

THE FARMER'S ADVOCATE AND HOME MAGAZINE.

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DOMINION.

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pains should be spared to see that only the best blood is used, attested by proper certificates.

The very fact that the Canadian customs admit stallions free of duty as pure-breeds is sufficient to guarantee to those not properly informed the authenticity of the said stallions' claim to be considered registered pure-bred horses. Thus, we see that owing to defective and obsolete regulations a department of the Canadian Government may unwittingly aid in the deception of Canadian farmers.

Since writing the above it has been announced that as a result of negotiations carried on between the American Percheron Horse Breeders' and Importers' Association and Mr. S. D. Thompson, the latter has transferred to the former his right and title to the business of registering draft horses, together with all books and records appertaining to the conduct thereof, and retires permanently from the business of issuing certificates of registration of such stock.

Reader for 25 Years.

Please find enclosed \$1.50 for renewal of my subscription to the "Farmer's Advocate." I cannot remember the first time that I saw the "Farmer's Advocate," for my father took it as long back as I can remember, and I have been a constant reader for the twenty-five years that I have been in business for myself. If it had not been a good paper we would not have stuck to it so long.

E. HUMPHREY.

Elgin Co., Ont.

Knife Worth a Dollar.

I am greatly pleased with knife I got from you. I would not like to take a dollar for it. I am sure your premiums should entice anybody to get new subscribers. I will try and get some more myself. The "Farmer's Advocate" is well worth the money we pay for it.

Wellington Co.

C. G. LITTLE.

Principles and Methods of Effective Co-operation: II.

I have stated the objects of co-operative organizations such as might be formed in Canada. No doubt many would ask the question, "Will farmers organize, and how will they organize so as to gain those objects?" Farmers have organized, both in Canada and abroad. In some cases they have failed, and in others they have succeeded. To answer that question is to show how farmers' organizations have succeeded. Success has followed the recognition of certain principles, and the adoption of certain methods in the successful organizations. Those principles and methods will be given here, and their illustration, by actual cases of successful and unsuccessful co-operative organizations, will follow.

The first principle is that essential in the very notion of co-operation: "Each for all, and all for each." The members of an association may be few or many, but they must be earnestly and voluntarily active in the performance of all they undertake. It is necessary to provide for the continuance of this loyal performance, for otherwise, while "all for each" would be expected, "each for all" might often be conveniently neglected.

The second principle is one essential to perfect organization and system: "One purpose, one organization." With too many objects, all are likely to be defeated. Farmers specialize nowadays, and each organization should limit its members to those financially interested in all the purposes of the organization. That means specialization of organization. The same farmers in Denmark are often members of seven or more distinct but harmonious associations, each with its suitable methods, regulations and officers. It pays. The farmers' institutes might assist cheesemaking or bacon-curing associations with useful information, but could never undertake those enterprises and succeed.

The third principle is, "Organize upward, not downward." A national association should be simply a federation of local associations, founded upon, and not the founder of, those independent but similar organizations. The beginnings of a national association, to be successful, must nearly always be in one community, where the members are mutually acquainted and have common interests capable of being united.

The fourth principle is closely allied to the third. The most successful organizations have been those originating with the farmers themselves and INDEPENDENT OF ALL OUTSIDE CONTROL OR ASSISTANCE. There is loss as well as gain from much "fathering" of farmers or any other organizations by departmental administrations. Most of what governmental assistance and initiative have done for Canadian farmers might better have been done by themselves. And they have reached a point in their business, varied, complex and intensive as it is, where any advance must be made independently, and strictly as private interests—separately or in combination, as the farmers choose. Within limits, such advance may be aided by departmental institutions, but the limits are obvious.

A fifth principle may be added, by pointing out that all successful organizations have kept free from all political, sectional or personal sentiments and prejudices. Financial or material objects alone have in those cases been kept in view. On that ground all farmers of similar occupations can co-operate, and, of course, the greater the number in combination the more powerful the organization. This has been a neglected principle in many farmers' organizations in Canada, but it has never once been overlooked in Denmark, where co-operation is most highly developed.

Last, but most essential of all, perhaps, is the principle that the greatest financial interest of all Canadian farmers lies in making all our products of the highest quality, and in making their reputation as good as their quality. That means that everyone engaged in production should work conscientiously to that end, and that methods be adopted which will distinguish our products in foreign markets from those of all competitors. Here, again, in the observance of this rule, lies the secret of the high prices received for their products by Danish farmers.

