An Industry in Transition: The future of the plantation community
A multi-stakeholder discussion
28th November 2012, Colombo Hilton Residence

Proceedings of the workshop

Prepared by
Centre for Poverty Analysis
Introduction

The tea industry which was once the backbone of the Sri Lankan economy is now at crossroads in terms of stiff competitive markets conditions, fluctuating profitability and challenges of productivity. Many years of work and large investments in the plantation sector have seen improvements in the quality of life, working conditions, service provision and political rights of the estate communities. However poverty still persists and they still lag behind in terms of housing and land, mobility, service provision, respect and social status, and rights and responsibilities. At this juncture there are also larger implications for the tea industry which compels different stakeholders in the industry to generate innovative ideas to sustain the industry which is still a crucial pillar of the economy in earning foreign exchange and provision of employment to a substantial section of the population.

In this backdrop three organizations – CARE Sri Lanka, World University Service Canada (WUSC) and Ethical Tea Partnership (ETP) – with a proven engagement in the tea industry, particularly focussing on the workers’ interests and social protection, convened a multi stakeholder discussion titled ‘An Industry in Transition: The future of the plantation community’ on the 28th November, 2012 in Colombo. The discussion brought in a wide group of participants from the Exporters, Regional Plantation Companies, plantation workers, Trade Unions, Civil Society Organizations and academic/research institutes and youth organizations. The event was facilitated by the Centre for Poverty Analysis (CEPA).

The day’s deliberations included a key note address on the global trends, a panel on human resource dimensions, governance issues and the role of the state as well as presentations from women and youth perspectives. It was followed by group discussions that discussed and debated on some of the emerging challenges and opportunities and how they can be addressed.

This note summarizes these discussions and identifies a ways forward in addressing the broader issues, challenges and ideas emerged in the deliberations. The recommendations given below do not necessarily represent the consensus of all stakeholders present in the consultation. Rather, the ideas given below should be treated as a broad menu of recommendations that can inspire different stakeholder groups to take concrete action separately and collectively.
Improving the competitiveness and viability of the industry - alternative models and conditions

The industry needs to make some important strategic choices in order to maintain competitiveness globally. A main strategic choice is to brand Ceylon Tea by maintaining strict standards according to elevations, regions and districts. Only a stipulated quantity should be marketed for speciality market. The Tea Board has an important role to play in this regard.

The other strategic decision is to make a choice between mainstream and speciality tea. A clear differentiation is needed if the industry opts for speciality tea. Mechanisation and higher productivity are prerequisites to cater to quantity produced for the mainstream market. The producers must play an active role to ensure this.

A way to capitalise on the global market is to promote Sustainable Ethical Tea. Sri Lankan tea workers are treated well in global standards and this should be highlighted when promoting ethical tea. There is niche market for this segment and with the right investment and a ‘pull strategy’ the pay back for sustainability will be high. Both the producers and the State should come together to pursue this strategy.

Getting a Fair Price for Tea is imperative. Demand-supply will regulate quantities so that we can command a premium. Differentiation strategy in this regard is useful. A close coordination between the producers, exporters and the State is essential to obtain a fair price.

Improving Human Resources and Labour Management

Labour is still a crucial input given the nature of the production of tea. Improving the skills and competencies to maximise productivity is therefore of paramount importance. Improved earnings, quality productivity (land and labour), job security, career enhancement for staff, reduced disputes between worker and management or between workers are prerequisites to maintain high labour productivity. More investment in human resources by way of allocating financial resources and provision of training are needed.

The workers should be treated as ‘partners in progress’, putting in place more participatory mechanisms that promote more ownership, commitment, responsibility, recognition and reduced potential for conflicts. In order to introduce this new model a third party facilitation (eg: by government) is needed with clear ground rules to make workers shareholders and introduce an out-grower model.

