

SEVENTH ICA/JAPAN TRAINING COURSE FOR
STRENGTHENING MANAGEMENT OF AGRICULTURAL
COOPERATIVES IN ASIA, 1992/93

INDIA/THAILAND/JAPAN/REPUBLIC OF KOREA

MATERIAL DISTRIBUTED DURING
NATIONAL FOLLOW UP REVIEW WORKSHOP
OF FORMER PARTICIPANTS FROM REPUBLIC OF KOREA,
SEOUL, KOREA, MAY 05 - 08, 1993

1. Status Paper on Integrated Area Development Project
by Mr Jin Woo Kim, 1st Course Participant.
2. Status Paper on Feed Mill Project in Jeolla Province,
by Mr Lee Yun Hee, 2nd Course Participant
3. Status Paper on Cheongsan Kimchi Plant Project
by Mr Hyang Kyu Lee, 3rd Course Participant
4. Status Paper on Fruit Processing Mill Project
by Mr Sang Derk Lee, 4th Course Participant
5. Status Paper on Kyungbuk Apple Processing Plant Project
by Mr Hyun Keun Myung, 6th Course Participant
6. Status Paper on Choongnam Dairy Plant Project
by Mr Kim, Won Tae, 6th Course Participant.
7. Summary of Project Status Papers
8. Questionnaire for former participants.
9. Participant Questionnaire filled up
by Mr Jin Woo Kim, 1st JTC
10. by Mr Chong Hyun Baik, 1st JTC
11. by Mr Chung Shik Shim, 2nd JTC
12. by Mr Yun Hee Lee, 2nd JTC
13. by Mr Hyung Kyu Lee, 3rd JTC
14. by Mr Byung Ho Jeong, 3rd JTC
15. by Mr Byeng O Kang, 4th JTC
16. by Mr Hyung Keun Myung, 6th JTC
17. by Mr Won Tae Kim, 6th JTC.

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Project Review

Integrated area Development Project

(Chowol District)

Prepared by JIN WOO KIM

Participant in the Training Course For Strengthening
Management of Agri - Coops in South - East Asia

November 1, 1986 ~ May 3, 1987

A. Project in summary.

1. Project title : Integrated area Development Project (Chowol)

2. Target area : 2 Villages. 157 farms.

3. Socio - economic situation of targeted region ;

○. Geographically near to Seoul, the large consuming center for agri - product, with good connection to the capital city of Rep. of Korea.

○. Young males, the core working force in farming, are pulled out to non - farming sectors and farming is more dependent on aged and female work force.

○. Farming activities and farm incomes are decreasing year by year because of above mentioned coustraints.

4. Project objectives.

The project focuses on increasing the farm income by effectively organised efforts in farming, say integrated approach, such as providing better alternative cropping pattern, increasing the heads of cattle raising, reducing the labour cost and work burden on aged or women in rural area through farm mechanization.

5. Project components

Sub-project	Financing item	Project duration	Remarks
Farm mechanization	Paddy transplanters. Combine harvesters.	2	<ul style="list-style-type: none"> ○ Reduce labour demand in farming season. ○ Timely farming and release farm labour for other activities. ○ Reduce labour cost.
Cattle raising	Cattle Fodder	5	<ul style="list-style-type: none"> ○ Diversifying income source ○ Evenly spreading labour demand year roundly ○ Source for organic manure
Reorganization of cropping pattern	Cash crop Green house, etc.	5	<ul style="list-style-type: none"> ○ More income generation ○ Market oriented farming ○ Strengthening crop-unit activities.
Marketing support	Market information Materials for packing	5	<ul style="list-style-type: none"> ○ Marketing through Coop. channel ○ Collecting-delivering -selling -processing.

B. Project review

1. The project was formatted in 1987 during home country assignment session on the basis of basic data collected from the villages.
2. Main objectives of the project preparation in formation stage was not for the implementation of thd proposed project in the very villages which the project targeted, but for the finding out the ways of choosing best options among varied possible alternatives for the betterment of member farms in proposed area.
3. The project, proposed to be implemented by Agri. Coop, mainly focused on imcome generating activities and cannot afford to invest in infrastructural arrangement.
4. By the limitation in financing of NACF, all the rural villages couldn't participate in the regional development project all at once, the basic notions, included in the propose project, of well coordinated integrated approach for regional development, are employed in project formation and implementation by NACF from 1987 and it is further evolved for the member farms' maximum benefit.

Resume

A. Educational background

-B.A degree in Agronomy (mainly studied in horticulture) from the college of Agriculture, Seoul National University.

-MBA degree in Marketing from the Yon Sei University.

B. International Training

-August, 1981~June,1982; Participated as a trainee in the International Training for Farm Mechanization with a support of Netherland Government

-November. 1986 ~ May, 1987; ICA training for Agri.-Coop Management.

-November. 1987; Participated as a instructor and coordinator in the International Training Course, held in Korea for one month under the support of NACF and APRACA, on the Project Formation and Implementation for Agricultural Development.

C. Professional career

-Assigned to Technical Unit of NACF, special working unit for formation, implementation and evaluation of IBRD Agricultural Credit project in Korea, for 6 years.

The T.U and NACF are highly regarded by IBRD for its successful fulfillment.

-Assigned and worked for 4 years in the Regional Development Division, Guidance and Extension Department of NACF, which is core for planning nation-wide regional development project , training of primary Coop. officers and supervising all the activities undertaken by participating Coups.

-Visited Papua New Guinea as a General Identification mission of IFAD (International Fund for Agricultural Development, Rome, Italy) to review the proposed regional development project in 1988 for 2 months.

D. Present position in NACF

Deputy General Manager of Bujeon Dong Branch office of NACF in Pusan.

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National Review Workshop on Management of Agricultural Cooperatives

- Republic of Korea

Seoul, May 6-8, 1993

The Status Paper on the Feed Mill Project in Jeonla Province

Prepared by LEE YUN HEE

— Participant of the Second

I C A Training Course —

I. Background

A. Introduction of the Second I C A Training Course

Country	Time	Training Subject
India	Oct. 26 -- Dec. 25. 1987	<ul style="list-style-type: none"> ● Presentation of co-op movement of participants' country ● Integrated Coop development and organization ● Planning and management of agricultural cooperatives ● Project formulation ● Application of computer program to project designs ● Field trips
Thailand	Dec. 26 -- Jan. 10. 1988	<ul style="list-style-type: none"> ● Thailand's Coop movement ● Field trips
Homecountry	Jan. 11 -- Feb. 20. 1988	<ul style="list-style-type: none"> ● Preparation of project
Japan	Feb. 21 -- Apr. 23. 1988	<ul style="list-style-type: none"> ● Project appraisal ● Japanese Coop movement ● Field Trips
Korea	Apr. 24 -- May. 9. 1988	<ul style="list-style-type: none"> ● Korean Coop movement ● Field Trips ● Closing session

B. Benefits of the Training

It has provided me with an opportunity to learn various aspects of agricultural cooperatives of Southeast Asian Countries and knowledge of cooperative management. Particularly agri-business of India and marketing business of Japanese coops interested me. Also it has given me a good chance to associate with many friends who are working in the same field. Besides I've got to understand peoples and cultures of countries we've visited.

C. Use of the Learning and Experiences.

After attending the ICA program, I worked in Management Research Department of N A C F for 2 years. At that time the learning of the ICA course and experiences of Japanese coops were quite helpful for planning the three years' marketing business program which started from 1991.

Now I'm in charge of Marketing and Supplying Department of Jeonbuk Provincial office of N A C F. Integrated approach of IIM professors is very useful for guiding and controlling primary agricultural coops in marketing and supplying business.

II .Information on the Project and Its Salient Features

A. Title and Summary of the Project

○ Title : Feed Mill Project in Jeonla Province

○ Summary

1. The project is to establish a feed mill of 300 tons of daily capacity in Jeonla province for the interest of member farmers of Agricultural coops in the province .
2. Farmers who raise livestock for subsidiary income have been placed at disadvantageous position from the viewpoint of price , quality and service, because of market segmentation and market control of private feed mills.
3. Looking at the strong points of Agricultural coops, they have existing selling outlet, whose market share is 20.4% . (1986 : 14.9%)
4. Main product of the mill will be beef cattle feed.

B. Problems in the Implementation of the Project.

Government has refused to permit new feed mill for regulation of increased consumption of imported feed grains and modernization of feed mills since 1980. But government is considering revision of Feed Control Act in the second half of this year. Then one of long-fostered wishes of NACF will be fulfilled. N A C F has planned 3 feed mills, including one in Jeonla Province.

Capacity of Feed Mills in Korea

Year	No. of Feed Mills	Total Capacity (thou. ton, per year)	Feed Production (thou. ton)
1986	80	<u>6,136</u>	<u>7,675</u>
1992	80	<u>7,364</u>	<u>12,693</u>

III . Programme Utility and Suggestions

A. Programme Utility

● Primary Agricultural coops and N A C F have been making efforts to reinforce Agri based processing business since 1991. So preparing, evaluating and implementing concerned projects has become very important. I'm sure that the programme is quite useful for the staffs of coops which are running processing facilities.

No of Processing Facilities

Area	'90	'92	'93
Jeonbuk Province	2	11	15
Whole Country	31	87	115

* Rice milling facilities are not included.

Processing Facilities of Jeonbuk Province

Primary coop	Item	Amount of Investment (million won)	Government Subsidy	Remarks
Sosong	Sesame oil	14	6	
Ongdong	Processed foxglove (chinese medicine plant)	139	32	
Kangduk	Processing herbs	139	44	
Ansung	"	36	-	
Buqui	Kimchi	306	65	
Kumsan	Persimmon Vinegar	416	65	
Sintaein	Powdered Red pepper	1,423	450	Under construction
Hwangdeung	Rice taffy	205	63	
Songsan	Seasoned melon	150	-	
Seonseong	Peanuts	315	-	
Kumgha	Pumpkin Cake	240	-	Under construction
Kwanchon	Dried cabbage	724	361	"
Heungduk	Rice cake	854	409	"
Changsoo	Black goat soup	600	200	"
Soonchang	Red pepper paste	590	-	"
1 5		6,151	1,695	

Rice Milling Facilities of Jeonbuk Province

I t e m	N o	Amount of Investment (million won)	Government Subsidy	Remarks
Rice Processing Center	8	14,249	4,000	3 mills are under construction
Rice mills	38			

B. Suggestions and Recommendations

● The Programme of the second course seemed to treat too many subjects, considering training period. For 2 months we studied almost all subjects concerned with cooperative movement and management including computer exercise

● Concentrated study on several important subjects would be desirable. Also visiting facilities or institutes in field trips are desirable to have relation with subjects.

● Usually participants of the ICA course have different background, and they have language problem. Selected participants have to be well informed about the subjects they'll study before attending the course. Therefore they should be able to have the minimum knowledge on the subjects by reading and studying in their homeland.

3TC-3

PRESENT SITUATION
OF
CHEONGSAN KIMCHI PLANT

Prepared by HYANG-KYU LEE
for the National Review Workshop on
Management of Agricultural Cooperative

6 - 8th May 1993, KOREA

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I. Background of Kimchi Plant Construction

1. Accomodation of Farmers' Desire

The construction of Kimchi Processing Plant which uses radish and Chinese cabbage as major raw material would accomodate farmers' desire for PAC to handle radish and Chinese cabbage in PAC's marketing business, and would protect farmers from possible losses caused by trickery merchants' transaction.

2. Prospecting Industry Supported by the NACF

- 1) The demand for processed Kimchi increases rapidly according to the changes in living environments, food consumption patterns and decrease of home-made Kimchi.
- 2) Vegetable processing is regarded as a prospecting industry because it will contribute to the stabilization of the prices of vegetable. At the same time the NACF plans to take intensive supporting measures for the operating Kimchi processing plants in order to return the added value of farm products to member farmers.

II. General Situation of the Plant

1. Location

The plant is located around 4 km away from PAC's main office so as to facilitate transportation and collection of raw materials.

2. Completion and Operation of Plant

The plant construction was started in 1989, and completed on Mar. 29, 1991.

3. Main Product and Daily Capacity

- 1) The plant produces 17 M/T of Kimchi including salted vegetables a day. Yearly production will be 5,100 M/T for 300 day work.
- 2) Main products include diversified kinds of Kimchis and salted vegetables with the composition ratio of 70% and 30%.

3) Chinese cabbage Kimchi is the main item of the plant and in compliance with the preference of consumers fresh and fermented Kimchi is also produced.

4) Salted vegetables are made mainly of radish.

