



INTERNATIONAL CO-OPERATIVE ALLIANCE
Regional Office for East and Central Africa

**CO-OPERATIVE INFORMATION,
PUBLICITY AND PUBLIC RELATIONS**

Report and Papers from a Regional Training
Seminar held in Nairobi Kenya, 4th-16th May 1981

Edited by Sam Mshiu

334:07(6)
MSH

Regional Office for East and Central Africa

ICA Library
334:07(6) MSH-C
ICA 00677

CONTENTS

FOREWORD

PART ONE

Main Report

PART TWO

RECENT AND CURRENT TRENDS OF COOPERATIVE
DEVELOPMENT IN EASTERN AND CENTRAL AFRICA

- Kenya
- Mauritius
- Seychelles
- Tanzania
- Uganda
- Zambia

PART THREE

THE COOPERATIVE PRESS IN EASTERN AND CENTRAL AFRICA

- Tanzania
- Zambia

PART FOUR

LECTURE NOTES

PART FIVE

WORKSHOP EXERCISE

APPENDICES

- Opening Speech
- Closing Speech
- List of Participants
- List of Resource Personnel

FOREWORD

Education and training, information, publicity and public relations are functions that should be given more and more prominence by those charged with formulation of policy, planning and implementation of cooperative development programmes particularly in the developing countries.

In the countries of Eastern and Central Africa where the cooperative movement is recognised by and enjoys full support and guidance from the national governments, much emphasis has been placed on cooperative education and training directed to the general membership, leaders (mostly committee-members) and employees. The bulk of this work is being carried out at the national cooperative training institutions prevalent in most countries of the region; the educational wings within the government cooperative departments and the national cooperative apex organisations.

Largely through the initiative and influence of the ICA Regional Office for East and Central Africa, a system known as the Cooperative Education and Publicity Officers (CEPO) was launched and has been operative in the region for the past decade.

CEPOs are officers charged with the task of planning and implementation of education and training programmes as well as carrying out ^{educational, information and publicity work} predominantly rural cooperatives which employ them.

The foregoing paints a picture of an elaborate and firmly established education and training system - which is indeed the general situation.

Rather unfortunately though, when planning and executing these programmes, less attention has been given to the information, publicity and public relation aspect of the work. This is particularly true of the CEPOs whose work is somewhat biased towards education and training without laying due emphasis to the information, publicity and public relations feature ~~through~~ embodied in their designation and job description.

As will be noted later in this report, education, information, publicity and public relations are complimentary to each other and none of these can singularly bring about efficiency and effective performance in cooperatives.

In recent years the need for providing those charged with information and publicity work proper skills so they may perform such functions effectively, has been advocated by cooperative leaders throughout the Region.

It was in this background, and in response to the expressed need mentioned above that the ICA Regional Office conducted a regional training seminar on Cooperative Information, Publicity and Public Relations in Nairobi, Kenya from the 4th to 16th May 1981.

The seminar whose summary of proceedings appear in the ensuing pages was a forerunner to the 23rd SCC International Cooperative Seminar to be conducted in Sweden by the Swedish Cooperative Centre during the Autumn of 1981.

It is expected that the training provided and the skills acquired from the regional seminar, coupled with the training which will be provided in Sweden will help the participants perform more effectively when conducting programmes related to Cooperative Information, Publicity and Public Relations.

It is also hoped that the summary lectures, the country papers and the workshop materials developed under guidance by the participants and which are presented here will serve as useful reference literature.

Finally, I would like, on behalf of the ICA Regional Office for East and Central Africa, to express my sincere appreciation and gratitude to all those who assisted in various ways to make the seminar a worthwhile event. There were many; prominent among them are: Mr. J. J. Musundi, General Manager of the Kenya National Federation of Cooperatives; Mr. Peter Mwaura, Director of Nairobi University's School of Journalism; Mr. Seth Musisi, Senior Information Officer with the Kenyan Ministry of Information and Broadcasting; Dr. J.H. Ollman, Joint Chief, Press and Public Relations, ICA, London; Mr. M. Nasibu, Public Relations Officer, Kenya Planters Cooperative Union; Mr. A. Kimario, Training Officer at the ICA Regional Office, Moshi and the Seminar Secretary, Ms. G. Mawani of the ICA Regional Office, Moshi.

Sam P. Mshiu
Nairobi, 16th May 1981

SUMMARY OF PROCEEDINGS OF THE ICA REGIONAL TRAINING SEMINAR
ON COOPERATIVE INFORMATION, PUBLICITY AND PUBLIC RELATIONS

1. The Seminar

The ICA Regional Office for East and Central Africa conducted a regional training seminar on Cooperative Information, Publicity and Public Relations, in Nairobi, Kenya, from the 4th to 16th May 1981.

2. Objectives

The main objective of the seminar was to provide skills and techniques on the use of mass media for more effective information and publicity work in cooperatives. It also aimed at reviewing the present position regarding the cooperative press in the countries of Eastern and Central Africa.

3. The Participants

The seminar was attended by 34 participants from six African countries - namely : Kenya, Mauritius, Seychelles, Tanzania, Uganda and Zambia. All participants were engaged in one way or another in cooperative information, publicity and public relations work in their respective countries. They included Cooperative Education and Publicity Officers (CEPOS) employed by secondary cooperative societies; Information Officers employed by government cooperative departments, training institutions and national cooperative apex organisation. A complete list of the participants, their designation and addresses is appended under Part VI of this report.

4. The Opening

The official opening of the training seminar was performed by Mr. J.J. Musundi, General Manager of the Kenya National Federation of Cooperatives on Monday, 4th May 1981. In his opening remarks Mr. Musundi emphasised the vital role that should be played by cooperative information officers in informing members and the general public on what cooperatives were and what they were doing. This was necessary not only as means of bringing about a better understanding in cooperatives, but would also help counter the various hostile elements that were bent to tarnishing the cooperative image. The full text of Mr. Musundi's speech is appended under Part V of this report.

5. The Cooperative Movement in East and Central Africa

Following the opening ceremony, country papers were then presented on Recent and Current Trends of Cooperative Development in the countries represented at the seminar. The purpose of this session was to acquaint the participants with the present situation regarding cooperative development in the region so as to provide a general purview of the environment in which the cooperative press had its being. The various country reports presented to the seminar appear under Part III of this report.

6. The Cooperative Press in East and Central Africa

The next session was devoted to a review of the Cooperative Press in the countries represented at the seminar. From the various country papers and verbal presentations during this session, it was noted that, with only a few exceptions, a lot of efforts, resources and support was given to cooperative information, publicity and public relations. Although there was a tendency of placing more emphasis on cooperative education programmes it was clearly noticeable that in recent years information and publicity were becoming more and more recognised by cooperative leaders and policy makers and that an information and publicity system had emerged in almost every country represented at the seminar. The need for giving more support and providing regular and systematic training to those engaged in this field was stressed during this session. Some of the country papers presented during this session appear under Part III of this report.

7. The Role of the Cooperative Press in Cooperative Development

This topic was introduced by the Seminar Director who outlined the place of the Cooperative Press in Cooperative Development. He pointed out that one of the major pre-requisites for cooperative success was member awareness and a general appreciation and sympathy not only by cooperative members and employees, but also the community in which the cooperative existed and the public at large. This awareness and sympathy can only be evoked through effective and constant flow of information - Information and Education. The two should always complement each other. Those in cooperatives who were charged with this vital task had therefore an immense responsibility of communicating cooperative information and publicising cooperative activities, using all available media and techniques. This was not an easy task, considering that there were always forces militating against cooperative development and at times giving adverse publicity detrimental to cooperative success.

A general discussion then ensued in which the unanimous consensus was that :

- 7.1 Cooperative information and publicity was vital for Cooperative development.
- 7.2 Cooperative leaders and policy makers should encourage, support and allocate more resources for cooperative information and publicity programmes.
- 7.3 More training should be provided for those engaged in cooperative information, publicity and public relations.
- 7.4 Cooperative information should be directed not only to cooperative members and employees, but also to the general public, political and government leaders.

8. Introduction to the Press Media

Mr. Peter Mwaura, head of Nairobi University School of Journalism introduced this subject. He pointed out that the press was an institution involving newspapers, magazines, Newsletters, Posters, radio and television. The press media were channels through which information was communicated. He went on to discuss the role of the press media in society, pointing out that decision making like any

human activity presupposed communication. Mass communication - which was the essence of the mass media implied that communication is directed to the masses as opposed to a small group of individuals. Mr. Mwaura went on to describe and discuss various media forms which included :

A. The Print Media

- News Magazines : e.g Time/Life, Magazine; Newsweek; The Weekly Review Africa, News Africa, Modern Africa, etc.

- General Interest Magazine : e.g Drum, Trust, etc.

- General Interest Magazine : catering for special news and individual hobbies - e.g Photography; Motoring; Hifi; Sports; etc. Here the audience is very clearly defined.

- Newsletter : This is characteristically simple and is directed to particular readers. A newsletter could be defined as a circularised letter conveying news on a particular institution. Because of the element of simplicity, their production costs are relatively low. Unlike newspapers, newsletters are normally exempted from registration

- Journal : This is a specialised magazine for a specific group of people. The subject matter is also specialised e.g Medical, Accountancy, Legal and other professional journals.

- Pamphlets)
- Booklets)
- Brochures) These carry specific information which is invariable - i.e the message does not change although the medium can be revised and fresh editions produced.

- Books : These also fall under the category of the print media.

B : The Electronic Media

- Radio
- Television
- Films

9. Qualities and Responsibilities of a Journalist

As in the previous session, this lecture was also presented by Mr. Mwaura. The points noted from this lecture are summarised below :

- 9.1 Journalism involves the manipulation of ideas and information with the aim of changing people's attitudes and ideas. The role of the journalist is therefore a crucial one in society.
- 9.2 The duties of a Journalist should be conducted in a very responsible manner.
- 9.3 A Journalist must have a very good general education.
- 9.4 A Journalist should be able to talk to people from all walks of life; he should be versatile and a good mixer - socially.
- 9.5 He must have persistence and at the same time patience since his work involves gathering and collecting of information.
- 9.6 He must be keen, curious and interested in what is happening around himself.
- 9.7 He must be a good observer and should have a "nose for news"
- 9.8 He should (preferably) be able to type.
- 9.9 Writing is a creative process; he should be able to take notes (which is a skill in itself). This can take the form of shorthand, "personal shorthand", or tape recording. In taking notes one should not miss out anything. "Your story can only be as good as your notes". In taking notes of a speech, one should pick up the core of the information. When a tape recording is made it should be accompanied by notes.

This resource person went on to discuss at length the responsibilities of a journalist which included the need for objective reporting. He pointed out that a **journalist** had the responsibility to judge the type of news to be published.

He also discussed at some length about the law pertaining to libel and defamation. The following legal terms applied in journalism were explained.

Libel : Uttering or reporting information that is liable to damage a persons character. This is normally punishable by law.

Defamation : The act of injuring another's reputation by any slanderous communication. Like libel, this is punishable by law.

Fair Comment: This applies when information is divulged in the interest of the public. In this case it is not punishable by law.

Factual Information : Any information even if injurious to another party is not punishable by law as long as it can be proved that it is factual and not based on rumours, imagination hearsay.

Absolute Prevelege : Any statements against individuals or institutions uttered in court or in Parliament are exempted from prosecution. This is also known as "Qualified Prevelege".

10. Collection of Information, Editing, News Layout and Dissemination of Information

In the sessions that followed Mr. Mwaura gave very stimulating lectures on collection of information (including techniques of interviewing) editing of news, newslayout and dissemination of cooperative information.

11. Publicity in Cooperatives

These sessions were competently covered by Mr. M. Nasibu Public Relations Officer at the Kenya Planters Cooperative Union, Nairobi.

Publicity involved getting the name of the cooperative organisation across. It involved dealing with the public as a whole and not cooperative members alone. In any case cooperative members already know something about their cooperative; the public normally does not. Quite often, when dealing with cooperative members, we are educating and informing them. CEPOS tend to lay more emphasis on education and information at the exclusion of publicity.

Mr. Nasibu then went on to describe various methods used in publicity by cooperatives. These were :

- Newsletter
- Newspapers
- Magazines
- Radio
- Television
- Films
- Badges and pin-up materials
- Stickers
- T- Shirts
- Exhibitions.

Some of the techniques used in cooperative publicity were listed as :

- Institutional Advertising : This involves making the organisation known rather than marketing its commodities. One good example of this form of advertsing is the supplement issued in the daily press in some countries on the occasion of the International Cooperative Day.

This form of publicity is, however a costly one - for one has to pay not only for the advertisements but also for the whole supplement.

Other Techniques were :

- Press Releases
- Feature Articles
- Press Conferences (these however cannot be called too frequently; the message must be of such importance as to appeal to members of the press.

Mr. Nasibu then went on to discuss various techniques of public relations in cooperatives. This involved portraying a good image of the cooperatives and efforts geared towards maintaining harmony and good understanding between the cooperative organisation, its members and the general public. The information officer should maintain good and friendly contact with members of the press and other influential people who are in position to influence positive opinion on the cooperative, its organisation and work.

A summary of Mr. Nasibu's lecture appears under Part IV of this Report.

11. How to Prepare a Simple Newsletter

A very practical and interesting presentation was made on this topic by Dr. J. Hanns Ollman, Joint Chief for Press and Public Relations at the ICA Headquarters in London. He took the seminar step by step through all stages involved in preparing a simple newsletter, taking into account the participant's working conditions and the limited resources at their disposal. A summary of Dr. Ollman's lecture appears under Part IV of this Report.

12. Principles of Good Writing

A lecture under this title was delivered by Mr. Sam Mshiu of the ICA Office, Moshi. A summary of his lecture appears under Part IV of this Report with the title "Some Hints on Clear Writing."

13. Media Techniques/Gathering Information

Mr. Seth Musisi, Senior Information Officer with the Kenyan Ministry of Information and Broadcasting delivered a lecture on these two subjects. Several sessions were devoted to this, followed by group work in which some of the techniques discussed during this and other previous sessions were employed in simulated exercises under the supervision of the resource officers.

A summary of Mr. Musisi's presentation appears under Part IV of this Report.

14. The Electronic Media

Mr. Mshiu presented a lecture on the use of radio in cooperative information and publicity. He dwelt at length on radio which he described as the most powerful medium of communication which cooperative information officers had access to. He discussed the nature of the radio medium, its advantages and characteristic limitations. Mr. Mshiu pointed out that radio as a medium of communication, had the following advantages over other media :

- Its capacity for reaching illiterates
- Its relatively low cost
- Its wide range of coverage
- Its capacity for overcoming adverse geographical conditions.

He pointed out however that the radio medium had the following characteristic limitations :

- Absence of the visual element - i.e the radio medium does not show; it tells
- Absence of a 'two-directional' flow of information: information through the radio medium is one-directional (from the source to the receiver).
- It is instantaneous- it does not afford repetition or question and answer.

Mr. Mshiu then went on to discuss the various methods and techniques that can be employed in communicating information through the radio medium. These included :

- The Radio Talk or Straight Talk (as in the case of radio news bulletin)
- The Interview (here he dwelt at some length on how to conduct a good interview for radio and things that should be avoided).
- The Discussion programme
- The Radio Magazine
- The Radio Drama and
- The Radio Feature Programme.

A specimen Radio Feature Programme produced by this lecturer appears under Part IV of this Report in an imaginary story entitled "We Have Come a Long Way".

During this session he also discussed other electronic media - including television, films and slides.

15. Field Work and Study Tour

On Wednesday 13th May, the entire seminar visited Nyeri District Cooperative Union in the Eastern part of Kenya. The purpose of this visit was two-fold :

- (a) to afford the participants (particularly those coming from outside Kenya) to do something of cooperative activity in the host country.
- (b) The visits were taken as training exercise where participants were to apply the knowledge and skills which they had acquired during classroom sessions.

Participants were asked to take careful notes and collect information which would be used in a workshop exercise.

16. The Workshop

The whole of Thursday 14th May was devoted to a Workshop in which the seminar was divided into four groups - each one assigned to write an article based on the materials collected from the study visit the previous day. Working under the guidance of the resource personnel, the groups prepared articles for the press media which were later discussed in a plenary session. It is a matter of deep satisfaction that the articles prepared were of a high professional quality, and demonstrated the impact and effectiveness of the seminar on the participants.

Some of the articles produced during the Workshop appear in this Report under Part V.

17. New Horizons in Cooperative Information, Publicity and Public Relations

It was noted during this session that :

- There was need for all those engaged in cooperative information, publicity and public relations to be more vigorous in this field which has not yet been fully developed.
- A majority of those charged with the important task of disseminating cooperative information were not trained in this field. Consequently their work was at best, amateurish. There was need to provide constant professional training for them.

18. Formation of a Working Group on Cooperative Press

Discussion on this matter was introduced by Dr. Ollman. In the deliberations that ensued, it was agreed to form under the auspices of the ICA Regional Office for East and Central Africa, a Working Party on Cooperative Press whose functions shall be to :

- Improve the professional competence, the effectiveness and understanding of those charged with cooperative information, publicity and public relations
- Organise studies and research into problems related to cooperative information, publicity and public relations.

- To promote regional contacts among those engaged in cooperative information, publicity and public relations.
- To promote training of cooperative journalists.
- To promote links between the Working Party and other governmental and non-governmental bodies interested in the cooperative press.

When fully established the Working Party would request the ICA authorities to have it officially recognised in the auxiliary and working party structure of world cooperative movement as represented by the International Cooperative Alliance.

Closure

The training seminar was officially closed by Dr. Ollman on Friday, 15th May 1981. His closing remarks appear as an appendix to this Report.

RECENT AND CURRENT TRENDS OF COOPERATIVE DEVELOPMENT
IN EASTERN AND CENTRAL AFRICA

- *Kenya*
- *Mauritius*
- *Seychelles*
- *Tanzania*
- *Uganda*
- *Zambia*

RECENT AND CURRENT TRENDS OF COOPERATIVE DEVELOPMENT
IN KENYA

Historical Background

The history of cooperatives in Kenya goes back to around the beginning of this century. In 1908, a group of white farmers around the then Kavirondo Gulf joined hands to form the first cooperative society in Lumbwa. From that early start to about 1945 many cooperative societies were formed and registered under the cooperative societies ordinance which was promulgated in 1932. The societies which were started thereafter include the Kenya Farmers' Association, Kenya Cooperative Creameries and the Kenya Planters' Cooperative Union. They were all patronized exclusively by the white farmers community who dominated the agricultural production industry during those days.

