

# SMU

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## 1

### THE WAVE OF SAEMAUL UNDONG SWEEPING ACROSS VIETNAM

Quang Tri Province, there is a wind of change blowing across the province facing development challenges. This long-awaited change was ignited by a Saemaul Undong project launched by the KOICA.



## 2

### SAEMAUL UNDONG AS A DRIVING FORCE BEHIND KOREA'S DEVELOPMENT

## 3

### SAEMAUL UNDONG AND DEVELOPING COUNTRIES

UN Secretary General,  
Ban Ki Moon:

Developing countries are paying keen attention to the usefulness of Saemaul Undong as a development model. Saemaul Undong has a huge meaning as the Korea's model of development cooperation.



## 4

### KOICA STRATEGY TO GLOBALIZE SAEMAUL UNDONG

## 5

### PERFORMANCE AND STATUS OF KOICA'S SAEMAUL UNDONG

- SMU project
- Public-private partnership
- Partnership with international organizations
- Capacity building program
- Volunteer program



### KOICA'S SAEMAUL UNDONG ON THE GROUND

## 7

MYANMAR

NEPAL



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### SMU BY REGION



### UNDERSTANDING SMU WITH CARTOON

## 8

KOICA's Smart SMU refers to holistic community development programs that are launched on the basis of partner government's willingness for development and people's voluntary participation. SMU aims to establish infrastructure customized to local conditions and introduce appropriate technology to increase income and to address issues in all sectors important for development, including agriculture, fishery, ICT, education, health, environment and gender.



# THE WAVE OF SAEMAUL UNDONG SWEEPING ACROSS VIETNAM

## HAPPINESS PROGRAM IN QUANG TRI PROVINCE, VIETNAM

Quang Tri Province sits at the center of Vietnam that is one of the longest countries in Southeast Asia. Despite being at the heart of the country, Quang Tri Province is one of most underdeveloped regions in Vietnam mostly inhabited by poor ethnic minorities. Worse yet, climate represents a significant threat to people. During rainy season, rain pours down and it causes flooding almost every year, taking away people's lives and their properties. In this province characterized by the lowest per capita income in Vietnam, 73% of its 630,000 population live in rural communities. It seems that not much has been done to address the problems of this province. Weak infrastructure such as poor roads and bridges coupled with the low level of educational attainment among local residents represents a significant constraint that hampers job creation in the province. Even though measures have been taken by the central and provincial governments to change this, rampant poverty remains part of daily lives.

Fortunately, there is a wind of change blowing across the province facing development challenges. This long-awaited change was ignited by a Saemaul Undong (SMU) or New Community Moverment project launched by the Korea International Cooperation Agency (KOICA). As the Korea's government agency dedicated to grant aid programs, KOICA has embarked on a project in Quang Tri Province and Lao Cai Province since 2014 to replicate its success in rural development through SMU. To better reflect Vietnam's development needs and demands, the projects were designed based upon Vietnam's 2008 National Target Program on New Rural

Development (NTD-NRD).

From 10 years ago to today, NGOs and donor agencies have channeled a huge amount of resources into Quang Tri Province to put an end to poverty. Despite multi-stakeholder efforts, changes have been hardly visible. Since the launch of KOICA's Saemaul Undong that sets diligence, self-help and cooperation as guiding principles, the province is finally getting itself on the path of development. It created hopes and engendered passion among people. Named the Happiness Program, the project in Quang Tri Province targeted 47,000 households with an overarching objective of increasing people's income. Under this project, infrastructure has been enhanced and special schemes tailored to the needs of underprivileged people have been operated. The provision of health equipment and capacity building for health workers have been undertaken to create better health environments. The public officials of the province have been given opportunities to receive training in administration and trees have been planted along the coastal line to protect the environment. With the project's comprehensive and multifaceted nature, the province will finally see the change which has yearned for a long time.

