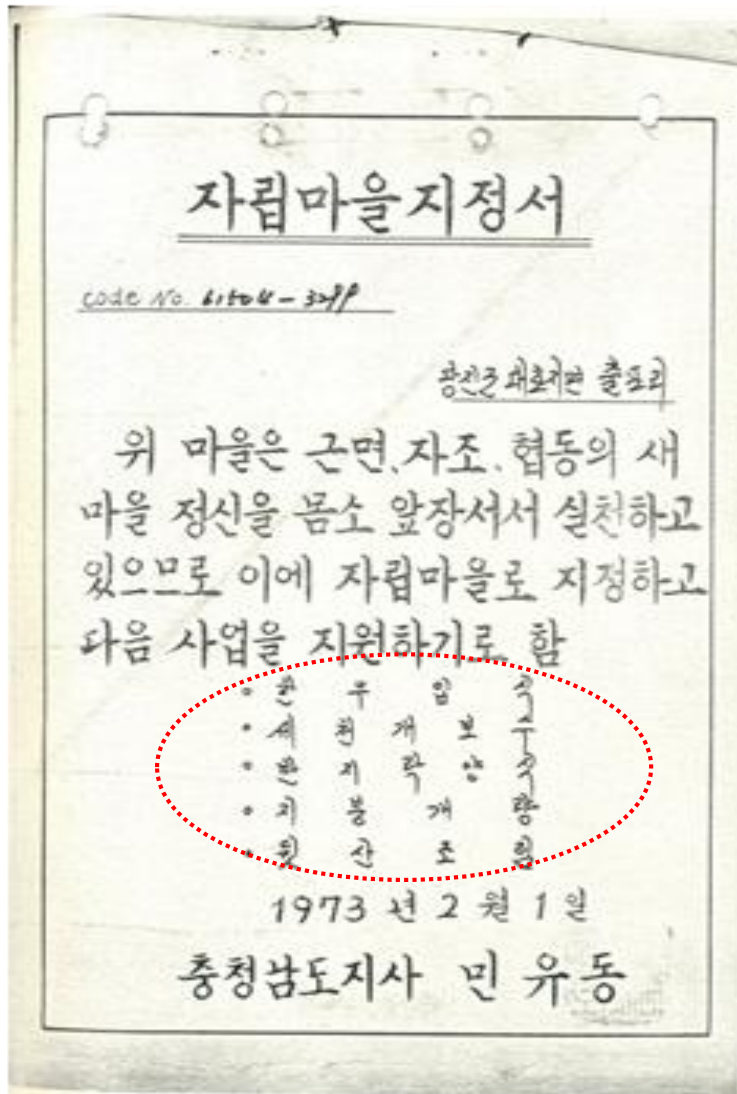
□ Promoting self-reliance under the *Saemaul* Movement (2/2)

The share of villages classified as **self-reliant** markedly increased from 7% in 1972 to 97% in 1979.

<Composition of Villages by Level by year>

	Self-Reliant village (High-class)		Self-Help village (Medium-class)		Basic village (Low-class: underdeveloped)		Total number of village	
	No. of village	%	No. of village	%	No. of village	%	No. of village	%
1972	2,307	7	13,943	40	18,415	53	34,665	100
1973	4,246	12	19,763	57	10,656	31	34,665	100
1974	7,000	20	21,500	62	6,165	18	34,665	100
1975	10,049	29	20,936	60	4,046	11	35,031	100
1976	15,680	45	19,049	54	302	1	35,031	100
1977	23,322	67	11,709	33	0	0	35,031	100
1978	28,701	82	6,114	18	0	0	34,815	100
1979	33,893	97	976	3	0	0	34,871	100

Villages that **delivered** development outcomes were rewarded with **additional incentive**.



