

**Cooperative Press and Publicity-  
Report of Regional Workshop**

*Regional Workshop on*  
**“Cooperative Press and Publicity”**,  
*held in Tokyo, Japan,*  
*6th to 27th September 1978*

*organised by the*

**International Cooperative Alliance,**  
*Regional Office & Education Centre for SE Asia*

*in collaboration with the*

**Central Union of Agricultural Cooperatives and  
the Institute for the Development of Agricultural  
Cooperation in Asia (IDACA), Tokyo**

Regional Workshop on  
**Cooperative Press and  
Publicity in  
South-East Asia**

Report  
(Tokyo, September 6-27, 1978)

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Part "A"

REPORT



# REPORT

## Introduction

A Regional Workshop on "Cooperative Press and Publicity" was held by the International Cooperative Alliance Regional Office and Education Centre for South-East Asia in collaboration with the Central Union of Agricultural Cooperatives (CUAC) and the Institute for the Development of Agricultural Cooperation in Asia (IDACA) in Tokyo, Japan from 6th to 27th September 1978. Twenty participants from ten countries, e.g. Bangladesh, India, Indonesia, Republic of Korea, Malaysia, Nepal, Philippines, Singapore, Sri Lanka and Thailand and one observer from ILO attended the workshop. The workshop programme and the list of participants are appended to the report. (Appendix A & B.)

The workshop was directed by Mr. Lionel Gunawardana in collaboration with Mr. H. Togawa. Mr. A.H. Ganesan assisted them in the conduct of the workshop\*.

Dr. J.H. Ollman, Secretary for Press and Public Relations, ICA Head Office, London, participated in the workshop as a resource person.

## Objectives

The objectives of the workshop were to review the cooperative press and publicity activities carried out by the movements in the Region and to impart skills to the personnel working in the fields of cooperative press and publicity and journalism to improve the quality of cooperative journals, books and publicity materials.

## Study Visits

In order to provide workshop participants with an op-

\*The designations and the names of organisations of these persons are given in the list of participants.

portunity of learning about the press and publicity activities and the working of the agricultural cooperatives in the Republic of Korea a study visits programme for seven days was organised there by the International Cooperative Alliance in collaboration with the National Agricultural Cooperative Federation (NACF), prior to the workshop. The workshop participants studied two primary agricultural cooperative societies, a county agricultural cooperative, the Agricultural Cooperative College and the National Agricultural Cooperative Federation of the Republic of Korea. The workshop programme also included study visits in Japan. The participants visited a primary agricultural multipurpose cooperative in Nagano Prefecture for intensive study, with the help of a case study specially prepared for the workshop. In addition to the general study of the society which was done together, the seminar was divided into four groups and different groups studied different aspects of the working of the society in detail. The various aspects studied by the groups separately were:

1. Democratic management of agricultural cooperatives, communication with the community and members and cooperative credit.
2. Farm guidance and production activities of members.
3. Marketing and supply activities.
4. Better living activities.

The participants also visited prefectural level cooperative organisations in Nagano prefecture.

### **Practical Work**

The workshop undertook two practical assignments.

1. Preparation of a house journal.
2. Preparation of a set of slides with narrations showing the activities of the Hirao (Multipurpose) Agricultural Cooperative Society.

These assignments were carried out by the participants on the basis of observations made by them on the activities of the Hirao (Multipurpose) Agricultural Cooperative Society.

The report has been divided into three parts. Part-I deals with the present situation of cooperative press and publicity in the countries of South-East Asia and cooperative publicity activities carried out by the Japanese Agricultural Cooperative Movement. Part-II deals with the functions of journalistic medium as part of mass communication and the problems encountered in cooperative press and publicity. Part-III of the report deals with the observations made by the participants on the cooperative movements of the Republic of Korea and Japan. The text of resolution passed by the workshop on the formation of a Regional Working Party on Cooperative Press is given in Appendix 'C'.

## Present Situation of Cooperative Press and Publicity in South-East Asia

### Bangladesh

The Cooperative Movement in Bangladesh was introduced in 1904. During the first four and half decades hardly any attempt was made to take up press and publicity activity of the Movement in an organised or purposive way. In 1952, the Cooperative Department brought out a bilingual (English and Bengali) journal—"Cooperation" from Dacca for dissemination of cooperative ideas. The journal could not be brought out regularly due to problems of economic and organisational weaknesses and its publication ceased in two years.

In the early sixties, the Cooperative Department initiated two journals, a Bengali monthly "Samabaya" and an English half-yearly "Cooperation". These two journals continued their publication as the mouthpiece of the National Cooperative Union. The Bengali journal, "*Samabaya*" reached a circulation of over 6,000 and was able to maintain reasonable regularity for about eight years, but the English half-yearly "Cooperation" which generally featured working papers and recommendations of seminars, conventions, etc. could not keep up its publication-schedule for long.

The Bangladesh Police Cooperative Society has been publishing, for about 15 years, an English weekly entitled "Detective" for development of discipline and service spirit among the police personnel. The Bangladesh National Cooperative Bank has been publishing a mimeographed Bengali monthly bulletin—*Samabaya Bank Samachar* (Cooperative Bank Information) for rural cooperatives. Since March 1978, this monthly bulletin is being brought out in a printed form. The Comilla Kotwali Thana Central Coope-

rative Association (KTCCA) also brings out a Bengali weekly newspaper "*Samajatrd*" (Collective March) which deals mainly with the cooperative approach to rural upliftment.

The latest cooperative journal in Bangladesh, the "*Ajker Samabaya*" (Toady's cooperative), is published regularly for the last three years as a Bengali fortnightly mouthpiece of the Bangladesh National Rural Development Cooperative Federation.

There are two printing presses in Dacca owned and run by the Bangladesh Cooperative Book Society and the Bangladesh Police Cooperative Society. There are two more small printing presses in the outlying districts owned and managed by cooperative societies.

All the above five periodicals, except the "Detective" are published with news, features and articles on cooperatives and rural economy and national development. These journals which have a total circulation of about 6,000 are generally subscribed by cooperative societies, cooperators, social workers and educational institutions.

## India

The cooperative movement in India was started in 1904. Its pace of progress was slow in the initial period and was mainly confined to agricultural credit. Later on the movement expanded into various other economic activities. From the early period a large number of publications in the form of books, booklets and journals have been brought out. The "*Tamil Nadu Journal of Cooperation*", an English monthly, started in 1908, is in its seventieth year of publication.

The National Cooperative Union of India, State and District Cooperative Unions which are engaged in promoting cooperative member education and training, publish a number of cooperative periodicals. At present there are nine weeklies, five fortnightlies, 23 monthlies, 12 quarterlies and seven yearly journals published by various cooperative organisations in the country. The National Cooperative Union of India publishes a bi-weekly—"The Coope-

rator” and a quarterly—“The Indian Cooperative Review”. The Cooperator publishes current cooperative news and reflects the views of the movement on matters concerning cooperation. The Indian Cooperative Review publishes articles on important aspects of cooperation. National level business organisations like the National Agricultural Cooperative Marketing Federation, the National Consumers’ Cooperative Federation, the National Federation of Cooperative Sugar Factories bring out their own publications highlighting cooperative activities in their respective fields. The central and state ministries in charge of cooperation have their press and publicity wings. A number of publications and publicity materials are being brought out regularly by them to publicise the cooperative movement.

The cooperative journals are brought out in Hindi, English and in different regional languages.

As a part of its efforts to project the image of the movement to the members and the general public, the National Cooperative Union of India, has plans to strengthen the mass media within the cooperative sector including starting a daily newspaper. It also plans to produce a number of documentary films depicting the working of the cooperative movement to make the population in the rural areas aware of the contributions made by the movement for the upliftment of the rural masses through cooperative effort.

The movement also makes use of the national press to give publicity to its activities by publishing special supplements and articles in the daily papers. Another effort in this direction is the practice of the National Cooperative Development Corporation, a government corporation devoted to cooperative development, conducting visits for the correspondents of national daily newspapers to various cooperative organisations in order to give them an opportunity to observe by themselves the activities of cooperatives in the country.

## **Indonesia**

The history of cooperative press and publicity cannot be separated from the history of development of coopera-

tives itself. From the beginning of cooperative development, the cooperatives had used the press and publicity materials as means of communication.

The Cooperative Press and Publicity in Indonesia plays a very important role in the development of cooperatives by propagating the principles of cooperation and helping in the promotion of business activities.

At present the forms of cooperative publications are as follows:

- (a) Monthly magazines published by Cooperative Movement and Directorate General of Cooperatives, namely:
  1. "*Kopal*" published by Inkopal (National Navy Cooperatives)
  2. "*Warta Koperasi*" published by PKPN (Civil Servant's Cooperatives)
  3. "*Gema Inkopad*" published by Inkopad (National Army Cooperatives)
  4. "*Bulletin Koperasi*" published by Directorate General of Cooperatives.
- (b) Articles, features, news of cooperatives published in newspapers throughout the country.
- (c) Books on cooperatives, published by cooperative movement, Directorate General of Cooperatives and institutions interested in cooperatives.
- (d) Leaflets, posters, booklets, etc. published by cooperatives and government.

## Republic of Korea

In the Republic of Korea the National Agricultural Cooperative Federation (NACF) is mainly responsible for cooperative press and publicity activities in the country with regard to agricultural cooperatives.

The important fields of cooperative publications in Korea can be divided into three categories, research, public information and education. The major departments in charge of editing and publishing periodicals and other publications in the NACF are the Research Department, Information

and Publication Department and Primary Cooperative Guidance and Education Department.

As a part of its publication activities the Research Department publishes periodicals and information materials on a wide range of subjects relating to agriculture.

The Research Department produces the following publications :

- (a) Agricultural Cooperative Monthly Review: The contents of the review include an article on agricultural economy, information on agricultural production and trade in overseas countries, situation of domestic agriculture, business performance of agricultural cooperatives and agricultural statistics.
- (b) Agricultural Cooperative Yearbook : The yearbook contains information on economy and agriculture in Korea, diversified activities of agricultural cooperatives and agricultural statistics.
- (c) Annual Report on Agricultural Cooperatives (Korean and English editions) : This report covers major policies for agriculture and the business activities of agricultural cooperatives including the NACF. This report is submitted to the National Assembly as well as to the government.
- (d) Foreign Agriculture News : This periodical is published every ten days and contains up to date news on agriculture, agricultural policies, prices and trade situations of agricultural products in foreign countries
- (e) Research Reports and Information Materials : This contains the results of different surveys and research.

The Information and Publication Department (Farmers Newspaper Corporation) of NACF propagates agricultural cooperative ideals, introduces various business activities of agricultural cooperatives and important agricultural policies including rural development.

The Information and Publication Department brings out the following journals :

- (a) *Sae Nongmin* (New Farmer) : This monthly maga-



zine provides farmers with new knowledge and information concerning farming, living, and various activities of agricultural cooperatives. The saenongmin has a monthly circulation of 100,000 copies.

- (b) *Nongmin Sinmun* (Farmers Newspaper): This weekly newspaper is published to provide farmers with current news and information on agriculture and important cooperative activities. Major news items of the newspaper include agricultural policies, changes in the economic situation, farm guidance, marketing information, and guidelines on the business activities of agricultural cooperatives.

*Other Information Materials* : Besides the periodicals, the Publication and Information Department publishes information materials for providing information to the general public.

The Primary Cooperative Guidance and Education Department produces the following literature :

- (a) The Member Farmers Handbooks issued for the purpose of teaching and training member farmers.
- (b) The Primary Cooperative Management Information issued monthly intended to improve the knowledge and managerial skills of the staff and officers of primary cooperatives.
- (c) The Special Cooperative Information issued monthly for the staff to keep them abreast of new developments.
- (d) Staff Members' Correspondence Manual—This manual is used in teaching business operation and exchanging various experiences on business techniques.

