CHAPTER IV.

ORGANISATION AND MANAGEMENT.

Tea plantation is essentially a large scale agricultural undertaking but it has certain industrial characteristics. It employs a large labour force mainly resident of the estates and under the control of a more or less elaborate management. The establishment and operations of plantations require investment of a huge amount of capital. The tea bushes have to be tended for a period of 5 to 8 years before they can be expected to yield an economic return. Modern technical equipments and machineries are necessary for processing the product. It has been variously estimated that to be economic, a tea factory should have at least about 4000 metric tons of green leaf to deal with in a year and this would indicate that anything from 100 to 110 hectares under tea depending on yield per acre, would be necessary to support a factory. Another outstanding feature of the tea plantation economy is that a very large proportion of tea has from the very beginning of the industry been sold in an international market and this requires to have a well knit marketing organisation for the industry.

I discussed in chapter II about the establishment of tea estates in Cachar. The Assam Tea Company was formed in Assam in 1940. The next important company was the Jowhat Tea Company formed in 1959 and later on many estates were established by
the companies and individuals. During the later decades of
the 19th century many estates were opened in North East India
by individuals or as family concerns. Subsequent development
has been mainly by limited liability companies. In the early
days, the length of the journey from England to India made
it necessary for sterling companies to engage a Calcutta agent
to look after the interest of business in the estates of India.

PHYSICAL DISTRIBUTION OF ESTATES.

In vast areas of Cachar, the tea estates held lands in
considerable excess of the areas actually bearing tea. Table
XIII: in chapter I clearly shows that in case of 14 tea companies
(both sterling and Rupee) representing about distribution
of area in Cachar, they had 33389.71 hectares under possession
in 1966, although tea cultivation had been carried on only in
6252.51 hectares of land. The rest, about 27,000 hectares was
being used either for growing rice or other crops or kept in
the form of jungles. The land which is used for paddy or other
crop cultivation is called 'bhot' which is either allotted to
labourers for personal cultivation or used for cultivation by
owners themselves. A good proportion of jungle is kept for
firewood, bamboo and thatch and for the provision of grazing
of cattle and for other amenities needed for the labourers of
the gardens which have constituted rural communities in Cachar.
### Table - I

Statement showing utilisation of land for various purposes in Tea Plantation in Cachar.

( Figures in acres )

<table>
<thead>
<tr>
<th>District</th>
<th>Total area</th>
<th>Tea cultivation</th>
<th>Land ancillary to tea cultivation</th>
<th>Bamboo bari</th>
<th>Forest &amp; other than bamboo bari</th>
<th>Semi-grass bari</th>
<th>Fisheries</th>
<th>Shet land</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CACHAR</td>
<td>2,57,339</td>
<td>71,533</td>
<td>9,663</td>
<td>53,433</td>
<td>59,014</td>
<td>13,178</td>
<td>----------</td>
<td>50,518</td>
</tr>
<tr>
<td>PERCENTAGE OF TOTAL</td>
<td>100</td>
<td>27.3</td>
<td>3.8</td>
<td>20.7</td>
<td>22.0</td>
<td>5.2</td>
<td>----------</td>
<td>19.6</td>
</tr>
</tbody>
</table>

Source - Plantation Enquiry Commission, 1956
Table - II.

Area and production of tea in the Cachar district classified according to the size of the estates:

Area as on 31st March, 1970 & production during 1969.