Handling outmigration and ageing population is a major challenge to sustain the industry. For this maintaining a sufficient work force and using experience of the ageing population for training and capacity building is important. Human resource strategies should address the issues of creating better work conditions (e.g.: clothes, mechanisation etc.), recognition of experience, use of designations, housing conditions, better care for elders.

Gaining greater support and involvement of the State

Though the industry is run by the private sector the state should still play an important role to ensure a favourable policy and fiscal environment and protection of workers’ rights. Land is still an unresolved issue many plantation workers who should have the right to own land and be able to sell it and use as collateral. A consensus should be reached between the
State and RPCs on land distribution and ownership that will pave the way to formulate and implement a **land policy that includes the rights of plantation communities**. Pilot testing a model for land ownership (a multi stakeholder engagement), document and replicate is a practical suggestion.

Plantation areas should be brought within the mainstream administrative system as estates are not part of the administrative boundaries of the State (GN/PS). Appointing Tamil speaking officials, removing Article 33, allocating participatory local budgeting and adequate resources, implementing delimitation proposals and appointing educated plantation youth to administrative services are some concrete areas of action to ensure a **quality administrative service to the plantation workers and their families**.

**Moving from Workers to Citizens**

Citizenship is a crucial condition to duly recognize a section of people in a country. Different types of citizenships exist among the plantation workers. This should be replaced with a **full-fledged citizenship** to ensure justice and equal treatment for plantation workers. Advocate policy makers, bring in political will and engaging the private sector for advocacy and amendment to the citizenship act are ways to achieve to ensure full citizenship.

**Right to land** ownership is related to citizenship. Therefore amending the land reform act to mainstream the plantation land policy with national process is a necessary condition to guarantee land rights for citizens.

Another related issue is the **rights to State health service**. The GOSL should take over the estate hospitals and allocate resources to improve the infrastructure to guarantee health rights for the plantation workers like any other group of citizens of the country.

**Addressing the concerns of Youth and Women**

**Attracting the younger generation and women** is key to the future of the tea industry owing to an ageing worker population and high dependence of women-labour for production. The aspirations of the youths in the plantation whose education levels have risen considerably, should be taken in to account when re-structuring the industry. **job opportunities should be created for educated plantation youth** in the management positions rather than recruiting outsiders for management positions within the estate.

While improvements in conditions are acknowledged **further improvements of conditions** to attract youth are recommended. Recreational facilities, uniforms, mechanisation, improved tools, safety, as well as recognizing the dignity of work, respecting workers, ensuring housing and job security, sufficient pay/wages and guarantee of legal rights/documents to housing are conditions to attract the younger generation from the plantation areas.
Session 1: Introduction

This session focussed on welcoming the participants, providing background to the reason to host this workshop and the objectives of the event. It also set the stage for the deliberations through the keynote address that aimed to visualise the future of the tea industry in Sri Lanka. The agenda and participants list can be found at the end of this document.

The Tea Industry in Sri Lanka occupies an important place in the country’s economy. At present, the entire industry is facing change and new competition globally. Labour costs and productivity costs have risen, the market share has dropped and production has moved off the plantations to smallholdings. With all these changes in the industry, structural reforms are urgently needed to make the tea industry viable.

There are also changes in the plantation community – fewer youth are interested in working on the plantations and there is a 30% shortage of labour. The plantation sector is now looking at an ageing workforce. While health and nutrition levels on the plantations have improved these levels still lag behind those of the rest of the country.

Mr. Gregory Brady (Country Director CARE Sri Lanka) in his welcome address gave this brief overview of the changes facing the industry and stated that this multi stakeholder workshop was organised to create a platform to discuss these issues with the stakeholders and look for shared solutions to these challenges. The workshop would chiefly try to:

1. Envision the future of the tea industry and how it will impact the people who are dependent on it
2. Map the way forward to deal with these changes with input from multiple stakeholders.