*Training Materials*—The Primary Cooperative Guidance and Education Department publishes diversified text books and training materials. These publications are distributed to all trainees of agricultural cooperative training institutes.

Slides on Agricultural Cooperative Movement in Korea—

These slide sets are produced for the purpose of giving information on agricultural cooperatives in Korea. Narration on the slides are also made in English, German, Chinese and Japanese for the benefit of visitors from abroad.

## Malaysia

The Cooperative Movement was introduced in Malaysia in 1922 mainly as a credit movement among the farmers. Later on the movement gained popularity amongst the civil servants and workers in the private sector.

The role of cooperative press in popularising the movement in the early days was minimal.

There was hardly any form of written cooperative public relation materials or press materials for promoting the image of the movement. The Annual Reports prepared by the various Government Departments, as part of reports on government affairs, contained some information on cooperatives. Other than these, activities of the various cooperative societies were recorded in the reports and accounts presented by them at their Annual General Meetings.

An awareness of the contribution which cooperative press could make in the conduct of the activities of the movement emerged after the second world war.

The following journals are published now :

- (1) *MCIS Review* : an annual publication of the Malaysian Cooperative Insurance Society Limited containing a review of the cooperative insurance industry.
- (2) *Break Through* : A house journal of the Malaysian Cooperative Insurance Society Limited. This is published monthly containing news regarding staff, organisational changes, achievements etc. It is now in its 7th year of publication.
- (3) *The Malaysian Cooperator* : a monthly publication containing events of importance to the cooperative movement in Malaysia as well as at international level. It is published by the Cooperative Union of Malaysia and is now in its 6th year of publication.

- (4) *Pelancar (Catapult/Launcher)* : a monthly magazine of ANGKASA (Cooperative Front of Malaysia) containing news of the cooperative movement at the national as well as international levels. It is now in its 5th year of publication.
- (5) *CAM Review* : a periodical of the Cooperative Auto-workers Malaysia Limited, published periodically.

Generally speaking, cooperative societies in Malaysia have no special provision for expenditure on publicity programmes. Such special provisions are sometimes being made by well established cooperative societies. Otherwise whenever these societies embark on publicity programmes, it is usual for them to resort to selling advertisements or appeal for donations to defray expenses involved.

In the publication of house journals or newsletters seldom has revenue from advertisements sought to finance the cost of production.

## Nepal

The Cooperative movement in its modern form is of very recent origin in Nepal. In 1953 the Department of Cooperatives was set up. In 1956 an executive order was issued for organising and registering cooperatives and facilitating other activities relating to operational work of cooperatives. In the year 1959 the first cooperative societies act was passed. It enabled the organising, running and administering cooperatives of various types in the Kingdom. The publicity of cooperative plans and programmes has been carried out regularly by district cooperative offices.

The national newspapers cover news of cooperative activities and publish articles on different aspects of cooperation. A number of books on cooperation have been published. The books are—Nepalese Cooperative Movement, *Sahakari Vewastha ek Vishleshen* (Cooperative System at a glance), *Adhayan Mandal* (Study Circle), *Sahakari Padhti* (Cooperative System), *Sahakari Vewastha* (Cooperative Management) etc. Some cooperative educational materials have been published by the cooperative training

centre for use in the cooperative member education programme.

A cooperative organisation (*Sajha*) is publishing a weekly newspaper known as *Sajha* (Cooperative). It has been running a cooperative programme through the radio once a week. The programme includes news, interviews, dramas, stories and poems on cooperation. This programme is intended to communicate the cooperative message to the people throughout the country. Cooperation has been included as one of the subjects for intermediate course in the Tribhuvan University from 1978.

## **Philippines**

The two sectors of the cooperative movement in the Philippines—agricultural and non-agricultural—published their own official publications. The agricultural sector's journal, *CCE Mail* was started in 1957. It ceased in 1966 due to lack of funds and inadequate cooperative member support. The non-agricultural sector published a monthly organ "*Philippine Cooperative Advocate*" in 1959 which was financed by the Cooperative Administration Office, a government agency. In 1960 the Central Cooperative Educational Board (CCEB) was organised and took over the publication of the "*Philippine Cooperative Journal*". In 1966 the CCEB began publishing "*The Coop*" a fortnightly organ.

The other cooperative newsletter of the non-agricultural sector, which is being distributed nationally now, is the *COOP FORUM*. This monthly newsletter is published by the Southern Philippines Educational Cooperative Centre (SPECC) in Mindanao. In 1977, the National Association of Training Centres for Cooperatives adopted the *COOP FORUM* as its official paper.

Under the new Act No. 175, reorientation and education of cooperatives was radically changed with more emphasis on obligation rather than the benefits to members. It was felt that the cooperative organisations should take an active role in the preparation of training materials. Thus the National Publishing Cooperative was established in

1973. Eleven agricultural and five non-agricultural cooperatives jointly organised the NPCI.

NPCI immediately got involved in the cooperative development programme in the country. Print, radio, audio-visual materials for the programme were designed and prepared in collaboration with government planners. Audience covered are both members and non-members of cooperatives.

No ideological apex organisation of the cooperative movement exists at present. The cooperatives consultative and coordinating committee is now organising a Cooperative Union. It is hoped that the planned Union will publish a newsletter with NPCI as its printer.

The Bureau of Cooperative Development, a government agency, published, beginning October 1977, the "*Bagong Siland*" which publicises cooperative development programmes.

## Singapore

The official national cooperative press in the Republic of Singapore today is "The Cooperator". This newsletter is jointly published by the Registry of Cooperative Societies and the Singapore National Cooperative Union Limited (SNCU). It is a quarterly newsletter and is circulated to all cooperative societies in Singapore irrespective of whether such societies are affiliated to the SNCU or not. Because of financial reasons only limited copies are printed and the newsletter does not reach the bulk of the membership.

Apart from the "Cooperator" several bigger societies have their own publicity materials viz. newsletters, journals, etc. Among these are :

- (a) Monthly news bulletin of the Singapore Teachers Multipurpose Cooperative Society.
- (b) "Comfort" (bi-monthly) of the Workers' Cooperative Commonwealth for Transport Limited.
- (c) *Berita Sksgms* of Malay Teachers' Cooperative Society Limited

The Registry of Cooperative Societies does most of the

publicity work for the cooperative movement in Singapore. Besides jointly publishing the "Cooperator" with the SNCU, the Registry has been issuing pamphlets to societies on topics of interest such as :

- (a) A guide to formation of cooperatives.
- (b) What you should know about meetings.
- (c) Auditing Internal Control System for Cooperatives.

To commemorate the 50th anniversary of the cooperative movement in Singapore, the Registry published a book entitled "50 years of Cooperation" in 1975.

### **Sri Lanka**

The Cooperative Movement in Sri Lanka originated in 1911 with the passing of the cooperative credit societies ordinance of 1911. From that time onwards the education, extension and publicity activities of the cooperative movement was carried on by the Department of Cooperative Development. Until the 1950's there were no regular journals or newspapers published. All the publicity and extension work was done by way of interpersonal relationship and by way of study circles, seminars, public meetings, etc.

In April 1949 a separate unit for cooperative publicity and information was set up in the cooperative department. The unit had four film vans and a photographic section. A film on foreign cooperative activities was shown in rural areas, schools and at various public functions.

The first cooperative news journal was published in 1945 by the Northern Division Cooperative Federation. This federation confined its activities to the Northern Province of Sri Lanka. The name of the publication was "*Aikiya Deepam*". This fortnightly was started in 1948 and has now completed 20 years of unbroken publication.

During the same period the publicity section of the Department of Cooperative Development started publishing a fortnightly newspaper called "*Samupakaraya*" in Sinhala and English. The publication of this newspaper

was taken over by the National Cooperative Federation in 1956. This newspaper carried articles relating to the philosophy and practice of the movement as well as cooperative news and short stories and poems on cooperative and allied themes. This publication is still being continued and is now published by the National Cooperative Council of Sri Lanka which is the apex ideological organisation of the movement.

The National Cooperative Council (NCC) also started a quarterly magazine both in Sinhala and English called the "Cooperative Review". Due to poor circulation this publication was terminated. However, this is now being published quarterly again in the Sinhala medium only. In January 1976 the NCC started a news-sheet called the "Sri Lanka Cooperative News" in English, mainly to be sent to international organisations.

The NCC also has a film unit with two mobile film vans. The NCC produced two short films called "*Diwunuwe Waga*" (Path of Development) and "*Sahna Eliya*" (light of peace). A separate photographic section also functions and photographs of various cooperative functions are supplied to the daily newspapers.

In addition to these publicity activities, the School of Cooperation in Sri Lanka has started publishing a monthly journal called "*Swecheha*" catering to the official co-operators of the movement. It carried articles on management, auditing, cooperative law etc. The publicity section of the Cooperative Department publishes a monthly news bulletin for the benefit of the officers of the Department. This section also carries on a weekly radio programme highlighting the achievements of various cooperative societies. This unit, in collaboration with the publicity unit of the NCC, supplies news and information to the local press and radio.

## **Thailand**

The cooperative movement of Thailand was first started about 60 years ago. At the initial stage, the organisation, supervision, promotion, extension and education activities

of the cooperatives were done by the government officers. The Cooperative League of Thailand (CLT) was established in 1968. This is the apex cooperative organisation which promotes growth of the cooperative movement in the country. It undertakes education, extension and publicity activities of the cooperative movement in the country. It works in close collaboration with the Cooperative Promotion Department of the government.

The CLT publishes folders, leaflets, pamphlets and picture books for the use of members of agricultural cooperative societies. Booklets are printed for the use of thrift and credit society members. The contents of these booklets are more advanced as they cater to the urban areas. Text books, statistical reports, case studies and hand books are printed for cooperative technicians and cooperative lecturers. The CLT publishes a monthly journal called "CLT Bulletin" and a fortnightly newspaper called "Coop News". They are printed and distributed free of charge to cooperatives and other allied institutions.

### **Cooperative Publicity Activities and the use of mass media in Japan**

The National Press and Information Federation of Agricultural Cooperatives was established in 1948 to carry out the publicity work which was done by the National Agricultural Association during the war time.

Initially the "*Japan Agricultural Paper*" was issued on alternate days till 1957 when daily issues were started. Now it has a circulation of 310,000 copies per day. This paper projects the image of the agricultural cooperative movement and deals with agricultural policy, the general economy, farm management techniques, home life, etc.

The federation also issues three other papers titled "*Green light*", "*Midori*" (green) and "*Agricultural Publicity News*".

*Green light* is issued monthly for the benefit of non-farmer members in urban areas. *Midori* is published monthly for consumers living in big cities such as Tokyo and Osaka.



“*Agricultural Cooperative News*” is published monthly for the guidance of the staff of primary cooperatives who are directly engaged in the production of house journals and cooperative bulletins.

The Ie-No-Hikari Publishing Association issues the following cooperative magazines:

- (1) “*Ie-No-Hikari*” (light of home) published monthly containing articles on cooperative subjects as well as articles on culture and entertainment. This has a circulation of 1.2 million.
- (2) “*Chijo*” (on the land) has a circulation of 83,000 copies and is published monthly and meant for the rural youths who are considered to be “opinion leaders”.
- (3) “*Kodomo-No-Hikari*” (light for children) is issued monthly for children and is meant to build future leaders and members of the society.

Ie-No-Hikari Cassette Tape Association distributes to its affiliates two recorded cassette tapes every month to be utilised in the educational and publicity activities.

The association also produces T.V. programmes to enhance the agricultural and cultural development. For instance in 1978 two programmes “*Asu-No-Daichi-Ni*” (lands for the tomorrow) and “*Swaya-Ka-San*” (Miss Fresh) were broadcasted through two T.V. channels.