### PROJECT GOAL

# 2%

Poverty Reduction



## KOICA-CJ SAEMAUL PROJECT FOR DEVELOPING AGRICULTURAL VALUE-CHAIN IN NINH THUAN PROVINCE

### BENEFICIARIES

# 250

Households  
in Tam Ugan 2 Town

# 20

Officials belonging to  
Ninh Thuan Provincial  
Government and Ninh Son  
District People's Committee

# 80,000

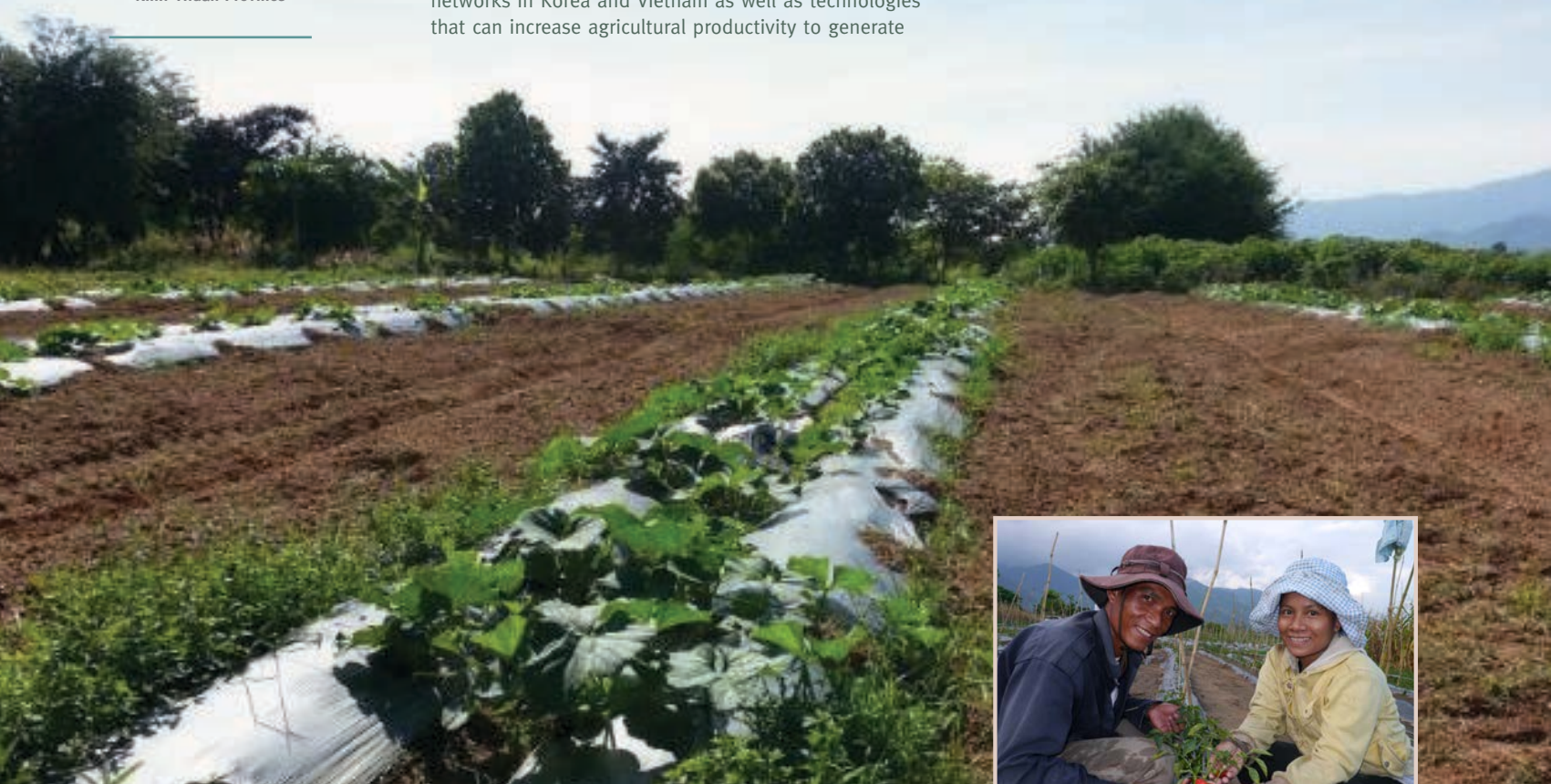
Indirectly benefit in  
Ninh Thuan Province

