



Women

& their role
in Economic
Development
in Sri Lanka

The role of women in our society

has changed significantly in the past three decades. Women and girls have many more opportunities and face different challenges. The playing field is not level, but neither is gender bias as institutionalized as it once was.

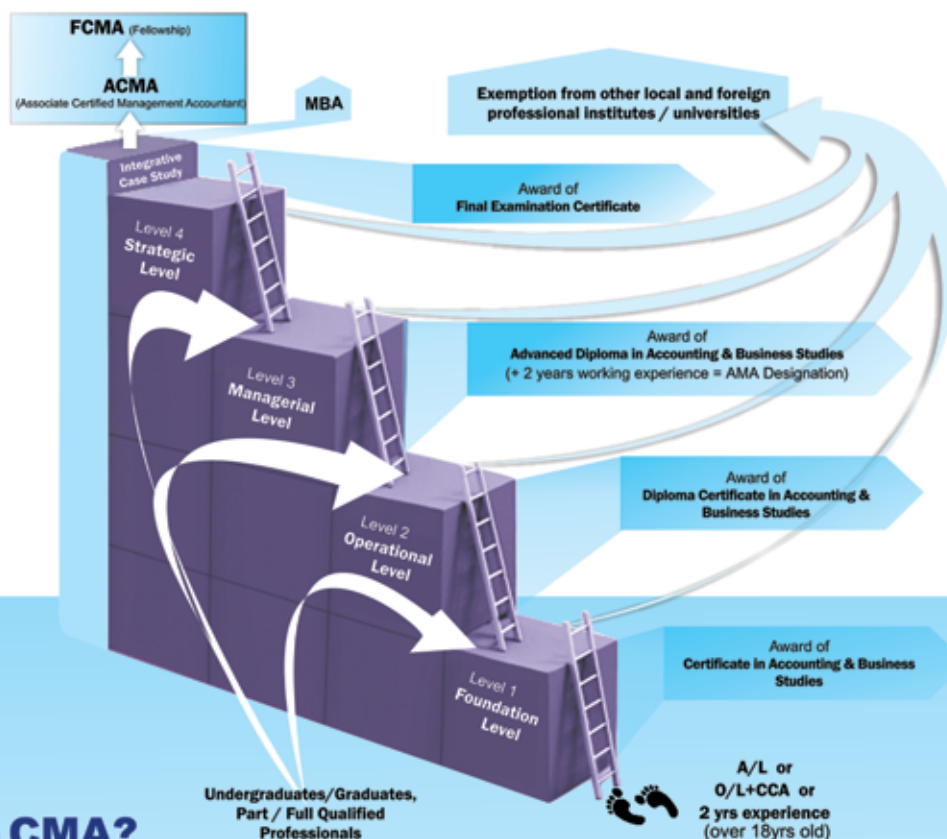
Women who have achieved great stature in government, industry, sports, and the media have become a familiar sight. And yet, it appears that there is no clear public understanding of the realities of women's and girls' lives in this country.



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Mission

To promote the highest standards in Professional Management through excellence in ethics, governance and innovation.

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- To innovate, lead and sustain quality in Professional Management through integrity and accountability.
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CPM is a joint project initiated by CMA Sri Lanka and All India Management Association (AIMA). It is recognized internationally and is an active member of the Association of Management Development Institutions in South Asia (AMDISA).

CPM has also signed an MOU with the Malaysian Institute of Management (MIM) to facilitate professional development, knowledge exchange and capacity building in order to develop competent management professionals in Sri Lanka.

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Message from the Journal Committee Chairman



It gives me a great pleasure to have published “Certified Manager” in a different perspective this year, and contribute to better the professional, academic and social standards in Sri Lanka. “Certified Manager” aims to provide CPM Members and other

readers the opportunity to expand their knowledge and support decision making in national and industry related issues.

This issue features articles relating to the main theme of “**Women and their role in Economic Development in Sri Lanka**” and other articles authored by members of CPM and other professionals which are relevant for today’s competitive business world. The Committee and the editorial consultants have succeeded in producing the elegantly designed journal which will undoubtedly benefit the members and all other readers.

It is amazing and satisfying to ensure that many members are showing increasing interest by contributing for the publication

their research, the benefit of which would accrue to all of us. We are expecting similar interest and feedback from our members and readers, which will certainly help us to moderate the next Journal with more valuable ideas.

I also take this opportunity to express my sincere gratitude whole-heartedly to authors of articles, editorial panel, organizations that provided advertisements, members of the Journal Committee, Staff of CPM and those who contributed to finalizing the journal in this fashion.

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Message from President of CPM



I am pleased to forward this message to the “Volume 01” 2014 edition of the official journal of CPM, “**Certified Manager**” on the theme “**Women and their role in Economic Development in Sri Lanka**”.

Women play a responsible and an important role in the economic development in Sri

Lanka. This edition carries many articles contributed by CPM Members, academics and eminent authors covering different topics that highlight the contribution made by women. On behalf of the Organization I wish to thank all authors for their contribution towards the success of this publication.

I wish to thank the Members of the Journal Committee and staff of CPM who met regularly and put-in a great deal of hard work and Editorial Consultants for their dedicated work making this publication a reality. Also my special gratitude to the sponsors for their generous contributions.

CPM organized the International Management Conference in collaboration with the Association of Management Development Institutions of South Asia (AMDISA) and had the President of AMDISA, Council Members and other

speakers and participants from South Asia. The presence of the Deputy Speaker of Parliament as Chief Guest and the patrons with the large number of participants and invitees made the event a success. One of the main highlights was the CPM Business Leaders Awards 2013 won by those business leaders who had excelled in performance in their business.

The next CPM Conference is planned to be held during the latter part of this year. I look forward to the participation of all members at this conference. We also plan to conduct seminars on current topics and wish to invite members to send their suggestions and provide assistance in organizing these events.

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Development of Women's Rights

Human Rights



Introduction

20th Century saw a major break-through in the improvement of the status of women around the world. Women did not have the same status as men in the society due to social structures, traditions, stereotypes and attitudes about women and their role in society. Therefore, they did not always have the opportunity and ability to access and enforce their rights on the same basis as men. As a result, women were confined to the private sphere. Home, marriage and family were their means of economic survival and social acceptance. Girls were groomed to get married and nurture human species (Fraser, 2001).

Women were demeaned for these functions and not respected. They were regarded as prisoners of sex in some societies. Even today, some societies regard birth of a female child demeaning, whereas, a birth of a male child is celebrated. Added to the above, women were denied of right to education. Education disseminated knowledge, which gives the foundation for political and intellectual development. Knowledge which is gained through experience, education and association with knowledgeable people expand the literacy. Increased literacy provides the women previously confined to their homes to learn about the outside world and put forward their views about the world. They were denied of participating equally in public sphere with their male counter parts. Even though division of labour based on sex was justified during the early evolution of the human species, this was challenged by women and a few men, since the fifteenth century (Fraser, 2001). This lead to understanding of the importance

of human rights for women. Human rights are inherent and not given by a government to exist. They cannot be taken away and belong to everyone, irrespective of their sex, race, colour, religion, nationality, social origin or other status (Amnesty International).

Development of Women's Rights

The beginning of women's human rights in the western society was cited in 1792, with the publication of Mary Wollstonecraft's book, *Vindication of the Rights of Women*. However, debate about women goes back to early 15th century, with the publication of *The Book of City of Ladies* by Christine De Pizan (1405). According Frazer De Pizan (1405) challenged the confinement of women to private sphere, which is the home and raising the family. De Pizan stated that women can economically defend for themselves, particularly widows and that history is not only about leadership, it also provides role model and guidance in daily life.

The beginning of women's human rights in the western society was cited in 1792, with the publication of Mary Wollstonecraft's book, *Vindication of the Rights of Women*.

Industrial revolution and the advancement in science and technology contributed to women's emancipation.

Historian Gerda Lerner (1975) wrote that women were denied of knowledge of the existence of women's history decisively and negatively affected their intellectual development as a group. As a result, women did not know that there were others like them who had made an intellectual contribution to knowledge. Writers like Behn (1671) who argued that women had a right to marry or remain single were ignored after her death. Groups who want to maintain power over another tend to stereotype and denied the recognition of that group's accomplishments or contribution to the society. Denying certain group of their history, suppresses their leadership and disempowering them.

Abigail Adams, the wife of the second president of the United States wrote in a letter that, even though she managed the farm and other family enterprises while the husband was off on political duties, she had no rights to make a contract or sell any property without his signature. In the new US constitution, women were not considered citizens and in Europe, *Allegemeines Landrecht* of 1794 and Napoleonic Legal code of 1804 declared married women subordinates. A case that captured attention of the public was the Caroline Norton's case in the 1830s. According to the law at the time women were not allowed to legally appear in the courts and were disallowed divorce and the custody of the children were given to the husband and also access to the wife's inheritance and any trust monies. She fought in the public,

and in 1857 British Parliament passed a bill that allowed wives to inherit and bequeath property, keep her earnings when she has been deserted by the husband and gave the power to the courts to direct payments for maintenance and the right to sue and be sued and also to make contracts. Married women's property act of 1882, gave the same rights to married women as unmarried women (Fraser, 2001).

Industrial revolution and the advancement in science and technology contributed to women's emancipation. They were able to work outside their home. Communication and travel became easier and cheaper. Another major breakthrough was the effective and legal means of birth control, which gave the sexually active women to limit child bearing and participate in the labour market (Fraser, 2001). Increased literacy provided women previously confined to their homes to learn about the outside world. Literacy also allowed them to put forward their views about the world. The women who fought for education of females were mainly from the west and those females who received the education were mainly from elite families and from western societies.

Towards the late nineteenth century and early twentieth century women around the world were organising to advocate for policies that would give women their birth rights. Among these organisations were Women's Christian Temperance Union (WCTU), World Young Women Christian Association (WYWCA) and International Woman Suffrage Alliance (IWSA). Issue of violence against women was one of the important issues even at the end of the twentieth century. The other less visible issues were the social welfare needs and the right to vote.

IWSA and United Nations were two development organisations working for human rights in the 20th century. IWSA was initially constituted in 1904 in Berlin by the women who were active in international suffrage campaign. In the 1920s, it changed the name to International Alliance of Women Suffrage and Equal Citizenship and in 1946 it again changed the name to International Alliance of Women (IWA). First president of IWSA was Carrie Chapman Catt, a second generation US suffragist. Even though, original focus of IWSA was suffrage, setting end goals and developing means to attend them were considered important by the group. In order to achieve this they needed to change laws and policy, which required political lobbying, gaining political support and continually educating both men and women about the concerns of women (Fraser, 2001).

As an initial step towards achieving their goal the following principles were set down in 1904:

1. That men and women are born equally free and independent members of the human race, equally endowed with intelligence and ability, and equally entitled to the free exercise of their individual rights and liberty.



2. That the natural relation of the sexes is that of inter-dependence and cooperation, and that the repression of the rights and liberty of one sex inevitably works injury to the other, and hence to the whole race.
3. That in all lands, those laws, creeds and customs which have tended to restrict women to a position of dependence, to discourage their education, to impede the development of their natural gifts and to subordinate their individuality, have been based upon false theories and have produced an artificial and unjust relation of the sexes in modern society.
4. That self-government in the home and the State is the inalienable right of every normal adult, and the refusal of this right to women has resulted in social, legal and economic injustice to them, and has also intensified the existing economic disturbances throughout the world.
5. That governments which impose taxes and laws upon their women citizens without giving them the right of consent or dissent, which is granted to men citizens, exercise a tyranny inconsistent with just government.
6. That the ballot is the only legal and permanent means of defending the rights to the "life, liberty and the pursuit of happiness" pronounced inalienable by the American Declaration of

Independence, and accepted as inalienable by all civilised nations. In any representative form of government, therefore, women should be vested with all political rights and privileges of electors.

(International Alliance of Women)

However, in New Zealand and Australia, women were given the voting rights prior to 1904 and an

mentioned the issue of trafficking in women and children. This resulted in British war office sending women police to Germany to ensure that German girls were not abused by occupying troops.

At the 1920 conference, IWSA adopted a charter of women's rights, which covered political rights, personal rights, domestic rights, educational and economic rights and moral rights. Another important issue

In the 1975, United Nations observed the International Women's Year and the theme was "Equality, Development and Peace". During the same year they held the global women's conference in Mexico to adopt a global plan of action to improve the status of women.

increasing number of women were employed as clerks and secretaries in offices and in industrial production. In 1913, members from IWSA travelled to all the continents to do a survey and admitted women from countries where suffrage was impossible or impractical idea, but where women's movement was either necessary or underway (Fraser, 2001). In 1919, when the Paris conference for peace was called IWSA proposed that women's interest be heard and that women should be allowed to participate as both delegates and employees of the League of Nations. They proposed a forty-hour work week, a minimum wage and equal pay for women to the labour commissioner. At another presentation they also covered women's education, suffrage, trafficking in women and improvements in marriage law. As a result of the lobbying, positions of the league were opened to men and women equally, workers were provided with fair and humane employment conditions. It also

affecting women was birth control. Even though, IWSA conference in 1920 brought the attention to venereal disease and prostitution, it did not discuss the subject of birth control. Arguments over protection of women workers continued to the 1980s and most of the issues took over fifty years of advocacy and lengthy discussion (Fraser, 2001).

United Nations was formed in the mid 20th century. Universal declaration of human right was adopted in 1948. United Nations commitment to advancement of women commenced with signing of the United Nations Charter in 1945. In the 1946 UN General Assembly, eleven of the fifty one nations presented had women in their delegation. Agenda item on the participation of women in UN conference were adopted in 1946. In order to deal with women's issues a sub-commission on women was established. It was proposed to create a UN secretariat office headed by a competent woman. Commission for Status of Women (CSW) was



established in 1946 as a result of this proposal. Purpose of the commission was to promote women's rights. Initial focus of the committee was on legal measures to protect the human rights of women and awareness raising on the status and situation of women around the world. Commission addressed the women's role in economic and social development by the mid sixties (Division for Advancement of Women). In 1962, consent to marry, minimum age for marriage and registration for marriage was adopted. CSW also made recommendations for political and civic education and women's right to inherit property. Furthermore, in 1963, report by UN addressed some of traditional concerns of women which were housing, population health, nutrition, education and social service. In 1963, United Nations Economic and Social Council (ECOSOC)'s resolution on women in development called all UN member states, specialised agencies and non governmental organisations to appoint women to bodies responsible for the preparation of national development plans and also brought the attention to the importance of training women to fully participate in the process (Fraser, 2001). In the 1975, United Nations observed the International Women's Year and the theme was "Equality, Development and Peace". During the same year they held the global women's conference in Mexico to adopt a global plan of action to improve the status of women.

In 1979, Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) was adopted by the United Nations General Assembly. A treaty was entered in 1981. This was adopted by over 183 countries by 2006, which meant that willingness of the governments to adhere to the terms of the convention. The Convention defines discrimination against women as "...any distinction, exclusion or

restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field." The convention has positive impact on legal and policy development of member countries.

In September 2000, world leaders met at the United Nations Millennium Summit to promote gender equality and empowerment of women. The 2005 World Summit reiterated to resolve the elimination of discrimination against women and also renewed the commitment to Gender Mainstreaming strategy. CSW effort to advocate for gender equality and empowerment of women across the globe has provided unique space to exchange national experience and good practices and also the voice of women's movement to United Nations. This also ensures positive impact on the lives of women at country level and the driving force for gender equality and empowerment of women (Division for Advancement of Women).

Leadership Role of Women

Despite the development in human rights, very few females hold leadership positions in organisations even in the 21st century. Irrespective of the development level or the wealth of the country, women are under-represented in leadership

positions. Half of Asia's College graduates are females, but according to a study conducted by McKinsey in 2011, women occupied only 6% of board positions in Asia compared to 17% in Europe and 15% in USA. Among the countries in the Asian region women in board positions consists of 1% in South Korea, 2% in Japan, 5% in India, 6% in Indonesia and 7% in Singapore.

Some countries are responding to this by introducing the rule that requires listed companies to report on their diversity. This rule does not make more women on boards mandatory, but it is a step forward for companies to consider the issue of women to leadership positions. In 2003, Norway introduced the law that requires companies to appoint 40% of women into board positions. Today, the board-room in Norway is the most diverse in the world (riley, C., 2013). Conclusion

The human rights for women and other groups even though has been developed over the centuries, it has come about breaking traditions, defying customs and leadership. For women to move away from their private sphere which is child bearing, home making and caring for families to the public sphere of finding employment outside their home was education. Women writers through their writings informed the need for equal rights and later organisations were formed to fight for women's rights. Work of the CSW improved the legal status of women (Fraser, 2001). Work of IWSA and UN influenced the women from different parts of

Half of Asia's College graduates are females, but according to a study conducted by McKinsey in 2011, women occupied only 6% of board positions in Asia compared to 17% in Europe and 15% in USA.

the world to realise the importance of human rights and started lobbying in their countries on various issue that impact them.

