

# **Mid-Term Evaluation Report**

**On**

**Apparel Sector Training Partnership with Brandix Lanka Limited under  
the USAID Public Private Alliance (PPA)**

**Technical Assignment Implemented Under**

**USAID- VEGA Facilitating Economic Growth Sri Lanka Program**

**By**

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**“The consultant’s views expressed in this report do not necessarily reflect the views of the U.S. Agency for International Development or the U.S. Government.”**

## Executive Summary

The Brandix PPA was intended to provide training to 600 sewing machine operators in the Brandix factory providing employment opportunities for people from the conflict affected Eastern Province and the North Central Province. As at December 2010 208 trainees were accounted for and a revised agreement was initiated to extend the period until 31 January 2013 to cover the remaining number with some adjustments of the deliverables and a new component of transportation to meet the issues faced.

The mid-term evaluation was undertaken to assess the deliverables on the revised agreement and verify the deliverables through interviews and discussions with Brandix management, associates, former associates and current employees. The mid-term evaluation also covered the effectiveness of the training, opinion of the associates on the training received and the financial rewards to the trainees. The evaluation was carried out in August –September 2011.

The report details the results of the mid-term evaluation focusing not just on the numbers trained but on assessing retention of trainees and other qualitative aspects of the training and uncovers issues and constraints in this workforce development model. The lessons learnt are shared and some recommendations are made to ease the ineffective and cumbersome processes involved in keeping track of the various training periods which do not fall in line with practice. Motivating and retaining trainees even during the training period is a significant issue and some suggestions have been made to overcome these concerns.

Overall the workforce development effort has been successful in bringing people from all three communities to work together in a workplace where shared commitment is necessary to achieve common goals. It is a good example of corporate commitment which can enable reconciliation to happen in practical terms. USAID's support to enable this type of practical project to become a reality has borne fruit in that even though the Company has not yet reached its 600 associate target, and we can be confident it will do so in the next one and half years, it has enabled 2,222 associates from different communities to come together in a common workplace even for a short time.

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## Brandix PPA Background & Current Status

Brandix established its apparel production facility in Punani, at the border of the Eastern Province and the North Central Province at the request of the government and its own efforts to source labor and expand capacity. The facility was also aimed at bringing to the newly liberated Eastern province and the border villages of the NCP the benefits of connecting with the economic mainstream of the country. The Punani site, adjacent to the army camp, also brought an element of security to the Company to offset the risk of investing in the Eastern Province while the war in the Northern Province was at its peak.

USAID partnered with Brandix in 2008 in this effort to provide workforce development to the young people of these areas for whom there were very few viable economic options. The intention was to also provide alternative engagement options for young people in the East who had hitherto known only a conflict related lifestyle.

The initial agreement between Brandix and USAID spelled out a workforce development program for 600 persons as sewing machine operators for an initial training of 2 months and a further training of 6 months on the production line. Brandix had the option to absorb the trainees into their cadre if vacancies existed. The allowance/salary paid to the trainees during the 8 month training period was to be compensated by USAID while Brandix would meet the cost of the training materials. In addition USAID also agreed to meet the cost of two translators. As at December 2010, Brandix had accounted and claimed salaries/allowances against only 208 associates trained for the total of 8 months. Appendix 1 details the current status of the deliverables on this agreement.

In late 2010 USAID reviewed this arrangement and decided to revise and extend the agreement with Brandix by extending the period of the workforce development program up to 31 January 2013 to enable Brandix to cover the full quantum of 600 sewing machine operators trained for 8 months. As it had been identified that the failure to train 600 associates during the previous period arose from a high rate of drop outs USAID proposed two strategies and included these in the extended contract: a) the total number of initial trainees was increased up to 1,000 associates for 2 months to enable Brandix to end up with a further 392 associates trained during this period even with 50% drop out rate and b) transportation was provided on a cost sharing basis to enable Brandix to operate four buses to transport its workers and trainees to and from their villages. The extended contract with Brandix commenced on January 31 2011 and will terminate on January 31 2013. In summary the revised deliverables are as follows:

1. Train 392 associates, sewing machine operators, for a total of 8 months
2. Recruit and train up to 1,000 associates for two months
3. Purchase 2 buses for staff transport

Refer Appendix 2 for details of the revised deliverables on the extended contract.

The consultant's initial meeting with USAID emphasized that under the Workforce development agreement Brandix was required to provide pre-training and on-the-job training for a period of 8 months and the fulfillment of the training agreement with USAID did not stipulate continuous employment thereafter. It was expected that Brandix would offer employment to the trainees beyond the 8 month period if vacancies existed.

## The Mid Term Evaluation

### Terms of Reference

Based on the terms of reference the consultant undertook the following tasks:

1. Meet with the management of the Brandix factory in Punani and review the deliverables and the tasks.
2. Verify data and assess the achievement of the revised deliverables to date.
3. Meet with a sample group of associate/trainees undergoing pre-job training, on-the-job training and those employed fulltime after completion of the eight months training and verify deliverables.
4. Carry out an opinion survey among the trainees about the quality of the training received.
5. Review the financial benefits and incomes of beneficiaries.
6. Analyze and validate data collected.
7. Submit an assessment report with recommendations.

### Methodology followed

1. Meeting with USAID to understand the scope and background and determine areas of concern
2. Review of documents provided by USAID
  - a. Relevant pages of new agreement with Brandix, original agreement with Brandix, Table of deliverables and milestones Phase 1 and Phase 2
  - b. List of employees who have completed eight months training
3. Field visit to Brandix factory to meet management, trainees, employees and former trainees/employees. The objective was to discuss the Phase 2 deliverables, gather information on how the deliverables are being executed, ascertain information to determine the actual numbers of eligible trainees and obtain feedback from trainees.



Figure 1: Meeting with Brandix HR Manager

- a. During the field visit the list of 618 employees trained for 8 months that was provided by USAID was used as a starting point.
  - b. A 20% sample was drawn on a random selection basis by the consultant and 130 files and records of these employees were checked.
  - c. All necessary data from the hSenid HRM System were obtained for each and every employee ever recruited to the training program. The last reported date from the attendance system was captured to determine the total period the trainee/employee had spent at Brandix.
  - d. Random samples were drawn and employees, trainees and former trainees were interviewed. A total of 44 trainees and former trainees were interviewed as follows:
    - i. Employees who have not signed a copy of letters – 10 persons
    - ii. Current trainees – Training School and on line - 8 persons
    - iii. Employees who have left before and after completing training - 16 persons
    - iv. Current employees who have completed training - 10 persons
  - e. Interviews with Human Resource Development Manager, HR staff – 2 persons, Training section staff – 2 persons, other staff related to employee recruitment and retention
  - f. A field visit was made to the homes of current and former employees who had received training in the factory. Two areas were selected – one in the Polonnaruwa District of the NCP, an area of predominantly Sinhalese settlements, and one in the Batticaloa district of the Eastern Province, an area of predominantly Tamil and Muslim settlements.
  - g. A trip was made in the bus to evaluate the transportation arrangement and talk to the employees to determine the success and relevance of the transportation arrangement.
4. Analysis of data and presentation and validation of initial findings with USAID.
  5. Further data analysis based on the outcome of the review meeting with USAID and report preparation.



Figure 3: Discussing the Training Program with Training School Staff



Figure 2: Meeting employees during the field visits

## Findings of the Mid Term Evaluation

### General Findings

The general background information of recruitment, training and staffing can be summarized as follows:

1. The factory is running under apparel production orders received by two companies in the Group – Brandix Intimate Apparels and Brandix Casual Wear. All trainees are recruited to these two companies. A separate EPF number has been obtained for each of these companies at the Punani factory address and so employee and EPF records are maintained separately for this location.
2. All trainees are permanent employees from the day they are recruited. There are no casual and temporary employees.
3. All workers are issued with EPF numbers and employee numbers in sequence.
4. Employee files are maintained for each and every employee and employee records and attendance are captured in the hSenid HRM System.
5. Letters of Appointment are issued from start of training period with a 6 months probation period.
6. Around 20-40 people turn up for interviews every week. Around 65% from Batticaloa District. After interviewing and selection around 5-15 people are selected for work. In the pre-selection process a brief test is administered to check the ability to concentrate, simple mathematics and communication.
7. At the end of the training period a letter is issued to the employee that he has successfully completed the training. A copy of the letter is placed in the employment file. In some cases the copy is acknowledged.
8. All factory employees start with the same pre-training and are issued with the same letters of completing their training irrespective of whether they are sewing machine operators, packers, ironers, quality control persons or stores employees.
9. The factory operates only one shift from 7.30am to 4.30pm
10. The present factory configuration is 12 sewing machine lines with 16 machines in each line
11. The staff requirement to run the current machinery is as follows:
  - a. 12 x 16 machine operators = 192 machine operators
  - b. 12 x 1 leaders = 12 leaders
  - c. 2 supervisors = 2 supervisors
  - d. Ironing 2 x 12 = 24 ironers
  - e. Cutting 5 cutters + 40 helpers = 45 cutting crew
  - f. QC 2 x 12 = 24 QC
  - g. Packing 2 x 12 = 24 Packers
  - h. Stores
  - i. Maintenance/Canteen/General cleaning
12. Total current direct labor requirement is 465 persons including a 25 person training buffer.

13. According to the experience of the company the minimum level of operation for factory viability is 600 employees. It is not clear if this means 600 sewing machine operators as that would translate to around 35 sewing lines.
14. From the commencement of the operation up to 24 August 2011 2,222 people have been recruited by Brandix. This was determined based on the sequentially running EPF numbers and includes staff and supervisors. Brandix Intimate Apparels 1,084 and Brandix Casual Wear 1,138
15. The current staff cadre is 465 persons.
16. The factory requires an expansion of capacity to meet its minimum operating level but is however unable to obtain more staff.
17. Low labor turnout and high labor turnover are significant operational issues.

## Assessment of the Current Status of the Training Delivery

### Associates Trained Under Revised Deliverables

Under the revised deliverables in the Brandix PPA which commenced on 31 January 2011 the total number of associates trained as sewing machine operators is 228 up to 24 August 2011. In addition 5 sewing line leaders have received training. We may consider including them in the deliverables as they are trained as SMOs first prior to being developed as line leaders. The calculation of the delivery was arrived at by considering all those who completed 8 months on or after 31<sup>st</sup> January 2011 and on or before 24 August 2011. The total number of people trained in this period is 340 persons and includes all other related categories. Refer Appendix 3 for a detailed list of the machine operators trained under the revised deliverables.

### Associates Trained during the Total Period

At the request of USAID the consultant also worked out details of SMOs and other categories of staff trained from the beginning of the project. From 2008 and up to 24 August 2011, a total of 411 are sewing machine operators have received training at the Brandix factory for a period of 8 months. The total number of employees who have received training in all various related functions in the apparel sector is 609 persons. See Table 1 below.

**Table 1: Employees Trained for a Period of over 8 Months**

	<b>BIA</b>	<b>BCW</b>	<b>Total</b>
<b>Total Employees Trained over 8 months</b>	324	285	609
<b>Section wise/Job wise</b>			
Cutting Section	16	25	41
Cutting Recorder	2		2
Fabric Inspection		2	2
Ironing	14	20	34
Packing	18	18	36
QC	17	16	33
QC recorder	1		1
Sample room		1	1
Sewing Line Leaders	11	5	16
Sewing Machine Operators	231	180	411
Stain removing		1	1
Stores Helpers	7	7	14
Stores Recorders	3	2	5
Canteen Staff	3		3
Gardeners & Cleaners	1	7	8
Mechanic		1	1

Note: the above excludes office staff and supervisors

**BIA** – Brandix Intimate Apparel

**BCW** – Brandix Casual Wear

### Retention of Trainees during the Training Period

Since the retention of trainees during the training period was an area of concern in fulfilling the initial agreement the consultant looked at how trainee retention has fared among the different skills trained. Figure one and Table 2 below show the retention of trainees who have completed a period of 8 months training against the total recruited for each category.

