United Nations Development Programme

Project Document

Project Title:	*Saemaul* Initiative Towards Inclusive and Sustainable New Communities
Strategic Plan 2014-2017 Outcomes:	Growth is inclusive and sustainable, incorporating productive capacities that create livelihoods for the poor and excluded.
	Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles.
Expected Output(s):	See Results and Resources Framework
Executing Entity:	United Nations Development Programme (UNDP)
Implementing Agencies:	UNDP

Brief Description

This global project aims to update, integrate and scale up elements of the *Saemaul a*nd its application into an exemplary systematic approach and effective platform for development cooperation. It is intended to: (1) identify proven approaches and policy options for inclusive and sustainable local development, drawing on the expertise of *Saemaul a*nd other relevant solutions from development partners, including those from the South; (2) achieve impact of the integrated local development approaches known as Inclusive and Sustainable New Communities at both the local and national policy levels through its application to an initial set of countries; and (3) facilitate South-South and Triangular cooperation and knowledge exchange through support to centres of excellence to disseminate evidence-based results and experiences from the initial applications, with the aim of achieving impact at the regional and global levels. Overall, this project will demonstrate how various development cooperation modalities, ODA, domestic resource mobilization, South-South and Triangular cooperation can complement effectively within one development initiative and will provide substantive evidence to inform the implementation of the post-2015 development agenda.

Project Period:	2014-2017	Total resources required (in cash):	US $5,250,000
Key Result Area (Strategic Plan):	1,7		
Atlas Award ID:	79025	Total allocated resources:	
Start Date:	6 February 2014	• UNDP:	US $150,000
End Date:	31 December 2017	• ROK:	US $5,100,000
Virtual PAC meeting Date:	11-24 January 2014	Government cost-sharing and in-kind contributions from communities (estimated value):	US $20,000,000
Management Arrangements:	DIM		

Agreed by:

[signature: Selim Jahan]

Selim Jahan
Officer-in-Charge
Bureau for Development Policy
UNDP

TABLE OF CONTENTS

I. LIST OF ACRONYMS

ADB   Asian Development Bank
AWP   Annual Work Plan
BDP   Bureau for Development Policy
CO   Country Office
ISNCs   Inclusive and Sustainable New Communities
KDI   Korea Development Institute
KIRD   Korea Institute for Rural Development
KOICA   Korean International Cooperation Agency
KREI   Korea Rural Economic Institute
MDGs   Millennium Development Goals
RBA   Regional Bureau for Africa
RBAP   Regional Bureau for Asia-Pacific
RBLAC   Regional Bureau for Latin America and the Caribbean
RRF   Results Resources Framework
SU   *Saemaul Undong*
MOFA   Ministry of Foreign Affairs
ROK   Republic of Korea
UNDP   United Nations Development Programme

II. SITUATION ANALYSIS AND CONTEXT

With the target date for Millennium Development Goals (MDGs) fast approaching, there is much progress to report: the proportion of people living in extreme poverty has been halved at the global level, over two billion people have gained access to improved sources of drinking water, and a low debt burden and an improved climate for trade are levelling the playing field for developing countries. At the same time, data indicates persisting disparities and rising inequality in the midst of emerging development challenges related to the impact of climate change, rapid urbanization, energy needs, the recurrence of financial crises, and food and nutrition security. Rural-urban gaps, in particular, are apparent in access to reproductive health services, clean drinking water and education. In 2011, only 53 per cent of deliveries in rural areas were attended by skilled health personnel, versus 84 per cent of them in urban areas, as noted in the 2013 MDG Report. Eighty-three per cent of the population without access to an improved drinking water source live in rural communities. And children from poor and rural households are much more likely to be out of school than their rich and urban counterparts; in fact, rural children are nearly twice as likely to be out of school as urban children.[1]

The increasing recognition of widening disparities and inequalities calls for renewed efforts to implement interventions that are proven to address development challenges at the local level and that are cost-effective, scalable and sustainable. Many local development initiatives, both donor-initiated and Southern-driven, have therefore emerged. In this context, the remarkable economic growth of the Republic of Korea (ROK) in the 1970s has been a topic of interest by academia and development practitioners for many years. Research indicates that absolute rural poverty in ROK declined from 27.9 percent in 1970 to 10.8 percent in 1978. Many have at least in part attributed this transformation of rural ROK to the launching and implementation of the *Saemaul Undong* (New Village Movement), an integrated local development programme that flourished between 1971 and 1979.[2] The overall achievements of the programme included the rehabilitation of village infrastructure, improvement in overall living conditions in rural areas, and a significant increase in rural household incomes. Implementation usually took place in three stages focusing on basic infrastructure (Stage 1), development (Stage 2) and dissemination (Stage 3).[3]

