

End of Project Evaluation
Empowering Sri Lanka's Tea
Plantation Communities Project

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Acknowledgement

'Evaluation' is to acquire new knowledge systematically to provide useful feedback, to learn from the performance and to be accountable to those who are involved in the process. This acquisition of knowledge empowers all the parties involved in the learning process. The learning process always follows robust and dynamic steps that involve participants at different stages adding rich information into the evaluation. I would like to acknowledge all the participants who joined the evaluation at different stages.

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Inoka Priyadarshani

Executive Summary

In May 2017 Chrysalis in partnership with CARE International UK began implementing the *Empowering Sri Lanka's Tea Plantation Communities* Project funded by Twinning's adopting Community Development Forums (CDFs) pioneered by CARE International Sri Lanka. These platforms seek to enhance worker-management relationships so to achieve social and commercial benefits in 7 tea estates in Sri Lanka by May 2019. Since inception the project has reached over 3,500 tea estate workers living in estates operated by three plantation companies with the help of the CDFs, while indirectly providing benefits to over 16,000 worker family members. At its core CDFs seek to transform relationships between management and estate workers, while also providing the estate community with a platform through which to directly influence and shape their development priorities and solutions. Further it serves to help link the community with a host of service providers and socio-economic opportunities.

Undertaken in July and August 2019 the overall objective of the end of project evaluation was to assess the degree to which the project had achieved its intermediate and the final goal and to develop key lessons so to enhance future programming in the sector. The evaluation used a contribution analysis, and a mixed method approach to collect data (e.g. household surveys, focus group discussions, key informant and structured interviews). Data was collected from 7 participating estates operated by 3 companies: Bogawanthalawa Plantations (Bogawana Estate, Kotiyagala Estate, Lethenty Estate and Fetteresso Estate), Malwatte Valley Plantations (Uva Highlands) and Agarapathana (Nayabedde Estate and Dambetenna Estate). Using the proportionate random sampling technique 241 respondents were selected for household surveys, 12 managers were interviewed using structured interviews and 7 focus group discussions were held consisting of 86 representatives from the 7 CDFs. A total of 16 key informants were also consulted.

Broadly, the evaluation found the CDF to be an effective and efficient mechanism to build relationships and trust among both the management and the community. However, it was also clear that the personality and leadership qualities of the estate management determined how successful CDFs were when it came to completing actions for example. Workers and managers alike-recognized CDFs as an important platform that improves relationships in the estates. CDFs also provided an alternative dispute resolution mechanism, a vehicle through which workers can contribute to estate productivity constructively and entity that transfers ownership to the community. It has also supported young people in gaining knowledge and skills while providing recognition to seek out job opportunities. The Income Generation Activity (IGA) loan facility operated by the CDFs has assisted young people who are not willing to leave the estate to commence their own IGAs.

Based on the above facts, the evaluation concludes that the project appears to have moved in the positive direction in capacitating the CDFs to collaboratively work with the estate management, the community and governmental and non-governmental service providers. The project's indicators show a positive change towards their expected performance. Some challenges remain such as sustaining management commitment and ensuring that the CDFs will continue to function and grow once the project ends.

1. Introduction

Chrysalis embarked on the Twinning's funded *Empowering Sri Lanka's Tea Plantation Communities* Project to enhance worker-management relationships so to achieve social and commercial benefits in 7 tea estates belonging to Bogawantalawa, Agrapatana and Malwatte plantation companies in Sri Lanka by May 2019. Since inception it has reached over 3,500 tea estate workers living in estates operated by three plantation companies with the help of the Community Development Forums (CDF), while indirectly providing benefits to over 16,000 worker family members.

The Key outcomes of the project are to:

1. Strengthen and sustain worker-management relationships and mutual trust.
2. Improve social positions and dignity of plantation communities.
3. Improve access to economic opportunities for the plantation community

1.1 Community Development Forum

Community Development Forums (CDFs) are an estate-level decision-making forum that brings together stakeholders from the various layers of an estate structure, for the purposes of facilitating decision making that affects the diverse communities living in the plantation sector. The CDF can be further viewed as a forum for dispute mitigation and redressing grievances and serves as:

- A place for all, with representation from all invested parties,
- A remedy to an institutional vacuum, opening up a new channel of communication the workers and management and other stakeholders to discuss social and productivity issues and make collective decisions for problem solving),
- A space in which women and youth enjoy equal rights and benefits;
- An opportunity to receive training on diverse life skills, including leadership, team-building, financial literacy, gender and conflict sensitivity, negotiation and communication, and monitoring and evaluation methodologies,
- A forum for development planning, execution and monitoring;
- a platform that promotes a win-win scenario for both management and worker

1.2 Objectives of the End of Project Evaluation

As stipulated in the evaluation terms of reference, the overall objective was to assess the degree to which the project had achieved its intermediate goals and the final goal and to develop key lessons to enhance the impact of future programming in the plantation sector by Chrysalis. The specific objectives were to:

- To determine the overall project impact by assessing the project's achievements that are relevant to the final goal and the specific objectives by using the indicators of the approved logical framework.
- To determine the degree of efficiency and effectiveness of project approaches and the strategies used to implement.
- To reflect and report upon the relative impact of the project on the human condition, social position and enabling environment of the women and men living in project locations.
- To assess the quality and outcome of the trainings conducted by the project.

- To assess the performance of the CDFs and its contribution to estate development.
- To determine whether the project has implemented as planned and reached out to the target group as expected.
- To identify the weaknesses and strengths of the project interventions, project strategies and document the lessons learned that could be used for the improvement of future programming and replication of the same project in other areas.
- To identify the unintended impacts and social, cultural, environmental and human factors that had positively and negatively impacted on the project.
- To assess the sustainability of the project.

1.3 Evaluation Methodology

Using a contribution analysis, the evaluation design was a mixed method approach to collect data. Though independent, the evaluation needed to rely on Chrysalis to identify appropriate stakeholders. This was found to be appropriate since Chrysalis had identified the individuals who could add value to the evaluation.

1.3.1 Household Survey

The structured questionnaire used for the baseline survey was modified based on the indicators listed in the log frame. Four estates representing 3 participating plantation companies randomly identified for the household survey. They are Uva Highland Estate from Malwatte Valley Plantations, Nayabedde Estate from Agarapathana Plantations and Bogawana and Kotiyagala Estates from Bogawanthalawa Plantations. Using the minimum sampling framework, 241 respondents were proportionately included in the sample. The **Table 1** shows the representation of respondents from each estate. Thus, majority of the survey respondents were non-CDF members (92%).

Table 1:HH Survey Respondents from each Estate

Name of the estate	CDF participation			Total
	CDF Office bearer	CDF Member	Non- CDF Member	
Kotiyagala	2	2	70	74
Bogawana	3	4	72	79
Nayabedda	2	5	43	50
Uva Highland	0	2	36	38
Total	7	13	221	241
%	3%	5%	92%	100%

The Profile of Survey Respondents

- The sample consisted of 53 percent females and 47 percent males.
- 21 respondents aged between 18-29, 83 between 30 to 49, 66 between 40-49, and 71 above 50.
- 92 percent were non-CDF members, 5 percent were CDF members and 3 percent were CDF office bearers.
- 63 percent were workers, while 27 percent were non-workers and 10 percent were retired persons.
- 51 percent were pluckers who were mostly women. Of the remainder 37 percent were non-workers, 7 percent were engaged in sundry work and another 4 percent were factory workers, spraying technicians and pruners.
- Only 5.4 percent were women headed households; 84 percent were married while 5 percent were single, 8.3 percent were widows or widowers and 2.5 percent were separated.
- 63 percent of the households derived their income from the estates and 75.9 percent of the households were not engaged in supplementary income generation activities. 36.5 percent of the household's monthly income was below Rs. 10,000 while 51.5 percent of the households earned a monthly income between Rs. 10,000 and 20,000.

1.3.2 Structured Interviews with the Estate Management

Structural interviews were conducted with 12 managers¹ focusing on their relationship with the workers, as well as other categories of estate employees. Another important aspect of the investigation was management satisfaction of workers contribution towards estate productivity, the level of managers participation in community affairs, the available mechanisms for participatory discussions and problem solving, worker-management conflicts, external services available to the communities and their level of satisfaction regarding such services. Management views regarding workers engagement in additional livelihood opportunities were also explored.

1.3.3 Focus Group Discussions

Using a focus group guideline, 7 such discussions were held covering the 7 CDFs. A total of 86 individuals (58 women and 28 men) participated in these. Focus groups were used to assess the performance of the respective CDFs against a pre-determined criteria: 1) Management commitment (Senior Management) towards CDF; 2) Management participation (Senior Management) in CDF; 3) Community commitment; 4) Community participation; 5) Events organized; 6) Disputes resolved; 7) Meetings conducted; 8) Progress of Estate Development Plan; 9) Service- offer to the wider community; 10) Record keeping; 11) Estate staff contribution (Middle management). The focus group guide is found in

¹ This consisted of 2 General Managers, 2 Senior Assistant Managers, 1 Estate Manager, 1 Estate Superintendent, 1 Manager and 5 Assistant Managers

Annex 3: Focus Group Guide.

1.3.4 Key Informant Interviews

A total of 16 key informants were consulted. They consisted of various stakeholders who provided services to the project. The interview protocol is found in **Annex 4: Key Informant Interview Guide** and

Annex 5: List of Key Informants lists the key informants consulted.

The results were triangulated with existing data sources and household-survey findings. Process analysis was used to capture changes where appropriate.

1.4 Report Structure

Chapter One provides an overview of the evaluation methodology and participants. **Chapter Two** contains major findings of the evaluation. Conclusions drawing on analysis, including recommendations are found under **Chapter Three**.

Chapter 2. Major Findings

2.1 Findings Relevant to Specific Objective One

The specific objective one focuses on strengthening and sustaining worker-management relationships and mutual trust.

Impact Indicators relevant to Specific Objective 01:

1. Number and type of collective decisions made by the workers and the management for problem solving /dispute settlements by having participatory discussions.
2. Increased engagement of estate management in social welfare activities as against the baseline.
3. Reduction in worker–management disputes / work stoppages by resident workers as against the baseline.
4. Increased corporation of workers towards estate productivity as against the baseline.

Output indicators relevant to Specific Objective 01

1. CDFs in the seven estates are in place.
2. Number of CDF members by categories (workers, managers, estate staff, non-workers, women, trade unions, youth, state and non-estate service providers).
3. CDFs meet regularly (monthly or once in two months depending on the need).
4. Participation of estate management in every CDF meeting.
5. Skills training received by CDF members by subject and participants category.
6. CDF members are recognized by estate residents as leaders who steer estate community development.
7. Number of needs identified, and the percentage of identified needs addressed by the CDFs.
8. Number of worker management conflicts identified and percentage of those issues resolved resulting in amicable solutions.

2.1.1 Community Development Forums

The estate sector is characterized by a rigid hierarchy and organizational structure (from management to workers). The management consists of senior management (manager and assistant managers) and middle management (Office clerks, field officers, welfare officers, medical officers, drivers, mechanics, and Child Development Officers etc). This has invariably created a social structure based on the social status of each category.

Chrysalis used Community Development Forums (CDF) to build and sustain worker and management relationships; and facilitated the setting up of the 7 CDFs in the 7 estates (Agarapathana Plantations and Malwatte Valley Plantations in Bandarawela and Bogawanthalawa plantations in Bogawanthalawa). Being a community driven decision-making structure where both the estate management and workers work together in a more inclusive, accountable and equitable manner, the CDFs were also entrusted with formulating estate development plans (EDPs). EDPs prioritized the estate community's development and welfare needs.

Chrysalis followed a well thought out process when establishing the CDF in each estate based on the context in each. This process was moreover the same for each estate except where a CDF had been already established by CARE International. At the very outset, the project held an initial orientation meeting with the heads of three tea plantation companies to create awareness about the benefits of CDF to the tea industry and to the community. This orientation facilitated buying in of the heads of companies given the return of investment of the project. There were three orientation session at regional offices of participating plantation companies. The orientation sessions for the Trade Union (TU) leaders sought their support for the implementation of the project where a quota was allocated for TU leaders' inclusion in the CDF. Community awareness focused on muster sheds, community based organisations and non-workers at the line-rooms or visits to their homes.

Selection of members for each CDF was through the allocation of division wise quota to include every segment of the estate. If there were two nominations per division, a voting was followed. To ensure the inclusivity of the CDF, estate management and members from the middle management were too included. Prior to electing the office bearers, members attended trainings on leadership and communication.

CDF membership consists of workers, non-workers and estate staff. According to Table 2: Composition of CDFs **Table 2**, the total membership amounted to 293, which included 156 (53%) men and 137 (47%) women. This number also included 20 estate management representatives. However, given the male dominant culture of the estate management structure, there were no female senior managers to be included. CDF also included 40 non-workers who were mainly young men and women who were not employed in the estate sector.

Table 2: Composition of CDFs

Name of the Estate	Total members			Estate Workers		Non-Worker		Senior Mgt.		Middle Mgt.		# of office bearers	
	Male	Female	Total	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Bogawana	21	12	33	9	9	3	3	3	0	6	0	3	3
Kotiyagalla	24	25	49	12	12	0	7	3	0	9	6	4	2
Fettersso	20	14	34	9	9	3	3	2	0	6	2	3	3
Lethenty	21	17	38	8	9	4	4	2	0	7	4	3	3
Uva Highland	18	20	38	9	13	2	1	3	0	4	5	3	3
Nayabedde	25	25	50	14	14	1	6	3	0	7	4	4	2
Dambetenna	27	24	51	16	15	0	3	4	0	7	6	4	2
Total	156	137	293	77	81	13	27	20	0	46	27	24	18

CDF meetings are held every 45 days. From project inception, each CDF in Nayabedde, Dambetenna, Uva Highlands, Bogawana, and Lethenty estate had conducted 10 meetings, while Kotiyagalla and Fettersso CDFs had conducted 9 and 8 meetings respectively. All the estates granted paid leave to workers to attend the meetings. However, participation of senior management in CDF is crucial for its decision-making.