Karin Fernando (Senior Professional, CEPA) facilitating the workshop emphasised that the aim was to have an interactive environment at the workshop. She said that differing viewpoints of the stakeholders and the raising of awareness of these viewpoints among all the stakeholders was essential to coming up with solutions that would benefit the entire industry. So the workshop was designed as open interactive sessions. At the start of the workshop, the expectations of the group as to what would be discussed at the workshop were summarised below:

1. Heating what different stakeholders have to say about the issues to be faced in the future
2. Finding new ways to the current system/model.
3. Discussing issues related to rightful payment of overtime, adequacy of wages and involvement of the estate labourers in the collective bargaining process.
4. Looking at issues of changes that may have an impact on the number of staff (cadres) on estate.
5. Looking for concrete resolutions and changes that can be implemented to overcome the challenges in the industry and the challenges facing workers
6. Looking for ways to create a platform for amicable labour resolution
7. Building a common understanding for future collaborations
8. Learning more about the government’s response to the changes and solutions proposed for the challenges in the tea industry.

The keynote address at the workshop was given by Mr. Dilhan Fernando, Marketing Director of Dilmah Tea. Mr Fernando in his address on the Future of the Tea Industry focussed mainly on where it is headed. He mentioned that there are two main perceptions, one, the perception of tea in the global market and secondly, what it means for Sri Lanka. In the global arena, tea is facing an increasingly competitive market for a less profitable industry against the backdrop of global economic depression. Looking specifically at tea – the mainstream market for tea is in decline, but the speciality tea market is increasing its market share. He drew examples from Canada and the UK – where young brands are entering the market, and the recent acquisition of Teavana by the Starbucks franchise. Also important is the global phenomenal increase in non-tea teas, such as herbal infusions, which place an emphasis on the health factor. Global consumers are also focussing in ethics and ethical consumption through their purchasing power.

In a Sri Lankan context, Mr Fernando stated that this brings us to a stage where it has never been a better time for Sri Lankan tea since the 1800s. One reason for this would be the consumer desire for wellness, health trends. When considering the fact that tea addresses every lifestyle disease – stress, diabetes, cholesterol etc – Sri Lanka is ideally placed to build on this desire for natural products as Sri Lankan tea is known to be hygienic, reliable in terms of food safety and adherence to traditional practices.

Secondly, the speciality tea consumer looks for diversity. New consumers are coming into the market from the coffee category. This consumer is used to paying higher prices for a more stylish delivery. The consumer is younger – 16 years and older – looks for healthy and new experiences. This is an ideal opportunity for Sri Lanka to present our diverse range of teas as the benchmark of unique teas. Sri Lanka should take the global market for water as an example. Water today, is more expensive than tea (by volume) – due to concerns of food safety. Water has become a larger category than tea, globally over the space of 10 years, building on the valuable proposition building on food safety, sustainability in relation to the environment.

The solution often advocated is to compete on price. Building a brand will take 5 years. The mainstream tea segment will account for less than 50% of the market in the next 10 years, while the market for speciality teas will grow. Sri Lanka needs to think whether this is an area to compete in.

It is important that any national policy must be framed within our social and economic parameters and within the reality of the Sri Lankan context. We have to accept that we are high cost producers but also realise that we can capitalise on our diversity, quality and wellness attributes. Fifty percent of the tea market will be driven by price, but we should not be driven to compete in that category, but align ourselves with the 20 – 30% of the speciality market.

It is also important that Sri Lanka forget its history of considering that the middle man is the customer and not the consumer. We must focus on the consumer to build a brand. If not, we will not have control of our destiny. We have wrongly focussed on our perceived customer, but we now need to align our business strategies to the realities of the industry.

Further the industry has to take into consideration the situation of the community in the industry. If we don’t build a brand – the industry can’t expect favours. There is money in tea but it is going in the wrong direction. The new solution should hinge on a new
partnership between all the stakeholders that recognises that it is only together that we can take next step. Only then will it bring the money into the right pockets.

Sri Lanka needs to find a way to achieve a fair price for its product. The industry needs to present a united alignment (front) to the consumer (outside of Sri Lanka). All stakeholders have to jointly present the brand – adhering to ethical, sustainable, wellness aspects, and the highest quality. If not, we will continue to perpetuate the colonial perspective.

