

Personal Advancement & Career Enhancement (P.A.C.E) Training Impact Assessment

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Abbreviations

CARE– Cooperative for Assistance and Relief Everywhere

CDF – Community Development Forum

CDO – Child Development Officer

EMA – Estate Medical Associate

FGD – Focus Group Discussions

FO – Field Officer

HO – Health Officer

IGA - Income Generation Activity

P.A.C.E – Personal Advancement and Career Enhancement

PSDM – Problem Solving and Decision Making

TOT – Training of the Trainers

TSM – Time and Stress Management

WASH – Water, Sanitation and Hygiene

WO – Welfare officers

Executive Summary

In 2017 Chrysalis conducted the P.A.C.E training programme, originally designed and funded by GAP Inc., in 21 selected tea estates. This impact assessment employed a mixed method approach to delineate the changes witnessed during the post-training period both in the personal and work lives of the people who underwent the training and those who associate with them in their day to day lives.

Previously, many of the participants had not had the chance to attend training programmes such as this. Although some had received exposure to training, none had used the engaging methodology of this programme, which focussed on their day-to-day lives, linking each lesson to a relevant and relatable situation. Additionally, although many of the senior estate management were sceptical about the programme, upon observing the sessions and noting the changes in the workers, they have actively supported the programme by arranging for the participants to disseminate their learnings to other workers as well as calling for the programme to continue after this year and training to be provided for all estate staff.

The programme has been useful in addressing specific issues about the division of labour within households, domestic violence and marital relationships. Workers who have undergone training have also been able to create attitudinal change in family members. These changes have enabled them to exercise more freedom within the households which they previously lacked and engage in community leadership roles. The training has helped them to find confidence in them to perform such functions in their communities and to exercise the same within their workplace.

At the workplace, the training has been helpful regarding addressing worker-management conflicts, co-worker conflicts, issues related to absenteeism and punctuality. An unintended achievement of the entire exercise has been that it has created unity among workers from different divisions. Workers have taken collective ownership of productivity and sustainability issues affecting the estates by providing support to the management to address them. These included some critical problems, such as waste and garbage disposal, weeding (which has become a significant issue since the banning of Glyphosate, the primary herbicide used for the purpose in the country), and labour shortages. With regards to the latter question, in some places, workers have been actively engaged in bringing back those who left estate work back to work. During the post-training period, there has been a gradual change in anti-management attitude entertained by many of the workers. Instead, the workers have become more confident to constructively engage the management to resolve their issues as well as issues in the

respective estates. It has led to a reduction in the number of disruptions caused by worker-management conflicts within the estates and has helped the management to concentrate more on issues related to productivity within their estates.

It was recommended that the programme be replicated on a larger scale while being more inclusive to allow men and different levels of management staff. Additionally, it was felt that a more thorough training on household money management would be beneficial to the programme. In order to ensure sustainability and ensure a greater impact, it was suggested that estate staff are trained on carrying out reflective exercises at regular intervals to bolster the training sessions and refresh the material learned. Throughout the study it was observed that those who participated and the management in the respective estates were passionately motivated to become part of the programme in possible replication or expansion efforts in the future.

1. Introduction

Since December 2016, Chrysalis, a local social enterprise established as part of CARE International's exit strategy in Sri Lanka, has implemented the Personal Advancement and Career Enhancement (P.A.C.E) training programme in selected tea estates in the Nuwera Eliya, Badulla and Kandy districts. This project has been funded by GAP Inc. in two phases to the amount of US\$ 176,211 through a CARE USA-GAP partnership.

First commenced in 2007, the P.A.C.E project can be considered as an innovative approach introduced by GAP Inc. for enhancing women worker satisfaction and productivity within its value chain. In the process, it has set the goal to empower 1 million women and girls by 2020 across the world and already trained over 68,000 in 12 countries. However, the project implemented by Chrysalis can be considered as important for two reasons. Firstly, it is a P.A.C.E project implemented outside GAP's supply chain. Secondly, it can be considered as one of the few women life-style and attitudinal change programmes in the Sri Lankan tea industry. As such, the primary objective of the programme has been to enhance the life skills of plantation workers, which in turn will make positive changes in both their personal and work lives.

With this objective in mind, the project has been contextualized by trainers from Chrysalis and GAP Inc., to address the needs of the workers in the tea industry based on four out of the eight core modules in the original GAP Inc. programme. The four topics included: Communication, Problem Solving and Decision-making (PSDM), Time and Stress Management (TSM) and water, sanitation and health (WASH). These topics are critically important for making lifestyle changes in workers but were previously left unaddressed in most of the capacity building programmes conducted in the estates. Each module consisted of nine hours of training spread across four days. They utilised interactive and learning-by-doing methods, such as roleplays, storytelling, debates, games, presentations and discussions, meditation and relaxing techniques. All modules were designed to help workers to develop their skills and technical competencies through a learning methodology that augmented applicability.

The first phase of the training programme was implemented as a pilot in five estates managed by Watawala Plantations Plc. However, at the end of the pilot, it was understood that it could be a very useful approach to bring about positive changes in the Sri Lankan tea plantations and therefore is highly replicable in other estates outside the Watawala Plantations. Hence, it was decided that during the next phase the number of recruits for the programme should be increased to at least 1000. The second phase was implemented in 22 estates managed by four plantations companies: Hatton, Elpitiya, Kelani Valley and Agarapathana and trained 1200 in total. Out of the 22, in Bogawantalawa a special staff-only training programme for the middle management was organised upon the request made by the senior management. In the other estates, 30-70 workers were hand-picked and enrolled for the programme by the management with the help of their field officers. At the time of selection, all recruits were below the retirement age of 55 years and were living and working in the respective estates with a regular attendance track record.

All trainers and facilitators of the project were first subjected to a Training of Trainers (ToT) programme conducted by the Master Trainer for GAP Inc. in Sri Lanka. The ToT was given to 21 participants which included: seven welfare officers (WO), six estate medical assistants (EMAs), three child development officers (CDOs), two Chrysalis staff members and two consultants. A ToT was deemed necessary for two reasons. First, to replicate the programme in 22 estates, new people had to be recruited for its supervision and delivery and hence the need to train them. Second, key focal persons from each estate had to be identified and trained to monitor the progress of the trainees and after that report back to the estate management. It was also envisaged that having estate staff skilled in the training modules could ensure the sustainability of the programmes by continuing the training without the support of Chrysalis staff in the future. In this scenario, it was important that all those who were on-board underwent training before embarking on the respective tasks. Upon completion of the ToT, the trained EMAs, WOs and the CDOs were appointed as the key focal persons to support the implementation of the programme while Chrysalis staff and the consultants were recruited for its implementation and delivery. Both parties were also entrusted with the task of monitoring and assessing the post-training impact with the support of the field officers in the respective estates. The latter also extended their support initially by releasing the workers on time for training and by designating specific times and places for them to share their knowledge with other workers who were not part of the training group.

The programme was completed by mid-January 2018 where 1013 trainees, who met the attendance and performance criteria during the pre and post-tests, successfully graduated at separately organised graduation ceremonies by the estate management in the respective estates.

