

PERSONAL ADVANCEMENT AND CAREER ENHANCEMENT (P.A.C.E.) TRAINING

IMPACT ASSESSMENT REPORT



CHRYSALIS

No 9, Manthri Road

Colombo 5

CONTENTS

ABBREVIATIONS	3
TABLES	4
EXECUTIVE SUMMARY	5
1. INTRODUCTION	7
2. METHODOLOGY	9
2.1 Questionnaire survey (QS)	9
2.2 Key Informant Discussions (KID)	9
2.3 Focus Group Discussions (FGD)	10
3. FINDINGS	10
3.1 Questionnaire Survey (QS)	10
3.1.1 Participant profile	11
3.1.2 Effectiveness of the P.A.C.E. training, relevant to knowledge and skill gained .	11
3.1.4 Applicability of the training	13
3.1.4.1 Applicability of training for Communication	13
3.1.4.2 Applicability of training for Problem Solving and Decision Making	15
3.1.4.3 Applicability of training for Time and Stress Management	16
3.1.4.4 Applicability of training for Water, Sanitation and Hygiene (WASH)	17
3.1.5 Dissemination of knowledge gained	18
3.1.6 Key achievements of the training	19
3.1.7 Contribution of P.A.C.E. training towards productivity of improvement	20
3.2 Findings of the Focus Group and Key Informant Discussions	21
3.2.1 Discussion with the Estate Management	21
3.2.2. Discussions with EMP, FO and CDO	22
3.2.3. Discussion with Associates	25
4. CONCLUSIONS AND RECOMMENDATIONS	26
4.1. Conclusions	26
4.2. Recommendations	27

ABBREVIATIONS

CARE – Cooperative for Assistance and Relief Everywhere
CDF – Community Development Forum
CDO – Child Development Officer
EMP – Estate Medical Practitioner
FGD – Focus Group Discussion
FGW – Female Garment Worker
FO – Field Officer
FPW – Female Plantation Worker
HO – Health Officer
Inc. - Incorporated
KID – Key Informant Discussion
P.A.C.E. – Personal Advancement and Career Enhancement
Plc. – Public Limited Company
PSDM – Problem Solving and Decision Making
QS – Questionnaire Survey
Rep – Representative
ROI – Return on Investment
ROTI – Return of Time Invested
SPSS – Statistical Package of Social Sciences
TOT – Training of the Trainers
TSM – Time and Stress Management
TUR – Trade Union Representative
WASH – Water, Sanitation and Hygiene
WO – Welfare officers

TABLES

Table 1 - Participants who successfully completed P.A.C.E. training program vs sample size ...	9
Table 2 - List of key informants	9
Table 3 - List of participants of the FGD	10
Table 4 – Participants who successfully completed P.A.C.E. training per estate	10
Table 5 – QS Participant profile	11
Table 6 – Effectiveness of the P.A.C.E. training according to the relevant modules	11
Table 7 – Knowledge and skill before and after the training rating	12
Table 8 – Quality of the P.A.C.E. training program	13
Table 9 – Applicability of the P.A.C.E. training program	13
Table 10 – Dissemination of knowledge gained	18
Table 11 – Areas improved after P.A.C.E. training	19
Table 12 - Contribution of P.A.C.E. training towards improving productivity	20

EXECUTIVE SUMMARY

In 2016, CARE International and Chrysalis carried out the P.A.C.E. training program for female workers of the tea plantation sector, in the Hatton and Watawala Regions in Sri Lanka. Sponsored by GAP Inc., the P.A.C.E. program created for female garment workers (FGWs) was scaled down and modified to better suit the schedule and capacity of female plantation workers (FPWs). This training program was conducted as a pilot for the FPWs. CARE's facilitators and trainers were trained on the P.A.C.E. program by GAP's P.A.C.E. Master Trainer in Sri Lanka.

The conducted P.A.C.E. program consisted of the four core areas of training: Communication, Problem Solving and Decision Making (PSDM), Time and Stress Management (TSM), and Water Sanitation and Hygiene (WASH). The WASH training was carried out by Chrysalis trainers in collaboration with the Estate Medical Officers, Health Officers and volunteers of each individual estate.

Initiated in January 2016 and lasting through January 2017, the P.A.C.E. project was successfully completed. The selected participating employer, Watawala Plantations Plc., nominated five estates out of the 15 they manage and operate in the Nuwara Eliya District of Sri Lanka, which were considered feasible. Out of the total number of 1297 Associates (FPWs) in the five nominated estates, 250 (50 from each estate) were selected for the training program based on their tenure of employment and attendance. The trainings were carried out from March 2016 through January 2017.

In December 2016, CARE International closed its operations in Sri Lanka and existing projects were transferred to Chrysalis, which was founded by CARE International to continue its work in the country. Chrysalis, having completed the remaining training sessions, analyzed the impact of the P.A.C.E. training program of Phase 1. The findings of the impact assessment will enable Chrysalis to carry out Phase II of this program more efficiently, as it will be scaled up to 20 estates in 2017.

The impact assessment was carried out by primary and secondary data collection. Primary data collection was by questionnaire surveys, key informant discussions and focus group discussions. Secondary data collection included reviewing of project proposals, progress reports and project data base.

This document gives the complete analysis of the impact of the pilot project of the P.A.C.E. trainings in Phase I, which was conducted with the input from 75 of the 211 FPWs who

successfully completed the training. This sample group was surveyed as well as additional input from Estate Management and staff. This executive summary will highlight a few of the key findings.

Of the sample group surveyed, 16% were Child Development Officers and the remaining Associates. The survey showed an overwhelming appreciation of the training with effectiveness of the program rated as 'effective' or 'highly effective' by all participants and the quality of the training graded 4 or above (out of a maximum of 5) by all. Additionally, a comparison of the perceived knowledge before and after the training (out of a maximum of 10) increased from below 3 to above 8 for all 3 modules, with WASH improving to more than 9 with a prior knowledge of slightly more than 4 on average. This latter figure was due to Estate EMPs conducting WASH trainings for associates on a regular basis. The EMPs, who were asked to assist with the WASH training, stated that they had learnt a great deal from the P.A.C.E. WASH module and would use their learning in future trainings.