**Session 2 – Perspectives of Change**

*This session encompassed two panels entitled "Perspectives of change" and "Challenges and opportunities for change“ that made up the main input sessions of the workshop. It provided insights of different aspects considered important for the future of the tea industry. The two panels were made up of different stakeholders and experts in the tea industry addressing issues of youth aspirations, women’s voice, labour management, role of the state and workers as citizens.*

**Mr Jim Delaney** *(Project Director, Plantation Communities Project, WUSC)* introduced two key stakeholders in the first panel who represented members from the plantation communities who brought in the perspective of the youth and women and their role in the industry.

Representing **Youth Aspirations in the Tea Industry, Ms. R Thatchayani**, a vocational training student provided the youth perspective on their view of the future, their requirements for jobs and wellbeing. She represented the views gathered from 36 young people who have completed a certified vocational training course. The issues she highlighted were:

- Changes in living standards – the young people need to continue to improve their incomes,
- The youth want diverse forms of work on or off the estate that is related their levels of education
- Would like better technology (in the workplace as well as in their homes) and health services
- Increased communal harmony - no difference between communities
- Living and housing rights – houses of their own
- Self respect – dignity of labour
- Wages – increases, annual increments
- Modernising work and technology – uniforms, modern bags not baskets, mechanisation of tea plucking
- Better communication – clear communication between management and workers, company annual reports in three languages, monthly discussions with key people

**Ms. L. Theivani** represented the **Women’s Voice in the Tea Industry** addressed what still needs to be taken into consideration, specifically in relation to representation in leadership/decision making, working in male dominated industry and on the impacts of work/life on health. She highlighted the:

- high level of poverty and alcoholism prevalent throughout the history of the plantation community
- the lack of savings and weak financial management in the community
• conflicting relationships with management, the lack of dialogue between workers and management for business development

Looking at the positive changes in the recent past she noted the:
• increase of women’s representation in social development
• increases in awareness on services available to them
• improved financial management
• improvement of business practices; trust and constructive dialogue between management and workers,

Looking at future expectations Ms Theivani hoped for:
• more opportunities for women specially in the management levels of the industry
• better livelihoods for families,
• more education opportunities,
• housing they can claim ownership to

Ms Thatchayani’s concluding remarks addressed the need for plantation communities to have better representation that reflects their true needs and aspirations. Ms. Theivani ended this session by stating that she hoped that these deliberations would bring about practical changes for them that will keep the tea industry viable while also benefitting the plantation community. She said her vision for her community is that they too can live in a village-like set up where they own land and houses.

In the next panel, speaking on Human Resources and Labour Management – Dr. Dan Seevaratnam (CEO Watawala Plantations) stated that the Tea Industry has functioned in one way for the past 150 years. But industry stakeholders are at the workshop today because they all want change.

The industry requires mechanisation to improve its productivity. There is a need to improve the educational capabilities of the workers and give them opportunities to go out. Their aspirations are to be better, and the industry has to accept that there will be outmigration and an ageing population.

Forty years ago, the tea industry was about labour management. But today, we have to improve labour relations and productivity. The ‘labourer’ is now referred to as a ‘worker’ or ‘associate’. An ‘associate’ – is someone who works on the company. Today, labour is invited to join as a colleague, have frequent dialogue and be a partner in progress.

If the industry is to retain the labour force it is imperative to improve the quality of life of the workers. There have been improvements, but they still do need housing – not line rooms. The industry has to find a mechanism to provide this. The government is giving land, but who will provide the construction materials? The workers can chip in, but is that enough? The government should have a policy and a multi stakeholder responsibility to address these issues.

A participatory self management style should be tried where the workers do what they know best – from the agricultural to processing activity. This maximizes the productivity in the final analysis if the workers are given the responsibility to manage with corresponding benefits, including sharing part of the profit/loss. The management will be involved in marketing and mechanisation.
It is important to empower the workers as workers are a great asset. Conflict will be there but it should be kept to a minimum and more time should be spent productively in working together. Only collaboration will help to improve the quality of life of our workers.