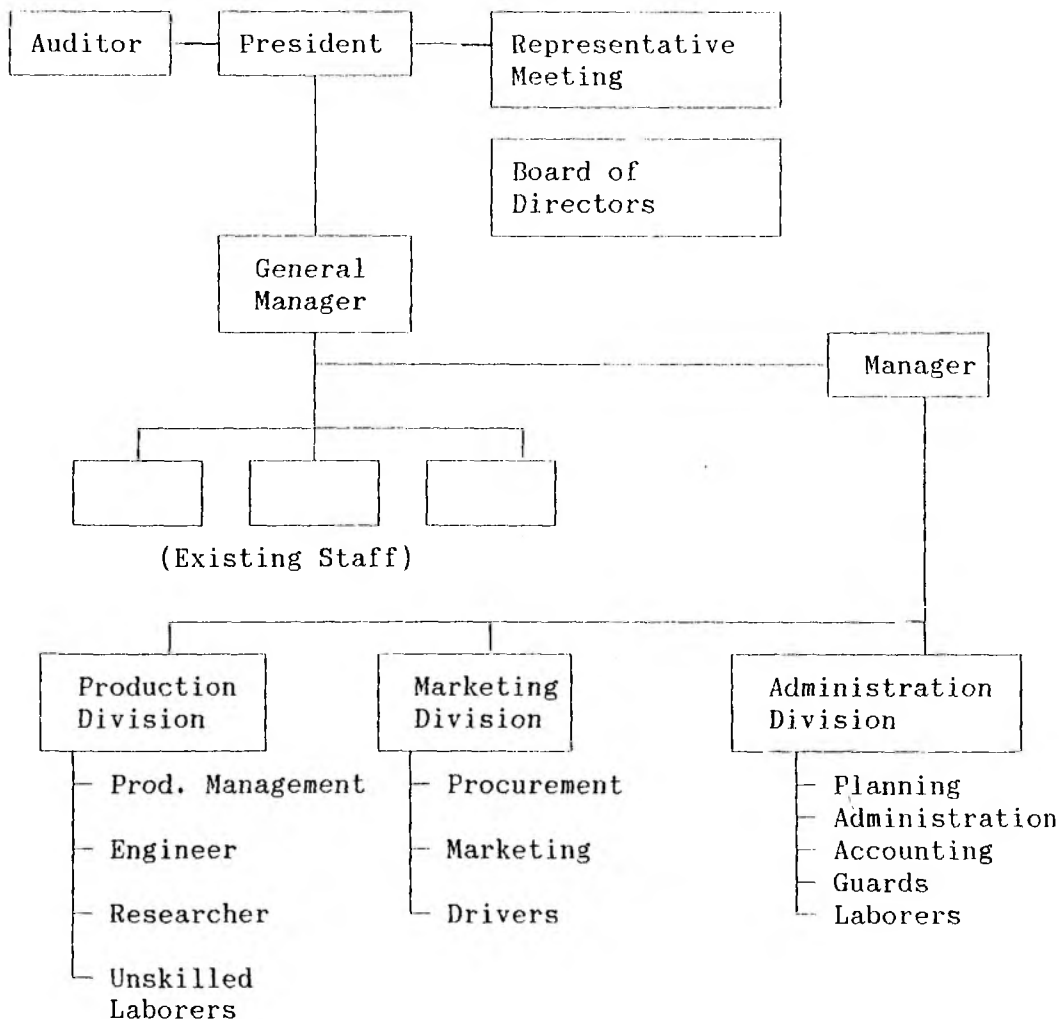
4. Organization

Personnel and Employees

1) A total of 110 persons are working for the plant. The classification of the employees is as follows:

- Manager : 1
- Administrative Staff : 8
- Researcher : 1
- Drivers : 5
- Engineers : 2
- Guards : 2
- Daily Workers : 91

2) The Organization Chart of Kimchi Processing Plant



5. The Details of Investment

(Unit: million won)

Item		Unit	Scale	Amount	Remarks
Land		pyong	2,542	242	1m ² =0.325 pyong 1 mil. won=US\$1,250
Building	Workshop	pyong	267	1,642	
	Cold Storage		300		
	Storage		57		
	Office		20		
	Others		450		
Subtotal			1,094		
Machinery		unit	60	408	
Transportation	Chilled Vehicle	EA	4	138	
	Forklift		1		
	Bus		2		
	Cars		2		
Constructed Facilities		unit	8	215	
Others		"	43	392	
Total			-	3,037	

6. Fund Resources

- 1) The investment totals 3,790 million won. Out of the amount, only 305 million won is supplied by Cheongsan PAC, which accounts for 8% of the total.

(Unit: million won)

Classification	Subsidy Gov't	Loan from Gov't	Loan from NACF	Own Fund	Others	Total
Cosntruction fund	<u>251</u>	<u>35</u>	<u>2,446</u>	<u>305</u>	<u>2</u>	3,037
Operating fund		<u>300</u>	<u>453</u>			<u>753</u>
Total	251	335	2,899	305	2	3,790
%	6.7	8.8	76.5	8.0	-	100

- 2) For the smooth operation of plant, NACF provided mutual credit loan of 700 million won at no interest for 3 years.

III. Production of Kimchi

1. Procurement of Raw Material

Most of raw materials (70%) are produced in the project area, but the shortage (30%) is supplied from PAC and NACF marketing center in other areas.

2. The rate of Operation

(Unit: won)

1991(A)	1992(B)	1993(Plan) (C)	B - A	C - B
<u>60.2</u>	<u>69.0</u>	<u>77.2</u>	8.8	8.2

IV. Marketing

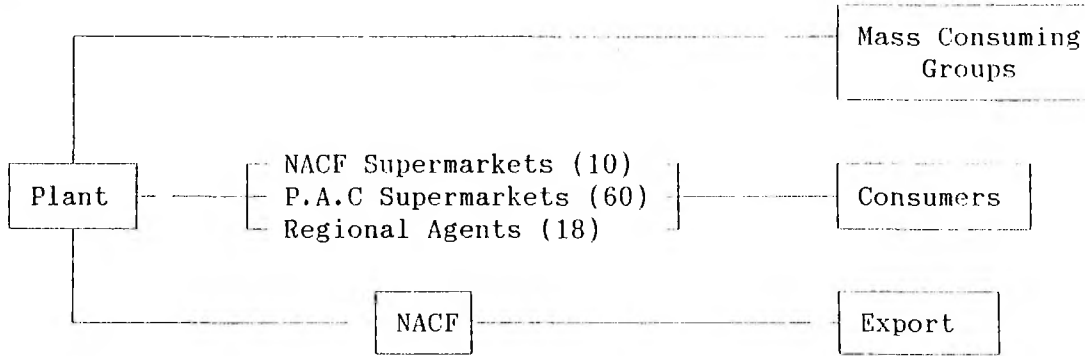
1. Packing and Price

(Unit: won)

Classification	500 g	1 kg	5 kg	Bulk (20 kg)
Kimchi	1,500	2,500	10,500	24,000
Salted Vegetables	700 - 900 / EA			

2. Marketing Channel

Marketing channel is composed of 10 NACF supermarkets in Seoul and Incheon area, 60 supermarkets of PACs, and 18 regional sales agents.



3. Sales Turnover

Cheongsan PAC plans to realize the profit in the 3rd operating year.

(Unit: M/T, million won)

Classification			'91		'92	
			Qty'y	Amount	Qty'y	Amount
Sales	Ordinary Sales	NACF & PAC	91	101	81	131
		Mass Consuming Groups	57	67	37	37
		Regional sales agents	137	187	1,277	1,487
		Sub-Total	<u>335</u>	<u>355</u>	<u>1,345</u>	<u>1,655</u>
	Military Supply		<u>1,584</u>	<u>324</u>	<u>1,634</u>	<u>424</u>
	Export		97	141	147	347
	Total		<u>2,011</u>	<u>821</u>	<u>3,126</u>	<u>2,426</u>
Profit and Loss			Δ 342 Loss		Δ 158 Loss	

Wm 100 mill. profit expected in 1993

V. The Problems in Implementation and Operation of the Plant

1. Regulation related to Permission of Construction

- 1) The Cheongsan Kimchi plant is located in Seoul area and in military protection zone near D.M.Z., and it is built on farmland.
- 2) There are about 30 regulation on building Kimchi plant. Because it contains problem of environmental hygiene caused by vegetable and food stuffs processing, also it is classified as small and medium firms, which are supported by the government, and so on.
- 3) More than 6 months are necessary to acquire permission despite active aid from the Ministry of Agriculture, Forestry and Fisheries and lobbying by executives and employees of NACF.

2. Finacing Problems in Constructing Large Scale Plant

- 1) There is a financial constraint inflow and outflow due to comparatively large volume of investment in light of 582 members and 590 million won in net capital.
- 2) However, these obstacles are being removed in viewpoint of the fact that Cheongsan Kimchi Plant is the first out of MACF's Kimchi industry and on the strength of the government's support including NACF in consideration of the prospect of long-term demand.

3. Production Adjustment and Stock Management

- 1) Owing to the lack of experience and know-how, overhead cost, which is necessary to manage optimal level of stock and to control production for enhancement of product-material ratio, is increased.
- 2) It is hard to prepare elastically for price unstability because security and storage of sufficient raw material is impossible under circumstance such as shortage of low-temperature storing facilities and also long-term storage of Kimchi is difficult.

4. Management and Marketing

- 1) A big burden of large depreciation (114 million won per annum) and interest (160 million won per annum) caused by excessive investment in fixed assets.
- 2) Market is concentrated on mainly metropolitan cities like Seoul and Inchon, and high price competition with other firms.
- 3) Selling quantity per annum is no more than 61% of the total production capacity, and it represents at most 84% of the break-even point.

5. Advertising

Active advertising with fee by PAC has not been carried out yet, but is being accomplished in the form of indirect means by NACF's host such as a special sales event, a sampling party, periodic Friday market, consumers' firm visiting, and something like that, and of simple introduction to broadcasting program.

VI. Plans for Management Improvement

1. To enhance sales volume above BEP level through enhancing marketing channel to all over the country, activating management of operating regional agents, diversifying products, and generating new profitable products.
2. To save management cost by improving storage technology through well-planned production, maintenance of proper stock, and increment of low temperature storing facility.
3. To lessen burden of interest by leveling up internal financing such as additional increase of capital for procurement of fund necessary to invest in fixed-asset .

VII. Effect of Management of Kimchi Plant.

1. Increasing vegetable growing farmer's benefit

- 1) It enables members to secure stable selling market, receive appropriate price, and save cost of transportation and commission due to middlemen.
- 2) To provide chance of income beside farming in rural region and spread advanced farming technology.

2. Leading Role of NACF's Kimchi Plant

- 1) To take root as a visiting and practical training course for executives, employees, and consumers.
- 2) To give hope and possibility of succeeding NACF's Kimchi industry which is predicted to turn the direction to the black, beginning from the 3rd management year 1993.

3. Upgrading NACF's Image

It would be contributed to NACF's credit and consumers' demand enlargement provided that Kimchi Plant could produce and supply products with hygiene and good taste.

APPENDIX 1

Brief Information on the Korean Kimchi Industry

I. Kimchi and Koreans

Kimchi is a very important side dish for Koreans, and it is made mainly of radish and Chinese cabbage mixed with powder of red pepper, garlic, scallion, ginger, etc. The fermented Kimchi is consumed daily by a Korean 50-100gm in summer and 150-200 gr in winter.

II. Kimchi Industry in Korea

1. Kimchi processing is a labor consuming work and at present there are about 155 processing plants. And they produce about 463.3 M/T of Kimchi per day, which is the 41.7% of the capacity. Out of the 155 plants, about 50% are located around the Seoul area within 200 km from downtown.
2. Plant processed Kimchi marked in two ways; one is for domestic consumption and the other is for export.
3. Plant processed Kimchi is divided into 3 types; Chinese cabbage Kimchi (70%), radish Kimchi (20%) and others (10%).

< Daily Production of Plant Processed Kimchi >

Plants	Capacity	Production	Rate of Operation	Remarks
155	1110.5 M/T	463.3 M/T	41.7 %	As of June '92

III. Demand Prospect of Kimchi

1. Future demand for Kimchi is estimated to increase remarkably due to the increasing trend of company dining room, military feeding, young couple families and apartment house living.
2. And the export of Kimchi is also expected to show gradual increase.

< Demand Trend of Plant Processed Kimchi >

(Unit: 1000 M/T, 100 Million won)

Classification	'83	'85	'88	'89	'90
Production M/T	28000	47	78	101	131000
Amount won	130	230	370	490	630 million won

< Export Trend of Plant Processed Kimchi >

(Unit: M/T, \$1,000)

Classification	'83	'85	'88	'89	'90	'91
Production	8,423	3,773	6,124	5,703	5,849	6,750
Amount	9,878	4,311	13,231	14,062	14,776	18,085

- Export Countries: Japan, EC, U.S.A., Spain, France etc.

3. Military Supply

According to the military feeding improvement program, from May 91 plant processed Kimchi has been fed to soldiers instead of their own making Kimchi. The amount of annual demand is 54,000 M/T.

IV. Fostering of Kimchi Industry by the Government

1. In Korea, the stable supply and demand as well as the price of vegetables are very significant not only for the income enhancement of farmers but for the national economy.
2. Specifically the prices of vegetables are unstable for the reasons of the changes in climatic conditions, planted area and the quantity of production.
To tackle such problems, the Government is endeavoring to bring up Kimchi processing industry specifically having focus in overseas market.
3. The Government is not only support the existing processing plant as pilot industry but establish display and sale hall, and job training and education center for the development of Kimchi industry.