<table>
<thead>
<tr>
<th>District</th>
<th>Above 5 Hectares &amp; below 50 Hectares</th>
<th>Above 50 Hectares &amp; below 100 Hectares</th>
<th>Above 100 Hectares &amp; below 200 Hectares</th>
<th>Above 200 Hectares &amp; below 400 Hectares</th>
<th>Above 400 Hectares</th>
</tr>
</thead>
<tbody>
<tr>
<td>CACHAR</td>
<td>8</td>
<td>325.08</td>
<td>12 781.63</td>
<td>26 3890.36</td>
<td>43 12081.09</td>
</tr>
<tr>
<td></td>
<td></td>
<td>00668</td>
<td>226719</td>
<td>1841602</td>
<td>8864520</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No. of</th>
<th>Area in Production</th>
<th>No. of</th>
<th>Area in Production</th>
<th>No. of</th>
<th>Area in Production</th>
<th>No. of</th>
<th>Area in Production</th>
<th>No. of</th>
<th>Area in Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hects</td>
<td>in Kg.</td>
<td>Hects</td>
<td>in Kg.</td>
<td>Hects</td>
<td>in Kg.</td>
<td>Hects</td>
<td>in Kg.</td>
<td>Hects</td>
<td>in Kg.</td>
</tr>
<tr>
<td>CACHAR</td>
<td>24 13776.13</td>
<td>10396394</td>
<td>113 30854.29</td>
<td>21359903</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source - Tea Board.
The district of Cachar is situated in the Surma valley in the lower Assam. As a result of partition, the other district of the valley Sylhet, another tea producing area, has been comprised to the erstwhile East Pakistan now known as Bangladesh. The district of Cachar has altogether 113 tea estates. Most of the estates are big in size & only 20 estates have less than 100 hectares each under tea production. The sub-division of Silchar has the maximum number of gardens, the other two sub-divisions Kalinganj and Hailakandi share the rest of tea gardens.


<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hailakandi</td>
<td>22</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>Karinganj</td>
<td>30</td>
<td>27</td>
<td>29</td>
</tr>
<tr>
<td>Silchar</td>
<td>67</td>
<td>66</td>
<td>63</td>
</tr>
<tr>
<td>Total</td>
<td>119</td>
<td>114</td>
<td>113</td>
</tr>
</tbody>
</table>

Source - Tea Board.
CLASSIFICATION OF ESTATES BY TYPES OF OWNERSHIP:

The Tea Estates can be broadly classified under the following heads according to the type of ownership:

(a) Tea Estates which are owned by proprietors or partnership firms; those where only cultivation is carried on and where both cultivation and manufacture of tea are undertaken.

(b) Estates owned by limited liability companies registered in India with rupee capital (controlled by the Board of Directors whether Indian or non-Indian). This again may be further sub-divided into public limited and private limited companies.

(c) Estates owned by limited liability companies registered in UK with sterling capital.

Classification of estates in Cachar (Sub-division-wise) during 1960-61, 1964-65 and 1970-71:

<table>
<thead>
<tr>
<th>Sub-Division</th>
<th>1960-61</th>
<th>1964-65</th>
<th>1970-71</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-Division</td>
<td>Sterling companies</td>
<td>PBL</td>
<td>PL</td>
</tr>
<tr>
<td>(a)</td>
<td>(b)</td>
<td>(c)</td>
<td>(d)</td>
</tr>
<tr>
<td>Hailakandi</td>
<td>2</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Keringanj</td>
<td>4</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Silchar</td>
<td>12</td>
<td>29</td>
<td>9</td>
</tr>
<tr>
<td>Total Cachar</td>
<td>18</td>
<td>44</td>
<td>15</td>
</tr>
</tbody>
</table>

Source - Tea Board.
INTERNAL ESTABLISHMENTS.

When the system of the family management began to wave because of its inherent limitations on the number of hands available, the need arose for the development of a class of professional managers whose main functions were the following:

(a) isolation and identification of the problems;
(b) assembling and organising the relevant facts;
(c) choosing the best of the available alternatives and
(d) making final decisions;

The managers are particularly required in case of joint stock companies, irrespective of they are foreign or Indian. In case of foreign companies, the estates are managed by a class of secretaries and treasurers acting on behalf of the foreign share-holders. This led to the growth of professional managers in the estates. The supreme authority in a garden in Cachar rests on the manager (Bure Sahib), subject to the control of the Board of Directors. The average European managers look upon themselves as the Captain of the ship. As the captain has to look after the interest of the ship, the manager has to keep complete supervisions over the internal organisation and management of the estate. In case of proprietary management of the estate, partnership concerns and also private limited companies, managers are appointed to administer and control the gardens which are put under their charge. Sometimes, the proprietors or partners themselves undertake the responsibility.

1. Report on An Inquiry into conditions of labour in plantations in India. p-142
ROLE OF MANAGERS.

The principal responsibility of a manager is to take decision on vital matters and to suggest suitable ways and means for its implementation. In doing so, a manager is required to allow for the feed back and the evaluation of results. A good and successful manager should have a friendly but firm relationship with the workers. Manager is the sole sanctioning authority for expenditure to be incurred in the estate. A manager must pose the following questions to himself before sanctioning any expenditure of the estate—

(a) Is the expenditure worth while?
(b) Cannot it be deferred to any other date?
(c) Will it justify the expenses incurred in borrowing funds for executing the operation?
(d) Does it increase productivity?
(e) Is it profitable enough?
(f) Why could not it be thought of earlier? Can the lesson learnt be carried forward to other operations?