Question to Dr. Dan Seevaratnam – Is there no way of reducing cost of production? Can the use of retired labour, contract labour or outsourcing reduce costs?
Answer – Mechanisation can to bring down cost of production. An outgrower model which is working well – 5000 bushes are given to the worker, the worker grows plucks and supplies to the factory. He will work his own plot. Whether he will eventually own the plot is to be debated. This has been a win-win situation.

Mr Sunil Bastian speaking on ensuring the rights of the plantation community as citizens said that there has been a fundamental change when considering this community. Why were they called ‘Indian’ Tamils? Simply because the welfare needs of this section of the population were taken care of differently – by the estates. They are not included in the general plan of the country (Land Services Commission report etc.) This continued even after universal franchise. Under the Soulbury commission there were checks to ensure representation of all minorities. But this was undermined by the Citizenship Act that deprived this community of voting rights. This attitude created differences in the way they were treated and provided with welfare.

We have to look at them as citizens of the country, a bulk of whom work on the estates. Citizenship is not just legal, but includes social rights etc. as well. There is a need to reconceptualise.

In terms of policy debates issues to be addressed include:
• State responsiveness to their needs. Pradeshiya Sabhas have no way of responding to the needs of the people in the estates.
• Linking their debates with the general debates of the country.
• Regarding the cultural aspect of this population – their history should be incorporated into the general history of the nation.
• Sourcing resources to deal with plantation housing. Where will these resources come from, if not the State? We can no longer depend on grants from aid agencies.
• Most importantly, they need ‘complete’ citizenship not just legal citizenship.

Question to Mr. Sunil Bastian – When applying for government employment they ask if we are citizens by descent or registration? ID cards are written in S/T for Tamils. To register in the voter list they have to submit an affidavit.
Answer – The citizenship issues have been addressed far too legally. There has to be a shift on how it is addressed. We need to deal with issues in a more general wider aspect.

Dealing with the Role of the State to support the industry and worker welfare, Mr Raja Premadasa (Project Director, Plantations Development Project) said he was not a representative for the government but a just a single entity organisation within the government. The government has transformed the plantations into engines for growth and promoted One quarter of foreign exchange comes from plantation sector. There are 12,000 workers in the organised sector and 400,000 in the smallholdings. All schools in estates have been taken over by the government along with some hospitals. So it is clear that the government has not ignored the plantation sector.
private and state sector cooperation, as well as promoting downstream profitability to improve the viability of the plantations.

Estates have voluntary “out-employment” where workers have go for employment elsewhere. This is true even for the agricultural sector. The tea industry has to provide an environment to attract workers.

Talking about the present status in the tea industry Mr Premadasa said that there are a mix of problems. Some of the RPC's are facing problems because of the costs of production. But at present sales are also higher than average, so there is profitability. However there are issues of low land productivity and labour productivity.

We need to formulate medium and long term policies which will create a long term path for productivity. The replanting subsidy has been increased. Loans for crops with low interest and long term payment have been provided for by the government.

Release of land for estate housing is now at a standstill. This is now based on availability of the funds for construction. Land will be released to workers who are only able to construct houses.

We have to develop a human resource plan for the plantations which will create a labour force with enhanced skills and capabilities that will help in facing the challenges.

| Question– when they introduced land for housing. Was land given to workers in small holdings? |
| Answer – No lands given to workers of smallholdings. There is a good system to identify beneficiaries and it is given on that criteria. |

| Question – Who are outsiders? what about retirees? Who is eligible? |
| Answer – There is a selection criteria. Construction happens through loans. But retirees are not able to pay back loans, so they may not be considered. This is an important issue which should be brought up at the PSDD. |

| Comment by Mr. Sunil Bastian – There needs to be a policy making shift to deal with this. Should this be addressed by the plantation ministry or the national housing authority? |
Session 4 – Generating recommendations for the way forward

The participants were then given a set of challenges and opportunities drawn from the sessions and asked to choose the most important issues and to deliberate how these issues can be addressed. The groups were appointed leaders and people were allowed to go to any group of their choice. However some changes were made in order to ensure that the groups has a mixed representation. The group discussions were presented to the plenary for comments and further discussions.