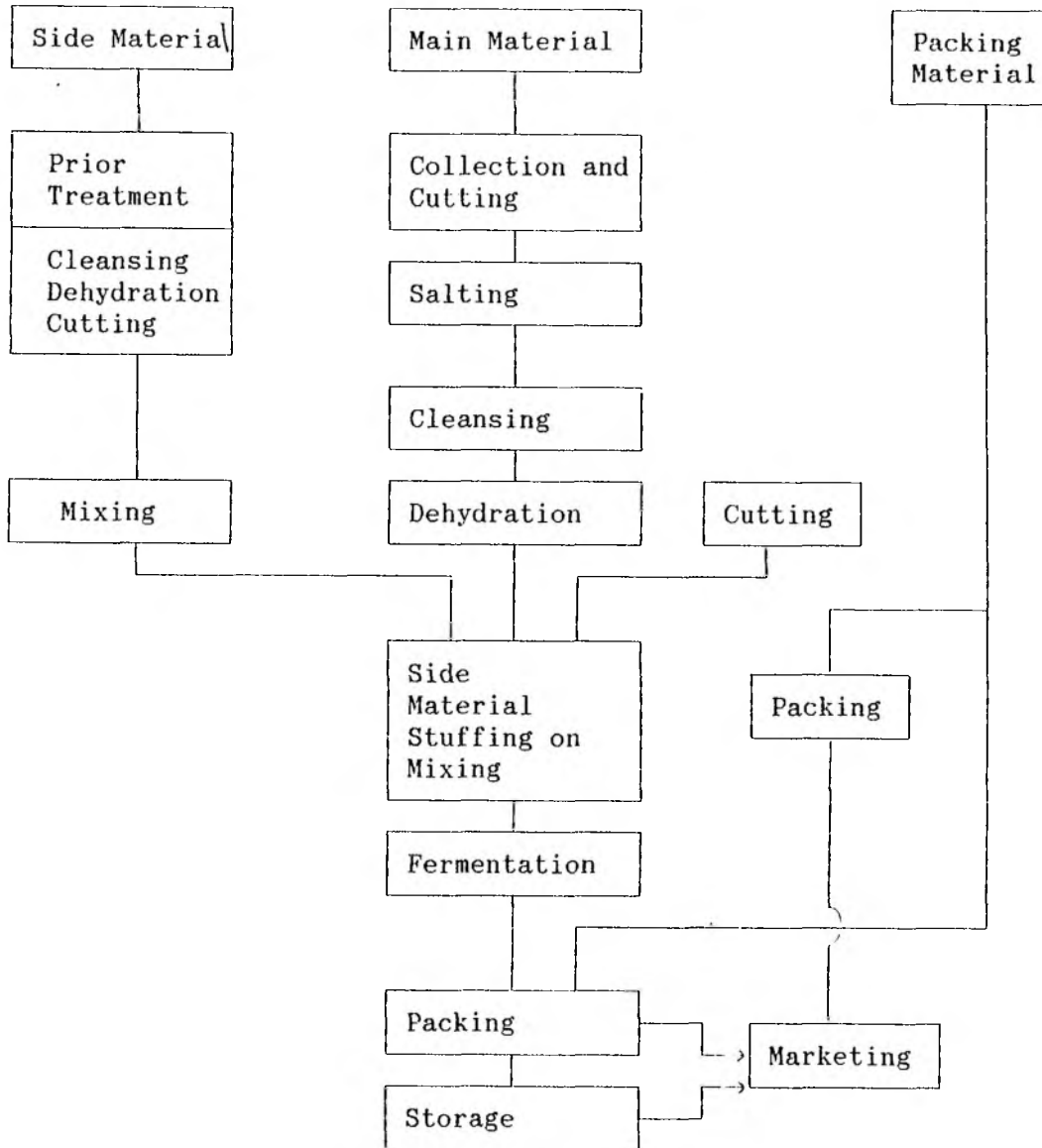
V. Kimchi Plants of Agricultural Cooperatives

1. NACF and member cooperatives operate 12 Kimchi plants. Out of them, 3 plants are run by the NACF and 9 plants are run by member cooperatives.

Classification	Plants	Capacity	Remarks
NACF	3 EA	39 M/T	As of the end of '92
PAC	9 EA	66 M/T	
Total	12 EA	105 M/T	

2. In 1992, the market share of processed Kimchi produced by agricultural cooperatives accounted for 5.7% of the total consumption. The market share will be increased to 9.5% by 1994.

Procedure of Kimchi Processing



Appendix 2

General Situation of Cheongsan PAC

I. Overall Situation

1. Location

The Cheongsan PAC is located around 43 km northeast of Seoul, and 15km south from demarcation line with North Korea. The area is well irrigated and roads and traffic conditions are excellent.

2. Population

The area accomodates a total of 1,929 households with a population of 7,579.

3. The farm households are 607, around 31.4% of the total. The farmers are 2,340, around 32% of the total population.

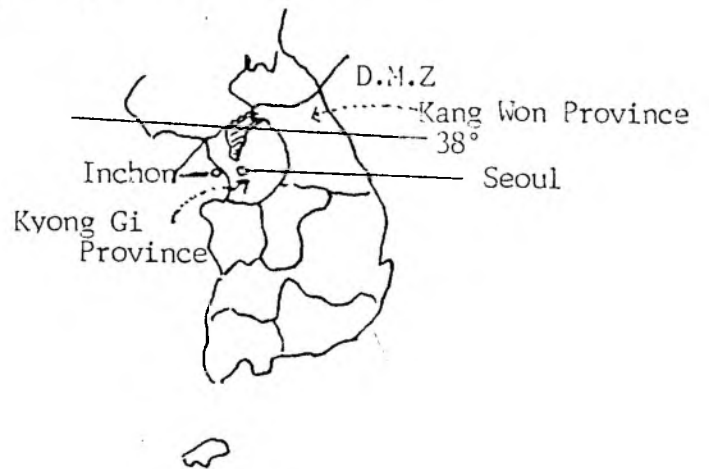
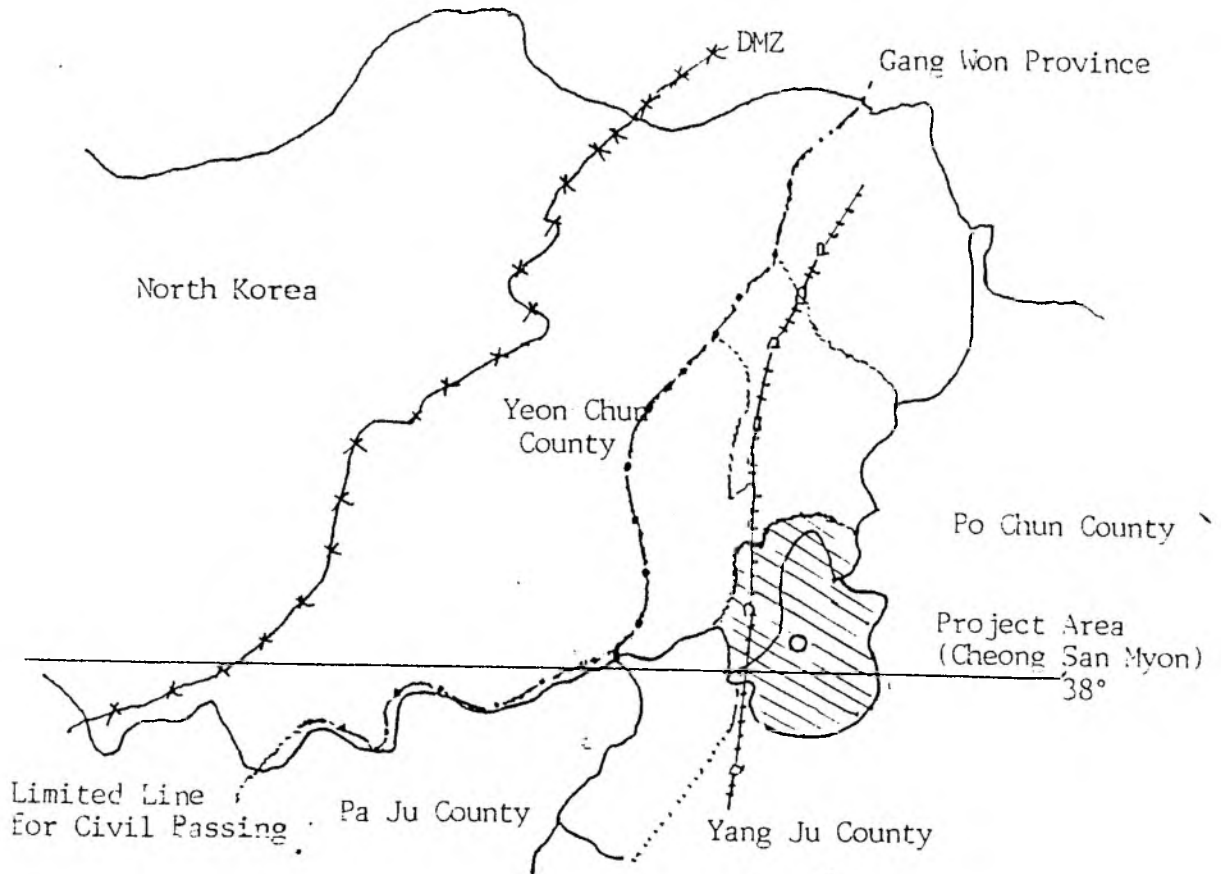
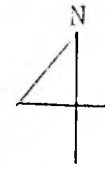
1) The area is mountainous one with a total area of 4,538 ha; arable land of 769 ha (248 ha of peddy land, and 521 ha of upland) and 3,029 ha of forest (66.7%).

2) Farming area per farm household is 0.9 ha (national average: 1.2 ha).

< Composition of Arable Land by Landholdings >

Less than 0.5 ha	0.5-1.0 ha	1.1-1.5 ha	1.5-2.0 ha	Over 2.0 ha	Total
12%	3	20	17	9	100%

Map of Project Area



4. Cropping Pattern and Climate

1) Annual Average Temperature: 8 °C)

(Lowest: -28.3°C, Highest: 37.5°C)

2) Annual Precipitation: 1,296.5 mm

(Non-Frost days: 45 days)

3) Paddy is cropped once a year and upland products are cropped once or twice a year.

5. Major Production

The major products of the area are paddy from lowland, and cucumber, eggplant, groundnut, pepper, mushroom from upland and some livestock products.

6. Marketing System

1) About 80-90% of the major products of the area excluding paddy, radish, cabbage are marketed through cooperative marketing channel, and the cooperative is striving to increase the prices received by farmers through marketing information development.

2) Products are marketed mostly to Seoul and Inchon metropolitan cities.

II. General Situation of Cheongsan PAC

1. Member Farmers: 582 member farmers, 96% of the total 607 farm house hold

2. Business Activities: Cheongsan PAC carries out various activities such as banking, farm inputs supply, marketing, and extension services for the provision of extended services for member farmers.

(Million won)

Activities	'91	'92	Remarks
Deposits	5,074	6,050	
Loans	6,211	7,620	
Farm Inputs Supply	689	699	Fertilizer, Agro-chemicals etc.
Daily Necessities	432	407	including feedstuff
Marketing	1,616	1,796	
PAC Insurance	432	507	
Capital Reserves	549	590	
Total	15,003	17,669	

3. Organization

The PAC has 130 personnel, including plant personnel and as decision making organizations General meeting, Board of Directors and Auditor, and as grass-root organizations 12 farming groups, women's clubs, youngsters' meeting and 8 joint production and marketing groups as well as 2 machinery joint-use groups.

4. Business Facilities

o Office Building	2
o Chain Store	1
o Warehouses	4
o Vehicles	10
o Direct Sales Outlet	1

5. Member Participation

Member farmers have strong trust in cooperative business and actively participate in the cooperative movement, and thereby the activities are gradually and continuously increasing. The PAC performs profit-returning services such as scholarship payment of the children of member farmers (960 thousand won in 1992), loan far schoolings and free medical examination etc.

7/5
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Former Participants Status Paper

(Fourth ICA/Japan training course

—October 23, 1989—May 10, 1990)

Participant : Sang Derk Lee

I . Back ground

A. Brief introduction to the course attended by me :

I attended in the fourth ICA/Japan training course, from october 21 1989 to may 10 1990, about three years ago.

It was the first trip abroad for me, so I was very excited and some frightened.

15 friends from 9countries participated, they were all very kind and good friends except me, because I was a trouble maker. Untill now I can remember their name and their faces, their kindness and their characteristics.

I miss them too much, so I sent letters many times but I received answers from only three friends.

I think it is the result of my impoliteness.

Now I have a dream and plan that I will travel with my wife to meet our participants after retiring from my job.

I am sure, although I was a trouble maker, if I visit their home with my wife, they will give a welcome to us.

Of course, I want to meet all of you at that time, would you welcome me ?

Well, I have been working NACF for 23 years since graduated from university and I studied about movement of co-ops in university, but I think that I learned more about co-ops through ICA/Japan training course than before.

I became to put more stress on the member farmers than NACF it self.

You know, before attending the course, I was with NACF college, but now I am training the leaders of the member farmers.

Through the course. I understood the concept of the integreted coope-ratives.

Untill four or three years ago, in the movement of agro-co-ops in Korea, we put more value on banking business.

These days, we recognise that maintaining the balance between ban-king business and non banking business(marketing, purchasing, far-ming guidance, processing etc) for farmers.

In some areas, banking business is very restrictive, but non - banking business is limitless.

I think that integreted co-ops prove this.

Anyway, I am making use of the learning and experiences which I got through the course in my works very usefully, for training my staffs and educating member farmers.

11. Information on the project prepared by me.

A. Title of the project : Fruit-processing mill.

B. The current status of the project.

(1) The project was started work in 1990 and completed in June 1992 by the Sam Rang Jin PAC.

(2) This project is designed for processing fruit and storing freezing fruits.

(3) The total capital cost of this project : 2,760 million won (about 3.5million dollars)

(4) Main products : Semi-manufactured strawberries, peaches, and grape juice.

(5) Processing procedures.

(a) Strawberry : Remove calyx-cleaving and dehydration-assortment-sterilization-add sugar-freezing-packing.

(b) grape : Cleaving and dehydration
- assortment - remove kernels - press juice - sterilization - canning - packing

(c) peach : cleaving and dehydration - cutting - remove kernels - assortment - add sugar - freezing - packing

※ all raw materials are almost deserted fruits(bad quality)

(6) Brief financial analysis in 1992.

(a) Production cost : 592million won

(b) The price of outputs : 558million won

(c) benefits : 34million won

(d) Increase of the member farmers' income (wages and price of the raw materials) : 465million won

(e) Pay back period : 7years

C. Problems in the implementation of the project

(1) Financial constraint.

Initial investment plan was about 1.869million won (2.4million \$), but more than 1 million \$ was added to the plan, because the price of machineries and equipments increased so much. We wanted to sell real estate to fill up balance of shortage for investment, but there were no buyers.

(2) restraint of technique and technical expert :

There are not so many fruit processing mills in korea, so the level of technique for processing fruits are very low and inviting a technical expert was very difficult.

(3) We could solve the problems by the support of NACF and by encouragement of the farmer members.

Most of all, I think that most important things are firm will and firm convictions of ourselves and loves for farmers.

D. Problems in the operating mill.

(1) Shortage of workers :

There are not enough workers in the agricultural district, especially in farming season, more over the mill must be operated in farming season, because these fruits are all corruptible.