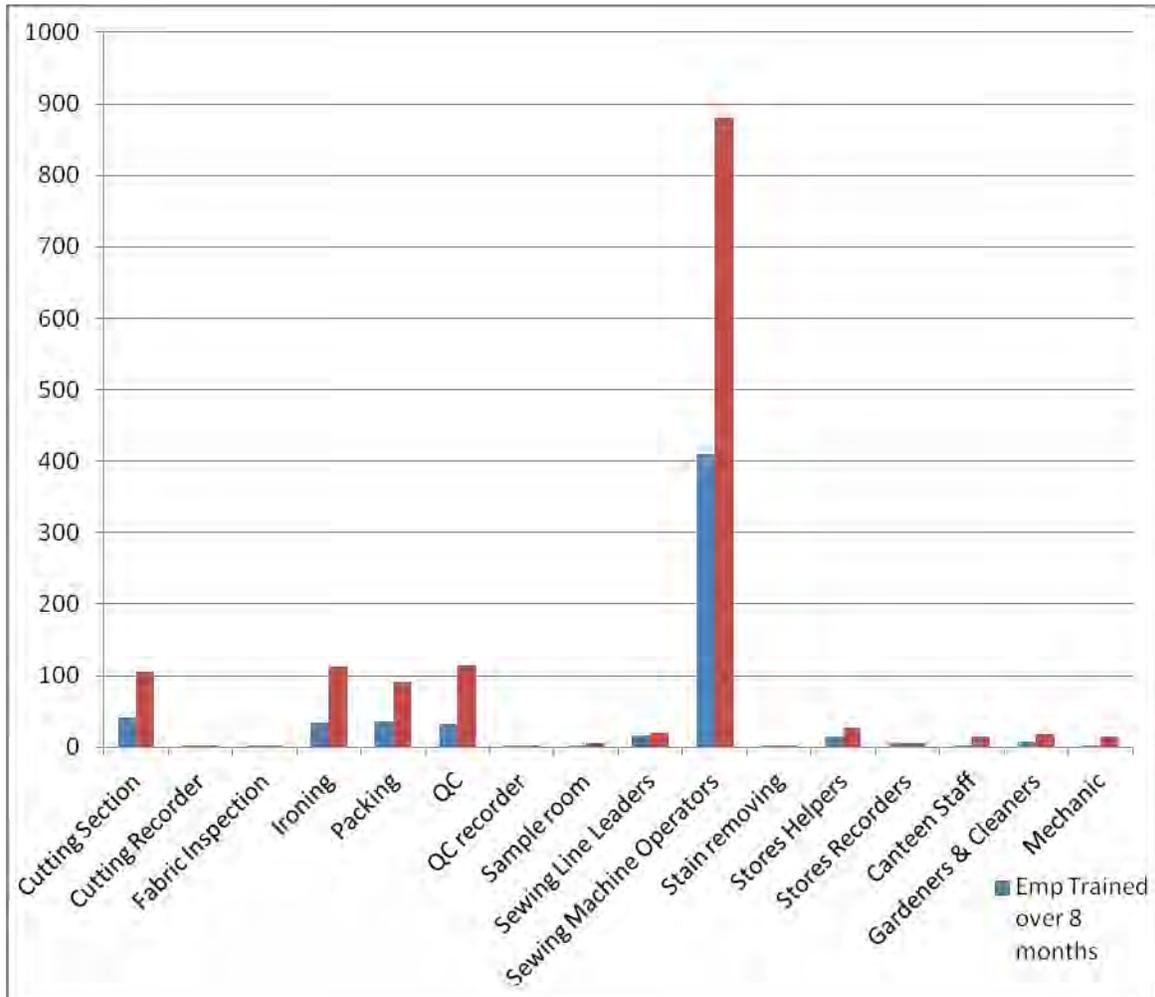


Figure 4: Employee Recruitment and Retention during the Training Period

The level of trainee retention for sewing machine operators is 47% and not much different than for other line functions like packing (40%) and cutting (39%). In fact the retention of sewing machine operators during the 8 month period can be considered quite high compared with other categories like quality control (29%), ironing (30%) and sample room workers (17%). Only in the stores section has the retention been much higher at 52% for helpers and 83% for stores recorders. Refer Table 2 below.

**Table 2: Employee Retention by Category**

Section/Job	Employees Trained over 8 months	Total Recruited	% Retention during training period
Cutting Section	41	106	39%
Cutting Recorder	2	3	67%
Fabric Inspection	2	2	100%
Ironing	34	113	30%
Packing	36	91	40%
QC	33	115	29%
QC recorder	1	1	100%
Sample room	1	6	17%
Sewing Line Leaders	16	20	80%
Sewing Machine Operators	411	881	47%
Stain removing	1	1	100%
Stores Helpers	14	27	52%
Stores Recorders	5	6	83%
Canteen Staff	3	15	20%
Gardeners & Cleaners	8	19	42%
Mechanic	1	14	7%

Of the 881 sewing machine operators recruited 252 (29%) had dropped out in the first 2 months. So therefore, 24% of them have dropped out in the 6 month on-the-job training period. A further analysis of the data showed that 41% of those dropping out within the first two months left in the first two weeks. 68% of those dropping out have left within the first three weeks. Refer Table 3 below. In the 8<sup>th</sup> week the number of people dropping out is very minimal. We know from the training schedule in Appendix 5 that the first 2-3 weeks is not a period where machine operators work in the line but are rather kept within the Training School. It is likely then that during the first two months dropping out has more to do with orientation or assimilation into the factory type environment than in the difficulty of the actual work.

**Table 3: Analysis of Drop out within the First Two Month Period**

Period of Training	No of Associates	Percentage of Total Drop Outs	Cumulative Dropouts %
0- 1 week	68	27%	27%
1st week	35	14%	41%
2nd week	22	9%	50%
3rd week	21	8%	58%
4th week	25	10%	68%
5th week	23	9%	77%
6th week	28	11%	88%
7th week	22	9%	97%
8th week	8	3%	100%

## Training Provided to Associates & Feedback from Associates

### The Training School

Brandix has a well appointed training school in a separate building in the factory premises. Around 25 sewing machines of various types are provided for training. Two trainers, a bi-lingual (Sinhala and Tamil) speaking lady and a Sinhala speaking man handle all the training in the school and in the initial stages on the production line.



Figure 5: Training School



Figure 6: A New Trainee Practices in the Training School

## The Training Program

The scheduled training course within the Training School is scheduled for a duration of one month.

Appendix 5 details the training schedule for employees within the training school. In addition to receiving sewing training employees are also given an orientation of working in an office environment and other practical life skills like eating at table, use of washrooms, health and hygiene. All recruits go through this training. During this period employees who are not suitable for sewing machine operation or who display other skills like capacity to understand quality related functions are identified and moved out of the training room to be trained directly on the production line and in the factory in the various



Figure 7: Trainer and Executive Help the Trainees Set a Machine during Training on the Line



Figure 8: Trainees work on the Production Line. Trainer is standing in the background.

other functions such as packing, cutting, ironing and stores. Employees with at least a level of study up

to the GCE O/L are trained for 1-2 weeks in the training room and then moved into intensive training on quality control on the production line. The maximum period an employee will be kept in the training school is eight weeks.

After 3 weeks to one month in the Training School sewing machine operators are given training on the production line. All employees in one

training batch are kept together in one production

line as far as possible and a 16 member team is formed. This aspect of training is closely monitored. For

the first few weeks low production targets are set for the training line. The trainees are gradually moved towards achieving the necessary production standards in terms of output and reject rate. During this time the output of this production line is aggregated with the rest of the production, even though a high percentage of rejects and re-work is experienced.

At the end of two months all trainees (not only sewing machine operators) are given a letter confirming their basic training. This letter is in Sinhala or Tamil and is issued to them through the line supervisor or HR staff. At the end of a further 6 months a letter of completion of training is issued to all employees. Until the beginning of this year only one letter has been issued covering both periods. See Appendix 4 below for a sample of the training letters.



**Figure 9: A Trainer Overlooks Training on the Production Line**

According to the Brandix Training program as seen in Appendix 5 all trainee should be at machine operator grade C level within 8 weeks. As we can see from the above the Brandix training system has no clear demarcation of a two month and six month training process. It is

apparent that this system is now maintained to fulfill the requirement of the USAID agreement.

### **Feedback on the Training Program**

The consultant's interviews with the trainees showed the following:

- Employees were happy with the training received. They claim the work is not hard. Several types of jobs to suit skill level & trained accordingly
- Reasons Employees have left – mother or child has been ill, no one to take care of the children at home, marriage, sickness, need to assist family with field work during planting and harvesting, distance to work and late hour of return (in some areas the houses are very far from each other).
- A few employees have left due to inability to get along with team mates
- Highly sensitive to social issues – e.g. getting reprimanded in front of others/by others. Not used to workplace settings and some are from highly stratified societies (especially Tamils)
- In the case of Muslims some have left as parents or elders do not like them going out to work.
- Some trainees/employees leave and rejoin after the personal crisis is over

The Brandix trainers mentioned that some employees leave when they are put on the production line as they are unable to cope with the pace of production line work. Almost all have never worked outside of

the home before and are unused to an office/factory type set up. The trainers claim that once people stay beyond the 8 month period they are likely to stay longer i.e. the dropout rate reduces. However when we look at the dropout rate in the first two months and the next six months the drop out in the former is only slightly higher at 29% than the latter, 24%.

## Income of Trainees

All trainees are on the same salary scale as employees. The minimum salary scale for garment factory workers in Sri Lanka is applied. For trainees the basic salary is LKR 6,000 with an allowance of LKR 1,105 declared by the Government of Sri Lanka. The Company contributes an additional 15% of the basic wage to the Employees Provident Fund and The Employees Trust Fund. This takes the basic wage for trainees up to LKR 6,900. In addition an attendance incentive of LKR 1,500 is paid each month for those who are present for all working days. This is meant to be an incentive to develop a good work ethic. A production incentive is paid when the line achieves the minimum production targets. This is an incentive to acquire skills that will increase efficiency. Employees, including trainees within the 6 month period, work overtime every week and each employee may clock in an average of around 3-5 hours overtime per week. On average an employee will take home LKR 8-10,000 per month, some employees make as much as LKR 12,000.<sup>1</sup> Employees are on a compensation plan that includes an annual increment. There appears to be no differential rate of pay for different categories – stores helpers, SMOs, packers, QC.

Employees' salaries are paid directly to their bank accounts and all employees are encouraged to open bank accounts to minimize cash transactions at salary payment. Consultants verified this in interviews and in most cases details of the bank account with a photocopy of the first page were in the employee's personal file as well.

In addition to the salary trainees and workers are provided a free lunch. The lunch is a simple meal of rice with a vegetable and fish or vegetable protein source. The meal is cooked in-house. Tea is served twice daily. This constitutes the lunch and refreshments captured in the deliverables as well. In addition breakfast is made available to employees at cost. The Brandix management said that this was started as many workers were coming to work without breakfast and found it hard to concentrate. In addition workers were prone to illness due to poor diet and irregular meals. However, less than 40% of the employees avail themselves of the breakfast facility. Additionally transportation to and from the factory is provided free of charge.