In the years immediately before and during the Second World War, the rigid laws restricting production of cash crops to the white farmers' community were relaxed and some selected African reserves were allowed to plant and grow coffee. Meru and Kisii districts were the fortunate areas which were first allowed to plant coffee. Although the African production of the crop became substantial during the war, they were not yet allowed to form their own cooperatives or joining in the existing ones. All their crop was marketed through Asian traders who acted as middlemen.

In 1945 a new Cooperative Societies Ordinance was enacted to repeal the old one. This new Act made it possible for African peasant farmers to form their own cooperative societies for purposes of marketing agricultural and dairy produce. The progress during these early times was very slow especially due to the fact that money had not yet been fully appreciated by the African peasant- besides cash crops had not yet been sufficiently introduced in the African land units. The "Duka Wallas" in the rural areas who issued credit in anticipation for crops monopolized the agricultural produce market scenes even to the extent of resisting formation of cooperatives.

In 1963, a total of about 600 cooperative societies representing a membership of about 200,000 farmers had been registered. These cooperatives were involved in the marketing of crops like coffee, maize, beans, pyrethrum and milk. Independence brought with it an unurge in the number of registered cooperative societies. First of all it was popular for politicians of the day to advocate formation of cooperatives as a means to fight the middlemen and thus bring true independence to the people. Besides, the Government realized that the best way to contain the distribution of land to the landless citizens while at the same time maintaining the level of production, was through cooperatives. Agricultural and Settlement/Farm Purchase Cooperative Societies mushroomed in the early days of independence, at one time reaching a staggering figure of 2500 registered societies, representing over 600,000 members.

The rapid development was not achieved without problems. First of all, the peasant farmers were new to such organised systems like cooperatives. This meant that all their reactions to decisions on matters of policy and management were amateurish and lay. Secondly the Government machinery established to register these societies and supervised and control their development did not expand in proportion to the rate of expansion in the cooperative movement. These two factors provided a situation whereby poor quality of management led to misappropriations and mismanagement of many societies. In 1966, an amendment was made to the existing legislation and the first cooperative societies act of 1966 was enacted. This Act provided for greater powers to the Commissioner for Cooperative Development to intervene and ensure proper management of the cooperative societies. The 1966 Act is still in operation to date. Subsequent to this enactment cooperative societies were streamlined and the non-viable ones either deregistered, liquidated or amalgamated.

The past twelve years have been devoted to consolidated of the cooperative movement in the country. Cooperatives have moved from being mere collecting centres for agricultural produce to multi-functional institutions providing a variety of services which include provision of seasonal crop financing credits channelled through them by the Government; provision of farm inputs and other necessary requisites. In the recent past some societies have been embarked on primary processing of agro-products. Coffee cleaning and maize milling are outstanding examples. In the cotton industry most cotton ginneries which were hitherto owned by expatriate entrepreneur are now owned and managed by cooperative societies.

Services of Cooperatives

Cooperative Societies provide a variety of services to their members. As majority of the cooperatives are based on the agricultural industry, they handle the members produce for processing and marketing. The small holder cooperatives control nearly 50% of the volume of the total coffee crop; nearly 90% of the pyrethrum; over 80% of the cotton; and over 50% of all marketed milk. They are also involved in sugarcane and fish marketing.

In addition to handling agricultural crops, many cooperatives provide credit to their members in kind such as farm inputs, grade cattle and cash for development of their farms. In this connection cooperative unions have established banking sections through which credit is channelled from the Cooperative Bank of Kenya. In view of the important role which cooperatives play in the rural areas the Government of Kenya has agreed to channel most of the credit funds from the World Bank under the Integrated Agricultural Development Programme and Smallholder Production, Services Credit Project of the USAID respectively, through cooperatives in order to enhance the development of the rural areas.

For the urban population there thrives cooperative savings and credit societies which are for the salaried workers. Practically, every Government Ministry has a cooperative savings and credit society for its employees. The private sector is also very well covered by savings and credit societies. It should be noted that the development of savings and credit societies is a recent innovation in Kenya. In fact it is only ten years old and today there are over 550 savings and credit societies with a membership of nearly 220,000 with a combined share capital of approximately shillings 375 million. The savings and credit societies are affiliated to the Kenya Union of Savings and Credit Cooperatives (KUSCCG) which is affiliated to the Kenya National Federation of Cooperatives.

There are also consumers, handicraft and housing cooperatives which operate in the urban areas. Some of these cooperatives are weak and have not been very successful particularly the consumer ones. Housing cooperatives have however been given an impetus by the Government following the registration of the National Cooperative Housing Union Ltd (NACHU) in September 1979. The immediate future of the Cooperative Housing Movement in Kenya depends to a large degree on how well NACHU will be able to provide support to its member societies.

Insurance services are also provided to cooperatives in the cooperative Insurance Services Ltd incorporated in January 1979 as a wholly owned company by cooperatives.

Nearly one quarter of the country's population derives its benefits from cooperative activities.

In 1978 the total number of cooperative societies registered had been reduced to 1693 due to liquidation of those ones which were not viable. This figure represents active societies catering for the interests of a total of 1,137,422 members who have bought shares worth shs.509,936,200 in their societies. In the same year, the cooperative movement made a total turnover of shs. 2,164,216,100 accounting for all activities. An average of 85% of this value was paid back to the farmers as proceeds. Besides and this is the one unique feature of cooperatives as opposed to companies, whatever surpluses were made in the cooperatives, a certain percentage thereof was paid back to the members in form of patronage rebate depending on the amount of business a member had undertaken with his society. This is a tremendous amount of business which represented a large portion of total commercial activities in the country. The demands on management qualities and skills both for the executives and management committees of cooperative movement is therefore also proportionately great. Both the Kenya National Federation of Cooperatives (which is the apex of cooperative movement in Kenya) and the Ministry of Cooperative Development have invested large amounts of time and money in training these executives and management committee members during the past one and half decade. Due to rapid expansion of the cooperative movement, the facilities for providing the training services have not been able to cope with training needs. As mentioned above the calibre of people elected to serve on the management committees are laymen without much business knowhow

and experience. Moreover, by the nature of the cooperative organizations themselves, about one-third of total membership in the committees are elected each year. Since there are an average of seven committee members to train on elementary management theories and practices in cooperative business, there are a total of 11,850 committee members to train. Due to this magnitude, many societies end up with partially or non-trained management committee members for several years.

On the other hand, the system to train the executives of the societies is more effective. The Cooperative College of Kenya provides courses in management at three different levels viz. Accounting and Business Management Course I and II each of three months duration and Certificate in Cooperative Administration course lasting nine months. Besides, there are courses for three months organized at the College for Banking Secretaries and Clerks and Coffee Factory Managers. The problem facing the movement in this respect is that the personnel trained in these fields become so well qualified and are usually lost to the private commercial sector which offers more lucrative terms of employment than the cooperative sector. This makes the training burden on the cooperative movement remain at a constantly high level. This fact explains the continuous problem of poor management and accounting standards evident in many cooperative societies.

Kenya National Federation of Cooperatives

The Kenya National Federation of Cooperatives (KNFC) and the Ministry of Cooperative Development are quite aware of this situation and all efforts are being made to improve the performance at a society level. For example, in February, 1980 KNFC mounted a week's Senior Cooperative Managers Training Course which dealt with the problem of the management of cooperative unions/societies in relation to the implementation of the Government Policy on rural seasonal crop production credits. This was the first such specific problem oriented forum of leaving and exchange of experience which brought together policymakers, governmental control and supervisory staff and the executors of the policy at grassroots level. Many more such courses and seminars are planned for the future.

A discussion on the progress of the cooperative movement in Kenya is incomplete without a mention of the Kenya National Federation of Cooperatives Ltd (KNFC). The entire movement in Kenya is united under the umbrella of KNFC which is the mouthpiece of all cooperatives and their representative both nationally and internationally. KNFC was founded in 1964 for the sole purpose of championing the unity of cooperative societies which were scattered throughout the country at independence and helping to promote the prosperity of the individual members of those societies in accordance with the acknowledged cooperative principles.

Since its foundation and subsequent registration as the national apex cooperative society, the KNFC has been instrumental to the formation and registration of the Cooperative Bank of Kenya,

the Kenya Union of Savings and Credit Cooperatives and more recently the Cooperative Insurance Services Ltd which is private insurance company owned by the KNFC and Cooperative Movement in Kenya.

In its efforts to serve the cooperative movement even more KNFC has established some activities which offer services directly to the movement. These include :

- (a) a Printing Press which prints all standardised accounting stationery needed by the movement;
- (b) an Audit Services Section which audits books of account of some societies and advises on how to keep proper books. In pursuit of this services KNFC plans to open up audit branches in West and East Kenya. This will, apart from bringing KNFC closer to its affiliates, give better professional services to them;
- (c) a Price Monitoring Section which will keep records of trends prices of production and advise the Government on reasonable prices to be paid for agricultural products;
- (d) a Management and Planning Consultancy Section whose duties will include management systems development for KNFC itself and the movement. This section will also make proposals regarding development plans for the movement. Management consultancy services will be offered to the movement depending on identified needs and specific requests;
- (e) lastly and not least, KNFC intends to revive its education and training services to the movement. Although this service will start in a small way initially, it is anticipated that it will be one of the major services KNFC will offer in future. Currently, though, KNFC is negotiating and arranging for training opportunities for staff and committee members both locally and overseas.

KNFC pays gratitude to our partners in the cooperative family for the major expansion programme it has been able to make. First of all it must be mentioned that the Internal Cooperative Alliance whose day is being celebrated the world over today, has been the go-between in matters of bilateral aids coming to the cooperative movement in Kenya. Both the Nordic Cooperative Movement and the Cooperative Union of Canada have agreed to come to the aid KNFC. In fact the Nordic Cooperative Project to Kenya has seconded four officers from overseas to work together with Kenyans to help build KNFC and the Movement into even stronger institutions.

The struggle to build cooperatives continues and in joining hands today we are reminded of the words ONE FOR ALL AND ALL FOR ONE which were said by one of the very famous cooperators FRIEDRICK WILHELM RAIFEISEN of Germany.

COOPERATIVE MOVEMENT IN KENYA

ANNEX

1. Total number of societies - over 1693 active
Individual membership - over 1,137,422 members
2. Secondary Societies - 39 cooperative unions
3. Countrywide Societies - Kenya Creameries Cooperative
Kenya Farmers Cooperative Association
Horticultural Cooperative Union
National Cooperative Housing Union
Kenya Union of Savings & Credit Coops.
Cooperative Insurance Services
Cooperative Bank of Kenya
Kenya Planters' Cooperative Union
4. Apex Society - KNFC - Kenya National Federation of Cooperatives Ltd.

<u>TYPES OF SOCIETIES</u>	<u>APPROXIMATE NO.</u>	
Marketing	} coffee } milk } pyrethrum 945 } cane } cotton } cashew nuts	
Farm Purchase		80
Ranching
Consumers		55
Savings & Credit Cooperatives		550
Housing		30
Fisheries	25	
Bookkeeping	
Handicraft etc.	<u>8</u>	

RECENT & CURRENT COOPERATIVE DEVELOPMENT TRENDS IN MAURITIUS

Introduction

In a predominantly agricultural economy like that of Mauritius which is densely populated but has a mono-culture which is sugar, the mainstay of the economy, the Cooperative Movement is now recognised as an effective machinery to bring about social and economic benefits to the people and occupies a prominent place in the overall development of the country. At the beginning of this century the rural population which was in the grip of moneylenders due to their heavy indebtedness found their salvation in the Cooperative Movement which was first introduced in Mauritius in 1913 the year cooperative law was enacted. Credit Cooperatives were the first to be formed in the country. The societies were primarily designed to alleviate the plight of the small cane growers who were being exploited by middlemen and brokers. Gradually the field of cooperative activities expanded encompassing within its fold all types of commercial activities.

Need for re-organisation

Since their inception in the country, cooperatives have been organised to meet the needs of their members on a single purpose basis. Admittedly these cooperatives have contributed effectively towards the economic uplift of the members. However, because of their value, these cooperatives are perforce small, and many services to their members are not catered for as it would be too uneconomic to do so. Consequently the farmers are compelled to have recourse to other private agencies in an individual capacity to meet those needs not satisfied by their cooperative organisations.

In the light of the recommendations made by the National Cooperative Planning Conference in 1977, an attempt has since been made to convert those single purpose, single service cooperatives into multi-purpose ones with the object of providing a package services at the right time and at fair prices. As these multi-purpose societies can thrive only on large volumes of business, it has become necessary, as a means to achieve this objective, to merge or amalgamate the existing small, uneconomic societies at the base into large viable units to achieve advantages of large scale undertakings and at the same time to benefit from the economics of scale thus avoiding overlapping of many activities in an area.

Government Policy Statement - A Blue Print

The year 1980 has marked a new epoch in the history of the Cooperative Movement in Mauritius. The Government in a clear-cut declaration of policy has injected a new vigour and dynamism into the Movement which, tried for several years to have a well-structured and comprehensive plan for cooperative development in the country.

The Government is fully committed to the cause of cooperation by giving due recognition to cooperatives as an invaluable instrument of social and economic progress, particularly for the weak and the disadvantaged, based on self-help, mutual aid and participation thereby favouring the attainment of an era of greater employment opportunities, peace and prosperity through quality and social justice. The main accent is laid on growth and development of the cooperative form of organisation and business. The means are also spelled-out- re organisation of the movement on multi-purposes lines (to confer all required services from one source), improved efficiency, greater participation of members, financial self-reliance, adoption of modern accountancy procedures, more effective and training programmes.

It also underlines the contribution of the cooperative consumer sector as the ideal tool for consumer protection. The Government has pledged itself solemnly to do whatever in its power, administratively financially, legally to support and assist the Movement on its onwards path of rightful endeavour.

A Scientific Approach - Education and Training Activities

It is a generally accepted fact that in order that the cooperative may realise its goal of conferring benefits on their members, they must, as all business enterprises require, be run on sound and efficient lines; this is more difficult as in a mixed economy as ours, they operate in a hostile environment, subject to intense and sometimes disloyal competition from the powerful private sector. The problem is that ordinary men and women, the beneficiaries and the people responsible, as owners for managing cooperative organisations have no such experience and are ill-equipped to do so. Hence the need to educate and train the cooperative triangle - the general membership, the committee members and the staff, the people directly involved in cooperatives. Education and Training are thus one of the chief pre-requisite for cooperative success without which, of course, no cooperative movement may survive. To provide education and training in cooperatives, educators and trainers are necessary. In the past a considerable amount of informal education and training was imparted by the staff of the Department of Cooperatives and the Union whilst auditing the accounts of societies. Likewise, the cooperative federations have also contributed, in their day-to-day dealings with their member-societies, to their education and training, equally in an informal capacity. It may be pointed out here that one of the major constraints to effective training was the lack of adequate finances and trainers.

However,, with the expansion of the Movement it has become increasingly desirable to systematise and professionalise the types of education and training to be offered and to entrust this responsibility to a specific agency. The International Cooperative Alliance Mission to Mauritius recommended the Mauritius Cooperative Union as being the most suitable agency and eventually the MCU's educational activities have been further intensified with the formal creation of a full-time Education Wing in the beginning of 1980. The wing is manned by three senior education officers assisted by a Principal Cooperative Officer of the Ministry.

Cooperative Development Council

The Honourable Minister for Fisheries and Cooperatives and Co-operative Development has recently set up the Cooperative Development Council (CDC) comprising of seven members with the Registrar Co-operative Societies acting as the ex-officio secretary. The object of the Council is to advise the Minister on matters pertaining to the cooperative movement in the country.

Cooperative Trading Centre Project

The consumer cooperative sector is represented by 85 cooperative store societies with a membership of about 23,000 and the development of this primary structure has been quite positive for the past years despite the lack of a secondary wholesale society.

The Mauritius Consumers' Cooperative Federation (MCCF) was created in 1971 to unite all the stores and has for the past few years been fully engaged in the project of establishing a cooperative wholesale enterprise which would help all the cooperative stores throughout the country to obtain commodities at reasonable prices, and ensure a better distribution of benefits to members.

A project for the setting up of the MCTC was prepared in collaboration with the Friedrich Ebert Foundation (FES) and submitted to the Government for approval. The Kredit Austalt Fur Wideder Aufban (KfW) was approached for financial assistance and has since approved a loan of Rs 2.7 million for the implementation of the project valued at Rs 4.7 million.

The consumer cooperatives have their place and a role to play in the national economy; it is part and parcel of the structure of internal trade in Mauritius and serves the whole population - mainly the people in the rural areas. To protect the interests of the consumer stores against profiteering, black-marketeering and hoarding to keep prices down and maintain the quality of goods sold to the societies, to rationalise the structure of their trade, a cooperative wholesale trading centre to cater for their needs in basic and current consumer goods at fair wholesale prices and the provision of transport facilities for prompt delivery of the foods is more than indispensable to the primary store societies. The necessity for the establishment of the trading centre has already been situated in the context of the present phase of development of the consumer cooperative sector with due regard to the latter's consolidation and further expansion.

Main objectives of the M.C.T.C

- (a) To centralise the wholesale cooperative trade and strengthen the purchasing power of the cooperative stores;
- (b) To effect bulk procurement of goods at preferential prices and assure their planned distribution to cooperatives;
- (c) to act as agents for the marketing of local produce;

- (d) to import goods from other cooperative trading organisations at competitive prices;
- (e) to provide an effective transport service for the rapid and regular distributions of goods;
- (f) to establish retail cooperative outlets where desirable;
- (g) to supervise and render technical guidance and assistance to the affiliated stores;
- (h) to arrange for the training of the staff and education of the members of the affiliated societies;
- (i) to represent the interest of the cooperative stores before any private and public body.

Cooperative Journal

The necessity of a cooperative journal as a complementary instrument supporting the educational work of the Education Wing was badly felt. It may be recalled that the Union was publishing a cooperative bulletin in the past for the spread of cooperative news but was shortlived on account of financial and manpower constraints faced by the Union.

The Publication of the bulletin has been revived under a new name - "The Mauritian Cooperator" with these objectives:

- To serve as a principal means of communication and information for the cooperative movement;
- To provide a forum for discussion of current cooperative problems;
- To serve as a media for education and enlightenment of cooperative membership and general public;

So far, five issues of the quarterly have been brought out and supplied free of charge to all cooperative societies.

Cooperative Management Consultancy Unit (CMCU)

As business organisations, cooperatives should adopt modern management techniques in order to ensure the maximum of financial and material resources.

The Mauritius Cooperative Union has recently set up a Management Consultancy Unit which is vested with the responsibility of guiding all the consumer cooperatives for achieving operational efficiency with the following objectives :

- To upgrade the level of efficiency in cooperative societies
- To prepare feasibility studies in the case of new cooperative ventures.

