



AGRICULTURAL EMPLOYERS' ASSOCIATION

Safeguarding Employers' Interests

STRATEGIC PLAN 2026 – 2030

Empowering Kenya's agricultural community to create a more sustainable working environment

March 2026

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CHAPTER 1

Introduction

Background, Mandate and Context of the AEA

The Agricultural Employers' Association (AEA) Strategic Plan 2026–2030 will guide the implementation of activities for the five-year period from 2026 to 2030. As its motto declares, Safeguarding Employers' Interests, AEA represents the collective interests of employers at a tripartite level in the agricultural sector. It advocates for employers in matters related to employment and labour, and recently other related concerns that affect business but by extension affect employment indirectly. This Chapter provides a background to AEA and highlights the mandate, functions, and rationale behind the formulation of the Plan.

1.1 Background to the Agricultural Employers' Association

The Agricultural Employers Association was started in 1962 and registered in 1966 under the Trade Unions Act 233 (repealed) as an Association representing the collective interests of employers in the Agricultural Industry in matters connected with employment of labour. For the purpose of effective advocacy and partnerships, AEA engages with strategic partners including the Federation of Kenya Employers (FKE), Kenya Private Sector Alliance (KEPSA), Agricultural Sector Network (ASNET) and Kenya Association of Manufacturers (KAM).

1.2 Vision, Mission and Core Values

Vision

Empowering Kenya's agricultural community to create a more sustainable working environment.

Mission

To provide a conducive environment to members in agribusiness through superior Industrial Relations, Compliance, Corporate Governance, Advocacy, and Human Capital Development.

Supporting members through positive industrial relations, best employment practices, good governance and regulation.

Core Values

Integrity	Innovation	Foresight
Professionalism	Reliability	Teamwork
	Customer Focus	

1.3 Mandate of AEA

The Association exists to take any measures it considers appropriate — whether decided upon at general meetings or by its Executive Committee — to promote consistent labour relations among its members, represent the interest of members in policy discussions and negotiations with government bodies and other stakeholders, to provide a conducive business environment while also coordinating related matters of common interest.

1.4 Functions of AEA

The functions of the AEA include:

- Representing members in the relevant government agencies
- Promoting good relations between member companies and their employees
- Negotiating Collective Bargain Agreements on behalf of members
- Recruitment & selection services for the members
- Managing Industrial Relations & Labour Disputes
- Auditing for HR compliance
- Reviewing legal and policy framework for members
- Training & skills development among members
- Corporate and Social Responsibility (CSR)
- Leadership in Alternative Dispute Resolution (ADR)
- Partnering with stakeholders in Employment, Labour, Training and Governance matters
- Monitoring and responding to changes in the agricultural sector and offering advice to members
- Creating partnership opportunities in line with AEA mandate
- Opening branches across the country to be within easy reach by members
- Maintaining the financial health of the association
- Conducting research and development activities for the benefit of the members

1.5 Rationale for Developing the Strategic Plan

The AEA's Strategic Plan 2021–2025 came to an end with several milestones achieved by the Association during the last five-year period, including:

- Conducting a member satisfaction survey that determined the levels of satisfaction within the Association's services and identified gaps and areas requiring movements in service delivery approach
- Introduction of new services to meet members' needs, such as third-party investigations and enhanced HR compliance audits
- Enhanced lobbying and advocacy initiatives, including actively participating in public forums and drafting memoranda to influence policy makers at various government levels, including those at the Cabinet Secretary, Principal Secretary, and County governments
- Proactively seeking feedback from its members on a range of policies and legislative bills to inform and strengthen its advocacy efforts
- Mobilizing financial resources contributed by members to support legal action concerning the NSSF Act
- Mobilizing resources internally and externally to achieve higher contribution and financial support from members for the Corporate Social Responsibility (CSR) initiative each year
- Establishing a Research and Development Department

The development of a new strategic plan covering the period 2026–2030 is now critical to provide a road map for the Association for the next five years. Lessons learnt from the outgoing strategic plan will provide a critical foundation for developing a new strategic plan by offering concrete insights into what worked well and where adjustments are needed.

