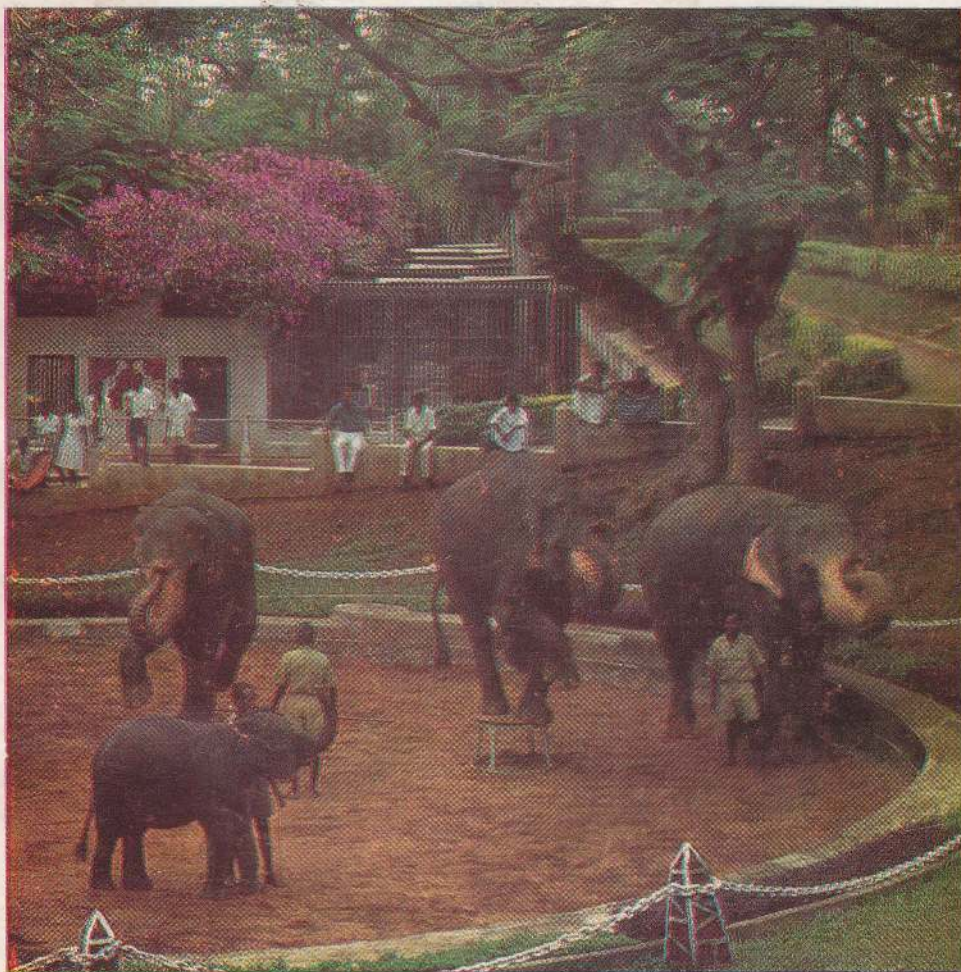


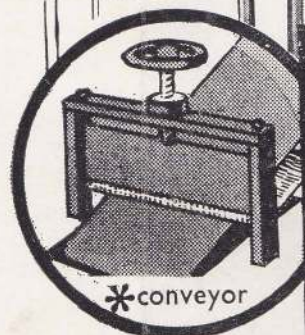
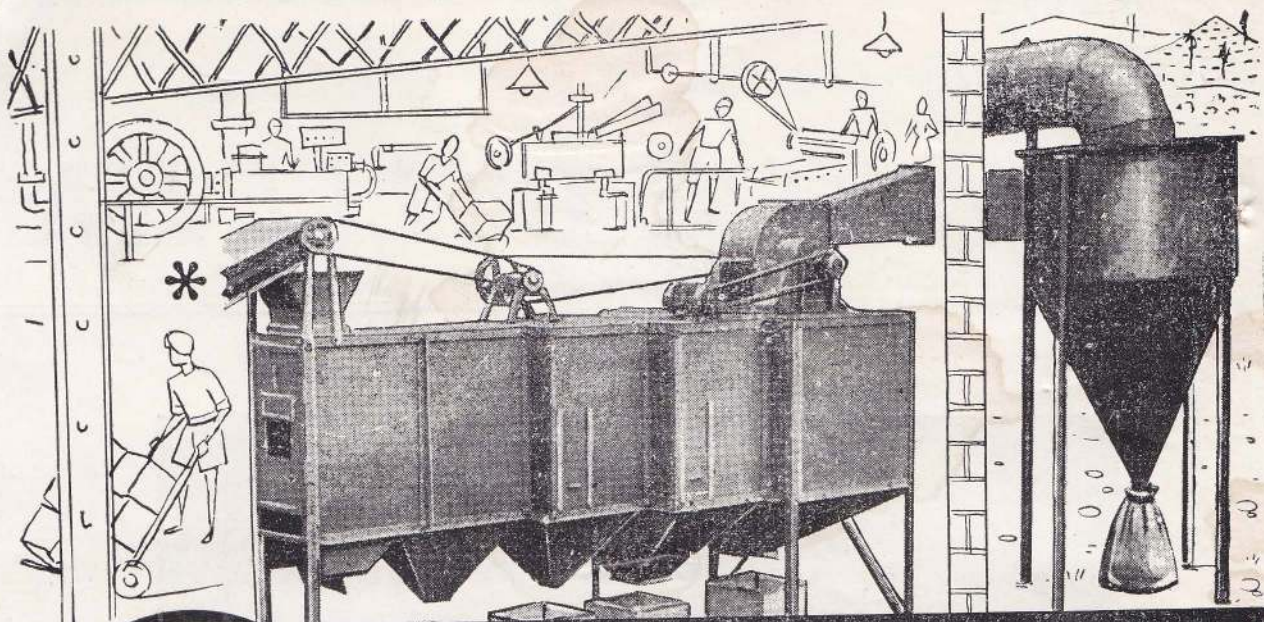


THE BULLETIN



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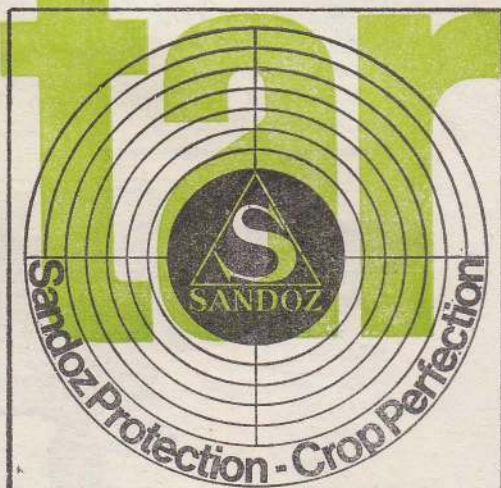
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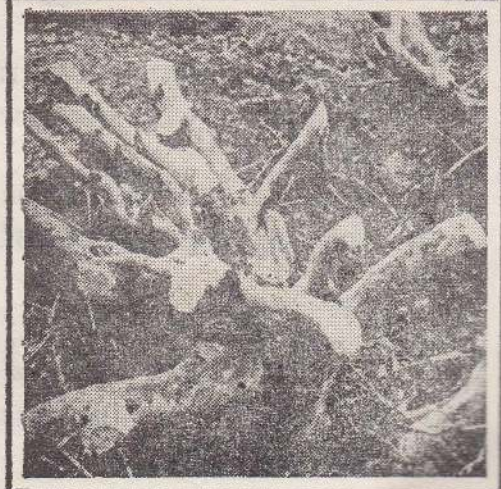


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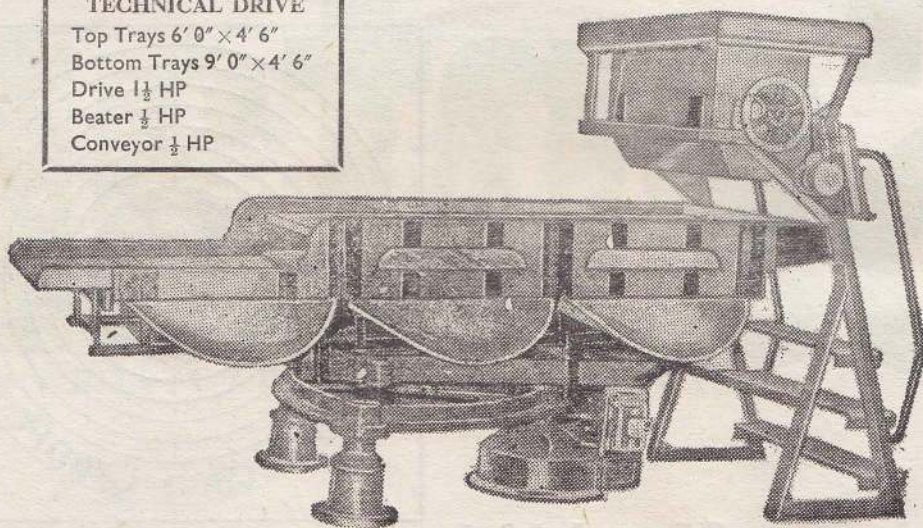


