



Strategy2030 Summary

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Contents

Executive summary _____	3
ETP Strategy2030 _____	6
Mission and vision _____	6
How we will achieve this _____	7
Understanding the Strategy2030 temple _____	9
Strategy foundations _____	14
Theory of Change _____	18

N.B. Throughout this document “tea” refers to *Camellia sinensis* unless otherwise stated. Additionally, this document was redesigned in October 2023 alongside the launch of ETP’s new visual identity.

Executive summary



ETP to-date

ETP has evolved over the years from a coalition of companies seeking to source tea ethically to an audit body, and more recently, to a project implementor and convenor of the tea industry.

ETP is well-respected for its work, and its experienced global team further enhances ETP's credibility.

This team has achieved significant positive impact since 1997, when the organisation was first formed.

Strategy development process

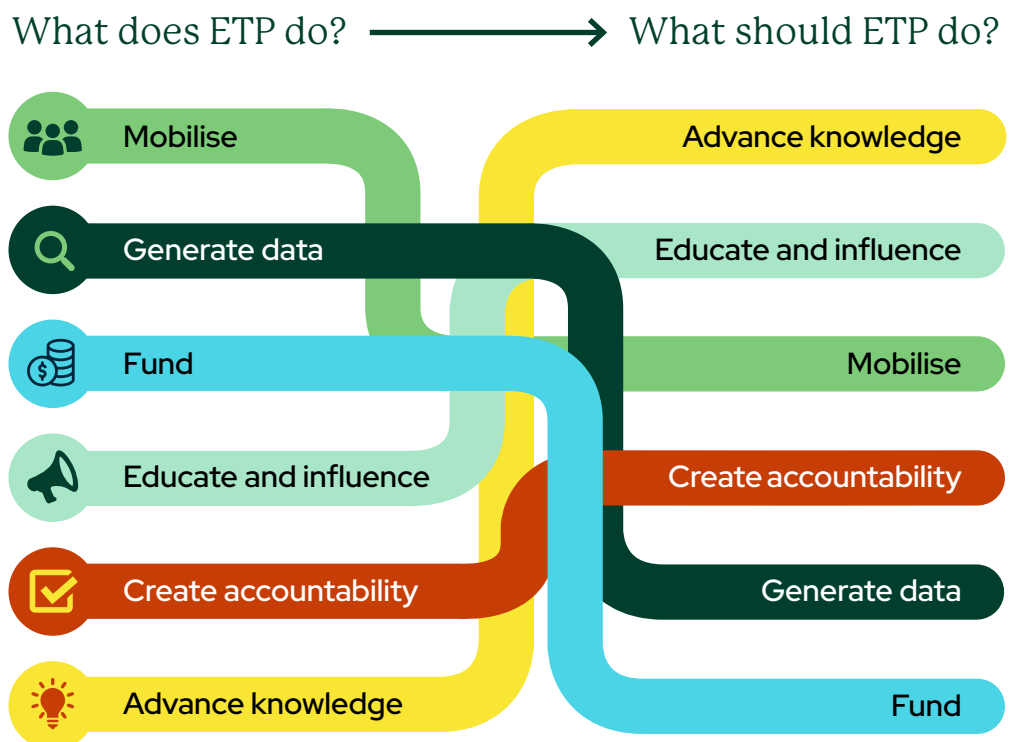
In 2020, ETP systematically reviewed its activities through several avenues, including:

- a country-by-country analysis of the issues in tea, including the origin countries' performance against the UN Sustainable Development Goals (SDGs);
- a high-level review of ETP's current project portfolio examining the main focus areas of projects, the geographical distribution of project spend and the various roles that ETP plays in projects; and
- an extensive stakeholder consultation to understand how ETP is perceived and what stakeholders believe ETP *should* do.

The key findings from this research phase were:

- SDG #10 'Reduced inequalities' is unachieved in all seven tea-producing countries under ETP's purview;¹
- the prevalent issues in tea are low wages and incomes (below internationally accepted living wage and living income benchmarks), unsafe working conditions, gender inequality, inadequate housing, sanitation, nutrition, healthcare, education, and environmentally unsustainable practices;
- ETP's projects have focused predominantly on improving lives by raising incomes and addressing the above issues. Secondary goals for ETP's projects include empowering women and building resilience to climate change; and
- ETP most often plays the role of project implementor, although it also occasionally acts as a convenor, expert or pathfinder.

The feedback on ETP's role, shared by more than 100 stakeholders, during the consultation exercise is summarised by the pipeline image below:



¹ Kenya, Malawi, Rwanda, India, Sri Lanka, China and Indonesia – based on our members' sourcing footprints.

Proposed ETP Strategy2030

ETP recognises that it is uniquely positioned to convene the tea industry to catalyse transformational change for tea communities. The Strategy2030 combines the theory for systemic change and aligns ETP's activities with commitments to improve economics, equality and environmental performance across the tea sector.

