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# CHARTERED MANAGER

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# FROM THE CHAIRMAN

## JOURNAL COMMITTEE



The Journal of any professional institute is a medium for expression of its members' views, dissemination of technical knowledge and conveyance of news and events among its members and other stakeholders. In this context, it is with great pride, enthusiasm, and dedication that I invite you to read the first edition of the "Chartered Manager" for 2020 which comes out at a fairly momentous time.

The focus of this journal is to identify challenging problems in the role of management in designing and implementing innovative products, services or inter-organisational forms, as well as to identify future directions of management on these areas.

In this publication, we cover the higher education system in Sri Lanka, skilled workers in construction industry in Sri Lanka, youth career readiness for the fourth industrial revolution and the tea industry and plantation sector in Sri Lanka with the feature interview of "Brand ambassador for Sri Lanka bringing high visibility for the island".

I would like to request all members to consider this as their Journal and give opportunity to their journalistic talents, the desire to share their knowledge and experience with their fellow members by contributing to the future editions of this journal.

I would like to take this opportunity to thank Mr. Merrill J. Fernando, the Founder of Dilmah Tea, who gave an in-depth overview, through his exclusive interview, of value addition to the tea industry in Sri Lanka and all authors of articles. I also would like to thank all advertisers who lent a hand for this publication and hope they continue to keep their trust on us.

I sincerely thank all those who have helped in various forms in the publication of the Journal and also wish the Journal committee continued success in their endeavours.

*H.M. Hennayake Bandara*  
Chairman

## FROM THE FOUNDER AND PRESIDENT



I am pleased to send this message to the first edition of the “Chartered Manager” converting from the existing “Certified Manager” following our new recognition as **The Institute of Chartered Professional Managers of Sri Lanka (CPM Sri Lanka)**. We are indeed proud that on our 10th Anniversary the Management Profession has been given the due recognition as a **Chartered Body**. All professionals whether in politics, medical, engineering, accounting, public administration, public quoted companies, SME sector, NGOs and many others need professional management for the government and the private sector to run efficiently and provide services of an exemplary nature to its stakeholders and society.

Today the country and the world are faced with the Covid 19 pandemic causing loss of life and with the rapid spread of the disease resulting in lockdowns enforced by many countries including Sri Lanka to control this epidemic. We are confident that the corona virus pandemic will be brought under control swiftly to prevent the loss of life and to minimize the serious economic consequences. I appeal to all to follow rules and regulations and cooperate with the relevant authorities and assist them to bring this serious situation under control while safeguarding you and your family.

I wish to congratulate the Journal Committee for the publication of a high quality journal with a variety of articles, many of them authored by our own members providing value and readership enhancing the intellectual capacity of our membership. My special thanks are due to Mr. Merrill J. Fernando, the Founder of Dilmah Tea and we are proud to have him on our cover page as one who has contributed immensely to our tea industry and bringing into limelight “**Ceylon Tea**” by the development of his own Sri Lankan Brand **Dilmah** as a quality tea known worldwide and for sharing his long experience, thought provoking ideas in the feature interview of our inaugural management journal “**Chartered Manager**”.

The membership is of utmost importance for CPM Sri Lanka and we have now enabled members to go up the ladder by complying with the mandatory CPD requirements and attending the Management and Entrepreneurship Development programme providing them the professional status in the management profession. Members also need to participate in institute activities and should also serve on at least one committee enabling them to make a contribution to the institute and also gain CPD hours required for renewal of membership.

I note with gratitude the contribution made by Council Members and Co-opted Members, Chairmen and Alternate Chairmen of committees, and the Director and his staff for the success of the activities of CPM Sri Lanka. My thanks also go to the Chairman and Members of the Journal Committee, authors of articles and staff of CPM Sri Lanka who have put-in a great deal of hard work and with the support of the Sponsors were able to make this publication a reality.

*Prof. Lakshman R. Watawala*

Founder and President



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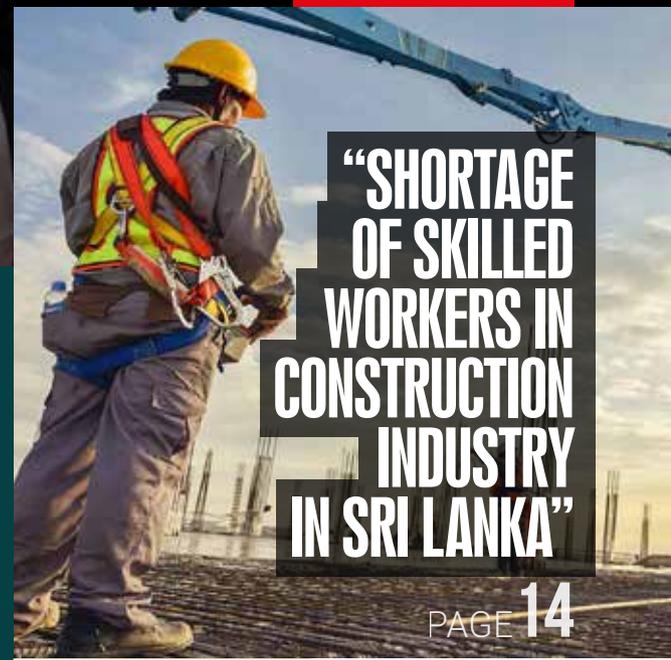
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# YOUTH CAREER READINESS FOR THE **FOURTH** **INDUSTRIAL** **REVOLUTION**



**ANJANA KULASEKARA**

Sri Lanka Country Director, Asia Pacific Career Development Association  
Founder/Director, CareerMe

## What is the Fourth Industrial Revolution?

The global landscape is experiencing the Fourth Industrial Revolution (4IR) which brings with it accelerated changes to the world of work. The World Economic Forum recognizes that artificial intelligence and machine-learning like block chain technology, robotics, nanotechnology, 3-D printing, genetics and biotechnology, will cause widespread disruption not only to business models but also to labor markets over the next five years<sup>1</sup>. The Future of Jobs report further predicts that 75 million jobs will disappear and 133 million new jobs will be created by 2022 due to the 4IR, across all geographies, industries and functions because of the Fourth Industrial Revolution (4IR)<sup>1</sup>. In essence, the technological breakthroughs in 4IR will result in overlapping of occupational categories, merging of job roles, redundancy of repetitive and high level of physical work giving way to emerging careers that require new skills and competencies for working with new technologies. In particular innately humanistic characteristics such as creativity and empathy which cannot be replicated by current technologies will gain prominence, importance and be of demand in coming years. We need future ready workers who are agile, adaptable, and creative to ensure a robust workforce that is employable and contribute to a country's economic prosperity.

The career for life is dead. Unlike previous generations we cannot expect today's youth to hold on to a single career for their entire life. They have to be prepared to face multiple careers and be able to adapt to changing labor market forces and demands. Learning, unlearning and relearning will be the norm of the day for future workforce to keep pace with dynamic work environment. Hence, our education system must also evolve to one that considers the impact of 4IR and produces employable youth that are ready to meet a nation's economic demands. One important tool in addressing career readiness and school-to-work transitions among youth is employing careers education and career guidance strategies into the school curriculum. Career guidance will help young people identify and prepare for their careers along with the skills needed for the new economy, which are critical in preparing youth for a successful future.

Career guidance refers to services and activities intended to assist individuals, of any age and at any point throughout their lives, to make educational, training and occupational choices and to manage their career.<sup>2</sup> They include career information provision, self-assessment tools, counselling interviews, career education programs (to help individuals develop their self-awareness, opportunity awareness, and career management skills), taster programs (to sample options before choosing them), work search programs, and transition services. Effective career interventions produce career-ready persons capable of navigating pathways that connect education and employment to achieve a fulfilling, financially-secure and successful career<sup>3</sup>.

### Executive Summary

The Fourth Industrial Revolution is here, and Sri Lankan youth and workforce need to be ready to face the dynamic and evolving career landscape of the future to ensure not only personal success but socio-economic prosperity for the nation.

## State of Play in Sri Lanka

Sri Lankan workforce development too faces the changing realities of globalization and competitiveness. The lack of skills of the vast majority of Sri Lankan youth poses a major hurdle for Sri Lanka's journey towards a knowledge economy. High youth unemployment rate of 21.6 percent among 15-24 year group in the first quarter 2019 is the highest among all age groups<sup>4</sup>. Employers complain they are unable to fill job vacancies as youth are ill-equipped with technical and soft skills like critical thinking, communication skills, teamwork, problem solving, multi-lingual abilities and customer orientation. This skills gap, which refers to the disparity between the knowledge that companies want from job applicants and what those job applicants actually know<sup>5</sup>, makes evident the need to incorporate a fully integrated careers education and guidance system within Sri Lanka's school system, particularly the public-school system which will produce more than 90 percent of future workers to the labor market each year.

Studies by various ministries and international organizations confirm that delivery of career guidance and employability skills are weak in the public-school system. Despite concerted efforts by officials over years of investment, vast majority of youth who leave the school system at the lower secondary and higher secondary levels do not even have a minimum level of understanding about career planning and skill acquisition. Sri Lanka has more than ten thousand public schools with over four million students spread all over the country and approximately 300,000 students leaving the education system to world of work each year<sup>6</sup>. The lack of effective career guidance delivery program results in vast majority of students progressing through the educational system and departing frustrated at being unable to achieve their educational goals and underprepared for entry into the labor market.

## Interventions To Support Career Readiness

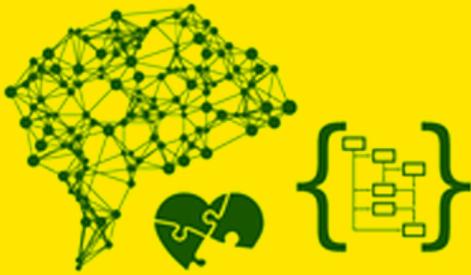
To overcome this challenge career interventions suitable and customized to Sri Lanka need to be implemented. Interventions tied to digital solutions will help ensure career information and guidance services are available at the touch of a fingertip provided there is internet access. Availability of accurate and objective information about careers, future demand forecasts, earning potential, and educational paths to reach desired occupation are critical to provide high quality career guidance and make young people aware of the world of work. Sri Lanka currently has no such comprehensive and accurate career information data collection system undermining the quality of career guidance in the country<sup>7</sup>. Providing clear labor market information through careers education helps youth have realistic labor market expectations, confront the problem of contradictory occupational information derived through peer and parent influence and understand emerging careers in the future for which they might be a good fit.

The process of career readiness includes self-awareness as a fundamental step. Understanding one's vocational identity is a key contributor to self-awareness and invaluable to individuals when understanding which work environments are most suitable to them. An individual could apply this self-knowledge to a potential career of interest, be it an existing or emerging one, and then understand the degree to which such a career might satisfy them or not. Been aware about one's aspirations, interests, competencies, personal attributes and what you are naturally good at doing, helps informed decision making on what to do next in this increasingly complex world of work. The most widely used career guidance model in understanding one's vocational interests is the Holland theory founded by psychologist Dr. John Holland who stated that there are six different areas into which all careers can be categorized; Realistic, Investigative, Artistic, Social, Enterprising and Conventional<sup>8</sup>. These same six areas can be used to describe people's general interests and strengths giving rise to a unique vocational personality. A person is most likely to find success and fulfillment if his or her vocational personality matches the work environment. Equipping youth with such knowledge through personalized career guidance will enable them to better navigate the future world of work.

Career interventions as stated above helps develop career ready individuals that are self-aware, receptive, self-assured, driven, resilient and informed<sup>8</sup>; six capabilities which define a work ready individual, with "informed" been one of the key aspects. If we are to benefit from the 4IR, we need to actively address the issue starting with key target group; youth. The future of work will be very different within next decade requiring changes from all stakeholders be it parents or employers. Even the age-old question of asking young people "what job will you do?" is now redundant. It is more appropriate to phrase it as "how will you earn your income?" to showcase the myriad of ways one can be successful.

Age group (Years)	Unemployment Rate (%)			
	Sri Lanka	Sri Lanka	Gender	
	Number		Male	Female
Sri Lanka	399,784	4.7	3.4	6.9
15—24	208,107	21.6	18.9	26.6
25—29	77,113	9.0	4.4	16.3
Over 30	114,563	1.7	1.1	2.8

These figures are to be treated with caution as the corresponding CV (Coefficient of variation) values are high.



## Top 10 skills

### in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

### in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



Source: Future of Jobs Report, World Economic Forum

## Key Takeaways

While career readiness is highly pertinent to youth it is also applicable at any point in one's professional life. There is no end point to career readiness. There are currently five generations working together in the present-day workforce. To benefit from the 4IR organizations, educators and government will need to invest in reskilling, upskilling and promoting lifelong learning for workers. Such initiatives are good at both an individual level and a macro level as it contributes to economic, education and social benefits through a productive and engaged workforce.

Globalization and technological advances are rapidly transforming the world of work and career guidance plays a critical role in preparing Sri Lankan youth and professionals for the new world of work by equipping them with the necessary skills and resources to ensure economic competitiveness and help them achieve fulfilling and empowering work lives. We must move away from outdated factory models and migrate toward a new paradigm which will empower people to produce solutions to the pressing needs of today.

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# "SHORTAGE OF SKILLED WORKERS IN CONSTRUCTION INDUSTRY IN SRI LANKA"



**K.KANOJAN**

Assistant Director, Sri Lanka Export Development Board

## Executive Summary

A skills shortage means shortage of workers in a particular occupation and the labor demand exceeds availability of skills, or workers lack appropriate qualifications. The lack of sufficient labor in the construction industry needs to be managed seriously as it can affect the productivity of the industry. Therefore, the best strategy to address the shortage of skilled labor lies within the program of technical education and vocational training.

## 1.0 Construction Industry in Sri Lanka

Construction works engage a variety of skills ranging from specialized professionals to operatives. The industry faces challenges with regard to problems associated with productivity and the problems are usually linked with skills of laborers. Skills of laborers are affected by many factors and are usually linked to the performance of time, cost, and quality. Sri Lankan construction industry contributes to about 70% of the Gross Domestic Fixed Capital Formation and about 8% to the country's Gross Domestic Product (GDP) since 2003. Furthermore, that the Sri Lankan construction industry is on an upward trend and expected to trigger a construction sector boom in Sri Lanka with growth in GDP of 8-9% (Fernando, Nirodha & Gunarathna, 2016). In Sri Lankan economy, construction is the fourth highest sector after services, manufacturing and agriculture. Contribution of construction industry to the national economy of Sri Lanka was USD 6882 million in 2013 and USD 8846 million in 2014 (Silva, 2018).

## 2.0 Shortage of skilled workers view of global and local

Skill shortage is not a new phenomenon within the construction industry and has been a recurrent problem over the past 30 years in UK, In Britain; labor shortages have often been much higher than in other countries. South Africa still faces considerable skills shortages. On average, two third of its members across Australia were either delaying projects, or even declining them altogether, because of the lack of workers. The construction industry lacks sufficient plumbers and construction machine operators, resulting in a slowing of construction activity and increasing the overall cost of projects, posing a major challenge to India's infrastructure development plans (Silva, 2018).

In Sri Lanka, It is apparent that, with the end of the civil war the post-war-era has increasingly stimulated and attracted the government's attention as well as private sector both local and foreign to invest heavily on large scale capital projects such as high-rise buildings, renovation of airports, ports, roads, highways, land reclamation, water and sanitation. It is obvious that this industry will continue to grow as the present government of Sri Lanka has already set up infrastructure development plans for the future. Therefore, effectively facing the challenges and upgrading the construction industry is important to cope with the present and future needs locally and internationally. Therefore it is the high time that effective and efficient construction management practices are adopted in Sri Lanka (Praveen, Niththiyanathan & Kanarajan 2017). This industry expansion creates great opportunities as well as great challenges. One such challenge of the industry is the shortage of human capital i.e.; shortage of skilled and professional workforce (Silva, 2018). The causes of delays in the construction projects identified, shortage of skilled labor as an important contributory factor. Construction is a labor intensive industry, which relies heavily on the skills of its labor force. The unstable levels of activity in the industry causes severe fluctuations in man power requirements, which in turn results in labor surplus and shortages from time to time, the current shortage for concrete workers and masons are 70% and 67% respectively (Praveen, Niththiyanathan & Kanarajan 2017).



### 3.0 Importance of skilled workers in the Construction Industry

Accordingly, a skill shortage means shortage of workers in a particular occupation, labor demand exceeds availability of skills, or workers lack appropriate qualifications. Since construction is a labor intensive industry, the shortage of labor has become the crucial risks that is hindering construction projects in achieving sustainability. Construction project failures are increasingly reported around the globe and achieving success of construction projects is becoming extremely difficult in today's turbulent environment. Construction industry has heavy use of machinery equipment and technology but it is yet a people intensive industry. People related managerial issues are widespread and it is a chronic problem that unfavorably affects the achievement of project success and the development of the construction industry (Silva, 2018).

As an example the availability of craftsmen is considered as one of the most critical factors for the effectiveness of the construction industry and construction output productivity depends significantly on craftsmen. The construction industry is one of the sectors that play a significant role in the socio-economic growth of a country. Skill shortages have implications not only to industry but also economic and social stability of the country. Apart from being a major contributor to the overall GDP of a country, it is also responsible for providing the necessary infrastructure to improve the quality of life of a nation. Hence, in order to achieve sustainable development, it is fundamentally crucial for the construction industry to adopt sustainability concept, since it has significant direct and indirect links with the principal of sustainability. For example, construction industry consumes high amount of resources, so improving its quality has a significant (Praveen, Niththiyanthan & Kanarajan 2017). In order to perform construction projects, labor is one of essential factors in successful of construction project management. Numerous of construction projects have failed and are unsuccessful due to the labor factor. The lack of labor in this industry needs to be taken seriously because it can affect the productivity of the construction projects. For example, the issue of labor shortages had a significant impact on the construction of football stadiums during the 2010 FIFA World Cup in South Africa when it became the second and third factors of the time delays and cost overrun in the project construction (Faizul & Nurul, 2016).

In most countries, labor costs comprise 30% to 50% of the overall project costs and hence they are regarded as an important resource of the efficiency and success of the construction project. Apart from the aims to minimize the resource depletion, reducing environmental degradation, and developing a healthy built environment, the fundamental objectives of sustainable construction includes the criteria related to complete a project in accordance with specified time, cost and quality. Skill shortages are a complex labor market phenomenon and the most businesses address skill shortages through better utilization of their core workforce, e.g. longer hours, better pay and conditions, and internal training, while some employ peripheral strategies, e.g. outsourcing and short-term contracts. These steps often taken as short term arrangements and some steps may adversely affect in the long run. The most significant causal factor for skill

shortage is inadequate number of trained personnel coming out from training institutions and joining with the labor market and resulting effect is time over-run of construction project (Silva, 2018).

The barriers to entry for women include the construction industry's image, career knowledge amongst children and adults, selection criteria and male dominated courses, recruitment practices and procedures, sexist, attitudes, male dominated culture, and the work environment. Evidence shows that employees in construction industry of Sri Lanka are highly dissatisfied. The construction industry faces major challenges within the higher turnover rate, which might cause severe result within the overall work progress and also the price. Higher labor turnover is an indicator of employees' dissatisfaction and frustration. Employee turnover is the most difficult challenge faced by an organization. Stresses that employee turnover affects the organization as well as the other employees who were part of it. It increases the workload of the other employees. The company may face challenges due to decreased productivity and lack of skilled employees which also leads to problem in team work and can cause problems in managing the work. Dissatisfied and frustrated employees not only leave their organization but often move completely out from the industry. The dissatisfied employees will have a negative impact on the perception of potential new entrants to the particular firm and to the industry. Thus, this contributes to skill shortage of the industry (Silva, 2018).

