CHAPTER - IV

CASE STUDY I - WOKA TEA ESTATE -
OWNED AND MANAGED BY
ASSAM TEA EMPLOYEES' INDUSTRIAL
CO-OPERATIVE ORGANISATION LIMITED.
Reasons for Selecting WOKA TEA ESTATE for case study.

Special significance is attached to Woka Tea Estate because this is the only tea garden in Assam in the Co-operative sector. There are 753\textsuperscript{1} tea gardens with 577 tea factories presently in Assam. Out of these, 18 gardens are under the management of the Assam Tea Corporation. Rest of the tea gardens are owned by private parties. Thus Woka is the only tea garden in Assam having the unique privilege of being run by a co-operative organisation by the name of Assam Tea Employees' Industrial Co-operative Organisation Limited (ATEICOL).

Tea industry occupies a special position in the economy of Assam. An in-depth study of the garden - Woka, will reveal how far co-operative venture will be successful in this major industrial sector, i.e., tea, of Assam. Assam produces about 54 percent of the total tea output of India. Out of the total number of 40,83,493\textsuperscript{2} workers in Assam, tea industry provides direct employment to 4,50,000\textsuperscript{3} persons or to 11 percent of the workers.

\begin{enumerate}
\item Economic Survey, Assam, 1978-79, published by ibid, p-42.
\end{enumerate}
Presently the total production of tea in Assam in 276.3 million kilograms, against 512 million kilograms of whole of India, and the area under tea plantation is 189.3 thousand hectares in Assam against 364.3 thousand hectares in India. 4

Co-operative ownership of the tea gardens by the employees is highly important in so far as it will help the employee-shareholders to be the owners of their own gardens. This would put an end the exploitation of the tea workers by the capitalist-owners. Success here may also create demonstration effect in other sectors of the economy too. This may serve as a nucleus and its successful performance may usher in hopes of emancipation of the workers from the subjugation of the capitalist owner.

India is committed to democratic socialism. Socialism demands social ownership of the instruments of production and end of exploitation of man by man. Ownership of the means of production by the workers themselves may be a step forward towards social ownership of these. Co-operation is one of the best means to attain democratic socialism. Of course there are differences between state and social ownership of the instruments of production on the one hand and workers' ownership of the same, on the other. There are differences also between ownership of industries by the state and the society

4. Ibid, p-42.
in a capitalistic structure and ownership of the same by a state in a communist regime. These points need not be elaborated here, and detain us, lest we go astray from our set task.

From the point of view of social and collective ownership of tea gardens, both Assam Tea Employees' Industrial Co-operative Organisation Ltd. and Assam Tea Corporation (ATC) owned by the Govt. of Assam, hold high promises. ATEICOL being a co-operative organisation and Assam Tea Corporation being a state owned organisation, obviously there are differences in their composition, structure and financial strength. But in so far as ideals are concerned, these are co-travellers. Both of them aim at giving a fare deal to the employees in terms of fare wages, end of exploitation, good standard of living; and a service to the society in terms of optimum output, optimum utilisation of resources under their ownership, production of quality goods, supply of the products to the consumers at a reasonable price, etc. So, in course of our study of Woka Tea Estate run by the ATEICOL, we will have occasions to refer to the state of gardens under the management of Assam Tea Corporation (ATC) in order to have a comparative study of the way of functioning of these two organisations, sharing common field of action, i.e., Tea industry, and having similar objectives.

**Location, Boundary and Area of Tea Estate:**

Woka is a small beautiful tea garden some thirteen kilometers away to the south-east from Golaghat town, the
sub-divisional headquarters of the same-named sub-division within Sibsagar district. It is a picturesque garden decorated by lush green tea bushes, the tall, imposing shade-trees providing beautiful design to the canopy - the sky, drawn by nature. The graceful Naga Hills, which is not far away from the garden, providing its back-drop, add yet more scenic beauty to it.

The garden is bounded in the north and the east by a village 'Naojangaon' by name, in the west by another village of the name of 'Fechualgaon', and in the south by a place known as 'Matikhola'.

The total grant (area) of Woka Tea Estate is 523.63 hectares. Of this, there are tea plantations in 223.72 hectares. Phased programme for cultivating tea in the remaining uncultivated area is drawn-up. During two years from 1976 to 1978, 18 hectares of fallow land was brought under new plantations, thus bringing the total area under plantation to 241.72 hectares.