An ethnic minority called Rac Lay accounts for the majority of the population of Tam Ugan 2 Town in Ninh Thuan Province. It is one of the poorest towns in the province with 42.4% of population making less than USD 20 a month. Local residents make out a living by growing corn, banana and rice in their small lots. However, wonders exist as to why this town remains poor. In fact, there is a river in the town and climate is favorable, which allows the town to farm more than once a year. Poverty in this town largely stems from the lack of infrastructure such as irrigation facilities and the low level of agricultural techniques which are comparable with those of Korea in 1980s. As a result, agricultural productivity is very low. However, what is worse is the fact that, even if they grow and harvest crops, there is no market to sell. A Taiwanese business used to buying corn from this town. However, the company began to cut their import of corn and the town could not find any alternative buyers of their crops. They lost market and, with it, the source of their income.

KOICA has rolled up its sleeve to change this. In partnership with CJ Cheiljedang, a Korean business, which has been looking to establish a foothold in the Vietnamese market, KOICA launched a SMU project designed to increase people's income and modernize the agricultural sector by transferring Korea's advanced techniques and knowhow in production, storage and packaging to local farmers. This project is special in that it capitalizes upon the private sector's resources to address issues that official development assistance has not been able to tackle alone. The project was crafted in ways to tap into CJ's distribution and sales networks in Korea and Vietnam as well as technologies that can increase agricultural productivity to generate

incomes for local farmers. In addition, to discover high value-added crops that are suitable for cultivation in the town such as onion and garlic, a research and development (R&D) farm has been established. This is why it is hopeful that farmers in this town will be able to bring their income level up on a sustained basis. KOICA and CJ have agreed to equally share the total cost of this project (USD 2.1 million), which expecting to be completed by April 2017. This cooperation between the government and the private sector presents an innovative model of diversifying development financing.

One of the most critical ways of achieving the success of community development is to minimize people's reliance on external assistance so that they can learn how to stand on their own two feet. As there is a saying that goes "give a man a fish and you feed him for a day, teach a man to fish and you feed him for a lifetime", it is important for people to take the lead in development that will ultimately change their lives for the better. To this end, the project adopted the principles of SMU, a successful integrative community development model that was a huge achieved in Korea in 1970s. Under this direction, a wide range of activities are planned to be implemented, including establishing autonomous organizations such as a SMU Committee, farmers' association and women's association and improving living environments by remodelling their town hall or building pipelines. What is important in this project is that it would be people who identify and solve their own problems. These efforts expected to result in self-reliance of the town, which will bring about lasting changes in the town.





# SAEMAUL UNDONG AS A DRIVING FORCE BEHIND KOREA'S DEVELOPMENT

Saemaul Undong (SMU) started out as the Korean government's initiative to achieve rural development. However, people's voluntary participation transformed it into a nation-wide movement that modernized the economy and society of Korea. In 1970s, SMU served as a driving force behind Korea's economic development by modernizing rural communities and reforming people's mentality. As its iconic motto of "Let's Live Well" illustrates, it was a movement aiming at better lives. It brought people around the same dream of getting themselves out of poverty and propelled government's pursuit toward development. By making transformative changes possible, it left a huge footprint in the history of Korea's economic development.

Korea achieved the development and modernization of rural communities based on SMU in three major ways.

As a result of SMU's focus on narrowing urban and rural divide in 1970s, incomes of [redacted] reached parity with those of [redacted] in [redacted] since the beginning of SMU.

## The Beginning of SMU

When SMU was launched in earnest in 1970s, the government's fiscal shape was weak, which made it difficult to finance large-scale rural development projects. However, the government recognized that if it provides some support, people could make significant improvements on their living conditions by cooperating with each other. The government initially recommended ten projects to create Saemaul (new community) and supplied 335 bags of cement to each of the nation's 33,267 villages. With this support, people took the lead in identifying problems and launched projects to address the problems.

The government's proposed projects include broadening entrance roads leading to villages, upgrading roof and fence, constructing communal wells, installing communal laundry facilities, building bridges and arranging small streams. Impacts generated by projects were substantially better than expected. Among villages participated in projects, 16,600 villages displayed outstanding performance and were rewarded for their achievements. Some villages mobilized their own cash and labor to complete projects that they wished for a long time.

