



## Intervention Report Good Working Practices in Coir Mills



**MARCH 2009**

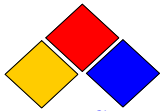
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## INFORMATION SHEET

**TITLE: Intervention Report Good Working Practices in Coir Mills**



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## ABBREVIATION

<b>BDS</b>	-	Business Development Services
<b>EDB</b>	-	Export Development Board
<b>EG</b>	-	Enter growth Project office
<b>GWP</b>	-	Good Working Practices
<b>IDB</b>	-	Industrial Development Board
<b>ILO</b>	-	International labour organisation
<b>ISB</b>	-	Industrial Service Bureau
<b>ITI</b>	-	Industrial Technology Institute

## **1. Background - A Brief overview of Enter-Growth and the coir value chain in NW and NC province**

The Enterprise for Pro-poor Growth (Enter-Growth) project of the International Labour Organization (ILO) supports poverty reduction and the generation of quality employment for women and men through an integrated micro and small enterprise development project. This project targets four districts with a high incidence of poverty, namely, Kurunegala, Polonnaruwa, Anuradhapura and Puttalam. It also addresses issues at the national level that will enhance impact in the provinces, and transfers lessons learnt in the districts to the national policy level as well as other parts of the country.

Enter-Growth has supported the conduct of a value chain development program in the coir sector. Under this program, Enter-Growth together with the Industrial Development Board (IDB) and the Industrial Service Bureau (ISB) in Kurunegala conducted a value chain analysis in the coir sector. Further, proposals for interventions were drawn up and a Steering Committee was constituted to facilitate implementation.

The present report reviews the results of one of the interventions that came out of this exercise, the development of Good Working Practices (GWP) for coir mills.

In preparing the current intervention report on GWP, eleven (11) fibre mills in the Kurunegala and Puttalam districts were visited and the owners as well as the workers were interviewed to examine how well they have adopted GWP. This study also ascertained the reasons for some millers not to adopt GWP. Further, views of other stakeholders such as Business Development Services, large buyers of fibre and fibre miller were also solicited.

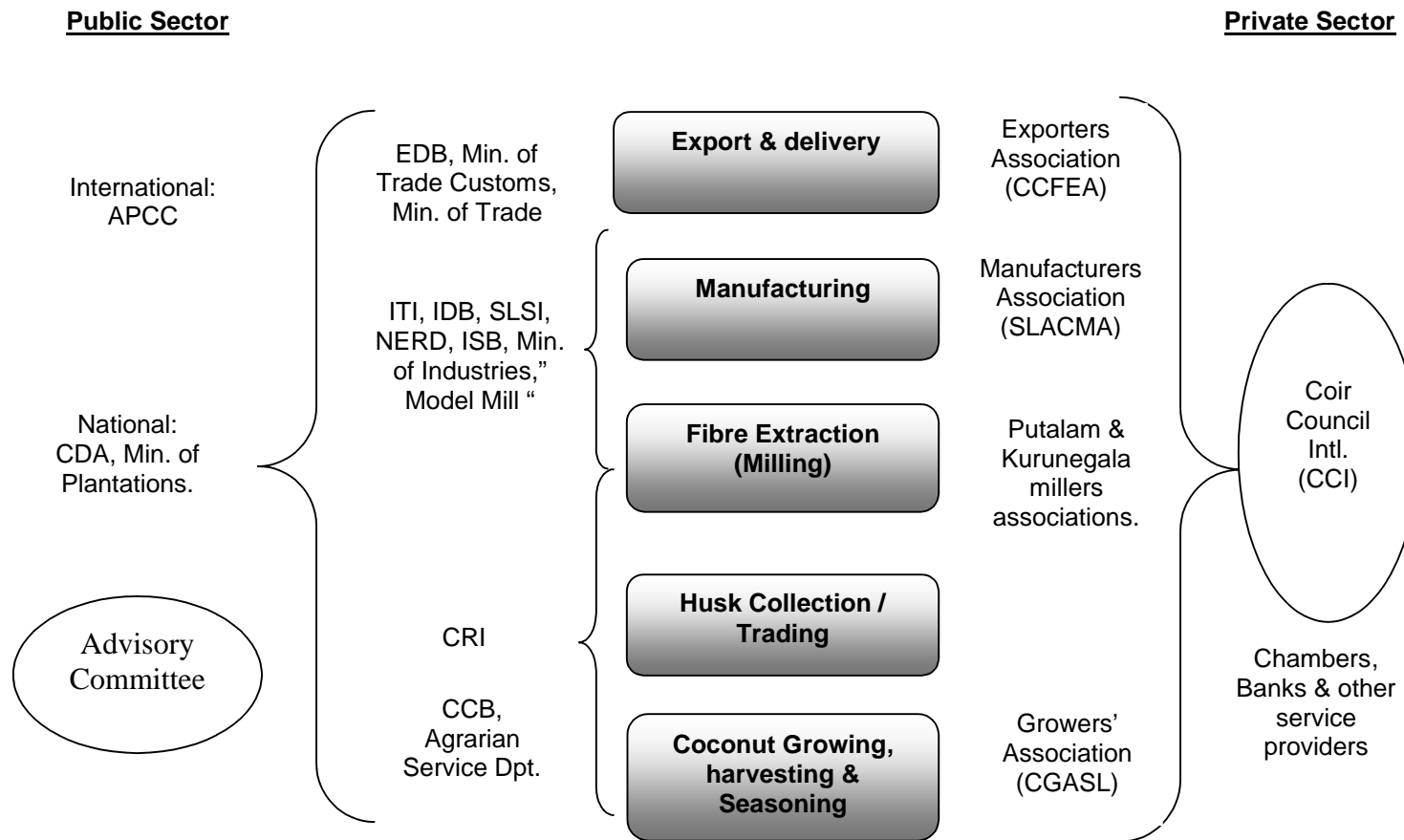
## **2. Value Chain Analysis**

Sri Lanka is the largest coir fibre exporter to the world. Most of the products exported are in raw material form with very little value addition. However, India which is also one of the leading coir fibre producers, exports more value added products than Sri Lanka.