As an integrated local development programme that aimed to increase incomes of the rural poor through small-scale self-help projects, the *Saemaul Undong* (SU) featured strong government and system-wide support to be eventually scaled up beyond the community level and rural areas to "encompass the entire spectrum" of the government's local development policies and programmes. According to a 2012 Asian Development Bank (ADB) report, the government also created an incentive system to which local communities responded, primarily because it was based on practical results that were publicly confirmed at village general meetings. This encouraged further self-assertion by members of the local community in formulating and implementing development initiatives, thus facilitating a cooperative relationship between the government and the local community." In short, "the SU movement demonstrated that the best results occur when the government helps those communities that help themselves," and also actively sought to scale up and expand the number of self-reliant villages through a number of approaches (e.g. following the designation of the SU as a top government priority, the *Saemaul* Central Promotional Council as well as sub-councils for each level of local government administration were established, effectively creating an SU movement inter-ministerial policy coordination system at the national level).[4]

---

[1] United Nations (2013), The Millennium Development Goals Report 2013, United Nations: New York, http://www.un.org/millenniumgoals/pdf/report-2013/mdg-report-2013-english.pdf.

[2] Soo-young Park (2009), "Analysis of Saemaul Undong: A Korean Rural Development Programme in the 1970s," Asia-Pacific Development Journal 16.2, p. 113.

[3] Asian Development Bank (2012), "The *Saemaul Undong* Movement in the Republic of Korea: Sharing Knowledge on Community-Driven Development," Manila: Asian Development Bank, pp. 8, 49.

[4] Ibid.

Secondly, the ADB study also highlighted the SU's strong belief in diligence, self-help and cooperation. This has been the fundamental principle of SU which helped the country to avoid aid dependency. In fact, "[t]he SU movement focused villager's attention on achieving a 'better life' in the rural communities they inhabited. However, the SU notion of a better life transcended micro-level development of rural villages by encouraging modernization through: (i) fulfilling the income-earning potential of each individual member of the community, (ii) improving the living conditions in the community overall, (iii) exploiting the community's economic resources, and (iv) encouraging creativity in adapting to changing circumstances." The self-reliant aspect of the *Saemaul* spirit could be said to have encouraged community members to develop their potential to overcome challenges and creatively explore new economic resources and means of increasing productivity. The ADB report therefore concluded that this reliance on diligence, self-help and cooperation thus helped to prevent dependence on aid or government resources. In fact, effective community investment was a key factor in promoting active participation in the SU movement. Over time, SU projects became increasingly funded from community resources and financing instead of from the government budget. Community SU investment, including self-support and public loans, grew and eventually exceeded government support to SU projects by the late 1970s in both the national and local budgets.[5]

Thirty-five years later, ROK is now a donor committed to sharing its own experiences of growth and transformation in a world of rising inequalities and changing demographics that require sustainable human development pathways and takes into account the distribution of populations across urban, peri-urban and rural areas. The SU provides a proven and effective approach for achieving rural development, with strong potential for applicability and scalability in other rural contexts. While ROK has already supported earlier applications of the SU in other countries in Africa and Asia (including Cambodia, the Democratic Republic of Congo, Ethiopia, Lao PDR, Mongolia, Nepal, the Philippines, Russia, Timor-Leste and Viet Nam) where significant results have been achieved at the local level, these implementations sometimes lacked policy linkages for sustainability and scaling up at a national level. In this context, UNDP can offer valuable programme and policy advisory support in building local-national linkages for scaling up and ensuring financial sustainability. Building on *Saemaul* application experiences together with other complementary development solutions, UNDP will help develop an integrated local development approach – inclusive and sustainable new communities – to apply to a selected number of countries. Bearing in mind that the contexts to which this approach will be applied would be different from previous SU applications, the project will build into the design of the approach a forward-looking vision for scaling up and long-term financial sustainability to address the seemingly paradoxical objective of promoting self-reliance and decentralized cooperation through an ODA-funded project. This vision would include strategic interventions at national level with linkages to local and community levels, as well as a 2-3-5 model for financing, where 20 percent of ODA would be matched with 30 percent government cost-sharing and 50 percent in-kind contributions of labour and services mobilized by the communities. Such a model testing will provide concrete evidence on how ODA, domestic resource mobilization, South-South and Triangular Cooperation can be best complementing each other within one development initiative.

At the global and regional levels, the experiences of the SU also provide valuable lessons to inform pertinent global and regional debates including the post-2015 development agenda and implementation mechanisms for rural development and sustainability. UNDP will therefore partner with ROK in ensuring achieving impact at regional and global level through supporting centres of excellences for South-South and Triangular knowledge exchanges and cooperation as well as global advocacy of the Inclusive and Sustainable New Communities (ISNCs); it will utilize its global networks and positioning to ensure that the updated and adapted approach of the SU makes a significant, evidence-based contribution to regional and global development discourses on sustainable development.