Table 3: Estate Management Participation in CDF Meetings

Estate	# CDF meetings	Senior Management participation in CDF meetings	Assistant Manager's participation in CDF meetings
Nayabedde	10	6	6
Dambetenna	10	6	7
Uva Highlands	10	6	2
Bogawana	10	6	8
Lethenty	10	6	6
Fetresso	8	3	4
Kotiyagala	9	4	5

As shown in the above table, senior management from Nayabedde, Dambetenna, Uva Highlands, Bogawana, and Lethenty estates participated in more than half of the CDF meetings. Assistant managers represented the senior management when the latter was not available; however, this has impacted on timely decision-making at the meetings.

2.1.2 Capacity building trainings:

CDF members were trained in 6 themes: leadership, communication, problem solving and decision-making (PSDM), gender, financial management and record keeping (only for office bearers), participatory monitoring and evaluation. The following table shows participation of CDF members in capacity building trainings.

Table 4: Participation in Capacity Building Trainings

Training	Male	Female	Total
1. Leadership Training	121	129	250
2. Communication Training	108	125	233
3. Problem Solving and Decision-making training (PSDM)	104	120	224
4. Gender training	93	107	200
5. Participatory Monitoring and Evaluation Training	100	144	244

Training attendance was higher in Bandarawela cluster (Nayabedde, Uva Highlands and Dambethanna) (91 percent); whereas in Bogawanthalwa (Bogawana, Fetresso, Kotiyagala and Lethenty), it was 68 percent. Fetresso CDF showed the lowest percentage in training participation (58 percent).

These trainings helped some participants to change the way they communicated. The following story from Dambethanna shows how a *thalaivar* (a trade union leader) changed as a result of training.

“Before the training, we used aggressive words in our communication with workers and the management. I am a hot-tempered person and I used to beat workers too. I have assaulted a FO, for that reason, I have been jailed too. Workers used to call me a *chandiya* (a thug). After the PSDM training, I changed completely. It built my capacity

and changed me. As a result, I resigned from the trade union I represented and joined the CDF.”

In addition, young members from the estates were trained in: leadership and team building, communication, household money management, gender, participatory rural appraisal (only in Bandarawela cluster) and improving businesses. The purpose was to engage youth, who are relatively educated, voluntarily unemployed and who do not wish to join the plantation workforce, so to involve them as change agent in the project activities.

Table 5: Youth Participation in Capacity Building Trainings

Training	Male	Female	Total
Leadership	58	124	182
Communication	53	128	181
House hold Money Management	47	103	150
Gender	48	95	143
Improve Your business	22	45	67

As shown in the above table, women’s participation was higher than that of men. Nayabedde estate showed the highest youth participation in training, while Fettresso showed lower youth participation). Youth as well as other CDF members at the focus groups discussions appreciated the certificates awarded to those who completed the training. Participants said the certificate provided the young people with a means to show that they had acquired new skills. In addition, participating youth appreciated the estate management for this recognition given.

All the focus group participants were satisfied with the content and training resource persons. 97 percent of the participants were satisfied with the relevance of trainings while 92 percent were satisfied with the chosen training methodology. 84 percent were satisfied with the application of the training while 16 percent showed a neutral position with regards to training application. In the Bandarawela cluster, trainings were conducted as one-day sessions where CDF members continued to complete the series of trainings. Whereas in the Bogawanthalawa cluster, all the trainings were not delivered as single day trainings. Many of the trainings were delivered through half-day session (it was 2 to 2.5 hours session per half day) where important learning and interactions were missed due to the short time allocated. In addition, CDF members had not completed the full content of the training series resulting in a lack of commitment to participate in CDF activities.

2.1.3 Worker Management Relationships & Mutual Trust

The aged-old institutionalized worker management system in this sector has served to distance estate workers from estate management. Estate management still mimics the colonial planter practices in every aspect of plantation life. The project has been instrumental in changing such rigid management styles through the CDFs, where collective decisions can be made that can impact the quality of their lives and working conditions. The evaluation looked at how such worker management relationships and mutual trust has been built through the project.

At inception, the project's baseline study identified that 81 percent of respondent did not have direct interaction with the estate management to discuss their personal, social or work-related matters. From the remaining workers most (60 percent) had contact with managers either through trade union leaders or the manager's bungalow (living quarters) staff who had a close relationship with the managers.

The household surveys found that 71.4 percent of the estate community accessed management to discuss work or welfare related issues directly or indirectly over the last 12 months.²

² From July 2018 to June 2019

Table 6 shows how and why respondents accessed the management. A significant number of respondents had directly accessed the management for their work (23), welfare (31) and personal matters (37). A considerable number had accessed the management through the CDF members for their work (210) and welfare (38) related and personal matters (35). An important aspect is that a number of respondents had brought issues to the CDFs in order to find solutions to their work (28) and welfare (20) and personal issues (34). The table also shows that the trade union leaders (TULs) continue to exert a lot of influence amongst the estate communities. However, it does clearly show that there is growing recognition and acceptance of the CDF and its members amongst the estate communities as well.

Table 6: Access to Management

Description	Numbers
1. Work Related Issue direct access to manager	23
2. Welfare Related Issue direct access to manager	31
3. Personal Related Issue direct access to manager	37
4. Work Related Issue Through CDF members	10
5. Welfare Related Issue Through CDF members	38
6. Personal Related Issue Through CDF members	35
7. Work Related Issue at CDF meeting	28
8. Welfare Related Issue at CDF meeting	20
9. Personal Related Issue at CDF meeting	24
10. Work Related Issue through TUL	21
11. Welfare Related Issue through TUL	31
12. Personal Related Issue through TUL	44

Table 7 presents the type of interaction respondents had with the management. Most of them had approached the assistant managers for their personal (65) and work (59) related issues; and they approached the senior managers for community related issues (68). When compared with the project’s baseline study, it shows that majority is comfortable in interacting with the assistant manager, though the respondents had interacted with both senior managers and assistant managers alike.

Table 7: Level of Interaction

	Never	Low	Average	High
Senior Manager - Personal Issue	15	21	21	12
Senior Manager - Community Issue	10	16	36	16
Senior Manager - Work place issue	6	14	13	20
Asst. Manager - Personal Issue	13	13	29	23
Asst. Manager - Community Issue	8	2	3	41
Asst. Manager - Workplace Issue	6	14	26	19

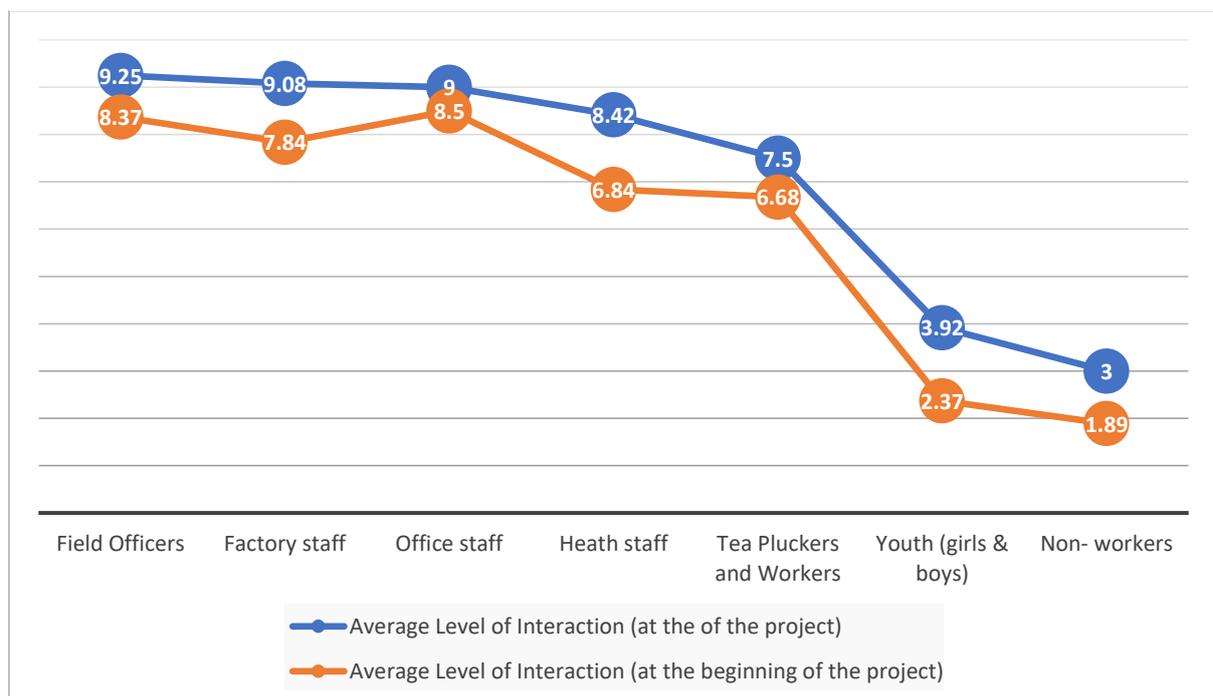
The household survey respondents provided marks considering their satisfaction about the current level of worker-management relationships and mutual trust on a scale from 1 to 10 (1 being the lowest and 10 the highest). The average mark given was 5.95. This indicates a satisfactory level in relation to worker-management relationships. The average mark in the

baseline study was 2.3, hence, the current average shows a greater improvement in worker-management relationships and mutual trust.

2.1.4 Estate Manager Views of Their Interaction with Employees

Estate managers stated that they were happy with the present level of worker consultation and interaction. **Figure 1** presents the different levels of interaction between management and the various categories of staff on a 1 to 10 marking scale (1 being the lowest) at the baseline level and at the end of the project.

Figure 1: Details of the current manager relationship with workers & non-workers



The managers seem to interact more so with field officers, factory staff and office staff compared to the other categories of staff. The above graph shows an increase in interaction with all categories of workers and non-workers. Interaction with tea pluckers and workers has slightly improved. This could be due to the fact that managers usually deal with these categories via estate staff, which limits their interaction with workers and non-workers. However, there is a significant improvement in interaction with youth and non-workers. The improvement is due to events such as street dramas, youth trainings and income generation activities that have created a space for the youth and non-workers to intermingle with the management. During a discussion with the youth at Nayabedda estate, they said earlier they had not even seen the manager, but now, they are able to take 'selfies' with the General Manager, which they had never expected. This statement alone is an indication that the project has created a space for estate communities to closely interact with the estate management.

2.1.5 Estate Managers Participation in Social Welfare Activities

The plantation communities social and cultural activities include pre-school openings, socio-religious ceremonies, Child Development Centre events, Children's Day, 1st of January Festivals, sports events, nutrition programs, dramas, New Year Festivals and Community Centre openings. According to the project database 50 major social welfare activities and 3 cultural events were held in the estates. These include medical camps, nutrition programs, service linkages programs and opening ceremonies. In addition, 20 religious events were also held. Out of the 73 social, cultural and religious activities, senior managers attended 27 such events while deputy and assistant managers had attended all. The deputy and assistant managers seem to be closer to the community representing their senior management whose busy schedules do not at times permit them to do so. The average of social and cultural events at the baseline was 5 per estate; this means that there is improvement in social-cultural events organized in each estate. Specially after the formation of CDF, CDFs has organized considerable number of social and cultural events in seven estates such as Sharamadana (collective free labour giving activities), Dansala (free food giving), cultural shows, farewell parties, sport meets, certificate awarding ceremonies, celebrations of International women day, picnics, etc.

Of the respondents, 76 percent were of the view that there is an improvement in managers participation in social welfare activities as a result of the CDFs. The respondents were asked to compare management participation in social welfare activities prior to and after the establishment of CDFs on a scale of 1 to 10. Thus, the mean value for management participation in social welfare activities prior to establishment of the CDF is 2.9 and after established is 5.8. According to the management responses at the baseline level, the average number for management participation in social and cultural events per estate was 4.94. At the end of the project, the average value was 6.08. This shows a clear improvement in management participation in estate community activities. Interviews with managers indicated that their presence at social, cultural and religious event is important; hence, they make sure either they attend events selectively or that management is represented.

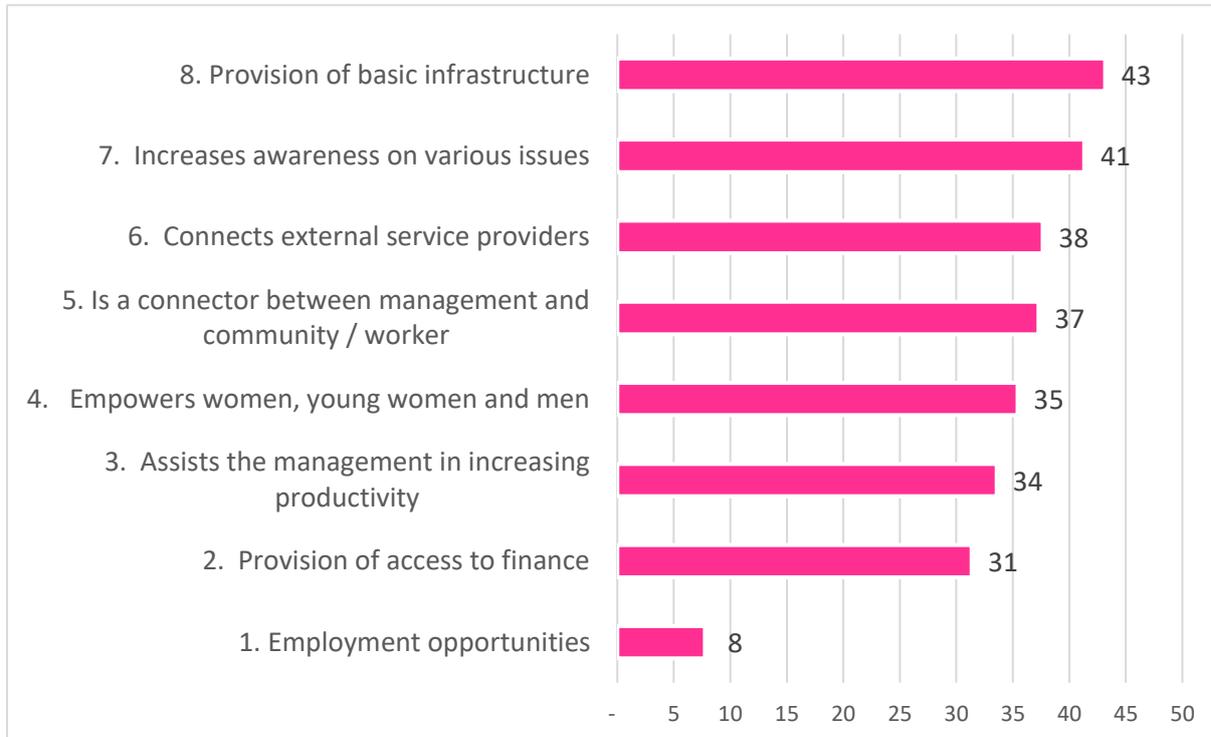
2.1.6 Formal Participatory Decision-Making Forums

All the managers as well as 82 percent of survey respondent accepted that they have mechanisms as part of the estate management system to amicably resolve worker – management issues or conflicts. Each estate has participatory decision-making fora that facilitates the resolution of issues.