Reviewing past efforts helped AEA identify both successful strategies and the pitfalls that hindered progress. This reflective process revealed gaps in implementation, misalignments between goals and outcomes, and external factors that may have shifted since the plan was first put in place. By analysing these lessons, AEA updated its priorities, and reallocated resources more effectively, ensuring that the new plan is both realistic and responsive to current market and internal dynamics.

Furthermore, integrating lessons from past strategic planning efforts promoted a culture of continuous improvement and accountability. Consequently, the new strategic plan will be more robust, adaptable, and aligned with both the organisation's long-term goals and the rapidly changing environment.

1.6 Preparation of the Strategic Plan

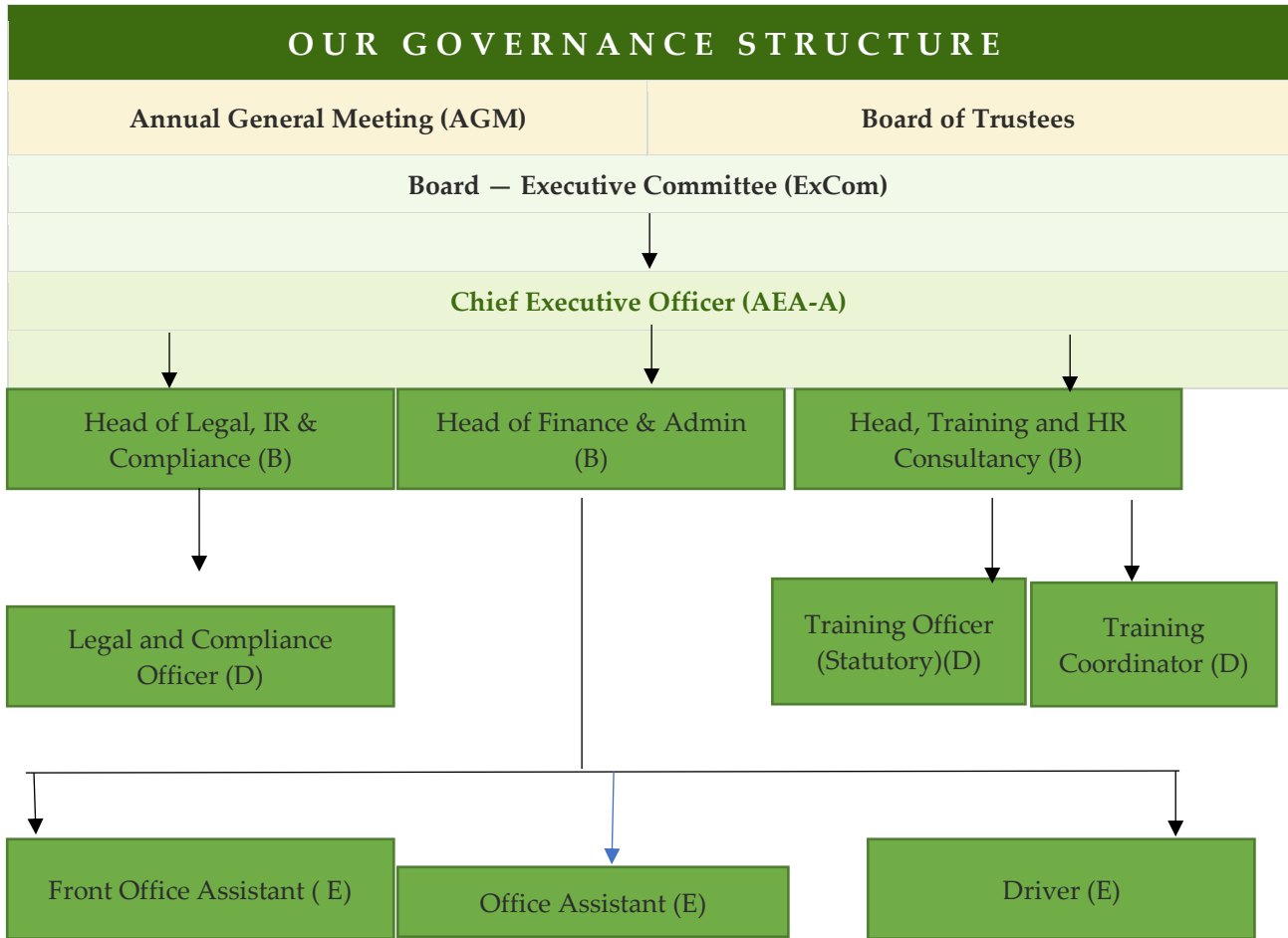
The AEA Strategic Plan 2026–2030 was developed following the end period of the 2021–2025 Strategic Plan. It was formulated under the guidance of the Strategic Committee, a sub-committee of the AEA Board. The process used in preparing the plan was participatory, engaging, among others, the secretariat and members. Comments received from staff and interested parties were reviewed and incorporated in the document. Further reference was also made to the previous two strategic plans 2017–2020 and 2021–2025.