---

[5] ADB (2012), p. 45.

III. STRATEGY

UNDP, together with ROK and in collaboration with other development partners, will identify the scalable elements and solutions of the SU and formulate them into an updated, integrated local development model known as the ISNCs approach for application and scaling up to current country contexts. In so doing, the project will also facilitate triangular knowledge exchange and cooperation on proven solutions for local development by drawing on the experiences of ROK and country-level implementation of the approach, and ensure that the lessons learned of the SU and the updated approach influences global and regional development discourses. To that end, the project will take a three-phase approach to achieve the following results:

1. Identification of proven approaches and policy options for inclusive and sustainable local development, drawing on the expertise of SU and other relevant solutions from development partners, including those from the South;
2. Achievement of policy impact at both local and national levels through applying the systematic approach of ISNCs to three countries where earlier application of SU experiences have achieved initial results;
3. South-South and Triangular knowledge exchange and cooperation as well as global advocacy through support to already existing centres of excellence that share evidence-based results and experiences from the initial applications, with the aim of achieving impact at the regional and global levels.

The three phases of the project are as follows:

1. FORMULATION OF THE INCLUSIVE AND SUSTAINABLE NEW COMMUNITIES (OR INCLUSIVE AND SUSTAINABLE *SAEMAUL*) APPROACH BASED ON THE EXPERIENCES OF THE *SAEMAUL UNDONG*

The project will identify proven approaches and policy options for inclusive and sustainable local development, drawing on the expertise of SU and other relevant solutions from development partners, including those from the South. It will analyze the experiences, lessons learned and scalability of the SU to identify elements for adaptation, application and scaling up of the model through an extensive desk review as well as field research. Building on the experience of SU especially in terms of its self-help spirit and system wide support to community initiative, the analysis will also highlight inclusiveness and sustainability in the adapted approach. This analysis will be conducted by a core task team in UNDP and in consultation with key resource persons in Korean development institutes including the Korean International Cooperation Agency (KOICA), the *Saemaul* Globalization Foundation, academia and research institutes such as the Korea Development Institute (KDI), Korea Institute for Rural Development (KIRD) and Korea Rural Economic Institute (KREI). The core team will also engage a few relevant institutes from the South.

As a result of the research, the project will develop an integrated local development approach to be known as Inclusive and Sustainable New Communities (or Inclusive and Sustainable *Saemaul*) for application to current contexts, with an adaptable toolkit and corresponding support package with proposed indicators of success to implement Inclusive and Sustainable New Communities (ISNCs). It will also map demand for application based on a contextual analysis and develop a set of criteria to identify localities in UNDP programme countries to apply the approach, taking into special consideration countries where ROK had previously applied SU experiences as well as ROK's priority countries in Africa, Asia and Latin America. Based on this mapping and set of criteria, an initial set of countries will be identified to roll out the ISNCs approach.

In summary, primary activities under this phase include the following:

- Forward-looking analysis of experiences, lessons learned and scalability of the SU for adaptation, application and scaling up through a desk review and field research in at least 3 sites outside of ROK where the SU approach has been applied, to be documented into a report on the experiences and scalability of the SU (by end of 2014);
- Development of an integrated local development approach known as ISNCs for application to current contexts, with adaptable toolkit and support package;
- Identification of initial three countries to apply the ISNCs approach, with priority in Africa, Asia and Latin America;
- Joint workshop to assess the analysis including the guiding principles for implementation, monitoring and scaling up; and
- Overall programme and policy support through designated staff capacity.

Timeline and Budget: January to August 2014, US $1,100,000.

2. **ACHIEVEMENT OF POLICY IMPACT AT LOCAL AND NATIONAL LEVELS THROUGH APPLICATION OF THE INCLUSIVE AND SUSTAINABLE NEW COMMUNITIES APPROACH**

Once the integrated local development approach and adaptable toolkit or support package have been formulated, this "updated" approach known as the ISNCs will be rolled out to an initial set of three countries (one in each region of Asia, Africa and Latin America) in order to ensure a balanced and comparative analysis of application in current contexts. The project will aim to build on the local-level achievements already made by prior applications of SU experiences to create national and policy level linkages of the community level results. Each country will be allocated US $1,000,000, of which about US $400,000 will be designated for policy support and capacity development and US $600,000 will be provided to 15 communities (at $40,000 per community). In the spirit of self-reliance and financial sustainability, a core principle of the SU, the project will take a 2-3-5 approach to structure resources required for the project at local level, meaning 20 percent ODA matching with 30 percent Government cost-sharing and 50 percent in-kind forms of community mobilization of labour and services, etc. This will ensure that the project and future rollouts of the ISNCs start with a self-reliance approach and become less aid dependent in the long run.

