



Agricultural Employers Association (AEA)

STRATEGIC PLAN 2021-2025

Safeguarding Employers' Interests



AEA staff and members presenting donations at Narumoru Children's home as part of CSR



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LIST OF ABBREVIATIONS

- AEA: Agricultural Employers Association
- ADR: Alternative Dispute Resolution
- AIN: Agricultural Industry Network
- CEO: Chief Executive Officer
- CSR: Corporate Social Responsibility
- FKE: Federation of Kenya Employers
- GDP: Gross Domestic Product
- HR: Human Resources
- IAN: Agricultural Industry Network
- IOD: Institute of Directors
- IR: Industrial Relations
- JNC: Joint Negotiations Committee
- KAM: Kenya Association of Manufacturers
- KEPSA: Kenya Private Sector Alliance
- KTDA: Kenya Tea Development Authority
- KTGA: Kenya Tea Growers Association
- MOU: Memorandum of Understanding
- NCPB: National Cereals and Produce Board
- PESTEL: Political, Economic, Social, Technological, Environmental and Legal
- ROI: Return on Investment
- SDGs: Sustainable Development Goals
- SMART: Specific, Measurable, Attainable and Tim Bound
- SWOT: Strength, Weakness, Opportunities and Threats



In- house training on Post – Employment Counselling at Dave Flora Limited July 2020



FOREWORD BY THE CHAIRMAN

On behalf of the Executive Management Committee, I am happy to present AEA'S 2nd Strategic plan for the period 2021- 2025. This strategic plan seeks to drive and transform the agriculture sector as depicted by the AEA Mission "To provide profitable growth to members through superior Industrial Relations, Compliance, Corporate Governance, Advocacy and Human Capital Development".

The plan identifies measures of success, assesses AEA's strengths, weaknesses, threats and opportunities culminating into a series of strategic objectives and numerous detailed tasks that we believe will help us in realizing our Vision and achievement of strategic goals.

Through Environmental and organizational assessment, six (6) Strategic Goals were identified to guide the operations of the AEA for the period 2021-2025. The goals are:

1. Efficient service delivery
2. Diversification of services
3. Lobbying and Advocacy
4. Strengthening Institutional Capacity (Learning & Development)
5. Research and Development
6. Sound Resource Management

It is our conviction that these goals will provide profitable growth to members through superior Industrial Relations, Compliance, Corporate Governance, Advocacy and Human Capital Development. We also intend to address challenges identified that may arise and come up with mitigating measures in order to make a visible contribution to Kenya's Vision 2030, while at the same time improving the quality of services to members. The long term objectives for the period 2021-2025 in line with the AEA core mandates as stipulated in the Constitution were retained:

1. To reduce labour disputes and litigation
2. To improve members' statutory compliance
3. Create linkages with donor funding agents both locally and internationally
4. Improve regulatory framework for the Agribusiness sector
5. Conduct Research and development activities for the benefit of the members
6. Ensure timely compliance and implementation of CBAs
7. Enhance affiliation & partnership with national, regional and international bodies
8. Act as a one stop shop solution for HR & Industrial Relations

For any strategic plan to be successfully implemented, the Board, CEO and staff need to fully embrace it and commit themselves to its attainment. I therefore call on all members of staff to work together to effectively manage the constantly evolving challenges so that this Plan can be realized. As with any plan, we are fully alive to the fact that challenges will arise. However, I am confident that with this solid plan, we shall effectively tackle any issues that may arise and thus make a visible contribution to overall AEA mission. We are therefore fully committed to implementing the articulated initiatives in this plan. We undertake to work with all stakeholders for continuous development of appropriate policies to meet the dynamic needs of our members.

I wish to take this opportunity to commend all those who gave their invaluable input and more specifically Board members and staff of AEA who worked tirelessly to make this Strategic Plan a reality.



Signed -----
Chairman of the Board



FOREWORD BY THE CHIEF EXECUTIVE OFFICER(CEO)

I am pleased to present the 2nd Strategic Plan of AEA for the period 2021– 2025. This Strategic Plan is the culmination of an all-inclusive consultative process that involved our staff, Association’s members and other stakeholders. The Plan honours the past, challenges the present and creates the future for AEA. Involvement of stakeholders in its development has helped refine and bring into a sharper focus AEA’s role in providing a road map to achieve its Mission and strategic goals.

The Plan articulates a comprehensive roadmap for the next five years, outlines the short and medium term strategies for AEA. I urge the members and the staff to study and internalize the Plan so that we can deliver on the targets set out therein. Going forward, our corporate and individual Performance Contracts as well as resource allocation shall be based on this Plan. Implementation of this strategic plan is expected to stimulate further development of the Agriculture sector and spur uptake of AEA services. This is important in the attainment of our vision– “Transforming service provision in Agribusiness”.

The core values of the AEA Integrity, Professionalism, Innovation, Foresight, Teamwork and Customer Focus are expected to remain constant. The Core values will be intertwined with the competencies for successful alignment of staffs’ skills, capabilities and knowledge with organizational priorities for expected business performance improvement and efficiencies. The key competencies for AEA were identified as; Integrity, Professionalism, Innovation, Foresight, Teamwork, Customer focus and Reliability.

As the CEO, I commit to remain the primary custodian and driver of the implementation process. I shall also keep the staff focused on the intended results and provide an enabling environment for success. On behalf of AEA, I wish to express my gratitude to all those who participated or supported us as we prepared this Strategic Plan. I have no doubt that those who played a part have gained a better understanding of strategic planning process which knowledge we will bank on for the implementation process. The implementation process will be guided by individual Work Plans as our Performance Management tool that will be cascaded at every level of the Association. The intention is to continue with clear roles, responsibilities and accountabilities throughout the Association.

Signed -----

Chief Executive Officer



EXECUTIVE SUMMARY

Agricultural Employers Association was started in 1962 and registered in 1966 under the Trade Unions Act 233 (repealed) as an Association representing the collective interests of employers in the Agricultural Industry in matters connected with employment of labour. Since then the Association has evolved, remaining the centre for effective management of members' Industrial Relations, Mediation, Litigation, HR Consultancy services and Advocacy. The Association is always guided by the Vision; provision of profitable growth of members through superior Industrial Relations, Compliance, Corporate Governance, Advocacy and Human Capital Development.

The 2021-2025 Strategic Plan is a product of the review of the 2017-2020 Plan taking cognizance of the current political, social, economic and technological trends but remaining true to the mission of the Association and the upcoming industry trends. The external analysis identified opportunities and potential threats that can impact the realization of the mission and vision of the Association. Further, an internal analysis was conducted through reviewing AEA's past performance, organizational mandate, and the members' expectations, resulting in identification of strengths and weaknesses.

Being a leading members' association in the agricultural sector in Kenya, AEA is obligated to provide demand-driven solutions to members' challenges both locally, regionally and internationally through cutting-edge research and collaboration with other key players. Thus AEA will not only endeavor to address the national challenges but also benefit globally through partnerships, collaboration and networking to maximize use of technology and innovations.

The plan aims to deliver AEA's mission through six (6) broad goals; Efficient Service delivery, Diversification of services, Lobbying and Advocacy, Strengthening institutional capacity (Learning and Development), Research and Development and Resource Management. For these goals there are several objectives with appropriate action plans. AEA leadership will provide the necessary resources; both financial and non- financial to ensure smooth execution of the plan. Further, the Secretariat will ensure effective communication of the strategic plan through targeted sensitization and implementation of elaborate feedback mechanism.

