

**Workshop on China-Japan-Korea Rural Vitalization Experiences:  
Implications for ASEAN Countries**

25 June, 2019, Liyuan Resort, Nanning, Guangxi, China

***The 13<sup>th</sup> ASEAN-China Forum on Social Development and  
Poverty Reduction .***

26-27 June (1.5 days): Conference, 28 June: Field Visit

Grassroots Leadership for Rural Development:  
**Stories of Village Saemaul Leaders**

**Do Hyun Han, professor of Sociology, Academy of Korean Studies**  
**[ecclehan@aks.ac.kr](mailto:ecclehan@aks.ac.kr)**

Very pleased to meet you all in 3 years

***10:45-12:15, Tuesday, 20 Sep, 2016, Shanghai Hotel, Shanghai***

**ASEAN+3 - 4<sup>th</sup> Village Leaders Exchange Program, 18-24 Sep, 2016**

<http://www.iprcc.org.cn/Home/Activity/activity/fid/260.html>

**Poverty reduction approach in Korea**  
**The Saemaul Movement in the Republic of Korea**

Do Hyun Han, ecclehan@aks.ac.kr

Professor of Sociology, AKS

Research Committee, Korea Saemaul Undong Center



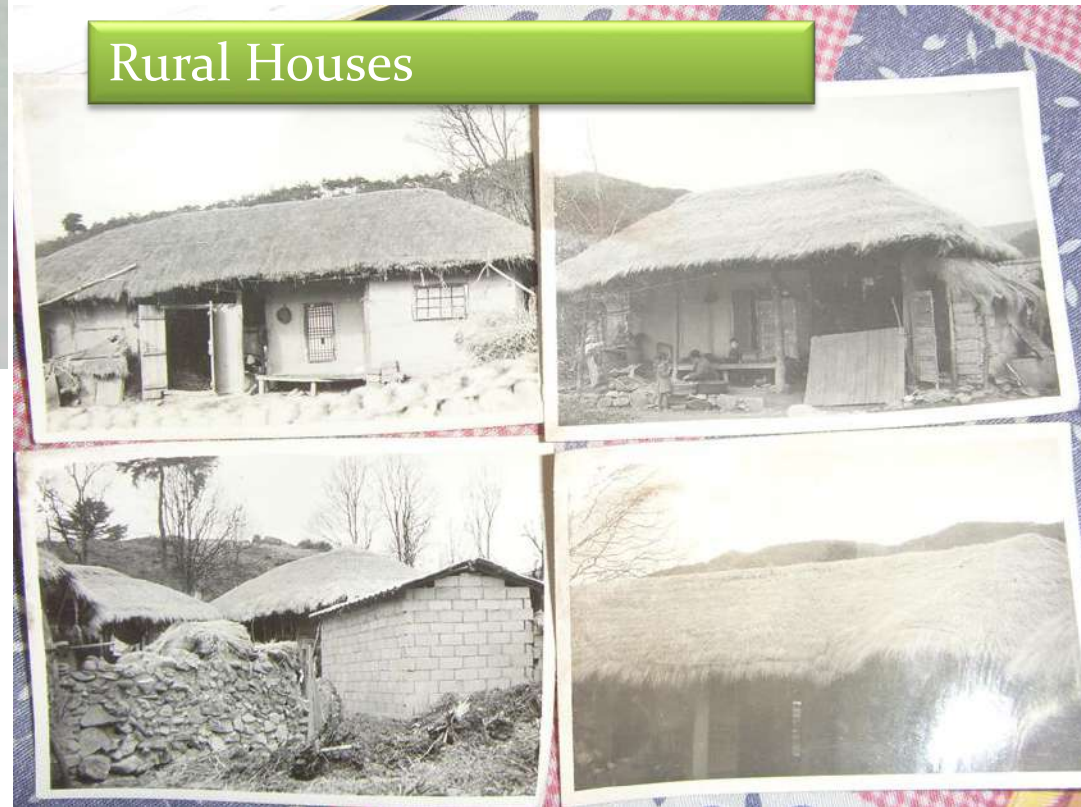
# Initial Conditions: Challenges for Rural Development