Applicability for all modules was rated at 4 or a maximum of 5 for all modules, and examples of actual occasions where learnings were used were provided. Dissemination of learnings was also extremely high with more than 90% passing on what they had learnt to family and colleagues. 65% had shared with neighbours and others within their community, with one participant having conducted a replicate training for another group.

Results of the training, as viewed by participants and management, was improved relations within families, co-workers and management, increase in hygiene practices, productivity and profitability. Management shared that there was an increase in attendance and interest in contributing to the business, which they also attributed to the existing Community Development Forum as well as the P.A.C.E. training.

Challenges were faced in finding a schedule for the training which suited management and workers, as using work hours meant loss in productivity during training. As a result of using later hours caused challenges for those living further afield to return home in the dark. It was felt that handouts would be helpful, as reminders and for dissemination.

It was recommended that the training be provided for middle management staff as well, since FPWs felt that even though their attitudes had improved, those of their immediate seniors would be affected equally should they receive the training. Since most FOs are male, it was suggested that the training not have a gender bias. It was felt that this training could equally benefit other men in the community, including husbands and community leaders. It was largely felt that youth would benefit from the training as well. A follow-up once the training was complete would help with the sustainability of the program.

1. INTRODUCTION AND OBJECTIVES

The Personal Advancement and Career Enhancement (P.A.C.E.) program was created for female garment workers (FGW) by Gap Inc., and successfully implemented globally. It is an initiative which provides female workers with foundational skills, supporting them to advance in the workplace as well as in their personal lives. The trainings provide life skills and technical training with sustainable and scalable content that benefits the participants and other contributors.

The programs chosen to be adapted and implemented in the Sri Lankan plantation industry were the four core modules of the eight existing modules of P.A.C.E., i.e: Communication, Problem Solving and Decision Making (PSDM), Time and Stress Management (TSM) and Water, Sanitation and Hygiene (WASH). These programs were to be a Pilot Project, facilitated by CARE International Sri Lanka, as Phase I.

The CARE International facilitators and trainers were trained by Gap Inc. for the purpose. Gap Inc. provided the training, to selected CARE International facilitators, prior to implementing the P.A.C.E. with a Training of Trainers (TOT) program.

The four chosen modules were modified to suit the Female Plantation Worker (FPW). Each module consisted of nine hours (except for WASH which was 6 hours) of course work with role play, debates, dialogue and discussion, pictures and stories, charts, games, group activities, presentations by the trainees, meditation and relaxing techniques. In order to complete the nine hours of course work per module, each module required being carried out in three sessions of three hours each. The success rate of the programs were monitored through participation/attendance for all four programs as well as the utilization of knowledge and skills gained in the day to day lives of the participants.

Watawala Plantation Plc. was selected by CARE International Sri Lanka for this Pilot Project. The group has 15 tea estates in the Nuwara Eliya District of Sri Lanka. Five tea estates in the Hatton and Watawala region were selected for Phase I to be implemented and each estate consisted of over 100 FPW:

1. Carolina Estate - total of 267 Female Associates
2. Shannon Estate - total of 177 Female Associates
3. Vellaioya Estate - total of 544 Female Associates
4. Lonach Estates - total of 150 Female Associates
5. Wigton Estate - total of 159 Female Associates

The main criteria of the target of 50 female Associates and female Child Development Officers (CDO) per estate, selected were:

- being under the age of 55 years
- currently actively working on the relevant tea estate
- regular attendance to work in the past

The successful completion criteria of the P.A.C.E. program was 80% attendance for all trainings. The program was carried out from March 2016 through January 2017.

The Estate Medical Practitioners (EMP), Welfare Officers (WO), Field Officer (FO) and the Management actively supported the P.A.C.E. program. They assisted by coordinating the trainings with the CARE International facilitators and trainers. They also managed to release the workers in spite of productivity issues and even participated in the trainings at times in order to motivate the FPWs.

The objective of the P.A.C.E. Program pilot project was to enhance the life skills of the female plantation worker. The expected outcomes were to ensure the creation of a positive change in their day to day lives (personal life) with personal advancement. It was also expected to have a positive influence on their work life (career enhancement).

CARE International Sri Lanka disbanded and phased out of Sri Lanka as of December 2016. Chrysalis, a social enterprise, was formed and nominated by CARE International to take over the social development projects thus initiated by CARE International, in Sri Lanka, previously (prior to December 2016).

Therefore, Phase I of the P.A.C.E. pilot project is being evaluated by Chrysalis as the new strategic partner of CARE International, based in Sri Lanka. Subsequent to such an evaluation, Phase II of P.A.C.E. will be actively implemented in a further 20 tea estates for the FPW.

This report will therefore evaluate the P.A.C.E. Pilot Project conducted in five tea estates of the Hatton and Watawala regions in Sri Lanka, targeting the female plantation workers. This report will identify the success of the Phase I of the P.A.C.E. Pilot Project, any challenges met and provide suggestion and recommendations for implementation of Phase II.

The report will also enable improving the program by taking corrective action and designing a further enhanced P.A.C.E. program, tailor made for the female plantation worker ensuring a better impact on the target participant of the program.

2. METHODOLOGY

To achieve the objectives of the impact assessment of the P.A.C.E. program, primary and secondary data was collected.

1. Secondary data collection included reviewing of project proposal, reports and data base.
2. Primary data collection was by three methods, i.e. a questionnaire survey (QS), key informant discussions (KID) and focused group discussions (FGD)

2.1 Questionnaire survey (QS)

- A QS was carried out in all the five estates where the P.A.C.E. program was implemented.
- A sample of 15 FPW were randomly selected from each estate, totalling 75 women. These participants selected were out of the 211 who successfully completed the P.A.C.E. training.

Table 1 - Participants who successfully completed the P.A.C.E. training program vs sample size

Estate	Successfully completed P.A.C.E. (No)	Sample Size (No)
Carolina	45	15
Lonach	40	15
Shannon	42	15
Vellaioya	45	15
Wigton	39	15
Total	211	75

The questionnaire was designed and developed by the Chrysalis team, pre-tested and utilized by the data collectors to gather the information. Statistical Package for Social Sciences version 20 (SPSS) was utilized to analyze the data thus collected.