Programme and policy advisory support necessary for country-level implementation will be provided by UNDP headquarters and regional centres to relevant country offices (COs), for building these local-national linkages and ensuring that results are measured through the predefined indicators for success. Additionally, support will be provided for knowledge and advocacy through the development of knowledge products with concrete policy options to guide scaling up and triangular knowledge sharing and exchange.

In short, activities under this phase will primarily focus on the following:

- Rollout of the ISNCs to an initial set of 3 countries;
- Overall programme and policy support for impact at national and policy levels; monitoring and evaluation, based on indicators outlined in the toolkit; and documentation of lessons learned for global synthesis, knowledge and advocacy;
- Monitoring and evaluation framework established for rigorous tracking and review of progress and results in the 3 countries;
- Synthesis report produced on lessons learned for global scaling up and triangular cooperation (by end of 2016) to inform and guide scaling up and global advocacy.

Timeline and Budget: July 2014 to December 2016, US $3,000,000.

3. **SCALING UP OR SPREADING OUT THROUGH TRIANGULAR KNOWLEDGE EXCHANGE AND COOPERATION AS WELL AS GLOBAL ADVOCACY FOR REGIONAL AND GLOBAL IMPACT**

Beyond achieving success at the national and local levels in the initial three countries, the project will scale up the impact of the initiative to neighbouring countries and countries with similar political and cultural context. This will be achieved by supporting already existing relevant institutions, such as policy centres or research institutes, to become centres of excellence on the sustainable new communities approach and its related subjects. These centres of excellence will facilitate South-South and triangular exchange and cooperation, particularly among ROK-supported countries where the new approach has been applied and other Southern partners with similar demand.

Additionally, the centres of excellence will also accumulate substantive evidence from the developing countries and provide a platform for the countries to collectively advocate at regional and global levels to advance the implementation of the post-2015 agenda. With the project's support, they will also utilize and nurture greater networks of practitioners and policymakers in scaling up applications of this approach to a broader range of countries and communities.

In short, activities under this phase will focus on achieving the following results:

- Systematic documentation of lessons learned for comparative analysis of application and results, as well as synthesis for integration into regional and global debates, and enhanced discussions around triangular cooperation as part of implementation mechanisms for poverty eradication and achieving sustainable human development;
- Triangular knowledge exchange and cooperation through support to centres of excellence for the accumulation of substantive evidence from developing countries;
- Global sharing and advocacy of evidence-based results and expertise at regional and global levels to advance the implementation of the post-2015 agenda; and
- Inputs to global and regional discourses on scalable solutions for sustainable rural development to inform implementation mechanisms for the post-2015 development agenda.

Timeline and Budget: July 2016 to December 2017, US $1,150,000.

In summary, UNDP's comparative advantage and strategic interventions at national levels, with linkages to local and community levels, would be crucial in ensuring that SU applications do not stop at the community level but instead are scaled up within the country and even beyond. To that end, the project will link up practices with policies and hence bear more potential for impact and sustainability. The project will also adopt a neighbourhood approach and support centres of excellence for countries of similar social cultural backgrounds on related subjects of this initiative for the collection and sharing of evidence. Through such an approach, substantive evidence can be accumulated with collective advocacy with and among developing countries to influence global development agenda especially in regard to its implementation mechanisms and development cooperation effectiveness.

Strategic partners for this project include think tanks, research institutions, national and local governments, volunteer organizations, and private sector in the developing countries where the approach will be applied as well as in ROK where expertise of the *Saemaul Undong* has been accumulated. Media is an important partner as well for this project to keep the communication open and transparent for a balanced coverage of its approaches and results achieved.

IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcomes as stated in the 2014-2017 Strategic Plan:
Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create livelihoods for the poor and excluded.
Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles.

Project title and ID (ATLAS Award ID): *Saemaul* Initiative Towards Inclusive and Sustainable New Communities, 79025