2. Methodology

This assessment was carried out between the 07th and the 28th March 2018 in collaboration with the Chrysalis Plantations team in the selected tea estates. It employed a mixed method approach to map out changes both quantitatively and qualitatively during the post-training period of the P.A.C.E training programme. Although data collection relied on both primary and secondary sources, due to limited availability of the latter, it had to draw heavily from the primary sources. Here, quantitative methods were employed to enhance the explanatory power of the qualitative data collected. A questionnaire survey was administered over a period of eight days among 80 P.A.C.E graduates randomly selected from the same eight estates where the qualitative data was gathered. The survey questionnaire was designed and developed together with the contributions received from the Chrysalis project team. It was aimed at assessing the level of participation, effectiveness and applicability of the training, level of knowledge shared and the types of challenges faced during and after training periods. The survey was administered by two externally hired enumerators who were first trained and then deployed in the respective field locations. The questionnaire was first field tested among three participants to address any limitations. The data gathered was then analysed using SPSS for quantitative data analysis.

Table 1 Estate wise Trainee Enrolments

Estate Name	Female Workers per estate	Female workers/ Estate middle management registered for training	Number of Successful Completions
Carolina	251	44	34
Strathdon	352	52	48
Thangakale	305	51	38

Shannon	178	54	38
Wigton	140	41	25
Lonach	145	33	30
Lippakale	313	57	44
Waltrim	419	57	49
Abbotsleigh	286	51	36
Battalgalla	141	50	46
Tillyrie	193	57	49
Robgill	208	50	41
Fordyce	244	52	45
Nayapana	304	65	65
Fernlands	389	70	63
Meddecombra	472	63	52
Dunsinane	484	64	57
New Peacock	257	59	55
Sheen	327	51	40
Nayabedda	329	65	54
Dambetenna	415	60	52
Bogawantalawa middle Management Staff		54	52
Total	6152	1200	1013

The qualitative component comprised of both semi-structured interviews and focus group discussions (FGDs). In this regard 36 interviews of approximately 30 minutes duration were conducted among a purposefully selected sample of graduates, estate managers, field officers (FOs), child development officers (CDOs), estate medical associates (EMAs) welfare officers (WOs), husbands, mothers and in-laws of the graduates as well as the non-participants who received post-training knowledge from the graduates. The selection criteria centred on those

who had been involved in the programme, as well as those graduates who were able to give useful insights. This diversity enabled drawing of data that captured the qualitative change in the lives the graduates and those who interact with them. Also, interviews were also conducted with the Chrysalis project manager and the GAP Inc. Program and Training Specialist in Sri Lanka to ascertain their observations. FGDs were conducted in 8 estates and comprised of 8-10 participants including workers, CDOs, FOs, WOs and EMAs. Where necessary, both interviews and FGDs were carried out with the assistance of a Tamil translator.

Limitations

The key limitation of this study has been to do with the number of survey questionnaires administered to assess the quantitative changes among 1200 graduates who participated in the programme. In this regard, 80 questionnaires were administered whereas ideally 291 questionnaires should have been administered at 5% error margin. However, since the quantitative component was used only to substantiate the evidence gathered from extensive qualitative research the negative impact of the small sample size was mitigated. The qualitative component was designed to capture different perspectives other than of the graduates to identify the changes in them and their co-workers and others they associate with in their day to day lives. The survey was conducted among a randomly selected sample in purposefully selected locations. The exercise was further limited by the difficulties in getting some of the participants released as they had to be interviewed during their working hours. As a result, it was difficult to engage people more freely to discuss matters pertaining to the training which may have in turn impeded their thought processes during the interviews. Despite these limitations, 36 interviews were successfully conducted with a robust selection of participants who represented various stakeholder categories.

3. Findings

3.1. Participation

According to the 80 respondents of the survey, participation level stood at 98.8% for all modules that were conducted during the training. Ordinarily, women plantation workers are required to work between 8 a.m. to 5 p.m. and pluck a minimum of 18kg as a 'norm' to receive the full daily wage package (Chandrabose et al., 2011). Hence, it would have been impossible to recruit trainees for the programme without prior agreement with the management to compensate the workers in their absence. In case of the estate management, given that there is already a concern over low productivity (Sirimanna, 2013), releasing 40-50 workers for four days of training which may not contribute directly to the factory production process was a difficult decision to make, according to many of the estate managers. As observed by three out of the five estate managers interviewed (which also included two regional managers) at first they were 'weary' and 'doubtful' about releasing their workers for 'just' another training programme, which in their opinion, workers amply receive from other organisations. However, based on the organisational reputation of Chrysalis, being associated with CARE International Sri Lanka in the past, together with the differences observed in the content and the method of delivery of the programme selected workers were released with pay for five days which included a day for their graduation.

Furthermore, level of participation is also subjected to the interest the programme content generated among the workers and the perceived usefulness. It would have been challenging to carry out a programme of this nature among a cohort of workers, of whom most have not completed their secondary schooling, without generating boredom and lack of interest. However, according to both the survey and the FGDs, the programme was able to retain the interest of the workers. In that respect, it was observed that both the programme content and the method of delivery has been critical for the retention of their interest. The Figure 01 indicates the perceived level of effectiveness and applicability of the programme among the surveyed workers. For each module, the surveyed sample has scored above 4.7/5 for their effectiveness and above 4.5/5 for their applicability to their communities.