Improvement in the situation of women has come a long way as a result of the work of female historical writers and various development organisations. However there is still more to be done. Even though there are laws and regulations, policies requiring equal status for women, leadership and decision-making positions are mainly held by males. Also when males and females work together, it has been found that the work of the male counter part is more recognised than the female (Smith Bridie, 2012).

Sri Lanka was the first country in the world to appoint a woman prime minister. We were followed by India and other countries in Asia. Despite this early development in the appointment of a woman to leadership position, most Sri Lankan boards lack diversity in relation to female representation.

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“Prosperity earned by the sweat of the brow will be relished and treasured by generations but that earned with ease and deceit will be squandered with wanton. Nations of greatness are built by Statesmen who leave their footprints in the sands of time”.

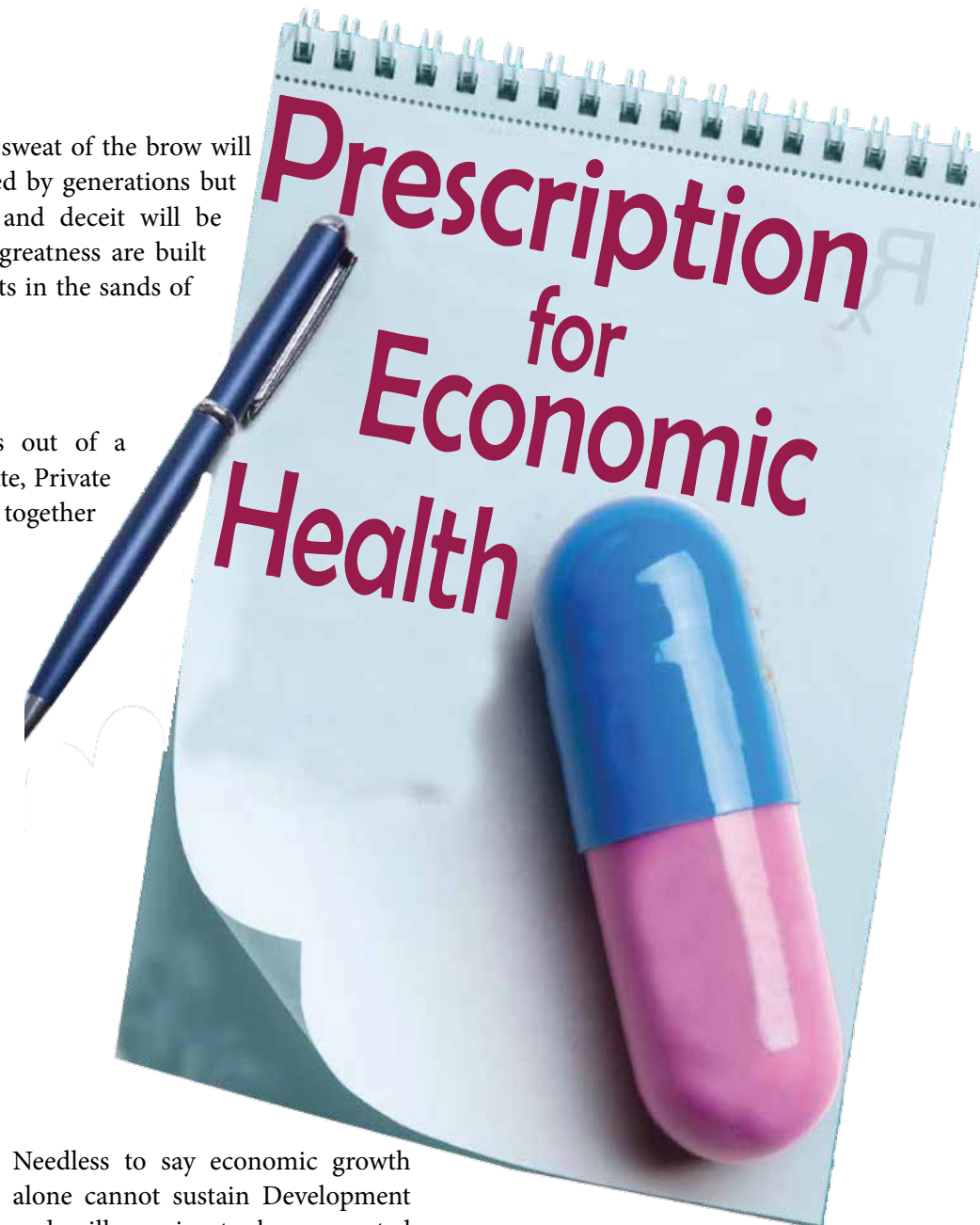
Development

Development of a Nation comes out of a symbiotic relationship between the State, Private Sector and the Civil Society linked together through a process good Governance, which is composed of

- Vision - A long term perspective
- Equity - Fair play where all are considered equal
- Transparency - Process in decision making is known in advance
- Accountability - Taking ownership of actions and its consequences
- Predictability - Consequences of each event is known
- Productivity - Optimizing the use of resources

The fundamental requirement for Development is the principle of equity in application of Law and the maintenance of discipline irrespective of race, religion and political affiliations. This was the base on which Lee Kwan Yew developed Singapore. Institutions responsible for the administration of law and maintenance of discipline should be above all politicians including the Executive. Unless and until this is in place the attraction of Foreign Investments would be limited. History has shown that countries with favourable macro economic conditions were unable to attract investments due to the failure of these Institutions.

Such a symbiotic relationship of the State, Private Sector and Civil Society, built on good Governance will lead to Development, which is a holistic process of several sectors, chief of which is Economic growth.



Needless to say economic growth alone cannot sustain Development and will require to be supported by growth in other sectors such as Education, Technology & Management, Infrastructure & Services, Health, Culture, Civil & Political Rights, Social Harmony, Environment, Women's & Children's Rights and Poverty Reduction. Growth in all these, with Economy being at the hub will enhance the quality of life of people.

Economic Growth

Economic growth comes from production of Agriculture and Manufactured goods and the provision of Services. Sri Lanka being a small country must look at production from a Global and Regional perspective as producing only for the local market will not bring in the benefits of economies

of scale. Catering only for the local market would result in high cost of finished goods, which will be out priced in the local and International market. Hence production should be expanded in quantity to reach the Global and Regional scene whilst achieving a level of quality to be competitive in these markets. In view of large-scale production, pricing of products is bound to be competitive due to the economies of scale. An essential input for such levels in quantity and quality is Education, Skills and Research. Hence Education, Technology and Management are a pre requisite not only for large-scale production of high quality products but also to expand the offering in the market place though product diversification to sustain the country's market position.



This would require extensive planning which should commence with resource identification in terms of Raw materials as well as planning for the other sectors of Development like, Education, Technology, Management, Infrastructure and Services. Fiscal budgets should recognize such need in its Current and Capital expenditure. The financing of this expenditure should primarily come from Government revenue, supported by a Development Fund contributed by the Private Sector and this Fund should be focused on the development of Skills, Technology and Research. It is possible that at the initial stages when the country is yet to reap the benefits of this level of production and marketing, the Central Bank would have to fund part of this expenditure with the printing of money. Certainly arguments would be put forward that such a stimulus action would cause Inflation. But a focused effort of converting this infusion into Goods and Services at the fastest possible time through dedication, hard work, sincerity and single minded purpose is required through a matured and selfless political leadership. The Government should underwrite the sincerity and genuineness of this stimulus.

Such an effort would nullify the Inflationary effects. Much debate has taken place on the pros and cons of the Stimulus package with two different viewpoints being expressed by the Keynesian Monetary theory and the writings of Von Mises. The debate centers on the use of printed money to overcome problems of Fiscal deficit and stimulate an economic recovery. If one were to take a pragmatic view, the use of both theories in the correct portions with genuine intentions of medium to long-term economic health may find favour. If Governments could be disciplined to this extent, Central Banks could play a role in affording the stimulus.

External Trade

Sri Lanka has been largely dependent on the American and European markets for its exports. Not only should our product portfolio be diversified but our markets too should be diversified. New Regional and Bi lateral agreements should be explored to achieve a wide as possible market reach. Countries of BRICS and ASEAN should be targeted for such agreements. Special focus should be on China and India both of which are going to be the major production centres for manufactured Goods and Technological services to supply the world. Catering to their needs of intermediate goods would be a major export source for our economy. Smaller countries like Sri Lanka should look for God Fathers. The same way Japan God Fathered ASEAN and China is now beginning to show signs of God Fathering Sri Lanka.

At present our exports amount to only half of our imports. This wide gap is made worse by the amounts required for debt servicing. This leaves the country totally dependent on private remittances and Foreign Direct Investments. Private remittances have consistently shown a healthy growth over the years, averaging around 20% over the past four years. It is currently running at around US \$ 6 bn. As at end of last year the Balance of Payment deficit was US \$ 3.9bn, which is funded largely from foreign borrowings. These borrowings impact next years BOP, as there will be an addition to the debt service. Our Foreign debt now stands at US \$ 28bn. If the country should have a planned action for production of goods and services, as detailed above, and market them internationally, whilst catering to the local needs, it would promote External trade impacting favourably on the Balance of Trade which in turn would lead to a healthy Balance of Payment.

If a Nation should continue to be less focused on exports as Sri Lanka has been over the past decade, the External current account would continue on its deficit trend with a ballooning foreign debt component to support the Imports and debt repayment. Such a situation would weaken the currency which if allowed to Free Float would bring in an adjustment process by incentivising exports because of the price decline of the exports in the International market and at the same time curb imports due to its price escalation. Therefore, the trend

Special focus should be on China and India both of which are going to be the major production centres for manufactured Goods and Technological services to supply the world. Catering to their needs of intermediate goods would be a major export source for our economy.

would get reversed, and the currency would begin to appreciate. The problem arises when Governmental intervention takes place prompted by Political needs to prevent the market forces from operating. If such should happen to maintain the currency at an artificially appreciated level through the sale of foreign reserves, which at present are built out of borrowed funds, exports would suffer, further depressing the Rupee. At the same time such intervention gives the importer the impression that the currency is strong thereby incentivising him to import liberally, heaping further deficits on the Balance of Trade, unless such actions are deterred by heavy import tariffs. Certainly a Free Floating currency during a depreciating trend would have its adverse impact through cost on an economy with a heavy reliance on imports for food and oil. Hence the Government may have to consider some form of cushion against high import costs of essentials. The Government would have to protect the vulnerable sections of the society against the cost impacts due to such Free Floats.

A growing external Balance of Trade surplus will lead to a situation of an appreciating exchange rate, which would eventually have an adverse impact on exports due to a demand decline as a result of

pricing. But if the quality of exports through technological advantage is constantly improved, the escalating export trend can be maintained in the medium term. This appreciating currency in turn would lead to lower costs of intermediate goods imported leading to greater cost savings, which would in turn have export pricing benefits. But sooner or later the selling price of our goods in the International market, influenced by a consistently appreciating Rupee, would become the decisive factor.

Fiscal Budget

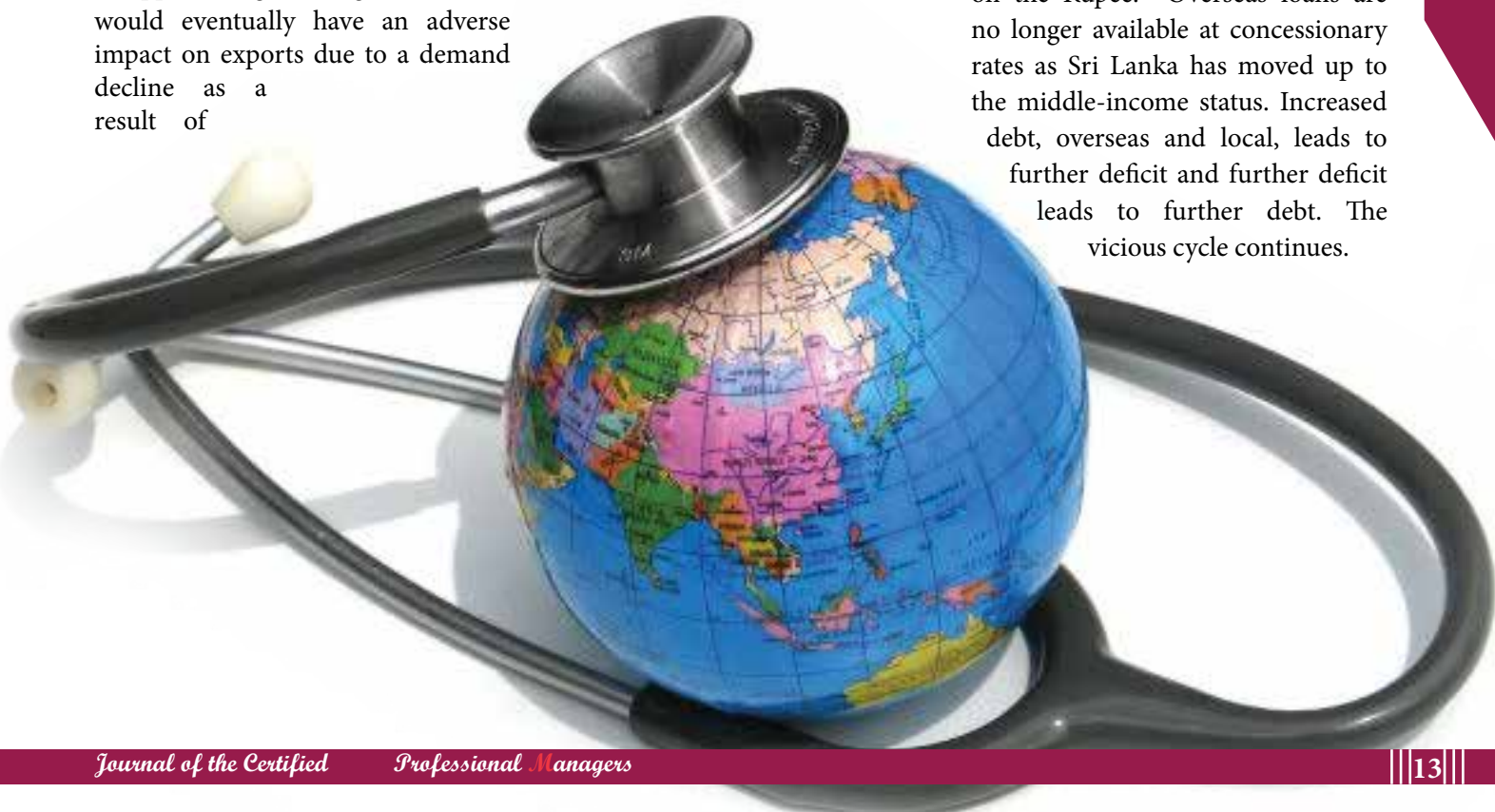
On the domestic front, a country needs a balanced Budget. The inputs required for the computation of Budget are Revenue and Expenditure (Current and Capital). Obviously we need an increase in Revenue and a decrease in Expenditure to eliminate or at the least contain the Fiscal deficit. A look at the Current expenditure reveals that a near 70% is towards Public Sector salaries and Interest payments. The balance 30% is on Defense, Purchase and Subsidies. Can Salaries of Public sector be curtailed ?? – This is very political. We cannot avoid Interest payments. Can Subsidies be reduced?? – This again is Political.

Fiscal deficit, whatever the quantum may be or whatever its percentage to GDP may be, is a deterrent to the development of a country. Deficit can be funded through three sources, viz:

- Domestic borrowing
- Overseas borrowing
- Printing money

Borrowing and printing money is a lot easier than hard work, dedication and commitment. Each one of the above has its drawbacks. Domestic borrowing by the Government in the quantity it is bound to borrow, will push interest rates up and crowd out the Private sector which is in search of debt fiancé, resulting in their growth retardation combined with higher cost of finance. Such higher costs would naturally push the selling price up, discouraging Exports, impacting on the Balance of Trade and the currency strength.

Overseas borrowing, whilst not likely to always materialize, will place an added burden on the Balance of Payment through incremental debt service. The resultant wider BOP deficit will place further pressure on the Rupee. Overseas loans are no longer available at concessionary rates as Sri Lanka has moved up to the middle-income status. Increased debt, overseas and local, leads to further deficit and further deficit leads to further debt. The vicious cycle continues.