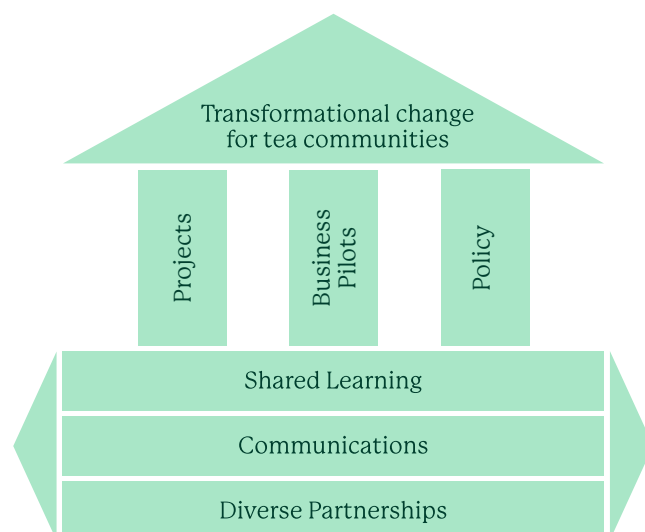
The strategy represents a shift in focus for ETP, with less emphasis on projects and a broader effort to orchestrate other activities to support systemic change – such as policy work, business innovation, shared learning and diverse partnerships. ETP intends to enhance the broader communication of its activities to enable awareness-raising, education and influencing. An important feature of ETP's new approach will be the community-led project work, also known as a 'participatory approach.'

Implementation

To implement this strategy, in 2021, ETP will focus on reshaping the organisation to build capacity and strengthen our systems and processes, empowering the ETP regional teams and decentralising project management. For the next five years, ETP will expand its activities and impact, particularly in the areas of policy and business pilots. As ETP moves towards 2030, it will demonstrate its significant contribution towards the SDGs and begin to see the impacts of its vision of transformational change for 'a thriving tea industry that is socially just and environmentally sustainable.'

Read more about Strategy2030 on the [ETP website](#).

ETP's Strategy2030 Pillars



ETP Strategy2030



Taking into consideration ETP's journey, activities and successes to date and the insights from the recent research and analyses, the ETP team has developed the following strategy to take the organisation through to 2030.

Our mission



Our mission is to catalyse long-term, systemic change, to benefit everybody who works in tea – especially people in tea-producing regions.

Our vision



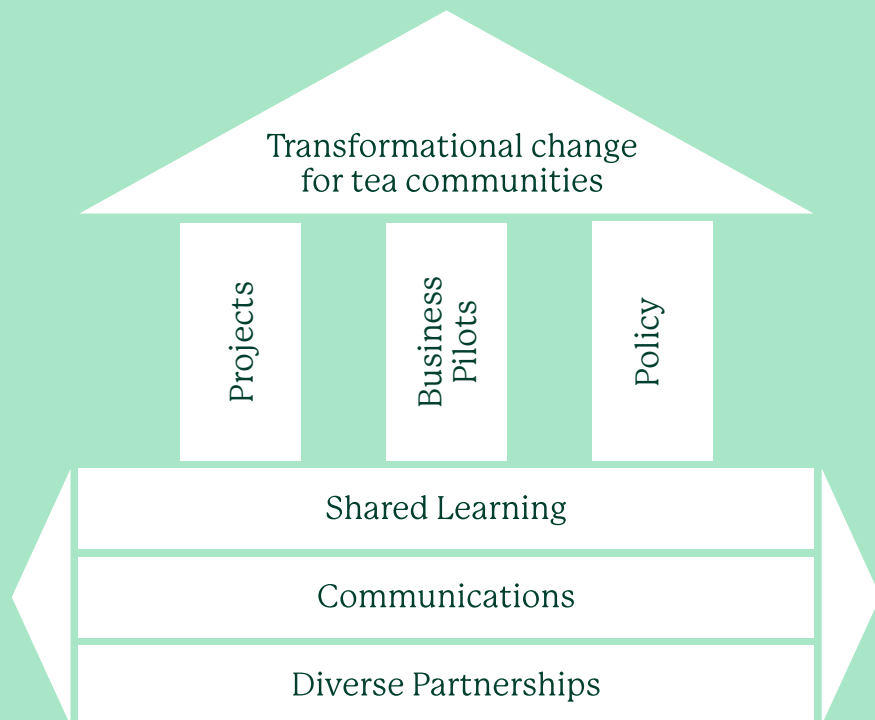
A thriving tea industry that is socially just and environmentally sustainable.

How we will achieve this

In order to identify the most effective activities to create transformational change, ETP examined various theories and models for systems change.² The key to ETP's success will be knowing *when* to focus on which of these activities.

Activities

ETP has selected a combination of carefully integrated activities to deliver transformational change. ETP will focus less on project implementation – although projects remain an effective way to introduce and demonstrate improvements – and will broaden its portfolio to include business pilots, policy work, shared learning, enhanced communications, and diverse partnerships, as depicted in the strategy 'temple' below.



² Systems change theories provided by various thought-leaders, including [Forum for the Future](#), [Wasafiri](#) and [Donella Meadows](#).