Group 1 - Industry challenges – alternative models and conditions needed

Group work task was to: Look at the alternatives suggested to overcome challenges or to maximise on opportunities – first what are the most feasible (3 -4) and then for each discuss what conditions are needed to put these mechanisms in place and by whom

Issues:
- Branding Ceylon tea /capitalise on being a high cost but good quality product
- Capitalising on wellness, diversity of product and quality
- Mainstream tea vs speciality markets – one or both?
- Improve the marketing/branding of the product with the customer directly
- Sustainable/ethical tea as a way to capitalise on the market
- Getting a fair price for tea
- Building partnerships to capitalise on the market

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<thead>
<tr>
<th>Issue</th>
<th>Conditions needed to solve issue</th>
<th>Who should take action</th>
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<tbody>
<tr>
<td>Brand Ceylon Tea</td>
<td>Maintain strict standards – according to elevations, regions and districts. Only a stipulated quantity should be marketed for speciality market.</td>
<td>Tea Board</td>
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<tr>
<td>Mainstream vs. speciality</td>
<td>Clear differentiation is needed. Mechansisation /Higher productivity to cater to quantity produced for the mainstream market</td>
<td>Producer</td>
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<tr>
<td>Sustainable Ethical Tea – a way to capitalise on the market</td>
<td>Right investment which pays back for sustainability Captive Market Pull Strategy</td>
<td>Producer State</td>
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<tr>
<td>Getting a Fair Price for Tea</td>
<td>Demand- supply will regulate quantities so that we can command a premium. Differentiation</td>
<td>Producer Exporter State</td>
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Comments:
- Looking at the example of Kenya over the last 5 years has been an eye-opener that we should focus on only what we can do and increase quality and command premium price. The government is focussing on that aspect, but at a ground level we are not walking the talk. We are still marketing good teas as well as bad teas.

Answer : But Kenya is a young market. eg: Russia – was happy with SL tea earlier, but when their buying power increased they started going for tea bags and buying Kenyan teas.
- Looking at ethically produced teas and the higher cost of production: Look at the market for coffee. In the West, there has been a difference, the highest paid coffees are fair trade/ethically produced coffees. So that may be possible for ethically produced teas as well.
- Sri Lanka is still looking at getting certification for the production of ethically produced teas as a social issue. We need to consider it an essential factor in our marketing strategy.
- Sri Lanka should be proud of having the highest paid workers in the world. Why are we not using this factor in our marketing?
  Answer - Yes, Sri Lankan has the highest paid workers in the world market, but we have to remember that labour costs are only part of the high cost of production. We still have to bring the cost of production down.

**Group 2 - Human Resources and Labour Management**

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<tr>
<th>Issues</th>
<th>Benefits</th>
<th>Conditions needed to solve issue</th>
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<tbody>
<tr>
<td>Improving skills and competencies to maximise production</td>
<td>Improved earnings, quality productivity (land and labour), job security, career enhancement for staff, reduced disputes between worker and management or worker</td>
<td>More investment in human resources – financial resources, eg: more training.</td>
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<td>Partners in progress putting in place more participatory mechanisms</td>
<td>More ownership, More commitment, More responsibility, More recognition, Reduced potential for conflicts</td>
<td>Third party facilitation (eg: by government?) and with clear ground rules, Make workers shareholders, Introduce an outgrower model</td>
</tr>
<tr>
<td>Handling outmigration and ageing population</td>
<td>Maintain a sufficient workforce, Use of experience of the ageing population for training and capacity building, Improved industry earning capacity</td>
<td>Create better work conditions eg: clothes, mechanisation etc., Recognition of experience, Designations, Improve housing conditions, Better care for elders, Modernisation and development of the estate</td>
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**Comments**
- The main point here is they have identified that people are moving out due to social issues.
- Dignity of labour has to be addressed. Respect for the labour is one major reason for outmigration.
- The issue of increments is another issue that needs to be addressed.
- Do we have information about the educational level of those who have remained back in the estates and can we then benchmark staff requirements?
- There has to be skill development for workers.
- Highlight new things that haven’t been tried out in the sector before.