The plan has also introduced competences which comprises of skills, approaches (beliefs and values), abilities and capabilities (means and resources) that the employees of AEA can possess and can utilize in reaching personal and organizational goals. It is assumed that the creation of competency standards will increase the human capital and efficiency of the organization. The competency framework draws clear distinction between core values and core competencies. The core values are; Integrity, Professionalism and Innovation while the core competencies are; Foresight, Teamwork, Customer focus and Reliability.

To support execution, there is an implementation plan developed for operationalizing the strategies for each goal, expected output, activities, output indicators, timeline and actors. This is followed by an elaborate risk management framework, with key risks identified alongside the mitigating measures.

The successful implantation of this plan will see AEA move to the next level. It is our joint responsibility to work together towards realization of the strategic goals.



CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND AND HISTORY OF AGRICULTURAL EMPLOYERS ASSOCIATION (AEA)

The Agricultural Employers Association (A.E.A) was started in 1962 and registered in 1966 under the Trade Unions Act 233 (repealed) as an Association representing the collective interests of employers in the Agricultural Industry in matters connected with employment of labour. The A.E.A is an affiliate to Kenya Private Sector Alliance (KEPSA), Agricultural Industry Network (AIN) and Kenya Association of Manufacturers(KAM).

The agricultural sector is the backbone of the economy with a great potential for growth and transformation. It contributes about 33% of total Gross Domestic Product (GDP). The sector contributes an additional 27% to GDP through linkages to other agro-based sectors such as manufacturing, distribution and services. Thus the agricultural sector is a major driver of Kenya's economy and livelihood for the majority of the population. The sector also accounts for 65% of the national total exports and provides more than 70% of informal employment in the rural areas. The country's major agricultural exports are tea, coffee, cut-flowers, and vegetables. However, the year 2020 marked drop in sector's average contribution from 1.17% to -9. 1% GDP decline in the overall economy between 2019 and 2020.

The country's Vision 2030 has set a target to increase growth in agricultural output by a sustained 7% and above per year in order to propel the national economic growth to 10% per annum. Improvements in total factor productivity are expected to contribute to about 3% of agricultural productivity, with the remainder coming from increased investments. The increase in productivity will not only ensure that investors will achieve their returns but also the government and other players achieves their set out targets under the Vision 2030, East African Community (EAC) Vision 2050, Africa Union's Agenda 2063 and the Sustainable Development Goals (SDGs).

The year 2020 offered the Agricultural sector myriad of challenges that had not been experienced before, a large locust invasion, unpredicted flooding in some areas, not to mention the challenges brought about by the COVID 19 Pandemic.

The AEA is a formal group of employers set up to defend, represent or advise affiliated employers and to strengthen their position in society at large in respect to labour matters. Members interests are usually represented by the association in matters pertaining to labour issues, and sharing of the common objectives in view to influencing policymakers. This involves advocacy and dialogue with government and other stakeholders concerning matters of importance to its Membership; it often entails social dialogue with trade unions.

We also have a duty to respond to the increased sensitivity of our members need. The objective of this Strategic Plan is to ensure that through collaborative efforts, AEA contributes to accelerated growth through maintenance of harmonious working relationship for increased productivity within the sector.

For any investor, employees are the greatest asset. Realizing their full potential is a key responsibility and sometimes can offer a challenge. Disputes will once in a while arise between employees and between employees and management. If ignored disputes can be very damaging to the working environment and to productivity. AEA offers a broad range of Industrial Relations and Human Resource services including, training, trade disputes, redundancy management, conflict management, collective bargaining agreements (with the union), termination of services, discipline management, recruitment and best labour practices at work place. We offer a "one- stop



shop” to our members for Industrial Relations advice, handle difficult grievances, disciplinary and other industrial relations / human resource issues. We also represent our member in negotiations with trade unions and industrial relations institutions.

One of the greatest landmark achievements Kenya has made since independence in 1963 was the enactment of the New Constitution in 2010. A cursory look at the Constitution reveals that Article 41 grants workers’ basic fundamental rights that cushion them from violations. The current lags and labour market decent work deficits places trade unions at the center stage of a policy struggle in Kenya. Kenya has witnessed the longest ever doctors strike (about 100 days), teachers strike, two-month strike of the University Academic Staff Union (UASU). These strikes and several other industrial unrests that have been witnessed imply increasing levels of poor industrial and labour relations in Kenya’s history. However, we are glad to note that our sector has been spared from the consequences of such stalemate due to existing good relationship between ourselves, union and our members.

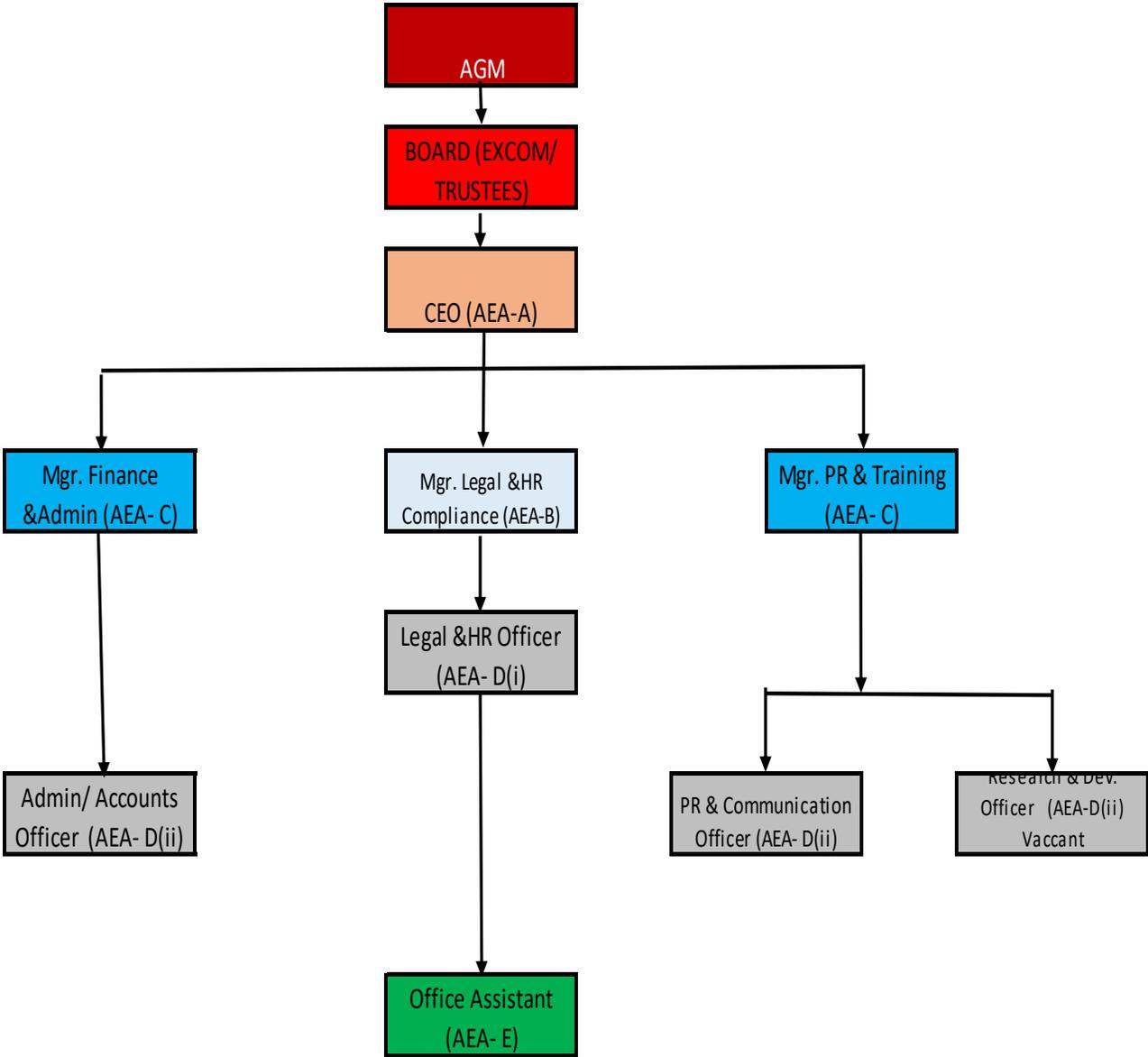
Experience indicate that harmonious industrial relations increases employees’ productivity and in effect the “bottom line”. We strive to create harmonious industrial relations through social dialogue between workers and management. We adopt the best HR practices, Legal procedures and most recently we have adopted Alternative Dispute Resolution (ADR) with remarkable success.