Field interviews showed that the trainee/employee income is usually contributing very marginally to the family income. Interviews with employees showed that unmarried employees keep most of this money for themselves. Some of them had made purchases of jewelry and furniture. In the case of married employees the money was used for household expenses. In cases where the employee's husband was a laborer he brought in an income of around LKR 15,000 per month. The current labor wage in the area is LKR 500 per day for women and between LKR 750-1,000 for men<sup>2</sup>. Farmers made LKR 80,000 – 120,000 per harvest depending on the extent owned. Most farm families are self sufficient in food. Housing was

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<sup>1</sup> At the commencement of the workforce development exercise with Brandix USAID found that the rate of pay earned by these people was around LKR 2,500 per month.

<sup>2</sup> The nature of casual daily paid work is that it will not be available consistently throughout the month or year.

minimal. Often the basic housing unit had been provided by the government or a Non-Governmental Organization. It was observed that those working in the factory did not show any better housing or lifestyles than their neighbors who were laborers and farmers. It is not clear if this is a matter of choice or affordability. The field interviews also showed that the women had very low aspirations and no plan of how they would or could use their incomes to better their lives.

## Issues and constraints in the Workforce Development Model

Some of the observations made by the consultant as issues in this workforce development model are as follows:

1. There is no clear understanding with the Brandix management that only sewing machine operators are to be included in the training agreement with USAID.
2. All trainees are being issued with the same letters and it is not clear if trainees other than sewing machine operators were included in the first 208 associates claimed in Phase 1.
3. The delineation of the two month and six month period is arbitrary as no such actual system of accounting for the training in these separate time periods exist in practice. Nevertheless employees are issued with 2 and 6 months training completion letters. This system requires keeping track of the employees period of employment to issue the letters.
4. Compounding the arbitrariness of the training period selected is that employees are confirmed in employment after six months, i.e. before the end of training period.
5. The two month pre-training scheduled in the agreement is the maximum period. The training program itself is designed for only one month.
6. At end of designated period of 2 months and 6 months training completion letters are issued through line supervisors, leaders or HR staff. There is no recognition of the employee. Thus it is just another letter and some employees do not even remember receiving it. There is a lack of awareness for employees.
7. There is no certificate being issued and no USAID branding used. The employees would have benefited by being issued with a certificate.
8. The old letter issued before 2011 is non descriptive, ' you have been trained', See Appendix 4.1. The new letter is much more descriptive and details types of machine operator training and other general quality training.
9. All employees are issued the same letter – quality control, stores, packing, cutting, machine operators
10. In addition for the Company it was apparent that the training has had little impact on motivating and retaining trainees and employees. Low labor turnout and high labor turnover are the significant issues in the operation of the factory.

## Transportation Arrangements and Effectiveness

The transportation arrangements involve 4 buses pick up staff and to take them back to their various destinations. Two buses have been purchased by Brandix and part financed by USAID while the other two are hired buses. The buses leave the factory at 4.45pm with all employees on the normal shift. The



Figure 10: Workers Travelling in the Brandix Bus after Work

buses operate along the main roads as follows:

Bus 1 - to Eravur area, Batticaloa District

Bus 2 - to Valachchenai upto Kalkudah, Batticaloa District

Bus 3 - to Gal Eliya in Aralaganwila, Polonnaruwa

Bus 4 – Polonnaruwa area

The consultant travelled in the bus taking workers to Aralaganwila. This is the bus that travels the furthest to pick

up and drop trainees. Nearly all of the 10-12 people we spoke to in the bus said that they started work with Brandix only after the bus was introduced. The last drop off happens around 7.10pm at Gal Eliya. The first pick up is at 5.15 am. Workers said that to get to the pickup point by that time they needed to leave home at 4.45 - 5 am. Overall the workers were happy with the transportation arrangement as it meant they reached home much earlier and with more safety than earlier. From the point of the Company it was observed that this also enabled them to bring in people from further away. Employees from these further locations were also pleased as not many options for employment are available in these remote areas. In some areas the buses could not go down the narrow lanes where workers lived and so they needed to travel 1-2 km to reach the pickup point. This is mainly in the Eravur and Valachchenai areas.

The case of those working overtime, until 6-6.30pm, transportation by vans was arranged and they were dropped directly to their houses accompanied by a supervisor. This cost is met by the company.

## Lessons Learnt and Recommendations

### Training Period

The actual program of training followed by Brandix is one month in the training school and the rest of the period on the production line. An employee is confirmed in employment at the end of six months. We may consider then that by six months the company deems the employee to be a full trained permanent member of its employment cadre, no longer a trainee. In this case we can see that practically the training period then is one month pre-training and five months on the job training. It is suggested that the deliverables be adjusted accordingly to avoid an artificial and arbitrary breakdown of the training period which is not in keeping with practice.

### Categorization of Trainees

There seems to be some confusion whether all categories of factory staff or only SMOs are to be included in the training agreement. Although the agreement is very clear that the category referred to is SMOs, in practice it is apparent the Company is not clear on this point. This is further explained by the company issuing training certificates designed for SMOs to all categories of staff. The initial confusion may stem from the fact that when trainees are initially recruited the company has no idea if they will be suitable as SMOs or in other areas like packing, ironing etc. It is only after the first few weeks of training that the trainers by observation and assessment pick out those who will make the grade as SMOs. It is recommended that Brandix include all trainees therefore in the pre-training and include only the SMOs in the on-the-job training.

### Motivating and Retaining Trainees

The company has been issuing letters to employees at the end of the 2 month and 6 month training period. However this has had little if any impact on trainees staying on up to the end of the training period. It is recommended that the Brandix management make an event of issuing both the two on and the six month training certificates on a monthly basis that will provide social recognition for the trainees among the factory staff.<sup>3</sup>

It was very clear that high absenteeism and high labor turnover are significant issues. It is apparent that employment, even permanent employment, has less value for the trainees and employees than social events. Especially among married staff children's illness or lack of care givers when the care giver is sick are significant events. The possibility of including a day care center was discussed with the Brandix management. We were informed that space was available but the company could not involve itself with running a daycare. If a Non-Governmental Organization would like to play this role the company could assign a suitable space. The question of cost sharing needs further discussion.

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<sup>3</sup> The Brandix Management readily agreed to this and said they would make an announcement on the PA system and make an event of issuing the pre-training and on-the-job training certificates monthly from now on.

It was also clear that there was no apparent change in circumstances of people employed by Brandix compared to their neighbors – no social upliftment was visible. Further, employees had very low aspirations and this impacted even the need for a job or the value attached to training. The subsistence and temporary mind set developed during the long conflict period may have had much to do with this. It is recommended that the company provide some life goals coaching to workers beginning with leaders and senior employees to develop a personal development plan with milestones. These may also include skills to be acquired and personal goals for improving family circumstances, housing, children's education, acquiring assets etc. This could even be a CSR exercise for Brandix which will bring the much needed motivation for staying on and achieving a future. The company may consider under this exercise even a housing loan scheme or a tie-up with the local banking sector to provide a housing loan for employees who have worked for a pre-determined minimum period of time.

### **Issue of Certificates**

USAID may consider assisting Brandix to design a training certificate even at this late stage that will be a valuable document for the trainees. As an outcome of USAID workforce development effort it is suggested that this certificate be co-branded with USAID.

### **Working in Post-Conflict Areas**

One of the key lessons from the Brandix PPA for post conflict work is that it has shown that different communities can work side by side in the same production line where the success of their work depends on each other. The factory workers from the Sinhala, Tamil and Muslim communities have found mechanisms to communicate, build trust and see each other co-workers and not enemies. This is particularly relevant in the Brandix factory set up where on the one side there are war affected people, internally displaced persons and former combatants coming to work in the factory from the Eastern Province who are managed side by side with people from the border villages of the Polonnaruwa district who were continuously targeted during the conflict period. The manner in which the factory has been able to bring these people together and enable them to work together on a single production line is a good example of building bridges. It has taken a lot of work on the part of the management to break through the scars and preconceptions of each other formed by the decades of conflict within which context all these young people have grown up in. This example is worthy of show casing and it is suggested that a case study be developed on how the Brandix management handled this situation from the beginning of the project.

## Appendix 1: Current Status of the Deliverables on the Initial Agreement

Milestone / Deliverable #	Completed on/about	Milestone Activity / Deliverable	Cost (SLR)		Description of activities and deliverable	Deliverable / measuring indicators
			USAID	Brandix		
<b>No. 1</b> 208 associates trained and employed	<b>Training Groups 1-4</b>					
		One time training allowance for 208 associates trained for 8 months (2 months pre-job and 6 months on-job)	2,574,000	10,530,000	Total of 208 associates pre-trained for 8 weeks and employed in Brandix Punani factory for 6 months	Letter of confirmation of completion of training, a list of certificate holders and a copy of Brandix payroll for employment
		Provide meals for 208 associates pre-job training for 2 months	795,600		Providing 2 refreshments and the lunch per day for 208 associates for 8 weeks	Letter confirming the deliverable & list of signatories in a meal chart for the provided meals and refreshments
	16-Apr-09 for SLR 347,760.10	Provide translators for 208 associates two months	516,453		Providing two translators for translating Sinhala / English / Tamil to 208 associates	A letter of confirmation of the provided service and Brandix payroll of translator employment
	24-Jul-09 for SLR 737,356.20	Provision of Fabric for 208 associates trainees		8,424,000	Provision of fabric materials for trainers/trainees to use as demonstration/training materials	A letter of confirmation of material provided
	01-Dec-10 for SLR 2,800,936.80	Other consumables for trainees thread, oil, electricity, markings etc.,		473,062	Provision of other consumables for trainers/trainees to use as demonstration/training materials	A letter of confirmation of material provided
		Provide Trainers		1,448,662	Providing three trainers for each group/total of 208 associates trainees	A letter of confirmation of the provided service and Brandix payroll of trainers
		<b>Subtotal</b>	<b>3,886,053</b>	<b>20,875,724</b>	<b>Milestones achieved and Payments made as of January 2011</b>	

## Appendix 2 : Revised Deliverables on the Extended Contract

<b>No. 2</b> a) 792 additional associates trained; b) 392 additional associates employed; c) plus counterpart contributions	2a)	One time training allowance for associates trained for 2 months. USAID contribution is SLR 11,100 (\$100) per trainee up to 792 additional associates See Note 1.	8,791,200	19,980,000	Up to 792 associates pre-trained for 2 months in Brandix Punani factory. 2 refreshments and 1 lunch per day. Two translators for Sinhala/English/Tamil. At least 60% of the trainees should complete 2 months pre-job and 6 months on-the job training	1. A certificate for soft skills training (two months pre-job training); 2. Copy of Brandix payroll for payments of training allowance; 3. List of signatories in a meal chart for the provided meals and refreshments; 4. A letter of confirmation of the provided translator service and Brandix payroll of translator employment.	
		792	11,100				
	2b)	Training allowance for up to 392 additional associates trained for 8 months: 2 months pre-job and 6 months on-job. USAID contribution is SLR 14,430 (\$130) per 8 month per trainee.	5,656,560	19,580,400	Up to 392 associates pre-trained for 8 weeks and employed for 6 months in Brandix Punani factory	1. A certificate for soft skills training (two months pre-job training); 2. Letter/certificate of confirmation of completion of 8 months training; 3. List of certificate holders; and 4. Copy of Brandix payroll for employment.	
		392	14,430				
	2c)	Provision of Fabric for trainees			31,648,320	Provision of fabric materials for trainers / trainees to use as demonstration / training materials	A letter of confirmation of material provided
		Other consumables for trainees thread, oil, electricity, markings etc.,			957,708	Provision of other consumables for demonstration / training materials	A letter of confirmation of material provided
		Provide Trainers			5,442,552	Providing three trainers for each group of associates trainees	A letter of confirmation of the provided service and Brandix payroll of trainers
31-Jan-13	Subtotal	14,447,760	77,608,980	Payments pending; delivery of stated milestone			