1.7 Membership, Services and Benefits

AEA has 240 members from the agricultural sector, spread across the country. Its membership covers a wide range of agricultural employers, including Livestock farming (both dairy and beef), plantations, wildlife ranching and conservancies, horticulture and floriculture, mixed farming and service providers to the Agricultural sector (called Associate Members). To better serve this wide membership, AEA focuses on six core areas of service.

1.8 Governance Structure

AEA operates through a structured governance framework comprising an Annual General Meeting (AGM), a Board of Trustees, an Executive Committee (ExCom), and a professional secretariat headed by the Chief Executive Officer.



CHAPTER 2

Situational Analysis

Environmental Scan and Strategic Context

Founded in 1962 and officially registered as a Trade Union in 1966, AEA was initially established to represent employers' collective interests in matters related to labour employment in the agricultural sector. However, as the business landscape has evolved over the years, so too have the needs of employers. To adapt to these changing industry demands, AEA has continuously expanded its range of services to address the emerging priorities of its members.

An environmental analysis of the Association was paramount as part of the process of this strategic development, leading to an internal and external assessment. The analysis was conducted using SWOT, PESTEL and member (stakeholder) analysis models. Both positive and negative factors were identified. Strategic implications were developed and appropriate strategic responses recommended.

2.1 Mid-Term Performance Review 2021–2025

Table 1: Performance review against the 2021–2025 Strategic Plan

Goal	Strategic Activities	Achievements	Gaps / Challenges
Goal 1 Efficient Service Delivery	Predict members' requirements in terms of service	Training services, HR Compliance Audit, Lobbying & Advocacy, CBA negotiations, Industrial Relations, Legal Services	More services needed; Human Rights Due Diligence; Gender-Based Violence/Sexual Harassment
	Identify gaps and areas requiring improvement	Recruitment and Executive Selection; HR Consulting; Management Consultancy; Third-party Investigations	Whistleblowing mechanisms; further expansion of Third-party Investigations
	Promote a positive corporate image and enhance visibility	Not implemented	Visibility and branding remain critical gaps

	Set service-level targets for member satisfaction	Not implemented	Formal SLA frameworks yet to be established
Goal 2 Diversification of Services	Identify resources and skills required to meet service demands	Not implemented	Resource mapping not completed
	Review services portfolio	Audits and Third-party Investigations reviewed	
	Adopt best practices	Not implemented	
Goal 3a Advocacy & Lobbying	Develop Advocacy Plan	Issues affecting members raised through ExCom and satisfaction survey	
	Engage with policy makers	Lobbying with CS, PS and County Government	
	Mobilize resources for advocacy	Financial resources mobilized from members for legal action on NSSF Act	
	Conduct lobbying activities	Participating in public participation and writing memoranda	
Goal 4 Institutional Capacity	Develop and implement organisational structures	R&D Department introduced to the organisational structure	
	Enhance staff capacity	Staff training conducted	
	Manage succession planning	Not implemented	Succession plan policy yet to be developed
Goal 5 Sound Resource Management	Diversify revenue streams	Not implemented	Alternative revenue sources remain unexplored
	Increase membership base	Several new members joined AEA	
	Reduce operational costs	Coordinated by Finance Department	
	Prudent financial management and budget rationalisation	Coordinated by Finance Department	

Goal 6 Research & Development	Create R&D department deliverables	R&D Department established and operational	
	Recruit R&D / Marketing Manager	R&D personnel recruited	
	Sensitize members of R&D services	Members sensitized	
	Conduct Market Surveys	Planned for 2024	

2.2 Member Feedback on the Current Strategic Plan

This section presents an analysis of the feedback received from members regarding the current strategic plan. The purpose was to assess the effectiveness of the current plan, identify areas that required improvement, and gather suggestions for the upcoming strategic plan.