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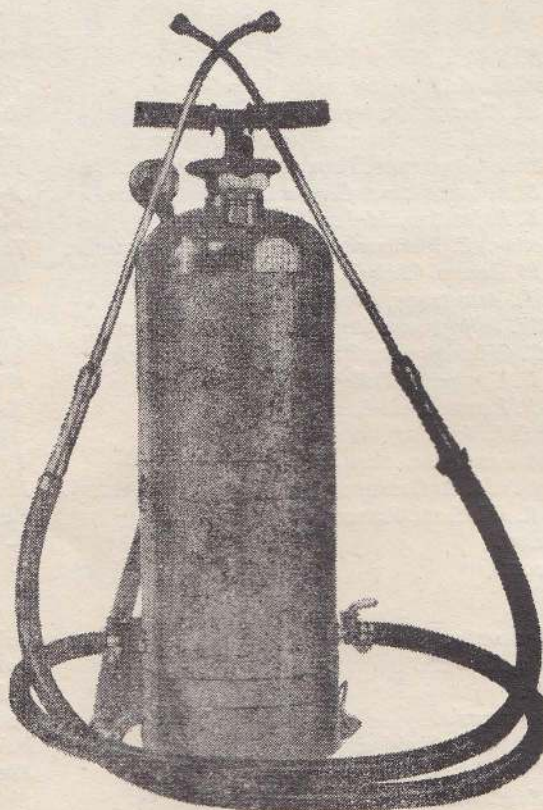
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The Bulletin

Vol. 30

Part IV

DECEMBER, 1971

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The Journal of
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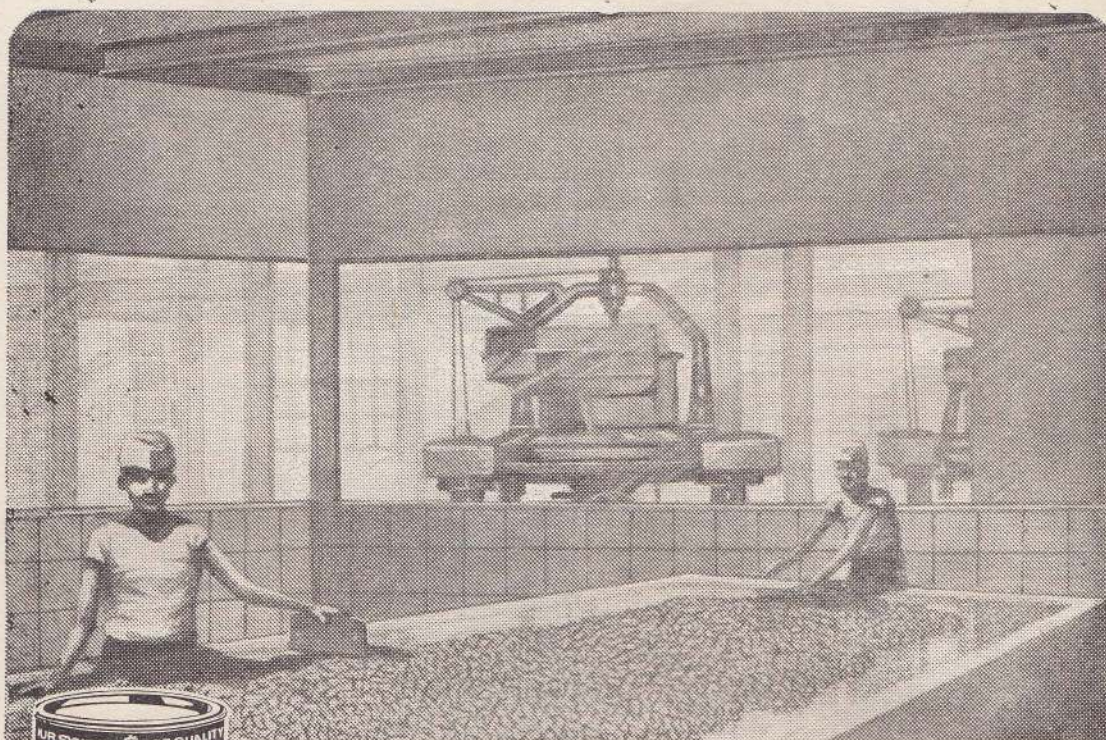
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The Bulletin

VOL. 30 PART IV
DECEMBER 1971

Journal of the Ceylon Planters' Society

"To secure and promote the personal and professional interests of Planters, while endeavouring to co-operate with, and ensure the prosperity of, proprietors."

Editorial

THE C.P.S. & YOU

The inherent selfishness of human nature makes everyone of us ask, what we have got from the Society we live in. For the same reason the question is often on the lips of Planters—"What has the C.P.S. done for me?" I would borrow a thought from the late President John Kennedy, and say that we should now as never before ask ourselves, "What have we done for the C.P.S.?"

I say that this introspective is more necessary now than ever before, because the Planting Community is fast becoming a convenient whipping boy for the social and economic ills of the Country. Our identity in the Plantation Industry is often confused with the Colonial ambitions of a past era. It is unfortunate—to say the least—that as individual Members of this Profession we have done little to dispel this wrong impression.

The Ceylon Planters' Society was started many years ago to promote the welfare of Planters. I need not recount here the many ways in which the Society has, over the years, striven to achieve this objective. The benefits that we enjoy today are the fruits of the labour of our predecessors. In a changing world, however, we cannot merely be satisfied with what has been achieved in the past. As long as the Plantation Industry continues to enjoy its pre-eminent position in the Country's economy, we Planters will have a significant role to play in the life of this Country.

The role we now play, and are to play in the future, cannot be determined by anyone other than ourselves. As individuals, we shall surely fail to make any significant impact on the life of the Country. It is only by concerted joint effort that the Professional Planters can continue to maintain the position that has been won for them by their predecessors.

The Society exists for the benefits of all Members of the Planting profession, and the benefit of Members is directly proportional to the strength of the Society. The strength of the Society in turn derives from the support it receives from Members of the Profession. The support in this instance does not mean the Annual Subscription that Members pay. The support that gives strength and sustenance to the Organisation is the active participation in the affairs of the Society, by all its Members.

I do not suggest that every Member should blindly agree with the decisions made by those who are responsible for making decisions. The Society is committed to a democratic pattern of operation, and popular support is necessary for each decision made. It is therefore up to us as Members to voice our opinions through the Society and its Branches. It does the Society and you little good to silently sulk with dissatisfaction. It is perhaps even worse to indulge in criticism of the Society at some other forum other than that provided by the Society.

It is in this context that I say, that before we can ask what the Society has done for us, we—every single one of us—must give to the Society what it needs—unstinted support. It is only by the strength of the support it receives that the Society can do anything for us.

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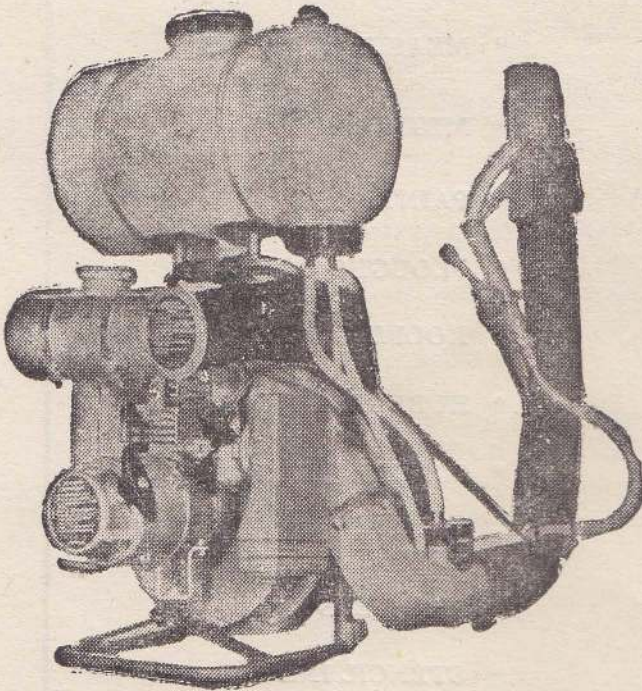
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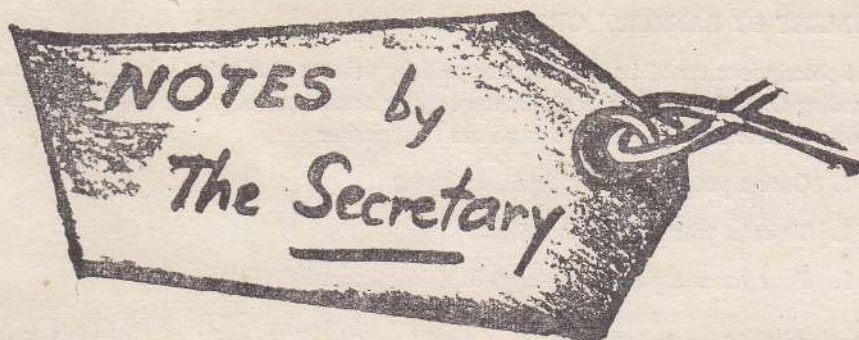
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The Ceylon Institute of Planting now conducts all Examinations, and queries should be addressed direct to the Institute and not to the C.P.S.

The Programme of Examinations, according to The Secretary of The Institute, is, as follows:

<i>Examination</i>	<i>Date</i>	<i>Venue</i>
Tamil Language (Junior)		<i>Planters' Association, Colombo.</i>
Tea Manufacture and Factory Practice		<i>Oral: Hantane Estate, Kandy.</i> <i>Written: Kandy Club, Kandy.</i>
Book-keeping (Preliminary Grade)		} <i>Planters' Association, Colombo.</i>
Book-keeping (Junior Grade)		
Book-keeping (Senior Grade)		

Please apply **DIRECT** to the Ceylon Institute of Planting if you wish to sit any of these examinations, or want any other particulars, to P.O. Box 855, Colombo.