Common activities in theories for systems change

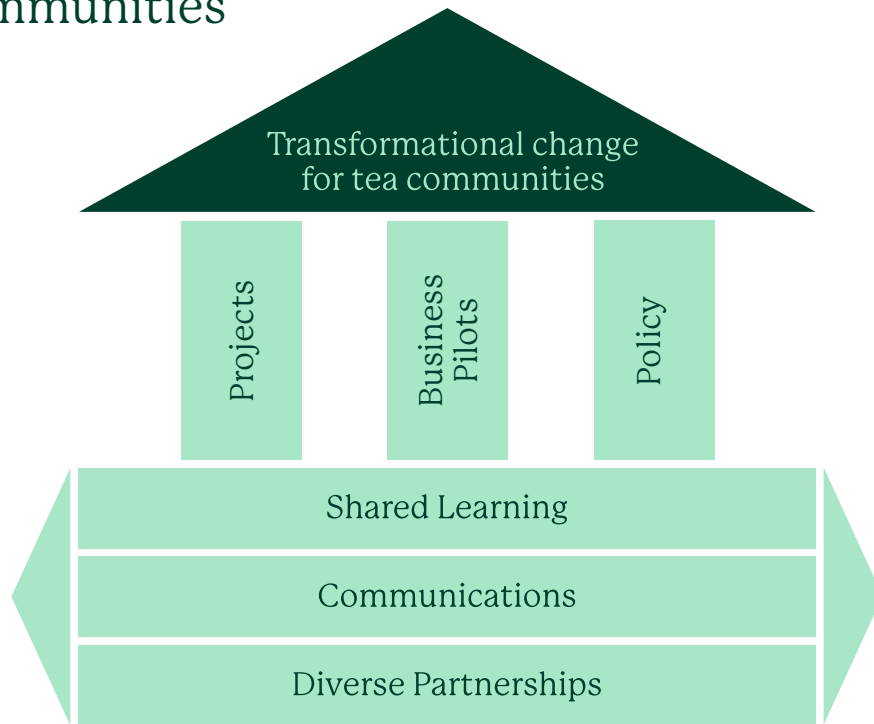
- **Organise and collaborate** for collective action. This includes working with diverse (and occasionally divergent) stakeholders.
- **Create the business case** using evidence-based insights to understand the issues and depict an alternative that is better than what we currently have; making the issues matter to a wide range of stakeholders.
- **Set the rules for the new normal** which is about identifying small steps towards the big goal of transformational change.
- **Incentivise change** so that it becomes the easier and more preferred option for the mainstream.
- **Harness and share information** in order to raise awareness and develop a shared understanding of the issues, challenges and solutions.
- **Disrupt and innovate** by trying something new, piloting alternatives and proving that things can be done differently.



Understanding the Strategy2030 temple



Transformational change for tea communities



ETP's goals have been identified to address the most pressing issues in the tea sector under three categories: Economics, Equality and Environment.³ ETP's stakeholders have repeatedly said that the healthy economics of the tea sector underpins all other social and environmental goals and that equitable distribution of wealth throughout the supply chain is essential.

ETP will seek to deliver the following outcomes:⁴

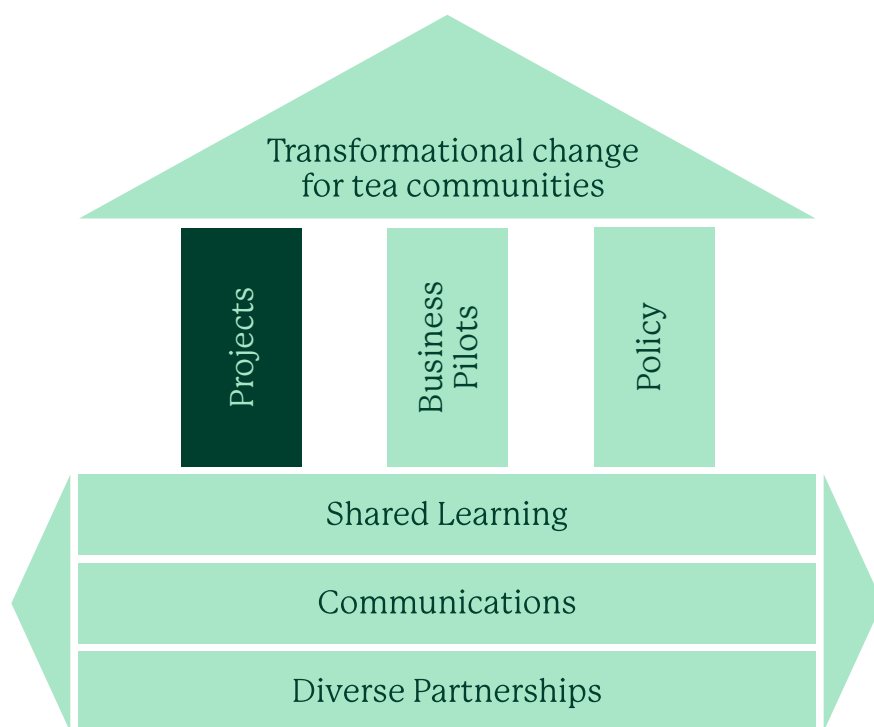
1. The **tea industry is thriving**, investing in a sustainable future and is providing good livelihoods throughout the supply chain.
2. Tea factories, estates and farms are **good places to work**.
3. Tea workers, farmers and their families have **good living conditions** and access to key services.
4. **Gender equality** for those working in the tea industry and living in tea communities.
5. The tea industry has a **minimal environmental impact**, is implementing good agricultural practices and is resilient to climate change.

Targets and KPIs for the above outcomes are under development for ETP globally and at a country level. These will be available in Q1 2022.

³ These three impact areas were originally identified by the Global Tea Coalition, a producer-packer dialogue co-convened by ETP and IDH – The Sustainable Trade Initiative. The membership of ETP and GTC intersect, therefore, it is pragmatic for ETP to align its goals with those of the GTC, whilst remaining separate.

⁴ Based on the desired outcomes identified in an ETP discussion paper for CEOs, drafted in December 2018.