Besides the above publicity activities the association also organises Ie-No-Hikari conference, Kodomo Hikari conference, seminars on keeping household accounts, dancing classes and reading circles.

The expansion of the societies’ activities and the influx of non-agricultural people in farming areas had widened the gap of relationship between the societies and the members. Another factor is that due to surplus in agricultural produce the general public take less interest in agriculture.

In order to bring close liaison between the societies, members and the community, the Japanese Agricultural Cooperative Movement is making use of all available sources of mass media.

The primary societies mainly use printed materials, audio-visual aids and wire broadcasting to achieve the aim of close relationship with members.

A survey by the movement has revealed that 47% of agricultural cooperatives publish bulletins. They also publish leaflets, posters and calendars which are designed and produced by the primary societies themselves. Where the production cost of the material is high, prefectural or national union undertakes to print them on behalf of the societies.

Agricultural cooperative federations have embarked on a campaign to encourage the primary societies to publish these bulletins at least once a month.

At hamlet level meetings, general meetings and agricultural festivals, audio-visual aids including slides, movies, audio cassette and video cassettes are widely used. Audio cassettes are mainly used for the preparation of materials for wire broadcasting purposes. Wire broadcasting is a telephone-cum-broadcasting system. The member households are linked to the society through telephones. These telephones are used as normal telephones and also as receivers of messages broadcast from the society.

Agricultural exhibitions, cultural festivals, farm produce competitions and open air markets are held as a "human" means of communication. Whenever such events are held wide publicity is given through the press and broadcasting media so that the people are informed of the importance of such activities.

## II

### **Functions of Journalistic Medium as part of Mass Communication**

The workshop discussed the functions of journalists in the mass communication system and the effective role that could be played by them in creating an awareness of the capabilities and benefits of the cooperatives among those within and outside the movement. The workshop also discussed the qualities of a good journalist.

In the world's cooperative movement some millions of copies of journals, either weekly or monthly, are read by members and subscribers who know the movement's aims and aspirations. The cooperative journalist has to convince the members and those outside the movement that the movement is for the benefit of the weak—the producer, the consumer, the worker and those seeking help in their housing, insurance, wholesaling and workers productive activities.

#### **Qualities of a good journalist**

The journalist is not a filler of a vacuum left by the inability of mass media such as radio, television and advertising. He is an education assistant, helping busy people to understand their own community. It is said that we have a press that we deserve and support. The journalist writes for those with brains keeping in mind that peasant labourer feeds the towns and the manual workers enriches the country's economy. The media is for harmony of all living within the community, developing the literary man's thought, the scientist's achievements, the technician's ability and the labourer's effort for the total community. The cooperative journalist should project his cooperative's effort towards all of them.

The press has many roles. It can train its readers, can be their educator and entertainer.

Often in the developing countries, for reasons of prestige T.V. and radio acquire status symbol values, journalists and papers taking only second place. This is done often at the cost of the country's democratic growth. The key role played by the journalists in the total media is not properly appreciated. A press release written by a government source is often preferred than the writing of a journalist who translates the decisions and directions of policy in positive and critical terms.

The journalist has to defend the liberty of the press and assume responsibility for all his writings as well. The journalist must be a genuine observer, conscious of his place in the society and a creator of a two way communication between grassroot level and the media.

The 7 C's of information expression i.e. credibility, confidence, context, content, clarity, channels and consistency, as helpful guidelines in all communication expressions should be kept in mind by the journalist.

### **Working Party on Cooperative Press for South-East Asia**

The workshop recommended that the ICA authorities should explore the possibility of creating a sub-group of the ICA Working Party on Cooperative Press for South-East Asia. The workshop felt that it would aid and assist the cooperative press in South-East Asia and help the further development of information media, strengthen editing and journalistic development, and thus help the cooperative information programmes for cooperative members and their boards. It was felt that it would also help the workers to see and understand the uniqueness of the cooperatives compared with other types of business organisations and profit from the willing assistance that such an association could bring.

The text of the resolution adopted by the workshop on the establishment of a Regional Working Party on Cooperative Press is given in Appendix "C" to the report.

## **Problems of Cooperative Press and Publicity in South-East Asia**

The workshop discussed at length the problems of cooperative press and publicity in the region. The workshop was of the opinion that the problems in the different countries of the region are basically similar. The workshop listed the following major problems.

### **1. Lack of funds and dependence on government grants**

The press and publicity activities of the different cooperative movements in the region suffer from inadequate funds. The press and publicity activity depends to a large extent on the grants given by the government to the movements. The governmental grants range from full subsidies where the entire cost of these activities are borne by the government to limited subsidies where the government meets part of the costs. It is interesting to note, that some movements in the region have their press and publicity programmes on a self-financing basis. These movements bring out their journals and newsletters out of their own funds and through subscriptions.

The workshop felt that the governmental grants should be considered only as temporary measures to help the movement and that the movement should strive for self-sufficiency in their press and publicity activities. It suggested that the following steps be taken to augment the resources of the movement for carrying out their press and publicity activities independently :

- 1.1 Every cooperative society should actively participate in the publicity of the movement and for this purpose the apex organisation at the national level should create a "Cooperative Publicity Fund" to which each society should be asked to contribute a certain percentage of its profit annually. This money, should be used by the apex organisation for its press and publicity activities also.
- 1.2 As a preliminary step and to start a basic fund for

publicity activities, the member organisations should contribute a certain amount to this fund which could form the foundation capital for the publicity activities.

- 1.3 The workshop suggested that the apex organisations producing publications should seek advertisements from its sister organisations engaged in business activities and this could be a source of income for running the cooperative journals independent of government grants.
- 1.4 Till such time the press and publicity activities are self-sufficient the governments in the countries should continue to support the movement in its press and publicity activities.
- 1.5 The apex organisation could invest in a cooperative printing press and the cooperative societies also should be encouraged to invest in the printing press and to give all their printing jobs to this press. Such an arrangement will make the press self-supporting and also bring down the cost of printing to the cooperative societies supporting the press.
- 1.6 The journals should be priced and all the member organisations and interested cooperators should be encouraged to subscribe to them.
- 1.7 As in Japan, the cooperative movements in the region, where feasible, could establish an organisation to look after the publication activities of the movement as a whole which could effect economies of scale in the designing and production, and promote sale of these publications.

## **2. Lack of enthusiasm among cooperative organisations to undertake publicity activities**

The cooperative organisations in general, from the primary to the national level, are not sufficiently conscious of the good effects of the publicity and the role it can play in creating a good public opinion for the movement. There is a need for growing publicity consciousness among the movements. Little effort has been made to make the general

public aware of the good things done by the movement. Small cooperatives have the tendency to concentrate their attention on improving their economic activities without utilising the communication media as an effective support in the process of their development. The workshop suggested the following measures to inculcate and sustain publicity consciousness among the cooperatives:

2.1 Apex/national level cooperative organisations should play a major role in convincing and encouraging their member societies on the functions and needs of press and publicity in cooperative development.

2.2 Regular cooperative exhibitions in different fields e.g. agriculture, horticulture, trade, should be conducted to make the general public aware of the cooperative contribution to social and economic development.

2.3 Cooperatives should conduct an intensive member education and training programme to make the members aware of the role of the cooperative, the rights and duties of membership and the general benefits derived from the society. A well-informed member is an asset to the society and he will function as an agent of publicity for the society.

2.4 Accomplishments of successful cooperatives should be frequently featured in house journals of national level organisations and awards should be presented yearly for the best run cooperatives. This will create a feeling of competitiveness among the cooperatives and will strengthen the movement in the long run.

2.5 Competitions e.g. essays, cartoons, short stories, poems, pictorials or photographs on cooperative activities among the members or the community served by the cooperative would involve the members/community with the society's activities more intimately.

2.6 A publicity campaign competition could be conducted by the national level organisations and a trophy or award could be presented to the cooperative undertaking best publicity work during the year.

2.7 Movies, audio-visual aids, posters, pamphlets and other means of communication should be used more often while depicting cooperative activities.

2.8 In addition to organising cooperative conventions/

exhibitions, the cooperatives should take advantage of large gatherings during festivals, meetings, fairs and the like to publicise their activities and to effect a close link between it and the community it serves.

2.9 The leaders of the cooperatives should be exposed to the mass media which will bring an awareness among them of the need of publicity and make them publicity conscious. Once the leaders are convinced of the advantages of the publicity of their activities, it would be easy to convince the general membership and to sustain the programmes of publicity of the society.

2.10 In the conduct of the publicity campaigns, the apex level organisations should be actively assisted by the other tier organisations. The apex level organisations should have an effective communication network with its members. The members of the apex organisation should nominate one person amongst its staff to effectively feed the apex organisation with the development in the society for proper publicity of their activities.

### **3. Lack of network of cooperative correspondents to supply news to cooperative and other press**

Another important problem in cooperative press and publicity identified by the workshop was the lack of correspondents who can feed the cooperative press with news of developments. The editors of cooperative journals have to rely mostly on voluntary contributions of news stories from different cooperative societies and more often than not these sources do not tend to view the task of supplying such material as an important responsibility. This, the workshop felt, creates an artificial dearth of good material and news of cooperative development go unnoticed due to the lack of interest among cooperatives to feed the press with their activities.

3.1 The workshop suggested that to overcome this difficulty the national organisations should impress upon its membership the need to nominate a competent person to be responsible for supplying news of importance to them. The secretaries/presidents of the societies should take



personal interest and see that the news about their activities are sent to the national level organisations regularly. The apex organisation should also follow up with the cooperatives not sending news to create an effective two way communication process.

3.2 The cooperative organisations could be grouped areawise and each area may organise a cooperative information or news centre charged with the responsibility of collecting news of cooperative and community interest. These centres can also involve local civic, religious and business sectors to contribute news items of interest in their respective groups or areas.

3.3 Staff of journals and other publicity men of cooperatives should regularly visit hamlets, villages and cooperative organisations to obtain news relating to these areas.

3.4 Initiate an exchange of writings, journals, bulletins and pamphlets amongst cooperative organisations and also with non-cooperative or business organisations to cultivate a better understanding of the cooperative activities by the business organisations.

3.5 The national union or any apex organisation could set up an information collecting centre to take care of collecting publicity materials. The materials could also be supplied to international organisations like the ICA to disseminate amongst cooperators of different countries.

#### **4. Low circulation of cooperative papers and journals and disinterest of members and general public**

Most of the cooperative journals in the region have a low circulation and the journals are brought out usually by one or two full time editors or by volunteers. The journals are usually one-man shows, one person being the news-writer, editor, layout artist and proof reader all rolled into one. This situation, specially if the person responsible lack all the skills demanded of him, has resulted in the production of publications which are below standard and lack in form and content, failing to encourage interest in its readership.

The workshop considered ways and means of making the journals attractive and interesting both to the members and the general public.

4.1 The workshop recognised that basically the burden of producing a good publication rests on the editor or the publicity officer and they should endeavour to improve the quality of their work by diversifying the contents of their journals. The journals should have some items for each segment of the member household and matters of interest to the general public. It should also have some entertainment section, like cartoons etc.

4.2 All this entails that the editor should be a trained hand in the field of journalism and therefore where necessary further training facilities should be afforded to him to make his job more interesting and rewarding.

4.3 When the journal is a house journal, mainly for the staff members/employees, it should contain important staff news e.g. staff appointments, promotions, welfare schemes and others of interest to the staff. When the audience aimed is the members and the general public, the journal should contain articles/news of interest to general public, in addition to important cooperative matters. The get up of the journal should be attractive enough to strengthen the loyalty of the members towards the society.

4.4 To attract the students essay competitions on cooperative activities could be arranged in collaboration with the school authorities and the best ones could be awarded prizes. These essays could subsequently be included in the journals.

