

Catalyzing Change

March 2019

Creating WIN – WIN Solutions

This issue focusses on our engagement with the Corporate Sector

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In this issue we introduce another member of the Chrysalis Board of Directors, who steers the organization forward in our mission to transform communities and institutions to embrace diversity and catalyze inclusive growth for women and youth.

Vidusha Nathavitharana is the odd one out on the Chrysalis Board of Directors. While the others all hail from the development world, Vidusha is rooted in the private sector. Too often politically incorrect in the way he thinks and does just about everything, he brings into Chrysalis that much needed outside perspective of running a business.

In his own words Vidusha is “an explorer, a dreamer and an adventurer.” Rarely content with what has been accomplished, he revels in seeking out a challenge. The eternal optimist, Vidusha strongly believes that destiny always smiles upon those who work hard, and believes that ‘impossible’ is merely an excuse.

Having formed his own Consultancy Firm Hi Five 13 years ago, Vidusha partnered with CARE for their strategic planning over a decade ago. This resulted in him being invited to join the CARE Advisory Board when the idea of Chrysalis was first mooted. Eventually, he graciously accepted the invitation to become a board member. Vidusha isn’t the ‘Director Board’ kind of person but that’s also the value of having him on board with us because he cuts to the chase and believes that time is money.

Endowed with a big heart and a love for humanity, as a founding Director, Vidusha has worked closely with the CEO and fellow Directors to set direction, strategy and also, develop a cohesive team for Chrysalis.

“I’m very vocal about what NGOs are and what they are not. In a way it’s a culture shock for both parties because Chrysalis has a certain way of doing things and we in the private sector have a certain way of doing things. For me it’s a two-way learning process.”

Vidusha’s reiterates, “Chrysalis needs to know what it is aiming for. There will never be a ‘right’ time and there is never a concrete plan you can make – if you draw up a plan and try to stick to it, in a business you will never succeed. Because you need to adapt to contexts, situations and needs. I think Chrysalis is very clear about their direction. The Northpoint has been set. But how you get there has to be figured out along the way. The perfect moment will never come. When you have an idea or a hunch you work with it – you work the periphery around it and find solutions to the problems you find”.

Vidusha recaps “the challenge is to make sure to find a way that your mandate is met and find ingenious solutions to some of the problems you have. The question is who is willing to pay you to do what YOU want to do. The trick is to figure out who are your potential partners and work with them.”



Vidusha Nathavitharana ©Hi5

Chrysalis' Work in the Plantations






Clients & Partners

- 3** UK Tea Companies
- 1** Tea Certifying Body
- 6** Regional Plantation Companies
- 2** International NGOs
- 1** Multi-national Banks
- 2** Global Private Sector Companies



What is the problem

For the tea industry

-  Rising cost of production
-  Dwindling labour force
-  Reduced productivity
-  Highly politicized wage disputes
-  Strained worker - manager relationship

