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In order to increase the effectiveness and the activation of *Saemaul-Undong* (NewVillageMovement)ODA projects, the key(core) success factors of *Saemaul-Undong* with the development cooperation perspective must be analyzed.

Key success factors: The success of the *Saemaul-Undong* was made possible by the harmoniously combined structure and virtuous circle with powerful top-down innovation drive at the national level, a building of bottom-up reform by village members' participation in the decision-making system and the formation of leadership at the village (business unit) level.

1. Government's policy commitment: This is represented by the top-down system by the reform drive of government, and the portion of commitment is reflected in the national development plan.

2. Formation of village (business unit) leadership: This closely associated with the election method and process for leaders of *Saemaul-Undong* and their capacity building method. Inhere the role of local government officials in the village(businessunit) level should be emphasized.

3. Participation from the bottom (i.e., building of the bottom-up system): This factor is related to the motivation of the village residents and forming of self-reliant will (autonomy), resident-centered decision-making structure in community, competitive system (principle) and the capacity building of the village residents. This is also closely related to the cultural and historical traditions which enhanced the activation level of the self-help and cooperative spirit in the communities.

Limitations in the Vietnam and Cambodia cases

In the case of Vietnam, the following limitations were identified: 1) an absence

of a detailed action plan at the local level and a long-term plan in coupled with government support strategy (participation and reform needs from bottom is ignored, village people stay in passive existence); 2) infrastructure-focused goals are overly emphasized in Vietnam's New Rural Development (NRD) projects, and this factor became a burden on the government in terms of financial commitment; 3) there is a lack of "strategic priorities" in the business field (business unit) considering feasibility; and 4) the training and educational elements on rural development programs are very inadequate.

The limitations in the case of Cambodia are: 1) low motivation to overcome poverty (self-sufficient system derived from abundant natural resources, or in other words, poor country, but not hungry); 2) unstable political situation, the central government's high corruption and inefficiency and a low understanding of the *Saemaul-Undong* spirit of central and local government officials; and 3) the destruction of communities and the demographic structure of the absence of the elderly(civilians slaughtered by the Pol Pot regime(*Killing Fields*) and historical experience).

Complementary plans

In the case of Vietnam: 1. The formation of *Saemaul-Undong* ODA must be closely linked with the recipient country's national policy, and at the same time, planning and management in the village(business units) level should be more emphasized, i.e., a harmony of the top-down and bottom-up systems.

2. In projects the economic and social capital accumulation programs(formation of community organizations, such as the establishment of micro-finance system) should be in harmony.

3. Focusing on small feasible and achievable business according to business units: That leads a trust between village people in sense of accomplishment, confidence and motivation.

4. In projects more educational elements, such as enhancing the expertise of local government officials and village leaders, leadership and villager empowerment, income business (merchandising, distribution, sales strategy, etc.) should be included.

In the case of Cambodia : 1. Feasibility studies, e.g., “A Study and Diagnosis on Cambodian Communities and Socio-Cultural Status,” should be essentially included throughout the process, including when establishing partnership with a local NGO, making diagnostic indicators and in-depth interviews with village resident.

2. The business element (local community restoration project) with a microscopic perspective (dimension) should be included (e.g., a communication area for community youth and senior citizens).

3. Innovative and motivation-oriented business models are required. Infrastructure building projects in low-income communities (e.g., village environmental improvements business in *Saemaul Undong*) could be combined with the principals of the conditional cash transfer Program(CCTP). This would lead to job creation and technology transfer effects at the community level.