- To assist the Education Wing of MCU in planning and implementing education and training programmes.
- To elaborate a plan for the simplification of accounts of cooperative societies.
- To make suggestions as to the improvement of audit.
- Preparation of cooperative projects.

Radio/TV Education Programmes

In order to cater for the education of potential members and general public it was considered necessary that the Movement should make use of the mass media effectively and also on a regular basis. A modest start has already been made in this direction by organising a series of educational programmes through Radio/TV with these objectives :

- To enlighten the general membership of all types of cooperatives on the trends and problems in the Movement so that they can keep abreast of the developments and respond favourably to changing situations.
- To make the general public conscious of the potentialities of an emerging cooperative sector in the socio-economic milieu of the island so that they eventually become responsive for the opportunities to organise cooperative ventures.

New Ventures

The cooperative Movement can now boast of covering another field of economic activity to serve the cooperators. The Union is shortly adding a new type of cooperative activity by operating a Travel Agency under its fold.

Of late there has been an increase in the number of cooperators travelling abroad either on mission or on holiday tours as well as the sons and daughters of cooperators proceeding abroad for higher studies. The objective is to provide a better service to cooperators as also to generate additional income of the Union thus reducing its dependence on Government financial assistance.

Project of a Cooperative Training Institute

With a view to lend institutional support for all kinds of training, education and research activities, a training institute was found to be quite imperative. A project has been prepared and submitted to the Joint Indo-Mauritian Economic Commission for financial assistance. The absence of such an institute is the biggest constraint not merely for cooperative education work but even for the qualitative growth of the movement in general.

ICA REGIONAL TRAINING SEMINAR ON INFORMATION, PUBLICITY
AND PUBLIC RELATIONS: NAIROBI: 4TH TO 16TH MAY 1981

COOPERATIVE DEVELOPMENT IN SEYCHELLES * *

by

Mr. Diederik de Vleeschauwer and Mr. Roy Noel

BACKGROUND AND HISTORY

Seychelles consists of 92 Islands spread in the Indian Ocean of which only three - Mahe, Praslin and La Digue have significant population reaching close to 65 thousand.

The Cooperative Movement in Seychelles has to be seen within this context. The Movement is indeed small and modest having at present nine societies and apex organisation, with a total of approximately 1700 cooperators.

The start of Cooperative Movement in the early sixties was met with little success and only due to a growing Copra Industry a network of Copra producing societies was slowly established over the three main islands, giving farmers and planters the possibility to participate in large scale production.

With a substantial percentage of the Agricultural Industry in the hands of the Cooperative Movement, the Union Cooperative des Seychelles soon became the only apex organisation, having two main functions: Firstly, financing the Primary societies and giving Management and Accounting services. Secondly, handling more general policy matters and acting as spokesman for the Cooperative Movement.

In 1970, eight Copra producing societies, one farmers marketing society and one poultry society represented the Cooperative Movement in the Agricultural sector. The Credit Union was the only Savings and Loan Cooperative, and in addition one carpentry and one consumer cooperative society were in operation.

2. PRESENT SITUATION

As from 1st January 1981, Government Policy on the Cooperative Development was changed. The Cooperative Division of the Agricultural department was abolished and its functions transferred to L'Union Cooperative Des Seychelles. These responsibilities include Promotion, Education, Training, Business advice and Accountancy services for the primary cooperatives but not registration and final audit of society accounts, which will remain with Government (in-casu the Registrar). The general tone of the Government policy is supportive of a cooperative movement in the Seychelles, offering Government help in number of areas. However it must also be said that the actions being taken are going to make it more difficult to develop a viable movement. Thus the position of the Seychelles cooperative Movement is presently in a transition period with constraints as well as many positive events.

...../2.

(*The content of the paper does not represent any official Government of Seychelles statement nor FAOs statement).

If we compare the present situation with the 1970 situation in the Agricultural sector, only five Copra Producing Societies survived. Parastatal Companies have the monopoly of the Marketing and Agricultural produce, a fact which reduces the role cooperative societies could play in this sector. In the Credit sector the position of the Credit Union is very sound and future prospects are good. In the other economic sectors of the Seychelles, the handicraft cooperative society and the newly formed ceramics society are having a sound financial situation while the carpentry and the consumer cooperative have to face yearly deficits.

3. FUTURE SITUATION

As mentioned before, the Union Cooperative having fully responsible for Cooperative Development in Seychelles is setting-up a section on promotion and education. At this very moment the following projects for the establishment of new societies are in the pipeline :

- The establishment of a new consumer cooperative, self-financed by the members and with active involvement of the members in running the proposed consumer club.
- The establishment of a new handicraft cooperative at Praslin is being promoted and looks very feasible for the near future.
- With the support of the Women's Association and the United Nations Fund for the Women's Decade an existing workshop will be transformed into a Sewing Cooperative.
- A French non-governmental organisation project is preparing the formation of a Fishery Cooperative for drying and salting of surplus fish catches at Praslia.
- For the Agricultural sector, preparatory research and promotional actions are being carried out in order to look into the possibility of setting-up three joint management units, working as a Farm Cooperatives.

Although nothing definite can be said about future cooperative policies, the present projects for the establishment of new societies should prove the importance Cooperative Movement can play as people's organisations in the development efforts of the Seychelles.

ICA REGIONAL TRAINING SEMINAR ON INFORMATION, PUBLICITY
AND PUBLIC RELATIONS; NAIROBI: 4TH TO 16TH MAY 1981

RECENT & CURRENT COOPERATIVE DEVELOPMENT IN TANZANIA

The recent and current cooperative development trend in Tanzania cannot be viewed comprehensively without first gaining some insight into the historical trend of cooperatives in the country.

The beginning of Cooperatives

The successful story of Cooperatives began in the year 1925, in Northern Tanzania when the first society for the natives was established. They then spread to other cash crops growing areas of the country. The motive behind the formation of Cooperatives since then was to eliminate exploitation by the tactical middlemen. Through Cooperatives, farmers could obtain better prices, loans, farm implements, and inputs. Cooperatives served as produce marketing centres. It is therefore not an accident that the first Cooperatives were farmers' marketing cooperatives, since agriculture is the mainstay of Tanzania's economy.

Zanzibar had Cooperatives almost during the same period. The Colonial Government in Zanzibar seeing the widespread establishment of Cooperatives, passed the first law in 1948 to take care of their running.

Independence and After

Until Tanganyika's independence in 1961, there were 857 Cooperative Societies which necessitated the formation of a national cooperative movement. The Cooperatives included savings and credit societies, consumer cooperatives, transport cooperatives, etc. The first national cooperative movement was the Cooperative Union of Tanganyika (CUT) established in 1961.

More societies - Savings and Credit, Transport Cooperatives, etc., emerged. Some were direct members of CUT, and a number of primary societies did not either form unions or join the apex organisation.

Zanzibar had neither Unions nor an apex organisation.

Generally, the structure of Cooperatives until 1976, comprised primary societies, secondary societies and the apex organisation - CUT. Other Cooperatives were independent of Unions and CUT.

After the Arusha Declaration and the Villagilization Policy

Tanzania declared the policy of socialism and self-reliance in 1967. The policy of socialism was to have the rural population live in recognised villages, where they could work together and share their efforts according to each one's participation. Provision of services for all in democratically led statutory villages was also the pre-requisite of the policy. The government initiated the programme in

1974/75, after which a law was passed in parliament to give villages body corporate powers. This village act of 1975 stipulates that those villages are deemed to be multi purpose cooperative societies. Hence began the current trend of Cooperatives in the country.

The government in 1976 put all primary and secondary societies under a liquidator, among other reasons, to confirm with the re-organisation of villages, which were deemed to be the new Cooperatives without Unions. The apex organisation - CUT was left to operate at a standby for further restructuring.

This situation prevailed to 1977, the period that the then two Tanzanian political parties were to merge to form CHAMA CHA MAPINDUZI. Notably Cooperatives have been changing in manner and structure in response to Tanzanians political history.

Recent and Current Cooperative development

After the birth of Chama cha Mapinduzi, the one political party for the Isles and the Tanzania mainland, the Cooperative Movement was put under the umbrella of the Party, objectively to help in the implementation of socialism and self-reliance, through Cooperatives. The Union of Cooperative Societies - UCS - as an apex organisation and an organ of the Party came into being in 1978 and made statutory in 1979, taking the position of CUT (former apex organisation of secondary societies.

UCS now operates in Tanzania mainland and the Isles, Zanzibar. It has as its direct members, registered villages under the 1975 village act, Zanzibar Cooperatives enforced by decree number three of 1979 of the Zanzibar Revolutionary Government, and urban cooperatives in the mainland existing under the 1968 Cooperative Act.

Under this new set up, cooperative membership has widened including more than 8000 registered villages, accounting for 97% of the rural population or 85% of the whole Tanzanian population. Other Cooperatives, mainly urban, have the following composition:

Consumer Cooperatives	29%
Savings and Credit	24%
Building Societies	3%
Tailoring Societies	2%
Others	42%

The new structure works with forums from the district to national level where elected members from Cooperatives and Villages discuss Cooperative matters.

Since its inception in 1978, UCS has completed the election of leaders at all forums. It has established branch offices in all regions in the country with the necessary savings staff that render services, i.e education, legal services, insurance, stationeries, etc., and consultancy to members.

The Movement has been entrusted as its Constitution stipulate with the following objectives :

- Mobilising all Cooperators theoretically and practically in implementing the concept of Socialism and Self Reliance.
- Uniting Cooperators in the struggle against exploitation.
- Bring about Scientific and Technical revolution to Cooperator's productive activities through Motivation.
- Develop international cooperative links.

It is of interest to stress here that our village cooperatives are MULTI PURPOSE oriented. There is free room for expansion and diversification. The Government and its organs, the Party and particularly the UCS are duty bound to assist Cooperatives in their development.

It is now four years since Tanzania Cooperatives began operating by the new set up. Much has been done as explained to foster Cooperative development. But still much needs to be done in consolidating cooperatives and strengthening the Cooperative Movement. That is why towards the end of 1980 the Government appointed a special committee headed by the former Secretary General of the Cooperative Movement to look into the possibility of re-establishing the defunct regional cooperative unions in the country. This Committee has completed its assignment and handed its recommendations to the Government for consideration.

ICA REGIONAL TRAINING SEMINAR ON INFORMATION, PUBLICITY
AND PUBLIC RELATIONS: NAIROBI: 4TH TO 16TH MAY 1981

RECENT & CURRENT COOPERATIVE DEVELOPMENT TREND IN UGANDA

Cooperation is a time test universally accepted philosophy of Social and Economic brotherhood. While the pioneers of cooperation in its present form and understanding battled for recognition far back in 1844, somewhere in Britain - the Roacheles in 1844; that "Gospel" did not get into Uganda until 1946. Of course, before formalisation of the Cooperatives in that year, and the registration of the first cooperative society called Namutamba Growers Cooperative Society Ltd., farmers somewhere in Mubende District at Kinakulya cooperation had already taken root, as far back as 1913.

The Uganda Cooperative Movement which is now 35 years old is composed of over 3500 registered primary cooperative societies, the majority of which do handle agricultural produce. There are over 12 different types of cooperatives, some of which are very much specialised. We have :

1. Agricultural Marketing Societies - over 75% of the societies fall under this category.
2. Traders Societies
3. Credit and Savings Societies
4. Farming Societies
5. Livestock Societies
6. Hides and Skins Societies
7. Fishing Societies
8. Handicraft Societies
9. Building and Housing Societies
10. Transport Societies
11. Shoe Making Societies
12. Taxi Operators Societies
13. Consumer Societies.

The above categorized societies which are basically primary have in turn formed themselves into 33 District Unions, out of which 17 handle coffee marketing, 11 cotton, 3 tobacco, 1 tea, 1 handicraft and one livestock.

These Unions have in turn formed six national unions. These are :

1. The Uganda Cooperative Central Union Ltd
2. The Cooperative Bank Ltd
3. The Uganda Cooperative Transport Union Ltd
4. The Uganda Insurance Society Ltd
5. The Uganda Wholesale Consumer Cooperative Society
6. The Uganda Credit & Savings Union Ltd.

The six national organisations and the district unions have formed ONE APEX organisation called The Uganda Cooperative Alliance Ltd. It is the mouthpiece of the entire Cooperative Movement and it is this UCA which is affiliated to the International Cooperative Alliance whose auspices we are here.

At the centre of the whole cooperative activity is the Department for Cooperative Development representing the Government. As mentioned earlier on, the Cooperation is a time tested universally accepted philosophy of Social and Economic brotherhood. Like any other tool - it is a tool for human development, its effectiveness is a function of the craftsmen in whose hands it is placed. These craftsmen who are professional civil servants are headed by the Commissioner for Cooperative Development who is at the same time the Registrar of Cooperative Societies. In order to execute effectively and efficiently the roles and responsibilities relating to the Cooperative Movement, the Commissioner under him has several Assistant Commissioners and Cooperative Officers of different grades who assist him. These officers fall under the following sections :

- Administration
- Management, Planning and Development
- Savings and Credit
- Audit
- Education and Training
- Consumer and Livestock.

Recent Trends :

During the recent years late 60s and early 70s the Cooperative Movement in Uganda was very strong. We were handling 100% of cotton ginning and 100% of processing of wet coffee. One Union, the Bugisu Cooperative Union was not only processing the entire of Bugisu Arabic coffee, but it was carrying out direct export of that crop. Another Union, Bunyoro Growers Cooperative Union had the sole monopoly of processing improved seed in the whole country.

The Cooperators handled over 75% of the Coffee trade. In short the Movement was thriving and we were all proud of it. Then came the Military Regime with all its hazards and the so-called economic war. This Regime while mismanaged the nation, also cooperatives were equally affected. Production of the major crops that were handled by union fell sharply especially cotton. While by 1970 we were handling over 400,000 bales, by 1978 less than 200,000 were being ginned. Farmers opted for food crops like beans, maize, groundnuts, since they were more paying. It became "laissez-faire" participation.

On the coffee side, many more private factories mushroomed. While we cooperators paid farmers government controlled prices, individuals commonly known as "Mafuta Mirigis" inflated the prices. They could afford to pay higher prices because they know how to go about it - smuggle it out. The whole drama became vicious circle. Cooperatives were no longer strong. Our cotton unions almost went into read and even the coffee unions became a bit shaky. It was a recession for cooperators, and in turn to the country.

Current Trends

As you may recall, Uganda was liberated in April 1979 while most business concerns were affected by the Liberation War, the Cooperatives as block paid the highest price. We lost, we lost cattle, factories, motor vehicles and all sorts of fixed and current assets.

For instance, in monetary --

Masaka Cooperative Union lost assets worth about	53 million
East Mengo	25 "
Bunyoro	22 "
Banyankole K. Growers	12 "

It is estimated that over 150 million worth of assets were destroyed.

However, the relief we have now is that our new elected government is reactivating the movement once again. Factories are being built and our Cooperative Transport system is improving. As for the fall in production of our major foreign exchange earner crops, Government has raised the minimum prices paid to farmers with a view of attracting farmers to produce more. Now a kilo of Robusta Coffee (unhulled) is shs.20/-. Furthermore, the Government has so much faith in Cooperatives that some of the Rehabilitation Assistance is channelled through the Cooperatives for distribution. We are distributing essential tools like hoes, to the farmers.

In order to restore the morale and activities of the Cooperators the Government is encouraging cooperators to "Diversify". The dependance on cotton and coffee alone is no longer safe so cooperators have entered into a Diversification Programme which include Ranching, General transport, Pineapple growing, fishing, etc. More societies are getting registered monthly.

There is now a trend too, of moving from single purpose societies to multi purpose. The Cooperatives, are now viewed, as tool which can be used to uplift the standards of living of our farmers at Village level. We are, therefore, joining hands in the "Integrated Rural schemes".. This means that when the farmer goes to sell his/her crop (coffee) to a cooperative store, he should be able to go next door and buy essential commodities e.g salt in a cooperative shop and then travel home in a cooperative bus or taxi.

As part of our rehabilitation programme, we intend to step up training. As first priority we intend to train and upgrade the trainers responsible for training the Managers and Farmers at Village level.

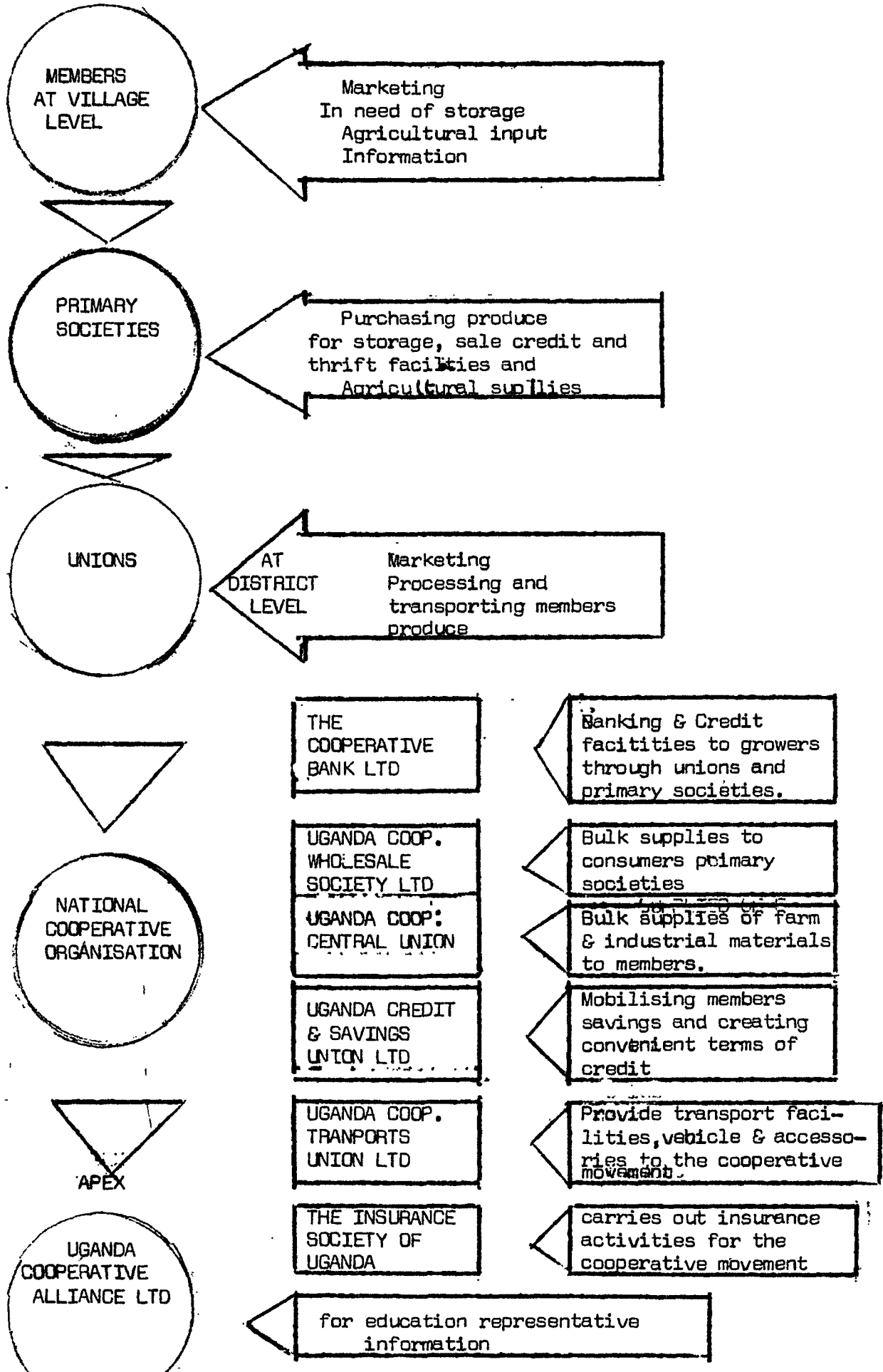
...../4.