### 4.0 Labor shortages: factors and effects

The construction industry is heavily dependent on the adequate supply of a skilled labor force and the availability of professional and skilled workforce as a factor critical for the achievement of construction project success. It has a great effect on quality, time, cost and productivity. The construction industry environment is influenced by the availability and sustainability of skilled and productive labors because it is a labor-intensive industry that



relies heavily on human capital. The most obvious reason for the shortage of labor is due to the inability to attract new talent when there is an increasing demand within the workforce, many factors as having influence on local labor shortage, these include: poor images of construction jobs, poor working conditions, poor site accommodations and services, low wage structure for construction jobs, unattractive jobs, higher education levels, lack of training and skill formation, and skilled workers attracted overseas and labor shortage get influenced by further causes such as specialist knowledge, unsure of long term demand for products or service, recruitment too slow, wages or salary costs too high, lack of availability of adequate training and geographic location of the projects (Faizul & Nurul, 2016).

## Factors of labor shortages from previous research;

1. Ageing workforce
2. Change in skill requirements/new technology
3. Dissatisfaction with labor organization
4. Economy change
5. Geographic location
6. High education level
7. Lack of job security/high mobility/poor treatment
8. Increase demand of craft workers
9. Low number of new entrants
10. Low wages/salary
11. Not meeting employer expectation
12. Poor education/training
13. Poor construction industry image
14. Poor site safety/working environment
15. Skill workers migrate overseas
16. Unattractive job/lack of worker-oriented
17. Career path

Labor shortage is one of the most important risks in construction projects that may affect the project performance, which it capable to change successful projects to those with excessive cost and schedule overruns. In Malaysia, the skilled labor shortage is the one of factor contributing of the increasing property price. The existence of "dirty, difficult and dangerous (3D)" image that have always been associated with this industry has indirectly discouraged many local and new graduates to stay away from entering the construction industry, thus resulting in the shortage of labors In order to overcome the issue of labor shortage and unskilled workmanship, one of the initiatives is by introducing the technical and vocational skills training and education, The vocational education and training system has crucial role in supporting with the matching of the skills needed by industry with the skills offered by the labors, There is a wide variety of technical and vocational training programs available nowadays (Faizul & Nurul, 2016).

The production of multi-skilled labor is also an initiative in sustainable construction. Multi skilling is labor cost savings and fewer workers are needed, thus it enables increase in

average employment duration. Multi-skilled labor also can generate more saving when they are properly utilized due to lower turnover rates, improved workload and less accidents. Multi-skilled labor are loyal to their employer because they stay longer on a project and have broader variety of skills. Another strategy to managing labor shortage is by changing the way the work is done. This can be done by substitution of capital and new technology to economize on the shortage of labor. The use of technology is very important for increasing productivity among the limited number of workers, such as by maximizing routine work so that they can perform their specialized tasks that required specific skills.

The lack of sufficient labor in the construction industry needs to be managed seriously as it can affect the productivity of the industry. Therefore, the best strategy to address the shortage of skilled labor lies within the program of technical education and vocational training, because if education and training failed to provide the labors who is required by the industry (Faizul & Nurul, 2016). In Sri Lanka the training of construction industry is mostly carried out by several training institutions, which belong to the public and private sector. The public sector training institutions are the Vocational Training Authority (VTA), National Apprentice and Industrial Training Authority (NAITA), Department of Technical Education and Training (DTET), and the Institute of Construction Training and Development (ICTAD). These training institutions have claimed that the problem is not the capacity of the institutions to provide training but their inability to attract youth for the training programmes available.

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EMPOWERING  
THE YOUTH IN SRI LANKA  
**A CATALYST FOR  
DEVELOPING  
THE NATION**

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The Youth Population is an important segment for any Country irrespective of its stage of development or prosperity. Today four in ten people of the global population are under 25 years in age (Gray, 2018). At the same time around 72 million of the Youth Population across the globe is unemployed. The population growth in South Asia & Sub Saharan Africa has been increasing over the years whilst the other regions in comparison have seen a more flattening trend (Gray, 2018). Alongside population increases come numerous challenges associated with resource optimization and inclusive development. Sri Lanka has just passed the decade milestone since the end of the 30 years old ethnic war. It can be argued that the Youth of Sri Lanka has been impacted the most with lost opportunities for development & prosperity during the war. One cannot also forget the adverse impact of the three Youth insurgencies that happened in the Country (two in the South & one in the North) over the last few decades and its long term implications (Economynext, 2019). The Youth of Sri Lanka by definition will include urban and rural youth, marginalized, war affected, differently abled and plantations, indigenous and of both genders (NYP, 2014).

When looking at the future and the next few decades in particular, the issues and challenges that the Youth of Sri Lanka will have to face is going to be definitely much different than what was the case during the 30 year war period. Global challenges such as Climate Change, Food & Water Security, Threats of International Warfare (including extremism), Health Issues, Income Inequality and Unemployment (Glenn, 2019) are all going to impact the Sri Lankan Youth as well. The questions that need to be answered therefore, is whether the Youth of the Country is geared to meet these challenges confidently from a mindset perspective and whether they are equipped with the skills, resources and support required to derive innovative solutions to overcome such challenges?. It can be argued that there has been an increasing trend for the best and brightest young talent in Sri Lanka to seek greener pastures in other Countries. The political landscape, uncertainty, perceived



lack of opportunities and the feeling of 'hopelessness' on the governance structures have all contributed to this 'brain drain' phenomena (Samarasinghe, 2017). On the other hand, we also see graduates that are protesting almost every day due to unemployment, a general sense of frustration, restlessness and insecurity regarding the future. Analysts argue that this issue is primarily due to two reasons i.e. lack of demand for Graduates from the ARTS Stream (which is where the highest intake of students are from) & also because majority of them are looking at solely Public Sector related jobs which is almost impossible since our Public Sector is already overstaffed, inefficient and in most cases loss making. However, the Country still needs to look at ways of addressing these issues and find solutions for them sooner rather than later. Another grievance of the Sri Lankan Youth is that they feel left out & disengaged in the development of policies related to the growth narrative of the Country (Abeysekera, 2017). They feel that the policy makers are not genuinely interested to create a platform for participation and engagement when it comes to issues like holistic development, governance, reconciliation and economic growth. Therefore, the need of the hour is policies (and plans) that Empower and Engage the Youth to be a Catalyst for Development of the Country.

With the conclusion of the Presidential Election we see some of the prospective candidates in the upcoming general election talking about their Policies & Commitment to the Youth of the Country. There also seems to be significant consensus irrespective of the political ideologies that Youth Empowerment is a necessity and no longer a choice. However, the million dollar question that needs to be answered is whether these Politicians (and aspirants) are really going to 'Walk the Talk' with concrete time oriented strategies & action plans or will this just be empty rhetoric as in the past. Of course time will no doubt

exemplify the final answer to this. The author of this article will attempt to outline some of the key areas that the policy makers and stakeholders need to focus and implement if they are to truly empower the Youth of Sri Lanka to be the best version of themselves and complete at a Global Level. If the Youth are to be the Catalyst for the Development of Sri Lanka, then they have to be given a platform, support and encouragement to find innovative solutions to effectively deal with the future challenges. Whilst there are many recommendations that can be put in place in this regard for the purposes of this article the focus would be narrowed down to only 2 areas i.e. Education (including Skills Development) & Entrepreneurship.

## Education, Knowledge & Skills Development - Reform & Restructure or be prepared to Perish

It is an accepted norm that the Sri Lankan education system (primary, secondary & tertiary) has not been updated with the global landscape and the changing demands. There have been no real reforms in the education sector mainly due to political reasons and administrative lethargy. Our education system is purely knowledge driven based on content, memorization and passing standard examinations (Zuhair, 2018). Such methodology and approach does not encourage creativity, innovation & risk taking because the focus is passing the exams as opposed to holistic learning. The competitive nature of the exams such as GCE O/levels & A/Levels is structured more towards filling the limited slots in the Local University Structure (Zuhair, 2018). The lack of alternate pathways for University education and inconsistent policies when it comes to Vocational Education and Training has resulted in skill shortages and mismatches (gaps) between industry requirements and the supply of talent. The private sector of the country given a choice also in general prefers to recruit graduates who have either studied abroad or possesses an international degree as opposed to Local University Graduates (Wijesiri, 2018). The



common reasons cited for this is the lack of positive attitude of Local University Students, Language, Communication Issues and Creativity. It is also evident that as a society values such as discipline, empathy, respect, tolerance and compassion are fast diminishing. These used to be thought at home & schools in the past but due to busy lifestyles, changes in priorities, lack of motivation of teaches, tuition frenzy etc. there has been little or no focus on inculcating these values in the schools structure.

There has been many research, investments and debate about incorporating STEM education in to the local curricular. STEM education is an interdisciplinary and applied approach to education based on Science, Technology, Engineering and Mathematics (Wijesinghe, 2017). Whilst much planning and effort has been put in this regard sadly there have been implementation issues over the last few years without a definite timeframe on when it will be rolled out. Countries across the region have embraced the importance of STEM related education many years ago and we are obviously lacking behind. Expecting our Youth to be able to compete globally without empowering them with modern and future oriented skills is like sending a soldier to the battle field with a gun sans bullets. The purpose of STEM is to create a new thinking mindset that could solve real life problems by applying the integrated knowledge from these subjects (Karunaratne, 2018). Today each subject is studied in Silos of knowledge. With STEM the goal is to develop

a mindset that applies knowledge of several disciplines in innovating solutions. Making sense of what they learn helps to make connections from different disciplines in problem solving. It can be argued that the students who gain STEM experiences would find it much easier to get jobs that exist in the market (Karunaratne, 2018).

In Sri Lanka new methods of learning such as smart classrooms, on line learning, blended learning has been restricted to a privileged few in society. Computer Literacy programs have been rather sporadic and infrastructure related issues have been the biggest stumbling block. Early childhood education has also been ignored for too long at the policy level. Early childhood education is an important aspect when it comes to the social, emotional, physical and cognitive development of a child (Palmer, 2016). Unfortunately previous manifestos and policy documentation have not even addressed this aspect. Hopefully, the candidates for the upcoming election will identify this in their policy framework and truly commit towards addressing the same.

The challenges in our education system and skills development area are well known and can be discussed for a number of days to say the least. However, the key aspect to keep in mind is that whichever Government that comes to power, they should push for reforms and restructure the education system to meet the



future requirements even though there maybe protests from certain stakeholders. Exemplified below are some of the key aspects that can be introduced to help empower the Youth of the Country so that they can be a Catalyst for Development.

- Modify the primary and secondary education system by encouraging research, group work, improving presentation skills and assignment based assessments to the curriculum as opposed to solely final exam based assessments. The best practices of foreign (e.g. Finland) education models needs to be analyzed and implemented after localization. For example exams to take place only after students reach Year 4 and not prior to that. Whilst this may not be so easy initially it is paramount that we start implementing these to the system sooner rather than later. STEM education implementation should be fast tracked and the necessary policy framework should be in place to eliminate any barriers (political or otherwise) that prevent the roll out. It is highly recommended that Entrepreneurship should be included in the secondary school curriculum and at the University level it should be a mandatory course for business related courses and an elective for other programs
- Introduce a comprehensive plan for communication skills development at district level. This will also include training teachers, recruitment and allocating them to schools (especially schools with a shortage), improving the infrastructure required for teaching, use of modern technology and also district level centres to introduce global language learning such as Mandarin & Hindi for example because the future economic powerhouses in the world will be China & India. Sri Lankan Youth who are able to communicate in such global languages will be in a better position to understand, deal & negotiate with their counterparts which will create a competitive advantage. Similarly encouraging 'public speaking' and tri language competency should be done across the country through public awareness programs and specific incentives for learning and adaptation
- Conduct regular workshops and seminars at district level to improve soft skills such as critical thinking, leadership, time management, presentation skills, etiquette, work ethic, interpersonal skills, positive mindset and attitudes. These programs should be introduced at secondary school level and then continued at University and Vocational Education sectors as well.
- Develop district wise technology skills development centres both at intermediate and advance levels. In addition to basic technologies the focus should also be on creative technologies. There has to be budgetary allocations in place and ideally private sector involvement in the process to make it sustainable. The Youth of the Country should be made aware of the opportunities that exist for them by acquiring such skills and this can be achieved through mentoring, storytelling and regular engagement. This aspect can be achieved through a national framework for career guidance and counselling which covers all the districts of the country.

- Allocate funds and develop the infrastructure required for the Youth of this Country to excel in areas such as Sports, Arts & Culture. At the moment there is significant inequality in the distribution of resources especially when it comes to rural Sri Lanka. The Youth of this Country has to have every opportunity possible to display, harness and improve their talent in these spheres so that they can bring glory to our Motherland irrespective of their social status. Eliminating political interference will be mandatory in this area and the policy makers should no doubt have a zero tolerance policy towards it.
- Develop a formal engagement with the industry to identify skill requirements, opportunities and international benchmarks so that the Education & Skills Development policy can be adapted to the changes and evolving demands in the market. The focus should not be solely on achieving short terms objectives but long term objectives where we can create a competitive advantage for our Youth.

## Entrepreneurship, New Ventures & Startups – A National Priority with a Long Term Overview

Economies create wealth through entrepreneurship. Sri Lanka has a very low presence of entrepreneurs in the market numbering less than 1.5% (Perera, 2018). This compared to some of the other countries in the Asian region is very low. Therefore, Youth Entrepreneurship in the Country is also unfortunately very low as a result. Sri Lanka simply cannot move forward with an export driven development agenda due to the absence (or limited number) of entrepreneurs. As a society we are virtually geared on aversion to risk-taking and thus move along traditional paths. We have inherited this through our culture and education system. Basically, without the willingness to fail and take risk, there is no room for entrepreneurship to flourish. Similarly, it can be argued that Women participation in entrepreneurial activity is even more disheartening in Sri Lanka. The typical glass ceilings, mindset and societal influences present a big negative impact on women entrepreneurship (Perera, 2018). However, it must be acknowledged that there has been an encouraging progress in this area especially over the last few years. It is imperative that Sri Lanka has to make it a 'National Priority' to encourage and facilitate entrepreneurship among both genders and the Youth in particular since they are the backbone of the Country. Entrepreneurship & startups help create new jobs and innovative solutions to real world problems.

It is often argued that a common challenge faced by the Youth is that they cannot find quality jobs. As exemplified earlier if the education and skills development area is addressed properly without delay then the demand and supply issues related to jobs can be addressed more effectively. However, the author of this article is of the view that when it comes to the Youth we need to significantly encourage them to be entrepreneurs, develop startups and engage in self-employment and not get them solely focused on finding a decent or so called secured job. There is no doubt that entrepreneurship may not be 'everyone's

cup of tea' as they say. Having said that possessing an entrepreneurial mindset and being able to derive 'out of the box' innovative solutions will help anyone (including the Youth) to be successful in their jobs and workplaces. Exemplified below are some of the suggestions that can be implemented to encourage entrepreneurship especially when it comes to the Youth of Sri Lanka.

- Make Entrepreneurship a national priority for the country with a long term action plan. It has to be addressed in the policy agenda with KPI's and milestones in place. Entrepreneurship as a subject should be included in the secondary school curriculum at all schools irrespective of the language of instruction. Similarly entrepreneurship should be encouraged as an extra & co-curricular activity through 'Entrepreneurship Clubs' in all schools similar to the Interact Clubs & Literary Societies which are there at present.
- Create awareness on the positive benefits of Entrepreneurship through a national level campaign targeting traditional and digital media platforms. Workshops and roadshows can also be organized to build awareness, share information and to create a constant dialogue on the subject and its importance to the overall development of the Country. The positioning of the importance of entrepreneurship particularly in the mindset of the Youth is both a critical and timely requirement at the moment.
  - National level skills development centres need to be implemented that can guide the Youth with the necessary skills that are required to be an entrepreneur. This should cover both the hard and soft skills areas.
  - The Government can develop incentives for Youth Entrepreneurs with special tax benefits, low interest loans and startup capital to set up new ventures. Similar incentives can also be given to the Sri Lankans living abroad who sets up new ventures in the Country thereby encouraging 'brain gain' and knowledge transfer.
  - Encourage private sector involvement to support Youth Entrepreneurship through special incentives. Get the private sector actively involved in the policy formulation process and have regular reviews on the collective progress made.
  - The Government should develop special financial schemes through the local banks to help and assist Youth Entrepreneurs because access to finance is currently a major challenge

There is no doubt that the Youth of the Country will play an important role in the future development of Sri Lanka. Through continuous engagement, creating platforms for participation and a long term oriented policy framework Sri Lanka would be in a unique position to harness the skills and talent of the Youth so that we can compete globally. The purpose of this article was to exemplify the importance of areas such as education, skill development and entrepreneurship when it comes to Empowering the Youth and making them a Catalyst for Developing the Nation. Hopefully with the upcoming elections,

there would be a greater emphasis on the 'Youth' with a genuine intention from the candidates to address their concerns. It should be noted that the suggestions illustrated earlier are not the only aspects that can be implemented to empower the Youth of the Country. However, the immediate focus and attention on the suggestions outlined in this article will definitely have an immediate impact as well as set the foundation for further policy reforms based on the long term vision and strategic direction of the Country.

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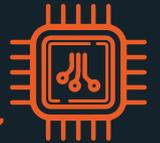
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A vertical photograph on the left side of the page shows a lush green tea plantation. In the foreground, there are rows of tea bushes with a wooden support stake. The background shows rolling hills with more tea fields and a winding road under a clear sky.

# FUTURE OF SRI LANKAN TEA INDUSTRY AND PLANTATION SECTOR IN THE DEVELOPMENT ARENA



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The tea industry in Sri Lanka is playing an important role in terms of its contribution to the national output, employment and net foreign exchange earnings from its inception in 1867. The industry has undergone a number of changes until now, where SL Tea Industry has celebrated its 150th anniversary in 2017 and during this period, the ownership of tea lands has changed from privately-owned large scale tea plantations to nationalized tea plantations managed by the state, and to the present day regional plantation companies owned by private companies. Now is the suitable time to think about the prospects for the growth of the industry are promising to survive for another 150 years. The health benefits of tea and the growth of an increasingly health conscious population and per capita incomes, the global demand for tea has risen over time. However, Sri Lanka's supply of tea has not kept up with the growth in global demand for tea.

Tea is globally recognized – Tea is a well-known commodity in the global market with an annual consumption of about seven billion kg. Out of this, around 1.8 billion kg are exported from producer countries and global tea hubs (Nowadays its Russia, Turkey, Iraq, and Iran) Sri Lanka, which enjoyed a 23% of the global tea export trade 15 years ago, has seen a gradual decrease year on year and currently accounts for about 17%. If this trend is not reversed, Sri Lanka will lose its importance in the global tea market, whilst the consumers will have many options to enjoy tea.