This strategic plan aims at delivering the organization’s mission through six (6) broad strategic goals. For each of these goals, there are several strategic objectives with appropriate strategies and action plans.



1.2 AEA GOVERNANCE STRUCTURE

AEA CORPORATE GOVERNANCE STRUCTURE





1.3 HISTORICAL STATISTICS

The organization’s performance based on the implementation of the 2017- 2020 Strategic plan under review was as follows:

GOAL		Year 2017	Year 2018	Year 2019	Year 2020
Human Capital	Recruitment for member employers. No.	1	0	4	3
	Number of Trainings done	25	54	45	26
	No. of members who have declared redundancies	3	8	10	22
	HR Consultancy services	0	0	5	2
	Identified performance gaps	Gaps due to the effect of COVID 19			
Industrial Relations	No. of workers meeting	35	42	43	7
	Consultative meetings	28	26	39	67
	Strike stoppage - No.	3	4	6	5
	Recognition Agreements entered into	2	Agreement with KPAW excludes entering into other agreements		
	Finalized CBAs	8	9	9	4
	CBA violations sorted out			1	
	Finalized HR policy documentation	0	0	11	0
	% of successful CBA implementation	100%	100%	100%	100%
Legal	Employment cases handled	24	19	18	8
Corporate Governance	Reported issues				
	Capacity Building - training				
	Finalized compliance audits- identified gaps	8	9	9	4



Advocacy	No. of recruited new members to the Association	8	9	13	7
	No. of meetings with strategic partners	15	19	36	20
Finance	% financial growth over the previous year	-	23.12%	1.83%	-28.01%

The negotiation of CBAs for FGG group and individual member farms continued with remarkable success during the period under review. In 2018 negotiation and registration of the CBA for the Ranchers and commencement of individual CBAs for the following members took place:

- Sirgoek Flowers Ltd
- Mahee Flowers Ltd
- Homalime co. Ltd

In 2019 negotiation and registration of the FGG CBA with 71 implementers of FFG group and the following three (3) individual members took place:

- Shalimar Flowers Ltd
- Farmers Choice Ltd
- Evergreen Crops Ltd

Due to the operational challenges brought about by the COVID 19 Pandemic in the year 2020, the FGG CBA was amended and ten (10) MOUs on redundancies and labour rationalization within membership formalized. During the same period, mediation of court cases for Oserian and Kongoni Liki Division were finalized.

Overall, the organization had remarkable success in advocating for harmonious Industrial Relations through consultative regional meetings which were held on regular basis throughout the period under review. In the year 2020, the Association in response to COVID 19 restrictions for “face to face” meetings adopted video conferencing technology as a medium of communication.



1.4 INTERACTION WITH STAKEHOLDERS

STAKEHOLDER	YEAR 2017	YEAR 2018	YEAR 2019	YEAR 2020
KEPSA	The sector discussed issues that affect the Agriculture sector in terms of inputs, crops and livestock policies	On 12 th June 2018- KEPSA High Level Business Roundtable And Networking Session With Enterprise Singapore And Singapore Business Federation (SBF)	On 14 th August 2019- KEPSA Agriculture, Livestock & Fisheries Sector Board @ KEPSA offices	On 23 rd July 2020- KEPSA AGM virtually
KAM	KAM discussed a raft of issues affecting the Association. They include; NITA, Plastic, cost of doing business, NEMA etc.	On 22 nd June 2018- Kenya Association of Manufacturers Annual General Meeting;	On 18 th Nov 2019- KAM Q4 Services Sector Meeting at KAM offices in Nairobi to discuss how to make the sector vibrant and visible	On 25 th February 2020 KAM service and Consultancy Meeting @ KAM offices Nairobi , 15 th June 2020- KAM Service Sector Brainstorming on zoom
AIN		On 8 th June 2018- AIN & KEPSA Agricultural Policy Review Forum	On 29 th Oct 2019- AIN Meeting @ May Fair, Nairobi to discuss Agricultural produce cess	

On 9th October 2017 AEA entered into a consensus with IHRM through signing of a Memorandum of Understanding. The MOU which is in line with the Compliance assistance programme will help identify the roles



and responsibilities of each party as they relate to compliance with the Human Resource Management Professionals Act amongst the membership of AEA.

During the period under review there was no interaction with the following organizations:

- Universal Work Health and Safety Consult E.A
- Institute of Directors (IOD)
- Kenya Tea Development Authority (KTDA)
- Federation of Kenya Employers (FKE) Board
- Mpala Research Centre

1.5 FEEDBACK FROM MEMBERS

In order to get appropriate feedback from the key stakeholders (Members of the Association), we designed survey questionnaire and sought their input. Though not as holistic as a SWOT analysis, the members' survey provided insights into their perceptions related to Association's capability readiness, motivation, in addressing their expectation. We designed the online survey questions using the SurveyMonkey.com. The questionnaire was circulated to the entire membership of 233 and 90 responded. The areas covered in the survey are, membership type, level of satisfactions with the various services rendered, feeling of being involved in Association's planning and ability to meet their expectation. The members were also requested to state their expectations from AEA.

Most respondents were drawn from Horticulture & Plantation category, followed by Floriculture and a meagre number from general agriculture category. This indicates there is room for focusing enrollment efforts to associate members. There was a healthy mix of member tenures, reflecting both good retention and good enrollment in the past few years. In general, most members are satisfied with the implementation of the outgoing strategic plan. However, a number of members noted that there was room for improvement in:

- Involving members in the planning process
- Training services (about 1/3 were neutral or below)
- Consultative meetings
- HR consultancy
- CBA negotiations
- The regional members' forum

The members in their response indicated that the Association should place more emphasis on the following:

- Advocacy – focus on issues affecting the members and lobby for favourable legislation
- Legal support – Enhance Legal representation
- Help desk support- establish dedicated resource for responding to members' enquiries on timely basis
- Explore possibility of opening Branches to bring the services closer to the members
- Introduction of new training courses focusing on areas like tax implementation, logistics and procurement process
- Look into possibility of o
- Opening up of Branch offices
- Develop standards for compliance with IR
- Conduct surveys on salary and important labour management issues



- Encourage settlement of disputes within reasonable timelines
- Enhance influence with political, economic and social systems
- Extend consultancy services to non- members as a new revenue streams
- Recruit new members

1.6 KEY LEARNINGS FROM THE IMPLEMENTATION OF THE 2017- 2020 STRATEGIC PLAN

A review of the 2017- 2020 Strategic Plan offered key lessons that provided useful input into the 2021- 2025 Strategic Plan. They include the following:

- Strategic objectives did not fully meet SMART (Specific, Measurable, Achievable, Realistic and Time bound) criteria
- The implementation matrix did not have quantifiable measures
- The monitoring and evaluation framework did not have clear timelines (Like mid- term review to help adjust as appropriate)
- The implementation matrix initiatives/ activities were not assigned to specific players



In- house training on Effective Industrial Relations at Shalimar Flowers Ltd – Mahee Farm Dec. 2020



CHAPTER TWO: SITUATIONAL ANALYSIS

2.0 SITUATIONAL EXTERNAL FORCES ANALYSIS-PESTEL

A current state analysis or external forces scan is a review of everything that impacts on AEA – either positively or negatively. It is an exercise to consider all capability and opportunities for AEA's winning edge. It also identifies gaps or vulnerabilities that could impede AEA's success. An environmental scan is always limited – as we can never know everything or predict the future with precision. However, it is also a useful tool to consider the operating environment that can affect the success of AEA's efforts. It will be used as the basis for the risk assessment process that is described in more details in the applicable section.