2.2 Key Informant Discussions (KID)

KID was held with the Estate Management, Estate Medical Practitioners (EMP), Child Development Officers (CDO) and Field Officers (FO) of Carolina and Shannon Estates.

Table 2 - List of key informants

No	Name	Designation and Estate
1	Prasanna Premachandra	Senior Manager – Carolina, Lonach and Wigton Estates
2	Zaman Imthiaz	Manager – Shannon Estate
3	N. Subramaniam	Estate Medical Practitioner - Shannon Estate
4	R. Sivaraj	Estate Medical Practitioner - Carolina Estate
5	R. Kalidas	Field Officer – Shannon Estate
6	J. Sasikala	Child Development Officer, Shannon Estate
7	A. Violet	Child Development Officer, Shannon Estate

2.3 Focus Group Discussions (FGD)

FGDs were held with female associates of Carolina and Shannon estates and CDOs in Carolina estate.

Table 3 - List of participants of the FGD

FGD	Name	Designation and Estate
FGD 1	P. Wasanthi	Female Associates, Shannon Estate
	S. Margaret	
	V. Lalithadevi	
	S. Puwaneshwari	
	M. Sivanandamadi	
	Jeevamala Mary	
FGD 2	K. Arulmodi	Female Associates, Carolina Estate
	S. Wijeyalakshmi	
	G. Nichloria	
	K. Luxmi	
	V. Kanageswary	
	A. Maryamma	
FGD 3	R. Sahayamary	Child Development Officers, Carolina Estate
	M. Maheswari	
	A. Kalidevi,	
	S. Kalechelvi,	
	G. Kalechelvi	
	S. Lalitha	

3. FINDINGS

3.1 Questionnaire Survey (QS)

Table 4 – Participants who successfully completed P.A.C.E. training per estate

Estate	Total FPW	FPW targeted for P.A.C.E.	Successfully Completed Training
Carolina	267	50	45
Lonach	150	50	40
Shannon	177	50	42
Vellaioya	544	50	45
Wigton	159	50	39
Total	1297	250	211

Out of the total 250 FPW selected from the five estates for the P.A.C.E. program, only 84% completed the program successfully, with over 80% of attendance for all four trainings combined.

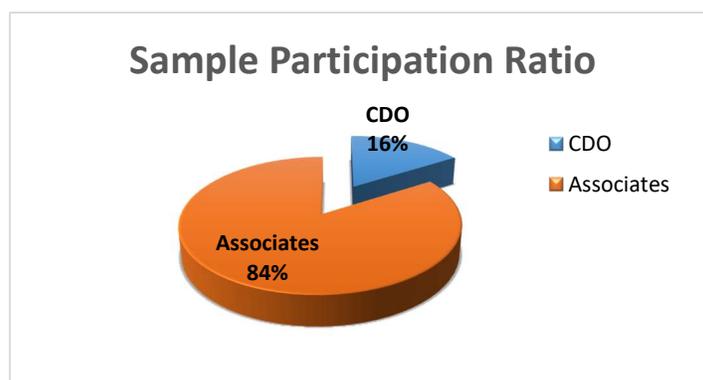
3.1.1 Participant profile

- The QS was carried out for randomly selected for FPW (Associates and CDOs) who successfully participated in the P.A.C.E. program in the five estates. The sample size was 75.

Table 5 – QS Participant profile

Respondent Position * Respondent Estate – Cross tabulation						
Participant	Estates					Total
	Carolina	Lonach	Shannon	Vellaioya	Wigton	
CDOs	2	0	1	9	0	12
Associates	13	15	14	6	15	63
Total	15	15	15	15	15	75

Chart 1 – QS participant ratio



Out of the total sample of 75 FPW randomly selected to evaluate the P.A.C.E. program impact, 16% were CDOs and 84% were Associates.

3.1.2 Effectiveness of the P.A.C.E. training, relevant to knowledge and skill gained

Table 6 – Effectiveness of the P.A.C.E. training according to the relevant modules

Training	Highly Effective	Effective	Somewhat Effective	Ineffective	Highly Ineffective	Mean value	Total Participants
Communication	38	37	-	-	-	4.51	75
PSDM	29	30	16	-	-	4.17	75
TSM	40	32	-	-	-	4.56	72
WASH	38	20	15	-	-	4.32	73

The participants required scoring 5 as highly effective and less than 5 for lower rates of effectiveness for each of the four trainings carried out under the P.A.C.E. program.

Participant mean scoring was between 4 and 5 for all trainings. This rates the P.A.C.E. program modules as “effective” or “highly effective”, relevant to knowledge and skill gained, when considering the mean value rated for each module.

TSM training was ranked highest with a mean value of 4.56 compared to the other three modules. It indicates that the knowledge and skills gained with the TSM training were effectively utilized by the participants in all three areas of their lives, i.e. personal, place of employment and in society.

Knowledge before and after the P.A.C.E. training

The participants were required to score their knowledge and skills of Communication, PSDM, TSM and WASH prior to the training in comparison to after the training. The scoring method was 1 as the lowest and 10 as the highest. The scoring was calculated for resultant mean averages.

Table 7 – Knowledge and skill before and after the training rating

Training	Average – BEFORE training	Average – AFTER training
Communication	2.77	8.48
PSDM	2.75	8.52
TSM	2.64	8.89
WASH	4.22	9.22

The FPW were of the opinion that they were very weak with their communication skills and problem solving understanding. This led to them making many wrong decisions. Following the wrong decisions and the ad-hoc manner in which they led their lives added to the stress in their day to day activities. This type of lifestyle, whether personal, at the work place or in society, contributed to many conflicts among the whole extended family and even neighbours and colleagues. The ratings given to the knowledge before the P.A.C.E. training is below 3 and clearly identifies the lack of knowledge and skills in the three areas of Communication, PSDM, TSM.