Then we have in the pipeline, intention to train key officers not only of the department but of the district unions too in their respective fields.

Our new government recognises that one way to get of the mess of the military regime and to build our shattered economy, including co-operatives is to step up training - a trend that had all along been an aspiration of the International Cooperative Alliance.

We in Uganda are looking forward to gaining our place among fellow cooperators and are hopeful that the future of cooperation is bright in our country.

THE STRUCTURE OF COOPERATIVES IN UGANDA



RECENT AND CURRENT COOPERATIVE DEVELOPMENT TRENDS
IN ZAMBIA

1.0 BACKGROUND

Cooperatives in Zambia had their legislation in 1949. They have been and are viewed as instruments of social and economic change. Cooperatives play a significant role in the Zambian economy in the sense that they shoulder the noble task of uplifting the social and economic conditions of the most rural poor spread-over the country side. Development without the masses involvement is meaningless. Participation is a cardinal point in our development efforts and cooperatives lay a super-structure for active participation and collaboration at the economic base.

Cooperatives have the following role in the social and economic life of the nation :

- (i) Improvement in the quality of life particularly in the rural areas;
- (ii) Improvement of income
- (iii) Enhancement of grassroot participation
- (iv) Inducing a fair distribution of income.

1.1 Performance

The Cooperative Movement in Zambia has struggled to achieve the above stated objectives. Numerous problems have been encountered. On the other hand cooperatives in Zambia have contributed to the improvement of life in the rural areas.

1.2 Types of Cooperatives

1.2.1 Agricultural Producers Cooperatives

This group forms the majority and is the mainstay of the cooperative movement in Zambia. As at December 1978, they consisted of 161 multi-purpose cooperatives, 293 producers, 1 tobacco growers, 1 pig management, 3 cattle management, 1 dairying, 1 poultry, 11 beekeeping and 12 agricultural shows cooperative societies. They had a total membership of 59,122, with a share capital of K486 483 and a turnover of K14,894,516. The main services offered by the multi-purpose societies are - marketing, allocation of seasonal credit and the sale of farm inputs.

1.2.2 Savings and Credit Cooperatives

These cooperatives are very useful and handy as savings and lending houses throughout the country, especially in the remote rural administrative centres.

1.2.3 Consumer Cooperatives

These societies have a total turnover of about K1,563,115. Consumer Cooperatives are significant for the supply of essential commodities to most rural areas. The operations of these societies are however hampered by shortages of essential commodities.

1.2.4 Marketeers Cooperatives

These societies have a turnover of about K284,432. Usually each individual member runs and manages his own market stall but relying on the cooperative for his retail merchandise supplies.

1.2.5 Artisans Cooperatives

As at December 1978, this category comprised of ninety-five cooperatives broken down into sixty-two building construction cooperatives, twelve brick-making, fifteen sawyers and carpenters and six painting and decorating cooperatives. Building cooperatives face a problem of lack of continuous flow of contracts.

1.2.6 Workers and Labour Cooperatives

These societies consists of people who come together to produce goods and services through the application of their own labour.

1.2.7 Transporters Cooperatives

There is only one transport cooperative in Zambia. Its main function is to contract transport for agricultural produce for one of the marketing unions.. On the whole, in 1977, the total membership of 88,546 paid up share-capital and reserves of K3,569,079 and a turnover of K66,535,810.

1.2.8 Secondary and Tertiary Cooperatives

Zambia has seven functioning secondary cooperatives namely - five agricultural marketing unions, serving the interests of agricultural cooperatives in five provinces, one Federation of Building Cooperatives serving the interests of all building construction cooperatives in Zambia and the Savings and Credit association of Zambia (CUSA) serving the interest of all savings and credit cooperatives in Zambia.

2.0 New Marketing Arrangements

There are two institutions involved in the marketing of various commodities namely :

- (i) Statutory boards
- (ii) Cooperative Unions

The Coldstorage Board of Zambia is responsible for the procurement of cattle while the Tobacco Board of Zambia is responsible for tobacco marketing. Vegetables and fruits are handled by a Horticultural body known as ZAMHORT.

- 2.1 Cooperative Unions have been appointed as agents of the National Agricultural Marketing Board (Namboard) but in certain areas duplication of activities has occurred between Namboard and Cooperatives. Furthermore, Namboard exhibited a number of inadequacies because of shouldering too many responsibilities. The inefficiency in the market structure has compelled the Government to drastically reduce Namboard's functions and transfer some of them to the cooperative marketing unions.

Accordingly, Cooperatives will assume most of the functions in the provinces presently performed by Namboard - including credits, inputs, marketing, transport storage and small-scale processing. Through agro-processing the farmer will have an easier access to the marketing channel of his produce. The farmer cannot sell by chance, he must have a guarantee for a market. This market is provided by joining a cooperative. The hammer programme to societies also deprive the regional movement of produce. A peasant takes his maize straight to a hammer mill instead of being at the mercy of a miller and other middlemen.

- 2.2 The marketing of major commodities and provision of inputs will be an exclusive function of the provincial unions by the end of 1982. To achieve this, functioning cooperative unions and societies will be formed in the remaining five provinces, paralleled to a considerable strengthening of the existing unions. Namboard's functions will be limited to purchasing of surplus maize and other grains from unions for storage and distribution of deficit areas. Namboard will also be responsible for imports of maize and fertilizer as well as exports of possible surplus crops.

- 2.3 Under the new system unions will be responsible for the purchase of all grains from the farmers and for transporting them to central storage places operated by Namboard. They will also be responsible for selling maize to the millers and for the distribution of inputs. To enable the unions to discharge their functions they will be given a price differential and handling cost subsidies in addition to a certain margin or commission.

- 2.4 A possible danger accompanying the rapidity of replacing Namboard by cooperatives is the tendency of creating cooperatives from above, risking the diminish the farmer's awareness that cooperatives should be their own organizations and should be used for the promotion of their economic situation and interests. This likely alienation of members from their cooperatives might warrant unnecessary Governmental control over the movement.

3.0 Marketing of Seed

Previously, seed marketing was the responsibility of Namboard. This function has been assumed by the Zambia Seed Company Limited.

Zambia Cooperative Federation has bought 20% shares in this Company by virtue of being farmer's representative organization. ZCF holds these shares on behalf of the various marketing unions. In this way, farmer's interests are taken care of.

The Seed Company will strive to produce quality seed so as to boost agricultural production.

4.0 New Areas of Exploration

The prime objective in the forthcoming years will be to tailor the various types of cooperatives with the indigenous resources existing within a region. This decision has come as a result of a failure in some areas because the cooperatives promoted are alien to the rural workers and peasants. Producers cooperatives have been promoted in areas rich with fish.

Maize has been promoted in areas rich with cassava. This imposition of crops has hindered the development of other food crops. The ultimate result is that the demand for maize is highly exaggerated, resulting in maize imports with the attendant problem of worsening the balance of payments.

5.0 Cooperative Credit Scheme (CCS)

This scheme was initiated within the cooperative movement in 1975 with the objective of increasing the income and improving the standard of living of subsistence farmers through promotion of their agricultural production. CCS has been developed with technical and financial support from the Swedish International Development Authority (SIDA).

Under this scheme is a revolving fund which is administered by the Agricultural Finance Company. At the moment this organisation faces problems due to dwindling recovery rates. To this end the AFC has not satisfactorily carried out its obligations as the national administrator of the CCS revolving fund. Consequently its role within CCS will be terminated. The Zambia Cooperative Federation will become the new administrator of the fund.

6.0 Among the opportunities for the cooperative movement is the fact that the movement enjoys a lot of political support from the ruling body. This is the greatest opportunity any organisation can have.



17204

THE COOPERATIVE PRESS IN EASTERN AND CENTRAL AFRICA

- *Tanzania*
- *Zambia*

ICA REGIONAL TRAINING SEMINAR ON INFORMATION, PUBLICITY
AND PUBLIC RELATIONS: NAIROBI: 4TH TO 16TH MAY 1981

THE COOPERATIVE PRESS IN TANZANIA

Cooperative Information and Publicity is always considered to be one of the most effective means of promoting cooperative education in Tanzania. Since the inception of the cooperative movement in Tanzania in 1932, there has always been one way or another of publicising cooperative activities though not in a coordinated way. When I say not in a coordinated way, I mean that there never existed a common information and publicity organ for the entire cooperative movement in the country as each regional or district union had its own newsletter or information bulletin publishing news on information suitable only to that particular region or district.

It was only after the formation of the cooperative apex organisation, the Cooperative Union of Tanganyika (CUT) in 1961 that the cooperative movement in Tanzania had a common information and publicity organ. This was the "Ushirika" newspaper published by the CUT. The editorial department of the CUT was responsible for the production and publication of the twelve-page monthly tabloid in Swahili language. While the editorial department of the CUT was responsible for the publication of the "Ushirika" newspaper, other information and publicity activities such as issuing of press releases, preparing posters and booklets were being carried out by the department of Education and Public Relations. In 1976 the CUT realised that what was done by the editorial department and the department of education and public relations was a mere duplication of work thus the two departments merged to form the education and publicity department.

In May 1976 all marketing cooperatives in Tanzania mainland were dissolved in compliance with the 1975 village act to give way for the new cooperative structure in the country (there were no cooperatives in Tanzania Zanzibar). Following this dissolution, all information and publicity activities conducted by the CUT stopped with immediate effect and the education and publicity department remained dormant, without any specific work for a period of two years. However, during this period, the department wrote a book on the history of the cooperative movement in Tanzania mainland. The book written in Swahili is called "Ushirika Wetu" literal translation is "Our Cooperatives". This book is considered to be an important study material on cooperatives in Tanzania for students in secondary schools, even in some higher educational institution in the Country.

The year 1978 witnessed the beginning of the restructuring process of the cooperative movement in Tanzania by the formation of the Union of Cooperative Societies (UCS) on 5th February 1978. The UCS is entrusted among other duties with the task of promoting cooperative education among members, leaders and employees of the entire cooperative movement in Tanzania. To realise this important task the Directorate of education and publicity was formed with two departments under it. The two departments are the department of education and training and the publicity department. The publicity department has three sections under its umbrella which are the publicity section, the editorial section and the radio education section. The publicity section is the public relation wing of the UCS charged with the responsibility of preparing press releases, posters, booklets and brochures while the editorial section has the responsibility of publishing newspapers and newsletters and the radio section has been charged with the task of cooperative education through radio.

In order that the directorate of education and publicity could perform its work effectively, the first move was to employ what we call cooperative education and public officers or CEPOs and post them throughout the country. In the meantime, there is one CEPO in every region, one in Unguja and one in Pemba. The CEPOs are supposed to be multi-purpose for, beside being teachers they are also supposed to be journalists as well. As teachers they have the responsibility of promoting cooperative education in their respective regions by conducting seminars and as journalists they are supposed to feed the editorial section at the head office with news and information on cooperative activities in their respective regions. As a matter of fact, however, they are the main link between the regions and the head office in Dar-es-Salaam, as far as cooperative information and publicity is concerned. So far with CEPOs.

As stated earlier, the Directorate of Education and Publicity of the UCS has two departments which are Education and Training and the Publicity departments. The Publicity Section of the Publicity department started its work right from the start, that is in 1978 while the Editorial and Radio Education sections started work a little bit later.

At the moment the editorial section is producing two newsletters in English and Swahili. The Swahili newsletter "Habari za Washirika" is published monthly with the aim of educating UCS members, inform them on cooperative development in and outside Tanzania and publicise the cooperative Movement in the country.

The English newsletter "Washirika (UCS) News" is published bi-monthly and its purpose is to inform cooperators especially outside Tanzania issues related to cooperative development in Tanzania.

The radio section is producing two weekly quarter-hour programmes from radio Tanzania, Dar-es-Salaam and Radio Tanzania, Zanzibar. The programmes come on the air every Thursday at 4.45 p.m from Radio Tanzania, Dar-es-Salaam and 7.45 p.m from Radio Tanzania, Zanzibar and are repeated every Saturday at 4.15 p.m from Radio Tanzania, Dar-es-Salaam and on Thursday again at 7.45 p.m from Radio Tanzania, Zanzibar. The purpose of these two programmes is to mobilise, educate and inform all cooperators in the country the principles of cooperation in the concept of our policy of socialism and self reliance.

Because the directorate of education and publicity needs highly qualified manpower, so as to perform its functions effectively, we have now embarked upon an ambitious training programme for our CEPOs. A seminar on journalism was held in Iringa, Southern Tanzania, last year and subjects covered during the seminar were news reporting, feature writing, news editing and page designing, broadcasting journalism, mass communication and public relations. The seminar was conducted in collaboration with the Tanzania School of Journalism. In addition, at the moment one CEPO is attending a two-year diploma course in journalism at the Nyegezi Social Training Centre, in Mwanza and we are planning to train more CEPOs in this field.

Besides, the Union of Cooperative Societies, we have also other cooperative institutions which the Prime Minister's Office, the Ministry responsible for Cooperative development in the country and the Cooperative College. Each of these institutions has its own information and publicity wing.

THE PRIME MINISTER'S OFFICE

The Prime Minister's Office has an information and publicity wing functioning under the Ujamaa and Cooperative Development Division. This unit has the responsibility of conducting all information and publicity activities with the aim of educating cooperators and the entire population at large on all policies and government directives that have a bearing on Ujamaa and Cooperative development. The Unit is using radio, booklets and magazines to accomplish its tasks.

The information and publicity unit of the Ujamaa and Cooperative development division is producing a weekly half-hour Swahili programme called "Ujamaa Leo" (Socialism today). The programme features speeches, talks, discussions and interviews as well as letters from listeners on the cooperative development in the country.

In addition to the radio programme, the unit publishes booklets on various aspects of cooperative development in Tanzania. Usually these booklets are distributed free of charge to various cooperative societies and cooperative villages. The unit also publishes a quarterly magazine in Swahili also entitled "Ujamaa Leo" (Socialism today). In this magazine policy issues and directives related to cooperative development are clarified or further elaborated for the benefit of all cooperators in the country. Typical success stories and various achievements of cooperatives are published in this magazine with the aim of helping to promote the cooperative spirit among our people.

COOPERATIVE COLLEGE

There is a Mass Media Education section at the Cooperative College. This section produces a weekly quarter-hour radio programme from Radio Tanzania, Dar-es-Salaam. This programme comes on the air every Monday at 3.15 p.m and repeated on the following day at 7.30 p.m.

This programme was launched 13 years ago (1967), basically for supplementing the correspondence courses offered by the Institute of Correspondence at the College. The programme therefore seems to be the best way of providing basic cooperative education, information and publicity to the cooperator and the general mass as a whole.

The College also publicizes its activities by the use of printed material such as pamphlets, posters, guide books, newsletter and charts.

The task of enhancing cooperative education through information and publicity in Tanzania calls for more hard work and dedication in the days ahead for those of us who have been entrusted with this task. With the help of fellow cooperators the world over and particularly the ICA we shall succeed.

.....

COOPERATIVE INFORMATION, PUBLICITY & PUBLIC RELATIONS IN ZAMBIA

Introduction

The Cooperative Movement in Zambia is relatively young. Its actual inception can be traced back to the late 1940s when the first Cooperative Societies with some indigenous membership had their legislation. These Cooperatives were of two types. One was serving the requirements of settler farmers (most Europeans) while the other was serving the needs of a very limited number of African farmers. Both types were of a primary nature as it was not until quite later that secondary cooperative associations came into being. Indeed it was in fact even much later - in 1973 - that the uniting apex organisation Zambia Cooperative Federation was formed.

Up until a few years after the formation of Zambia Cooperative Federation (ZCF) in 1973 all the Publicity, Information and Public Relations Work for the Cooperative Movement was done by Government Officers under the Department of Marketing and Cooperatives.

In late 1976, under SIDA assistance, the first Publicity Advisor to the Movement was employed at ZCF. Together with another Officer who was seconded later from the Government to ZCF the two were given the task of creating a Public Relations Unit for the Movement to be based at ZCF. Their relentless efforts began to bear fruit in mid 1977 when the first NEWSLETTER of the Movement was produced followed by a series of other information materials. In 1978 the Cooperative College was established in Lusaka and the Publicity Advisor was again asked to establish a Printing and Publicity Unit at the College. This was the time that ZCF also employed its own Public Relations Officer. And this is also the time that the real advent of Cooperative Information, Publicity and Public Relations began taking a bolder and more positive approach.

Objectives of Cooperative Information, Publicity and Public Relations

The main objectives of the Movement's Information, Publicity and Public Relations activities are to inform the Cooperative Members and the general public about the benefits and requirements of good economic cooperation, and also to create an efficient and better Cooperative Movement in the country, through:

- information to members aimed at activating them to take a keen interest in their society and to safeguard or increase their democratic control;
- information aimed at the general public so as to create a favourable atmosphere for the further development of cooperatives and cooperative activities.

Intense activities within the fore mentioned fields are vital for the success of the Movement, especially when it is still in its early stages of proper development.

The important thing that is borne in mind when these activities are done is that they are not an end in themselves, but rather a means to an end.

Activities :

Information, Publicity and Public Relations activities in our Movement is always seen as the concern of every one from the Chairman of the Apex Organisation to the last employee of the smallest Cooperative Society. This is something which is in fact constantly inculcated in all members and employees of the Movement alike at every given opportunity especially in the Cooperative Newsletter. This is due to the realisation that Public Relations is like a chain, and its strength is that of its weakest link. The greatest obstacle to effective Public Relations, internal or external, is ignorance. That is why member information is considered to be very important. The Cooperative Newsletter, popularly referred to in the country as "COOPnews" was created to be specifically an information medium for both members and employees as well as the general public.

