

# Rajanganaya A-park LTD



**Prepared by:**

Udara Kularathna

PUC Formation Officer

ASMP-NCP

*BSc (Agriculture)*

*MSc (Crop Science) - Reading*

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## Executive Summary

Rajanganaya A-Park Ltd, started from the Agriculture Sector Modernization Project (ASM Project) and registered as a Public Unlisted Company (PUC) in November 2022, has demonstrated remarkable success in sour banana cultivation and exportation. However, the company faces a pressing challenge—the absence of appropriate land for a permanent processing center. This report highlights the critical need for land acquisition to establish a permanent processing center, showcasing the myriad benefits it offers. Currently operating in a rented facility incurring substantial monthly costs, the company's limited space hinders operational efficiency. The proposed 1-acre land acquisition, strategically located in Rajanganaya Track 4, presents an opportunity to eliminate recurring rental expenses, optimize operations, enhance product quality, empower the local community, and contribute significantly to Sri Lanka's economic growth through increased foreign exchange earnings. Securing this land is not just a business transaction; it signifies a commitment to sustainable agriculture, economic development, and community welfare, positioning Rajanganaya A-Park Ltd for a prosperous and enduring future.

## Introduction

The Rajanganaya Ambul Banana Cluster was established through the Agriculture Sector Modernization Project under the Ministry of Agriculture, funded by the World Bank and the European Union to modernize agriculture and promote export-oriented Ambul banana cultivation. This cluster is primarily concentrated in the Anuradhapura district, encompassing areas such as Rajanganaya, Thambuththegama, Nochchiyagama, Thalawa, Nuwaragampalatha East, Nuwaragampalatha Central, Rabewa, Karuwalagaswewa, Nochchiyagama and Mahawilachchiya Divisional Secretariat divisions within Anuradhapura district, as well as the Giribawa Divisional Secretariat division in the Kurunegala district.

Rajanganaya A-park LTD is a company derived via the Project as a Public Unlisted Company (PUC). The company was registered on 06.11.2022, but it was established as an amalgamation of the following farmer organizations registered under Residential project Managers office in Rajanganaya scheme. The ASM project started the funding for cultivation sour banana (Ambul banana, Baby banana) in 2020 based on Rajanganaya track 1-5. The company started the exportation of sour bananas in November 2022 to Middle-east countries.

The cultivation of banana orients the export market using modern technology. High-density planting, sprinkler irrigation and fertigation, bagging system, colour tagging, and maintaining fruit desk reports are major practices. The first quality bananas are exported and the second quality is sent to the Sri Lankan supermarkets. The 3rd quality bananas are sent to another company for value addition.

Up to now, we have registered 343 farmers as shareholders with a total registered land extent of 439 acres. Our company's target is to expand our reach to 642 farmers and acquire 650 acres of land. Currently, we are processing bananas in a temporary processing center at a monthly cost of Rs 120,000. The Agriculture sector modernization project has proposed the construction of a permanent processing center, but land acquisition remains a challenge.



## Company description

### The Farmer community

The Rajanganaya A-park LTD have a diverse group encompassing both new and existing farmers, including women and the younger generation. These farmers are affiliated with the PUC operating within the region of Rajanganaya Tracks 1-5. Currently, there are 343 farmers actively engaged with the PUC. Their involvement is integral to the proposed establishment of a permanent banana processing center.

In collaboration with an ASMP project, aims to significantly expand its farmer base. By the end of the current year, there is a dedicated effort to increase the number of registered farmers to 600. This expansion aligns with the cooperative's objective to promote agricultural growth and prosperity within the region.

Farmer distribution – DS divisions

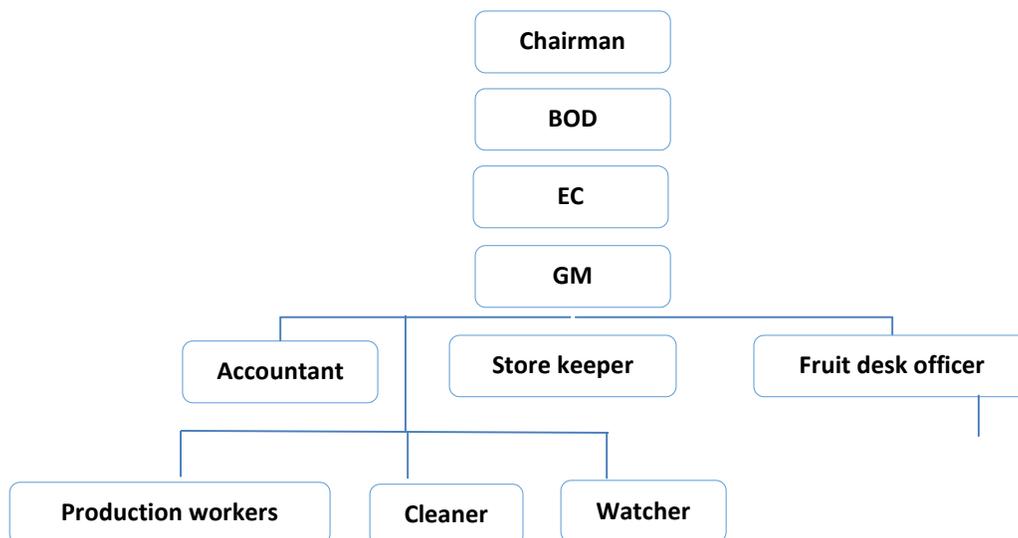
| DS Division              | Area       | Number of farmers | Number of acres |
|--------------------------|------------|-------------------|-----------------|
| Rajanganaya              | Track 1    | 45                | 55.5            |
|                          | Track 2    | 49                | 87              |
|                          | Track 3    | 42                | 52              |
|                          | Track 4    | 58                | 86.5            |
|                          | Track 5    | 30                | 55.5            |
|                          | Track 6-18 | 22                | 19              |
|                          | Sirimapura | 13                | 13.5            |
| Nuwaragampalatha Central |            | 11                | 10              |
| Nuwaragampalatha East    |            | 2                 | 1               |
| Mahawilachchiya          |            | 12                | 13.5            |
| Nochchiyagama            |            | 18                | 9.5             |
| Thalawa                  |            | 3                 | 1.5             |
| Thambuththegama          |            | 5                 | 3.5             |
| Rabewa                   |            | 1                 | 0.5             |
| Karawalagaswewa          |            | 3                 | 2.5             |
| Giribawa                 |            | 29                | 28              |
| <b>Total</b>             |            | <b>343</b>        | <b>439</b>      |