Passing of hands from Octavius Steel & Company Limited to ATRICOL.

The garden was purchased by the ATRICOL in the year 1973, when it was put on sale by its previous owner Octavius Steel & Company Ltd. But actually it was registered as an undertaking under the ATRICOL on 9th October, 1975.

---

Clearance for the sale of the garden was to be given by the Reserve Bank of India, since its previous owner Octavious Steel was a Sterling Company, i.e., a company having transactions in pound sterling. Green signal from the Reserve Bank of India was received in 1975. Thus from 1973 to October, 1975, the garden was managed by its previous owner on behalf of the ATEICOL.

The Birth of ATEICOL and Its Aims and Objects:-
Assam Tea Employees' Industrial Co-operative Organisation Limited was established with a view to taking over tea gardens on lease or by purchase or to establish and manage new tea gardens and tea factories. It was registered under the Assam Co-operative Societies Act, 1949 (Act 1 of 1950) on 5th August, 1971, and number is No.CIL/1 of 1971-72.

Clause 3 of the Bye-laws of the ATEICOL in spelling out its objects reads "The object of the organisation shall be to promote economic interest of its members by inculcating in them the spirit and practice of common ownership and management of tea plantations, thrift, mutual help and to promote community interest so as to bring higher standard of living, to give efficiency, productivity, honesty, in running the same, and rationalisation in method of production and distribution commensurate with socialistic aims, and to work as the central financing and supervising

6. Certificate of Registration attached to the Bye-laws of the ATEICOL.
organisation to various Units/Branches organised under it ...

In order to achieve those objects, in addition to acquiring tea gardens on lease or on purchase, it will (i) organise primary co-operative for each garden or a group of gardens for management and development of the same, if necessary, in collaboration with companies thereof or the government; (ii) act as wholesale organisation for the affiliated consumers' co-operative societies, organised in the garden areas; (iii) take up processing and manufacturing of different products and other necessities of life by itself or in collaboration with its affiliated societies; (iv) open and run industries, sales-depots and agencies both for wholesale and retail business in food grains and other commodities and also in other services like, carrying, taxi plying, exhibition of films, contract work, co-operative farming etc.; (v) undertake schemes for housing programme for tea workers of Assam and to undertake contracts for construction of tea workers' houses; (vi) establish its own bank for facilitating the objects; (vii) organise labour co-operatives and co-operative cottage industries amongst the unemployed youths of the tea gardens; and (viii) undertake programmes of general and co-operative education and training.  

The area of operation of ATSICOL is 'tea areas and trade union centres connected with the tea employees of Assam.'

The membership of the society is confined to the employees of the tea plantations of Assam, co-operative societies organised in tea gardens, trade union centres connected with tea employees, and the Government of Assam.

Funds of ATSICOL:-

Clause 8 of the Bye-laws provides that the Society may raise funds from any of the following sources - (a) issue of shares and debentures; (b) deposits from members and non-members; (c) borrowings; (d) grants; (e) advances; (f) donations; (g) admission fees.

The authorised share capital of the society shall be Rs.2 crores. Of this seven and half lakhs shares of Rs.20.00 each shall be open for subscription to the individuals; two and half lakhs shares of Rs.20.00 each shall be open for subscription to institutions and the Government of Assam. The Board of Directors reserve the right to prescribe from time to time the maximum and minimum share capital that any member of any category may hold.

The shares held by the Government of Assam shall be redeemable.

No member shall hold shares more than one-fifth of the issued capital or of the value of Rs.25,000.00 which-
ever is less. This is, however, not applicable to shares subscribed by the Government of Assam.

Let us now examine the performance of Woka Tea Estate after its take-over by the ATEICOL. It is to be noted that the state of the garden was not at all satisfactory when it was put on sale by its previous owner. Because of recurring losses Octavious Steel & Company decided to sell it. The table below illustrates the working position of the garden under the management of the ATEICOL.