In order to give a clear explanation of the Publicity, Information and Public Relations activities in the country, it is perhaps necessary to look at the three levels or institutions that are actively engaged in this work - ZCF and the Cooperative College (at national level) and the Cooperative Unions and Departmental officials (at Provincial level),

1. Zambia Cooperative Federation (ZCF)

Since its inception in late 1976, the Public Relations Unit of ZCF has been working hard to improve the reputation of the Cooperative Movement and to inform members, decision makers and the general public about Cooperative achievements.

1978 was the year when this Unit really came of age and we can now safely say that it is on the way to becoming a well equipped and functioning Unit.

The main activity of the Unit has always been the production and distribution of six issues of "COOPnews", the bi-monthly Cooperative Newsletter. This has now found its form and has gained some appreciation from the readers, amongst whom are Party and Government leaders. "COOPnews" has also quite often been quoted in the national Daily Newspapers.

A few experimental vernacular issues of "COOPnews" have also been produced. However the Unit feels that in order to improve the situation as a whole in the production of printed promotional and information materials in local language, it is necessary to create an interest in the provinces and among the Unions to form Provincial Editorial Committees, whose task it would be to feed and advise the Unit of the requirements of each province. At least two Provincial Editorial Committees have now been formed and one of them has been actively engaged in producing its own Provincial Newsletter.

A great deal of promotional material - e.g posters for COOP DAY etc., is produced and kept in stock for the member organisations to order for use in their promotional efforts.

Some national public relations activities have been carried out and experience for future "Campaigns" has been gained, e.g Farm Forum, the ZCF Calendar, International Cooperative Day, "Buy a Bucket of Water"

Following a sustained campaign to improve the Movement/Press relations the flow of press statements from the Movement to the National dailies has increased and other contacts with the Press have been improved. At the same time - as a consequence - the number of informative and positive articles and notices on Cooperatives in general and ZCF in particular have increased. ZCF has also participated on several occasions in promotional advertisements in the national press on such occasions as Independence Day, Labour Day, International Cooperative Day and on the President's birth day. A special supplement is normally issued in the dailies on such occasions.

The Unit has been able to assist the Unions and provinces to a great extent in the production and/or supply of specific promotional material and stationaries.

The production of the Cooperative stand at National Agricultural Show in Lusaka is a yearly task for the section. So far the work has turned out well and the form for future productions has been introduced. Furthermore assistance, though in a limited form, has been given to our member organisation in preparing their stands during their Regional Shows.

The Public Relations Unit has recently proposed to the Management plans to establish a fully commercial printing unit as a subsidiary. These proposals are now subject to a feasibility study which is currently going on to assess the viability and need for this service. If everything goes well it is hoped that the Printing Unit can be started in earnest before the end of the year.

Observations :

It is of course quite difficult to tell to what extent the Cooperative ideas and activities have been improved through the work of the Public Relations Unit. To be able to prove a definite change, some objective methods of measuring these effects have to be used. As we do not have access to these methods, we have to rely on our own, subjective opinion: A good step forward has been taken and the image of the Cooperative Movement today is much better than that of yesteryear.

If Cooperative Information and Public Relations effort should be even more effective and develop concurrently with the Movement itself, the ZCF Public Relations Unit has to get additional staff and transport resources.

Long Term Objectives:

To have a well staffed and functioning section working according to a coordinated Cooperative Public Relations Plan, this plan should include very detailed sub-plans for each target group, internal as well as external and also include plans on how to reach each and every target group, through what channels, with what message and when.

It is very important that the Public Relations Plan is presented to the ZCF Board of Directors for discussion and approval. There should also be progress reports presented to the Board quarterly, indicating to what extent the plan has been carried out.

To get the Provincial Editorial Committees formed and functioning in order to really improve the flow of information and promotional material in local languages. These committees should also form the base for an increased production of provincial news for national publicity and for a more offensive publicity activity where the initiative should be grasped by the cooperatives themselves.

2. Cooperative College

The Cooperative College in Zambia is regarded as a nerve-centre of the Cooperative Movement in the country in terms of providing education and training to cooperators throughout the Republic.

Having been in existence for only a few years now, its cooperative information and publicity unit is just developing. But already, its impact is gradually gaining momentum.

The information and publicity unit at the College is trying its best in the promotion, coordination and execution of publicity on the activities of cooperative societies throughout the country. Through feature articles, news bulletins and the recently launched Cooperative College Newsletter, the unit is now able to reach a wide section of the country's population.

This work is being vigorously tackled with a view to erase public misconceptions about cooperatives, most of which collapsed due to lack of training and political orientation in the early sixties.

The feature articles, news bulletins and other publicity material are supplied to the mass media which in turn feed the nation the necessary information in Cooperatives. In this way, people are getting the real picture of the Cooperative Movement in Zambia as pertains to its ~~successes~~ and failures.

The Unit also collaborates with the Department of Marketing and Cooperatives, Zambia Cooperative Federation (ZCF) and other Cooperative Organisations concerning production of the Cooperative College and ZCF newsletters, posters and pamphlets.

Apart from the printed materials, supplied to the national press for public consumption, the unit also runs radio programmes on Radio Zambia every Wednesday afternoon. In general terms, the programmes are being produced with a view to promoting and supporting interest and involvement of people in cooperative activities.

This is done by discussions on cooperative issues, information about recent trends and developments in the Cooperative sector. The radio programmes are also geared - to some extent - towards teaching the members in particular, and the public in general, the organisation, management and functions of cooperatives and the role they play in the community.

Staff in the Information and Publicity Unit of the College do not confine their operations to their offices. They from time to time visit provinces to gather material on the activities of the Cooperatives in these areas which is published either in the College Newsletter or used as news bulletins on Radio while some of the materials gathered is supplied to daily newspapers and magazines for publications.

During these tours, research is also carried out in certain aspects of the Cooperative operations with particular emphasis on current problems facing the Cooperative Movement and how people could be motivated to solve such problems.

The Information and Publicity Unit of the College is also responsible for editing other written materials produced by the teaching staff at the College. This is done to ensure clarity before they are dispatched to provinces where they are used by cooperative education and training unit staff who are the extension and supporting staff of the College in these areas.

Expansion of the Information and Publicity Unit at the College is not envisaged in the near future due to many factors, one of which is lack of financial resources. But once this handicap is overcome, consideration will be given by the Government.

In this way, the 'information gap' between the people in the Cooperative Movement, Government leaders and the General public is being narrowed through constant supply of Cooperatives News information. It is only by so doing that the Cooperative Movement will have a sympathetic hearing from people who doubt about its dynamism.

3. Information and Publicity in the Provinces

Cooperative Information, Publicity and Public Relations has developed fairly recently in response to the structure and changes that have taken place in the cooperative movement during the past few years. In many provinces of the country education, information and publicity was a neglected field. More recently however, the Government has established in all provinces, Cooperative Education and Training Units with qualified personnel to deal with cooperative education, information and publicity at the provincial level. There exists very close collaboration between these units, the ZCF and the Cooperative College.

The Provincial Cooperative Unions also employ Cooperative Education and Publicity Officers (CEPOS) who work in close collaboration with the Training Units.

Education, information and publicity services radiating from the Cooperative Education and Training Units in the provinces is not only directed to cooperatives, their members and employees. Good working relationship and collaboration has been established between the Units, other government departments and extension units within the provinces. Information is also directed to members of Parliament, party officials and ward councillors who are also urged to take a more active part in cooperative affairs. As a result, a more positive attitude towards cooperatives by political and government leaders is beginning to emerge.

Previous experience has shown that pressure groups worked against cooperative development in various spheres because many did not know or understand the Cooperative idea at all. On the other hand, selfish individuals did not want socio-economic changes brought about by Cooperative action since individual business tend to cease as Cooperation expands. Some people also felt that cooperation was some kind of revolutionary force which was disturbing party organisational work since the two forces operated side by side, other circles thought all cooperative enterprises were loss-making oriented. At this juncture therefore it becomes imperative and inevitable that information and Public Relations work in provinces should be intensified.

Structural Implimentation of Cooperative Information and Public Relations in the Provinces of Zambia :

The manifestation of this exercise implies dissemination of Cooperative Information, principles and objectives to identified target groups at different levels in the provinces. The major target groups relevant to the population strate being :

- The individuals who wish to become members of cooperatives
- The members of existing cooperatives who may be active or passive in the operations and activities of their cooperative societies at village or district levels
- traditional leaders, elected councillors and members of Parliament at village, ward or constituency levels
- the Peroonnel in Government/Parastatal organisations connected with the agrarian sector, more especially those dealing with extention work at village and district level.

Member Information

In societies there are active and passive members who need cooperative education and information through film shows, radio programmes, one-day courses, study tours, and cooperative news. The information primarily required in existing cooperatives is related to problem solving situations. The common method of giving this information is through one-day seminars as this methods demands less facilities, materials and resources.

Traditional Leaders, elected Councillors & Members of Parliament

For this group one day seminars are also organised in conjunction with other personnel from other Governmental departments where they are informed about the role Cooperatives play in developing the rural areas through the exploitation of the abundant natural and raw materials. It is usually after such seminars that these leaders are activated to start organising the formation of Cooperatives in their areas.

Personnel in Sister Departments/Parastatal Organisations in the Extension Services

It is a fact that without the collaboration of these personnel, cooperative programmes may be jeopardised. There is therefore great need to ensure that they are taught about cooperative methods, principles, and approach. The one-day seminars organised for them also stimulate team-spirit, mutual understanding and inter-dependence which is absolutely essential for the success of cooperative programmes.

Observations

Information and Public Relations is still a new field in which the Provincial Cooperative Education and Training Units in the country still have a long way to go. This is more so because the personnel involved have had inadequate professional training equipment and materials on the part of the apex organisation and the provincial unions. Equipment like cameras, tape recorders projectors and transport are really vital and without them cooperative information and publicity programmes will, for a long time, be frustrated.

We would therefore like to appeal to the mother-body, ICA, to support our young movement by providing some of the equipment mentioned above.

Conclusion

It becomes apparent from the foregoing that the Cooperative Movement in Zambia has yet a lot to tackle in the field of information and publicity if the cooperative concept is to be widely accepted as the surest means of attaining equity both to the urban and rural areas.

Recommendations

In essence, this paper boils down to the glaring realisation that we need first and foremost: well trained journalists who are sympathetic to the cooperative cause both within and outside the Movement.

We would therefore like to appeal to the ICA to seriously consider sponsoring a national cooperative information and publicity seminar for us where experts from the ICA and other interested organisations could impart information and strategies to the personnel in the Zambian Movement. Perhaps ICA could consider sponsoring this seminar in the first half of 1982.

The public relations unit of the Zambia Cooperative Federation on the other hand will canvass, through the participation of the Board, for increased share-holding capital with a view to enable the Movement realise enough local funding for cooperative activities.

Our task is formidable and every resource available, whether human or material will be employed to attain full cognition and nationwide participation in cooperative activities.

Finally, we would like to express our sincere admiration of the pioneers of the newly introduced 'World Cooperatives News' and promise to contribute as many articles as the magazine can sustain. We look forward to its first edition on the International Cooperative Day, this July.

/ *****

LECTURE NOTES

- Public Relations in Cooperatives : Methods & Techniques
by M. Nasibu
- Media Techniques ; by Seth L. Musisi
- How to Prepare a Simple Newsletter : by J. H. Ollman
- Some Hints on Clear Writing ; by Sam Mshiu
- The Feature Radio Programme : by Sam Mshiu

ICA REGIONAL TRAINING SEMINAR ON INFORMATION, PUBLICITY
AND PUBLIC RELATIONS: NAIROBI : 4TH TO 16TH MAY 1981

PUBLIC RELATIONS IN COOPERATIVES: METHODS AND TECHNIQUES

WHAT IS PUBLIC RELATIONS

Public Relations is a management function concerned with the influencing of public opinion in order to win and retain the understanding, sympathy and support of specific groups of people and the public, in general.

WHY PUBLIC RELATIONS IN COOPERATIVES

Like in everything else, there are many problems in the cooperatives, which can only be solved if the relevant authorities and the general public are made to understand and can sympathise and support the role of the cooperative movement in a country's general development. Public Relations is, therefore, involved in problem-solving.

SOME OF THE MAIN PROBLEMS IN COOPERATIVES

1. Social :

Cooperatives threaten the human character, social attitudes and behaviour of some people.

2. Political :

Some people look for support from members of cooperatives for personal gains, such as being elected to political positions, e.g Councillors, M.P's.

3. Economic :

Many businessmen of various categories see cooperatives as a threat to their private interests. Some members of cooperatives lack interest in the activities of their societies and complain of too low profits.

4. Educational :

The mass media, especially newspapers, in order to appraise their readers, and mainly because of economic reasons generally write about what is going wrong rather than what is going well in cooperatives. Favourite topics are to do with mismanagement conflicts, embezzlement, etc.

5. Developmental :

Rough feeder roads, lack of electricity, inadequate transport and storage facilities, poor management are some of the problems of cooperatives.

INFLUENCING PUBLIC OPINION IN SOLVING COOPERATIVE PROBLEMS

There are three ways one can use in influencing opinion namely, pressure or force; corruption or bribes; and persuasion. Public Relations is concerned with the influencing of public opinion through persuasion.

METHODS

(1) Analysis :

Ascertaining and evaluating public opinion on a given problem as it relates to ones organisation or the cooperatives.

(2) Planning and Programming :

Counselling the powers that be on ways of dealing with public opinion as it exists.

(3) Implementation :

Using communication to influence the public opinion.

TECHNIQUES

(1) The Spoken Word

(a) (i) Usual meetings - annual general meetings
Directors' meetings, staff meetings.

(ii) Planned meetings - where the organisation explains to members or employees the annual report, new work procedures, development plans, etc.

(b) Speakers' Bureau - where a cooperative organises several meetings to be addressed by other organisations with a working relationship or connected with the cooperative.

(c) Personal contact - where a cooperative meets with people with unfavourable opinion and discusses matters with them to change their attitude.

2. The Written Word ;

(a) Personal letters, circular letters

(b) Handouts, pamphlets, booklets

(c) Newsletters, Magazines, Journals

(d) Handbooks, Manuals, Books

(e) Bulletin Boards, Posters, Billboards

(f) Information - Rocks

- (g) Inserts and Enclosures
- (h) Institutional Advertising

3. Audio Visual Media

- (a) Slide Films
- (b) Tapes
- (c) Photographs
- (d) Radio & Television

4. Signs & Symbols

- (a) Logotype
- (b) Motto
- (c) Colours

5. Staged Events :

- (a) Visits
- (b) Shows
- (c) Displays

DECIDING THE METHOD AND TECHNIQUE TO USE

Questions to be answered :

- (a) Who's opinion do you want to influence and on what issue?
- (b) Why do you want to influence that opinion?
 - (i) to win and retain understanding?
 - (ii) to create sympathy?
 - (iii) to gain support?
- (c) What are the Financial Implications?
And how much money are you prepared to spend?

ICA REGIONAL TRAINING SEMINAR ON INFORMATION, PUBLICITY
AND PUBLIC RELATIONS: NAIROBI: 4TH TO 16TH MAY 1981

MEDIA TECHNIQUES BY MR. SETH LUNANI MUSISI

Introduction Remarks

When Mwalimu Mshiu approached me and requested me to join you here in sharing views on "Media Techniques", I felt I was being flattered because as a journalist all my life I have never fancied in giving lectures but rather listening to lectures and reporting them to the Press. Nonetheless, I feel very much honoured that this time I will be appearing here as a lecturer and not as a reporter and will endeavour to share with you a few of the highlights on this topic. Before embarking on the topic for our discussion with your permission I would like us to reflect briefly on this thing called "Journalism" and what it can do.

Step One: Definition

Journalism has been defined as a contemporary report of the changing scene intended to inform readers of what is happening around them. We may also point out that news reporting and commentaries delivered by television and radio are equally a form of Journalism and so are public affairs documentaries, direct broadcasts of news and events and filmed video-taped documentaries. The impact of Journalism can alter the course of events being reported because it brings public opinion into focus. An example of this is newspaper or broadcast reports of a campus demonstration which may touch off reaction among the citizenry and force a shift in local or national policy.

Secondly, it should be underscored here that Journalism is truly a profession in its own right like Medicine and Engineering. The man and women manning the print and electronic media are indeed professionals endowed with intangibles such as judgement, scholarliness, background, memory, motivation, aggressiveness, imagination, curiosity, discretion, cynicism, skepticism and to their credit, some genius. And this should give pause to those who may be inclined to think journalism is merely a hobby which can be undertaken even by novices and amateurs. This is why the world over is kept informed of everything going on each day, week and year or else there would be a total news black-out.

Step Two: News Determinants

Perhaps, at this juncture we should look at a few of what we refer to as "News Determinants" or "News Values". In this cherished profession of ours, when we go about reporting we view a story against the background of timeliness, proximity, magnitude, significance and to a small extent company policy.

Timeless : For what we regard as "hard" news, usually we hold today to be greater than yesterday. If you are a reporter attached to City Hall and your editor dispatches you to follow up the proceedings on change of street name, apparently the yesterday's session at which the Mayor prevailed in vetoing the move is no longer news. What is at the stake and what your editor will appreciate is today's decision by councillors to override the Mayor's veto.

Proximity : By proximity we mean here is greater than there. After all, when we publish news usually we have our readers in mind. This means for the reader of Daily Nation and The Standard, a campus demonstration at the University of Nairobi deserves greater treatment than a violence flare-up touched off by Bobby Sands' death in Ireland. Or take another example, of the sixty children who were last month reported to have died of measles in Zambia. Although measles is a deadly epidemic disease, for the reader of Daily Nation this is not an incident of immediate consequence because of the distance involved. Hence, you may have noticed that the item in the Daily Nation of April 15, this year, was simply pushed on inside page and that of the jadling of Professor Wangare Mathai for contempt of the Court received page one treatment in bold headlines.

Magnitude : As reporters, we are always craving for news because of our belief that the public has a right to know. Therefore, the bigger the bloodier, the more unusual, the more exciting even is greater. A road accident killing ten people calls for stronger treatment than a capsized boat which has injured 20 fishermen. Of course, this is where critics blame the Press. Unfortunately, the trend in the world we live in is that people are more often fascinated by disaster, crime and violence than happy moments of achievement.