## Production & Profit

The company possesses essential equipment and infrastructure for the processing and packing of bananas, which includes washing tanks, conveyors, and dryers. This machinery is instrumental in preparing bananas for export and supermarket distribution. The company receives weekly an average of 17,000 kg of bananas for processing. Of this total, approximately 50% is allocated for export markets, while around 16% is designated for local supermarket chains. The remaining portion is intended for value addition, which involves further processing by another company. The company exports 20ft or 40ft containers of banana to middle-east countries in every week. Since November 2022 up to March 2024 we have made a significant mark in the international market with a total of 45 shipments. From that, the company contributes to earn about \$700,000 in foreign exchange. The company exported 344,190.70 kg of 1<sup>st</sup> quality banana to middle-east supermarkets. Also sold 113,966.27 kg of 2<sup>nd</sup> quality bananas to Sri Lankan supermarkets. And sold 185,162.75 kg 3<sup>rd</sup> quality bananas for value addition. (Attachment 1)

## Management Team & Human Resources

The Rajanaganaya A-park LTD boasts a competent and experienced management team that oversees day-to-day operations. It includes the General Manager, Accountant, Fruit desk officer, Storekeeper, cleaner and watcher. The team includes experts in agricultural management, supply chain logistics, and quality control. The workforce consists of skilled laborers responsible for sorting and washing, packaging. Rajanaganaya A-park Ltd has above 47 number of production workers. From that 91% of them are women. The company's commitment to gender diversity but also carries numerous benefits for both the organization and the broader community. Women's empowerment in the workforce goes beyond merely providing job opportunities; it fosters social and economic progress on multiple fronts.



## Market Analysis

The company has successfully cultivated a robust market for its first-quality bananas. These bananas have a permanent buyer, and the company has attracted additional buyers due to the high-quality produce. Exporting to Lulu Hypermarket in a Middle Eastern country has proven lucrative, with a current selling price of Rs 150 per kg. The presence of multiple competitors in the export market also suggests the potential for price increases in the future, reflecting strong market demand. Similar to the first-quality bananas, the second-quality bananas also enjoy the support of a permanent buyer, including prominent supermarket chains like Keels and Cargills within Sri Lanka. These buyers not only provide consistent demand but also offer favorable prices, often exceeding prevailing market rates (ranging from Rs 100 to Rs 240 per kg). This market stability for second quality bananas ensures a reliable income source. The 3<sup>rd</sup> quality bananas send to value addition. In future company aim to process value added product from the 3<sup>rd</sup> quality bananas The market analysis highlights a critical opportunity in processing third-quality bananas into value-added products for export.



## Community Involvement

Community involvement is at the heart of the company's operations, fostering a symbiotic relationship that benefits both the banana farmers and the broader community. Through its engagement with banana farmers, the company not only provides a reliable avenue for them to gain financial benefits but also empowers them with a sustainable source of income. This financial stability has a ripple effect on the livelihoods of the farming families, promoting economic wellbeing and prosperity in the area. Moreover, the company's commitment to employing a predominantly female workforce, with 91% of its employees being women, represents a commendable effort towards women's empowerment in the region. (Attachment 2)



## Critical Challenge

### **Acquiring Adequate Land for a Permanent Processing Center**

Rajanganaya A-Park Ltd faces a paramount challenge that directly impacts its operational efficiency and long-term sustainability—the absence of a suitable location for a permanent banana processing center. Currently, the company operates its processing activities on a rented land and building within the Rajanganaya region. This temporary setup presents several critical issues:

**Rising Operational Costs:** Operating from a rented facility incurs substantial monthly expenses, amounting to Rs120,000.00. These recurring costs put significant financial strain on the company, affecting its profitability and long-term financial sustainability.

**Space Constraints:** The existing facility falls short in terms of space for processing, storing bananas, and parking the vehicles required for unloading and transporting the produce. This spatial limitation not only hampers productivity but also increases the risk of damage to the bananas due to overcrowding and inadequate storage conditions.

**Lack of Ownership:** Operating on rented premises means that Rajanganaya A-Park Ltd lacks control and ownership over its processing infrastructure. This situation poses a risk, as it may lead to uncertainties regarding the continuity of operations if the rented space becomes unavailable or if the terms of the lease change unfavorably.

The solution to this critical challenge lies in the ambitious vision of the Agriculture Sector Modernization Project (ASM Project) to provide a permanent processing center to Rajanganaya A-Park Ltd. However, realizing this vision necessitates the acquisition of approximately 1 acre of land—a key requirement that currently remains unfulfilled. Without this land, the dream of establishing a permanent processing center with ample space and modern facilities may remain unattainable, hindering the company's growth potential and the ability to meet increasing market demands efficiently.

In sum, the acquisition of suitable land for the permanent processing center represents a pivotal step in overcoming the critical challenge faced by Rajanganaya A-Park Ltd, ensuring cost-effective, spacious, and sustainable operations that can accommodate the needs of both the company and the local agricultural community.