All the managers interviewed viewed the CDFs as one such forum where worker – management issues can be discussed and solutions can be sought. 84 per cent of survey respondents were aware of the existence of the CDF as a participatory decision-making body. Majority (**Figure 2**) of them identified the provision of infrastructure (43 percent), increasing awareness on various issues (41 percent), connector to external services (38 percent) and between management and workers (37 percent) as it's key roles. The reason for CDFs to be identified as an infrastructure provider can attributed to the fact that almost all the CDFs are involved in the construction of water and sanitation projects and Child Development Centre related infrastructure in the respective estates. Thirty five percent identified empowering

women, young women and men, and facilitating employment opportunities (8 percent) as its roles as well. Meanwhile 34 percent saw it to also assist management in increasing estate productivity.

Figure 2: Role of CDF



Interviews with the CDF members, estate staff and non-workers revealed that once the CDFs were set up, workers were able to bring issues to the management at any time at CDF meetings or through CDF members.

CDFs helped the estate management to discuss the following productivity related matters:

- Cleaning of estate fields including weeding.
- Crop targeting during the high crop season.
- Introduction to the use of electronic weighing scales and shear plucking machines.
- Improving plucking quality.
- Workers punctuality and absenteeism.
- Worker shortages and cash plucking for the retired workforce.

Most of the welfare related issues discussed were related to water and sanitation, housing, need for recreational facilities such as playgrounds. Each CDF has a few members as communication key persons, whose role it is to disseminate the decisions made at the meeting. They visit the muster shed where important decisions are communicated to the estate workers. This has helped workers to stay connected with the work undertaken by their CDFs.

In addition, labour days, the Fair-Trade Committee and the Rainforest Committee were also viewed as platforms where workers and management can discuss issues. Labour days are the

traditional practice coming from the colonial period. Customarily, this day is allotted to the Trade Unions to negotiate solutions with the management on behalf of their constituents in the tea estates. Now, labour day is used informally and is held when there is a need. Only in the Bogawana and Kotiyagala estates were there Fair-Trade committees. These consist of the manager as the president and the estate staff and the workers as members. These meetings are held once every three months. The Bogawanthalawa Cluster and the Indian Housing Cooperative Society also serve as platforms that bring together workers and management to discuss housing related issues. Although there seems to be several worker management meetings according to the focus groups and the managers, CDFs were seen as the fully inclusive formal decision-making forums that include workers as well as non-workers (youth and non-workers).

In relation to conflicts, there was one work stoppage in Uva Highland as a result of a verbal altercation turning into a physical assault of a female worker. The CDF's quick intervention facilitated a timely solution that did not affect the factory's work. There were also 11 strikes (10 related to wage negotiations linked to a national strike demanding a daily salary of Rs. 1000, the other was in response to a wasp attack in Bogawana that killed a female plucker). According to the HH survey, most were of the view that the CDFs contributed to reducing worker management conflicts (60 percent) and while increasing the labour recruitment (54 percent), employee satisfaction (58 percent) and productivity (59 percent). The baseline documented 28 instances when the community demonstrated its resentment over management failure to resolve community problems in all seven estates prior to establish CDF.

The above shows that the CDFs had contributed considerably in managing worker management issues since there were no strikes that took place in the estates the CDFs were present in. In addition, these figures highlight the CDF's capacity to serve as an alternative problem- solving platform in the estate sector that can eventually contribute towards the estate's productivity and better living conditions for the workers.

2.1.7 Worker Contribution and Corporation Towards Estate Productivity

To improve estate productivity, estate management makes sure that quality assurance measures are in place in terms of the quality of tea plucked. In Nayabedde, the estate allocated two expert pluckers to create awareness on plucking quality tea leaf. This was a step taken to mobilise the tea pluckers to improving productivity. These expert pluckers discussed with their peers in the muster sheds how plucking can be improved; and how it contributed to estate productivity that can eventually lead to improving the welfare of the workers. The HH survey attempted to measure the perceptions of the workers in relation to their contribution to estate productivity using the seven statements listed below.

Table 8: Perception of the communities about their contribution to the estate productivity

Statements	SA	%	A	%	N	%	DA	%	SDA	%	Total
Welfare cannot be provided if productivity does not increase	4	2%	47	20%	108	45%	79	33%	3	1%	241
I pick good leaves as it increases the quality of tea	9	4%	174	72%	28	12%	30	12%		0%	241
Proper maintenance of the plucking table does not increase the quality and the yield	2	1%	73	30%	23	10%	137	57%	6	2%	241
The current worker –management relationship does not increase estate productivity, profitability and social welfare	1	0%	36	15%	35	15%	169	70%		0%	241
I try my best to come to work every day and to be punctual as it contributes to productivity improvement	87	36%	54	22%	80	33%	13	5%	7	3%	241
Welfare should be provided whether the estate is running at a loss or not	6	2%	55	23%	150	62%	7	3%	23	10%	241
I work long hours/hard to increase estate productivity as it helps increase my social welfare	27	11%	95	39%	31	13%	86	36%	2	1%	241

SA=Strongly Agree, A=Agree, N=Neutral, DA=Disagree, SDA=Strongly Disagree

45 percent of those surveyed held a neutral perception while 34 percent disagreed with the statement *‘welfare cannot be provided if productivity is not increased’*. Only 25 percent agreed and 62 percent were neutral to the statement *‘welfare should be provided whether the estate is running at a loss or not’*. This means that most are unclear about the link between estate productivity and social welfare. The table also shows that 60 to 65 percent of the survey respondents accepted the fact that they contribute to estate productivity by way of picking good leaves, maintaining plucking tables, assuring punctuality in attendance and working long hours for example.

The baseline indicates that 80% of the HHs disagreed with the statement “Welfare cannot be provided if the productivity is not increased”. 75% of the HHs agreed with the statement “Welfare should be provided whether the estate is running at a loss or not”. This means that 75 to 80% of HHs do not see the correlation between estate productivity and social welfare at all. The table also shows that 45 to 55% of the HHs accept the fact that they contribute to the estate productivity by way of picking good leaves, maintaining plucking tables, assuring punctuality in attendance and working long hours.

When asked about the level of their cooperation required to increase estate productivity according to the 1 to 10 scales the average score given was 5.7. The average score at the baseline level was 5.1. This shows a slight change in perceptions regarding worker contribution and cooperation towards estate productivity. Focus group discussions with CDFs showed that participants had a greater awareness of the relationship between estate productivity and social welfare of the estate community. Participants said they voluntarily created awareness on plucking quality leaves, and working on time.

2.2 Findings Relevant to Specific Objective Two

The specific objective two focuses on improving the social position and dignity of the plantation community.

Impact Indicators relevant to Specific Objective 02:

1. Number of times the manager consults workers when making decisions, with the type of problems or issues.
2. Increased voice of women in the CDF and their active participation in decision making.
3. Increased services from the external providers to solve the social issues of the community as against the project baseline.

Output indicators relevant to Specific Objective 02

1. Gender equality & diversity training received by CDF members.
2. Increased number of women in CDF leadership positions.
3. Estate Development Plans include community identified issues and strategies/plans/activities for identifying and addressing social issues.
4. The number and type of new services and facilities introduced to estates by a category of service providers (state and non-state actors) as against the baseline.
5. The number and type of existing services improved as against the baseline.

2.2.1 Collective Decision-Making

Since the CDFs were set up in May and June 2018 by the project, 165 issues were raised and discussed in the 7 CDFs. 39 related to productivity, 26 were related to water and sanitation needs, 38 were infra-structure related, 34 focused on service linkages and 28 were on awareness raising. Out of the 165, 28 issues were tabled by the management (i.e. manager or senior management) and were often related to estate productivity. The remaining 137 were a cross section of issues raised by CDF members. 73 (44%) issues were raised by female CDF members, these included:

- Working during heavy rains.
- Lack of awareness on reproductive health.
- Sexual and gender-based violence and child abuse.
- Difficulty in plucking tea leaves due to the high density of weeds.
- Tea pluckers having to carry bags of tea leaves for long distances due to the lack of carrying bags.
- Field officers not releasing female workers, allowing them sufficient time to return home, prepare meals and feed children.
- Dumping of garbage in a surrounding area of a Child Development Centre
- Long work days that mean returning home late.
- Alcohol consumption of men that has resulted in anxiety over female security.
- Production and sale of illicit alcohol in the estate
- Favoritism of *kanakanis* with regards to particular women in the allocation of plucking rows.
- Unemployment amongst young men and women
- None celebration of International Women's Day.
- unprotected wells raise children's safety concerns.
- Lack of toilets in the tea fields.

Some men had also raised issues related to field toilets, rest rooms and garbage disposal. 85 issues raised were in the process of being resolved at the time the evaluation was being undertaken. Most were related to infrastructure development. 80 issues have thus far been resolved since project inception by the CDFs.

2.2.2 Women's Participation and Decision-Making

Household decision-making:

Female labor represents about 50 percent of those in the estate sector in Sri Lanka while women make up about 90 percent of those involved in tea plucking. The household is a key place where women and men engage in collective decision-making. According to the baseline study 84 percent stated that women are part of important household decision-making. When it comes to important decisions in the household, according to the baseline 59.3 percent said that both males and females collectively make important decisions in the family. There were 25 percent who said that females make important decisions in the family while another 15.4 percent were of the view that male members make the important decisions.

By the end of the project, a change in decision-making at household level can be observed. 75 percent (in baseline it was 59.3) were of the view that both males and females collectively make important decisions in the family; this is an increase when compared with the baseline. The increase in awareness and the change in attitude regarding collective household decision-making indicate that there is increased awareness of gender roles that is an important step in transforming power dynamic within households.

With regards to household financial management, 46 percent said that female members of families (mothers and wives) participate in financial decision making while 17 percent of the respondent viewed that male members (fathers, husbands and sons) take most of the financial decisions in families. In the baseline situation 27% of the respondent expressed that male members take most of the financial decisions in the family.

Control of HH income & wages:

The control over assets is associated with positive development outcomes at the household and individual levels that can lead towards transforming the positions women and men hold at home and in society. The control of income was looked at from three different dimensions: 1.) do the women in the households have control over not only their own but also over their husbands income/wages; 2.) do the men have control over the wives/other female members income/wages; and 3.) do the women have control over their own income /wages.

At the baseline level, 39.8 percent agreed that the women in the households have control over their own household incomes/wages. By the end of the project, 46 percent were of the view that women have control over their income/wages. 34.9 percent accepted at the beginning of the project that men in the household control the women's income and wages. By the end of the project, 28 percent stated that men in the households control women's income and wages. At the baseline level, 25.3 percent said that the women in the households control the men's income and wages; whereas at the end of the project, 26 percent said that the women in the households control the men's income and wages. The acceptance by 65 percent (364 respondents) at the baseline that women control household income and wages conveys a clear message that women have considerable control over the household finances. At the end of the project, 72 percent accepted that women control household's income and wages which is an improvement when compared against the baseline. This further reinforces the baseline finding that women in tea plantations exercise considerable control over household finances.

Women's participation in social or community work:

Community and social activities are an important space for women to exercise their voice and agency across different areas—access and control of community resources, enhanced decision-making power in the household and community, and challenging the social and cultural norms that constrain women's participation. The project baseline identified that women were only 9.1 percent of those holding office bearer positions in the different community based organisations in the 7 participating estates. These included kovil committees, youth clubs, civil security service and sports clubs. However, women do not hold any positions in those societies focused on development. Further, it highlighted how 62.9 percent of women had not actively been involved in social or community activities. In addition, 42 male respondents (31 percent) of those 135 households were not happy about their female family members involvement in social and community activities. Further 55 household respondents (40.7 percent) of the 135 households stated that the involvement of female family members in community activities had caused unnecessary family conflicts whereas at the end of the project, this figure reduced to 18.7 percent.

By the end of the project, the household survey showed a positive change towards women's participation. 77 percent agreed that a female member from their household is actively involved in social or community activities. 75 percent were of the perception that the primary male occupant of the household is happy with such involvement. While 81.3 percent thought that such female participation in social work does not cause any family problems. This change

can be attributed to the gender awareness created through capacity building trainings for CDF members and youth volunteers, and wider awareness among the community through street drama performance.

When analyzed the composition of the CDFs is mostly women. Of the 42 office bearers in the 7 CDFs, 18 are women (43%). Out of 158 CDF members selected amongst the estate workers 81 are women. Of the 40 CDF members selected from non-workers, 27 are women. These figures show that the CDFs have created spaces for women to build their capacity as community catalysts and exercise their newly acquired knowledge and skills for the betterment of the estate community while developing their agency. However, not all women who are part of CDFs enjoy such freedom. The following table shows both the positive and negative perceptions regarding women and their voice in the community.