Significance : An event directly affecting hundred per cent of the audience is greater than an event directly affecting only ten per cent. This is to say that a Government announcement to increase the price of an essential commodity such as sugar or salt calls for stronger treatment in the news columns than the announcement to increase the price of Cinzano. After all, the greatest percentage of the country's population heavily depend on sugar and salt, hence highlighting on the proposed increase may help solicit public opinion through the newspaper columns, parliament precinct and elsewhere, a thing that might force the Government to reverse the decision or explain how the increase will benefit the people and the country..

Company Policy : And for those of us working as public relations officers or information officers, we may well realize that regardless of other factors, an even of special interest to the boss is greater than other events of equal consequence. For instance, common sense tells you that your boss's address to University student body or to members of the Lions Club should not receive sloop treatment even though there may be other stories of greater importance.

Step Three : How to communicate effectively

Communicating of information is not an easy task as some people might tend to think and this is why we have already underscored the fact that those manning journalism are endowed with varying intangibles. As we communicate, each reader or listener interprets the message in terms of his or her frame of reference which is based on his or her beliefs and values and in part the beliefs and values of the groups to which the reader belongs. Hence when a communicator uses words too difficult for the reader to understand or names unknown to him, chances are that such words may confuse him because they are outside his frame

of reference. Usually, doctors, lawyers, scientists, educators, etc are fond of using jargon and it is up to the reporter to convert the jargon into a piece of news that will convey the message.

Imagine that you are a Chief Sub-editor of a Newspaper and you are interested in knowing whether the Department of Aeronautical Engineering at your local University will be presenting a paper at a symposium scheduled for next week. A reporter whom you have sent to write something returns to newsroom and mentions in the story that a paper to be presented will be on "The aerodynamic heating of blunt, axisymmetric, re-entry bodies with laminar boundary layer at zero and at large angles of yaw in supersonic and hypersonic in streams."

And, while you are still digesting over what all this means, another reporter you had dispatched to Law Court is so excited that he decides to quote a judge verbatim in which he (the judge) says "Such vanity doubtless is due to the adulation which the public showers on citizens or entertainment world in a profusion wholly disproportionate to the intrinsic contribution which they make to the scheme of things".

As a reporter, therefore, you should strive to be objective if the information you are communicating is to be understood. As you write news, you should guard against libel and against errors of fact, grammar and style. In a straight news story we should avoid slang language, for instance - referring to a policeman as a "pig" or "cop" and referring to children as "kids". When you are presenting news, you should not do so for selfish ends. An editorial comment should not depart from the truth and news reports should be free from opinion or bias. Also the reporter's work will be made easier if he cares to respect the society's norms, adhere strictly to the ethics of Journalism and make sure that his reports are not calculated to create a situation of conflict between the Government and the Public.

Step Four ; An example of News Collecting

At this juncture, let us look at how a Reporter is expected to present a news item that is brief, concise and clear, exercising the economy of words by adhering to what is referred to as the "Inverted Pyramid" style. The style calls for a Reporter to strive to place most important facts at the top of a story and follow through that pattern in a descending manner. In so doing the Reporter attempts to respond to the five "Ws" and "H" in the intro and continue developing the story in subsequent paragraphs in that pattern. This is how the five "Ws" and "H" stand out in a story.

What has happened?
Where has it happened?
When did it happen?
Who was involved?
Whose fault was it? and
How did it happen?

...../4.

As a typical example of what we are saying let us imagine that you are a Reporter with the Daily Nation on standby. The news editor who all along has been unusually quiet except for the cigar he has been smoking profusely hears a shrieking sound of a siren and on looking through the window he notices a police car racing towards west of city centre. He forms the impression that the police may be responding to a road accident on Ngong Road. He screams at you and says: "hey, you jump into the car and pursue the police and make sure you bring a story that will be the lead for tomorrow". In effect what your news editor is saying is that he wants you to provide him with a solid "hard" news of the road accident.

Now, on reaching the scene of accident apparently you will find a 504 Peugeot nose-to-nose with a lorry as if they were kissing. The place will be somewhat tense as almost all the people at the scene will seem to be in a state of sorrow and pandemonium. The area will be blood stained with a few debris from the two vehicles thrown here and there. Your first step will be to watch your movement lest you incur the wrath of the policemen or those standing by. Yet your profession says that the public have the right to know. Your next step will be to introduce yourself very subtly to the onlooker while holding out your notebook and ball pen that you are a Pressman and would like a few details from them concerning the accident if they saw what happened. Assuming that policemen will cooperate, you will need to talk to them in a gentle manner and don't display any pomposity so that they may confirm some of the details you have recorded because this is the only way the story becomes credible to the reader as you will be quoting a police report. Probably by this time you have already recorded the number plates of the two vehicles. Your questions should therefore include: Where were each of them coming from? How many passengers were in the 504 and in the lorry? How many were confirmed dead by police and how many were seriously injured? Did any escape without injuries? What happened to the drivers of the 504 and the lorry?

Journalism is a report of things as they appear at the moment of writing, hence you don't want to take unnecessarily too long at the scene of accident. Remember the News Editor in the Office is getting too much anxious and the Chief Sub Editor wants to know if the story will make a good lead for tomorrow. As you return to news room, there is no time for flippancy or complacency. You want to get to your typewriter right away so that in the next ten-to-fifteen minutes the first two folios should be on the sub's desk. A correct "Inverted Pyramid" based on the accident would need something like this:

- " One person died on the spot and seven others were seriously injured last night when a 504 Peugeot in which they were travelling collided head-on with a lorry coming from the opposite direction at a blind intersection on Ngong Road, a few kilometres from the city centre.
Police have identified the dead as Mark Brown, aged 45, a mechanic with the Motor Mart and Exchange in Nairobi's industrial area. Brown was at the

steering wheel at the time of accident and is believed to have died on the spot at the time of impact. The driver of the lorry escaped with only minor bruises on the forehead and his lorry lost the headlights during the accident. The seven passengers in the 504, two of whom were women were immediately rushed to Nairobi Hospital".

If the Sunday Nation wants to carry the story, you may wish to background it, that is, adding more information, and you would dig for more facts that would explain that Mark Brown died in an accident at a blind intersection on Ngong Road, Nairobi, where ten others have been killed in the past three years. Background would explain that requests for funds to correct the blind intersection had been cut from the city budget every time the issue was brought up. The reason given each time by the city council was "economy".

The Sunday Standard may want to carry the story, so if you are the Reporter you may want to approach it from a human angle in order to bring the story into the reader's environment. Humanizing will touch the story with life and make the subject (in this case Mark Brown) live to the reader. Humanizing Mark Brown's story would, for instance, make him a cigar smoker who spent his weekends selling automobile spare parts along River Road.

And if you work for The Weekly Review, you reckon that your readers claim their background from the affluent bracket and favour interpretative news items. Correct interpretation of Mark Brown's story would pick up from where background left off and would explain where the money requested for the blind intersection was used and why? Interpretation would explain that there are 20 such blind intersections in the city and correction of all of them is part of a ten-year plan proposed by the city engineer. Interpretation would explain that augmentation of the ten-year plan is being held up for lack of funds.

I may mention just in passing that the mass media are these days making a good deal of tools available in the social scientific research. The research is called "empirical" in the sense that the observation is primarily based on sense experience including mathematics and statistics. Hence, for a keen newspaper or magazine that is prepared to spend money and time, it may come up with an investigative piece based on Mark Brown's story which might take several days or weeks. In this case, the person assigned to work on the story would have to be research-oriented. He would have to state the problem area and describe it in detail. He would have to answer some questions as to what he would like to find. He would then formulate hypotheses and establish variables to test these hypotheses. He would also describe the universe and the sample size. He would state how he planned to interpret the data once corrections were made.

A correct investigative reporting of Mark Brown's story may throw more light on where current city street funds went, exactly who decided priorities, and, in the opinion of experts, if the system of priorities was in the best interest of the public.

HOW TO PREPARE A SIMPLE NEWSLETTER

by Dr. J.H. Ollman

Who Writes a Newsletter

Ideally this should be done by a trained cooperative journalist Public Relations Officer or CEPO with access to the Committees decisions and the minutes in which the Committees decisions are recorded. These should be made known to the staff, the members and, where appropriate, the community and the public at large.

He or she would sit in committee and staff meetings as an observer and act as a spokesman for the society or union in the capacity of a trusted servant who can request and obtain information from all units of the society or union.

Since cooperative business takes place in the open and has the objective mission of serving the community, he should not be inhibited by fear of exposing facts that affect the welfare of the members and the community as a whole.

Far too often the newsletter is written by an already overworked society secretary or manager, or an active lay member, a retired cooperative official or a cooperative activist who want to keep members who are starved of information aware of what is taking place in their society.

This is not good for the image and total organisation of the cooperative, for although the work of these helpful cooperators may be commendable, quite often this type of writing may prove fatal for the cooperative as the writer's links with the cooperative can only be secondhand at its best.

Facts to be considered on Writing a Newsletter

(a) Credibility

The writer must create a high regard by the reader in the competence of the cooperative and of the writer as all communication starts with belief.

(b) Context

The newsletter's context must square with the realities of the environment in which the society operates.

(c) Content

What is written must have a meaning for the reader and has to be compatible with his value system. It must be of relevance to the part he plays in the life and work of the cooperative. If he plays no part, the newsletter should make him wish to play one.

(d) Clarity

All words used should be simple and must mean the same both to the writer and the reader. In cases where, in addition to the newsletter, there exists another cooperative journal published by the same cooperative, both should speak with the same voice about the cooperative structure. It is fatal if there are different voices from the same society.

(e) Consistency

Communication is an unending process: in order to stress an important point or issue, a repeat of points made in a previous edition is often important so as to achieve penetration.

(f) Readers Capability

Newsletters prove to be most effective when their reading requires the least effort on the part of the reader. Whenever possible, use the readers local events and relate these to a cooperative situation.

SOME HINTS ON CLEAR WRITING

by Sam Mshiu

At the outset it should be noted that writing involves personal skill and styles. I might in fact go on to say that one's writing style can be as individual as one's voice. It is thus difficult to tell a writer what style he or she should use; he must develop his own individual style.

However, there are a few guidelines for effective communication through clear writing. Good and effective communication presupposes comprehension; comprehension in turn presupposes clarity. We can therefore conclude that the secret of good communication is clarity. A message is bound to be misunderstood or misinterpreted if it is not clear.

Writing for a newsletter demands maximum clarity. The people we are writing for (members, committee-members and the general public) are, almost invariably barely literate, and in most cases they have other barriers - such as poor eyesight, limited vocabulary and language problems.

A newsletter written in an unintelligible way would therefore create an unnecessary additional barrier where others already exist - thus defeating its primary purpose of communicating information effectively.

Simplicity

Just like clarity is the secret of good communication so is simplicity the secret of clarity. When writing, use simple words rather than difficult ones. Similarly, sentences should be simple direct and to the point. Approach your narrative from :

- the simple rather than complex
- the known rather than the unknown
- the concrete rather than the abstract
- the immediate rather than the distant
- the present rather than the past.

The words you choose for your story should be familiar to and understood by the reader. Use crystal clear language! Use terms and expressions that your reader can picture in her mind by relating them to his experience and imagination.

Your verbs should be active rather than passive.

A bad example : *Efficient performance was demanded by members from their society.*

A good example : *Members demanded efficient performance from their society.*

Sentences

Use short direct sentences. Do not use unnecessary words in a sentence as long as it can convey the message clearly and briefly. Many writers tend to use decorative words to enhance their style and flamboyance. For a newsletter this is considered bad form. A sentence, as a general rule, should contain between 10-15 words and no more than that.

Language :

Use a language which a majority of your readers speak and are well conversant with. Your newsletter is a mass medium - you are communicating to the masses and not to a group of individuals. Your newsletter should therefore appeal to the masses in the language they know. If a majority of your readers speak say, Swahili, then produce your newsletter in that language and not in English. Similarly, if the majority of your readers speak more Kikuyu than Swahili, then consider producing your newsletter in Kikuyu. If you think it necessary, and if your resources permit, you may consider to summarise the main topics carried in your newsletter in the minority language. The important thing here is that the information you are putting across should reach as wide an audience as possible. Use all possibilities and resources available to you to achieve this.

Subordinate Clauses

Avoid subordinate clauses unless they are absolutely necessary. Clauses beginning with :

- As a matter of fact
- Because, since
- But then
- ; As you all know, etc

should, whenever possible be avoided. In a factual story these can be rendered, redundant since, at most they can only add ambiguity and a sense of self defence on the part of the writer.

Paragraphs

As a general rule, each paragraph should contain one idea or piece of fresh news; or two related ideas. Do not lump several unrelated ideas or pieces of information on one paragraph: This will confuse the reader. Paragraphs should contain, as a rule, a maximum of 100 words. 60-75 words is a reasonable average.

Illustrations

Illustrations in a newsletter can take the form of photographs, drawings by an artist or ordinary charts and graphs which may not require much artistic skills. Properly used, illustrations can go a long way to elaborate information conveyed in the text. But they can also prove fatal if badly presented. Today there is a lot of controversy about perception of pictorial symbols: different individuals may have different interpretations of the same pictorial symbol. You should always remember to use illustrations that are easily understood: and use them when you are absolutely sure that they will help illustrate the message carried in the text. Illustrations should always be captioned. There should be a reasonable balance between the text and the illustrations, and the two must always be related.

Variety

Avoid being monotonous by repeating the same words or phrases in your paragraphs. Make full use of variety in your writing style to sustain your readers interest and continuity in the flow of your narrative. This should however not be confused with the highly recommended style of Repetition and Consequential Development of Narrative where the ideas carried in the next paragraph are slightly hinted upon in the current paragraph, and when writing the next paragraph the contents of the preceeding one are slightly repeated. This technique, when competently applied can help a great deal in enhancing link and continuity.

Slang and Jargon

As far as possible avoid use of slang language. Avoid also the use of jargon.

As mentioned earlier, use direct, simple and clear words and expressions.

Finally, WRITE TO EXPRESS YOUR IDEAS OR INFORMATION TO YOUR READER AND NOT TO IMPRESS HIM.

THE FEATURE PROGRAMME

by Sam Mshiu

Like a feature article in a newspaper or a documentary film, the feature radio programme deals with the various aspects of one topic. The aim is to give the listening audience as much information, facts, views and arguments on the topic as possible. The various items featured may be presented in different ways on the script - for example: interviews, statements (straight talk), discussion, etc. These items are linked together by music and/or a special narrator - often known as "link narrator".

If, for example, you were producing a feature programme on "Cooperative Leadership", you might include the following items in the programme:

- (1) What constitutes good leadership in a Cooperative Society (a discussion between three or four persons).
- (2) Who are the leaders in a Cooperative society? (a straight talk by an "expert").
- (3) What are the functions of a Cooperative leader? (an interview with a distinguished cooperative leader associated with a successful cooperative)
- (4) What are the necessary qualities required for a good leader? (a dialogue between two or three "experts" on the subject).
- (5) Problems of leadership in Cooperatives and their relationship with Cooperative development (a discussion).
- (6) A general commentary and summary by a narrator.

The above is just an example. It is not a rule that all the different forms used above should be followed in the feature programme. It is entirely up to the script writer to decide which forms are most suited to his subject. Another point worth noting: a feature programme tends to take up a lot of time. If your time allocation on the air is only 10 minutes, it is obvious that you will not be able to do justice to a wide subject such as Cooperative leadership in that time. If that is the case, it is best to use another form of presentation or serialise the subject and present it in parts over a period of time.

On the following page is a specimen feature programme. The story is, of course, imaginary.

A SPECIMEN SCRIPT FOR A FEATURE RADIO PROGRAMME

" WE HAVE COME A LONG WAY "

Signature Tune : Fade in (15 seconds) .. Fade down

Announcer ; Cooperation To-day

Signature Tune : Fade up .. (25 seconds) .. Fade down

Announcer : Good evening, Cooperators. The time is seven-thirty and tonight in our weekly programme "Cooperation Today" we shall look into the history of the development of our Cooperative movement. The title of our programme tonight is "We have Come A Long Way".

Signature Tune : Fade up .. (20 seconds).. Fade down & out

Narrator 1 : This year the Cooperative movement in our country is celebrating its thirtieth anniversary. We have travelled a long way in these thirty years. From a very poor beginning with only a small, weak society in nineteen-forty seven to what is today one of the strongest Cooperative movements in this part of the continent. Today, the Cooperative movement in our country is playing a key role in the nation. Over sixty-five percent of the country's agricultural exports is handled by Cooperatives.

There are consumer Cooperatives, savings and credit societies, transport, fishery, housing and many other types of Cooperatives. Seventy out of every hundred adults are members of Cooperatives of one type or another. There are altogether 2,300 Cooperatives in the country, and many more are being formed.

The movement is growing from strength to strength. Although we cannot boast of a powerful cooperative movement as compared to the developed countries of the world we are nevertheless, satisfied with what the movement has done for us.

Lind Narrator : In the words of the Prime Minister when opening the new Cooperative College at Unity Hill:

Tape (Prime Minister) : Fade in
... "The Government fully appreciates the great contribution made by the Cooperative movement in the economic development of our country. Cooperation has become a way of life and an instrument to accelerated development of our country.

Tape
(Prime Minister) :

Cooperation has become a way of life and an instrument to accelerated development. I cannot think of any other organisation - public or private - that could have undertaken so equitably and effectively, the social and economic activities that the Cooperative movement has so efficiently carried out over the years. The Government will continue to encourage and support the movement(fade down and out)

Link Narrator :

But how did these Cooperatives start? Who started them? and why?

Music
(Record)

Fade in: "Ye Olde Coop" .. (30 seconds)
fade down and out.

Narrator II :

The Cooperative movement as we know it today has travelled a long road on its journey from poverty to prosperity. It has sometimes stumbled, staggered, and encountered many hurdles on the way.

But from its humble origins it has been served by men and women of admirable vision and unmatched dedication who have worked tirelessly, hoping beyond hope to release themselves from the bonds of economic depression, exploitation and humiliation.

Narrator I :

The early nineteen-forties were hard times for most of those who lived in our country. There was a war on, and with it came a serious economic depression. There was no one left to work the land, for the young, able men who tilled the land were all taken to fight in the war, leaving behind wives, young children and the aged.

It was also at this time that the great famine came. For three years there was no rain. The crop failed and food became scarce. But to the unscrupulous shopkeepers, this one man's poison became their delicious meat. They hoarded food in their stores and when they sold it, they charged ten times the normal price. People formed

queues in front of shops, money in hand pleading with the shop-keepers to sell them food. They were at the mercy of the shop-keepers who were always arrogant and abusive. They humiliated and ill-treated the poor villagers who came to buy food - even though they had money to pay for it.

Link Narrator :

One of the villagers who suffered this humiliation was Grandpa Josia who is now 92.