C.P.S. SUBSCRIPTIONS

There are some members who have still not sent in their subscriptions which were payable on the 1st April.

We are certain that this is due to your having merely postponed doing so; for it would be superfluous to 'explain' that the Society, like any Club or other organisation, needs money!

Please therefore be so good as to send us your cheque if you had not already done so!

Subscriptions are calculated, as follows:—

<i>Basic Salary</i>	<i>Annual Rate of Subscription</i>	<i>Legal Expenses Fund</i>
Rs. 400/- and under	Rs. 50/-	Rs. 12/-
Rs. 401/- to Rs. 800/-	Rs. 85/-	Rs. 12/-
Rs. 801/- and over	Rs. 100/-	Rs. 12/-

for arriving at Basic Salary deduct Rs. 298/75 if you are a bachelor, and Rs. 498/75 if married, from your Consolidated Salary.

PAYMENT BY BANKERS' ORDER

Subscriptions could be conveniently paid by using a Banker's Order. This is really a "Standing Order" with your Bank for the regular remittance of your subscription, as well as your contribution to the legal expenses fund, either

1. Once a year, on the 1st April, each year
2. Twice a year (in two instalments)
3. Four times a year (Quarterly) in 4 instalments.

Bankers Order forms could be obtained from The Ceylon Planters' Society, P.O. Box 46, Kandy—Please write today if you have postponed doing so!

PROBLEMS

The Society works on the basis that all problems have their respective solutions!

If you have a problem, therefore, do bring it to the Society—early!

All matters are treated in the strictest Confidence

Supplementary Blue Questionnaires

These are sent out at the beginning of each financial year (in April) and members are requested to enter their latest particulars of salary, Provident Fund contributions etc. and return these to P.O. Box No. 46, Kandy, without delay.

The information collated from your returns give the Executive Committee an indication of underpayment of salaries, inadequate Provident Fund contributions etc. as the case may be, or where new terms and conditions of service have been introduced.

Statistics are also compiled each year on Salary averages etc. *based* on such returns.

It is therefore most important that your Supplementary Blue Questionnaires are **RETURNED** promptly.

IF YOU HAVE NOT YET RETURNED YOURS—PLEASE DO SO WITHOUT FURTHER DELAY.

If you have misplaced your form please call for a duplicate. **DO NOT IN ANY EVENT IGNORE** returning these forms.

Hotel Concessions to Members

A reduction of 30% is allowed by:

ST. GEORGE'S GUEST HOUSE, Peterson Lane (bordering Sapphire Theatre), Wellawatte, Colombo 6. Telephone 86194.

Five double rooms with attached bathrooms. Fans, laundry etc., on premises. Bed Tea and breakfast—Single Rs. 30/- Double Rs. 50/- per day. Proprietor: F. G. Peterson (Member C.P.S.)

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WELCOMBE, TRINCOMALEE—on bills for residence (not casual meals).

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TOURIST GUEST HOUSE, 237, Galle Road, Colombo 4—on bills for accommodation (bed and breakfast) and meals.

GREEN PASTURES, 67, Castle Street, Colombo 8—On occupation Charges only.

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ELIGIBLE NON MEMBERS

There are still eligible non members, reaping the benefits of better pay etc. consequent to the dogged efforts of the Society, without perhaps even realising that their present terms and conditions of service are in consequence of the Society's hard work.

If you know of such planters, please invite them to your next Branch Meeting, so that they could know what the Society is, first hand! and perhaps then put their shoulder too to the wheel, with the rest!

**Present Address**

T. L. H. C. Kelaart, Park, Kandapola.
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B. C. S. Perera, Frotoft, Ramboda.
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LETTER from AUSTRALIA

It is Christmas time and the familiar old tunes are being piped through all retail shops "Jingle bells" is one of the most popular with retailers, for it echoes the sounds dearest to his heart—the jingle bells of the cash register.

Shops are lavishly decorated, streets and buildings lit up and there is a spirit of conviviality among the thousands of shoppers. Jostling crowds, with children screaming, crying or laughing, pack the pavements.

It is like what the Pettah used to be, only ten times more crowded. It of course lacks the noise and colour of the Pettah. Scenes like those can only occur in the EAST.

Money during X'mas is no problem. If you are broke, there is always the money-lender under guise of the euphonious sounding name "credit manager". He will lend you anything up to Rs. 2,000/- for personal reasons—no security—just a smile and repayment at 10%!

(When I was a pledging S.D. I got caught to one of these types operating in the Pettah. I had to pay the first interest even before I got the loan. The man gave me some sort of receipt and asked me to call the next day for the money. I returned the next day and have been looking for the fellow ever since!)

It is incredible how you can get into debt here. One advertisement blared through the radio daily is "Your Insurance is due. You can probably pay it in a lump sum, but does this make sense. We help you to pay it in instalments—a little every week. This leaves you with money for other expenses".

So that even if you can "make do" with what you have, you are lured by this easy source of money. Many a migrant has fallen a prey to these advertisements. I suppose this is understandable, particularly with migrants from Ceylon. They come from a state of penury, of restrictions, of rationing, and are naturally overwhelmed by the super-abundance of material things.

Enjoying as we are, this abundance, we do feel sad for the many friends and relatives left behind, and hope that you in Ceylon will soon have some measure of prosperity—although the road ahead for you appears immensely arduous. It will take a Parliament full of Solomon-like ministers to solve your problems.

Agriculture

Rice growing is expanding both in New South Wales and in our own State of Queensland. With modern methods of seed selection, breeding and cultivation rice yields are continually rising, and so is the profitability. More rice is being eaten by Australians and a favourite dish is Indonesian fried rice.

Snake Story

Browsing through a 30 year old Agricultural Journal here I found the following anecdote:—

“Snake as an incubator”—

Five chickens hatched in Matara (Ceylon) had the extraordinary experience of being in the stomach of a snake. It appears that a few days before the eggs were hatched a snake swallowed seven of them while the hen was sitting on them. This was noticed by the owner who killed the snake and retrieved the eggs from the snake's stomach. Two eggs were broken, but the others were washed and placed under the hen, and two days later five healthy chickens were hatched!

Emigrants

More planters appear to be leaving Ceylon. The latest I met is Tom Fraser (late of Gordon). I wonder how the industry is coping with this exodus of these experienced and knowledgeable planters. The last time I was in Ceylon. I met a number of co-planter friends of mine who were “fed-up” with planting, and these were the truly indigenous types as opposed to some of us, emigrants, best described as “others” in official parlance, and unofficially in words which much research into many dictionaries failed to reveal!!

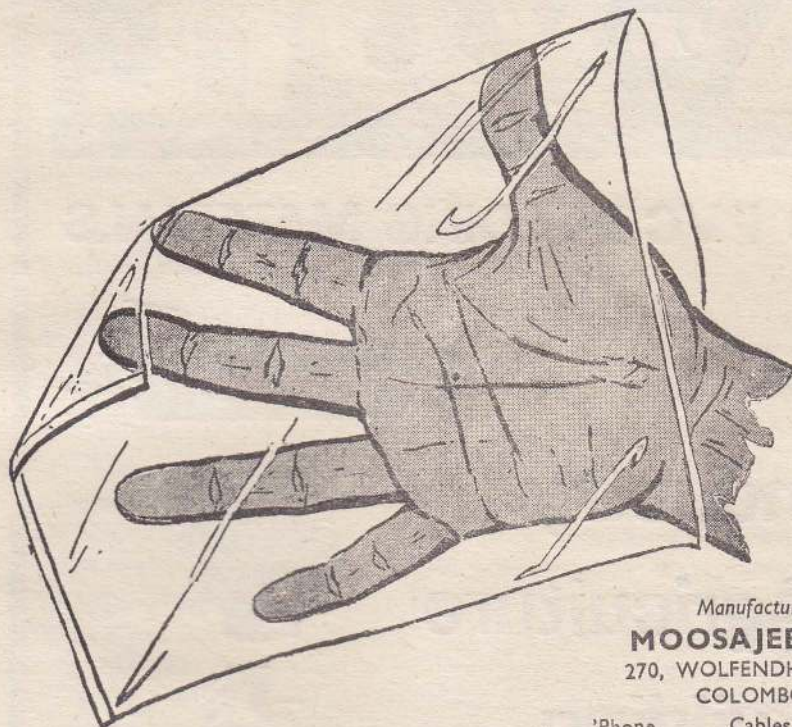
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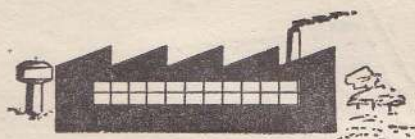
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An Analysis of Estate Management

by
MARTIN N. COLLINS

THE character of the work of the Estate Manager has changed and will continue to change, for he has moved from being a "Planter" to a "Manager". Although he may have lost of his past independence this does not mean that there has been any erosion of his importance he remains the highest authority on the estate—although less feudal and paternal—whose intimate knowledge of all aspects of the estate is vital to the specialists, advisers and the board of directors with whom he must deal. He must decide on what is desirable, and make it possible; he is the life giving impetus to sustain and increase effectiveness and efficiency.

Inherent in an efficient management is the continuous self-examination of the manager's own work performance, diagnosis of his own weaknesses as well as of the results obtained by his staff. The object of this paper is to bring together existing knowledge and to state it in usable form.

There are three inter-dependent functions of estate management.