The average keen manager is a personality in his job, for the simple reason that he has almost mastered every acre of tea bush, coolie-but and forest tree on his estate and he almost sees every sheet of manufactured tea in his estate. A good manager keeps himself active and finds both men and machinery working at the optimum speed. He makes constant enquiry into and the assessment of the work load and working conditions so that both men and materials

12 Dr. N.C. Awasthi. The Economics of tea industry in India.
are utilised to the maximum. For these reasons, a manager is not only to have an up-to-date knowledge of cultivation and manufacturing of tea but also a sound knowledge of accounting procedures. The knowledge of cost accountancy has also been felt necessary for the tea garden managers in India where the main problem for the Indian tea is to compete in the international markets is to maintain standard quality with reasonable cost.

As regards remuneration to the managers they are paid monthly salaries and also a fixed commission on the sale of tea from the gardens. The question of remuneration and commission is discussed later on along with remuneration to the superintendents of the gardens.

Some European and Indian gardens in Cachar have appointed Garden Superintendents. The Superintendents are overall in-charge of cultivation and manufacturing in a number of gardens put under their control. They are expected to enquire about the trend of cultivation and manufacturing and to suggest the improvement that are to be made in the gardens under their control. In Cachar a Superintendent has been found to be in charge of 4 to 5 gardens both in case of European and Indian estates. The Superintendents are also paid monthly fixed salary along with commission on the sale of tea from those gardens. Some of the European companies have also appointed visiting agents to visit gardens once in a year and report the actual condition to the parent company about its affairs.

1. R.C. Awasthi, The Economics of Tea Industry In India.
It is not possible for a single person (Manager) to pay full attention to many points, including individual workers in a garden which is more than 500 acres or more. Here an Assistant becomes necessary and also advisable. An Assistant Manager is to assist the Manager and also to learn the tit bits to become Manager in due course. In some of the gardens which are big enough, sometimes more than one Assistant Manager are appointed. If there are two assistant managers, one looks after the field operations and the other is in charge of the factory and the office operations. The over-all in-charge remains the Manager of the estate. It is the duty of the assistant manager to help his manager to the best of his ability in the working of the estate according to the annual estimate of expenditure and the various programmes embodied in it.

FIELD MANAGEMENT.

The plantation industry is essentially agricultural, therefore the field operations are managed most carefully and continuously. The Manager or the Assistant Manager has to take up an over-all charge of field operations but in the Cachar estates appoint Head Maharir (Baz Maharir) who also is called jamadar’s Head Maharir has to keep full watch on over-all field and factory operations. Under Head Maharir other Maharirs are appointed in charge of different categories of workers like Maharir for women workers, Chakra Maharir for children workers and Faltu Maharir for temporary workers.
Sarders are required to keep the records about daily presence and absence of the labourers in the gardens.

**FACTORY MANAGEMENT**

The factory office keeps records of each day's work, including the weight of leaf brought in, the types of leaf, the weight of withered leaf and that of manufactured tea. Any marked departure from the standard factory procedure is also noted. These records are correlated with the taster's reports on the tea and the sale price of the invoice concerned. Tea is tasted daily in the office under strictly standard conditions.

If the crop containing 'red leaf' is brought to the factory, such leaf is discarded. A standard procedure, with regard to time and condition of each phase of manufacture are decided upon by the manager of the garden by consultations with engineer, if any. Modifications are made to the procedure, in case, the extra crop is to be manufactured during a particular time in the busy season.

In different sections of the factory we find tea house moharir (Cha moharir) and assistant Cha moharirs. Sarders are also appointed to supervise different operations inside the factory. Chaukider, at the factory gate, has to keep 24 hours' watch on the factory. Technicians are also appointed in some gardens to assist the engineer to make minor repairing works in different departments of the factory. Till later part of the forties, the Chinese technicians and carpenters were appointed in Assam gardens including those of Cachar.
The office management in a tea estate is kept under central control of the manager. Sometimes a separate office is set up for the Superintendent to keep control over office matters relating to all the gardens under his supervision. If there are more than one assistant manager, sometimes, one is asked by the manager to supervise the activities of the office.