#### **Performance of Production & Exports'**

During the past, Sri Lankan tea industry has increased its supply over time and when we compared to the competitor countries, Sri Lanka's production has been increasing, but at a low rate of 0.8 %, over the last 50 years. Meanwhile, Sri Lanka's share in the global supply has dropped from 21% to 6 % during this period.

This was a result of an impressive annual average growth of 6.5% from the 1961 production of 79,000 metric tons, compared with the growth of 0.8 % recorded by Sri Lanka. In 1961, Sri Lanka produced a substantially larger amount of tea (206,000 metric tons) than China, which produced only 79,000 metric tons, and was only second to India. However, over the last few years, Sri Lanka's growth was slow, and it fell back to the fourth position in global tea production.

Similarly India with its aged plantations is unlikely to show any significant improvement in its output. On the other hand, Kenya with its steady growth in production in the past several years is poised to achieve a 500 M/kg in 2018 and is likely to play a significant role when assessing the total global supply situation.

Demand growth in both China and India, considering the magnitude of these two markets, is likely to influence prices and consumption is expected to outstrip production. USA too could be singled out as a fast-growing market, particularly for instant tea and iced tea segments, whilst imports from Sri Lanka to the US have shown quite a significant growth in 2018.

The extract evidences prove the real scenario of tea industry in present era;



- (a) The summary of tea production for the January to July 2019 is appended in Table I below (in Mt)

CATEGORY	QUANTITY (Mt)
Orthodox	169,183
CTC	13,143
Green	1,738
<b>Total</b>	<b>184,064</b>

- (b) Iraq continues to be the largest importer of Sri Lankan Tea closely followed by Turkey and Russia. Meanwhile, Iran is placed 4th. Other noteworthy importers are Libya, China and Azerbaijan. It is also relevant to note that destinations such as India, USA and Germany have shown a fairly significant increase in imports during the period under review, whilst Chile and UAE have shown a decrease in imports. The table below appended the comparison of tea exports in metric tons compared with last year (2018), the tea exporters association has revealed the data with relevant figures and even though revenue has increased from 2018 to 2019, due to the continuous rupee devaluation measures, the value of exports seems decreasing manner.

Table II Comparison of Tea Export (in Mt)

Export Variety	January – July 2019	2018
Tea in Bulk	70,279	122,428
Tea in Packets	81,524w	131,256
Tea in Bags	13,466	21,578
Instant Tea	1,789	2,481
Green Tea	2,978	4,620
<b>Total</b>	<b>170,036</b>	<b>282,363</b>

- (c) The Table III appended Major Importers of Sri Lanka Tea – From January to July 2019 compared with 2018 (Mt)

COUNTRY	2019	2018
Iraq	22,920	22,662
Turkey	21,208	20,231
Russia	17,313	18,978
Iran	12,244	13,359
Libya	8,824	5,510
China	7,032	6,301
Azerbaijan	6,588	5,911
Syria	5,935	6,105
U.A.E	5,577	6,636
U.S.A	4,332	3,323

First four ranks secured by countries remain same in 2018. Sri Lanka faces challenges in maintaining country reputation as one of the world's premier tea producers. World tea consumption has grown at an average of 4.5 % every year in the last decade, driven by rapidly increasing demand from China, India and other emerging economies. However, tea production in Sri Lanka is decreasing. The competitors have therefore gone ahead: China grew its tea supply at an average rate of 6.5% annually since the 1960s, compared to Sri Lanka's miniscule annual average growth rate of 0.8%. Over the last 50 years, Sri Lanka's share in the global supply of tea dropped from 20% to 6%.

Sri Lanka is not capitalizing on the rising global demand for tea, a US \$ 70 billion industry being driven by growth in the value-added segment. It is vital that all major export industries are governed through clear, consistent policies. The below part explains about the existing challenges to be faced by tea producers and marketers.

#### Prevailing Condition

The Sri Lankan plantation sector continues to persist with its century-old original crops for the greater majority of its extent, except the diversification of rubber into palm oil. We would see some poor yielding tea plantations diversify into timber, which was a secondary alternative. In spite of prevailing clear advantages in relation to land productivity and greater economic benefits compared to the other comparable crop, rubber, the total extent of palm oil in Sri Lanka as at today is lesser than 10,000 hectares at present condition, which could be seen in Sri Lanka.

Sri Lankan tea plantations are many folds older than those of other new global entrant competitors. This resulted due to depleted soil conditions, lower yields, lesser land and labour productivity, and high usage of chemicals are series of reasons for the set of drawbacks of higher cost of production. If we would analyze the labour force on tea industry, which is being predominantly of spread of Indian Origin, where the remote geographical locations of plantations and the inability of other industries to provide alternative job opportunities in these regions due to skill mismatches, increases the vulnerability to engage in undesirable activities such as terrorism and the formation of a decisive voter base.

In recent years, labour and wage disputes within the sector have become the subject of national conversation, creating a negative perception about the tea industry in particular. Especially, we could see the demand of wage increase in the sector.

Further deterioration in the plantation industry is bound to create a negative impact on social, political and economic grounds. This calls for the Sri Lankan plantation sector to aggressively address this grave situation by vigorously driving innovativeness, and steering away from the traditional solutions derived through 'experience' and tacit knowledge. Rather, it has to pursue value addition on an industry scale and not just at the product variant level.

**Encountered Problems****(a) Lack of recognition of the different industries under tea industry;**

There are two different sectors in the tea industry, the plantation/ growers sector and the tea export sector. Failure to recognize the difference in these industries is the inherent problem. For political reasons the Government high ups require both these sectors to come up with a unified solution. The plantation sector is highly politicized and approximately 70% of the tea production is controlled by the smallholder farmers, depend on heavy subsidies in replanting, fertilizer and price guarantees. The country has experienced that, the smallholder sector of the tea industry has also grown eclipsing the tea plantations as the main source of tea production in the country. The industry is changing rapidly in many other ways as well, due to the increased international competition, expansion of the small holder tea sector, labour issues, automation, changes in demand for tea, climate change and multiplication of quality standards.

**(b) Conflict between Social and Business Economy Scenario**

The tea export sector is driven by the private establishments without any handouts or subsidies from the Government. They pay heavy taxes in terms of CESS, levies, service charges and the revenue based income to the Dept., of Inland Revenue. This makes tea exports one of the heaviest taxed export commodities in the world.

**(c) Low Production & Price Fluctuation**

The Sri Lanka tea crop is climate dependent and has been fluctuating between 290 to 340 million kg per annum. During the drought period, this was even dropped to 280 million kg. With restrictions on the importation of orthodox teas, the drop in crop and increase in auction prices leave room for large scale malpractices. This is why we have seen exceptionally large volumes of tea not fit for human consumption being detected by the customs during 2013 and 2015. These detections are merely a small percentage of the actual sub-standard volumes exported from Sri Lanka under 'Pure Ceylon Tea'. The genuine exporters who have requested the tea trade to be liberalized are the ultimate victims of the illicit trade and are forced to relocate their processing plants in countries with more liberal policies. Dubai is fast becoming a threat to Sri Lanka as a tea export hub and may surpass Sri Lanka within a short period. Several other free trade ports are inviting Sri Lankan tea companies to set up operations.

Over the last three years, i.e. from 2016 onwards Orthodox tea production was considered in short supply experienced the decline in Sri Lankan tea production. This was consequence to the government's decision to lift the ban on the use of

weedicide, which is likely to give much relief to the producers and in particular, to the large scale plantation which would be able to carry out required agricultural practices to achieve the full potential of the plantations.

Further, the government imposed decision during July 2019 to allow a more liberal policy on fertilizer, which may contribute favorable manner, but it's subject to extreme weather conditions not being a reality. However, due to the extreme weather conditions, ageing tea bushes and low productivity levels occurred during the nearest past.

**(d) Political & Economic Turmoil**

Even though 2002 budget proposal to recognize branded tea as an exclusive segment witnessed the tea export revenue climbing from \$ 750 million to \$ 1.6 billion in 2014. This is now showing a drastic decline over the last three years as the policies are reversed towards protecting the tea farmer and neglecting the export sector. Further, the political and economic turmoil in our main markets in Middle East and Russia have aggravated the situation.

**(e) Lack of business sense**

Non-productive agricultural policies coupled with government red tape has



resulted in negativity in operating large plantations which were privatized with the state retaining the decision making powers. This has made the tea plantations a 'single crop business model' when there are so many diversification options available. Plantation companies too have not been proactive in diversifying into tea tourism, animal husbandry, large scale fruit and vegetable cultivation, other tree crops with commercial values and cultivated timber industries, new technologies in water management, Water harvesting, irrigation, alternate power generation and so many other projects too numerous to mention.

#### (f) Cost of Production (COP) matrix

The tea plantation industry should be run as a business model and meet competition from global players as opposed to Government protection to cover up inefficiencies. The Sri Lankan tea plantation industry is the most expensive in terms of labour input, representing an unprecedented 70% of the cost of production, whereas the world average for other tea producing countries is about 23%. The cost matrix is most important for any commodity to have a competitive edge. Failure to understand this important equation has created a downward trend in operational profits.

#### (g) Promotion and Marketing Fund (P & M Fund)

The above mentioned fund was initiated to fill the vacuum created by transferring of collection of tea CESS from the Sri Lanka Tea Board (SLTB) to the Treasury and as a result the SLTB was unable to carry out any global promotions due to a lack of funds. As agreed by the Tea Exporters, Rs. 3.50 per kg was credited to this fund at the time of exporting tea for the sole purpose of P&M in the global markets to regain the lost share for Ceylon Tea. This fund is a privately contributed equity and the effort made by the government to take it over on the premise of it being categorized as an industry fund is illegal and beats the purpose of its existence. The delay in launching the global tea campaign is no fault of the Tea Exporters but due to state bureaucracy and red tape on the part of the authorities.

#### Existing Challenges to be overcome

There are major challenges for tea is low labour productivity and labour shortages, as workers move from agriculture and manufacture to service sectors. This has been one of our biggest challenges over the last decade. A second challenge is undiversified export markets. Sri Lankan tea exports are dependent on a few markets including Russia (15%) and the Middle East (50 %), which is facing crises. Likewise, Sri Lanka's apparel sector is traditionally dependent on the US and UK.

We are facing the obstacles of cheaper competitors. Sri Lanka has lost significant market share over the years due to the high price of our tea. If we look at tea imports to Britain in 2016, Sri Lanka only supplied 3%, while Kenya supplied 47% - a drastic change from a few decades ago.

There are few challenges from tea producers in Sri Lanka face, where tea supply is controlled by two factors; the increase in area harvested and increase in yield. The increase in harvested area is seen in countries with large amounts of arable land. Those

countries also have large populations that can facilitate the labour requirement in the tea industry. Sri Lanka, on the other hand, has the smallest land mass and the smallest population.

These factors limit Sri Lanka's future production and supply of tea. The increase in production in Sri Lanka is purely due to the increase in the yield because the area harvested has not increased over the years, reversely, due to few infrastructure developments tea plantations would be occupy for other purposes, also the SL tea exports facing a similar fate in terms of production. Sri Lanka beat India to become the world's largest tea exporter in the 1990s. Since then, Sri Lanka has fallen behind Kenya and China. Sri Lanka is now at the third position, competing with India and Vietnam.

Other Challenges are that, Sri Lanka has the ability to maintain a healthy production level, though it may not be able to compete in terms of production quantity with other players, who are better endowed to increase production levels.

Thus, major challenges facing Sri Lanka are keeping up a healthy production level, maintaining the high quality, and raising unit price while cutting costs of production. The mentioned challenges can be met by taking a series of critical measures, which include developing natural resources and human capital needed for the industry, developing physical infrastructure, maintaining sound macroeconomic policies, adopting appropriate trade policies, enhancing competitiveness, fostering a unique brand, integrating deeper in the global value chain, and benefitting from external economies while overcoming external dis-economies.

#### Strategies to adhere

##### (1) Identifying the Customer Base and cater them

The tea industry needs to hire dedicated individuals to carry out research on consumers in their main markets, tracking their likes and dislikes, income levels and lifestyle changes, to adapt tea to suit customer needs.

A key trend worth noting is the rise of millennial and Generation Z. Globally, tea is appealing to younger, wealthier, trendier consumers. The Tea Association of the USA estimated that as of 2018, 87% of millennial in the USA drink tea – far higher than other age group.

We could see this in the success of DAVIDs TEA in USA, which is a high-end tea retailer that has expanded dramatically since 2008 by tapping into a growing tea boutique industry. By making branding trendier, they target millennial with modern label designs and differentiated packaging such as boxes and cans.

Health and wellness is another major trend. People are looking at ways of being healthier through eating, drinking and their lifestyle. Tea and specifically herbal tea has an opportunity to benefit from this trend from increased awareness about its anti-inflammatory, anti-oxidant and weight loss effects. Sri Lanka is lucky enough to already grow many of the spices and herbs that the West now recognizes for their medicinal qualities and there is a big opportunity to play in the wellness tea which has risen by more than 5.8% in the US market in 2018-2018 alone.

Other key drivers are transparency and sustainability. Modern

consumers want to feel that they are minimizing the ecological and social impact of their consumption.

The coffee industry was an early adopter of sustainability certification standards such as Fair Trade. The Brazilian coffee industry led its remarkable recovery from imminent decline through self-regulation and setting up certifications for purity and sustainability. Therefore the tea industry is moving in this direction: Between 2009 and 2012, certified tea sales grew by 49% annually. Major players like Finlays, Unilevers and Tata have all launched major sustainability initiatives, including Tata pledging 100% sustainable sourcing by 2020. An emerging model in Taiwan improves transparency in processing by using RFID tagging of batches of tea leaves.

In summary, Sri Lanka has been traditionally been slow to capitalize on trends in the market. We still export 80 percent of our tea in bulk format, with almost 40 percent facing value-added at import destinations and tea hubs in the Middle East. There is a massive opportunity to fast-track grow by keeping track of emerging consumer trends.

## (2) Suitable Investment in Business

During 2005, due to the imposed quota era, apparel industries were compelled to seek innovative methods and technologies (experienced learning curve effect) where could applied to tea industry also.

- A couple of major takeaways are to embrace technology and professionalize.
- Embrace technological development.
- Automation is needed to improve productivity across the value chain and this can be done through robotics and data analysis.

We could focus on digitization to drive digital technologies to the core, to be able to play in the global digital economy and strengthen data analytics.

Other industries have been able to revolutionize their businesses with technology: revealing examples of Coffee producers have used infrared technology to reduce coffee pulp drying time from several days to hours, thereby minimizing post-harvest loss and the 8000-year-old wine industry modernized through biodynamic processes that improve the quality of the soil and the farm's microclimate, thereby improving the taste of grapes.

The tea industry needs to invest in;

- Digitizing payment and collection methods,
- Soil Testing
- Geo Mapping
- Automating Book Keeping.

Even a drastic agricultural revolution like "Aquaponics" could be considered an opportunity, not something to fear – have we thought about whether tea could be grown in a different way? It is essential to develop unique systems of tea planting and not rely on tea planting systems set in place during British rule.

Prioritizing Professional would be highly preferred. The tea industry is not attractive to graduate and professionals, who are drawn to industries like, banking, IT, hospitality. It is vital to change this through higher incentives and exciting opportunities for growth.

The tea industry needs to bring in younger entrepreneurial employees to create a culture of entrepreneurship so employees feel they have ownership of some of the wealth created through tea. These younger mindsets will drive the industry forward towards the 21st century.

## (3) Supply Chain

- (a) It is highly prefer to have a look on upstream and downstream activities in supply chain, Sri Lankan tea industry can benefit from having a Tea Trade Zone or a bonded hub based within a Free Trade Zone in the Middle East or Africa, where global tea can be mixed and exported to compete with global pricing. 80% of our tea is exported in bulk and probably blended elsewhere, although based offshore, this still brings in revenue to Sri Lanka though a different supply chain. We need to move on from the belief that all investment should be within Sri Lanka to bring in revenue. We must shift to a mindset that we can invest in other countries if this will have a more favorable impact on the industry as a whole.
- (b) Automate the tea auction system. This was proposed over 10 years ago and tasked to the Colombo Tea Traders' Association but has not been established yet, even though it would be a key step towards revamping Sri Lanka's Tea Export Industry. India has already automated its tea auction and Sri Lanka too needs to move on to this system to access a wider selection of buyers around the world, as well as facilitate faster purchases and transparency, as well as better documentation. This also needs to link to the EDI (Electronic Data Interchange) system, which connects exporters to Sri Lanka Customs and Sri Lanka Tea Board.
- (c) Investing in Research & Development; Tea should be a popular topic of research for Sri Lankan scientists but sadly it is not. The Tea Research Institute (TRI) can be used more effectively to incentivize more efficient, viable, commercialized research. SLINTEC is a great example of a public-private institution doing excellent research and churning out patents. It is also important to support producers through replanting support or fertilizer subsidies, as this ensures the quality of the tea produced. The government can also do more to promote Sri Lankan tea on an international scale. The Sri Lanka Tea Board must utilize the vast fund collected through the tea promotional levy since 2010. We must support outbound exports the same way we support the inbound tourism industry. Finally, the state should improve the economic and social infrastructure in tea producing areas to improve the environment for those working in the tea industry.

### Concluding Remarks

In conclusion, despite these internal and external challenges, we must be positive about our capacity to create positive change. Tea is Sri Lanka's largest producer-led export, which is vital to the strength of our economy. Not only have we dedicated 4% of this country's land to tea cultivation, this is also a livelihood crop, on which over one million Sri Lankans are directly or indirectly dependent for their livelihood.

The tea industry in Sri Lanka is more intensive in land and labour, and less in capital. While the industry uses the land for its growth, it also gradually degrades the land with pollutants associated with fertilizer, and engendering soil erosion. Thus, the long term sustainability of the industry depends on how well the land is conserved. In a growing economy, it is difficult to retain manual labour over long periods of time, as younger generations do not wish to render manual work in plantations. One solution is mechanization. Another is harvesting tea under different models, rather than the traditional employer-employee model.

Sri Lanka's plantations have already experimented with out-grower systems, where workers receive plots of land from plantations to independently cultivate, and supply green leaf to factories. This could solve various incentive problems associated with hired labour. Further SL is targeting US\$3.5 billion through its tea exports by 2030 and a tea production of 350 million kg, according to the tea traders.

It was reported that during the second half of 2019, Sri Lanka's tea exports in the first half of 2019 has reached a record high of 121.8 billion rupees (682 million U.S. dollars), up 7% from the same period a year earlier.

### Way forward in sustainable manner

The critical pillar of the sustainability in the tea sector is enhancing

global competitiveness. Competitiveness increases with the quality of the product and the profitability of suppliers. The higher unit price indicates the existing high quality of Sri Lankan tea. Sri Lanka's best opportunity in sustaining the tea sector is strengthening the unique brand of 'Pure Ceylon Tea'. Sri Lankan tea already commands a premium price.

Improving quality and brand uniqueness are essential to continue the command in high price. Sri Lanka can also raise earnings from tea by integrating deeper into the global value chain. This can be achieved by increasing the share of value added tea production and exports. Sri Lanka has a great potential to engage deeply in the global value chain with entrepreneurial strength of private firms and institutional support from the government.

The tea sector provides an economically significant positive externality (or external economies) mostly to the tourism sector (Tea Tourism) which is specifically promote by SLTPB (Sri Lanka Tourism Promotion Bureau) during seasonal times of April/May and November/ December in Nuwara Eliya only.