Tape :
(Grandpa Josia)

Fade in

"... It was in 1943 the year my wife died ... God rest her soul ... My three sons had all gone to the big war. I was left with their three wives ... and all those children. Then, as if God was angry ... what with all this terrible war there was no rain for a long time.

No crop ... no food. We crossed many rivers to the other village to buy food ... Couldn't send the women or the children. They wouldn't get any.

We'd arrive at the village before the sun rose ... Waited and waited. The shop-man never opened that store until the sun was high. Then he would come, smoking a pipe always angry. Just angry .. no reason People would plead with him to sell them yams .. or flour, or beans. Some even put the money in his pocket .. begging and pleading. He would get more mad .. throwing the money away, pouring abuse. He sold food to those he liked, charging whatever he wanted. Some went home without food. Ever seen a man cry? An old man'. weep'. Some of the villagers did"
(fade down and out)

Narrator II

But like all wars, World War II ended. And those young men who survived returned - not to the charming homes they had left behind, but to a land which had succumbed to grim poverty and misery left behind by famine, shortage, and the holocaust of war. Soon however, the weather changed, the rains came and work on the land was resumed. After a short time, life began to brighten up; there was food. People grew rice, maize and vegetables for food; coffee and wheat for sale. Life was returning to normal, and the bitterness of war, the famine and the humiliation afflicted by the shop owners were soon forgotten.

Link Narrator : But not for long

Narrator I : The crafty shop-keepers found greener pastures in the booming economy of the villages. For a better crop the villagers needed money to buy their seed, fertilizers and insecticide. There was nowhere to borrow money from. They also needed markets where they could sell their crop; there were no markets. The same shop-keepers who had ill-treated the villagers during the war found a golden opportunity for new forms of exploitation. They became merchants, buying produce from farmers, using bad weighing scales and paying pitifully low prices. They also lent money to the farmers, charging exorbitant rates of interest. The farmers used this money to buy their requisites from shops owned by these same money-lenders. Sometimes the farmers had to pledge land or crop as security against the loans. The attitude of these loan sharks was: Take it or leave it.

Music : Fade in
(Record) "The Old Shylock of Unity Hill"
(30 seconds) ... Fade down and out

Link Narrator : By 1947 the situation had reached alarming proportions. Something had to be done. But how? And by whom?

Narrator II : Before the war broke out, the Cooperative idea had been introduced by the Government. A cooperative law allowing the formation of Cooperative societies in the country had been passed in 1938, and with Government initiative a few fishery Cooperatives had been formed on the coast. Other types of Cooperatives were to be formed in different parts of the country, but at this point further developments were arrested by the advent of war which, not only halted these efforts, but also the work of the fishery societies which had already been formed. In the period immediately following the war nothing was done to revitalize the Cooperatives; the Government was too busy with other problems. But the Cooperative idea had not altogether disappeared in the minds of the people.

A new initiative to re-establish Cooperatives was beginning to emerge - this time not from the Government, but from the people who had known and suffered the misdeeds of the village merchants. In the wheat growing village of Melusa where these merchants had a strong-hold it began to dawn on the people that the only way to save themselves from their imminent doom was through the strength of unity. They felt that, united they could be in a better position to protect themselves from the misdeeds of the merchants. Those who had been in the war had travelled to distant lands where they had learned how people in villages used Cooperatives to market their crop. They had heard stories about Cooperatives lending money to their members for seed and other farm requisites- and of Cooperative shops. These ideas were brought to Melusa village. Soon people began to see a glimmer of light. The solution to their problems lay in unity.

Music :
(Record)

Fade in
"Let's Pull Together" ... (30 seconds) ...
fade down and out.

Narrator I :

A meeting was held in Melusa in March 1947 where the villagers discussed the formation of a Cooperative which would market their wheat. Hundreds of villagers came to that meeting and it was agreed that a Cooperative should be formed in the village. During the following few months things moved fast. House-to-house campaigns for a Cooperative were carried out; money was raised; Cooperative officers were contacted for advice; application forms for registration were filled in and a small house to serve as an office was built in the village. On the 28th August 1947 the Melusa Farmers' Cooperative Society was registered and started its work.

Music
(Tape)

Fade in
"The Drums of Melusa" (30 seconds) ...
Fade down and out

Link Narrator

But the organisation of the society was not an easy task. Many problems were encountered during the period of its formation. We talked to Papa Ushirika who was the leader of this campaign:

Tape
(Interview)

Fade in

Interviewer: Papa Ushirika, what particular problems did you face during the formation period of your Cooperative?

Papa Ushirika: Although in our first meeting the villagers agreed fully with the idea of forming a Cooperative, later when we went round to their houses to collect share money most of them were suspicious and unwilling to contribute.

Interviewer: Why were they suddenly suspicious and reluctant?

Papa Ushirika: Well, some of them felt that we were cheating them. They thought we were trying to steal their hard-earned money. It is not easy to convince people to accept a new idea however sound it may be. What was even worse in our case was the fact that the village merchants had heard of what we were about to do and had carried out secret campaigns in the village against the idea of forming a Cooperative, no doubt because this threatened their unscrupulous business. Some of the villagers listened to the lies of the merchants.

Interviewer: How did you overcome this feeling of reluctance and suspicion?

Papa Ushirika: We were determined; we never gave up easily. We talked to the people, urged them, persuaded them and convinced some of them. Of course, it took time; and a lot of work, too. In the end we got just about enough for a start. There were sixty-two people when we started.

Narrator II : These problems did not end with the formation of the Cooperative. There were no trained people to run the society. Papa Ushirika and his fellow committee-members managed all the activities of the society: collecting produce from members selling it, paying out money, keeping the records and continuing the campaign for more members. They were not trained in this work, but they were honest, devoted people and they did their best. As time was later to prove, their efforts were rewarded.

Most of the time they worked under the advice and guidance of the District Co-operative officer. The village merchants continued their secret campaign against the society. Villagers - even some of those who had enrolled as members - sold their wheat to the private merchants, even though they were paid less. But the society went on .. slowly, but with determination .. thanks to those devoted members who worked tirelessly and unselfishly to keep it going.

Narrator I : By the end of 1949 the society had four hundred and thirty members and its business had grown from forty tons of produce marketed when it started, to one hundred and ninety tons. The society was also selling seed, fertilizers and insecticide to members at prices much lower than those charged by the village merchants. With the help of a loan from the bank, a new office building with a big space for produce storage was under construction. Two young men had been employed to manage the society and were now being trained by the Cooperative Officer. The society was growing.

Music :
(Record)

Fade in
"It Can be Done; "Play Your Role" .. (30 seconds)
Fade down and out.

Narrator II

The period between nineteen-forty-nine and nineteen-fifty-one saw a rapid development of the society. By nineteen-fifty-one the society was marketing over one thousand tons of produce. Membership had reached nine hundred and sixty-five. Almost every farmer in the village was a member. The society was giving loans to its members to help them improve their farms. It was now housed in

its new building and had employed and trained more young men to run it. Word began to go round in other villages about the success of the people of Melusa. This news also spread in other parts of the country. People travelled to Melusa from different parts of the country to see for themselves what had been done there. The Government too, praised the people of Melusa, and urged farmers in other parts to follow this example.

Narrator I

Cooperatives started to spring like mushrooms. In nineteen-fifty-one coffee Cooperatives were formed in Rolaf and Kidia followed in nineteen-fifty-three and four by cotton Cooperatives in Songoo, Shalimar and Chipata districts. There were the consumer Cooperatives formed in Coop. City and Savings and Credit societies in Brosadi in nineteen-fifty-four.

Link Narrator

But not all the Cooperatives formed during this period were successful. In fact, some of them collapsed shortly after they were registered.

Narrator II

The worst example of these were the egg marketing Cooperatives formed in Salpindi District in 1951. Salpindi was noted for its poultry farming and following a visit to Melusa by a delegation from the district the people of Salpindi decided to form egg marketing Cooperatives. Fourteen societies were organised in various parts of the district and registered in February 1951.

Within a few months they all collapsed after what has come to be known as the "Salpindi Infamy" - a heart-breaking experience that was to leave in the minds of people of Salpindi, memories of bitterness and hostility towards Cooperatives for many, many years.

There is a simple explanation for this failure. The people elected to the committees of these societies were dishonest. They stole money, sold some of the societies' property and pocketed the proceeds, and allocated substantial allowances to themselves without the members' consent. Many of them were arrested and charged with theft but it was too late; the money could not be recovered and the societies were wound up.

Similar incidents of malpractices by dishonest committee-members and employees, leading to Cooperative failure were experienced in several other parts of the country, but the Salpindi case was the worst. The Cooperative Department became more watchful, intensifying their supervision and control.

Link Narrator : But in other parts of the country, Cooperatives were growing at a very fast rate. By nineteen-hundred and fifty-five Cooperatives had been formed in practically every part of the country. Most of these were agricultural marketing Cooperatives. Mr. Nor Jokes who was Registrar of Cooperatives in nineteen-hundred and fifty-five says:

Tape :
(Nor Jokes)

Fade in
"In almost every part of the country people were inspired by the success of the Melusa Society. Many of them came to us seeking advice on how to form Cooperatives. We sent our officers to every district to help the people organise Cooperatives. Our officers were working day and night in the villages. In nineteen-fifty-four we registered one-hundred and seventy-eight societies - that is about fifteen societies a month. By the end of nineteen-fifty-five the number of Cooperative societies registered was six-hundred and fifteen."

Link Narrator : But fate was waiting just around the corner.

Narrator II : In nineteen-fifty-six there came locusts which destroyed almost all the crop. A great famine, reminiscent of that of nineteen-forty-three was on its way. For two years there was no crop. This was a big blow to the flourishing Cooperative movement. But its leaders did not allow the private merchants to exploit the situation as they had done in the depression of the nineteen-forties. Consumer Cooperatives were formed, and the little food that was available was distributed fairly in these shops. Farmers' Cooperatives urged their members to grow root-crops - these could not easily be destroyed by locusts. The work in the marketing Cooperatives almost came to a standstill. Cooperatives were turned into schools where members were taught how to fight locusts. Insecticides for spraying the crop were distributed by Government through Cooperatives. The members kept their faith in their societies.

Music
(Record)

Fade in
"This thing Will Pass, We Shall Succeed"..
fade down and out.

Link Narrator :

Yes, "this thing" did pass. Two years later the famine was over. Soon Cooperatives were on their feet again. With renewed hope and vitality.

Narrator I :

The period between nineteen-sixty and nineteen-seventy may rightly be called a Cooperative development decade in the history of the Cooperative movement in our country. It witnessed the growth and wide-spread development of the Cooperative movement. The number of societies increased from seven hundred and twenty-two in nineteen-sixty to two thousand one hundred in nineteen-seventy. Societies of all types were formed all over the country. Village Cooperative societies joined to form district unions for increased efficiency. Country-wide Cooperatives were formed, and big Cooperative supermarkets were established in the townships. In nineteen-sixty-nine the National Cooperative Federation was formed, followed a year later by the Cooperative Bank, and the giant Cooperative Supply Agency. Cooperatives had come to stay.

Link Narrator :

Cooperatives had come to stay indeed. But today the struggle still goes on. The government continues to support Cooperatives. The main emphasis in recent years has been to promote rural based Cooperatives. The Prime Minister explained this point in his speech when opening the new Cooperative College at Unity Hill:

Tape :
(Prime Minister)

Fade in
"Over the years, the Governemnt has deliberately encouraged and supported the formation of rural Cooperatives. This is mainly because the economy of our country depends almost entirely on agriculature. A lot of emphasis is being placed on rural development because this is seen as the key to social and economic development. There exists a need for introducing new and better methods of farming for a better crop which is a national income earner. There is also a need for extension services, provisions of farm inputs, processing, agricultural credit and educational programmes. It follows then that rural based institutions such as Cooperatives have a very important role to play in the development of the rural areas".

Narrator II : Another important trend in recent years has been that of moving from purely marketing services, that is, agricultural marketing, to production-oriented multi-functional Cooperatives. The idea here is that Cooperatives should not only concern themselves with the marketing of their members' produce, but should also engage themselves in actual production, manufacturing, processing and distribution. A number of such Cooperatives have been formed in different parts of the country, and many more are in the process of formation.

Narrator I : This, in retrospect is the road our Cooperative movement has travelled. We have come a long way. Today there are still problems. There is a shortage of trained people to cope with the work in the fast growing movement. The formation of multi-functional Cooperatives with their complex structure calls for special managerial skills which we do not have at the moment. Provision for member and committee-member education is still inadequate. But the march still goes on, and the future looks bright.

The newly opened Cooperative College at Unity Hill is busy training tomorrow's leaders - young men and women who will take over the reins of the movement, remembering the dedication and faith of their fathers before them, whose hard work, suffering and sacrifice made the Cooperative movement what it is today. As they say in Melusa: "He who walks into the future knowing the past is a wise traveller along the avenues of life".

Link Narrator : And that is all for today listeners, until next week, goodbye.

Signature Tune : Fade in ... (15 seconds) ... fade down.

Announcer : Cooperation Today is a programme brought to you every Wednesday evening at seven-thirty.

Signature Tune : Fade up (45 seconds) ... fade down and out.

*Extracted from : "Cooperative Education Radio Programme:
A General Guide with Specimen Script"
by Sam Mshiu ICA-CEMAS, London 1978*

Reproduced here by permission of CEMAS

PART V

WORKSHOP EXERCISE

WORKSHOP EXERCISE

REGIONAL COOP INFORMATION SEMINAR

A Regional Training Seminar on Cooperative Information, Publicity and Public Relations attended by Cooperative Education and Publicity Officers (CEPOs) is currently being held at the New Mayfair Hotel, Nairobi.

The seminar is being sponsored and conducted by the East and Central African Regional Office of the International Cooperative Alliance based in Moshi, Tanzania.

The Training Seminar which is being attended by 32 participants from Zambia, Uganda, Tanzania, Seychelles, Mauritius and Kenya was officially opened on 4th May 1981 by the General Manager of Kenya National Federation of Cooperatives (KNFC) Mr. John Musundi.

This seminar marks a new development in promotion of Cooperative Information, Publicity and Public Relations work. It is the first time that a specialized seminar has been held on Cooperative Information and Public Relations in the Region.

Topics being covered include presentation and discussion of country papers on general trends of the Cooperative development in the Region and specialized papers on Cooperative Press, Information, Publicity and Public Relations.

The Training Seminar which is being directed by Mr. Sam Mshiu, Education and Information Officer at the ICA Regional Office for East and Central Africa, has, among its guest lecturers, some prominent journalists such as Mr. Peter Mwaura, Director of Nairobi University's Schools of Journalism; Mr. M. Nasibu, Public Relations Officer of the Kenya Planters Cooperative Union and Mr. Seth Musisi a senior Information Officer with the Kenyan Ministry of Information and Broadcasting.

Other lecturers include the Joint Chief of Press and Public Relations at the ICA Head Office in London - Dr. J.H. Ullman; and Mr. Ally Kimario, Training Officer at the ICA Regional Office in Moshi.

Specialised subjects being covered in the seminar are : How to collect, select and prepare information for press medium; news editing; Page layout; Preparation of a simple newsletter and Public Relations in Cooperatives.

...../2.

Before the seminar ends, participants are expected to break into groups for practical exercises and also make a study tour of Nyeri District Cooperative Union.

Participants will also form a regional working group to coordinate matters related to Cooperative Press.

It is planned that some of the participants to the current seminar will be selected to attend a follow-up seminar which will be held in Sweden in the Autumn of 1981.

APPENDICES

- SEMINAR PROGRAMME
- OPENING SPEECH
- CLOSING SPEECH
- LIST OF PARTICIPANTS
- LIST OF RESOURCE PERSONNEL

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office for East & Central Africa
P. .O. Box 946
MOSHI
Tanzania

ICA REGIONAL TRAINING SEMINAR ON COOPERATIVE
INFORMATION, PUBLICITY AND PUBLIC RELATIONS

NAIROBI : 4TH TO 16TH MAY 1981

P R O G R A M M E

- SATURDAY : 2ND MAY 1981 : Arrival of Participants
- SUNDAY : 3RD MAY 1981 : Arrival of Participants
- MONDAY : 4TH MAY 1981
- 0900 hours : Official Opening; Mr. J. Musundi
- 1000 " : Coffee Break
- 1030 " : Climate Setting
- Chaired by Sam Mshiu
- 1200 " : Practical Information
- 1230 : Lunch Break
- 1400 " : Country Papers on the
Cooperative Movements in
Eastern & Central Africa
- Chaired by Sam Mshiu
- TUESDAY : 5TH MAY 1981
- 0830 hours : Country Papers on the Co-
operative Press in
Eastern & Central Africa
- Chaired by Sam Mshiu
- 1000 " : Coffee Break
- 1030 " : The Cooperative Press in
Eastern & Central Africa
- Chaired by Sam Mshiu
- 1230 " : Lunch Break

...../2.