**TABLE - 4 : 1**

Working position of Woka Tea Estate for the period from 1973 to 1978.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Tea (in Kilo-grams)</th>
<th>Amount of output sold (in Kilo-grams)</th>
<th>Total Sale (in Rupees)</th>
<th>Profit/ Loss</th>
</tr>
</thead>
<tbody>
<tr>
<td>1973</td>
<td>2,20,268</td>
<td>2,11,551</td>
<td>15,33,038</td>
<td>(-) 1,51,484</td>
</tr>
<tr>
<td>1974</td>
<td>2,82,286</td>
<td>2,71,224</td>
<td>28,12,878</td>
<td>(+) 4,19,232</td>
</tr>
<tr>
<td>1975</td>
<td>2,03,042</td>
<td>2,02,090</td>
<td>22,37,717</td>
<td>(-) 84,315</td>
</tr>
<tr>
<td>1976</td>
<td>2,45,172</td>
<td>2,36,579</td>
<td>30,20,314</td>
<td>(+) 4,62,019</td>
</tr>
<tr>
<td>1977</td>
<td>2,40,129</td>
<td>2,31,647</td>
<td>32,31,383</td>
<td>(+) 2,78,136</td>
</tr>
<tr>
<td>1978</td>
<td>2,79,128</td>
<td>2,70,750</td>
<td>42,38,875</td>
<td>(-) 4,32,516</td>
</tr>
</tbody>
</table>

Source : 1. Report presented by the Secretary at the 3rd Biennial General Assembly held on 8.7.79, p-7.

The garden incurred loss in 1973. In 1974, it made a profit of more than Rupees four lakhs. This, as can be seen from the table, was due to an increase in production and a spurt in the price of tea. Again, in 1975, it incurred loss due to a fall in production of green tea because of unfavourable weather and a fall in the price of tea consequent upon the imposition of forcible price-control measures by the government during the emergency period.

Actually the year 1976 may be said to be the first year of the garden under the ownership and management of the ATEICOL, since its ownership passed into its hands on 9th October, 1975 after the receipt of due clearance from the Reserve Bank of India, though contract for its purchase was made in 1973. As pointed out earlier, clearance from Reserve Bank of India was necessary as it involved Sterling transactions, since its previous owner, Octavius Steel & Company Ltd. was a Sterling Company. From 1973 to October 1975, the garden was managed by Octavius Steel & Company Ltd. on behalf of the ATEICOL.

In 1976, the garden made a profit to the tune of Rs. 46,000.00. In 1977, it made a profit of as high as an amount of more than Rs. 27 lakhs. This is not a mean achievement. In the previous chapters we have seen the miserable conditions of the state of co-operatives of the province and of the district of Sibsagar. Woka tea garden as a co-operative enterprise
is an exception here and a breakthrough. The year 1978 was a bad year for the entire tea industry, because of widespread and prolonged drought conditions in many parts of Assam, and of falling prices of tea. Woka also incurred losses in that year.

**Comparative Efficiency of Assam Tea Corporation (ATC) and AT&ICOL.**

It would not be out of place here to draw a comparison in the state of gambens managed by the Assam Tea Corporation and the AT&ICOL. It was already pointed out that these two organisations had similar objectives. So, it is pertinent to analyse their working to know how far these have been able to deliver the goods.

It is necessary here to give a brief outline of the organisation, aims and objectives of the Assam Tea Corporation. Assam Tea Corporation was formed in February, 1972. It was registered as a Public Limited Company on 9th February, 1972. Its total share capital is ₹2 crores. The total number of ordinary shares is 1,50,000. The value of each such share is ₹100.00. The number of preferential shares is 50,000, the value of each such share being ₹100.00. The rate of interest on each preferential share is ₹9.3 percent per annum. The initiative for its formation was taken by seven individual promoters, who have one share each. The amended Bye-laws of the Corporation empowers the Govt. of Assam to buy all its shares except the seven shares of the seven promoters. And in fact, the Assam Govt. has purchased 1,49,300
shares of the Corporation. By virtue of this, the Corporation may be said to be state-owned and state financed.

The aims of the ATC are (i) to safeguard the future of the tea industry in Assam; (ii) to protect the interests of the tea-workers and to increase employment potentialities, particularly for surplus tea-garden workers; (iii) to stop possible speculative trends in acquisition and management of tea estates in Assam; (iv) to avoid concentration of ownership of tea estates in a few hands; (v) to produce good quality tea; and (vi) to foster healthy employer-employee relationship.