## **Land Requirements for the Permanent Processing Center**

For the establishment of a permanent processing center for Rajanganaya A-Park Ltd, a parcel of land spanning approximately 1 acre is essential. This land will serve a multifaceted purpose, accommodating the following key components:

- **Rajanganaya A-Park Office:** The land will host the administrative and management office of Rajanganaya A-Park Ltd, providing a central hub for coordinating operations, managing farmer relations, and overseeing the processing activities.
- **Processing Center:** A dedicated area within the land will be allocated for the construction of a modern processing facility. This facility will be equipped with the necessary machinery and infrastructure to efficiently process and prepare bananas for export, ensuring high-quality standards are maintained.
- **Parking Facility:** To facilitate the smooth flow of operations, the land will include a parking facility capable of accommodating vehicles used for unloading, transportation, and distribution of bananas. This parking area will alleviate congestion, improve safety, and enhance operational efficiency.

In selecting the ideal location for this land, it is imperative to consider accessibility and cost-effectiveness. The preferred location for this 1-acre land is within Rajanganaya Track 4, situated near the ground. This choice is strategic for several reasons:

- **Proximity to Farmers:** Placing the permanent processing center in the middle of the area, particularly within Track 4, ensures that it is easily accessible to the community of farmers, both existing and potential. This accessibility minimizes transportation costs for farmers, making it more convenient for them to bring their produce to the processing center.
- **Optimal Resource Utilization:** The selected land, being currently vacant, presents an opportunity for resource-efficient utilization. It eliminates the need for costly land clearance or demolition, reducing the project's environmental impact and overall cost.
- **Economic Benefits:** Establishing the permanent processing center in this location carries the potential to yield significant economic benefits, not only for the local farming community but also for the broader Sri Lankan economy. By streamlining the processing and export of high-quality bananas, the center can contribute to earning valuable foreign exchange, bolstering the national economy.

In conclusion, the 1-acre land requirement for the permanent processing center is a crucial component of Rajanganaya A-Park Ltd's growth strategy. Situated in Rajanganaya Track 4, near the ground, this land will play a pivotal role in fostering agricultural development, enhancing operational efficiency, and contributing to the economic prosperity of Sri Lanka through increased foreign exchange earnings.

## **Acquiring land for a permanent building - Benefits**

**Cost Efficiency:** Owning land eliminates recurring rental expenses, such as monthly rent payments for the temporary processing center. This cost-saving measure directly improves the company's profitability and financial sustainability. Company can reduce cost of rental Rs 120000.00 per month.

**Capacity for Growth:** With sufficient space, the permanent processing center can accommodate larger volumes of bananas, enabling the company to scale up production to meet growing market demands. This capacity for growth positions the company for long-term success and market expansion.

building provides a dedicated and optimized space for processing, storing, and managing bananas. This enhanced infrastructure streamlines operations, reducing bottlenecks, minimizing handling costs, and improving overall efficiency. And company aim to produce value added products from 3rd quality bananas when establish permanent processing center.

**Quality Control:** Modern facilities enable the company to implement stringent quality control measures, ensuring that bananas meet international export standards. Improved quality enhances the reputation of Rajanganaya A-Park Ltd in global markets, potentially leading to higher prices and increased demand for their produce.

**Community Empowerment:** The establishment of a permanent processing center generates employment opportunities for the local community, fostering economic growth and empowerment. This benefits both existing farmers and potential newcomers who seek to participate in banana cultivation. After establishing permanent processing center company aim to increase production. It course to increase number of workers up to 70 and can give permanent jobs for them due to daily operations. From them 95% will be women in this region.

**Foreign Exchange Earnings:** The increased capacity and efficiency of a permanent processing center can lead to higher banana exports. This, in turn, boosts foreign exchange earnings for Sri Lanka, contributing positively to the national economy.

**Improved Farmer Relations:** A stable and permanent processing center strengthens the relationship between the company and its farmer community. It instills confidence in farmers, encouraging long-term partnerships and commitment to quality production.

**Value Addition:** The permanent center can facilitate value-added processing activities, converting lower-quality bananas into various products such as banana chips, puree, or other derivatives. This diversification can lead to additional revenue streams.

In summary, securing land for a permanent building provides Rajanganaya A-Park Ltd with a range of advantages, encompassing financial stability, operational efficiency, quality control, growth potential, community development, and contributions to the national economy. This investment represents a critical step in realizing the company's full potential and achieving its mission of sustainable banana production and export.

## Conclusion

In conclusion, Rajanganaya A-Park Ltd, born from the Agriculture Sector Modernization Project (ASM Project), has embarked on a remarkable journey of banana cultivation and exportation, championing modern agricultural practices and community empowerment. While its achievements to date have been impressive, the company faces a critical challenge that warrants immediate attention for a lack of suitable land for a permanent processing center.

The absence of a permanent processing center poses significant hurdles, including rising operational costs, spatial limitations, and a lack of ownership over infrastructure. These challenges not only impact the company's financial sustainability but also hinder its ability to efficiently meet market demands and support the local farming community.

However, a promising solution lies within reach. By acquiring approximately 1 acre of land, strategically located in Rajanganaya Track 4, Rajanganaya A-Park Ltd can unlock a host of benefits. This land will enable the construction of a permanent processing center, housing administrative offices, modern processing facilities, and ample parking space. With this crucial addition, the company can realize cost efficiencies, optimize operations, and enhance product quality, all while empowering the local community and contributing to Sri Lanka's economic growth through increased foreign exchange earnings.

As this feasibility report demonstrates, the acquisition of land for a permanent processing center is not merely a business transaction; it represents a commitment to realizing the full potential of agriculture, harnessing the power of modern technology, and fostering an inclusive, empowered, and sustainable future for all stakeholders involved.