Table 9: Respondents perception regarding the current status of women’s voice in the community

Statement	Yes	%	No	%	Neutral	%
1. In my family women are involved in important household decision making	179	74%	7	3%	55	23%
2. I know that, several women in my community hold leadership positions in society	179	74%	10	4%	52	22%
3. I believe that women in our community are backward and have not come forward to hold leadership positions in social services or community development	22	9%	146	61%	73	30%
4. Our women do not have the opportunities/space to voice their needs and issues in society	33	14%	95	39%	113	47%
5. In our community men block the rise of female voices and leadership	25	10%	138	57%	78	32%
6. Do you believe that women should be given more opportunities to develop their leadership skills and competencies?	169	70%	12	5%	60	25%
7. Do you suggest that appropriate agencies should build the capacities of plantation women to raise their voices, come forward and play an active leadership role in families and society?	169	70%	12	5%	60	25%
8. Our women are limited to household activities and do not participate in community or social programs	156	65%	20	8%	65	27%

74 percent are positive and say that women are involved in important household decision making in their families. 74 percent is aware of women from their community who hold leadership positions in society (in the baseline this figure was 26%). Only 9 percent agreed that women in their community are backward and do not come forward for leadership positions in social services or community development (in the baseline this figure is 73%). Some of the statements show the societal attitude towards women’s engagement in community and social activities. Importantly, 57 percent were of the view that men block women’s voice and leadership that hints that men are more dominant in society. At the same time, 14 percent agreed, and 47 percent held a neutral position to the statement that women do not have opportunities/space to voice their needs and issues in society. 70 percent believed that women should be given more opportunities to develop their leadership skills

and competencies and the same percentage agreed that appropriate agencies should build women's capacities. Interestingly, 65 percent agreed that women's roles are limited to household activities and that they do not participate in community or social programs. This is a crucial finding considering the fact that the majority of the estate labour force is women. Although the project has contributed positively by providing space for women to come to leadership positions and engage in social activities, these figures emphasize the importance of addressing gender discriminatory social norms so to create an enabling environment that enhances women as well male engagement.

Barriers to women's engagement in CDFs:

At the formation stage of the CDFs, women faced obstacles to participate in awareness raising sessions and later on when attending capacity building trainings. Community members had referred to women as only attending these trainings and meetings because they receive a tea and a snack ("You are going there only because you get a tea and a roll.") and that they do not have work at home. Such statements not only hinder and discourage women's participation; they also devalue their social engagement. However, widespread awareness raising by the project during inception and via street drama performances focusing on issues faced by the estate community, have changed perceptions held by the larger community. In one instance, when a female CDF member who was engaged in a community awareness raising session on household money management till late evening, her husband had received a telephone call stating that she loitering around. However, as her husband had been informed about her whereabouts, it did not instigate a heated argument at home.

Women members engaged in awareness raising activities only once they have completed their daily norm at the estate. Usually, door to door awareness raising needs to be done in the evening, since everybody is home only in the evenings. This means that when the women get back home, it is dark and this can trigger problems at home by delaying household work.

Women participants also stated that their paid work and household work consumes a considerable amount of their time therefore allocating time for community work is an issue as delegation of work is found to be difficult. Those women who have parents who can help find it easier to engage in the community. However, a positive aspect is that 75 percent of male workers are happy with women's involvement in social welfare activities.

2.2.3 External Service Provision to Address Estates Social Issues

A number of government and non-government organizations providing services to the estate community to address various issues they face. According to the baseline study, none of the estate managers were highly satisfied with the services available to the communities in their estates. However, 6 managers said that they are satisfied with the services available. Another 6 managers have remained neither satisfied nor dissatisfied while 5 managers said that they are dissatisfied. 2 managers said that they are highly dissatisfied.

At the end of project evaluation, of the 12 estate managers interviewed 2 were highly satisfied and 8 were satisfied with the services available. Two were neither satisfied or dissatisfied. Such services were provided by 14 non-government organizations, 8 government organizations and two tea certification bodies.

The average level of satisfaction at the baseline level regarding non-governmental service provision was 4.5 while that for the governmental organisations was 3.7. Respondents marked services provided by the estate at 3.5. By the end of the project, level of satisfaction regarding non-government service provision was 4, however, the average for Chrysalis was 4.5. The average level of satisfaction regarding the tea certification bodies was 4.3 while that of the government organizations was 3.7. When these figures are compared with the baseline, the level of satisfaction regarding the government organisations remains the same, while a 0.5 reduction can be observed with regards to non-governmental services. However, Chrysalis has been able to secure an average of 4.5.

Government services to the estate are provided by the Grama Niladharis, Samurdhi Officers, midwives, the Ceylon Electricity Board, police and the Public Health Inspector. Chrysalis was the only non-government organization that worked in the Malwatte and Agarapathana Plantations while 14 non-government organizations worked in the Bogawanthalawa Plantations (this included Chrysalis as well). Chrysalis linked with external donors to improve the infrastructure in the estate. The Knorr-bremse global care fund for water and sanitation work while Zig Zag Tea supported the development of child development centre development.

The project also facilitated the delivery of service linkage discussions with the relevant stakeholders. These stakeholders represented the state service provision by the respective Divisional Secretariat. Their roles and responsibilities were presented to the estate community. These discussions resulted in extra services to the community such as awareness on employment opportunities for youth (Nayabedde: 100 youth had been issued with job applications), obtaining of basic documents especially birth certificates. Grama Niladharis use CDF as a connecting point while police and Medical Officer of Health use it as a dissemination point to the estate workers. Both state and private banks work with CDF to improve the saving habit of estate workers.

A number of non-governmental organisations have been linked with the CDFs. In Bogawanthalawa cluster, it is an accepted practice that each outside organisation work through the CDF. This has helped those CDFs to closely interact with other agencies and implement a number of activities in their Estate Development Plan. External service provision from the non-governmental as well as from the governmental organisations to the estate sector is pivotal because at the moment, most of the estates run at a loss; hence, the provision of social welfare to its community is a huge burden.

With regard to further service needs, management emphasized the following:

- Attitude changing of estate workers.
- Engaging retired adults in the estate.
- Awareness on the environment, garbage disposal, and managing finances.
- Job opportunities for non-workers.
- Provision of recreational facilities such as playgrounds and libraries.
- Infrastructure development in relation to housing, water, sanitation and roads.

2.3 Findings Relevant to Specific Objective Three

The specific objective three focuses on improved access to economic opportunities for the plantation community.

Impact Indicators relevant to Specific Objective 03:

1. Number and type of additional livelihood activities identified by the community and supported by the estate and external service providers.
2. Number and percentage of men and women who have increased capabilities to perform economic activities.

Output indicators relevant to Specific Objective 03

1. Community members trained in relevant skills.
2. Proposal for Income Generation Activities developed.
3. Business proposals presented to financial institutions or donors.
4. Business proposals supported by technical service providers.
5. Market linkages created.

2.3.1 Additional Income Generation Activities

According to the household survey, 24 percent of the households (31 women and 27 men) were engaged in additional income generation activities (IGAs). These activities included animal husbandry, vegetable cultivation, shop helper, driving, masonry, foreign employment, tailoring and cooking. Supplementary incomes earned from the IGAs ranged from less than Rs. 5000 to over Rs. 20,000. Most (40 percent) earned an income less than Rs. 10,000 per month from IGAs.

The project also helped 62 young persons (41 women and 21 men) to begin IGAs ranging from Rs. 10,000 to Rs. 56,000. Although some of these youth have technical knowledge, they do not have access to seed capital to start businesses as they wish. All the CDFs had identified a number of such youth and provided them with seed capital provided for CDFs to be used as a revolving loan fund. The youth were selected by the IGA committee of the CDF based on a criterion: the feasibility of the business proposals submitted, the degree of preparedness of the loan applicants, performance and financial discipline records in the past etc. Thus, 62 youth that includes 41 females were identified and given interest free loans from the CDF.

Of the 62, 25 earned a monthly income ranging from Rs. 25,000 to Rs. 85,000. Most of them are non-workers. Monthly profit earned ranged from Rs. 8,000 to Rs. 35,000. The highest income earner was a woman from the Agarapathana Plantations whose monthly income was Rs. 85,000 from making cloth bags which were sold to the tea company and in Colombo. However, none of the entrepreneurs had received support from external service providers to start and sustain their IGAs.³

³ Project database

2.4 Findings Relevant to the Project Goal

Goal: Worker-management relationship of 7 tea estates in Sri Lanka enhanced for increased social and commercial benefits

Impact Indicators relevant to the Goal:

1. Satisfaction of the estate communities about their improved social welfare as against the baseline.
2. Management satisfaction about the workers' increased contribution to the estate productivity as against the baseline.
3. Increased satisfaction of both workers and management about their improved relationship and mutual trust as against the baseline.

2.4.1 Estate Communities Satisfaction Regarding Their Improved Social Welfare

The degree of community satisfaction regarding their current level of social welfare was assessed using ten statements. The frequency distribution of their responses to perception statements is presented in Table 9. For a positive statement, scores 5,4,3,2 and 1 were respectively allocated for the responses of strongly agreed, agree, neither agree nor disagree, disagree and strongly disagreed respectively and vice versa for the negative statements.

Table 10: Satisfaction of the Estate Communities about Their Improved Social Welfare

Statement	SA	%	A	%	N	%	DA	%	SDA	%
1. We do not have potable water.	17	7%	75	31%	97	40%	37	15%	15	6%
2. We are happy with our toilet facilities.	0	0%	77	32%	89	37%	58	24%	17	7%
3. We do not have enough space in our houses/line rooms for all family members.	22	9%	67	28%	74	31%	77	32%	1	0%
4. We are satisfied with the available health facilities.	1	0%	125	52%	75	31%	40	17%		0%
5. We are unhappy with the facilities of our crèches.	0	0%	35	15%	118	49%	73	30%	15	6%
6. There is no access for our children to a library.	0	0%	80	33%	56	23%	74	31%	31	13%
7. We are happy with the available recreational facilities.	27	11%	96	40%	33	14%	68	28%	17	7%
8. Overall, we do not have a problem with the basic welfare facilities and services (water, sanitation, hygiene, health, housing, subsidies, loan facilities, recreation facilities, crèches etc.).	12	5%	52	22%	124	51%	36	15%	17	7%
9. We are not happy with the available government services and facilities.	0	0%	91	38%	98	41%	37	15%	15	6%
10. Our boys and girls leave the estate because of poor social welfare facilities available.	0	0%	97	40%	119	49%	10	4%	15	6%

SA=Strongly Agree, A=Agree, N=Neutral, DA=Disagree, SDA=Strongly Disagree

The baseline study found that 87 percent perceived that *'their boys and girls leave the estates because of the poor social welfare facilities available'*. By the end of the project, 40 percent agreed with the same statement. A further, 71 percent in the baseline stated that *'they do not have enough space in their houses/line rooms for all family members'*. By the end of the project 33 percent disagreed with the statement while 37 percent agreed. In response to statement 8, only 13 percent of the 364 households expressed that they do not have problems with their basic welfare facilities and services while 35 percent remained neutral in the baseline. However, by the end of the project, 27 percent agreed with the statement *'we do not have a problem with the basic welfare facilities and services'* (water, sanitation, hygiene, health, housing, subsidies, loan facilities, recreation facilities, crèches etc.). With regards to the available services and facilities provided by the government, 71 percent said that they were not happy at the baseline; but towards the end of the project, 38 percent agreed with the statement and 41 percent remained neutral. By the end of the project, a considerable percentage of respondents selected the option of neutrality for most of the statements (Statements 1-5, and 8-10).

Table 11: Current level of satisfaction of workers about social welfare

	Frequency at the end of the project	Percent at the end of the project	Percent at the baseline
≤ 10 Satisfaction ≤ 18 Highly dissatisfied	0	0%	3%
≤ 18 Satisfaction ≤ 26 dissatisfied	52	22%	63%
≤ 26 Satisfaction ≤ 34 Satisfied Nor Dissatisfied	122	51%	32%
≤ 34 Satisfaction ≤ 43 Satisfied	52	22%	2%
≤ 43 Satisfaction ≤ 50 Highly Satisfied	15	6%	0%
Total	241	100%	100%

According to the above table, by the end of the project, 6 percent were highly satisfied, and 22 percent were satisfied with the available social welfare services and facilities. The dissatisfaction rate is 22 percent while 51 percent remain neutral. The baseline study indicated that only 2 percent were satisfied, and 66 percent were dissatisfied and 32 percent remained neutral. This shows a positive performance of this indicator. During the household survey, all the respondents were requested to give their marks according to their level of satisfaction on a scale of 1 to 10. The average satisfaction of the respondents was only 3.37 in the baseline and 6.39 at the end of the project. These figures show that there is an increase in satisfaction when compared with the baseline data about the social and welfare facilities provided to them by various agencies including government. The housing construction projects and road renovation by the government and water and sanitation facilities provided by the project could have contributed towards the increased satisfaction.

2.4.2 Estate Communities Satisfaction Regarding Their Contribution to Estate Productivity

The level of community satisfaction regarding their current level of cooperation towards the estate productivity was assessed using ten statements. 76 percent agreed to the statement “I pick good leaves as it increases the quality of tea” and 60 percent agreed to “I work long hours/hard to increase estate productivity as it helps increase my social welfare”. In addition, 70 percent disagreed with the statement “the current worker –management relationship does not increase estate productivity, profitability and social welfare”. This shows a positive change in workers’ perception about the estate productivity.

Table 12: Estate Communities Satisfaction Regarding Their Contribution to Estate Productivity

Statements	SA	%	A	%	N	%	DA	%	SDA	%	Total
1. Welfare cannot be provided if the productivity is not increased	4	2%	47	20%	108	45%	79	33%	3	1%	241
2. I Pick good leaves as it increases the quality of tea	9	4%	174	72%	28	12%	30	12%		0%	241
3. Proper maintenance of the plucking table does not increase the quality and the yield	2	1%	73	30%	23	10%	137	57%	6	2%	241
4. The current worker – management relationship does not increase estate productivity, profitability and social welfare	1	0%	36	15%	35	15%	169	70%		0%	241
5. I tried my level best to come to work every day and to be punctual as it contributes to the improvement of the productivity	87	36%	54	22%	80	33%	13	5%	7	3%	241
6. Welfare should be provided whether the estate is running at a lost or not	6	2%	55	23%	150	62%	7	3%	23	10%	241
7. I work long hours/hard to increase estate productivity as it helps increase my social welfare	27	11%	95	39%	31	13%	86	36%	2	1%	241

SA=Strongly Agree, A=Agree, N=Neutral, DA=Disagree, SDA=Strongly Disagree

The frequency distribution of their responses to perception statements is presented in Table 13. For a positive statement, scores 5,4,3,2 and 1 were respectively allocated for the responses of strongly agreed, agree, neither agree nor disagree, disagree and strongly disagreed respectively and vice versa for the negative statements. According the **Table 13**, 61 percent of HH survey participants were satisfied about their contribution towards estate productivity. The baseline study identified that there were 53 percent who were neutral and 48 percent who were dissatisfied. This shows that there is a change of workers’ perception

regarding their contribution towards estate productivity. CDF has contributed estate productivity by supporting the estate management to reduce absenteeism, creating awareness on quality plucking, appreciation of those who pluck quality leaves and increasing the work force.