PESTEL analysis is a framework or tool used to analyze and monitor the macro-environmental factors that may have a profound impact on an organization's performance. PESTEL is an acronym that stands for Political, Economic, Social, Technological, Environmental and Legal factors.

2.1 POLITICAL FACTORS:

These factors are all about how and to what degree a government (National and County) actions may influence the lives of AEA members. Basically all the influences that a government has on business enterprise include government policy, political stability or instability, corruption, foreign trade policy, tax policy, labour law, environmental law and trade restrictions. The government may also have a profound impact on the education system, infrastructure and health regulations that may not be in sync with members' investment and operations policy. All these factors influence that attractiveness of investment and potential market.

2.2 ECONOMIC FACTORS:

Economic factors are determinants of a certain economy's performance. Factors include economic growth, exchange rates, inflation rates, interest rates, disposable income of consumers and unemployment rates. These factors may have a direct or indirect long term impact on the organization since it affects the purchasing power of consumers and could possibly change demand/supply models in the economy. Consequently, it also affects the way members maximize procurement of services offered by AEA.

2.3 SOCIAL FACTORS:

This dimension of the general environment represents the demographic characteristics, norms, customs and values of the population within which the organization operates. This includes population trends such as the population growth rate, age distribution, income distribution, career attitudes, safety emphasis, health consciousness, lifestyle attitudes and cultural barriers. These factors are especially important for marketers when targeting certain customers. In addition, it also says something about the local workforce and its willingness to work under certain conditions. Agriculture as a sector is not looked at as the preferred employer.



2.4 TECHNOLOGICAL FACTORS:

These factors pertain to innovations in technology that may affect the operations of the industry and the market favorably or unfavorably. This refers to technology incentives, the level of innovation, automation, research and development (R&D) activity, technological change and the amount of technological awareness that a market possesses. These factors may influence decisions to enter or not enter certain industries, to launch or not launch certain products or to outsource some activities. By knowing what is going on technology-wise, one may be able to prevent the organization from spending a lot of money on developing a technology that would become obsolete very soon due to disruptive technological changes elsewhere.

2.5 ENVIRONMENTAL FACTORS:

Environmental factors have come to the forefront only relatively recently. They have become important due to the increasing scarcity of raw materials, pollution targets and carbon footprint targets set by governments. These factors include ecological and environmental aspects such as weather, climate, environmental offsets and climate change which may especially affect industries such as mining, tourism, farming and agriculture. Furthermore, growing awareness of the potential impacts of climate change is affecting how companies operate and the products they offer. This has led to many companies getting more and more involved in practices such as corporate social responsibility (CSR) and sustainability.

2.6 LEGAL FACTORS:

Although these factors may have some overlap with the political factors, they include more specific laws such as discrimination laws, antitrust laws, employment laws, consumer protection laws, copyright and patent laws, and health and safety laws. It is clear that companies need to know what is and what is not legal in order to trade successfully and ethically. If an organization trades globally this becomes especially tricky since each country has its own set of rules and regulations. In addition, you want to be aware of any potential changes in legislation and the impact it may have on your business in the future. It is recommended that one should have a legal advisor or attorney to timely advice on upcoming issues likely to have impact on the business.



P	E	S	T	E	L
Govt. Policy	Economic growth	Population growth rate	Economic growth	Weather	
Lobbying Activities	Exchange rate	Social classes	Automation	Climate change	Agricultural related Laws
Political stability	Interest rates	Buying Habits	R&D Activity	Environmental policies	Employment Laws
Corruption	Availability of credit	Attitude towards product quality	Technology Change / Awareness	Natural disasters	Consumer Protection Laws
Foreign trade tax policy	Inflation rate	Age distribution	Level of Innovation	Air & Water pollution	Health and Safety Laws
Freedom of Press	Disposal income	Safety emphasis	Internet Infrastructure	Attitude towards green products	Copyright and Patent Laws
Government involvement in trade union agreements	Unemployment rate	Lifestyle attitude	Life Cycle of Technologies	Pressure from NGO'S	
		Cultural barriers		Pressure from Unions	

2.7 INTERNAL ANALYSIS

All businesses compete in one way or the other. It maybe with a direct competitors or with the way customers have been doing things for a long time. In order to survive, all institutions solve their problem in a different way. When identifying the competition, one identifies who else is providing products or services to solve the same problem they are addressing. The strength is based on the business' advantages one has over identified competitors. This section reflects how AEA is different and better suited for the sector they are key players in.

2.8 SWOT ANALYSIS

Strengths	Opportunity
<p>In addition to what is in the outgoing document</p> <ul style="list-style-type: none"> • Wealth of skilled HR gained through practical experience • Recruitment of new members • Unique specialization in Industrial Relations • Good reputation- credibility and reliability 	<p>At times there are changes in the operating environment that can benefit AEA. It is important to recognize these changes and take advantage of opportunity. These includes:</p> <ul style="list-style-type: none"> • Increase in services offered to members • Increase in number of collaborating institutions • Uptake of technology • Opening up of branch offices • Robust marketing of the Association services



<ul style="list-style-type: none"> • Strong communication/ lobbying platform • Strong partnerships • Strong advocacy • Rapid roll out of trainings on emerging issues • Enhanced legal representation • Good rapport with stakeholders • Availability of technology • Enabling environment 	<ul style="list-style-type: none"> • Enhance Mediation services • Increase in the number of members joining the Association • Enhance consultancy services • Recruitment of members outside the confines of the Agricultural sector through introduction of campaign forums • Creating synergies with other associations e.g. KTGA a motivated. • Increase human resource capacity by training and enhancing their terms and conditions to retain.
<p>Weakness</p> <ul style="list-style-type: none"> • Lack of personal touch with some members • Confined services to the agriculture sector • Narrow focus of services offered to members • Poor visibility outside the Agricultural industry • Inadequate resources • Competitive market in the industry • Inadequate human resource capacity • Unpreparedness for unforeseeable acts of God that could impact negatively on members e.g. Covid-19 pandemic 	<p>Threats</p> <p>Threats are those things that AEA has no or little control over. That does not mean that AEA is helpless. It means that AEA has to take purposeful steps to mitigate the negative impact of those threats. These include:</p> <ul style="list-style-type: none"> • Climate changes • Weather risks (for those dependent on weather patterns) • Insecurity • County regulations • Emerging health hazards such as Covid 19 • Redundancies • Legal firms offering similar services • Government institutions • Consultancy firms that are players in the same field • Transfer of Intellectual property • Union activities / disruption of labour / disruption of labour • Loss of skilled personnel • NGOs lobbying / campaigns • Inadequate resources • on-cooperative employers



2.9 STAKEHOLDER IDENTIFICATION AND ANALYSIS

A stakeholder is a person or group of people who affect or are affected by activities of AEA. A stakeholder can be an individual, a group of people or organizations, or even segments of a population. A stakeholder analysis process requires a close look at each stakeholder to gather more in-depth information in order to understand their expectations vis-à-vis AEA's expectation.