Now as to methods. Methods vary in different countries, and are different also in organizations, the operations and objects of which require special methods. These organizations may be divided into two classes, with regard to the methods employed, as follows: Commercial or industrial, and non-commercial and non-industrial organizations. To the former belong, for instance, those engaged in buttermaking, bacon-curing, or egg-export enterprises. To the latter belong such organizations as breeders' associations, national trademark associations, associations for combating noxious weeds and insects, etc. The former, being essentially engaged in enterprises requiring capital and a supply of raw material, must arrange for these requirements in organizing. The latter incur no risks, and require no funds beyond those secured by small membership fees, and require different methods in some respects.

In spite of this difference of purposes, the different European organizations reveal a striking similarity of method of organization. Denmark, if we take that country as an illustration, is divided into parishes, equivalent to our townships, each of which has its organized associations for each of the various co-

operative purposes of the farmers therein. In each of these associations the officers are elected for short terms, to carry on the work of the local association without pay. Each such parish organization elects representatives to the district council or association, which in turn elects its officers and its representatives to the national or provincial council, which again elects its officers. Each such association, from that of the parish to that of the nation, in each and every special organization in Denmark, has its consultative and executive work to perform in the interests of the farmers at the bottom of the structure. Those farmers determine all such work of the association, and of all the associations; and every farmer, poor or rich, gets the benefit of a complete, perfect and simple organization, such as can be found nowhere else in the world.

There are many peculiarities of method and machinery incident to such an extensive organization as outlined. The most vital characteristic of all European organizations—and it must be remembered that they alone have shown the world the possibilities of proper organization—has been their method of making certain in every case that co-operation shall be effective, by requiring every member to guarantee to perform his share of the duties of the complex partnership. As co-operation has been the salvation of European agriculture, so this method of specific guarantees has been the salvation of co-operation. Though some may regard these guarantees and the penalties for their violation as superfluous, and though others may think them contrary to individual liberties, they are the greatest and only essential lesson to us given by European experience, and are fully justified by cases in our own experience. Once agreed upon, co-operation absolutely requires active and continuous loyalty of every member. We must adopt this method then, if we are to adopt co-operation. In all co-operative organizations in Europe, the objects of which are industrial or commercial, and which, therefore, require capital and a constant supply of the farmers' products for effective operation, capital and supply are secured by the following individual guarantees of the members:

1. A guarantee to supply all farm products of the sort handled by the association in question, and to sell none of it elsewhere, for a period of generally five years.
2. A guarantee of security for loans of capital, which takes the place of cash subscriptions for shares.
3. Where necessary, to secure highest quality of product; a guarantee to follow certain prescribed regulations as to feeding of animals, care of milk, eggs, etc., as the case may be.

In such cases the capital is obtained from banks, etc., at very low rates of interest, in consequence of the unlimited liability undertaken by the members. The business once operating, its steady supply of materials (milk, hogs, or what not) assured absolutely, it is certain to succeed. The members' liabilities, which take the place of cash payments for shares, are determined by the amount of their expected individual supply, and the profits, which are paid as bonuses semi-annually, are calculated on the business done with each member, each receiving strictly proportionate shares. This means that no one receives profits except as he contributes to the actual business of the association, and ensures the activity of the members' interest in the association. Penalties, as fines or expulsion, are effectual means of preventing any defection of members by selling outside the association, or by improper or careless handling of products supplied. Thus, without capital advanced, the farmers, poor and rich alike, become partners in a profitable business, by means of which they are rendered independent of private manufacturing concerns, commission agents, etc., in their private capacities. By the same means the national product is forced to a high and uniform quality, which still further enhances profits.

In the case of non-industrial organizations the case is much simpler, as sufficient capital for their purposes is got by annual membership fees; in the most instances these being very small. In such cases, as we shall see, expulsion is usually a sufficient penalty by threat of which to ensure conscientious co-operation of all members.

To put in practice the principle of specialized organization, the Danish farmers in particular have developed a very complex system of distinct associations, which work as parts of a machine, complementary and harmoniously. The methods of organization suggested are generally followed in all, each being as simple as possible. These organizations will be outlined more fully in the next article, on "Where co-operation has succeeded."

AUSTIN L. MCCREDIE.

Amount of Salt for Cows.

I am convinced that dairy cows on a full ration require more salt than most people are aware of, writes Colon C. Lillie, in the Michigan Farmer. When I looked this subject up carefully several years ago, I found that experiments in Germany and France went to show that cows would do better; that is, would eat and assimilate more food, if they were fed a goodly amount of salt than when they were not allowed all they wanted. Those experiments seemed to indicate that two ounces per day was none too much for a cow giving a good flow of milk. But experience seems to prove that even more than this is, in the majority of cases, beneficial and profitable. It is stated that on the Dietrich dairy farm, the cows are given four ounces of salt daily, and these cows have certainly made their owner money, and are healthy and all right.