Head clerk in the office has to keep full supervision of the office matters and must be ready to explain the manager, the matters that admit of clarification from him. The rest of the clerks like second clerk and third clerks and typist have to assist the Head clerk in the office matters. The appointment of additional clerks depends upon the load of work which generally depends upon the size of the garden. More clerks are found in the non-Indian tea companies than in the Indian tea companies. Also, it is found that the accountant is acting as a manager who is actually in-charge of whole estate or in cases to a number of estates. They also appoint engineer to supervise more than one garden situated in different regions.

The subordinate staff of a tea estate, like the non-commissioned ranks are the backbone of labour force. Everything possible should be done to maintain their interest and dignity. In most of the gardens owned by non-Indian (sterling) companies the managers are non-Indians. As regards assistant managers the ratio may be 75% non-Indians and 25% Indians. Most of the non-Indian managers have been paid very high salary in comparison to Indian managers. In the form of commission too, heavy

1. Dr. R.C. Awasthi. The Economics of tea industry in India.
amount is paid to managers and the Superintendents. As per Plantation Enquiry Commission’s Report in 1934 more than 91 lakhs of rupees were paid in form of commission by non-Indian tea companies (Sterling and Rupee Companies under non-Indian) to the staff during 1934, while the rest paid only 17 lakhs to its staff in form of commission during the same period.

The information collected by the Ministry of Commerce & Industry in regard to the employment of Indians and non-Indians is given under table VII.

Number of Indians and Non-Indians in the employment of tea companies on salaries Rs.300/- and above as on 1st January, 1955.

### Table VII

<table>
<thead>
<tr>
<th>Salary Group including all allowances</th>
<th>Technical posts</th>
<th>Managerial posts</th>
<th>Total posts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of Indians</td>
<td>% of non-Indians</td>
<td>% of non-Indians</td>
</tr>
<tr>
<td>Rs.300 to Rs.499</td>
<td>176</td>
<td>10</td>
<td>260</td>
</tr>
<tr>
<td></td>
<td>(97.2%)</td>
<td>(3%)</td>
<td></td>
</tr>
<tr>
<td>Rs.500 to Rs.999</td>
<td>59</td>
<td>73</td>
<td>160</td>
</tr>
<tr>
<td></td>
<td>(46.9%)</td>
<td>(53.1%)</td>
<td></td>
</tr>
<tr>
<td>Rs.1000 to Rs.1500</td>
<td>14</td>
<td>99</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td>(18.3%)</td>
<td>(81.7%)</td>
<td></td>
</tr>
<tr>
<td>Rs.1500 to Rs.3000</td>
<td>4</td>
<td>142</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>(4.8%)</td>
<td>(95.2%)</td>
<td></td>
</tr>
<tr>
<td>Above Rs.3000</td>
<td>-</td>
<td>-</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>253</strong></td>
<td><strong>357</strong></td>
<td><strong>266</strong></td>
</tr>
<tr>
<td><strong>(All salary Groups)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>(36.3%)</strong></td>
<td><strong>(63.7%)</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source - Ministry of Commerce and Industry.
The above study revealing the percentage of Indians and non-Indians in these five salary groups is certainly very interesting. As one moves up the salary scale, the percentage of non-Indians increases while the percentage of Indian decreases correspondingly. The highest salary group consists of non-Indians alone.

Besides salary, commissions and other allowances, managers enjoy the best housing facilities one cannot expect in rural areas, along with other extra amenities to them. The maintenance charge itself must be sufficient, which is borne by the tea estates in Coorg. Higher salaries along with other benefits are sought to be justified by the companies on ground of monotony of life on a plantation far removed from civilised habitants. As far as non-Indian managers are concerned, they have to keep dual establishments—one in England and the other in India—the difficulties of schooling their children and so on. If they are paid higher salary, it is justified to some extent. Though the employment of Indian managerial staff may not bring any substantial change in the managerial efficiency, most of the non-Indian Companies are found reluctant to entrust Indians with the responsibilities of looking after their tea estates.