Printing money would naturally lead to Inflation. Central Banks have the power to print and it could do so without reference to Reserves. This practice has been adopted in Sri Lanka since the early 1950's. Singapore follows a different practice where the power to print money is not with the Monetary Authority (equivalent to Central Bank) but with the Currency Board which would permit the printing of money only to the extent of available External Reserves. The power vested on Central Banks to print money casts a onerous responsibility on them. Integrity of those shouldering this responsibility comes under heavy pressure due to the demands made on them by those from the echelons of power. Indifference to the economic fundamentals and succumbing to these demands would position the Nation on a perilous path. The Central Bank of Philippines forced into maintaining a strong local currency mismanaged itself and went into bankruptcy in 1993.

Fiscal deficit has a debilitating effect on the whole economy. Our Debt to GDP of 85% is the highest in the Region and does not leave much room for further borrowing.

Government Revenue is almost entirely from Taxation in many of its forms – Direct, Indirect, Trade taxes etc. If the Government is to meet,

Capital expenditure should come from the Current account surplus where the Revenue exceeds the Current expenditure.

at least, its Current expenditure, it should raise Revenue to that extent. Whilst our Expenditure to GDP shows a marginal decline as a %, Revenue on the other side shows a dramatic decline. Tax Revenue has declined from 23% to 12% of GDP. The solution to the problem is not to increase tax rates, as it would deter private sector productivity and Capital formation. Low rates of taxation certainly give a stimulus to the economy. It is well known that there is wide spread tax evasion in the country. We require a strong Tax Administration to collect the taxes due and to widen the tax base to bring into the net the non-payers. A scheme of Incentivisation and Penalising should be implemented, both of which should be sufficiently strong to bring in the desired results.

Capital expenditure should come from the Current account surplus where the Revenue exceeds the Current expenditure. Public investment by the Government should be in areas of high cost infrastructure development where their Returns are low and

characterized by long periods of gestation. Examples would be Highways, Ports, Airports, Electricity generation, Telecommunication networks etc. The Return to the Government through these investments would be partly through financial gain but more social and the facilitation of private sector activity through use of such infrastructure. Private sector participation in these projects should be encouraged and promoted. Examples of these would be projects of mini hydropower projects, landline telecommunication using the Government laid cables. Capital expenditure should be prioritised in terms of need of the economy and Return to Society in Social and Financial terms. It is such strategic and prudent investments by Governments that lend credibility to its governance and incentivises the payment of taxes by society. Politicised forms of expenditure discourage tax revenue, which in turn will cripple the Fiscal budget.

The ideal situation is to have a Balanced Budget where the Revenue equates the Current and Capital Expenditure, which is the rule in the United States. Over the years, the sins of Politicisation of Budgets catches up and Budgets continue to be in a deficit phase. It is best to keep the deficits under control and at a low ratio to the GDP as, when hard times are upon the country there would be sufficient breathing space for the Government to be in a position to borrow to give the necessary stimulus for economic recovery. A case in point is Mozambique who brought down their Budget deficit from 131% to 42% of GDP, thereby opening up space for Counter Cyclical Fiscal stimulus. They were able to stimulate





Inflation, or fix Exchange rates disregarding Balance of Payments, then a whole chain of economic woes would be let loose. Such disjointed policies would leave the Private sector in a quandary due to its inability to plan a strategic path to achieve their goals.

Natural Resources and Value Addition

the economy in a recession by increasing Government expenditure through borrowing, as there was sufficient Fiscal Gap in the system. Such borrowings could be from the captive sources of EPF and ETF on long term Bonds thereby keeping the interest rates down.

Role of Central Banks

Money supply in an economy should be adequate to fund GDP growth and meet Inflation target. Central Banks should constantly monitor the Inflation rates of the major trading partners and ensure that the Inflation differential is factored into the Exchange Rates so that parity prevails. Central Banks all over the world have Price stability as their objective. This could possibly be considered as a narrow focus, as Economic stability could be compromised while being in search of Price stability. Prices could be kept under check through several artificial means for political reasons, which may in turn be a deterrent to production and employment, triggering the need for a stimulus package offsetting Inflation and Exchange rate depreciation. Hence Central Banks should look at Price stability in the overall context of Economic stability. If they should fix Interest rates disregarding Money supply &

Sri Lanka is blessed with considerable natural resources starting with year round sunshine and simultaneous cool climes in a different part of the country. We have not fully exploited our resources and in some instances not exploited at all. A case in point is we have not paid much attention to the fact that we are a Nation surrounded by water. Deep-sea fishing, Trans shipment ports and the use of waterways for inland transport with ferry stations around the country and in the cities are some of the values that can be derived from this resource.

Having undergone several devaluations, our major foreign exchange earner, Tea, has not shown any growth in volume over the years. Tea continues to be a largely commodity export rather than a branded and value added product. Other countries which buy our tea as a commodity, carry out the value addition and repack and benefit from the vastly improved earnings. Our second largest foreign exchange earner, Garments, use a large amount of imported accessories, which does not require any advanced technology to produce. We continue to import them instead of exploiting local skills and technology, thereby losing much of the value addition.

Foreign Investments

Foreign investments are looking for a safe and secure home and the World is being scanned all the time by prospective Investors. Last year the amount of Foreign investment moving around the World was US \$ 17 Trillion. These are in the form of Foreign Direct Investments and Portfolio investments. FDI's being of a long term nature give stability to the host country and such investments through infrastructure and Services, provide employment to the locals while bringing in technology and spurring production for economic growth. Investors naturally require certain assurances in terms of Security and Fair & Equity treatment by the host country. We are constantly short of domestic funds to finance the projected rate of GDP growth. For a growth of 8% in GDP, we should Invest 35% of GDP. But what we can harness from within the country hardly amounts to even 25%. Therefore attracting FDI's is of paramount importance to achieve our growth targets. Unfortunately this is another area Sri Lanka is having difficulties in, as the flow into the country is very limited. The causes for this is, the lack of consistency in Government Policy and the lack of the appropriate mechanism for Implantation and Monitoring. The Government should urgently address these issues, as these are not insurmountable. Another area of weakness is the want of the labour skills in demand by the Investors.

We should relentlessly seek new Business Investment Treaties, Free Trade Agreements and Comprehensive Economic Partnership Agreements. We should look beyond our traditional trading partners and forge new alliances with the New economies of BRICS, the high performing ASEAN nations and any country with whom we could have a competitive advantage. In the region last year Singapore led the way

attracting \$ 57 bn of FDI, with India \$ 25 bn, Indonesia \$ 20 bn, Malaysia \$ 10 bn and Vietnam \$ 8 bn. Sri Lanka netted in only a little over \$ 1 bn. FDI, because of their long term nature gives the host country support for the BOP, bridges the Investment gap, Generates production, imparts technology and provides employment. Hence the importance of FDI for a country like ours which is very much in need of these, can never be under scored.

Conclusion

Economic management revolves around Exchange Rate, Interest rate and Inflation. All three need to be managed within a certain band. Any increase beyond the upper limit or a decrease below the lower limit should raise the red flag on the Authorities. For instance if the Exchange rate keeps appreciating, a time will come when the country's products will get priced out of the International market. True, as said earlier, we can possibly support the increased price with product enhancement through technology, but ultimately price plays a key role in maintaining demand. At the same time on the domestic front, the increased export income from the appreciating rupee will lead to a demand led local price increase which will have an effect on cost of production, business growth and employment. Hence as can be seen, an appreciating exchange whilst having its benefits, will, beyond a certain point cause damaging effects. This over heating of the economy will require corrective action by the Central Bank by increasing Interest rates to curb local demand thereby bringing prices down which will in turn boost production and employment.

Inflation again needs to be controlled within a parameter. Increasing money supply through printing would lead to a demand led

price increase escalating Cost of Living until such time the money infused gets converted into goods and services. During this lag period the local price increase will not only have an impact on the COL but also lead to price increase of exports. This would eventually lead to Balance of Trade deficits and the consequent Rupee depreciation. Here Interest rate decrease will reduce production costs and with bank savings yielding poor return, stimulate consumption demand. With the entry into the system of the new goods and services, produced from the money infused, Inflation will decline and by the narrowing of the Inflation differential, exports will receive a boost, as parity will prevail in Exchange rates. Therefore Interest rate becomes a key economic tool but it should be, managed considering the demand placed on money by the Government to fund Fiscal deficits.

For a country like Sri Lanka, which is heavily dependent on imports for oil, food and intermediary goods, no amount of economic management skills would suffice unless there is, foreign exchange earnings. This

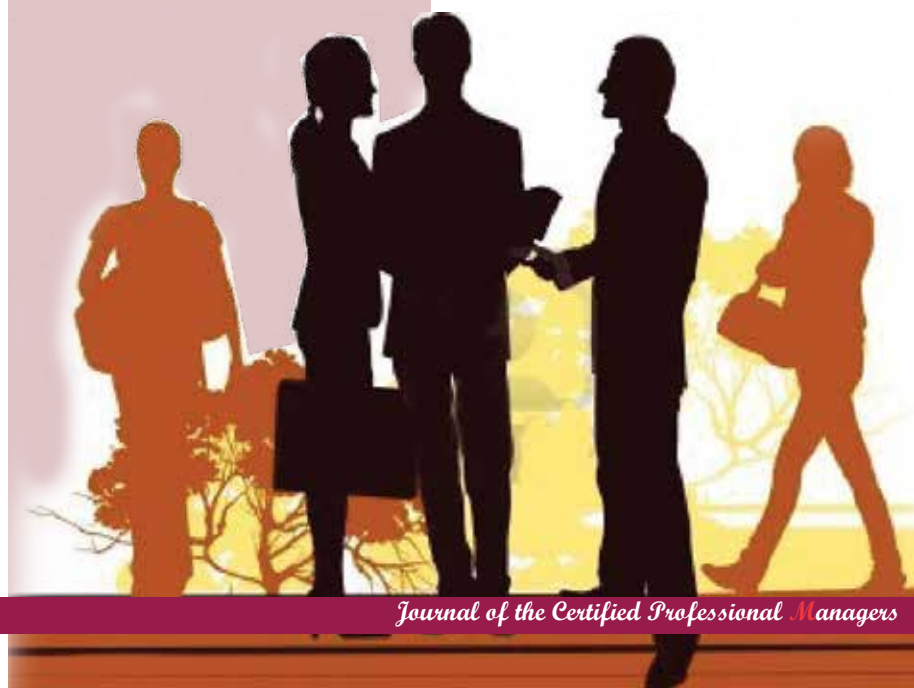
must necessarily come through export earnings from Agriculture & Manufactured goods and Services such as Tourism, Financial, Port, and Aviation etc. Our dependence, as we are, on Private remittances will not augur well for our economy as this is from unskilled labour, which will be difficult to sustain in the long term. Such labour is available in millions in our Region and we do not enjoy any comparative advantage in this resource. The fact that our Exports are stagnant is the cause of all our ills. Exports must necessarily double. For these Exports to double and consistently grow in the long term we should build in competitive advantage through product innovation, product diversification and market diversification. This can only be achieved by substantial investment in Education, Skills development and Research & Technology with a Government – Private Sector participation.

Sri Lanka must have as its motivational stanza:

Export or Perish



Angelo M Patrick
MBA, FCMA, Dip M. MCIM





Importance of Social Integration in Marketing

A business is setup to market one or more value propositions and by doing so make a return on investment made in that business. A business will market value propositions to target markets comprising of members of the society or even to other businesses, which are also an organ of the society comprising of members of the society in which it conducts its business. Naturally, it is imperative that the business must then be conscious of the society when marketing value propositions to satisfy the needs and wants of a target market.

A society is built up of many components, the more important ones in this study are:

- Race or ethnic groups
- Religious groups
- Groups speaking different languages
- Cultures and sub-cultures

Two or more of the above components are bound to be present in any market. A business needs to market their value propositions to a mix of the above. If a business manufacturing new cars targets to market them to people who wishes to buy low cost new cars, as the targeted market segment, it must be conscious of the components that build up the total market. Then the business must incorporate them into every marketing campaign or specific initiative it wishes to drive, lest it may run the risk of generating the feeling that the value proposition offered being not for them resulting in a feeling of neglect.

Simplest example would be like an attempt to market food products without the 'Halal' certification in a society that has a Muslim community as a part of the total society. Hence, the business must incorporate the social profile and database into its planning focus. Extend the reach of the campaign with interactive social

applications to those components and by doing so drive customer acquisition permeating to the different components of a society. The following grid helps us to understand this hypothesis in a more pragmatic sense:

	High	Low
High Importance	Language	Religion
Low	Race	Culture
	Impact	

The study viewed this from two important parameters:

- Importance of social integration
- Impact of social integration

It was seen from the outcome of the study that language and race had greater impact to convey the feeling that the value proposition is 'for me', whilst religion and culture had



lesser impact. Similarly, language and religion was seen to be considered more important than race and culture. No matter, the study concluded, that all four components were viewed as essential to be incorporated into the marketing of a value proposition.

Integration of Language into the value proposition

In my country Sri Lanka, where the study originated, has three main languages, English being the common language whilst Sinhala and Tamil being vernacular languages. Marketers here use English as the main language in particular on packaging and other two as secondary languages. Use of English is believed to render some class and prestige and there by aid in the overall image building process.

Use of one language is also not permitted according to the Food Act of the country in the case of packaging food products and the use of two a must. Often this happens here, where English and Sinhala are used as the majority of over 70% speak Sinhala. Often a few elements in Tamil are used relegating it to a less important level. Now what happens in the mind of the users who speaks Tamil – obviously, they may see the brand or product as being ‘not for them’.

In integrated marketing communications (IMC) however, the use of the vernacular medium is extensive than the use of English. This is because the media itself is in specific languages. Therefore, one can easily now comprehend the importance of the integration of language into the value proposition.

Integration of Race into the value proposition

Though seen as not important the impact of its use can be very high. If I am a Sinhalese, I would want a bit of my race integrated through ‘Sinhalaness’ in the value proposition. One need not attempt this in packaging but there is ample opportunity to do so in IMC. When used the audience will have the feeling of belonging and that would be a subtle differentiating factor. There is also another aspect – belief; Stolichnaya is a Russian Vodka when other non Russian Vodkas tried to emulate this brand they simply claimed it was Russian. Heritage: another differentiating tool.

Integration of Religion into the value proposition

Over a decade ago, I was marketing textured soya protein (TSP) with the objective of moving non-vegetarians into the habit of consuming of TSP and by doing so reduce the consumption of animal protein. Nearly 70% of the country are Buddhists and the first precept of the five precepts in Buddhism is: “Panathipatha veramani sikkapadan samadiyami” meaning I will not kill animals. I used this in a TV commercial associating two little children going to temple with lotus flowers and using the precept in the form of a ‘gatha’ as a voice over. The success was aptly demonstrated as one may find it very hard to locate a household that has not used TSP.

Integration of Cultures and Sub-cultures

One’s culture is fundamental to the human kind. We are born and brought up amidst our culture and

In integrated marketing communications (IMC) however, the use of the vernacular medium is extensive than the use of English. This is because the media itself is in specific languages.

sub-cultures. Most of our life styles and even behaviors are molded from our cultural background. In our country, we are proud of having a 2,500 years old culture built around the 'Tank and temple' culture of our ancestors. Emanating from which is the tradition of worshipping our parents and even our seniors giving them the due respect. Marketers can easily exploit these traditions and integrate them into their IMC programmes elevating their value propositions bringing about and transcending the cultural value of our society.

In conclusion, the foregoing can be used in marketing value propositions to gain and enrich the feeling of belonging amongst our target markets and the ultimate realization that it is 'an

intrinsic part of me' and by doing so gain competitive advantage and sustainable differentiation driving us towards achieving 'values driven marketing' as asserted by Kotler et al (2010).

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Women's contribution towards the development of the Apparel Sector in Sri Lanka

Preamble

Sustainable development can be achieved only through long-term investments in economic, human and environmental capital. At present, the female half of the world's human capital is undervalued and underutilized the world over. As a group, women and their potential contributions to economic advances, social progress and environmental protection have been marginalized. Better use of the world's female population could increase economic growth, reduce poverty, enhance societal well-being, and help ensure sustainable development in all countries. Closing the gender gap depends on enlightened government policies which take gender dimensions into careful consideration.

Women's work in the home is also undervalued. In all countries, women perform the bulk of household duties without pay, even while working in the labor force. It is estimated that women would account for more

Better use of the world's female population could increase economic growth, reduce poverty, enhance societal well-being, and help ensure sustainable development in all countries.

than half of the GDP if the value of housework and childcare were included in national accounting. However, female "non-financial" activities are excluded in official statistics, thereby undercutting the contribution of women's unpaid work to the economic growth of countries.