TUESDAY : 5TH MAY 1981 (contd)

- 1400 hours : Plenary disoussion on the Cooperative Press in Eastern & Central Africa
- Chaired by Sam Mshiu
- 1530 " : Tea Break
- 1600 " : The Role of the Cooperative Press in Cooperative Development
- Chaired by Sam Mshiu

WEDNESDAY : 6TH MAY 1981

- 0830 hours : Introduction to the Press Media
- P. Mwaura
- 1000 " ; Coffee Break
- 1030 " : The Qualities and Responsibilities of a Journalist
- P. Mwaura
- 1230 " : Lunch Break
- 1400 " : Media Forms:
Newsletter, Newspaper
Magazines & Journals
Pamphlets & Booklets
Posters, Photographs
- P. Mwaura

THURSDAY : 7TH MAY 1981

- 0830 hours : Media Techniques:
How to collect, select
and prepare information
for the Press Media
- P. Mwaura
- 1000 " : Coffee Break
- 1030 " : News Editing
- P. Mwaura
- 1230 " : Lunch Break

THURSDAY : 7TH MAY 1981 (contd)

- 1400 hours : News layout and Presentation
- P. Mwaura
- 1530 : Tea Break
- 1600 : News Layout and Presentation
- P. Mwaura
- 1630 : Group Work

FRIDAY : 8TH MAY 1981

- 0830 hours : Public Relations in Cooperatives: Methods and Techniques
- M. Nasibu
- 1230 : Lunch Break
- 1400 : Presentation of Groupwork
- 1500 : Tea Break
- 1515 : Dissemination of Cooperative Information
- P. Mwaura

SATURDAY : 9TH MAY 1981 : F R E E

SUNDAY : 10TH MAY 1981 : F R E E

MONDAY : 11TH MAY 1981 :

- 0830 hours : Public Relations in Cooperatives
- M. Nasibu
- 1000 : Coffee Break
- 1030 : Public Relations in Cooperatives
- M. Nasibu
- 1230 : Lunch Break

MONDAY : 11TH MAY 1981 (contd)

- 1400 hours : How to prepare a Simple Newsletter & other Publicity Materials
- Hanns Ollman
- 1515 : Tea Break
- 1530 : Principles of Good Writing
- Sam Mshiu
Hanns Ollman
- 1630 : Group Work

TUESDAY : 12TH MAY 1981

- 0830 : Collection and Gathering of Information
- Seth Musisi
Sam Mshiu
- 1000 : Coffee Break
- 1030 : Collection and Gathering of Information
- Musisi/Mshiu
- 1230 : Lunch Break
- 1400 : The Electronic Media Radio
- Sam Mshiu
- 1530 : Tea Break
- 1545 : The Electronic Media Television Films and Slides
- Sam Mshiu

WEDNESDAY : 13TH MAY 1981

- WHOLEDAY : Field Work and Study Tour at Nyeri Cooperative Union,

THURSDAY : 14TH MAY 1981

- 0830 : Workshop
- Preparation of Materials based on Information collected from field work
 - supervised by Sam Mshiu
Seth Musisi
Hanns Ollman
- 1000 (: Coffee Break
- 1030 : Workshop
- Preparation of Materials based on Information collected from field work
 - supervised by Sam Mshiu
Seth Musisi
Hanns Ollman
- 1230 : Lunch Break
- 1400 : Presentation of Materials developed at Workshop
- 1545 : Tea Break
- 1545 : Discussion of Workshop Materials
- Panel Directors - Sam Mshiu
H. Ollman
S. Musisi
A. Kimario

FRIDAY : 15TH MAY 1981

- 0830 : Towards New Horizons in Cooperative Information, Publicity and Public Relations
- Sam Mshiu
 - Hanns Ollman
 - A. Kimario

...../6.

FRIDAY : 15TH MAY 1981 (contd.)

1000 hours : Formation of a
Working Group on
Cooperative Press

- Hanns Ollman
Sam Mshiu

1030 : General Session
Chairman - Sam Mshiu
Panel - Hanns Ollman
P. Mwaura
A. Kimario

SATURDAY : 16TH MAY 1981 : Departure of Participants

SUNDAY : 17TH MAY 1981 : Departure of Participants

**SPEECH BY THE GENERAL MANAGER OF KENYA NATIONAL FEDERATION
OF COOPERATIVES: MR J. J. MUSUNDI ON THE OCCASION OF THE
OFFICIAL OPENING OF THE REGIONAL TRAINING SEMINAR ON
COOPERATIVE INFORMATION, PUBLICITY & PUBLIC RELATIONS AT
NEW MAYFAIR HOTEL ON 4TH MAY 1981.**

Seminar Organizers, representatives of the Ministry of Cooperative Development, participants to the seminar dear cooperators :

I am gratified to have been invited to come and talk to you and perform the opening of this seminar. I am pleased to note that this seminar is being attended by officers from both Government Ministries responsible for Cooperative Development and Cooperative Movements from the region. The new concept of bringing functional officers of the Movements and Governments is a phenomenon that is most welcome in the development of our cooperative movements. I am therefore pleased to see the composition of the participants who are officers involved in informing cooperative members, the general public and the rest of the community and the world at large of what is happening within the cooperative sector.

Before performing the official opening of this seminar, I would like to take this opportunity on behalf of the KNFC and the Kenyan Cooperators to extend a very warm and sincere welcome to Kenya our brother cooperators from Botswana, Lesotho, Mauritius, Tanzania, Somalia, Seychelles, Uganda and Zambia. Whether this is your first time or the second visit to Kenya you are most welcome and you should feel very much at home while in Kenya.

I have no doubt that my fellow countrymen and colleagues who are participating in the seminar will assist you to get around during your free hours.

The objective of this seminar is to give the participants an opportunity to acquire new skills on how to inform people about cooperatives and to exchange experiences with one another on how you give information on matters pertaining to cooperative activities.

As you know the cooperative movements in our respective countries which started at different periods prior to and after attaining political independence have had very dramatic development. Our independent Governments have come to acknowledge that cooperatives are the best vehicles which can be used in accelerating economic and social development. Our young governments no doubt weighed all other systems for development and decided to choose cooperatives as the best alternatives. Cooperatives have therefore developed to become strong and powerful force in the total national development in some of the countries represented in this seminar.

In Kenya, over 90% of the population live in the rural areas where they are involved in tilling the land and largely depending on what they produce for their livelihood. As most of the countries are basically agricultural in their economies, the Kenyan situation might not be very different from other countries. The Kenya Government has therefore directed its development programmes to the rural areas where the majority of our people live. The Government has further re-emphasised the important role played by cooperatives in national development. An illustration of Government's commitment to develop cooperatives is stated in Sessional Paper No.14 of 1975 on Cooperative Development Policy I quote "Cooperatives will increasingly continue to be powerful tools in mobilizing the human natural and financial resources for national development" unquote.

Taking up this challenge our cooperatives have experienced tremendous growth during the last decade or so. Such growth has been realised in size of membership, capital formation, investments business activities and volumes and incomes.

The most important factor in the whole process of expansion is of course the percentage of gross payment to the farmers for the produce they market through their cooperatives. Savings and Credit cooperatives for the salaried workers have to a large extent transformed the lives of their members in many ways. This development has been the manifestation of people of low income who in the past did not qualify to borrowing from any financial institution.

Cooperatives have also considerably diversified their activities which have placed our movement in a position of claiming to have attained vertical and horizontal expansion. Kenyan Cooperatives for instance have gone into micro processing of agricultural produces. The Kenya Planters' Cooperative Union is now producing from waste of coffee husks synthetic charcoal. This is a new dimension which can only be equated to activities of cooperatives in the industrialized countries, cotton cooperatives are involved in processing of edible oil and other industrial products.

In addition cooperatives have centralised services such as education and training of members and staff, accounting, insurance coverage, banking, supply of farm inputs and other consumer goods provision of storage and transportation facilities.

As you can therefore ^{see} much rapid expansion calls for a very high level of knowledge and understanding on the part of members, the committee members and the staff.

...../3.

You know there are many good things and achievements which have been made through cooperatives which is not very much known to the public. The news which the public very often read in this country is that which refers to failures of cooperatives. The cooperative information and publicity officers should be able to tell the public at large and members in particular the truth of what cooperatives do, even where cooperatives personnel are involved in criminal practices the members need to know such things. But above all you as information officers should use all media to tell all concerned what cooperatives are and what they do.

Resulting from the speed at which cooperatives have developed in our countries, problems have emerged which have tended to hamper or reduce the impact of the cooperatives in our social and economic lives. Many of these problems could be structural and based on the nature of the cooperatives institution. If that can be the case, then it is up to the various governments to look into the nature and sources of those problems and work out solutions based on improving the management performance.

In my view, some of the very pertinent problems facing the cooperative movement in Africa, especially the Eastern, Central and Southern part, emanate from the sociological element of the cooperatives. The majority of the people who have joined together to form these cooperative societies have very marginal understanding about what their right and duties in these institutions are. They are in many cases only been partially informed of what their role, either individually or as a group is in making the cooperative venture a success. Most of the members still regard cooperative societies as philanthropic organisations or associations which offer free and charitable services. This level of knowledge and attitude of mind lends itself easily to exploitation by unscrupulous and cunning people - either members of general public. We have constantly heard of reports of embezzlement and misappropriation of funds and resources of cooperative societies without the membership crying out loudly in protest or may be silently swallowing the bitter truth of loss.

The other side of the coin in this problem is the fact that the sociological group formed by cooperatives lends itself ready for exploitation by people who have political ambition. Unfortunately the outsider who sees a chance of political glorification by using cooperatives will want to do so. The ground for this misuse of cooperatives is made more fertile by virtue of little understanding of the members already referred to.

The importances of information, publicity and public relations in our cooperative societies cannot be over emphasized in the light of the above. Those employed to perform these functions will enlighten the membership about their rights and

SPEECH BY DR. J.H. OLLMAN ON THE OCCASION OF THE CLOSURE
OF THE ICA REGIONAL TRAINING SEMINAR ON COOPERATIVE INFOR-
MATION, PUBLICITY & PUBLIC RELATIONS ON FRIDAY, 15/5/1984

Fellow CEPOS

Dear Cooperators and Participants of the first ICA Regional Seminar on Cooperative Information, Publicity and Public Relations,

Thank you for the honour given to me to close the seminar.

The benefits and promise given to humanity from the information revolution of our day are astounding. Information is flashed from one point of the globe to another via satellite; the people of USA could watch 52 hostages of the Iranians disembark from a plane in Algeria. Ten years ago we saw the first man walking on the moon.

Messages from London to Nairobi, Canberra to Rome are everyday practice.

But let us be aware that the impact of the mass media on our countries can be highly disturbing - particularly as this impact often precedes literacy.

Values through information must be those that unify; that transcend the ignorance and bring understanding and comprehension to our people.

One such service of the understanding is the one done by us in the field of Information, Publicity and Public Relations on behalf of our cooperative movements.

One aspect of our work must at all times be to increase our people's knowledge of the Cooperative ideology as an alternative for economic solution between state and private capitalism.

To entrench the cooperative movement firmly as a living popular movement in the community of our respective nations; to generate through our speaking and writing, confidence in the activities of our societies or unions, among cooperative members, employees and the general public at large - that is the task of the CEPO.

For myself, and I hope for all of you, this excellent seminar demonstrated the great need for communication skills by all of us engaged in the tasks entrusted to us by our unions and societies.

It was so well made clear to us that all aspects of the cooperative structure - from management decisions to member and staff information; or in our relations to the community in which we work our communication must be a process of getting the message through. We all agreed that communication must, to be effective, be a two-way process, for feedback is an essential component from members, staff, the media if possible, and the general public. The

effectiveness of our work can only be judged by the positive impact it will have on the performance of our cooperatives and, more specifically, the people involved in them.

Thanks to our Seminar Director, never before in a seminar have I encountered such an excellent supporting team of experts, stimulating and informing us on the techniques of the journalist, the public relations craft and publicity for the cooperative movement. Their names are deeply engraved in our sub-consciousness and on the agenda.

The well chosen visit to Nyeri Cooperative Union was a great test for all of us to show our ability to communicate the essential impressions: a skill which, I am sure, no one could acquire even after a year's training at a college of journalism, but one that was achieved here in less than two weeks. Thank you all for your hard work and discipline that was needed in this task.

However, many challenges lie on your path. Tomorrow it may be your task to defend your cooperative structure to a hostile world attacking cooperation. I think, having had the privilege to be among you, you will not fail the cooperative idea.

You should note, nonetheless, that no man is an island; no cooperative is an island either. We as communication people most of all, need the fellowship and help that belonging to a like-minded group of colleagues could give to us.

I feel strongly that we should form an ICA Working Party of CEPOS in the Region of Eastern and Central Africa, linked closely with other constituted Working Parties of the Cooperative Press in Europe and South-East Asia.

Such a group would have, as its purpose to :

- Improve the professional competence, the effectiveness and understanding of the people charged with the running of the press, publications and cooperative information media in our area of the world.
- Organise and/or conduct studies and research into problems related to cooperative information work.
- Promote regular contacts between those engaged in cooperative press, publicity and information work.

- Promote training for cooperative journalists.
- Promote links between the Cooperative Press Working Parties, and Governmental and non-governmental international bodies interested in the field of cooperative information.
- Recommend to the ICA authorities to help and assist this group in its desire to form an officially recognised professional body in the Auxiliary and Working Party Structure of the World Cooperative Movement as represented by the International Cooperative Alliance.

Last but not least, I would like to thank all participants for their role in making this unique seminar in the region a success. I would also like to congratulate Sam Mshiu - the Seminar Director - and the Regional Office for planning and running this training seminar so competently.

I personally will delight myself from now on with your pride of a CEPO.

- ICA REGIONAL TRAINING SEMINAR ON INFORMATION, PUBLICITY
AND PUBLIC RELATIONS NAIROBI 4TH TO 16TH MAY 1981

LIST OF PARTICIPANTS

KENYA :

Ms. Florence Mbacha ASILA
Cooperative Information Officer
Ministry of Cooperative Development
P. O. Box 40811
NAIROBI

Mr. Julius Chege KAMAU
Lecturer/Radio Tutor
Cooperative College of Kenya
P. O. Box 24814
KAREN NAIROBI

Mr. Samuel Macharia KARUGU
Field Liaison Officer
Kenya Planters Cooperative Union Ltd
P. O. Box 72309
NAIROBI

Mr. Daniel Mwandoli LOCHILIA
Cooperative Education & Publicity Officer
Turkana Fishermen Cooperative Union
P. O. Box 144
LODWAR

Mr. Danson Karingi MARETE
Cooperative Education & Publicity Officer
Kirinyaga District Cooperative Union
P. O. Box 50
KERUGOYA

Mr. Francis MUTISYA
Cooperative Education & Publicity Officer
Machakos District Cooperative Union Ltd
P. O. Box 83
MACHAKOS

Mr. John Gicheru MWIRIGI
Information Officer
Kenya National Federation of Cooperatives
P. O. Box 49768
NAIROBI

Mr. Michael NJAGI
Cooperative Education & Publicity Officer
Meru South Farmers Cooperative Union Ltd
P. O. Box 10
CHUKA MERU

KENYA: (contd)

Mr. Tom Onyango OYIEKE
Head, Education & Publicity
Kenya National Federation of Cooperatives
P. O. Box 49768
NAIROBI

Mr. Alexander Wamatola WECHULI
Cooperative Education & Publicity Officer
Malaba Malakisi Farmers Cooperative Union.
P. O. Box 7
MALAKASI

MAURITIUS :

Mr. Ramsamy SOMANAH
Chief Cooperative Supervisor
Mauritius Cooperative Union
Cooperation House
Dumas Street
PORT LOUIS

SEYCHELLES

Mr. Roy NOEL.
Union Cooperative Des Seychelles
P. O. Box 670
VICTORIA
MAHE

Mr. Diederik de VLEESCHAUMER (Observer)
FAO - TCP/SEY/001
"Promotion of Cooperatives"
c/o L'Union Cooperative des Seychelles
P. O. Box 670
Victoria MAHE

TANZANIA :

Mr. Ibrahim Hamis CHIMGEGE
Radio Tutor
Cooperative College
P. O. Box 474
MOSHI

Mr. Nestor HANDE
Cooperative Education & Publicity Officer
Union of Cooperative Societies
P. O. Box 30133
KIBAHA

TANZANIA (contd)

Mr Hussein Bakari KINGUYU
Cooperative Education & Publicity Officer
Union of Cooperative Society
P. O. Box 1177
ZANZIBAR

Mr. Lucas Kirombo MUSHI
Ujamaa & Cooperative Development Officer (Publicity)
Office of the Prime Minister
P. O. Box 980
DODOMA

Mr. Deuseddit Mbonesho NGALULA
Workers Education Officer/Ag. Public Relations Officer
Cooperative College
P. O. Box 474
MOSHI

Mr. Said Suleiman SAID
Cooperative Education & Publicity Officer
Union of Cooperative Societies
P. O. Box 4
LINDI

Mr. Pius A. SARONGA
Cooperative Education & Publicity Officer
Union of Cooperative Societies
P. O. Box 7073
ARUSHA

Mr. Adam SHAFI
Editor "WASHIRIKA NEWS"
Union of Cooperative Societies
P. O. Box 2567
DAR ES SALAAM

UGANDA :

Mr. Appolinari Nyindo BAGUGIRA
Senior Cooperative Officer
Incharge of Education & Training
Department of Cooperative Development
P. O. Box 3585
KAMPALA

Mr. Joseph Wenkere BYARUHANGA
Cooperative Education & Publicity Officer
Bunyoro Growers Cooperative Union
P. O. Box 1
MASINDI

UGANDA (contd)

Mr Alfred KAREKONA
Co-operative Education and Publicity Officer
Banyankole Kweterana Growers Co-operative Union
P.O. Box 324
MBARARA

Mr Lawrence Kiwanuka GALIWANGO
Co-operative Education and Publicity Officer
West Mengo Growers Co-operative Union
P.O. Box 7039
KAMPALA

Mr Matia KASOZI
Co-operative Education and Publicity Officer
Uganda Co-operative Savings and Credit Union
P.O. Box 6203
KAMPALA

Ms. Rose Estelle NADUNGA
Administrative and Information Officer
Uganda Central Co-operative Union
P.O. Box 3580
KAMPALA

ZAMBIA

Mr Maynard Musonda CHAMA
Information and Publicity Officer
Co-operative College
P.O. Box 50208
LUSAKA

Mr Marrflain MBASELA
Information Officer
Zambia Co-operative Federation
P.O. Box 33579
LUSAKA

Mr C. Kapyia NDALAMETA
Public Relations Officer
Zambia Co-operative Federation
P.O. Box 33579
LUSAKA

Mr Austin Gephrey PHIRI
Co-operative Radio Programme Officer
Co-operative College
P.O. Box 50208
LUSAKA

ZAMBIA (contd)

Mr. Simon Hankuwa SILUKAYE
Cooperative Instructor
Southern Province Cooperative Marketing Union
P. O. Box 200
CHOMA

Mr. Ruskin SINOMBE
Cooperative Education & Publicity Officer
Central Province Cooperative Marketing Union
P. O. Box 80878
KABWE

Ms. Rosemary ZIMBA
Assistant Marketing & Cooperative Officer
(Education and Information)
P. O. Box 200
CHIPATA

SEMINAR DIRECTOR : Mr. Sam P. MSHIU
Education & Information Officer
ICA Regional Office for
East and Central Africa
P. O. Box 946
MOSHI Tanzania

RESOURCE PERSONNEL : Mr. Peter MWAURA
Director, School of Journalism
University of Nairobi
P. O. Box 30197
NAIROBI

Mr. Seth Linoni MUSISI
Senior Information Officer
Ministry of Information & Broadcasting
P.O. Box 30025
NAIROBI

Mr. M. NASIBU
Public Relations Officer
Kenya Planters Cooperative Union
P. O. Box 72309
NAIROBI

Dr. Jan Hanns OLLMAN
Joint Chief
Press & Public Relations Department
International Cooperative Alliance
11 Upper Grosvenor Street
LONDON W1X 9PA U.K

Mr. Ally M. KIMARIO
Training Officer
ICA Regional Office for
East and Central Africa
P.O. Box 946
MOSHI , Tanzania

SEMINAR SECRETARY : Ms. Gillian MAWANI
ICA Regional Office for East & Central
Africa
P. O. Box 946
MOSHI, Tanzania
