Country Plan India

This is a summary of ETP’s plan for our work in India, and it describes how we will bring to life the ETP strategy in this country. The details relate to the period 2021–2022 and there is some flexibility within these plans to accommodate unforeseen disruptions and urgent needs.

The COVID-19 pandemic has disrupted ETP’s plans in all countries to some extent, and we regularly review and update our priorities given the constraints of the pandemic.

ETP supports work in seven very different tea-producing origins. It is essential that we consider the local context when we plan our work for each country. The following sections summarise the contextual priorities in India.

COVID-19 IMPACT

This original Country Plan for India was drafted in May 2021 – since then, COVID-19 has wreaked havoc throughout India, severely impacting all communities, ETP’s regional team and our plans.

As a result, we have indicated the activities in the plan that have been delayed or postponed due to these unforeseen circumstances.

1. Context

Tea production
India is the world’s second largest producer of tea after China, with a production of 1360.81 million kilograms in FY 2019-20. It is the third largest exporter of tea globally. Assam contributes 51% of India’s total production. The small grower sector, defined by the Indian Tea Board as farms of up to 10.12 ha, accounts for 49% of tea produced in India and is the predominant contributor to the national growth in production.

India is the most important sourcing destination for ETP members, with 44 members purchasing 286 selling marks from 76 companies. Around two per cent of India’s production goes to ETP markets, and despite half of India’s production coming from small growers, ETP members purchase exclusively from the organised plantation sector. Although not covered by their membership, two ETP members also play a major role in the domestic market, where demand for tea is growing.
Country context
India has one of the fastest developing economies in the world, with a projected growth rate of 12.6% for the 2021-22 fiscal year (OECD Economic Outlook Report 2020). However, progress towards the Sustainable Development Goals is mixed. Although India is on track to eliminate absolute poverty by 2030, there are major challenges to achieving this. It is also likely that progress may be upset by the COVID-19 pandemic.

Overall, India’s score on the SDG index improved from 57 in 2018 to 61.9 in 2020 (a score of 100 indicates that all SDGs have been achieved). India currently ranks 117th of 166 countries. A decline in the Maternal Mortality Ratio contributed to improved performance on SDG 3 (Good Health and Wellbeing), and ramping up toilet coverage under Swachh Bharat Abhiyaan (Clean India Campaign) raised the country’s SDG 6 (Clean Water & Sanitation) score. India is also “moderately improving” in SDG 2 (Zero Hunger) and SDG 7 (Affordable and Clean Energy).

While this progress is heartening, there are indicators under each of these areas and under SDG 5 (Gender Equality) where focussed attention is required, including for tea industry regions.

Key issues in tea
Analysis against SDG indicators shows significant gaps between the states of Assam, Darjeeling and the South Indian tea producing states as well as gaps between North Indian tea growing regions and the national level data. Rural Assam and Darjeeling have substantially higher poverty and child and maternal mortality rates. Development challenges evident at the national level such as malnutrition, gender inequality, and sanitation are more severe in these regions, which is why ETP’s work will focus on the Assam plantation sector.

With over 30 million people, Assam falls in the median by population size among Indian states. Seventeen percent (over 5 million) of this population are known as “tea tribes.” It is among the least developed states, falling at the lower end of per capita GDP and human development indicator rankings. Assam is constrained by several additional and unique problems, such as remoteness from the rest of India and transport bottlenecks; high vulnerability to floods; and, large tribal and other population groups facing multiple deprivations.

1 https://dashboards.sdgindex.org/rankings
The 2020 Government of India report on SDGs illustrates that Assam is among the lowest ranking of India’s 28 states against several goals. The difference between northern and southern Indian tea growing regions is stark:

<table>
<thead>
<tr>
<th>SDG classification</th>
<th>North India</th>
<th>South India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Assam</td>
<td>West Bengal</td>
</tr>
<tr>
<td>1: No Poverty</td>
<td>22</td>
<td>20</td>
</tr>
<tr>
<td>2: Zero Hunger</td>
<td>23</td>
<td>18</td>
</tr>
<tr>
<td>3: Good Health &amp; Well Being</td>
<td>28</td>
<td>10</td>
</tr>
<tr>
<td>4: Quality Education</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>5: Gender Equality</td>
<td>28</td>
<td>22</td>
</tr>
<tr>
<td>8: Decent Work &amp; Economic Growth</td>
<td>23</td>
<td>16</td>
</tr>
<tr>
<td>11: Sustainable Cities &amp; Communities</td>
<td>24</td>
<td>27</td>
</tr>
</tbody>
</table>

**Economic issues**

Whilst poverty in Assam declined rapidly between 1994 and 2005, the state has since lagged behind others, and poverty levels are higher than the national average. Growth, which is driven mainly by services, is among the lowest in the country.