Projects



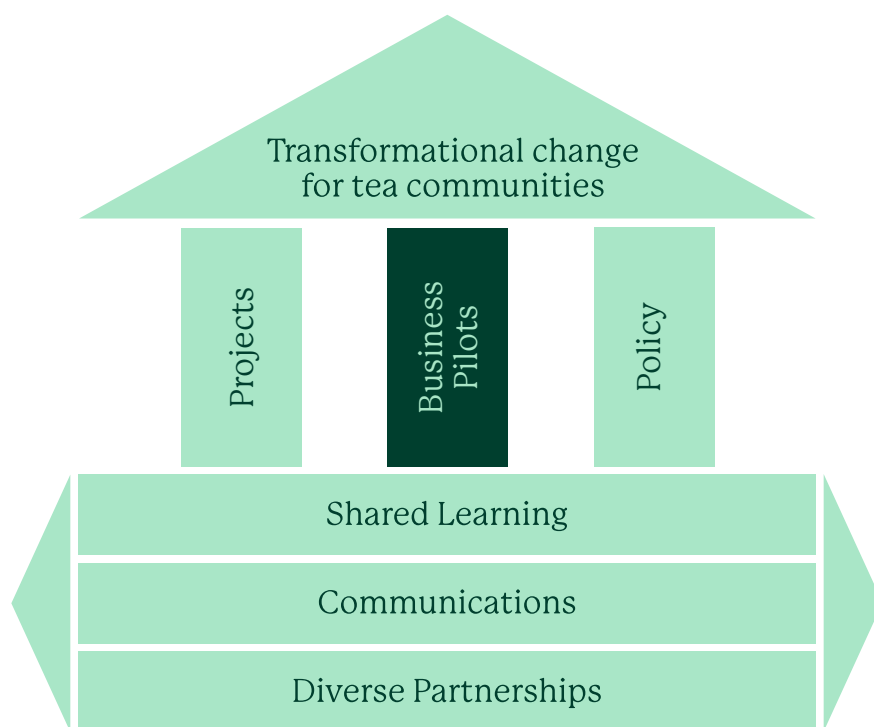
In the Strategy2030, all ETP projects will be designed and developed with tea communities front and centre. As a standard procedure, all ETP projects will now adopt the ‘participatory approach’ (see box, below). This represents a significant shift for ETP, where previously, members and ETP staff often determined what projects should deliver. ETP will work with development partners with expertise in deploying the participatory approach, such as CARE International and ActionAid.

Projects will be carefully selected to align with the three commitment areas – Economic, Equality, Environment. They will also be screened by their theory of change, which will describe how the project will contribute to transformational change. In addition, all projects will be evaluated to demonstrate their contribution towards the UN’s Sustainable Development Goals. ETP will invest in systems and processes to standardise robust measurement and evaluation, partner selection, best practice in procurement, and funding and deployment of staff and contractors. The aim is to have effective project management systems, which are resource-efficient and focused on achieving ETP’s mission.

The participatory approach

This approach is a process through which stakeholders can influence and share control over development initiatives, and over the decisions and resources that affect themselves (ADB). The four main principles of the participatory approach are **dialogue**, **participation**, **cultural identity**, and **empowerment**.

Business pilots

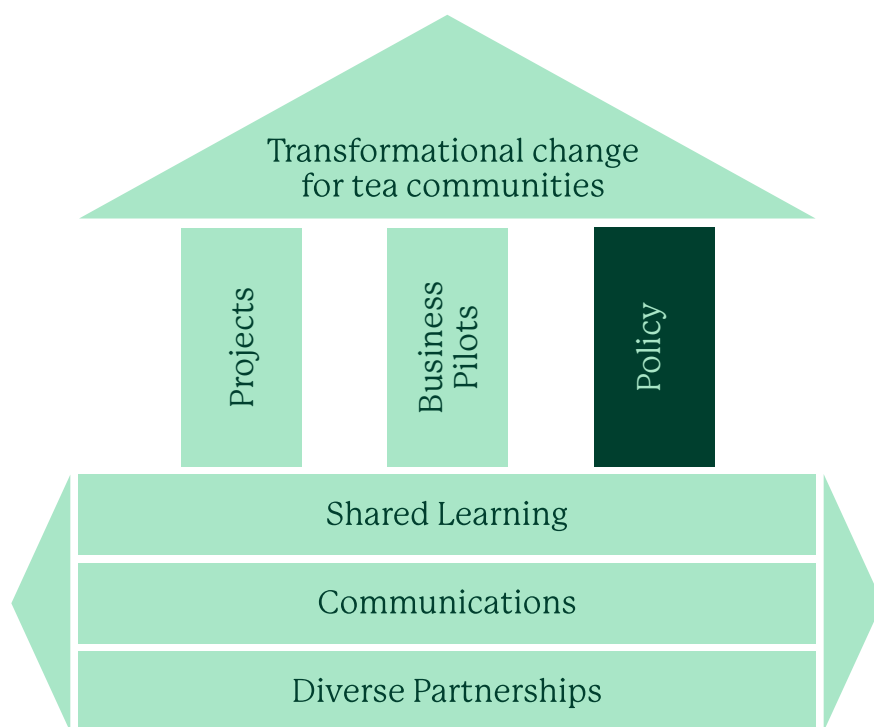


One of the most exciting opportunities for ETP is to support tea companies to pilot new, alternative ways to conduct business. Disruptive business practices are needed to redress the balance of the sector's economics, but often companies are constrained by a "business-as-usual" mindset, regulatory environment and/or the expectations of other value chain actors.

ETP will support pioneering business models with a social and environmental purpose by convening suppliers and customers, influencing policy, researching and proposing new ways of working, and analysing the impact (good and bad) of the pilot. ETP's role is not to advise companies on how to conduct their business. Rather, it will be to support companies as they explore better ways of working.