1. Managing land and capital.
2. Managing and supervising staff.
3. Managing workers and work.

MANAGING LAND AND CAPITAL

The overall decision-making in utilising the shareholders, money is the responsibility of the board of directors, but the estate manager's role is important. Firstly, he must feed information back to his board to assist them in making decisions, information gathered at first hand through his experience. Secondly, he will maximise profits through operating efficiently, through the maximum utilisation of land, buildings and machinery, while minimising cost of maintenance. Thirdly, he will see that stocks of processed products are kept to a minimum by accurate forecasts and control, so that they are turned into cash as quickly as possible. Fourthly, he will purchase equipment at the best prices, and keep it to a minimum. Finally, he must concern himself with the accurate forecasting and estimation of cash requirements to carry out policies effectively, as well as the efficient control and accounting of the cash.

MANAGING AND SUPERVISING STAFF

The Manager must create confidence and mutual respect by doing his job efficiently without bias, by being prepared to listen to sound arguments and suggestions, and to admit when he is wrong. He must be approachable so that facts are not hidden and thus no conspiracy can arise. His subordinate staff must similarly obtain his respect through also doing

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a good job. This respect must not be obtained cheaply, as this will create an ineffective gang of "yes men" lacking in constructive thought and initiative.

The way a Manager organises his staff and how much freedom he gives them will depend on their personalities. Motivation and a sense of belonging must be created by leadership and the maintenance of a first-class environment. Each member must be given a definite job for which he has the training, ability and facilities to perform. He must be certain of his responsibilities, which must be incorporated in a written descriptive definition covering at least the following:

Title or position	Limitations
Responsible to	Immediate subordinates
Responsible for	Special duties
Special duties	

Only by such a definition can duplication of work and friction be avoided; if friction does occur the Manager must promptly adjudicate a settlement.

MANAGING WORKERS AND WORK

Personnel management, the organisation of human beings in such a way is an essential part of the manager's work. The workers are a human resource whose skills comprise a major part of the estate's capital and their wages a major part of expenditure. Unlike other capital resources, workers have control over whether, how much and how well they work. They require motivation, leadership, status, function, satisfaction, incentives and rewards. Management alone can provide these.

The degree of success with which the Manager fulfills the above functions will be determined by his skill in co-ordinating and exercising control, the efficiency and effectiveness of his staff, as well as external factors beyond his control. However, in order to carry out these functions he must have a sound administration.

ADMINISTRATION

"That part of management concerned with the guidance, leadership, carrying out of procedures and programmes laid down and communicated, and the progress of activities regulated and checked against plans".

It consists of five cyclical elements: (a) Planning (b) Organisation (c) Assembling resources (d) Supervising and (e) Controlling.

(a) Planning:

Although overall policy is decided by the board of directors, specific estate policy is mainly the Manager's responsibility, and all his subordinates must know their objectives; in military terms: the mission must be defined.

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Planning is deciding in advance what is to be done, through analysis of past performance and careful forecasting. The degree of planning will depend on:

- Ability to forecast accurately
- Flexibility required
- Expenses
- Time and resources available for planning.

(b) Organisation:

Organisation is a framework, based on descriptive definitions of responsibilities. An organisation chart is not an organisation structure but an illustration of it, and an indispensable managerial tool. Weakness in an organisation leading to inefficiency is very frequently due to the absence of such definition of responsibilities.

The estate manager is often confronted with remodelling an existing organisation and remoulding its members. When doing this he must adhere to eight basic principles; any weakness in the functioning of any of these will affect the structure of the whole organisation.

1. *Principle of Correspondence:* Individual authority must correspond to the responsibility of the position. On estates there is often an erosion of this authority as it tends to gravitate towards the manager who must make a conscious effort to combat such a trend.

2. *Principle of Responsibility:* A staff member must be responsible for the work and actions of his subordinates. No subordinate can take orders from more than one source, and no order can be given over the head of the staff member responsible.

3. *Principle of the Objective:* The organisation must have one common objective, to which the whole organisation is geared.

4. *Principle of the Span of Control:* The number of staff reporting and directly responsible to one superior should never be more than five or six. On estates the optimum is probably four.

5. *Principle of Definition:* Each member of the organisation must have a clearly defined and understood function, and no change in the scope of his responsibilities should be made without due explanation to all concerned.

6. *Scaler Principle:* There must be a clear line of authority and responsibility running right through the organisation from top to bottom.

7. *Principle of Specialisation:* Each member must have a special and clear function which must be as narrow and specific as possible.

8. *Principle of Co-ordination:* All positions and sections in the organisation must be co-ordinated to achieve the objective of the organisation.

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(c) Assembling Resources :

The efficient functioning of the estate requires the manager to build satisfactory external relationships. These contacts are becoming increasingly more important and sophisticated as they provide the climate within which the estate operates.

The success of the manager in obtaining and maintaining good external relationships will affect the efficient running of the estate, but unfortunately it is an element which is too frequently overlooked. It entails two main aspects : effective public relations with trade unions, local inhabitants, politicians, officials and police; secondly, contacts and relations with suppliers, contractors, dealers, agents, bankers, advisory services, distributors and utility services.

(d) Supervising :

Supervision is the day-to-day relationship between higher and lower levels of management and staff. It involves three main facets: direction, motivation and co-ordination, leading to the final element in the cycle of administration: control.

Direction is the passing of instructions to subordinates, and the way this is done is frequently given inadequate consideration. Efficiency and effectiveness require active—as opposed to a passive—obedience. The instructions given to a subordinate must be reasonable in that he must be capable of carrying them out and of being held responsible for their execution. They must be complete and clear, leaving no question in his mind. Their purpose should be explained—a point often over-looked. Finally there must be adequate follow-up of all instructions to avoid any laxity in the administration.

It cannot be overemphasised, that for the effective administration of an estate all the people on it must desire its success. It is often the little things that create such a desire so what is required of a manager is a sympathetic understanding of human behaviour. The excessive use of incentives will waste too much of his time which could be more advantageously devoted to these more important details. Co-ordination is harmonious unified action towards the common objective. In securing better staff co-ordination the manager will have to consider:

- (i) An organisation structure in which all staff functions fit in without overlap, gaps or friction.
- (ii) Effective communication between all levels.
- (iii) Voluntary co-operation between staff through official, informal and social contact.

(e) Control:

The final phase of the administrative process, and the ease with which it is exercised, will depend on how well the other phases have been carried out.

BAUR'S FOR FERTILISERS

Control assures the manager that the diverse activities of the estate are up to standard. All costs must be kept in line with plans; resources, such as buildings, equipment, stocks, inventories and land, must be effectively used and properly maintained.

The control process involves three basic steps:

1. Setting standards and limits.
2. Checking and reporting on performance.
3. Taking corrective action.

1. Setting Standards and Limits:

The duties and functions having been clearly defined, standards and limits are laid down. Little day-to-day control over these is required, for with the increase in the size of estates and reduction of staff it should be the aim to reduce time spent on controls to a minimum.

2. Checking and Reporting on Performance:

The manager will require an assurance that his standards of performance are being observed. He will do this through personal inspection, budgetary control, and reports. In this the manager must beware of unwittingly withdrawing the delegated authority or conveying the impression of lack of confidence in his subordinates. Records and reports should not consume so much of a subordinate's time that they prevent him from attending properly to his main functions, or cause delay in the manager receiving them so that their value is diminished.

3. Corrective action:

Having set the standards, they must be compared with performances, analysed, and corrective action taken where necessary. These comparisons will also be used in forward planning and forecasting.

The administrative cycle is now complete.

Conclusion

As in any other activity the foregoing principles must be adapted to suit the needs of each estate. Estate management however, must never lose sight of the interdependence of the elements of administration of a manager's functions with those of all sections of the community.

In converting principles into practice three broad points deserve consideration:

1. Be sure to ascertain the true facts, both technical and economic. There is no substitute for an intimate knowledge of the estate.
2. Adjust to individual personalities, for the human element enters into every activity.
3. Consider the whole situation. No element or facet can be considered on its own, but only in its perspective.

The solution of any problem must be preceded by a careful analysis of the situation. It is hoped that this paper will be of assistance in this respect.

(With acknowledgements to The Planters' Chronicle)

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THE CEYLON SCENE

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TEA INDUSTRY'S PERFORMANCE IN THE FIRST HALF OF 1971

by
TERUB

FOR the purpose of convenience, the first half of 1971 could be divided into two periods. In the first quarter, January to March, tea prices in Colombo auctions were higher as compared to the prices recorded in the corresponding period of 1970. (See Table I)

TABLE I
Tea Sale Averages—Colombo Auctions
(First Quarter)

			1971				1970			
			<i>All</i>				<i>All</i>			
			<i>High</i>	<i>Mid</i>	<i>Low</i>	<i>Teas</i>	<i>High</i>	<i>Mid</i>	<i>Low</i>	<i>Teas</i>
Jan.	Gross	..	2.15	1.68	1.56	1.78	2.04	1.53	1.39	1.65
	Nett	..	1.97	1.66	1.55	1.72	1.87	1.51	1.38	1.58
Feb.	Gross	..	2.25	1.71	1.58	1.84	2.11	1.57	1.39	1.68
	Nett	..	2.02	1.68	1.57	1.75	1.91	1.54	1.38	1.60
March	Gross	..	2.35	1.77	1.60	1.90	2.17	1.61	1.38	1.72
	Nett	..	2.09	1.72	1.59	1.80	1.96	1.58	1.37	1.63

The second quarter witnessed at its very beginning the onset of insurgent activities in several parts of the Island. In tea, the areas affected were chiefly Morawak Korale (Deniyaya) and Kegalle districts. In Kegalle, rubber suffered more than tea in view of its high acreage in this product. The upsurge, however, did not cause a major breakdown in the production of tea. Even rubber output was not affected. It is evident from Table II that production of tea recorded a shortfall of 3 million lbs. This was due to the insurgent activities in the low-grown region.