<Certificate of a **Self-Reliant** Village for Chulpo-ri, Dangjin County, South Chooncheong Province>

- On February 1, 1973, Chulpo-ri was awarded the certificate of Self-Reliant Village
- This award was **provincial gov't** (South Choongcheong) **support** for 5 projects including 1) breeding cows, 2) creek embankment, 3) clam farming, 4) roof renovation, 5) **tree planting**

<Box> Conditional Government Support

Government “helped those that helped themselves”

Saemaul projects were **co-funded** by gov’t resources and villages’ own resources, confirming that gov’t support was provided conditionally in the form of **cost sharing** scheme. (**PPP**)

Source of Financing Saemaul Projects (unit: billion Won)

	Total	Government support				Financed by Villagers
		sub total	Central gov’t	Local gov’t	Loan and Misc.	
1971	12.2	4.1 (34%)	2.7	1.4	-	8.1 (66%)
1972	31.1	3.3 (11%)	2.0	1.3	-	28.0 (89%)
1973	98.4	21.5 (22%)	12.5	9.0	-	76.9 (78%)
1974	132.8	30.8 (23%)	12.1	17.3	1.4	102.0 (77%)
1975	295.9	165.3 (56%)	66.6	57.9	40.8	130.6 (44%)
1976	322.6	165.1 (52%)	48.4	39.6	77.1	157.5 (48%)
1977	466.5	246.0 (53%)	59.9	72.3	113.8	220.5 (47%)
1978	634.2	338.4 (53%)	65.4	77.3	195.7	295.8 (47%)
1979	758.2	425.2 (56%)	125.8	101.0	198.4	333.0 (44%)
1971-80	3,425.1	1,733.9 (51%)	488.7	463.6	781.6	1,691.2 (49%)



1. How Korean farmers were motivated to participate in *Saemaul Undong*?

1.1 Conditional, merit-based government support

1.2 Dedicated village leaders

□ *Saemaul* Movement Promoted *Democratic Ownership*

Village leaders were the heart of *Saemaul* Movement and played a critical role in the village leadership.

- The best villages usually always had good leaders, who often led by example.

Foremost, village leaders were **volunteers** with no pay

- Village leaders were elected by village members: **one-male** and **one-female** for every village.

Village leaders were **trained in leadership** (at *Saemaul Leadership Training Institute*) with new **work ethic** and **gender equality**.



□ Village Leaders as educators and role models

The core principle of the *Saemaul* leader training program was creating an educational environment where leaders from **good** and **bad** villages can *learn from each other* by exchanging experiences and ideas.

- The training program consisted of **1-week** course at the *Saemaul* Leadership Training Institute (SLTI) where leaders shared stories of **successful** villages and had **group discussions** at night.
 - For leaders from under-performing villages, a **4-day on-site training program**, where they would visit and learned from at an advanced village (**self-reliant village**), was also offered. This training program targeted 3 to 6 male leaders from under-performing villages.
- * A total of **20** advanced villages were selected as a **role model** for other villages. The candidates for **4-day on-site training** were able to **choose** from the diverse pool of role model villages depending on their unique features such as geography or agricultural goods specific to that villages.

<Box> Number of Trainees by Occupation at *Saemaul* Leadership Training Institute (SLTI)

	1972	1973	1974	1975	1976	1977	1978	1979	1980	Total
Male leaders	1,490	1,212	1,882	2,215	2,497	2,396	2,391	1,913	1,969	17,965 (39.7%)
Female leaders	-	1,203	1,000	978	1,079	1,202	1,062	1,505	789	8,818 (19.5%)
Cooperative Staffs	-	1,903	1,538	453	201	302	318	353	430	5,498 (12.2%)
Gov't Officials & Social leaders	-	-	1,302	878	1,257	1,445	1,282	1,692	1,908	9,764 (21.6%)
Business leaders	-	-	36	380	457	73	301	-	-	1,247 (2.8%)
Professors	-	-	-	254	-	-	405	-	-	659 (1.5%)
Other	-	-	32	213	-	-	43	316	687	1,291 (2.9%)
Total	1,490	4,318	5,790	5,371	5,491	5,418	5,802	5,779	5,783	45,242 (100%)

Group Discussion at SLTI

Leadership training program was to listen to the stories of successful *Saemaul* leaders and discuss success stories in a group discussion



Back then, offering leadership training to **ordinary village women**, rather than the elite, was a revolutionary approach.