With this clear vision and compelling case for action, Rajanganaya A-Park Ltd stands poised to transform not only its own fortunes but also the agricultural landscape of Sri Lanka, contributing to the nation's prosperity while securing a sustainable and fruitful tomorrow

**Attachment 1**



**RAJANGANAYA A-PARK LTD - PRODUCTION DETAILS**

| SN | DATE | SELLING QUANTITY (KG) |             |             |            | INCOME (RS) |             |             |           | SELLING PRICE (Rs) | AVG FARMER PRICE (Rs) | PROFIT (Rs) |           |
|----|------|-----------------------|-------------|-------------|------------|-------------|-------------|-------------|-----------|--------------------|-----------------------|-------------|-----------|
|    |      | EXPORT                | 2ND QUQLITY | 3RD QUALITY | TOTAL SELL | EXPORT      | 2ND QUQLITY | 3RD QUALITY | TOTAL     |                    |                       |             |           |
| 1  | S1   | 25/11/2022            | 5995.00     | 2195.00     | 1362.80    | 9552.80     | 899250.00   | 329250.00   | 57012.00  | 1285512.00         | 134.57                | 120.40      | 89623.50  |
| 2  | S2   | 1/12/2022             | 13073.00    | 2577.00     | 3513.20    | 19163.20    | 1960950.00  | 360780.00   | 168990.00 | 2490720.00         | 129.97                | 123.25      | 67004.00  |
| 3  | S3   | 17/12/2022            | 12320.00    | 2987.20     | 4882.50    | 20189.70    | 1848000.00  | 403272.00   | 204701.00 | 2455973.00         | 121.64                | 121.81      | 76850.00  |
| 4  | S4   | 30/12/2022            | 7812.50     | 5420.30     | 2405.60    | 15638.40    | 1171875.00  | 822285.50   | 120950.00 | 2115110.50         | 135.25                | 133.12      | 116370.35 |
| 5  | S5   | 7/1/2023              | 11721.50    | 1243.30     | 4633.00    | 17597.80    | 1758225.00  | 219214.00   | 244383.50 | 2221822.50         | 126.26                | 124.97      | 141640.75 |
| 6  | S6   | 12/1/2023             | 7312.50     | 1966.20     | 2695.70    | 11974.40    | 1096875.00  | 362624.00   | 130202.00 | 1589701.00         | 132.76                | 133.41      | 57847.66  |
| 7  | S7   | 23/1/2023             | 816.00      | 0.00        | 0.00       | 816.00      | 122400.00   | 0.00        | 0.00      | 122400.00          | 150.00                | 150.00      | 9540.00   |
| 8  | C1   | 20/1/2023             | 0.00        | 2346.60     | 844.50     | 3191.10     | 0.00        | 434121.00   | 48092.50  | 482213.50          | 151.11                | 136.17      | 69158.73  |
| 9  | S8   | 26/01/2023            | 8062.50     | 1807.50     | 4484.00    | 14354.00    | 1209375.00  | 343425.00   | 194188.00 | 1746988.00         | 121.71                | 118.00      | 145129.64 |
| 10 | S9   | 2/1/2023              | 7325.00     | 3638.90     | 4873.80    | 15837.70    | 1098750.00  | 691391.00   | 215214.00 | 2005355.00         | 126.62                | 121.59      | 166322.77 |
| 11 | S10  | 2/8/2023              | 8012.50     | 2252.50     | 4388.10    | 14653.10    | 1201875.00  | 416712.50   | 199415.50 | 1818003.00         | 124.07                | 120.05      | 148368.28 |
| 12 | S11  | 15/2/2023             | 7312.50     | 1711.90     | 4010.80    | 13035.20    | 1096875.00  | 286688.00   | 180486.00 | 1564049.00         | 119.99                | 115.81      | 131119.39 |
| 13 | S12  | 22/2/2023             | 7262.50     | 1258.70     | 4145.60    | 12666.80    | 1089375.00  | 193814.00   | 228008.00 | 1511197.00         | 119.30                | 116.80      | 106251.49 |
| 14 | C2   | 26/2/2023             | 0.00        | 1286.60     | 510.20     | 1796.80     | 0.00        | 205856.00   | 28061.00  | 233917.00          | 130.19                | 122.95      | 24196.90  |
| 15 | S13  | 1/3/2023              | 7312.50     | 1568.60     | 3939.70    | 12820.80    | 1096875.00  | 260658.00   | 198292.20 | 1555825.20         | 121.35                | 116.80      | 105241.07 |
| 16 | S14  | 8/3/2023              | 7312.50     | 3716.40     | 5354.50    | 16383.40    | 1243125.00  | 631788.00   | 273185.20 | 2148098.20         | 131.11                | 127.55      | 164874.64 |
| 17 | S15  | 15/03/2023            | 7312.50     | 4361.30     | 5860.60    | 17534.40    | 1243125.00  | 741421.00   | 229346.00 | 2213892.00         | 126.26                | 120.29      | 160417.90 |