INTENDED OUTPUTS (Baseline, Indicators, Targets)	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: Formulation of the Inclusive and Sustainable New Communities (ISNCs) model based on the experiences of the *Saemaul Undong* **Baseline**: ▪ Limited research on scalability of SU in current development contexts. ▪ SU approach applied in a number of countries with results mainly within pilot communities. **Indicators**: ▪ Existence of adaptable toolkit and support package for application. ▪ Existence of guidance of linking local results with national policies	**Targets (2014)** ▪ Joint report and comparative analysis of the experiences and scalability of the SU completed. ▪ Field research conducted in at least three sites. ▪ ISNCs approach with adaptable toolkit, support package and set of guidelines developed for application. ▪ Database developed with at least three countries identified for application of the ISNCs approach.	1 Forward-looking analysis of experiences, lessons learned and scalability of the SU for adaptation, application and scaling up through a desk review and field research in at least three sites outside of ROK where the SU approach has been applied. 2 Development of an integrated local development approach known as the ISNCs for application to current contexts, with adaptable toolkit and support package. 3 Identification of initial three countries to apply the ISNCs approach, with priority in Africa, Asia and Latin America. 4 Joint workshop to assess the analysis including the guiding principles for implementation, monitoring and scaling up. 5 Overall programme and policy support through designated staff capacity.	Bureau for Development Policy leads and coordinates with relevant regional bureaus and the Seoul Policy Centre	US $1,100,000
Output 2: Achievement of policy impact at local and national levels through the application of the Inclusive and Sustainable New	**Targets (2014)** ▪ ISNCs rolled out in three countries. ▪ All three country teams	1 Rollout of the ISNCs to initial set of three countries. 2 Overall programme and policy support for impact at national and policy levels;	UNDP COs with support from regional bureaus and Bureau for Development Policy	**US $3,000,000** (US $1,000,000 per country X 3 countries)

Communities (ISNCs) approach **Baseline**: ▪ No countries applying a newly formulated ISNC with appropriate tools. **Indicators**: ▪ Number of countries piloting the ISNCs approach. ▪ Existence of global M&E framework to track progress and results. ▪ Number of countries utilizing / measuring against proposed indicators for success. ▪ Number of knowledge products produced with concrete policy options to influence national policies and guide scaling up and triangular knowledge sharing and exchange. ▪ Number of national development plans, strategies or policies that reflect lessons learned of the ISNC model and its application.	equipped with toolkit or support package, together with necessary capacity development or advisory support, for rolling out ISNCs. ▪ Global M&E framework established to monitor results achieved. **Targets (2015)** ▪ All three pilot countries utilizing / measuring against proposed indicators for success. **Targets (2016)** ▪ At least three policy papers and reports produced for inputs to global and regional discourses. ▪ One synthesis report produced on lessons learned for global scaling up and triangular cooperation. **Targets (2017)** ▪ Lessons learned on the ISNC model and its application are reflected in at least three national development plans, strategies or policies.	monitoring and evaluation, based on indicators outlined in the toolkit; and documentation of lessons learned for global synthesis, knowledge and advocacy. 3 Monitoring and evaluation framework established for rigorous tracking and review of progress and results in the 3 countries.		
Output 3: Scaling up or spreading out through triangular knowledge exchange and cooperation as well	**Target (2016)** ▪ Two to three centres of excellence accumulating substance evidence from	1 Systematic documentation of lessons learned for comparative analysis of application and results, as well as synthesis for integration into regional	UNDP Bureau for Development Policy, Regional bureaus, regional centres, and	**US $1,150,000**