The colonial heritage of tea and the unique taste of 'Ceylon Tea' provide additional incentives for tourists to choose Sri Lanka as a prime destination. The tea sector in turn can introduce pure Ceylon Tea to tourists to initiate and develop a lasting desire for its tea.

Tea lands can also be used for various other economic activities with external economies, such as dairy farming to supplement the income of the plantation and its workers. The tea sector also provides forward and backward linkages to a large number of other economic activities.

The future of the tea industry in Sri Lanka depends largely on the quality of tea, and not on the quantity. Thus, the growth of the industry will depend on maintaining the high quality of tea, and producing value added tea, developing Sri Lanka's own brands, and stamping a reputation as an environment-friendly and ethical tea producing country in order to draw buyer interest and a higher price. We could use this as a stepping stone to drive higher growth, increase FDI and support national development.



# TRANSFORMING HIGHER EDUCATION SYSTEM IN SRI LANKA

TOWARDS A  
"KNOWLEDGE-BASED"  
ECONOMY



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## Executive Summary

To support a knowledge-based economy, the higher education system of Sri Lanka should transform itself to a mechanism of producing a highly skilled labour force equipped to meet the demanded of industries that propel the national economy. A wholesome effort that integrates higher education, R&D and Innovation to propel national economic growth has become the need of the hour.

## Introduction

The higher education system in Sri Lanka is a well established, state controlled and regulated mechanism that has been functioning for over four decades under the supervision of the Ministry of Higher education (MOHE) and its apex regulatory authority - University Grants Commission (UGC). Fifteen (15) state owned universities dominate the delivery of higher education options in Sri Lanka with 499 undergraduate degree programmes and 263 post graduate degree / diploma programmes. Each year over 150,000 students get qualified for higher education based on their performance at the GCE Advanced Level examination. However, only a fraction less than 19 percent of those who are eligible will be lucky enough to secure a place in the free higher education system. A research of reasons behind such a low percentage of admissions would reveal that the university system related infrastructure and facilities will be one main limitation. In addition, limitations on state sponsored funding and job market related pressure on the government to reduce unemployment of graduates will fight against the efforts to increase the percentage of admissions to state funded universities.

When you consider the year 2017 and 2018 collectively, over 320,000 students have qualified for university education. However, only 62000 students have been admitted creating a huge vacuum of opportunities for over 80% of the students who meet the basic entry requirement. Hence the majority are left with options such as pursuing their higher education at a Private Higher education Institute in Sri Lanka or to study abroad on self-funded basis. There are nineteen (19) Non-State Higher Education Institutions (NSHEIs) in Sri Lanka that offer 122 degree programmes. Another option will be to follow vocational training courses offered by Tertiary and Vocational Education and Training (TVET) institutes. Since the tertiary and Vocational qualifications are not equivalent to a degree awarded by a university, the vacuum in the higher education is not yet filled as the NSHEIs admit only less than 3% of eligible students for degree programmes amidst limited availability of opportunities in state funded higher education system.

The Ministry of Education (MOE), Ministry of Higher Education (MOHE), National Education Commission (NEC), University Grants Commission (UGC), and numerous committees within these entities are working on improving the system from various angles. Measures were taken to introduce a policy on higher education and to formulate a legal framework to bring the entire sector under one entity. For example, the MOE was in the process of formulating a National Master Plan for Information and Communication Technology Education; the Standing Committee of Accreditation and Quality Assurance (SCAQA) within the UGC carried out activities to ensure quality standards in the NSHEI sector and regulate all higher education institutes in the country. Meanwhile, the Accelerating Higher Education Expansion and Development (AHEAD) project was launched during the year 2018 while the Quality Assurance Council of the UGC continued activities to strengthen the higher education sector of the country. (CBSL Annual Report 2018)

Year of GCE A/L	2014			2015			2016			2017		
Year of Admission	2014/2015			2015/2016			2016/2017			2017/2018		
No. of Universities	15			15			15			15		
Other HEIs	n/a			n/a			19			19		
	Qualified	Admissions	%									
	149,572	31,415	17.14	155,550	29,055	18.68	160,517	30,662	19.12	163,160	31,415	19.25

Source: UGC Sri Lanka

Amidst these developments that are taking place within the higher education system of Sri Lanka in the direction of better regulation of programmes delivered and their quality, higher emphasis is needed in the direction of improving the graduate profile to achieve congruence with the direction of the national economic goals. Such discussion and a thoughtful implementation has become the need of the hour since Sri Lanka is aspiring to be a knowledge hub in the south Asia region, where a knowledge-based economy for the country has come to the fore-front of national discussions.

## Knowledge-Based economy and Country Specific challenges

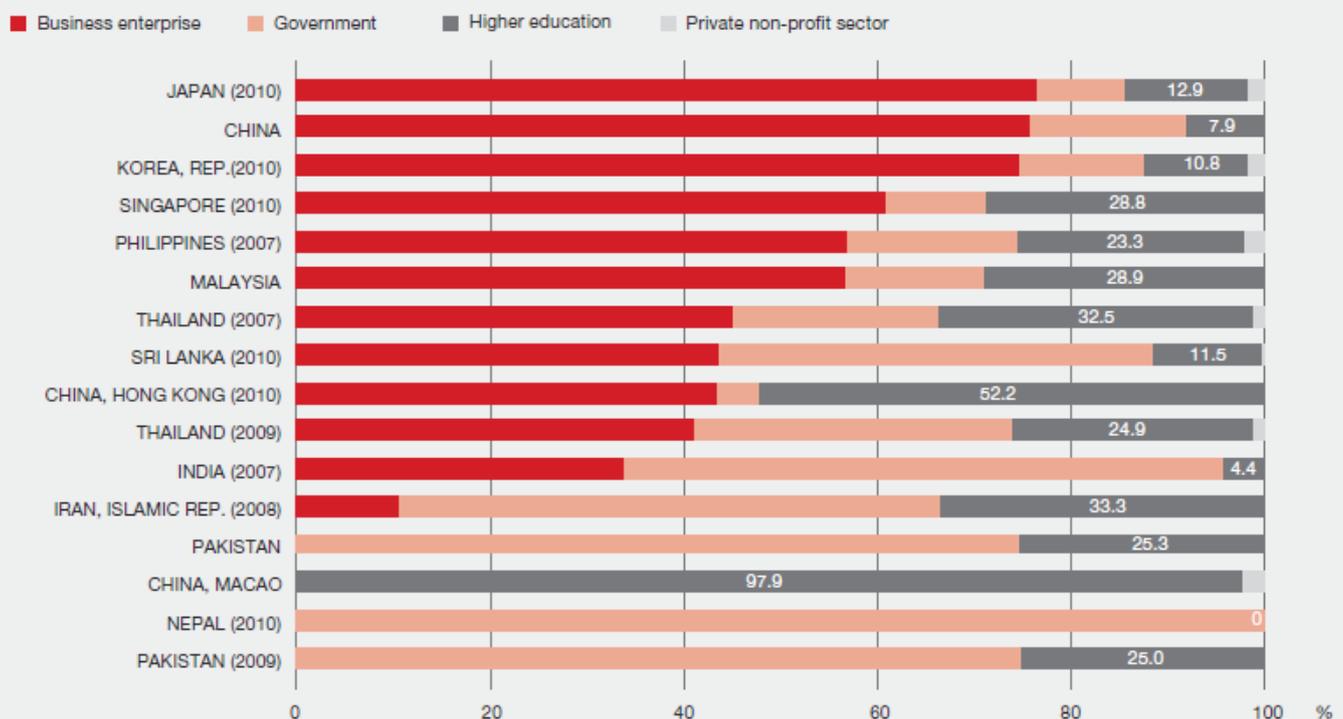
Before searching for solutions to country specific challenges faced by our higher education system in supporting the country's movement towards becoming a knowledge-based economy, clear understanding of knowledge-based economy becomes essential. The Organisation for Economic Co-operation and Development (OECD) defines a country with a knowledge-based economy as one where "the production, diffusion and use of technology and information are key to economic activity and sustainable growth" (OECD 1999, p. 7) Therefore, the

salient feature of a knowledge-based economy is its greater dependence on knowledge, information and high skill levels of the country's labour force. More importantly, there exists a grave need for ready access to all of these, by the business community whether it is public or private sector.

In this context, the responsibility of a country's higher education system grows beyond the scope of producing "graduates" who will end up depending on the state sector for job opportunities. Instead, the higher education system should be the cradle for nurturing knowledge compatible to the contemporary demands of the economy by producing a skilled labour force that can drive the country towards a knowledge-based economy. An educational theorist, Abby Riddell precisely explains the demands placed on an education system by the knowledge-based economy as "Changing trade patterns influence the productive possibilities of the economy and thereby the demand for education, the uses put to education, and the demands made on education for tailoring the workforce to those demands" (Riddell 1996, p. 1363).

However, the ground situation reveals the exact opposite where 9.1% of 1.411 million employable populations are in the category of "educated unemployed" with GCE A/L or with higher qualifications (CBSL Annual Report 2018). The Central Bank

**Figure 17. Distribution of gross domestic expenditure on R&D by sector of performance, 2011 or most recent year available**



report confirms that "Skill mismatches have resulted in a labour shortage and a need to import labour for selected industries. In addition to skill gaps, there is a large gap observed between the job seekers' expectations and the job requirements (CBSL Annual Report 2018). Each year the Sri Lankan government is pressurized to find job opportunities for unemployed graduates within the state institutions, adding on to their recurrent expenditure that will slow the economic development. The social and political pressure overshadows the skill mismatch and the demands of the corporate or the economy. Hence news such as "The Government to recruit 22,000 unemployed graduates" (Daily News 06th June 2019) should not come as a surprise.

The above being the reality, time has come for us to open our eyes and look around for better examples from the developed world to take a few steps towards a knowledge-based economy. UNESCO emphasizes the importance of Research and Development (R&D) as a strategic economic activity that nurture innovative and futuristic knowledge. Apart from the importance of R&D, the report (UNESCO, Higher Education in Asia: Expanding Out, Expanding Up -2014) discusses the challenges faced by developing countries. "R&D is hampered in many low- and middle-income countries by underdevelopment of financial markets or inappropriate government policies. R&D activities are costly and require a critical mass before being able to generate technological progress and yield economic results". The initiative for R&D could either be from the government, Private enterprises or from the higher education system which can differ according to the national economic strategy.

Looking at a spectrum of developed and developing countries, it is difficult to arrive at a conclusion as to what sector of the economy should invest more on Research and Development. The UNESCO 2014 report discusses the challenge faced by Asian countries such as Sri Lanka, Thailand and Malaysia due to "high shares of firms acquiring machinery, equipment and software with high shares of firms engaged in intramural R&D" Therefore, the key will be to implement a system that

will channel the knowledge output from R & D to the national economy. If we take New Zealand for example, their medium and long term National economic direction is shared with the higher education system. Such direction in return will drive the research interests of the higher education system in order to acquire the knowledge needed for propulsion of National economic strategy.

## The Way Forward

It is high time for Sri Lanka to strategically review its higher education system to be a truly great nation. This needs serious thinking beyond the conventional framework to develop well molded educated citizens who can provide knowledge leadership and much needed work diversity to the country's economic engine. The MOHE and the UGC together with the Government of Sri Lanka (GOSL) have leading roles to play in guiding the University System in the transformation process by finding long term solutions to the educational challenges both from economic and societal point of view. Thus these entities need to take some challenging decisions to strategize Sri Lanka's journey towards a knowledge based economy by concentrating on three key areas.

- (1) Increasing the number graduates by providing undergraduate opportunities to at least 40% of the university education qualified students within the next 5-7 years.

With all due respect to many various efforts taken, the existing university intake system followed by the UGC has failed to substantially increase the undergraduate opportunities for the university education qualified students. The university intake figures of the 4 year period from 2014-2017 show that the average increase in the intake is a mere 0.53% per year. An increase of this magnitude will never facilitate a journey towards the objective of a knowledge based economy and thus, the following 2 steps are proposed to drive the intakes up to a level of 40%.



- (a) The GOSL and the MOHE should select reputed private sector corporates through strategic dialogue to partner the education system in Sri Lanka. These corporates should invest in quality higher education establishments as affiliations to the state universities and deliver UGC approved degree programmes offered through the respective state universities. This effort should be aimed at building an additional intake capacity of 10% or more for the university education qualified A/L students, where admissions should be handled by the UGC. The GOSL through the MOHE should support the system by providing full financial grants to the selected students to cover their higher educational (HE) expenses, which in turn will create less financial burden on the proposed institutions in offering higher education. Undoubtedly, this mechanism will be cheaper to the state and very much faster in creating more undergraduate opportunities in comparison to establishment of new universities and required infrastructure facilities.
- (b) The GOSL and the MOHE should further work with the industry to get another 10% of university education qualified students employed in private and public sector entities. The arrangements should facilitate releasing them from work in late afternoons daily, allowing them to follow special, UGC quality regulated and industry targeted degree programmes conducted in all state universities and affiliated private establishments suggested as (a) above. The cost of the proposed external degree programmes should be partially funded by the GOSL through MOHE and the admission should be handled by the UGC on order of merit. The balance of the degree programme fees could be sponsored by the employer or granted as a long term student loan through the employer or a bank. This system will lead towards effective utilization of resources available within the university system.
- (2) Ensuring university education serves the industry and national needs.

The sustainability and value of university education system lies in its ability to transfer knowledge through world-class teaching, that will shape the society both nationally and globally by serving the market and industry needs. To ensure this, it is important for the universities and HE institutions to work hand in hand with the industry and public sector in reviewing, reshaping, changing, scrapping or developing various degree courses and their contents. Current and updated degree programmes are superior in effectiveness of knowledge delivery and universities and the UGC, as their apex body should understand this reality. Degree programmes and their contents cannot be static, but needs periodic review and aligning to suit the changing industry needs and the national requirements. Universities must deliver globally successful degree programmes that are meet the existing, evolving, and emerging market needs and global employment trends.

These efforts will ultimately revitalize and enrich the country's economy through increased involvement of all key stakeholders.

Further, they will ensure more external support and funding for focused and useful discoveries, research and innovations. This will lead to minimizing the brain drain in the country and facilitate the retention of graduates for employment and contribution towards the economic growth of Sri Lanka.

- (3) Create opportunities for the university students to accumulate different skill levels required for the industry success

The third focus area is all about supporting the undergraduate students to enhance and develop skills, knowledge and aptitudes that are critical to be successful in the global marketplace of the twenty first century. These include skills and competencies such as creativity and critical thinking, effective communication skills, continuous life-long learning attitude, technological mastery, resilience and flexibility, negotiation skills and collaborations - all of which are considered as vital ingredients for meaningful engagement in the modern day business and societal life.

In this endeavour, the universities should work in consultation with industry and the university alumni communities and engage professional bodies like CIMA, CIM, IESL, SLIM, IPM to provide skills acquiring and enhancing opportunities for the students.

Focused attention and strategic implementation of the above three suggestions can greatly influence the Sri Lankan university HE system to produce life-long learners in a global environment, who can contribute to the country's economy not only as responsible citizens but also as productive members of the economic workforce.

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# BRAND AMBASSADOR FOR SRI LANKA BRINGING HIGH VISIBILITY FOR THE ISLAND

*Merrill J. Fernando*

Founder of Dilmah

**It was a paradigm shift when you launched Dilmah in Australia in 1988, offering the product directly to the customer. What made you make this decision?**

My access to plantations created awareness of the plight of our farmers and other workers. My visit to London's Mincing Lane brought to me face to face with the ruthless exploitation of our Tea Industry. The sweat, toil and tears of our plantation workers created millionaires and multimillionaires in England. Often, Ceylon tea reputed for its high quality was mixed with tea from other countries and sold to consumers as Ceylon tea. Marketing in England, as I saw was exploitation of our Tea Industry and consumers around the world. In my youth I was inspired with the brash thought of some day developing my own brand of single origin pure Ceylon tea to bring integrity and quality back to tea and offer consumers the finest tea on earth.

**Whilst Ceylon Tea is the most expensive tea in the world, how does Dilmah maintain its premium positioning in the International Market?**

Ceylon tea enjoyed a high quality image among consumers world wide. Consumers willingly paid a high price for the quality. Dilmah tea was launched with the promise of it being the finest quality and priced accordingly. Into price I built in R&D and A&P margins which were generously used to promote Dilmah. As single origin pure Ceylon tea with quality. Ceylon tea gained in importance through excellence. While all multinational brands were faceless Dilmah had a face to it, so said consumers!

**Can you share some of your unforgettable moments in nearly 60 years of your long journey, which will inspire young entrepreneurs?**

It was a very painful, humiliating and thankless mission while I expected opposition from the big guns in Australia the worse form of opposition came from my own country. All other exporters turned against me and tried to convince the Government that I should not be allowed to export value added tea on the assumption that our bulk tea exports will be affected. I proved to Government officials that several of our important markets had deserted Ceylon tea and others were buying only a fraction of what they purchased 10 years ago. Today these big multinational brands which became popular by using the name Ceylon tea, their products contain no Ceylon tea, perhaps a tiny segment only.

If one has a good knowledge for the product backed by total commitment and passion one can overcome all obstacles ambitiously.



**Shortage of labour in the industry is a major concern. How could we better manage this?**

Shortage of labour is of serious concern, we should be permitted to import labour from neighbouring countries until drones can be developed to pick tea on our different terrains specially in high grown regions.

**What should the government do to prevent low quality tea exports illegally which damage the Ceylon Tea brand equity?**

Some Ministers in the past were very indifferent to harmful activities of some traders who thrived on selling tea cheaper than others, this damaged the image of Ceylon tea. Ministry regulations provided moving of tea from plantations to export prices, sadly they are not implemented. I have brought this up over and over again with some Ministers, but they failed to initiate corrective action. It is only by implementing current regulations and bringing in a few new ones that this exploitation of our Tea Industry can be prevented. When this is done tea prices will improve.

**An integrated approach is essential to identify the possible strategies for the Sri Lankan Tea industry to improve the competitiveness in the Global market. What is your expert view about this?**

If all exports are brought under one authority including representatives from Customs and Ports, some headway can be achieved provided severe penalties such as jail sentences and cancellation of import licences are introduced. Political interference should be tabooed. Ceylon tea and Ceylon spices are globally reputed for their unique quality and as such consumers will readily pay a high price for our products.

**The Industry analysis reveals that the intensity of competition in the Global Tea industry is very high. As a pioneering nation in Tea industry how do we overcome these challenges?**

Our marketing strategy should be developed accordingly. Our A&P strategy and price structure should be developed strictly on strength of our unique quality with competing mass market products.

**Innovation and readiness to respond always gives enough confidence to be a competitive brand. What did Dilmah do to keep a very high demand in over 100 countries in the World?**

Dilmah tea is the only innovator of tea. The comments of William Gorman, Executive Chairman, UK Tea Council "Dilmah is a very interesting company. This is an industry which has been incredibly slow to innovate, and relatively tiny Dilmah has showed how."



Dilmah introduced a variety of hot teas, cold teas, mocktails, cocktails, food pairings and numerous others. Some five-star hotels serve seven course meals each one with Dilmah tea content. The revolution of Dilmah started 33 years ago and is continued in the hands of the 2nd generation.