The most common fibre products which are used as raw material are mattress, bristle, and mixed & omat fibre. Among the value added coir products exported from Sri Lanka, the most common are twisted fibre, coir twine, Brushes and Mats.

Traditionally countries in the European region have been the major buyers of Sri Lanka's coir fiber. However the growth in China's industrial and manufacturing sector has created additional market opportunities for Sri Lankan coir exporters. Use of Sri Lankan coir fiber for high-end car seats for German automotive manufacturers has created resurgence in demand for twisted fiber. Further Sri Lanka coir industrialists in recent times have taken opportunities to meet the enhanced demand created for coir-based erosion control products such as geo textiles and high-end twine used in horticulture in North America and Japan. Since the early 1990's, export of coir pith from Sri Lanka also experienced rapid growth as a peat substitute in horticulture. The coir industry is growing at about 6% per annum.

### Coir Value chain and supporting functions



Developing the coir sector in North Western Province, published by IDB and ILO,

Despite these opportunities the value chain analysis shows that the Sri Lankan coir industry is facing some serious challenges in ensuring long term sustainability. These challenges have been identified as

- a) New competitors entering the market. Countries such as Philippines, Indonesia, and Thailand are increasing their exports to the world market. To meet the competition, Sri Lankan producers need to maintain high quality standards.
- b) Stagnating supply of coconut husks
- c) Falling contribution to employment and income

Of the above, the falling contribution to employment and income partly results from the industry's inability to attract new workers especially youth to work in the mills. This difficulty coupled with low profitability, has resulted in several coir mills closing down in the region.

Some of the main reasons for not being able to attract especially youth to join the coir industry are:

- Poor image – Working in a mill is not considered as a good job
- Coir mills are considered as an industry associated with a dusty working environment
- Many consider working in coir mills, especially operating drums, as hazardous and dangerous which can cause accidents and injuries to workers

### **3. The problem that the Good Working Practices document was intended to address –**

One of the major challenges the coir fibre industry faces is attracting people to work in coir mills. Factors such as unsatisfactory working practices, poor image and the hazardous nature of the industry, have created difficulties for it to attract new workers especially youth to work in coir fibre mills. Comparatively, sectors such as garments manufacturing and services, which provide better working conditions and project a good image are considered more socially acceptable. Hence there is a greater tendency among the young workers to join such industries instead of fibre mills. This has seriously threatened the long term sustainability of the coir industry. The coir sector also employs more female employees than men.

Therefore improving working conditions by addressing these issues has become one of the major challenges for the coir industry. In addition, there is the human cost of injuries and disease caused by a bad working environment. Improving the work environment can also contribute to higher productivity and quality. Furthermore, it was found that there is child labour as well as a form of bonded labour (due to long-term indebtedness) in the mills. Accordingly, developing and introducing Good Working Practices (GWP) were identified as a means of addressing these issues to improve the image, productivity and safety of the coir fibre mills that will help attract new workers..

#### **4. Enter-Growth and its stakeholders' plan to address this problem**

Given that the proposal to develop GWP was prioritized by the stakeholders, it was Enter-Growth's intention that its implementation would be funded and implemented by the stakeholders themselves, including the large buyers. It is believed that especially large buyers would have a good incentive to do so, since supply of coir fibre has been decreasing and it would be good for their corporate image to have less deplorable working conditions in their supply chain. It also felt that having the stakeholders' support for development of GWP would enhance ownership and therefore increase the chances they would be used.

The plan was also to have the private sector play the main role in introducing GWP as an embedded service. Supply chain managers and purchasing agents would be in the best position to train and support the mill owners in introducing GWP. Buyers promoting GWP would also be a good incentive for the mill owners to adopt them.

However, the involvement of public sector BDS providers was also foreseen.

The intention was that the first step would be an in-depth research on working practices in the mills, and good practices that are already in use, followed by the development of a GWP document. Next, staff of BDS providers and buyers would be trained, who would then pass on GWP to the millers.

#### **5. What actually happened**

In the course of several meetings of the Steering Committee that had been established by stakeholders to facilitate implementation of the proposals that came out of the value chain exercise, it became evident that no one was willing to fund the development of GWP. Several BDS providers did, however, indicate that they would use GWP to train millers and had applied for funds. Enter-Growth explored several options for co-funding with other projects and agencies (Oxfam, GTZ, both working in coir elsewhere) to ensure greater outreach. However, even after promising discussions initially, no firm commitments were made.

Enter-Growth then decided to fund the exercise itself. This seemed especially important since stakeholders were increasingly disappointed that the proposal was not moving forward. It hired a consultancy firm usually working for the private sector to do the research and develop GWP.

A team of consultants with wide experience in this field visited about 30 mills in the districts of Gampaha, Puttalam and Kurunegala. The team conducted extensive interviews with a wide cross section of millers and other stakeholders such as buyers, businesses development services and government institutions.

This was followed by a presentation to Enter-Growth and a decision to go ahead with GWP.

A meeting between Enter-Growth, the lead consultant, the ILO office, and several large buyers was organized and facilitated by the Employers Federation of Ceylon to make a final attempt to convince large companies it was in their interest to promote GWP in their supply chain. They understood the issues but felt it was the role of the Government to address them.

Development of GWP is based to a large extent on practices introduced by some of the millers. The research team has also held discussions with the officials of the Export Development Board and Industrial Technology Institute, who are spearheading the

establishment of a model mill at 'Dunkannawa'. The document identifies 100 practices that can be easily implemented at no or low cost, or at a moderate cost in three respective areas of image, safety and productivity. It also identifies priority areas and includes photographs of the good practices.

The Industrial Development Board (IDB) and the Export Development Board (EDB) supported the conduct of the training programs by helping EG to organize them while the Industrial Service Bureau (ISB) funded the introduction of GWP to millers. Enter-Growth, together with these organizations, developed a group of trainers who could provide the training to the millers on a continuous basis. 28 trainers were trained, sponsored by the Wayamba Provincial Council through ISB.