Map of 20 *Role Model Villages* near SLTI (Saemaul Leadership Training Institute) at Suwon 30

“한 마을도 낙오되지 않게” (“Not a single village is left behind”)



Location and **Geographic** Features of *Role Model Villages*

31

Province	County	Village Name	Village Leader	Agricultural Specialty
Kyeonggi	Ansung	Hayongdoo	Choi Wang-Ki	Chicken farming
Kyeonggi	Yongin	Namsa	Hong Soon-Il	Role model village
Kyeonggi	Hwasung	Keumgok 1	Im Jong-Man	Horticulture
Kangwon	Wonsung	Manjong	No Eungho	Horticulture
Kangwon	Hoengsung	Kongkeun	Chung Byung-Kyu	Reforestation
Kangwon	Hoengsung	Namsan	Won Chong-Soo	Livestock breeding
Choongnam	Daedeok	Kyesan	Kang Kyu-Oh	Straw, grape farming
Choongnam	Asan	Eupnai	Seung Byung-Seop	Vegetables
Choongnam	Dangjin	Samhwa 2	Han Dae-Keun	Oyster farming , Straw bag
Choongnam	Dangjin	Jangkohang	Yoo Jae-Cheon	Fisheries
Choongnam	Dangjin	Chulpori	Im Kwang-Mook	Land Reclamation
Choongnam	Yesan	Jwabang	Lee Hyung-Joo	Fruits
Choongnam	Nonsan	Dongsan	Hwang Jong-Cheol	Greenhouse farm
Choongnam	Yesan	Changso 1	Jeon Young-Soo	Vegetables
Choongbuk	Ockcheon	Seokhwa	Lim Dae-Soon	Grape farming
Choongbuk	Boeun	Sangga	Lim Jeong-Tai	-
Choongbuk	Boeun	Bonghwang	Lee, Sang-Man	Chilly pepper
Choongbuk	Eumsung	Pyungkok	Lee, Myung-Yong	Chilly pepper
Choongbuk	Eumsung	Shincheon 2	Jang, Byung-Ock	Ginseng farm
Choongbuk	Boeun	Sansung	Kim, Weol-Ryeon	Greenhouse farm

Role model village leaders ⇒ educators (*consultants*)
(letter of appointment, Mr. **Im Kwang-Mook**)



Role model village leader: Mr. Im Kwang-Mook (Land Reclamation, 간척 농지)



Oyster Farming



Greenhouse Farming (Village leader: Mr. Ha Sa-yong)



The relationship between a change in the ratio of self-reliant villages and a change in the number of trainees (District level, 1975-1980)



Source: Jungho Kim (2013): Evaluation of Village Leader Training Program

The low-grade village leaders, who visited the site of role model village, compared and learned the differences between their own villages and the role model village, gaining confidence that **“our villages can do it too”**

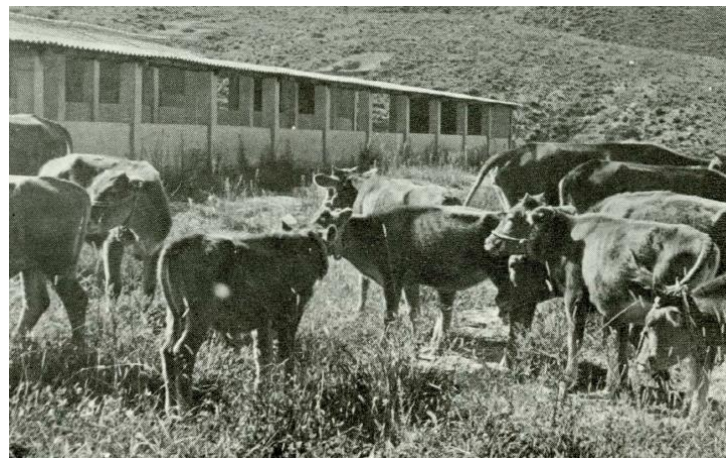
⇒ I believe this field trip stands as the world's most effective capacity-building program in community development movement.