Specifically, there is evidence that when transfer payments are given to women rather than to their husbands, expenditures on children go up disproportionately, to the extent that higher spending on children promotes human-capital accumulation, this suggests that empowering women may ultimately lead to faster economic growth. In some parts of the world, controls on women's and girls'

mobility create powerful barriers to their economic participation in paid work, entrepreneurship, or credit programmes.

Sri Lankan women have been enjoying universal franchise since 1931; they represent 52% of the population. Sri Lanka produced the world's first female Prime Minister, (Sirimavo Bandaranaike) in 1960; Sri Lanka had its first female Executive President (Chandrika Bandaranaike Kumaratunga) in 1994. Our women are the major contributors to the country's foreign exchange earnings from three sectors, namely migration, plantation and garment industry, whilst Sri Lankan women's literacy rate is higher than that of other South Asian countries.

Women's contribution in the development of the Apparel Sector

From mid 70s to 90s, the garment industry provided young rural women with employment opportunities to support themselves and their households, and became the largest private employer in the country. 350,000 women were employed in garment manufacturing in 2010 which is 85 percent of the total garment industry work force (Export Development Board, 2011). In the Export Processing Zones (EPZ) the proportion is as high as 90 percent. Employers encourage mainly young female workers, which meant that only about 10 percent of the female work force is married. Till about 2000, most young rural women saw working in the garment sector as an option to amass financial assets before they get married. Married women, who play a bigger role in the care economy, were excluded from this sector. The higher concentration of factories away from the rural areas further constrained married women from using this source of employment to diversify their household income.

Sri Lanka's apparel export industry is the most significant and dynamic contributor for Sri Lanka's economy.

The industry has enjoyed epic growth levels over the past four decades and is today Sri Lanka's primary foreign exchange earner accounting to 40% of the total exports and 52% of industrial products exports. This industry, entirely privately owned and the largest single employer in the manufacturing industry has successfully exploited the opportunities in the international market.

Because of losing GSP Plus, 10 garment factories were closed in 2010, 11 factories in 2011 and another 4 were shut down in 2012. Some of these closed factories were subsequently taken over by larger players in the garment trade along with the employees. In 2011 the workforce engaged in apparel sector was 283,526. This has increased to 291,209 in 2012 and 600,000 indirectly which includes a substantial number of women in Sri Lanka. Around 350 garment factories are operating in different parts of Sri Lanka and around 16 textile and fabric manufacturing units are in operation which plays a key role in the advancement of the apparel industry.

As reported by the Export Development Board (EDB), Sri Lanka's total export revenue is

expected to reach US \$ 11 Billion mark by end of this year. According to provisional data provided by the EDB, apparel industry rose by a strong 9.39 % to US \$ 3,549.94 Million as of October 2013 compared to the same period in 2012. Apparel exports currently account for over 40% of total exports from Sri Lanka. Our export is gradually strengthening despite the international market challenges. We have also set an export target of US \$ 15 Billion by 2015 and US \$ 20 Billion by 2020.

A wide range of apparel for men, women, girls, boys, children, and babies in the categories of fashion-wear, sportswear, lingerie, work-wear, rainwear, and swimwear are manufactured and exported with the flexibility of catering to the specific seasons to many countries globally. The industry has been positioned as a socially responsible and preferred destination for apparel sourcing. Sri Lanka is also the only outsourced apparel manufacturing country in Asia which has ratified all 27 International Labour Organisation (ILO) conventions. It stands out as a reliable source that pays fair wages to its workers while discouraging sweatshops and child labour in its businesses.

The industry produces high quality garments combined with an industry which is flexible and uniquely capable in servicing leading international brands such as Victoria's Secret, Gap, Liz Claiborne, Next, Jones New York, Nike, Tommy Hilfiger, Pink, Triumph, Ann Taylor, Speedo, Abercrombie & Fitch, Land's End, Marks & Spencer, etc. USA and UK are the top markets for Sri Lankan apparel throughout



The industry has been positioned as a socially responsible and preferred destination for apparel sourcing.

the decades. Worn by quality conscious consumers all over the world, products belonging to these international brands are sourced and manufactured in Sri Lanka the South Asia's fashion and logistics hub and global apparel visionary. Sri Lanka is a producer of "Garments without Guilt" the 'Made in Sri Lanka' label is comfortably synonymous worldwide with the values of high quality, reliability, social and environmental accountability.

Organic growth is guaranteed through market penetration and capacity expansion in the recently opened North and East of the country, where 10 factories are in construction with more projects on the way. In addition, Sri Lanka's envisaged exponential growth through hub services will emphasize the industry's rise to international fame. It is no surprise that Sri Lanka's top three apparel companies are already amongst the world's 50 most important suppliers, and the industry has sustained over US 3 Billion in export revenue for five consecutive years.

Sri Lanka having established itself as a reliable supplier of quality garments at competitive prices, upholds ethical practices. With an impressive partnership portfolio, Sri Lanka also showcases the best of technology in the garment industry, including the world's first eco-friendly "Green Garment Factory".

The buyers placing orders have the choice of selecting fabric and accessories from any part of the world to be brought to Sri Lanka for conversion into finished apparel. There is also an advantage in sourcing from Sri Lanka due to its central location, which provides the shortest shipping times to Europe. For those who are concerned not only with the quality of the product but also the values of the manufacturers, Sri Lanka will definitely be the ultimate choice.

Future Challenges

The young women who worked for garment industry employment are faced with low quality support infrastructure and services such as transport, board and lodging. Despite the introduction of the 200 garment factories programme introduced by the government in 1992 with the aim of reducing rural unemployment, in 2000, about 70 percent of the garment factories were concentrated around the Western province due to its close proximity to the airport and seaport. The resulting congestion in the areas surrounding the EPZs has meant poor quality, crowded, unsafe accommodation for young female garment workers, who are exposed to physical safety issues on their way to work, and issues of sexual harassment within the factories with long term personal repercussions.

The unsavoury working conditions have negatively impacted the demand for garment sector jobs and the garment industry as a whole over the years. The Labour Gazette of 2008, showed that 56 percent of the garment workers were anemic and that 34.2 percent were suffering from chronic malnutrition (Ada Derana, 2010). Today, the average basic salary is about Rs. 11,000 per month. By working seven days a week, including overtime, workers could earn about Rs. 15,000 -18,000 per month. When the expenses for accommodation and meals are deducted, the amount remaining for remitting back home or for saving is negligible. "Juki girls", "Juki Keli", "Juki Badu" are derogatory nicknames given to urban female factory workers who work in the garment industry in Sri Lanka. Added to this the social stigma attached to being a 'juki machine operator' as the workers are usually called, has resulted in the garment industry losing its appeal to most young women as an employment provider; and workers are being pushed into other options, such as overseas migration.

According to the ILO Employment Working Paper 2013 titled, 'Globalization, employment and gender in the open economy of Sri Lanka,' "women in employment in Sri Lanka mainly enjoy the same rights as men; legislation does not discriminate based on gender and in fact, there are many provisions which require women to be treated equally or which require women to have better or more access than men." Even Mahinda Chinthana: Future Vision envisions increasing women in the labour force from 34.3% to 40% by 2016. However, women face a grim reality when they seek for opportunities especially in the private sector.



The gender pay gap is underpinned by gendered norms which assume that men are primary breadwinners and women are secondary or supplementary earners, meaning that women's work is accorded less recognition and value than the work done by men. Entrenched assumptions that men are more skilled or educated than women also serve to legitimise and perpetuate inequities in pay. This is in spite of the huge advances in women's educational attainments relative to men in many countries which suggest that pay differentials result not from differences in education or training, but from discrimination.

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Author is a regular contributor to the Certified Manager Journal by his professional writing while serving as an Accountant to the Vogue Tex Group of Companies. Vogue Tex Group of companies is a leading manufacturer and exporter of High-fashion Garments, which has a regular up market clientele in Europe, USA with 8 of its own production facilities in Sri Lanka, workforce over 6500.





“DOES MOTIVATION HAVE A PRICE?”

Motivation is the encouragement to achieve a task. It is closely related to the performance of the human resources to complete a particular task. Even though, motivation differs from culture to culture, there are similarities across those cultures. Motivation is INTRINSIC when it is influenced by the experiences of individual and helping others, whereas if it occurred in the form of competition and compensation or incentive plans in an external environment it is EXTRINSIC.

Motivation theory can be categorised as **Content Theory and Process Theory**.

Content theory explains work motivation in terms of what arouses, energizes or initiates employees behavior in the work place. (*motivation in terms of need satisfaction*).

The process theory explains the way employee behaviour is initiated and redirected (*motivation as a rational cognitive process occurring within the individual*).

Content theory is explained in the readings of **Maslow's, Herzberg's & Achievement Theories. Process theories are Goal Setting, Expectancy and Equity**.

Maslow's Hierarchy of Needs explains individual's achievement or satisfying the basic needs to advanced to the next



step in the hierarchy. He starts from basic physical needs such as food, shelter, clothing & sex, which are essential to survival, and moves to safety needs (absence of pain), social needs (feel wanted by others), esteem needs (power and status) and finally self – actualization needs. Final stage in the hierarchy describes those individuals' desires to reach the full potential.

According to Maslow each and every step above is a motivator for an individual, when one step is satisfied it no longer act as a motivator.

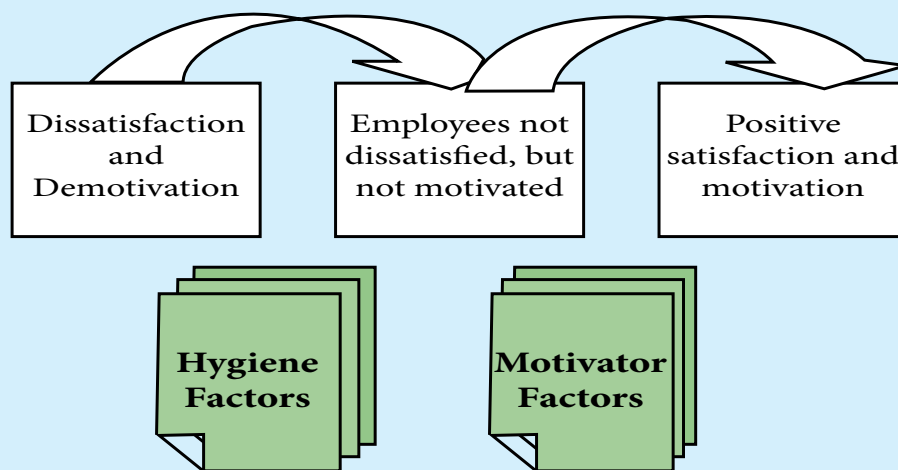
For an Organization, Physiological, Safety & Social Needs must be fulfilled for their Organizational Survival. Reaching Esteem level can result in Organizational Success, and Organizational Transformation occurs when it reaches the self-actualization level.

Some international researchers suggest that the Maslow's theory is more suited to western society, hence it is a westernized theory. It needs to be modified to suit Asian cultures and emphasize the needs of those societies.

Motivation is a process of arousing, sustaining and regulating a pattern of activity.

KEY ELEMENTS

1. Intensity
2. Direction
3. Persistence



According to the hierarchy of needs individuals are motivated to achieve the next level of needs. An individual who has already fulfilled the basic needs such as food, shelter and clothing will be motivated to achieve the next level of needs which



is safety. Therefore, motivation to achieve the next level has a value, which can be quantified in money terms.

Two factor Theory of Hertzberg identifies motivators & hygiene as two factors that influence the job satisfaction. Achievement, recognition, responsibility and advancements are motivators and the hygiene factors are the job context variables such as salaries, interpersonal relationships, technical supervision, working conditions, and company policies and administration.

In countries like USA, England & Australia the salary is the hygiene factor, which is an influencing factor for the workers, whereas, countries like Japan and India, motivators are Recognition, Responsibility, Achievement and Advancement. Interpersonal relationships are considered the highest motivation factor in India.

Hygiene Factors

Hygiene factors are those that avoid unpleasantness at work. Following are considered Hygiene factors:

- Company policy and administration
- Wages, salaries and other financial remuneration
- Quality of supervision
- Quality of inter-personal relations
- Working conditions
- Feelings of job security

When the above factors are considered inadequate by employees, it can result in dissatisfaction with work.

Motivator Factors

Motivator factors are based on an individual's need for personal growth. When they exist, motivator factors actively create job satisfaction. If they are effective, then they can motivate an individual to achieve above-average performance and effort. Motivator factors include:

- Status
- Opportunity for advancement
- Gaining recognition
- Responsibility
- Challenging / stimulating work
- Sense of personal achievement & personal growth in a job

There is some similarity between Herzberg's and Maslow's models. They both suggest that needs have to be satisfied for the employee to be motivated. However, Herzberg argues that only the higher levels of the Maslow Hierarchy (e.g. self-actualization, esteem needs) act as a motivator. The remaining needs can only cause dissatisfaction if not addressed.

Achievement Motivation

A study conducted by David McClelland on workplace motivation found that workers and their superiors have needs to influence their work performance. One of the needs is Achievement Motivation, which can be defined as an individual's need to meet realistic goals, receive feedback and experience a sense of accomplishment.

To be successful and reach the ultimate objective, an individual needs the courage to grow stronger and a need to go forward. Each culture has different achievement objectives. Entrepreneurial skills and effort, promote an individual to success in USA. Japanese consider status, respect and power, therefore what motivates them is not the achievement but the respect they receive from others. In India cultural values do not traditionally support the entrepreneurial efforts.



Equity theory

Equity theory explains that equal treatment motivates an individual. Therefore, fair treatment has a positive effect on job satisfaction and vice versa. In USA thought is synonymous with individualism. For example: Equal Pay for equal work (Individuals needs to be treated equally). However, in India and Japan thought is synonymous with collectivism. They are ready to accept inequitable treatment in order to preserve the harmony to live in society.

According to this theory, an employee might compare himself/herself within the present job in the present organization or with his friends/peers working in other organization or with the past jobs held by him with others.

Goal – Setting Theory

Employees perform their duties well, when they are given a specific goal to achieve. Challenging goals encourage and motivate them to successfully achieve the goal. **Goal – Setting Theory** focuses on how individuals go about setting goals and respond to them. In countries such as Japan and India where collectivism is high there is limited value for the Goal-Setting theory,

whereas in the USA (individualism) employees perform extremely well when they assigned to achieve a goal.

Expectancy Theory proves that efforts lead to performance and performance lead to the outcomes. Accordingly, Expectation Theory is closely tied to the behavior of the employee.

CONCLUSION

According to theories above there are arguments for and against price for motivation. Sometimes

it is the satisfaction of individual in different ways, such as quality of life, achievement of goals etc. Sometimes it is the reward or the benefit received for the completion of the task.

Explanations of Achievement Motivation, Equity, Goal Setting & Expectancy theory proves that motivation doesn't have a price. Motivation can result in terms of need satisfaction and as a rational cognitive process occurring within the individual.

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THE EFFECT AND IMPORTANCE OF A BUSINESS MODEL FOR BANCASSURANCE SUCCESS

In my previous article where Bancassurance was introduced as a synergetic approach in business management, it was established that bancassurance can contribute strategically to bank's non-interest income, and to endorse this factual and strategic opportunity, there are more and enough local and global examples that is freely reachable through all public business communication channels. It is also

Many Banks operate bancassurance as a support service for their Credit Operation while its income considered as a byproduct. However the fact remains, bancassurance always could be way better than that.

important to remember that this strategy was evolved on the fact, that the people have a positive perception towards banking sector than towards the insurance sector in terms of financial reputation for long-term investments. How and what made to create this perception is another long discussion one could come out with, and we will not touch upon same as it deviates the scope of this writing.

What is important to realize is that the business managers will always want to capitalize on this perceptual gap in customer's mindset with a creative and profitable business proposition. In this light, the effect of bancassurance model to the business operations success, in terms of its effectiveness to bancassurance core business will be the focus of this writing.

Looking at the business models that are established both locally and internationally for bancassurance

business, we could observe its characteristic bases as scope of business, operational strengths & other existing business models of the partners, legal background of the industry and cultural backgrounds of the organization. In ideal conditions, firms will always list their priorities to establish best business models in line with achieving the set business goals. However, in practical terms, individual managers will always be comfortable working with available arrangements purely because initiating change is challenging in any part of the world. Notwithstanding, a visionary direction in bancassurance will not only be required to analyze these aspects deeply, but also need to act with strength to explore the full business potential in both non-interest income and penetration respectively for the bank and for insurance company.