Using these trainers the service providers conducted a total of 6 training programmes for millers, starting November 2008. Three training programmes were conducted in Puttalam district during November and December 2008. Thereafter, three training programmes were conducted during December and January in Kurunegala district. In total, 107 millers were trained. The details of the training programmes conducted in the two districts are given below.

**Table 1 Training programmes conducted**

<b>Programme</b>	<b>No of millers trained</b>	<b>Location</b>
November	14	Puttalam
November	26	Puttalam
November	14	Puttalam
January	07	Kurunegala
January	23	Kurunegala
January	23	Kurunegala
<b>Total</b>	<b>107</b>	

In these training programmes GWP were introduced and the advantage of adopting these practices were explained. Thereafter the millers were asked to develop their own action plans. The Export Development Board (EDB) and Industrial Development Board (IDB) were instrumental in coordinating and getting the millers to participate.

## 6. First signs of impact

Eleven (11) mills in the Kurunegala and Puttalam districts whose owners have participated in the training programme were visited. A detailed description of GWP adopted by the mills is given in the Annex. The summary of the progress made with regard to the adoption of GWP and the impact created is given in the following table:-

**Table 2 Progress made on adoption of GWP**

Name of the Mill & Person met		Type of products manufactured	Background	Extent to which GWP are practiced	Impact
1	Randeniwala Das Agro Craft Dodan-gaslanda	Mixed fibre using D2 Machine Pith	Former cable engineer of Telecom started the business after retirement. About one year in operation	Most of the low – medium cost GWP have been adopted  (6 workers)	<ul style="list-style-type: none"> <li>• Better image has helped attract workers</li> <li>• Workers feel more safe</li> <li>• Workers feel that owners are interested in their welfare</li> <li>• Better productivity Improved quality</li> <li>• Workers take an interest</li> </ul>
2	Degasi Coir products	Mixed fibre Pith	Has been in the foliage business with the father. Has diversified and installed a de-fibreing machine in order to meet his requirements for pith for the foliage plant. Less than one year in operation	Most of the low cost GWP have been done  (5 workers)	
3	Isusru industries Biyawila, Mawathgama	Mixed fibre Twine Pith	Has returned from abroad and started the business, Some of the family members have been in the related businesses for some time	Only a limited no of GWP have been adopted. However he intends to introduce more GWP in the future  (7 workers)	
4	L.P Wickere-masinghe, New Lanka Fibre mills Kuliyapitiya	Bristle fibre	Have got the mill from his uncle where he has been working as the manager for over 10 years	None of the GWP have been adopted  (workers)	Workers do not show much interest especially in wearing uniforms, masks and eye guards.
5	Hmar heart Dharshana Fibre mills Hettipola	Bristle Fibre	Own mill - Operating for over 40 Yers	Some of the safety features such as emergency switches have been installed even before the	The mill is not clean. Fibre dust all over

Name of the Mill & Person met		Type of products manufactured	Background	Extent to which GWP are practiced	Impact
				training was received. However not interested in adopting any of the GWP (12 workers)	the place
6	Vasnatha Gunawardene	Value added products Twisted fiber Export to China and also supplies to exporters	Handed over by the father who was a fibre miller about 3 years ago	Most of the low cost – medium cost GWP have been adopted  (27 workers)	Very clean environment. Image is being changed from a mill to a factory This helps attract workers
7	W.V. D Jeevana - Matesha Coir producers	Mixed fibre	Started by the present owner Also engaged in Copra business	Most of the low cost – medium cost GWP have been adopted  (14 workers)	Has been able to reduce injuries
8	G P Fernando Navadath-kulama Puttlam	Mixed fibre	Has been in the industry but acquired the mill about 3 years ago as he did not get a good price for his husks	Most of the low cost medium cost GWP adopted Also clear pathways to access his mill, stores etc developed  (6 workers)	Workers highly motivated, improvements of quality, reduce absenteeism
9	P.A Croos Priyamkara Fibre Mill	Mixed fibre Pith Bristle fibre	Took over from the father	Most of the low cost medium cost GWP adopted.  Also had a notice board giving daily production details  (6 workers)	Also attempt to change the image from mill to factory
10	S.D Gnanasiri  Golden coir products Madampe	Major product Twine 5 Machines Peat bales Mixed Fibre Coir pith	Started the mill on his own. Did not have any previous experience in the industry,. But he has worked in factories in the capacity of supervisor/ executive	To a very high extent Most of the low cost – medium cost GWP have been adopted  A display board which enables the workers to clearly identify poor quality products  (12 workers)	Improve productivity, willingness of workers High worker motivation Image of a factory

<b>Name of the Mill &amp; Person met</b>		<b>Type of products manufactured</b>	<b>Background</b>	<b>Extent to which GWP are practiced</b>	<b>Impact</b>
11	Damitha Weerkakko dy	Bristle fibre Mixed fibre coir pith	Inherited from the father about 7 years ago	Only a few GWP have been adopted. However some of the practice suggest under GWP has already been adopted before the training commenced  (12 workers)	Not much enthusiasm among workers to adopt GWP.

**6.1. Examples of GWPs adopted**

**Figure 1 Sign Boards**



**Figure 2 Electrical Distribution System**



**Figure 3**      **Face Mask**



**Figure 4**      **Wearing masks and uniforms**



**Figure 5** Office space



**Figure 6** Display of Quality Standards



Of those visited, it was noted that the manufactures of mixed fibre have shown a very high level of enthusiasm and interest in adopting the GWP. Most of the millers who are interested in adopting GWP are those with better education and exposure. Further, most of those who have ventured into this industry recently have shown a greater willingness to adopt these practices. Comparatively, the more traditional types of owners who have been in business for a long period of time (sometimes over a generation) do not show much keenness in adopting GWP

All of those who have adopted GWP have admitted that the training on GWP had a great impact which influenced and motivated them to implement these practices.

The training programmes have highlighted the necessity to improve the image, safety and the productivity through adoption of GWP. These have helped reduce absenteeism, motivate the work force and engage them in more participatory style of management

The workers themselves have understood the need to improve safety and productivity and are doing work more willingly.