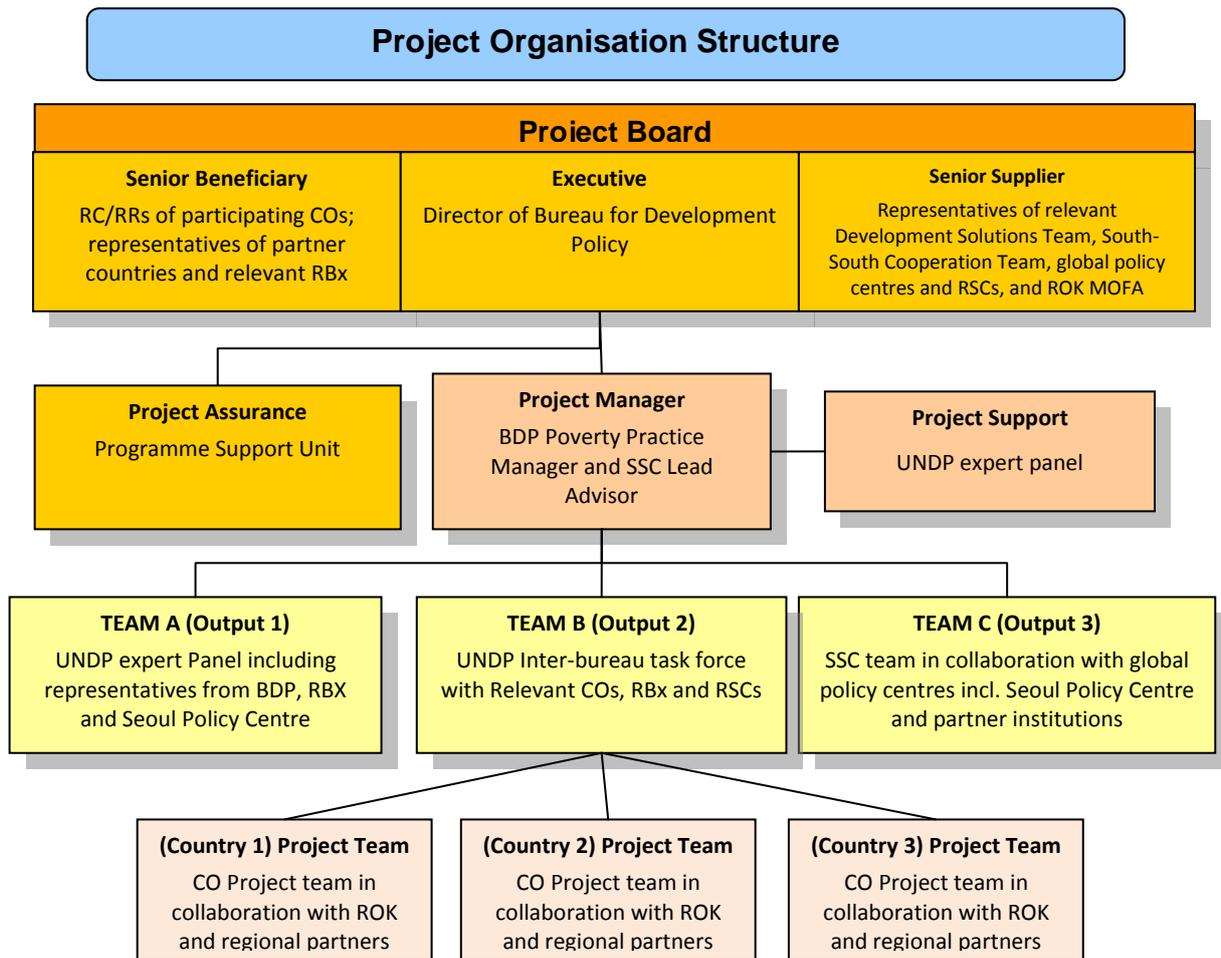|				
as global advocacy for regional and global impact **Baseline**: ▪ No mechanism in place to share knowledge and identify areas for collaboration. **Indicators**: ▪ Number of centres of excellence actively accumulating substantive evidence from developing countries. ▪ Mechanisms in place to share knowledge and expertise and identify potential areas and partners for triangular cooperation. ▪ Number of new partnerships developed for sharing of lessons and application of the integrated local development model. ▪ Number of countries applying and integrating the ISNCs approach into development plans and budgets. ▪ Extent to which the ISNCs approach has contributed to ongoing global and regional development discourses (e.g. number of citations, downloads and site visits).	developing countries and providing a platform for global advocacy through UNDP support. ▪ Expanded platform with data in place and utilized for sharing knowledge and expertise and identifying potential areas for lessons and application of adapted the ISNCs approach. **Targets (2017)** ▪ At least four to six new partnerships developed for sharing of lessons and application of the ISNCs model. ▪ At least eight additional countries applying the ISNCs approach into development plans and budgets. ▪ Substantive contributions made to ongoing global and regional development discourses.	and global debates, and enhanced discussions around triangular cooperation as part of implementation mechanisms for poverty eradication and achieving sustainable human development. 2 Triangular knowledge exchange and cooperation through support to centres of excellence for the accumulation of substantive evidence from developing countries. 3 Global sharing and advocacy of evidence-based results and expertise at regional and global levels to advance the implementation of the post-2015 agenda. 4 Inputs to global and regional discourses on scalable solutions for sustainable rural development to inform implementation mechanisms for the post-2015 development agenda.	global policy centres	
TOTAL				**5,150,000**

V.   2014 ANNUAL WORK PLAN

March to December 2014

EXPECTED OUTPUTS (Baseline, Indicators, Targets)	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Formulation of the Inclusive and Sustainable New Communities (or Inclusive and Sustainable *Saemaul*) Approach Based on the Experiences of the *Saemaul Undong*									
Baseline: ▪ Limited research on scalability of SU in current development contexts. ▪ SU approach applied in a number of countries with results mainly within pilot communities. **Indicators**: ▪ Existence of adaptable toolkit and support package for application. ▪ Existence of guidance of linking local results with national policies. **Annual Targets:** ▪ Joint report and comparative analysis of the experiences and scalability of the SU completed. ▪ Field research conducted in at least three sites. ▪ ISNCs approach with adaptable toolkit, support package and set of guidelines developed for	**1. Forward-looking analysis of experiences, lessons learned and scalability of the SU for adaptation, application and scaling up through a desk review and field research in at least three sites outside of ROK where the SU approach has been applied.** ▪ Collect lessons learned from ROK's past development experiences, including previous applications of the SU in other countries, based on an extensive desk review and through possible collaboration with regional institutes and think tanks. ▪ Conduct field research in at least three sites outside of ROK where the SU was previously implemented in order to consider the key successful elements that could be applied to current contexts, as well as indicators for measuring success. ▪ Produce a preliminary draft report for discussion (by June 2014), and a final report incorporating the field research and conclusions of the joint workshop (by December 2014/January 2015). ▪ Identify elements of the initiative that complement other relevant solutions for sustainable local development based on the experiences of UNDP and other development partners.	X	X	X		UNDP	ROK	Joint study; field research; travel; workshop.	620,000