The aims of the ATC as given in the above paragraph are not different from those of the ATSICOL enlisted earlier in this chapter.

Presently Assam Tea Corporation has eighteen gardens under its management. But the condition of none is good. In fact, all the garden under its management are in the red. The memorandum submitted by the Asom Cha Nigam Suraksha Samiti (Assam Tea Corporation Protection Committee) presented to the Governor of Assam in September, 1980, stated that the Corporation suffered a loss of Rupees one crore in 1978 against its record of substantial profits during 1974-77. Further it is stated that the Corporation incurred heavy losses in 1979 and the working results for 1980 indicate that it would incur even heavier losses in the year. The table below illustrates the

state of gardens under the management of the ATC.

**TABLE - 4 : 2**

State of tea gardens under the management of the ATC from 1974 to 1978.

<table>
<thead>
<tr>
<th>Year (December ending)</th>
<th>No. of Gardens under ATC</th>
<th>Profit (+)</th>
<th>Loss (–)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1974</td>
<td>12</td>
<td>(+) 73,77,300</td>
<td></td>
</tr>
<tr>
<td>1975</td>
<td>12</td>
<td>(+) 4,25,500</td>
<td></td>
</tr>
<tr>
<td>1976</td>
<td>17</td>
<td>(+)1,32,40,700</td>
<td></td>
</tr>
<tr>
<td>1977</td>
<td>18</td>
<td>(+) 62,74,900</td>
<td></td>
</tr>
<tr>
<td>1978</td>
<td>19</td>
<td>(–) 98,00,000</td>
<td></td>
</tr>
</tbody>
</table>


The profits of the gardens under the management of the ATC are not that high as the figures indicate if one considers the number of gardens managed by it. The total area of gardens under its management in 1974 will be 25 to 30 times, in 1977 45 to 50 times, higher than the area of Woka tea garden managed by the ATSICOL. Moreover, ATC is better placed in balancing the loss of some gardens against the profits of others. This is more so, because the gardens under ATC are spread over the different districts of Assam with different district-average
production rates. In such a case the havoc wrought by bad weather will also be of different degrees, since in the far-flung districts at different corners of the province are not equally ravaged by an unkind weather in a year or years.

Charges of corruption, mismanagement and favouritism are levelled against the ZTC. Further it is alleged that the corporation has failed to protect the interests of its employees. Payment of wages is irregular. Contribution to worker's Provident Fund, depositing of their Insurance premia are in default. Reconstitution of the Board of Directors is voiced in the columns of Newspapers and in meetings and discussions in the knowledgeable circles. Labour unrest, strike and labour disputes are galore in these gardens.

The Corporation was expected to play a crucial role in the State-management and ownership of tea gardens, thereby ensuring security of the interests of toiling tea-garden workers and rendering distributive justice to them. Thus its mal-performance casts a gloom of pessimism and hopelessness in present State-ownership and management of tea gardens.


Again pursuing the working state of Woka, we may say that its prospect in 1979 is not bright. The balance sheet for the year is yet to be audited. But from our personal survey, and from interview held with the General Manager of the garden, we came to know that because of extensive damage caused to the green leaves by the unprecedented drought conditions
prevailed in the garden upto July of the year spoiled the prospects. Moreover, the state of the entire tea-industry has been a cause of concern since 1978. However, in course of our personal investigation and from the informations supplied to us by the Vice-President and the Secretary of the ATSICOL, we learnt that the production of tea in Woka in 1980 would be of the record level of 3,20,000 Kilograms.

**Labour Force in Woka Tea Garden**

The permanent labour force in the rolls of the garden is 543. Another 400 labourers in average every year work on temporary basis in the garden in the peak plucking season. Child labour is totally non-existent in the garden. The rate of wages is paid strictly according to the provisions of minimum wages Act, Factory Act, etc. The rate of wages in 1979 was Rs.7.06 per diem both for male and female workers.

The garden is free of labour trouble and dispute; whereas in the gardens under Assam Tea Corporation such troubles are chronic.

The total strength of office and factory staff, other than garden labour, is 45. This includes Office and Medical staves; artisans, factory, garden supervising, mechanical, transport and watch and ward personnel.