TABLE II
Production

			<i>Jany./June</i> 1971 <i>lbs.</i>	<i>Jany./June</i> 1970 <i>lbs.</i>
High Grown	101,649,441	101,709,286
Medium Grown	88,077,152	87,448,676
Low Grown	62,409,133	66,190,033
			<u>252,135,726</u>	<u>255,347,995</u>

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Price-wise Colombo auctions continued to be better throughout the second quarter as compared to the corresponding period in 1970. The only disconcerting feature was the fall in the total volume of tea at the Colombo auctions in the first six months of 1971 to 187.5 million lbs. as against 203.5 million lbs. sold in 1970. (See Table III)

TABLE III
The Sale Averages—Colombo Auctions
(Second Quarter)

		1971				1970			
		<i>High</i>	<i>Mid</i>	<i>Low</i>	<i>All Teas</i>	<i>High</i>	<i>Mid</i>	<i>Low</i>	<i>All Teas</i>
April	Gross ..	2.26	1.74	1.62	1.87	2.17	1.60	1.38	1.72
	Nett ..	2.04	1.71	1.61	1.78	1.96	1.57	1.37	1.64
May	Gross ..	2.19	1.73	1.65	1.86	2.10	1.59	1.39	1.70
	Nett ..	2.00	1.70	1.63	1.78	1.93	1.56	1.38	1.63
June	Gross ..	2.13	1.72	1.67	1.85	2.02	1.56	1.38	1.66
	Nett ..	1.96	1.69	1.65	1.77	1.87	1.54	1.37	1.60
Total sold:	High ..	65,560,100				70,042,000			
	Mid ..	63,786,600				67,379,100			
	Low ..	58,163,100				66,145,400			
Total:		187,509,800				203,566,500			

The price behaviour of tea in the London auctions on the other hand was disappointing. In January, there was a slight recession as compared to the prices a year ago, but from February to June prices were much lower as compared to the corresponding period for the previous year. Moreover, the total packages sold up to the end of June in London amounted to 303,618 as compared to the 334,447 in 1970. The benefit of the increased price at Colombo was offset by the drop in the total export volume. In London auctions, both prices as well as export volume recorded a fall. (See Table IV)

COMMISSION OF ENQUIRY ON AGENCY HOUSES AND BROKERING FIRMS

A Gazette Extraordinary was issued by the Government on Monday 21st June, by order of His Excellency the Governor-General announcing that a Commission of Inquiry had been appointed under the provisions of section II of the Commissions of Inquiry Act for the purpose of inquiring into and reporting on the following matters:—

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- (1) The structure, organization and operation of—
- (i) businesses, in Ceylon, whose activities consist of or include the management (in any of its aspects), on behalf of local or foreign principals, of any agricultural or trading ventures producing or trading in tea, rubber, coconut or other Ceylon agricultural produce whether or not such principals are themselves agents or trustees (which said businesses are hereinafter referred to as "Agency Houses"); and
 - (ii) businesses whose activities consist of or include that of acting as brokers for principals, including the Government of Ceylon agricultural produce for internal consumption or export (which said businesses are hereinafter referred to as "Brokering Firms"),
- more particularly in regard to connections, relations or arrangements of the said Agency Houses and Brokering Firms, inter se and, otherwise than in the course of business strictly as agents or brokers, with firms, companies or associations in Ceylon or abroad interested in or engaged in the business of buying, selling, packeting, storing, warehousing or shipping Ceylon agricultural produce, of estate supplies including the manufacture thereof and of planting tea, rubber or coconut abroad;
- (2) The activities and practices of the said Agency Houses and the said Brokering Firms in so far as they relate to:—
- (a) the maintenance and the increase of the production of estates;
 - (b) the maintenance, modernisation and extension of factories and other capital assets of estates;
 - (c) the reserves of themselves or their principals to be held in Ceylon or abroad;
 - (d) the application of such reserves;
 - (e) the saving or loss of foreign currency;
 - (f) the recruitment, control, conditions of service and promotion prospects of staff;
 - (g) the prices obtained for Ceylon produce and the expenditure in foreign currency on estate supplies on services;
 - (h) the credit obtained from Ceylonese and foreign banks for the maintenance and improvement of the said estates;
 - (i) the subsidies obtained from the State for such maintenance and improvement and the application and utilisation of such subsidies;
 - (j) the appointment to the directorate of companies owning estates and agricultural interests in Ceylon; and
 - (k) the suitability of systems of accounting for the easy ascertainment of figures relevant to taxation, exchange control, repatriation of profits, use of blocked funds, the utilization preserves, the maintenance and improvement of capital assets, manuring or replanting programmes and such other matters relating to good estate management; and

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- (3) The changes in the structure organization, operation, control and ownership of said Agency Houses and Brokering Firms that are desirable from the point of view of:—

- (a) the inland revenue and exchange control;
- (b) the maintenance and improvement of the production of estates;
- (c) the efficiency of the section of the national economy dependent upon the production and sale of Ceylon estate produce; and
- (d) the well-being of persons connected with such section of the national economy; and to make recommendations in respect of the matters investigated by the Commission.

The Seven Member Commission is headed by a senior Member of Parliament. It has been required to submit to the Governor-General a report as early as possible and such interim reports as are necessary or convenient under the hands of the Commissioners setting out the results of their inquiries and their recommendations.

The appointment of this Commission follows on the appointment of the Tea Commission in 1967 and its report, as well as a pledge contained in the United Front manifesto, to the effect that the working of Agency Houses will be probed.

RUBBER

The Rubber Research Institute of Ceylon has tried its best to keep in step with the lead given to producers by Malaysia to ensure price stability for natural rubber vis-a-vis the synthetic product.

Two factors are necessary to make Ceylon rubber both viable and competitive. Firstly, it has to be given to the consumer as he requires it. This means the industry will have to go in for new forms of rubber. Secondly, it is necessary to bring down the cost of production to the barest minimum. This can be achieved by vigorous replanting programme with high yielding clones, increased use of fertilisers and resorting to well tried methods of stimulation.

TABLE IV
London Auctions

	1971				1970			
	High	Mid	Low	All Teas	High	Mid	Low	All Teas
January	53.24 d	50.25 d	43.60 d	51.49 d	52.93 d	51.12 d	47.25 d	52.06 d
February	48.07	44.93	40.02	48.96	52.42	50.60	47.31	51.64
March	47.87	44.51	40.19	46.33	52.80	50.86	47.79	51.94
April	47.86	44.12	40.31	46.19	53.38	51.10	47.90	52.41
May	48.79	44.59	40.71	46.94	54.62	51.67	48.68	53.60
June	48.97	44.64	40.86	47.09	55.62	52.04	49.01	54.18
Totals sold	High	184,923 pkgs.				205,926 pkgs.		
	Mid	100,717				118,464		
	Low	17,978				10,057		
Total pkgs.		<u>303,618</u>				<u>334,447</u>		

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Experiments in Ethrel stimulation have been tried out in Ceylon. However, these experiments are still on a restricted scale and the Rubber Research Institute of Ceylon so far has not made any recommendation for the free use of this stimulant. There is little doubt that this form of stimulation will help producers to take the maximum out of their rubber areas before replanting becomes necessary. In these circumstances, the Ethrel stimulation of trees which are 25 years and over would not only be useful crop-wise but also assist any well planned replanting programme. It would help the doubling of latex which could result from this process when applied to certain types of rubber and minimise the loss of crop from areas which need to be immediately replanted.

In terms of price, the position of natural rubber at present is rather disconcerting. I am of the view that rubber would recover in the last quarter of this year and would maintain its bounce thereafter. Advance in rubber technology resulting in the new forms of rubber to suit consumer preferences, the work of Polymer Scientists to extend the field of rubber usage, a vigorous replanting programmes in high yielding clones, marketing research in regard to specialised forms of rubber such as Dynat, Nakom and Crepe and producers' awareness of keeping the cost of production of natural rubber lower than the price of its synthetic competitor, would all help to maintain price stability. The improvement in the standard of living in various countries would also boost the consumption of natural rubber.

COCONUT

The coconut industry in Ceylon has for several years offered competition to rubber industry as second largest earner of foreign exchange in Ceylon. The total extent of land under coconut is approximately in the region of 1.152 million acres. Estates of over 100 acres comprise approximately 216,000 acres. Even though prices of coconut have remained stable for the past few years, production in terms of nut equivalent has fallen from the 1964 figure of 3,148 million to 2,605 million in 1970. As a result, exports have declined from 1,625.8 million to 859.6 million. The industry is in need of a well planned programme for its re-vitalisation. A crash programme of fertiliser application may produce quick results. From the long term point of view a programme of under-planting and new planting would have to be encouraged if the industry is to be viable. The Ministry of Plantation Industry is at present engaged in working out a comprehensive plan for the coconut industry which is expected to take into account the needs of the small-holders and also of the country's requirements in the long term.