All Training Groups						
No. 3 Transport provided	28-Feb-11	Two 58-seat buses	3,613,605	3,613,605	Procure Two 58-seat buses and hand over to Brandix Workers'/Welfare association	Copies of Commercial Invoice; Delivery Receipt and Acceptance note; Signing of documents with title transfer to Brandix Workers'/Welfare association to officially receive the buses; copy of approved written manual covering terms and conditions for operation of transport services and care and maintenance of buses
No. 4 Mid-term Report	30-Apr-11	Mid-Term Evaluation Report	116,550	111,000	Carryout an independent M & E survey to measure indicators and collect data for final report	M & E Report with: (a) Verification of data; (b) verification of deliverables with trainees; (c) Opinion survey on the quality of the training; (d) Financial review of income of beneficiaries; (e) Lessons learned; (f) recommendations for mid-term changes and improvements
No. 5 Final Report	31-Jan-13	Final Report	136,032	19,536	Final consolidated report on the achievement of program objectives and indicators, including summary of best practices, lessons learned and brief recommendations for similar future activities	Final Report Submitted and Accepted
Subtotal			3,866,187	3,744,141	Payments pending delivery of stated milestone	
GRAND TOTAL			22,200,000	102,228,835		

### Appendix 3: List of All Machine Operators Who Have Been Trained Over 8 Months under the Revised Agreement

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
1	000238	510	SUKITHA KANADALINGAM K	885964168V	22-Jun-2010	3-Mar-11	7,105	25, VIPULANANDAR RD, SITHTHANDI BATTICALOA
2	000247	516	SURTHAGINI SIVAPATHASUNDARAM	NE 024437	28-Jun-2010	9-Mar-11	7,105	. MAARIYAMMAN KOVIL ROAD SITHTHANDY-03 BATTICALOA
3	000424	687	VEERAKKUDDI THEWAMALAR	906104237V	17-Nov-2010	21-Jul-11	6,980	NAGATHAMPIRAN KOVIL ROAD KINNAYADI BATTICALOA
4	000380	644	RAJAKOPAL RAMENTHINI		13-Oct-2010	24-Aug-11	6,980	PERIYATHAMPIRAN KOVIL ROAD VANTHARUMULLEI BATTICALOA
5	000406	669	VAANIKA LOKITHAN	908543963 V	11-Nov-2010	24-Aug-11	7,230	NAAGATHAMPIRAN KOVIL ROAD KINNAYADI BATTICALOA
6	000296	561	SINNATHAMBI JEYAMATHI	926134302 V	13-Aug-2010	24-Apr-11	6,980	323/1 KILLAKKAR ROAD MAWADIWEMBU-1 BATTICALOA
7	000486	749	W M CHANDRIKA SANDAMALI	917883483V	17-Dec-2010	24-Aug-11	6,980	291 NAWAMAHASENPURA WELIKANDA POLONNARUWA
8	000481	744	R D SEELAWATHI RAJAPAKSHA	707661240V	17-Dec-2010	15-Aug-11	6,980	328 SINHAPURA WELIKANDA POLONNARUWA
9	000433	696	KANESHAN THADSAJINI	NA	25-Nov-2010	24-Aug-11	6,980	PILLEYAR KOVIL ROAD KONDAYANKENI BATTICALOA
10	000435	698	PUWANENTHIRAN SINTHUJA	897833751V	25-Nov-2010	24-Aug-11	6,980	KALIKOVIL ROAD KALKUDA VALACHCHENAI
11	000494	757	KANTHASAMI PAVITHRA	925182036V	27-Dec-2010	24-Aug-11	6,980	NALLAIYA ROAD VINAYAKAR KIRAM BATTICALOA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
12	000495	758	NESARASA TAYA	NE 027762	27-Dec-2010	24-Aug-11	6,980	GS ROAD MARADIWEMBU BATTICALOA
13	000351	613	LOGITHAN KENAKA	937162570 V	23-Sep-2010	24-Aug-11	6,980	MAIN ROAD KIRAN BATTICALOA
14	000235	506	MANOJA PUSHPAKUMARI R M	905170767 V	22-Jun-2010	29-Apr-11	6,980	93, NAGASTHANNA, NAWA MAHASENPUR POLONNARUWA
15	000428	691	R M NIROSHA MALKANTHI	866672330V	24-Nov-2010	5-Aug-11	6,980	208 DIMBULANA SINHAPURA POLONNARUWA
16	000285	547	RANJINI PILLAYAN P	925683663 V	20-Jul-2010	23-Aug-11	7,105	PARANAPOLA ROAD SITHTHANDI-04 BATTICALOA
17	000306	566	SUNTHARI ARUNASALAM A	828200623 V	16-Aug-2010	24-Aug-11	6,980	ELUCHCHIGRAMAM SUNGANKENI BATTICALOA
18	000324	585	YOGARASA SUSILADEVI	905993879 V	01-Sep-2010	24-Aug-11	6,980	POST OFFICE ROAD SANTHIWELI BATTICALOA
19	000260	529	ARULAWADANI K	855020955V	20-Jul-2010	31-Mar-11	7,105	66 KUKUL KEMA KARMANTHA- SHALAWA ROAD BATTICALOA
20	000427	690	H A DINESHA DILRUKSHI	908113519V	24-Nov-2010	24-Aug-11	6,980	84 MALVILA NAWASENAPURA POLONNARUWA
21	000410	673	IRANGANI WEERASINGHA R G W M	935592763 V	11-Nov-2010	23-Jul-11	6,980	567 PARAKUMYAAYA WELIKANDA POLONNARUWA
22	000290	552	KARUNAGARAN HEMAWATHI	9051662047 V	03-Aug-2010	24-Aug-11	6,980	PILLEYAR KOVIL ROAD KINNAYADI BATTICALOA
23	000374	633	NADARASA KOMALESHWARI	808314274 V	05-Oct-2010	24-Aug-11	6,980	ELICHCHIGRAMAM SUNGANKANY BATTICALOA
24	000407	670	R G W M JINANJANI WEERASINGHA	915334199 V	11-Nov-2010	23-Jul-11	6,980	567 PARAKUM YAAYA SINGHAPURA POLONNARUWA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
25	000408	671	KOSHALA SOYZA M	886291892 V	11-Nov-2010	23-Jul-11	6,980	112 MALVILA NAWAMAHA SENPURA POLONNARUWA
26	000472	735	KANAPATHIPILLEI KETHESHWARI	745521274V	16-Dec-2010	24-Aug-11	6,980	69 VISHNUKOVIL ROAD KALKUDA BATTICALOA
27	000299	558	SIWALINGAM SDHARSHANI	817573150 V	13-Aug-2010	24-Aug-11	6,980	SCHOOL ROAD WANTHARUMULLA BATTICALOA
28	000305	570	THANGARAASA SUTHA	786121612 V	16-Aug-2010	24-Aug-11	6,980	VEKKAUP ROAD 3RD CROSS ROAD BATTICALOA
29	000246	517	THIRUNAVKARASA KUMADA	835702863 V	28-Jun-2010	9-Mar-11	7,230	MEERAWAD TAMIL VALACHCHENI BATTICALOA
30	000272	538	DAYAGARAN GANESHAN	912351416 V	21-Jul-2010	1-Apr-11	7,230	KOVIL ROAD, KALMADU BATTICALOA
31	000311	573	V P SANDYA PUSHPAKUMARI SOVIS	867263489 V	19-Aug-2010	24-Aug-11	7,230	120 MAITHTREGAMA WELIKANDA POLONNARUWA
32	000330	580	ILLENGSHWARI SOOMASUNDARAM S	806222003 V	01-Sep-2010	24-Aug-11	7,230	PILLEYAR KOVIL ROAD KINNAYADI BATTICALOA
33	000358	622	PUSHPA KUMARI D M	867533486 V	05-Oct-2010	24-Aug-11	7,230	339 NAWA MAHA SENPURA WELIKANDA POLONNARUWA
34	000401	664	SIVALINGAM KEMALATHA	936613390 V	11-Nov-2010	24-Aug-11	7,230	SUNTHAR ROAD MAWADIWEMBU 02 BATTICALOA
35	000301	563	INAYAGAM SADANANDANI	936431062 V	13-Aug-2010	24-Aug-11	6,980	CENTER ROAD KORAKALIMADU BATTICALOA
36	000347	614	VIJAYARASA ANOJA	917832277 V	23-Sep-2010	24-Aug-11	7,105	SCHOOL ROAD MAWADI WEMBU 01 BATTICALOA
37	000362	629	K H G SRILA NAYANA KUMARI	835180450 V	05-Oct-2010	24-Aug-11	6,980	139 NAMALGAMA WELIKANDA POLONNARUWA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
38	000373	632	KUNAREDNAM KUKENTHANI	908573854 V	05-Oct-2010	24-Aug-11	6,980	MAIN ROAD KINNAYADI BATTICALOA
39	000333	601	MURUGUPILLE THAWARANJANI	915983367 V	09-Sep-2010	21-May-11	6,980	MEENAWAR SANKAR ROAD KINNAYADI BATTICALOA
40	000386	648	UDENI KUMARI M V	937321198 V	19-Oct-2010	30-Jun-11	6,980	29 BORA WEWA SEWANAPITIYA POLONNARUWA
41	000327	582	THAMBIPILLEI KOMALESHWARI	916683936 V	01-Sep-2010	24-Aug-11	6,980	VISHNU KOVIL ROAD KINNAYADI BATTICALOA
42	000434	697	THYAGARASA NIROJINI	937053614V	13-Jun-2010	13-Jun-11	6,980	PILLEYAR KOVIL ROAD KONDAYANKENI BATTICALOA
43	000356	620	KOVINTHARASA PATHMAWATHY	N E 056178	27-Sep-2010	17-Aug-11	6,980	MURUGANKOVIL ROAD SITHTHANDY 03 BATTICALOA
44	000403	666	KUJENTHANI THARUMALINGAM	927383292 V	11-Nov-2010	24-Aug-11	7,230	KAALI KOVIL ROAD, MAAVADIWEMBU 02 BATTICALOA
45	000233	501	NESAMALAR S	918572309V	04-Jun-2010	13-Feb-11	7,230	KINNIYADI VALACHCHENEI BATTICALOA
46	000234	502	PONNAMMA S	868590750V	03-Jun-2010	12-Feb-11	7,230	MAIN ROAD KINNAYADI BATTICALOA
47	000273	537	SIWALINGAM	882673936 V	21-Jul-2010	1-Apr-11	7,230	KALMADU KALKUDA BATTICALOA
48	000274	536	PRASANTHINI	002527	21-Jul-2010	24-Aug-11	7,230	KANAGIPURAM VALACHCHENI BATTICALOA
49	000429	692	A V SUJEEWA MALKANTHI	918283099V	24-Nov-2010	31-Aug-11	6,980	571 PARAKUM YAYA SINHAPURA POLONNARUWA
50	000322	588	KANDASAAMI MAREENA KALAICHELVI	926291300 V	01-Sep-2010	3-Jun-11	6,980	PETHALI ROAD VINAYAKIPURAM BATTICALOA
51	000430	693	A G PATHMA PUSHPA	818463650V	24-Nov-2010	5-Aug-11	6,980	402 SINHAPURA PARAKUMYAYA POLONNARUWA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
52	000262	531	SARAJINIDEVI SUBRAMANIYAM	867452532 V	20-Jul-2010	31-Mar-11	6,000	93 PARANAPOLA ROAD, BATTICALOA
53	000229	491	MANJU S	886314639V	03-Jun-2010	28-Feb-11	6,000	KORAKALIMADU KOLANI BATTICALOA
54	000404	667	NAKARASA SUKITHA	918142746 V	11-Nov-2010	23-Jul-11	6,000	VISHNU KOVIL ROAD PETHALEI BATTICALOA
55	000431	694	KRISHNASAMI KOKILAPRIYA	NA	25-Nov-2010	24-Aug-11	6,980	MAILANTHANNA PUNANI BATTICALOA
56	000385	647	M D PRARTHANA SANDAMALI	H M 008572	19-Oct-2010	30-Jun-11	6,000	36 DIMBULANA SINHAPURA POLONNARUWA
57	000276	533	SRI PRIYA THANGARASA T	846543414 V	21-Jul-2010	1-Apr-11	6,000	257 KARAPOLA MUTHUGALA POLONNARUWA
58	000353	616	KANAPATHIPILLEI KUNAMANI	906483947 V	23-Sep-2010	4-Jun-11	6,980	SCHOOL ROAD JEEWAPURAM BATTICALOA
59	000241	511	NIROSHANTH MEGANADAN M	N/A	24-Jun-2010	5-Mar-11	6,000	NAVASIYAN THEEVU, VALACHCHENEI BATTICALOA
60	000242	512	MOHANA T	828112287V	24-Jun-2010	5-Mar-11	6,000	KUNDAYANKENY, VALACHCHENEI BATTICALOA
61	000282	543	RADAIWANAYAGI KARUWAL	886203128 V	21-Jul-2010	1-Apr-11	6,000	149 KADUMBIMALE KARUWAL BATTICALOA
62	000264	527	MANAGALADAYANITHI WELUPILLEI	858070139 V	20-Jul-2010	31-Mar-11	6,000	45 MURUGAN KOVIL ROAD VALACHCHENEI BATTICALOA
63	000363	630	K A INOKA SANDAMALI	915020968 V	06-Oct-2010	17-Jun-11	6,000	125 MAHAWELI SINHAPURA POLONNARUWA
64	000193	459	SUJANI MADUMALI K P	936083226 V	31-May-2010	9-Feb-11	6,000	224 NAMALGAMA WELIKANDA POLONNARUWA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
65	000217	493	VADANI SIVALINGAM S	8962341710V	03-Jun-2010	12-Feb-11	6,000	106 VELAUDAM ROAD SITHTHANDY-04 BATTICALOA
66	000261	530	VINORAJINI V	878444027	20-Jul-2010	31-Mar-11	6,000	VIPULANANDA ROAD, VALACHCHENEI BATTICALOA
67	000298	559	PONNAIYA MAKESHWARI	815454596 V	13-Aug-2010	24-Apr-11	6,000	ALAIMAKAL SCHOOL ROAD VINAYAKIPURAM BATTICALOA
68	000307	565	SIWARASA YOGES	806601594 V	16-Aug-2010	27-Apr-11	6,000	ELICHCHIKIRAMAM KINNAYADI BATTICALOA
69	000308	564	MAHESHWARAN SUGANTHINI	908343832 V	16-Aug-2010	27-Apr-11	6,000	MAIN ROAD VANTHARUMULLEI BATTICALOA
70	000312	574	M S M IRESHA SANDAMALI	906313006 V	19-Aug-2010	30-Apr-11	6,000	109 MALVILA NAWASENA PURA POLONNARUWA
71	000313	575	T G DAMMIKA SENARATH	858633877 V	06-Nov-2010	18-Jul-11	6,000	168 NAWAMAHASENPURA WELIKANDA POLONNARUWA
72	000331	599	THAWACHELVI PARASURAMAN P	906081806 V	09-Sep-2010	21-May-11	6,000	WANNAKKAR ROAD SITHTHANDY-02 BATTICALOA
73	000346	617	MUTHULINGAM PREMANANTHI	925190730 V	23-Sep-2010	4-Jun-11	6,000	KALIKOVIL ROAD KALUWANKENI 02 BATTICALOA
74	000289	551	KOVINTHASAAMI	835483568 V	03-Aug-2010	14-Apr-11	6,000	21 MAILAWATTAWAN WANTARAMULLEI BATTICALOA
75	000423	686	YOGARASA AJENTHINI	927343258V	17-Nov-2010	29-Jul-11	6,000	POSTOFFICE ROAD SANTHIWELI BATTICALOA
76	000231	503	THAVARANI T	N/A	09-Jun-2010	18-Feb-11	6,000	SIVAN KOVI ROAD PETHALEI BATTICALOA
77	000225	486	JAYANITHA T	815314930V	03-Jun-2010	28-Feb-11	6,980	SIVANTIVU VALACHCHENEI BATTICALOA
78	000222	500	SUGANTHINI K	778164108V	17-Jun-2010	26-Feb-11	6,000	MAIN ROAD KADIRAWELI