<Box> Mr. Yang Il-seon, the last leader to lead *Saemaul* to success (1/2)

Served as the head of youth association, later the village leader at Geumok Village in Okdang-ri, Naju-county, South Jeolla Province

- Geumok Village joined in the *Saemaul Undong* in **1976**, and was promoted from Basic Village (low grade) to Self-help Village (middle grade) in 1977.

Hearing about the success story of **livestock** farming village, Yang **invited** his friend, a livestock farmer, to start a cattle farm with 6 cows. With the loans from the agricultural cooperative, other village residents joined in. Geumok Village turned to an excellent livestock village with 134 cows and 15 dairy cows.



<Composition of Villages by Level by year>

	Self-Reliant village (High-class)		Self-Help village (Medium-class)		Basic village (Low-class: underdeveloped)		Total number of village	
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<Box> Mr. Yang Il-seon, the last leader to lead *Saemaul* to success (2/2)

Interview

- *Without the dedication of the leaders, Saemaul Undong will not work well. It was the spring of 1976, and the village is trying to **widen** the narrow inner road to **6-meter wide** enough for a cultivator to travel. So, Bok-ryeol Lee, the Saemaul leader at the time, and me, the youth head, first donated **200 pyeong** of land, then persuaded other residents to donate the land and succeed.*
- *After widening the road, we decided to build a **town hall**, but faced difficulties in securing a site. Hwang Hae-bong, a resident who felt sorry for this, donated 1 million won for the purchase of the site (**300 pyeong**)*
- *I was so moved by the **SLTI's leadership training** and received the training one more time.*

Leader Yang Il-seon donated *Saemaul* Movement-related documents including general meeting minutes and accounting books (1-ton truck worth) to the UNESCO World Heritage (Memory of the World)



1. How Korean farmers were motivated to participate in *Saemaul Undong*?

- 1.1 Conditional, merit-based government support**
- 1.2 Dedicated village leaders**
- 1.3 Governance reform through state-community partnership**

□ Governance and Administrative Reform (1/3)



Saemaul Movement was monitored at national level through **Monthly Economic Trends Report Meeting**.

- Success stories were presented at Monthly Meeting chaired by the **President** and attended by key ministers and political leaders.
- * For 9 years (between 1971 and 1979), **150 Saemaul leaders** presented their success stories.
- * Listening to the success story, the ministers and political leaders realized and understood the *Saemaul* movement better.
- * Information sharing between the national and local level improved performance of local government.
- ☞ The **direct communication channel between the President and village leaders** functioned as a **watchdog** that encouraged bureaucrats to perform better.

Monthly Economic Trends Report Meeting Honoring *Saemaul* Leaders



<Box> Information exchange between national and local level at monthly meetings chaired by the President

The President often listened to **farmers' stories** during monthly meetings and immediately issued **instructions** in response. (*Saemaul Secretary: Park Jin-Hwan*)

- After hearing a farmer's concern about rural emergency care, the President proposed **local health clinics** staffed by medical graduate **interns** and nurses, which later expanded into district-level centers.
 - Interns working in health clinics were considered as fulfilling their military service obligations.



□ Governance and Administrative Reform (2/3)



Local government was critical in implementation of *Saemaul* Movement.

- Local officials 1) advised, 2) oversaw, and 3) monitored *Saemaul* projects.
- Indeed, local officials made frequent and periodic **on-site visits** to projects.
- This led to cooperative partnership between local government and villagers, and thus, greater **mutual accountability**.
- **Performance of villages** was directly linked to the **evaluation** of local officials (i.e. early promotion).

□ Local Governance and Administrative Reform (3/3)



Government officials were chosen to oversee *Saemaul* movement at every level of the governments (**central** government and local governments including **province, county, and sub-county**)

- As part of the duties, the government officials had to frequently communicate and consult with the villages.