(2) Shortage of the working capital ; raw materials must be purchased in season in short period, because these fruits are all seasonal products.

(3) There are not so good technical expert and they demand too high wages compare to their abilities.

(4) The risk of products is very big, because they are all perishable fruits.

III. Program utility and suggestions.

I can not explain exactly, but the training program was very usefull and so much contributed to develop the movement of co-ops in Asia.

In order to up grade the program I want suggest three things.

- (1) In India, most of the lectures were emphasized on integreted co-ops.

I think that the integreted co-ops are more suitable in socialism countries than capitalism countries.

They adopted single purpose co-ops or multi purpose co-ops in some other countries in asia.

- (2) In Japan most of the lectures were only stressed on introducing the developed movement of Japanese co-ops.

If they would suggest any method or know how for developing the movement of co-ops, they would be very useful to the participants.

- (3) In order to up grade the program, suitable follow up program must be prepared.

For instance, circulation of materials for information by correspondence and retraining is very necessary after three or four years, for which one week will be enough.

The end.

PRESENT STATUS AND TASKS
OF
KYUNGBUK APPLE PROCESSING PLANT

BY

HYUN-KEUN MYUNG

ASSISTANT MANAGER

RURAL DEVELOPMENT DEPARTMENT

NATIONAL AGRICULTURAL COOPERATIVE FEDERATION

SEOUL, REPUBLIC OF KOREA

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PART I

PRESENT STATUS AND TASKS OF KYUNGBUK
APPLE PROCESSING PLANT

I . Background of the Apple Juice Plant

Apple growers are being seriously affected by foreign fruits flooding the domestic market in the wake of agricultural market liberalization. The massive imports have hit hard ,directly or indirectly. Furthermore most farm products will be freely imported by 1997 , as Korea is no longer the beneficiary of the GATT balance of payment (BOP) clause which allows developing countries to restrict imports of foreign products. To make matters worse , exports to Taiwan which is the biggest market for our apples has been suspended following the severance of diplomatic ties.

Because the apple growing is still more lucrative farming in Korea than the other crops in terms of international competitiveness, these adverse market conditions have not discouraged a lot of Korean farmers from entering the apple growing business in place of their traditional farming. Therefore we cannot help worrying about the overproduction of apples 3 or 4 years later.

Kyungbuk Province has the largest apple-growing area in Korea. The Province , which has the natural advantage for cultivation, is a renowned district for providing top quality apples.

450,000 tons of apples, which amounts to 65% of the total production of apples in Korea, are produced in Kyungbuk Province.

It is not too much to say that Kyungbuk Province is leading the apple industry in our country. But until quite recently ,almost all the apples have been consumed in the form of the unprocessed primary product. The reason lies in the weak processing techniques.

All things considered, it is natural that apple growers have called on the Cooperative to build a apple processing plant in its jurisdiction.

At this point of time, the Apple Processing Plant dedicated in November 1992 by the Kyungbuk Apple Grower's Cooperative is worth attracting public attention. We are sure that the operation of this plant will be a boon to apple growers and will be a turning point in beverage culture in Korea.

II. Investment in the Plant

Main facilities including the Juice Plant have been set up on a site of 17,526 Pyung (5,310 m²), breaking down its components as follows.

Item	Scale		
Land	17,526 Pyung	or	5,310 m ²
o Juice Plant Building	1,154	"	350 "
o Low Temperature Storage	621	"	188 "
o Packing House	407	"	123 "
o Training center, Office BLDG	317	"	95 "
o Sorting Center	156	"	47 "

* 1 Pyung = 3.3 m²

With a view to financing the Apple Juice Plant including machinery, 16.9 billion won ,or 21 million dollars, including 2.7 billion won in government loans and subsidies has been raised.

Various sources of the funds are as follow.

Sources	Amount	Proportion
Subsidy from Gov't	₩ 1,212 million	7.2 %
Term Loan from Gov't	1,500	8.9
Term Loan from NACF	3,000	17.8
Self Raising Fund	11,149	66.1
Total	16,861	100.0

* 1 Dollar = 800 Won

III. Manufacturing Process

The advanced manufacturing process is designed to be conducted through the up-to-date factory automatic system.

Compared with the conventional method, this improved process deserves some merits such as saving labor forces, improvement of operating efficiency, and improving the quality of products.

This 100% Pure Apple Juice products developed by the Korean Food Research Institute have no artificial additives.

1) WASHING

The fruit washing equipment consists of 5 different stages including the flush spraying system, the vaporizing water channel and the rotating brush washer. Not only does it completely remove any substance from the apple, but it also gets rid of any damaged part of the apple that might deteriorate the quality of the juice.

2) INSPECTION

Only good materials make good taste. As they are washed, apples go through the very strict inspection process which completely sort out any unripe or rotten apples.

3) GRINDING

This process is an important stage that determines the taste, quality and liquid proportion of the pressed juice. This process prevents the apple from turning brown. It functions to preserve the original flavor, color and smell of the apple.

4) PRESSING

The secret to the rich flavor, color and smell of the natural apple juice depends on this process. It is connected with first half smash tank and second half special juice-collecting tank, perfectly preserving the original taste and color.

N. Marketability of the Natural Apple Juice

1. Consuming trend

In accordance with income increase, consuming pattern of fruit has been changed. More and more consumers prefer natural juice that contains a high percentage of natural fruit.

As the average quantity of fruit juice consumed by a Korean is only 30 % level of that of a Japanese, the demand for the natural juice of 100% purity will increase sharply.

In a market survey conducted recently by the Cooperative, consumers responded that this natural apple juice was highly superior to existing juice in many respects such as nutrition, sweetness and freshness. Therefore, we think that it is only a matter of time that this natural juice can overtake the existing juice market.

2. Market Situation in Beverage

While the market share of fruit juice has been increased at an annual average rate of 22% since 1988, carbonated beverage has registered much lower growth rate of 7% per year. That figure alone shows that the un-natural beverage is shiftly replaced by the fruit juice. Especially the annual consumption of pure natural fruit juice rose to 100% in 1988, 60% in 1989, 91.2% in 1990 respectively.

The market share of orange juice accounts for more than 90% in the domestic fruit juice market. On the other hand, only 2% of the fruit juice market share is occupied by apple juice. Moreover all of the existing apple juice on the market is Clear Juice reduced from apple extract. There was no apple juice of 100% purity in Korea before this Plant started to produce juice.

Considering the existing market trends in Korea and the 40% growth of the share of apple juice in Japan's fruit juice market in 1991, we can predict that the market share of Korean apple juice will be expanded rapidly.

3. Marketing Strategy

One of the important marketing strategies is to target the beverage market with HIGH QUALITY, and HIGH PRICE.

In accordance with income increase, consumers are putting more emphasis on the quality of goods rather than their prices. If we focus our marketing efforts on the consumers' priority of purchase, we have a good chance of winning the market.

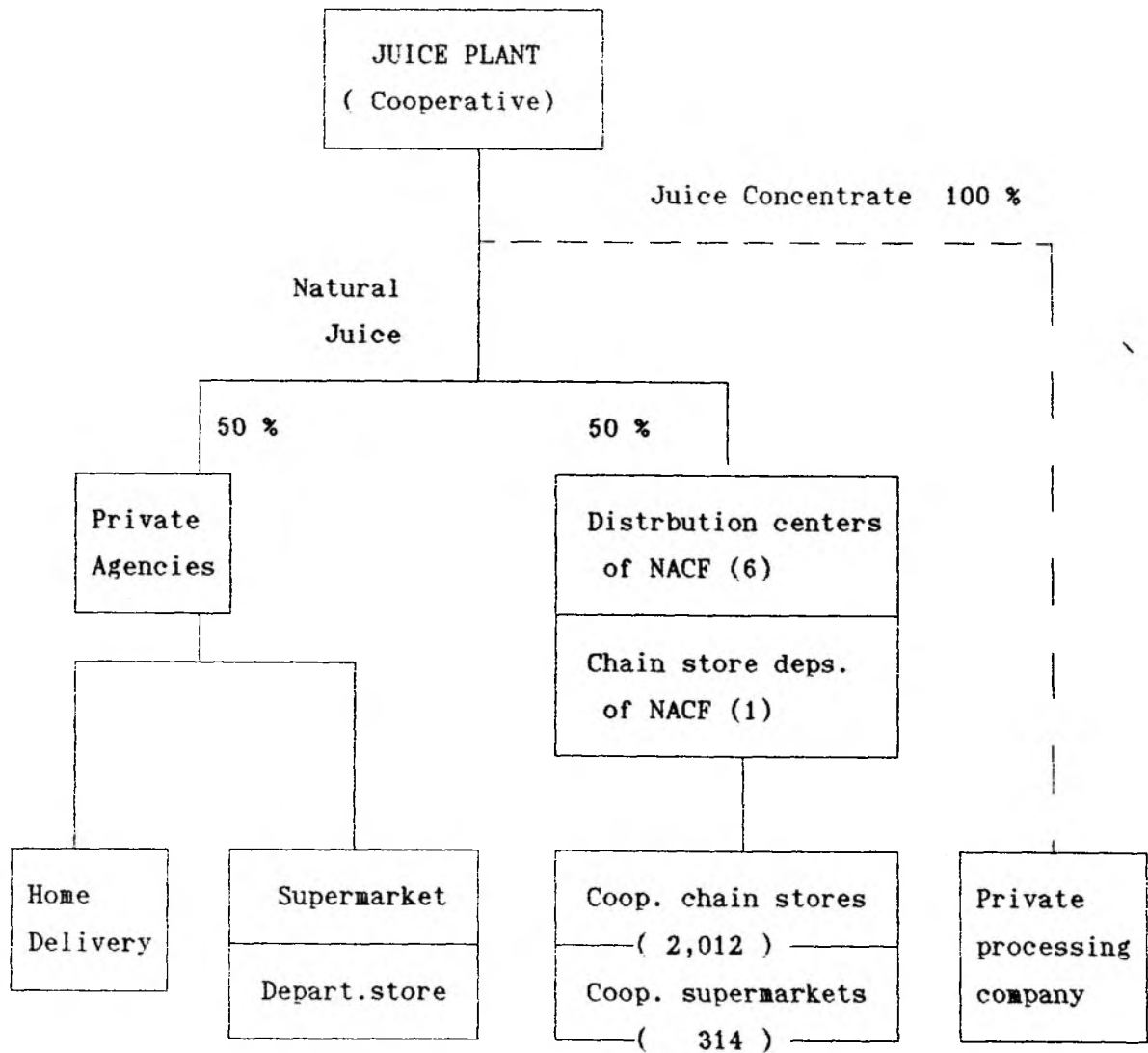
The reliability of the cooperative's brand is very high traditionally in Korea. This brand is well-known as a national brand. This brand is being protected strictly by law. This brand can be labelled on only goods processed by cooperatives themselves.

They will attack the existing market by using the reliable brand with the help of the vast cooperatives' networks.

The Juice Factory has lots of advantages in marketing sectors. 2,326 cooperative chain stores or cooperative supermarkets scattered across the country can be used as the marketing channel. Other channels are agencies to be run by private corporations. They have made a contract with 50 agencies to deal in the Juice in main cities. They are trying their best to expand the sales networks.

We plan to spend about 10% of COST OF GOODS SOLD on advertising this new product. Mass-medias such as TV, radio, and newspaper are used for advertising.

Marketing Channel



** Though agencies want to deal in the whole Natural Juice, this is against the purpose of the Cooperative's plant. We will allow them to deal in within 50% of the Natural Juice produced.

V. Export Market and Prospect in Europe

1) SCALE OF MARKET

Poor condition in weather and the scarcity of drinking water necessitated the advanced beverage industry in Europe. Europeans drink beverage habitually every day. The beverage market in Europe seems to be estimated at thousands of billions of dollars.

2) STRUCTURE OF MARKET

There are various kinds of beverage in Europe. The Beverage market can be classified into two groups: Germany and west European countries.

Generally speaking, Germans prefer apple juice and beer, while the other Europeans prefer grape wine.

3) EXPORT PROSPECT

The quality of our Natural Apple Juice was favorably recognized by import agents at the World Agricultural Fair held in Berlin this year. While its taste, smell and flavor were evaluated excellent, the price of the Juice was considered rather high. Nevertheless business talks have been rushing these days. The Cooperative has already contracted with import traders of Germany, Holland, and Hungary for export of 70 tons of Natural Apple Juice. And the Cooperative is having a business talk with 20 countries' traders. If we attack the high classes intensively in Europe, the apple juice has bright prospect of winning the market. It will not be long before Korean natural juice win the worldwide fame.

VI. Present Situation in Production and Sales

1. Procurement of Raw Materials

All the raw materials of apple juice are procured only from member farmers in this province.

The Cooperative's purchasing price and quantity of apple are decided by the board of directors in advance every year.

The quantity of apples to be bought is allocated among 30 branch offices, the apple commodity groups and each farm household step by step on reasonable bases.

This year, The Kyungbuk Apple Grower's Cooperative purchased 22,500 tons of apples, 11,200 tons of which were processed, and the rest of them have been stored for later processing.

The purchasing price of apples is 250 won per Kg. This price is about 150 Won higher than that of private corporations.

Though apple growers require that much more apples should be purchased by the Cooperative. It cannot satisfy their requirements due to the insufficient capacity.

2. Various Kinds of Apple Juice

1) NATURAL CLOUDY APPLE JUICE

This kind of juice is full of the original taste, smell, and nutrition of natural apple.

Cloudy juice has been made through a special heat exchange, and centrifuge. Also, it is treated so that long-term storage is possible.

2) NATURAL CLEAR APPLE JUICE

Because of its pureness and clearness, Natural Clear Apple Juice is easy to drink.

The pressed juice is filtered through the Ultra Filtration machine to make this juice. This finished product is full of rich flavor and smell, resulting in a pure taste.

