

Proposal for Post-2015 Millennium Development Goals:  
Sustainable and autonomous village development plan – “SaemaulUndong” model

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**Proposal for Post-2015 Millennium Development Goals:  
Sustainable and autonomous village development plan – “Saemaul Undong” model**

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### **Abstract**

This study proposes ‘global governance’ which is based on the South Korea’s Saemaul Undong(SMU, New Community Movement) model to solve the problems of Millennium Declaration Goals (MDGs) that came to the fore for post-2015 MDGs.

Since Korean Saemaul Undong is based on the successful experience of is transformed from a recipient to donor country, it is effective in poverty eradication as well as it possesses development effectiveness which can help residents of recipient countries to develop autonomously. We believe that through the practical and systemized model which is under the single organization, the Public-Private Partnership (PPP) and square partnership among developed countries, recipient countries, emerging countries (middle-advanced) and developed recipient countries, can contribute to the goal of post-2015 MDGs; promotion of human welfare.

*Key words:* Millennium Declaration Goals (MDGs), Saemaul Undong(SMU), Global Governance, Public Private Partnership (PPP), Developed recipient country

## **I . Introduction**

Millennium Declarations set the eight goals, eighteen targets and forty-eight indicators with the purpose to plan to decrease the number of people in poverty in the world by a half current amount as an urgent problem of humanity issue by the 2015. The Millennium Declarations is much more meaningful that it was chosen unanimously by 189 United Nation members with unanimous consent. Especially, the global partnership for development, the eighth goal, can be considered as recognition that Official Development Assistance (ODA) is appropriate for eradicating poverty in poor countries.

However, Millennium Development Goals (MDGs) had to promise Post-2015 Millennium Development Goals (Post-2015 MDGs) without achieving the good results although they set the specific and practical goals. The MDGs brought about limits in various aspects. Firstly, Post-2015 could not solve the problem of poverty eradication. Still, a lot of recipient countries fall in a vicious cycle of aid and poverty. Secondly, MDGs have limits on the matter of development effectiveness. There are not enough practical efforts which trying to consider the developing and underdeveloped countries' needs and country ownership. Thirdly, MDGs brought inefficiency due to the aid redundancy. This is the problem of governance failure and the lack of integrated model. To overcome limitations of MDGs, specific and feasible global governance should be implemented through an integrated model which helps the autonomous of recipient countries.

Therefore, this study aims to suggest Saemaul Undong (SMU, New Community Movement) as an integrated aid model. A Saemaul Undong model which has development effectiveness, not only accords with the agenda of the MDGs but also is effective in the poverty eradication. Thus, we can effectively accomplish fundamental goals by transforming and using the MDGs as the model of Post-2015 MDGs to comprise global governance.

## **II. Saemaul Undong model and Post-2015 MDGs**

### **1. Saemaul Undong model and Post-2015 : Suitability of Saemaul Undong model**

The Saemaul Undong model is suitable for Post-2015 MDGs in many aspects. First, it is effective for poverty eradication. ‘Saemaul Undong’ is a practical model which is based on the real successful experience of Korea. Also, this model is a suitable model for rural development that most recipient countries need. Second, this model is excellent in development effectiveness. It can grow the sense of residents and participation of residents by predicating on the spirit of Saemaul Undong; diligence, self-help, and cooperation. It can approach to the problem of a vicious cycle of aid and poverty to solve it from the fundamental level by suggesting selective and repetitive way of model. Third, Saemaul Undong corresponds to the specific goals of MDGs. Not only it can work on poverty eradication which is the biggest agenda, but also it has possibility that can work on women empowerment and education matters. Fourth, the demand for Saemaul Undong keeps growing. Developing and underdeveloped countries where want to overcome severe poverty voluntarily trying to learn the model which is founded on the experience of Korea. Due to the Korea is the only country where is transformed from recipient country to donor country in the world, this stimulates the developing and underdeveloped countries’ will to get over the situation. In other words, it can be said, the Saemaul Undong reflects the needs of recipient countries.

#### **1) Poverty eradication**

Saemaul Undong model can contribute to whole goals of the MDGs which plan to decrease the people in poverty in the world as well as the first goal which is ‘eradication of absolute poverty and famine’. As this study highlighted before, the Saemaul Undong is practical model which is based on real experience of success and suitable to development of rural area that of most recipient countries’ environment. Also, it can be the model that can bring

modernization beyond rural development.

### **(1) Practical model based on real experience**

Saemaul Undong model marks the beginning on the development model which implemented in the 1970s in Korea. Korea achieved huge economic growth through Saemaul Undong. As a result, Korea is the only country where is transformed from a recipient country to donor country. At first, Korea received 12 billiondollars from international community from 1945 to 1999, however, their position changed into the donor country by graduating the recipient countries lists of OECD DAC on 2000.(외교통상부, 2013)

Saemaul Undongwas initiated on the 22<sup>nd</sup>of March, 1970,and president Park Chung-Hee advocated the “SaemaulCultivating movement”. This begunfrom the winter season of the 1970sin earnest(내무부, 1980: 54-55; 노유진, 노화정,2012: 273-274). Per capita income increased after Saemaul Undong implemented. From \$81 per capita income during the 1960s to \$6000 on 1970s which increased approximately 74 times.(노유진, 노화정, 2012).Saemaul Undong is expected to bring feasible and practical help toeradicate poverty in recipient countries.