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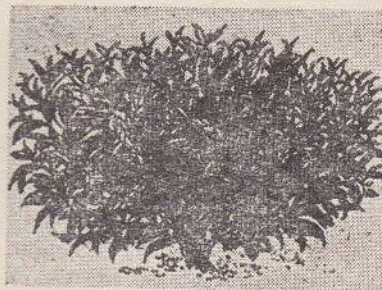
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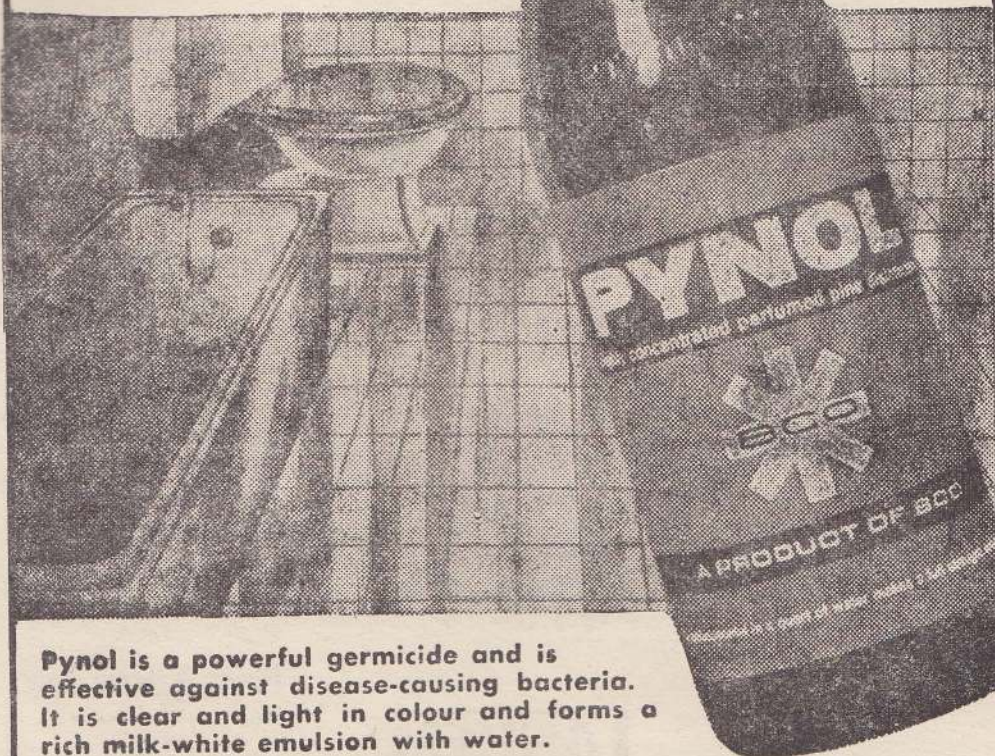
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JOB TRAINING FOR MINISTERS!

(As the subject matter is rather heavy and indigestible, The Editor has used his discretion and inserted this article under, "In Lighter Vein" any comments from members will be dealt with in similar fashion!)

Job training for Ministers! This near-heretical proposition (which will probably strike a sympathetic chord as far as many civil servants are concerned) is put forward in a recent issue of *Management Today*, the journal of the British Institute of Management.

The proposer is Mr. Clive de Paula, a senior partner in a management consultancy firm, who recently spent 2½ years as co-ordinator of industrial advisers to the Government. Mr. de Paula thus speaks from an unusual position of having personal knowledge of both the general industrial scene and the processes of Government. His main argument is that those who are selected for ministerial office, with personal responsibility for decisions of the most crucial importance, are often completely untrained for reaching decisions of any kind, let alone those at this high level of performance.

As Mr. de Paula pithily comments: "In the latter half of last June, 70 new men took over the Ministerial desks in and around Whitehall. And of those 70, some 50 had never before been Ministers. They had no experience of government, nor of decisions involving the whole machinery of government... This problem of inexperienced Ministers is as old as party and Parliamentary government in Britain. Because it has always been with us, the British seem to accept it with the affection we have for the old oak at the bottom of the garden".

Mr. de Paula continues: "Two-and-a-half years" work as an outsider working inside the government machine convinced me that its most hidden weakness is, indeed, this lack of experience by Ministers of the sort of decision-taking with which government confronts them".

Perhaps the only surprising thing about this conclusion is that it is not more widely appreciated outside the Civil Service. If it were, it might, for a start, deflect some of the public criticism of the Civil Service which results from decisions which are actually taken at the ministerial level.

What can be done to improve this situation? First, as Mr. de Paula's article points out, one has to appreciate that ministers are the products of a political system that is unlikely to be amenable to change for this reason alone. In the current House of Commons, for example, only 42 of the 630 members have worked as managers, executives or administrators. In any case, the sort of experience gained pursuing a successful political career is very often incompatible with the vastly different kind of experience that goes into the development of a high level industrial or administrative decision-taker.

The answer as Mr. de Paula sees it, is to provide some sort of job-training for both actual and potential ministers. He feels that the Civil Service College at Sunningdale could provide this training by running regular courses in government decision-taking. The courses would be along the lines of the computer controller "war-games" and other similar techniques developed to test would-be participants in taking high-level decisions under simulated conditions. (No mention is made of whether or not a report on the trainee's performance would go back to the Prime Minister or the Leader of the Opposition if one of his team is involved).

Whether this would effect a real improvement in ministerial efficiency in decision-taking is a matter for speculation. It is, at least, a constructive suggestion and, if treated seriously it could provide the minimum of pre-ministerial training for those aspiring to high office. It might also make the task of the long-suffering civil servant a little easier.

(Whitley Bulletin—Vol. 51—No. 9)

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I, supplicate to apply for the post of a Learner Clerk in your honour's Estate. I beseech to confide that my application will be favourably Considered no?

I am, Tamil and 24 years old. I have passed S.S.C., and have studied G.C.E. for one year.

I was a Learner clerk in the Estate for nearly 6 months. I have been Manager in the, Hali-Ela, and teach in School Kotagala. At presently teaching, But, extremely mortification and adversity. I born in a dignity family and not a sustenance staying ferlon. Consequently I inferiorly request to your goodself please offer me a chance. I will be always honest do my obligation to your entire gratification.

I hoped writing this application will relief me a chance-rescue our family and I pray you you like as a God Sir.

I am excepting for your reputation and favourably anticipation substitute Sir.

Thanking you,

Your's Obediently,

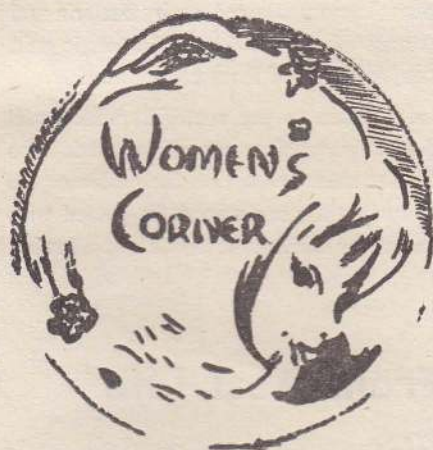
HEN-PECKED !

Let me tell you a sad story—

I had twelve bottles of the best whiskey in my cellar, and my wife told me to empty the contents of each and every bottle down the sink or else . . . !!! So I said I would and proceeded to the unpleasant task.

I poured the contents of the first bottle down the sink with the exception of one glassful which I drank. I extracted the cork from the second bottle and did likewise with the exception of one glass which I drank. I then withdrew the cork from the third bottle and poured the whiskey down the sink with the exception of one glass which I drank. I pulled the cork from the fourth sink and poured the bottle down the glass which I drank. I pulled the bottle from the cork of the fifth and drank one sink out of it and threw the rest down the glass. I pulled the sink out of the next glass and poured the cork down the bottle and drank the glass. I pulled the next cork from my throat and poured the sink down the bottle. Then I corked the sink with the glass, bottled the drink and drank the pour. When I had everything empty I steadied the house with one hand and counted the bottles, corks, glasses and sinks with the other which were 29. To be sure I counted them again and when they came by I had 79, and as the house came by I counted them again, and finally had all the bottles and the houses and the corks and sinks counted, except one house and one bottle which I drank . . .

—R. J. DOBBS



Alcoholic Fermentation

*Mrs. Warna Imbuldeniya, Nagastenne Group,
Dolosbage*

As housewives it is essential that we should know what processes take place to give us the popular alcoholic beverages called wine, beer, cider, toddy etc. This will enable us to correct any mistakes we may have made during the process of especially wine making, which we often do at home.

In all these beverages mentioned above, alcohol is produced as a by-product due to the fermentation of sugar in the liquids by certain chemical reactions. Therefore we call this process as alcoholic fermentation.

During this process minute one-celled organisms called yeast settles in the sugary medium and causes fermentation. This happens naturally in the sap drawn from palms or fruit juices like grapes etc. But we prefer to use prepared yeast as it gives quick results.

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BLISTER BLIGHT CONTROL**

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The yeast cells in the presence of sugary liquids produce an enzyme termed zymase by which the sugars are split into alcohol and carbondioxide gas, thus liberating the necessary energy for the yeast to live. This process take place in the absence of oxygen. This method of setting free energy by yeast cells in the absence of oxygen can be considered as a modified form of respiration called anaerobic respiration. The carbondioxide produced bubbles and gives a frothy appearance to the liquid. That is why it is necessary to uncork the bottle of wine occasionally during fermentation to allow the gas to escape. This is a crude method in commercial preparations. Therefore an air-lock made of shaped glass tubing which is half filled with water and fitted to the cork will help the gases to escape, but prevents the entry of air and bacteria. Also when removing the air-lock from a cork it must be taken out under water to prevent the glass from breaking. The energy that is set free by the yeast cells raises the temperature of the solution. This process of anaerobic respiration by yeast is taken advantage of in the brewing of beer and wines.

When making beer, the sugary solution that is brewed into the beer is called wort, obtained by the infusion of malt in hot water. (Malt is obtained from sprouting barley grains). When barley grains are allowed to germinate, the starch stored in them is converted into sugar. To this sugary scolution Hops are added to give the necessary flavour. Then yeast is added to cause fermentation, splitting the sugar into alocohol and carbon-di-oxide. When the required fermentation is reached the beer is collected in large casks, kept at a very low temperature for a few months and bottled.