3) CLOUDY CONCENTRATE and CLEAR CONCENTRAE

Another pride of Natural Apple Juice production line is its up-to-date concentration system. The concentrate is produced under the falling film type.

The sugar content, acidity etc. can be adjusted depending on the customer's order.

PACKAGE UNIT

Products	Package unit	Gift Package
Clody Juice	1.5 l bottle 190 ml can	2 bottles, 1 bottle, 15 cans
Clear Juice	1.5 l bottle	2 bottles, 1 bottle, 15 cans
Cloudy Concentrate	220 l drum package	
Clear Cocentrate	220 l aseptic package 20 l an package 25 l aseptic package	

3. Production and Sales Achievements

The Apple Juice Plant is capable of processing 22,500 metric tons of apples a year, the largest such plant in Asia.

Up to now, 7,706 tons of apple juice has been processed. The detailed break-up is as follows. (May 31 , 1993)

Products	Unit	Production	Sales turn over		
			Domestic	Overseas	Total
CLOUDY JUICE					
(1.5 l)	bottle	2,247,732	595,612	800	596,412
(190 ml)	can	10,288,980	875,700	-	875,700
CLOUDY CONCENTRATE					
(220 kg)	drum	9,165	-	-	-
CLEAR JUICE					
(1.5 l)	bottle	206,846	206,244	-	206,244
CLEAR CONCENTRATE					
(220 kg)	drum	56,540	3,000	-	3,000
TOTAL (M/T)		7,706	1,371	1	1,372

4. Price Analysis

In case of Cloudy Juice , COST OF GOODS SOLD is estimated at ₩2,300 per bottle (1.5 l). Compared with the price of existing orange juice, which is about ₩2,000, is relatively high. But the Natural Juice of HIGH QUALITY seems to be competitive.

VI. Expected Effects

Until quite recently , Korean apples have been introduced to the world or domestic markets only as the unprocessed primary product because of the poor processing techniques.

However,dedication of this Apple Juice Plant has helped make it possible to turn Kyungbuk apples and the Natural Apple Juice into Korean special products in fact as well as in name.

① Thanks to this Juice Plant,traditional consuming pattern of enjoying raw apples will be changed into a new pattern of enjoying the Juice.

This will result in the removal of seasonal variations in apple consumption and also stimulate the constant consumption of apples all the year round.

This Apple Juice will be a turning point in the beverage culture.

② The quantity of apples processed is 4 percent of annual apple production in Kyungbuk Province. We can expect the price increasing effect in apple growers' favor.

So we can reduce some difficulties that apple growers have been suffering from , such as the severe price fluctuation of apple due to a glut of apples.

$$\begin{aligned} & * \text{ total production} \times \text{ processing rate} \times \text{ price decreasing effect} \\ & = 300 \text{ bill. won} \times 4 \% \times 0.75 \% = 90 \text{ mill.Won} \end{aligned}$$

③ Relatively poor-grade apples are used for processing apples as raw materials, which are estimated at 15% to 20% of total produced apples.The Cooperative purchases the apples at the cost of 250 won per kg, which is 150 won higher than the private sectors.

Therefore the effects on supporting apple price and enhancing value added can be achieved

$$* \text{ differntial price } 150 \text{ won/kg} \times 22,500 \text{ M/T} = 3,375 \text{ mill.Won}$$

④ The Natural Apple Juice can take the place of the imported fruit juice which has occupied the domestic market. So this replacement effect is to save the foreign currency that has been spent on importing the foreign juice concentrate.

⑤ About 30 farmers living around the plant are employed part-time on a two shift basis for 300 days per year. So approximately 180 million won of non-agricultural income can be increased.

$$* 30 \text{ farmers} \times 300 \text{ days} \times 30,000 \text{ won/day} = 180 \text{ mill. Won}$$

⑥ The profits from operation of the juice plant will be distributed to the member farmers through the form of dividend. The estimated net profit is expected to be 17 billion Won in 1993. If a dividend of 5 per cent is paid, dividend will amount to 85 million Won.

$$* \text{profit } 1,708 \text{ mill. Won} \times \text{dividend rate } 5\% = 85 \text{ mill. Won}$$

⑦ Korean agricultural cooperatives have been blamed for putting emphasis on banking business. Such blame can be wiped out through cooperatives' participating in food processing business positively.

VII. Main Problems and Tasks

We cannot emphasize the importance of the agricultural processing industry too much. Nevertheless, it has not long before since Korean cooperatives was interested in and took part in the processing industry positively .

There is a national concensus that the agricultural processing industry is important not only for farmers but consumers. So the industry should be developed as a kind of key industry of nation.

Recently a few large corporations have been blamed for importing mixed fruit concentrate, and selling it as if it were Korean juice processed with domestic raw fruits.

That alone shows that they are interested in their own immediate profit and they completely ignore difficulties faced by apple growers. That is why we insist that the boycott against the fruit juice imported by the immoral conglomerates should be spread nationwide.

And we have to continue campaigns for increased consumption of locally-produced farm products including processed food.

Apple growers insist that the Cooperative should purchase much more apples. When at least 30 % of apples produced in this province are purchased or processed by the Cooperative, the Cooperative can fulfill its function of adjusting market and supporting the apple price. But the capacity of the Plant is limited. In order to meet farmers' needs, the scale of the factory facilities should be enlarged at least six times larger than now.

Ultimately this area should be turned into Total Marketing Complex so as to increase the farmers' interests.

(Juice plant, Cold storage, Packing house, Sorting center, Training center etc.)

At least 50 per cent of total investment in processing facilities should be financed by central or local governments like in advanced countries.

Generally speaking, apples are composed of 85% of water and 15% of solid material. By-products are obtained in the manufacture of apple juice inevitably. So another latest techniques and facilities to make by-products into apple jam, fertilizer and feed should be studied and introduced.

By doing so, the pollution by processing wastes can also be minimized.

PART II

THE 6TH ICA/JAPAN TRAINING COURSE

I . Brief Introduction to the 6th Training Course

The 6th ICA/JAPAN training course which I have attended was spread over from October 21, 1991 to May 10, 1992 in India, Thailand, Japan, and Peoples Republic of China.

During this training programme in ICA Regional Office, New Delhi, we studied various aspects regarding the strengthening of Cooperative Management, and also techniques of formulation and implementation of projects in cooperative sectors from capable faculty members of IIMA.

Study visits to agricultural cooperative societies were conducted in Maharashtra and Gujarat States. During study visits in and around Ahmedabad, the facilities of the Indian Institute of Management, Ahmedabad, were also used for conducting a module on Project Preparation .

Campus facilities at the Vaikunth Mehta National Institute of Cooperative Management (VMNICM) in Pune were used for executing a two-day workshop on management practices of processing and marketing cooperatives.

After completion of Part I of the Course in India for two months, we returned to our own countries. During the stay in my country I worked on the Apple Juice Processing Plant in consultation with the Kyungbuk Apple Grower's Cooperative and the Processing Business Department of NACF.

We reassembled in Bangkok and our Projects were appraised in February 1992. The project appraisal sessions were followed by two weeks' study visits to agricultural cooperatives in Thailand.

Part II of the Training Course was held at IDACA, Tokyo which included field study visits to agricultural cooperatives in Kumamoto and Shizuoka prefectures of Japan. The course focused on farming guidance by agricultural cooperatives, methods of working out long-term plans and agricultural processing operations.

The last part of the programme was the field study visits to agricultural cooperatives in the Peoples Republic of China, which concluded on 10th May 1992 in Beijing.

II. Benefits from the Training Course

I derived much satisfaction and learning value from the program. I look back to the training period with the great satisfaction of my career and with the added fortune of having met throughout the Asian Regions cooperators and friends. Working together, discussing together, eating together, and above all sharing the ideas were a rewarding experience. It has been a good opportunity learning new things; seeing how other cooperatives are functioning; how cooperators in other countries tackle their problems; how they live.

The programme had a well conceived combination of classroom exercises. Exposure to real life situations through field studies has helped me to acquaint myself to the varied models in Cooperatives in South Asian Countries.

Especially I had a very precious opportunity to learn agriculture, rural community, agricultural cooperative movement of Japan from the concerned experts. Whenever agricultural problems take place in our country, we are always trying to find the solutions to the problems in the preceding experience of Japan.

So it is very important to understand the agricultural situations of Japan for solving the problems faced by Korea.

In particular, in Shizuoka Prefecture, we studied how to formulate long-term plans. I was deeply impressed by the Cooperative's long term plans based on a broad outlook on the year 2020.

The various managerial techniques and experiences I gathered in the course will help me to devote myself to the tasks with renewed vigor and determination in smaller or greater degree.

III. Project Preparation

It goes without saying that I kept in contact with the staffs of the Kyungbuk Apple Growers Cooperative constantly to proceed with the Project and I made a lot of suggestions. But I cannot tell you how much I had effect on the Plant.

Such a big plant cannot be built with only one person's ability. In fact many years have passed since they were thinking of building the Apple Juice Plant. It has been a long-cherished dream to set up the Plant. All our efforts and desires made it come true.

I think that the project prepared by myself is just only a symbol of my improved capability after learning. With that capability I will be able to take initiative in formulating some other projects in a direct or indirect manner. And the learning and experiences will be made use of in my works gradually, not immediately.

N. Suggestions

I would like to make some suggestions to improve the training programme.

1. The trainees should be chosen at least 6 months ahead ,so as to prepare the training course in advance.
2. The basic textbooks (Abstracts) should be published in advance and should be sent to the trainees before attending the course. The text books will be as follows.
 - o. Agriculture and the cooperative movement in Asian countries
 - o. Managerial techniques for strengthening cooperative management
 - o. Agricultural cooperative movement in Japan

Other supplementary teaching materials can be distributed, when necessary.

3. Outline of cooperative development project should be prepared roughly before the beginning of the course so that the efficiency of the project may be enhanced.

65TC
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A Status Paper

Kim, Won-Tae

Participant of the 6th ICA/Japan
Training Course

National Livestock Cooperatives
Federation

I. Brief Introduction of the 6th ICA/Japan Training Course

The participants of the 6th ICA/Japan Training Course studied cooperative management in four countries ; India, Thailand, Japan, China. We closed our session in China. We learned the basic concept of cooperative business and its management from the professors of IIMA in India. They were very sincere and cordial in helping us study and prepare the projects. We had a project appraisal session in Thailand and traveled to Nakornratchasima Province for field study.

In Japan, we were surprised at the high technology in Japanese farming and its scientific management every time wherever we visited. I observed a new range of cooperative businesses which were strange to me and which were not popular in Korea ; car repairing center, rice factory, oil selling station, automatic discerning machine of the agricultural products, etc. Seeing those kinds of business, I realized that there were a lot of businesses left to be developed by a cooperative.

In China we saw the people's making efforts to change their present conditions for the better life. It seemed that All China Federation of Supply

and Marketing, a cooperative in China, was playing a great role in increasing farmer's income and welfare through increasing productivity, improving marketing system, promoting joint-venture business with foreign countries.

II. Information on the Project

a. Title and its salient figures

- title : Choongnam Dairy Plant
- place : Kongjoo County, Choongnam Province
(Chungyang County, the same Province)
- capacity : 200 MT/day (240 MT/day)
- investment : 19.5 billion won (37.5 billion won)
- financed from Livestock Development Funds
- implemented by NLCF and its local cooperatives
- project life : 10 years
- structure : 4 divisions such as administration , production,
marketing, guidance and extension
- marketing channel : coop. stores, marketing agency and chain
stores, schools, hospitals, Army, etc.
- payback year : 3.2 years after operating the plant
- NPV : 6.8 billion won at the discount rate of 13%
- IRR : 23.5%
- BEP : 44.7% of the plant capacity

* Those in the parentheses are the changed figures.

At present, NLCF is going to purchase the land for this project.

I planned this project during staying in India. After I came back from India, I discussed with a manager of the Dairy Section about the project.

At that time he said to me that the Dairy Section had also the same idea in the same Province. Since then I have not been related to the project.

b. Problems in the implementation of the project

1) Dividend problem

Under the present accounting system, NLCF cannot pay the dividend only to the cooperatives participated in the project individually. Even if it was possible, it was difficult to calculate how much NLCF should pay the dividend to those cooperatives. And because most of the member cooperatives are still so poor and weak in capital and management that it was difficult to ask them to invest for the project. They also didn't want to be hurt by meeting a deficit from the project.

So NLCF decided to invest for the project by itself for the first 3 years of being supposed to be shown a deficit. And the member cooperatives are supposed to participate in the project when NLCF recovers from the 3 years deficit.

2) Financing problem

At first money for the project was to be made up 90% from Livestock Development Funds and 10% from cooperative investment. When NLCF asked the government for the LDF, a lot of milk processing companies objected to the NLCF project and started to lobby the government to prevent NLCF from setting up the factory, insisting that NLCF should not operate the profitable business because NLCF is a non-profit organization. So the MAFF got into a dilemma if it should provide LDF to NLCF or not.

In response to this, NLCF had two opinions ; first, borrowing necessary money from foreign funds, second, taking the machines and facilities by lease. But these were also so difficult that NLCF decided to persuade the government to support the project, claiming that NLCF has mainly emphasized on the extension services for increasing productivity in the past but in the future NLCF can not protect farmer's rights and interests without participating in marketing and processing. Now NLCF has been granted by the government to use LDF.

III. Programme Utility

The ICA/Japan Training Course gave me a good opportunity to improve my ability in managing the cooperative business. Through this course I came to know of how to plan, how to analyze, how to increase member's income, how to add the value of agricultural products and so on. Group discussions were also very useful for us to exchange our opinions based on the different experiences.

At present, my work in NLCF is not related to the business directly. But I am providing foreign livestock statistics and information necessary for NLCF business. In doing my job this training course showed me a good direction to get the correct and useful information for the business.

NLCF is only 12 years old. So NLCF needs to raise competent managers in every field of NLCF business. In this situation, ICA programme is encouraging NLCF very much to produce able-managers, and it gives us a chance to contact the cooperatives in Asian region and cooperate with them.