4.5 The articles should be written in easy and simple language so that they are fully understood by the audience intended for such journals. Human interest angle should be kept in mind while writing stories of member activities and noteworthy accomplishments of the members/employees should be highlighted.

4.6 Members of cooperatives should be asked to contribute news, articles and stories and some incentive remuneration could be given to those selected for publication.

4.7 Special discount offers should be given to members for enrolling subscribers to journals. Rewards could

be given to members who enroll a number of subscribers.

### **5. Inadequate use of mass media by cooperatives for publicity (T.V., Radio and newspapers)**

The workshop felt that T.V. time and newspaper space are generally too costly for most cooperative organisations in the region. Hence these media are not much utilised by cooperative organisations. Where free time is given to cooperative organisations by radio stations, they are not taken full advantage of.

5.1 The workshop suggested that cooperative organisations should use existing local publications in a better way to promote their activities not only to the members but also to the public. Supplements in national papers projecting cooperative activities could be brought out. These could be financed by selling advertisement space to local cooperative societies.

5.2 Cooperative press and publicity men should organise a liaison group with different organisations operating radio, T.V., and newspapers and feed them regularly with news on the activities of the societies or their members.

5.3 The Ministry of Information and Broadcasting of the respective countries may be requested to make arrangements to cover the seminars, conferences and workshops organised by the apex institutions as well as to cover the interviews of the presidents of the successful cooperatives. The government film unit could be requested to produce documentary films on the activities of successful cooperatives.

5.4 Hold occasional press conferences with newspapers by inviting cooperative leaders to discuss cooperative activities, social and community needs and reforms.

5.5 Intensive and aggressive public relations work should be undertaken by cooperatives to make the community aware of the presence of such cooperative organisations and their activities.

5.6 Conduct contests or quizzes on cooperatives in radio, T.V. and other mass media.

## **6. The tendency of the private press to give publicity only to cooperative failures**

The tendency of the private press to give publicity only to cooperative failures has affected the public image of the cooperative movements in Asia. What makes this more unfortunate is the fact that nothing much, if any, is done by the cooperatives to correct the situation and inform the general public of the real situation.

6.1 The workshop felt that cooperative organisations should make attempts to clarify every issue brought up by the local press against cooperatives, through the same local press and through their own publications. Editorial comments would particularly be helpful in this regard.

6.2 Whenever a wrong news is published the apex organisation or societies concerned should issue rejoinders to the press concerned.

6.3 Through proper liaison work attempts should be made to get the private press publish the outstanding accomplishments or activities of cooperative organisations.

6.4 Apex organisations and the other societies should invite journalists from private press to see the success of cooperatives.

6.5 Conduct press conferences to discuss the activities of the cooperative societies, its influence on the community and invite suggestions from private press for improving existing conditions in cooperative activities.

## **7. Difficulties in securing skilled managerial and technical personnel to work in the field of cooperative press and publicity.**

The difficulties in securing skilled managerial and technical personnel to work in the field of cooperative press and publicity stems from the condition of limited financial resources of cooperative movements in Asia which prohibits them from attracting skilled personnel or professionals. At the same time, cooperative efforts have not been successful in many areas to persuade these professionals to

make a career in the movement.

In view of the limited resources of cooperative movements in Asia, the workshop felt that efforts should be made for improving the available man power by imparting necessary training.

7.1 Establish a pool of dedicated cooperative press and publicity managers and technical men on a national and regional basis from which can be drawn the expertise of capable and competent men to help the cooperative press and publicity grow and expand.

7.2 Initiate an exchange of such managers or technical personnel with leading publishing houses, radio or television companies so that cooperative people will be given a chance to learn their operations and to give such private press an opportunity to know the cooperative movements.

7.3 Remunerations which are now being paid to the personnel engaged in the field of press and publicity is insufficient and unattractive. Therefore, steps should be taken to increase the wages to a satisfactory level. Attempts should be made to obtain government subsidies and raise funds in other ways as recommended in page 23 and 24.

7.4 Advisory bodies should be set up with volunteers who are specialists on the different aspects of the job.

7.5 National unions and other national level organisations could undertake a programme of exchange of personnel—either between institutions within one country or between institutions among different countries. This programme should be coordinated by the ICA at the international level as a kind of journalist exchange programme.

7.6 The ICA should involve cooperative editors and publicity officers and personnel in its working party for cooperative press, thus affording them opportunities for growth. A sub-committee for South-East Asia of the Working Party as recommended elsewhere in the Report would be useful in this respect.

## **8. Inadequate facilities for training**

There are no adequate facilities in the Region for training in cooperative journalism. Though cooperative col-

leges exist in all countries, cooperative journalism is not included in most of them as a recognised discipline. The workshop recommended the following :

8.1 Personnel involved in cooperative press and publicity should be given apprenticeship training or in-service training in friendly publishing houses, radio or television stations. Selected personnel be sent to cooperative colleges or other universities or places of learning to specialise in press and publicity.

8.2 Cooperative colleges should be encouraged to include cooperative journalism as a separate discipline. International organisations like the ICA should offer all possible assistance in this regard.

8.3 In order to meet the increasing need of training facilities, the ICA ROEC should arrange training facilities of the personnel working in the field of cooperative press and publicity.

8.4 Ways and means should be found out by the ICA to enable persons engaged in cooperative publications to attend the ICA Working Group on Cooperative Press.



Participants outside the IDACA Premises, the venue of the workshop.



Farm guidance is an important activity of the Hirao Agricultural Cooperative Society. A farm guidance adviser explains to the members as to how to effect better yield of apples.



School children are encouraged to save with the society. Little customers are seen depositing their savings.





The society brings out its own publications and also distributes those of the national federations.



Wirebroadcasting is used by the society to communicate with its members. A broadcast in progress.



The consumer store run by the society is quite popular with the members and the general public.

### III

## **Observations made by the Workshop on the Cooperative Movements of the Republic of Korea and Japan.**

### **Observations on the Korean Agricultural Cooperative Movement**

1. The agricultural cooperatives in the Republic of Korea are organised at three levels (a) at the township level—primary cooperatives, (b) at the city and county level—county cooperatives, and (c) at the national level—federal organisations. The cooperatives are classified into multipurpose and special cooperatives. The primary multipurpose cooperatives cover the entire country and provide services to the farmers in the production of mainly grain crops (rice and barley). They are engaged in supply of agricultural inputs including credit, supply of consumer articles, marketing and farming guidance. Some societies also provide services needed in the production and marketing of other crops like fruits and vegetables. Special cooperatives also exist for agricultural activities which need special skills such as livestock raising, horticulture and dairy. They provide all services needed in the production of the particular commodity except credit. 90% of the nation's agricultural output is handled by cooperatives.

2. The primary cooperatives are members of the county cooperatives whose operational areas cover the officially demarcated administrative districts of the counties. These county cooperatives are affiliated with the apex body, the National Agricultural Cooperative Federation in Seoul.

3. Prior to 1961 there were more than 20,000 cooperative societies but many were not economically viable. To overcome this problem a programme for amalgamation of societies was started in 1964 and completed in 1972. At

present there are 1519 societies with more than 82% of the farm household affiliated with them. The average membership in a society is 1,200 farmers.

4. The National Agricultural Cooperative Federation was started in 1961 as the apex organisation and it has nine provincial branches. It carries out both business and non-business functions and has administrative control over the county cooperatives including all aspects of personnel management. NACF has no direct control over the primary and special cooperatives but gives them advisory services.

5. The Korean Agricultural Cooperative Movement helps in the operation of integrated *Saemaul* projects (new community projects) to improve the standard of living of the people. The philosophy behind this movement is the voluntary participation of the people in economic development for their own benefits.

6. Training facilities are provided to the officers and staff of NACF and other member societies through the Central Training Institute, Agricultural Cooperative College, the Saemaul Leadership Training Institute and also through its nine provincial branches.

7. NACF has close and coordinated relationship with the government and as a result has influenced and contributed to the agricultural development policy in Korea. Fertiliser distribution is controlled 100% by agricultural cooperatives. The cooperatives are the sole institutions handling agricultural credit and financing and handle more than 90% of the total loans to the agricultural sector. The cooperatives also give higher rate of interest on deposits than commercial banks.

8. The research activities of NACF have immensely contributed not only to the development of the agricultural cooperative movement but also to the policy making for agricultural development in Korea.

9. The NACF as an apex organisation is responsible for the public relation work on behalf of the Korean Agricultural Cooperative Movement. It publishes newspapers, periodicals, brochures, pamphlets, monthly reviews, year books, annual reports, hand books and other materials

relevant to the development of agricultural cooperation in the Republic of Korea. The importance of these activities in the Korean cooperative movement and their role in promoting the image of the movement has been recognised. The *Nongmin Sinmun*—a farmers weekly newspaper and the *Sae-Nongmin*—a monthly, are regularly published. The *Sae-Nongmin* (new farmer), monthly magazine, provides the farmers with up to date knowledge and information on farming, social living and the *Nongmin Sinmun* (farmers newspaper) provides news, information on agriculture and cooperative activities. News on agricultural policies, changes in the economic situation, farm guidance, market information and guidelines on the business activities of the agricultural cooperatives are also included in the columns of these cooperative papers.

10. Publicity activities are also carried out through outside mass media like newspapers, radio and television. Cultural shows, fairs and farmers' conventions are also held.

11. NACF also conducts an all out information campaign directed to farmers, consumers, and leaders. The campaign directed to the member farmers is intended to cultivate feelings of solidarity, cooperation and belonging. The other, directed to the government, social leaders and consumers, is intended to involve them in the cooperative work and make them aware of the role of agricultural cooperatives in the national economy.

12. Another significant feature noted is the dedication and business like performance of the employees of cooperatives. The cooperatives are managed by professionals, most are suitably qualified and trained in their own fields. This contributes immensely to the success of the cooperative movement in Korea.

### **Observations on the Japanese Agricultural Cooperative Movement**

1. The cooperative movement in Japan was started in 1900 when the cooperative society law was enacted for four types of cooperatives, credit, marketing, purchasing and processing. In 1906 credit societies were authorised to per-

form marketing business when the nucleus of the present day multipurpose cooperative was formed. Due to the demands of a wartime controlled economy during World War II, existing cooperatives were reorganised into compulsory organisations. Membership in cooperatives was obligatory to the farmers. The Japanese farmer obeyed and displayed national discipline. After the war a land reform programme was implemented. Farmers got their farm lands and under the programme agricultural cooperatives were organised along with their federations at the prefectural and national levels.

2. There are separate enactments in Japan governing agricultural cooperatives, industrial cooperatives and consumer cooperatives. The agricultural cooperative society law enacted in 1947 provided that agricultural cooperatives be managed on voluntary and democratic principles. Afterwards came the law for promoting consolidation of the agricultural, forestry, and fisheries cooperatives. The Central Union of Agricultural Cooperatives was established in 1954. As the primary agricultural cooperatives were very small, the law of amalgamation of agricultural cooperatives was enacted in 1961 to encourage and enable merger. Under this law merger of cooperatives was expedited and viable economic units were formed. The Japanese agricultural primaries are multipurpose and large sized. However, there are also single purpose societies. Almost all the members of the single purpose agricultural primaries are also concurrently members of multipurpose agricultural primaries. Primary agricultural cooperative societies were organised in the city, town and village levels. The multipurpose societies engage in marketing including processing, credit, supply of agricultural and consumer goods, mutual insurance, farming and better living guidance. Single purpose societies engage in marketing of products of specific sectors like fruits and vegetables, sericulture and livestock.