When making grapewine, the juice extracted from the crushed grapes has glucose. Yeast is normally present in the ripe skins of grapes and brings in fermentation. Thus yeast need not be added here. The alcohol of wine and other liquors is acted on by bacteria and change into acetic acid and water during the later stages of wine making. The acetic acid formed is popularly known as vinegar which is normally prepared from coconut toddy.

Therefore when making wine it should be noted never to use materials which will react with acids. Stainless steel, enamel and glazed stoneware, glass can all be used. Also wide necked jars must be taken. When storing the bottles must be kept on their sides or the corks will dry up and crack. If the bottles are kept upright the corks must be coated with melted candle wax. Over acidity of wine can be corrected by stirring the bottle and allowing it to ferment some more.

Schoolroom Tools From Real Life

(By JOHN SWIFT)

A year ago, when Bill Heatherington was 11, he hated maths and science. He was the despair of his teachers, most of whom attributed his attitude to overkeenness on football or downright laziness.

But one teacher thought differently; he said Bill's trouble was psychological—and in a way he was right.

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Bill could do anything with his hands but when it came to working out a problem on paper he was lost. He needed to hold the result of his work in his hands. Not surprisingly, he failed to win promotion into his next form at school in Wimbledon, South London.

Today Bill is a bright pupil. He can do his thinking in practical terms and so can others like him.

I happened like this.

Most boys are attracted by anything mechanical—the more complicated the better. Precision instruments fascinate them, the sort of grown-up tools they can have when they get older.

Someone in an educational equipment firm decided to try to satisfy this need and the first result is a set of accurate measuring instruments in unbreakable plastics. They are exact replicas of professional instruments, capable of measuring to a fraction of a millimetre—at only a fraction of the cost.

The firm is Osmiroid, the fountain pen manufacturer. One of its directors explained: 'You don't teach a child the grammar of his native language before he can speak the language. In fact the child is quite fluent before he learns to read and write.

"It is much the same with these measuring instruments. They learn how to use them first. It is something practical and interesting to do, then, when it comes to theoretical work, they are quicker on the uptake because they have already learned something without realising it".

So far the range of instruments includes a clino-meter to measure angles of elevation such as the height of a building, depth gauges, bow callipers and graduated callipers and a micrometre.

Mechanisation in the paddy field

Rice is the world's biggest single crop. It is the staple food for 1,100 million people—about one-third of the world's population.

Mechanisation of the crop is of vital importance to the future of rice farming, if people are to eat. It enables the many necessary tasks to be completed within the brief planting and harvesting seasons, thus increasing output. Hand harvesting crop losses alone have been estimated at up to 25 per cent. Mechanisation can recoup this loss.

Today's rice combines are further developments of the dryland cereals machine. As such, they have a number of special features to suit them to the special conditions of rice growing.

Massey-Ferguson are the world's largest manufacturers of combines—producing probably over 18,000 units a year on a world-wide basis. The only full size models produced in Britain are made at the company's Kilmarnock combine plant, in Ayrshire, Scotland.

One is the MF-400 bagger rice combine, which is designed to enable the harvested crop to be bagged off into sacks, especially for use in areas which lack facilities for storing and handling the crop in bulk. The other is the MF-510 tanker combine, which enables the crop to be handled in bulk from field to storage.

Special features include tracks (fitted in place of the conventional front wheels) which increase traction and floatation in the wet and muddy conditions of the rice field.

Special peg-tooth cylinders and concave equipment is also necessary. This creates a stripping action.

Adequate ground clearance has been designed into the machines and is essential if bunds have to be crossed when moving from field to field.

Because of the very abrasive quality of rice in some parts of the world, specially hardened steel has been used in certain areas of the combine as a protection against failure in the field.

Sealed brakes and drives protect the machine from muddy conditions. A very low bottom gear ensures the slow forward speeds which are essential in all rice paddy areas.

Traditionally, rice is hand-harvested, involving several separate operations as part and parcel of the whole operation. These include cutting, collecting, transporting to the threshing area, threshing, sieving and winnowing and, finally, transporting and storage.

The combine streamlines all these into virtually one continuous operation, eliminating in the process the estimated 15 to 25 per cent loss of grain involved in the various stages of hand harvesting.

These rice combines are sold in 20 countries and they account for about 10 per cent of the factory's production.

Labour required is two to three men on the bagging platform and one driver. Bagging is a fairly simple operation and requires little skill. But to get the best out of a combine, the operator should be trained.

Massey-Ferguson put emphasis on the training of operators, both at home and overseas. Training is provided in Britain at the 500-acre school at Kenilworth, near Coventry in the English Midlands. Specialist overseas courses are held at this centre, where operators train on equipment suitable for their conditions.

In addition, training specialists from Coventry make frequent overseas visits to arrange training programmes in conjunction with local agricultural schools and government departments.

The New Philosophy in Insect Pest Control

By

MERVYN D. De SILVA, B.Sc. (Cey.), M.Sc., Ph.D. (Calif.)

The new intruder, *Promecotheca cumingi*, which we all hope will not take a permanent place in the rather impressive list of predatory insect pests recorded in Ceylon, has stimulated debate on the merits and de-merits of chemical and biological methods of controlling insect pests. The two approaches had been regarded as incompatible alternatives and their supporters were generally irreconcilable opponents. Having had occasion to listen to such

severe indictments on the use of chemicals in pest control, the need for a more balanced and realistic line of thinking, is clearly recognised. Chemical and biological control need not be regarded as alternatives, for with adequate knowledge, they in fact can be made to augment one another.

The use of chemical control in the developed countries has played a major role in the increased and more efficient production of crops. In the U.S., one hour of farm labour last year produced $7\frac{1}{2}$ times as much food as it did 50 years ago, 4 times as much as it did 25 years ago, and $2\frac{1}{2}$ times as much as it did 15 years ago. And, in Japan, production improvements in rice between 1952 and 1962 reduced the total labour required by 28%, improved weed control accounting for over one-third of this saving. Chemical control will then continue to be the most dependable weapon of applied biologists, unless and until more acceptable and workable techniques are developed, for there are many pest problems today for which no satisfactory control methods exist to replace the use of chemicals.

Further, there is an urgent need to double the world's current food output by the year 2000. Can maximum productivity and efficiency in agriculture be maintained at a level that will match the steep rise in human population, if chemicals cease to be used in controlling pests, diseases and weeds, which take a heavy toll of food crops?

Indubitably, the rapid and widespread adoption of organic pesticides brought incalculable benefits to mankind, but it has now become apparent that this was not an unmixed blessing. Through the widespread and sometimes indiscriminate use of pesticides, the components and intricate relations of crop environment have been drastically altered, and as a result a number of serious problems have arisen.

The development of resistance to pesticides, the rapid resurgence of treated species necessitating repetitious pesticide applications, the toxic residues on food and forage crops, and environmental pollution, have now led to a global demand for safer methods of insect pest control. The demand which has increased in vigor in recent years is now compelling applied biologists faced with the real and potential impact of insects on man's economy, to take a fresh look at the modern approach to pest problems so as to modify current control procedures and practices. One notable example of the latter is the application of insecticides prophylactically without regard to the fauna associated with the crop in question. Prophylactic spraying against the new coconut pest for instance, can affect the biotic regulating mechanism of the coconut caterpillar and the coconut scale, and cause a resurgence of these two pests—a remedy which can be worse than the disease.

Nevertheless, any solution, which focuses attention on efficient, practical agricultural production cannot be reached through the elimination of the use of chemicals in pest control. The use of pesticides is a modern agrotechnological necessity. The solution must be in the use of pesticides in a discriminating manner which avoids or forestalls secondary problems. They should not be used widely until they have been carefully evaluated for disadvantageous side-effects, either known or anticipated. Conventional attitudes and yesterday's methods for dealing with pests must be re-considered, not necessarily cast aside, but possibly recast for the needs of modern man, without sacrificing profitable production of high quality agricultural products.

While chemical control involves only an immediate and temporary decimation of localised pest populations and does not contribute to natural control, biological control is a part of permanent natural control of insect population density. Natural control may keep a pest species from ever reaching economic injury level, or it may permit economic outbreaks although the frequency of these outbreaks varies from a regular to an occasional occurrence depending upon the level of the general equilibrium position in relation to the economic injury level.

Professor Ray F. Smith of the University of California, Berkeley, and Consultant on Plant Protection to the FAO in Rome, pioneered the advent of the new philosophy in pest control, called 'Integrated Control'. Integrated control combines and integrates biological and chemical control methods. In this method chemical control is used as necessary and in a manner which is least disruptive to biological control. Integrated control makes use of naturally occurring parasites, predators or pathogens as well as those biotic agents which are artificially increased or introduced. Stated simply, it is applied pest control which combines and integrates biological and chemical control measures into a single unified pest control programme.

Integrated control programmes that have been evolved to date, have emphasized the utilization and combination of chemical and biological measures because these two techniques are man's main proven thrusts in the struggle against insect pests. In the ideal working of this approach, applied biologists must integrate not only chemical and biological control, but all practices, procedures and techniques which relate to crop production into a single pattern aimed at holding pests at sub-economic levels.

The first principle of integrated control is that any step taken or manipulation made must consider the ecosystem, that is, the total complex of organisms, the pest species, their natural enemies, their competitors, their associates, their food, etc., together with the host plant, its cultures, the weeds and other plants, the soil and its management, the overall conditioning physical environment, and in most cases the various agricultural, industrial and social activities of man himself. For instance, any changes in the cultural practices such as soil cultivation, methods of irrigation, or fertilisation, may change the plant nutrition, or temperature and humidity conditions within the plant cover, and these changes in turn may affect the insect species and its population density.