## Accomplishments of SMU

### 1

**Village renovation and rehabilitation** : From 1971 through 1978, 43,631km of entrance roads as well as farm roads have been established and 42,220km of village roads have been laid. This means a total of 85,851km of roads have been newly constructed, which translates into 2,601m of road per village. Roads leading to each village house have been expanded by about 13m. In addition, around 65,000 bridges have been constructed from 1971 to 1975 (each village was built two new bridges on average). Village renovation projects were carried out mostly during off farming season to put idle labor to work. These efforts have greatly improved living conditions of rural communities.

### 2

**Income generation** : Income generation projects can be categorized into agricultural and non-agricultural projects. Under SMU, the government set the goal of achieving the self-sufficiency of rice and barley supply and developed and distributed a high-yielding variety called Tong-il Byu or "Unification Rice". As the new variety reached farmers quickly for adoption, productivity skyrocketed. In addition, farmers were encouraged to raise chicken and hog and start fish farming or sericulture to promote agricultural exports. Distribution and processing facilities were built and expanded to lay the groundwork for efficient and sustainable production and distribution. To increase off-farm income, idle workers were mobilized to engage in various income generating activities such as making sacks or porridge. Also, farmers learned new agricultural techniques on soil reconditioning, deep cultivation and fertilizer production to enhance productivity and thereby boost their incomes.

In addition, under the Saemaul Income Through Work Project, villagers were mobilized to arrange streams and develop agricultural water to increase their off-farm income. By putting idle workers into productive use, income generation projects created income for farmers and effectively broke the vicious cycle of low income and poverty.

### 3

**Rural Enlightenment** : As part of SMU, rural enlightenment aiming at changing people's mentality was launched. To this end, people were encouraged to abide by order and manner and keep their surroundings clean. Along with it, SMU encouraged people to be frugal, receive education, read books and put their money in banks. In particular, book and banking projects existed even before SMU and SMU adopted these as its main activities to reform people's mindset. As a result, a total of 35,000 small libraries have been established and people have increased their saving in Saemaul Cooperative Banks.





## SAEMAUL UNDONG AND DEVELOPING COUNTRIES

What is significant about SMU is that it succeeded in nationwide rural development by drawing people's voluntary participation, which complemented government's poor capacity to finance development projects. Of course, the government played a crucial role in SMU. However, the fact that people were inspired by the government's initiative and voluntarily participated in the movement is recognized as a main success factor behind SMU. People in rural villages found happiness by volunteering to be the agents of change and participating in the cause of making their lives better. SMU's successful mobilization of people on a voluntary basis has huge implications for developing countries facing challenges in getting themselves out of poverty. This is why it stresses the importance of ownership and share the principle of participation with partner countries.

In addition, SMU as an ODA model can contribute to post-2015 development framework in many ways. Firstly, SMU's main objectives are to

[REDACTED]

[REDACTED] ending distribution channels.

Since SMU strives to narrow income gaps, reinforce access to basic social services and strengthen governance, it can be aligned with the international goal of reducing inequality, the issue generating heated discussion in the international community. By tapping into diverse mechanisms to fight against inequality, SMU effectively tackles the problem of widening inequality. This is why SMU is gaining traction as a model of inclusive growth.

UN Secretary General,  
Ban Ki Moon:

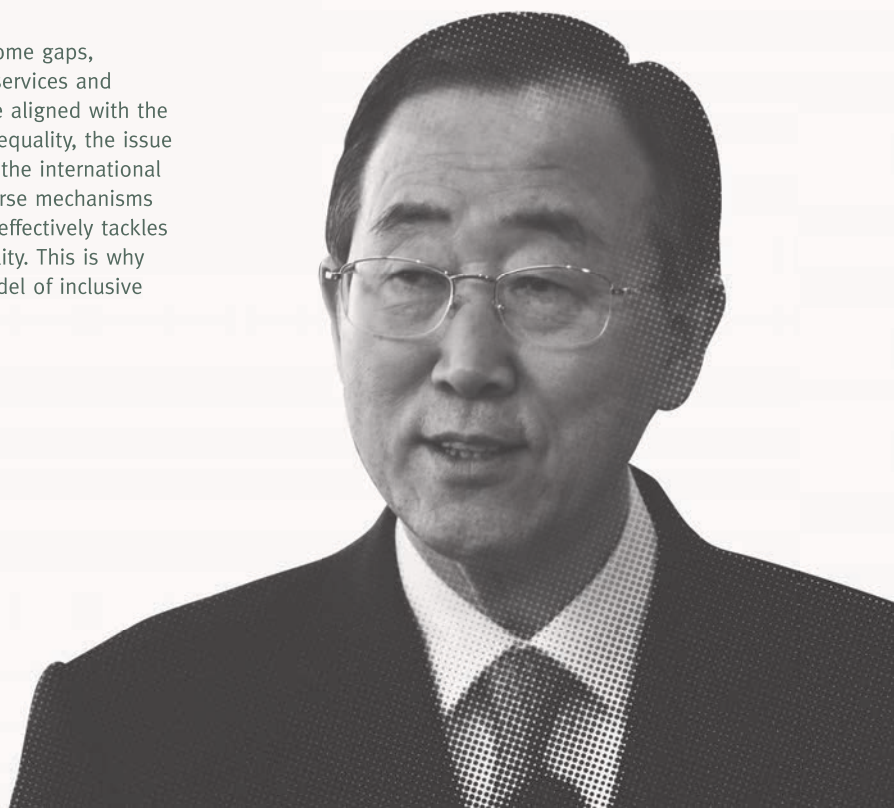
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**DEVELOPING COUNTRIES  
ARE PAYING KEEN  
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OF DEVELOPMENT  
COOPERATION.**

”





DEFINITION:

KOICA's Smart SMU refers to holistic community development programs that are launched on the basis of partner government's willingness for development and people's voluntary participation. SMU aims to establish infrastructure customized to local conditions and introduce appropriate technology to increase income and to address issues in all sectors important for development, including agriculture, fishery, ICT, education, health, environment and gender.

STRATEGY:

KOICA stresses the importance of [redacted] and principles in undertaking development programs: [redacted] Based on the principles of SMU, KOICA is committed to distributing appropriate technology that is most suitable in the settings of partner countries to maximize performance in increasing incomes of rural households. KOICA's projects are oriented toward creating [redacted] by actively tapping into value chain, including processing, distribution and marketing. KOICA is looking to position SMU as an integrative community development model that takes into account all sectors for development and cross-cutting issues.

KOICA SMART SMU STRATEGY

FRAMEWORK	KOICA Platform : Saemaul Undong partnersutilize KOICA's project implementation framework and networks in partner countries to effectively execute Global Saemaul Undong projects.			
STRATEGY	Implementing INTEGRATIVE PROGRAM	Utilizing APPROPRIATE TECHNOLOGY	Creating VALUE CHAINS	Strengthening PARTNERSHIP
FOUNDATION	Governance The internalization of Saemaul Undong into partner countries' community development policy.		Social Capital Promoting Saemaul Spirits among community members. Establishing sound governance based on the [redacted]	

KOICA  
STRATEGY  
GLOBAL  
SAEM  
UNDONG



STRATEGIES  
IN DETAIL

1

**Sector-integrative program** : As an integrative community development model that encompasses agricultural sectors such as livestock and fishery, social sectors such as education, health, hygiene and gender and technology sectors such as ICT, energy and environment, SMU has potential to contribute to the achievement of both MDGs and SDGs.

2

**Appropriate technology** : SMU aims to drastically raise performance in improving the level of income within a short period of time by identifying and mobilizing technologies that are the most appropriate in specific settings of partner countries.

3

**Value-chain** : Improving value-chain, including production (land, seed, equipment, microfinancing, cultivation technology), harvest, storage, processing, distribution, marketing and sales is important if income is to be increased on a sustained basis. Thus, it is taken into consideration in planning what activities to carry out to generate incomes (e.g. growing specialty crops).

# ICA EGY TO ALIZE MAUL ONG



## KOICA PRESIDENT'S VIEW

**Kim Young-mok, President of KOICA:** SMU is a comprehensive development that can contribute to international community's drive toward inclusive growth. SMU gives us tools to create social and economic values that directly benefit people and can be shared with the international community.

It was SMU that laid the foundation for Korea to achieve modernization and development. It is time for us to develop SMU into a new multi-faceted development model to tackle issues in health, education, gender and human rights in a comprehensive manner. This can be achieved by combining the principles of SMU with our cutting-edge technologies in agriculture, energy and environment.