After attending the training programmes some of the millers felt that unless they adopt these practices the mills will not be able to attract young people. They also felt that by practicing GWP they could change their image and therefore attract more workers to join them. They share the view that these changes could ensure long term sustainability of the coir industry.

After receiving the training, the millers who have adopted GWP, said that they have a responsibility and an obligation to improve the workers' conditions. Some felt that it will help solve workers' problems, reduce injuries and therefore encourage new workers to join this sector.

The most common reasons for adopting GWP can be identified as follows

- (i) Productivity and quality improvement through
  - Improve attendance
  - Employee self satisfaction
  - Employers realise the benefits of providing better working conditions to employees
  - Fewer rejections leading to higher percentage of better quality products
  - Ability to achieve better quality product with less supervision and with more commitment from employees
  - Improved employee motivation
- (ii) Improved relationships with employees
  - Employees feel that they have a sense of belonging towards the organization as they feel they are looked after and cared for by the owners.
- (iii) Improved image
  - The image of a mill can be projected more as a factory instead of a "mill", thus shedding the image of low level workers performing unskilled work. The good image can help compete with other manufacturing sectors in recruiting new workers.
- (iv) Social responsibility

Millers have the satisfaction that they are contributing to the welfare and improved quality of life of the workers of the coir sector

- (v) Competitive effectively as a result of\
- Cost reduction through improved productivity
- Improved quality
- Meeting delivery schedules through less absenteeism among the workers

An interview with a Miller's Association showed that although they agree with the findings of the value chain analysis they do not consider developing GWP a priority area. Despite adopting this attitude some members have participated in the training programmes.

As a large buyer, Hayleys stated that they consider GWP an important area that could help improve the industry, and that they have supported the development of GWP. The company also stated that they have also provided assistance to some millers to improve productivity.

## **7. Conclusions, and lessons learnt**

The Conclusion, and lessons learnt from this study are listed below

- i. Those who have implemented GWP have realised the benefits as stated above
- ii. Adopting GWP has definitely improved the image, safety, and productivity of the mills. This was agreed by both the mill owners and the workers as well.
- iii. There is consensus among all the millers who have implemented GWP that adoption of most GWP does not require any major investment
- iv. All those who have adopted GWP stated that they became interested in adopting these changes after they attended the training programme. Most stated that if not for the training they would not have got an opportunity to learn about these simple but effective practices to improve the image, safety and productivity.
- v. The millers who are better educated and more entrepreneurial are more willing to adopt GWP. Also those with better exposure especially to foreign buyers/suppliers show greater interest in effecting these changes.
- vi. Of those interviewed a major portion of those who have implemented GWP are comparatively young.
- vii. Almost all GWP have been adopted by those using de-fibering machines and manufacturing value added products such as twine, twisted fibre etc. Those who have implemented GWP state that with patience and insistence the workers' attitudes could be changed.
- viii. Traditional millers using the drums (manufacturers of Bristle fibre) do not show much enthusiasm in adopting GWP. Most of them share a common view that GWP are not a priority. Even those who have partly implemented the GWP are those who also have de-fibering machines. The main reason for this is the dwindling population of drum machine operators which requires specialised skill. These operators are very traditional and are not interested in adopting GWP. Hence there is not much incentive for these mill owners to adopt GWP as a means of attracting workers unlike in the case of millers using the de-fibering

machines since the operation of these machines do not require much specialised skills.

- ix. Although some of the traditional millers have participated in the training conducted by BDS providers, they do not show much keenness in adopting GWP as they do not consider implementing GWP a priority.
- x. Although it was intended to have the private sector as supply chain managers and purchasing agents, playing a main role in training and supporting the mill owners in introducing the GWP as an embedded service, this has not materialized. This is due to the demand far exceeding the supply of fibre especially bristle fibre. As a result the incentive for millers to adopt these practices is less. According to the buyers, the mere insistence of the adoption of such practices by a buyer can prompt the miller to switch to buyers who are less demanding.
- xi. The Business Development Service (BDS) providers perform a more prominent role in encouraging millers to introduce GWP, partly taking over the buyers role
- xii. The common reasons cited for not adopting GWP are
  - The workers are too traditional and do not want to change
  - Workers are not keen to adopt changes such as wearing masks, eye guards and uniforms as they feel that it interferes with carrying out their normal production activities and therefore act as an obstacle
  - Since the profitability of the industry is low, especially in the manufacturing of Bristle fibre where cost of switching workers from one to another mill is high, the millers do not consider adoption of GWPs as a priority.

## **8. Recommendation**

### **8.1. Conduct of training programmes**

- EG & BDS needs to continue conduct of training programmes despite the obstacles
- As indicated by Hayleys Ltd, the conduct of training may need to be modified to make it more attractive and acceptable to the millers. They cite the example of programmes conducted by the Industrial Technology Institute (ITI) where the conduct of training programmes is of a very high standard. Conduct of such training programmes however requires highly experienced and professional trainers. Hayleys was of the view that if EG could collaborate with ITI in conducting programmes, these could be highly effective. ITI is already engaged in conducting various research and educational programmes for fibre millers and is interested in conducting programmes related to adoption of GWP

### **8.2. Buyers to encourage the introduction of GWP,**

Although anticipated, this intervention has not happened as expected due to reasons given under 7 (X). Buyers will be interested in encouraging millers to adopt GWP if such an intervention could increase the supply of Fibre products.

Further, the buyers are willing to assist individual millers provided the millers give an assurance of continuous supply of fibre for the respective buyer. For example, Hayleys Ltd stated that they have given part financial assistance for a miller to install machines to improve productivity. However the miller, upon receiving this benefit did not continue to supply Hayleys Ltd, but supplied another buyer.

Although the buyers can mitigate this risk to some extent by entering into forward contracts with the millers, difficulties in enforcing such agreements make them ineffectual.

However the buyers believe that by educating the millers and developing a few leaders who have brought about changes to the industry, others could be influenced to follow suit and adopt GWP.