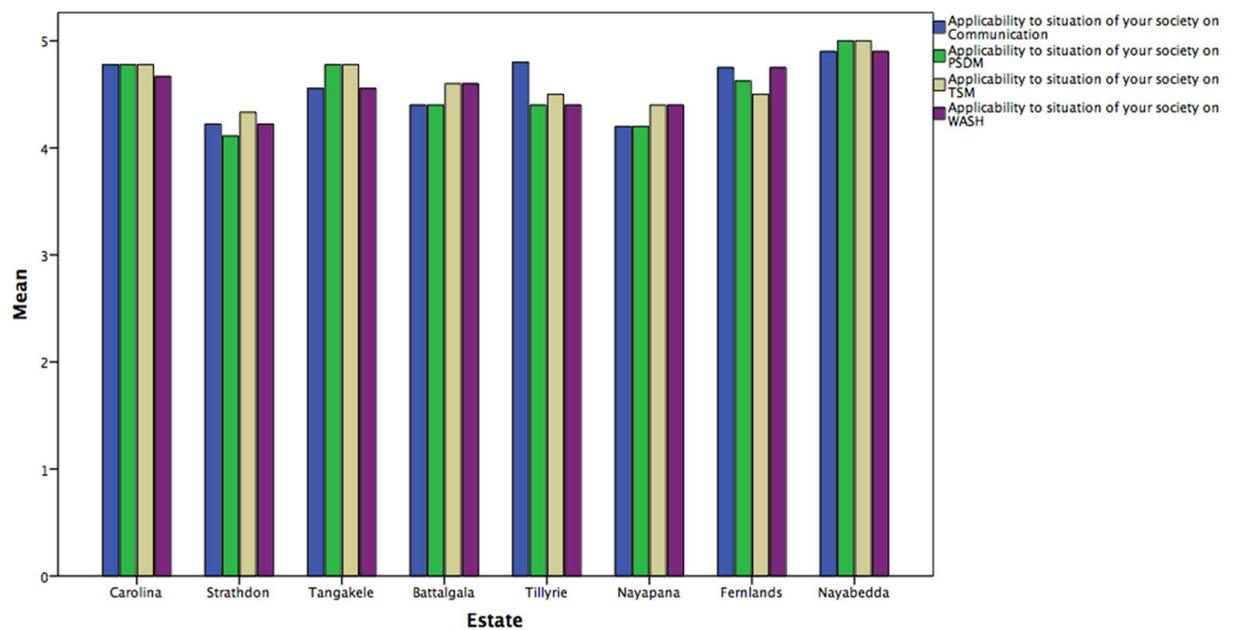
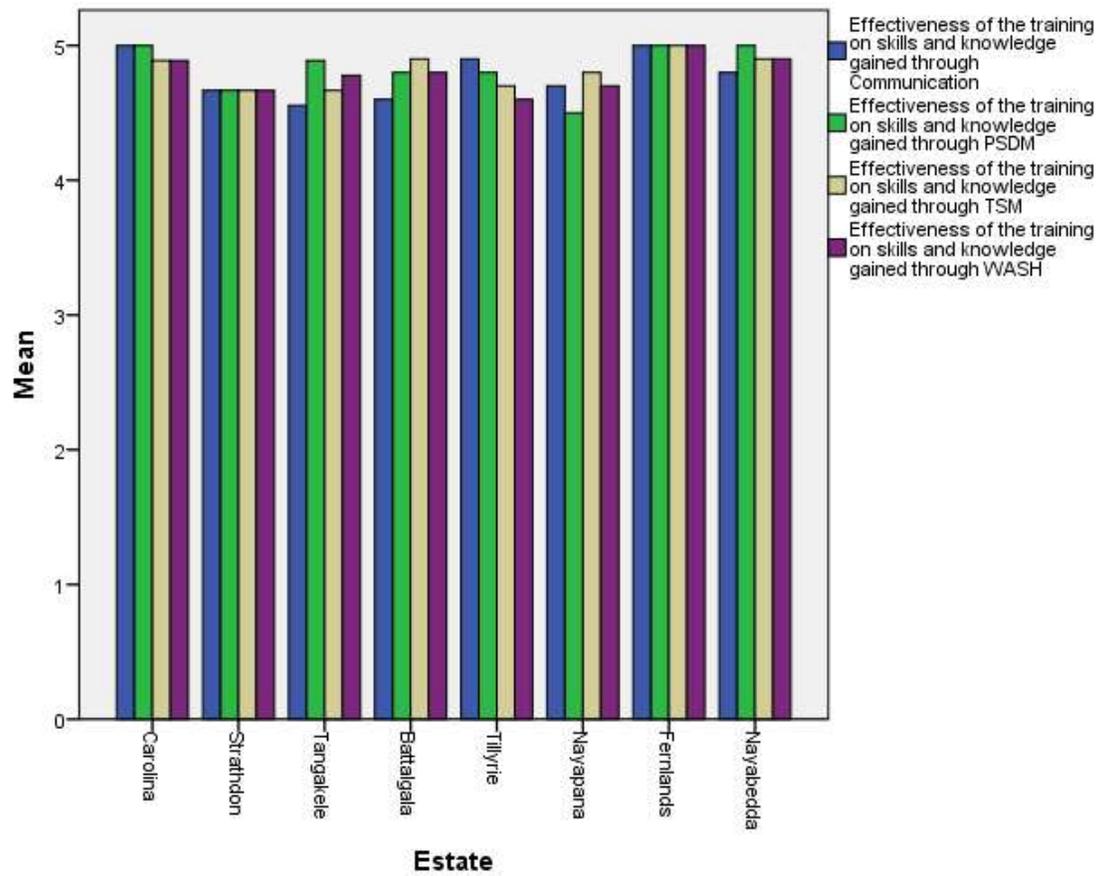


Figure 1 Worker's Perceived Effectiveness and Applicability of the Training

3.2 Effectiveness and Applicability

As observed in the previous section effectiveness regarding its content and delivery as well as the high level of applicability of the topics to the day to day lives of the workers have been largely behind the success of the programme. As such, it is important to delineate these two attributes further to derive a better understanding of the impact of the programme.

3.2.1 Effectiveness

According to both interviews and FGDs, one of the salient features of the programme has been that it dealt with topics that were not previously discussed in other training programmes conducted in the estates. Moreover, as observed by the participants the mode of delivery was much more conducive to creating an interactive learning environment. According to one of the CDOs who took part in the training:

“I have been to many other training programmes organised for the estate workers. But this was the first time I have been to one that concentrated on our day to day lives. It was also the first time where I attended a training programme together with the tea pluckers. As a CDO, this was an opportunity for me to learn and share thoughts more informally while collaboratively doing group activities etc. outside my routine interactions with them. Overall it helped me to develop my relationship building, networking and communication skills.” – CDO, Tillyrie Estate.

Participants got the opportunity to interact with both their co-workers and different categories of estate officers, such as the WOs, CDOs, EMAs, field officers throughout the programme which also strengthened their existing relationships with them. Strengthening of relationships this way has been an important achievement given that very often workers tend to create conflicts with both their co-workers and the officers which disrupt work as well as communal peace.

The programme content was delivered using the dialect specific to the Up-country Tamils which made it easier to understand. In addition to this, the trainers and the facilitators also used examples that were familiar to the plantations community. Everybody participating received individual attention from the trainers who helped to keep them engaged throughout each session. These three attributes encouraged the participants to remain attentive to the sessions conducted. Overall, all sessions were deemed as participatory, bottom-up where they were able to create an adult learning environment. The use of different activities, such as role plays, debates, group work etc. created a more engaging environment for the participants. As observed by one of the participants, workers are not used to long hours of sitting and talking to

each other in training programmes. Therefore, it is important to have as many activities as possible to enthuse them to remain focused which this programme was able to achieve.