3. Today cooperative societies in Japan are well organised. The primary multipurpose agricultural cooperatives have federations at the prefectural level organised according to functions, like economic (marketing and supply), credit, insurance, welfare and others. The single pur-

pose cooperatives are affiliated to their respective prefectural federations. These federations and the primary societies are also organised into prefectural unions which exercise non-economic business functions like guidance, education, information, research and audit. The prefectural unions also act as spokesman of the movement in the prefecture. Each of the 47 prefectures in Japan has a prefectural union of agricultural cooperatives.

4. Each prefectural level federation has its counterpart organised at the national level. The national federations can also be broken into two categories (a) those related to multipurpose agricultural cooperatives viz. national federation of agricultural cooperative associations, the national mutual insurance federation of agricultural cooperatives, the national press and information federation of agricultural cooperatives, the national welfare federation of agricultural cooperatives etc. and (b) those related to single purpose agricultural cooperative movement, viz. national federation of livestock cooperatives, the national federation of dairy cooperatives, the national federation of sericulture cooperatives, the national federation of horticulture cooperatives etc. Besides this, the Central Cooperative Bank for Agriculture and Forestry, which is the apex financial institution of the movement, the Ie-No-Hikari Publishing Association which is the publishing organisation of the movement, also exist.

5. All the above mentioned prefectural and national level organisations of the agricultural cooperative sector are organised into the Central Union of Agricultural Cooperatives. Its members are primary agricultural cooperatives, prefectural federations, prefectural unions of agricultural cooperatives and various national federations. It is engaged in services such as guidance, coordination, investigation, education, information, auditing etc. It also keeps a close watch on the interest of the movement.

6. Almost all farmers have been brought under the fold of cooperative movement and they actively participate in the society's affairs. Farmers in Japan mostly have small holdings and the maximum size of holding is not more than three hectares.

7. Holding of hamlet meetings to give an opportunity to members to learn about the activities of their society and to express their opinions is a special feature of the Japanese Agricultural Cooperative Movement. The majority of multipurpose agricultural cooperatives have youth and women's associations of their own which are designed to act independently to promote the activities of the agricultural cooperatives. The women's and youth associations have their own councils at prefectural and national levels.

8. Crop insurance is compulsory on paddy and wheat. Crop insurance is undertaken by a semi-government corporation.

9. Membership in the primary agricultural cooperative consists of regular members who are full-time farmers and associate members who are part-time farmers and non-farmer residents. Regular membership is slowly declining due to shift in occupations.

10. The multipurpose cooperative societies at the primary level provide credit to their members both for production and consumption purposes. At the prefectural level the prefectural credit federation undertakes this function. At the national level the Central Cooperative Bank for Agriculture and Forestry deals with all functions relating to banking and credit.

The surplus funds of the prefectural federations and the multipurpose primary cooperatives are deposited with the prefectural credit federations and these federations, in turn, deposit their surpluses with the Central Cooperative Bank. Prefectural federations of single purpose cooperatives are not allowed to engage in credit business.

11. The cooperatives are financially sound. Their main source of funds is deposits which constitute 78.5% of the working capital. 39.7% of deposits have come from farm income, 19.5% from sale of land and 40.8% from non-farm income.

12. Even though the societies meet almost all the credit requirements of the members for production and consumption e.g. housing, purchase of motor cars etc. only 63.1% of the funds are employed for loans.

13. Deposit mobilisation has been effective due to special



efforts such as personal visits to members' homes by employees, saving day campaigns and creation of special purpose deposits tailored to the specific needs of the members.

14. Significant progress has been achieved in the linking of agricultural and livestock production with the wholesale markets in towns and cities. A network of cooperatives function in this manner. Some prefectural economic federations have also established their own distribution centres. Auction system is generally followed. Prices are sometimes settled through negotiations with bulk consumers.

In the process of modernisation of agriculture, excessive dose of chemical fertilisers are being applied in the hope of getting higher and higher yields. Application of organic fertilisers has totally been neglected.

15. The cooperatives manufacture their own animal feed for supply to their members.

16. Cooperatives ensure high quality for their products by providing their members facilities for grading and packaging to avoid spoilage during transit. Warehousing and cold storage facilities are also provided. Even refrigerated transport has been provided by some cooperatives for transport of perishables.

The efficient linkage between grading, packing, transport, storage, sale and market intelligence have gone a long way in promoting integration between production and marketing and in improving marketing efficiency of cooperatives.

17. The societies supply all types of agricultural inputs and consumer goods required by the farmers. For this purpose the societies operate a consumer store within their premises and in some cases, home delivery of consumer goods is also done.

18. The requirements of agricultural inputs by member farmers are pooled and the cooperatives get special prices for their members by placing bulk orders with the manufacturers.

19. Multipurpose cooperatives undertake both life and non-life insurance. Eighty per cent of farmers are covered by cooperative insurance. The premium charged by the cooperatives is comparatively lower than that of private insurers.

20. By providing farm guidance and better living guidance the members are educated on agriculture and other aspects of family life. While agricultural extension is undertaken by government agricultural departments in most countries of South-East Asia, in Japan, the agricultural cooperatives undertake this function effectively. Information and guidance in improved methods of agriculture, farm planning and budgeting are covered in farm guidance programme. The farm guidance and better living advisory services have played a vital role in improving the conditions of the farmer in Japan. This has proved an effective method for the total development of the rural sector by involving not only the farmer but also his wife and children in welfare activities.

21. Many societies have their accounting and record-keeping system computerized thereby improving the efficiency and accuracy.

22. External audit of societies is carried out once in two or three years. Internal audit is done by internal auditors yearly or half yearly. However, the internal auditors who are elected by the general body, are not qualified auditors and cannot be regarded as a substitute for qualified auditors. Therefore there is a need to increase the frequency of external qualified auditing.

23. The elected Presidents and some members of the Board of Directors work full time with the society and this has greatly contributed to the success of the agricultural cooperatives in Japan. They are paid adequate remuneration for their services. This system could be adopted advantageously in other countries of the region, at least, in large societies with potentials to pay adequate remuneration for the services so rendered.

24. Most farmers in Japan have telephone or wire communication facilities established by cooperatives. They are thus in direct contact with the cooperatives. This facilitates easy two-way communication between the cooperative and its members and vice versa.

25. There is an excellent coordination in the activities of the agricultural cooperative schools providing facilities for training to young farmers, women, and staff members of cooperative institutions. Thirtyfive prefectures out of 47,

have cooperative colleges and training centres. Within next two or three years seven more prefectures are expected to run training centres.

26. Japanese societies had instilled into young children the habit of thrift and savings, thus building up future cooperative leaders and members.

27. The movement provides facilities for the young farmers to go abroad and study the agricultural techniques in advanced countries of Europe and USA.

28. The employer-employee relationship appears to be very cordial and the employees have great trust in their management. The staff dealing in cash are not required to furnish any guarantee or bond except that they are required to furnish names of referees before appointment.

29. The importance of communication with the members and staff has been recognised by the movement. The primary societies keep their membership aware of the activities of the societies through newspapers, house magazines, posters, training courses, wire communication, study visits and regular hamlet meetings. 47% of cooperatives publish bulletins with a frequency ranging from one to six times a year. More and more societies are encouraged to bring out these bulletins at least once a month.

30. At the prefectural level, the prefectural federations conduct seminars and provide guidance to their members on publication of cooperative bulletins, how to conduct wire-broadcasting system, and also hold contests for the production of house journals by primary cooperatives. The prefectural federations use all medias of mass communication to enhance the image of agriculture and agricultural cooperatives among the general public. The federations maintain their relationship with the press through regular press conferences, arranging visits to cooperatives by journalists, conducting special campaigns and through advertising. Efforts are also made by them to increase the consumption of agricultural products like rice, milk, eggs and oranges, currently produced in surplus in Japan, by the general public with the help of mass media. Agricultural fairs, exhibitions and spot sales of farm products are also used for this purpose.

31. The prefectural federations also arrange special T.V. programmes for their farmer members with the Japan Broadcasting Corporation (NHK) and other private broadcasting companies. At present 32 prefectures use T.V. and 20 prefectures use radio for communication with their members. The high level of contents of these programmes are attracting the attention of the general public as well.

32. The National Press and Information Federation of Agricultural Cooperatives and the Ie-No-Hikari Publishing Association of Japan are responsible for press and publicity activities at the national level.

33. The National Press and Information Federation publishes a daily newspaper "*Japan Agriculture Paper*" with a circulation of 310,000 copies per day. The paper projects the views of agricultural cooperatives and their members in matters relating to agricultural policy, economy in general, farm management techniques and home life. The paper has a page called "*prefectural page*" which is specially prepared giving local news of particular interest to each prefecture. The paper distributed in each prefecture carries the page pertaining to that prefecture. The prefectural union in each prefecture assists in preparing the page pertaining to their prefecture. The movement is making efforts to increase the circulation of this paper to 500,000 copies and the paper ranks seventeenth in circulation out of 162 daily newspapers produced in Japan.

34. The National Press and Information Federation also produces two monthlies, a four page tabloid "*Green life*" and "*Midori*" for rural and urban population respectively. Green life has a circulation of 70,000 copies and Midori has a circulation of 700,000 copies. In addition the federation also issues a monthly bulletin listing current news, information materials, news comments etc. for use in the house magazines/bulletins produced by primary societies in the country.

35. The Ie-No-Hikari Publishing Association publishes "*Ie-No-Hikari*" (light of home), a monthly, with a circulation of 1.2 million copies. It covers articles on cooperation, and matters of members' interest. It also brings out a monthly general magazine called "*Chijo*" (on the land)

with a circulation of 83,000 copies. The Association brings out a children's magazine called "*Kodomo-no-Hikari*" with a circulation of 95,000 copies.

36. The association also produces two cassette tapes every month containing information on home life, agricultural policies, cooperative activities and current news. These tapes are sent to all (700) primary societies which are affiliated to the *Ie-No-Hikari* Cassette Tape Association. These tapes are utilised by the primaries at their meetings and seminars.

37. The Association also coordinates T.V. programmes of cooperatives at national level. In 1978 it produced two special programmes which were shown by 33 local T.V. networks in the country.

## Workshop Programme

Monday, 28th August 1978	Arrival of participants in Seoul
Tuesday, 29th August to Monday, 4th September	} Study visits in the Republic of Korea i. Departure for Japan ii. Arrival at IDACA
Tuesday, 5th September	
Wednesday, 6th September	
1000—1100	Opening session
1130—1230	Introduction to ICA and IDACA
1230—1400	Lunch break
1400—1700	Presentation of background papers
Thursday, 7th September	
0930—1030	Lecture : <i>Cooperative Principles</i> by Mr. Lionel Gunawardana
	Presentation of background papers (contd.)
1030—1230	Lunch break
1230—1400	Presentation of background papers (contd.)
1400—1700	
Friday, 8th September	
0930—1230	Lecture : <i>Outline of Japanese Agricultural Cooperative Movement and Press and Publicity Activities in the Movement</i> by Mr. S. Ichikawa.
	Lunch break
1230—1400	Lecture (contd.)
1400—1600	Film on Agricultural Cooperative Move- ment in Japan.
1630—1700	
Saturday, 9th September	
0930—1100	Lecture : <i>Technical Advice on How to take photos</i> by Mr. S. Sakamoto
	Discussion on Case Study of the Hirao (Multipurpose) Agricultural Cooperative Society and Group Work.
1100—1230	Lunch break
	Group work (contd.)
1230—1400	
1400—1600	
Sunday, 10th September	
1100—1800	Sight-seeing in Tokyo
Monday to Saturday 11th to 16th September	Study visits in Nagano Prefecture.