About the programme, I would like to suggest one.

To make the better project it would be very useful if the participants have more time to prepare their projects. The participants will have more time if they could outline their projects and get basic and necessary information in their countries before they join the course. And then, they will discuss with the professors and participants about the projects during staying in India. And time will be saved. The study will also be more concrete and effective.

I hope the ICA/Japan Training Course will be continued and contribute to the development of cooperatives in Asian region, as it has done until now.

FORMER PARTICIPANTS

PROJECTS STATUS PAPERS : SUMMARY

- Main aim
- scheme for the Wasp.
- Please meeting with you all.

Including the 7th Course the Republic of Korea had participated in the 10th Japan Management Training Project by sending 14 officials as under:-

NACF	9 Persons
NLCF	5 Persons

Korea has participated in the programme right from the beginning by sending two persons per each course. The selection of participants was carefully done by the NACF and NLCF from among its middle-level managerial staff. These participants had participated in the programme for full duration and with full devotion. Korea has made the best possible use of the training opportunity. Since the participants came from the most appropriate level and with the full backing of their respective organisations, they were able to absorb the contents fully and developed their practice project proposals in line with the policies, programmes and priorities of their organisations. Their orientation towards the development process was positive which enabled them to work on their project proposals in a more serious and professional way. This goes to their credit.

Out of the 12 former participants, 11 of them participated in the National Follow-up Workshop in Seoul May 6-8, 1993. One of the former participants is out in the United States for his Ph.D. Programme. Rest of the 11 responded to the 10th/NACF invitation by sending in their Status Reports or filling in the Status Forms. During the follow-up workshop the following Reports were made by the attending former participants on their project proposals:-

1. Kyungbuk Apple Processing Plant by (6th Course)
MR Hyun Keon Myung, Asst Manager in the
Rural Development Department of the NACF.
The project has been implemented. It has been
operating for the last 2 1/2 years and the facility
was visited by the 7th Course participants on
April 30, 93. Capital input is of 16.9 bill Won.
The main objective is to adjust demand
and quality supply quantity of local product
of apples and to provide additional income
to the farmer-producers. The project has
already generated 4 billion Won of additional
income to the farmers of the area. The
product of the plant is well-accepted by the
consumers and meets with internationally-
accepted standards of purity, nutrition and
quality. The plant is fully operational. It is
a matter of great pleasure and pride for the
1st-Japan project. Congratulations!

2. Choongnam Choongnam Dairy Plant proposal
by MR Won-Tal Kim, Asst Manager of the
International Cooperation Division of the NACF.
A participant of the 6th Course. The
project proposal has been cleared and
accepted by the Federation for implementation.
Land for the proposed plant has been
acquired. The plant is expected to be operational
within 3 years. The total outlay is of
37.5 billion Won. The main aim of the project
is to protect the members from frequent
fluctuations in dairy prices and to adjust
the supply demand situation of milk. The
demand for milk and milk products is
steadily increasing in the country. The
implementing Cooperative does not anticipate
any delay in the implementation
of the project. The NACF is the force behind
the project and the Govt policies are favorable
to this sector. Congratulations & best wishes.

3. Cheong San Kimchi Plant project proposal by MR Hyang Kyu Lee, a star of the 3rd Course. The project is very much in operation and was visited by the participants on May 7 '93. MR Lee is currently the chief of the Member Cooperative Support Department of the NACF. The plant has the total capital input of 3,037 m. Won. The main aim of the project is to enhance the income of member-farmers and to protect them from middleman. The project has been operating for the last 2½ years, although not yet making any profit. However, the plant has contributed to the income level of the member-farmers. 1993-94 is expected to be the break-even year for the project. The facilities are of standard quality. The plant produces its products for home and export market. The potential of development and further expansion exists, in view of the rapid expansion of urban demands. Kimchi is an essential part of food of the Koreans. The NACF supports the marketing of the product. Congratulations.

4. Integrated Area Development Project for Chonwol District prepared by MR Jin Woo Kim, a participant of the 1st Course. MR Kim is now the Deputy Gen Manager of the NACF Banking Branch. The project is an integral component of the NACF overall programme of Area Development of its primary Cooperatives. The NACF allocates 300 m Won per PAC for this purpose. The essential components of the proposal of MR Kim have been included in the general development strategy of NACF Integrated Area Development. This means, the project has national overtones and deserves praise. The project for Chonwol district has been in action since 1987. The aim is to increase farm income and the activities include: financing, extension, and marketing support. Congratulations.

- 5. Feedmill Project in Jeonla Province by MR Yoon Hee Lee of the 2nd Course. MR Lee is the General Manager of the Marketing and Supply of the NACF provincial office. The project has not been able to get off the ground due to unfavorable policies of the state governing import of agr. products. However, MR Lee is able to influence formulation and appraisal of development projects which come to the NACF provincial office. The experience gained during the 1st course is being used.
- 6. Fruit Processing Mill project proposed by ~~MR~~ Professor Sang Derk Lee who is now the (4th course) Deputy Director of the NACF Ansong Corp leaders training institute which the 7th Course participants visited. The proposed project is now operational - almost 2 years, with a total capital outlay of 2,760 m. won. The project undertakes processing of fruits and storing of frozen fruits, strawberries, peaches, and grape juice.
- 8. Cold Storage Chunchon Horticultural Corp by MR Chung Shik Shim, a participant of 2nd Course. MR Shim is now the Deputy Gen. Mgr responsible for credit business in NACF. The project could not get off due to certain obvious financial reasons.
- 9. How to Reduce the Cost of for Chinese Cabbage Growers? by MR Chong Hyun Baik, a participant of the 1st Course. A variety of proposals have been made to Corp member-farmers who grow Chinese cabbage.
- 10. In addition to the above, information needs check-up.

The main aim of workshop...

AHG



National Follow-up Workshop on Management of Agricultural Cooperatives-Republic of Korea (ICA/Japan Programme 1993)
Seoul. May 6-8 1993

QUESTIONNAIRE FOR FORMER PARTICIPANTS

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Besides imparting skills in the preparation of a development project during your training, it was expected that the development projects prepared by you would be implemented in your country by your respective organisations. In some cases these projects have been implemented and in some cases these are under consideration. Whatever may be the situation, we would like to collect the most upto date information from all former participants for processing and for inclusion in a comprehensive report to the donor agency of this project.

In view of the above I would be highly obliged if I could receive your most upto date, objective and factual reports by making use of the enclosed questionnaire.

Daman Prakash
Project Director

ICA/Japan Management Trg Project.

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office for Asia & the Pacific
43 Friends Colony, New Delhi 110065. India

April 25 1993

NATIONAL FOLLOW-UP WORKSHOP ON MANAGEMENT OF AGRICULTURAL
COOPERATIVES-REPUBLIC OF KOREA (ICA/JAPAN PROGRAMME) 1993
MAY 6-8 1993

Questionnaire for Former Participants

Course Number Attended _____

01 Full name (capital letters) _____

02 Current postal address _____

Phone _____ TeleFax _____

03 Current parent organisation and its full address _____

Phone _____ TeleFax _____

04 Your current post _____

05 Your current responsibilities (describe briefly)

06 Title of the development project prepared by you during the
ICA/Japan training programme .

07 What is its current status? (being implemented or still
under consideration). Describe briefly the status.

Questionnaire -2-

08 If being implemented, please give the following details:

Who is implementing it? _____

How are you involved in its implementation? _____

Where is it located? _____

What is the capital input? _____

How long has it been under implementation? _____

What are its main objectives & activities? _____

Who are the partners in the working capital? _____

09 If not implemented, please give below the problems faced by you and your organisation in its implementation.

10 In case your original project has not been implemented, have you prepared or helped in the preparation of another project which is under implementation at present?

YES/NO

11 If YES, please give brief description of that project below:

Questionnaire -3-

12 In what way the training received by you during the ICA/Japan Programme helped you and your organisation? Please give a brief description below:

13 After the ICA/Japan Training Programme:

- a. Are you holding the same post? YES/NO
- b. Have you been promoted? YES/NO
- c. You have been given additional work? YES/NO
- d. You have been given additional staff? YES/NO
- e. You have given training to your staff on management techniques and preparation of development projects? YES/NO
- f. You were sent for further training abroad? YES/NO
- g. You were trained further in the country? YES/NO

14 In what sector under your organisation further development projects are needed/proposed for implementation?

15 What kind of development suggestions for improvement of management and value-addition projects have you made to your organisation (through your seniors)?

Date

signature



**National Follow-up Workshop on Management of Agricultural
Cooperatives-Republic of Korea (ICA/Japan Programme 1993)
Seoul. May 6-8 1993**

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Daman Prakash
Project Director

ICA/Japan Management Trg Project.

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office for Asia & the Pacific
43 Friends Colony, New Delhi 110065. India

April 25 1993

NATIONAL FOLLOW-UP WORKSHOP ON MANAGEMENT OF AGRICULTURAL
COOPERATIVES-REPUBLIC OF KOREA (ICA/JAPAN PROGRAMME) 1993
MAY 6-8 1993

Questionnaire for Former Participants

Course Number Attended _____

01 Full name (capital letters) _____

02 Current postal address _____

Phone _____ TeleFax _____

03 Current parent organisation and its full address

Phone _____ TeleFax _____

04 Your current post _____

05 Your current responsibilities (describe briefly)

06 Title of the development project prepared by you during the
ICA/Japan training programme

07 What is its current status? (being implemented or still
under consideration). Describe briefly the status.

Questionnaire -2-

08 If being implemented, please give the following details:

Who is implementing it? _____

How are you involved in its implementation? _____

Where is it located? _____

What is the capital input? _____

How long has it been under implementation? _____

What are its main objectives & activities? _____

Who are the partners in the working capital? _____

09 If not implemented, please give below the problems faced by you and your organisation in its implementation.

10 In case your original project has not been implemented, have you prepared or helped in the preparation of another project which is under implementation at present?

YES/NO

11 If YES, please give brief description of that project below:

Questionnaire -3-

12 In what way the training received by you during the ICA/Japan Programme helped you and your organisation? Please give a brief description below:

13 After the ICA/Japan Training Programme:

- a. Are you holding the same post? YES/NO
- b. Have you been promoted? YES/NO
- c. You have been given additional work? YES/NO
- d. You have been given additional staff? YES/NO
- e. You have given training to your staff on management techniques and preparation of development projects? YES/NO
- f. You were sent for further training abroad? YES/NO
- g. You were trained further in the country? YES/NO

14 In what sector under your organisation further development projects are needed/proposed for implementation?

15 What kind of development suggestions for improvement of management and value-addition projects have you made to your organisation (through your seniors)?

Date

signature

Mr. Jin Woo Kim



National Follow-up Workshop on Management of Agricultural
Cooperatives-Republic of Korea (ICA/Japan Programme 1993)
Seoul. May 6-8 1993

QUESTIONNAIRE FOR FORMER PARTICIPANTS

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Daman Prakash
Project Director

ICA/Japan Management Trg Project.

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office for Asia & the Pacific
43 Friends Colony, New Delhi 110065. India

April 25 1993

NATIONAL FOLLOW-UP WORKSHOP ON MANAGEMENT OF AGRICULTURAL
COOPERATIVES-REPUBLIC OF KOREA (ICA/JAPAN PROGRAMME) 1993
MAY 6-8 1993

Questionnaire for Former Participants

Course Number Attended 1st.

- 01 Full name (capital letters) KIM, JIN WOO
- 02 Current postal address #257-50, Bu-jeon-2-dong, Pusan-jin-ku,
Pusan City, Rep. of Korea. (NACF Branch office)
Phone (051) 808-8041 TeleFax (051) 818-8032
- 03 Current parent organisation and its full address
NACF
- Phone 397-5282 TeleFax _____
- 04 Your current post Deputy General Manager
- 05 Your current responsibilities (describe briefly)
Daily Supervise the banking activities
in NACF branch office
- 06 Title of the development project prepared by you during the
ICA/Japan training programme
Integrated area Development Project (Chawal District)
- 07 What is its current status? (being implemented or still
under consideration). Describe briefly the status.
The basic national (intergrated approach for
member farms' betterment) are fully
employed by NACF and all PACs are
encouraged to formulate and implement
actual village development project from 1987.

Questionnaire -2-

08 If being implemented, please give the following details:

Who is implementing it? Primary Agri - Coops under the NACF support

How are you involved in its implementation? _____

I am no more in the position of formulating or implement.

Where is it located? Scattered nation widely the project.

What is the capital input? 300 million won per PAC.

How long has it been under implementation? From 1987.

What are its main objectives & activities? _____

Objectives ; Increase farm income.

Activities : Financing, Extension & marketing support.

Who are the partners in the working capital? _____

NACF & PAC.

09 If not implemented, please give below the problems faced by you and your organisation in its implementation.

10 In case your original project has not been implemented, have you prepared or helped in the preparation of another project which is under implementation at present?

YES/NO

11 If YES, please give brief description of that project below:

Questionnaire -3-

- 12 In what way the training received by you during the ICA/Japan Programme helped you and your organisation? Please give a brief description below:

Learn how to establish project for member farms
on the basis of actual situation.

- 13 After the ICA/Japan Training Programme:

- a. Are you holding the same post? YES/NO
- b. Have you been promoted? YES/NO
- c. You have been given additional work? YES/NO
- d. You have been given additional staff? YES/NO
- e. You have given training to your staff on management techniques and preparation of development projects? YES/NO
- f. You were sent for further training abroad? YES/NO
- g. You were trained further in the country? YES/NO

- 14 In what sector under your organisation further development projects are needed/proposed for implementation?

Diversified supports for member farms' income enhancing
are necessary. (Agri-processing, Marketing services)

- 15 What kind of development suggestions for improvement of management and value-addition projects have you made to your organisation (through your seniors)?

None.