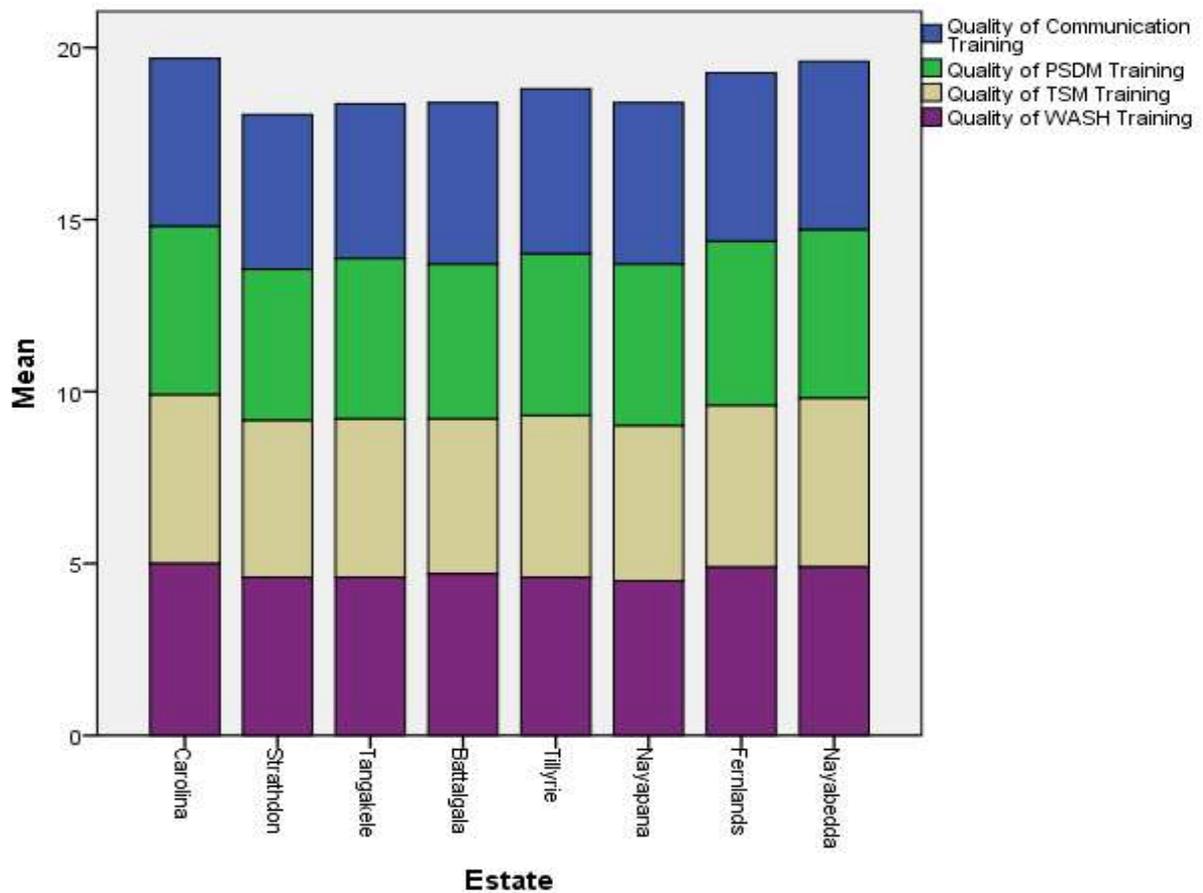


Figure 2 Perceived Quality of the Training

3.2.2 Applicability

While individual opinions varied over the applicability of different sessions, at the FGDs it was revealed that all sessions were equally important to the lives of those who participated.

3.2.2.1 Communication skills

At first, some of the trainees were doubtful about what new things they could have learnt from a session like communication skills. However, according to the EMA in Nayapana, post-training experiences suggest that the session has improved people’s listening skills and the ability to constructively engage with co-workers, family members and the management. As such, 90% of the surveyed respondents admitted that they lacked or had no communication skills before the training. During the post-training period, at the household level, 74.6% indicated that what they

learnt helped to reduce domestic violence, improve their marital relationship and division of labour within the household. Another 16.4% of them indicated that improved communication skills alone helped them to address issues of domestic violence. At the workplace, 48% of the respondents indicated that it had helped them to improve their working relationships with the Kanganis, field officers and the management whilst another 39.7% indicated that it helped to resolve issues with Kanganis in relation to allocation of plucking tables. It also enhanced their level of confidence to communicate with the management which they previously lacked. Hence, communication skills session has been helpful to improve both the worker’s personal and work lives.

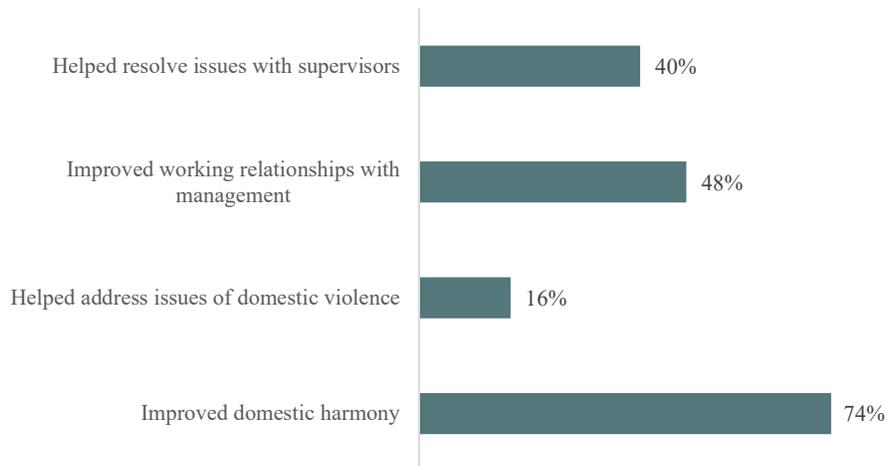


Figure 3 Notable Impact of Communications Module

Trainees have also started to communicate issues, such as menstrual pains, that they were previously reluctant to talk about with their husbands or their immediate supervisors. Improved communication skills have enhanced their sense of dignity and confidence both inside and outside their households. According to the Estate Manager- Nayapane:

“One of the key expectations out of the programme was that we could build a better interaction with them...and also to give importance to the voice of the women. To a great extent that has happened. Normally female workers do not come and represent their problems, sometimes they come with someone, or some of them are not heard at all. So, one of the things we wanted was to get them to speak for themselves. Now they are even talking about issues, such as waste management, that concern us and come out with solutions...the programme has provided an ideal platform for us to work together with the workers on improving productivity.”

- Manager, Nayapane Estate.