The total wage and salary bill inclusive of the wages of labour and salaries of the office and garden staves, was Rs.14 lakhs approximately in 1979, the same for the year 1978 was of Rs.12 lakhs. Out of the above amount, Rs.20,000.00
was paid as salary to the staffs in 1979, and Rs.18,000.00 in 1978, the number of members of such staffs being 45 in both the years.

Managerial staff:

The garden was one Manager and an Assistant Manager. The salary bill of these two management personnel is of the amount of Rs.3,200.00 per month.

Rate of Bonus Declared:

The table below illustrates the rates of bonus declared for different years in Woka.

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate of Bonus declared (% Rs. in percent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1976</td>
<td>12</td>
</tr>
<tr>
<td>1978</td>
<td>18</td>
</tr>
<tr>
<td>1979</td>
<td>13</td>
</tr>
<tr>
<td>1980</td>
<td>13</td>
</tr>
</tbody>
</table>

Source: Manager of Woka Tea Estate.

To the credit of ATRICOL it must be said that it has been able to declare bonus at reasonably high rates, specially when one compares it against the rate of bonus paid by the Assam Tea Corporation for the employees of the gardens under its management. ATC has declared bonus at the rate of 8.33 for last two years, and that too with heavy financial strain.
Interest and Dividends declared by ATSICOL:

Interest at the rate of Rs.4 percent for the period of six months from July to December, 1979, and dividends at the rate of Rs.6 percent for the year 1977, would be paid to the shareholders of the ATSICOL.10 This is departure from the general trend of working of co-operatives in Assam. There are few co-operatives in Assam which declare dividends to their shareholders.

Labour Welfare Measures:

Medical facilities: - Woka maintains a good hospital. Under the previous management, there was provision only for a visiting doctor. But after its takeover by ATSICOL a full time Doctor is appointed on permanent basis. He is assisted by a Pharmacist. Clinical examination of stool, urine, blood is done here. This is praiseworthy. Because many tea gardens even of big size, maintain a hospital only in name.

Labour and staff quarters: - ATSICOL has constructed a few labour and staff quarters with brick walls and C.I. sheet roofing. It has ambitious plans to construct more such houses in near future.

For provision of drinking water, a few tube-wells have been sunk.

Recreational facilities: - The garden has a good football ground. Friendly games participated by staves and workers, are played here. It helps the employees in maintaining good relations amongst themselves. There is also a club

house for the workers. In addition to games being played there, theatrical performances are also held on festive occasions. Cinema shows are arranged at regular intervals. A sporting and cheerful labour force is more productive than a depressed one.

Labour Relations:

It must be said to the credit of the management that it has been able to maintain cordial labour relations. It faces no problem of labour unrest. It is in happy contrast to the bitter experience of the gardens under the management of the Assam Tea Corporation where labour unrest is chronic, specially for last few years.

Expansion Programmes:

The management has ambitious plans for expansion of the factory and extension of the area under plantations. Out of the total grant of 528.63 hectares of land, plantations are in 223.72 hectares. Another 18 hectares are brought under plantations during 1976-78. In course of our personal investigation, the Management informed us that upto October 1980 that the total area under new plantations is 40 hectares. Out of this, replacement planting, i.e., new plantation done replacing the older and unproductive ones, is done on 30 hectares. Actual extension area under new plantation is 10 hectares.

On the side of mechanical expansion, one more Rolling Table is proposed to be installed. Setting of four
Withering Troughs at a cost of ₹2,50,000 is planned. This will help in easy withering of green tea leaves. Withering of tea leaves is necessary before the final processing of tea. Presently withering is done in leaf houses. In rainy season, leaves are not easily withered for a few days. This leads to accumulation of plucked tea-leaves. Such accumulation of green tea even for two days would spoil the leaves. Nor plucking of tea can stop; because they get easily overmatured and such leaves do not produce good quality tea. Hence, Withering Troughs can wither tea under any weather and would replace the leaf house and its inconvenience. These Troughs will wither tea leaves with the help of electricity. It will reduce costs and avoid wastes.

In 1978 one Alternator Grid is installed at a cost of nearly ₹2 lakhs. But yet it is to be operated. Its operation will help the garden in tiding over the power problem.

Problems faced by Woka:-

Problems faced by Woka are two-fold - one, general problems as faced by any tea garden and the other, the problems involving co-operative organisation and co-operative way of functioning.