May 6, 1993
Date

JIN WOO KIM
signature Jim W. Kim

Mr Chong Hyun Baik



National Follow-up Workshop on Management of Agricultural Cooperatives-Republic of Korea (ICA/Japan Programme 1993)

Seoul. May 6-8 1993

QUESTIONNAIRE FOR FORMER PARTICIPANTS

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Daman Prakash
Project Director

ICA/Japan Management Trg Project.

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office for Asia & the Pacific
43 Friends Colony, New Delhi 110065. India

April 25 1993

NATIONAL FOLLOW-UP WORKSHOP ON MANAGEMENT OF AGRICULTURAL
COOPERATIVES-REPUBLIC OF KOREA (ICA/JAPAN PROGRAMME) 1993
MAY 6-8 1993

Questionnaire for Former Participants

Course Number Attended _____

01 Full name (capital letters) BAIK CHENG HYUN

02 Current postal address Shincheon 329, Shihung city,
Kyunggi province, Korea

Phone (032) ~~691~~ 3911 TeleFax 0321-694-3913

03 Current parent organisation and its full address
The SAJIK. WITH N.A.C.F.

Phone _____ TeleFax _____

04 Your current post General manager

05 Your current responsibilities (describe briefly)
Top management of Shihung-city office of N.A.C.F.

06 Title of the development project prepared by you during the
ICA/Japan training programme

"Ideas to reduce the cost for China's cabbage growers"

07 What is its current status? (being implemented or still
under consideration). Describe briefly the status.

in my project recommendations for primary-coop were:
① organizational crop-unit for joint activities of members farmers.
② transportation service necessary for crop-unit
③ direct sale to mass consuming group? (Aptocoplex)
④ rotation system done by primary-coop
X from ① ② ③ were all OK. But ④ is not
working.

Questionnaire -2-

08 If being implemented, please give the following details:

Who is implementing it? _____

How are you involved in its implementation? _____

Where is it located? _____

What is the capital input? _____

How long has it been under implementation? _____

What are its main objectives & activities? _____

Who are the partners in the working capital? _____

09 If not implemented, please give below the problems faced by you and your organisation in its implementation.

1. Perennial system; frequent change of position.
2. In case of auction system, no policy of price-stabilization.
by primary coop or members farmers themselves.

10 In case your original project has not been implemented, have you prepared or helped in the preparation of another project which is under implementation at present?

YES/NO

11 If YES, please give brief description of that project below:

Questionnaire -3-

12 In what way the training received by you during the ICA/Japan Programme helped you and your organisation? Please give a brief description below:

1. way of teaching : case study by Indian prof.
2. integrated approaches to the problems by the lecturers by resource persons

13 After the ICA/Japan Training Programme:

- a. Are you holding the same post? YES/NO
- b. Have you been promoted? YES/NO
- c. You have been given additional work? YES/NO
- d. You have been given additional staff? YES/NO
- e. You have given training to your staff on management techniques and preparation of development projects? YES/NO
- f. You were sent for further training abroad? YES/NO
- g. You were trained further in the country? YES/NO

14 In what sector under your organisation further development projects are needed/proposed for implementation?

15 What kind of development suggestions for improvement of management and value-addition projects have you made to your organisation (through your seniors)?

May 6, 1997

B. K. Chugh

MR Chung-Shuk Shin.



National Follow-up Workshop on Management of Agricultural
Cooperatives-Republic of Korea (ICA/Japan Programme 1993)
Seoul. May 6-8 1993

QUESTIONNAIRE FOR FORMER PARTICIPANTS

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Daman Prakash
Project Director

ICA/Japan Management Trg Project.

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office for Asia & the Pacific
43 Friends Colony, New Delhi 110065. India

April 25 1993

69 Il Sam-Dong, Wonju city, Kangwon Province,
Korea.

NATIONAL FOLLOW-UP WORKSHOP ON MANAGEMENT OF AGRICULTURAL
COOPERATIVES-REPUBLIC OF KOREA (ICA/JAPAN PROGRAMME) 1993
MAY 6-8 1993

Questionnaire for Former Participants

Course Number Attended 2nd ICA Course

- 01 Full name (capital letters) CHUNG-SHIK SHIM
- 02 Current postal address HanShin Apartment 4-506, at Hanpye-
Dong, Chuncheon city, Kangwon Province, Korea
- Phone 0371-53-5282 TeleFax _____
0371-42-3171
- 03 Current parent organisation and its full address
75, ChungChong 2nd Street, Chongrogu, Seoul
Korea.
- Phone 02-737-0021 TeleFax _____
- 04 Your current post Deputy General Manager.
- 05 Your current responsibilities (describe briefly)
I manage the comprehensive activity in my office
as a deputy general manager, but I put emphasis
on credit business as the head officer of credit
business.
- 06 Title of the development project prepared by you during the
ICA/Japan training programme
Cold storage in Chuncheon Historical Rural
Cooperative.
- 07 What is its current status? (being implemented or still
under consideration). Describe briefly the status.
My project proposal has not been implemented
because Cooperative could not dispose land
of the old marketing center with which they
can supply it 40 millions. On the other
hand the Cooperative would be constructed
it because of loss brought by expanding it.

Questionnaire -2-

08 If being implemented, please give the following details:

Who is implementing it? _____

How are you involved in its implementation? _____

Where is it located? _____

What is the capital input? _____

How long has it been under implementation? _____

What are its main objectives & activities? _____

Who are the partners in the working capital? _____

09 If not implemented, please give below the problems faced by you and your organisation in its implementation.

Many cooperatives avoid constructing cold storage because they cannot secure enough agricultural products to cover the cost to maintain it.

Some cooperatives only operate cold storage as a playing role in seasonal delivery, even though it cannot cover

10 In case your original project has not been implemented, have you prepared or helped in the preparation of another project which is under implementation at present?

YES/NO

11 If YES, please give brief description of that project below:

In my county area soybean processing facility will be constructed in this year or next by NACF and Primary Agricultural Cooperative together. P19 Type C will contribute to make a project.

Questionnaire -3-

- 12 In what way the training received by you during the ICA/Japan Programme helped you and your organisation? Please give a brief description below:

I worked for training institute for six years after training course. I introduced and explain trainees the necessity of precision activity in the cooperative in Korea.

- 13 After the ICA/Japan Training Programme:

- a. Are you holding the same post? YES/NO NO
- b. Have you been promoted? YES/NO YES
- c. You have been given additional work? YES/NO YES
- d. You have been given additional staff? YES/NO YES
- e. You have given training to your staff on management techniques and preparation of development projects? YES/NO YES
- f. You were sent for further training abroad? YES/NO NO
- g. You were trained further in the country? YES/NO NO

- 14 In what sector under your organisation further development projects are needed/proposed for implementation?

- 15 What kind of development suggestions for improvement of management and value-addition projects have you made to your organisation (through your seniors)?

May 1, 1993.
Date

Changchik Shin
Signature

Mr Yum Hee Lee



National Follow-up Workshop on Management of Agricultural
Cooperatives-Republic of Korea (ICA/Japan Programme 1993)
Seoul. May 6-8 1993

QUESTIONNAIRE FOR FORMER PARTICIPANTS

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Daman Prakash
Project Director

ICA/Japan Management Trg Project.

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office for Asia & the Pacific
43 Friends Colony, New Delhi 110065. India

April 25 1993

NATIONAL FOLLOW-UP WORKSHOP ON MANAGEMENT OF AGRICULTURAL
COOPERATIVES-REPUBLIC OF KOREA (ICA/JAPAN PROGRAMME) 1993
MAY 6-8 1993

Questionnaire for Former Participants

Course Number Attended 2nd

- 01 Full name (capital letters) Yun Hee Lee
- 02 Current postal address Chonbuk Provincial Office of NACF
2 Ka 1560 Inhoo-dong, Chonju city, Korea
- Phone 0652-74-7720 TeleFax 0652-75-2430
- 03 Current parent organisation and its full address
National Agricultural Cooperative Federation
- Phone 02-397-5282 TeleFax _____
- 04 Your current post General Manager of Marketing and Supply
- 05 Your current responsibilities (describe briefly)
In charge of marketing, supplies
and guidance business of Jeonbuk Province
- 06 Title of the development project prepared by you during the
ICA/Japan training programme
The feed mill project in Jeonbuk Province
- 07 What is its current status? (being implemented or still
under consideration). Describe briefly the status.
Still under consideration

Questionnaire -2-

08 If being implemented, please give the following details:

Who is implementing it? _____

How are you involved in its implementation? _____

Where is it located? _____

What is the capital input? _____

How long has it been under implementation? _____

What are its main objectives & activities? _____

Who are the partners in the working capital? _____

09 If not implemented, please give below the problems faced by you and your organisation in its implementation.

Government has refused to permit new
feed mill since 1980. But government
is considering to revise the Feed Control Act
in this year. Then implementation is going on.

10 In case your original project has not been implemented, have you prepared or helped in the preparation of another project which is under implementation at present?

YES/NO

11 If YES, please give brief description of that project below:

Questionnaire -3-

- 12 In what way the training received by you during the ICA/Japan Programme helped you and your organisation? Please give a brief description below:

The training has been quite helpful for guiding and controlling marketing & processing business of Primary Coops.

- 13 After the ICA/Japan Training Programme:

- a. Are you holding the same post? YES/NO YES NO
- b. Have you been promoted? YES/NO YES NO
- c. You have been given additional work? YES/NO YES NO
- d. You have been given additional staff? YES/NO YES NO
- e. You have given training to your staff on management techniques and preparation of development projects? YES/NO YES NO
- f. You were sent for further training abroad? YES/NO YES NO
- g. You were trained further in the country? YES/NO YES NO

- 14 In what sector under your organisation further development projects are needed/proposed for implementation?

Feed section of Farm Material Department has been trying to implement the plan.

- 15 What kind of development suggestions for improvement of management and value-addition projects have you made to your organisation (through your seniors)?

In 1991 I attended in preparing 3-years' marketing plan of NACTF. NACTF has been making most efforts in marketing and processing business based on the plan.

May 6, 1993
Date

Loe Joo Hoon
signature

Mr Hyang Kyu Lee



National Follow-up Workshop on Management of Agricultural
Cooperatives-Republic of Korea (ICA/Japan Programme 1993)

Seoul. May 6-8 1993

QUESTIONNAIRE FOR FORMER PARTICIPANTS

The attached questionnaire is intended to (i) obtain a first-hand feed-back from you about the implementation status of the development project you had prepared while during the ICA/Japan training programme you had attended; and (ii) to produce a comprehensive report on on-going projects in various countries for the consideration of ICA authorities and donor agencies connected with the ICA/Japan Training Project. You are, therefore, the most relevant persons who could provide such an information. You are, therefore, kindly requested to fill in the enclosed questionnaire and deliver it to me for further processing.

Besides imparting skills in the preparation of a development project during your training, it was expected that the development projects prepared by you would be implemented in your country by your respective organisations. In some cases these projects have been implemented and in some cases these are under consideration. Whatever may be the situation, we would like to collect the most upto date information from all former participants for processing and for inclusion in a comprehensive report to the donor agency of this project.

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Daman Prakash
Project Director

ICA/Japan Management Trg Project.

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office for Asia & the Pacific
43 Friends Colony, New Delhi 110065. India

April 25 1993

NATIONAL FOLLOW-UP WORKSHOP ON MANAGEMENT OF AGRICULTURAL
COOPERATIVES-REPUBLIC OF KOREA (ICA/JAPAN PROGRAMME) 1993
MAY 6-8 1993

Questionnaire for Former Participants

Course Number Attended 3rd course

01 Full name (capital letters) HYANG KYU LEE

02 Current postal address 75 1-KA CHUNGJEONG-RO
JUNG-KU SEOUL KOREA postal No 100-707

Phone (02) 397-5221 TeleFax (02) 397-5210

03 Current parent organisation and its full address

Phone _____ TeleFax NACOFI KO K 27421

04 Your current post DIVISION CHIEF MEMBER COOPERATIVE SUPPORT

05 Your current responsibilities (describe briefly) DEPT. CH.

The guidance of member horticulture cooperative

06 Title of the development project prepared by you during the
ICA/Japan training programme

CHEONGSAN KIMCHI PLANT

07 What is its current status? (being implemented or still
under consideration). Describe briefly the status.

It has already implemented.
IPP3 is 3rd operating year.

Questionnaire -2-

08 If being implemented, please give the following details:

Who is implementing it? Cheong San P.A.C

How are you involved in its implementation? en Cheongnam ~~to far from Seoul (400km)~~
I am not involved, because I was in charge of branch office

Where is it located? Cheong San Myoen ~~43km~~ aparted from Seoul.

What is the capital input? 2.037 mil won

How long has it been under implementation? about 3 years

What are its main objectives & activities? _____

Enhance the incomes of member farmers and
protect them from middle man.

Who are the partners in the working capital? _____

Government & N.A.C.A.

09 If not implemented, please give below the problems faced by you and your organisation in its implementation.

10 In case your original project has not been implemented, have you prepared or helped in the preparation of another project which is under implementation at present?

YES/NO

11 If YES, please give brief description of that project below:

Questionnaire -3-

- 12 In what way the training received by you during the ICA/Japan Programme helped you and your organisation? Please give a brief description below:

I make use of it in Guiding the member horticulture's management. Especially in investing fixed assets.

- 13 After the ICA/Japan Training Programme:

- a. Are you holding the same post? YES/NO
- b. Have you been promoted? YES/NO
- c. You have been given additional work? YES/NO
- d. You have been given additional staff? YES/NO
- e. You have given training to your staff on management techniques and preparation of development projects? YES/NO
- f. You were sent for further training abroad? YES/NO
- g. You were trained further in the country? YES/NO


- 14 In what sector under your organisation further development projects are needed/proposed for implementation?

(1) Support the funds for operating (working capital) in '92 it was 270 mil. in '93 it is estimated 1.00 mil.