The foremost quality of a tea garden manager is integrity and honesty, which has been found lacking in case of Indian managers. Training facilities have been started by Teaklei Research Station since 1962, but the number of seats are limited to 30 only. Better facilities are required to be given where Indians may acquire technical and accounting knowledge.
to prove themselves capable of working in managerial posts.
I fully agree to the views of Mr. D. C. Kothari for the setting
up of management councils where workers may also participate
in management and share full responsibilities. Since 1969,
the Assam Agricultural University has been conducting an under-
graduate course on Tea science. This year the University
proposes to start the Post-Graduate Course on Tea Science from
November, 1972. These courses will certainly be of much help
to train the executives both on plantations and manufacturing
as well as for tea trade in general. There is a proposal also
to admit students from different countries of the world. This
course, being the first of its kind, will surely fulfil the
long felt requirements of the tea industry and trade.
The plantation industry is one of the best organised industry in India. The chief organisations of the planters in Cachar are Surma Valley Branch, Indian Tea Association and Tea Association of India, Cachar Branch; Indian Tea Association was formed in 1861 for the promotion of mutual interests of all persons in the cultivation of tea. Its membership is open to proprietors, managers and agents of tea estates in Cachar. The most important sterling interests of the tea industry in Assam valley and Cachar (Surma valley) are represented by Indian Tea Association, London. There is no organic connection between London and Calcutta bodies, though in practice the connection between them is very close and the majority of the members of the Indian Tea Association, London are members of the Indian Tea Association, Calcutta. The Indian Tea Association, Calcutta has two branches in Assam, namely, the Assam Valley Branch and the Surma Valley Branch. It represents more than 50% of the total acreage under tea in Cachar and more than 60% of the total acreage under tea in Assam valley. Almost all non-Indian estates and some Indian estates are members of the Association. The rules of the Indian Tea Association are given under Appendix II.

The Indian planters have three other principal associations of their own in Cachar. These are Tea Association of India, Bharatiya Cha Pariasad and Surma valley Indian Tea Planters Association which organise tea plantation estates in Cachar. The area-wise distribution of these associations at the end of
1968 is given below.

**Membership Area in Hectares.**

<table>
<thead>
<tr>
<th>Association</th>
<th>Area (Hectares)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surna Valley Branch Indian Tea Association</td>
<td>14,133</td>
</tr>
<tr>
<td>Tea Association of India</td>
<td>42,841</td>
</tr>
<tr>
<td>Bharatiya Cha Parishad</td>
<td>13,664</td>
</tr>
<tr>
<td>Surna Valley Indian Tea Planters Association</td>
<td>7,361</td>
</tr>
<tr>
<td>Assam Branch Indian Tea Association</td>
<td>1,00,569</td>
</tr>
</tbody>
</table>

The Tea Association of India has been formed by the Indian planters who have either purchased the tea estates directly from the European Tea Planters or have been representing most Indian tea planters of the region. The association is expected to help the members in different ways, for the purpose of recruiting labour, regulating its supply and providing medical services to the labourers. They also are bound together for the purpose of technological research and propaganda to increase tea consumption. Tecklai experimental station and Bose-Institute was owned by the Indian Tea Association for the member gardens of Cachar and Assam valley. The associations, in recent years, have been also required to help the members for securing ration quota at reasonable rates from the State Government. They are always expected to meet the food shortages of the member gardens. In case of labour troubles, they are also called to help the parties concerned to solve the differences peacefully.

The producers' association have also to act as representatives for planters to the Government bodies and committees. The members' grievances are also put jointly before the state as well as the central Governments by the Tea Associations.
TEA BOARD.

In the year 1909, the Government of India, at the request of the tea interests, imposed a levy on tea exported from India for propaganda purposes in India and abroad under the Indian Tea Case Act, 1909. Under the Act, a tea case committee was constituted to administer the funds collected from the above levy. This committee comprised representatives of the tea industry including the chamber of commerce. In 1937, the name of the Tea Case Committee was changed to the Indian Tea Market Expansion Board.

In view of the importance of the tea industry to the national economy, the Government of India, after independence enacted the central Tea Board Act, 1949 and set up a body under central Government control, for the development of tea industry. Accordingly a new board, called the Central Tea Board replaced the Indian Tea Market Expansion Board. The new board was responsible for:

1. Promoting the sale and increasing the consumption in India and abroad, of the Indian tea or tea in general.
2. Carrying out propaganda for these purposes.
3. Increasing the production of tea in India.
4. Undertaking, assisting or encouraging scientific and technical research.
6. Improving the marketing of tea in India and abroad, and
7. Promoting co-operative efforts among growers and manufacturers.