### **(2) Suitable model for rural development**

Saemaul Undong is a model which is started from rural development project and then diffused to the modernization movement. In early 1970s, when Saemaul Undong started as a rural voluntary movement, it was more like community development movement. However, by developing the concept gradually, its characteristics changed to modernization and social reform movement. (김영모, 2003; 임형백, 2011)

The problem of poverty eradication aids is related with farming area. 70% of the whole

population of developing countries and over 90% of poverty population live in rural area. (박찬용, 2012) According to the OECD/DAC, the population of recipient countries is about 5.1 billion people, and 60% of them are living in the rural area. For instance, 83% of Ethiopians, 81.7% of Tanzanians, and 74.5% of Rwandans are living in rural areas and the density of population and poverty rate is higher than the whole nation level. (박영호, 2009; 임한성, 2010) Thus, ‘SaemaulUndong’ is suitable model for this rural development movement. As did Korea, recipient countries will have possibilities which can progress from the rural development movement to modernization and the social reform movement too. (박찬용, 2012) Besides, as Korea advanced to secondary and tertiary industries through successful rural development project, recipient countries also can expect advancement to the higher-level industries. In the case of Korea, regarding the ratio of industry composition in 1965, fisheries, which is primary industry was 37.6%, secondary industry was 23.3% and tertiary industry was 39.1%. Also, five years later in 1970, primary industry was 26.4%, secondary industry was 27.5% and tertiary industry was 46.1% which means the ratio of primary industry decreased and the ratio of secondary and tertiary industry increased. (노유진 & 노화정, 2012)

## **2) Development effectiveness**

Development effectiveness aims improvement of the quality of life, minimization of poverty, and maximization of outcomes of development effectiveness to accomplish the Millennium Development Goals. (소진광, 임경수, 임형백, 장준철, 2012) After 2000, self-examination about hampered development effectiveness started. Thus, in 2005, the Paris Declaration to improve the development effectiveness was selected.

The Saemaul Undong aims for the participation of residents and autonomy of residents.

Moreover, it helps people to be independent in selective and competitive way. Also, Saemaul Undong model as an Official Development Assistance (ODA) which is based on sustainable development cooperation aid is differentiated from existing simple charitable aid of developed countries. ‘Saemaul Undong’ ODA was focused on at the fourth ‘Busan High Level Forum on Aid Effectiveness’ on 2011 as a ‘Korean style ODA model’ with an introduction of concept of development effectiveness.

### **(1) Proposal of alternative aid model of residents participation and ownership**

Saemaul Undong aims bottom-up development which is accordance with the Public Private Partnership (PPP). State stimulates residents’ motives, provides foundation and boosts sustainability. Residents make groups, elect leader by their own will and participate who can lead development with the ownership.

From the perspective of the state, leaders act as a pioneer and civil servant will explains and leads government’s policy. In case of practical development, it is done by the residents. For instance, leader of Saemaul Undong was elected by residents as far as it is possible and the leaders worked without pay. In case of residents, they promoted community spirit with Korean traditional autonomous communities such as *Hyang’yak*, *Dure*, *Gye*, and *Poomasi* and neighborhood meeting such as *Bansanghoe*. Also the residents participated in the community development project with a sense of ownership in company with the leaders.

The suitability of Saemaul Undong as a form of residents’ participation can be proved through below tables. <Table 1> proves Saemaul Undong was done through voluntary social mobilization from beginning stage. According to the modified burden ratio of residents, burden ratio of residents which was bore with their own will occupies 70% of the total investment. This proves the social participation of Saemaul Undong.

***Table 1. Investment for Saemaul Undong in South Korea, 1970s***

<b>Year</b>	<b>Total investment</b>	<b>Supporting Fund (100 million Korean Won)</b>	<b>Burdens of Residents</b>	<b>Modified burden</b>
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	(100 million Korean Won)	Total	Government Expense	Local Expense	Loan, Etc.	Burdens of Residents (100 million Korean Won)	Ratio (%)	ratio of residents (%)*
<b>1971</b>	122	41	27	14	-	81	66.4	66.4
<b>1972</b>	313	33	20	13	-	280	89.5	89.5
<b>1973</b>	984	215	125	90	-	769	78.2	78.2
<b>1974</b>	1,328	308	121	173	14	1,020	76.8	77.9
<b>1975</b>	2,959	1,653	666	579	408	1,306	44.1	57.9
<b>1976</b>	3,226	1,651	484	396	771	1,575	48.8	72.7
<b>1977</b>	4,665	2,460	599	723	1,138	2,205	47.3	71.6
<b>1978</b>	6,342	3,384	654	773	1,957	2,958	46.6	77.5
<b>1979</b>	7,582	4,252	1,258	1,010	1,984	3,330	43.9	70.1

\* Burden ratio of residents including loan, etc.

(Source: 내무부, 1980; 소진광 et al., 2011: 54)

In addition, <Table 2> shows ownership of residents in many aspects. First, from 1971, the ratio of burden per village was higher than the government support. Also, a number of villages where supported by the government kept decreasing while the number of voluntarily participating villages were sustainably increasing.

In short, the greatest driving force for success of Saemaul Undong is residents' effort to develop community based on the core spirit of the Saemaul Undong; diligence, self-help and cooperation. The concept of development effectiveness which started to be mentioned in the 2000s and specified through the Paris Declaration, already existed in Korea even in the 1970s. Especially from the 2000s, Korea is making an effort to enhance development effectiveness with the ODA model.