KOICA is currently receiving requests from 50 developing countries to share knowledge in SMU or community development. In addition, international organizations such as World Food Programme (WFP), United Nations Development Programme (UNDP) and United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and world-renowned scholars, including professor Jeffrey Sachs, have lauded SMU as an excellent development model. Looking forward, KOICA is committed to upgrading SMU into Korea's iconic development model whose success can be replicated and shared around the world. KOICA is looking forward to your attention and support.



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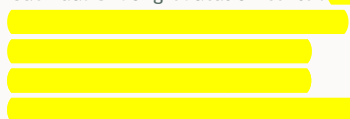
**Competition and incentive** : Without willingness and commitment of beneficiaries, real development cannot be achieved. Thus, places in which a SMU project is to be undertaken are carefully examined to confirm whether a target area has sufficient willingness to change. To measure the outcomes of projects, performance indicators are devised and reviewed on a yearly basis to identify and reward high-performing communities.

5

**Village-level development** : SMU development projects are undertaken at a village-level. However, when a large scale project is required to develop infrastructure such as roads, rivers and water facilities, regional projects may be implemented.

6

**SMU education tailored to the needs of each community** : Village leaders provide education on SMU who have better understanding of their communities. To improve their capacity to deliver education, these leaders are given opportunities to learn from each other through a Saemaul Undong education center.



Saemaul textbooks.

7

**Partnership with the private sector** : It is important to work with diverse partners, including international organizations, international NGOs and businesses to innovate ways to deliver SMU to countries in need.

## 1

**SMU project**

18 ongoing projects in 14 countries.

KOICA is implementing SMU projects to achieve comprehensive community development that addresses issues in all social and economic sectors, including agriculture, livestock, education, health, hygiene, gender, ICT, energy and environment.

-

Projects for rural and agricultural development not categorized as SMU projects also adopt the principles of SMU.

-

SMU projects have been underway in Cambodia, Laos, Myanmar, Vietnam, Nepal and Rwanda.




## 2

**Public-private partnership**

NGOs and businesses that can utilize appropriate technologies are encouraged to participate in SMU projects.

By teaming up with NGOs, assistance to non-priority partner countries and aid orphans such as Malawi, Kenya and Guatemala is provided.

-

Businesses can fulfill their social responsibility (CSR) or  by participating in development projects.



\* This table includes USD 2.1 million of SMU programs under the DAP (Development Action Program)



## 4

**Capacity building program**

144 people have enrolled in master's degree programs and 190 people have taken short-term training courses.

Master's degree programs: 72 people have been selected as the second term beneficiaries of KOICA's SMU master's degree programs. 72 beneficiaries have completed their first term program.

-

High-level policy courses: Country-specific policy training courses have been made available for 90 trainees.

-

Job skill programs: Training programs for job skills have been created for 100 working-level public officials from partner countries.





## 3

## Partnership with international organizations

The success of SMU can be replicated around the world by working in conjunction with international organizations and international NGOs.

**Millennium Promise** : Since 2009, the Millennium Promise (MP), an international NGO specialized in rural development, has embarked on [REDACTED] in Tanzania and Uganda (2009-2015/USD 8 million). By engaging with MP, KOICA played an important role in these projects. KOICA is currently reviewing ways to expand SMU's reach in other MP projects sites due to be completed in 2015.

**World Food Programme** : Since 2011, in collaboration with WFP, a humanitarian agency specialized in food security, KOICA has embarked on the [REDACTED] in Nepal, Rwanda and Bangladesh (2011-2017/USD 27 million).

**United Nations Development Programme** : KOICA is carrying out the "Korea-UNDP Saemaul Undong Global Initiative (2014-2017/USD 5.1 million)". By collaborating with the U.N agency, KOICA aims to upgrade SMU into a global rural development model that can be utilized in U.N's development projects around the globe.

**Organization for Economic Cooperation and Development** : The OECD is conducting comparative analysis between SMU and rural development policy of two countries to develop theories that will underpin SMU's global applicability as a comprehensive rural development model (2014-2015/USD 1 million)

**Global Donor Platform for Rural Development** : KOICA became a formal member of the GDPRD, the multi-stakeholder platform for global rural development to promote and implement SMU globally.