**Sri Lanka is still regarded as a bulk tea exporter! In your view how can we value add when it comes to tea so that we can be globally competitive?**

The truth about our Tea Industry is, that, it is dominated by traders who have no interest or investment in the Industry

or in consumers. Their only interest is PROFIT. How it comes and from where it comes is of no concern to them. If they are persuaded or pressurized upon to have a stake in plantations their approach to exports may change. Our traders are no different to multinational traders who exploit products

and consumers. Our approach is different. We are world's only vertical integrated company in the Tea Industry. We have substantial investments in all three segments of the Industry, in Plantations, Brokering and in Brand Marketing. Our interest is the Tea Industry not just the trade, that is the significant difference between Traders and Tea Farmers who take their crop direct to the market with love and care.

Bulk tea exports bring quick profits and the consistent pressure from the tea traders to allow import of cheap tea is to make our tea cheaper and cheaper for their personal benefits. Their pressure was so strong that one Finance Minister permitted imports in his budget speech. I was a strong opponent of these imports and on this occasion, I took it to the highest level supported by one other Company and imports were disallowed. Imports should never be allowed for love of money! The future of our Tea Industry is in the hands of a few companies which are trying to build brand names. They should be assisted by the Government in a very special way tied to some basic regulations. Government officials have no clue about marketing and Ministers and official frame marketing strategies. Our Tea Industry if managed well and RPCs role redefined after reviewing their past performance. It is now a free for all industry. Ceylon tea has no problems in the global market but we are creating problems ourselves by unhealthy competition trying to make Ceylon tea cheapest in the market place.

#### **What are your thoughts on the current tea promotion campaign? What should be our strategy on this?**

I gave the previous Minister and Chairman of the Tea Board a perfect document – The State of Ceylon Tea. Sadly, they were unable to grasp its contents and the document was ignored. The current campaign will only help numerous brands selling "Ceylon Tea" owned by foreigners not real Ceylon tea brands.

Over the years Sri Lanka Tea Board handed its revenue from exports to the Treasury. If these funds were used to promote Ceylon tea in important markets our tea prices would be higher today and will be in greater demand.

#### **Share with us something about the MJF Charitable Foundation**

When I launched Dilmah in Australia one of the promises I made was to share my earnings with the poor, needy and the underprivileged. As consumer support grew for Dilmah tea I began to earn more revenue than I was used to. I came to the crossroad of a successful entrepreneur and I had the option of becoming a wealthy strong businessman or to share my earnings with the poor, needy and the wider community. Having come from a humble beginning I chose the latter. I give my staff and their family lavishly and providing their children with text books, clothes, all their needs for schools and introduced a scholarship for brighter children. I had only 18 staff, so I could afford to be lavish but today we have 1400 staff at the Dilmah production

facilities and several thousand workers on our plantations. Every one of those children receive these benefits. Today tea pickers' children who were destined to be the next generation of tea pickers are Doctors, Lawyers, Engineers and other professionals – beneficiaries of the scholarship programme.



**Our marketing strategy should be developed accordingly. Our A&P strategy and price structure should be developed strictly on strength of our unique quality with competing mass market products.**

We have MJF Centres in some parts of the country, the main Centres are in Katubedda and in the Eastern Province. Activities of the Charitable Foundation change 10,000 to 15,000 lives every year.

All this is possible through the blessings of Almighty God who taught me and my children to conduct our business with integrity and quality, building on the strength of Ceylon Tea Industry.



CRMC-2019 WAS A  
RICH EXPLORATION OF

# **MANAGEMENT 4.0: READINESS & STRATEGY**

The Institute of Chartered Professional Managers of Sri Lanka (CPM Sri Lanka) concluded the CPM Regional Management Conference 2019 (CRMC 2019) in a grand style in collaboration with the Association of Management Development Institutions in South Asia (AMDISA) at the Marino Beach Hotel, Colombo on 30<sup>th</sup> October 2019. Participants represented from the AMDISA member countries in the South Asian Region and the CRMC 2019 was represented by leading management development institutions from India, Pakistan, Bangladesh, Sri Lanka, Nepal, Maldives, Bhutan and Afghanistan. The theme of the international forum was “Management 4.0: Readiness and Strategy”.



THE INSTITUTE OF  
**CHARTERED**  
PROFESSIONAL MANAGERS  
OF SRI LANKA

[www.cpm.srilanka.org](http://www.cpm.srilanka.org)



## **MANAGEMENT 4.0**

# **Readiness & Strategy**

**30<sup>th</sup> October 2019**

**Wednesday**

**Marino Beach Hotel  
Colombo**





The conference was organized as a half day deliberation and Hon. Karu Jayasuriya, Speaker of the Parliament of Sri Lanka and Patron of CPM Sri Lanka delivered the Chief Guest's address at the forum. President of CPM Sri Lanka and Past President of AMDISA, Prof. Lakshman R. Watawala and the Incumbent President of AMDISA Prof. Nisar Ahmed Siddiqui, Vice Chancellor of Sukkur IBA University, Pakistan gave opening remarks. Dr Samantha Rathnayake, Governing Council Member of CPM Sri Lanka and Faculty Member from Postgraduate Institute of Management of University of Sri Jayewardenepura, Sri Lanka played an important role as the Head of Technical Sessions of the Conference and delivered the summing up.

Management 4.0 strives for exploring what the Fourth Industrial Revolution means to the management profession. What new competencies we need to be adapting and sharing both existing and future leaders. This revolution is attributed by the fusion of technologies such as Internet of Things, Artificial Intelligence, Big Data, Cloud Computing, 3D-Printing, Extended Reality, Autonomous Robots, Sensors, Mobile Smart Devices, etc. In this context, as management competencies and best practices are vital in improving the organizational performance and quality of work by closing the effectiveness, efficiency and productivity gaps, it is of paramount importance to seek the meaning of readiness and strategy in management 4.0.

### Session I:

**Readiness to Respond** - Organizations should be ready to adjust more rapidly and more extensively to new situations and shifting market parameters and boundaries. Management 4.0 offers multiple technology solutions and techniques.



This truly becomes a "revolution" when entire value chains, whether it is in the public sector or the private sector, are ready to change. In order to remain competitively viable in the long term, it is imperative to ask a question, are the organizational structures as well as decision-making processes open to adapt the new circumstances.

### Session II:

**Transformational Leadership Strategy in Management 4.0** - Management 4.0 is pronounced in terms of the digital technology, rather than the employees. In fact, many employees feel feared as this may replace their jobs. And this is where transformational leadership and

strategic move can play a huge and an important role of understanding as to how management 4.0 is integrated into a new working life. In this backdrop, strategy is referred as a new way of finding and making things happen for the fourth industrial revolution. It's an approach that is gaining ground as it tackles the issues surrounding people alongside the technology itself.

Two keynote speakers and veteran panellists representing key institutions both from the public and private sector in the region expressed their opinions in line with the conference theme. Leaders need to exhibit and foster creativity and innovation in the workplace to succeed in today's competitive, unstable and volatile climate. This dynamic panel discussion brought top of their real life experiences in respective domains. It was summed up how Industry 1.0 - the first industrial revolution, steam power and water power; Industry 2.0 - the second industrial revolution, better known as the technological revolution is the period between 1870 and 1914; Industry 3.0 The third industrial revolution or occurred in the late 20th century; and Industry 4.0 - fourth industrial revolution have created a number of unprecedented challenges and changes to human lives.

The conference discussions were based on insights derived from Deloitte Shift Report (2015), McKensey Report (2016), McKensey Global Institute Report (2017), and World Economic Forum Reports (2016-2017 & 2018). It was extensively deliberated the facts and insights derived from McKensey Global Institute Report (2017) in terms of automation and it was stressed as automation is not happening overnight, and five key factors will influence the pace and extent of its adoption;

First is technical feasibility, since the technology has to be invented, integrated and adapted into solutions that automate



specific activities.

Second is the cost of developing and deploying solutions, which affects the business case for adoption.

Third are labor market dynamics, including the supply, demand, and costs of human labor as an alternative to automation.

Fourth are economic benefits, which could include higher throughput and increased quality, as well as labor cost savings.

Finally, regulatory and social acceptance can affect the rate of adoption even when deployment makes business sense.

Further, it was discussed the fact that transportation, office administration, production, feed preparation etc. has relatively higher potential for technical automation due to their activity sets being primarily based on predictable physical activities as well as data administration where as occupations such as management, personal care and sales whose activity sets mostly involve managing and developing people, applying expertise to decision making, planning, and creative tasks, interfacing with stakeholders, performing physical activities with operating machinery in unpredictable environments have lower potential for technical automation.



It was with our sincere thanks to all who attended the conference in Colombo and having enjoyable stay here in Sri Lanka. The CPM would like to extend sincere appreciation and willing to continue the friendly spirit and request to join hand with future conferences in the region. All in all, it is about using the concepts that have been put across at this conference to make the region more vibrant for all management professionals.





Highlights of  
CPM EFM\_14

## Are you in the Right Direction?

"How do you ensure that your "STRATEGY" is aligned to the "PURPOSE" of your business?" 24<sup>th</sup> July, 2019





**Highlights of  
CPM EFM\_15**

# **Rational Decision Making**

*"Diligence of a decision on Reasons and Facts"*

**26<sup>th</sup> September, 2019**





# AGM 2020

The 10<sup>th</sup> Annual  
General Meeting  
of The Institute of  
Chartered Professional  
Managers of Sri Lanka  
held on Thursday,  
19<sup>th</sup> December 2019  
at Victorian Hall, The  
Kingsbury Hotel,  
Colombo.





# Professional Development Program

A half day program on Entrepreneurial Skills to achieve success in Business Management organized by the Institute in a highly successful note with a full house of professionals from Finance, Administration, Marketing, HR and Entrepreneurial spheres in attendance.

The participants found two dynamic highly educative & informative lessons which were also an eye opener to many as it covered an area seldom spoken of in the industry.

The participants were engaged with the Q&A session which discussed about the thinking pattern of modern managers and leaders and how they need to find new ways to tackle business problems, think beyond the status quo, and create value for their organizations.

This half-day program tapped the participant's potential to innovate and evaluate new ideas for a process change to strengthen efficiencies in a transformative business model.

The program was facilitated by Dr. Nirmal De Silva, Social Entrepreneur and CEO & Co-Founder of Paramount Realty Co and Mr. Ravi Bamunusinghe, Faculty Member and Management Consultant of Postgraduate Institute of Management (PIM), University of Sri Jayewardenepura.

This was a feeder program prior to launching the new CPM Sri



Lanka courses in line with Entrepreneurship and Management which develop candidates with sound conceptual and practical knowledge in management/development with exposure to different business and entrepreneurial contexts.

CPM Sri Lanka President, Prof. Lakshman R. Watawala said the institute was continuously making efforts to educate its stakeholders on various trends and issues facing all sectors. "This is a new initiative aimed at educating professionals on the importance of Entrepreneurial thinking culture in the business society" Prof. Watawala said.

The Institute will continue similar kinds of programs frequently.



## 76<sup>th</sup> AMDISA Executive Board Meeting in Colombo

CPM Sri Lanka hosted the 76nd Executive Board Meeting of the Association of Management Development Institutions in South Asia (AMDISA) on 30th October 2019 at Marino Beach Hotel, Colombo.

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.





## Annual Convocation 2019

The Institute distributed new certificates at the Annual Convocation held on 11<sup>th</sup> October 2019 at BMICH, Colombo to 550 recipients in line with our achievements have been recognised with the receipt of the official approval for the change of name to The Institute of Chartered Professional Managers of Sri Lanka.

This has necessitated to officially confer the Chartered Professional Managers of Sri Lanka Certificate to all our members as per the designation ACPM, MCPM or FCPM.





# CPM Launches “Management & Entrepreneurship Professional Programme”

**C**elebrating its 10<sup>th</sup> Anniversary, CPM Sri Lanka launched the “Management and Entrepreneurship Programmes” with a fully-fledged syllabus and a practical background. On qualifying at these examinations will lead to membership of CPM which includes Associates (ACPM), Member (MCPM) and Fellow (FCPM) for young executives and managers who aspire to progress in their careers to senior positions and also develop entrepreneurship skills.

The official launching ceremony was held on Wednesday, 19<sup>th</sup> June 2019 at Orchid Room, BMICH at 6.00 pm under the patronage of Hon. Karu Jayasuriya, Speaker of the Parliament of Sri Lanka and Founder Patron of CPM Sri Lanka.

A highlight of this event was the keynote address on “Entrepreneurship for an Innovative Sri Lanka” by Dr. Ravi Fernando, Executive in Residence, INSEAD Business School (Social Innovation Center), France.

The President of CPM Sri Lanka Prof. Lakshman R. Watawala given the welcome address and Dr. Samantha Rathnayake, Head of Syllabus Review Committee and Governing Council Member delivered the highlights of the programme. Mr. Prema Cooray Senior Governing Council Member given the concluding remarks.



*Highlights of*  
**The Launch of CPM Professional Programme  
Management & Entrepreneurship**



# New Appointments of Governing Council of CPM Sri Lanka

The Governing Council of the CPM Sri Lanka is pleased to announce the new appointments of Mr. Pradeep Rohan Collas and Mrs. Primrose Mascarenhas as Governing Council Members with effect from 19th December, 2019 for the next 02 years term of CPM Sri Lanka Governing Council, in terms of the powers vested in the section 10.3 and section 10.4 of the constitution of CPM Sri Lanka.

The appointments were unanimously confirmed at the 10th Annual General Meeting of CPM Sri Lanka held on 19th December 2019 at Kingsbury Hotel as Mr. Prema Cooray, Asoka Hettigoda and Mr. Priyantha Seresinhe completed their term at office as Council Members, does three vacancies were created.

Mr. Asoka Hettigoda was re-elected to the Council while the other two did not used to be re-appointed. In their places the above two members were appointed.

Mr. Pradeep Rohan Collas is the Assistant General Manager–Bancassurance &

Alternate Distribution at Sri Lanka Insurance Corporation. He has been serving as the Alternate Chairman of Education & Training Committee and Member of Syllabus Review Committee.

Mrs. Primrose Mascarenhas is the Director Administration/HR Consultant of RAMTOP Enterprise Pvt. Ltd. She has been serving as the Alternate Chairperson of Membership Committee as well as member of Education & Training Committee and Conference Committee.

Both Mr. Collas and Mrs. Mascarenhas played a vital role at their respective committees at the preparation & revision of CPM Code of Ethics, CPD Scheme, IIMA Programme, Evening For Managers Presentations, Annual Conferences, Professional Development Programs and various other programs of CPM Sri Lanka since 2013.

CPM Sri Lanka congratulates Mr. Collas and Mrs. Mascarenhas for their new appointments.



# Three Co-opted members appointed to the CPM Sri Lanka Governing Council



The Governing Council of the CPM Sri Lanka is pleased to announce the new appointments of Dr. Nirmal De Silva, Dr. Dilhan Jayatilleke and Ms. Ganga Fernando as Co-Opted Members with effect from 28<sup>th</sup> January, 2020 for the next 02 years term of CPM Sri Lanka Governing Council, in terms of the powers vested in the section 10.9 of the constitution of CPM Sri Lanka.

They have selected with their expertise in the management profession and valuable contribution made for the growth and development of CPM Sri Lanka.

CPM Sri Lanka congratulations Dr. Nirmal De Silva, Dr. Dilhan Jayatilleke and Ms. Ganga Fernando for their new appointments.

## Mr. Roshan Collas, speaks at the 12<sup>th</sup> ASEAN Insurance Congress in Indonesia

Mr. Roshan Collas, Assistant General Manager Bancassurance and Alternate Distribution of Sri Lanka Insurance, and a member of CPM Sri Lanka Governing Council and the Chairman of Education and Training Committee speaks at the 12th ASEAN Insurance Congress organized by The ASEAN Insurance Training and Research Institute (AITRI) under the auspices of the ASEAN Insurance Council (AIC). The conference was held in Bali, Indonesia on the 1st and 2nd October 2019.

The theme of this year's Congress, 'Supercharging the Future of Insurance Through Innovation', sets the tone for discussions on how innovation and technological advancements are enabling the creation of new insurance products, services and business models to better serve and meet the needs of consumers.

Mr. Roshan Collas had the prerogative to be the moderator / panelist of session 08 to discuss cutting-edge issues and key considerations on The Advent of Distribution Innovated for Modern Insurance in respect of how to succeed in the areas of mitigation and resiliency in associated risks in terms of the professions in insurance.

The Congress is a platform for insurance industry leaders from ASEAN and neighboring countries to participate in a regional



forum to establish broader regional perspectives. The Congress also fosters discussions and collaborations within and across disciplines for the advancement of the insurance industry, promotes innovation and renews and strengthens fellowships and relations between ASEAN countries. The 2019 Congress saw over 100 insurance leaders from 12 countries from the Asia-Pacific region.

He engage with varies activities at CPM Sri Lanka and currently moderating the "Evening For Managers" presentation series conducted by the Institute while engaging in to many other areas of peoples development activities.

## Admiral Dr. Shemal Fernando wins back to back Presidential And National Awards

Admiral Dr. Shemal Fernando, a Fellow Member of CPM Sri Lanka has won back to back Presidential and National Awards for his academic contributions to Sports Science. He recently became the first Sri Lankan to achieve a doctoral degree encompassing sports science in a Sri Lankan University. He was awarded the prestigious Presidential Sports Awards for 2017 and 2018 as well as coveted Silk National Sports Award for 2018. He possesses diverse experience in varied genres. He is a thorough professional, an eloquent academic, an eminent administrator and a humanist who is keen to expand his horizons.

Dr. Shemal Fernando has become one of the longest served flag rank officers in the country with an unblemished and decorative career spanning 40 years. Through his charisma and candour, he has given the Sri Lanka Navy and the country a dynamic personality. His key professional appointments include key Director General Appointments at Naval Headquarters and as Chief of Staff of the Civil Defence Force. He is the only military officer in the world to be chosen by 10 Commanders of the Navy to serve on their personal Staff. His eagerness to learn and his enthusiasm to improve did not diminish in anyway and he always displayed an insatiable thirst to enhance his professionalism.

A distinguished product of Royal College, Colombo, he becomes the first Sri Lankan to achieve a Doctor of Philosophy (PhD), Master of Philosophy (MPhil) and Master of Science (MSc) degrees from the renowned Sir John Kotelawala Defence University. He



also earned an Executive Master of Science through a scholarship from the International Olympic Committee in Switzerland. He is an alumni of the renowned Naval War College, USA, where he had the singular honour of becoming the only Sri Lankan to be elected 'Student President'.