**Table 2. Status of promoting SamaulUndong in South Korea, 1970s.**

Year	Number of villages participated in Saemaul Undong			Num - ber of Persons partici- pated in per year (1,000)	Investment for Saemaul Undong (million dollars)			Investment for per village (dollars)		Out- come
	Total / Government supporting villages / Voluntarily participating villages				Total / Supporting Fund / Burdens of Residents			Supporting Fund / Burdens of Residents		
1971	33,267	33,267	-	7,220	39	13	26	389	769	3.0
1972	22,768	16,600	6,168	32,000	73	9	64	535	2,832	8.3
1973	26,642	24,536	2,106	69,290	96	12	84	488	3,161	8.0
1974	33,531	17,500	16,031	22,570	76	12	64	695	1,918	6.3
1975	36,341	18,500	17,841	28,475	115	22	93	1,210	2,562	5.2
1976	36,227	15,000	21,227	24,436	98	16	82	1,080	2,261	6.1
1977	36,358	15,000	21,358	30,264	215	21	194	1,392	5,332	10.3
1978	35,133	15,000	20,133	28,863	210	21	189	1,400	5,371	10.0
1979	35,137	15,000	20,137	31,313	215	19	195	1,298	5,555	11.0

(Source: 이경원, 2010: 37)

## (2) Proposal of selective and competitive model

To overcome aid trap, the form of aid should consist in the efforts of residents and outputs from that effort, also there should be compensation for effort and output. In other words, the form of aid should be based on performance-based which connect benefit and responsibility. If it brings tangible outcomes in short term, it can motivate residents to have sustainable will to develop.

In the case of Saemaul Undong, government classified villages into the following categories: ‘foundation village’, ‘self-help village’, and ‘independent village’. After disappearance of ‘foundation village’ and ‘self-help village’, it re-classified to ‘independent village’, ‘self-management village’ and ‘welfare village’. According to this classification, government supported the village. Moreover, by selecting the excellent village, government supported additionally. By going through these support processes, the village could

progress from foundation construction stage to self-help development stage and independent stage.

<Table3> certainly show effectiveness of classified supporting. Initial composition rate of village was consisted 53% of ‘foundation village’, 40% of ‘self-help village’, and 7% of ‘independent village’ in 1972. Only after five years later, the ratio of ‘foundation village’ which occupied more than half of the composition rate decreased to almost 0% in 1977. In addition, in 1979, the composition rate of ‘self-help village’ decreased from 40% to 3% and ‘independent village’ which is the most progressed stage increased to 97%. Within seven years, most of villages had transformed into the ‘independent village’.

Therefore, we expect establishment of empowerment of recipient countries through Saemaul Undong ODA from Korea’s transformation experience.

**Table 3. Change of number and ratio of foundation village, self-help village, and independent village**

Year	Total number	Independent village		Self-help village		Foundation village	
		number	ratio (%)	number	ratio (%)	number	ratio (%)
1972	34,665	2,307	7	13,943	40	18,415	53
1973	34,665	4,246	12	19,763	57	10,656	31
1974	34,665	7,000	20	21,500	62	6,165	18
1975	35,031	10,049	29	20,936	60	4,046	11
1976	35,031	15,680	45	19,049	54	302	1
1977	35,031	23,322	67	11,709	33	-	-
1978	34,815	28,701	82	6,114	18	-	-
1979	34,871	33,893	97	976	3		

(Source: 내무부, 1980; 소진광 et al., 2011: 51)

### 3) Correspondence with specific agenda of MDGs

Saemaul Undong is not only effective in the eradication of absolute poverty but also is closely linked to specific agendas of MDGs-2015. Saemaul Undong of Korea is considered that it contributed to achieve most of the millennium development goals such as eradication of

absolute poverty and famine, gender equality, women empowerment, maternal health improvement, exterminating diseases and partnership building between villages for development. (소진광, 김선희, 2010:46; 소진광 et al, 2011: 115)

For instance, the third goal, the promotion of gender equality and women empowerment, is related with *Bunyeoheo* (women's association) and *Gye*. (especially composed of female members) With these associations, Saemaul Undong expanded female participation and strengthened women's voices. Especially, *Gye*, where the female members centric, of Saemaul Undong highly promoted women's economic right. (소진광, 김선희, 2010: 45)

In addition, Saemaul Undong strengthened the residents' abilities. With the promoted ability, social bases were improved such as increased income, improved public health, and concrete social order. (소진광, 김선희, 2010:45)

#### **4) Demands for the Saemaul Undong model**

There are a lot of demands on Saemaul Undong. Also, Saemaul Undong is benchmarked by about 130 developing countries

Furthermore, a lot of eminent people mentioned about the necessity of Saemaul Undong. United Nations Secretary-General Ban Ki-Moon stated “We have to propagate the Saemaul Undong to give a hope for 1.2 billion global villages where struggles with poverty.” by stressing necessity for introduction of Saemaul Undong to less developed countries.

In addition, Jeffrey Sachs, the professor of Colombia University, said “Saemaul Undong of Korea is a good model which can resolve the problem of poverty in poor countries also it is a development model which relieves the inequality of the global economy. It also suggests definite blueprint of rural community development.”

Currently, on May of 2013, the Kenya ambassador to South Korea visited the

Gyeongsangbuk-do and discussed about sisterhood relationship. Also, on July of 2013, president of Korea and Mozambique discussed mutual cooperation plan regarding ‘Globalizing Saemaul Undong’ project.

These continuous demands for Saemaul Undongs reflect, it is appropriate to the needs of recipient countries. Moreover, Korea has been developed Saemaul Undong model to fit the needs of recipient countries.