Unemployment rates amongst youth are high and continue to grow as opportunities for gainful employment outside the tea estates are limited and fewer young people work on the plantations.

Assam has a historical problem with low wages, which are the lowest amongst all tea growing regions in India. Tea workers are paid with both cash and in-kind benefits. The in-kind component can comprise up to half the total value of remuneration. The central government has benchmarked INR 341 (approx. USD 4.50) as a minimum wage for Assam. To comply with the new Code on Wages, the Government of Assam announced a 30% wage increase to the cash wage component in early 2021, which would bring the composite wage inclusive of in-kind benefits to INR 304 per day. While it is likely that regulation will require an increase in cash wages for tea workers, it is not clear when this will happen or how the large component of in-kind benefits will be affected.

The estate sector is facing an existential threat in the face of rising costs. Competition from the rapidly growing small farm sector, which is subject to less regulation of obligatory benefits, is putting an additional burden on the organised sector. The significant growth in small tea growers with low production costs is driving down prices. With a focus on cost reduction and consequential compromised quality, there is reduced scope to address sustainability issues. There is an urgent need

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2 https://sdgindiaindex.niti.gov.in/#/ranking
to modernise many aspects of the tea sector, including how it is regulated if the industry, its workforce, and their communities are to have a sustainable future. In short, the plantation model is not financially sustainable, and most problems in the sector stem from this.

Social/Equality issues
The plantation tea sector in Assam employs nearly 700,000 workers, 53% of whom are women, and supports over two million people residing on the estates. The social impact of the tea industry is high due to the large population dependent on it for nearly all aspects of life. There are numerous issues facing the industry, such as the antiquated wage and benefits system, which intersect with the broader challenges facing vulnerable rural workers and those living on tea estates, which include: low wages, lack of access to good water and sanitation facilities, poor access to secondary education, poor access to decent healthcare and nutrition, lack of opportunities for youth, lack of access to government programmes and financial services, and gender inequality.

Nutritional deficiencies disproportionately affect women and girls, evidenced by high rates of anaemia.

These gaps cannot be filled by supply chain actors alone and require intervention from government and other stakeholders.

Environmental issues
In a 2018 survey of producers in Assam, 88% of plantation managers and 97% of smallholders stated that the challenging climate conditions threaten the growth and production of tea. This is also evident in the climate modelling study commissioned by ETP in 2015, showing that most of the tea-growing regions in Assam would be unfit for growing tea by 2050 if the trends at that time continued unabated. One such trend is the increased intensity of rainfall over a shorter period. This new rainfall pattern is causing extreme flooding over and above the normal monsoonal flooding of the Brahmaputra Valley, causing significant damage to the environment and costing human lives. Climate change negatively impacts many cost variables, including pest control, irrigation, human health, productivity, and quality. The consequences of this are immediately felt on shrinking profit margins.

A key impact of climate change on the tea sector is the increased duration of pest attacks. This, combined with poor soil health resulting from the long-term use of agrochemicals, creates a vicious cycle. Increasing amounts of agrochemicals are applied to combat pests and lower productivity from unhealthy soil, further contributing to climate change and poor soil health. There is an urgent need to transition the industry to more sustainable and regenerative agriculture practices.

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COVID-19 impact
All information below was accurate at the time of publication (May 2021).

As ETP plans work over the next strategy phase, a second wave of COVID-19 has been rampant in India, which reported over 300,000 cases per day as of 15 May 2021. The country has experienced various degrees of lockdown, travel restrictions and curfews. During its partial lockdown at the end of May 2021, Assam reported over 6,000 cases per day, and as of 15 May, 500 cases had been recorded on 90 tea estates. However, more testing was needed to identify the true magnitude of infections. As of 25 April 2021, estates where ETP has been working barred entry to outsiders and ETP’s field team have been forced to stop all active programmatic implementation.

The impact of COVID is also being felt by the ETP team and ETP’s partners in India. During this time of uncertainty and unpredictability, it is difficult to be precise about what is possible in terms of programme launch, timelines and delivery.

Maintaining the safety of ETP’s team and the tea communities is of paramount importance, meaning ETP will continuously evaluate the situation and adjust delivery timelines accordingly. Back-end work such as contracting, logistics and implementation planning will be done, to the extent possible, to enable ETP to move quickly once estates open to visitors.