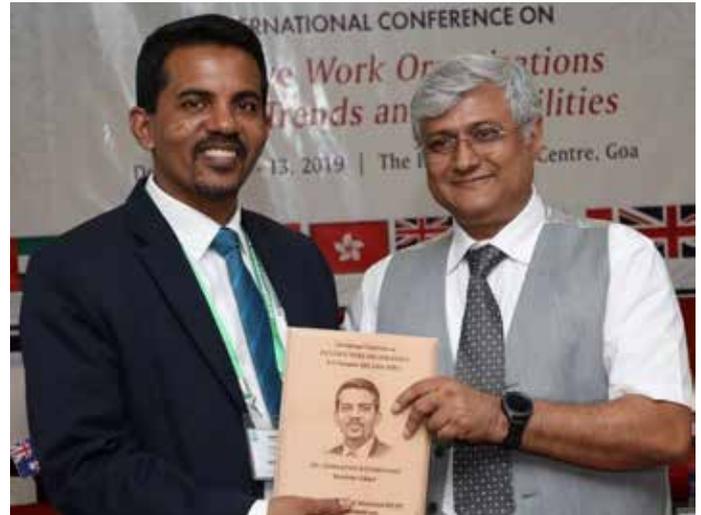
In recognition of his distinguished service, commitment and exceptional achievements in academic and professional spheres, he has been awarded with 14 Gallantry and Distinguished Service medals and 26 commendations. As the Secretary General of the Defence Services and Navy Sports Boards, he rendered yeoman services to promote sports at national and international arena. A sportsman and a gentleman in the true sense of the word, his sporting attitude permeated his official and personal life at all times. The CPM Sri Lanka congratulates Admiral Dr. Shemal Fernando on his unique achievements!

# Dr. Samantha Rathnayake Addressed on Inclusive Work Organizations Strategies at the Goa International Centre

**Dr** Samantha Rathnayake, Faculty Member/ Management Consultant, from the Postgraduate Institute of Management, University of Sri Jayewardenepura and also a Governing Council member of CPM Sri Lanka addressed an International Conferences on Inclusive work organizations: Needs, trends and possibilities at the Goa International Centre organized by the Sona School of Management, India. In addition to the above address, he chaired a one technical research session.

This conference was driven in line with the changes and challenges of a leap from the linear to non-linear world of organizations and from known to unknown by examining the areas such as principles which are guiding the success of twenty first century work organizations. In order to remain viable and vibrant in the current times work organisations need to morph into open system of opportunities to embrace and envelop diversity at every possible level as a means to an end. This conference endeavored to raise some pertinent questions such as, how do we see and construct an inclusive organisation in the context of structural-functional perspective; how do societal and organisational forces impact/felicitate organisational inclusiveness; how inclusiveness is important beyond the perceived purview of traditional work organisations such as learning organisations; what are the immediate global trends that may impose compositional change and challenges on organisations; what accountability and governance issues we need to consider in an inclusive organization, etc. Also, the conference has explored the tracks and sub-themes though not limited to inclusiveness per se in work organisations.

In a broader sense, it was deliberated and highlighted the fact that what truly binds in networked organizations; exploration of information technology versus other options for meaningfulness; how work organization make the shift from just spreading information around a network to building new knowledge. It was emphasized the role of what important technology would play to shape the future of inclusive work organizations and how work organizations would balance the need for radical change with the need for strategic continuity. In this context, what should leaders do to ensure that their corporate work culture would be a strategic asset rather than a change anchor to meet the future need and the roles &



responsibilities of the work within the organizations?

It is evident that the changing phase from dependent managers to independent managers and now moving to interdependent managers for the future. Other key discussed points were that the emerging industries would require new jobs, skills and competencies which would differ from that of the existing ones. The exploration of such skill sets and developing the competencies for human workforce is the need of the hour. It was concluded that the future leaders need to be focused on diversity and inclusion aspects not just as an 'aspirational' but as a 'choice'. Corporate leaders do require to identify emerging blocking impediments in companies in terms of diversity challenges and create a new business case with regard to formation of inclusion strategies.

Among other key personnel who attend the conferences were Mr. Chocko Valliappa, CEO, VEE Technologies Pvt. Ltd, Mr. Thyagu Valliappa, CEO, Play Factory Pvt. Ltd, Mr. Satya S Khosla, MD- Adimode Transnational Trading LLC, UAE, Dr. S. Padam, Ex-Dean- ASCI, Hyderabad, Mr. Soumya K Mishra, Head HR- GMR Varalakshmi Foundation, Mr. Debabrata Dash, GM- HR Tata Steel, Ms. Priyanka Mohanty, VP, Global Corporate HR- Startek (ESSAR), Prof. Swarup K Mohanty, Convener-in-Chief, ICIWO & Director, Sona School of Management, Salem, Mr. Ramji Porwal, VP - Finance, Citi Bank- Hong Kong, Mr. Swarup Mohanty, CEO, Mirae Asset Global Investments (India) Pvt. Ltd, Prof. B. Ramesh, Executive Member, Goa University to name a few.

# Dr. Nirmal De Silva recognized as the 'Outstanding Corporate Trainer of the Year'

## 3<sup>rd</sup> SOUTH ASIAN BUSINESS EXCELLENCE AWARDS 2019

**Dr** Nirmal De Silva was recognized as the 'Outstanding Corporate Trainer of the Year - Leadership & Service (South Asia)' at the 3<sup>rd</sup> SOUTH ASIAN BUSINESS EXCELLENCE AWARDS 2019 held on the 14<sup>th</sup> of November at the Hilton Hotel in Colombo. The Gala Event saw participants from all the South Asian countries with awards presented in more than 16 broad categories. Dr. De Silva was recognized with this award for his passion, dedication and commitment towards training, mentoring and empowering people on a pro-bono basis especially in the rural parts of Sri Lanka.

The rigorous judging process for the awards consisted of 7 independent professionals from across the globe who have direct industry experience, in-depth understanding of the current state-of-the-art standards, technology, academic research and market trends. The Chairman of this year's judging panel was Dr. Khyati Shetty Datta, The Head of School of Business & Humanities, Curtin University Australia (Dubai Campus). The South Asian Business Excellence Awards were introduced to acknowledge and reward the exceptional work and the results gained by the trailblazers of the corporate domain, in the face of an ever-increasing competitive market. Now in its 3<sup>rd</sup> edition, the 2019 Business Excellence Awards seek out the leading lights of the business industry, looking for those whose creativity, commitment, experience and strong leadership has helped them achieve success in an increasingly challenging corporate climate. The purpose of the awards is to recognize and honour the most respected companies & within a variety of industries, whilst rewarding remarkable success in all its forms throughout the South Asian business community

Dr. De Silva is a visionary business professional with close to two decades of 'C Level' experience in Asia Pacific Region where he has provided leadership to a number of Multi National and Fortune 500 companies. Over the last few years his focus has been on the Real Estate Industry and Start-ups.

Dr. De Silva currently serves as the Co-Founder & CEO of Paramount Realty and is serving as the Co-Founder /CEO. He is also the Founder of TYNA Consulting which is a Boutique Consultancy focused on Strategy, Leadership Management & Transformational Interventions particularly for SME's and Social Enterprises. In addition Dr. De Silva serves on the



board of a number of companies in diverse industries such as agriculture, food & beverage, technology, handicrafts, education, real estate, facilities management, lifestyle services, portfolio management solutions, entertainment and consumer goods. Not only is he a well-respected thought leader, he is also a much sought after Start up Mentor, Impact Investor, Public Speaker & Thought Leader. He is also an important influencer in shaping up the start-up and social enterprise eco-system in the country. Dr. De Silva is a pioneer member of the revolutionary 'Ath Pavura' (the world's first ever reality TV program) which supports social enterprises through impact investments. Dr. De Silva is also a board member of Lanka Impact Investment Network (LIIN) & the Global Entrepreneurship Network (GEN) in Sri Lanka.

Dr. De Silva serves as a mentor for Faster Capital based in the UAE and the Mentor Capital Network in USA. On an academic front Dr. De Silva is a guest lecturer and doctoral level thesis supervisor for a number of local and international universities. He is also a regular panellist & session chair at various industry & research conferences.

## New Memberships awarded and Membership upgrades during June 2019 to January 2020

### New Memberships-Fellow (FCPM)

Membership No.	Name	Designation	Org.
FCPM00303	Dr. Ravi Fernando	"Executive in Residence, INSEAD Business School (Social Innovation Center), France, CEO, Global Strategic Corporate Sustainability (Pvt.) Ltd."	
FCPM00304	Mr. R.A.P. Perera	Group Internal Auditor	The Blue Water Hotel
FCPM00305	Mr. D.S. Panditha	Managing Director/CEO	Sierra Cables PLC
FCPM00306	Ms. K.A.P.C. Kahandawala	Director Operations	International Safety Consultants
FCPM00307	Mr. W. J. J. Kularathna	Head of Quality Assurance & Training	Abans Environmental Services (Pvt) Limited
FCPM00308	Mr. W.L.B. Siriwardana	Group CFO	Lanka Hospitals Corporation PLC
FCPM00309	Mr. P.G. Tennakoon	CEO/ Director - Finance & Administration	Chartered Institute of Personnel Management of Sri Lanka
FCPM00310	Mr. A.S.A. Fazly	Tax & Accounts Consultant	F S Management Service
FCPM00311	Lt. Col. W.M.S.B. Weerakoon	Engineer Officer	Sri Lanka Army
FCPM00312	Dr. P.A. Gamini	Director Operations	Peter Bachmann Foundation
FCPM00313	Mr. C.K. Ranathunga	Chief Executive Officer	Tokyo Supermix (Pvt) Limited
FCPM00314	Mr. A.M. Aroos	Chief Operating Officer	Rainco (Pvt) Limited
FCPM00315	Mr. D.M.G.S.K. Dissanayake	Deputy Commissioner	Department of Inland Revenue
FCPM00316	Mr. L.G.W.S. Bandaranayake	Group CEO	Monaro Group
FCPM00317	Prof. Chandrika N. Wijeyaratne	Vice Chancellor	University of Colombo
FCPM00318	Dr. K.D.B.H. Subasinghe	Head of Computer Science	National Institute of Business Management
FCPM00319	Brig. R.M.K.A. Ranasinghe	Brigadier	Sri Lanka Army
FCPM00320	Mr. K. Sasikaran	Head of Finance / Assistant Director	Industrial Development Authority
FCPM00321	Mr. P. Thuraichelvan	Consultant - Finance & Project Management	
FCPM00322	Mr. N.K. Thanippuliarachchi	Wing Commander	Sri Lanka Air Force
FCPM00323	Mr. P. Gajendra	Partner	Kanesalingam & Co. and D.S. Kahawita & Co.
FCPM00324	Maj. Gen. M.S.C. Perera USP	Director Internal Audit	Sri Lanka Army
FCPM00325	Deshamanya H.T. Haputhanthri	General Manager - Sales & Marketing	NeoChem International Pvt. Ltd.
FCPM00326	Mr. W.M.R.B. Weerakoon	Assistant General Manager	National Savings Bank
FCPM00327	Mr. R.M.S.H. Rathnayake	Accountant	Ceylon Electricity Board
FCPM00328	Mr. W.M.C.C. Wijerathna	Officer in Charge	Office of the Senior Deputy Inspector General of Police -Badulla
FCPM00329	Mr. A.I. Kamil	Assistant General Manager	Richard Pieris Finance Ltd
FCPM00330	Dr. Y.K. Marikkar	Vice Chairman	Vocational Trading Authority
FCPM00331	Mr. R.G. Rubasinghe	Founder President / CEO	Sri Lanka Technological Campus
FCPM00332	Mr. S. Sonnadara	Head of the Department	Technical College - Galle
FCPM00333	Mr. E.M.P. Edirisinghe	Board Member	National Science and Technology Commission
FCPM00334	Mr. M.M.C.P. Mohottigedara	Senior Assistant Secretary	Ministry of Finance & Mass Media
FCPM00338	Mr. M.S. Perera	Finance Controller	Skychef Servair
FCPM00339	Mr. S.P. Abeyratne	Wing Commander	Sri Lanka Air Force
FCPM00340	Mr. G.P.K. Dodangoda	General Manager - Distribution	Allianz Insurance Lanka Ltd
FCPM00342	Mr. B.M.U.S. Banneheka	Deputy General Manager	Sri Lanka German Railway
FCPM00343	Mr. K.S. Perera	Chief Financial Officer	The Traveller Global Private Limited
FCPM00345	Mr. K.H. Rupasiri	Head of the Department / Instructor	College of Technology - Nuwara Eliya

### Upgraded-Fellow (FCPM)

Membership No.	Name	Designation	Org.
FCPM00335	Mr. J.M.P.S. Kaushallya	Manager - Finance	National Development Bank
FCPM00336	Mrs. H.L. Sriyani	Deputy Director	Central Bank of Sri Lanka
FCPM00337	Mr. K. Gunalan	Consultant/Contract Manager	Min. of Public Enterprise Development
FCPM00341	Mr. B.M.D.B. Basnayake	Managing Director	Sri Lanka Insurance Corporation
FCPM00344	Mr. N.M.H. Mubarak	Head of Academic Affairs and Quality Assurance	Capital Education-Dubai Campus

## New Memberships awarded and Membership upgrades during June 2019 to January 2020

### New Memberships-Member (MCPM)

Membership No.	Name	Designation	Org.
MCPM00729	Mr. S.C. Fernando	Chief Executive Officer	Cashwagon (Pvt) Ltd
MCPM00730	Mrs. V. Leninkumar	Senior Lecturer	Eastern University of Sri Lanka
MCPM00731	Mr. K.A.I. Priyantha	Senior Lecturer	University of Ruhuna
MCPM00732	Mr. S.B.G. Jayawardena	Director	Ernst & Young
MCPM00733	Mr. A.I. Amarasinghe	Acting Section Head	The Ministry of Transport and Communication-Qatar
MCPM00734	Mr. H.M.S. Thennakoon	Officer-Marketing	Ceylon Petroleum Corporation
MCPM00735	Mr. A.H. Falul	Project Manager	Mitra Innovation Private Limited
MCPM00736	Mr. W.A.D. Chithrananda	Regitrar	Wayamba University of Sri Lanka
MCPM00737	Mr. M.D.I.P. Wijenayake	Senior Assistant Registrar	Wayamba University of Sri Lanka
MCPM00738	Mr. T.R.E. Wijesuriya	Systems & Software Development Manager	Genesiis Software (Pvt) Ltd
MCPM00739	Ms. A.S.K. Wijekoon	Deputy Registrar	Wayamba University of Sri Lanka
MCPM00740	Ms. Y.R.N.D. Yapa	Senior Assistant Registrar	Wayamba University of Sri Lanka
MCPM00741	Mr. A.J. Sebagany	Head of Genzyme Operations -Sri Lanka & Maldives	Sanofi Lanka Ltd
MCPM00742 Limited	Mr. N.D. Thasneem	Deputy Manager-Procurement	Ceylon Petroleum Storage Terminals
MCPM00743	Ms. C.M. Ranasinghe	Finance Manager	Lilies Intimates Lanka (Pvt) Ltd
MCPM00744	Mr. V.S. Lakmal	Assistant Manager-Finance	LOLC Holdings PLC
MCPM00745	Mr. M. Siraji	Head-Department of Accountancy	Sri Lanka Institute of Advanced Technological Education
MCPM00746	Mr. W.M.D.B. Wijeyekoon	General Manager	Exemplary Voyages (Pvt) Ltd
MCPM00747	Mr. M.M.R. Priyanka	Chief Finance Officer	EnergySolve International (Pvt) Ltd
MCPM00748	Mr. M.R.M. Shafwan	Finance Manager	Mass Auto Pty Ltd
MCPM00749	Mr. T.Y.A. Hannan	Assistant Manager-Training & Development	Royal Ceramics Lanka PLC
MCPM00750	Mr. S. Pirasanth	Deputy General Manager-Finance	Cargills Quality Foods Ltd
MCPM00751	Mr. G.V.A.S.V. Nanayakkara	Accountant	Hayleys Fabric PLC
MCPM00752	Mr. T.M.A.S.B. Tennakoon	Management Accountant	Srilankan Catering Ltd
MCPM00753	Mr. R.M.D.R. Ratnayake	Director Finance	Sri Lanka Sustainable Energy Authority
MCPM00754	Mr. J.M. Amaan	Officer Commanding Administration	Sri Lanka Air Force
MCPM00755	Ms. J. Sundaravel	Deputy Director-Finance & Administration	Board of Investment of Sri Lanka
MCPM00758	Ms. G.D. Silva	Manager	Sanasa Development Bank
MCPM00759	Mr. S.A. Dilan Wasana	Assistant Vice President	HSBC Electronic Data Processing Lanka (Pvt) Limited
MCPM00760	Mr. A.D. De Costa	Assistant Director-Resort Management	Sri Lanka Tourism Development Authority
MCPM00761	Mr. K.A. Karunasena	Assistant Manager-Business Development	Jafferjee Brothers Exports (Pvt) Ltd
MCPM00762	Mr. R.R.K. Wannachy	Manager-Human Resources	Union Assurance PLC
MCPM00763	Mr. D.S.M. Samaranyake	Financial Accountant	MAS Intimates (Private) Limited
MCPM00764	Ms. D. Ranehipura	Deputy Manager-Stores	Ceylon Petroleum Corporation
MCPM00765	Mr. V.D.S. Chandana	Assistant Accounts Manager	Gulf Union Holding Co Bsc (c )
MCPM00766	Mr. S.K.W.A. Peiris	Managing Director	CNERT Engineering (Pvt) Ltd
MCPM00767	Mr. K.G. Mayadunne	Internal Auditor	Delmege Forsyth & Co. Ltd.
MCPM00768	Mr. R.L.O. Muthunayake	Senior Civil Engineer	SMEC Professional Engineering and Development Consultants
MCPM00769	Mr. S.J. Delakshan	Senior Manager	Ernst & Young
MCPM00770	Mr. W.A.T.P. Abeysekara	Company Auditor (Proprietor & Founder)	Abeysekara Associates (Companies Auditors & Certified Accountants)
MCPM00771	Mr. C. Wijesinghe	Deputy Manager	National Development Bank
MCPM00772	Mr. E.W.I. Wijayasriwardana	Senior Manager-Examinations / Professional and Academic Affairs	Chartered Institute of Personnel Management of Sri Lanka (CIPM)
MCPM00773	Mr. H.H. Mallika Arachchi	Senior Manager-Audit & Assurance	SDSS Associates (Chartered Accountants)
MCPM00774	Mr. K. Suthagaran	Group Treasurer	Akbar Brothers (Pvt.) Ltd.
MCPM00775	Mr. K.K.L. Perera	Manager-Corporate	Ceymed Health Care
MCPM00776	Mr. K.M. Rikas Ahamed	Head of the Department QA / QC	MELCO Elevator Company Lanka (Pvt.) Ltd.