The general problems it faces are rising costs, power and fuel shortage, transport bottlenecks, cumulative rise in the wage-bill etc. Operational lost are mounting because of the rising wage and salary bill, increase in price and freight of fuel, i.e., coal. Because of the rise in the carrying cost, delivery of tea at different sale-centres has become costlier. But against the rise in costs, the price of tea is
relatively stable. Thus costs are eating-up a part of profits of the garden. Expenses on promotion of sales also are on the rise. Under such circumstances if weather fails, then the state of garden is doomed. This actually happened in 1978, as shown in Table - 4 : 1. And if the international price of tea shows a fall, the position is made worse. And in fact, the international market for Indian tea is contracting.

In 1978 the wage and salary bills worked out at Rs.12 lakhs; while the same in 1979 rose to Rs.14 lakhs — a rise of 16.66% just in one year.

Carrying cost of coal has recorded the highest rise. In 1971, the cost of carrying coal from Jaipur Collieeries to the garden, was Rs.50.00, which has shot up to Rs.170.00 by railway and to Rs.270.00 by roadways. The real cost of carrying by the railways are more — because of irregular, late delivery.

Another problem faced by Woka is its low productivity of tea. The average yield of tea in the garden is 1,000 Kilograms per hectare per annum. The average yield of tea for Assam as a whole is 1459 Kilograms per hectare.11 To keep the garden reasonably profitable against the present costs, the minimum yield of tea per hectare, in the opinion of the garden

Managers, should be 1,500 Kilograms. This expectation is not wishful thinking, since, the Management of the garden asserts that the yield of tea per hectare can be as high as 2,000 Kilograms, and in fact, in many gardens of Assam it is so. Even in Wokha there are areas in certain sectors with high fertility and location, where the yield is as high as 2,300 Kilograms per hectare. Also there are certain portions of the garden where the yield is as low as 500 Kilograms per hectare.

The reasons of low average productivity of the garden are - old plantations and vacancies caused by dead plantations. If the expansion programme drawn up by the management can be executed in time, the garden will have high prospects.

As to the problems involving co-operative organisation and co-operative way of functioning of the garden, which are of main concern to us, there are many aspects.

First as to the Bye-laws of the ATEICOL - the organisation which owns and manages Wokha - a few things may be said. The Bye-laws by allowing trade union centres to be its members have permitted some non-tea-employees to be its members. Because some of the top functionaries of trade union in the tea gardens in general are non-employees. They are social and political leaders. The Certificate of Registration of the ATEICOL defines its area of operation to be 'tea areas and trade union centres connected with tea employees of Assam'. There would have been no harm if the 'trade union centres' were omitted from the area of operation. Assam Tea Employees Industrial Co-operative Organisation Ltd. is meant to be an organisation of the tea emplo-
yees. Indirectly the trade union centres would have been automatically included since tea employees are members of one or the other trade union. By directly including trade unions in its fold, the ATBICOL has made it a potential ground for open party political affairs, and rivalries between political parties in future, since trade unions are affiliated to one or the other political parties. For political parties, immediate political gain is at the forefront, task of ameliorating the economic lot of their members is remote.

Moreover ATBICOL is not a co-operative of equals. In it, there are people of very high means and of modest means, such as, the lowest paid tea employees. If co-operation means economic democracy, such a democracy can be successful when its members are equally placed. Such a democracy can also succeed if better-off partners have fellow feeling and sympathy towards their economically ill-placed brethren, and are guided in their actions by such generous attitudes. In India in practice such things are rare. It will probably be too high to expect the same in ATBICOL. The majority of illiterate employees shareholders of the ATBICOL can have no control in the ownership and management of the tea estate in near future. The control of the organisation will be in the hands of affluent people, who are alienated from the toiling mass. Nor such employees presently have grown their own cadre of management to be able to take up the task of management.

However, a good future awaits ATBICOL, and Woka
provides a nucleus for wider co-operative action in the tea industries of Assam. It was already pointed out that ATEICOL has provided a good management to the garden. It has conferred more benefits to the workers of Woka in comparison to those provided to the workers by some of the privately owned gardens and by all the gardens under the management of Assam Tea Corporation. Of the two organisations - ATEICOL and ATC - having common ground of action and common objectives, the performance of ATEICOL in respect of management of its garden - is one of generating confidence and hope.

............