## **2. The Saemaul Undong model**

### **1) Saemaul Undong model: Centered with principle of nodal system**

International development cooperation projects of Saemaul Undong are proceeded in multi-dimensionally. ‘Saemaul’ modelbuilding, improvement of health environment and education environment, supporting the increase of the income, helping overseas Koreans, sending volunteers, and invitation training were done. (새마을아카데미, 2008; 박강우, 임재강, 2009)

Among international development cooperation projects, the most representative project is ‘Saemaul’ model building. ‘Saemaul’ model building is the way of establishment of core village and spread the ripple effect of it through the core village. It helps recipient countries’ autonomous development. Promoting the establishment of regional model village is proceeded by implementing opinion collection of residents, goal setting and voluntary participation of residents. After this process is finished, it reviews through feedback and then transforms the process according to its own situation. Moreover, it tries to expand it to neighboring areas and countries. It helps the residents of recipient countries to learn and master the skills by themselves by complementing the limitation that ‘Saemaul’ model cannot be built at every village.

**Table 4. Contents of Saemaul Undong international development cooperation projects**

Projects	Contents
<b>‘Saemaul’ model building</b>	Building Saemaul center, Extension and paving pads and farm road, Water development for agricultural use
<b>Improvement of public health environment</b>	Building public health center, Digging village’s wells
<b>Improvement of education environment</b>	Building primary schools, Installation libraries
<b>Supporting the increase of the income</b>	Cow bank, Saemaul factory, Installation a farmers’ market, Territorial cultivation
<b>helping overseas Koreans</b>	Local festivals, Local cultural performances
<b>Sending volunteers</b>	Volunteer medical service, University students
<b>Invitation training</b>	Invitation training of civil servant, Congressman/woman, and representatives of villages

(Source: 새마을아카데미, 2008; 하재훈, 2010: 16)

The building process of ‘Saemaul’ model village is consisted of establishment of original plan and consultation between related organizations, selecting region and preliminary investigation, selecting volunteering groups, home training, dispatching and training to adapt to local circumstances, establishment of project plan and project implementation, and return and estimation with feedback. Refer specific details from <table5>.

The most eye-opening part of this process is cooperation development of ‘Action Plan’. It invites local leaders to joint education and then develops the ‘Action Plan’ together. This ‘Action Plan’ establishes circumstances that can consider variety environment of recipient countries and can devise the way of supporting by reflecting the resident’s demands well. As a result, we can expect the raise of development effectiveness through ‘Action Plan’ which helps model villages to develop autonomously and spreads it to the other regions.

**Table 5. Building process of ‘Saemaul’ model village**

Process	contents
<b>Establishment of original plan and consultation between related organizations</b>	<ul style="list-style-type: none"> <li>- Establishment of original plan and detailed plan</li> <li>- Consultation between KOICA and other related organizations</li> </ul>
<b>Selecting region and preliminary investigation</b>	<ul style="list-style-type: none"> <li>- Selecting candidate countries for dispatch volunteer group(by recommend of KOICA)</li> <li>- Preliminary investigation of a field investigation party and final selecting</li> </ul>
<b>Selecting volunteering groups</b>	<ul style="list-style-type: none"> <li>- Qualification: 20 years or above <ul style="list-style-type: none"> <li>※ Senior volunteer: 50 years or above</li> </ul> </li> <li>- The number of people: 6 including team leader per villages</li> <li>- Examining career papers, interview, physical checkup</li> </ul>
<b>Home training</b>	<ul style="list-style-type: none"> <li>-Saemaul training (3 weeks) bySaemaultraining center <ul style="list-style-type: none"> <li>· Volunteering group and village leaders</li> <li>· Make joint team and development the Action Plan together</li> </ul> </li> <li>- Volunteering group training (2~3 weeks) by KOICA <ul style="list-style-type: none"> <li>· Local language, culture, and volunteering</li> </ul> </li> </ul>
<b>Dispatch and training to adapt to the local circumstances</b>	<ul style="list-style-type: none"> <li>- Send-off ceremony, dispatch to the local village</li> <li>- Adapting orientation training(4 weeks) : KOICA local office</li> </ul>
<b>Establishment of project plan and project implementation</b>	<ul style="list-style-type: none"> <li>- Adjustment of Action Plan developed in home training to the local circumstance→approval in residents meeting→project implementation</li> <li>- Nurturing Saemaul model village→spreadacross the nearby villages</li> </ul>
<b>Return and estimation with feedback</b>	<ul style="list-style-type: none"> <li>- Return and making a report</li> <li>- Debate, estimation with feedback</li> </ul>

(Source: 새마을세계화재단, 2013)

\*KOICA: Korea International Cooperation Agency

## **2) Limitations of Saemaul Undong**

Saemaul Undong is community development movement which starts from 1970s in Korea requires the ‘localization’ strategy. (소진광임형백, 장준철임경수,, 2012)<sup>i</sup> The ‘localization’ strategy means that the strategy to reflect ‘current’ and ‘local’ situations of the recipient countries. The donor country needs to apply the model to fit the current perspective, and fit to the recipient countries where it has various conditions. To localize the Saemaul Undong, it is needed to do preliminary research and then implement education which is suitable for recipient countries being based on the pre-investigation. After applying the model to recipient countries, it needs to have virtuous circulation that can be developed more suitably for recipient countries by going through feedback processes.