It also helps to also assess their interests and influence. Stakeholder analysis is a key part of stakeholder management and mapping. It is notable however that a stakeholder analysis does not preclude the interests of some stakeholders overriding the interests of the other stakeholders, but it ensures that all affected will be considered.

The identified stakeholders and their expectations are as per tabulation below:

Stakeholder	Stakeholder Expectations	AEA Expectations
Members	Representation in all forums affecting employment relationship and corporate image	Meet financial obligations and comply with labour relations
Government	Legal and statutory compliance Payment of taxes	Security Infrastructure support Good governance
Employees	Job security Competitive terms of service	Loyalty Delivery of service
KAM	Availability of quality products	Enhancement of access to global market for the members products
KEPSA	Participation and provision of information and data on issues of importance to the Association members ;	Promotion, coordination, monitoring and evaluation of Agricultural sector activities in pursuit of an enabling business environment for the benefit of members
KAPWU	Amicable relationship with employers for favourable engagement	Adherence to agreed terms and conditions and relaying of accurate information to employees
IAN	Commitment in the partnership	Promotion of dialogue and advocacy on Agriculture Sector policies mitigating negative impact on investment environment.



IOD	Represent the interests of members and the business community to government and in the public arena with emphasis on Corporate governance	Promotion of high level of skill, knowledge, professional competence and integrity on the part of directors (Members)
FKE	Collaboration	Collaboration
KTGA	Availability of raw data for research	Sharing of Research finding data
IHRM	Have high quality training programmes Compliance with IHRM guidelines	Accreditation of training programs Standardization and Monitoring of HR professionalism
Suppliers	Fairness in engagement Timely payment	Supplies fit for purpose



JNC CBA meeting for Shalimar Flowers Kenya Limited – Mahee Farm held at AEA offices

CHAPTER THREE: STRATEGIC DIRECTION

3.1 STRATEGIC DIRECTION

This chapter focuses on the strategic direction of the AEA. It includes a discussion of the organization's core mandate, identified desired future (Vision), an emphasis of the purpose for which the Association was established (Mission), the tenets that are expected to shape the behaviour of the stakeholders (core values) and competencies required to support it. In this chapter, the selected strategic goals (area of focus / priority areas as well as the specific objectives to achieve the goals and the specified approaches / strategies will be discussed:

3.2 STRATEGIC DIRECTION

The strategic direction of AEA captures the answers to the questions:

- i. Where do we want to go?
- ii. How shall we get there?

The answers to these questions will galvanize all AEA's action in pursuit of the intended mission.



3.3 CORE MANDATE

The functions of the AEA include:

- Representation of members in Agricultural Wages Council
- Foster good relations between members Companies and their employees
- Negotiation of Collective Bargain Agreements on behalf of members
- Representation of members in Employment & Labour Relations Court
- Recruitment & selection services
- Human Capital & Labour Consultancy
- Management consultancy
- Industrial Relations & Labour Disputes Management
- Promoting Good Corporate Governance among members
- Labour Laws Compliance Audits.
- Review of legal and policy framework for agribusiness sector
- Promote private sector participation in all aspects of agricultural development
- Reforming and improving delivery of agricultural services and research.
- Training & Skills development among members
- Corporate and social Responsibility (CSR)
- Leadership in Alternative Dispute Resolution (ADR)
- Represent members in Employment and Labour Relations Court
- Partner with other players in Employment, Labour, Training and Governance matters
- Champion in communication and lobbying for members' interests
- Raise, mobilize and disburse funds and other resources for the promotion of the Association
- Open up Branches so as to be within easy reach by members across the country
- Invest funds not required for immediate use in the most prudent manner
- Organize Corporate Social responsibility activities for members' community welfare
- Conduct Research and development activities for the benefit of the members

3.2 VISION, MISSION AND CORE VALUES

This is AEA's ideal state, where we want to be in the future. The strategic planning process reaffirms the mission and vision of AEA, the strategic priorities to accomplish the vision, and reconfirms values to maintain as the organization works towards meeting the priorities.

The Mission sets out why the AEA exists, its purpose and who it is doing it for.

Values are the AEA's source of guidance and what it stands for. They are timeless and seldom change.

Integrity: We show respect for our clients and partners by being open, truthful and honest in all our dealings



Professionalism: delivering insightful, impactful and legally compliant solutions

Innovation: being creative.

Foresight: Acting for the long-term, building relationships and delivering long-lasting change for agribusiness.

Team Work: We work cohesively together in an atmosphere of mutual support, trust and good inter-group relations

Customer focus: We will ensure the services offered meet the member needs

Reliability: We will ensure closeness to the members and shall endeavour to meet their expectations

3.3 COMPETENCY FRAMEWORK

As stated earlier, Core values are principles that influence our actions and the choices we make. They are our ethical standards to be upheld by all staff. They underlie work ethics, actions and interactions. In an ever changing environment, we anticipate that our core values will remain constant. The core values of the AEA are: integrity, professionalism, Innovation, Foresight, Teamwork and Customer Focus. The table below provides the definitions of the core values, setting out AEA's expectations, and the respective behavioural / Functional Competency traits that every staff member is expected to demonstrate during her/his employment with the AEA, which includes compliance with the Staff rules and applicable policies.

A competency is generally defined as a combination of skills, knowledge, attributes and behaviours that enables an individual to perform a task or an activity successfully within a given job. Competencies are observable behaviours that can be measured and evaluated, and thus are essential in terms of defining job requirements and recruiting, retaining and developing staff.

Competencies enable the staff of an organization to have a clear understanding of the behaviours to be exhibited and the levels of performance expected in order to achieve organizational results. They provide the individual with an indication of the behaviours and actions that will be valued, recognized and rewarded. Using a competency framework enables an organization to successfully align its staff's skills, capabilities and knowledge with organizational priorities, resulting in business improvement and efficiencies.



3.4 CORE VALUES

	Definition	Indicators
	<p>Integrity is an uncompromising commitment to ethical and moral principles that is displayed in all areas of a staff member's professional and personal behaviour. Integrity is demonstrated by the highest standards of conduct of an employee, but is not limited to, impartiality, fairness, honesty, truthfulness and respect for the AEA's regulations, rules and policies and fulfil the obligations placed on them. These qualities provide the basis for ethical decision making, particularly in situations where a conflict arises between professional and private interests.</p>	<p>Demonstrates and abides by the core values of the AEA in activities and behaviour; Resists all undue pressures in decision making and in the performance of duties; Takes prompt and effective action to deal with unprofessional or unethical behaviour; Makes decisions in the best interest of the AEA and without any consideration of personal gain; Is accountable for actions taken and ensures that they are in full compliance with the AEA's rules and regulations.</p>



<p>Professionalism</p>	<p>Professionalism is a demonstrated competence in and mastery of subject matter. Professionalism calls for commitment, motivation and dedication in reaching the highest standard of performance and achieving results in support of the AEA's mandate. Professionalism requires that decisions be made in consultation with the appropriate managerial level and in full compliance with the AEA's rules, regulations and policies</p>	<p>Is committed to and inspired by the AEA's mandate; Meets commitments effectively and efficiently and delivers results on time; Displays competence and mastery in a field of specialization and is motivated to achieve results; Displays ability and determination in overcoming problematic issues and challenges.</p>
<p>Innovation</p>	<p>The ability to develop new ideas and to create new concepts and solutions to problems</p>	<p>Aggressively promotes the need for breakthrough improvements, Adopts and encourages others to adopt new methods or technologies that add value or improve performance, Develops innovative or creative solutions that break conventional barriers and established ways of doing things, Challenges others to re-think the way they do things, Acts on opportunities to improvement Creates, implements and institutionalizes new practices, The person displays the ability to analyze situations by utilizing appropriate questioning techniques to assimilate data, where information is very abstract, subtle and undefined. The person is able to identify future problems through personal conceptualizing and creative thinking. Must be excellent in terms of the conceptual and detail analysis of information, anticipate future problems and come up with possible solutions.</p>