Sunday, 17th September	Free.
Monday, 18th September	Lecture : <i>Cooperative Journalism</i> by Dr. J.H. Ollman
0900—1100	Lecture : <i>Reporting and Editing of Cooperative Journals</i> by Dr. J.H. Ollman.
1100—1230	Lunch break.
1230—1400	Group work.
1400—1700	
Tuesday, 19th September	Lecture : <i>Publishing of Cooperative Books</i> by Mr. Y. Sakano.
0930—1230	Lunch break.
1230—1400	Lecture : <i>Cooperative Public Relations and use of mass media in Cooperative Publicity</i> by Mr. E. Ogura.
1400—1700	
Wednesday to Saturday	Practical work and group discussion.
20th-23rd September	Free
Sunday, 24th September	
Monday, 25th September	Presentation and evaluation of House Journals
0930—1230	Lunch break.
1230—1400	Visit to TV Studio of NHK (Japan Broadcasting Corporation).
1400—1700	Drafting of Final Report.
Tuesday, 26th September	
Wednesday, 27th September	Drafting of Final Report (contd.)
Forenoon	Presentation of Final Report and Evaluation.
1400—1700	Departure of participants.
Thursday, 28th September	
1100—1115 & 1530—1545	Tea breaks.

## List of Participants

### BANGLADESH

1. Mr. Liaquat Ali  
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32. Mr. T. Furukawa

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## WORKSHOP SECRETARY

35. Mr. K. Sethumadhavan  
 P.S. to Joint Director (P & PR)  
 ICA RO & EC.

**Text of Resolution adopted by the Workshop on the establishment of a Regional Working Party on Cooperative Press**

“The Workshop recommends to the ICA the establishment of a Regional Working Party of the ICA Working Party on Cooperative Press for the Region of South-East Asia.

The members of this Regional Working Party should be journalists and information officers of the movements in the Region.

The Regional Working Party may meet at least every two years.

The workshop further recommends that to the inaugural meeting of the Regional Working Party leading members from the ICA Working Party on Cooperative Press may be invited.

At the inaugural meeting the Regional Working Party, among other things, should discuss various aspects of successful cooperative paper editing and publishing and the possibility of a short time exchange of journalists/information officers between the movements within and outside the area and the possibility of providing training facilities for the journalists/information officers of developing countries.

The workshop also recommends that with the ICA resolution of its 26th Congress on the press and UNESCO's recent statement in mind the movements in the region should approach the UN delegations of their respective countries to see that the funds for journalists/information officers' training can be found to improve the cooperative press in the Region.”

Part B

CASE STUDY ON

**“HIRAO AGRICULTURAL (MULTIPURPOSE)  
COOPERATIVE SOCIETY”**

*by*

LIONEL GUNAWARDANA  
JOINT DIRECTOR & SPECIALIST IN  
AGRICULTURAL COOPERATION,  
ICAROEC

## Hirao Agricultural (Multipurpose) Cooperative Society

### 1. Situation

The Hirao (Multipurpose) Agricultural Cooperative Society is situated in Shimo-Takai Gun in Nagano Prefecture in the central part of Honshu, the main island of Japan. Nagano prefecture has a total area of 13,585 sq. km. and a population of 2,018,000 (1st October 1975).

The society was established in 1948 when the new agricultural cooperative law came into operation.

### 2. Area

The area of operation of the society covers 402 hectares of cultivated land and 15,652 hectares of forest.

### 3. Crops

The major crops grown in the area are apples, peaches and rice.

**The following table shows the land utilisation in the society area**

	1976 (hectares)	1979 (estimated hectares)
(a) Cultivated land	201	198
(b) Paddy land	62	55
(c) Vegetables	22	10
(d) Orchards	109	130
(e) Other land	8	3
Total	402	396
(f) Forests	15,652	16,650

More and more paddy land is now being converted into other crops, mainly fruits. This is done because presently

Japan has an over production of rice.

The fruits grown in this area are known to be of good quality. The farm guidance activities of the society have contributed greatly towards this high quality of production.

#### 4. Land Distribution

The average size of farm holdings is very small. Out of the 370 farm families 316 own farms of less than one hectare in size. Only one family owns a farm which is more than two hectares. Following table shows the number of farm families classified according to size of farms.

<i>Size of farms</i>	<i>No. of families</i>	
Less than 0.5 hectare	:	140
0.5—1 hectare	:	176
1—2 hectares	:	53
More than 2 hectares	:	1

#### 5. Population

The total population of the society area is 9,805 (1976) of which 1,862 is the agricultural population. The total number of households is 2862 of which 370 is farm households.

**The following table shows number of households and population**

	1976	1979 (estimated)
Total households	2,862	2,890
Farm households	370	360
Full-time	78	80
Part-time—I	68	70
Part-time—II	224	210
Non-farm households	2,492	2,530
Total population	9,805	9,950
Farm household population	1,862	1,800
Non-farm household population	7,943	8,150

(Part-time—I are those families which get the major part of their income from agriculture and Part-time—II are those families which get the major part of their income from non-agricultural occupations).

## 6. Membership

The total membership in February 1977 was 2053 of which 675 were regular members and 1,378 were associate members. The regular membership of the society has been slowly decreasing while the associate membership has been increasing. This is due to the fact that more and more people are leaving agriculture for occupations in the non-agricultural sectors. However, there is presently a trend for the young people to come back to agriculture as indicated in the estimated agricultural population.

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	1973	1976	1977	1979 (estimated)
Total membership	1,900	2,047	2,053	2,075
Regular members	673(503)	683(481)	675(482)	683(481)
Associate members	1,227(888)	1,364(959)	1,378(968)	1,392(972)
Individuals		1,334	1,348	1,360
Organisations		30	30	32

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(The figures in parenthesis show the number of members' households).

## **7. General Meetings**

The society holds general meetings open to all members. It has not adopted the representative meeting system common in large agricultural cooperatives in Japan. The average attendance in general meetings has been 40 per cent.

Before the general meeting small meetings at the hamlet level are held where the performance of the society during the previous year and its plans for the coming year are discussed. The percentage of attendance in these meetings is higher than in the general meeting—the average attendance being 70 per cent.

The persons to be elected to the board are normally agreed through consultation before holding the general meeting. Due to these prior preparations the general meeting takes the form of a formal gathering where decisions already taken are formalised.

## **8. Board of Directors**

The Board of Directors of the society consists of twelve directors including the President and the Managing Director. The President and the Managing Director work full-time with the society.

The society has a board of auditors consisting of 5 members.

## **9. Employees**

The society has 115 employees—61 males and 54 females.

## **10. Training and Communication with Employees**

The employees are given opportunities for training in seminars and workshops organised by the society with the help of resource persons from outside. They are also sent from time to time to seminars held by other organisations such as the Prefectural Union.





A general view of the office of the society.



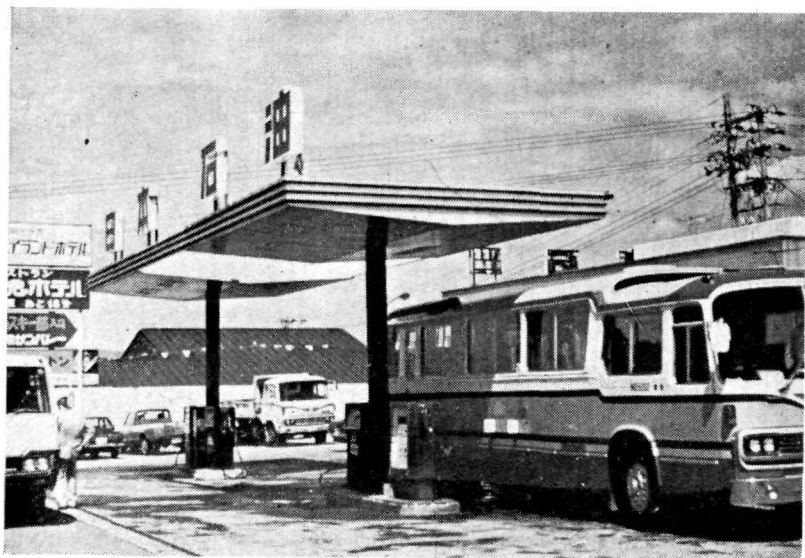
The better living adviser conducts regular cookery classes for the housewives.



Participants in discussion with the General Manager of the Hiraio Agricultural Cooperative Society.



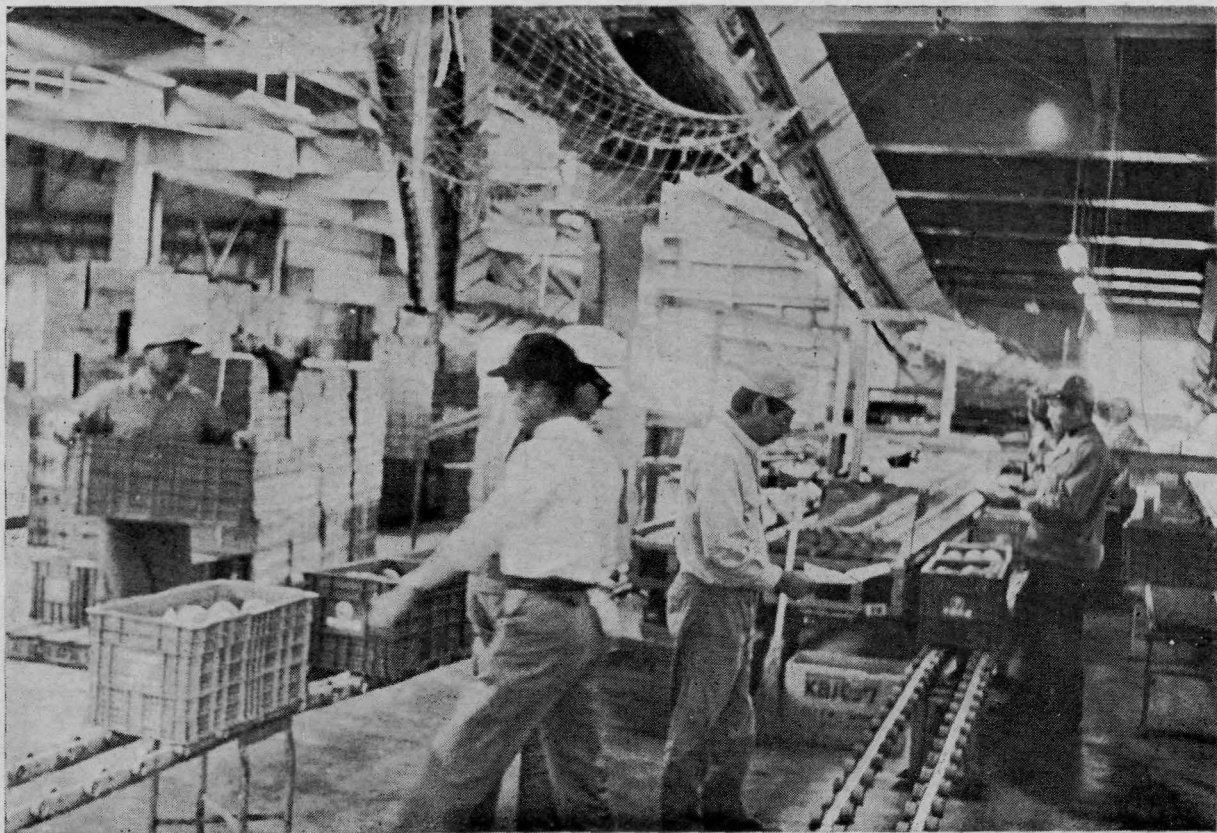
A view of the participants at the Workshop.



The Hirao Society car repair shop and petrol station attend to the needs of members for servicing of their vehicles and gas requirements.



The Hokushin hospital, run by the Welfare Federation, offers medical assistance to cooperative members at nominal costs.



The apple grading centre of the society.