## New Memberships awarded and Membership upgrades during June 2019 to January 2020

### New Memberships-Member (MCPM)

Membership No.	Name	Designation	Org.
MCPM00777	Mr. M.S.A. Gafoor	Accountant	United National Party (UNP)
MCPM00778	Mr. D.V.C. Jeewarathne	Senior Manager -Business Development & Operations	Apex Print and Graphics
MCPM00779	Mrs. F.J. Jameel	Accountant	Adawani (Pvt) Ltd
MCPM00780	Mr. G.H.C.S. Silva	Manager	Cooperative Insurance
MCPM00781	Ms. M.R.F. Ruwaiha	Senior Lecturer	University of Colombo
MCPM00782	Mr. G.N.G. Fernando	Business Analyst	Hayleys Fabric PLC
MCPM00783	Mr. W.M.R.C. Bandara	Finance Manager	Advanced Engineering Technologies (Pvt.) Ltd.
MCPM00784	Mr. A.M.S. Bandara	Assistant Accountant-Revenue Assurance	The Lanka Hospitals Corporation PLC
MCPM00785	Mr. D.R.N.K. Godamunne	Market Manager	Emerchemie NB (Ceylon) Ltd.
MCPM00786	Dr. L.D. Chandralal	Accountant	Sri Lanka Foundation
MCPM00787	Ms. S.K. Gunatilleke	Consultant Actuary	S G Actuarial Consultancy (Pvt.) Ltd.
MCPM00788	Mr. B.M.S. Moonamale	Manager-Facilities Management	Jaykay Marketing Services (Pvt.) Limited
MCPM00789	Mr. M.L.M.H.M. Mohideen Hussain	Acting Chairman	Board of Quazis of Sri Lanka
MCPM00791	Mr. D.M.R. Dissanayake	Accountant	Ceylon Electricity Board
MCPM00792	Mr. R.M.S.P.K. Ratnayaka	Assistant Commissioner	Inland Revenue Department
MCPM00793	Mr. G.B.A.S. Silva	Medical Marketing Executive	Sunshine Healthcare Lanka Ltd.
MCPM00794	Mr. C.N. Weerasinghe	Regional Manager	Dialog Axiata PLC
MCPM00795	Mr. W.B.M.T.N. Wijekoon	Branch Manager	National Development Bank PLC
MCPM00796	Mr. T.M.R.R. Tennakoon	Branch Manager	Alliance Finance Company PLC
MCPM00797	Mr. H.M.P.K. Herath	Area Sales Manager	Milco (Pvt) Ltd
MCPM00798	Mr. S.M.S.T.K. Samarakoon	Branch Manager	National Development Bank PLC
MCPM00799	Ms. M.L.D. Geethamali	Accountant-Expenditure (Sabaragamuwa)	Ceylon Electricity Board
MCPM00800	Mr. J.M.D.P.C. Jayasinghe	Additional Finance Manager	Health Care Home Nursing
MCPM00801	Mr. P.K. Srilal Kumara	Finance Manager	J.S.L Eco Power (Pvt) Ltd
MCPM00802	Mrs. N.N. Jayalath	Deputy Finance Manager	J.S.L Eco Power (Pvt) Ltd
MCPM00803	Mr. T. Bellanaarachchi	Deputy Finance Manager	Health Care Home Nursing
MCPM00804	Mr. H.G.S.P. Fernando	Director-Travels	Holiday Plan DMC (Pvt) Ltd
MCPM00805	Ms. U.H.M. Manorika	Additional Finance Manager	J.S.L Eco Power (Pvt) Ltd
MCPM00806	Ms. R.M.G.K.H. Siripala	Manager	Institute of ABM,
MCPM00807	Mr. P.K. Udawatta	Accountant-Revenue	Ceylon Electricity Board
MCPM00808	Ms. U.H.N. Gayangjika	Operational Manager	J.S.L Eco Power (Pvt) Ltd
MCPM00809	Ms. H.M.S. Nirosha Kumari	Accountant	District Samurdhi Office-Badulla
MCPM00810	Mr. S. Thivaharan	Senior Regional Manager	Continental Insurance Lanka Limited
MCPM00811	Mr. R.M.S.N.K. Rathnayake	Personal Management Assistant	Technical College
MCPM00812	Mr. B.M.P. Chamil	Accountant	Assetline Leasing Company Limited
MCPM00813	Mr. D.M.C.B. Dissanayake	Facilitator	Gemidiriya Foundation
MCPM00814	Mr. A.L. Samarawickrama	Accountant	Central Engineering Consultancy Bureau (CECB)
MCPM00815	Mr. A.G.L. Kumara	Project Secretary	Provincial Health Department -Uva Province
MCPM00816	Mr. D.M.C. Dissanayake	Center Manager	Laughs Eco Sri Lanka Ltd.
MCPM00817	Mr. D.M.M.S. Bandara	Manager-IT	Sarvodaya Development Finance Ltd.
MCPM00818	Mr. A.R.S. De Silva	Major	Sri Lanka Army
MCPM00819	Mr. G.N.A. Fonseka	Field Manager	Sunshine Healthcare Lanka Ltd.
MCPM00820	Mr. V.T. Ambagahage	Project Manager	O&G Engineering W.L.L
MCPM00821	Mrs. H.P.M. Peiris	Instructor	Sri Lanka College of Technology
MCPM00822	Mr. S. Sivaraj	Instructor	Technical College-Akkaraipattu
MCPM00823	Mr. T.M.S. Tennakoon	Instructor	Technical College
MCPM00824	Ms. G.G.A.P. Ganepitiya	Instructor	Technical College
MCPM00825	Mr. B.A.D.E.Y. Samaranayake	Instructor	Technical College
MCPM00826	Mr. T.G.A.S. Thalapitiya	Instructor	College of Technology-Warakapola
MCPM00827	Mr. E.M.J. Priyantha	Instructor	Technical College -Nuwaraeliya

## New Memberships awarded and Membership upgrades during June 2019 to January 2020

### New Memberships-Member (MCPM)

Membership No.	Name	Designation	Org.
MCPM00828	Mr. G.T. Liyanage	Manager Business Development	Tryonics (Pvt) Ltd.
MCPM00829	Mr. S.N. Vidana Arachchi	Instructor	Technical College-Galle
MCPM00830	Mr. W.M.N.I. Bandara	Instructor	College of Technology-Warakapola
MCPM00831	Mr. M.K.I.J. Fonseka	Manager-Sales	Litus General Trading Pvt Ltd
MCPM00832	Ms. G.F. Ganeshkumar	Finance Executive	Prima Ceylon (Private) Limited
MCPM00833	Mr. R.S. Kakulandara	Senior Manager	Union Bank Colombo PLC
MCPM00834	Mr. S. Abdul Jiffry	Accountant	Advance Technological Institute
MCPM00835	Mr. G.S.M. Gunawardane	Financial Controller	Di-Vine Cellars Maldives Pvt Ltd -Maldives
MCPM00836	Mr. H.M.S. Madhawa	Deputy Chief Internal Auditor	State Timber Corporation
MCPM00837	Mr. T.R. Latiff	Manager-Risk	Abu Dhabi Commercial Bank
MCPM00838	Mr. G.S.L. Perera	Finance Controller	Bison Maldives Pvt. Ltd.
MCPM00839	Mr. S. Satheeskanth	Senior Manager-Medical Marketing	GlaxoSmithKline Consumer
MCPM00840	Mr. N.T. Hameed Ali	Centre Manager	British College of Applied Studies Campus
MCPM00841	Eng. W.D. Darshana	Project Engineer	Water Supply and Sanitation Improvement Project
MCPM00842	Mr. R.S. Ratnayake	Senior Manufacturing Manager	GlaxoSmithKline Sri Lanka
MCPM00843	Mr. M.N. Johar	Director of Finance	Kurumba Maldives
MCPM00844	Mr. H.A.D.M. Arachchi	Group Accountant	Triple Safety (Pvt) Ltd
MCPM00845	Mrs. G.L.H.R.M. Adikari	Engineering Assistant	Ceylon Petroleum Corporation -Aviation Function
MCPM00846	Mrs. W.M.R.U. Wanninayake	Group Finance Manager	Design Studio Manufacturing (Pvt) Ltd & D2 Clothing (Pvt) Ltd
MCPM00847	Mr. A.M.B.K. Attanayake	Manager-Finance	Assetline Leasing Company (Pvt) Ltd
MCPM00848	Mr. C.A. Widanagamachchi	Assistant Director	Sugathadasa S.C Authority
MCPM00849	Mr. K. Sanjeev	Co-Founder and Managing Director	Accountants.LK (Pvt) Ltd
MCPM00850	Ms. K.S.M.A. De Silva	Manager Process Risk monitoring	Cargills Bank Ltd
MCPM00851	Mr. S.T.T Silva	Business Development Manager	European Business Centers Ltd
MCPM00853	Mr. A.L.A.D. Chandima	Development Officer	Uva Management Development Institute
MCPM00854	Mr. Y.P.D.R. Kumara	Accountant	Duro Pipe Industrial (Pvt) Ltd
MCPM00855	Mr. R.M.K. Wijayarathna	Manager-Finance & Administration	Home Makers (Pvt) Ltd
MCPM00856	Mrs. A.I. Mithila	Managing Partner	H Don Apparels
MCPM00857	Mr. V.H.M.S. Babalagama	Programme Co-ordinator	Esoft College of Engineering and Technology
MCPM00858	Mr. L.B.P.M.S. Kumara	Manager-Process Control & Audit	Diesel & Motor Engineering PLC
MCPM00862	Mr. V.R. Valentine Dinesh	Instructor	Technical College Vauniya
MCPM00863	Mr. S. Thuvaragan	Instructor	Technical College Vavuniya
MCPM00864	Mr. A. Thaveeshan	Instructor	Technical College Vavuniya
MCPM00865	Mr. E. Samarathunga	Instructor	Technical College Warakapola
MCPM00866	Mr. J.D.L. Chandimal	Instructor	Technical College Matara
MCPM00867	Mr. L.M. Prathapasinghe	Instructor	Technical College Matara
MCPM00868	Mr. S.N. Wickramarathne	Instructor	Technical College Kuliyaipitiya
MCPM00869	Mr. S.U. Mohamed Imthiyas	Instructor	Technical College Akkaraipattu
MCPM00870	Mr. K.P.W.P. Chinthaka	Instructor	Technical College Matara
MCPM00871	Mr. L.W. Asoka Rathnasiri	Instructor	Technical College Galle
MCPM00872	Mr. W.K.A.M.C. Attanayaka	General Manager	ESNA Allied Enterprises Pvt.Ltd
MCPM00873	Mr. C.C.G. Rathnawibhushana	Instructor	College of Technology-Matara
MCPM00874	Mr. W.M.G. Dayawansa	Instructor	Technical College-Kuliyaipitiya
MCPM00875	Mr. N. Lanerolle	Instructor	Technical College Sri Lanka German Railway
MCPM00876	Mr. D.M.B.S.S. Kumara	Instructor	Technical College-Polonnaruwa
MCPM00877	Mr. T.G.T. Dananjaya	Instructor	Technical College-Polonnaruwa
MCPM00878	Mr. K.H.A.D. De Silva	Assistant Bursar	University of Sri Jayawardanepura

## New Memberships awarded and Membership upgrades during June 2019 to January 2020

### New Memberships-Member (MCPM)

Membership No.	Name	Designation	Org.
MCPM00879	Mr. H.A.S. Padmakumara	Instructor	Technical College-Matale
MCPM00880	Mr. G.S.S.M.P. Fernando	Assistant Accountant	TVS Lanka (Pvt) Ltd
MCPM00881	Mr. W.C. Darshana	Accountant	Stemz Healthcare Lanka Private Limited
MCPM00882	Mr. W.A.N. Wijesooriya	Deputy Commissioner	Department of Inland Revenue
MCPM00883	Mr. T.L. Laksakanth	Branch Head-Batticaloa Cluster	LOLC Finance PLC
MCPM00884	Mr. J.A.D.A.N.N. Jayasundara		First Solution
MCPM00885	Dr. M.A.M. Silmy	Chief Executive Officer	NEMRA Property Development WLL Sri Lanka
MCPM00886	Mr. J.K. Opallage	Manager-Marketing Operations	Caboo Holdings (Pvt) Ltd
MCPM00887	Mrs. S.P.N.G. Welagedara	Instructor	Technical College-Kuliyapitiya
MCPM00888	Mrs. T.T. Dilrukshi	Instructor	Technical College-Kuliyapitiya
MCPM00889	Mr. R.A.M. Ranawaka Arachchi	Deputy Commissioner	Department of Inland Revenue
MCPM00890	Mr. B.B.M.S Priyadharshana	Credit Officer	NDB Bank
MCPM00891	Mr. S. Vigneswarakaanthan	Branch Manager	NDB Bank
MCPM00892	Mr. K.D.S Silva	Accountant	Ceylon Electricity Board
MCPM00893	Mrs. P.H.U Ishangika	Manager-HR	J.S.L.Eco Power (Pvt) Ltd
MCPM00894	Mr. W.M.D.K.K.C Gajanayake	Blending Manager	Ceylon Tobacco Company PLC
MCPM00895	Mr. R.M.M.V.T.B Uduwaragedara		Manager NDB Bank
MCPM00896	Mr. N. Kodithuwakku	Manager-Branch Inspection	Cargills Bank Ltd
MCPM00897	Mr. M.H.M. Udayanga	Manager	People's Leasing Company
MCPM00898	Mr. E.A.N.R. Wickramasinghe		
MCPM00899	Mr. P.M.B. Ellepola	Unit Manager	Mahaweli Authority Of Sri Lanka
MCPM00900	Mr. D.M.J.S Kumara	Accountant	Thangaiah Associates

### Upgraded-Member (MCPM)

Membership No.	Name	Designation	Org.
MCPM00756	Mr. R. Rajaram	Investment, Marketing and Business Consultant	
MCPM00757	Mr. M.U.R. Wijeratne	Accountant-Covering	National Child Protection Authority
MCPM00790	Mr. L.S.T.D. Yapa	Finance Manager	Grand Flora (Pvt.) Ltd.
MCPM00852	Mr. L.R.N.B. Gunasekara	Head of Finance	United Agri Ventures Group
MCPM00859	Mrs. S.N.D. Wickramasinghe	Chief Executive Officer	Vshare & Company
MCPM00860	Mr. H.M.E.U. Senevirathna	Product Manager	JK Tradelink (Pvt.) Ltd
MCPM00861	Mrs. C.N Gurusinghe	Proprietor	Gurusinghe Enterprises

### New Memberships-Associate (ACPM)

Membership No.	Name	Designation	Org.
ACPM01422	Mr. D.U.A.S. Ramungoda	Accountant	Power Engineering Services (Pvt) Ltd
ACPM01423	Mr. M.D.G.D. Kumara	Senior Accountant	Shah, Hussian & Co. Barristers & Attorneys
ACPM01424	Mr. M.W.U.C. Peiris	Registrar	Candor Asset Management (Pvt) Ltd
ACPM01425	Mr. H.K.R. Abhayawardena	Finance Executive	J Lanka Technologies (Pvt) Ltd
ACPM01426	Mr. A.M.G.P. Atapattu	Accountant	Colombo School of Business Management
ACPM01427	Mr. M. Bavan	Audit Associate-2	Kreston MNS & Co
ACPM01428	Mr. P.S. Weerakoon	Accountant-Tax Compliance	Access Engineering PLC
ACPM01429	Mr. M.N.M. Naleem	Auditor	M.S.M. Jiffry & Co.
ACPM01430	Mr. N.P.G.I. Laksiri	Assistant Accountant	Wild Coast Lodge (Pvt) Ltd
ACPM01431	Mr. M.C.M. Casid	Accounts Executive	Wheels Lanka Trading Pvt Ltd
ACPM01432	Ms. M. Shanthini	Accountant	Tea Infusions (Pvt) Ltd
ACPM01433	Mr. M.F.M. Atheek	Accountant	Youlanka Travels (Pvt) Ltd
ACPM01434	Mr. M.S.M. Sihan	Assistant Accountant	OT David & Co.
ACPM01435	Mr. D.M.C.H. Dissanayake	Finance Manager	Elephas Resort & Spa (Pvt) Ltd
ACPM01436	Mr. M.M.M. Musnath	Accountant	Clearpoint Residencies (Pvt) Ltd

## New Memberships awarded and Membership upgrades during June 2019 to January 2020

### New Memberships-Associate (ACPM)

Membership No.	Name	Designation	Org.
ACPM01437	Ms. P.P.N.S. Silva	Assistant Finance Manager	My Health Solutions (Pvt) Ltd
ACPM01438	Mr. V. Anojan	Lecturer	University of Jaffna
ACPM01439	Mr. D.T. Munasinghe	Assistant Manager-HR	Shiran Poly Pack (Pvt) Ltd
ACPM01440	Mr. R.M.G.C. Rajapakse	Assistant Manager-Finance	Dutch Lanka Trailer Manufacture Ltd
ACPM01441	Mr. N.I. Lakshan	Executive-Finance	kanrich Finance Ltd
ACPM01442	Mr. L.H.S.M. Amarathunga	Assistant Commissioner	Department of Inland Revenue
ACPM01443	Mr. Y.P. Naik	Executive PA to MD/ Compliance	Nisol Diamonds (Pvt) Ltd
ACPM01444	Mr. K.P.V.S. Malinda	Accountant	Wishque (Pvt) Ltd
ACPM01445	Mr. M.S. Wijayakumara	Unit Manager	Dialog Axiata PLC
ACPM01446	Mr. K.A.D.C.U.W. Gunaratna	NRW Expert	Kolon Global Corporation
ACPM01447	Mr. A.R.M. Nizzad	Academic Coordinator cum Senior Lecturer / Acting Manager	British College of Applied Studies
ACPM01448	Ms. D.M.P.S.K. Dissanayake	Assistant Registrar	Wayamba University of Sri Lanka
ACPM01449	Ms. S.N. Priyadarshani	Assistant Registrar-Students Registration and Welfare Division	Wayamba University of Sri Lanka
ACPM01450	Mr. S.S.G.A.D.M. Seneviratna	Assistant Director-Finance	National Institute of Business Management
ACPM01451	Ms. W.T. Jayasinghe	Assistant Accountant	Renewgen (Pvt) Ltd
ACPM01452	Mr. A.M.J.K. Attanayake	Assistant Lecturer	Sri Lanka Institute of Tourism & Hotel Management
ACPM01453	Ms. M.H. Mundigala	Management Assistant	Central Bank of Sri Lanka
ACPM01454	Mr. T.D.W. Ranasinghe	Business Development Executive	Bureau Veritas Consumer Products Services Lanka Private Limited
ACPM01455	Mr. J.C. Rathnayake	Deputy Relationship Manager	Nations Trust Bank
ACPM01456	Mr. G.T. Jayasinghe	Assistant Administrative Officer	Sri Lanka Air Force
ACPM01457	Mr. A.L. Thrimannahetti	Assistant Manager-Business Development	Sampath Bank PLC
ACPM01458	Mr. R.N.L. Ganepola	Accountant	Integrated Farmers Co. (Pvt) Ltd
ACPM01459	Ms. W.W.N.S. Mendis	Executive	Continental Insurance Lanka Ltd
ACPM01460	Mr. M.E.D. Perera	Senior Executive-Internal Audit	Delmege Forsy & Co.
ACPM01461	Mr. A.D.D.S. Sakuranga	Accounts Executive	CIC Seeds (Pvt) Ltd
ACPM01462	Mr. H.M.R. Fernando	Banking Associate	Hatton National Bank PLC
ACPM01463	Mr. L.M.D. Perera	Accountant	Edward and Christie
ACPM01464	Mr. A.P.D.M. Weerasinghe	Assistant Accountant	Marsylka Manufacturing Lanka (Pvt) Ltd
ACPM01465	Mr. H.B. Hewagama	Assistant Administrative Officer	Sri Lanka Air Force
ACPM01466	Mr. M.N.M. Nimroos	Assistant Manager Finance	Industrial Clothings Ltd
ACPM01467	Mr. M.I. Mohamed	Manager-International Business Development	World of Outdoor (Pvt) Ltd.
ACPM01468	Mr. S. Elangovan	Manager Finance & Accounts	Ajantha Steels
ACPM01469	Mr. T.L. Subasinghe	Director / HR Consultant	Talent Nest (Pvt) Ltd
ACPM01470	Mr. M.L. Fernando	Executive-Internal Audit	Alliance Finance Co. PLC
ACPM01471	Mrs. S. Nazardeen	Cost Controller-Executive	Timex & Fergasam Group (T & FG)
ACPM01472	Mr. M. Inamul Hasan	Enterprise Promotion Officer (EPO)	Industrial Development Board of Ceylon
ACPM01473	Mr. K.D.T.P. Subasinghe	Management Assistant	Empolyees' Trust Fund Board
ACPM01474	Mr. M.M.H.R. Tennakoon	Junior Executive-Grade I	Sampath Bank PLC
ACPM01475	Ms. T.H.S.M.S. De Silva	Senior Accounts Executive	Abans PLC
ACPM01476	Mr. E.M.S.P. Ekanayake	Executive Officer-Maldives Operations	Commercial Bank of Ceylon PLC
ACPM01477	Ms. K.G.K. Siriwardena	Manager-Procurement	Prime Engineering Lanka (Pvt) Ltd
ACPM01478	Mr. M.S. Mushaal Mohamed	Accountant	AL Falah Travels & Tours
ACPM01479	Ms. N.V. Kodikara	Senior Accountant-Tax	Ernst & Young
ACPM01480	Mr. A.A.M.N. Nimzy	Junior Insurance Executive	Ceylinco General Insurance Ltd.
ACPM01481	Mr. D.B. Keeriyawatta	Internal Auditor	Lanka Phosphate Limited
ACPM01482	Mr. A.M.M. Assam	Accountant	Zifani Engineering & Welding Works
ACPM01483	Mr. M.P. Perera	Accountant	InterContinental Maldives Maamunagau Resort
ACPM01484	Mr. M.B. Sadath	Financial Advisor-Corporate Strategic Planning & Business Finance	Sadara Chemical Comapany