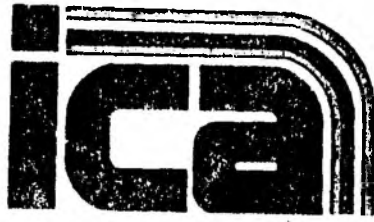
(2) Incentive system to the employees in plant

- 15 What kind of development suggestions for improvement of management and value-addition projects have you made to your organisation (through your seniors)?

7th May 1993
Date


signature

Mr Byung-Ho Jeong



National Follow-up Workshop on Management of Agricultural
Cooperatives-Republic of Korea (ICA/Japan Programme 1993)
Seoul. May 6-8 1993

QUESTIONNAIRE FOR FORMER PARTICIPANTS

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Daman Prakash
Project Director
ICA/Japan Management Trg Project.

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office for Asia & the Pacific
43 Friends Colony, New Delhi 110065. India

April 25 1993

NATIONAL FOLLOW-UP WORKSHOP ON MANAGEMENT OF AGRICULTURAL
COOPERATIVES-REPUBLIC OF KOREA (ICA/JAPAN PROGRAMME) 1993
MAY 6-8 1993

Questionnaire for Former Participants

Course Number Attended _____

- 01 Full name (capital letters) BYUNG-HO JEONG
- 02 Current postal address 457, SUNGNAE-DONG,
GANGDONG-KU, SEOUL, KOREA
- Phone 485-3141 TeleFax 475-9248
EXT. 3631
- 03 Current parent organisation and its full address
NATIONAL LIVESTOCK COOPERATIVES FEDERATION
457, SUNGNAE-DONG, GANGDONG-KU, SEOUL
- Phone 485-3141 TeleFax 475-9248
EXT. 3631
- 04 Your current post MANAGER DFI CREDIT CARD SECTION
- 05 Your current responsibilities (describe briefly)
Establishment and Implementation of
Plan for Cred Card Business
I am in charge of whole work in credit card
section.
- 06 Title of the development project prepared by you during the
ICA/Japan training programme
Dairy Plant in Kimje area
- 07 What is its current status? (being implemented or still
under consideration). Describe briefly the status.

My project is under consideration.
In the priority of investment,
other projects are being dealt
before my project.

Questionnaire -2-

08 If being implemented, please give the following details:

Who is implementing it? _____

How are you involved in its implementation? _____

Where is it located? _____

What is the capital input? _____

How long has it been under implementation? _____

What are its main objectives & activities? _____

Who are the partners in the working capital? _____

09 If not implemented, please give below the problems faced by you and your organisation in its implementation.

Now the meat processing plant is under consideration for construction in that area which my project is located in.

10 In case your original project has not been implemented, have you prepared or helped in the preparation of another project which is under implementation at present?

YES/NO

11 If YES, please give brief description of that project below:

Questionnaire -3-

12 In what way the training received by you during the ICA/Japan Programme helped you and your organisation? Please give a brief description below:

I could have a view for setting up the project. And I am using the methodology connecting to my work.

13 After the ICA/Japan Training Programme:

- a. Are you holding the same post? YES/NO
- b. Have you been promoted? YES/NO
- c. You have been given additional work? YES/NO
- d. You have been given additional staff? YES/NO
- e. You have given training to your staff on management techniques and preparation of development projects? YES/NO
- f. You were sent for further training abroad? YES/NO
- g. You were trained further in the country? YES/NO

14 In what sector under your organisation further development projects are needed/proposed for implementation?

Feed and marketing sector.

15 What kind of development suggestions for improvement of management and value-addition projects have you made to your organisation (through your seniors)?

I was in charge of overseas marketing research before. At that time, I compared with the international prices in livestock products and reported the development plan of livestock industry.

May 17, 1993
Date

Byung-Ho Jeong
signature

M. Byung O Kang



National Follow-up Workshop on Management of Agricultural
Cooperatives-Republic of Korea (ICA/Japan Programme 1993)
Seoul. May 6-8 1993

QUESTIONNAIRE FOR FORMER PARTICIPANTS

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Daman Prakash
Project Director

ICA/Japan Management Trg Project.

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office for Asia & the Pacific
43 Friends Colony, New Delhi 110065. India

April 25 1993

NATIONAL FOLLOW-UP WORKSHOP ON MANAGEMENT OF AGRICULTURAL
COOPERATIVES-REPUBLIC OF KOREA (ICA/JAPAN PROGRAMME) 1993
MAY 6-8 1993

Questionnaire for Former Participants

Course Number Attended 4th

01 Full name (capital letters) BYUNG O KANG

02 Current postal address _____

Phone _____ TeleFax _____

03 Current parent organisation and its full address _____

Phone _____ TeleFax _____

04 Your current post Major of international cooperation division

05 Your current responsibilities (describe briefly)

I am in charge of studying of international trade ^{cooperation} ~~dis~~
including GATT/WTO, trade dispute, etc.

06 Title of the development project prepared by you during the ICA/Japan training programme

construction of Feed Mill

07 What is its current status? (being implemented or still under consideration). Describe briefly the status.

My project is now under construction.
Even if it takes some years, I am sure it will have been
completed because of its requirement

Questionnaire -2-

08 If being implemented, please give the following details:

Who is implementing it? _____

How are you involved in its implementation? _____

Where is it located? _____

What is the capital input? _____

How long has it been under implementation? _____

What are its main objectives & activities? _____

Who are the partners in the working capital? _____

09 If not implemented, please give below the problems faced by you and your organisation in its implementation.

10 In case your original project has not been implemented, have you prepared or helped in the preparation of another project which is under implementation at present?

YES/NO

11 If YES, please give brief description of that project below:

Questionnaire -3-

- 12 In what way the training received by you during the ICA/Japan Programme helped you and your organisation? Please give a brief description below:

It helped me to broad my outlook. and
and also to acquire management of cooperatives.

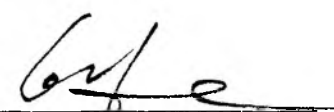
- 13 After the ICA/Japan Training Programme:

- a. Are you holding the same post? YES/NO
- b. Have you been promoted? YES/NO
- c. You have been given additional work? YES/NO
- d. You have been given additional staff? YES/NO
- e. You have given training to your staff on management technieques and preparation of development projects? YES/NO
- f. You were sent for further training abroad? YES/NO
- g. You were trained further in the country? YES/NO

- 14 In what sector under your organisation further development projects are needed/proposed for implementation?

- 15 What kind of development suggestions for improvement of management and value-addition projects have you made to your organisation (through your seniors)?

03.5.1
Date


signature

Mr Hyun-Keun Myung



National Follow-up Workshop on Management of Agricultural
Cooperatives-Republic of Korea (ICA/Japan Programme 1993)
Seoul. May 6-8 1993

QUESTIONNAIRE FOR FORMER PARTICIPANTS

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Daman Prakash
Project Director

ICA/Japan Management Trg Project.

INTERNATIONAL COOPERATIVE ALLIANCE
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April 25 1993

NATIONAL FOLLOW-UP WORKSHOP ON MANAGEMENT OF AGRICULTURAL
COOPERATIVES-REPUBLIC OF KOREA (ICA/JAPAN PROGRAMME) 1993
MAY 6-8 1993

Questionnaire for Former Participants

Course Number Attended 6th

01 Full name (capital letters) Myung, Hyun-keun

02 Current postal address 75, 1-KA, CHUNGJEONG-RO, JUNG-GU,
SEOUL, REPUBLIC OF KOREA

Phone (02) 397-5629 TeleFax NACOF KO K27421

03 Current parent organisation and its full address
RURAL DEVELOPMENT DEPT. NACF.

Address : Otto

Phone (02) 397-5629 TeleFax NACOF KO K27421

04 Your current post ASSISTANT MANAGER

05 Your current responsibilities (describe briefly)

I'm in non-agricultural income section.

My job is to help the farmers to make
traditional handicrafts

06 Title of the development project prepared by you during the
ICA/Japan training programme

Kyungbuk Apple Juice plant

07 What is its current status? (being implemented or still
under consideration). Describe briefly the status.

The plant was built at November 11, 1992.

Five months have passed since the plant
were operated. There is national consensus
that the processing food industry should be developed
by cooperatives. Therefore the prospects
are bright.

Questionnaire -2-

08 If being implemented, please give the following details:

Who is implementing it? Kyungbuk Apple Growers Cooperative

How are you involved in its implementation? _____

I discussed financial aspects with the concerned persons

Where is it located? It is located in Kyungbuk province

What is the capital input? 16.9 billion won, or 21 million dollars

How long has it been under implementation? 15 months

What are its main objectives & activities? _____

To adjust demand and supply quality, To stabilize fluctuating price

To provide the value added to members, To distribute the dividends

Who are the partners in the working capital? _____

Korean Government, NACF.

09 If not implemented, please give below the problems faced by you and your organisation in its implementation.

10 In case your original project has not been implemented, have you prepared or helped in the preparation of another project which is under implementation at present?

YES/NO

11 If YES, please give brief description of that project below:

Questionnaire -3-

12 In what way the training received by you during the ICA/Japan Programme helped you and your organisation? Please give a brief description below:

1. Exposure to real life situations through field study. has helped me to acquaint myself to the models in Coops in Asia.
2. We studied various aspects (from professors of IIMA) latest theory of ^{manag} ~~the~~ theory.
3. It was a good chance to study the coop. movement in Japan ^{the highly}.

13 After the ICA/Japan Training Programme:

- a. Are you holding the same post? YES/NO
- b. Have you been promoted? YES/NO
- c. You have been given additional work? YES/NO
- d. You have been given additional staff? YES/NO
- e. You have given training to your staff on management techniques and preparation of development projects? YES/NO
- f. You were sent for further training abroad? YES/NO
- g. You were trained further in the country? YES/NO

14 In what sector under your organisation further development projects are needed/proposed for implementation?

The scale of the factory should be 6 times as large as present ones. But the funds are quite limited. At least 50 percent of ^{necessary} total investment should be covered from government or NACT with low interest rate.

15 What kind of development suggestions for improvement of management and value-addition projects have you made to your organisation (through your seniors)?

The destiny of the Kyungbuk Apple Grower's Coop. depends on the operation of the Juice plant.

The quality of the juice has been already recognized on world level. The only problem is to ~~set~~ expand the sales turn over. All the farmers and staffs of cooperatives should take part in campaign for the consumption of the apple juice.

Date May 6 1993.

signature Myoung H. K.

Mr Won Tae Kim



National Follow-up Workshop on Management of Agricultural
Cooperatives-Republic of Korea (ICA/Japan Programme 1993)
Seoul. May 6-8 1993

QUESTIONNAIRE FOR FORMER PARTICIPANTS

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Daman Prakash
Project Director

ICA/Japan Management Trg Project.

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office for Asia & the Pacific
43 Friends Colony, New Delhi 110065. India

April 25 1993

NATIONAL FOLLOW-UP WORKSHOP ON MANAGEMENT OF AGRICULTURAL
COOPERATIVES-REPUBLIC OF KOREA (ICA/JAPAN PROGRAMME) 1993
MAY 6-8 1993

Questionnaire for Former Participants

Course Number Attended the 6th Course

- 01 Full name (capital letters) Kim, Won Tae
- 02 Current postal address Kunwoo Apt 1-503, Tae pyung-dong, Seo jung-
gu, Sungnam city, Kyunggi do province, Korea
Phone (0342) 758-384 TeleFax _____
- 03 Current parent organisation and its full address
International Cooperation Dept. National Livestock Cooperative Federation,
Sungnae-dong 457, Kangdong-kw, Seoul, Korea
Phone (02) 485-3161 (ext: 2242) TeleFax (02) 486-6760
- 04 Your current post Assistant Manager
- 05 Your current responsibilities (describe briefly)
I am working for the International Cooperation Dept.
My job is to research the overseas livestock statistics
and information.
- 06 Title of the development project prepared by you during the
ICA/Japan training programme
Chongnam Dairy plant producing milk, powdered
milk.
- 07 What is its current status? (being implemented or still
under consideration). Describe briefly the status.
NLCF now procured the land for the project.
It will be operated within 2 years.

Questionnaire -2-

08 If being implemented, please give the following details:

Who is implementing it? the Dairy Section of NLCF

How are you involved in its implementation? _____

I am not so much related to the project.

Where is it located? Chungyang county, Choongnam province.

What is the capital input? 37.5 billion won

How long has it been under implementation? 1 year from May last year

What are its main objectives & activities? _____

To protect the member farmers from frequent price fluctuation and to adjust the demand & supply of milk.

Who are the partners in the working capital? _____

The local cooperative will participate in this project.

09 If not implemented, please give below the problems faced by you and your organisation in its implementation.

10 In case your original project has not been implemented, have you prepared or helped in the preparation of another project which is under implementation at present?

YES/NO

11 If YES, please give brief description of that project below:

Questionnaire -3-

- 12 In what way the training received by you during the ICA/Japan Programme helped you and your organisation? Please give a brief description below:

In doing my job this training course showed me a good direction to get the correct and useful information for the project. From the point of view of NLCF, this course encouraging NLCF to very much to produce able managers.

- 13 After the ICA/Japan Training Programme:

- a. Are you holding the same post? YES / NO
- b. Have you been promoted? YES / NO
- c. You have been given additional work? YES / NO
- d. You have been given additional staff? YES / NO
- e. You have given training to your staff on management techniques and preparation of development projects? YES / NO
- f. You were sent for further training abroad? YES / NO
- g. You were trained further in the country? YES / NO

- 14 In what sector under your organisation further development projects are needed/proposed for implementation?

Meat processing projects and meat marketing projects should be developed more for improving the farmers welfare and for developing livestock industry in Korea.

- 15 What kind of development suggestions for improvement of management and value-addition projects have you made to your organisation (through your seniors)?

NLCF has to shorten the marketing course to give more income to the member farmers, and to make a stable production basis so that farmers could operate their farming.

May. 6, 1993
Date

Kim Won Tae
signature