<System of monitoring and evaluation of *Saemaul* Projects by the gov't>

	Area of responsibility	Frequency of onsite visit
Higher than the division chief of Ministry of Internal Affairs	<i>Saemaul</i> projects at the provincial level	More than once a month
Higher than the division chief of province	<i>Saemaul</i> projects at the county level	More than once a month
Higher than the division chief of the county	<i>Saemaul</i> projects at Myun/Eup level	More than once a month
Officers in Myun/Eup	Village	More than twice a week

<Box> Monitoring the delivery of gov't material support

Preventing corruption and misallocation of resources (eg. cements)

- A lot of policy effort and hard work went into tracking the procurement and use of cements when implementing rural development policy.
- **“Every bag of cement in every village”** was checked and verified by the local government and village.



Zero tolerance for corruption

경기도 관재 누출-대장 (영. 외.)

월	일	적	요	입	소	총	소	반	장	잔	용	대	반	합	사	과	아	관	지	의	비	고	
12	31	신라원세비경승			300					300													
1	13				200					500													
4	23	1번대 (인공유기)				29				471	29												
		3번대 (부상화석기)				10				461	10												
		4번 (부상화석기)				21				440	21												
		5번 (인공유기)				30				410	30												
24		2번대 (인공유기)				10				400	10												
11		원 (300) 3번대 (인공유기)				20				380	20												
		3번대 (부상화석기)				17				363	17												
		4번 (부상화석기)				11				352	11												
25	2	(인공유기)				21				331	21												
		(부상화석기)				28				303	28												
		(인공유기)				26				277	26												

← Distribution Log for Cement in Chulpo-Ri Village in 1972

“Every empty bag of cement should be returned”

Cement Support

(Presidential approval document with memo):

"The impact of cement support will be reduced if the follow-up is not carried out effectively."

Sep 31, 1970

(지금 후 사후관리를 잘 하지 않으면 효과가 감소될 것임)

※ The required budget of 3.5 billion won is covered by the local gov't budget. (2 billion won and 1.5 billion won will be repaid to the local gov't in 1970 and 1971, respectively.)

(소요 예산 35억은 지방비로 충당하되, '70에 20억, '71에 15억을 상환)

대통령	평
9/22	

정무 보고서

보고번호 제 호
대통령 각하

1970. 9. 21.

보고관 第二地方行政

제 목: 새마을가꾸기 事業推進狀況報告 (=次)

70. 7. 24. 閣下께 報告드린 새마을가꾸기 事業, 시멘트支援의 輸送, 保管, 管理 等 推進狀況을 다음과 같이 報告드립니다.

시멘트支援總量

區分	計	시멘트	輸送費
全國	數量	11,177,712 袋	11,177,712 袋
	金額	3,554,512 千圓	3,219,181 千圓
1 個 里洞	數量	336 袋	336 袋
	金額	106,848 圓	96,768 圓

* 所要予算 35 億은 地方費로 充當하되 '70에 20 億, '71에 15 億을 償還.
* 支援里洞數 全國 33,267 里洞, 袋爲單位, 288 圓.

시멘트活用基本方針

- '71年度 事業에 連結지킴 活用效果를 極大化.
- '70 水害尤甚地區의 水害 自助復旧 事業과 連結지킴 事業施行.