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Bancassurance Business Scope:

Bancassurance business scope is a simple concept to understand and it refers to business objectives of both insurance organization and the bank. But the fact remains that companies should define it with clear understanding its background. For an insurance firm, bancassurance could be a key or an alternate option in their distribution strategy. The



market strategy of the insurance firm will reflect the bancassurance play in their overall business drive, which will outline the bancassurance scope in such insurance firms. For a commercial bank, bancassurance play could vary from a level of support service to a key non-interest income generator in their corporate plan. Although scope is less complex to understand, the analysis that would need to shape the scope is quite complex and wide.

Considering an insurance firm, the effect of existing business stance to bancassurance strategy should be deeply analyzed before its strategic finalizations. The market penetration and its rate of growth will determine the rate of acceleration that insurance firms should express through their distribution strategies. However, it is good to remember that in slow growth market conditions, bancassurance will not deliver miracles, unless the bancassurance is being driven to mitigate the aspects, which have contributed to the slow growth in the market. Nevertheless, bancassurance will remain same as an alternate strategic distribution option for any insurance organization around the world.

In slow growth market conditions, bancassurance will not deliver miracles, unless the bancassurance is being driven to mitigate the aspects, which have contributed to the slow growth in the market.

In many occasions, the success of a firm's current distribution strategy, will determine its room for an alternate distribution. Firm's market position, organizational growth together with power of politics in the existing channels through culture will always act as influences to this strategic distribution change. Thus, we should expect that these influences could be both positive and negative towards establishment of 'Alternate Distribution' strategy. This understanding has made some professionals to advice

certain insurance organizations to refrain from playing widely in bancassurance markets or rather in alternate distribution, as it could create an imbalance in their distribution harmony, which we also call it a 'channel conflict'. This will have many arguments, but the integrated leadership of handling, could always make the difference to a great level. Another fact is the service strength of the insurance firm. The customer oriented culture together with technological and network strength will tremendously influence towards outlining of bancassurance business scope which is a contributory factor in establishing a strong bancassurance partnerships.

As members of South Asian region, where the bancassurance has not matured with increased penetration levels compared to other developed Asian markets (except for certain banks in India), the freedom to observe skyline scopes for bancassurance are quite exceptional. But we can always be proud of India as our neighboring country, especially when we can talk of SBI Life.

The framework of scope in a commercial bank will mainly influence upon the level of bancassurance strategic identification in its overall business planning. The level of bank's market reach, strength within the financial markets in terms of its service levels along with the technological backing will continuously inspire to identify this business/revenue opportunity. Culturally, in bancassurance premature markets, we observe that the insurance services are arranged as a support service

In bancassurance premature markets, we observe that the insurance services are arranged as a support service purely to sustenance the banks credit activities. In this level of scope, even if organizations are proceeding with corporate arrangements, it will have no emphasis to the fee-based income and to its potential.

purely to sustenance the banks credit activities. In this level of scope, even if organizations are proceeding with corporate arrangements, it will have no emphasis to the fee-based income and to its potential. Further, these arrangements obviously have led to bring certain monitory benefits to individual as there are inbuilt commission provisions to every insurance product in this nature. In an another point of view, banks may observe this situation as a resistance to the bancassurance strategic drive at its execution levels, which can occur directly or indirectly based on the opportunities available to resist within the organization. But for them it's time to realize the potential in large. Once again it's the way of handling by the integrated leadership which can always curve the change.

Operational strength, culture and existing business models of partners – As discussed along with the business scope aspect, the operational strength of engaged firms, will always decide the bancassurance success in terms of numbers. But the beauty of this concern is that, it acts as complimentary to each other in a partnership. When an insurance firm is not very strong in its geographical reachability, bank can act as a distribution partner through a bancassurance operation, while when bank is not very strong in technology, the insurance firm can uplift its standards through online insurance



observed as customers are feeling as 'they have been sold' where discontinuation of insurance schemes are at a high rate comparative to overall financial market. These changes are observed due to the

understand that corporate agency model is made possible in India while in Sri Lanka there is no provision for banks to act as corporate agent for insurance. In addition, in some countries the banks are allowed to directly undertake the selling of insurance through an agreement, which is named as co-selling or bilateral model. These provisions are available in countries such as Taiwan where the bancassurance has become the key distributor of insurance in the country with over 60% share in Life new business.

Looking at developed and developing countries where the bancassurance penetrations are much higher in their insurance distribution, we could identify the need of establishing clear-cut legal background for it. Devising a structure of authority and responsibility for this operation, will surely drive the bancassurance industry towards avoiding wrong-selling, misrepresentation of products, wrong interpretation of insurance policies, sales malpractices and many other negative contributory factors. Though we do not widely encounter them in our bancassurance marks, the leanings from developed markets will always remain with red warnings. However, we also observe that the levels of regulatory inputs in a country are varied on the industry interest towards bancassurance engagements, but firms then could focus on achieving their business objectives through strong compliance practices together with effective performance management systems.

solutions with a telecommunication intermediary, which finally maintains cost effectiveness in the overall operation. Also on the other hand, a bank, which is highly equipped, could drive upon a strong bancassurance product proposition, may be downplaying the presence of its insurance partner for mutual benefits. This shows us that, it is not always necessary to have two strong partners for a successful outcome. It is a world that is complimentary as long as the firm is willing to compromise over the complimentary areas available. However, the organizations that are in to partnerships will anyway need to have corresponding characteristics, but not necessarily need to be similar which is more alike a successful marriage.

The business models will have a tremendous effect in strengthening this partnership and one of the huge challenges is the business driving culture in each model. Inherently the banking products and insurance products are marketed in different platforms. Banking products are pushed through marketing strategies to increase the pull aspect, which is more voluntarily happening in the financial sector, especially in this part of the world. Thus, it creates less cognitive dissonance (post purchase dissatisfaction) as the customers are feeling as 'they have bought'.

But in insurance, the pull aspect is given less priority in comparatively to priorities given towards push aspect, which is mainly through 'personal selling'. Often in insurance sales, cognitive dissonance is highly


differences in the nature of these two types of products. 'How the products should be priorities and planed' by an individual, is another area to discuss separately along with personal wealth planning guidelines. However, due to these inherent differences, the perception of the bank employees towards insurance will obviously be negative at lower level in the operation. In bridging these gaps, various types of motivational programs are launched jointly as both monitory and non-monitory schemes to bank staff around the world. Understanding these gaps at early stages and being proactive to mitigate conflicts are key to success and also very critical to consider.

Industry legal background – Another influencing aspect that defines the effectiveness of a bancassurance model is the domestic legal background for Banking & Insurance. These backgrounds which facilitates the bancassurance business varies in different countries and we observe that those differences are having a linkage to industry policies and other economic aspects in the country. In Sri Lanka, there is no clear guidance provided either through banking or insurance regulations to drive bancassurance operations and it is more often that the firms are shaping its bancassurance models to be more complacent with the available provisions in law to operate in bancassurance. Definitions and determinations of the Insurance act in respective countries will have a direct influence to the bancassurance model and we



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Recruitment and Retention: a Cultural Perspective

Introduction

Resources can be described as everything present in our environment, which can be used to satisfy human need, technological accessibility, economic feasibility, and cultural acceptability. In general, resources are materials, money, services, staff or other assets that are transformed to produce benefits and in the process may be consumed or made available. The result of resource utilization may include increased wealth, meeting needs or wants, proper functioning of systems, or enhanced well being. The resources play a vital role in organizational development and its process. It is used as input to produce valuable output with the expected standard. Among the list of resources, humans are recognized as one of the resource important and critical to an organization. Human beings, provide labour to staff organisations, which are considered to be a resource. The term human resources can also be defined as the skills, energies, talents, abilities, and knowledge that are used for the production of goods, or the rendering of services.

The above indicates that resources must be culturally acceptable. Even though it can be used to satisfy human needs, technologically accessible, and economically feasible, it will not be successful if human resources are not adopted with culture of an organization. The proper functioning of an organization depends on the processes and activities (efficient and effective use of resources) of those humans recruited to managed an organization and their cultural fit within the organization. Cultural factors play an important role in recruitment and retention of employee to achieve organizational goals and objectives via improving corporation leadership development, refining decision-making process and efficient communication systems. it leads to organizational commitment of the employees and to better prepare in a thriving and a more competitive environment (significant Return on Investment – ROI).

In the current globalized environment it is a challenge to recruit talented human resources, who are trained to manage other resources efficiently and effectively to maximize the return on investment within the time frame. Therefore, the organization strategy, especially the human resource strategy, must align with norms of organizational culture.

Recruitment, Retention and Culture of an Organization

Recruitment is described as the set of activities and process used to legally obtain a sufficient number of qualified people at the right place and time, so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified candidates for the job from which judicious selection can be made to fill vacancies.

Culture is the characteristics of a particular group of people, defined by everything from language, religion, cuisine, social habits, music, and arts.

In the current globalized environment it is a challenge to recruit talented human resources, who are trained to manage other resources efficiently and effectively to maximize the return on investment within the time frame.

Today, United States is populated largely by immigrants. As a result, the culture is influenced by different groups of people that make up the country. Similarly, organization culture is the behavior of humans who are part of that organization. Culture includes the organization values, vision, and norms, working language, systems, symbols, beliefs and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

The culture is often a key factor in long-term organizational success. Despite its importance, most companies pay relatively little formal attention to culture. This is unfortunate to employee retention as well as to the organization, since actively managing and developing culture through recruitment can significantly improve employee retention and performance, which directly influence organizational profitability and growth.

What is Organizational Culture?

Organizational culture refers to employees' shared assumptions and norms, as well as tangible aspects of the work environment that influence and reflect these beliefs. Whether employees are comfortable in openly disagreeing with superiors is a reflection of organizational culture.

Ultimately, the most important aspect of organizational culture is the belief employees' and leaders share about behavior and its consequences. As the saying goes, "perception is reality," and cultural beliefs define perception within an organization. If employees believe they will be punished for pointing out flaws in their boss's ideas, they may not share feedback, even if it would be accepted. Similarly, employees who believe their contributions are truly valued are more likely to forgive minor inequities in compensation and benefits.

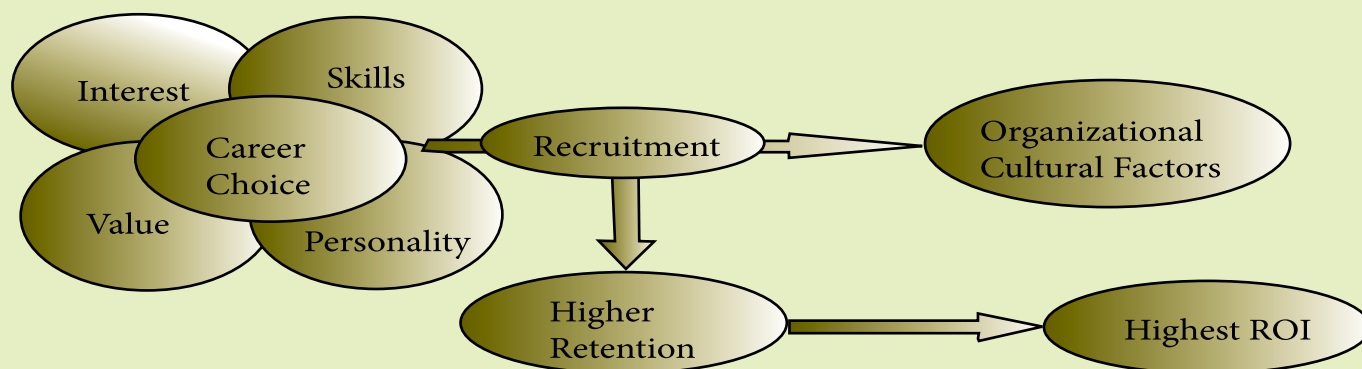
Why is Culture Important?

There are as many different organizational cultures as there are organizations. Effectiveness of culture depends on an organization's business market, strategies and workforce. For example, an effective culture for an entertainment company may be disastrous for an automotive manufacturer; do we want people who build cars to work in the same way as people who produce TV programs? What research makes clear is that culture influences organizational performance, whether performance is defined in terms of customer satisfaction, attendance, safety, stock price or productivity.

Which Culture is Best?

There is no single best culture. However, some cultures are clearly more effective than others. Built to Last by James Collins and Jerry Porras describes the characteristics of 18 US companies that remained consistently among the top of their markets for more than 50 years. Somewhat surprisingly, these companies did not share any common, distinctive cultural attributes. However, all 18 companies placed tremendous value





on hiring, developing and managing employees based on clear cultural principles and beliefs. Each knew what culture they wanted to have and sought to hire people who fit their unique culture.

How is Culture Related to Recruitment?

The main relationships between culture and recruiting are associated with employee attraction, selection and retention. From an attraction standpoint, culture is primarily about the brand image a company projects. Companies that take culture seriously actively market their culture to candidates. This attracts people who will thrive in the organization and repels people who would be more effective working elsewhere. To get a sense of this, visit the job sites for Sony Electronics, it conveys technological creativity and innovation.

One study found college students would accept an average of 7 percent less starting pay to work for companies with cultures they value and appreciate. There is also a wealth of data showing that cultural fit impacts employee retention and performance. For example, an insurance company found departments whose environments aligned with the company's stated cultural goals had 30 percent less turnover. People appeared to join the company expecting a certain culture, and if their expectations were not met, they left.

Another reason to recruit around culture is that while job demands and requirements constantly shift, a

defining characteristic of culture is that it remains constant in the face of change. A person hired based partly on his fit with an organization's culture is more likely to continue on as a valuable company resource, even if the position he was originally hired for ceases to exist. In fact, an effective organizational culture actually helps people work together to adapt to business changes.

There is linear relationship between the recruitment, retention, organizational culture and the organizational performance. Every employee who is recruited by the organization must adopt with the organizational culture to maximize their contribution of human resources towards the organizational goals and objectives. The success of recruitment and retention will be based on the cultural acceptability of human resources. The employee's interest, values, skills and personality must be aligned with the organizational culture, which leads to increase the retention rate and contribute to the organizational success.

in many organizations there are issues related to recruitment. Quite often the line managers do not understand the whole process of recruitment that they are involved. Line managers hire employee to start as soon as possible without properly evaluating their potential, which causes issues in selection and retention of employees. As a result, many people are in wrong jobs and they are not utilizing their full potential and also having lack

of competencies. During the process some managers tailor make the job description to suit the requirements of their favored candidates. This type of cultural issues cause problem in recruitment and retention, as well as impact the organizational performance.

There is a risk of shift in the world of work due to cultural shift such as higher turnover cost, loss of highly trained and performing employees (loss of competitive advantage), and failure to develop a strategic succession plan. The bottom line is that cultural issues, causes people to leave an organization due to poor recruitment and retention strategies that are aligned with the culture of an organization. Therefore, to have positive impact on organizational culture and concomitantly increase retention rate, the organization must do the following,

- ◆ Make sure the alignment exist between your organizational culture and norms, and the potential new hire.
- ◆ Make sure the competencies required for the position align with those candidates.
- ◆ Promote a high level of organizational awareness and openness.
- ◆ Support the well-being of employees, express gratitude, appreciation and understanding.
- ◆ Support employees to develop skills required for the job such as training & development

CONCLUSION

Competitive advantage can be gained through efficient and effective utilization of resources, managing the functions, process/activities with the talented, skills, and knowledgeable human resources. A firm has to focus on uniqueness of people, and the investment in people will result in a greater and more enduring competitive advantage, and a more positive ROI. Managing and/or utilizing human resources would be successful, if the recruitment and selection is aligned with the organizational culture. Management should design and execute the recruitment and selection based on the organizational culture to suit the employee competencies and to fit the position. This will improve the retention and productivity of employee and organization respectively via lower attrition levels, raising the percentage of productive employees, achieving consistency in hiring decisions, and finding competent employee to the position.

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Strengthening Nutritional wellbeing and Food Security of fishing communities through Women social empowerment



In explaining the higher rate of growth achieved in the fisheries industry in Sri Lanka during the last year, the increase in production was largely due to resumption of fishing in the northern areas where fishing was affected due to the long civil strife that Sri Lanka faced in the past. To meet the growing aspirations of the fishing community in the northern areas of the country and to ensure that their livelihoods are sustained, the Government of Sri Lanka has also allowed expansion of the fishing fleet. However, while doing so, the Government is fully committed to ensuring sustainability in the sector, which have a great impact on Sri Lanka's economy and livelihood of the fishing community.

Sri Lankan fishing industry is essentially artisanal in nature and hence enjoys wide social participation. Nearly 650,000 or so artisanal fishermen produce almost

95% of the country's fish production of around 580,000mt. In addition, nearly 850,000 others are involved in ancillary industries linked to fishing. Thus the coastal and inland fishing communities form an integral, economically important component of the broader inland and coastal communities.