Subsequent to the training the FPW were much more confident of themselves, armed with the new knowledge and the skills gained in the relevant areas of the P.A.C.E. training. The average rating after the P.A.C.E. training increased to 8 and above in the relevant areas, revealing the positive impact of the P.A.C.E. training.

The WASH module was rated above 4, prior to their training. As the estates periodically carry out relevant hygiene related programs headed by the EMP with the support of the management, the FPW were aware of the subject area. However, subsequent to the P.A.C.E. training, the rating for WASH was a high of 9.22. This high rating indicates that the P.A.C.E. training enhanced their knowledge and skills further with the WASH training.

3.1.3 Quality of the training

The participants were requested to rate the training quality, based on their understanding of the P.A.C.E. training program. The scoring was from 5 for high quality to 1 for low quality.

Table 8 – Quality of the P.A.C.E. training program

Training	Very High	High	Medium	Low	Very Low	Average	Total Participants
Communication	28	47	-	-	-	4.37	75
PSDM	28	47	-	-	-	4.37	75
TSM	33	39	-	-	-	4.46	72
WASH	41	32	-	-	-	4.56	73

The FPW were unanimous in their confidence in the P.A.C.E. trainings and rated a high scoring of above 4 for the quality of all modules of the P.A.C.E. program.

3.1.4 Applicability of the training

The participants were requested to rate the applicability of the P.A.C.E. trainings in their day to day lives, at the work place and in society with a high score of 5 and a lowest score of 1.

Table 9 – Applicability of the P.A.C.E. training program

Training	Highly Applicable	Applicable	Somewhat Applicable	Not Applicable	Highly Not Applicable	Average	Total Participants
Communication	32	34	9	-	-	4.31	75
PSDM	47	28	-	-	-	4.63	75
TSM	56	16	-	-	-	4.78	72
WASH	51	22	-	-	-	4.7	73

The participants were of the opinion that the P.A.C.E. trainings were very much applicable in their day to day lives, in the work place and society with an averaging ranking of above 4 per module.

3.1.4.1 Applicability of training for Communication

Each participant in the sample survey were asked to describe their experiences of utilizing the communication learnings in the personal, work and societal aspects of their lives. They all described positive experiences and understood the below:

- The need for communication, being assertive vs emotional
- Communicating with society appropriately and the role of the female in the society
- Communication differences between gender and other barriers
- Communication dynamics and power dynamic in the work place
- Network dynamic, profiling and understanding colleagues
- Type of communication at home and with family vs in society

Examples noted by application of the knowledge and skill gained in the communication training by FPW:

- 67% stated that they lacked the positive communication ability before the training. They now communicate better with their families which resulting in a tremendous improvement to relationships.
- They did not have the active listening capability, as 44% have stated that their listening skills are enhanced with the resultant being improved relationships with all concerned.
- During times of conflicts, 36% stated that they would argue just for the sake of doing so and not hear the other person's point of view. Now they take a step back, wait patiently to hear the other person out and make decisions after discussion to reach a consensus.
- 69% stated that work place conflicts have been reduced due to a very open communication channel by mutual respect for everyone's opinion and open discussions prior to making decisions. They are able to confidently communicate positively in a work related context even with the management. Previously, they would instigate trade union action without a thought for the estate or management, through their "Talawar" or Trade Union Rep.
- 17.3% stated they are able to communicate confidently in their society at all levels and do not argue with neighbours now. They listen to facts and do not gossip to maintain a respectful relationship.



G. Nichloria, Associate
Agalawatte Division
Carolina Estate

Nichloria stated that she was a regular loyal worker with a long tenure in the Agalawatte Division. She fell ill in 2016 and was absent from work for over week. When she returned to work, the FO refused to allow it, citing her lack of attendance during the past week. He had decided to fire her. Normally she would have fought with him, complained to the "Talawar" (Trade Union Rep) and reported the incident to the management. As she had received the P.A.C.E. communication training by then, she used her knowledge to avert a further problem. She patiently waited until later in the day when the FO was free to talk. She explained her circumstances and asked if she should bring a letter from the EMP to get back to work. The FO realized he was acting in haste and that Nichloria was a productive, long standing conscientious worker. He even apologized to her. She returned to work, has proven herself and earned the respect for being a hard worker. She understands that productivity is key and it means a high income for the estate and all the workers.



S. Margaret, Associate
Shannon Division
Shannon Estate

In the plantation community, the leadership is taken by the menfolk who make all decisions. When Margaret and a colleague attempted to organize the annual Church Feast, the men were not very positive or supportive initially. They asked for over Rs.1000/- to get the work done by the officials, especially for a sound system. After receiving the P.A.C.E. training, Margaret was assertive and confident of being able to communicate. She approached the estate management and police herself and accomplished it with just Rs.250/- for the sound permit. She proudly stated that she was able to successfully organize the Church Feast.

3.1.4.2 Applicability of training for Problem Solving and Decision Making

The thoughts, wants and needs of the associates were not seen or heard before in the plantation sector according to the FPW. They felt that they were not allowed to think, learn, solve problems or make decisions. Everything was decided for them by the males and elders in the household, the management in the workplace and even in society. As a result, there was anger, frustration and confusion which led to misunderstandings and much unhappiness. The FPW reacted, always expecting problems and never solutions.

Subsequent to the P.A.C.E. trainings, being allowed to contribute and participate while being respected for it in the home, workplace and society, the associates feel confident and are able to take charge of their lives.

They have learnt that:

- A problem is an opportunity to improve
- It is easy to cope with a problem by understanding how to balance the approach toward it
- Facilitating group decision making and coming to a consensus reduces problems
- Conflict resolution is the key to progressing beyond the problem point



P. Wasanthi, Associate
Shannon Division
Shannon Estate

When Wasanthi and her colleague decided to take the leadership to organize the annual Church Feast, everyone was sceptical of their success. All workers participated in this festival including the Hindu workers, as it was well organized. However, when they returned to work the next day they found that their Field Officer had hired labour from neighbouring properties and gone ahead with plucking tea. All the workers were about to go on strike which would have created a lot of problems for everyone. But Wasanthi and her colleague Margaret spoke to their colleagues, the Field Officer and even the management to amicably solve the problem. Their productivity and target earnings were not affected thereby. They were able to negotiate and compromise with their knowledge and skill gained with the PSDM training.

