

not be made a test of whether or not the association is purely co-operative. A co-operative organization must be based chiefly on loyalty and full confidence of the members in one another, and one of the best signs or means of expressing this mutual trust is in the adoption of equality of voting. Producers who are unfamiliar with the principles, history or ideals of co-operation usually object to the equality of voting power, the larger growers fearing that their wishes will be defeated by the small growers. The most successful organizations in the world are based on the "one-man-one-vote" principle and the theoretical fears of opponents of the idea have not been realized. On the other hand, inequality of voting leads to definite friction within the organization. If the voting is on the acreage or unit of shipment basis, and a few members control the majority of the acreage, the control of the organization lies in the hands of the minority and it is not truly co-operative. If equality of voting is not adopted, a definite limit should be placed on the number of votes accruing to one man. But after all, a true co-operative organization is based primarily on **equality of men** and not on property rights or capital contributions and should be run for the greatest mutual advantage of **all**. If all members consider the welfare of the association first, there can be no sharp divergence of policy calling for inequality of voting. In other words, a policy benefiting a few members only should never be adopted, and thus it is that there are no serious dangers resulting from equality of voting power.

MEMBERSHIP CONTRACTS.

A contract between the organization and its members is essential to the stability of the organization. The management must know each season the quantity of produce to be handled

so that definite arrangements can be made in regard to physical accommodation, marketing policies, financial arrangements, and expenses to be incurred. Obviously, a sales policy and handling facilities for two million units of produce would be totally inadequate if twice the volume, or four million units, were to be shipped. Unless an association has its members legally bound to deliver their produce to the association, the latter will find it difficult or even impossible to finance the sale of the produce.

As stated before, during periods of adversity or severe competition, the stress upon the members is severe, and with human nature as it is today and probably always will be, individuals who see an opportunity, however temporary it may be, to profit a little by sale outside the association, would very often take advantage of it unless bound by contract to refrain from doing so. When a co-operative organization is formed for marketing purposes it follows without question that competing interests will attempt to cause members to withdraw by offering them better returns than the organization can obtain. This is done at a loss to the competing interests but, if successful in causing the collapse of the organization, is money well spent, from the point of view of the competing interests. Once the association is ruined, the money spent in wrecking it can quickly be made up as the producers then have no means of protection. Thus, to safeguard the organization and the interests of loyal members from the unscrupulous actions of the selfish few, a strict contract is necessary, calling for 100 per cent. delivery of produce to the association and providing a penalty for violation of the terms of the contract.

Many failures of organisations have resulted from violation of agreements on the part of shortsighted mem-