### Group 3 - The Role of the State

Group work task was to: use the plans shared as state interventions and pick 3 - 4 most important issues and then talk about what change this service can lead to and what is needed to make the change

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<thead>
<tr>
<th>Issues</th>
<th>Expected change</th>
<th>Conditions needed to create a change</th>
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| Provision of Land | Right to own land and be able to sell it and use as collateral | Consensus between the State and RPCs on land distribution and ownership  
Greater understanding of the successes and failures of land alienation – residential land, agricultural land.  
Formulate and implement a land policy that includes the rights of plantation communities  
Pilot test a model for land ownership (a multi stakeholder engagement), document and replicate |
| - No/unclear policy on land distribution and ownership  
- No land ownership (legal entitlement)  
- Inability to purchase their own land – finances  
- No access to govt land permits  
- Discrimination and politicisation associated with land | | |
| Improved Administration Services | Access to and use of high quality administrative services | Tamil speaking officials appointed  
Remove Article 33  
Participatory local budgeting and adequate resource allocation  
Implement delimitation proposals  
Appoint educated plantation youth to administrative services |
Comments

- Regarding improved administration services: even if the GN can service the estates there are no resources for him to travel. Estates are not part of the administrative boundaries of the state.
- Access and use of high quality tamil language services - appoint educated tamil youth to service the estate administrative services
  – Regarding land – would other industries also ask for land? Additionally, would the villagers around want land if the estates are given land?
  Answer : The issue here is that they have been denied land, other industries have not been denied land. But these issues will still come up.

Group 4 - Moving from Workers to Citizens

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<tr>
<th>Issues</th>
<th>Expected change</th>
<th>Requirements to make the transition</th>
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<tbody>
<tr>
<td>Different type of citizenships</td>
<td>Eliminate different citizenships (full citizenship)</td>
<td>Advocate to policy makers</td>
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<td>Bring in political will</td>
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<td>Engaging the private sector for advocacy</td>
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<td>Amendment to the citizenship act</td>
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<td>Landlessness of plantation communities</td>
<td>Right to land ownership</td>
<td>Amending land reform act</td>
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<td></td>
<td>Land ownership</td>
<td>Mainstreaming the plantation land policy with national process</td>
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<td>Political will and advocacy</td>
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<td>Rights to State health service</td>
<td>Plantation communities access to state health services</td>
<td>GOSL to take over all the estate hospitals</td>
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<td>Allocate resources to improve HR infrastructure</td>
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<td>Advocate policy makers</td>
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<td>Provincial council resolutions</td>
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Comments

- Regarding the Right to Health – Should be given access to the national health services so that they have access to quality health services. Some hospitals have been taken over by the government health service. There is sometimes conflict between the government and estate health authorities. Provincial councils should be empowered to be involved in the health policy to provide comprehensive health services in the estates.
- Regarding the landlessness of the plantation communities – Need to amend the Land Reform Act. The estates are also leased for a certain period.
- Regarding citizenship - discrimination exists in the system – needs a fundamental change. There should be amendment to the Citizenship Act. Certain issues become industrial issues because of the citizenship issues.
Group 5 - Addressing Concerns of Youth and Women

Group work task was to: pick 3-4 main issues that need further improvements to allow women and youth to attain their aspirations and talk about how these changes can happen, what is needed to achieve it.