- 45% of FPW who took part in the P.A.C.E. evaluation program stated that at home they would fight and refer to all the past negative issues in the family. Now they discuss only the problem and look for solutions together. They do not point fingers at the person concerned or look for more past faults.
- Decisions were made without a proper plan in the home. Wife, husband and children did not communicate to plan. Instead they made choices on their own, such as purchasing groceries individually, which in turn made financial management impossible. Now, 53% of FPWs state that collective decisions are made at home and according to a plan. As a result there is harmony at home.
- It was the same in the work place as there was no respect or trust, stated 69% of FPWs. But armed with the skills and knowledge gained to make decisions and solve problems, they work as a team, look for the root cause of the problem, discuss with other relevant stakeholders and find solutions. They cited the coordination between the CDOs and parents where there were only problems, conflicts and complaints. Now, the CDOs understand that the parents have a lot to deal with, discuss problems and offer a sympathetic ear and advice when possible to the parents.
- 37% of the sample FPWs stated that they learnt how to compromise during conflicts and resolve situations through discussion for win-win solutions.

3.1.4.3 Applicability of training for Time and Stress Management

TSM was a topic that many of the FPWs were not familiar with. They were very keen to understand and learn this aspect of life and to develop the relevant skills. The FPW learned the below areas thoroughly and utilize them in their day to day lives:

- Importance of time management
- Dreams and goal-setting
- Prioritization
- Refining goals with a to-do list
- Stress management techniques
- Positive thoughts in a negative situation
- Meditation and mind-relief

Participants of the survey indicated that they learnt of planning ahead. 84% stated that by planning ahead they were able to have a stress free morning at home daily. They would get to work early and have a stress free day to complete their tasks at work on time stated 21%, and their

punctuality has increased. They have now built better relationships with their family, neighbours and in the community and are punctual for social activities without wasting time.



A. Violet
Child Development Officer
KM Division, Shannon Estate

It was very stressful at home with three daughters aged 18, 16 and 10 for Violet, mainly as her husband works away from home. She had to manage all household aspects alone. As a result she controlled her daughters with an iron fist, worrying that they would stray. She did not trust her daughters nor respect their achievements. After learning TSM she realized that she is unfair with her children and needs to change herself. She explained herself to the daughters and they devised a time schedule for homework, family discussions and other chores. There is no stress and time is managed well in Violet's home now.



S. Puwaneshwari Associate
KM Division
Shannon Estate

When Puwaneshwari's husband's three wheeler taxi rolled down a precipice and was condemned, he was distraught and the whole household was under a lot of stress. Those in the neighbourhood added to the stress and did not support him getting back to work by always reminding him about his accident. As a result he was suicidal. Armed with the knowledge and skill gained in the TSM training, Puwaneshwari was able to speak to her neighbours and explain her husband's mental status. She asked for their support. She then pacified her husband showing him the importance of his life being intact with just a metal vehicle being condemned and that all hope was not lost. They worked out how to time the household purchases to save from her sole income while the husband handled the household chores. The children were asked to support with a time schedule. Now the husband has a new job and they have a very harmonious new life. The financial issues are a thing of the past.

3.1.4.4 Applicability of training for Water, Sanitation and Hygiene (WASH)

The management promoted WASH through the EMPs, Welfare and Health Worker, CDO and other volunteers within the estates. However, the P.A.C.E. program has highlighted additional areas under WASH and enhanced the importance of sanitation and hygiene. Reiterating this aspect has improved the health conditions of the FPW and their families.

The EMPs will continue to carry out such programs throughout and were grateful to the CARE International facilitators and trainers for conducting such an interesting and advanced program with role play, active participation, debates and discussions. With the confidence the FPW gained with the P.A.C.E. program, they do not hesitate to highlight any noncompliance issues and suggestions for improving the conditions on the estates. They voluntarily participate in clean-up campaigns, garbage disposal and destruction campaigns while assisting those without such knowledge in the community to be safe and healthy.

The P.A.C.E. program has enhanced the knowledge and training skills of the EMPs, CDOs and other volunteers. They are more confident about working with all in the estates and their communities to implement enhanced WASH programs required to maintain a healthy and sanitary condition within the estates and communities.

It was evident that the best practices are now implemented. The work place was clean and neat as they practiced a garbage segregation and disposal system. They spoke of implementing the best practices in their homes as well. As a result of this training, there is a significant portion of persons who drink boiled water, wash their hands after using toilets and have improved sanitation during cooking. Therefore, the overall hygienic practices at home have improved as stated by 87%.

3.1.5 Dissemination of knowledge gained

The sample FPWs informed that they disseminated the knowledge gained from the P.A.C.E. training programs. 93% informed that their families were active participants after learning about the four modules under P.A.C.E.

Table 10 – Dissemination of knowledge gained

Dissemination of knowledge gained from P.A.C.E. programs	No of participants	Percentage
Sharing P.A.C.E. training knowledge with family	70	93%
Sharing P.A.C.E. training knowledge with colleagues	73	97%
Sharing P.A.C.E. training knowledge with neighbours and others in society	49	65%
Conducting similar training programs on the estate	1	1%

Many of the sample group selected from the FPWs who participated in the P.A.C.E. training realized the positive aspects of utilizing the knowledge and skills gained. When they were successful, automatically the others would ask to learn the positive difference. Initially, all were sceptical of the P.A.C.E. training program. A high average of 97% of the sample population selected for the evaluation of the P.A.C.E. training stated that, they shared the knowledge gained with their co-workers and it has a positive impact on the productivity of all the estates.



Associates - Jeevamala Mary, M. Sivanandamadi, S. Puwaneswari, V. Lalithadevi, S. Margaret, P. Wasanthi of Shannon Estate

There were some areas such as TSM that some of the trainees had not even heard of. But after learning these four areas in the P.A.C.E. training, the FPWs of Shannon Estate were of the opinion that it benefitted them immensely. Therefore, they strive to teach everyone at home, all their co-workers who did not get the opportunity to participate in the trainings and those in their societies on communicating, PSDM, TSM and WASH. As the positive difference in their own attitudes and home-front is visibly apparent, the others in the work-place and society have realized there is a benefit with the trainings. All try to listen and understand each aspect of P.A.C.E. now.