| 18 | S16  | 22/03/2023            | 7312.50     | 2571.70     | 4117.40    | 14001.60    | 1243125.00  | 437189.00   | 169762.50 | 1850076.50         | 132.13                | 127.35      | 135158.55 |
| 19 | S17  | 29/03/2023            | 7275.00     | 2207.00     | 4628.10    | 14110.10    | 1236750.00  | 408295.00   | 239082.80 | 1884127.80         | 133.53                | 129.77      | 176595.90 |
| 20 | S18  | 12/4/2023             | 1875.00     | 1082.60     | 2864.00    | 5821.60     | 298500.00   | 259824.00   | 132890.00 | 691214.00          | 118.73                | 116.43      | 58476.20  |
| 21 | S19  | 19/04/2023            | 7312.50     | 2481.00     | 3455.00    | 13248.50    | 1243125.00  | 583035.00   | 170719.80 | 1996879.80         | 150.72                | 148.31      | 161696.95 |
| 22 | S20  | 27/04/2023            | 7687.50     | 3715.30     | 3638.45    | 15041.25    | 1306875.00  | 645546.00   | 179416.40 | 2131837.40         | 141.73                | 124.50      | 181244.53 |
| 23 | S21  | 4/5/2023              | 10862.50    | 3652.90     | 7613.00    | 22128.40    | 1846625.00  | 511406.00   | 166109.29 | 2524140.29         | 114.07                | 110.23      | 197006.72 |
| 24 | S22  | 12/5/2023             | 7562.50     | 3152.70     | 6285.10    | 17000.30    | 1285625.00  | 331033.50   | 143245.05 | 1759903.55         | 103.52                | 100.91      | 122403.24 |
| 25 | C3 N | 14/05/2023            | 0.00        | 410.00      | 205.00     | 615.00      | 0.00        | 43050.00    | 6150.00   | 49200.00           | 80.00                 | 73.33       | 6355.00   |
| 26 | C3 W | 24-25-26/05           | 0.00        | 3536.30     | 1797.00    | 5333.30     | 0.00        | 282904.00   | 45086.60  | 327990.60          | 61.50                 | 60.75       | 49507.60  |
| 27 | DL   | 2/6/2023              | 0.00        | 62.50       | 138.40     | 200.90      | 0.00        | 9375.00     | 4152.00   | 13527.00           | 67.33                 | 65.96       | 705.90    |
| 28 | C4   | 13/06/2023            | 0.00        | 2270.10     | 290.00     | 2560.10     | 0.00        | 227010.00   | 8473.00   | 235483.00          | 91.98                 | 65.20       | 32610.04  |
| 29 | S23  | 27/04/2023            | 1250.00     | 0.00        | 1284.30    | 2534.30     | 175000.00   | 0.00        | 51372.00  | 226372.00          | 89.32                 | 90.70       | 13925.21  |
| 30 | C5 M | 2/8/2023              | 0.00        | 0.00        | 41.70      | 41.70       | 0.00        | 0.00        | 6468.00   | 6468.00            | 155.11                | 110.00      | 323.40    |
| 31 | S24  | 4/8/2023              | 2750.00     | 734.00      | 1690.00    | 5174.00     | 412500.00   | 110100.00   | 67600.00  | 590200.00          | 114.07                | 112.18      | 47268.35  |
| 32 | S25  | 1/9/2023              | 3000.00     | 3735.50     | 5637.50    | 12373.00    | 450000.00   | 896520.00   | 338250.00 | 1684770.00         | 136.17                | 126.81      | 188259.13 |
| 33 | M    | 7/9/2023              | 165.00      | 44.20       | 0.00       | 209.20      | 0.00        | 7292.67     | 0.00      | 7292.67            | 34.86                 | 165.00      | 364.63    |
| 34 | C6   | 25,26,27/9/2023       | 0.00        | 4985.60     | 1815.90    | 6801.50     | 0.00        | 844576.00   | 91404.50  | 935980.50          | 137.61                | 126.58      | 43246.50  |
| 35 | C7 W | 5/10/2023             | 0.00        | 1081.00     | 153.20     | 1234.20     | 0.00        | 162150.00   | 4241.00   | 166391.00          | 134.82                | 128.71      | 15250.75  |
| 36 | S26  | 12,13/10/20           | 5215.50     | 4069.60     | 4384.10    | 13669.20    | 782325.00   | 529048.00   | 238465.00 | 1549838.00         | 113.38                | 105.83      | 151650.80 |
| 37 | S27  | 25-27/10/20           | 5887.50     | 2740.20     | 4283.50    | 12911.20    | 883125.00   | 383628.00   | 201211.50 | 1467964.50         | 113.70                | 109.50      | 106559.40 |
| 38 | C8 W | 29/10/2023            | 0.00        | 630.50      | 611.10     | 1241.60     | 0.00        | 94575.00    | 23107.50  | 117682.50          | 94.78                 | 93.69       | 8619.99   |
| 39 | S28  | 2/11/2023             | 6287.50     | 1785.60     | 4458.10    | 12531.20    | 943125.00   | 249984.00   | 206220.50 | 1399329.50         | 111.67                | 108.16      | 96627.27  |