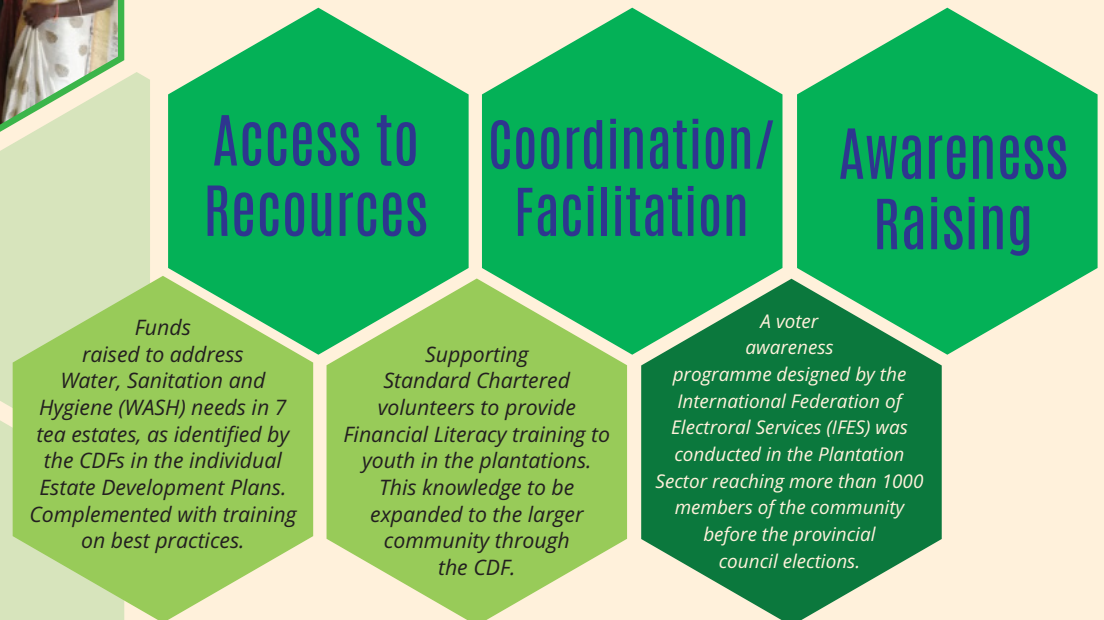
For the plantation community

- Poverty**
Poverty headcount ratio 10.9 compared to national ave. of 6.9
- Limited Education**
Literacy rate 59% Compared to national rate of 96%
- Language barrier**
Keeping community marginalized from neighbouring villeges
- Lack of access to basic rights**
Access to safe drinking water 46% compared to national ave. of 87%
- Gender Equality**

Community Development Forum (CDF) as a solution

The CDF is essentially a “mini-parliament”, where workers, management, community members and other stakeholders such as state and trade union representatives, gather for joint decision-making.

What We Do



Life Skills Training & Capacity Building

“I know that women are not part of decision making in our estate. Men always dominate. There are now 15 women in the CDF representing the community. We feel that our voice is now heard.”
- Female Plucker, Bogawana Estate

“This is the first time that the involvement of youth is respected and valued.”
- Youth Volunteer, Lethenty Estate

The CDF is an ideal forum for solving problems that cannot be addressed by any other forum.”
- Trade Union Leader, Bogawana Estate

“During the last five months, my estate recorded the highest income over the other estates in the region. I strongly believe that the worker-management relationship improved by the CDF is a significant factor to achieve this success.”
- General Manager, Dambetenna Estate

“We did not have a solid mechanism through which we could channel our services to the estate communities. This forum has filled this vacuum. I am looking forward to better service the estate” - Public Health Inspector, Haputhale

Currently providing technical expertise to replicate CDFs in Assam (India) and Malawi

In the tea sector with Twinings' Bipul Borah

What is the benefit to Corporates?

The “Sourced with Care” programme of Twinings recognizes the importance of connecting the company's success with social progress, especially in its supply chain. Twinings aims to buy from the best tea estates, both in terms of quality and ethical standards, but even these can be improved further, which is what our Sourced with Care programme does to help support the changes needed. Despite significant increases in social welfare, living conditions on Sri Lankan tea estate still need to be improved; workers sometime lack direct communication channels to redress grievances with their employers resulting in unmet needs and aspirations causing serious repercussions for the sector's productivity, profitability and sustainability.

Through enhancing labour relations, our partnership programme with Care International, Chrysalis and tea producers in 7 tea estates of Sri Lanka aims to both strengthen livelihoods and create a tool for communities to significantly improve their living and working environment over time.

CARE has a successful track record of implementing the innovative Community Development Forums (CDF) model on Sri Lankan estates, which facilitates dialogue between workers, management, government and other service providers and broader communities living in the garden. It opens up new channels of communication, enabling important discussions and collective decisions about community development priorities and labour conditions. Women are given an equal role in the forum and encouraged to participate.

By opening dialogue in this way, CDFs provide an effective means to identify improvements in workers' living and working conditions and their community development as a whole.



Granting of small loans by the CDF to estate youth to engage in income generating activities. ©Chrysalis

Bipul Borah, works as the Ethical Sourcing Manager at Twinings, responsible for Twinings' tea supply chain in India and Sri Lanka. He is a post graduate from University College London and Assam Agricultural University. A Ford Foundation fellow, Bipul before joining the Twinings' Social Impact team, was associated with different International NGOs and worked extensively in the development and humanitarian sector.

A trained Corporate Shared Value and development professional, he worked closely with grass root communities, local opinion leaders, government, I/ NGO, research institutions, private sector and UN bodies in different geographies.



Products created by a CDF member as part of her income generating activity. ©Chrysalis



Celine Gilart, Head of Social Impact for Twinings, and Bipul Borah with Sasi, a Trade Union leader from Uva Highlands estate whose story of change was featured on Twinings annual report. ©Chrysalis

Udara's Story

A song, A drama and a friend !!!

The moment Udara realized that he would have to bunk with Tamil students he absolutely refused to do so.