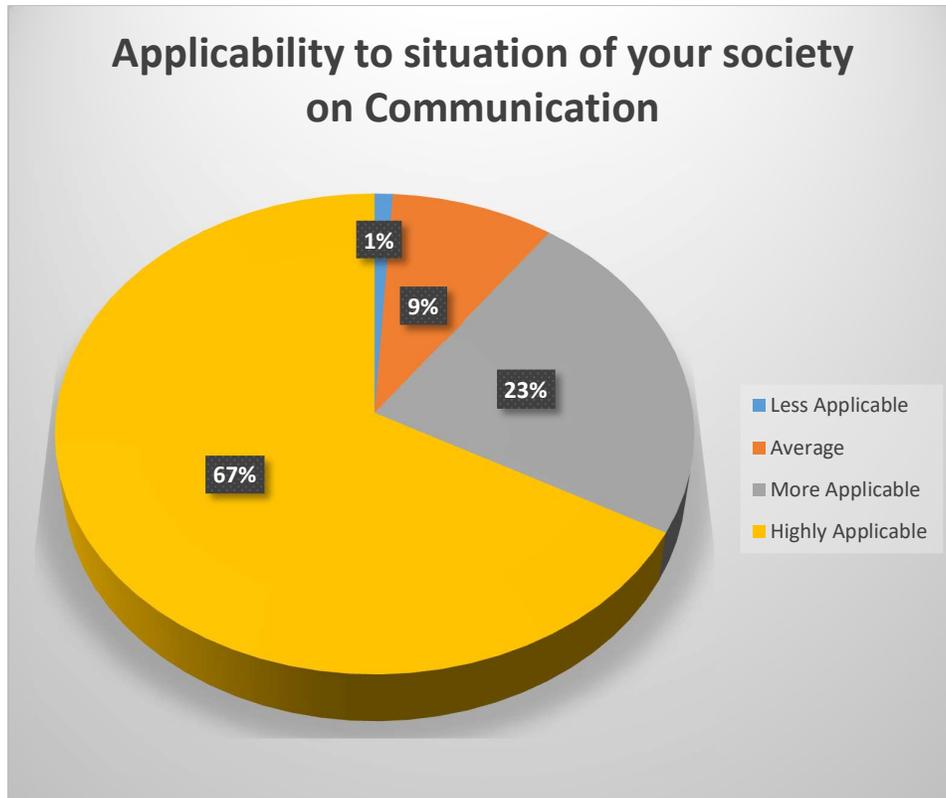


Figure 4 Applicability of Communications Skills

Improved communication skills have also helped workers to resolve their problems at work through constructive engagement with the co-workers and the field officers. Knowledge gathered around the use of assertive vs emotional communication has been vital to this end. For example, earlier there have been frequent conflicts between workers about the allocation of plucking tables. At times, they also fought with the field officers and Kanganis regarding arriving late to work. But now they have started to listen to their supervisors more and have been able to communicate reasons for arriving late or being absent etc. They have also started to develop rational thinking while admitting to their weaknesses and taking steps to overcome them to mitigate the impact of their bad habits on the productivity of the estate. These changes have helped to improve the working relationships between the workers and their supervisors.



P. Thirichchelvi (32)
Tea Plucker/ P.A.C.E Trainee
Nayapana Estate

P. Thirichchelvi (32) came to Nayapana from a different estate after marriage and at the same time she was new to tea plucking. Soon her husband decided to go out of Nayapana for work leaving Thirichchelvi behind with two children. As a newcomer, she had to face difficulties when working with her co-workers most of whom did not accept her and gave her a hard time or exploited her at the plucking tables. Before she underwent the P.A.C.E training, Thirichchelvi used to fight with her co-workers over these issues. But, now she indicates that by using assertive communication skills she has been able to build her relationship with the co-workers, the Kanganis and the field officers all of whom have gradually started to help her to enhance the level of acceptance she received in the field. Thirichchelvi is now one of the founding members of the *Vedivelli Ladies Society* formed in her division where she actively participates in community development projects. Improved communication skills have helped Thirichchelvi to become part of a new community and to take up a leading role in the development of that community.

3.2.2.2 Problem Solving and Decision making

The topics of problem-solving and decision making are considered to be vital for improving both household and workplace conditions of the workers. According to the Manager:

“In this programme, we have focused on communication, decision making, problem-solving. Now they have to think about the problem, and they know how to come and communicate. Earlier it was a matter of people coming and shouting at the management with a lot of aggression. But that is slowly changing. So now we can constructively discuss problems as well as what we can suggest as solutions and the outcomes we are looking at.” – Manager, Nayapane Estate.

During the training, workers have obtained knowledge on how to properly channel their problems to different levels of management. As a result, now they first reach out to the Kangany, the field officers etc. to resolve their immediate problems. Proper channelling of

problems is deemed as a positive trend as it has reduced the number of working hours the management has to spend on resolving individual problems.

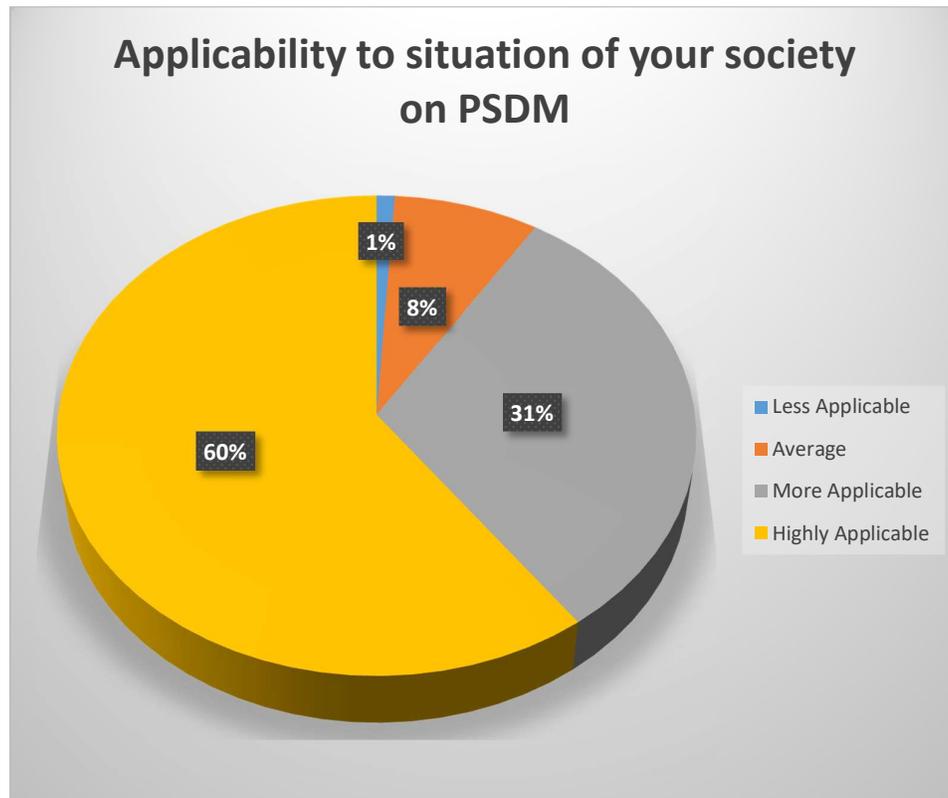


Figure 5 Applicability of Problem Solving and Decision Making

Another critically important aspect of the training programme is that it has enabled re-configuration of 'gender order' within the households that guarantees equitable division of labour in them (Bakker, 2003, p.74). 'Multiple and overlapping patriarchal structures' consolidated within both cultural and social practices in the estate communities tend to oppress women within their households (Jayawardena and Kurian, 2015, p.248; Philips, 2003). According to such customs, the husband is void of any day-to-day household responsibilities. He is considered as the 'protector and the provider', whereas the wife is considered as the passive, ignorant and dependent who is unable to live without the husband's guidance and protection (Philips, 2003, p.22). Under these circumstances for a woman the daily life usually begins at 4 a.m. and finishes at 11 p.m. (Jayawardena and Kurian, 2015). Due to these reasons, at the household level, women workers face immense difficulties when attempting to make collective decisions and solve their family problems. They are expected to manage both household and the estate work simultaneously without much help from their family which put

them under an immense amount of stress that affect both their physical and psychological wellbeing. It was also observed that traditionally after returning from work women are more or less confined to their households with limited or no freedom to engage in community development work without obtaining prior permission from their husbands. But after the training programme, trainees have witnessed changes in their households. According to a husband of a woman worker:

“Now we have fewer conflicts in our household. Earlier both of us get into fights over many things without willing to compromise. Now, whenever we enter into a heated conversation, my wife asks me to calm down so that we won’t get into a fight. Because we don’t get into fights now, we have more time to spend with our children. We have three daughters. Beforehand, I was not much involved in their lives. I had no interest in their education or wellbeing instead I used to go out with friends to get drunk. But now, my wife has been able to convince me the importance of our children’s education. I believe my wife because she has received this knowledge from the experts. So, I feel I should listen to her... now both of us try to save money for our children’s education.” – Husband of a Trainee, Tillryrie Estate

As observed above, during the post-training period, trainees have been able to create a gradual attitudinal change within their family members that help them to relinquish themselves from the subordinate role they used to perform within their families. On the one hand, this change has enhanced their self-respect and dignity as a woman. On the other hand, it has helped them to improve the living conditions of their families.



K. Rasika Devi (34)
Child Development
Officer/P.A.C.E Trainee
Strathdon Estate

Rasika was married at the age of 20. She came to the family after eloping with her boyfriend whose parents after that undermined her first, because she could not bear a child for a long time and second because she did not bring any dowry. Whenever she had a fallout with the in-laws, she used to tell her husband soon after he returns from work and the smallest problems got more complicated as a result. But now, she refrains from being emotional about problems and talks about them with the in-laws when the entire family is present. This helps her to reduce conflicts within the family. The in-laws have started to gradually accept her and moreover respect the change in her as a wife and a daughter-in-law.



Yogaraj (33)
Husband of a Trainee
Thangakale Estate

Yogaraj is married to Chithra Selvi (29) one of the P.A.C.E trainees. They have three children. He spoke passionately about the changes he witnessed in his household after his wife has undergone the training. Earlier they had many problems within their household mainly about his bad alcohol drinking habits. He posits, "I used to drink a lot in the past. I did not have a purpose and people in my community did not respect me because of my bad habits". According to him, he used to spend an average of Rs. 1000 per day on drinking. But now it has reduced to Rs.500. Though modest, he attributes this change to what he learnt from his wife and the P.A.C.E book they share to log their change. Now he has started to save with his wife for the benefit of the children. His wife has been able to convince him the importance of concentrating on family wellbeing and he has learnt alternative means of resolving their problems without causing conflicts between them. Yogaraj concludes, "If we were given this training before our lives could have been much different than it is now."

3.2.2.3 Time and Stress Management

As observed in the earlier sections, work stress and time management related issues have either resulted in conflicts or affected the wellbeing of the workers both at the workplace and their households. At the outset, topics in the TSM session, such as goal setting, was unfamiliar to the trainees. Hence, they were more enthusiastic to learn more about it.

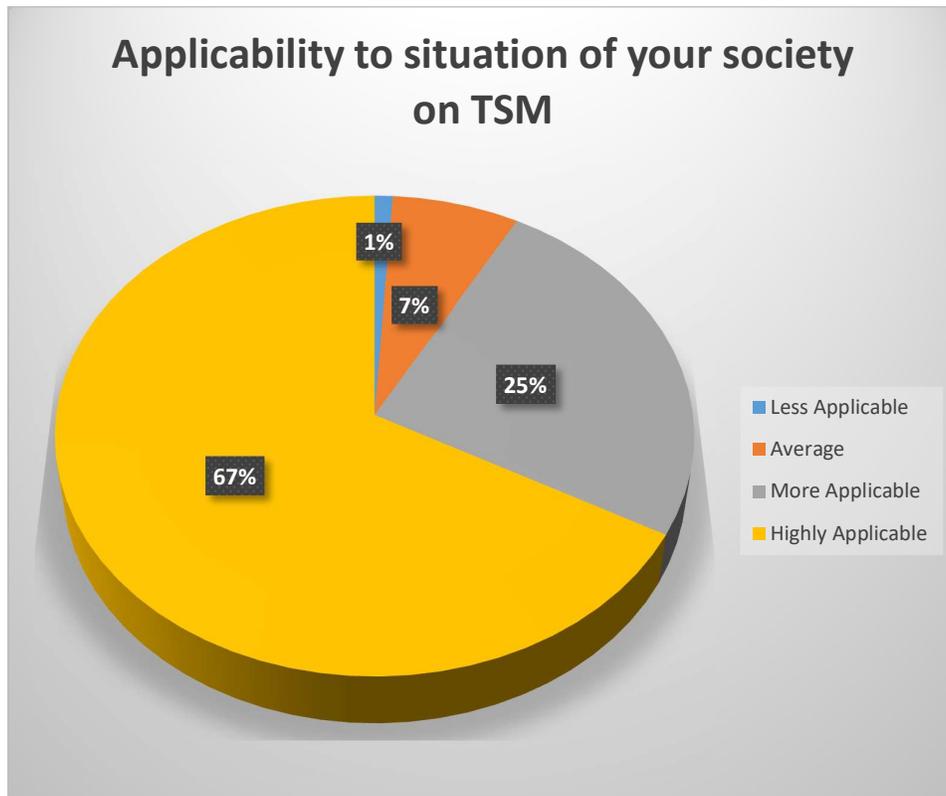


Figure 6 Applicability of Time and Stress Management for the Workers

According to the surveyed respondents, 51.8% indicated that lessons on sharing of household matters with members of the family had enabled them to improve on their time and stress management issues while 48.1% indicated that smart goal setting was also one of the most useful components in the TSM session. According to their view, 40.5% of them indicated that TSM has helped them to: set goals in their lives, share problems with the members of the family, pre-plan division of labour, better understand priorities in life and find time to engage in IGA apart from their estate work. According to their view, TSM session has enabled them to address issues, such as punctuality (30%), productivity (30%) and conflicts at the workplace (29%), all of which have helped them to perform better as estate workers. Overall, 62% of them indicated that TSM training had helped them to improve on the above productivity attributes and

establish career goal setting as part of their work life. At the community level, 71% of them observed that TSM training had helped them to improve their participation in community development initiatives in the respective divisions. According to a husband of a worker, who has not undergone the training but has learnt from those who did:

“I’m a TU leader and when I heard about the programme I wanted to know what it was about. So, I asked my wife to get to know about it. My wife came and told me that it mainly focused on managing our own lives more effectively so that we can do better. So, we also started using this knowledge that was shared by those who attended. For example, now we can manage our time more effectively to get things done at home. Earlier we did not have time to discuss our problems. Now every night we plan our work for the following day and share the workload within the household. I cultivate a nursery and earlier by the time both of us got back home we did not spend time to discuss our day or any issues. As a result, most of our family problems were left unanswered. But now from what we learnt we make an effort to address this. Now I come a home a bit earlier than usual and we both sit down and discuss our day and make collective decisions. I must say this has also improved our marital relationship.” – Husband of a non-trainee, Battalgalla Estate.