|              |       |            |                  |                  |                  |                  |                    |                    |                   |                    |               |               |                   |
|--------------|-------|------------|------------------|------------------|------------------|------------------|--------------------|--------------------|-------------------|--------------------|---------------|---------------|-------------------|
| 40           | S29   | 7/11/2023  | 590.00           | 0.00             | 166.20           | 756.20           | 88500.00           | 0.00               | 8786.50           | 97286.50           | 128.65        | 126.04        | 11498.18          |
| 41           | S30   | 10/11/2023 | 7312.50          | 1414.80          | 4420.40          | 13147.70         | 1096875.00         | 198072.00          | 199323.00         | 1494270.00         | 113.65        | 111.16        | 99698.50          |
| 42           | S31   | 16/11/2023 | 7612.50          | 2131.00          | 4907.10          | 14650.60         | 1141875.00         | 404890.00          | 227715.00         | 1774480.00         | 121.12        | 119.23        | 138935.97         |
| 43           | A1    | 22/11/2023 | 250.00           | 43.90            | 128.50           | 422.40           | 37500.00           | 5641.15            | 5782.50           | 48923.65           | 115.82        | 119.49        | 1992.80           |
| 44           | S32   | 24/11/2023 | 6650.00          | 1460.37          | 4404.90          | 12515.27         | 997500.00          | 300610.85          | 196236.00         | 1494346.85         | 119.40        | 115.85        | 113981.85         |
| 45           | A2+B  | 28/11/2023 | 450.00           | 120.10           | 259.70           | 829.80           | 67500.00           | 18620.00           | 13656.50          | 99776.50           | 120.24        | 136.53        | -32718.90         |
| 46           | C9    | 30/11/2023 | 0.00             | 3426.30          | 1320.10          | 4746.40          | 0.00               | 616734.00          | 48920.50          | 665654.50          | 140.24        | 130.72        | 49082.87          |
| 47           | A3    | 1/12/2023  | 250.00           | 58.70            | 0.00             | 308.70           | 37500.00           | 10566.00           | 0.00              | 48066.00           | 155.70        | 130.37        | 983.72            |
| 48           | PUC1  | 2/12/2023  | 353.40           | 284.80           | 0.00             | 638.20           | 55055.00           | 51264.00           | 0.00              | 106319.00          | 166.59        | 133.05        | 4501.30           |
| 49           | PUC2  | 3/12/2023  | 84.30            | 0.00             | 0.00             | 84.30            | 12223.50           | 0.00               | 0.00              | 12223.50           | 145.00        | 145.00        | 843.00            |
| 50           | PUC3  | 10/12/2023 | 107.20           | 30.80            | 0.00             | 138.00           | 18080.00           | 4620.00            | 0.00              | 22700.00           | 164.49        | 150.03        | 3031.01           |
| 51           | S33   | 8/12/2023  | 7912.50          | 2954.50          | 4231.80          | 15098.80         | 1186875.00         | 502265.00          | 188108.00         | 1877248.00         | 124.33        | 121.36        | 142351.16         |
| 52           | S34   | 13/12/2023 | 7222.50          | 1464.30          | 4205.00          | 12891.80         | 1083375.00         | 219645.00          | 199911.00         | 1502931.00         | 116.58        | 112.98        | 120208.66         |
| 53           | A4    | 17/12/2023 | 212.00           | 0.00             | 0.00             | 212.00           | 36040.00           | 0.00               | 0.00              | 36040.00           | 170.00        | 136.03        | 4911.73           |
| 54           | A5    | 18/12/2023 | 427.50           | 35.70            | 103.50           | 566.70           | 63975.00           | 6069.00            | 5692.50           | 75736.50           | 133.64        | 118.88        | 5386.15           |
| 55           | S35   | 21/12/2023 | 6431.00          | 453.20           | 2393.60          | 9277.80          | 968770.00          | 77044.00           | 87010.00          | 1132824.00         | 122.10        | 119.70        | 75196.60          |
| 56           | A6    | 24/12/2023 | 303.00           | 0.00             | 0.00             | 303.00           | 51510.00           | 0.00               | 0.00              | 51510.00           | 170.00        | 143.71        | 8532.00           |
| 57           | S36   | 29/12/2023 | 7835.50          | 851.30           | 1981.50          | 10668.30         | 1185785.00         | 170260.00          | 90077.00          | 1446122.00         | 135.55        | 119.27        | 73263.70          |
| 58           | S37   | 5/1/2024   | 8693.50          | 353.00           | 2580.00          | 11626.50         | 1317145.00         | 70600.00           | 138277.00         | 1526022.00         | 131.25        | 125.90        | 141831.68         |
| 59           | A7    | 11/1/2024  | 314.00           | 0.00             | 45.30            | 359.30           | 53380.00           | 0.00               | 2808.60           | 56188.60           | 156.38        | 132.90        | 8728.98           |
| 60           | E1    | 11/1/2024  | 7.10             |                  | 5.30             | 12.40            | 1207.00            | 0.00               | 0.00              | 1207.00            | 97.34         | 105.29        | -33.29            |
| 61           | S38   | 13/01/2024 | 7955.00          | 785.30           | 3229.10          | 11969.40         | 1352350.00         | 157060.00          | 201598.90         | 1711008.90         | 142.95        | 123.25        | 187726.35         |
| 62           | A8    | 18/01/2024 | 690.00           |                  | 33.40            | 723.40           | 117300.00          | 0.00               | 2338.00           | 119638.00          | 165.38        | 109.34        | 717.55            |
| 63           | A9    | 20/01/2024 | 280.00           |                  |                  | 280.00           | 47600.00           | 0.00               | 0.00              | 47600.00           | 170.00        | 105.53        | -2419.35          |
| 64           | E2    | 22/01/2024 | 17.00            |                  |                  | 17.00            | 2890.00            |                    |                   | 2890.00            | 170.00        | 165.00        | 225.25            |
| 65           | S39   | 24/01/2024 | 14550.80         | 1686.30          | 5673.50          | 21910.60         | 2473636.00         | 303534.00          | 284160.00         | 3061330.00         | 139.72        | 121.99        | 286834.64         |
| 66           | A10   | 26/01/2024 | 630.00           |                  | 150.00           | 780.00           | 107100.00          |                    | 6750.00           | 113850.00          | 145.96        | 123.71        | 9912.08           |
| 67           | S40   | 30/01/2024 | 7665.00          | 858.30           | 2906.40          | 11429.70         | 1303050.00         | 145911.00          | 137878.00         | 1586839.00         | 138.83        | 124.30        | 247740.28         |
| 68           | A11   | 1/2/2024   | 300.00           |                  | 41.00            | 341.00           | 51000.00           |                    | 1640.00           | 52640.00           | 154.37        | 133.10        | 3928.35           |
| 69           | A12   | 2/2/2024   | 430.00           | 99.00            |                  | 529.00           | 73100.00           | 16830.00           |                   | 89930.00           | 170.00        | 134.22        | 4843.25           |
| 70           | S41   | 3/2/2024   | 10035.00         | 2431.90          | 4657.70          | 17124.60         | 1705950.00         | 413423.00          | 215198.00         | 2334571.00         | 136.33        | 123.70        | 172211.76         |
| 71           | A13   | 8/2/2024   | 550.00           | 290.00           |                  | 840.00           | 93500.00           | 49300.00           |                   | 142800.00          | 170.00        | 128.59        | 5247.13           |
| 72           | S42   | 9/2/2024   | 9665.00          | 2731.30          | 5417.70          | 17814.00         | 1643050.00         | 382382.00          | 242777.50         | 2268209.50         | 127.33        | 114.34        | 204150.61         |
| 73           | A14   | 16/02/2024 | 1150.40          |                  | 84.10            | 1234.50          | 195568.00          |                    | 5466.50           | 201034.50          | 162.85        | 120.32        | 7708.52           |
| 74           | A15   | 20/02/2024 | 350.00           | 422.60           |                  | 772.60           | 59500.00           | 50712.00           |                   | 110212.00          | 142.65        | 99.36         | -61.10            |
| 75           | A16   | 22/02/2024 | 309.00           |                  |                  | 309.00           | 52530.00           |                    |                   | 52530.00           | 170.00        | 122.02        | 217.75            |
| 76           | A17   | 23/02/2024 | 720.00           | 50.00            |                  | 770.00           | 122400.00          | 6000.00            |                   | 128400.00          | 166.75        | 122.64        | 3592.55           |
| 77           | A43   | 24/02/2024 | 9675.00          | 1779.00          | 4334.70          | 15788.70         | 1644750.00         | 213480.00          | 153260.00         | 2011490.00         | 127.40        | 114.73        | 143813.12         |
| 78           | Exhib | 29/02/2024 |                  |                  |                  | 0.00             |                    |                    |                   | 42800.00           |               | 140.00        | -64664.00         |
| 79           | A18   | 1/3/2024   | 700.00           |                  | 250.00           | 950.00           | 119000.00          |                    | 7500.00           | 126500.00          | 133.16        | 118.29        | 8479.40           |
| 80           | A19   | 5/3/2024   | 1394.00          | 90.30            | 603.70           | 2088.00          | 236980.00          | 11739.00           | 18111.00          | 266830.00          | 127.79        | 116.66        | 18383.79          |
| 81           | S44 S | 8/3/2024   | 20700.00         | 2373.20          | 9333.10          | 32406.30         | 3306500.00         | 308516.00          | 279515.50         | 3894531.50         | 120.18        | 114.01        | 428656.86         |
| <b>Total</b> |       |            | <b>344190.70</b> | <b>113966.27</b> | <b>185162.75</b> | <b>643319.71</b> | <b>54452074.50</b> | <b>18435629.17</b> | <b>8182451.84</b> | <b>81112955.51</b> | <b>130.78</b> | <b>120.39</b> | <b>6213265.51</b> |