When 13-year-old Udara attended the five-day exchange workshop conducted by Chrysalis' partner the Janakaraliya Cultural Foundation, he was so excited for this rare opportunity to meet other students. But he was in for a rude shock: the exchange programme which is a part of the YOUTH CREATE II (Students Rebuild Challenge) project financed by the 'Bezos Family Foundation', focuses on utilizing the power of performing arts to foster sustainable collaboration between youth who have been separated by conflict, culture and belief systems. The exchange programmes are part of this project and requires children of different ethnic groups to mingle with each other during the workshops.

The moment Udara realized that he would have to bunk with Tamil students he absolutely refused to do so. But rules were rules and the organizers persuaded him to conform and be open minded. The next day Udara blurted out emotionally that he feels uncomfortable because he doesn't know the language. When the sessions began with a game, the students were presented with a language barrier. Realizing they need to communicate with each other somehow, they started to use sign language and where possible some English words.

During their free time in the night the students spent time in their rooms in a sing song session which Udara tried hard to ignore, but they enticed him in by tickling him and making him join in. The next day all the children played cricket in their free time: they proved that, people with different languages can still find ways to enjoy without a language barrier.



Udara during rehearsals for a drama together with other students from the exchange programme. ©Chrysalis

At the wrap up sessions, most of the children expressed that they inadvertently harbor negative feelings about each community without really knowing them at all, but once they get to know them and spend time with them the ill feelings disappeared. In Udara's speech he clearly mentioned that "I had a very negative idea about Tamil students when I came here. But now I even have a few Tamil friends, Jothika, Jeewan, Lingshwaran and Lobika."

Udara's story is one among many in Sri Lanka. The war left deep wounds and bitter memories amongst the affected communities and hostilities between ethnicities. While some progress has been made, Sri Lanka remains a divided nation and many of the root causes of the conflict remain unresolved.

Due to fear and mistrust, the communities affected directly and in-directly across all ethnic and religious divides still remain detached with the other communities who speak a different language and belong to an unusual culture.

Participation of all sections of the society, in particular its young people, in bottom-up peace building approaches is vital to ensure sustainable peace-building in Sri Lanka.

From Law School to empowering vulnerable women!

Nashali Silva, an intern at Chrysalis writes about her experience of the North and how it changed her outlook!



“From a very young age, I have worked on projects supporting the marginalized and many of these stem from the need to advocate for peace and reconciliation at a crucial time in our country’s history. On one of my first experiences of travelling on such a project, I spent time with many little children, and what stuck with me was the amount of hope that filled their souls and how the little things in life made them smile. Being one of the most fulfilling moments in my life, it was at this point that it became clear to me that I had to give back to society in some way. So, after one year of Law School, while all my friends began interning at Law firms, I chose Chrysalis in the hope of realizing my dream of empowering and helping those in need.

This included working on the WEAVE Project, an initiative that is attempting to revive the handloom industry in the North of Sri Lanka. This project aims to provide women from marginalized communities with a better quality of life by providing them with training, encouraging entrepreneurship and giving them fair access to markets. As part of the product development stage, we travelled to the North to see how we can improve the products the weavers make to ensure higher sales to benefit them.

Apart from all the hard work required in a physical sense, I learned that the weaving process requires an immense amount of thought, patience, and grace, which is exactly what these women put into it.

While discussing colour theory, we discovered that the colour schemes they choose were based on the weather, and it amazed me how they drew such an intricate process to nature.

This process is also carried out with an abundance of love; a love for their families at home, for whom they weave. I admire these women for rising above the social stigma they are constantly thrown down by; that it is not a woman’s job to work. They have battled against monumental amounts of persecution to give their children a good education, put an extra meal on the table, and support their husbands in providing for the household. They do it all in the name of love. These women are warriors, and love is their armour.

There was so much more that I discovered about these women, apart from the process. Rice, being the staple diet in Sri Lanka, was not a favourite amongst many of them, which I found quite enthralling. They love colours that are close to nature. They admire the people closest to them; a son or daughter, a mother, a husband, or a fellow weaver. They fight their greatest battles by always moving forward and never giving up. Bageerathi from Mulliyawalai, loves to dance and play in the rain and inspired me the most with her radiant smile and her larger than life personality. When we asked her which famous person she would aspire to make a saree for, she said that her goal is to make a saree that she herself would want to wear; something that anyone can feel beautiful in. I was so moved by her self-confidence. Jesuda from Thunukkai, told us of how it is God that helped her persevere in times of struggle and spoke of how supportive her husband is of her weaving. Thillanayaki from Tharmapuram, someone who lost most of her family to the war, spoke of how important it was for her to always move forward in spite of all the difficulties she has faced in her life. Her sincerity and kind embrace will always stay with me. ”

WEAVE: Women Empowerment: Action, Voice, Enterprise

Chrysalis believes that women from all walks of life have the potential to be successful entrepreneurs. In order to reach their goals, Chrysalis supports these women entrepreneurs to generate an income, experience ownership and capitalize on their business potential. WEAVE is a collaborative effort to support their businesses and link them to the market.