Rural Kitchen

Too Narrow roads even for hand-carts

Rural Houses



Nearly 70% of the population worry about their daily meals

## Achievement by Villagers, Village Leaders

- **Green Revolution**: after R/D→Spread
  - **Reforestation**
  - **Income Revolution**  
1971:100→1976:325→1981:1035
  - **Broad-based** growth: all the villages
  - **Inclusive** growth:
    - every village(remote, fishing,slash/burn farmers)
    - poor, women included
  - **Local Leadership, Social Capital building**  
leaders=villagers=farmers =fellows  
(internal leadership)
- cf. **CD Workers, Facilitators**== **external leadership, outsiders**

# Leaders for Grassroots level impact



Development, Here and Now

# Development for Me: Becoming rich

- Wealth not for the community, nor for the country, but for me...."development for me"

"For the nation to be rich and powerful, **the people just live well**. If the people live poorly, that is not a rich and powerful nation. Therefore, **we** have to live well. " (X-GyuJeon 2008:7).



"When we **no longer farm simply to survive**, but to create surplus income, we can no longer refer to that as farming for survival. It's agricultural enterprise."(Sa-Yong Ha 2004:62)



# Developmentalism at the village

- Different from political or ideological campaigns.
- The goal is to help farmers become **rich (Income Increase)**
- Villages are transformed into '**developmental village**'
- Saemaul village leaders took responsibility of **operating the village as a business. (Various income projects)**
- **Village Saemaul leaders** become '**trained managers**' **village business** (Saemaul projects)
- Competition, evaluation, performance-based support  
**More supports for better performance:**
  - financial support for bigger projects
  - electrification, telephone, (other wish list)
- ➔ ***The Mission of Being Rich Farmers***

# Villager-Leader: Responsive and Humble

- Dunces, country folks
- Approachability (Neighbors, Fellows)
- Humility:
  - “ I did Nothing special; things insignificant”
- Responsiveness
- ‘Ignorant’ housewife
  - Low education, esp, women village leaders

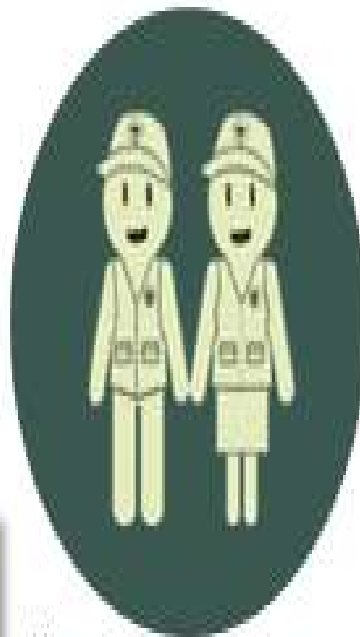


# Who are they?

<#2>

Creative reformer

Set concrete goals and managed the progress for **income increases**



<#4>

Organization  
manager

carry out the tasks or conducting meetings,  
developing organizations, and conflict  
resolution.

<#3>

**Entrepreneur**

Developed new cash crops and  
distribution networks

# Capacity Building : Entrepreneurship education

- Systematic, Scientific Education
- Learning by doing
- **Saemaul Leaders Training Institute**
  - Vision educations
  - successful case studies (life stories]
  - Face-to-face meetings with successful business farmers (farmer entrepreneurs]
  - Bench marking (field trips)
  - Mutual Learning (group discussion), Business education

# Intensive, Practical, entrepreneurship training



Group discussion:  
problem solving,  
mutual learning  
Community of  
Practice



Bench amrking: Field-trip  
to advanced farms



Success stories: Case  
Studies by farmers,  
for farmers

# The Saemaul Leaders Training Institute

## Methods of Saemaul Education

- Dormitory style (14 days to 10 days), secluded from 'the secular' (No TV, No Radio, No alcohol, No phones, etc)
- Story telling: **empathy**
- Sharing Life Stories
- Singing and Ceremonies
- Mutual Learning: **Community of Practice**
  - Success Story Presentation
  - Group Discussion
- Study trips to advanced villages (in Korea or abroad)
  - Stimulation, Challenges, Bench marking

## Leading “Employment Creation”

“To earn money, your mom bred silkworms and brewed malt and helped make tofu”, *Please Look after mom*, p.52

“Anything she touched grew in profusion”, *Look after mom*, p.133  
(Heroine, Park, illiterate)

- Public works in the winter,
- Side jobs such as weaving straw bags, embroidery, silk knotting, and straw rope making.
- Greenhouse farming and marine farming to make money during the offseason.
- Attracting investment for establishing a factory in the village.



Income Increase, practicing diligence, self-help, and cooperation in practice.