Fish accounts for over 70% animal protein intake of the population. Thus, as the supplier of country's main source of animal protein, fishing communities play a key role in national food security. However, the fishing communities have their own quota of issues and problems when it comes to food security and community nutrition. Ironically, the degree of under nutrition/chronic malnutrition is reported to be above the national average in many fishing communities.

The seasonal nature of fishing and the difficult task of marketing this highly perishable commodity is yet another challenge faced by the community. Economic uncertainty facing the industry has also lead most youth away from fishing industry, seeking livelihood and employment in other fields. Thus, it has become important to embark on an integrated approach to ensure long-term economic and social wellbeing of the fishing communities. This could be best achieved by empowering the fishing communities through social development and livelihood initiatives, which will support sustainability of the nutritional interventions to ensure long-term health and nutrition well-being of the fishing communities at large.

The project has two interrelated areas addressing the key objectives, namely,

- a) Address urgent health and nutritional requirements of the fishing communities;
- b) Achieve sustainable food security, community health and nutritional wellbeing through Social empowerment of the women in fishing communities.

The above objectives will be addressed through two programmes,

- a) Health and Nutrition Programme and
- b) Empowerment Programme for women in fishing community

The project will be implemented by the Ministry of Fisheries and Aquatic Resources Development in close collaboration with the Ministry of Health and selected sponsors.

A) Health and Nutrition Programme

Urgent health and nutritional requirements of the fishing communities will be assessed and addressed through the implementation of a multi-faceted programme encompassing assessment of food intake, nutritional status and risk factors.

Health and Nutritional Status Assessment Programs

- Nutritional status assessment through nutritional anthropometry (height/weight/BMI)
- Nutritional intake assessment through household surveys/dietary surveys
- Pre-natal/ post-natal Clinics and related support programmes
- Biomedical and Behavioral risk factor assessment
- Eye /Dental Clinics and related support programmes
- Psychological assessment

Supplementation and awareness programs

The main aim of the programme ("Hapani-Hapana" School programme) is to assess the efficacy and sustainability of nutritional interventions and supplementary meal programmes among school children. It will enable to create health and nutrition awareness among school children and their families. The programme:

- In collaboration with the District Educational/ Medical Offices, two schools, mainly catering to fishing communities will be identified for the study.
- 50 children in the age group 6-9 will be selected from each school, 100 school children will be selected on their anthropometric measurements (height/weight/body mass index).

- The children will also be subjected to a basic cognitive/ behavioral psychological assessment and a dietary assessment.
- The children will be included in a supplementary sponsored meal program.
- The nutritional status will be assessed tri-monthly for a period of 12 months.
- Outcome of the program will be disseminated with a broader Health and Nutrition awareness program.

B) Community Empowerment Programme

Community empowerment programme will support sustenance and long-term sustainability of the food and nutrition programme by supplementing and broad-basing the income generation potential of the artisanal/small scale fishing communities. This could be addressed to some extent by providing vocational training and employment opportunities to family members and others from the community to enable them to be employed in ancillary vocations as well as providing sustained financial stability to the community at large in the long term.

Vocational training and SME opportunities:

Key potential areas of training in this respect would be Engine repair and maintenance, Refrigeration and cold storage, Photography and audio-visual techniques, Electrical and Electronic repair and service, training in carpentry/Masonry/Diving, Beauty-culture /Cookery and Catering and Bio-fertiliser/Organic food production.

Marketing and trade

Interventions in marketing and trade would involve introduction of mobile sales units (cycle Boxes, Motor Cycle Vending, DIMO Batta) and training and micro – credit for

Fish processing (Maldivian fish, Jaadi, dry fish, innovative packaging and presentation), Poultry feed meal production etc.

Education

Education component will consist of pre-school teaching and teacher training and computer education and e – learning programmes.

The proposed collaboration is also contributing to:

1. Assist Members in increasing the livelihood opportunities and improving the quality of life of the small-scale fishermen in the region;
2. Assist Members in harmonisation of policy and legal framework necessary for sustainable development and management of the fisheries industry in the region; and
3. Assist Members in strengthening their national capabilities in development and management of marine fisheries

To protect their social, economical and ecological interests, organisations must ensure that the long-term interest of the country is met.

Small-scale and artisanal fisheries (SSAF) are the focus area of the organisations. Therefore, organisations must strive to ensure sustainable livelihood for fisher folks. In order to achieve a sustainable livelihood activities of the organisations needs to be implemented in a transparent manner and in consultation with the member-countries including the respective governments and other stakeholders

In 2004 fisheries-dependent livelihoods were 132,600 but in 2012 it increased to 180,693, which shows a growth rate of 4.5% .

Marine capture fisheries form an important source of livelihoods along the coastline. South Asia, have the largest concentration of small-scale fisheries in the world. Presently, about 1.70 million people are actively going for fishing in the region (including collection of fish seed, excluding fish marketing and other support activities). The number of active fisher folk in the region has grown by about one percent per year during 2003-12. In Sri Lanka, the number of active fisher folks has increased by 4.5 percent per year during 2004-12 and 2.2 percent increase in India during 2005-10. In Bangladesh, the number of fisher folk increased marginally from 0.510 million to 0.516 million. However, the number of active fisher folks are decreasing gradually in Maldives, possibly due to structural changes in the economy (increasing scope in the service sector) and changing demography (improvement in education and the younger generation seeking alternative livelihoods)

Ministry of fisheries and Aquatic Resources has implemented the following policies to strengthen nutritional wellbeing and food security of fishing communities through social empowerment for women

New Technology

Introduction of new technology in fishery to assist women and their role in livelihood security and occupational safety, how it benefit the economic development of Sri Lanka for small-scale Fisheries

- (i) Assistance to increase the use of new fishing technology for catching, transportation, storage ect. (boats, engines, fishing gears and other facilities on community participation basis)
- (ii) Assisting in research and development activities related to technology improvement



- (iii) Implementing community participation for resource conservation activities through technical assistance
- (iv) Implementing activities to mitigate post - harvest losses, improve quality of fish products and increase productivity
- (v) Increase productivity through community participation activities
- (vi) technology sharing activities to increase fisheries productivity
- (vii) Community awareness programmes for aquatic resources management improvements and sustaining
- (viii) Social awareness programme to promote increase in fish and fish related product consumption

Coastal Rehabilitation and Resources Management programme in the Northern Province

Community Strengthening

(i) Awareness and development activities on responsible fisheries, new fishing technology, post harvest, marketing and entrepreneurship development for fishing community

- (ii) Institutional Strengthening of fisheries community organizations
- (iii) Social Infrastructure facilities for fishing villages, land sites and community centres
- (iv) Community based inland and aquaculture practices
- (v) Promoting self employment programme for Fishery Community and awareness under Divi Neguma programme
- (vi) Fisheries women and child development programme

- (i) Institutional strengthening in the Northern Province
- (ii) Facilitate achieving national fish production targets as per the Fisheries Development plan of the Idiri Dekma (Way forward 2016 of Ministry of Fisheries and aquatic Resource Development)
- (iii) Re - build and modernize fisheries infrastructure damaged due to the internal conflict and the 2004 Tsunami
- (iv) Promote exports to increase foreign exchange earning



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Women and their role in economic development in Sri Lanka



"Woman is the companion of man, gifted with equal mental capacity"

Mahatma Gandhi.

According to the latest reports [1], in the next 50 years, most economic growth worldwide will take place outside the G7 group (G7 is a group consisting of seven developed nations: the US, UK, France, Germany, Italy, Canada and Japan; who are the seven wealthiest developed nations in the world by global net wealth and they represent more than the 63% of net global wealth (\$241 trillions), according to Credit Suisse Global Wealth Report October 2013 [2]). The important fact is that of the people who will be the driving force for this growth in the next 50 years, many will be women. However, it seems that the contribution of the women towards the world economy has not yet been well recognized despite the fact that women comprise more than half of the global economy, 40% of the global workforce, and more than \$20 trillion in financial spending worldwide. In reality, women make a huge influence as consumers/buyers, creating markets as they make the majority of purchase decisions in households, often making purchase decisions to maintain and increase family welfare. Therefore, it is obvious that the women's contribution is massive on the global economy and now it is the best time to recognize/acknowledge their contribution and also to explore how, when and where they can contribute towards the future global economic development.

Women in Sri Lankan society/economy

Sri Lanka is world famous as a country with a prestigious heritage, which dated back to more than 2500 years. However, it is still a developing country and many things yet to do to achieve a sustainable social and economic development. From its tradition/culture, Sri Lanka holds a male dominant society and men had been offered the major responsibility of maintaining the family and hence they had to involve in paid work. In the past, the majority of women mostly involved in household activities (unpaid family work) while raising kids and coordinating the

family. In addition to these activities, women helped their husbands to do their daily work particularly those who involved in the agricultural activities. However, today women's role has been changing and most of them are moving into paid employment compared to the past but still they hold the major responsibility of raising kids and household activities. At the end of the day, the Sri Lankan women have been contributing towards their family welfare than men but it is doubtful that whether the society has well acknowledged the real economic value of their household service.

By considering the prevailing and past social facts, it can be seen that the role of women in the Sri Lankan society has changed significantly in the past three decades due to several economic, social and political factors. Today, there is a huge women workforce in the plantation sector, apparel industry, sales, handicrafts, coir industry, agriculture, and so forth. It is well known that the nature and structure of the employment in the Sri Lanka changed drastically since the introduction of the economic liberalization in the 1977 and opening of the free trade zones in the 1978. As reported in the literature [2], it has been estimated that roughly 114,000 of workforce at free trade zones of the Sri Lanka in the year 2007 and this includes 75,000 females and 39,000 males. Moreover, it has been predicted that a one third of those employed in the Sri Lanka are females [2]. Meantime, the census records have shown that the female labour force grew at almost twice the rate of the male labour force and the female share of the labour force increased during the 2002 to 2010 (i.e. excluding Northern and Eastern provinces) [3]. Nevertheless, the role that women play in the domestic economy is massive and they are still the backbone of the majority of the Sri Lankan families.

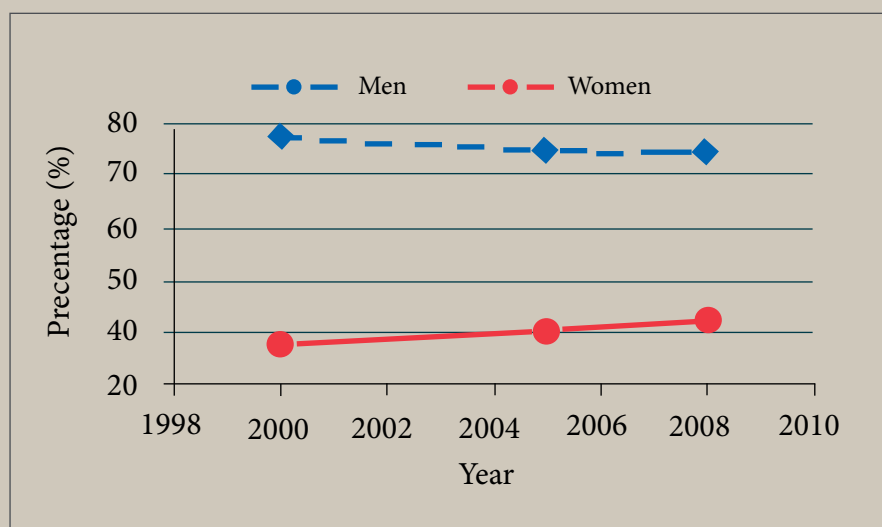


Figure 1: Labour force participation: adult male and female population in the Sri Lanka [4]

According to the reports of the Central Bank of Sri Lanka (as shown in Figure 1), the women's labour force participation (i.e., working outside of their homes) in the Sri Lankan economy has increased during the 2002 to 2008 while men's participation has shown a reducing trend. In addition, it can be expected that this trend has been continuing after the 2008 as well. In fact, it is a good sign that the Sri Lankan women are open to more employment and social opportunities than the past. However, compared to most of the other countries in the world, the women labour force participation is still in a low rate in the Sri Lanka. In the Singapore, 56.5% of women population participate in the labour force while it is only about 31.2% in the Sri Lanka. The details of the comparative labour force participation for women in a few other countries are given in Figure 2.

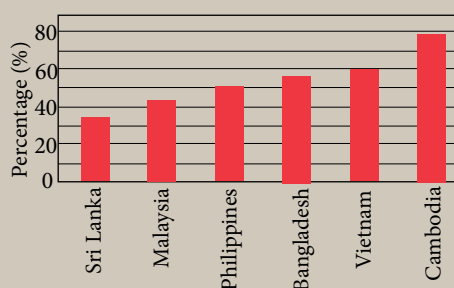


Figure 2: Comparative labour force participation for women [5]

The current participation of men in the Sri Lankan labour force is more than double to the women, at 66.2%. In fact, the Sri Lankan women provide their labour not only within the country but also in many other foreign countries as well. According to the Central Bank estimates, of the two million of Sri Lankans working abroad, 52% are women whose remittances contribute significantly to the Sri Lanka's foreign exchange earnings. However, it should be noted that the majority of these women working abroad are not employing in attractive jobs and they have been pushed to take these jobs mostly due to their poverty and family problems. On the other hand, leaving of women for foreign employment has been becoming a serious problem in the Sri Lankan society, as a large number of families have been collapsing while mothers/sisters are in foreign employment. Moreover, many of the foreign working Sri Lankan women have been experiencing serious sexual, physical and mental harassment while some of them are as serious resulting in death. Therefore, it would be better if the government can create more opportunities to employ women within the country rather than promoting them to go abroad, particularly to the house

keeping activities in countries in the Middle East. Therefore, it is clear that there are good and bad sides of moving more women into the paid work.

Today, there is a trend of moving more women in to administrative, leadership and professional positions than in the past although a few barriers/limitations still exist. However, in terms of leadership and decision making positions in the Sri Lanka, participation of women is still not that strong compared to men, in both public and private sectors. A recent investigation made by Verité Research revealed the information on the men and women employment in the Sri Lankan school education sector as detailed in Figure 3.

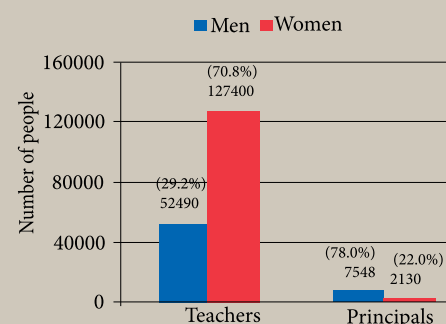


Figure 3: Men and women participation in the employment of the Sri Lankan school education sector (Source: Verité Research)

As shown by Figure 3, it is clear that the women participation in normal teaching positions is more than double to the men. However, there is a high possibility of around four times for men to proceed up to administrative positions in the school education sector than women. Furthermore, it has been reported that women make up only one third of the job seekers and the unemployment rate amongst women is much higher than men in the Sri Lanka. In the 2012, unemployment rate amongst men were 2.8% while for women it was 6.2%.

Likewise, women are paid less than men and the average daily wage for a female worker in the informal sector is around 20% less than a male worker [5]. Although, these figures show that the unemployment rate among women is higher in the Sri Lanka, it is a well-known fact that most of the women do not turn up for paid work due to their massive load of household activities. It should be mentioned that not many economic scales and indicators are taking into account the real economic value of the duties performed by women domestically and this is not a fair situation.

Regardless of some undermining facts on the employment conditions of the women, they are on the similar level with men in the Sri Lankan society in terms of both literacy rates and rates of enrolment in education. For example, women have a higher enrolment rate in the tertiary education and it has been accounted for over 58% of university students in the Sri Lanka in the year 2011 were women as shown in Figure 4.

Meantime, women are quite weak in a stream like engineering which is considered hard/difficult to study but highly attractive in terms of employment opportunities. On the other hand, it can be assumed that a high number of female students tend to choose streams such as commerce and arts in their A/L education compared to the streams such as engineering and IT. This may be one of the reasons why female unemployment rate is much higher than males. However, there may be some social and cultural factors, which may force female students to choose their secondary education in the sectors such as arts and commerce although such streams are not that attractive in the current job market. Therefore, it is quite important to wipe out such myths and beliefs in the society that motivate women to choose only a few streams of education, which cause to limit their employment opportunities. More details on such myths and beliefs are discussed in detail in the literature [6].

were given the right to vote as early as the 1931 and Sri Lanka is the country that elected the world's first female Prime Minister. Today, it is evident that there are a number of famous women in the country who are performing well in education, sports, administration, etc. In fact, women in the Sri Lanka also have good access to education, healthcare, and politics in comparison to its neighbours. However, someone may argue that the women's contribution/involvement to the Sri Lankan economy is not as good as males although they have similar facilities and rights. As was mentioned earlier, the major reason for this may be that the majority of the Sri Lankan females are bearing a high level of responsibility for coordinating their families compared to males and hence they do not have time to involve in paid work. If women do not play a major role in their family coordination the majority of males in our society may not be able to perform well in their jobs. Therefore, it is not that ethical to offer all the credits only to males labour without recognizing the real economic value of the duties domestically performed by the Sri Lankan women.