- Creating more opportunities for women in the business.
- Making the tea industry attractive to unemployed youth from everywhere.
- Matching aspirations of youth – better educated youth and expectations of jobs
- Increase alternative opportunities for income generation
- Improving access to land
- Looking for alternative ways of funding welfare programmes
- Addressing issues of small holder worker welfare
- Putting in similar conditions as other industries

<table>
<thead>
<tr>
<th>Issues for further improvement</th>
<th>Conditions needed</th>
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| Making the tea industry attractive | - Provide recreational facilities to attract youth  
- Extend a proper invitation to attract youth eg: youth group  
- Provide uniforms  
- Mechanisation of work, introduce new tools  
- Increase dignity of work – provide recognition and respect to the workers  
- Improve safety at the workplace  
- Ensuring housing and job security  
- Sufficient pay/wages  
- Legal rights/documents to housing |
| Increase alternative opportunities for income generation | - Improve the savings habit among workers  
- Improving access to seed capital  
- Improve access to training and exposure on enterprises development – new sectors  
- Opportunities to learn new skills eg: beauty culture  
- New ideas to business – weaving, sewing, grinding mills, take away food for breakfast |
| Matching aspirations of youth | - Increase job opportunities for educated young girls in the management positions. Outsiders take management positions within the estate |
| Alternative ways of funding for welfare programmes | - Approaching the external organisation to support the local CBOs.  
- Contributions from workers salaries to fund welfare programmes. |

Session 5: Wrap up and Vote of thanks

This event was concluded with three organisations that hosted this meeting – CARE, WUSC and ETP – expressing their commitment to work with different stakeholders to further discuss these ideas. The event brought together wide participation – with representatives from plantation communities to traders who have put a lot of issues on the table. This is a first step in gathering ideas that can lead to shaping the future of the tea industry. This partnership will continue to gather further interest and momentum for this issue. **Mr Dushy Perera, Regional Manager from ETP** formally thanked the participants, the advisory committee (see end of document) who assisted the team to identify the issues to be addressed at this event and facilitators and closed the event.
AGENDA

8.30 – 9.00  Registration

9.00 – 9.30  Session 1: Introduction
  • Welcome and objectives – by CARE
  • Introduction to the workshop format – CEPA

9.30 – 10.45  The future of the tea industry
  • Introduction to the session and speaker – CEPA
  • Key note address - Mr Dilhan Fernando – Marketing Director, Dilmah Tea
  • Open Discussion

10.45 – 11.15  Tea

11.15 – 12.15  Session 2: Perspectives of change
  • Introduction to the session – Mr Jim Delaney – Project Director - WUSC
  • Youth Aspirations – Ms. R. Thatchayani
  • Women’s voice – Ms. L. Theivanai

12.15 – 1.15  Session 3: Challenges and opportunities for change
  • Human resource and labour management – Dr Dan Seeveratnam, CEO Watawala Plantations
  • State role: to support the industry and worker welfare – Mr Raja Premadasa, Director –Planning Unit, Ministry of Plantation industries
  • Ensuring rights of plantation community as citizens - Mr Sunil Bastian, Researcher, Political Economics

1.15 – 2.00  Lunch

2.00- 4.30  Session 4: Generating recommendations for the way forward
  • Group work
  • Presentations

4.45 – 5.00  Wrap up and Vote of thanks – Mr Dushy Perera - ETP

5.00 – 6.30  Refreshments and Networking

Organised by

[Logos of WUSC, Sri Lanka, Ethical Tea Partnership, CARE]
Participants
Advisory committee

At the early stages of developing this event, CARE brought together a group of experts in the tea industry and hosted two meetings that focussed on what yet remained to be done in the tea industry and what key issues should be addressed at this event. The contribution of these individuals is acknowledged.

1. Dr A.S Chandrabose
2. Mr P. Muthulingam
3. Mr Dushy
4. Mr Ananda Alahakoon
5. Dr S. Vijesandiran
6. Mr P. Vamadevan
7. Mr Sunil Bastian