## New Memberships awarded and Membership upgrades during June 2019 to January 2020

### New Memberships-Associate (ACPM)

Membership No.	Name	Designation	Org.
ACPM01485	Ms. H.M.K. Udeshika	Junior Executive Officer	National Savings Bank
ACPM01486	Mr. M.S.M. Shiyam	Senior Supervisor-Audit & Tax Advisory	L M Associates (Chartered Accountants)
ACPM01487	Mr. W.V.S. Silva	Senior General Manager	SEEINGO Lanka (Pvt) Ltd.
ACPM01488	Ms. P.L.M. Rasika	Accountant-Finance Division	Maga Engineering (Pvt.) Ltd.
ACPM01489	Mr. A.L.M. Ziyath	Civil Engineer	Dong Jin Construction Lanka (Pvt) Ltd
ACPM01490	Mr. H.T.C.V. Vimalaratne	Senior Business Development Manager	Pidlite Lanka (Pvt.) Ltd.
ACPM01491	Mr. T.N. Wijetunga	Assistant Manager	Sofftlog Holdings PLC
ACPM01492	Mr. H.A.H.P.K. Hettiarachchi	Manager-Finance	H & H MAnagement Solutions
ACPM01493	Mr. K.S. Dasan	General Manager	Shakti Vani Ayurvedic Resort
ACPM01494	Mr. A.R. Karunaratne	Project Manager	R R Construction (Pvt.) Ltd.
ACPM01495	Mr. C.A. Wickramatunga	Supply Chain and Procurement Executive	E Silk Route Ventures (Pvt) LTD
ACPM01496	Mr. S.P. Jayendra	Manager-Operations (Civil Engineering Division)	Dynamic Investments Holdings (Pvt.) Ltd.
ACPM01497	Mr. S.M. Muzakkir	Associate-Risk and Compliance	RIL Property PLC
ACPM01498	Ms. R.C.L. Karunadasa	Supervisor	Ernst & Young
ACPM01499	Mr. A.B.T.M.S.S. Bandaranayake	Branch Manager	AMW Capital Leasing & finance PLC
ACPM01500	Ms. H.M.H.N. Wathsala	Assistant Manager	Milco (Pvt) Ltd
ACPM01501	Ms. D.P.D.R. Premawardena	Assistant Management Accountant	Millennium I.T.E.S.P (Pvt.) Ltd.
ACPM01502	Mr. D.C.D. Perera	Accounts Assistant	Sampath Bank PLC
ACPM01503	Ms. L.P.D.U. Abeysinghe	Tutor	National School of Business Management
ACPM01504	Mr. P. Pathmanathan	Chief Executive Officer	E.Com Computer Training Centre
ACPM01505	Mr. M.F. Anam Hassen	Finance Manager	Skytel Lanka (Pvt) Ltd
ACPM01506	Mr. P.D.T.M. Kumara		
ACPM01507	Mr. K.M. Sadhik	Associate Supervisor-Audit & Tax Advisory	L M Associates (Chartered Accountants)
ACPM01508	Mr. N. Rahulann	Accounts Manager	Ripley & Marshall (Pvt.) Ltd.
ACPM01509	Mrs. T.A. Weerasinghe	Officer in Charge	DFCC Bank PLC
ACPM01510	Ms. R.M.B.N. Siripala	Software Engineer	Typefi Systems (Pvt.) Limited
ACPM01511	Mr. H.M.S.M. Hennayake	Assistant Construction Engineer	UTRACON Overseas (Pvt.) Ltd. -Sri Lanka Branch
ACPM01512	Ms. R.M.M.S. Rathnayaka	Junior Executive Officer	Bank of Ceylon (Haputale Branch)
ACPM01513	Mr. T.A.I.H. Thudugala	Investigation Officer (Grade III)	Assistant Commissioner of Local Government
ACPM01514	Mr. K.L.D. Saranga	Second Officer	People's Leasing & Finance PLC
ACPM01515	Mr. K.V.H.N. Gunasekara	Marketing Assistant-Grade II	People's Leasing & Finance PLC
ACPM01516	Mr. R.M.N. Harshana	Management Assistant	Uva provincial Concl Public Service Commission
ACPM01517	Mrs. K.C.P. De Silwa	Staff Assistant I	Bank of Ceylon
ACPM01518	Ms. R.M.U.M. Rathnayake	Account Clerk	Nimsara Construction And Engineering (Pvt.) Ltd.
ACPM01519	Mr. H.R.L.E. Karunathilaka	Sales Officer	SLT Capital Solutions (Pvt) Ltd
ACPM01520	Ms. H.M.H.S. Hearath	Junior Accounts Executive/Cashier	The Finance Company PLC
ACPM01521	Mrs. S.W. Senarathna	System Operator	Central Engineering Consultancy Bureau
ACPM01522	Mr. T. Vikneswaran	Tax Consultant	Thangiah Associates
ACPM01523	Mr. G.V.P. Gunasekara	Management Assistant	Uva Provincial Council Public Service Commission
ACPM01524	Ms. D.M.A.P. Dissanayake	Secretarial Assistant	Central Engineering Consultancy Bureau
ACPM01525	Ms. K.L.W.I. Chathurani	System Operator	Central Engineering Consultancy Bureau
ACPM01526	Mrs. F.R. Munsoor	Management Assistant	Ceylon Electricity Board
ACPM01527	Mrs. I.P. Wijesooriya	Stock Status Documentation Co-ordinator	Supply & Logistics Services
ACPM01528	Mr. N.D. Edirisooriya	Medical Marketing Executive	Sunshine Healthcare Lanka Ltd.
ACPM01529	Mr. A.M.D.N. Wijayabandara	Accounting Clerk	Thangiah Associates
ACPM01530	Mr. M.D.D. Perera	Accountant	Brandix Apparel Solutions Ltd

## New Memberships awarded and Membership upgrades during June 2019 to January 2020

### New Memberships-Associate (ACPM)

Membership No.	Name	Designation	Org.
ACPM01531	Ms. R.T.N. Peiris	Junior Executive Officer	National Savings Bank
ACPM01532	Mr. S.P.G.D.K. Karunarathna	Instructor	Technical College-Nuwara-Eliya
ACPM01533	Mr. C.P. Amarasinghe	Zonal Manager	LOLC General Insurance Ltd.
ACPM01534	Mr. M.M. Amaan	Group Internal Auditor	National Aluminium
ACPM01535	Mr. K.D.N. Priyakelum	Senior Financial Reporting & Analysis	Bharti Airtel Lanka Limited
ACPM01536	Mr. N. Vaseekaran	Head of Property Loans	Citizen Development Business Finance PLC
ACPM01537	Mr. J.A.A.E. Jayasinghe	Fund Administrator	HSBC Bank
ACPM01538	Ms. M.N.U. Perera	Senior Executive-Personal Assitant to Group General Manager	Courtaulds Trading Company (Pvt) Ltd
ACPM01539	Mr. G.W.G.J.N. Wijayanga	Finance Manager	Max Beverages (Pvt) Ltd
ACPM01540	Ms. B.H.D. Madubashani	Senior Accounts Executive	Brilliance Holdings
ACPM01541	Mr. R.M.M.T.S. Rathnayake	Assistant Finance Manager	Bureau Veritas Consumer Products Services Lanka (Pvt) Ltd
ACPM01542	Ms. M.P. Ponniah	Senior Accountant	Horseshoe Services (Private) Limited
ACPM01543	Mr. H.E.P. Soysa	Assistant Technical Manager	Ceylinco General Insurance Ltd
ACPM01544	Ms. H.K. Kumar	Assistant Accountant	Civil Construction Company Ltd.
ACPM01545	Mr. W.M.I. Galagedara	Finance Manager	Dentsu Grant (Pvt) Ltd
ACPM01546	Mr. G.G.R.S. Senevirathna	Assistant Manager-HR & Administration	MBSL Insurance Company Limited
ACPM01547	Mr. J. Gooneratne	Account Manager	Mobitel (Pvt) Ltd
ACPM01548	Mr. W.S. Patrick	Account Manager	Mobitel (Pvt) Ltd
ACPM01549	Ms. K.A.C.N. Kodithuwakku	Internal Auditor	TKS Finance Ltd
ACPM01550	Mr. B.N.W.T.S.U. Bandara	Senior Executive-Internal Audit	TKS Finance Ltd
ACPM01551	Mr. M.R.M. Rizwan	Senior Financial Accountant	AI Rayyan Projects Management
ACPM01552	Mr. K. Kishan Kumar	Assistant Director-Finance	Four Seasons Resort Seychelles
ACPM01553	Mr. M.C.M. Ariyaratna	Finance Manager	Litus Maldives Pvt Ltd
ACPM01554	Mr. E.W.M.A. Sampath	Assistant Accountant	The One Transwork Square (Pvt) Ltd
ACPM01555	Mr. G.D.I. Dinesh	Senior Accounts Associate	ProAccount Lanka (Pvt) Ltd
ACPM01556	Mr. C.S.J. Meepage	Senior Executive	ICBT campus
ACPM01557	Mr. S.A.G.S.A. Gaffoor	Assistant Manager-Operations	Richard Pieris Finance Ltd
ACPM01558	Mr. W.A.S.S. Fernando	Treasury Manager	Vision Fund Lanka Ltd
ACPM01559	Mr. N.A.D.I. Udayakumara	Senior Assistant Manager	Sri Lanka Telecom PLC
ACPM01560	Mr. H.G.R.S. Gunerathne	Auditor	Urban Development Authority
ACPM01561	Ms. U.L.D.S.I. Nandasiri	Trainee Staff Assistant	Bank of Ceylon
ACPM01562	Mr. A.W. Wazeem Mohamed	Management Service Officer	Department of Social Services
ACPM01563	Ms. K.K.M.N. Jayathissa	Internal Auditor	Nanayakkara & Company
ACPM01564	Mrs. P.T.S. Perera	Officer-Admin	Ceylon Petroleum Corporation
ACPM01565	Mr. M.M.R.V.P. Wijayawardhana	Flying Officer	Srilankan Air Force (Mirigama)
ACPM01566	Mr. A.M. Jaleel	Branch Operation Manager	MCB Bank Ltd
ACPM01567	Mr. M.F.M. Waseer	Audit Associate	Price Water House Coopers
ACPM01568	Ms. S.K.S. Silva	Assistant Accountant	Three Opp Lanka (Pvt) Ltd
ACPM01569	Mrs. B.Y. Priyanthi	Accountant	MegaTECH Private Limited
ACPM01570	Mr. H.A.O.M. Perera	Assistant Accountant	MegaTECH Private Limited
ACPM01571	Ms. S. Thambimuthu		
ACPM01572	Ms. S.U. Heffige	Assistant Manager-Finance	Ambeon Capital PLC
ACPM01573	Mr. A.L.M. Afrath	Senior Associate-Finance Operations	WNS Global services (Pvt) Ltd
ACPM01574	Ms. Y.D. Gloria	Executive (Risk Advisory Operational Risk)	Deloitte-Sri Lanka
ACPM01575	Mr. S. Sivashanth	Senior Accountant	BBK Partnership
ACPM01576	Mr. M. Ganesh	Assistant Relationship Manager	DFCC Bank PLC
ACPM01577	Mr. A.J. Sabry Ahamed	Managing Partner	Dev Env Consultants
ACPM01578	Mrs. D.S.S. Pathirage	Administrative Manager	Indocean Developers (Pvt) Ltd
ACPM01579	Mr. M. Pragalathan	Assistant Manager-Audit	Saleem & Company
ACPM01580	Mr. P.A.M.D. Rathnasena	Assistant Internal Auditor	State Timber Corporation
ACPM01581	Mr. S.D.A. Niroshan	Assistant Internal Auditor	State Timber Corporation
ACPM01582	Mr. A. Christy	Account Assistant	Jaffna Kilinochchi Water Supply and Sanitation Project.

## New Memberships awarded and Membership upgrades during June 2019 to January 2020

### New Memberships-Associate (ACPM)

Membership No.	Name	Designation	Org.
ACPM01583	Mr. K. Jeyakanthan	Internal Audit Officer	Office of the Provincial Internal Audit
ACPM01584	Mr. I. Nidharshan	Accounts Executive	Centra Management Associates
ACPM01585	Mr. I. Nishanthan	Accounts Executive	Finch Trading (Pvt) Ltd
ACPM01586	Ms. M.T.F. Shameera	Manager	Ernst & Young
ACPM01587	Mr. N. Premakanth	Audit Manager	V. Ariaratnam & Co.
ACPM01588	Ms. M.K. Dilrukshi	Senior Accounts Executive	Greener Water Ltd
ACPM01589	Mr. M.Z.M. Rushdhi	Senior Accountant	KLOUDAC Accounting & Bookkeeping LLC
ACPM01590	Mr. N.T. Ahamed Hanas	Administration	NOVA Phamarchy
ACPM01591	Mr. M.M.M. Nazim	Manager-Audit & Taxation	Saleem & Co., Chartered Accountants
ACPM01592	Mr. M.R.M. Rifadh	Audit Associate	Saleem & Co., Chartered Accountants
ACPM01593	Ms. N.M.V.M. Narayana	Graduate Trainee	District Secretariat Office -Bamunakotuwa
ACPM01594	Ms. W.C.T.S. De Silva	Accounts Executive	Venora Telecom (Pvt) Ltd
ACPM01595	Mr. E.M.K.M.B. Weerasekara	Assistant Manager	Citizen Development Business Finance PLC
ACPM01596	Mr. R.V.B. Meeriyagalla	Management Assistant-Audit	National Water Supply and Drainage Board
ACPM01597	Ms. R.Y. Warnasuriya	Fund Administrator	HSBC Bank
ACPM01598	Mr. M.I. Abubakkar	Chairman	NoorAsian Corporation (Pvt) Ltd.
ACPM01599	Mr. M.L.M. Safraz	Accounts Executive	Mohksha Ltd
ACPM01600	Mrs. S.R.S.U.I. Samarakkody	Officer-Marketing	Ceylon Petroleum Corporation
ACPM01601	Mr. A. Nirosan	Manager-Recruitment	Union Assurance PLC
ACPM01602	Mr. W.M.M.P. Weerasinghe	Officer	Hatton National Bank PLC-Galewela
ACPM01603	Mr. H.P.J.M. Abeydasa	Head of Accounts	Arab Sat Transportation and Cargo-Qatar
ACPM01604	Ms. N.A.K. Weerasinghe	HR Officer	National Gem & Jewellery Authority.
ACPM01605	Mr. N. Bazeeth	Lead Associate Operation	WAS Global Service Pvt.Ltd
ACPM01606	Mr. E.M.K.M. Ekanayaka	Senior Executive	Alliance Finance Co. PLC
ACPM01607	Mr. W.M.R.C. Fernando	Accountant	2nd Chance Travels Pvt.Ltd.
ACPM01608	Mr. B.L.D.M.B. Liyanage	Accountant	NBN Holdings-Doha Qatar
ACPM01609	Mr. N.M. Rasmy	Accountant	Moonlanaka International (Pvt)Ltd
ACPM01610	Mr. M.N.M. Safran	Finance Manager	Marine Grand (Pvt) Ltd
ACPM01611	Mr. U.M Thilshan	Marketing Executive-Trainee	BCAS Campus
ACPM01612	Mr. H.L.S. Oshan	Senior Monitoring Executive	Access Engineering PLC
ACPM01613	Mr. H.A. Sampath	Senior Executive Accounts	Access Engineering PLC
ACPM01614	Mr. A.G.M.M. Nusaike	Manager	South Eastern University of Sri Lanka
ACPM01615	Mr. M.H.P. Sandaruwan	Assistant Manager	John Keells IT
ACPM01616	Mr. S.R. Ahamed	Centre Manager	BCAS Jaffna Campus
ACPM01617	Mr. J.V.L. Priyadarshana	Chief Accountant	Sigiriya Jungles (Pvt.) Ltd
ACPM01618	Mr. M.H.S.K. Sandaruwan	Manager-Tax	Ernst & Young
ACPM01619	Mr. S. Amarasinghe	Manager-HR	Cooperative Insurance Company Ltd
ACPM01620	Ms. N. Jeganathan	Business HR Executive	Virtusa (Pvt) Ltd
ACPM01621	Mr. M.H.I.C Sirisena	Manager	J.S.L Eco Power (Pvt) Ltd
ACPM01622	Mrs. D.M.D. Mishani	Management Assistant (Graduate)	Mahaweli Authority of Sri Lanka
ACPM01624	Ms. R.M.R Kumari	Accounts Clerk	J.S.L Eco Power (Pvt) Ltd
ACPM01625	Mr. G.M.I.T Kumara	Admin. Assistant	ICC (Pvt) Ltd
ACPM01626	Mr. M.K.P.I Kumara	Accounts Clerk	Ceylon Electricity Board
ACPM01627	Ms. D.L.H.S Nuwanthika	Accounts Assistant	Health Care Home Nursing
ACPM01628	Ms. B.G.D.A. Perera	Accounts Clerk	J.S.L Eco Power (Pvt) Ltd
ACPM01629	Mr. L.B.A. Wijesinghe		
ACPM01630	Ms. W.M.I. Udeni	Clerk	Mahaweli Authority of Sri Lanka
ACPM01631	Mr. T.G.S.K Abeyrathna	Customer Relation Executive	Commercial Credit & Finance PLC
ACPM01632	Mr. H.P.S.R Jayasinghe	Management Assistant	National Livestock Development Board
ACPM01634	Mr. A.H.S.W Abesinghe	Accountant	Health Care Home Nursing



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