To regulate the planting of tea in India and its export, a separate body known as the Indian Tea Licensing Committee was also set up by the Govt. of India under Tea Control Act, 1933. This Act
was passed in pursuance of the International Tea Agreement, 1933 to which India was one of the signatories. After signing the second International Tea Agreement, the Indian Central Act, 1933 was replaced by the Indian Tea Central Act, 1936.

In 1933, both the Central Tea Board Act, 1949 and the Indian Tea Central Act, 1933 were replaced by the Tea Act, 1953, which was brought into force on the 1st April, 1954. The Tea Board constituted under the Tea Act, 1933 was formally inaugurated on the 30th April, 1954.

The functions of the propaganda and cognate activities relating to tea on the one hand and control over the cultivation and the export of tea on the other were merged into one and the same body i.e. The Tea Board, instead of two separate bodies viz the central Tea Board and the Indian Tea Licensing Committee.

FUNCTIONS OF THE TEA BOARD.

The principal functions of the Tea Board, as prescribed in section 10 of the Tea Act, 1953, is to promote the development of the industry. The specific measures, referred to in the Act for the purpose are as follows:

(a) regulating the production and extent of cultivation of tea;
(b) improving the quality of tea;
(c) promoting co-operative efforts among growers and manufacturers of tea;
(d) assisting or encouraging scientific, technological and economic research and maintaining or assisting in the maintenance of demonstration farms and manufacturing stations;
(e) assisting in the control of insects and other pests and diseases affecting tea;
regulating the sale and export of tea;

training in tea testing and fixing grade standards of tea;

increasing the consumption in India and elsewhere of tea and carrying on propaganda for that purpose;

registering and licensing of manufacturers, brokers, tea waste dealers and persons engaged in the blending of tea;

improving the marketing of tea in India and elsewhere;

collecting statistics from growers, manufacturers, dealers and such other persons as may be prescribed on any matter relating to the tea industry; the publication of statistics so collected or portions thereof or extracts therefrom;

Securing better service conditions and the provisions and improvements of amenities and incentive to workers;

such other matters as may be prescribed.

The Tea Board is required to perform its functions under this section in accordance with and subject to such rules as may be framed by the central government. Much depend on how the additional powers vested have been exercised. The Act was no surprise. It is but the inevitable outcome of the development in India, as in fact most of the other countries, of what is called the 'positive state'. At the time of placing new bill in the Parliament, the then Finance Minister Mr. T.T. Krishnamachari stated -

"My only object was to devise an instrument which could more effectively than before serve the interests of the industry, trade, labour and the consumer. For this, a close association of Government is necessary, indeed it is inescapable. But that association need not become dominance ...."
The plantation Enquiry Commission suggested the Board to equip itself further for the performance of several other functions. Some of the recommended functions are given below:

1. Maintaining replanting reserves on behalf of all estates;
2. Having a cost of production unit;
3. Organising tea auctions;
4. Arranging ware-housing;
5. Drawing up a phased programme of rehabilitation and development of fixed assets and having an inspectorate for extension and advisory work;
6. Co-ordinating the supply of finance for the tea industry;
7. Certifying revaluation of fixed assets whenever necessary;
8. Having a unit to look after the needs of the industry for efficient and economical procurement of various kinds of supplied and stores and encouraging the development of co-operative institutions in this connection;
9. Administering the Tea Expert Central Scheme in view of the abolition of expert quotas;
10. Advising the industry in well co-ordinated recruitment of managerial personnel and in establishing suitable training institutions for them;
11. Establishing suitable liaison with the Department of Company Law Administration in the Central Government for the administration of the latest companies Act in relation to the tea companies.

Some of the recommendations of the Commission have already been implemented by the government of India, while some of them are still under consideration.

The composition of the Board is finalised every year in the annual general meeting. The Board consists of a chairman and a maximum of forty members in all. It includes:

1. Owners of tea estates and gardens and growers of tea;
2. Persons employed in tea estates and gardens;
3. Manufacturers of tea;
4. Dealers including both exports and internal traders of tea;
5. Consumers;
6. Parliament members;
7. The Government of the principal tea growing states;
8. Such other persons or class of persons, who, in the opinion of the Central Government, ought to be represented on the Board.