12

Indicators	Activities	Q1	Q2	Q3	Q4	Responsible party	Funding source	Description	Budget
application. ▪ Database developed with at least three countries identified for application of the ISNCs approach.	**2. Development of an integrated local development approach known as the ISNCs for application to current contexts, with adaptable toolkit and support package.** ▪ Identify elements of the SU to be adapted for application. ▪ Develop an adaptable toolkit and corresponding support package with both qualitative and quantitative indicators for measuring success. ▪ Identify a set of guiding principles and criteria for successful implementation. ▪ Develop a monitoring and evaluation framework to monitor progress and feed into global synthesis of lessons learned.	X	X	X		UNDP	ROK	Technical support; Workshop; report printing.	50,000
	3. Identification of initial three countries to apply the ISNCs approach, with priority in Africa, Africa and Latin America. ▪ Map demand and willingness of countries to emphasize the strategic importance of local development in their national development plans, based on a contextual analysis. ▪ Develop a set of criteria to identify localities in UNDP programme countries to apply the ISNCs approach, taking into consideration countries where ROK had previously applied *Saemaul* experiences as well as ROK's priority countries in Africa, Asia and Latin America.	X	X			UNDP	ROK	Designated staff time.	0
	4. Joint workshop to assess the analysis including the guiding principles for implementation, monitoring and scaling up. ▪ Assess joint analysis and ISNCs approach. ▪ Agree on adaptable toolkit, corresponding support package, basic guiding principles and methodology for implementation of the ISNCs approach. ▪ Prioritize countries for application based on agreed criteria.			X		UNDP	ROK	Workshop; travel; printing.	100,000
	5. Overall programme and policy support through designated staff capacity. ▪ Provide overall support for monitoring and evaluation, particularly to country teams in measuring against indicators for success outlined in the toolkit. ▪ Provide support for the documentation of lessons learned for global synthesis, knowledge and advocacy. ▪ Provide support for the development of knowledge products with concrete policy options to guide scaling up and triangular knowledge sharing and exchange	X	X	X	X	UNDP	ROK	Designated staff capacity; training workshops	242,000
OUTPUT 1 TOTAL									1,012,000

Output 2: Achievement of Policy Impact at Local and National Levels through the Application of the Inclusive and Sustainable New Communities Approach									
Baseline: ▪ No countries applying a newly formulated ISNC with appropriate tools. **Indicators**: ▪ Number of countries piloting the ISNCs approach. ▪ Existence of global M&E framework to track progress and results. ▪ Number of countries utilizing / measuring against proposed indicators for success. ▪ Number of knowledge products produced with concrete policy options to influence national policies and guide scaling up and triangular knowledge sharing and exchange. ▪ Number of national development plans, strategies or policies that reflect lessons learned of the ISNC model and its application. **Annual Targets:** ▪ ISNCs rolled out in three countries. ▪ Country teams equipped with toolkit or support package, together with necessary capacity development or advisory support, for rolling out ISNCs. ▪ Global M&E framework established to monitor results achieved.	**1. Rollout of ISNCs model to an initial set of three countries.** ▪ Support country-level initiation of the application process.				x	UNDP	ROK	0	0
	2. Overall programme and policy support for achieving national and policy impact, as well as for global advocacy and knowledge sharing. ▪ Provide advisory support to the strengthening of local-national linkages. ▪ Facilitate the promotion of decentralized cooperation such as through village-to-village twinning arrangements and initiatives. ▪ Provide support to the development of knowledge products with concrete policy options to guide scaling up and triangular knowledge sharing and exchange.				X	UNDP	ROK	Staff time.	0
	3. Monitoring and evaluation framework established for rigorous tracking and review of progress and results in the three countries. ▪ Develop a global M&E framework to track progress and results against the predefined indicators for success.				x	UNDP	ROK	Staff time.	0
OUTPUT 2 TOTAL									0
TOTAL PROGRAMMABLE AMOUNT									1,012,000
GMS (8%)									88,000
TOTAL									1,100,000