The intention is to dedicate ETP resources to monitoring emerging, for-purpose business models, as well as to work with other partners (such as IDH) to develop ideas for better business practices and sustainable trade. ETP will also develop case studies and analyses to understand the impacts of companies' efforts to create shared value.

Policy



Some tea-producing countries have outdated or poorly-developed legislation that inhibit more equitable ways of working. This is a frequent challenge for companies operating in these countries and can be a missed opportunity to optimise conditions for tea communities. For example, in a country where government policies value the quantity of jobs over the quality of work, it is difficult for companies who want to pay living wages to compete with those who align with the local policy of plentiful, cheap labour. Similarly, in geographies where the provision of welfare services (such as food, housing, and healthcare) is designated to companies, this significantly adds to companies' operating costs, thus making them less able to pay higher cash wages. Furthermore, policies supporting increased tea production can lead to price erosion, whereby companies' operating margins decrease, allowing less money to invest in good quality welfare services.

ETP's experienced team and successful track record in working in the myriad regulatory environments for tea means that there is a collective understanding of which regulation supports a thriving tea industry that is socially just and environmentally sustainable. ETP will leverage these insights to develop evidence-based policy positions that will be used to engage stakeholders (including media and NGOs), inform government reviews of regulation and raise awareness of the reality of the issues in tea.

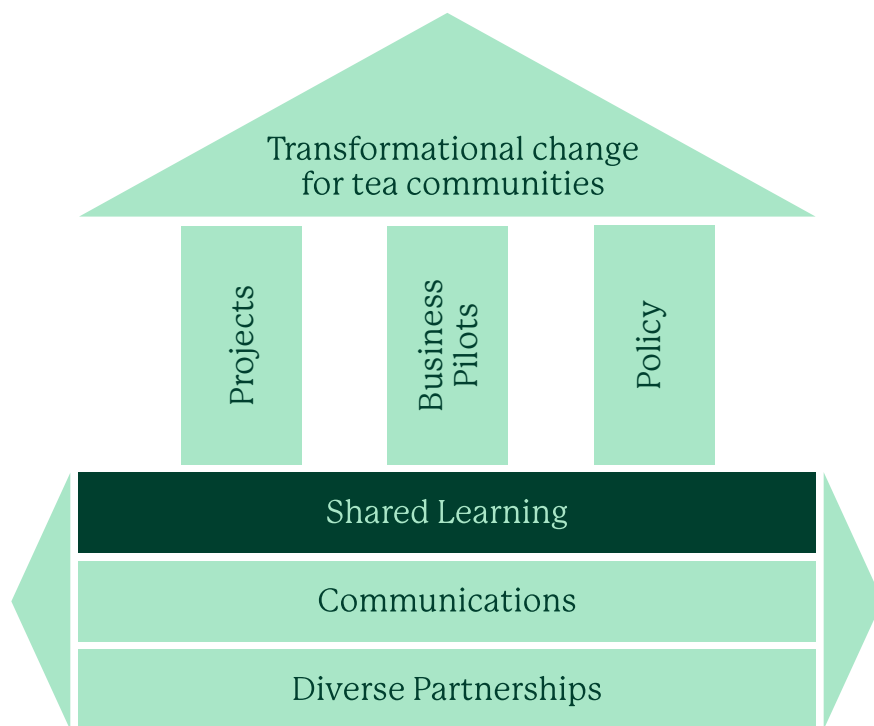
The short-term aim is to build a repository of position papers and factsheets per issue, which can be used by a number of stakeholders as references. The longer-term aim will be to establish ETP as an authority on the social and environmental issues in tea and to be consulted (alongside others) on policy development.

Strategy foundations

An aerial photograph of a vast green field, possibly a tea plantation, with a prominent red dirt road running diagonally across it. Numerous small figures of people are scattered across the field, and a few vehicles are visible on the road. The overall scene is bright and sunny, with long shadows cast across the landscape.

Underpinning ETP's successful delivery of projects, business pilots and policy, are three interlinked foundations of shared learning, communications and diverse partnerships. Each in its own right is essential, and all three reinforce one another.