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
								BATTICALOA
79	000223	499	YOGARASA Y	NA	09-Jun-2010	18-Feb-11	6,000	MUNGILADI ROAD VANDARUMULLEI BATTICALOA
80	000226	489	NAMAL SRIYAKANTHI D M	NA	03-Jun-2010	12-Feb-11	6,000	158 MANIKWELA SEWANAPITIYA POLONNARUWA
81	000232	504	KOMALARANI V	838172016V	09-Jun-2010	18-Feb-11	6,000	36 CROSS SCHOOL ROAD PETHALA BATTICALOA
82	000210	478	RAMYA KUMARI P G	936251676 V	08-Jun-2010	17-Feb-11	6,000	32 KODURUWA WEWA ATHTHANAKADAWALA POLONNARUWA
83	000244	519	L C P MADDAGE	931120174 V	28-Jun-2010	9-Mar-11	6,000	162 NAMALGAMA WELIKANDA POLONNARUWA
84	000291	553	M M CHANDIMA PRIYADHARSHANI THILAKARATHNA	905341162 V	03-Aug-2010	14-Apr-11	6,000	NARANGALLA KINALAWA KURUNAGALA
85	000337	596	KUNARETINAM DINESHKA	875562274 V	09-Sep-2010	21-Jun-11	6,000	U S ROAD VANTHARUMULLEI BATTICALOA
86	000267	525	JEYAKAHANTHINI MUTHTHULINGAM M	926543849 V	20-Jul-2010	29-Apr-11	6,000	MEEYANGALKULAM KUDUMBIMALE BATTICALOA
87	000268	524	MALLIKA THIRUPATHI T	816463874 V	20-Jul-2010	29-Apr-11	6,000	VELUYADAM VEEDI SITHTHANDI-04 BATTICALOA
88	000270	522	LALITHA KUMARI R M	816712122	20-Jul-2010	29-Apr-11	6,000	241 NAWAMAHASEAPURA WELIKANDA POLONNARUWA
89	000335	595	KANAPATHIPILLEI JAYANTHINI	907562433 V	09-Sep-2010	27-May-11	6,000	WATTAYAR ROAD SANTHIWELI BATTICALOA
90	000216	485	THARANIYA Y	935440254V	03-Jun-2010	12-Feb-11	6,000	MURUGAN KOVIL VEEDI KORAHALIMADU KOLANI BATTICALOA
91	000218	492	NANTHINI JAYAKUMAR J	NA	03-Jun-2010	12-Feb-11	6,000	KANAKAPURAM, VALACHCHENAI