VI. MANAGEMENT ARRANGEMENTS

Project Organisation Structure

Project Board

Senior Beneficiary	Executive	Senior Supplier
RC/RRs of participating COs; representatives of partner countries and relevant RBx	Director of Bureau for Development Policy	Representatives of relevant Development Solutions Team, South-South Cooperation Team, global policy centres and RSCs, and ROK MOFA

Project Assurance
Programme Support Unit

Project Manager
BDP Poverty Practice Manager and SSC Lead Advisor

Project Support
UNDP expert panel

TEAM A (Output 1)
UNDP expert Panel including representatives from BDP, RBX and Seoul Policy Centre

TEAM B (Output 2)
UNDP Inter-bureau task force with Relevant COs, RBx and RSCs

TEAM C (Output 3)
SSC team in collaboration with global policy centres incl. Seoul Policy Centre and partner institutions

(Country 1) Project Team
CO Project team in collaboration with ROK and regional partners

(Country 2) Project Team
CO Project team in collaboration with ROK and regional partners

(Country 3) Project Team
CO Project team in collaboration with ROK and regional partners

The **inter-bureau task force** will be composed of experts and managers from the Bureau for Development Policy, relevant bureaus (Regional Bureau for Asia-Pacific, Regional Bureau for Africa and Regional Bureau for Latin America and the Caribbean) and the Seoul Policy Centre.

VII. MONITORING FRAMEWORK AND EVALUATION

The project will be subjected to UNDP's monitoring and evaluation procedures in accordance with the UNDP Programme Policies and Procedures.

The project will be monitored through the following:

- **Within the annual cycle:**
  - On a quarterly basis, a progress report assessing the completion of key results will be prepared, based on quality criteria and methods captured in the standard Quality Management procedures.
  - An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
  - Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- o Based on the above information recorded in Atlas, a Project Progress Report (PPR) shall be submitted by the Project Manager to the Project Board, using the standard report format available in the Executive Snapshot.
- o Lessons learned will be continually shared and incorporated into the annual report to ensure ongoing learning and adaptation within the organization.
- o A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
- o Periodic meetings will be held with the Mission of the Republic of Korea to the United Nations in order to follow up on the progress of the project and find synergies with other initiatives supported by the Republic of Korea.

- **Annually:**
  - o Annual Review Report: An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
  - o Annual Project Review: Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

- **Evaluation:**
  - o If determined by the Project Board, an independent evaluation of the project will be carried out at the end of the project to assess progress towards achievement of the project outcomes as well as document lessons learned and make recommendations for the way forward.

VIII. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof.

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

To ensure its responsibility for the safety and security of the UNDP personnel and property, UNDP shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to UNDP's security, and the full implementation of the security plan.

The UNDP shall undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:
a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

IX.   ANNEXES

Annex 1: Risk Log

#	Description	Category	Impact & Probability Level	Countermeasures / Management Response
1	Critics of *Saemaul Undong* may perceive this initiative as a mere replication of both the strengths and weaknesses of prior implementations.	Political	Critics may vocalize their concerns through media and other outlets, hence causing wider mis-interpretation of the project approach P = 3 I = 2	• Proactive promotion of, and advocacy around, the results of the joint study / analysis and all evidence emerging from rollout sites. • Implementation of branding strategy highlighting ISNCs (or Inclusive and Sustainable *Saemaul* in Korea), with communications materials and media campaigns.
2	Since most project sites have previously applied the SU only at village level, relevant stakeholders may try to implement the adapted approach with a localized bias, not seeing the importance of national linkages and scaling-up	Operational	Strong bias towards only localized village level interventions may limit project impact and weaken sustainability. P = 3 I = 3	• Capacity development on use of adaptable toolkit and how to measure against proposed indicators. • Programmatic and policy support for effective implementation according to adaptable toolkit. • Capacity development on linking local results with national policies. • Strong emphasis on triangular knowledge sharing and global advocacy.
3	The initiative does not mobilize enough in-kind contributions at community level.	Financial	Not all planned activities can be implemented. Sustainability of project can be weakened without strong community contribution. P = 2 I = 2	• Carefully select project sites where local mobilization potential is strong. • Awareness raising campaign on the self-help and cooperation spirit. • Mobilizing local volunteerism • Strong emphasis on the project's 2-3-5 approach for structuring resources.
4	Unexpected political instability undermines project implementation and achievement of intended results.	Political	Planned activities are slowed or even temporarily halted. P = 2 I = 5	• Careful monitoring of political instability and documentation of impact on project activities. • Documentation of lessons learned for implementation in unstable contexts. • Additional steps to adapt to context.