3.5 CORE COMPETENCIES

	Behaviour Indicators	Proficiency
<p>Foresight</p>	<p>Plans and executes activities in the context of quality and risk management and</p>	<p>Anticipates trends and evolving needs, developing continuous improvements and opportunities for innovation; Identifies potential quality management problems and suggests sound solutions, consistent with the AEA's rules and regulations,</p>



	identifies opportunities for process, system and structural improvement, as well as improving current practices. Analyses processes and procedures, and proposes improvements.	Consistently applies quality management standards in programme development and implementation, Develops process improvement strategies and mechanisms to evaluate projects for their effectiveness and integrates lessons learned.
Teamwork	Encourages teamwork, builds effective teams and resolves problems by creating a supportive and collaborative team spirit, remaining mindful of the need to collaborate with people outside the immediate area of responsibility	Works collaboratively with team members to create team spirit; Supports a climate and working environment sensitive to the needs of all team members; Proposes changes to work approaches and processes within the applicable regulations, rules and policies of the AEA to contribute effectively to the team's work; Understands and supports the decision of the team or the supervisor even when it is not his/ her preferred solution.
Customer focus	Helps clients to analyze their needs. Seeks to understand service needs from the client's perspective and ensure that the client's standards are met. Looks for long-term benefit to the client. Becomes involved in customers decision process.	Builds and sustains effective relationships with clients. Anticipates members/ clients' needs and recommends potential solutions in compliance with the AEA's rules, regulations and policies; Demonstrates openness to the client's perspective; helps members/ clients to define their needs and provides advice and assistance, Seeks feedback on members / clients satisfaction and takes remedial action, as required; Develops strategic relationships in support of project development/ implementation; identifies areas where he/she can extend partnerships with members / clients beyond the scope of the project.
Reliability	Reliable and dependable in performing job-related tasks, finishing assigned projects, meeting deadlines and appointments.	Recognizes the relative importance of certain tasks and responsibilities and has the ability to prioritize to ensure that deadlines are met. Actively demonstrates commitment by maintaining a consistent and predictable work schedule. Is relied upon by others as a source for valid information, accurately scopes out the work, creates efficiently workflows and process, develops reliable working rapport with customer and peers. Follows through and meets commitments. Available as a resource to members and peers. Consistently outperforms most other people or groups because of excellence at planning, priority setting and execution.



Consultative meeting for Subati Flowers at AEA Offices



CHAPTER FOUR: STRATEGIC PRIORITIES

4.1 STRATEGIC PRIORITIES AND ACTIVITIES

Based upon the Mission, Vision, Values, Previous 4 Year Prior Accomplishments and the Current State Analysis AEA should determine and define between six to ten Strategic Priorities that will assist it in getting where it wants and needs to be. Below is a draft of AEA Strategic Priorities and Activities.

4.2 HR CONSULTANCY SERVICES (HUMAN CAPITAL)

This objective sets the direction for all the key areas of HR in member's organizations including hiring, performance appraisal, capacity development, and compensation. It will also help organizations to attract, develop, and retain the right people to drive forward long-term organizational goals. The key deliverables under HR Consultancy are:

- a. Policy formulation (Development of HR Manuals)
- b. HR Audits (HR Compliance Audits)
- c. Recruitment and selection
- d. Organization Review- structures, job analysis
- e. Performance Management
- f. Reward Management -Salary / Wage design
- g. Employment Law- Timely advice on changes in Employment Laws
- h. Succession planning
- i. Preparation for retirement
- j. Managing termination of employment
- k. Training (Graduate apprenticeship program)
- l. End to end HR consultancy

4.3 INDUSTRIAL RELATIONS

This objective helps to implement a sound Industrial Relations (IR) management plan which ensures that industrial relations issues in members' organizations are identified, assessed and managed effectively. AEA will also proactively create and cascade policies and procedures that benefit both employers and workers for sustainable productivity. The activities under IR are:

- a) Training members on the importance of Good Industrial Relations.
- b) Carrying out mandatory audits to ensure compliance with the Law and good industrial relations/HR best Practice.
- c) Making it mandatory for every member to have and adhere to an AEA approved Grievance/disciplinary procedures.
- d) Ensure each Member Company employs the services of a Qualified Human Resource practitioner or engages a HR consultant to ensure sound management of HR practices.
- e) CBA Negotiations



- f) Attending workers' meetings promptly to resolve grievances in good time.
- g) Attending to Members consultative meetings
- h) Representing members in tripartite meetings
- i) Identifying issues, resolving them before they become grievances
- j) Managing disciplinary process
- k) Effective communication
- l) Offering advisory services



Consultative meeting at Mpala Ranch



4.4 CORPORATE GOVERNANCE

To facilitate effective, entrepreneurial and prudent management that will deliver the long-term success of the Association. The deliverables under this goal are:

- a) Review and revamp the Association governance structure
- b) Enhance accountability and disclosure reporting- (for both committees and management)
- c) Cascade training on corporate governance
- d) Design infrastructure - oversight and reporting measures and charts
- e) Manage stakeholder's relations
- f) Enhance corporate citizenship through CSR program



AEA Chairman & CEO meeting with Vegpro Group Managing Director in Nairobi



Visit to Narumoru Children's Home on 28th December 2019

4.5 ADVOCACY, LOBBYING & CORPORATE SOCIAL RESONSIBILITY

This objective is important as it generates wealth, to provide for the needs of the stakeholders. Activities to achieve under this goal are:

- a) Strengthen accountability to members
- b) Safeguard members interest
- c) Influence in policy formulation and legislation for the benefit of members
- d) Support and lobby for rights of members
- e) Raise members' awareness through effective communication of changes affecting them
- f) Strengthen partnerships for benefit of members



- g) Lobby to achieve common advocacy goals
- h) Research and Development - identify issues likely to impact on members and cascade the findings



Hike in Kenya National Park on 27th December 2019

4.6 LEGAL AND ALTERNATIVE DISPUTE RESOLUTION

This priority is important because it creates pride in doing things within the stipulated Legal framework. Deliverables under this goal are:

- a) Preparation of employment contractual documents
- b) Resolution of various employment related matters
- c) Advising on Legal compliance with Labour Laws
- d) Preparing Court pleadings / Memorandums on behalf of members in labour / legal disputes
- e) Managing Compliance related matters on behalf of members
- f) Representing members in court litigation
- g) Dispute settlement by embracing Alternative Dispute Resolution Mechanism.
- h) Quality Legal representation for members to deter unnecessary litigation and ambulance chasing.
- i) Negotiating out of court settlements on behalf of members
- j) Managing termination/ redundancies



Discussing Redundancy plan at Panocal International Limited

4.7 RESEARCH AND PROJECT MANAGEMENT.

This priority is important because it will enhance the capability of AEA, stimulate innovative new methods of service delivery, reduce costs and improve service quality. While carrying out Research projects, the following will be the guiding pillars:

- Scope: What exactly is (and isn't) included in the project?
- Cost: What is the budget that the project must stay within?
- Time: What is the schedule that you are expected to adhere to?
- Quality: What expectations are the project to be measured against?
- Stakeholder Satisfaction: What is the overarching goal or objective that the project needs to meet for the customer to be satisfied?
- Resources: What material and human resources are available to use in the completion of the project?