The following table shows the distribution of employees in various sections of the society

	<i>Males</i>	<i>Females</i>	<i>Total</i>
General Manager	1	—	1
Other staff members	58	54	112
Full-time workers	2	—	2
<b>Total</b>	<b>61</b>	<b>54</b>	<b>115</b>
<b>Distribution of staff</b>			
Planning Section	3	2	5
Administration department	4	9	13
Credit department	24	33	57
Economic business department	11	3	14
Fuel & machinery department	10	5	15
Agricultural production department	9	2	11
<b>Total</b>	<b>61</b>	<b>54</b>	<b>115</b>

Twice a week short meetings of the employees are held before the start of the day's work to discuss society's affairs. Each department holds meetings of its employees once a week for detailed discussions of the working of the respective department. Staff of every section also meet twice a week. The leading staff hold a meeting on the 10th of every month.

## 11. Member Communication, Education and Publicity

Communication, education and publicity activities are carried out in a number of ways.

All directors of the society visit member homes occasionally and explain the activities of the society to encourage their participation. These visits are specially used to promote

insurance business. A special "campaign day" is also organised for promoting insurance.

There is a special section in the Credit Department—outdoor work section—which is responsible for sending its employees to member homes for promotion of savings. A special "savings promotion day" is organised for encouraging savings. Consumer goods are taken to member homes in vans during lunch and dinner times to promote sale.

The society in cooperation with schools organises drawing contests among students and awards prizes. It also provides publicity slides to schools.

It holds hamlet level meetings where activities of the society are explained by using visual aids such as slides, overhead projector and films. The society has produced a 8mm film for publicity purposes. A slide show prepared by the society entitled "the story of the apple" received first prize in a slide show competition organised by the municipality. The society uses the wire broadcasting system also for providing information to members. The service was previously owned and managed by the society in association with other cooperatives of the neighbouring areas but it has now been handed over to the municipality.

The society publishes its own house journal which is distributed among members, employees and others.

## **12. Share Capital, Reserves and Fixed Assets**

Value of a share is 500 yen. The society had a meagre share capital of less than 500,000 yen when it started in 1948. By February 1974 the amount had increased to 107,657,000 yen. Today the amount has grown upto 245,662,000 yen. The percentage of increase from 1974 to 1978 was 128 per cent.

The funds in various reserves in February 1974 amounted to 485,613,000 yen.

The value of the fixed assets of the society at the beginning (1948) was less than 100,000 yen and it increased to 445,058,000 yen in 1974 and to 546,916,000 yen in 1978. The increase from 1974 to 1978 was 23 per cent.

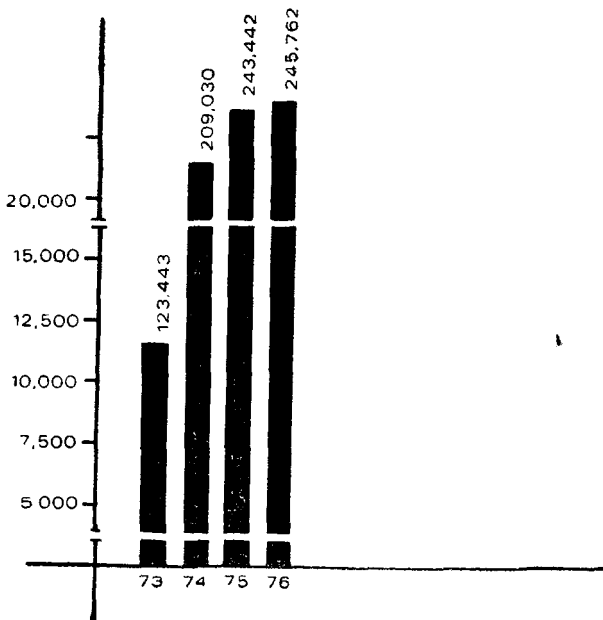
(Unit : 100 Yen)

*From Feb. 1973 to Feb. 1974 (yen)*      *From Feb. 1977 to Feb. 1978 (yen)*

Paid in share capital	107,657	245,762
Legal reserves	10,000	91,000
Special reserves	45,000	127,000
Capital reserve and others	16,664	26,713
Fixed assets	445,058	546,916
Reserve for depreciation	127,963	240,900

**PAID-IN SHARE CAPITAL**

UNIT : 1000 YEN



### **13. Organisational Structure of the Society**

The Society has the following departments :

1. Planning and publicity
2. Administration
3. Credit
4. Fuel and machinery
5. Economic business
6. Agricultural production

#### **1. Planning and publicity department**

This is responsible for the overall planning of the activities of the society. The publicity activities of the society are also carried out by this department.

#### **2. Administration department**

This department is responsible for personnel management and training of employees.

#### **3. Credit department**

The credit department has five sections. They are:

- (a) Saving section,
- (b) Outdoor work section,
- (c) Loan section,
- (d) Fund section,
- (e) Mutual insurance section.

Outdoor work section is responsible for employees' visits to member homes for promotion of savings.

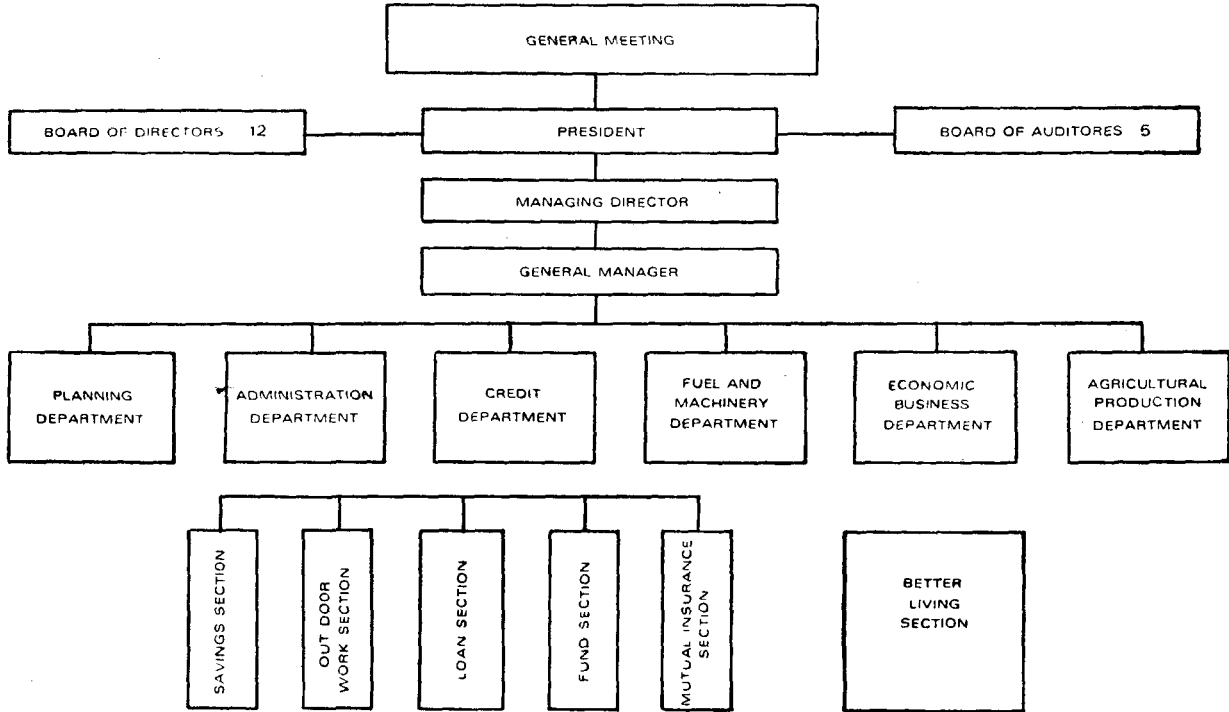
The fund section undertakes remittances in a manner similar to that of post office and commercial banks.

#### **4. Fuel and machinery department**

Under this department the society has a gasoline station



# ORGANISATIONAL STRUCTURE



and a car repair centre. It also has an agency for the sale of motor cars and farm machinery.

#### **5. Economic business department**

The supply and marketing activities of the society and better living guidance activities are under this department.

#### **6. Agricultural production department**

This department is responsible for assisting member farmers in their agricultural production and providing farming guidance.

### **14. Facilities and Services**

- (i) Office building
- (ii) Meeting hall
- (iii) Fruit grading centre
- (iv) Car repair shop
- (v) Petrol station
- (vi) Consumer store
- (vii) Store house

### **15. Credit**

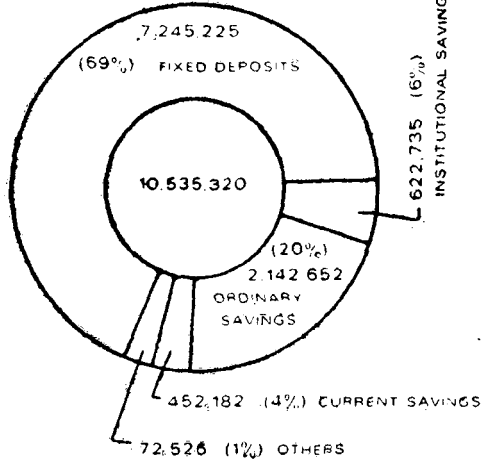
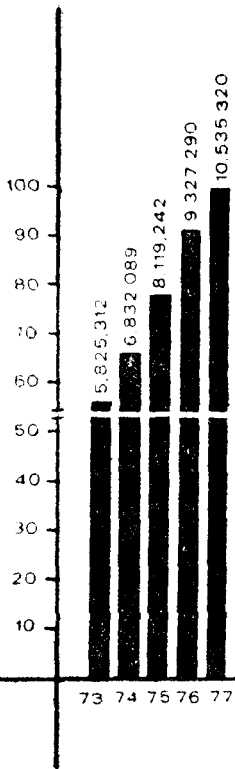
Credit is the main business of the society. In 1954 the society received an award from the Central Bank of Japan for good credit activities. The Central Union of Agricultural Cooperatives of Japan gave an award to the society in 1964 for outstanding credit activities. The society's share of the credit business in the area is 40 per cent.

### **16. Savings**

The amount of members' savings at the end of the fiscal year 1977 was 10,535,320,000 yen. The total savings at the end of the fiscal year 1973 was 5,825,312,000 yen. Therefore the savings in 1977 represent an increase of 80 per cent over 1973.

## SAVINGS

UNIT 1000 YEN



The average savings per member household in 1973 was 4,187,859 yen and in 1977 it was about 7,266,000 yen, an increase of 74 per cent.

The society pays one per cent interest on general deposits and 4.6 per cent on fixed deposits for one year. The major part of the members' savings with the society—74 per cent, is in fixed deposit savings.

