

# KPI overview

Roadmap pillars	Pillar activities	KPIs	Status as of September 2020	2016–2020 Outcomes
A profitable estate sector	Development of business plans by estates	# of business plans developed by estates from 2016 onwards	<b>2020:</b> No activities <b>Total 2016–2020:</b> 1 completed	Accelerated investments of estates in replanting, factory refurbishment, irrigation and diversification (medium-to long-term impact)
		Hectares of: tea replanted; irrigation installed; new/alternative crop being developed.		
		Increased investments in production systems	<b>2020:</b> No major investments owing to COVID-19 and adverse economic effects <b>Total 2016–2020:</b> USD 14.1M	
	Identification of financiers with patient capital	# of financiers (new or current) investing in tea sector	<b>2020:</b> No activities <b>Total 2016–2020:</b> 1 deal with agreement for financing in place	More affordable finance available to Malawian tea industry (short-term impact)
	Facilitation of dialogue with Malawian government (Government Tea Industry Group, contact in Ministry of Trade) and Mozambican government and the railway company around sales channels and logistics	# of meetings conducted and progress made towards the recommendations	<b>2020:</b> No activities <b>Total 2016–2020:</b> Initial consultations held in 2017	Increased access and markets for Malawi teas (long-term impact)
	Facilitation of continued dialogue between buyers and producers	Procurement model signed off	<b>2020:</b> Sustainable Procurement Model being used by buyers	Improved trading relationships between buyers and producers
		# of meetings of working groups facilitating producer-buyer dialogue.	<b>2020:</b> No activities <b>Total 2016–2020:</b> 2 meetings	
	Development of viable sustainable procurement practices options	# of shared models that have been adopted by producers and buyers	<b>2020:</b> Sustainable Procurement Model being used by buyers	
Development of an outline on how the extra value will be distributed or shared among workers	Report produced on how value will be distributed/shared.	<b>2016–2020:</b> Left to bilateral buyer–producer relationship, in line with programme strategy		

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A motivated workforce with better opportunities for women	Awareness raising sessions conducted and reinforced on non-discrimination and harassment delivered to managers, supervisors and workers	# of supervisors, managers and workers participating in awareness raising sessions on non-discrimination and harassment	<b>2020:</b> 195 (W:16, M:179) <b>Total 2016–2020:</b> 816	Improved gender awareness and management of gender issues by supervisors, welfare gender committees and managers	
	Establishment of welfare/gender committees	# of estates that established welfare/gender committees	All 9 TAML member estates		
	Training sessions delivered to female employee representatives on gender committees on leadership skills	# and % of women attending leadership training sessions	<b>2020:</b> No leadership training planned <b>Total 2016–2020:</b> 419 women	Women are provided with opportunities to develop professionally in the workplace	
	Strengthening HR systems through the implementation of equal opportunities and non-discrimination policy, HR management training, trials aimed at improving labour productivity and absenteeism rates	# and % of supervisors, managers and workers trained on non-discrimination and harassment policies	<b>2020:</b> 195 (W:16, M:179) <b>Total 2016–2020:</b> 463	Estate managers implement improved HR practices	
			# of estate managers attending training on improved HR management practices		<b>2020:</b> No HR training planned <b>Total 2016–2020:</b> 435 managers, (W:37, M:398)
	Programmes aimed at improving labour, housing, sanitation and healthcare	Manual on housing, sanitation and health care developed	# and % of estates that have developed investment plans	<b>2020:</b> Housing policy implemented; data gathered (7.8% of workers housed in newly constructed houses)	Improved worker housing and sanitation
		# and % of estates that have developed investment plans		<b>2020:</b> - <b>2016–2020:</b> 9 estates	
	Workers receive weekly vegetables from estates from 2017–2020	# and % of estates providing weekly veggies	<b>2020:</b> 100%	Workers and their families have a better diet	
	# and % of estates that using fortified maize flour (purchases, or adding micronutrients to maize flour)	# and % of estates using fortified maize flour (purchases, or adding micronutrients to maize flour)	<b>2020:</b> Since 2018, 40,175 out of 53,972 (W:12,610, M:27,565)		
	# of workers attending training sessions on nutrition and food security and % of total workforce	# of workers attending training sessions on nutrition and food security.	<b>2020:</b> No activities <b>Total 2016–2020:</b> 40, 175 (W:12,610, M:27,565)		
Village Savings & Loans / financial literacy programme for workers	# of VSLAs established for workers	<b>2020:</b> 36 VSLAs <b>Total 2016–2020:</b> 164 VSLAs	Improved access to credit and increased savings		
	# of estate workers participating in VSLAs	<b>2020:</b> 717 workers (W:72%) <b>Total 2016–2020:</b> 3,076 workers (W:approx. 63%)			

1. 4 estates do not provide fortified maize due to implementation challenges.

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A living wage for workers	Training in negotiation skills and collective bargaining agreements (CBA)	# and % of workers sensitised about the union	<b>2020:</b> 13,000 workers (W:4540, M:8460) 87% of PAWU membership were sensitized <b>Total 2016–2020:</b> 27,078 workers	Increased awareness among the workforce on the CBA and the role of the union
	Social dialogue meeting between PAWU and TAML to support CBA implementation	# of managers trained on CBA	<b>2020:</b> 84% (624) of PAWU leadership trained on leadership skills on CBA (W:40% (249), M:60% (375)) <b>Total 2016–2020:</b> 1,580 managers	Managers remove barriers for unionisation of workers
	Undertaking collective bargaining negotiation	# and % of workers who are unionised (target 15% threshold needs to be reached in order for unions to undertake collective bargaining processes)	<b>2020:</b> Unionised workers is at 9,800 (19.6% of workforce) as of July 2020. Highest level of 13,370 (W:4,172, M:9,198) in March 2020 (26.7% of workforce) and lowest level of 9,800 workers (W:2,810, M:6,990) in July 2020.	Workers interests, particularly seasonal workers, are better represented in negotiations with employers (medium to long term)
	Reviewing recognition agreement and agreeing on changes (e.g. membership of seasonal workers)	The gap between real wage and living wage is closing	<b>2020:</b> 33%	New target to be included in Wages Committee report 2019