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
								BATTICALOA
92	000219	495	KAVITHA Y	926712608 V	03-Jun-2010	12-Feb-11	6,000	412 VIPULANANDAR ROAD VINAYAGIPURAM BATTICALOA
93	000220	494	venu V	788553609V	09-Jun-2010	18-Feb-11	6,000	VISNU KOVIL ROAD KIRAN BATTICALOA
94	000221	487	PRABAPADI M	886352638 V	03-Jun-2010	12-Feb-11	6,000	367 R.D.S. ROAD KALUWANTHONI-02 BATTICALOA
95	000228	498	NERUJA P	887893829V	17-Jun-2010	26-Feb-11	6,000	MANIWASAGAR ROAD MAWADI VEMBU BATTICALOA
96	000237	507	THARSHANI P	97510900V 97510900V	22-Jun-2010	3-Mar-11	6,000	MADALAMKURUKKUTHERU, PETHALAI, BATTICALOA
97	000240	513	GUHAN KUMARASAMI KUMARASAMI	930351709V	24-Jun-2010	5-Mar-11	6,000	ALEYADI ROAD, WANTHRUMULLEI BATTICALOA
98	000245	518	LATHAGINI SIWAPATHASUNDARAM	908514009 V	20-Jun-2010	1-Mar-11	6,000	MARIYAMMAN KOVIL ROAD SITTHANDY-03 BATTICALOA
99	000248	515	BALACHANDRAN YASODAPRIYA	916263856 V	28-Jun-2010	9-Mar-11	6,000	SRI MARIYAMMAN KOVIL ROAD SITTHANDY-03 BATTICALOA
100	000263	534	KAMALAMANI ELAYATHAMBI	867782230 V	20-Jul-2010	31-Mar-11	6,000	NEW MARKET ROAD SITTHANDY-04 BATTICALOA
101	000275	535	CHITRA T	816024676 V	20-Jul-2010	31-Mar-11	6,000	SCHOOL ROAD SANTHIWELI BATTICALOA
102	000278	539	PAVITHRA W M M M	NA	21-Jul-2010	1-Apr-11	6,000	207 WELIKANDA POLONNARUWA
103	000284	546	MEKALA S	855105233 V	20-Jul-2010	31-Mar-11	6,000	YALAYUDAM VEEDI SITTHANDI BATTICALOA
104	000286	548	W A VIJAYANTHI SOOMARATHNA	9158305522 V	03-Aug-2010	14-Apr-11	6,000	105 KARAPOLA SEWANAPITIYA BATTICALOA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
105	000287	549	D.G LALANI PRIYANGIKA WIJESIRI	896840797 V	03-Aug-2010	14-Apr-11	6,000	405 NAWA MANIKDENIYA POLONNARUWA
106	000295	562	WEJEDHARSHANI KUMARAWAL K	915153950 V	13-Aug-2010	24-Apr-11	6,000	201 KARAPOLA SEWANAPITIYA POLONNARUWA
107	000317	583	LACHCHUMKANTHI NARAYANAPILLEI N	866093822 V	08-Sep-2010	20-May-11	6,000	MEERAWODI ROAD KINNAYADI BATTICALOA
108	000321	581	KAVITHA YOGARASA Y	915072666 V	08-Sep-2010	20-May-11	6,000	NAGATHAMPIRAM KOVIL ROAD KINNAYADI BATTICALOA
109	000323	587	VELAUYDAM MANGAYAKARASU	NA	01-Sep-2010	13-May-11	6,000	3 RD CROSS BATTICALOA
110	000334	602	KAMALADEVI KRISHNAN K	895663174 V	01-Sep-2010	13-May-11	6,000	WANNAKKAR ROAD SITHTHANDI 02 BATTICALOA
111	000336	598	WELMURUGU JEYA	847214350 V	09-Sep-2010	21-May-11	6,000	MEENAWAR SANGAR VEEDI KINNAYADI BATTICALOA
112	000338	600	MALANI VITHARANA	865583060 V	09-Sep-2010	21-May-11	6,000	34 BO ATHTHA WELIKANDA POLONNARUWA
113	000348	615	VINAYAMURTHI SHANTHADEVI	875082450 V	23-Sep-2010	4-Jun-11	6,000	SCHOOL ROAD MAVADIWEMBU 01 BATTICALOA
114	000349	612	KANAPATHIPILLEI PERENPARANI	886054181V	23-Sep-2010	4-Jun-11	6,000	SCHOOL ROAD JEEWAPURAM BATTICALOA
115	000352	611	THAMBIRASA PANKAYAMALAR	798463893 V	23-Sep-2010	4-Jun-11	6,000	KOORAKALLIMADU KIRAN BATTICALOA
116	000366	626	S DHANUSHKA NIMALI	937141912 V	05-Oct-2010	16-Jun-11	6,000	25 MAHAWELI SINHAPURA POLONNARUWA
117	000368	628	N G NIROSHINI SILVA	915291635 V	05-Oct-2010	16-Jun-11	6,000	123 MANIKDENIYA WELIKANDA POLONNARUWA
118	000369	634	SIEAGURU GANESHWARI	895803960 V	05-Oct-2010	16-Jun-11	6,000	JEEWAPURAM PALAYADITHONA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
								BATTICALOA
119	000370	635	VISHWANATHAN LALITHA	88758142 V	05-Oct-2010	16-Jun-11	6,000	SCHOOL ROAD JEEWAPURAM BATTICALOA
120	000371	636	THANGARASA JEYARANJANI	895213250 V	05-Oct-2010	16-Jun-11	6,000	NAGATHAMBIRAN KOVIL ROAD KARANKALI CHOLEI BATTICALOA
121	000372	637	SUPPAIYA MEENALAJINI	887920877 V	05-Oct-2010	16-Jun-11	6,000	KURINGINAGAR VINAYAGIPURAM BATTICALOA
122	000377	640	M G ASANKA WIJERATHNA	903230711 V	12-Oct-2010	23-Jun-11	6,000	218 MALLINDA SEWANAPITIYA POLONNARUWA
123	000378	641	GHANAKUMAR THURAKKA	NA	12-Oct-2010	23-Jun-11	6,000	MAAWADIWEMBU BATTICALOA
124	000382	646	SANMUGAM SARSDA	797344494 V	18-Oct-2010	29-Jun-11	6,000	KALI KOVIL ROAD PATTIYADICHENEI BATTICALOA
125	000387	649	M D DISNA KUMUDUNI	917030057 V	19-Oct-2010	30-Jun-11	6,000	161 MAHINDAGAMA ASELAPURA POLONNARUWA
126	000388	650	M A RUMESHIKA SEUWANDI	925583367 V	19-Oct-2010	30-Jun-11	6,000	243 MAGULPOKUNA WELIKANDA POLONNARUWA
127	000391	654	SELLATHMBI LECHCHAMI	816913470 V	26-Oct-2010	7-Jul-11	6,000	SETTIYAR ROAD VANTHARUMULLEI BATTICALOA
128	000393	656	DILUSHIKA MALDENIYA M A	886021879 V	26-Oct-2010	7-Jul-11	6,000	148 NAGASTHANNA NAWAMAHAASENPURA POLONNARUWA
129	000400	663	SANMUGAM WASANTHAPRIYA	877153924 V	11-Nov-2010	23-Jul-11	6,000	6TH CROSS ROAD VINAYAGIPURAM BATTICALOA
130	000402	665	SIVALINGAM JAYARANI	NA	11-Nov-2010	23-Jul-11	6,000	VALACHCHENAI BATTICALOA
131	000425	688	NAWAREDNAM NALAGINI	887163456V	17-Nov-2010	29-Jul-11	6,000	UMA MILL ROAD KOMMATHUREI BATTICALOA
132	000440	703	PATHMA NUGALIYADDA H G	905894811V	30-Nov-2010	11-Aug-11	6,000	163 RUHUNUKETHA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
								WELIKANDA POLONNARUWA
133	000442	705	W M WASANA INDUNIL KUMARI	NA	30-Nov-2010	11-Aug-11	6,000	200 WELIKANDA POLONNARUWA
134	010221	662	TEIWANAYAGAM MANJULA	917632774 V	03-Aug-2010	24-Aug-11	6,980	WELAYUDAM ROAD SITHTHANDI-04 BATTICALOA
135	010210	651	SUMITHRA THILLAYAMPALAM T	915673333 V	20-Jul-2010	31-Jul-11	6,980	POOLAKKADU KIRAN BATTICALOA
136	010396	833	R M DAMAYANTHI RATHNAYAKA	935552958V	21-Dec-2010	24-Aug-11	6,980	257 SURIYAWEWA SINHAPURA POLONNARUWA
137	010395	832	D M THARAKA ERANGA DISSANAYAKA	912083420V	21-Dec-2010	24-Aug-11	7,230	257 SURIYAWEWA SINHAPURA POLONNARUWA
138	010365	803	PILLEYAN SHASIKALA	856044467V	06-Dec-2010	24-Aug-11	6,980	KLAKKAR ROAD MAWADIWEMBU-01 BATTICALOA
139	010398	835	D M UDAYANGANI PUSHPAKUMARI	897430061V	21-Dec-2010	24-Aug-11	6,980	256 SURIYAWEWA SINHAPURA POLONNARUWA
140	010306	744	A M PAVITHRA PRIYALALINI	897502178 V	26-Oct-2010	24-Aug-11	6,980	80 NAGASTHANNA NAWAMAHA SENPURA POLONNARUWA
141	010164	617	MAHALAKSHMI M	895273856V	04-Jun-2010	13-Feb-11	6,850	KALAIMAGAL ROAD PETHALEI BATTICALOA
142	010238	672	MURUGUPILLE JANITHA	935381819 V	19-Aug-2010	24-Aug-11	9,000	PILLEYAR KOVIL VEEDI SUNGANKENI BATTICALOA
143	010316	761	ROSHINI THILAKARATHNA	887911037 V	11-Nov-2010	23-Jul-11	6,980	59 MALVILA NAWAMAHA SENPURA POLONNARUWA
144	010183	629	RAMYA KUMARI H M	806982113V	22-Jun-2010	24-Aug-11	7,105	77, MAITHTHREEGAMA, ASELAPURA, POLONNARUWA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
145	010317	762	K NILANKA MADUSHANI SAMARASINGHE	906282062 V	11-Nov-2010	23-Jul-11	6,980	125 SEWANAPITIYA POLONNARUWA POLONNARUWA
146	010231	663	S SUTHARSHANI	NE-024436	12-Aug-2010	23-Apr-11	6,980	SITHTHANDY-03 BATTICALOA BATTICALOA
147	010282	723	D G CHAMPIKA KUMARI	8656933384 V	05-Oct-2010	16-Jun-11	6,980	118 SINHAPURA WELIKANDA POLONNARUWA
148	010243	677	MAHESHWARI NALLATHAMBI	NA	01-Sep-2010	24-Aug-11	6,980	CHETTIYAR ROAD VANTHARAMULLA BATTICALOA
149	010284	726	TEWANAYAGAM SATHTHIYA	927023440 V	05-Oct-2010	24-Aug-11	6,980	MAIN ROAD KINNAYADI BATTICALOA
150	010322	755	JESURANI YOKARASA Y	917063753 V	11-Nov-2010	24-Aug-11	6,980	LIBERY ROAD PETHTHALEI BATTICALOA
151	010264	699	KUMARAGURU GAURIDEVI	908392566 V	09-Sep-2010	21-May-11	6,980	MEENAWAR SANGAR VEEDI KINNAYADI BATTICALOA
152	010273	710	SUNTHARAMOORTHI SUGUDINI	927631989 V	23-Sep-2010	22-Aug-11	6,980	MAILAMPAWELI THANNAMUNE BATTICALOA
153	010179	624	ERANGA SAMPATH KITHSIRI L	N/A	16-Jun-2010	25-Feb-11	6,000	167 NAMALGAMA WELIKANDA POLONNARUWA
154	010274	709	PUSHPANATHAN THANENTHANI	916854188 V	23-Sep-2010	4-Jun-11	6,980	8TH CROSS VINAYAGIPURAM BATTICALOA
155	010177	619	ACHALA MADURASINGHA M A	927571471V	04-Jun-2010	13-Feb-11	7,230	274 MAHINDAGAMA ASELAPURA POLONNARUWA
156	010163	618	SAROJANI S	916243464V	04-Jun-2010	31-Jan-11	6,980	WANDAMUNE WELIKANDA POLONNARUWA
157	010259	693	SIWALINGAM SATHYAPRIYA	916713681 V	09-Sep-2010	31-Jul-11	6,980	PULIPAINDAKAL KIRAN BATTICALOA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
158	010401	838	S M MALLIKA SAMARAKOON	756972154V	27-Dec-2010	24-Aug-11	6,980	136 MAHASENPURA WELIKANDA POLONNARUWA
159	010327	760	KANESHALINGAM ANUSHA	84063080V	11-Nov-2010	23-Jul-11	6,980	MURUGANKOVIL ROAD KOORAKALIMADU BATTICALOA
160	010349	787	B G RASIKA SAMANTHI	916830840V	25-Nov-2010	6-Aug-11	6,980	557 PARAKUM YAAYA SINHAPURA POLONNARUWA
161	010251	690	KUKANATHAN NITHIKALA	89593221 V	01-Sep-2010	13-May-11	6,000	BADULLA ROAD ILLUPPIYADI CHENEI BATTICALOA
162	010318	763	H H MENAKA KUMARI	NA	11-Nov-2010	23-Jul-11	6,000	60 MALVILA NAWAMAHAENPURA POLONNARUA
163	010222	661	SIRIYALATHA KANKANAMLAGE W K	F-L002869	03-Aug-2010	14-Apr-11	6,000	321 MAITHREEGAMA ASELAPURA POLONNARUWA
164	010194	636	WIJESINGHA ARACHCHILAGE NIPUNA NISHANTHA	920892809 V	05-Jul-2010	16-Mar-11	6,000	159 SEWANAPITIYA POLONNARUWA POLONNARUWA
165	010162	610	NITHTHIYA T	NA	03-Jun-2010	12-Feb-11	6,000	MEERAWODAI TAMIL MAIN ROAD BATTICALOA
166	010170	609	SUMATHI S	895544094V	03-Jun-2010	12-Feb-11	6,000	VIPULANANDAR ROAD SITHTHANDI 01 BATTICALOA
167	010261	694	KANAPATHIPILLEI MALARVILY	846892036 V	09-Sep-2010	21-May-11	6,000	J P ROAD KIRAN BATTICALOA
168	010209	652	SAWRIYATHUMMAH A L	848421049 V	20-Jul-2010	31-Mar-11	6,000	05 JAYANTHIYAYA PUNANI BATTICALOA
169	010211	650	SAMANTHIKA KUMARI M G	837614902 V	20-Jul-2010	31-Mar-11	6,000	248 ASELAPURA WELIKANDA POLONNARUWA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
170	010246	679	SOOMANADAN SUVENDANI	NA	01-Sep-2010	13-May-11	6,000	NAWALADI PILLEYAR VEEDI SANTHIWELI BATTICALOA
171	010272	707	SAROGINI RAVI R	916173261 V	21-Sep-2010	2-Jun-11	6,980	NARALAR ROAD SITHTHANDY BATTICALOA
172	010262	691	MAHESHWARAN KOKILAWATHANI	896963988 V	09-Sep-2010	21-May-11	6,000	MURUGAN KOVIL VEEDI MEERAWODI THAMIL BATTICALOA
173	010216	645	ANUSHA KRISHANTHI R M	936331670 V	20-Jul-2010	30-Mar-11	6,000	161 NAWAMAHASEN PURA WELIKANDA POLONNARUWA
174	010287	719	A A PRADEEPA AMARASINGHA	887563799 V	05-Oct-2010	30-Jun-11	6,000	81 MAHAWELI SINHAPURA POLONNARUWA
175	010285	725	NADARAJA SUMATHI	915754103 V	05-Oct-2010	29-Jun-11	6,000	MARIYAMAN KOVIL ROAD MAWADIWEMBU BATTICALOA
176	010160	613	NANTHINI P	936243614V	09-Jun-2010	18-Feb-11	6,000	NAUKKAGER ROAD MAVADIVAMY 02 BATTICALOA
177	010161	614	RUSHANI RAJENDRAN	936981011V	09-Jun-2010	18-Feb-11	6,000	SCHOOL ROAD SHANTHIVELY BATTICALOA
178	010165	615	RATHIKA RAMAKAVUNDAR R	885473695V	09-Jun-2010	18-Feb-11	6,000	KALMADU, VINAYAGIPURAM, BATTICALOA
179	010169	602	JEYAMALINI T	836264797V	03-Jun-2010	12-Feb-11	6,000	KANITHIVA ROAD ILUPPDICHENEI BATTICALOA
180	010171	616	LOKITHA ERASAMANIKKAM E	N/A	09-Jun-2010	18-Feb-11	6,000	VAKANERI VAKANERI BATTICALOA
181	010178	612	SASIREKA S	845742588V	09-Jun-2010	18-Feb-11	6,000	WINASAKA PURAM VALACHCHENEI VALACHCHENEI BATTICALOA
182	010181	605	NIROSHA DILRUKSHI V G	818434782V	03-Jun-2010	12-Feb-11	6,000	15/A BORAWEWA SEVANAPITIYA POLONNARUWA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
183	010185	631	JAYARANI ABIMAN A	837372348 V	22-Jun-2010	3-Mar-11	6,000	VISHNU KOVIL VEEDI, VALACHCHENAI BATTICALOA
184	010187	627	NISHANTHINI THEVAPODY T	817283349V	22-Jun-2010	3-Mar-11	6,000	R D S ROAD SANDIWEI, BATTICALAO
185	010188	630	THINESHGEETHA MEGANADAN	877442713 V	22-Jun-2010	3-Mar-11	6,000	123, SINNATHAMBI, NASIWANTHIWE BATTICALOA
186	010191	632	RAMYA KUMARI A W	906343959V	24-Jun-2010	5-Mar-11	6,000	06 RATHUKURUSAGAMA HEWAHATA NUWARA ELIYA
187	010192	635	THEWAKUMARI SUBRAMANIYAM	917821925 V	28-Jun-2010	9-Mar-11	6,000	MARUDANAGAR VINAYAGIPUARAM BATTICALOA
188	010195	637	YOGANADAN THARMILA	927862670 V	28-Jun-2010	9-Mar-11	6,000	330 THIGILIVETTAI SANDIVELI BATTICALOA
189	010197	639	SUBRAMANIYAM SINNATHAMBI KINOSHA	896214039 V	20-Jun-2010	1-Mar-11	6,000	VINAYAPURAM VALACHCHENEI BATTICALOA
190	010208	653	WATHTHEGEDARA W G N	H L 006861	20-Jul-2010	31-Mar-11	6,000	184 NAWA MAHASNPURA WELIKANDA POLONNARUWA
191	010236	667	H MSUJEEWA SAMAN KUMARI	906003180 V	13-Aug-2010	24-Apr-11	6,000	219 NAWA MENIKDENIYA ASELAPURA POLONNARUWA
192	010237	666	G G THARANGA DANJEEWANI KUMARI GUNAWARDAN	885652263 V	13-Aug-2010	24-Apr-11	6,000	218 KALINGAWILA WELIKANDA POLONNARUWA
193	010239	673	MAHESHWARI MAILWAHANAM M	907852474 V	19-Aug-2010	30-Apr-11	6,000	BAKE HOUSE ROAD MURANKURUCHCHI BATTICALOA
194	010240	675	JEGANATHAN NISHANTHINI	F J 003950	19-Aug-2010	30-Apr-11	6,000	JEEWANAGAR KALMADU BATTICALOA
195	010244	678	SUBAJINI KALIKUDDI K	8360030770 V	01-Sep-2010	13-May-11	6,000	R D S ROAD PETHTHALEI BATTICALOA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
196	010245	684	Y M NALANGANI KUMARI	917300690 V	01-Sep-2010	13-May-11	6,000	243 NAWA MAHAENPURA WELIKANDA POLONNARUWA
197	010247	681	GANESH DUSHANTH	901412570 V	01-Sep-2010	13-May-11	6,000	R D S ROAD MAVADIVEMBU BATTICALOA
198	010248	682	SATEESWARAN SANMUGARAASA S	NE 056316	08-Sep-2010	20-May-11	6,000	SETTIYAR ROAD VANTHARAMULLA BATTICALOA
199	010253	685	MANAGARAN WAIRATHI W	906783835 V	01-Sep-2010	13-May-11	6,000	BADULLA ROAD ILLUPPADI CHENI BATTICALOA
200	010257	697	IRASAIYA GAJENDANI	L B 826853	09-Sep-2010	21-May-11	6,000	16B SWISS KIRAMAM THIRAYAMADU BATTICALOA
201	010258	695	MURUGUILLEI NIRMALA	797795496 V	09-Sep-2010	21-May-11	6,000	ERIKARE ROAD KORAKALI MADU BATTICALOA
202	010260	692	PARANIYANDI UMAKANTHI	865014350 V	09-Sep-2010	21-May-11	6,000	ELICHCHIGRAMAM SUNGANKENI BATTICALOA
203	010263	698	THEWANAYAGAM ARASUMALAR	808644037 V	09-Sep-2010	21-May-11	6,000	PULLAYAR KOVIL VEEDI SUNGANKENI BATTICALOA
204	010267	701	Y R CHAYANI SANDAMALI	NA	13-Sep-2010	25-May-11	6,000	119 MAGUL POKUNA WELIKANDA POLONNARUWA
205	010268	703	Y G AJANTHA KUMARI	835094294 V	21-Sep-2010	2-Jun-11	6,000	247 KALINGAWILA WELIKANDA POLONNARUWA
206	010270	705	R M SAMANTHIKA KUMARI PRIYADHARSHANI	898405192 V	21-Sep-2010	2-Jun-11	6,000	301 NAWA MAHAENPURA WELIKANDA POLONNARUWA
207	010275	708	WEERASINGHAM VANI	927754070 V	23-Sep-2010	4-Jun-11	6,000	JEEWAPURAM SANTHIWELI BATTICALOA
208	010294	732	K A RENUKA DAMAYANTHI	885714722 V	18-Oct-2010	29-Jun-11	6,000	214 MAHINDAGAMA ASELAPURA POLONNARUWA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
209	010295	733	SHANIKA SEUWANDI K G	928611850 V	18-Oct-2010	29-Jun-11	6,000	1291/A SEWA JANAPADAYA PADAWI POLONNARUWA
210	010300	738	SELWATHUREI GAJENTHANI	NA	19-Oct-2010	30-Jun-11	6,000	PATHTHINIAMMAN KOVIL ROAD JEEWAPURAM BATTICALOA
211	010302	741	E G PRIYANTHI	908461916 V	26-Oct-2010	7-Jul-11	6,000	17 MAGULPOKUNA WELIKANDA POLONNARUWA
212	010303	740	G H NIMALI SEETHAKUMARI	H M 007425	26-Oct-2010	7-Jul-11	6,000	286 MAGULPOKUNA WELIKANDA POLONNARUWA
213	010304	742	H L SURANGIKA MADUMALI	H M 007424	26-Oct-2010	7-Jul-11	6,000	353 PERAKUMYAAYA SINHAPURA POLONNARUWA
214	010305	743	G SEROMI ELISABATH	918100091V	26-Oct-2010	7-Jul-11	6,000	21 PATTIYADICHENEI KALKUDA BATTICALOA
215	010320	765	K PARASHAKTHY KANAPATHIPILLEI	895270504 V	12-Nov-2010	24-Jul-11	6,000	MAIN ROAD KINNAYADI BATTICALOA
216	010321	754	N SATHTHYAKALA NAGALINGAM	ND901334	11-Nov-2010	23-Jul-11	6,000	ALAKAPURI VAKARAI BATTIUCALOA
217	010324	757	JHON THIRESHA	918600647 V	11-Nov-2010	23-Jul-11	6,000	MAILANTHANNA PUNANI BATTICALOA
218	010336	774	SEENIVASAKAM NIROJINI	915912524V	17-Nov-2010	29-Jul-11	6,000	ORUMULACHCHOLEI KOMMATHUREI BATTICALOA
219	010337	775	KOPALAPILLEI SELWARANI	866923422V	17-Nov-2010	29-Jul-11	6,000	MEENAWARSANKA ROAD KINNAYADI BATTICALOA
220	010340	778	SETHUNATHAN NAGATHEVI	885932282V	17-Nov-2010	29-Jul-11	6,000	VAANI ROAD KOMMATHUREI BATTICALOA
221	010341	779	SHANMUGAM ESHVARY	818585616V	17-Nov-2010	29-Jul-11	6,000	PARTHI ROAD KINNAYADI BATTICALOA