The second principle is to consider and utilize economic levels; that is the population levels at which the pest species causes damage are determined, and chemical or biological control measures are applied to keep the pest numbers below these economic levels. Chemical control based on this principle contrasts markedly with prophylactic treatments, where treatments are made according to the stage of the crop or the date without regard for population levels.

The development of sound economic thresholds is fundamental to the progress of integrated control. The establishment of real economic levels is no easy matter and with it must also emerge good sampling procedures to follow up population trends rapidly and easily. The challenge is great. There are many difficulties but they are not insurmountable.

The third and the last of the three basic principles of integrated pest control is the avoidance of disruptive actions involving the application of the first two principles, and the

selective use of insecticides. Necessary control measures should be designed to give adequate control, but in a manner which does not upset some other part of the ecosystem and thus create additional and perhaps more serious problems.

The foregoing is a superficial treatment of the whole subject of integrated control, written in order to show that chemical and biological control methods are not necessarily incompatible, alternative methods; in many cases they may be complementary, and with adequate understanding can be made to augment one another. A rational control programme will then consider a judicious combination of chemical, biological and other methods of pest control.

Having been a student of Professor Ray F. Smith, a protagonist of the new philosophy of integrated control, it is more than appropriate to conclude this short note with an extract from one of his talks on the subject.

"The numerous problems associated with the use of chemicals should not blind us to many positive values that can accrue from their use. Rather, applied biologists should be stimulated to develop means of overcoming these difficulties. Chemicals are essential to our agricultural economy, and an earnest attempt must be made to seek out every possible solution to overcome whatever shortcomings they may have. It is believed that at least in certain situations integrated control can be such a solution. It has its limitations and cannot be applied immediately or universally, and certainly not before careful study in each individual case. Nevertheless, with careful research it can be put into practice. It holds much promise and should be a prime guideline in many of our applied insect pest control investigations".

SNIPPETS

WOVEN PLASTICS FOR FLOOD CONTROL

Structures fabricated from woven plastics have been developed by a British consortium, under licence from the National Research Development Corporation, to help control water levels. They can be used as temporary or permanent barriers to contain flood water or provide irrigation. The consortium is also offering a comprehensive water management service.

A spokesman for the consortium stated that engineers could fly to a flood-stricken area anywhere in the world and erect temporary dams within hours. He stressed the versatility of the woven-plastics structures, adding: "They can tackle any problem of water management".

The water barriers are constructed of woven nylon and polyester fibres, coated with suitable plastics and synthetic rubbers, and are claimed to save up to 80 per cent in cost compared to conventional rigid structures.

One of the consortium's first contracts was received from Venice for erecting dams at both ends of a canal, draining it and cleaning the bottom to facilitate the repair of building foundations damaged in the 1966 disaster.

The consortium's method required no pile drivers, thus ensuring that historic buildings were not damaged by vibration. The Italian contractors are reported to be satisfied with draining canals in this way and to be considering its use for subsequent reconstruction work.

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The activator's formula of carbon and nitrogen is supplied by brewery by-products and molasses which are specially processed. It can be used to 'tailor-make' any compost no matter what basic materials or techniques are used and gives a quick release of ammonia during the peak heat period. No supplements such as cotton-seed meal, sugar beet pulp and the like are required, provided that the activator is applied in the correct quantities.

The products is supplied in plastic bags of 112 lb.

FROM THE WHITLEY BULLETIN VOL. 51 NO. 9 OF SEPTEMBER/OCTOBER, 1971

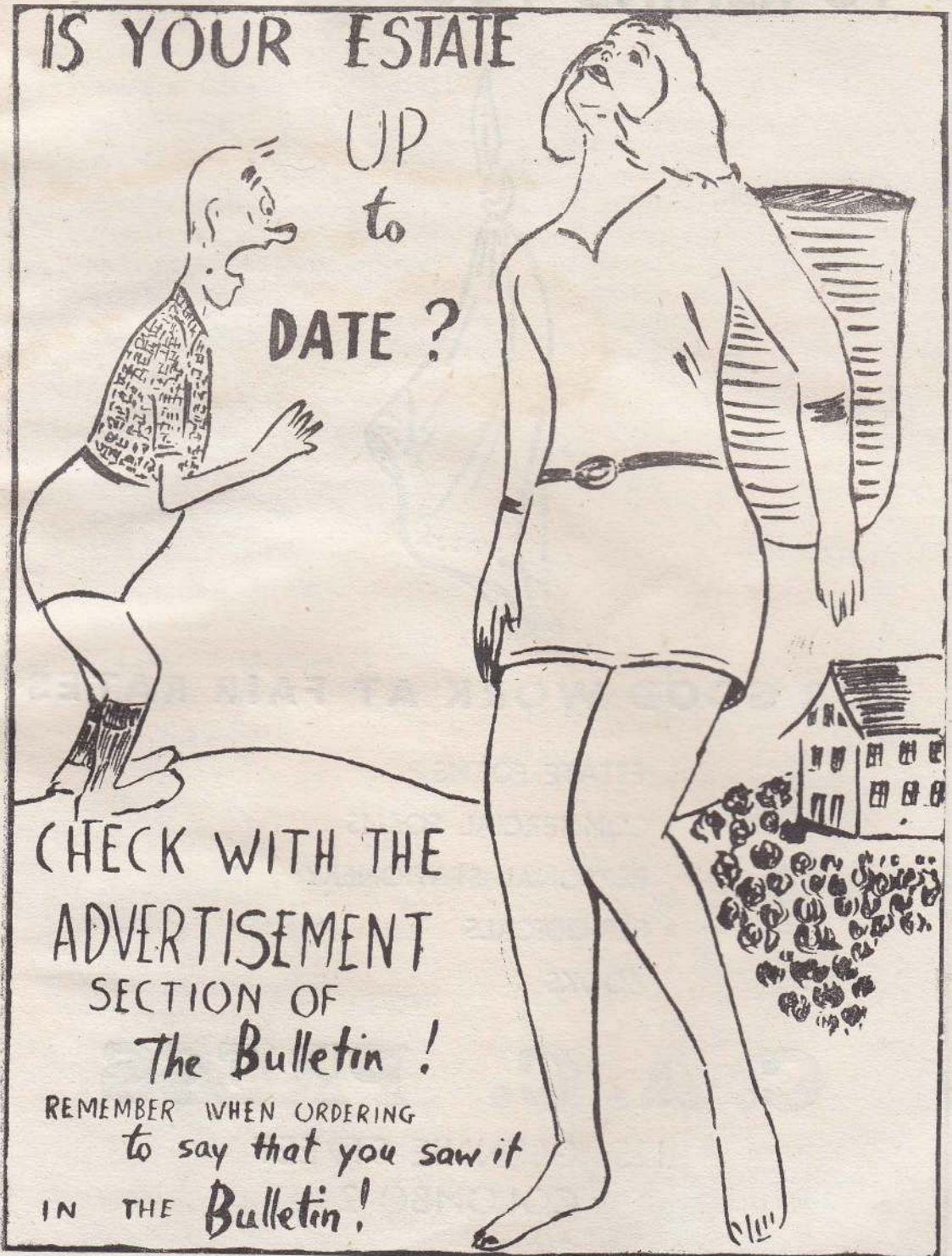
MOTOR MILEAGE ALLOWANCES

Agreement has been reached with the Official Side on an increase of 0.3 per mile in each of the standard rates of motor mileage allowances. The increase is effective from 6th September, 1971.

The new rates, compared with the old, are as follows:—

<i>Engine Capacity</i>	<i>Old Rate</i>	<i>New Rate</i>
(a) up to 1,000 c.c.	Rs. 2.49 per mile	Rs. 2.69 per mile
(b) 1,001 to 1,750 c.c.	Rs. 3.20 „ „	Rs. 3.40 „ „
(c) Over 1,750 c.c.	Rs. 3.55 „ „	Rs. 3.76 „ „

Hard-running supplement—as agreed on the previous review, the hard-running supplement, which was being paid to existing users on a reserved rights basis, will cease as from 6th September, 1971.



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OUR ADVERTISERS

1. The first advertisement is for the "The Great South Bay Hotel" located in Great Neck, N.Y. It is a large, modern hotel with a beautiful view of the ocean. The advertisement is written in a classic, elegant font and includes a small illustration of the hotel building.

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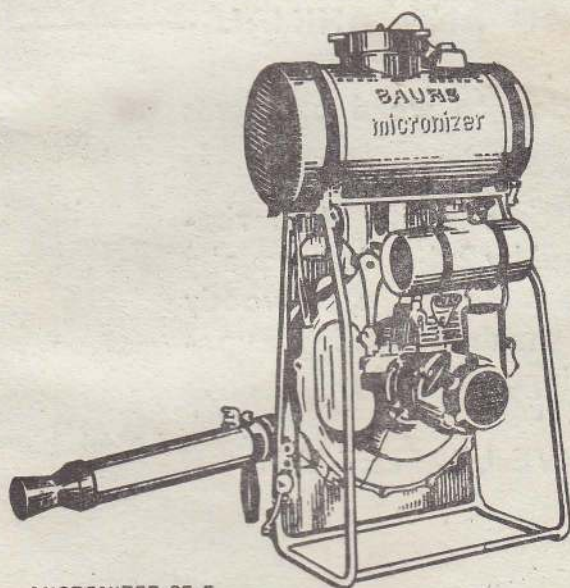


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