Table 13: Total satisfaction score of the communities' contribution to estate productivity

	Frequency at the end of the project	Percent at the end of the project	Percent at the baseline
≤8 Satisfaction ≤ 13 Highly dissatisfied	0	0%	16%
≤ 13 Satisfaction ≤ 18 dissatisfied	19	8%	32%
≤ 18 Satisfaction ≤ 23 Satisfied Nor Dissatisfied	74	31%	53%
≤ 23 Satisfaction ≤ 29 Satisfied	146	61%	0%
≤ 29 Satisfaction ≤ 35 Highly Satisfied	2	1%	0%
Total	241	100%	101.00%

2.4.3 Management Satisfaction Regarding Workers Contribution to Estate Productivity

8 statements determined managers' satisfaction of worker contribution to estate productivity. The distribution frequency of responses is presented in Table 10. The scores 5,4,3,2 and 1 were allocated respectively to the responses like strongly agree, agree, neither agree nor disagree, disagree and strongly disagree for the positive statement and vice versa for the negative statements.

Table 14: Management Satisfaction regarding Workers' Increased Contribution estate productivity

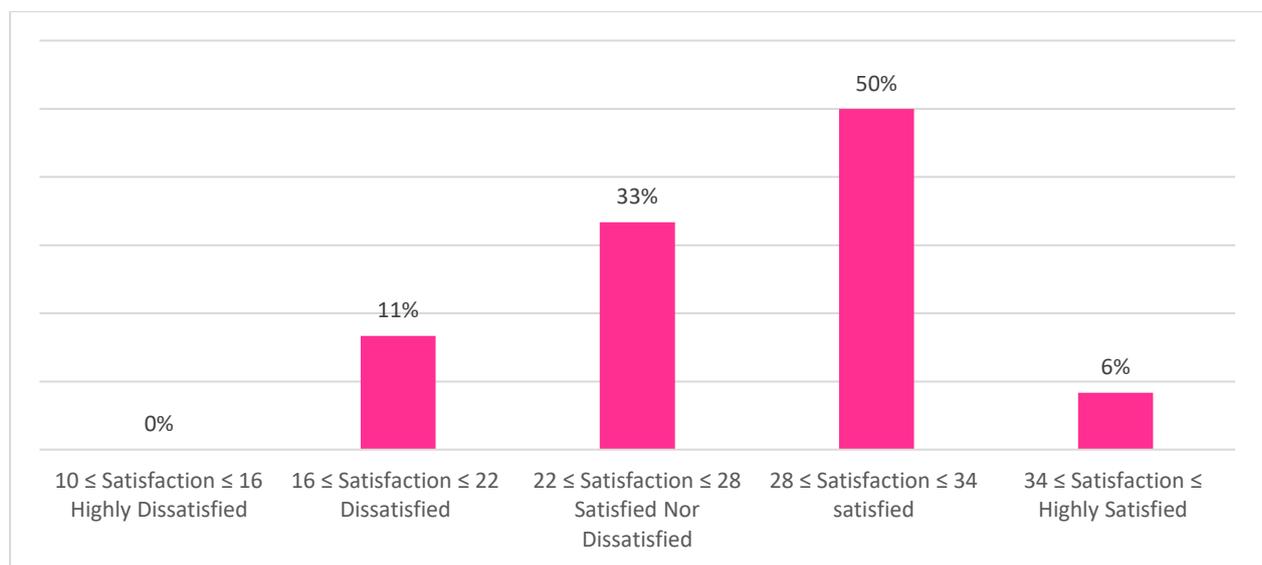
Statement	SA	%	A	%	N	%	DA	%	SDA	%
1. Workers are not concerned about estate productivity at all.	0	0%	1	8%	5	41%	6	50%	0	0%
2. Tea pluckers do not pluck quality tea leaves.	0	0%	1	8%	3	25%	7	58%	1	8%
3. The workers ignore and neglect our advice and instructions for improved productivity.	0	0%	0	0%	3	25%	9	75%	0	0%
4. The workers are aware of the correlation of productivity increase and social welfare improvement.	1	8%	4	33%	4	33%	3	25%	0	0%
5. Most tea pluckers maintain the plucking table well.	3	25%	9	75%	0	0%	0	0%	0	0%
6. Workers want improvement in their social welfare whether the estate is profitable or not.	1	8%	9	75%	2	16%	0	0%	0	0%
7. The estate community proposes new ways and ideas to improve the estate and productivity to me.	0	0%	7	58%	4	33%	1	8%	0	0%
8. The workers cooperate with me in actions to increase productivity.	1	8%	8	66%	3	25%	0	0%	0	0%

SA=Strongly Agree, A=Agree, N=Neutral, DA=Disagree, SDA=Strongly Disagree

At the end of the project period, all the managers agreed that the tea pluckers maintained the plucking table well; they also showed mixed feelings about workers awareness when it comes to the correlation between productivity increases and improvements in social welfare. On the other hand, 10 managers believed that workers wanted improvement in their social welfare whether the estate is profitable or not. In the baseline, 4 of the 19 managers agreed that the workers are not concerned of estate productivity. However, at the end of the project, 6 managers disagreed with the statement and 5 managers remained neutral. 10 out of the 11 managers, at the end of the project, endorsed the statement *'the workers want improvement in their social welfare irrespective of the estate being profitable or not'*. This was more or less similar to the baseline data where 13 of the 19 managers endorsed the same statement.

As illustrated in **Figure 3**, 56 percent of the managers were satisfied about the worker contribution towards estate productivity which is a positive change when compares with the situation at the beginning of the project (53 percent being neutral). When the managers were requested to give the scores regarding current levels of worker contribution, the average marks given at the beginning was 5.11 and at the end of the project 6.5. This indicates that there is a slight change in manager satisfaction. Factors that may have contributed includes a decrease in worker absenteeism, re-joining of retired workers for cash plucking due to CDF involvement work and of those who left the estate as workers and the cleaning of the weedy fields through *shramadana*.

Figure 3:Managers satisfaction about worker’s contribution towards estate productivity



2.4.4 Workers Satisfaction Regarding Their Improved Relationships and Mutual Trust

This section presents workers satisfaction regarding their improved relationship and mutual trust. The baseline study identified that 56 percent stated that the managers make decisions on their own even though the decisions affect them. At the end of the project, this figure changed to 21 percent. The same number expressed that the estate manager is only concerned about estate productivity whereas at the end of the project, this figure reduced to 10 percent. Similarly, 56 percent said that as the manager is not interested in solving

community problems, many issues and problems remain unresolved. But, only 10 percent believed the same at the end of the project. To the question relating to trust, 27 percent at the baseline and 42 percent at the end of the project said that the managers trust them. while 48 percent negatively responded, with 25 percent remaining neutral. 42 percent said they were not comfortable in approaching the manager to discuss their problems and another 25 percent were of the belief that the manager never seeks their corporation for managerial problems.

Table 15: Worker satisfaction regarding their improved relationship and mutual trust with management.

Statement	SA	%	A	%	N	%	DA	%	SDA	%	Total
1. I feel comfortable to approach the manager to discuss our problems.		0%	46	19%	121	50%	66	27%	8	3%	241
2. The manager is concerned only about the productivity increase.		0%	25	10%	99	41%	114	47%	3	1%	241
3. The manager does not like us coming to him and telling him our problems.	8	3%	70	29%	104	43%	44	18%	15	6%	241
4. The manager is concerned about our social welfare	6	2%	8	3%	147	61%	77	32%	3	1%	241
5. The manager trusts us and shares his problems with us (related to productivity, social welfare management etc.).	15	6%	90	37%	46	19%	90	37%	0	0%	241
6. The manager never seeks our corporation regarding his managerial problems including productivity.	8	3%	24	10%	140	58%	69	29%	0	0%	241
7. The manager /management willingly participate in our community events.	1	0%	53	22%	41	17%	131	54%	15	6%	241
8. The manager/management avoids attending our community functions and tries to send a representative.		0%	36	15%	126	52%	76	32%	3	1%	241
9. We have lots of community problems that are unresolved as the manager is not interested in solving them.	17	7%	13	5%	104	43%	100	41%	7	3%	241
10. The manager makes decisions on his own even though they affect us.	1	0%	51	21%	109	45%	53	22%	27	11%	241

The end of project evaluation measured worker satisfaction regarding their relationship and trust with the management by 10 statements. Scores 5,4,3,2 and 1 were allocated to the responses for strongly agree, agree, neither agree nor disagree, disagree and strongly disagree respectively for positive statement and vice versa for negative statements.

During the household survey, all the respondents were requested to give their score to the level of their satisfaction regarding their relationship with the management on a 1-10 scale. The average satisfaction of the respondents was only 3.59 at the baseline level, at the end of the project it was 5.95. 28 percent were satisfied or highly satisfied in terms of the total satisfaction (see **Table 16**) score about the worker-management relationship and mutual trust between the workers and the estate management. However, this was 12 percent in the baseline study. The above results show that the relationship and trust building between the

management and the estate community has begun with positive improvement; time and resources are needed to enhance these so that both parties are able to mutually benefit from the relationship.

Table 16: satisfaction about the worker-management relationship and mutual trust

	Frequency at the end of the project	Percent at the end of the project	Percent at the baseline
≤ 10 Satisfaction ≤ 18 Highly dissatisfied	5	2%	2%
≤ 18 Satisfaction ≤ 26 dissatisfied	25	10%	42%
≤ 26 Satisfaction ≤ 34 Satisfied Nor Dissatisfied	143	59%	42%
≤ 34 Satisfaction ≤ 43 Satisfied	53	22%	12%
≤ 43 Satisfaction ≤ 50 Highly Satisfied	15	6%	2%
Total	241	100%	100%

2.4.5 Management Satisfaction Regarding Their Improved Relationships and Mutual Trust

Manager satisfaction regarding their relationship and trust with workers was determined by 8 statements. Scores 5,4,3,2 and 1 were allocated to the responses for strongly agree, agree, neither agree nor disagree, disagree and strongly disagree respectively for positive statement and vice versa for negative statements.

According to **Table 17**, managers discuss and find solutions to worker problems with them. Further they agreed or strongly agreed that they felt comfortable when they discussed issues and problems and sought solutions with the community. 8 managers said that the majority of workers were not hesitant to come and talk to them; 10 acknowledged that the estate community had helped the management to solve problems. 8 managers disagreed with the statement '*workers do not discuss with me when an issue crops up but they take aggressive action such as strikes, go slows to demonstrate their resentment*'.

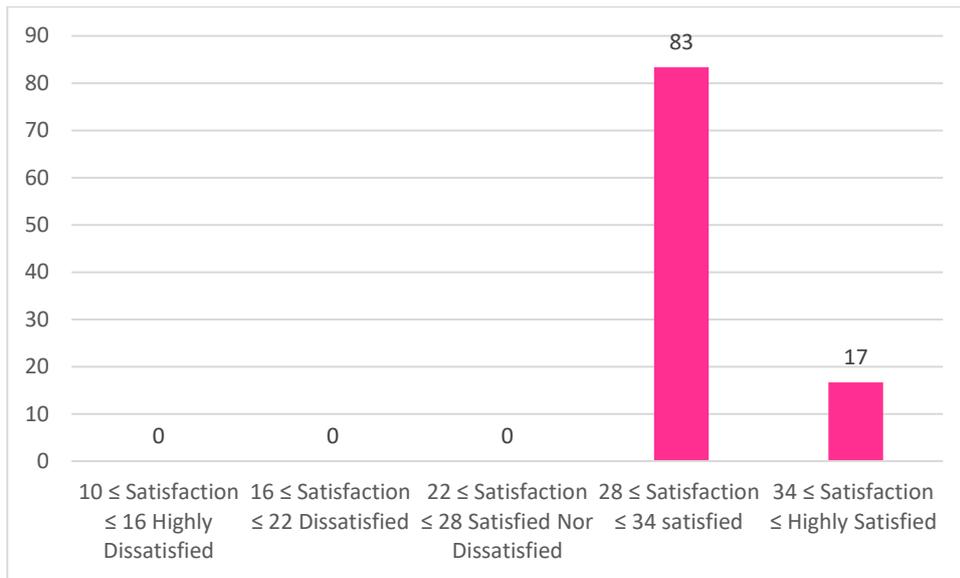
Table 17: Management satisfaction regarding workers increased contribution to estate productivity

Statement	SA	%	A	%	N	%	DA	%	SDA	%
1. I discuss worker problems with them and find solutions together.	3	25%	9	75%	0	0	0	0	0	0
2. I do not want to consult workers at all to resolve problems.	0	0	0	0	2	17%	6	50%	4	33%
3. I feel comfortable when I discuss problems and resolve them with the community.	4	33%	8	67%	0	0	0	0	0	0
4. The majority of the workers are hesitant to come and talk to me.	0	0	3	25%	1	8%	6	50%	2	17%
5. I do not consult workers in decision making as they are ignorant and uneducated.	0	0	0	0	0	0	4	33%	8	67%
6. The estate community has helped me a lot in solving social issues.	2	17%	8	67%	2	17%	0	0	0	0
7. I do consult workers when an issue relating to productivity arises.	4	33%	6	50%	1	8%	1	8%	0	0
8. Workers do not discuss with me when an issue crops up but they take aggressive action such as strikes, go slows to demonstrate their resentment.	0	0	0	0	4	33%	6	50%	2	17%

The baseline study showed that 18 of the 19 managers have consulted with workers when issues relating to productivity arose and 11 disagreed with the statement that many of the workers are hesitant to come and talk to them. However, 8 agreed or were neutral. Although 10 disagreed with the statement *'the workers do not discuss with them when an issue crops up, but they take aggressive actions such as strikes, go-slow etc. to demonstrate their resentments'*, 3 agreed and 6 remained neutral.