Despite limited success, buyers should be encouraged to influence the millers to adopt GWP. Large Buyers could adopt such programmes under community projects or Corporate Social Responsibility (CSR) functions

### **8.3. Concessionary funding**

A programme to provide concessionary funding for investments in machinery modification could be tied to adoption of GWP. The millers feel that although a Cess is charged from the exporters, these Cess funds are not channelled back to the development of the industry. Hence there is an opportunity to use these funds to develop the industry through grant of concessionary funding for loans

### **8.4. Encourage millers to move into more value added products**

Discussions with millers revealed that there is a general interest among the millers to introduce more value added products. However the millers felt that support services especially with regard to product and technical knowledge are inadequate. An institution or a resource centre that could identify value added products and provide technical support can help the millers to introduce value added products. As value added products could improve profitability, it can act as

an incentive for millers to adopt such changes, especially if provision of such service are made preconditional upon adoption of GWP

#### **8.5. Introduction of an award scheme**

An award scheme for implementing the highest number of GWP linked with appropriate financial assistance may provide an incentive for millers to adopt GWP. Under such a scheme, those millers who have adopted the GWP could be given an opportunity to visit a neighbouring country for a study tour. For example, this will enable the millers to observe how the retting pits in India operate. Institutions such as EDB or Departments of Small Industries under the ministry of rural development could be considered for providing part funding provided that this is undertaken one of their own projects.

#### **8.6. Modification of the drum machine**

In order to attract workers, drum machines may need to be modified so that it will be less dangerous and hazardous to operate. This is in progress under another proposal that resulted from the value chain exercise.

## 9. Annexure - Detailed Survey results

### 9.1. Mr Randeniwala, Dasa Agro Craft, Pepolwatta, Anadapola, Dodangaslanda

#### Background information of the Company/Business

No of years in operation	
History of business	Started the business about a year ago. By Mr Randeniwala who is a Former cable Engineer of SL Telecom ltd, Started the business after retirement. He was encouraged by his Brother in law who owns fibre mills to start the business
Contribution made by this business to the overall income of the proprietor/owner	
Level of Education of the CEO/Owner	
Approx age	
No of employees	6
Type of products manufactured	Production of Mixed Fibre using a D2 machine
Turnover per month	
Profits	
Approximate investment & Total assets	

#### GWPs adopted

<ul style="list-style-type: none"><li>• Name board, gates, and perimeter fence.</li><li>• Premises cleaned</li><li>• Store rooms, Sheds housing machines well constructed and identified</li><li>• Rest rooms &amp; Toilets</li><li>• Separate office room</li><li>• Uniforms, Masks, Eye guards, First Aid Box</li><li>• Implements to draw fiber dust etc</li><li>• Maintenance of Employee records , stock statements , basic books of accounts</li><li>• Switch board and other electrical wiring well installed</li><li>• Installation of switches with emergency buttons near the machine</li><li>• Protective guards around machines to reduce accidents and injuries to workers</li></ul>
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**How have they benefitted by adopting GWPs**

<b>Benefit</b>		<b>Remarks</b>
Increased Buyers, Sales	Moderate	
Quality Improvements	High	Display boards help employees to maintain quality with minimum supervisions.
Profits	Moderate	
Reduction of accidents /injuries		As this was started only about a year ago , there has not been any accidents or injuries Too early to observe the results
General Improvements in productivity	High	High motivation among employees
Improvement in Attendance (Reduction in Absenteeism)	High	Display of time table helps maintain good attendance and timings
Employee motivation	High	Employees work more responsibly. Less supervision is required
Change of attitude of employees toward the company /work	High	Workers has a sense of belonging t the organization, feels that owner is more responsible
Ability to attract new workers	High	Due to flexibility, a former female employee who has been working at a garment factory for 6 years has opted to work in this mill. The new image has also helped.

**If any or majority of GWPs not adopted reason for it (especially High priority/ Low cost GWP)**

Not applicable

**Future plans**

Intends to diversify for more value added products such as coir twine

**Any obstacles for Future developments and plans**

None at presents

**Reasons for introducing BWP**

Influenced after the training received form EG. Also having worked as an engineer wanted to improve the standards of the workers and give them a better image. Therefore training helped him to achieve this.

## 9.2. Nishantha Heart, Degasi Coir Products

### Back ground information of the company

No of years in operation	
History of business	Family business foliage farm of 4 acre, supplying foliage to Flora Foliage and exporter of foliage. Diversified into fibre mill in order to meet the coir pith requirements of the foliage plants. Did not have any previous experience in the coir business
Contribution made by this business to the overall income of the proprietor/owner	50%
Level of Education of the CEO/Owner	GCE (AL) and a management diploma at the open university
Approx age	
No of employees	5
Type of products manufactured	Mixed fibre, coir pith
Turnover per month	
Profits	
Approximate investment & Total assets	Approx Rs 750,000

### GWPs adopted

<ul style="list-style-type: none"><li>• Name board, gates, and perimeter fence.</li><li>• Premises well landscaped.</li><li>• Store rooms, Sheds housing machines well constructed and identified</li><li>• Rules and regulations and instruction clearly displayed (No smoking, no visitors etc)</li><li>• Rest rooms, changing facilities &amp; toilets</li><li>• Separate office room</li><li>• Basic 5 S</li><li>• A display board which enables the workers to clearly identify poor quality products</li><li>• Masks, Eye guards, Uniforms,</li><li>• Implements to draw fibre dust etc</li><li>• Maintenance of Employee records , stock statements , basic books of accounts</li><li>• Switch board and other electrical wiring well installed</li><li>• Installation of switches emergency buttons near the machine</li><li>• Protective guards around machines to reduce accidents and injuries to workers</li></ul>
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**How have they benefitted by adopting GWPs**

Practice		Remarks
Increased Buyers, Sales	High	Also influenced by the Foliage buyer who has encouraged the owner to adopt good practices
Quality Improvements	High	
Profits	Moderate	
Reduction of accidents /injuries	High	
General Improvements in productivity	High	
Improvement in Attendance (Reduction in Absenteeism)	High	
Employee motivation	High	
Change of attitude of employees toward the company /work	High	
Ability to attract new workers	High	

**If any or majority of GWPs not adopted reason for it (especially High priority/ Low cost GWP)**

Not applicable

**Future plans**

Hope to invest in Twine machines

**Any obstacles for Future developments and plans**

Unable to expand production due to low amperage. Currently receiving only 30 amp but requires about 60 amps. Has requested from authorities but has not been able to obtain yet.