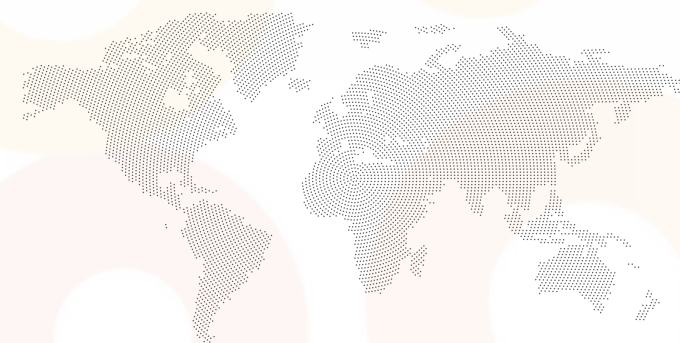
Currently, Chrysalis is supporting 4 weaving groups and 12 other MSMEs with capacity building training, seed capital grants, access to markets and providing a conducive environment for enterprises owned and managed by women.

“Follow our efforts to connect to the market on Instagram @weaveinlk.”

Transforming the way businesses, government and Civil Society think and act on Gender Equality and Diversity

Chrysalis understands the complexity of the myriad of issues experienced by women and young people to fulfill their potential. Chrysalis works towards finding innovative solutions to address such challenges and to fully utilize available opportunities. As such we work with diverse stakeholders to identify problems (through assessments and research), implement recommendations (through technical assistance, trainings, accompaniment) and advocate for change (policy advocacy and networking). Our extensive experience working with communities, state sector at local and national level, private sector and civil society organizations as well as in depth understanding of the context, enable us to define practical and sustainable solutions.

Asia Pacific Region: provided leadership in drafting a strategy to address issues of GBV for the Asia Pacific region.



Global: Chrysalis is the co-lead with CARE International, to implement the CARE 2020 Programme Strategy on the Right to a Life Free from Violence.



United Kingdom

Technical assistance to a multi-national company in the beverage industry, to understand the impact of GBV across their business and support the implementation of recommendations.



Afghanistan

Conflict Sensitivity Assessment



Vietnam

Successful GBV project design for the European Union



United States of America

Co-facilitating a gender integration online module for CARE USA



Bangladesh:

Technical assistance to develop a gender analysis research protocol for Bangladesh and Papua New Guinea. Implementation of the gender analysis in Bangladesh.



Sri Lanka

- Skills building
- Research/Assessments
 - Facilitations
- Coalition & movement building
- Developing strategies



One of the studies done by us to understand the sector. [Click here to read.](#)

Global South Leaders Exchange in Cairo



CARE International's (CI) journey towards becoming a diverse organization, more driven by local agendas and reflective of a multipolar world, has reached a critical tipping point. The 2020 vision and Delhi Resolution – adopted by the CI Board to position the organization for greater impact and legitimacy – has truly accelerated change in CARE and helped position them for tomorrow's world. The changes being made now are helping signal what a more diverse, relevant, impactful CI network of the future might look like.

Chrysalis' CEO Ashika Gunasena and Head of Operations Kushala Cooray, recently attended the CARE International Global South Membership meeting in Cairo – representing Chrysalis as CARE's only Affiliate. This first ever 'Global South Leaders Exchange' was a convening of CARE Members from the South, Candidates, Affiliates (Chrysalis), and Country Offices exploring alternative forms of presence.

The spirit of this gathering, as well as the key messages emerging from it, are conveyed in The Cairo Compact compiled by participants of this meeting. **It is encouraging that leadership across CARE have acknowledged that to truly leverage this diversity and position us as a network for the future, changes are required to our overall culture, ways of working, financial model, decision-making and organisational set-up.**

The group has committed to start defining concrete suggestions to take forward now, and broader implications to begin unpacking, for the future.

For more information on the meeting

Read

The Cairo Compact Report : <https://goo.gl/JJEUzJ>

Watch Summery Video

Short Version : <https://youtu.be/3hBR6KjF3HQ>

Long Version : <https://youtu.be/3HyilxYAtcY>