

applied based on crop and regional variations in altitude and climate. This document becomes the bible of provincial agricultural development for the year. It is normally from 70 to 80 pages in length and is remarkable for its comprehensiveness and thoroughness, taking into account each geographic and climatic variation within the province. Budgets are included for each category of activity. This material is annually supplemented by a provincial agricultural statistical yearbook and a separate report that provides complete data for the province as a whole and for each gun within the province. Within the province, each gun prepares a similar plan, outlining in even greater detail the potential and projected achievements of the county. These printed plans are usually about 70 pages in length, specifying down to the won the projected costs of lunch for those who will be trained.

#### E. The Village Level

The village does not prepare a printed plan, but in most villages the Sae-maul Movement develops a flip-chart version which is the equivalent of the provincial or gun program. It contains a listing of the number of households, population, and stratification by income, land holdings (paddy and upland), and farm animals. It contains statistics on water, sewage, telephones, tillers, mechanical transplanters, and other important production or social components of village life. The charts list past village improvement projects, and sets targets for new ones. It cajoles the population to improve the village in various ways, from keeping it clean to closing toilet lids. It sets labor requirements for the year for normal village maintenance as well as new projects. The charts estimate costs of projects, and the sources of such income, which has generally fallen more heavily on the villagers themselves. It is, in effect, an appointed village government that uses social pressure to achieve its impressive goals. Lacking a judicial base to tax and set corvee labor requirements, it nevertheless functions as the arm of central authority bringing the village into line with national priorities and acting to speed village change. The Movement is also used as a form of mass mobilization to urge the villages to vote as the government wants. It may not dictate, but its command of the purse strings gives it considerable power.

From the capital to the village, Korea is a nation of planning and flip charts. The importance of planning, however, should not detract from the pervasiveness of implementation. Even if the goals of planning sometimes cannot be met through difficulties such as poor weather or disease, the rigor of the implementation process is a strength that few societies, including socialist ones, have yet to equal. In Korea there is thus massive participation in the development process, however passive or controlled in nature. Alternative centers of power or programs and the questioning of national goals are never overtly or institutionally encouraged. Although farmers may and do grumble they recognize that, overall, their standard of living has generally improved over the past decade.