**Reasons for introducing BWP**

Influenced by the training provided by EG and the Foliage buyers requirement to raise standards of the foliage farm. Also GWP training helped him to achieve the high standards

### 9.3. Isuru Indraratne, Biyamwila, Tigola, Mawathagama

#### Back ground information of the company

No of years in operation	3.5 years
History of business	Has been working in Cyprus for 5 years. Started the mill after returning from Cyprus. Brothers and sisters are in fibre related industry which prompted him to start.
Contribution made by this business to the overall income of the proprietor/owner	100%
Level of Education of the CEO/Owner	
Approx age	
No of employees	7 years
Type of products manufactured	Coir twine, mixed fibre (6 twine machines)
Turnover per month	Aprpro Rs 300,000 p m
Profits	Rs 50,000 p m
Approximate investment & Total assets	

#### GWPs adopted

<ul style="list-style-type: none"> <li>• Name board, gates, and perimeter fence.</li> <li>• Clean premises</li> <li>• Some notice boards, tools box</li> <li>• Lunch room Toilets</li> <li>• Separate office room,</li> <li>• Maintenance of Employee records , stock statements , basic books of accounts</li> <li>• Switch board and other electrical wiring well installed</li> <li>• Installation of switches emergency buttons near the machine</li> <li>• Some of the machines with protective guards (with mesh)</li> <li>• Accounts and attendance maintained but not stocks</li> </ul>
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#### How have they benefitted by adopting GWPs

Practice		Remarks
Increased Buyers, Sales	Moderate	Although some of the GWPs have been implemented owner is not very interested in on introducing in full scale  Salaries have also been increased
Quality Improvements	High	
Profits	Not too profitable	
Reduction of accidents /injuries	No change	
General Improvements in productivity	Yes	

Practice		Remarks
Improvement in Attendance (Reduction in Absenteeism)	Yes	
Employee motivation	Yes	
Change of attitude of employees toward the company /work	moderate	
Ability to attract new workers	yes	

**If any or majority of GWP's not adopted reason for it (especially High priority/ Low cost GWP)**

Although he accepts that GWP's are good slow to implement full scale.

**Future plans**

Plans to build a lunch room, give uniforms

**Any obstacles for Future developments and plans**

Lack of Financial resources  
 Appreciate if technical knowledge and assistance is given for value added products

**Reasons for introducing BWP**

To improve the image.

**9.4. L. P Wickremesinghe, New Lanka Kohu Mola, Bohingamuwa, Kuliyaaptiya**

**Back ground information of the company**

No of years in operation	The mill has been in operation 10 Year. Preant woner 2 tears
History of business	The mill belongs to the uncle of the present owner. The present owner worked as the manger in his Uncle
Contribution made by this business to the overall income of the proprietor/owner	
Level of Education of the CEO/Owner	
Approx age	
No of employees	
Type of products manufactured	Only manufacturing bristle fibre, Operate the drum machines
Turnover per month	
Profits	
Approximate investment & Total assets	

**GWPs adopted**

None of the GWPs have been adopted  Premises very unclean
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### 9.5. H.M.A.R. Heart, Dharshana Kohumola, Rittadeniya, Hettipola

#### Back ground information of the company

No of years in operation	30
History of business	Have been with the family
Contribution made by this business to the overall income of the proprietor/owner	50%
Level of Education of the CEO/Owner	
Approx age	
No of employees	12
Type of products manufactured	Bristle fibre
Turnover per month	Rs 50,000-60,000 per month
Profits	
Approximate investment & Total assets	

#### GWPs adopted

Wiring, a proper which board has been installed. However, they have been installed before the owner got training on GWP.

Apart form this none of GWPs have been adopted

I his view, the fibre industry will not survive over long term .Mainly because of the difficulty in getting people experienced in operating the Drum machine and willing to work in the retting pit.

#### How have they benefitted by adopting GWPs

**NONE HAVE BEN ADOPTED**

**9.6. Vasantha Gunawardene, HPS Coir products, 417 Pilpana,**

**Back ground information of the company**

No of years in operation	10 years by himself
History of business	Father owned a fibre mill, Drum set. Previously the Son Vasantha was paid a salary. Major changes were made handed over. This mill was purchased 3 years ago
Contribution made by this business to the overall income of the proprietor/owner	Almost 100%
Level of Education of the CEO/Owner	
Approx age	40years
No of employees	27
Type of products manufactured	Twisted fibre, Mixed fibre, Supplies to Hayleys , Volanka, Jafferjee Output about 50,000 kgs Also recently did a few exports orders
Turnover per month	
Profits	
Approximate investment & Total assets	Twisted fibre machines -4 Nos Rs 4.8 m Total investments about Rs 6.5 m About 2.0 m form bank loan Rs 0.5 m from Grants

**GWPs adopted**

- Name board, gates, and perimeter fence.
- Premises well landscaped.
- Store rooms, Sheds housing machines well constructed and identified
- Rules and regulations and instruction clearly displayed (No smoking, no visitors etc)
- Rest rooms & Toilets
- Separate office room
- Basic 5 S
- A display board which enables the workers to clearly identify poor quality products
- Masks, Eye guards, First Aid Box Uniforms presently only for men but planned to give for women. Slight resistance by the women
- Implements to draw fiber dust etc
- Maintenance of Employee records , stock statements , basic books of accounts
- Switch board and other electrical wiring well installed with
- Installation of switches emergency buttons near the machine
- Protective guards around machines to reduce accidents and injuries to workers