In case of Saemaul Undong ODA until now, it was insufficient in terms of localization. Therefore, Korea exerts efforts to manage the demands from various recipient countries. For example, it divides countries according to education level and education format when they train recipient countries leaders. Yet, still current ODA project is not enough regarding the feedback process although Korea is complementing the insufficient parts.

## **3. Global governance through Saemaul Undong: localization through network building**

To contribute to poverty eradication in the world by overcoming the weaknesses and by taking advantages of Saemaul Undong, global governance is required. In other words, there should be multi-dimensional cooperation which gets over existing bilateral relationship between donor countries and recipient countries. To establish this global governance, first, cooperation between donor countries as well as cooperation between donor countries and recipient countries



is required. As a way of cooperation, we suggest specialization of aid know-how. If donor countries implement the aids with specialized manner, it can decrease redundancy of the aids and can extend the efficiency of aids. Secondly, cooperation between recipient countries is required. Sharing development experiences they learned can greatly helpful to each other. Third, we should recognize the importance of non-governmental organizations(NGOs) and should cooperate actively with NGOs. Networking among NGOs, social enterprise, and experts can fill the hole that cannot be treated in a national level. Fourth, Saemaul Undong should be implemented by affiliated organization of international institutions. We think, although there is cooperation with United Nations World Trade Organizations (UNWTO), it will be more effective to establish affiliated cooperation organization of international institution separately. It can contribute to foundation of sustainable network. Establishment of affiliated cooperation organization of international institution is the most effective and efficient way to make global governance, to realize sustainable poverty eradication.

## **1) Global governance through the Saemaul Undong**

### **(1) Specialization among donor countries**

According to a survey which targeted people who were trained in the Saemaul Undong program, the opinion is that it is necessary to increase practical, technological education. Especially, practical technological education means teaching agricultural techniques to recipient countries. This is because of the limitations which caused, only providing the ‘Korean’ style techniques to recipient countries where there are various conditions.

Specialization among donor countries starts from the consideration of problems. In the case of Japan’s ODA, they are implementing the ODA which fits for each recipient country’s characteristics. In this way, we suggest implementation of Saemaul Undong ODA which is based on the unified format of ODA by decreasing the redundancy of aids, with development of

specific ODA program that is fit for the each recipient country. If we develop the program that links income increase and nature characteristics of each recipient country, we can finally provide appropriate education adequate to recipient countries’ needs.

Besides, specialization among donor countries can resolve the problem of language. Current Saemaul Undong training is done by local language speakers by hiring local language interpreters. However, most of the training is in English and the textbook is also in English. Using English, not local, not only decreases transmitted forces, but also decreases the delivery targets. According to survey regarding consideration of effectiveness of Saemaul Undong invitation training, there were many people who were interested in Saemaul Undong program even though they did not participated in the training. However, they were having difficult time because training is done by English. Therefore, if the worlds cooperate regarding the language matter, it can decrease the limitations that Korean had faced, by enhancing development effectiveness.

## **(2) Square partnership: Introduction of developed recipient countries**

Involvement of emerging countries such as China, India, and Brazil to ‘aid ground’ is assessed as great achievement of ‘Busan High Level Forum on Aid Effectiveness’. This refers to transformation of triangular cooperation which is the form that includes emerging countries when supporting developing countries by developed countries. However, it should not be limited only to emerging countries. By including developed countries as donor countries for Saemaul Undong governance ultimately, it should expand beyond middle-advanced countries including developing countries. It will help recipient country to become donor country someday. Recipient country where succeeded to independent should be a donor country to other recipient countries. This is not a grand concept and not an infeasible idea. In case of Korea, they conducted education program of ODA invitation training at 1963.(외교통상부, 2013)In fact, it was hard to say as an ODA. Actually, the real ODA was conducted in the end of the 1990s and

2000s. It proved, however, in case of low level of ODA can be done by recipient countries where developed at certain stage. Namely, aid should be done by square partnership among not only developed, emerging, developing countries but also including recipient countries.

Moreover, donation from developed recipient countries to recipient countries has lots of benefits. First, developed recipient countries can provide more appropriate education to the recipient countries. For instance, if there is a developed recipient country among African countries, they can provide much more suitable supporting to the African countries by enhancing development effectiveness than the other donor countries. Secondly, developed recipient countries can bring sustainability to the recipient countries. The reason that Korea is popular to the African recipient countries is, Korea is unique country that is transformed from recipient country to donor country in the world. Recipient countries push ahead the development with a big hope by depending on the one successful precedent. Since the development cannot be achieved in short term, many recipient countries give up their development in the middle of the process. In this sense, recipient country's development succeed can be a good role model for the recipient countries by motivating them to develop sustainably.

Third, aiding from developed recipient country will bring ripple effect and efficiency. The way of Korean Saemaul Undong ODA is spreading the ODA model village to neighboring area. Ultimately, this raises the effectiveness not only to the recipient countries but also to the neighboring countries. The goal of ripple effect expansion from developed recipient countries to recipient countries can be systemized and can be specified through introduction of ‘developed recipient country’ system. In reality, when the president of Mozambique Armando Guebuza visited Korea on July of 2013, he expressed his interest about building of ‘Saemaul’ model village in Tanzania where neighboring country of Mozambique is. Thus, he discussed about specific training project and mutual cooperation plan of Saemaul Undong project. This can be interpreted as a ripple effect. If there is a ‘developed recipient country’ beyond the just

neighboring country where processing Saemaul Undong project, it is expected to bring much more big ripple effect.