# Leading “Grassroots Innovation”

**The application of existing knowledge and technologies at village level by villagers themselves for improved productivity**

## Examples

New crops  
New Technologies



A rapid increase in  
household income

**Pig  
farming**

**Cattle  
farming**

**Marine  
farming**

**Green  
houses**

**Grape  
vines**

**Hop  
plants**



# Examples: Employment Creation, Grassroots Innovation



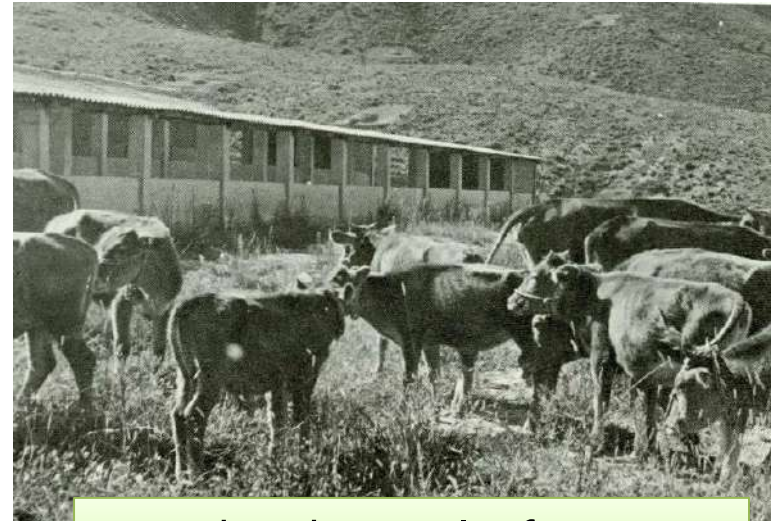
Oyster  
farming



Silk  
knotting



Green house



Cow bank, cattle farm

# Jeon Chang-Kyu(elementary graduate)

A grassroots innovator introduced new ways of farming to earn more income, despite opposition by the government.  
e.g. Dairy Farming, Deer ranch



1)The head of Saemaul department at the county office recommended that he begin **poultry** farming

2)**Jeon** toured areas with advanced poultry farming practices → **"foul smells"**

3)M of Agriculture' **regulation** "two milk cows per 5ha of grassland" → His village had no available grassland

4)Cutting down mulberry trees→ **Planting corn**

5)He persuaded **gov't officials** to provide him with financial support=→ **successful**



# Im Gwang-Muk (High School Graduate)

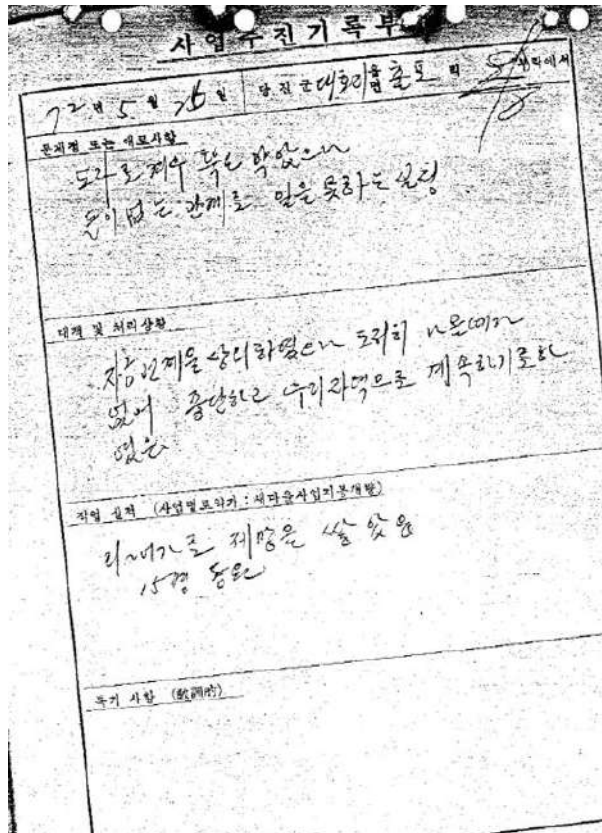


- Land reclamation from the sea
- Onsite-education** for SMU  
for Leaders of unsuccessful  
villages
- Oyster farming



Sometimes, they could not get necessary help from the government (e.g Chulpori) –finally, accomplished by them