S=Shipment  
A=Air freight  
C= Cargills  
E= Sample

# **EMPOWERING COMMUNITY THROUGH AGRICULTURE SECTOR MODERNIZATION PROJECT: A CASE STUDY OF THE RAJANGANAYA BANANA CLUSTER**

**B.G.U.K. Kularathna**

*Agriculture Sector Modernization Project -NCP*

## **Abstract**

The Rajanganaya Banana Cluster, established under the Agriculture Sector Modernization Project (ASMP) in North Central Province. This case study explores the cluster's impact on job creation and skill development, particularly focusing on its contribution to reducing youth unemployment. Through the creation of approximately 476 jobs, with a significant percentage in the 18-30 age group, the cluster has not only provided employment opportunities but has also empowered women by employing a majority of female workers. The cluster's success in providing direct and indirect job opportunities, along with skill development initiatives, showcases its role as a model for community empowerment through Agriculture Sector Modernization Project.

**Key Words:** Rajanganaya, Ambul Banana, Empowerment

## **1. Introduction**

The Rajanganaya *Ambul* Banana Cluster was established through the Agriculture Sector Modernization Project under the Ministry of Agriculture, funded by the World Bank and the European Union to modernize agriculture and promote export-oriented *Ambul* banana cultivation. This cluster is primarily concentrated in the Anuradhapura district, encompassing areas such as Rajanganaya, Thambuththegama, Nochchiyagama, Thalawa, Nuwaragampalatha East, Nuwaragampalatha Central, and Mahawilachchiya Divisional Secretariat divisions within Anuradhapura district, as well as the Giribawa Divisional Secretariat division in the Kurunegala district. The cultivation of *Ambul* bananas began in 2020, and exportation commenced in November 2022 with the registration of the Public Unlisted Company (PUC) under the company registrar. Up to February 2024, the cluster has 336 registered farmers, including 53 females. The cluster's establishment has not only improved agricultural techniques but has also created various job opportunities within the community. This case study aims to examine the impact of the

Rajanganaya *Ambul* Banana Cluster on community empowerment, particularly through job creation and skill development, with a focus on reducing youth unemployment and empowering women.

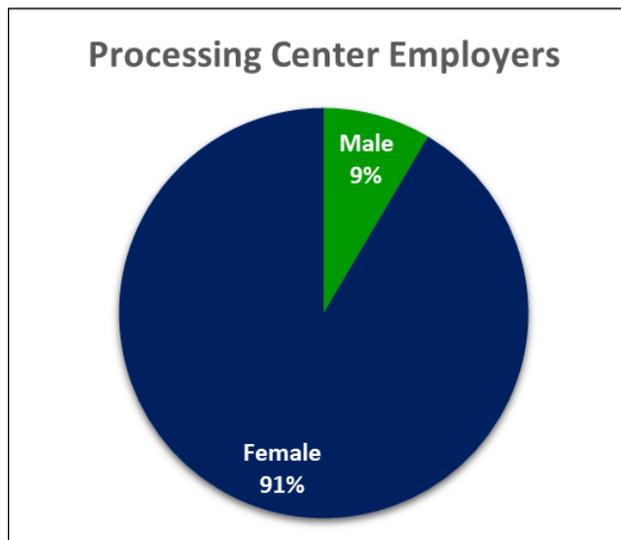
## 2. Methodology

Data for this case study were collected through surveys and interviews with farmers, workers in Rajanganaya area and relevant companies which involve to Exportation, Land preparation, Irrigation installation and Solar system installation. Information was gathered regarding job creation, income levels, and the overall impact of the banana cluster on the community.