減少 後 可 否 后 管 理 等 을 잘 하 리 안 드 면 效果 가

1239 18-163 1140 50155 1235 50205
대통령 비서실

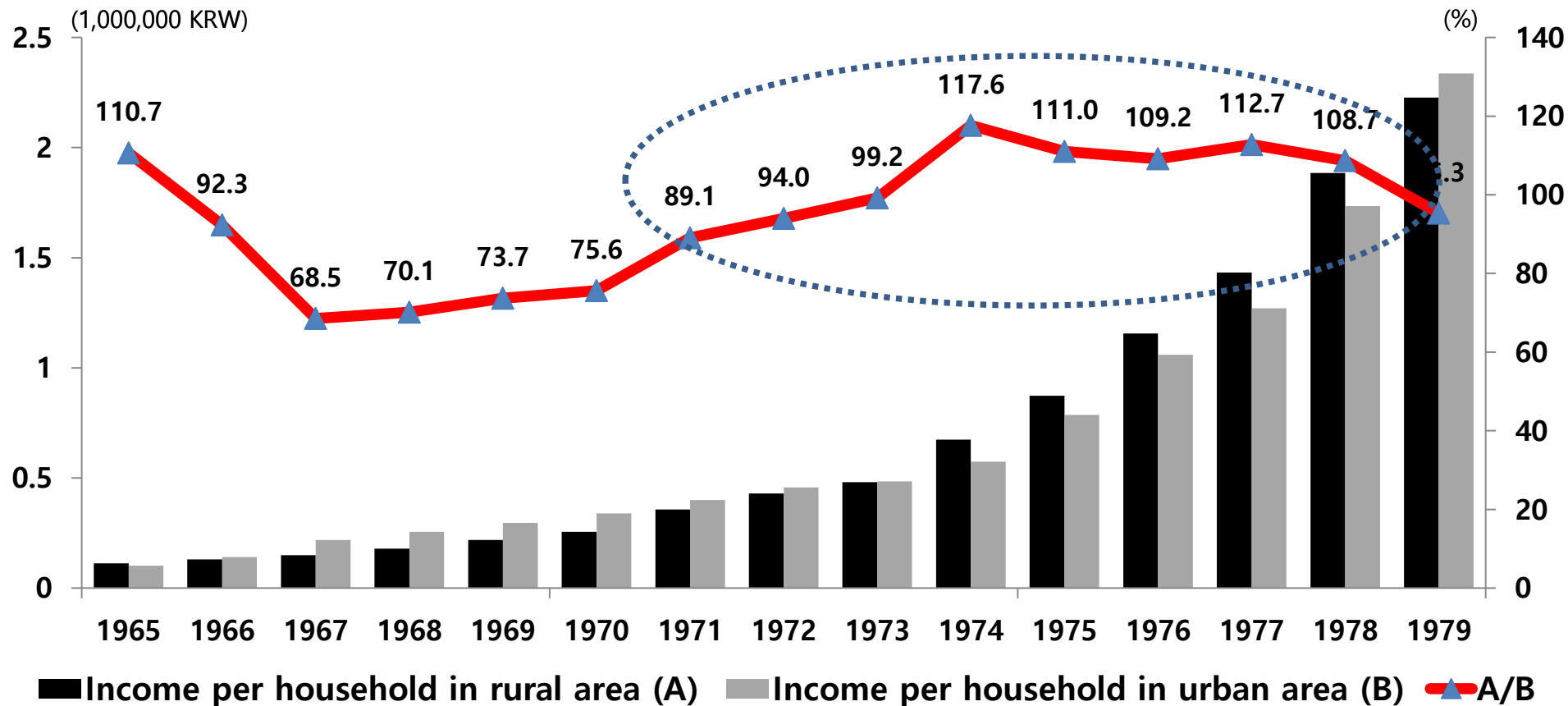


2. Implications

□ *Saemaul* Movement and *broad-based* development

The gov't launched a **national campaign** for rural development, ***Saemaul Movement***, in the 1970s which was highly successful: rural-urban income disparity was eliminated.

<Rural-Urban Income Disparity: 1965-1979>



□ What are the lessons of Korea's *Saemaul* movement?

1. **Initial conditions**, the social economic preconditions can not be ignored. (**land reform** and high adult literacy rate)
2. Project success depends on governance and **societal capacities** (**leadership**) at local level – learning from each other
3. **Monitoring and evaluation** is key minimizing leakage and corruption and building public trust.
4. **Fiscal soundness** is critical maybe even a precondition. (1966 Tax admin reform)
5. Supporting **institutions** such as village forestry **coops** are important for self-sustainability.

Gold Collection Movement after 1997 financial crisis was a grass-root movement driven by the **Saemaul Women's Association**, and reflects the self-help spirit





장물속의 금 모아
나라경제 되살리자
서민회는 전국주부교원총연합회

공민이 되십시오
공민이 됩시다

서민회 전국주부교원총연합회

2012 Modularization of Korea's Development Experience:
**Why the *Saemaul Undong* is So
Important to Understanding Korea's
Social and Economic Transformation**

2013