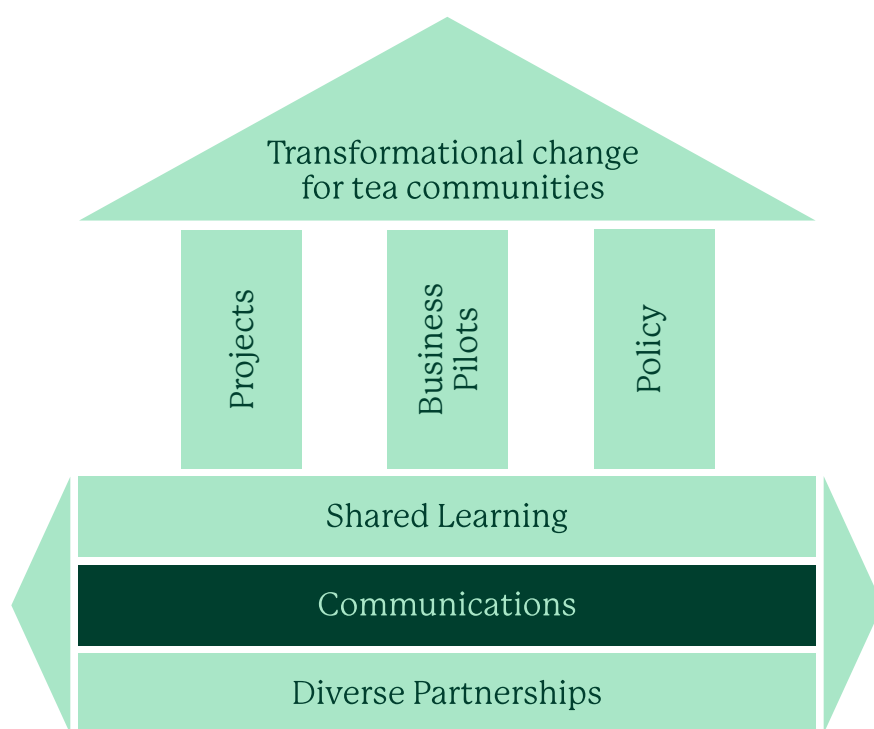
Shared learning



Again, building on the extensive experience of the global ETP team and the insights gleaned from our work, ETP is well-positioned to capture and share lessons learned. This will comprise robust measurement and evaluation of all activities, business case studies and position statements, and the disciplined dissemination of information. ETP will develop regular insight reports and share any research that it commissions. ETP has a unique opportunity to broker learning across regions.

The aim is for ETP to build a compendium of insights and data which will be useful and relevant to a wide range of stakeholders in the global tea sector, including the private sector, civil society and governments alike.

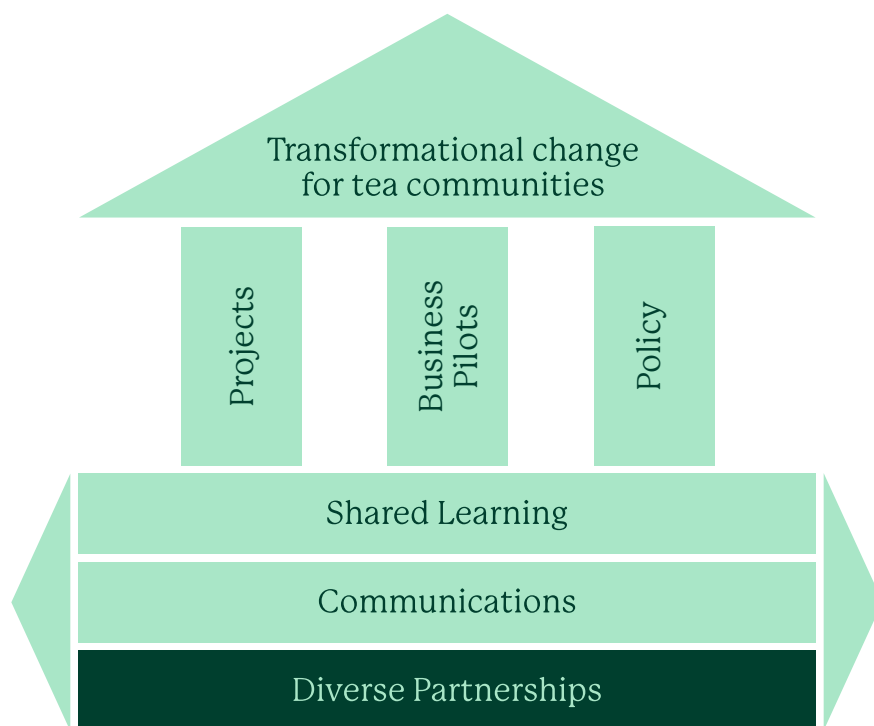
Communications



ETP is well-positioned to communicate with a global network of actors in tea. There is an opportunity to raise awareness of the social and environmental challenges in tea and establish ETP as an authority in this area through sharing our learnings, impact, and examples of best practice. ETP has a small, experienced communications team, who deploy various multi-media channels to convey ETP's messages.

The aim is for ETP's communications to be proactive, informative and data-rich and support the other pillars of ETP's Strategy2030. ETP will also build up its communications activities, reach, and influence in the tea-producing origins to support ETP's team on the ground.

Diverse partnerships



ETP has established several long-standing and productive partnerships with familiar organisations, including a number of institutional donors, several NGOs and a handful of committed tea companies who regularly contribute to and support ETP's work.

In a Covid-disrupted world and in the context of the SDGs, an increasing number of donors are looking for ways to invest in improving socially just and environmentally sustainable supply chains; this is an opportunity for ETP to explore new funding sources. Increasingly, governments are seeking ways to work with the private sector to stimulate economic growth and create jobs. This also presents an opportunity for ETP to consider ways to collaborate with governments to help them achieve their goals whilst ensuring the best outcomes for the tea communities. Furthermore, there are innovative business-to-business partnerships, which are purpose-driven and economically self-sustaining (such as companies working in biofuel, food fortification, micro-insurance or digital agriculture), which could have a lasting impact on the tea sector; this is an additional opportunity for ETP to research and broker new business-to-business 'partnerships for good.'

The aim is for ETP to develop a diverse, dynamic portfolio of partnerships, which are innovative and disruptive, and which deliver impact to the economics, equality and environmental performance of tea.