2. Priorities and Activities

The key issues affecting the future of India’s tea industry are systemic and strongly interlinked; they cannot be tackled by any single stakeholder group, nor through isolated projects.

ETP’s approach over 18 months up to the end of 2022 is to focus on project, business pilot and policy work on key areas where ETP can innovate or model potential solutions, and to convene and catalyse other stakeholders to do the same within their spheres of influence.

There will be a strong focus on community-centric programming, improving opportunities for women and young people, and exploring new business models for a modern tea industry. By focusing on these areas, the plan aims to tackle the numerous, complex, and inter-related issues facing the industry from the ground up.

There is a strong complementary focus from the central and state government on access to services for rural communities and improving the quality of life for women and young people. ETP will leverage this through its relationships with intergovernmental agencies such as UNICEF.

5 Based on data available on the Govt. Of India COVID dashboard: https://www.mygov.in/covid-19
The diagram below illustrates the potential activities, including existing projects, pipeline projects, and work requiring further scoping and resourcing. Following the diagram is a summary of six priority proposals.

The total potential reach of these combined activities is over one million workers, farmers, and tea community members.

Figure 1. Diagram summary of all project proposals for China country plan from January 2021 to August 2022.
**PROPOSED ACTIVITIES**

*Six priority activities have been described below.*

1. **Multi-stakeholder Platform (MSP):** POLICY, DELAYED

<table>
<thead>
<tr>
<th>Strategy impact areas</th>
<th>Economic, Environment, Equality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding partners</td>
<td>ETP, Platform Members</td>
</tr>
<tr>
<td>Duration</td>
<td>Three-year initial partnership agreement</td>
</tr>
<tr>
<td>Potential reach</td>
<td>Sector-wide</td>
</tr>
</tbody>
</table>

The challenges faced by the industry require collaboration both across the industry value chain and other key stakeholders. ETP will convene a multi-stakeholder platform to develop a long-term, holistic strategy for the industry. This strategic group will be an evolution of the India Roadmap Group and will work across all three pillars of ETP’s strategy - Economics, Environment and Equality.

Potential outcomes for the group include defining roadmaps, identifying workstreams, commissioning projects and pilots, and engaging collectively with the government at the local and national levels. To be effective, it will be essential that the group:

1. Defines a clear and compelling vision for the future of the tea industry; an
2. Drives commitment to the vision and empowers their organisations to deliver the changes required to achieve it.

With these principles in place, stakeholders can collaborate to address the key issues within their spheres of influence. Proposed participants include:

- Producers
- Tea associations
- Tea packers
- Tea Research Association
- Civil society organisations
- Academia
- Standards bodies (RA, Fairtrade, trustea)
- INGOs (UNICEF, UN Women, ILO)
- International donor agencies
The strategy and activities for this group would be guided by the NewForesight Consultancy study on the Indian industry that was commissioned in 2019, with action plans developed on how to influence change on the “Four Forces” considered in the study:

**Analytical framework— Four forces**

[Diagram showing the Four Forces: Enabling Environment, (Product) Market, Production, Labor Market.]

As soon as in-person, in-country meetings are feasible, India-based stakeholders will be convened to progress development of the group. International stakeholders will likely be involved via videoconferencing only until the end of the country plan timeframe. During this period, activities will focus on:

1. Engagement with potential group members to obtain buy-in and develop draft content for terms of reference; and,
2. Preparation of input materials, e.g. briefing papers on regulatory issues, analysis of recommendations from existing India case studies.

An initial budget of £10,000 ETP core funding is proposed to cover the costs of in-country meetings, workshops, the preparation of agreements or other documents as required. Thereafter, MSP members would be expected to contribute to the platform costs and budgets to implement action plans.
2. Plantation Community Empowerment Programme – Scale UP: PROJECT, ON TRACK

<table>
<thead>
<tr>
<th>Strategy impact areas</th>
<th>Economic, Equality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding partners</td>
<td>ETP Members, GIZ</td>
</tr>
<tr>
<td>Duration</td>
<td>Three-years</td>
</tr>
<tr>
<td>Potential reach</td>
<td>20 estates; 100,000 community members</td>
</tr>
</tbody>
</table>

The Plantation Community Empowerment Programme (PCEP) is transforming four tea estates in Assam through community-led participatory decision-making. The overarching goal of this pilot programme is to contribute towards a sustainable and economically viable tea sector with thriving communities. Through open dialogue and by reducing reputational risks, value is created for tea workers, buyers and producers.