The expected deliverables under this goal are:



- a) Increase awareness of AEA services to members and potential members through training and sanitization forums
- b) create a department for Research and development
- c) Adequate staffing and financing of the department
- d) Creating linkages with donor funding agents both locally and internationally
- e) Exploring and tapping on unexplored business potential
- f) Building alliances with competitors
- g) Increasing member's satisfaction
- h) Increasing revenue from enhanced services
- i) Tracking new trends in the provision of services

4.8 SOUND RESOURCES MANAGEMENT

This goal sets out how the organization plans to finance its overall operations in order to meet its current and future objectives. The expected deliverables under this goal are:

- a) Sound Financial Management and diversification of resources
- b) Enhancing debt management
- c) Development and adherence to the annual budget
- d) Enhance cost optimization
- e) Ensuring there is a reliable cash flow forecast
- f) Monitoring financial activities
- g) Managing investment portfolio
- h) Advising on exposure & risks
- i) Ensuring compliance with the tax laws



All set for the hike at The Kenya National Park



CHAPTER 5: STRATEGIC GOALS

5.0 STRATEGIC GOALS AND OBJECTIVES

Like other players in the industry, AEA is faced with competition and the daunting task of performing well. It is expected to be a leading authority in the Industrial Relations Landscape. This review is intended to accommodate changes that may have an impact on the overall attainment of the core objectives. Through Environmental and organizational assessment **six (6)** Strategic Goals and **eight (8)** Strategic objectives were identified to guide the operations of the AEA for the period 2021-2025.



Group photo at the National Park during the hike

5.1 THE STRATEGIC OBJECTIVES

The strategic objectives of the AEA are:

1. To reduce labour disputes and litigation
2. To improve members' statutory compliance
3. To create linkages with donor funding agents both locally and internationally
4. To improve regulatory framework for the Agribusiness sector
5. To conduct Research and development activities for the benefit of the members



- 6. Enhance timely compliance and implementation of CBAs
- 7. Enhance affiliation & partnership with national, regional and international bodies
- 8. Act as one stop shop solution for HR & Industrial Relations

5.2 THE STRATEGIC GOALS





GOAL 1: EFFICIENT SERVICE DELIVERY

Service delivery is a continuous, cyclic process for developing and delivering client - focused





5.1.1 OBJECTIVES:

- I. Developing and designing services through identification of members' needs, as well as understanding factors likely to have negative impact such as weather, political climate, and environment-related information in different regions / sectors.
- II. Service design and development – this process, involves engaging members, service providers, designing and developing services and ensuring that members or clients' needs are met.
- III. Delivery – disseminating and communicating information or offering the desired services that are fit for purpose and relevant to member's needs.
- IV. Evaluation and improvement – collecting members' feedback and performance metrics to continuously evaluate and improve quality of services

5.1.2 STRATEGIES

- a) Predict members' requirements in terms of service
- b) Identify gaps and areas requiring improvements in service delivery and come up with plans to bridge them
- c) Set service level targets for meeting members satisfaction
- d) Identify resources and skills required to meet the service demands
- e) Review services portfolio
- f) Come up with budget and look into areas of continuous improvement.

5.2 GOAL 2: DIVERSIFICATION OF SERVICES

The provision of additional new service or diversification involves the expansion of offerings into service categories related to the existing categories through maximum utilization of internal resources, or resources coming up with new products. Diversification will allow AEA to reach out to new category of members and offer new services in addition to the traditional services.

5.2.1 OBJECTIVES:

- I. Concentric diversification: Add similar services to the existing portfolio
- II. Horizontal diversification: Provision of new and unrelated service
- III. Boost the AEA corporate image and protect its market from competition

5.2.2 STRATEGIES:

- a) Carry out client segmentation for the new service
- b) Validate the type of service required
- c) Identify gaps and recommend ways for bridging them
- d) Assess organization's capability to deliver the new service
- e) Design new programs
- f) Launch new services available
- g) Deliver, Monitor the uptake and level of satisfaction



- h) Review revenue income Versus cost incurred
- i) Bench Mark where possible

5.3 GOAL THREE: ADVOCACY, LOBBYING & CORPORATE SOCIAL RESPONSIBILITY

AEA will select the causes they want to get involved in and then recruit members' support on issues affecting the industry or mere CSR gesture as a way of responding to community social welfare needs.

5.3.1 OBJECTIVES:

- a) Review and revamp the Association governance structure
- b) Cascade training on corporate governance
- c) Support and lobby for policy formulation and legislation for the benefit of members
- d) Raise members' awareness through effective communication of changes affecting them
- e) Create of awareness on various legislations and emerging issues

5.3.2 STRATEGIES:

- a) Develop annual CSR plans
- b) Developing an accompanying Communication for members Engagement
- c) Launch the partners and stakeholder's forum.
- d) Popularizing the initiative so as to get buy by majority of the members.
- e) Mobilizing resources internally and externally.
- f) Conduct the activity
- g) Evaluating the success of the planned activity



Making presentation during Visit to Narumoru Children's Home

5.4 GOAL FOUR: STRENGTHENING INSTITUTIONAL CAPACITY - LEARNING AND GROWTH

A learning and development (L&D) goal outlines how AEA develops its workforce's capabilities, skills and competencies to remain successful,

5.4.1 OBJECTIVES:

- I. Attract and retain high quality staff
- II. Build leadership capacity and ensure capability development (preparation in anticipation of future requirements.)
- III. Embed professionalism
- IV. Enhance management skills for value creation
- V. Strategically align individual performance & development planning

5.4.2 STRATEGIES:

- a) Conduct Training Needs Analysis
- b) Specify the learning objectives
- c) Design training content, training methods and conduct training



- d) Conduct Monitoring and Evaluation
- e) Reward excellence through equitable & fair pay
- f) Maximize staff engagement



5.5 GOAL FIVE: RESEARCH AND DEVELOPMENT

Enhance the capability of AEA, stimulate innovative new methods of service delivery, reduce costs and improve service quality for sustainability.

5.5.1 OBJECTIVES:

- I. Modify services available to meet the Members changing needs
- II. Design new and viable services to improve the overall AEA sustainability
- III. Improve the services available to members

5.5.2 STRATEGIES:

- a) Establish R&D function
- b) Identify the gap between AEA services and members' expectation
- c) Develop new services/ Enhance delivery of existing services
- d) Sensitize members of the available services
- e) Adopt best practices



- f) Conduct Monitoring and evaluation

5.6 GOAL SIX: SOUND RESOURCES MANAGEMENT

This goal is concerned with procurement and utilization of funds to ensure adequate and regular supply to fulfilling the present and future requirements of AEA. It focuses on the alignment of financial management with the corporate and business objectives of AEA for sustainability. It deals with the availability of sources, usages, and management of funds with special emphasis on the alignment of financial management with the corporate and business objectives.