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A profitable smallholder sector	Training delivered to 50 FFS groups (approximately 1,500 farmers) on GAP and other practices aimed at livelihood improvements through FFS structures by the end of 2018	# of Farmer Field Schools (FFS) established and # of farmers graduating from FFS	<b>2020:</b> 71 new FFS for 2,477 farmers (W:83%) <b>Total 2016–2020:</b> 10,564 farmers participated in FFS (W:81%)	Improved knowledge and application of GAP and other practices
	Training delivered to 3,000 farmers on business skills through Farmer Business Schools (FBS) by the end of 2018	# of farmers participating in Farmer Business schools	<b>2020:</b> 468 (W:87%) <b>Total 2016–2020:</b> 3,123 farmers (W:81%)	Enhanced business management skills by farmers
	Supporting mini tea nurseries to become self-sustaining enterprises (pilot in 2018)	# of seedlings grown by farmers	<b>2020:</b> Business coaching completed in 3 tea nurseries (which grew a total of 82,380 seedlings) and started up with 6 new nurseries, which are currently growing 113,500 seedlings <b>2016–2020:</b> 925,880 seedlings grown/growing	Increased yields by smallholder farmers
	Scale up Village Savings and Loan programme for farmers	# of Village Savings and Loans Associations established and # of farmers participating	<b>2020:</b> 104 VSLA groups with 1,896 farmers (W:80%) <b>2016–2020:</b> 511 VSLAs with 9,433 farmers (W:78%)	Improved access to credit and increased savings
	Nutrition and sanitation training to 1,500 farmers in 2018	# of farmers participating in nutrition & sanitation training	<b>2020:</b> 2,477 farmers received nutrition training (W:83%). 4,000 additional farmers received seeds to ease food insecurity resulting from COVID-19 <b>2016–2020:</b> 11,597 farmers received nutrition training (W:81%) = 70% of all farmers	Farmers have a more diversified diet
	Capacity building of farmer trusts	# of farmers trained on governance, gender, lobby and advocacy	<b>2020:</b> No activities Total 2016–2020: 327 farmers trained	Enhanced organisational strength of the farmer trusts (governance and service delivery)
	Development of smallholder database	Database completed	<b>2016–2020:</b> Database completed. 16,258 smallholder growers in the Malawi tea industry. 18,631 fields have been mapped. The difference between the number of farmers and the number of fields is a result of some farmers owning more than one field.	Information from the database informs the smallholder sector development strategy
	Living income study	Updated living income benchmark (preliminary)	<b>2020:</b> no activities in 2020 <b>2016–2020:</b> Preliminary result for living income benchmark: MWK 4,583 (USD 6.19) whereas the actual estimated is MWK 3,549 equiv. USD 4.79	
Updated actual income (preliminary)		<b>2016–2020:</b> Data not updated since GIZ exited the programme (2018)		

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Energy & environmental sustainability	Energy efficiency programme for the estate sector	# of producers participating in energy efficiency programme	<b>2020:</b> No more activities. Up to individual producers to implement recommendations.	Tea producers have implemented measures as suggested in the efficiency report
	Climate change impact mapping	# of stakeholders who use the mapping to inform their business plans	<b>2016–2020:</b> 4 stakeholders (CEPA, LUANAR, TRF, Satemwa)	
	Programme on woodlot production by farmers	# of nurseries established	<b>2020:</b> Reinvestment in existing 27 nurseries. They will start growing 100,000 new seedlings this year. In 2019, these same 27 nurseries started growing 107,682 seedlings, of which 105,245 have so far been planted out <b>2016–2020:</b> 27 nurseries have grown 350,000 tree seedlings – 245,000 of which have been planted out so far	Increased tree planting in smallholder communities by 2018
	Training sessions for farmers and local village structures on tree nursery management delivered, including sensitisation	# of people participating in forest management training	<b>2020:</b> 270 people participating in forest management training <b>2016–2020:</b> 1,219 participants	
	Enabling access to fuel-efficient cookstoves for tea communities in Mulanje and Thyolo	# of stoves purchased by the tea community	<b>2020:</b> 4,387 stoves produced of which 2,144 have been sold so far <b>2016–2020:</b> 9,931 stoves produced of which 7,688 have been sold so far	Increased number of tea smallholders who use fuel efficient cook stoves
	Capacity building to tea farmers on beekeeping	# of farmers supported to develop beekeeping businesses	<b>2020:</b> 100 farmers established as beekeepers (W:48%) <b>2016–2020:</b> 300 farmers trained in beekeeping (W:61%)	Beekeeping groups are producing and selling bee products
	Facilitate the sale of carbon credits from the stoves program.	# of carbon credits sold through the stove programme	<b>2020:</b> 20,000 tonnes of CO <sub>2</sub> purchased <b>Total 2016–2020:</b> 80,000 tonnes of CO <sub>2</sub> purchased from the cookstove project	Income earned for social fund through the sales of carbon credits
	Facilitating rollout of solar products	# of solar products purchased by smallholders	<b>2020:</b> 1,769 solar lights purchased by farmers <b>2016–2020:</b> 4,660 solar lights purchased by farmers	Increased number of smallholders using solar products