Further, during the management interviews all were requested to give their marks to the level of their satisfaction regarding their relationship with the workers on a 1-10 scale. The average satisfaction was 6.89 at the baseline, and it was 7.6 at the end of the project, which shows a slight change in that perception.

Figure 4: Satisfaction of management about the worker-management relationship and mutual trust



Mean = 34

Std. Dev. =2.1602

Figure 4 shows that all the managers are satisfied about the current level of satisfaction regarding worker-management relationship and mutual trust. However, the baseline study shows that 79 percent of managers were satisfied. The trust level may have been improved through the CDF meetings, activities conducted and number of social welfare and cultural events that manager participated.

2.5 CDF Assessment

The focus group discussions provided a space to assess the performance of each CDF based on a pre-determined criterion. The 11 themes used were: 1) Management commitment (Senior Management) towards CDFs; 2) Management participation (Senior Management) in CDFs; 3) Community commitment; 4) Community participation; 5) Events organized; 6) Disputes resolved; 7) Meetings conducted; 8) Progress of Estate Development Plans (EPDs); 9) Service- offer to the wider community; 10) Record keeping; and 11) Participation of estate staff. The following table presents the relative analysis of performance based on focus group assessments, information extracted from the project database and discussions held with project personnel.

Table 18: CDF assessment scores (out 10 for each criterion)

Criteria	Nayabedde	Dambetenne	Uva highlands	Bogawana	Lethenty	Fetresso	Kotiyagala
Management commitment (Senior Mgt.) towards CDF	9	8	5	6	6	2	5
Management participation (Senior Mgt.) in CDF	6	6	6	6	6	2	4
Community commitment	9	8	9	9	8	5	6
Community participation	9	9	9	7	6	3	4
Events organized	8	7	8	5	4	2	3
Disputes resolved	6	6	6	5	5	4	2
Meetings conducted	8	8	8	8	8	6	7
Progress of EDP	6	6	6	5	6	4	3
Service- offer to the wider community	8	9	8	6	6	4	4
Record keeping	8	8	8	7	7	5	9
Participation of estate staff (Welfare, EMP, CDOs, FOs)	7	8	8	8	6	6	7
Total score	84	83	81	72	68	43	54
Mean score	7.64	7.55	7.36	6.55	6.18	3.91	4.90

Nayabedde CDF: Consists of 50 members with an equal number of men and women; 3 senior managers and 11 mid-level managers. It had conducted a total of 10 CDF meetings; 6 meetings had senior management participation and another 6 meetings had assistant manager participation. The average percentage for CDF member participation has been 93 percent. The CDF has an office space provided by the estate. The role of the General Manager has been crucial for the performance of the CDF. The evaluation understood that the fatherly qualities of Nayabedde General Manager enabled the bringing together of both workers and non-workers. These are reflected in the Nayabedde CDF's mean score of 7.64. With this score Nayabedde CDF positions itself as a better performing CDF when compared with the mean score of the other CDFs. Though Nayabedde CDF has received management and community commitment and participation, it needs to expand its services to the wider community by implementing its EDP, resolving disputes among the workers as well as between workers and management (if any) and organising events that bring the estate community together.

Dambethanna CDF: It has 51 members (24 women and 27 men), 4 managers and 13 mid-level managers and has held 10 CDF meetings. 6 meetings had senior management participation and another 7 meetings had assistant manager participation. The average percentage of CDF member participation has been 83 percent. This CDF has gained commitment and participation from both the management and community that has helped in the completion

of the first three activities in its EDP. Dambethanna CDF's mean score value is 7.55 which positions it as another better performing CDF. Community commitment should improve further to get more support from the management and will make a positive change in the CDF and its estate community.

Uva Highlands CDF: with its 38 members (18 women and 20 men), including 3 managers and 9 mid-level managers, it has held 10 CDF meetings; 6 meetings had senior management participation and another 2 meetings had assistant manager participation. The average percentage of CDF member participation has been 91 percent. The small office provided by the estate helps in conducting meetings and storing important documentation. The evaluation assessment as per the CDF members is that management commitment has been not up to the expectation therefore, making important decisions has been delayed affecting the implementation of project activities. Uva Highland CDF's mean score is 7.35. Implementation of the EDP requires the commitment and participation of its senior and middle management.

Bogawana CDF: 33 members (12 women and 21 men), 3 managers and 6 mid-level managers joined the CDF. A total of 10 CDF meetings had been held; 6 meetings had senior management participation and another 8 meetings had assistant manager participation. The average percentage of CDF member participation has been 78 percent. If Senior management participation can be further, it will help effective decision making and implementation of the EDP. Hence, Bogawana CDF's mean score is 6.55. It needs the commitment as well as the participation of both senior and middle management (specially the field officers) and the community to effectively organize event, implement the EDP, resolve disputes and provide services to wider estate community.

Lethenty CDF: 38 members (17 women and 21 men), 2 senior managers and 11 mid-level managers have conducted a total of 10 CDF meetings; 6 meetings had senior management participation and another 6 meetings had assistant manager participation. The average percentage of CDF member participation has been 76 percent. Key CDF positions: the president, secretary and treasurer are held by men who represent both senior and middle management in the estate. This power imbalance is hugely reflected in relation to the activities implemented and decisions taken by the CDF. It created an uncomfortable environment during the focus group discussion. The evaluator facilitated the discussion in the front with the key office bearers sitting in the front while the others sat in the audience. Lethenty CDF's mean score value is 6.18. The CDF needs immediate restructuring in its key positions to have a gender balance that will eventually help in changing the power dynamics. It also needs its senior and middle managers to take effective and efficient decisions that affects the CDF and the whole estate community. Transfer of senior manager has also affected the performance of the CDF.

Fetterso CDF: Established in 2009 by CARE International, it functioned till 2011. It became dysfunctional until it was revived in 2018 by Chrysalis and registered as a new society. The Fetterso CDF has 34 members (14 women and 20 men), 2 managers and 8 mid-level managers. By this time, a total of 8 CDF meetings had been held; 3 meetings had senior management participation and another 4 meetings had assistant manager participation. The average

percentage of CDF member participation has been 72 percent. Senior management does not participate in CDF meetings regularly which has delayed important decision-making. This has impacted the implementation of the EDP. However, the financial situation of the CDF is found to be strong with the fund provided by CARE International to be still in use as a seed fund to provide loan facilities for the workers. Its mean score is 3.91. To be an effective and efficient entity in the estate, it needs its management and community's commitment and participation to hold meetings, resolve disputes, implement the EDF and maintain its documentation. Management transfer and poor senior management genuine commitment has affect the CDF performance.

Kotiyagala CDF: 49 members (25 women and 24 men), 3 estate managers and 15 mid- level managers are part of the CDF. So far, a total of 9 meetings have been held; 4 meetings had senior management participation and another 4 meetings had assistant/deputy manager participation. The average percentage of CDF member participation has been 67 percent. Senior management does not participate in meetings regularly which delays important decision-making impacting the implementation of the EDP. Its mean score is 4.90. Management's commitment and participation is a must for it to revive and sustain as an estate entity.

2.6 Positives of the CDFs

The CDFs have provided both the estate management and the estate community with a platform through which worker management and social welfare issues can be collectively discussed and solutions can be found together. Examples are listed below as recounted by evaluation participants.

- The CDF helped to convince 45 workers to re-join the work force. "When they go to Colombo for work they lose their membership. When they want to come back they have to go through the CDF. So, we discussed with management about these workers and finally we were able to re-join 45 such workers". Fettresso Estate
- Indian housing project dragged construction due to a land issue. It was delayed by a year. "It was also discussed at the CDF meeting and today foundation stone laid for the construction of 15 houses". – Fettresso estate
- "One Kankani is very aggressive and he has been like that from the time we knew him. Their aggressiveness is a common problem in the tea plantation. We now find that they are cooperative and use less harsh words. One day I asked him *why do you talk this this?* And further told him, *you are not paid to talk like this*. Now plucking rows are allocated reasonably. When one plucker is on leave, it creates issues when allocating the plucking row. Now, it is less as everybody cooperates". _ Nayabedde Estate
- "Muster shed were the place where a lot of issues arise and where trade unions also intervened. Now those issues have reduced. Earlier filthy words were exchanged at the muster shed. Now we see people rarely use such language." - Nayabedde

- “There were issues related to the weighing scaler. Once it was discussed at the CDF meeting, a new scale has been bought.” – Bogawana
- The quick addressing of social and welfare issues has fostered trust in the estate management among the workers. – Kotiyagala estate
- Provision of the trust funds and the IGA loan scheme act as quick wins that have attracted both workers and non-workers to the CDFs. Interviews with non-workers revealed that they were aware of the CDFs and the decisions taken at the CDF. – Dambethanna estate

2.7 Estate Community’s Perception about CDF

The end project evaluation used the HH survey to measure estate community’s perception about the CDF and its members. Community’s perception on community engagement and CDF was determined by 8 statements.

Table 19: Estate community's perception about CDF

Statement	SA	%	A	%	N	%	DA	%	SDA	%
we have selected the right person to the CDF	46	19%	151	63%	4	2%	1	0%	0	0%
I am satisfied about our CDF members	35	15%	149	62%	18	7%	0	0%	0	0%
CDF representative are recognized by the community as leaders	35	15%	147	61%	20	8%	0	0%	0	0%
CDF representative are respected by the community as leaders	33	14%	149	62%	20	8%	0	0%	0	0%
CDF representative are accepted by the community as leaders	26	11%	152	63%	23	10%	0	0%	1	0%
CDF members represent your common concerns / needs	39	16%	147	61%	11	5%	5	2%	0	0%
I am satisfied about the space created for women to participate in social activities	38	16%	152	63%	8	3%	1	0%	3	1%
I am satisfied about the space created for youth to participate in social activities	27	11%	163	68%	8	3%	1	0%	3	1%
CDF contributed to increasing the services to the estate community	29	12%	159	66%	13	5%	0	0%	1	0%

The above table shows that estate community positively viewed the CDF and its members. Further, findings highlight the acceptance, respect and recognition the CDF members have in the estate community.

Table 20: Satisfaction score of estate community about CDF and its engagement

	Frequency	Percent
≤ 9 Satisfaction ≤ 16 Highly dissatisfied	0	0%
≤ 16 Satisfaction ≤ 23 dissatisfied	1	0.4%
≤ 23 Satisfaction ≤ 30 Satisfied Nor Dissatisfied	4	1.6%
≤ 30 Satisfaction ≤ 38 Satisfied	150	62%
≤ 38 Satisfaction ≤ 45 Highly Satisfied	47	20%
Not Stated	39	16%
Total	241	100%

Scores 5,4,3,2 and 1 were allocated to the responses for strongly agree, agree, neither agree nor disagree, disagree and strongly disagree respectively for positive statement and vice versa for negative statements. **Table 20** shows that 82 percent of the HH survey participants are satisfied or highly satisfied about the CDF and its community engagement. However, there are 39 respondents who do not know much about the CDF. These figures also show that there is room for improvement in terms of CDF service provision to the estate community. The project has spent 09 months on the formation of CDFs and considerable amount of time on capacity building. CDFs were left with about 06 months to regularize its meetings, develop and implement the EDPs in respective estates. Hence, time and further inputs are required for CDF to function as an independent entity that addresses estate community issues.

2.8 Sustainability of the CDFs

The project has taken the initial steps to strengthen the CDF as a sustainable entity within the estate sector. Five CDFs (Kotiyagala, Nayabadde, Fettesso, Uva Highlands and Lethenty) have been registered as voluntary organizations with their respective Divisional Secretariats. All the estates provided paid leave for CDF members to attend the meetings. When compared with the initial stage of CDFs, the participation of estate managers in CDF meetings increased towards the latter part of the project which is a positive change.

The project has also fostered service linkages with the Divisional Secretariats and relevant non-governmental organizations. Government officers see the CDF as a vehicle to provide their services which is a sign of sustainability.

- In all the estates government officers have created awareness about their service provisions to the estate community.
 - The skills development officer conducted sessions for some 100 youth on job opportunities for whom he issued applications- Dambethanne estate
- Save the Children visited to explore the possibility of working through the CDF- Lethenty
- In the Bogowanthalawa cluster, assistance of non-governmental organizations facilitated through the CDF has been an important aspect in the long-term development of the CDF.

All the CDFs have financial capacity to continue loan schemes that will help them to set up IGAs amongst the estate community. Each CDF has been provided with a Trust Fund of Rs.500,000 as an initial working capital that can be used for IGAs. However, Rs 50,000 of this was allocated for use for administrative purposes for the effective functioning of the CDF. The balance is to be invested in identified IGAs. Thus, the 7 CDFs have received Rs.3.5 million in total. Out of this amount Bogowanthala Tea Estates PLC contributed Rs. 1 million while the Malwatte Valley Plantation PLC contributed Rs. 250,000. All the CDFs have already invested their funds and are earning an income. However, fund utilisation needs close monitoring though, especially how loan recipients make repayments and why the loans are taken.

Given the above facts, the next phase of the project should work on an exit strategy which assists each CDF to re-structure its office bearer positions focusing on independent operation and recognizing CDF as a management tool by the estate management. CDFs should also review the progress of their own EDP to look into external service provision in order to address some of the crucial infrastructure related action points. Capacity building on advocacy work together with the external service providers would provide an additional knowhow and skills to seize the opportunities available.

2.9 Project Monitoring and Evaluation System

The project does not have a dedicated Monitoring & Evaluation position; therefore, it has become the project manager's responsibility. Since the Manager handles several other projects in the estate sector, his time has been considerably stretched.

The project prepares several types of reports: success stories and condensed progress report for the donor and bi-annual and annual reports as well as separate report for government on bi-annual basis. In addition, the donor undertakes frequent visits at least bi-annually.