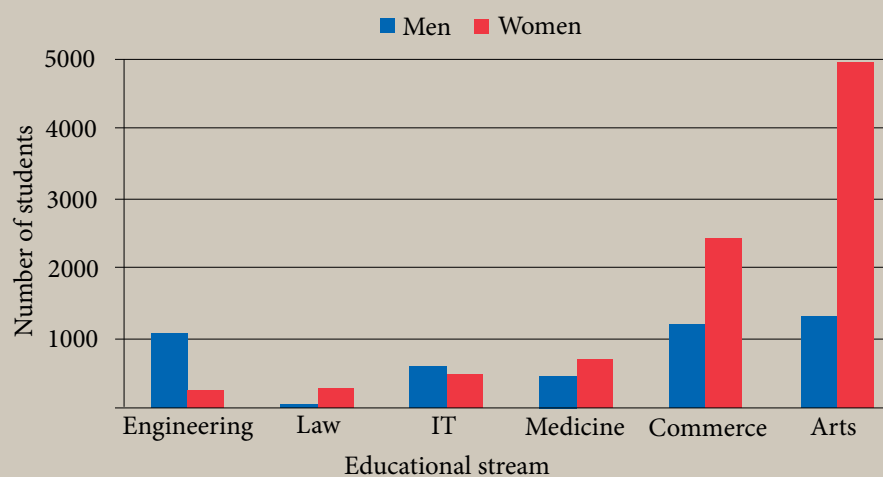


Figure 4: Number of students enrolled for university education in the Sri Lanka in the year 2011 [5]

In fact, it is clear that a higher number of female students have been enrolled into streams such as commerce and arts, which are considered to be easy to study but less attractive in the modern job market.

In my opinion, women in the Sri Lankan society treated well and enjoy almost similar benefits/rights as males compared to most of the other countries in the world. For example, the Sri Lankan women

In general, both males and females in any country should have the similar facilities/rights to access to any of the economic sectors. However, we have to admit that females are not that physically strong as males to perform some of the jobs and hence they tend to avoid such hard jobs. However, females are still open to a huge job market that they can perform well. On the other hand, today it seems that both females and males in the Sri Lanka are seeking only for pink-collar or white-collar jobs. The majority of youngsters do not like to continue the jobs what their families are good at or what they have easy access or facilities. Obviously, this has been the cause to a high level of unemployment

among the Sri Lankan younger generation. In the Sri Lanka, the society is not flat and there are several social levels/classifications based on factors such as cast, religion, wealth, job, etc. Therefore, some of the jobs are considered as low-level jobs (not officially but there is a perception in the society) and the people who are employed in these jobs are not recognised equally within the society. That is the major reason why majority of youngsters do not like to continue with those types of jobs what their parents/families have been doing (e.g. jobs like farming, fishing, handcrafts, pottery, carpentry, etc). Moreover, there are some jobs (e.g. driving jobs, carpentry, and construction) that the society does not like to see women's involvement, which is one of the reasons for a higher level of female unemployment.

As I believe, we should not encourage divisions in the society based on profession and as each and every profession have its own importance and values, all of them should have equal rights and acceptance within the society. Then, people would tend to do what they are good at rather than being desperate or dreaming to involve only in a few types of better-recognised jobs. We have to admit that some of the duties attached to the family may not be performed well by men as good as women. Therefore, there is no harm of

building of families around women/mother, as we have to consider about the well-being of society/family while developing the economy. Obviously, there is no point of developing an economy while people are becoming rude, cruel, stressful, unhealthy and disrespectful. In fact, the duties performed by women to their family are having a high economic value although it is not yet being well recognized and measures should be introduced to evaluate the economic value of such domestic duties as well. Meantime, women can involve in paid employment as they have enormous opportunities in the current job market. On the other hand, there should be no cultural/social barriers, which restrict women from any job that they feel comfortable to perform, and males should encourage women participation in paid work.

In my opinion, the family comes first in the economic development in any country and the development should start from the family level. Therefore, the male and female

contribution to the economic development is dependent upon the type/size of the family. Both males and females in each family should have a clear vision on their economic, social and cultural development and also on adapting to changes in the society. Then, they should have the ability to assign the suitable person for each duty by considering the well-being of their own family. Here, they can decide whether to do paid work only by males/females or by both parties. As families develop, the society will develop and then the country will be benefited. Overall, the economic development should happen while developing the family and protecting our culture and norms. In the process of family development, the roles that can play by females are critical and highly valuable in economic terms. In do think that if we consider both paid and unpaid/unrecognized (duties attached to the family well-being) labour to the Sri Lankan economy, the women's contribution is much higher than men although the economic indicators are mainly highlighting only the men's contribution.

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Women in the 21st century in the Land of Fire - Azerbaijan

"Women of Azerbaijan are special for their intelligence, talent and at the same time for their beauties among the women of the world"

Heydar Aliyev

Gender equality is an indispensable human right. Women have right to live in dignity and in freedom from want and from fear. In terms of advancing development and poverty reduction empowering women is also essential. Thus, empowered women can contribute to the health and productivity of their families and on this base to their nation as well as human society. Women's empowerment, in other words, is future-promising tool of the next generation.

Women in 21st century - opportunities & challenges

When we describe 21st century, we can add a lot of terms, such as emerging of knowledge-based economy, advancement of technologies, born of advanced information and communication technologies (ICTs), implementation of e-government, introducing of m-government and smart

technologies. Moreover, we can add some other actual terms to the phenomena of 21st century: achieving of Millennium Development Goals (MDGs), vision 2020, poverty reduction, gender equality, women empowerment, and so on. However, it is better to look at another aspect of this century – description as a Century of Women. It seems beyond all the words that cover 21st century, woman much more emphasized side of it.

Indeed, when we express the word woman, 21st century's woman associates much more with equal rights of men and women, violence against women and girls, threats to women's rights and the lives of women and girls, illiteracy and poverty, war and natural disasters.

As mentioned above women faced tremendous barriers as they sought opportunities that would set them on an equal footing with men. Going back a mere quarter century, inequality between women and men was widely apparent—in university classrooms, in the workplace, and even in homes. Since then, the lives of women and girls around the world have improved dramatically in many respects. In most countries—rich and developing—they are going to school more, living longer, getting better jobs, and acquiring legal rights and protections.

Women in Azerbaijan

In this brief article, I would like to draw attention to the life of women in Azerbaijan and the programs have been implemented by the support of Government together with international organizations. Therefore, before going deeply into the above-mentioned issues, I would like to take potential readers to a short journey to my country.



The Land of Fire - Azerbaijan

A miraculous country of Azerbaijan with its unlimited natural resources, centuries-old culture, history and ancient people, whose lifestyle presents a unique and harmonious combination of the traditions and ceremonies of different cultures and civilizations.

Azerbaijan is a geographical name. On the one hand this name is linked with the population, which lived in this region for thousand of years before BC, and who were mostly fire-worshippers. The Turkic name "Azer" which means fire was used for this territory for a long time. The word "Azer" consists of two parts - "az" and "er". In Turkic languages, "az" means a good intention and a fate of success. Thus,

the word "Azer" means "a brave man", "a brave boy", "the fire keeper". The word "Azerbaijan" originates from the name of an ancient Turkish tribe, who resided in those territories.

With an estimated population of 9.5 million in 2013, the Republic of Azerbaijan is the largest country in the Caucasus located at the crossroads of Western Asia and Eastern Europe. The western coast of the country is washed by the Caspian Sea. Azerbaijan was briefly independent (from 1918 to 1920) following the collapse of the Russian Empire; then it was under the Soviet Union for seven decades and regained its independence in 1991. Azerbaijan has conflict with Armenia over "Daghligh Garabagh" - "Upper Garabagh", so Armenia has invaded 20% of the territories of the Republic of Azerbaijan.

The majority of population is Azerbaijani Turks, but there are minorities, such as Russian, Lezghin, etc. And the majority of population is Shia Muslims, the other religious minorities live in overall country. Citizens are very tolerable in relationship to minorities.

The capital and main city is Baku with an estimated population 2.1 million in 2013. Baku - Skyscraper city, nowadays so-called, develops very fast and plays a role of host to many regional and international events.



"We support the conception of human development which identifies human potential as the keystone of development and views economic growth as a means and not the end of progress. However the effective realization of this vision depends on the success in establishing gender equality-i.e. implementing gender-balanced government policies and developing gender-sensitive civil society, transforming gender equality into social reality. Only then will we have created favourable conditions for addressing the needs and developing the intellectual and personal capacities of every citizen, and only then will we be able to deliver a free 21st Century individual."

Mehriban Aliyeva.

President of the Heydar Aliyev Foundation, UNESCO Goodwill Ambassador, Member of the Milli Mejlis (National Parliament)

Gender Equality

Azerbaijan Human Development Report (2007) focuses on gender trends and challenges in the country by presenting findings of the first national independent survey of gender attitudes ever conducted in Azerbaijan or any other CIS country. The main goal was to identify gender attitudes and analyze their impact on gender equality in the country, thereby stimulating public debate and encouraging national policy action for ensuring greater gender equality.

The report presents findings of a gender attitudes survey conducted in November 2005. This survey was conducted in the whole country undertaken by a national research centre. The findings of the survey analyzed by a team of national gender specialists with the assistance of an international expert in gender and development.

Achieving gender equality is one of the UN's highest priorities and it is a necessary precondition for fully achieving human development. Indeed, it is true that women are generally the victims of gender inequality, but a fact is that men have their own difficulties specific to their gender.

In Azerbaijani society women play a greater role. From the historical viewpoint we can see that the first school for girls in the Muslim world was established in Baku and that the Azerbaijan Democratic Republic was one of the first countries in the world to grant women the right to vote. Equality tradition for woman in society has continued since Azerbaijan became independent again in 1991 with the rights of women and men enshrined in the National Constitution and with Azerbaijan ratifying the UN Convention on the Elimination of all Forms of Discrimination against Women (CEDAW).

Women and Economy

In rapidly developing countries like Azerbaijan, particularly those undergoing transition to market economy and democracy the gender inequality is essentially 'a state of mind'. Taking into consideration to understand gender attitudes and to use this information to enhance gender equality as the most important factors for the improvement the situation UNDP in close cooperation with the State Committee for Family, Women and Children's Issues agreed that

it was time to take stock of the state of gender equality in Azerbaijan by selecting the topic of gender attitudes as the subject of the 2007 Azerbaijan Human Development Report.

Consequently, UNDP commissioned a local research centre to survey gender attitudes in the country and engaged a national consultant team guided by an international gender expert to analyze the survey findings. Close cooperation with the State Committee for Family, Women, and Children's Issues, the Government, financially supported by UNDP and the Kingdom of Norway, this very innovative approach of asking the Azerbaijani people what they think of gender was conducted.

In this nationwide survey 1,500 men and women of Azerbaijan voluntarily participated and the hundreds of people interviewed within focus and expert groups. Experts interviewed for the survey covered Members of Parliament, high-ranking government officials, representatives of the national NGOs and the international organizations, and professionals from a variety of fields.

Contribution to the Economy

Despite social rules, which attempt to confine women to the domestic sphere, the majority of women undertake paid work outside the home. According to figures from 2008, women make up 49% of the total labour force. However, 67% of women work for wages, compared with 77% of working men, and on average, Azerbaijani women earn only 44% of the average man's salary.

Achieving gender equality is one of the UN's highest priorities and it is a necessary precondition for fully achieving human development. Indeed, it is true that women are generally the victims of gender inequality, but a fact is that men have their own difficulties specific to their gender.



Women are over-represented as self employed workers and contributing family members (56%), and less represented as employees (43%) where the conditions and durability of the employment tend to be more stable. In rural areas, the overwhelming majority of married women undertake domestic and small-scale agricultural work. 40% of working women work in agriculture, and many of these women work on small family-run plots.

While in a typical rural family both partners work, women's choice of work is defined by culturally ascribed gender roles and tradition. While the fact that 69% of women and 72% of men in employment are married may superficially suggest a move towards equal sharing of work and family responsibilities, it must be borne in mind that almost half of working women in Azerbaijan combine unpaid domestic work with work on family farms, which does not necessarily provide her with a cash income.

The Impact of the War

As I mentioned before, 20 % of Azerbaijani territories is under the occupation of Armenian armed forces. Of course, the Nagorno-Karabakh Conflict has been under a cease-fire since 1994, but the lives of many Azerbaijani women continue to be dramatically altered by the war.

Ruling political forces in Azerbaijan generally supports initiatives of Gender education. Thus, the first program "Gender: The New Stage of Women's Problem" was aimed at rising gender awareness among broad public in the capital and the region.

Some women mainly suffered the loss of their husbands or sons during the war, while other women are among the 1 million Azerbaijanis who are either refugee or IDPs.

Both the transition economy and the war strongly affected social and economical lives of woman refugees and IDPs. Some female IDPs survive solely on humanitarian aids, almost others participate in the informal sector which generates small incomes from the activities, such as growing vegetables, raising a few sheep or goats, etc.

Political situation and Gender Education

All political theories and practices in Azerbaijan are based on the strength and importance of the family and kinship ties. Within this framework women are supposed to play a very important and respectful role as mothers and providers of the new state ideology and national values. But along with this favorable esteem, the societal discourse puts restrictions on the involvement of women in the public sphere and limits their roles to motherhood and house-holding.

However, the problem of gender equality is considered as an issue affecting the further integration of Azerbaijan into the international and European communities. Within the last years the state authorities had recognized that achievement of the real equality is possible via integration of gender issues into the State programs and establishment of appropriate mechanisms. Thus, the attempt of replacing the "protection" concepts with regard to women

with gender approach was done in the Presidential Decree "On Implementation of the State Women's Policy in Azerbaijan" issued in 2000. In 2004 with the purpose of creation of the real state mechanisms for securing gender equality the State Committee of Women's Issues, established in 1998, worked out the Draft of the Law "On State Guarantees of Equal Rights for Women and Men". The Law passed the discussions in the commission of the Azerbaijan Parliament Milli Majlis.

Ruling political forces in Azerbaijan generally supports initiatives of Gender education. Thus, the first program "Gender: The New Stage of Women's Problem" was aimed at rising gender awareness among broad public in the capital and the region. This program was initiated by the UNDP together with the Cabinet of Ministers and conducted by the Social Union "Gender and Human Rights" in 1998. In 2000 Network Women's Program - OSI announced a grant competition and collected proposals for the creation of Gender Studies Center, which would be university/

inter-university center, concentrating local scholars efforts to research and curriculum development in Women/ Gender Studies. This Center was established the same year under the Western University in June 2000.

Within the operating period of 5 years the Center successfully conducted number of projects and what is more important managed to create the core of the academic researchers in Gender Studies in Azerbaijan. Starting from the point zero, the Center gathered together large academic circles, the majority of whom comprise women, but tended always to include men into the project's activities. The target of the Center was not only quantitative increase of the teaching staff of Gender Studies in the Azerbaijani higher institutions, but also enhancing quality of the educational curriculum and course materials.

Gender Research Center (GRC) was created as a non-commercial public association at Western University in June 2000. The main mission of GRC is to develop and spread 1) a new for Azerbaijan society gender approach to the analysis of social life; and 2) Integrate this approach in scientific research and academic programs.

The GRC units scientists and lecturers who develop gender approach in different social and humanitarian disciplines (philosophy, economic theory, law, history, psychology, sociology, political sciences, cultural study). The GRC consists of 42 teachers and researchers, who represent 11 higher educational institutions of Azerbaijan Republic, and National Academy of Sciences of Azerbaijan. The GRC's activity is carried out in the following main directions: a) Conduction of women and gender researches, integration of gender theory in social and humanitarian sciences; b) Development of

the scientific and public links; c) Educational and scientific activity, and so on.

Gender Education and Research

Out of total 42 higher institutions in Azerbaijan, Gender Studies was introduced into curriculum of 5 universities: Baku State University, Academy of Public Administration under the President of the Republic of Azerbaijan, Baku Slavic University, Western University and Khazar University.