On the one hand, it is evident that as much as the training programme has been effective in changing the lives of those who participated, it has also been effective in changing the lives of those who could not. This suggests there is scope for extending the programme to cover a larger population with positive impact. On the other hand, it also suggests that post-training dissemination of knowledge has also effectively taken place within these estates. In this regard, according to the Battalgalla Estate Manager, he has taken specific steps to get the trainees to talk about what they learnt under the P.A.C.E programme at the time when they come to the muster sheds to weigh the leaves they have plucked. Table 2 highlights the number and the type of people whom the surveyed respondents claimed to have shared their post-training knowledge. It indicates that during the post-training period there has been a strong drive towards sharing of knowledge which also suggests that participants of the programme take pride in what they have learnt.

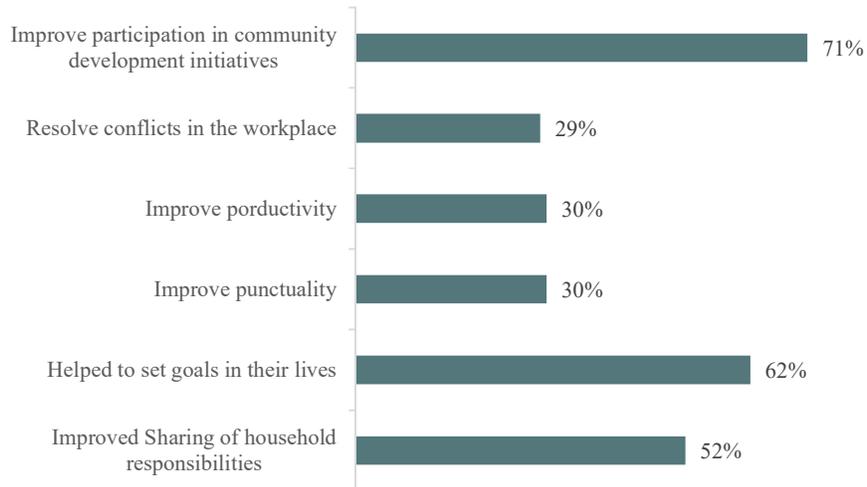


Figure 7 Notable Impact of TSM Module



Lalitha Devi (30)
Plucker/P.A.C.E Trainee
Ferlands Estate

Lalitha used to be very poor in anger, time and money management. As a result, she did not manage her working relationships and also could not attend to her children properly. In the meantime, she lost her jewellery to the pawnbroker because she was unable to settle the borrowed amount. She did not know how she could recover from her loss. But after she went for the training, Lalitha started to set goals for her life. As a result, she has become more productive at work and as a mother. Instead of plucking 18kg, which is considered as the norm for the day, she plucks 23kg so that she could save up the money to buy her lost jewellery. She also contributes to weeding tasks and earns Rs.250 per day. She claims that before she underwent training, she did not know how to manage her time and become more productive. Now that she has set goals for herself and make plans accordingly she can contribute more. She saves an average of Rs.2000 every month with the hopes of saving Rs 250,000 by 2019. She hopes she could contribute this towards buying back her lost possessions and also towards her children's education.

3.2.2.3 Water, Sanitation and Health (WASH)

Workers in the sector have already been familiarised to different aspects of WASH through programmes conducted by other organisations. EMAs, Welfare officers and the CDOs are primarily responsible for the successful implementation of WASH both within the factory premises as well as in worker households (Jayawardane, 2017). As observed by many of the respondents one of the key contributions of the P.A.C.E WASH module has been on the waste and garbage management. The training on this topic has been very useful for the estates when obtaining Rainforest Alliance Certificate. According to the estate management, increasingly the workers who have participated in the training programme are also taking effective steps towards waste management relieving the management of their responsibilities to a certain degree.

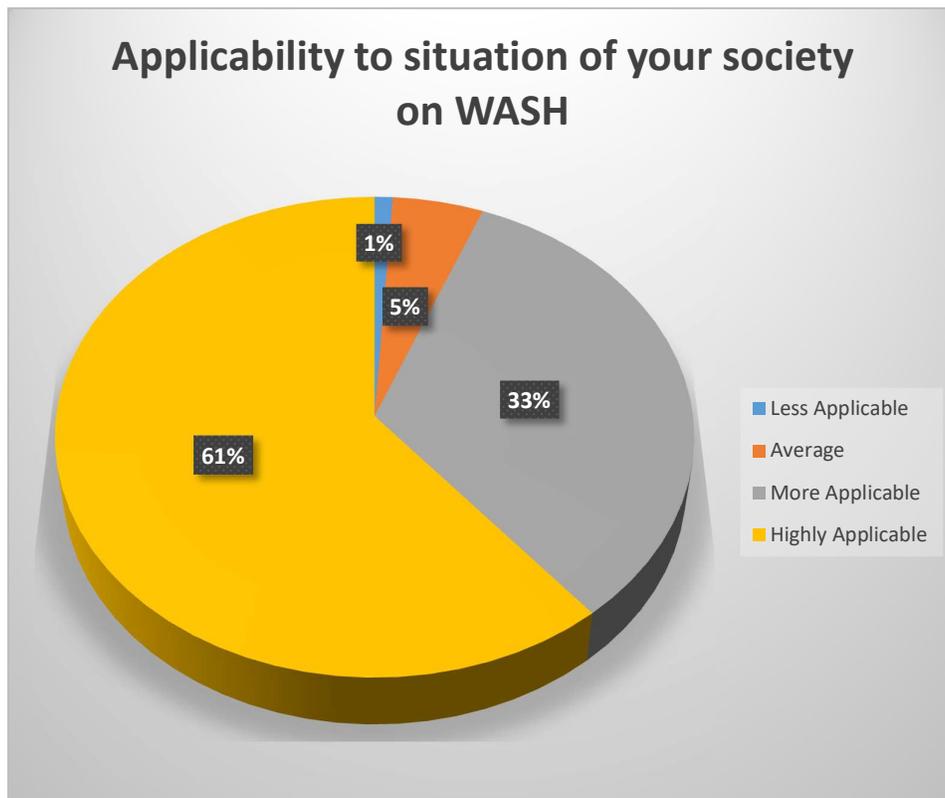


Figure 8 Applicability of WASH

In addition to this contribution to waste management, WASH training has helped the trainees and their co-workers to make critical lifestyle changes pertaining to their health. Majority of the workers and the EMAs interviewed revealed that the training has helped the workers to increase their water intake level and reduce tea intake level, replace their meals with more

vitamin, fibre and protein-rich food as an alternative to starchy food, such as *Roti*. It was revealed they have also given up on betel chewing habit when working. According to the survey 54.4% of the respondents indicated that the WASH training has helped them to: practice adequate water intake per day, adopt best practices for maintaining personal hygiene at home and work, practice organised garbage disposal, avoid water pollution and wastage and resist culturally induced bad practices affecting personal hygiene. Furthermore, 43% of the respondents indicated that WASH training has helped them change their regular diet to make it more healthy and nutritious and make improvements to their hygiene. It was indicated that now they can resist culturally induced bad practices that have previously affected their health and hygiene. It was revealed that now people practice proper hand washing techniques, use lunchboxes instead of polythene sheets and use slippers while at work. All these changes have made a positive impact on the personal hygiene and health of the workers.