K. Logeswari, Associate
Lonach Division, Lonach Estate

Lonach Estate was running at a loss and the management decided to convert the tea estate to a dairy farm. The workers were worried about loss of jobs and homes. No one worked together to talk about problems and productivity or how to manage their earnings and live comfortably. After the training, Logeswari worked with her family and neighbours by teaching them of what she has learnt. They know how to manage the time and stress. When the management offered jobs in a nearby estate for some workers, they were happy to move. If someone falls ill, they work together to ensure there is no production loss in the work place and cover for the absent colleague. After learning from the P.A.C.E. training, they work to enhance their work / life balance and it is a very harmonious work place now. They even received a high productivity bonus.

3.1.6 Key achievements of the training

The participants of the P.A.C.E. training evaluation were requested to share their key achievements after attending the training program.

All agreed unanimously that harmony in the home front has improved. They are stress free as there are less conflicts at home. They pre-plan their chores and work at home and have time to manage the other aspects of their life. As a result they are punctual for work, co-worker relationships have improved and relationships between FPWs, Staff and Management of the relevant estate has also improved. They understand that when they work together the productivity is high and all of them benefit financially. It's a win-win situation for all.

Table 11 – Areas improved after P.A.C.E. training

Area of improvement subsequent to the P.A.C.E. training	Participants	Participant %
Relationship among family members has improved	73	97%
Relationship with co-workers, Supervisors and Management has improved	69	92%
Hygiene practices at home has improved (less health issues)	65	87%
Productivity and profitability increase in the work-place	64	85%

- 85% are in agreement that the increase in productivity is due to the P.A.C.E. training and subsequent attitude and aptitude change of the FPW. Those who participated in the P.A.C.E. training were able to positively influence the other FPWs and even Staff and Management. The direct impact on profitability is also felt with the receipt of increased productivity bonuses.

3.1.7 Contribution of P.A.C.E. training towards productivity of improvement

In the opinion of the FPWs who participated in the P.A.C.E. training, they believe that the productivity has increased in the estates and therefore profitability has concurrently increased.

Table 12 - Contribution of P.A.C.E. training towards improving productivity

Contribution of P.A.C.E. training towards improving productivity		
Opinion	Frequency	Percentage
Yes	64	85%
No / No idea	11	15%
Total	75	100%

- 85% of participants stated that the outcome of acquiring knowledge and skills in the P.A.C.E. training has contributed to increasing the productivity and profitability of the estates. This opinion is compounded by the Management, and described under key informant discussions.
- Out of the 64 participants in the evaluation survey, 73% were of the opinion that the miscommunications between co-workers, supervisors, staff and management have drastically reduced compared to prior to the P.A.C.E. training. It is a contributory factor in increased productivity.
- 16% of the sample focus group in the QS felt that their punctuality and attendance has improved and impacted productivity positively.

UNDERSTANDING + COMMUNICATING + PUNCTUALITY + POSITIVE ATTITUDE /
MOTIVATION + HIGH ATTENDANCE (GOOD HEALTH) + TEAM WORK



PRODUCTIVITY / PROFITABILITY

3.2 Findings of the Focus Group and Key Informant Discussions

The Management, Staff and Female Associates of Carolina and Shannon Estates summarized their opinions of the P.A.C.E. trainings. They were asked about their opinion on the positive outcomes subsequent to the trainings, whether they felt the trainings should continue for other workers, if so how it should be done, when it should be done, any challenges faced with the trainings being conducted on the property, any improvements and recommendations.

3.2.1 Discussion with the Estate Management

The Management were of the opinion that communication has improved between all levels of employees and as a result there is cordiality and respect between all. Attendance and punctuality has improved by the FPW along with the improved attitudes, which is attributed to not only the P.A.C.E. trainings but the Community Development Forums (CDF) as well.

Highlights:

- Better attendance and punctuality
- Voluntary participation in activities by FPWs
- Voluntary coordination between workers to ensure productivity targets are met even if there are absences of co-workers due to illness etc.
- Harmonious relationships on the field, in the home and in the community
- Open channels of communication between all grades of workers with the management
- Ownership taken by FPW for workplace productivity improvement activities, as loyalty has increased along with a respect to the workplace.
- Improvement in cleanliness and sanitation in the workplace
- Understanding of profitability, productivity and target driven work
- Less complaints received from FPW and Staff on conflicts, work related and welfare issues

Challenges:

- Releasing workers during production time for training and avoiding production losses to the company
- Paying wages for workers who do not contribute to harvesting but are on the estate for the trainings on a particular day. This will affect the company productivity and also the FPW's productivity bonus.

Recommendations:

- Provide trainings during off-peak times
- Provide trainings during the previous year's holiday pay / lieu leave time, in the current year
- Provide trainings outside the estate – outbound training for better motivation
- Provide trainings for Staff and Supervisors without a gender bias



Prasanna Premachandra, Senior Manager in Charge
Carolina, Lonach and Wigton Estates

There were Community Development Forums (CDF) established on the estates prior to the P.A.C.E. training. In combination with CDF and P.A.C.E. trainings the FPW has become punctual, takes responsibility in the workplace, conducting themselves with discipline and professionalism. They understand the work place process and contribute meaningfully. It enables reaching productivity targets and beyond expectations in profits. All are motivated and even request more work. Even during this drought season the productivity targets were miraculously met. Releasing employees affects productivity in the short term, but the long term ROI might be worth the effort and should be considered.