**How have they benefitted by adopting GWPs**

<b>Practice</b>		<b>Remarks</b>
Increased Buyers, Sales	Moderate	
Quality Improvements	High	
Profits	Moderate	
Reduction of accidents /injuries	High	
General Improvements in productivity	High	
Improvement in Attendance (Reduction in Absenteeism)	High	
Employee motivation	High	Employees work more responsibly. Less supervision is required
Change of attitude of employees toward the company /work	High	Good image and the more factory orientation has helped motivate workers
Ability to attract new workers	High	

**If any or majority of GWPs not adopted reason for it (especially High priority/ Low cost GWP)**

Not applicable

**Future plans**

Plans to go for baling press to bail pits About RS 1.2 m

**Any obstacles for Future developments and plans**

None

**Reasons for introducing BWP**

He was doing it in the traditional ways but after attending the training programme he wanted to change the way of doing things to motivate employees

**9.7. W.V. D. Jeevana, Matesha Coir Mill, 33 Vilpatha, Chilaw**

**Back ground information of the company**

No of years in operation	5 years
History of business	Farther public servant started by the son
Contribution made by this business to the overall income of the proprietor/owner	About 59% the owner is also engaged in Desiccated coconut (Coppara) Business
Level of Education of the CEO/Owner	GCE OL, studied for AL
Approx age	
No of employees	14
Type of products manufactured	
Turnover per month	
Profits	
Approximate investment & Total assets	

**GWPs adopted**

- Name board, gates, and perimeter fence.
- Premises well landscaped.
- Store rooms, Sheds housing machines well constructed and identified
- Rules and regulations and instruction clearly displayed (No smoking, no visitors etc)
- Rest rooms & Toilets
- Separate office room
- Switches, Masks, Eye guards, First Aid Box
- Implements to draw fiber dust etc
- Maintenance of Employee records , stock statements , basic books of accounts
- Installation of switches emergency buttons near the machine
- Protective guards around machines to reduce accidents and injuries to workers

**How have they benefitted by adopting GWPs**

<b>Practice</b>		<b>Remarks</b>
Increased Buyers, Sales	Moderate	
Quality Improvements	High	
Profits	Moderate	Improved profitability
Reduction of accidents /injuries	High	Reduce injuries
General Improvements in productivity	High	
Improvement in Attendance (Reduction in Absenteeism)	High	
Employee motivation	High	In the past found it difficult to motivate workers, but after the changes find it easy In the past found difficult to attract workers but with the changes not so bad
Change of attitude of employees toward the company /work	High	Feels that time should be spent on training workers
Ability to attract new workers	High	

**If any or majority of GWPs not adopted reason for it (especially High priority/ Low cost GWP)**

Not applicable

**Future plans**

**Any obstacles for Future developments and plans**

None

**Reasons for introducing GWP**

After attending the training felt like he too should initiate some changes

**9.8. G. Patrick Fernando, Navadathkulma,**

**Back ground information of the company**

No of years in operation	03 years
History of business	Has been engaged in eth coconut trading sectors and felt that he gets a very low price for his husks, therefore decided to diversify into a mill.
Contribution made by this business to the overall income of the proprietor/owner	Major
Level of Education of the CEO/Owner	
Approx age	
No of employees	05
Type of products manufactured	Mixed fibre
Turnover per month	
Profits	
Approximate investment & Total assets	

**GWPs adopted**

- Name board, gates, and perimeter fence.
- Store rooms, Sheds housing machines well constructed and identified
- Rest rooms & Toilets
- First aid Box
- Drinking water
- Implements to draw fibre dust etc
- Maintenance of Employee records , stock statements , basic books of accounts
- Installation of switches emergency buttons near the machine
- Protective guards around machines to reduce accidents and injuries to workers
- Eye guards
- Helmets
- Developing a proper pathway to the machines, stores etc

**How have they benefitted by adopting GWPs**

<b>Practice</b>		<b>Remarks</b>
Increased Buyers, Sales		Easy to market
Quality Improvements		Workers started to appreciate the adverse effects of producing bad quality products and possible loss of opportunities
Profits		
Reduction of accidents /injuries		Started to appreciate safety of workers ater the training
General Improvements in productivity		Learnt to work methodically

<b>Practice</b>		<b>Remarks</b>
Improvement in Attendance (Reduction in Absenteeism)	Yes	
Employee motivation	High	
Change of attitude of employees toward the company /work	Good	Training has helped change the mind set of workers
Ability to attract new workers		

**If any or majority of GWPs not adopted reason for it (especially High priority/ Low cost GWP)**

Partly adopted in the process of adopting more GWPs

**Future plans**

Interested in adopting more GWPs in the future  
Intends to move into Exports

**Any obstacles for Future developments and plans**

**Reasons for introducing BWP**

- To give a better image and feel that the mill owners have a responsibility to improve the safety standards of the workers.
- Manufacture high quality products

**9.9. Pathum Asanka Croos, Priyankara Kohu mola, Pallama Rd, Kumara Kattuwa**

**Back ground information of the company**

No of years in operation	02 years by the son
History of business	Handed over by the father
Contribution made by this business to the overall income of the proprietor/owner	100%
Level of Education of the CEO/Owner	GCE OL
Approx age	
No of employees	6
Type of products manufactured	Bristle fibre I tie, 2 tie, Mixed fibre produced form De fibring mahine The Bristle fibre operation temporarily susended due to repairs to the motor At presents depending on Mixed fibre manufacturing
Turnover per month	
Profits	
Approximate investment & Total assets	

**GWPs adopted**

- Name board, gates, and perimeter fence.
- Separate office room,
- Various charts such as production targets displayed in the office to motivate and educate workers
- Store rooms, Sheds housing machines well constructed with asbestos roofing and identified
- Rules and regulations and instruction clearly displayed (No smoking, no visitors etc)
- Rest rooms & Toilets
- Tool box
- Masks, Eye guards, given
- First Aid Box
- Implements to draw fiber dust etc
- Maintenance of Employee records , stock statements , basic books of accounts
- Switch board and other electrical wiring well installed
- Installation of switches emergency buttons near the machine
- Protective guards around machines to reduce accidents and injuries to workers