Toward the achievement

The composition of population consists of 49.6 % male and 50.4 % female. 52 % of women lives in urban area, while this figure is 48 % for rural areas of the country. As to information of 2012 the gender budgeting of the country is \$ 1,311,775. According to the figures of 2010 49.5 % of economic active population is women. 69.2 % of economically active women works in private sector, 30.8 % of them work for public sector.



Soft credit lines up to 10 million AZN were given to 410 women entrepreneurs in the last 3 years. Refugees and IDP women have been attracted to entrepreneurship activities. Living conditions of 70000 refugees and IDPs were improved, 72647 woman refugees and IDPs were provided with relevant works, and 25048 women were resettled in new settlements.

In modern day Azerbaijani society women are very active in decision-making processes, so that from 2005 to 2010 the number of women parliament members increased from 15 to 20 (Milli Majlis consists of 125 members). Currently, number of women holding high positions in Government increased: 3 Deputy Ministers out of 20 ministries, Vice-speaker of Parliament, Chairperson of State Committee for Family, Women and Children's Affairs, Ombudsperson, Deputy-Chairperson of Constitutional Court, Chairperson of the Board on Civil Cases of the Supreme Court, Vice-president of the State Oil Company, Vice-President of the National Academy of Sciences, 35 deputies of 85 executive powers of regions, 45 heads of department of the executive powers, 3 University rectors, 14 % of judges, 91 diplomats out 271 working at the Ministry of Foreign Affairs are women.

Conclusion

In conclusion, I would like to mention that with strong support of Government and initiatives of international organizations; considerable results have been achieved in the field of gender equality, protection of women's right, their economic and social empowerment. In terms of achievement in the related fields, several state programs and strategies with gender component are ongoing: a) Poverty Reduction and Sustainable

development (2006-2015), b) Social-economic development of the regions (2004-2015); c) State program on poverty reduction and sustainable development (2007-2015); d) Azerbaijan -2020: the vision of future; e) Action to raise Effectiveness of the protection of Human Rights; and f) Azerbaijan Youth (2011-2015). I do believe that the worldwide joint efforts will help to achieve gender equality in all fields to prepare better future for next generations.

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Managing Enterprises: Challenges & Opportunities'

CPM-AMDISA International Management Conference 2013

CPM held its International Management Conference on 12th & 13th September 2013 at SLIDA Colombo, in collaboration with the Association of Management Development Institutions in South Asia (AMDISA), which is one of the major event in the Institute's calendar and an important event for management professionals.



Welcoming the Chief Guests, Guest of Honour and Special Guests

CPM has identified the importance of continuous professional development of its members and professionals in various fields. In this context, the theme for this year's International Management Conference was 'Managing Enterprises: Challenges & Opportunities'.

The conference topics covered sectors that needed immediate attention. Eminent speakers from the region focused on these topics and provided a gamut of experiences from varied countries.



*Lighting of the Oil Lamp by
Chief Guest, Hon. Chandima Weerakkody,
Deputy Speaker of Parliament*



*Lighting of the Oil Lamp by
Prof. Lakshman R. Watawala,
President of CPM.*



*Lighting of the Oil Lamp by
Guest of Honour, Hon. Karu Jayasuriya,
Member of Parliament & Patron of CPM.*



*Lighting of the Oil Lamp by
Prof. Dr. Ashok Joshi, President AMDISA*



Addressing the audience

L to R: - Hon. Chandima Weerakkody - Chief Guest, Hon. Karu Jayasuriya - Guest of Honour, Prof. Dr. Ashok Joshi - President AMDISA, Prof. Uditha Liyanage - Keynote Speaker, Prof. Lakshman R. Watawala - President CPM & Vice President of AMDISA.



Events & News

The technical papers were designed in such a way so as to ensure viable and effective practices to achieve superior value creation and business performance and then translating this success to that of the entire nation. The four technical papers discussed were namely 'Opportunities and Challenges in Multidisciplinary Management', 'Public Enterprise Management – Need for Change', 'Business Management in Key Economic Sectors' and 'Can Business School – Corporate Interface Enhance the Managing of Enterprise?'.



Dr. Mukul Gupta addressing the audience...



Prof. Dr. Ashok Joshi



Dr. Nachiket M. Vechalekar



Prof. Y.K. Bhushan



Panelists of Session 2



Dr. Lloyd Fernando



Mr. S. Swarnajothi



Dr. Suren Batagoda



Mr. Dushan Soza



Mr. Tuli Cooray



Dr. Saman Kelegama



Dr. N.M. Kondap



Panel Discussion- Session 4



Pro. K.C. Subas



Mr. Karma Tshering



Pro. Udit Liyanage

CPM Business Leaders Awards 2013

The CPM Business Leaders Awards 2013 was held at the inauguration of the CPM International Management Conference for the fourth consecutive year in the presence of a distinguished gathering of management professionals.

At this awards ceremony selected business leaders who have excelled in business management and made their vision a reality for the company while driving growth, success and profitability were recognized for their efforts. Qualities including innovation, community service, brand building, diversification, management skills as well as the leader's ability to formulate strategies and capitalize on key trends were amongst the criteria considered.



The award winners included top business leaders from the private sector. Mr. Jayantha Dharmadasa, Chairman - Nawaloka Hospitals PLC, Mr. Mahendra Amarasuriya, Former Chairman - Commercial Bank PLC, Mr. D. Eassuwaran, Chairman - Eassuwaran Brothers, Mr. M. G. Kularatna, Chairman - MAGA Engineering Pvt. Ltd., Dr. Gamini Wickramasinghe, Chairman - Informatics Holdings Ltd., Mr. Ashok Pathirage, Chairman - Softlogic PLC and Mr. Fouzul Hameed, Managing Director - Hameedias were among those who received awards at this event.



The awards were distributed by the Chief Guest, Hon. Chandima Weerakkody, Deputy Speaker of the Parliament of Sri Lanka and the Guest of Honour, Hon. Karu Jayasuriya, MP and Patron of CPM. Also present at the function was the President of AMDISA, Prof. Dr. Ashok Joshi, Keynote Speaker, Prof. Uditha Liyanage and President of CPM, Prof. Lakshman R. Watawala.



CPM Business Leaders Award winners with Special Guests

L to R: - Mr. Priantha Seresinhe, Mr. Jayantha Dharmadasa, Mr. Ashok Pathirage, Prof. Dr. Ashok Joshi, Mr. Mahendra Amarasuriya, Hon. Chandima Weerakkody, Dr. Gamini Wickramasinghe, Prof. Lakshman R. Watawala, Hon. Karu Jayasuriya, Mr. M. G. Kularatna, Mr. D. Eassuwaran, Mr. Fouzul Hameed and Prof. Uditha Liyanage.

CPM hosts 61st AMDISA Executive Board Meeting in Colombo

The 61st Executive Board Meeting of the Association of Management Development Institutions in South Asia (AMDISA) was hosted by the Institute of Certified Professional Managers (CPM), on Thursday, 12th September 2013 at SLIDA, Colombo.



Left to Right :

Mr. C. Ramakrishna, Prof. Ramakrishna Ramaswamy, Prof. Y. K. Bhushan, Prof. Lakshman R. Watawala - Vice President, Prof. Dr. Ashok Joshi - President, Mr. Karma Tshering, Mr. Neupana Ramya Prasad, Dr. N. M. Kondap, Mr. Shathif Ali, Prof. K. C. Subas, Dr. Mukul Gupta

The Executive Board Meeting was chaired by Prof. Dr. Ashok Joshi, President AMDISA from India.

Matters pertaining to the Management profession and its development in the South Asian Region were discussed at the meeting. AMDISA also promotes collaboration activities with different Management Universities and conducts Certificate & Diploma Courses. In addition, the development of Regional Case Studies and promoting these among SAARC Countries were among the issues discussed. Council Members from India, Pakistan, Bhutan, Nepal, Maldives, Bangladesh and Sri Lanka were present.



The Institute of Certified Professional Managers (CPM) organized the International Management Conference and successfully hosted the AMDISA Board Meeting.



New CPM Membership Awarded During August to December 2013

Fellow

Mr. S.S. De Silva (FCPM00204)
Chief Executive Officer - Deshodaya Development Finance Company Ltd.

Mr. K.K.D. Karunaratne (FCPM00205)
Asst. General Manager (Retired) - Bank of Ceylon

Mr. E.G. Smith (FCPM00206)
Managing Director/CEO - ASPIC Homes (Pvt)Ltd

Mr. P.G.K.H.K. Mithrarathne (FCPM00207)
Financial Controller - Benji Ltd

Mr. U. Hettiarachchi (FCPM00208)
Senior Asst. Director - (Off-site surveillance Division)
Central Bank of Sri Lanka

Mr. S. Karunanayake (FCPM00209)
Director - Alliance Finance PLC

Mr. C. Kalupahana (FCPM00210)
Group Internal Auditor - EAP Holdings Limited

Hon. Chandima Weerakkody (FCPM00211)
Deputy Speaker - Parliament of Sri Lanka

Prof. Uditha Liyanage (FCPM00212)
Director - Postgraduate Institute of Management Sri Lanka

Member

Mr. M.I.M. Ariff (MCPM00504)
Chief Executive Officer - Mega Group of Companies

Mr. E.D.B.N. Perera (MCPM00505)
Group General Manager, - 4Ever Skin Naturals Pvt. Ltd.

Mrs. T.H.K. Perera (MCPM00506)
Accountant - Vision Care Optical Services Pvt. Ltd.,

Mr. H.P. Hettigoda (MCPM00507)
Senior Manager - Network Service Centre - Sampath Bank PLC

Mr. S.S. Bibile (MCPM00508)
System Administrator - YKK Lanka Pvt. Ltd.

Mr. M. B. J. D. Peiris (MCPM00509)
Manager - Finance & Accounts
Jubilant Food Works Lanka (Pvt.) Ltd.

Mr. M.P.B. Dassanayake (MCPM00510)
Senior Lecturer - Institute of Business Administration

Mr. T.H.A.M. Thenuwara (MCPM00511)
Procurement & Logistics Manager - Interpharm (Pvt.) Ltd.,

Mr. A.R.M.D.S. Gunasinghe (MCPM00512)
Country CFO - Alcatel-Lucent

Mr. L.P.Y. Jayasinghe (MCPM00513)
Manager-IT - Watawala Plantations PLC,

Mr. D.S. Denipitiya (MCPM00514)
Group Accountant - Kalutota Investments & Leasing Ltd.

Mr. M.B.M. Ismail (MCPM00515)
Senior Lecturer - South Eastern University of Sri Lanka

Mr. S.P. Brian (MCPM00516)
Marketing Manager - Central Industries PLC

Mr. E.A. Godage (MCPM00517)
Deputy General Manager - Kanrich Finance Ltd.

Mr. J.M.U.P. Bandara (MCPM00518)
Senior General Manager-Finance - Krrish Transworks Ltd.

Associate

Mr. K.A. Sanjeeva (ACPM00866)
Manager - Amana Takaful PLC

Mr. A.J.M. Jazeel (ACPM00867)
Accounts Executive - Smith Foods Pvt. Ltd.

Mr. N.V.R. Perera (ACPM00868)
Chief Marketing Officer - World Education Advertising

Mr. P. Omaththage (ACPM00869)
Audit Examiner - Auditor General's Department

Mr. M.N.M. Irshad ACPM00870)
Assistant Accountant - Neptune Papers (Pvt) Ltd

Mr. W.M.D.M. Jayasundara (ACPM00871)
Banking Officer - National Savings Bank

Mr. K. Sabapathy (ACPM00872)
Assistant Manager - Pan Asia Banking Corporation PLC

Mr. J.A.L.S. Jayasinghe ACPM00873)
Senior Accountant - Link Natural Product Pvt. Ltd.

Mr. H.M.N.S. Herath (ACPM00874)
Audit Examiner - Auditor General's Department

Mr. H.P.B. Karunathilaka (ACPM00875)
Public Relation Officer - Ceylon Petroleum Corporation

Mr. W.M.P.P. Wijayasingha (ACPM00876)
Executive - Finance - Brandix Lanka Ltd.

Mr. N. Jeevanantham (ACPM00877)
Program Assistant - Divisional Secretarial Office-Batticaloa

Mr. M.L.M. Ibrahim (ACPM00878)
Chief Chemist - ITS Testing Services UK Ltd. - Dubai

Mr. T.A.F. Mohammed (ACPM00879)
Accountant - Moulana Travels & Tours

Ms. A.P.D.S.P. Dayarathna (ACPM00880)
Deputy General Manager - Sanasa Foundation

Mr. D.L. Jayasinghe (ACPM00881)
Senior Assistant Accountant - Amaya Hills

Mr. M.S.U. De Costa (ACPM00882)
Staff Assistant - Bank of Ceylon

Mr. M.P.N.T. Perera (ACPM00883)
Accounts & Administration Manager - JF Packaging Pvt. Ltd.

Mr. B.A.J. Antonio (ACPM00884)
Accountant - Yahweh Trading Pvt. Ltd.

Mr. H.D.D. Nikshan (ACPM00885)
Accounts Manager - Management Accountants Pvt. Ltd.

Mr. A.M.D.S. Jayatilleke (ACPM00886)
Manager - Sales & Marketing - Sasha Creations

New CPM Membership Awarded During August to December 2013

Ms. R.E.B.L.A.K. Gunnepana (ACPM00887)
Clerk-B1 - Ceylon Petroleum Corporation

Mr. S.S. Sudasinghe (ACPM00888)
Accounting Officer - Al-Marai Company - KSA

Mr. L.S.T.D. Yapa (ACPM00889)
Finance Manager - Grand Flora (Pvt.) Ltd.

Mr. T.M. Sajan (ACPM00890)
Accounts Executive - Expolanka Pharmaceuticals Pvt. Ltd.

Mr. R.V.R. Ananda (ACPM00891)
Graduate Trainee - Ceylon Petroleum Corporation

Mr. A.S.N. Fernando (ACPM00892)
Assistant Accountant - Shaw Wallace Ceylon Ltd.

Mr. M.A.M. Riswan (ACPM00893)
Accountant - Teacher

Mr. A.C.M. Uvais (ACPM00894)
Tax Manager - ERNST & YOUNG

Mr. P.C.C. Colombage (ACPM00895)
Project Engineer - Sri Lanka Air Force

Mr. G. Pravinkumar (ACPM00896)
Accountant - Omegaline Ltd.

Mr. M.T.R. Mohamed (ACPM00897)
Research Officer - Knowledge Box Ltd.

Mr. M.D.R. Chandana (ACPM00898)
Audit Examiner - Auditor General's Department

Mr. A.M.G.C.P. Bandara (ACPM00899)
Internal Auditor - SOS Children's Villages of Sri Lanka

Mr. R.M. Sirisena (ACPM00900)
Finance Manager - Tissa Builders & Constructions

Mr. M.S. Perera (ACPM00901)
Assistant Accountant - JayKay Marketing Services (Pvt) Ltd

Mr. M.A.L.A. Ajmal (ACPM00902)
Executive Officer - Bank of Ceylon

Mr. V.P.B. Maduranga (ACPM00903)
Manager - Audit - MSK Associates

Mr. N.K.G.V. Bandara (ACPM00904)
Asst. Audit Manager - Kreston MNS

Mr. M.M. Muzne (ACPM00905)
Stock Controller - Barclays Computers Pvt. Ltd.

Mr. K.S. Hapuarachchi (ACPM00906)
Accounts Executive - Edna Group of Companies

Mr. G.P.S. Eranda (ACPM00907)
Asst. Accountant - LB Finance PLC

Mr. M.S.A. Ikraam (ACPM00908)
Acc. Executive - Makola Muslim Orphanage

Mr. W.M.A. Udayakumara (ACPM00909)
Asst. Channel Marketing Manager - Unilever Sri Lanka

Mr. S.A.R.C.L. Kumara (ACPM00910)
Executive - Trainee DFCC Bank - Badulla Branch

Mr. U.M. Madusanka (ACPM00911)
Accounts Executive - Access International Project Pvt. Ltd.

Mr. R.N.I. Jayasinghe (ACPM00912)
Accountant - United Trading & Marketing Co. (KSA)

Mr. T.J.A. Perera (ACPM00913)
Senior Technical Executive - Ceylinco Insurance PLC

Mr. P.M.S. Priyadarshana (ACPM00914)
Accountant - South Asia Partnership

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Executive Banking Officer - Commercial Bank PLC

Mr. L.R.N.B. Gunasekara (ACPM00916)
Group Chief Accountant - Diana Trading Company Pvt. Ltd.

Mr. U. Shreekumar (ACPM00917)
Manager-Accounts - Sri Ramco Lanka

Mr. R.M.G.G. Nishantha (ACPM00918)
Accounts Executive - Lanka Milk Foods (CWE) Pls.

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