## 3. Community Empowerment

### 3.1 Direct Job opportunities

The Rajanganaya Banana Cluster has created direct job opportunities through the PUC (Public Unlisted Company) and its processing center. The PUC employs four staff members who living in Rajanganaya area, including a Manager, Accountant, Cleaner, and Watcher. Additionally, there are approximately 47 processing center workers who are skilled in sorting, cleaning, and packing bananas. From that export processing workers hired by Export Company and others are directly employed by PUC. Notably, 91% of processing center workers are female, contributing significantly to women's empowerment in the community. These workers earn between 25,000 to 40,000 rupees monthly, providing them with a stable income source.



*Graph 3.1.1: Gender vice Percentage of Processing Center employers*



*Figure 3.1.2: Processing Center Worker*

### ***3.2 Indirect Job opportunities***

***Solar System Installation:*** Deep Tech Engineering pvt Ltd has hired 8 male workers from Rajanganaya for solar system installation. These workers are specialized in wiring, plumbing, painting, civil works, and mechanical works. All workers are in the 18-30 age group and some are NVQ qualified. Previously, these young workers did not have proper income opportunities despite their qualifications. With this project, they earn approximately 100,000 rupees per month, and the company provides all necessary safety instruments. This project not only provides employment but also equips these workers with skills that can benefit Rajanganaya in the future.



*Figure 3.2.1: Solar System Installation Employers*

***Land Preparation:*** Land Preparation Contractors have hired 14 male workers from Rajanganaya for land preparation, including roles such as dozer operators, tractor operators, and excavator operators. The majority of these workers (71%) are in the 18-30 age group, with the rest in the 31-45 age group. They earn monthly incomes ranging from 60,000 to 100,000 rupees.



*3.2.2 Land Preparation employer*

***Irrigation System Installation:*** Piyadasa and Sons have hired 3 male workers from Rajanganaya for irrigation system installation. These workers are all in the 18-30 age group and earn monthly incomes ranging from 40,000 to 50,000 rupees. After the project, these workers will be able to repair irrigation systems in Rajanganaya, providing a long-term benefit to the cluster.

***Farming activities:*** A survey conducted among farmers revealed that on average, one laborer is hired for every one-acre plantation for doing management practices. With Rajanganaya PUC currently having approximately 400 acres of registered land, this agricultural operation has created around 400 job opportunities. The survey found that 55% of laborers are in the 18-30 age group, 41% in the 31-45 age group, and 4% are over 45 years old. Laborers earn 2,500 rupees daily, amounting to a monthly income of more than 50,000 rupees. This has encouraged more young people to engage in farming.



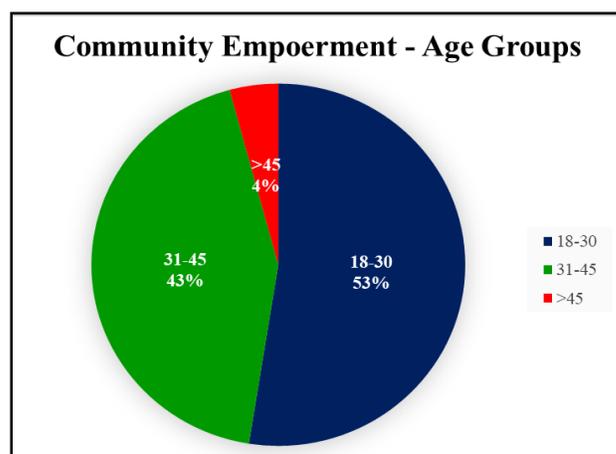
*Figure 3.2.3: Farm laborer*

***Additional Income Opportunities:*** Apart from direct employment, the Rajanganaya Banana Cluster has created additional income opportunities for the community. Some residents rent out rooms in their houses to PUC employees, while others prepare food for laborers, staff, and visitors who come for training.

#### 4. Conclusion

| Job Category                   | Age Groups |          |            |           |           |          |            |           |
|--------------------------------|------------|----------|------------|-----------|-----------|----------|------------|-----------|
|                                | 18-30      |          | 31-45      |           | >45       |          | Total      |           |
|                                | Male       | Female   | Male       | Female    | Male      | Female   | Male       | Female    |
| PUC Staff                      | 2          |          | 2          |           | 0         |          | 4          |           |
| Processing Center              | 4          | 2        | 0          | 37        |           | 4        | 4          | 43        |
| Solar System Installation      | 8          |          | 0          |           | 0         |          | 8          |           |
| Land Preparation               | 10         |          | 4          |           | 0         |          | 14         |           |
| Irrigation System Installation | 3          |          | 0          |           | 0         |          | 3          |           |
| Farming Activities             | 221        |          | 163        |           | 16        |          | 400        |           |
|                                | <b>248</b> | <b>2</b> | <b>169</b> | <b>37</b> | <b>16</b> | <b>4</b> | <b>433</b> | <b>43</b> |
| <b>Total</b>                   | <b>250</b> |          | <b>206</b> |           | <b>20</b> |          | <b>476</b> |           |

Table 3.2 : Total Employers details in Rajanganaya Banana Cluster



Graph 4.1: Employment Generation age wise

The Rajanganaya Banana Cluster, established under the ASMP, has significantly contributed to community empowerment through job creation and skill development. The cluster has provided direct job opportunities in the PUC and processing center, as well as indirect employment in solar system installation, land preparation, irrigation system installation, and field work. Approximately 476 jobs have been created, with 53% of the workforce in the 18-30 age group, 43% in the 31-45 age group, and 4% over age 45. This distribution reflects a focus on employing younger individuals, which not only provides them with opportunities but also contributes to reducing youth unemployment. Additionally, the cluster has empowered women by employing a majority of female workers in the processing center. Overall, the Rajanganaya Banana Cluster serves as a model for community empowerment through Agriculture Sector Modernization Project.