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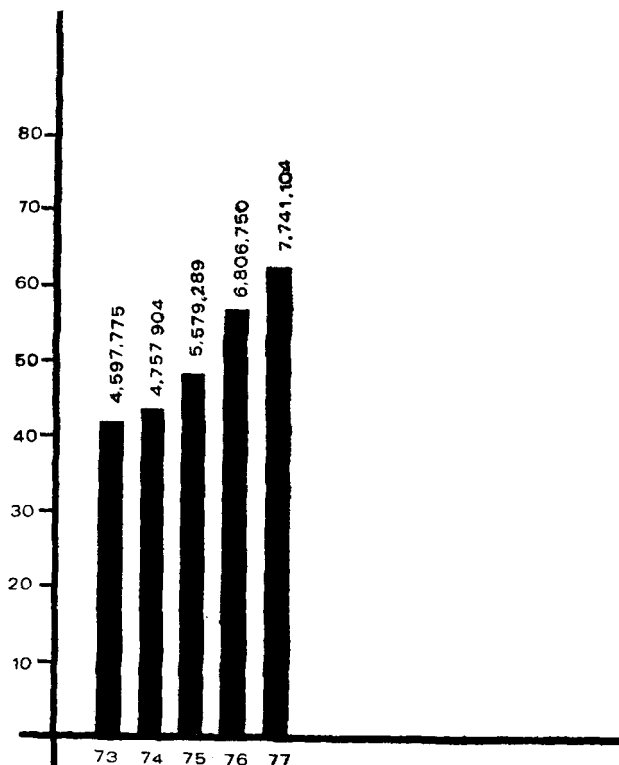
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### LOANS

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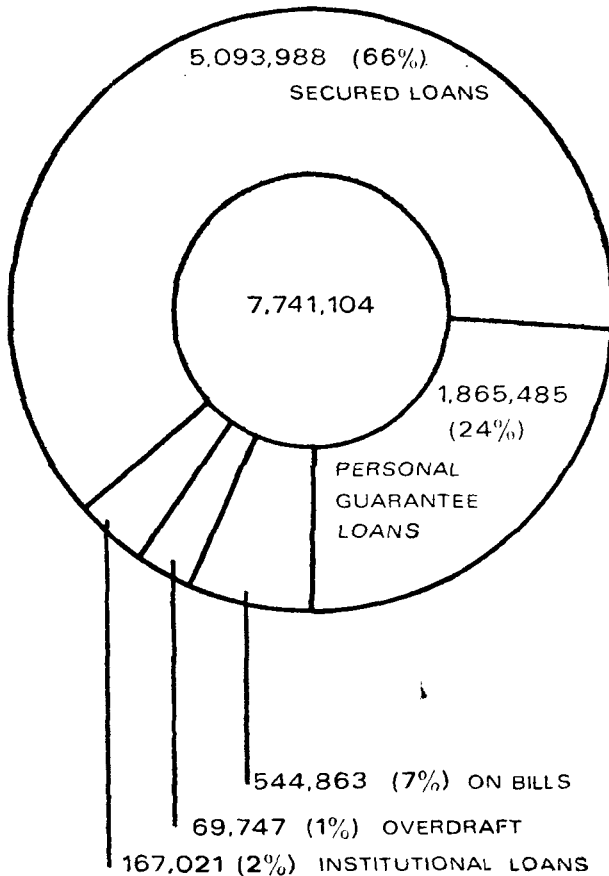
UNIT: 1000 YEN



## 17. Loans

The amount of loans outstanding from members at the end of the fiscal year 1973 was 4,597,775 yen and the amount at the end of the fiscal year 1977 was 7,741,104 yen, an increase of 60 per cent. Average amount of loans per member household in 1973 was 3305 yen and in 1977 the amount was 5339 yen, an increase of 61 per cent.

The society charges 7 per cent interest for short-term and agricultural production loans. Interest for long-term loans varies from 6.3 to 7.9 per cent.



## 18. Insurance

The total value of long-term insurance policy holdings at the end of the fiscal year 1973 was 6457 million yen and in 1977 the amount rose to 17,106 million yen, an increase of 165 per cent. The average value of policy holding per member household in 1973 was 4,642,000 yen and in 1977, 11,797,000 yen.

The value of new long-term policies sold in 1977 was 3,724 million yen, an average of 2,568,000 yen per member household.

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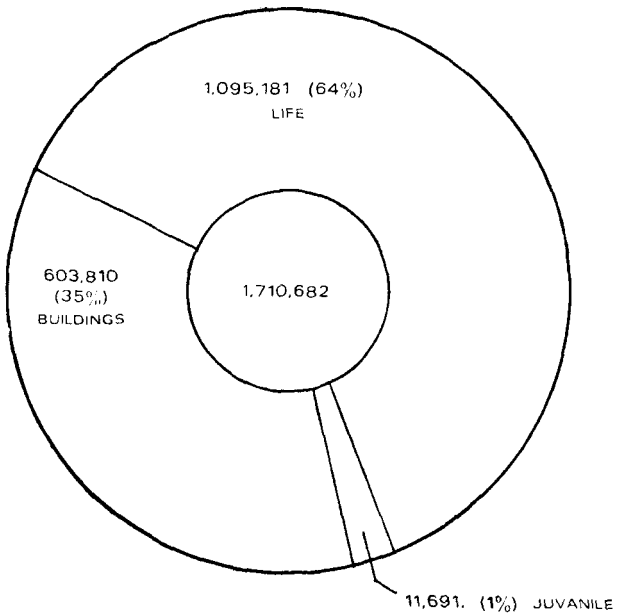
### INSURANCE ACTIVITIES

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UNIT . 1000 YEN



**Mutual Insurance Business***(Unit : 1000 Yen)*

	<i>(New contracts)</i>	<i>(Policies issued)</i>
<b>1. Insurance contracts</b>		
(a) Long-term insurance	3,724,500	11,106,820
Life and juvenile	2,700,600	11,068,720
Building endowment	1,023,900	6,038,100
(b) Short-term insurance	<i>(Unit 1000 yen)</i>	
Fire	1,263,800	<i>(policies issued)</i>
Automobile Liability	35,270,300	
Automobile		892 automobiles
Personal accident	1,222,500	
<b>2. Claims paid</b>		
(a) Matured		Yen 21,802,554
(Life, Juvenile and Building Endowment)		
(b) Long-term insurance		
Death and accident		Yen 15,532,567
Calamities		Yen 1,089,472
(c) Short-term insurance		Yen 21,817,535

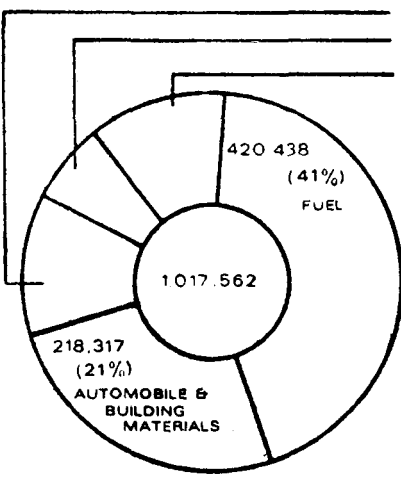
**19. Supply**

The value of the goods supplied by the society of both production material and consumer goods in 1973 amounted to 672,381,000 yen and the corresponding figure for 1977 was 1,215,026,000 yen, an increase of 80 per cent.

The value of goods supplied per member in 1973 was 483,000 Yen and in 1977 was 837,000 yen, an increase of 73 per cent.

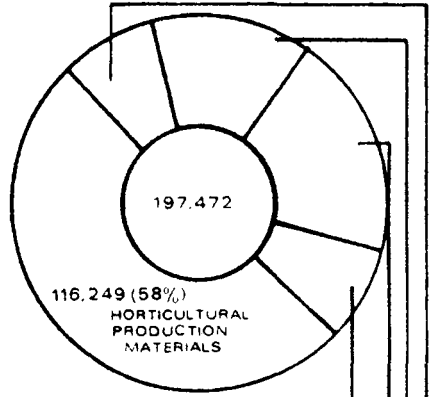
Almost all goods supplied by the society to members are purchased through cooperative channels—i.e. through prefectural and national federations.

**SUPPLY (CONSUMERS)**

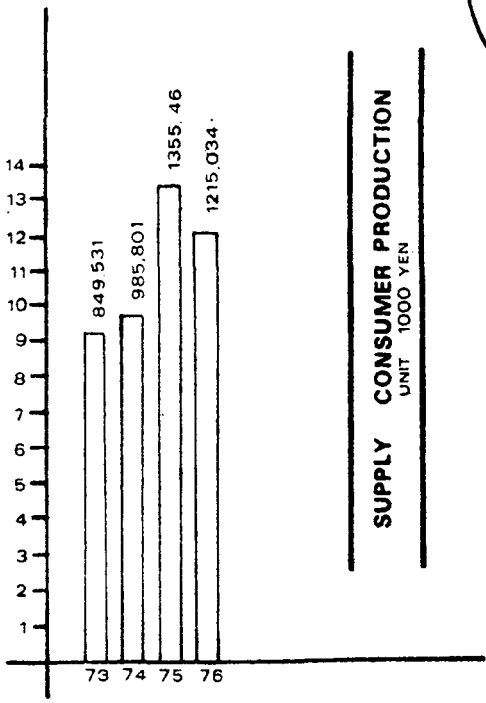


- 115,408 (11%) FOOD
- 72,520 (7%) OTHER DURABLE CONSUMER GOODS
- 190,879 (19%) RICE

**SUPPLY (PRODUCTION MATERIAL)**



- 11,803 (6%) MACHINERY
- 27,613 (14%) AGRICULTURAL CHEMICALS
- 23,321 (12%) FEEDS
- 18,486 (10%) FERTILISERS



**SUPPLY CONSUMER PRODUCTION**  
UNIT: 1000 YEN



The society places its orders with the Prefectural Economic Federation which in turn transmits the orders to the National Agricultural Cooperative Federation. The National Federation places orders with the manufacturing companies who deliver the goods direct to the society and bill the National Federation. The National Federation bills the Prefectural Federation which in turn bills the society. The society remits the amount due for goods purchased to the account of the Prefectural Economic Federation, which in turn remits the amount to the National Federation's account in the Central Cooperative Bank and the National Federation pays the manufacturing company.

## **20. Marketing**

The main commodities marketed by the society are fruits and vegetables. The amount of rice marketed is small. The fruits and vegetables are marketed through the Prefectural Economic Federation and rice is purchased on behalf of the government.

The total value of agricultural produce marketed by the society in 1973 was 477,202,000 yen and in 1977 the amount was 913,287,000 yen. This is an increase of 91 per cent in four years.

The average value of agricultural produce marketed per regular member household in 1973 was 948,711,000 yen and the corresponding figure for 1977 was 1,894,786,000 yen. The increase during the period was 100 per cent.

## **21. Farming and Better Living Guidance**

The society has six farm guidance advisers. They render advice by visiting individual farms and through commodity group meetings. The society has earned a name for producing good quality apples. The effective functioning of the farm advisory service is a factor that has helped in achieving improvement in quality in the apples produced. The society has spent 2,710,288 yen on farm guidance activities in the year 1977. The expenditure per regular member household was 5623 yen.

The society charges a fee for rendering farm guidance services. However, the amount spent exceeds the fees col-

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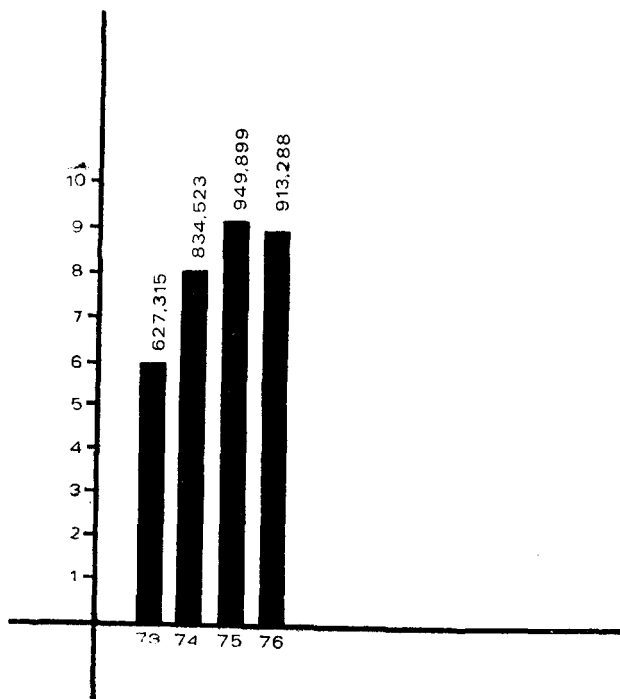
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## MARKETING ACTIVITIES

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UNIT : 1000 YEN



lected. The balance is met from the other incomes of the society. The government also gives a subsidy for the guidance activities.

The society also renders better living guidance. Guidance is extended mainly through women's clubs and youth clubs. "Health days" are organised and arrangements are made for members to undergo a medical check-up. The amount spent on these activities in the year 1977 was 882,565 yen.