The programme works by establishing Community Development Fora (CDF) that bring together workers, management, estate residents, and the wider community to ensure there is shared understanding and ownership of the challenges faced by these groups. It gives a voice to women and to young people, who comprise a large percentage of the population, yet are not involved in decision-making. Together, the CDF develops and implements an Estate Development Plan (EDP) to prioritise and resolve issues, ensuring relevant internal and external bodies.

The CDFs are linked to existing structures on the estates, such as Adolescent Girls’ and Mothers’ Clubs, trade unions, and act as a bridge with local government to access services and schemes previously not available to estate communities. By linking multiple stakeholders and structures within and outside estate communities, CDFs become central to the tea estate’s social, economic, and environmental development. For this reason, scaling the PCEP programme is central to the grassroots transformation of the plantation business model. It is also aligned with ETP’s commitment to a participatory approach.

Furthermore, a recent notification by the Government of Assam makes it a requirement for estates to set up Labour Welfare Committees. The concept and structure of these committees are similar to CDFs. This requirement provides an opportunity to advocate with government and industry to institutionalise the CDF structure as a best practice model for meeting the Labour Welfare Committees requirement. The long-term vision is that ETP can share its expertise and support industry-owned scaling of CDFs across the State.

Options for embedding the CDF model into the Improving Lives Phase III programme, in partnership with UNICEF, are being explored. (See next point for more details of the Improving Lives work).
3. Improving Lives Partnership Phase III: PROJECT & POLICY, ON TRACK

<table>
<thead>
<tr>
<th>Strategy impact areas</th>
<th>Economics, Equality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding partners</td>
<td>ETP members and others – to be announced</td>
</tr>
<tr>
<td>Duration</td>
<td>Three years</td>
</tr>
<tr>
<td>Potential reach</td>
<td>250 tea estates; policy interventions impact entire sector (750 estates)</td>
</tr>
</tbody>
</table>

Phase II of this partnership with UNICEF, which finishes in September 2021, was focused on child protection, water, sanitation and hygiene (WASH), education, health and nutrition, and responsible business practices.

UNICEF is a valuable partner with strong governmental influence. ETP has proposed that the next phase of the programme focuses on increasing policy-level advocacy to improve access to better health care, women’s safety, education, and water for tea communities. The aim is to use policy interventions to redesign the tea industry as a workplace fit for the future. Discussions are underway with funding partners, and there is general interest in funding a phase III; however, concrete financial commitment is yet to be agreed.

UNICEF’s overarching goals for a Phase III include:
• Tea management [of companies] invest in Family Friendly Policies to improve employee well-being, promote gender equitable practices and increase productivity sustainably; and,
• Government flagship schemes in tea communities have increased access and coverage.

ETP is exploring opportunities for integrating CDFs into UNICEF’s delivery on tea estates. ETP will plan to reach all estates sourced by ETP members in a focused number of ground level activities.
4. Living Wage: POLICY, DELAYED
Tea wages in Assam are a politically sensitive topic between the government, industry, and trade unions. Government-proposed wage increases have been circling in regulatory and judicial processes since 2015. It is difficult for ETP, or other stakeholders outside the domestic market value chain, to constructively contribute to this process. There are, however, two opportunities for ETP to participate in work related to improving wages and benefits for tea workers in Assam.

Firstly, ETP sits on the Advisory Group of a planned Rainforest Alliance (RA) pilot programme that seeks to achieve the following objectives:
- Selected international supply chain actors have the capacity to assess the effects of wages that meet the needs of workers and their families on labour and production costs, and to adjust their purchasing practices accordingly.
- There is a blueprint of successful engagement between producers, workers, and buyers that results in the adoption of commercial practices that respect the right to a living wage.
- Evidence from the project’s implementation is documented and shared across sectors as a “showcase” to be replicated, improved, and scaled up in the sector – thereby widening the project’s impact.

The project will focus on one-to-two buying companies and one-to-two producing companies in their supply base. RA engaged in discussions with an ETP member about participating in this pilot, however, the pandemic inevitably delayed progress.

The second opportunity focuses on how potential changes to in-kind benefits such as housing, on-site healthcare and education, food rations, etc., will impact workers. ETP and Fairtrade co-funded an initial piece of research in 2020 that reviewed the wage policy framework in India and Assam and the implications of the changes that are underway. Following this, the two organisations are collaborating on a worker voice study to understand these implications from the perspective of those who will be impacted.