## 5

## Volunteer program

KOICA is deploying professionals and volunteers specialized in SMU to partner countries.

**Purpose:** To develop ODA professionals specialized in SMU who possess global competitiveness.

**Jobs:** Monitor projects, provide interpretation of local language, provide technical support in agriculture and livestock and facilitate the use of appropriate technology.

**Goal:** Deploy 10 professionals and 50 volunteers on an annual basis.



## Change is possible across the world with KOICA's Saemaul Undong

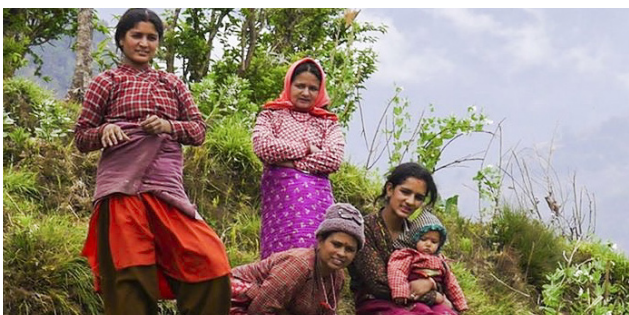


<b>Senegal</b>	The Project for capacity building of Agricultural Training Center in CIH / The Project for Improving agricultural Productivity on rice and onion
<b>Cambodia</b>	Self-supporting Rural Development Project with Saemaul Undong's Participatory Approach
<b>Vietnam</b>	Quang Tri Hanh Phuc Program with Sharing development experience of Saemaul Undong / Lao cai Hanh Phuc Program with Sharing development experience of Saemaul Undong
<b>Myanmar</b>	Saemaul Undong Project in Myanmar
<b>Rwanda</b>	Umuganda Saemaul Undong Rural Community Development / Integrated Rural Development Project in Nyaruguru
<b>Nepal</b>	Nawalparasi Samaul Project in Nepal

<b>Lao PDR</b>	Integrated Rural Development Project with Saemaul Undong(SMU)'s Participatory Approach in Lao PDR
<b>Philippines</b>	Integrated Agricultural Development Project in Quirino Province
<b>Ghana</b>	Vulnerable Community Empowerment for Samaul Zero Hunger Thorough Community Asset Creation
<b>DR Congo</b>	Integrated Rural Development Project in Kitshini
<b>Uganda</b>	The Project for enhancing nutrition and increasing household income in Karamoja sub-region through vegetable cultivation and marketing / The Project for the Establishment of the National Farmer's Leadership Center
<b>South Africa</b>	SMU consulting Program

<b>Ecuador</b>	The Project for the Las Abras Irrigation System Improvement and Rural Development in Chimborazo, Ecuador
<b>Paraguay</b>	Minister of Planning Agency proposed SMU projects nationwide
<b>Kyrgyzstan</b>	Public-Private Joint SMU Steering Committee established
<b>Nicaragua</b>	The President of Nicaragua Supports to SMU Project Launching
<b>Ethiopia</b>	Capacity building in Agriculture Irrigation in Dodota District
<b>Colombia</b>	The project of supporting the rural development strategy of Colombia by validating the methodology of Axis for income generation





## KOICA'S SAEMAUL UNDONG ON THE GROUND

### SMU in Myanmar



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**Everyone in the world is looking at Korea as a beacon of hope for what their countries can do as well.**

World Bank Group President Jim Yong Kim

### Nepal Nawalparasi



KOICA has decided to launch the SMU-oriented comprehensive rural development project (USD 8 million) in December 12, 2014 as part of its efforts to improve people's livelihoods in Nepal. Cho Hang Lan, KOICA Nepal Office Country Director and Som Lal Subedi, Secretary of the Ministry of Federal Affairs and Local Development signed an agreement to launch SMU projects in five districts in Nepal. This project targets 41,000 local residents and 7,533 households and aims to increase their access to health and agricultural facilities and build people's capacity to develop their communities based on the principles of SMU. "This project brings people on board and will directly benefit people", said the Secretary Subedi. "It will be a good opportunity for us to raise the living standards of people in Nawalparasi."

\* KOICA would like to express our deep condolences and sympathy to peoples of Nepal on the losses of lives, properties and heritage caused by the earthquake that struck Nepal on April 25. KOICA would like to actively implement the supporting plan for the recovery including SMU project.