Last but not least, ‘developed recipient country’ itself will be the stimulus to recipient countries. The developed recipient country’s system will motivate recipient countries to have ‘will’ to become a developed recipient country. The existence of developed recipient country can be shown as a realistic aim if they endeavor.

We want to suggest two ways for recipient countries through these instructive systems of developed recipient countries which format they should introduce to their country. Firstly, the format should give incentives when developed recipient country aid to the recipient countries. This is similar with the excellent village supporting policy of ‘Saemaul Undong’ model. As a result, it encourages developed recipient country to aid. Secondly, developed recipient countries should follow precedent aid format when they aid other recipient countries. Although the aid requires substantial amount of capital, the amount of money Korea use for aid is much lower than the other donor countries. However, Korea secured average level in educational part which requires relatively low money. According to the plan of ODA project of Kyeongsangbuk-do, they consider experience transfer program as a plan that can conduct Saemaul Undong with relatively low budget. Also, as a secondary expectation effect, it can induce countries where have participated the program to take part in the Saemaul Undong ODA in earnest. That is, we suggest taking this experience sharing program for developed recipient countries as an aid manner.

### **(3) Active cooperation with private sectors**

Saemaul Undong is based on public private partnership (PPP) from beginning of project in 1970s. It used autonomous organizations. However, it was beyond its’ capacity to help poverty eradication of various recipient countries. Thus, it is necessary to strengthening not only cooperation among countries but also partnership between private corporations and NGOs. Of course, we should utilize the ‘national council of Saemaul Undong movement’ where registered

as a NGOs of the Economic and Social Council of United Nations, moreover, it has to create synergy effect through cooperation among Corporate Social Responsibility (CSR) and NGO's foreign aid related to development. Along with, we suggest utilization of human network from each country. For instance, in case of Korea, there is a way to utilize marriage-based immigrants and multicultural children. (임형백, 2011)

#### **(4) International organizations**

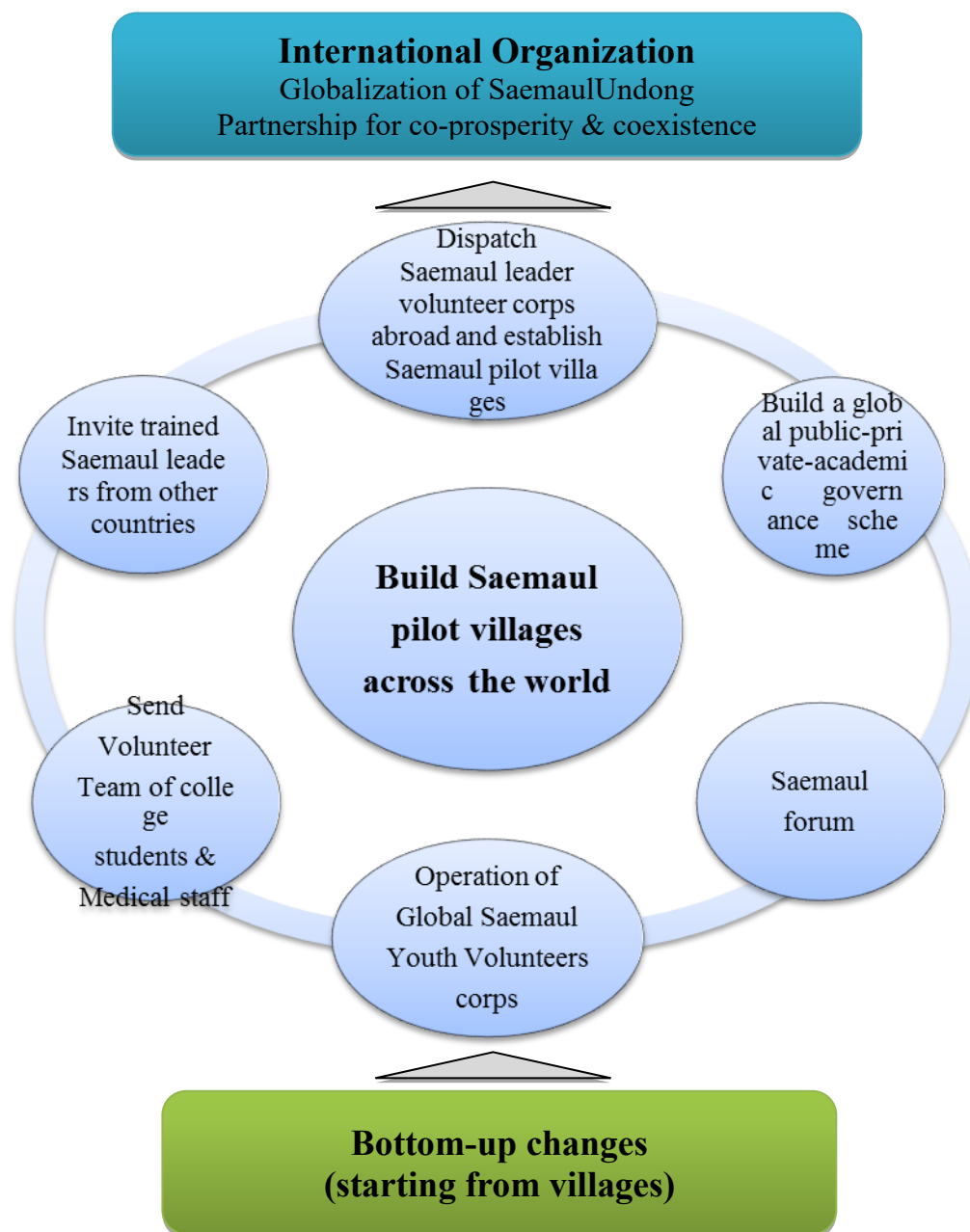
The most effective way to successfully implement the globalization of Saemaul Undong is internationally institutionalizing Saemaul Undong as an affiliated organization of United Nations for poverty eradication in global village. As we mentioned before, without global governance, Saemaul Undong cannot effectively contribute to poverty eradication without global governance although it has unique strengths. There is definitely United Nations as a gist about global governance. We expect when Saemaul Undong is realized as an affiliated organization of United Nations, it can contribute to poverty eradication with fundamental and systematic way.