Theory of Change

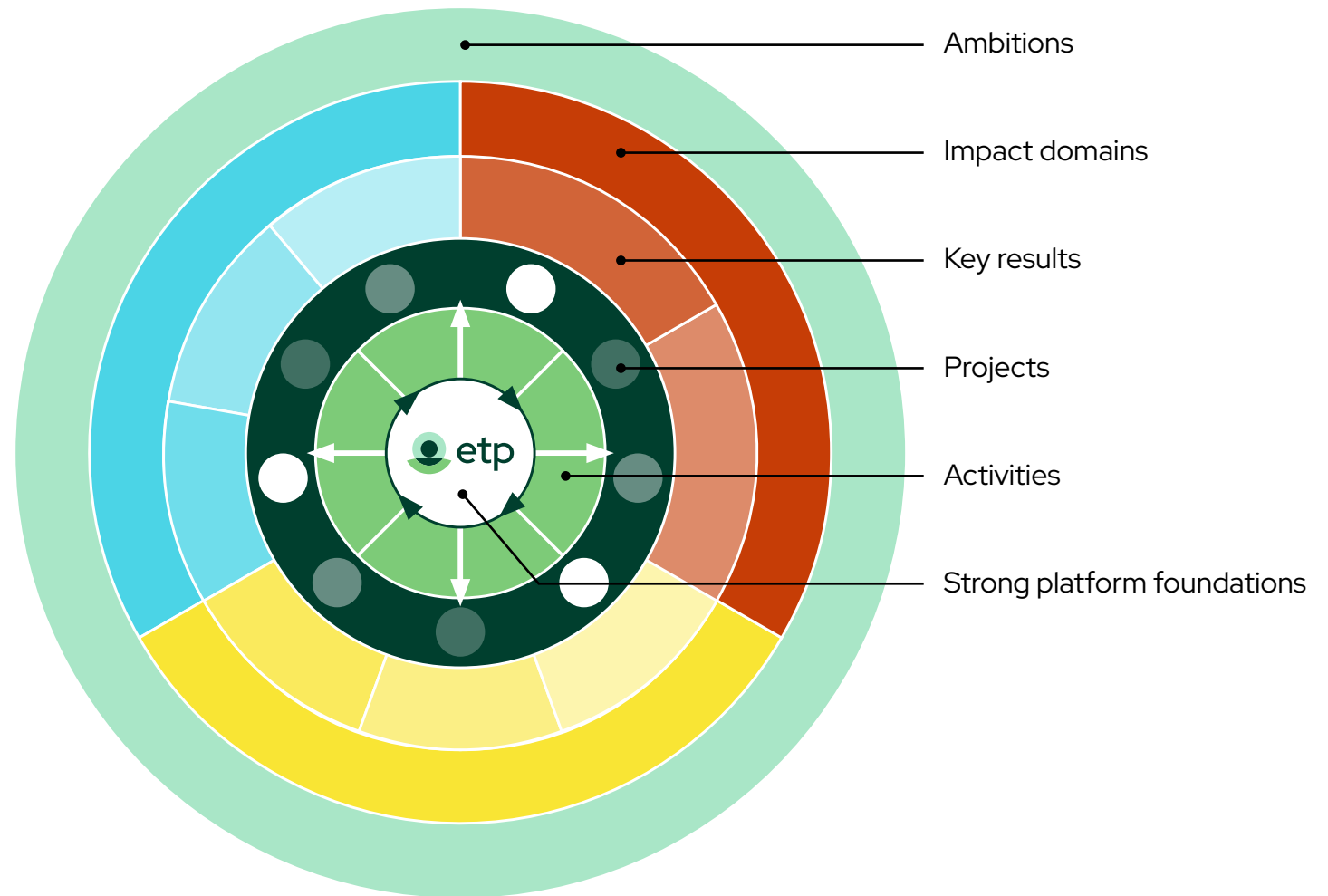


Theory of Change

Based on an approach developed by Wasafiri, ETP has opted to use a circular theory of change. This helps to capture the organisation's role as a multi-stakeholder platform, convening stakeholders and catalysing activities that lead to certain impacts.

In the diagram (right) and table (page 25):

- The activities and platform foundations acknowledge ETP's role as a platform.
- The impact domains and key results capture the impact of the initiatives that ETP enables.
- The all-encompassing ambition is the ETP vision.



Impact areas



Our work is designed to create a positive impact in three areas, where we will focus on specific issues:

Economically thriving tea industry

Tea workers and farmers often do not earn a living wage or living income. There are many contributing factors for this, including: tea prices and the volatility of the tea market; legislation in some countries makes production costs disproportionately high; the industry is built upon an outdated model of cheap labour; often consumers are not willing to pay more for tea.

These are complex, systemic challenges. Our aim is to address them and to deliver the following key results:

- Everyone involved in tea production has good livelihoods.
- Workers earn a living wage.
- Farmers earn a living income.

Equality for everyone in tea

Globally, women and children are more vulnerable than their male, adult counterparts. Women and young people in tea communities are particularly vulnerable, due to cultural norms in many tea-producing countries, poverty and gender-biased workplaces. Gender based violence, child trafficking and child marriage are all evident in tea communities. Our work focuses on:

- Creating empowered, safe communities.
- Ensuring equal opportunities for women and young people.



Environmentally sustainable tea

Like so many agricultural commodities, tea contributes to climate change and is also vulnerable to the impacts of climate change. Poor production practices degrade soil, use excessive amounts of water and can be energy inefficient.