5.6.1 OBJECTIVES:

- I. Positive ROI (12%?)
- II. Smooth Cash flow
- III. Coordinated purchases
- IV. Investment for growth- (Construction of office space)

5.6.2 STRATEGIES

- a) Prudent financial management practices
- b) Diversify revenue streams for sustainability
- c) Increase in members' base
- d) Reduce operational costs through efficiency operations
- e) Involvement in value chain/ innovation platforms
- f) Ensuring there is a reliable cash flow forecast
- g) Identification and mitigation of exposure and risk factors
- h) Ensuring compliance with the tax laws



CHAPTER SIX: IMPLEMENTATION MATRIX

6.2 IMPLEMENTATION PLAN MATRIX

GOAL 1: EFFICIENT SERVICE DELIVERY						
Strategies	Strategic Activities	Output Indicator	Responsible (Actor)	timelines	Target	Cost
Designing and developing new services	Predict members' requirements in terms of service	Annual survey of members satisfaction	HR IR Legal	Half Yearly		
	Identify gaps and areas requiring improvements in service delivery and come up with plans to bridge them	Annual plans to address identified gaps	All	Quarterly		
	Promote a positive corporate image and enhance visibility and create market awareness	Increased and enhanced members participation/ engagement	CEO	Quarterly		
	Set service level targets for meeting members satisfaction	Service level charter/ agreements	All	Annual plans		
GOAL 2: DIVERSIFICATION OF SERVICES						



	Identify resources and skills required to meet the service demands	Prompt resolution of identifies issues- (resolved within xxx days of reporting)	All	Quarterly plans		
	Review services portfolio	Introduced demand driven services	All	Half yearly		
	Come up with budget and look into areas of continuous improvement	Coordinated activities supported by a planned budget	All	Monthly		
	Adopt best practices	Cooperation with key supply chain stakeholders	All	Monthly plans		

GOAL 3: ADVOCACY LOBBYING & CORPORATE SOCIAL RESPONSIBILIY

	Develop Advocacy and CSR plans	Blue print Advocacy and CSR plans	CEO	Annual plans		
	Developing an accompanying Communication for members Engagement	Engaged and committed members to on-going Advocacy and CSR plans	CEO	Annual plans		
	Launch the partners and stakeholder's forum.	Communication forums	CEO	Quarterly		
	Popularizing the initiative so as to get buy-in by majority of the members	% of members participating in Advocacy and CSR issues	CEO	Annual		
	Mobilizing resources	Meeting of planned budget	CEO	Continuous		



	internally and externally.	for advocacy and CSR plans				
	Conduct the activity-lobbying with relevant authority as applicable	Number of successful resolved policy issues	CEO	As per need		
	Evaluating the success of the planned activity	% of implemented activities Vs plan	CEO	After the activity		

GOAL 4 :STRENGTHENING INSTITUTIONAL CAPACITY – LEARNING AND GROWTH

	Develop and implement organization structure capable of implementing strategic plan, policies and procedures.	Reviewed organization structure aligned to the strategic goals	All	As per need		
	Enhance staff capacity	Increased staff competency	HR CEO	Continuous		
	Manage succession planning	Availability of succession plan	HR CEO	Continuous		

GOAL 5:SOUND RESOURCE MANAGEMENT

	Diversify revenue streams	Identified new revenue streams	All	Continuous		
	Increase in members' base	5% increase in membership	CEO HR IR Legal	Continuous		
	Reduce operational costs through	5% Financial growth	All	Annual		



	efficiency operations					
	Prudent financial management practices- Rationalize budgets and expenditure	5% Financial growth	Finance	Annual		
	Involvement in value chain platforms	Participation in value chain forums at least 2 per quarter of the year	Finance CEO	Quarterly		
	Identification and mitigation of risk factors	Evidence of identified and mitigated risks	Finance Legal	Continuous		

GOAL 6: RESEARCH & DEVELOPMENT

	Create department deliverables for R& D	R& D Department	CEO			
	Recruit R& D / Marketing Manager	Change in organization structure	HR/ CEO			
	Sign contract for deliverables	Appointment of the Manager	CEO			
	Sensitize members of the services to create demand – R&D	Forums for creating awareness- 4 per year	CEO			
	Conduct Market Surveys	Market survey report per year	Finance / HR			
	Monitor effectiveness	New services available to members	CEO			



6.1 FINANCING THE PLAN

AEA will use several sources of funds to finance implementation of this plan. They include; members' subscription fees, HR, Legal and Industrial Relations consultancy fees. The Executive Committee will allocate the necessary funds to finance the various planned activities in the annual budgeting process over the planning period. AEA budgeting template is provided in appendix I to guide this process.

Adhoc projects will be funded through special efforts which will be budgeted for and approved by the Executive Committee.

6.3 RISKS AND RISK MANAGEMENT

There are several risks that might affect the implementation of this Strategic plan. All the identified risks will be considered and measures put in place to mitigate them. The table below contains the list of major risks, level of risk and suggested mitigation measures:

Risk Factor	Level of Risks	Risk Management Measures
Lack of financial resources to meet the budgetary requirements	High	Ensure availability of financial resources through increase and diversification in revenue portfolio
Rapid technological changes	High	Ensure that AEA keeps abreast with rapid global technological changes
Insufficient Commitment by stakeholders	High	Ensure that the employees KRAs are well documented and tracked for efficiency deliverance of the services
Inability by the management to implement the plan	High	Enhance organizational capacity to ensure that availability of competent staff to implement the strategic plan
Poor communication	Medium	Ensure that the AEA website is activated , and develop regular bulletin for cascading on timely basis communication from the Secretariat
Social Media	Medium	Timely respond to image damaging allegation against the members
Corruption	Medium	Create transparency and integrity code of conduct – cascade it to members
Tribal clashes	Low	Encourage members to be sensitive to community sensitivity and their participation to ensure inclusion and accommodation of diversity



CHAPTER SEVEN: MONITORING AND EVALUATION

7.0 MONITORING AND EVALUATION

This chapter covers the framework for monitoring and evaluation of the implementation of the strategic plan.

7.1 OBJECTIVES OF MONITORING AND EVALUATION

The monitoring and evaluation (M&E) framework will be crucial during the implementation of the strategic plan. It will ensure that the various strategies and strategic activities are implemented as well as measure the extent to which the key performance indicators have been achieved. To ensure successful implementation, AEA should source and deploy the required resources, enhance secretariat structures, ensure effective communication of the plan as well as put in place an adequate and effective M&E framework.



7.2 MONITORING AND EVALUATION FRAMEWORK

A comprehensive M&E Framework must be in place to ensure a flawless and successful implementation of the Plan. Consequently, the following M&E Framework will be adopted by AEA:

- I. Establish M&E committee of representatives from AEA to champion the implementation of the plan. The committee should regulate the frequency of its meetings but not less than once every quarter
- II. The M&E committee to report half yearly to the Executive Committee the progress on the achievements of the Strategic Objectives, any deviations from the plan and recommended remedial measures as appropriate.
- III. The Strategic Plan will be reviewed annually to ensure that the appropriate changes in strategies and activities are effected in line with the environment.
- IV. Carry out a comprehensive mid- term review of the Strategic Plan in June 2023.
- V. Vest the overall responsibility for the monitoring and evaluation of the Strategic Plan on the AEA Chief Executive Officer.

To ensure that there is a clear way of measuring performance, AEA will institute a performance management plan that clearly shows the performance reporting framework on the set indicators and annual targets. This will ensure that commitment made in this plan are translated to service delivery to members through performance contracting and annual work plan, both at the Departmental/ individual levels. The annual work plan will be the basis for execution of this Strategic Plan. This is depicted in the diagram below:



7.3 REVIEW OF THE STRATEGIC PLAN



A mid-term review of the Strategic Plan will be carried out mid-2023 to assess progress in implementation. The review will focus on: the extent to which the activities undertaken achieved the objectives; sustainability of the achievements made; challenges faced; lessons learnt and mitigation measures. The report of this review will guide implementation of goals during the remaining duration of the Plan. At the end of the implementation process, a terminal or end term review will be carried out to assess overall implementation rate and provide critical learning points for the next Strategic Plan.



Appendix II: AEA PROJECT BUDGETING TEMPLATE

SORCE OF FUNDS		AMOUNT KES	EXPENSE ITEM	BALANCE KES
1				
2				
3				
4				
5				
6				

Prepared by-----Signature -----Date-----

Approved by-----Signature-----Date-----