	Emp No.	EPF No	Name	National or Postal Identity No.	Date of Appointment	Last Present Date up to 24 August 2011	Basic Salary	Address
222	010342	780	SETHUNATHAN PUWANESHWARI	905662287V	17-Nov-2010	29-Jul-11	6,000	VAANI ROAD KOMMATHUREI BATTICALOA
223	010346	784	IRAMALINGAM SARITHA	885802451V	25-Nov-2010	6-Aug-11	6,000	CHERMON ROAD MOROKOTTANCHELEI BATTICALOA
224	010348	786	NALLATHAMBI UDAYANANTHINI	867441557V	25-Nov-2010	6-Aug-11	6,000	CHIRAMAN ROAD MOROKKOTTANCHELEI BATTICALOA
225	010213	648	LAKMAL SAMAN KUMARA K D	H M 007945	20-Jul-2010	30-Mar-11	6,000	89 NAWA MAHASNPURA WELIKANDA POLONNARUWA
226	010214	647	PANCHALI S	746184069 V	20-Jul-2010	30-Mar-11	6,000	PALAYASANDI SITHTHANDI-03 BATTICALOA
227	010215	646	KUMUDUNI S	925713805 V	20-Jul-2010	30-Mar-11	6,000	SITHTHANDI SITHTHANDI-03 BATTICALOA
228	010330	768	R G CHAMILA PRIYADARSHANI	926572819V	16-Nov-2010	23-Jul-11	6,000	429 MAITHTREGAMA ASELAPURA POLONNARUWA

## Appendix 4: Sample of the Letters Issued On Completion of Training

### 4.1 Letter issued previously

#### 1. Sinhala Letter

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තමා:.....  
සේ.අ:.....