At the same time, tea farmers around the world are dealing with soil degradation, weather shocks such as floods and droughts, and the rising cost of energy. Therefore, our work on environmental sustainability looks at mitigation and adaptation measures, focusing on the following areas:

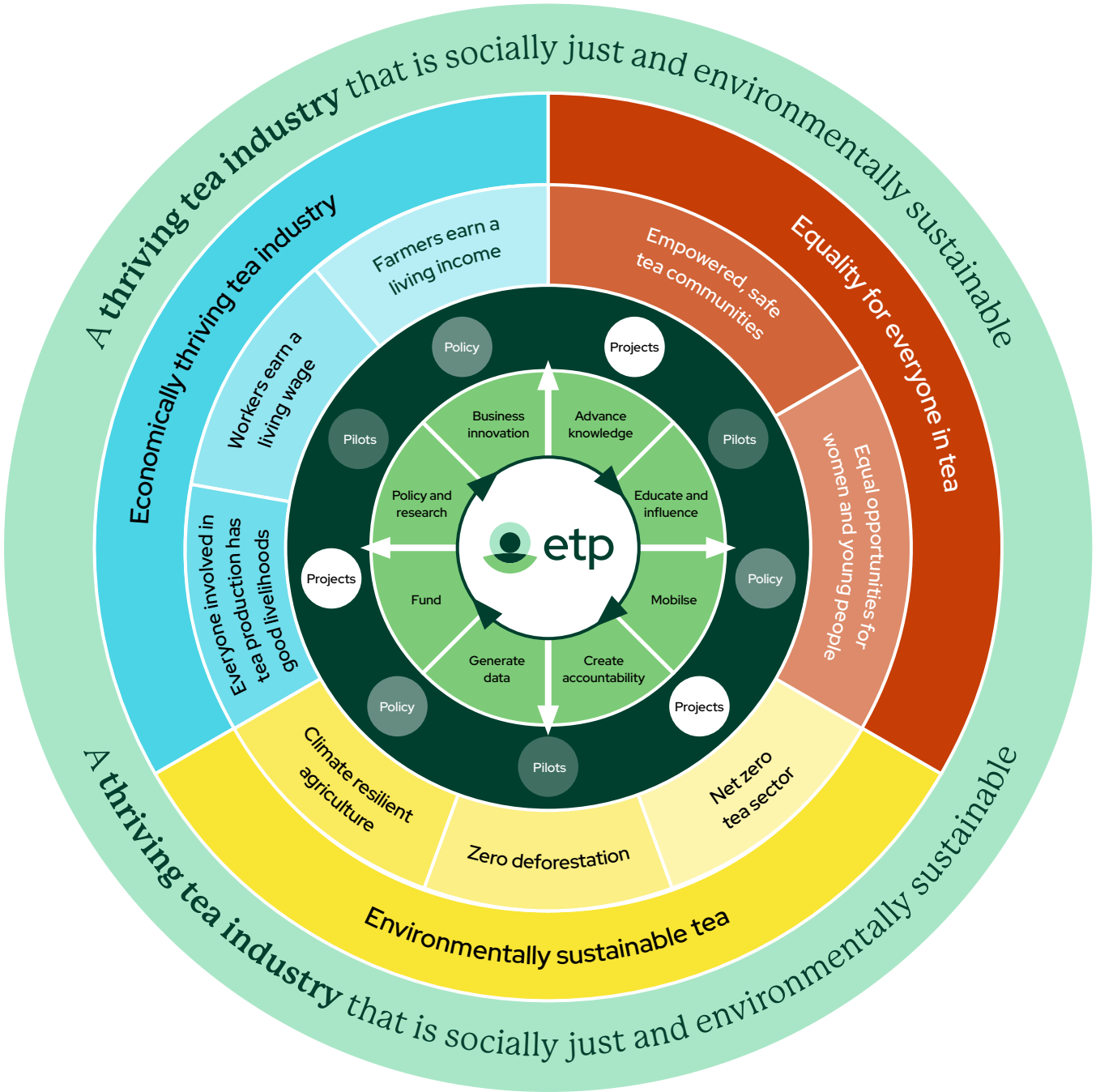
- Climate resilient agriculture.
- Zero deforestation.
- Net zero tea.



Our theory of change explains the change we would like to see in the tea sector and how we will create this change in tea communities:

Theory of Change element	Definition	As it applies to ETP
Platform Foundations	These are the critical success factors for strong multi-stakeholder platform (MSP) foundations.	Leadership; Trust; Commitment; Financial sustainability; Shared vision; Representation; Accountability and transparency; Community engagement.
Activities	<p>MSPs carry out a range of activities that are distinct from projects.</p> <p>The activities identified are interrelated and complement one another.</p> <p>The activities are consistent with current best practice about the key functions of multi-sectoral partnerships and platforms.</p>	<ul style="list-style-type: none"> • Business innovation. • Fund pilots, project and policy work. • Mobilise stakeholders for action. • Generate data and conduct research. • Advance knowledge. • Create accountability. • Educate and influence.
Projects	The MSPs' activities create the conditions by which projects and initiatives are able to be launched and thrive.	Current ETP projects , business pilots and policy work.
Impact domains and key results	<p>They are designed to be relevant to all projects and initiatives (existing and future) and represent common goals.</p> <p>(KPIs are being developed and will be shared by Q1 2022).</p>	<p>Economics: Improving the economic sustainability of the industry so that everyone involved in producing tea in our supply chains has good livelihoods, workers earn a living wage and farmers earn a living income.</p> <p>Environment: Achieving a carbon neutral tea sector which does not contribute to deforestation and where estates and farmers are resilient to climate change.</p> <p>Equality: Developing empowered, safe tea communities with good opportunities for women and children.</p>
Ambition	The shared ambition - ETP's vision.	A thriving tea industry that is socially just and environmentally sustainable.

Theory of Change for ETP





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