#### **2) Global governance model**

With existing Saemaul Undong, we suggest complemented one in a national level (Figure 1 & 2) and global level (Figure 3). First of all, national level centers ‘Saemaul’ model village which is consisted of ‘Saemaul’ leader, women's association and young adult group. The government helps the activity of these people to accomplish their plan. It will be good to refer Saemaul Undong model which is proceeding now <Figure 1>.

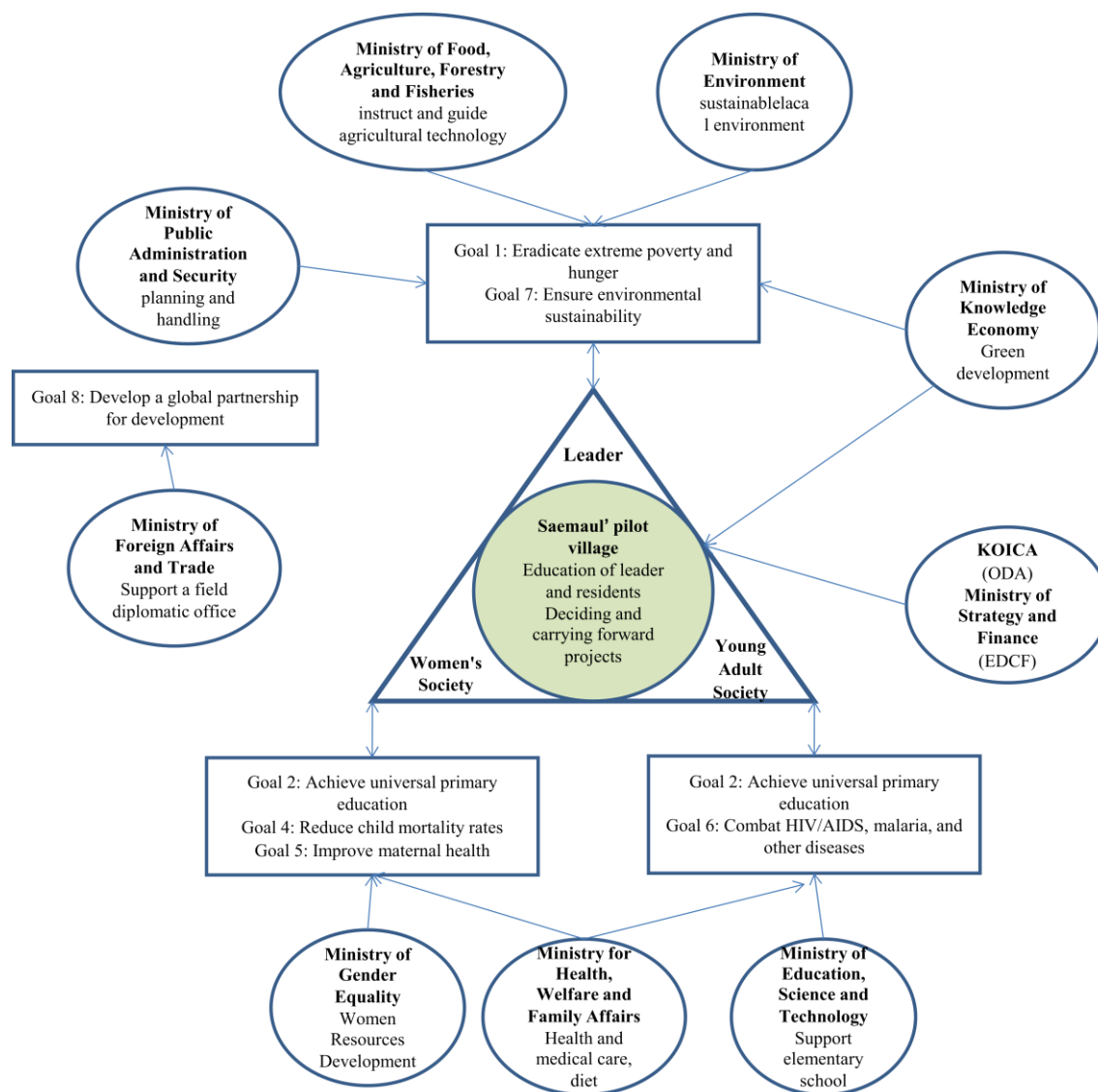
If you want to study about MDGs in more detail regarding each governmental department, you can refer <Figure 2>. Since this model is assumed by basing on the governmental department of Korea, it would be hard to apply to other countries immediately. However, this is cited for reference. By using this model in cooperation with public and private

institutions, donor countries will be able to get detailed guidelines to achieve eight goals, not