Zaman Imthiaz, Manager, Shannon Estate

Shannon Estate had been running at a loss and workers were scarce. After taking over, Zaman had allowed trainings such as P.A.C.E. in spite of the difficulty in releasing workers during plucking season, which leads to loss of productivity. But there is a marked difference in the attitude of the workers who are positive in the work place now. They communicate willingly and provide solutions to any issues that arise. Previously they would just complain and stop work or not come for work at all. Within 2016, the productivity has increased. There is a significant increase in attendance from about 50% to 80%-85%. The estate is now making a profit and the benefits are cascaded to the workers with a performance bonus. In order to ensure that the workers continue to receive the performance bonus, it is better to either pay the wage by the facilitators during training days or utilize the low season when they do not have a full days' work at a time.

3.2.2. Discussions with EMP, FO and CDO

The P.A.C.E. training was a new experience to all, except the WASH aspect. WASH is carried out on the estates on a smaller scale. They participated in the trainings along with the FPW, as coordinators for the P.A.C.E. program. They too learnt that the knowledge and skills of P.A.C.E. could give a very positive impact in the home, work-place and community.

The Staff of the estates were of the opinion that the content in the trainings were focused and appropriate for the plantation industry. All four trainings were very important and relevant to FPW as well. After the trainings, as the first point of contact in the industry for the FPW, the EMP, FO and CDOs were confident of their aptitude now. They felt the knowledge they gained and skills learnt will enable disseminating the P.A.C.E. trainings to the FPW, all families and the estate

community. It has definitely enabled a better work/life balance as well directing the FPW to maintain a positive work/life balance.

Highlights

- Better attendance and punctuality
- FPW participates in activities voluntarily
- Less conflicts in the workplace, within the family and in the community
- Positive attitude and willingness to contribute to productivity increase without issues
- More discipline, ability to listen and understand and contribute positively
- More of an income is earned with increased productivity
- Health concerns are less with better hygiene
- Positive change in families such as father participating in children's activities unlike before

Challenges

- Training times need to be considered to enable FPW to get home before dark and attend to their household chores.

Recommendations

- Give training to the family members of the FPW (husbands and children)
- Give training to the youth in the community
- Majority suggested full day training to complete one module at a time. A few suggested breaking the module in to two sessions as the FPW may not be able to grasp all content at once
- Provide a travel allowance if transport is required after training sessions (distance related)
- Provide handouts, brochures etc. to assist with dissemination of knowledge gained
- Follow up on trainings for better implementation and sustainability of learnings



R. Sivaraj
Estate Medical Practitioner
Carolina Estate

There is a positive difference in the attitudes of the FPW and the others they associate, including the families, Staff and communities, with the P.A.C.E. training. Usually the "labour day" on the estate brings many conflicts up to management level to solve. Now there are less conflicts. He stated that the attention span of the FPW is not high and therefore limit the training period per session, breaking up modules to shorter sessions. After the training it is important to follow up and ask for evidence of improvements. Now the garbage is segregated and disposed after WASH trainings which is healthy for the whole estate. It was a very good experience to coordinate the trainings and work with the facilitators. His own training skills and knowledge have improved tremendously and dissemination will be more impactful now as a result.



N. Subramaniam
Estate Medical Practitioner
Shannon Estate

Shannon Estate was a loss making property before the 2016 trainings. After one year it has become one of the most profitable out of 10 estates, with the price of Shannon tea increasing. He coordinated the P.A.C.E. training while carrying out the WASH training directly for the FPW. The management has understood that this kind of training is an incentive to the FPW and improves their standards of living. There is harmony among the families and communities and the health concerns have improved. The FPW even dress better, have more confidence in themselves and are motivated to work harder. They get involved in mitigating neighbours issues rather than gossiping and instigating conflicts. The cleanliness around the homes and work place has improved ensuring better health. This increases attendance and in turn helps increase productivity. There are improvements needed with the water scheme which is a project initiated by him on Shannon Estate. With the support of the estate workers managing water purification, the project is successful.



R. Kalidas, Field Officer
Shannon Division
Shannon Estate

It was very difficult to motivate the Associates, increase productivity and reach targets. Everyone would fight with each other and not come to work. They would walk away from the fields, fight with the FO and run to the “Talawar” (TUR). The problem would escalate up to the Management. Now, they are willing to discuss issues and find solutions without disrupting the productivity. They understand the importance of time management, communication and solving problems. He finds his job a lot easier now as the Associates understand the importance of reaching targets. He suggested more P.A.C.E. trainings for all on the estates as ROI is about three times more after the trainings, even though releasing workers for trainings is difficult.



J. Sasikala, CDO
GT Division, Shannon Estate

She stated that she was always tired with all the home responsibilities and work responsibilities. But after the training she discussed with the family on how to manage their time and share responsibilities. She is now aware that she was rude to the mothers who brought children to the estate crèche. They would not bring food for the children sometimes and tell her they did not have food to bring at which time she would argue with them, making matters worse. Now she and the Pre-School Teacher who did not get along previously, discuss such problems which the mothers face and work together to give viable solutions. She believes that it is important to follow up after the trainings and promote disseminating the knowledge to all at home, community and work place.

3.2.3. Discussion with Associates

The P.A.C.E. trainings carried out were of a high standard and they learnt a lot of new aspects of communicating, problems solving and making decisions. Time and stress management was the most popular training as it helped to improve the work / life balance and thereby eliminate stress.

There was a contradictory requirement of the Associates to that of the management. The Associates were of the opinion that they could work during peak yield times and pluck the required target of tea in preparation for the trainings during the afternoon hours. They did not feel that the training would be successful with 100% attendance, during off-peak times. During off-peak times the Associates required working longer hours and harder to achieve their targets.