සෙර සහ පසු පත්‍රයේ සාල සීමාව නිම කිරීම.

..... දින කිසිදු සෙර සහ පසු පත්‍රයේ (සේවා) සාලය සාර්ථකව අවසන් කර ඇති බව පැහැදිලිකරවීම සඳහා දැනුම් දෙමු.

කිසිදු කිසිදු අනාගත අපේක්ෂාවක් සාර්ථක කර ගනිමින් ආයතනයේ අභිවෘද්ධිය උසුලා ඉදිරියට කිසිදු දායකත්වය ලබාදෙනු ඇතැයි අප විශ්වාස කරමු.

මිමිට පුන අනාගතයත්.

මුහුණතේ ඉන්ධන මිලදීමේදී ඉහළම මිලදීම - ප්‍රශංසා

.....

මානව සම්පත් පැහැදිලිකර:

## 2. Tamil Letter

திகதி.....

பெயர் .....

சேர்விலக்கம் .....

### பயிற்சியை பூரணப்படுத்தியமை

..... ம் திகதியுடன் நீங்கள் சகல பயிற்சிகளையும் பூரணப்படுத்தியுள்ளீர் என்பதை மகிழ்ச்சியுடன் அறியத்தருகிறோம். மேலும் தொழிற்சாலையினதும் உங்களினதும் முன்னேற்றத்திற்காக உழைப்பீர்கள் என நம்புகிறோம்.

உங்களின் வெற்றிக்கு வாழ்த்துக்கள்

.....  
மனித வள முகாமையாளர்



2. At 6 months – Sinhala Letter

දිනය-----  
 නම-----  
 සේවා ආයතන-----

ප්‍රිය මහත්මියන/ මහත්මියනි/ මෙනවියනි,

**සත්‍ය පුහුණු කාල සීමාව (මාස 06) අවසන් කිරීම**

මමගේ සත්‍ය පුහුණු කාල සීමාව-----දින සාර්ථකව අවසන් කර ඇති බව සලකුණකාරීත්වය සතුටින් දැනුම් දී සිටිමු. නමුදු ඉහත පුහුණු කාල සීමාව තුළ මම සහන සඳහන් මූලික කරුණු සාර්ථකව ආවරණය කිරීමට සමත් වී ඇත.

- 01. මමගේ රාජකාරියට සම්බන්ධ මූලික කරුණු සහ පුද්ගලය.
- 02. මමගේ රාජකාරිය සම්බන්ධ වගකීම් සහ ආයතනය බලාපොරොත්තු වන ඉලක්ක.
- 03. ඇඟවුම් නිෂ්පාදනය සඳහා භාවිතා කරන යන්ත්‍ර වල මූලික දැනුම හා පුහුණුව.
- 04. සාර්ථකව පුහුණුව.

01. සාමාන්‍ය යන්ත්‍ර (Normal machine)  
 (Label attach ,Run stitch ,Sleeve tag ,Neck tag ,Placket attach, Placket close, Cover stitch)

02. ඕවර්ලොක් යන්ත්‍ර (Over lock machine)  
 (Sleeve tag , Neck tag , Side seam , Shoulder joint)

03. ෆ්ලැට්ලොක් යන්ත්‍ර (Flat lock machine)  
 (Bottom hem , Sleeve hem , Binding ,Cover stitch)

- 05. ආයතනයේ ගෞරව ප්‍රතිපත්තිය පිළිබඳ වැඩි දුර පුහුණුව.
- 06. පන්දු වර්ග හඳුනා ගැනීම , හේතූන් හඳුනා ගැනීම හා ව්‍යුත්පා ගැනීමේ උපාය මාර්ග හඳුනා ගැනීම.
- 07. ආයතනයේ සේවකයෙකු/සේවිකාවක වශයෙන් ඉදිරි දිනපුරාම හෝ කරුණ ගැනීම මාර්ග පිළිබඳ දැනුවත් කිරීම.
- 08. පුහුණුවේ ප්‍රති පෝෂණය.

මමගේ අනාගත අපේක්ෂාවන් සාර්ථක කර ගනිමින් ආයතනයේ අභිවෘද්ධිය උදෙසා දායකත්වය ලබා දෙනු ඇතැයි ආප වන්දනා කරමු.

මමට සහ ආනන්දයයි.

මුහුණ්ඩේස් සැලසුමේ වේසාරි-ප්‍රනාති

-----  
 මානව සම්පත් සලකුණකරු.

3. At two Months - Tamil  
Letter

திகதி:.....  
பெயர்: .....  
சேர்விலக்கம் : .....

ஆரம்பக்கட்ட தையல் பயிற்சி நெறியினைப் பூர்த்தி செய்தமை (02 மாதங்கள்)

மேற்படி பெருடய நீங்கள் எமது நிறுவனத்தில் இரண்டு மாத கால ஆரம்பக்கட்ட தையல் பயிற்சியினை .....ம் திகதியின் வெற்றிகரமாக பூர்த்தி செய்துள்ளீர் என்பதை மகிழ்சியுடன் தெரிவித்துக்கொள்கின்றோம்.

மேலும் மேற்படி கற்கை நெறியில் நீங்கள் பின்வரும் பயிற்சிகளையும் அறிவுரைகளையும் பெற்றுள்ளீர் என இத்தாள் தெரிவிக்கின்றோம்.

01. தொழிற்சாலை பற்றிய அறிமுகம்
02. தொழிற்சாலையின் கொள்கைகள் மற்றும் செயன்முறைகள் பற்றிய அறிமுகம்
03. தொழிற்சாலையின் பொதுவான
  - ! குழு ஒருமைப்பாடு
  - !! தொலை நோக்கு
  - !!! பணிக்கூற்று
04. உற்பத்திச் செயன்முறை மற்றும் வாடிக்கையாளர்கள் பற்றிய அறிமுகம்
05. தொழிற்சாலையின் ஒழுக்காற்றுச்செயன்முறை மற்றும் ஒழுக்காற்று நடவடிக்கை பற்றிய அறிமுகம்.
06. சுகாதார மற்றும் பாதுகாப்பு தொடர்பான அறிவுரை
07. குழு முயற்சி மற்றும் தலைமைத்துவம் தொடர்பான பயிற்சி
08. ஊசிகள் பரிமாறப்படும் செயன்முறை
09. இயந்திரங்கள் (Normal, Over lock, Fat lock) தொடர்பான அடிப்படை அறிமுகம்
10. உற்பத்தித்தரம் தொடர்பான அடிப்படை அறிமுகம்
11. தொழிற்சாலையினால் கிடைக்கப்படுகின்ற மேலதிக நன்மைகள் பற்றிய அறிமுகம்
12. ஆரம்ப பயிற்சிகளுடன் பின்விளைவுகளை அவதானித்தல்

மேலும் நீங்கள் இத்தொழிற்சாலையில் தொடர்ச்சியாக சிறந்த முறையில் வேலைசெய்து எதிர்காலத்தில் இத்தொழிற்சாலையின் வெற்றிக்கு பங்களிப்புச்செய்வீர்கள் என எதிர்பார்கின்றோம்.

“வெற்றிகரமான எதிர்காலத்துக்கு எமது வாழ்த்துக்கள்”

பிராண்டிகள் ஆடைத்தொழிற்சாலை

.....  
மனித வள முகாமைப்பாளர்

#### 4. At Six Months – Tamil Letter

திகதி:.....  
பெயர்:.....  
சேர்வில்லக்கம்:.....

#### தையல் தொழிற்பயிற்சி நெறியினைப் பூர்த்தி செய்தமை (06 மாதங்கள்)

மேற்படி பெருடய நீங்கள் எழு நிறுவனத்தில் ஆறு மாத கால தையல் தொழிற்பயிற்சி நெறியினை .....ம் திகதியுடன் வெற்றிகரமாக பூர்த்தி செய்துள்ளீர் என்பதை மகிழ்ச்சியுடன் தெரிவித்துக்கொள்கின்றேன்

மேலும் மேற்படி கற்கை நெறியில் நீங்கள் பின்வரும் பயிற்சிகளையும் அறிவுரையையும் பெற்றுள்ளீர் என இத்தான் தெரிவிக்கிறேன்.

01. வேலைத்தளம் பற்றிய அறிமுகம்
02. உங்களது பொறுப்புகள் மற்றும் உங்களிடம் இருந்து எதிர்பார்க்கப்படும் விடயங்கள் தொடர்பான அறிவுரை
03. இயந்திரங்கள் பற்றிய தெளிவான அறிவுரை
04. தொழிற்பயிற்சியின் போது கற்றுக்கொண்ட செயல் முறைகள்:
  1. Normal Machine  
(Label attach, Run stitch, Sleeve tag, Placket attach, Placket close, Cover stitch)
  2. Over lock Machine  
(Sleeve tag, Neck tag, Side seam, Solder joint)
  3. Fat lock  
(Bottom Item, Sleeve hem, Binding, Cover stitch)
05. தொழிற்சாலையின் உற்பத்தித் தரம் தொடர்பான தெளிவான அறிவுரை
06. உற்பத்தியின் போது ஏற்படும் தவறுகளை இனங்காணவும் அத்தவறுகள் எதிர்காலத்தில் ஏற்படாமல் தவிர்ந்துக் கொள்வதற்கான வழிமுறைகளும்.
07. தொழில் அபிவிருத்தி பற்றிய அறிவுரை
08. பின்வீளைவுகளை அவதானித்தல்

மேலும் நீங்கள் இத்தொழிற்சாலையில் தொடர்ச்சியாக சிறந்த முறையில் வேலைசெய்து எதிர்காலத்தில் இத்தொழிற்சாலையின் வெற்றிக்கு பங்களிப்புசெய்வீர்கள் என எதிர்பார்கின்றோம்.

**“வெற்றிகரமான எதிர்காலத்துக்கு எழு வாய்த்துக்கள்”**

பிரான்டிக்ஸ் ஆன தொழிற்சாலை

.....  
மனித வள முகாமையாளர்”

## Appendix 5: Training Schedule for Employees Within The Training School

### TRAINING SCHOOL PROCEDURE

1 <sup>st</sup> -day	General awareness about the work environment.(discipline,procedures,,company,job,value of the job)/Induction
2 <sup>nd</sup> -Day	Knowledge of the machine parts, safety,
3 <sup>rd</sup> -Day	Machine Training without needle.
4 <sup>th</sup> -Day	Bobbing setting,setting needle,stickting small pieces,
5,6,7,8.Days	Preparation for operations
9 <sup>th</sup> -Day	QC Induction
10,11,12. Days	Other Machine Training Two weeks Done
13,14,15,16,17-Days	Special Machine & Operations Trainings (O/L,Flat Lock)
18-Day	QA session by a Quality supervisor Three weeks Done
19,20,21,22,23, 24,-Days	In line Training
25 <sup>th</sup> -Day	Study test by Work -study Four weeks done

#### NOTE

(01) Each & Every trainee should maintain a book for their training period from the beginning to the end & should update everything they learn & paste every operation wise sample on their books.

(02) - Within 00 weeks all trainees should become the MQ grade "C" level & we should increase their basic salary up to Grade' C' level while contributing to the Company