The research aims to understand directly from workers their experience of accessing and using services on the estate, what they value about these, and where there are gaps. This will enable ETP and other stakeholders, including industry actors, to place the community voice at the centre of any recommendations about the future shape of in-kind benefit provision. Such recommendations could be used as part of broader industry advocacy work on in-kind benefits and shape strategies on this topic to be driven by the proposed MSP.

The study has been designed using a peer-to-peer research method whereby selected tea community members are trained to collect qualitative data from estate residents through storytelling about their experiences of the services and benefits provided on tea estates. The data is collected through a digital platform, with analysis taking place in real-time. While the project can be conducted entirely remotely, it requires careful engagement with producer companies, who may be reticent to adopt this effective but unfamiliar approach. Due to COVID-19, this feasibility of constructive engagement on this project with producers will be reviewed in September 2021.
5. Rice Ration Fortification: PILOT and POLICY, DELAYED

<table>
<thead>
<tr>
<th>Strategy impact areas</th>
<th>Economic, Equality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding partners</td>
<td>TBC</td>
</tr>
<tr>
<td>Duration</td>
<td>1.5 years</td>
</tr>
<tr>
<td>Potential reach</td>
<td>4 estates; 30,000 community members</td>
</tr>
</tbody>
</table>

ETP’s partnership with the Global Alliance for Improved Nutrition (GAIN) is tackling poor nutrition by creating better access to, and demand for, nutritious food on 140 tea estates in Assam. The project includes promoting fortified foods.

The fortified rice ration pilot will complement this programme, capitalising on awareness-raising around the benefits of fortified food and providing a cost-effective means of quickly boosting micro-nutrient consumption. The pilot will take place at the four tea estates where ETP has been facilitating CDFs and where ETP will be implementing work under the existing programme with GAIN.

The pilot partner, DSM, will supply fortified rice kernels, which will be blended on site with normal rice rations. The blending operation offers a potential business opportunity (social enterprise) for women that can be supported by the CDF. In addition to improving health within the community, the pilot will deliver a costed case study on the uptake and impact of fortified rice and improved workforce nutrition. This can be used to advocate with tea associations and the government to institutionalise the fortification of rice rations, which could have a tremendous impact on Assam’s performance against the SDG Zero Hunger.
6. Total Sanitation Project: PILOT and POLICY, DELAYED

<table>
<thead>
<tr>
<th>Strategy impact areas</th>
<th>Equality, Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding partners</td>
<td>ETP members, Mercy Corps, Goodricke Group, Borbam Tea Estate, Borbam CDF</td>
</tr>
<tr>
<td>Duration</td>
<td>TBD</td>
</tr>
<tr>
<td>Potential reach</td>
<td>9,800 estate residents</td>
</tr>
</tbody>
</table>

This pilot aims to develop a total sanitation model to deliver safe, clean drinking water and sanitation to tea estates. Households will have access to sanitation through piped water; tea communities will be educated on good hygiene practices; and industry stakeholders will be able to refer to the pilot case study and lessons learned to advocate for increased government investment in clean water for tea communities.

As of August 2021, this project had only partially begun and was on hold due to COVID-19 disruptions. In Q4 2021, ETP will hire a dedicated WASH consultant to ensure that this project is seen through to completion. ETP will make the case study publicly available.
The following table maps the key issues highlighted in the Context section above, against the full list of possible activities in India.

### Summary of Key Issues and Country Plan Activities

<table>
<thead>
<tr>
<th>Key Issue(s)</th>
<th>Activity</th>
<th>Approach</th>
<th>Partner(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsustainable business model &amp; rising costs</td>
<td>Multistakeholder Platform</td>
<td>The MSP will bring together all key stakeholders to develop a long-term, holistic strategy on an industry that is fit for the future. The group could adopt roadmaps, identify workstreams, commission projects and pilots, and engage collectively with the government at the local and national level to address the big issues like rising costs, climate change and declining profitability.</td>
<td>Producers &amp; producer associations, Tea packers, International donor agencies &amp; INGOs, Standards bodies, Civil society orgs, Tea Research Assoc, Academia</td>
</tr>
<tr>
<td>Low wages</td>
<td>- Multistakeholder Platform</td>
<td>Since working directly on cash wage levels is not currently feasible due to the issue being tied up in legal processes, ETP will work on the overall wage ecosystem. This includes improving the delivery and uptake of in-kind benefits, influencing key industry stakeholders on wage issues, and understanding commercial practices that enable living wages.</td>
<td>MSP Members, Rainforest Alliance/LLO, Buying companies, Producer companies, Fairtrade</td>
</tr>
<tr>
<td>Lack of access to decent sanitation &amp; water facilities</td>
<td>Total Sanitation Pilot</td>
<td>Piloting a full system on one estate to use as a case study for advocacy and scaling.</td>
<td>ETP members, Mercy Corps, SEWA, Goodricke's</td>
</tr>
<tr>
<td>Poor nutrition</td>
<td>- Workforce Nutrition</td>
<td>Large scale programme to change demand and access to nutritious food. Pilot programme to create a case study for advocacy on government/industry-led ration fortification.</td>
<td>GAIN, DSM, Catalyst, Producer companies, CDF</td>
</tr>
<tr>
<td></td>
<td>- Lack of access to education</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Youth unemployment</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Workplace safety &amp; vulnerability of women and girls</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment</td>
<td>- Climate disturbance</td>
<td>Multistakeholder Platform</td>
<td>MSP members, GIZ, German Members, Small Farmers</td>
</tr>
<tr>
<td></td>
<td>- Agrochemical use</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Soil Health</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. Supporting activities