KOICA organized a forum to commemorate the launching of a SMU project. The forum, held in in Nepido, December 2, drew heated attention from Myanmar with about 500 participants, including Myanmar's President Thein Sein, the Vice president, 12 ministers and vice ministers and 60 village leaders. In particular, Goh Kun, Korea's former Prime Minister, who was in charge of SMU participated in the forum as a keynote speaker along with officials from KOICA and other agencies.

In his keynote speech, the former Prime Minister Goh introduced SMU under the title of "Saemaul Undong's Implications for Myanmar" to share Korea's experience with participants. He identified SMU's three success factors as motivation, cooperation and participation and stressed the importance of cooperation among the central government, local governments and people as well as active participation by stakeholders, especially people on the ground.

Myanmar's President Thein Sein expressed his hope for the project, underscoring SMU's comprehensive nature in leading rural development. The project is expected to make huge contributions to Myanmar's development objectives in rural development and narrowing urban and rural gaps by not only increasing people's income and improving rural living conditions but also developing health, education and energy sectors. "Thanks to Korea's assistance, we now have greenhouses and chicken farms," said Mau Hye as he talked about his experience in Korea in 2013. "KOICA recently gave us a new variety of bean and I expect a bumper crop in this harvest season." KOICA is planning to channel USD 22 million (about KRW 24 billion) into the SMU project in Myanmar over the next six years to train village leaders, establish 100 pilot villages and formulate a master plan for the nationwide application of SMU. This project is expected to increase income of local residents and build people's capacity to make sustained development of their villages.



# UNDERSTANDING SMU WITH CARTOON



## MASTER'S DEGREE PROGRAM ON COMMUNITY DEVELOPMENT LEADERSHIP

### OBJECTIVE

To train and develop policy experts and public educators who can contribute to the national development of developing countries by actively practicing the principles of SMU.

### TARGETS

Public officials working at government agencies responsible for rural (community) development, public officials or trainers working at training institutions dedicated to public servants and research institutions (Countries in which SMU projects are underway or there are demands for SMU are considered first in selecting successful candidates.)

### APPLICATION ELIGIBILITY

Applicants should  
1. Be a citizen of the Scholarship Program target country  
2. Be officially nominated by their government  
3. Be a government official or an employee in the public sector  
4. Be a university/college graduate or have an equivalent educational background  
5. Have sufficient command of both spoken and written English in order to take classes conducted entirely in English and to be able to write academic reports and theses in English  
6. Be in good health, both physically and mentally  
7. Have not previously received a scholarship from the Korean government  
8. A participant who has once withdrawn from the program due to a failure to attain certain grades, a violation of the rules of the training institute, or a false entry is not allowed to re-apply for Scholarship Program.

**DURATION:** 18 months (one year and six months)

### SELECTION PROCESS

Recommendation by partner country governments → Paper examination → Phone interview → Medical check-up → Final acceptance → Admission and registration



## HOW TO PARTNER WITH KOICA

- Step 1.** Discussion with partner governments to identify project opportunities
- Step 2.** Official submission of a Project Request Form
- Step 3.** Assess feasibility of projects requested
- Step 4.** Preliminary selection of projects (Project review committee)
- Step 5.** Government-level discussion
- Step 6.** Record of Discussions
- Step 7.** Selection of project managers and project execution
- Step 8.** Evaluation

## KOICA OVERSEAS OFFICE

<Asia>	<Africa>	<Latin America>	<International Organization>
Nepal	Ethiopia	Paraguay	OECD
Laos	Nigeria	Peru	USAID
Mongolia	Ghana	Colombia	UN
Bangladesh	Rwanda	Bolivia	
Vietnam	Mozambique	Guatemala	
Sri Lanka	Uganda	Ecuador	
Afghanistan	Cameroon	El Salvador	
Indonesia	Kenya	Dominican Republic	
East Timor	Egypt		
Cambodia	Morocco	<Middle East & CIS>	
Philippines	Senegal	Uzbekistan	
Pakistan	Tanzania	Azerbaijan	
Myanmar	Tunisia	Iraq (Baghdad)	
Solomon Islands	Algeria	Jordan	
	Cote d'Ivoire		