	<p>Muraleewaran (37) has been working in the middle division of the Nayabedda estate for three years. The estate recently received the Rainforest Alliance certification which he observes as a big achievement. According to Muraleeswaran, the trainees who underwent P.A.C.E WASH training have contributed immensely throughout the certification process. They have taken steps to introduce separate bins for the disposal of recyclable, non-recyclable and food waste in the work premises and have conducted awareness campaigns throughout the estate. Furthermore, the trainees have taken measures to sell the collected recyclable items and contribute the money earned to the nearby Hindu temple. Muraleeswaran observes that the training programme has not only improved the productivity of the people at the workplace but has also contributed to the community development and welfare.</p>
<p>Nalliah Muraleeswaran (37) Field Officer Nayabedda Estate</p>	

3.3 Dissemination of knowledge

All those who were surveyed indicated that they have been able to share the knowledge gained from the P.A.C.E training among different groups of people. Post-training dissemination of knowledge continues to be carried out in all estates with the support of the estate management and the field officers. According to a field officer in Strathdon estate, he encourages those who participated in his field to share the knowledge during their tea time and at the muster shed.

Table 2 Knowledge Dissemination by the Surveyed P.A.C.E Trainees

Group	Total Number of People Covered	Average number of persons covered per respondent (Mean)
Family	459	5.74
Work Colleagues	782	10.86
Neighbours	1523	19.78
Total	2766	34.58

According to one of the husbands of a trainee, the logbook that has been given to the latter has been very useful for his family about learning good practices and also for sharing their thoughts and activities in the family. It was observed that trainees are very keen on maintaining this logbook and take pride in sharing it with others both within their community circles and with those who come from outside their community.

3.4 Perceptions of Productivity

All respondents of the survey indicated that the training programme had helped them to become more productive both at home as well as at the workplace. Although it is difficult to factor in the training programme to be the sole reason behind enhanced productivity, it has certainly brought about change in terms of addressing issues, such as absenteeism, late attendance and supervisor- worker conflicts that caused disruption to the plucking routines. For example, according to one field officer from the Fruit hill division of Srathdon Estate, earlier daily attendance was approximately 75% of the total allocated per the area he managed.

However, during the post-training period, he has witnessed a 97% increase in attendance. According to his observations now the workers often come to work by 7.55 a.m. although beforehand majority of them came late. According to his observations, although previously his field recorded a very poor plucking record with an average of 16kg per person now it has increased to 22kg-28kg per person. Based on these changes, the field officer observes:

“Now I find it very easy to work with them and because of that I too can work and perform well in my tasks. Those who have undergone the training has also helped to change the attitudes of the others in my field. The programme in that sense has changed both the work lives of the workers and mine.” – Field Officer, Strathdon Estate.

One of the other salient changes witnessed during the post-training period related to productivity enhancements is that trainees have been able to convince and bring back some of the workers who have left estate work. This was an observed trend in Nayapane, Batalgalla and Nayabedda estates. People leave estate work due to various reasons which can be both personal as well as work-related. Trainees have been able to address some of the issues, such as time and stress management and problem-solving that have caused some of the workers to leave estate work.

According to the Estate Manager of the Nayabedda estate, who is also the most senior estate manager working in the industry in Sri Lanka, family and workplace changes that were brought about through the training programme have been very useful for his estate to enhance productivity and moreover to improve worker satisfaction. As such he posits:

“Overall perception about NGOs in the plantations is not good. People look at them with suspicion. I mean we also have had the most unfortunate experiences in Nayabedda. We virtually had to chase them out... But the team that has come from Chrysalis project is fantastic...having witnessed what they have accomplished I will be overjoyed to work with them once more.” – Estate Manager, Nayabedda Estate.



According to S. Nandakumar, the estate manager of the Thangakale Estate, over the 25 years of experience he has in the sector the biggest challenge has been the Trust issue between the management and the workers. This has been a persistent problem in the sector from its inception. Planters also have not done anything meaningful to overcome this problem. Chrysalis training programme is changing the attitudes and lives of the workers that would, in turn, help the management to overcome this problem in significant proportions. It helps the workers to empower themselves by building their level of confidence which in turn helps them to build a good relationship with the management which they once feared.

S. Nandkumar
Estate Manager
Thangakale

4. Conclusions and Recommendations

Chrysalis' P.A.C.E training programme has evolved into a fully-fledged approach for creating attitudinal changes among workers both in respect to their personal and work lives. By adopting a mixed method research approach, this assessment was able to both qualitatively and quantitatively delineate the implications of these changes on the sustainability of the sector in the long term. The tea estate sector in Sri Lanka is currently under a crisis induced by both productivity issues and labour shortages. As observed by the managers interviewed during the assessment, the training programme has been able to address some of the critical issues that can change these circumstances within their estates. The resilience observed among the workers interviewed about endorsing the value of the programme both regarding improving their lives, and the lives of others bear witness to what it can accomplish in the longer term in enhancing worker satisfaction within the sector.

Since the tea industry is largely labour intensive, sustainability of the sector revolves around creating an enduring environment for both the workers and non-workers to be attracted to the sector based on their perceptions over tangible and intangible benefits accrued. These changes needs to happen both at their home and work fronts. Based on these considerations and the

consultations that were made with the workers, different estate officers as well as the management at the end of the research a series of recommendations were derived. These could be considered for the future improvements or possible replication of the programme in other estates.

- Make the programme more inclusive to accommodate the participation of a wider cohort of individuals. This will help to create the necessary age and gender balance within such programmes. In this regard, the selection process should consider including husbands, male and female youths although the P.A.C.E, in particular, is only aimed at women empowerment.
- Although all of those who were interviewed were satisfied with the training content attention should be given to strengthening the household money management component
- The programme should be followed by periodic reflective exercises. These could be carried out by the Trainers who took part in the ToT exercise. Although the majority of those who were interviewed suggested Chrysalis direct involvement in this regard, its participation can be limited to a facilitation role to undertake logistical arrangements and monitoring.
- Chrysalis should work closely with the estate management and the state (The Ministry of Plantations Industries and the Ceylon Tea Board) to seek possibilities in replicating the programme in other plantations. Senior management testimonies can be a precursor to establishing a healthy relationship between the state, the plantations companies and Chrysalis.
- One of the key questions faced by the estate sector today is how to incorporate the younger generation who do not work in the estates but receive all the benefits of living in it. They have also become a problem to the smooth management of the sector. Chrysalis, through similar programmes, should be able to garner the support of the workers and their families to encourage this segment to take part in the active labour force and contribute to the sector.

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