Highlights

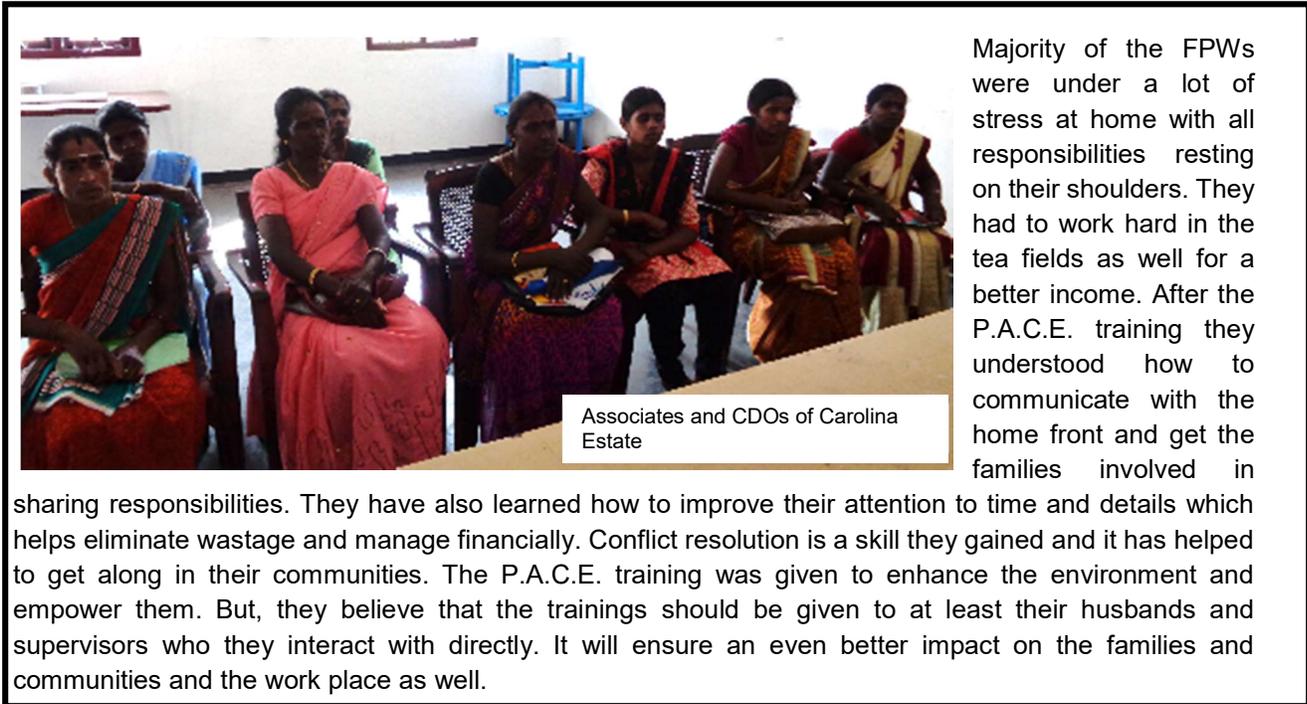
- Training content was applicable to the plantation sector and very relevant
- All they learnt can be applied in their work place, home and society
- Relationships have improved in the family, workplace and society
- Positive attitude, motivated to participate in activities, less conflicts, more empathy and understanding
- Disciplined in the home, workplace and society, punctuality and attendance to work is high
- Better understanding of the estate work process and able to contribute towards high productivity
- Improved listening ability
- Better health and hygiene practices at home and work place

Challenges

- Difficult to participate during off seasons due to heavy workload to ensure target
- Difficult to participate after working hours as no child care support and work/life balance is difficult
- Cost of transport / distance to travel after training in the late evenings or after dark

Recommendations

- Complete training session by 5pm (before dark)
- Train all FPW and family members / youth
- Train all Staff especially Field Officers to enable better understanding of P.A.C.E.
- Training to be conducted during peak season in order to enable completion of work quickly
- Provide transport for those travelling long distances / an allowance to go by three-wheeler
- Management support required for crèche facility for the children until end of the trainings per day



Associates and CDOs of Carolina Estate

Majority of the FPWs were under a lot of stress at home with all responsibilities resting on their shoulders. They had to work hard in the tea fields as well for a better income. After the P.A.C.E. training they understood how to communicate with the home front and get the families involved in

sharing responsibilities. They have also learned how to improve their attention to time and details which helps eliminate wastage and manage financially. Conflict resolution is a skill they gained and it has helped to get along in their communities. The P.A.C.E. training was given to enhance the environment and empower them. But, they believe that the trainings should be given to at least their husbands and supervisors who they interact with directly. It will ensure an even better impact on the families and communities and the work place as well.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1. Conclusions

The achievements in the implementation of the P.A.C.E. trainings and its impacts are of a very high standard, based on the evaluation findings. The quality of conducting the programs were also rated high and the facilitators commended. The recipients were impressed with the types of facilitation tools and adult learning techniques applied. It was evident that practical applicability of the trainings were high, not only among the initial trainees, but those who benefited from gaining the knowledge from the trainees. Therefore a work/life balance has ensued, with a rise in productivity and enhanced cordial relationships in the home, workplace and their communities. There was a direct contribution towards self-efficacy, high self-esteem and a positive impact on the business, with rise in attendance and efficiency with the trainings. The congenial work environment, improved health and sanitation conditions have also influenced these positive outcomes.

It was requested that the trainings be continued for sustainability. Follow up trainings and evaluations could ensure an enhanced experience. And enable refreshing the knowledge with a forum for questions to clarify any aspect of the trainings, while enabling the sharing of positive experiences and best practices.

The program can be further enhanced with scalability to suit the FPW of the different levels, as well as other members of the Staff and Management, without a gender bias. Tailor making the trainings per group of employees of the estate sector, will ensure easy absorption of knowledge and skills.

There was a requirement of items such as brochures or posters requested to be distributed, in order to ensure that reminders are available for trainees. If posted in public places, it will enable the curiosity factor for others who will then look forward to participating in such trainings in the future.

4.2. Recommendations

- Facilitate negotiations between management and FPW to decide on a training plan including, times, days and dates of the year, number of sessions per module, number of participants per session etc.
- Provide a separate training for the Staff category of all estates in one training if possible, without a gender bias
- Follow up and dissemination plan to be facilitated for all previous and future training to ensure a more effective result.
- Provide handouts and other support material for trainings
- Selection criteria should be made to ensure that the appropriate person is given the appropriate training with programs on money management included
- Provide training to family members of FPW (husbands) and communities (youth)
- Provide transport for those travelling long distances / an allowance to go by three-wheeler
- Management support required for crèche facility for the children until end of the trainings per day
- Facilitate the discussion on providing a monetary incentive for estates to release workers during working hours