**How have they benefitted by adopting GWPs**

Practice		Remarks
Increased Buyers, Sales	No change	
Quality Improvements	yes	
Profits		
Reduction of accidents /injuries	Not much change	
General Improvements in productivity	yes	Workers feel more confident. Feels that the business is more permanent. The workers feel that the owners are with them.
Improvement in Attendance (Reduction in Absenteeism)		
Employee motivation		
Change of attitude of employees toward the company /work		The workers are willing to adopt new safety standards
Ability to attract new workers		

**If any or majority of GWPs not adopted reason for it (especially High priority/ Low cost GWP)**

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**Future plans**

Plans to improve the drum machine operation by replacing the wooden frame with a concrete frame
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**Any obstacles for Future developments and plans**

Low profitability and difficulty in employing workers hindering investment
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**Reasons for introducing BWP**

Wants to change the image of a “Kuhu mola” ( Fibre Mill) to a “Factory” Found the EG training extremely useful
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### 9.10. G.D Gnanasiri, 48/25 Madampe

#### Back ground information of the company

Ownership ( prop, partnership, incorporated)	
No of years in operation	4 years
History of business	New business started by the by the present owner
Contribution made by this business to the overall income of the proprietor/owner	100%
Level of Education of the CEO/Owner	AL educated, Has experience in well established production/ Manufacturing concern. Has been a production manger in a established manufacturing companies
Approx age	33 years
No of employees	12
Type of products manufactured	Coir twine Pith Coir Fiber manufacturing under D2
Turnover per month	Average Rs 100,000
Profits	Reasonable
Approximate investment & Total assets	Machines Rs 1.5 m financed through bans borrowings. Land Rs 8.5 m financed through his own funds

#### GWPs adopted

<ul style="list-style-type: none"><li>• Name board, gates, and perimeter fence.</li><li>• Premises well landscaped.</li><li>• Store rooms, Sheds housing machines well constructed and identified</li><li>• Rules and regulations and instruction clearly displayed (No smoking, no visitors etc)</li><li>• Rest rooms &amp; Toilets</li><li>• Separate office room</li><li>• Basic 5 S</li><li>• A display board which enables the workers to clearly identify poor quality products</li><li>• Uniforms, Masks, Eye guards, First Aid Box</li><li>• Implements to draw fiber dust etc</li><li>• Maintenance of Employee records , stock statements , basic books of accounts</li><li>• Switch board and other electrical wiring well installed with</li><li>• Installation of switches emergency buttons near the machine</li><li>• Protective guards around machines to reduce accidents and injuries to workers</li></ul>
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**How have they benefitted by adopting GWPs**

<b>Practice</b>		<b>Remarks</b>
Increased Buyers, Sales	Moderate	
Quality Improvements	High	Display boards help employees to maintain quality with minimum supervisions
Profits	Moderate	
Reduction of accidents /injuries	High	
General Improvements in productivity	High	High motivation among employees Display of machine and respective Belts enables workers to replace belts on their own
Improvement in Attendance (Reduction in Absenteeism)	High	Display of time table helps maintain good attendance and timings
Employee motivation	High	Employees work more responsibly. Less supervision is required
Change of attitude of employees toward the company /work	High	Workers has a sense of belonging t the organization, feels that owner is more responsible
Ability to attract new workers	High	Good image and the more factory orientation has helped

**If any or majority of GWPs not adopted reason for it (especially High priority/ Low cost GWP)**

Not applicable

**Future plans**

Intends to diversify for more value added products especially geo textiles

**Any obstacles for Future developments and plans**

None

**Reasons for introducing BWP**

As he has worked in a more formal factory set up, he feels that improvement of standards will help improve the morale and attitude of the workers. He in fact has delegated with confidence some of the responsibilities to the senior workers themselves and as result they require less supervisions. Training has been a tremendous benefit for him

### 9.11. Damitha Weerakkody

#### Back ground information of the company

No of years in operation	
History of business	Four years- his farther has been n the fibre related business from about 1985. he started to own this business around 1995. the present owner (son) took over about 2 years ago form the father
Contribution made by this business to the overall income of the proprietor/owner	100%
Level of Education of the CEO/Owner	OL
Approx age	23 years
No of employees	12
Type of products manufactured	Bristle fibre - one tie, mixed fibre
Turnover per month	Rs 100,000
Profits	15-20 K
Approximate investment & Total assets	Rs 2.0 m

#### GWPs adopted

- Recently painted
- Store rooms, Sheds to house machines and stores well constructed
- Toilets
- Separate office room
- Tool box Basic 5 S
- Implements to draw fiber dust etc
- Maintenance of Employee records , stock statements , basic books of accounts
- Switch board and other electrical wiring well installed
- Installation of switches emergency buttons near the machine
- Belt guards to reduce accidents and injuries to workers

He claims that he has made most of the improvements before he got his training. Some of the improvements have been done by his farther even before handing over to the son

**How have they benefitted by adopting GWP**

Practice		Remarks
Increased Buyers, Sales		No significant impact due to adoption of GWP
Quality Improvements		
Profits		
Reduction of accidents /injuries		
General Improvements in productivity		
Improvement in Attendance (Reduction in Absenteeism)		
Employee motivation		
Change of attitude of employees toward the company /work		
Ability to attract new workers		

**If any or majority of GWP not adopted reason for it (especially High priority/ Low cost GWP)**

- Low profitability therefore no incentive for him to invest on adopting GWP
- Reluctance and resistance by the workers in adopting GWP. Interviewed the workers they also commented that they are not keen to wear uniforms and masks as they find it difficult to perform their tasks
- Finds it extremely difficult to employ experienced workers despite the mill lying next to a colony. Although unemployment exists youth do not want to work in fibre mills
- In his view the training has not add much value to the operation

**Future plans**

Plans to fix notice boards.

**Any obstacles for Future developments and plans**

Low profitability, financial constraints, unwillingness of workers to work in these industry, high cost of employing new people

**Reasons for introducing BWP**

Feels that training of GWP ahs not been very useful as there are other priorities