## Land Reclamation by villagers



## No support from outside

- May 26, 1972
- We just recovered the embankment by using a bulldozer (villagers pay for renting the bulldozer,... no government support), but were not able to do further work because of shortage of financial resources (money)
- **"we decided to do by ourselves. Fifteen people worked by using handcarts."**

Ha Sa-Yong (two year of elementary school)

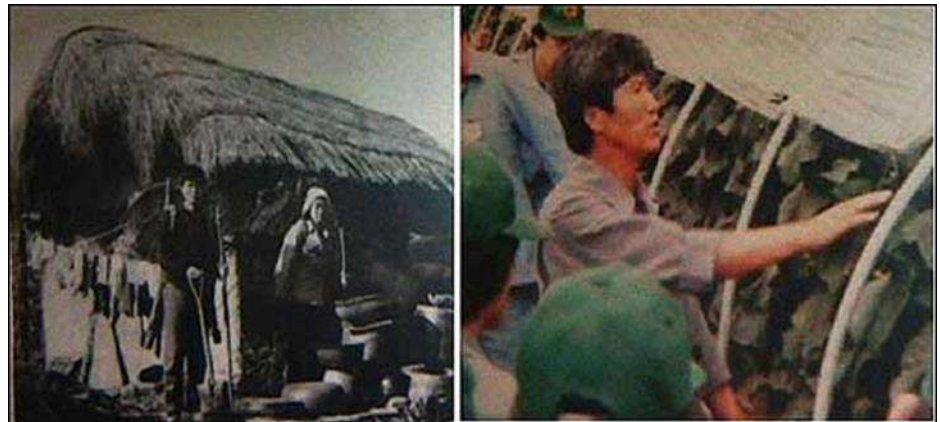
- **New agriculture for “making money”**

“When we **no longer farm simply to survive**, but to create surplus income, we can no longer refer to that as farming for survival. It’s **agricultural enterprise.**”(Sa-Yong Ha 2004:62)

- **Overcoming the restraints of the nature→**

cash crops, green house  
=learning from a Chinese

=>Teaching young farmers



## Jung Mun-Ja, Women Empowerment

---



## Jung Mun-Ja, Women Empowerment

---

- \* **Gender equity of village leadership**
- \* Organizing culture activities, group tour:  
being exposed to “outside world”
- \* Improving women status by savings, village credit coop,  
cooperative economic activities, village shop

“The first motivation for women education I introduced in my village was to help women from family violence. I thought women should learn to avoid the family violence”  
(Jung Mun-Ja 1975:183)



# Jung Mun-Ja, Women Empowerment

- \* gender equity of village leadership: **one male, one female Village SM leader**
- \* Women participated more actively than the gov't expected

Not in the public



Agent of  
Change

Eradication of gambling  
Abolishing village taverns  
Leading **savings** and **village fund (credit coop)**  
Income generating projects for women  
Leading family planning campaigns



## Choi Jae-Hee, Women Empowerment

---



# Choi Jae-Hee

\*mom,wife--→her own identity

President of an association

National Mentor for SMU

“Become more influential than male leader and village head in the village.. Recognition by county, the country”

\*Innovation of village culture (organizational culture)

changing attitudes of husbands,village men

detroying gambling, taverns

+Empowering women

Capacity building through village shop

“Rotating Responsibility”(learning by doing)

Savings movement→economic empowerment



# **Supportive Good Governance**

**Village-wide Association**

**(General Assembly of all villagers)**

**Village Development Committee**

**=Core Organizers (Active members)= Team**

**Village Administrative Head**

**Village Saemaul Leaders: Male, Female**

**Supportive Partnership:**

**Central/Local government-- Village**

## Who are to be?



- There will be a time when we grow old and die. If so then what would be the best will that we can leave to our descendents? I personally think the best will that I can be proud of would say that "if someone asks you who was your ancestor then you should answer that my ancestor was the farmer who diligently led the Saemaul Undong of the 1970s in the village. I would be proud of such a life worth putting in my will to my descendents. (Park Chung-Hee 1978: 348-349)*

Thank You!  
감사합니다  
非常感謝

*cf.* MOOC

UN **SDG Academy** + **KDI School**

*The Korean Rural Saemaul Movement*

by Do Hyun HAN

<https://www.edx.org/course/the-korean-story-secrets-of-an-economic-miracle>

**Graduate Seminar on SMU** by Do-Hyun Han

<http://cafe.daum.net/saemaul-movement>