The project has a management information system maintained by staff. A log frame was developed even though it was not a donor requirement, with support from CARE International UK. Before creating a log frame, estate profiles were developed consisting of details of the persons in management and key staff, demographic and geographical information about each estate. Data requirements were identified and databases were created to collect data that should be periodically collated. Databases include those on collective decision making in the estates, information on IGAs supported by the CDFs through the CDF funds and events conducted by the CDFs. Service linkages, manager participation in socio-cultural events, capacity building trainings of the CDFs and estate communities, estate disputes and conflicts and CDF profile are other databases. These databases are updated monthly. Monthly progress review meetings are held. Initially, staff focused on the implementation of activities. A three-day M&E training conducted by the project manager enhanced staff capacity to embed the monitoring system into implementation in a participatory manner. Monthly reporting focuses on implementation based on discussions held with the team. Donor reporting is based on request or is undertaken bi-annually. A progress report bi-annually is submitted to each participating plantation company. Progress review discussions with each company is held at head offices as well as at the regional level.

2.10 Challenges

- Issues often arise when distributing benefits in the estates. Those who do not get selected for loans are often not happy about CDF performance. Those who have already obtained a loan, ask for a second loan even before completing the repayment of the first loan.
- TU leaders influence the CDFs to obtain benefits for their divisions. For example, TUs have sought to influence the selection of the toilet projects. They want to obtain benefits for the areas where they are powerful.
- In some estates managers wanted to work through the *Thalaivar* and the management does not take the side of the CDF. Participants said there should be a significant

representation of TUs for the effective functioning of it. However, during the formation of the CDF it had been decided that TUs would not be included since it focuses on estate development. (only in Kotiyagala).The one and only TU member selected stopped participating in CDF meetings.

- There are challenges faced by women related to social norms: for example when women engage in door to door awareness raising, people in the area inform male family members (i.e. husbands, fathers and sons) of their whereabouts. Almost all the woman in the CDFs have experienced this. If they are late to return home, then it creates problems at home since it is expected that women are not supposed to go out and move around the estate.
- Even though there are forums to discuss issues, residents still have to consult the manager because he has the authority to deal with certain issues.
- Lack of commitment from the management: Practical difficulties are faced when withdrawing money from the account as management does not sign the forms. Management's commitment is not seen when construction work begins. Obtaining their contribution is an issue.
- Historically the plantation communities were provided with everything. The dependency mindset is so rooted that they still expect projects to bring them something tangible. Moreover, some NGOs working in tea plantations continue in providing material aid reinforcing dependency. In contrast, the CDF's main focus is to strengthen community capacities to fulfill their needs by themselves in a sustainable manner. Hence changing the mindset of communities remains a big challenge.

3. Conclusion & Recommendations

The *Empowering Sri Lanka's Tea Plantation Communities* project is financed by Twining's and implemented by Chrysalis in partnership with CARE International UK and the three Regional Plantation Companies in Sri Lanka. Through the CDFs estate management, estate workers and non-workers are brought together to discuss and improve worker-management issues, the project has also endeavored to include all in development processes.

Focus group participants, the estate management as well as key informant interviewees saw the CDF as an important platform in the estate that bridges the communication gap between the management and the community. The CDF has also contributed to improving worker management relationships though little in some estate. The registration of CDFs as a voluntary organization with the divisional secretariat has opened up government service provision for the estate communities. This linkage is vital as estate management is not in a position to provide for all the social and welfare needs of the estate community given the current financial situation of most plantation companies. Some of the CDFs have already started tapping the external services to address unemployment issues and obtain basic documentation needs.

All the plantation companies provided paid leave for its workers to attend the CDF meetings and trainings. Some of the managers look at this positively as an investment for the company in the long run. The project has also fostered a feeling of ownership among the companies that provide financial contributions.

Financial contribution by the Bogawanthalawa Plantations and Malwatte Valley Plantations created a space for owning the project outcomes. Contributions towards the water and sanitation work both financially and releasing the workers facilitated the ownership for the work done to improve the social welfare facilities for the workers.

Awareness-raising through street dramas addressing hygiene and nutrition of the estate workers has brought double results: knowledge dissemination and publicity to the CDFs and its members. This helped CDF members to gain recognition and acceptance among the community. *Shramadanas* to clear plucking fields by workers was highly appreciated and some mentioned that it was the first time such a thing has occurred in plantation history. The project has stepped into infrastructure development activities such as the construction of field toilets, the renovation of Child Development Centres and the provision of drinking water. These activities facilitated initial buy-in among the community.

The project itself has created opportunities for women to enhance their capacity and engage in social and community work, for both women and men to engage in alternative dispute resolution mechanisms and to contribute to estate productivity constructively. It has also supported young people in gaining knowledge and skills while providing recognition to seek

out job opportunities. The IGA loan facility has assisted young people who are not willing to leave the estate to commence their own IGAs.

The CDF is found to be an effective and efficient mechanism that the project adopted to build relationships and trust among both the management and the community. However, this solely depends on the personality and leadership qualities of the estate management.

All of the project activities focused on enhancement of the CDF and the estate community. Due to the busy schedule and stressful nature of management, managers tended to ceremonially engage or to escape participating in awareness raising and capacity building training. Management's commitment in terms of allocating time to attend important project events is crucial in turning the CDF into a management instrument.

Based on the above, the evaluation concludes that the project appears to have moved in a positive direction in capacitating the CDFs to collaboratively work with the estate management, the community and governmental and non-governmental service providers. The project indicators show a positive change towards their expected performance. However, not all the CDFs will sustain on their own if the project ends at this point. For example the CDFs from Bogawanthalawa plantations need restructuring; capacity building support is needed along with close mentoring and coaching support. Further, estate management commitment and participation needs strengthening.

3.1 Recommendations

- 1. Re-structuring CDFs:** it is recommended that every CDF undergoes a participatory re-structuring process in order to include those who have been active and open up space for those who are willing to join as members. Constitution of CDF has a clause about annual re-structuring. Restructuring will also weaken the traditional power holders in the sector and create space for those who value democratic practices and team centered approaches. Restructuring should also focus on the inclusion of all the stakeholders from the plantation sector, the management, estate community and trade unions, as these are all segments that influence decisions made by the CDF. Number of members to be included in the CDF should be decided on the management's requirement in each estate.
- 2. Capacity building** should include estate staff, (Field Officers, *Kankanis* and estate management both the senior and the middle) as well as estate workers and non-workers. Specially, estate managers should be exposed to modern worker centred management practices. Content and delivery duration should also be looked into as shorter delivery time periods will not create a sound-learning environment. Continuous refresher training for the existing members as well as newcomers will increase the enthusiasm.

- 3. Institutionalization of CDFs:** It is recommended that the project develop an exit strategy that will sustain the good work it has initiated and that the CDFs are to be accepted and recognized by the plantation companies and embedded as a management tool. It is important to obtain management buy-in in terms of their commitment and participation especially when the manager is transferred. The exit strategy could use the opportunity to work on strengthening the external service provision to addressing existing infrastructural and social and economic issues. Provision of mentoring and coaching support would also help the CDFs in becoming independent bodies.
- 4. Sharing lessons:** It is recommended to look at possible ways of sharing the CDF as a good practice or as a model with the plantation sector in Sri Lanka. A video documentary will create awareness about the CDF formation process and functioning.
- 5.** Exposure visit to a best performing CDF from another estate management will have dual impact on both parties: visiting party to learn how a CDF is formed, and managed and its benefits; hosting parties will motivate to do more to show their performance.
- 6. Human Resource allocation for the project:** two personnel cover two clusters in Bandarawela and Bogawanthalawa with M&E responsibilities. There is a need to increase human resources to oversee two CDFs by one that will provide sufficient time for staff to engage in mentoring and coaching the respective CDF.
- 7.** The social norms related challenges women face to engage actively in CDF can be addressed through the awareness creation using street drama as it provides an entertaining opportunity for the audience while focusing on attitudes. However, audience should include men folks too from the estate sector.

Annex 1: Household Survey Questionnaire

END-LINE SURVEY ON COMMUNITY DEVELOPMENT FORUM PROJECT

Jointly implemented by Twinning and Chrysalis

Questionnaire for Household Survey

Conducted by CHRYSALIS

No.9 Manthri Road

Colombo 5

12 – 31 July, 2019

1. BACKGROUND INFORMATION

1.1	Name of the Respondent	
1.2	Sex of the Respondent	
1.3	Age of the respondent	
1.4	Name of the estate	
1.5	Name of the division	
1.6	Name of the district	
1.7	Name of the Divisional Secretariat	
1.8	Grama Niladhari Division	
1.9	Date of Survey	
1.10	Name of the enumerator	

1.11 CDF participation

CDF office bearer
CDF member
Non-CDF member

1.12 Employment Status of HH Head: worker
Non-worker
Retired

1.13 Type of labor of HH head :

Plucker	
Sundry	
Factory	
Office	
Health Team	
Bungalow worker	
Other(specify)	

1.14 Number of family members work on the estate

Male		Female		Total	
------	--	--------	--	-------	--

1.15 Whether HH is WHH or MHH?

WHH
MHH

1.16 Family Details

Relationship to the HH head	Age	Sex	Last Grade attended / highest education qualification ⁴	Civil status ⁵	Occupation / main income source	Amount of main income per month in LKR	Supplementary income sources	Amount of supplementary income per month

1.17 Overall family monthly income roughly:

1.18 Overall family monthly expenditure roughly:

1.19 No. of family units live within the house: _____

⁴

1. No schooling
2. Grade 1 to 5
3. Grade 6 to 8
4. Grade 9 to 11
5. Passed OL
6. OL to AL
7. Passed AL
8. Diploma or HND
9. Graduate

⁵ Civil status

1. Married
2. Single
3. Widow/Widower
4. Divorcee
5. Separated

2. WORKER –MANAGEMENT RELATIONSHIP

2.1 Did you get access to the management to discuss work or welfare related issues during last 12 month directly or indirectly?

Yes No

2.1.1 How did you get the access? Please tick appropriate box

	Work	Welfare	Personal issues
Direct access to the manager			
Through a CDF member			
At a CDF meeting			
Through TU member			
Other (please specify)			

2.1.2 Please indicate the level of interaction.

Category of management	Level of interaction in relation to personal issues *	Level of interaction in relation to social/community issues *	Level to of interaction in relation to work place *
Senior Manager			
Deputy Manager			
Assistant Manager/s			

1 Never: 2 Low: 3 Average: 4.High

2.1.3 Do you believe that there is an improvement of participation of managers in social-welfare activities as a results of CDF.

Yes No

2.1.4 Management participation in social welfare activities (in a scale of 1 to 10) (SO 1 indi: 2)

Before CDK	After CDF

2.2 According to your knowledge, is there any form of forum /meeting where workers and management make collective decisions in your estate?

1.Yes 2.No

2.2.1 If **yes**, provide details in the following table

Name of the forum/meeting	Category of participants	Purpose	Level of your involvement *	➤ Frequency	Satisfaction (score 1- 10) 1 – low & 10 is high)

* 1. Member 2. Office bearer 3. No involvement

➤ weekly, 2.biweekly , 3.monthly , 4.bimonthly, 5.Once in 3 months, 6.once in 6 months 7.annuely

2.2.2 Do you know that there is a forum called CDF in your estate?

Yes No

If yes, explain the role of the CDF. Please all appropriate boxes

Purpose	Tick
Be the connector between management and community / worker	
Connect with external service providers	
Increase awareness on various issues	
Provision of access to finance	
Assisting the management to increase the productivity	
Provision of basic infrastructure	
Empowering women, young women and men	
Other (please specify)	

2.3 Have you ever resolved any problem with the management through discussions during last two years?

1. Yes 2.No 3.No idea

2.3.1 If Yes,

#	Description of the issues resolved	Mechanism used (key is given below)
1		
2		
3		

- 1 Affected people personally discussed and resolve the issues with the management without TU involvement
- 2 Resolved problems with the involvement of TU leaders
- 3. Discussed issues with the management and amicably resolved in an organized community body without the involvement of an external party
- 4. Any other (Specify)

Worker management conflicts

2.4 Has the CDF contributed to resolve worker managing conflicts. Please tick appropriate box only

	Reduced	Stay the same	Increased
Worker management conflicts			
Work stoppage			
Absenteeism			
Recruitment			
Employee satisfaction			
Productivity			

2.5 Express your perception about following statements (Level of corporation of workers towards estate productivity)

Statement	SA	A	N	DA	SDA
1. Welfare cannot be provided if the productivity is not increased					
2. I Pick good leaves as it increases the quality of tea					
3. proper maintenance of the plucking table does not increase the quality and the yield					
4. The current worker –management relationship does not increase estate productivity, profitability and social welfare					
5. I tried my level best to come to work every day and to be punctual as it contributes to the improvement of the productivity					
6. Welfare should be provided whether the estate is running at a lost or not					
7. I work long hours/hard to increase estate productivity as it helps increase my social welfare					

2.6 Express your perception about following statements (current level of satisfaction of workers about the worker-management relationship and mutual trust (Goal indicator 3)

Statement	SA	A	N	DA	SDA
1. I feel comfortable to approach the manager to discuss our problems					
2. The manager is concerned only about the productivity increase					
3. The manager does not like our coming to him and telling our problems.					
4. The manager is concerned about our social welfare					
5. The manager trusts us and shares his problems with us (Related to productivity, social welfare management etc.)					
6. The manager never seeks our corporation for his managerial problems including productivity					
7. The manager /management willingly participate in our community events					
8. The manager/management ignores attending our community functions and try to send a representative					
9. We have lot of community problems unresolved as manager is not interested in resolving them					
10. Manager is taking decision on his own even they affect us					

2.7 Express your perception about following statements (current level of satisfaction of workers about social welfare) (Goal indicator 1)

Statement	SA	A	N	DA	SDA
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1. We do not have potable water					
2. We are happy with our toilet facilities					
3. We do not have enough space in our houses/line rooms for all family members					
4. We satisfied with the available health facilities					
5. We are unhappy with the facilities of our crèches					
6. There is no access for our children to a library					
7. We are happy with the available recreational facilities					
8. In overall, we do not have a problem with basic welfare facilities and services (Water, sanitation, hygiene, health, housing, subsidies, loan facilities, recreation facilities, crèches etc.)					
9. We are not happy with the available services and facilities of the government					
10. Our boys and girls go out of estate because of poor social welfare facilities available					

2.8 Give your score from 1 to 10 indicating your level of satisfaction regarding following areas

2.8.1 The level of your corporation to increase the estate productivity _____ (1 –Low: 10 High)

2.8.2 The level of your satisfaction about the worker-management relationship and mutual trust _____ (1 –Low: 10 High) (Goal in 3)

2.8.3 The level of your satisfaction regarding available social welfare _____ (1 –Low: 10 High) (Goal indicator 1)

3. COMMUNITY CAPACITY

3.1 The following table has statements about community engagement and CDF. Please tick appropriate box with regard to your agreement or disagreement on each statement.