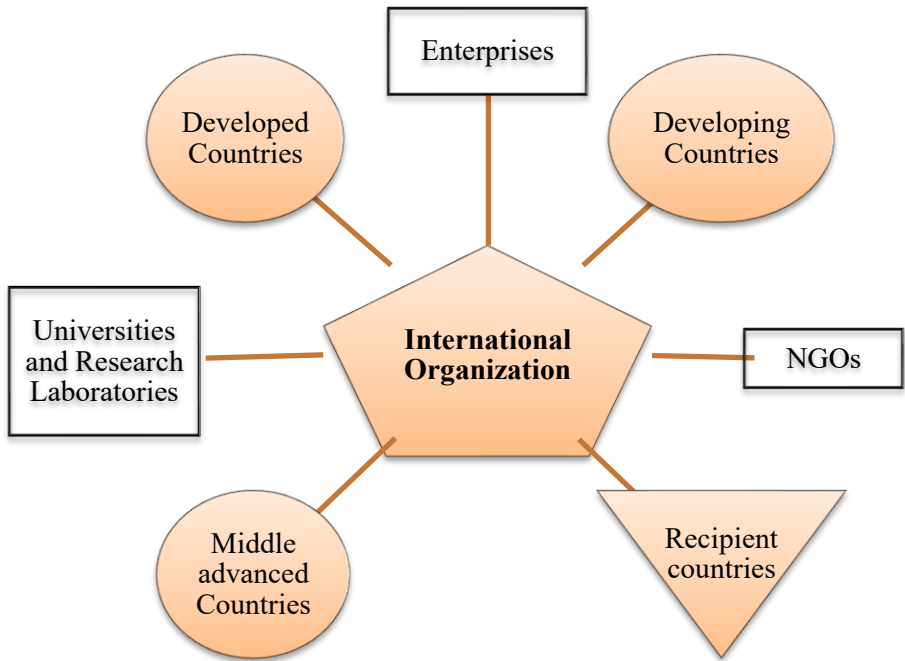
*Figure 1. General domestic model which combined current Saemaul Undong model with international institutions(modified from 새마을세계화재단, 2013)*

Proposal for Post-2015 Millennium Development Goals:  
Sustainable and autonomous village development plan – “SaemaulUndong” model



**Figure 2. National model - Example of Korean model which combined MDGs with Saemaul Undong (Source: 이경원, 2010)**

)



*Figure 3. International model – Global governance model with square partnership and PPP*



only the most macroscopic goal of MDGs but also anti-poverty. Therefore, we complemented the network by adding the ‘organization’ from the proceeding model <Figure 3>.

By utilizing this model, we can expect not only the most macroscopic goal; poverty eradication, but also can get specific guidelines to achieve eight goals. Secondly, for the global level model, we should utilize Saemaul Undong model in terms of international institutions and should establish network under those international institutions. Donor countries and recipient countries, as well as middle-advanced countries and developed recipient countries should be a main actor of network. Furthermore, by enforcing partnership among private corporate, NGOs, universities and research institutions, it should produce synergy effect of cooperation from Corporate Social Responsibility (CSR) and foreign aid activities of NGOs. Besides, it has to make data base from data which comes from the networking activities among main actors. Through this process, it should do sustainable and effective feedback that is suitable for recipient countries’ needs.

### **III. Conclusion**

The unique country where is transformed from recipient country to donor country, as the most successful country regarding poverty eradication, Korea tried to support recipient countries by transferring experience. Saemaul Undong(SMU, New Community Movement) of Korea ODA project is very effective to eradicate the poverty, has development effectiveness, fit to the detailed agenda of MDGs and has lots of demands from developing countries.

Although it has a lot of usefulness, it has weaknesses in terms of the strategy to reflect current and local situations of the recipient countries. The most recipient countries have various rural environment not same as Korea which requires consideration of each country’s needs. Yet, Saemaul Undong cannot get out of the ingrained limitation of localization if the model keeps implementing on the level of nation. Therefore, this limitation should be resolved from

establishment of ‘global governance’ which we suggested as a post-2015 MDGs model.

In other words, post-2015 MDGs and Saemaul Undong model are in complementary relations. Post-MDGs can get the qualified model which can achieve the original goal of the MDGs through Saemaul Undong. If we apply it as a one model, we can resolve the problem of aid redundancy. Also, it can redouble the usefulness of Saemaul Undong by overcoming the lack of governance in Saemaul Undong. It gets synergy effect by supplementing each other’s limitation that comes from MDGs’ limitation due to the lack of integrated model and failure of maximization of Saemaul Undong due to the lack of governance. Therefore, we are suggesting Saemaul Undong as a new model for post-2015 MDGs model.

Of course, Saemaul Undong is not a perfect model. Also, it still has problems to solve. We should discuss more about specific action plan of ‘global governance’. Especially, we need to discuss more about specialization of aid. Also, in case of international institutions, we should seek the way that can use sustainability and systematic of international institutions and efficiency of PPP. However, we believe Saemaul Undong model is the most feasible, and realistic model in existence which is based on real experience to accomplish the Millennium Development Goals. In addition, Saemaul Undong model is a developmental model which is complemented everyday in accordance with recipient countries’ circumstances. As a result, we believe Saemaul Undong model is suitable for the solution for post-2015.

Even though the Saemaul Undong model cannot be introduced as a model of post-2015 it has a lot of things to learn regarding its usefulness. We hope it can help for the world poverty eradication and world’s stability by reflecting the contents of Saemaul Undong.

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## Appendix



**Figure 1. Process of Saemaul Undong (Source. 새마을세계화재단, 2013)**

**Note.**

**The figure indicates original version of current process without International Organization**