Partnerships

*In-country Partner*

ETP’s registration in the UK and Indian law prohibit ETP from bringing foreign funds into the country for activities or to accept funds from local donors. ETP works with in-country partners to support local contracting, fundraising, and project management services to support the expansion of ETP’s work.

*Partnerships*

The main vehicle through which ETP will establish and strengthen partnerships, including with ETP members, is the proposed multi-stakeholder platform. With UNICEF, ETP will seek to deepen partnering on government policy and advocacy work. Collaboration with IDeA the ANT, which has been supporting the PCEP programme, will continue under the scale-up project and further enhance capacity on participatory work with communities. Whilst GIZ is not a new partner for ETP, a proposed small grower project will lead to a new relationship with them in India (see slides in the appendix for more detail).

*Shared learning*

ETP will draw up a list of pilot projects that address priority challenges common across several regions. Once the pilot phase is successful – similar interventions can be tried in other origins with suitable adjustments to the local context. This is currently happening, for example, with the PCEP programme, as other regions like Malawi are exploring the feasibility of adopting this approach.

The Multi-stakeholder Platform will be used to share the knowledge on the projects in and outside the country. With restrictions around travel and gatherings – it may not be possible to have face-to-face events like TEAM-UP, but virtual media can be used to disseminate information. In the current travel-restricted climate, it is even more important that industry events and stakeholder meetings are held to maintain relationships and share learning.

Sharing learning with participants in ETP activities is also essential. Reporting back and sharing project and pilot lessons with tea producing companies and tea community members will be included in M&E plans.
Communications
Currently, ETP is well known by a few key export producer companies that supply the majority of ETP members, particularly those participating in the PCEP programme. ETP has a strong relationship with the Indian Tea Association (ITA), who understands the scope of our work, and has good contact with key local and state government figures. Overall, and particularly within the government, ETP’s profile, role, and the impact of our work is not well understood.

ETP expects to play a major role at the policy level in the region. To achieve this, organisational work must be both visible to and valued by the key stakeholders listed below. ETP has a repository of impactful work delivered in India over the past six years. Communicating this work can position ETP as a convenor that can move the industry toward a more sustainable future. Over the next 18 months, the primary communication objectives for India are to:
- Increase the visibility of ETP.
- Disseminating information about the impact of ETPs work in India, particularly in the areas of gender and community-led development.
- Positioning ETP as a partner of choice for stakeholders.

Key target stakeholders are:

<table>
<thead>
<tr>
<th>Government</th>
<th>Private sector</th>
<th>Academic institutions</th>
<th>Development agencies</th>
<th>NGOs/Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Agriculture</td>
<td>Producer Companies</td>
<td>Tea Research Assn</td>
<td>FAO, GIZ, IDH, IFAD, ILO, UNDP, UNICEF, UN Women</td>
<td>Certification bodies Union All Adivasi Women’s Assoc. of Assam</td>
</tr>
<tr>
<td>Ministry of Labour</td>
<td>Tea Associations</td>
<td>Universities Tata Inst. of Social Sciences</td>
<td></td>
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<tr>
<td>Tea Board</td>
<td>Domestic Tea Packers</td>
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<tr>
<td></td>
<td>Tea Brokers</td>
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</table>

These target groups can be reached through digital and traditional media, and local, national, industry events.

4. Background materials
A budget, workplan and monitoring and evaluation plan have been developed to support the implementation of the priorities outlined above.