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
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we have selected the right person to the CDF					
I am satisfied about our CDF members					
CDF representative are recognized by the community as leaders					
CDF representative are respected by the community as leaders					
CDF representative are accepted by the community as leaders					
CDF members represent your common concerns / needs					
I am satisfied about the space created for women to participate in social activities					
I am satisfied about the space created for youth to participate in social activities					
CDF contributed to increasing the services to the estate community					

3.2 Express your perception about following statements about the current status of voice of women in the community

Statement	Yes	No	Neutral
1. In my family females involve in important household decision making			
2. I know that, several females of my community are holding leadership positions in the society			
3. I believe that women in our community are backward and not coming forward for leadership positions in social services or community development			
4. Our females do not have opportunities/space to voice their needs and issues in the society			
5. In our community males blocks the rise of female voice and leadership			
6. Do you believe that the females should be given more opportunities to develop their leadership skills and competencies			
7. Do you suggest that appropriate agencies should build capacities of plantation females to raise their voices , come forward and play an active leadership role in the family and the society			
8. Our women are limit their role to HH activities and do not participate in community /social programs			

3.3 Strengthening decision making capacity of women

3.3.1 When decisions in your HH are made, does your wife/mother involve in it?

1. Yes 2.No

If yes,

3.3.2 Percentage of female involvement in key decision making in the HH?

3.3.3 Please tick the appropriate statement to your HH

#	Statement	x
1	Only mother/wife /female makes important decisions in my HH	
2	Only father / son/male makes important decisions in my HH	
3	Father /son /male and mother/wife /female jointly make important decisions in my HH	

- Important means decisions of economic importance (HH budget management)

3.3.4 Please tick the correct statement given below regarding the HH financial management

#	Statement	x
1	Mother/Wife /female makes the sole financial decisions in my family	
2	Mother/Wife /female makes majority of the financial decisions in my family	
3	Mother/wife /female equally participate in HH financial decision making in my family	
4	Mother/wife /female participation in HH financial decision making in my family is minimum	
5	Husband /father /male makes the sole financial decisions in my family	
6	Husband /father /male makes majority of the financial decisions in my family	
7	Husband /father /male equally participate in HH financial decision making in my family	
8	Husband /father /male participation in HH financial decision making in my family s minimum	
9	Mother/wife /female have a control over income /wage	
10	Husband /father /male control income/wage of wife mother /female	
11	Mother/wife /female have not only a control over her salary but of my /fathers /male income/wage	

3.3.5 Has any female member of your HH actively involved in social or community activities?

1. Yes 2.No

If yes,

3.3.6 Does the chief male occupant happy with her involvement in social welfare activities?

1. Yes 2.No

3.3.7 Has female participation in the social activities caused any family problem?

1. Yes 2.No

Annex 2: Management Questionnaire

END-LINE SURVEY ON COMMUNITY DEVELOPMENT FORUM PROJECT

Jointly implemented by Twinning and Chrysalis

Questionnaire for Tea estate management

Conducted by CHRYSALIS

No.9 Manthri Road

Colombo 5

July – August 2019

4. BACKGROUND INFORMATION

1.1	Name of the Respondent	
1.2	Designation	
1.3	Sex of the Respondent	
1.4	Age of the respondent	
1.5	Name of the estate	
1.6	Date of Survey	
1.7	Name of the enumerator	

2. MANAGEMENT WORKER REALTIONSHIP

2.1 Do you conduct meetings with workers (workers in the field not with only the officers in the factory, office and health sections) and get their opinions before making decisions that are affecting their lives? **(Goal indicator 3)**

1. Yes 2. No

If yes,

2.2 Is it Formal? Yes Informal?

If formal, **(Goal indicator 3)**

Type of the meeting	Category of Participants	Purpose	Frequency

Please tick the appropriate cages below

2.3 Are you happy with your present level of worker consultation and interaction in the estate management? **Goal indicator 3**

1.Yes 2. No

2.4 Do you think that the present level of consultation should be further improved? **Goal indicator 3**

1.Yes 2. No

2.5 What is the extent of consultation in relation to the following scale? **Goal indicator 3**

Category	Give your score from 1 to 10 indicating your level of your interaction (1 –Low: 10 High)
Office staff	
Factory staff	
Heath staff	
Field officers	
Tea pluckers and workers	
Youth (girls & boys)	
Non workers	

2.6 Express your perception about following statements (current level of satisfaction of management about the worker-management relationship and mutual trust) **Goal indicator 3**

Statement	SA	A	N	DA	SDA
11. I discuss the workers problems with the workers and find solutions together with them					
12. I do not want to consult workers at all to resolve problems					
13. I feel comfortable when I discuss issues and problems and resolve them with the community					
14. Majority of workers hesitate to come and talk to me					
15. I do not consult workers in decision making as they are ignorant and uneducated					
16. Estate community has helped me a lot solving social issues					
17. I do consult the workers when an issue relating to productivity arises					
18. Workers do not discuss with me when an issue crops up but they take aggressive actions such as strikes, go slow etc.to demonstrate their resentments					

2.7 express our perception about your following statement (management satisfaction about worker’s contribution towards estate productivity) **Goal indicator 2**

Statement	SA	A	N	DA	SDA
1. Workers are not concerned about the estate productivity at all					
2. Tea pluckers do not pluck quality tea leaves					
3. The workers ignore and neglect our advices and instructions for improved productivity					
4. The workers are aware that the correlation of the productivity increase and social welfare improvement					
5. Most of the tea pluckers maintain the plucking table well					
6. The workers want improvement of their social welfare whether the estate is profitable or not					
7. Estate community proposes to me new ways and ideas to improve the estate and the productivity					
8. The workers corporate with me doing actions to increase the productivity					

2.8 Give your score from 1-10 indicating your level of satisfaction regarding following areas (1-low: 10 High)

2.8.1 The level of your satisfaction regarding your relationship with workers..... **Goal indicator 1**

2.8. 2 The level of your satisfaction regarding the corporation of the workers towards the productivity..... **Goal indicator 2**

2.8.3 Current level of worker corporation towards estate productivity?..... **Goal indicator 3**

2.8.4 The level of your involvement in social welfare of the community **Goal indicator 1**

2.9 Do you have any mechanism (space/time/) in your management system to amicably resolve worker –management issues/conflicts? **(SO 1 indicator 1)**

1.Yes 2. No

If yes, how?

2.10 The issues resolved through the worker-management participatory discussions during last 12 months **(SO 1 indicator 1)**

Type of productivity related issues	# of times	Type of social welfare related issues	# of times

2.11 Were there worker –management conflicts that were demonstrated in following forms during last two years? **(SO 1 indicator 1)**

Form of resentment	# of times occurred	Reason/s
Strikes		
Go slows		
Work stoppage		
House arresting manager/staff		
Others		

2.12 How many social welfare, cultural and religious activities have been attended by you during last 12 months? **SO 1 Indicator 2**

Type of event	# of times	Remarks
Social welfare events		Nutrition, WASH, credit and savings, IGA, Women, Youth etc.
Cultural events		Street drama, deevali, etc.
Religious events		Kovil /temple/church festivals

3. SERVICE PROVISION

3.1 Are you satisfied with the available services to the estate community? **(SO 2 Indicator 3)**

Highly satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Highly dissatisfied

3.2 who are the available service providers in your estate for the community?

Name of the agency	Type of service	Level of satisfaction

1 = Highly dissatisfied, 2= dissatisfied, 3 neither satisfied nor dissatisfied, 4 satisfied, 5 highly satisfied

3.3 What type of services do you want to come to your estate? **(SO 2 Indicator 3)**

	Category of service	User	For how many (roughly)
1			
2			
3			
4			

4. LIVELIHOOD

4.1 Are your community /workers engaged in additional livelihood activities?

1.Yes 2. No

4.2 What type of livelihood activities are they engaged in your estate? Give the list

4.3 What are the major problems faced by community/management when implementing additional livelihood activities?

4.4 What livelihood activities has the CDF introduced as social enterprise?

Annex 3: Focus Group Guide

Welcome participants and introduce the objective of the discussion. Obtain consent to record for the purpose of note taking and time taken approximately 2 and ½ hours.

Describe the objective: assess the degree to which the project achieved its intermediate goals and the final goal and develop key lessons to enhance the impact of future programming in the plantation sector.

Get to know participants

Agree on ground rules: use of telephone, listening and etc

The following section focus on the performance of CDF

1. How did you come together as a forum?
 - a. What is your main role?
 - b. What capacity building training you obtained? Probe in – gender training
 - c. What have you done so far? Your satisfaction about the progress of your CDF? Scale on 1-10 and why?
2. CDF's involvement in dispute management
 - a. Tell us types of disputes arisen in the estate?
 - b. What types of issues were you able to discuss and find solutions together with the management? Was there any worker management issues?
 - c. How did you resolve them? Tell us the resolution process: what steps did you follow in resolving or finding solutions to those issues?
 - d. How have you contributed in improving the cooperation between the management and the workers?
3. CDF's involvement in improving the services to the estate community
 - a. What are the services available for the estate community? Have you involved in improving the existing services to the estate community? How do you monitor the improvement of such services?
 - b. Tell us about the progress of your Estate Development Plan. What was difficult?
4. Inclusion of women
 - a. How did you create a space for women to join in or participate in?
 - b. Does CDF address issues faced by women? If so, what are they? If not, why?
 - c. What do you think about the inclusion of women and young people in CDF?
 - d. What barriers did you face when including women in CDF? How did you face these barriers?
5. Economic activities by the estate community
 - a. What are the additional economic activities identified?
 - b. How many women and men are engaged in income generation activities?
 - c. What support have your provided them to start their income generation work?
 - d. What service linkages have you made for them to start and sustain their IGAs?
6. Now we want to assess the performance of the CDF. We want you to assess the given criteria based on your experience coming together as an entity called CDF. Provide your marks on the scale of 1-10 under each criterion.

Criterion

- I. Management commitment (Senior Management) towards CDF
 - II. Management participation (Senior Management) in CDF
 - III. Community commitment
 - IV. Community participation
 - V. Events organized
 - VI. Disputes resolved
 - VII. Meetings conducted
 - VIII. Progress of EDP
 - IX. Service- offer to the wider community
 - X. Record keeping
7. Has the project been instrumental in improving social welfare of the community? If yes, please elaborate how?
 8. Has the project been instrumental in building relationship between you/ community and the management? If yes, please elaborate how?
 9. What challenges did you face when working as CDF?
 10. What would you do differently? Why?
 11. What would you continue the same way as you right now? Why?
 12. What do you want the management to do more to improve your current level of welfare?
 13. What do you suggest to improve worker-management relationship and trust further?
 14. What do you propose to increase the current level of contribution to the estate productivity?
 15. What do you propose the project to do more to strengthen CDF to work as an independent body?

Annex 4: Key Informant Interview Guide

16. Please tell us your roles and responsibility in this estate? And how did you get involved in the project?
17. CDF's involvement in dispute management
 - a. Tell us types of disputes arisen in the estate?
 - b. Were there any worker management issues?
 - c. How were those issues/disputes resolved?
 - d. Have you contributed in improving the cooperation between the management and the workers? If so, how?
18. CDF's involvement in improving the services to the estate community
 - a. What are the services available for the estate community? Have you involved in improving the existing services to the estate community? How do you monitor the improvement of such services?
 - b. Tell us about the progress of your Estate Development Plan. What was difficult?
19. Inclusion of women
 - a. Has the CDF created space for women to join in or participate in?
 - b. Does CDF address issues faced by women? If so, what are they? If not, why?
 - c. What do you think about the inclusion of women and young people in CDF?

- d. What barriers are there when including women in CDF? How can those barriers be overcome?
20. Economic activities by the estate community
 - a. What are the additional economic activities identified?
 - b. How many women and men are engaged in income generation activities?
 - c. What support have you provided them to start their income generation work?
 - d. What service linkages have you made for them to start and sustain their IGAs?
 21. Has the project been instrumental in improving social welfare of the community? If yes, please elaborate how?
 22. Has the project been instrumental in building relationship between you/ community and the management? If yes, please elaborate how?
 23. What would you do differently? Why?
 24. What would you continue the same way as you right now? Why?
 25. What do you want the management to do more to improve the current level of welfare?
 26. What do you suggest to improve worker-management relationship and trust further?
 27. What do you propose to increase the current level of contribution to the estate productivity?
 28. What do you propose the project to do more to strengthen CDF to work as an independent body?

Annex 5: List of Key Informants

Sr. #	Name	Designation	Estate
1.	K. Vijayarani -	Child Development Officer:	Nayabedda
2.	P. Jeganathan	Field Officer	Nayabedda
3.	P. Vinothini	Grama Niladhari	Nayabedda
4.	S. Robin	Non-worker	Nayabedda
5.	Pavithra and Nirmalan	Non-worker	Nayabedda
6.	K. P. B. Shiromini	Welfare Officer	Nayabedda
7.	N. P. Kalyana Udaya Kumara	Medical Officer	Nayabedda
8.	K. Suresh	Field Officer	Uva Highlands
9.	V. Vijaya & V. Selvarani	Non-workers	Uva Highlands
10.	S. Rajalaxmi	Child Development Officer	Uva Highlands
11.	S. Ilangeshwaran	Non-worker	Uva Highlands
12.	S. Subramaniam	IGA beneficiary	Lethenty
13.	Mohamed Thuvan	Field Officer	Kotiyagala
14.	S. Thevaraj	Welfare Officer	Kotiyagala
15.	Varathan Kalaiselvan	Welfare Officer	Bogawana
16.	Manisekaran	Trainer	
17.	Thusitha Jayawardane	Project Manager	Chrysalis
18.	Subramaniam Paneerchelvam & Kanna	Project Coordinators	Chrysalis