Table 2: Impact of the current strategic objectives as perceived by members

Objective	Very Impactful (%)	Moderately Impactful (%)	Not Impactful (%)
Efficient Service Delivery	80%	20%	0%
Diversification of Services	40%	50%	10%
Advocacy and Lobbying	70%	20%	10%
Corporate Social Responsibility (CSR)	40%	50%	10%
Strengthening Institutional Capacity	50%	40%	10%
Sound Resource Management	60%	30%	10%
Research & Development	50%	40%	10%

Note: Efficient service delivery, advocacy & lobbying, and sound resource management were rated as the most impactful objectives. Diversification of services, CSR, and research & development had mixed ratings, with moderate impact commonly cited.

Table 3: Extent to which objectives were met

Objective	Fully Met (%)	Partially Met (%)	Not Met (%)
Efficient Service Delivery	70%	30%	0%
Diversification of Services	20%	70%	10%
Advocacy and Lobbying	60%	30%	10%
Corporate Social Responsibility (CSR)	40%	50%	10%
Strengthening Institutional Capacity	30%	60%	10%
Sound Resource Management	50%	40%	10%
Research & Development	40%	40%	20%

Note: Efficient service delivery and advocacy & lobbying were the best-implemented objectives. Diversification of services, CSR, and strengthening institutional capacity were only partially met. Research & development had the highest percentage (20%) of 'Not Met' responses.

Table 4: Services that need improvement

Service	% of Respondents Mentioning It
Advocacy and Lobbying	50%
Diversification of Services	40%
Institutional Capacity Building	30%
Research & Development	30%
Legal Services	20%
Training (especially statutory training)	20%

Table 5: New Strategic Objectives Suggested by Members

Suggested Objective	% of Respondents Supporting It
Membership Growth	40%
Business Exposure & Marketing	30%

Stronger BMO Collaboration	20%
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Table 6: Key Challenges for the Next 5 Years

Challenge	% of Respondents Mentioning It
Regulatory Burdens & Compliance Costs	50%
Government Interference in Business	50%
High Cost of Doing Business	40%
Youth Unemployment & Job Creation	30%
Water Resource Conflicts	30%
International Trade Barriers	20%

Based on member feedback, the upcoming strategic plan should prioritize:

- Advocacy & lobbying, to counter regulatory burdens
- Efficient service delivery, to retain and grow membership
- Sound resource management, for financial sustainability
- Membership growth and stronger collaboration with related Business Member Organisations (BMOs)
- Expansion of training, legal services, and research to support members' needs

2.3 PESTLE Analysis

The successful implementation of any strategic plan can be influenced by external factors beyond the organisation's control. However, recognising these factors allows the organisation to make well-informed decisions about their potential impact on operations. For AEA, conducting a PESTLE analysis was essential in identifying such external influences, helping the association capitalise on opportunities while mitigating threats, particularly from emerging competition.

Political Factors

Factor	Impact on Business	Strategic Response
Multiple levies and taxes	Compliance increases Cost of Production; reduced competitiveness	Proactive strategies in policy and advocacy

Disputed elections leading to temporary political instability	Destabilize labour during election periods	Integrate workers at the workplace
Persistent Corruption	Distorted market access and unfair competition	Advocate for strict enforcement of anti-corruption laws

Economic Factors

Factor	Impact on Business	Strategic Response
Weak national currency against the dollar increasing inflationary pressures	Higher import costs for agricultural inputs, reducing profit margins	
Increase in cost of production	Reduced profitability; businesses struggle with higher operational costs	Cost-efficient strategies
Increasing unemployment rate and poverty	Reduced consumer purchasing power leads to lower demand for products	Increase Public-Private Partnership initiatives
Low economic performance	Reduced access to credit and investment, making it harder for businesses to expand	Advocate for government incentives such as low interest rates to motivate borrowing

Social Factors

Factor	Impact on Business	Strategic Response
Multigenerational dynamics in the workforce	Workplace conflicts and communication barriers due to differing work styles and expectations among different age groups	Introduce mentorship programmes and cross-generational training to foster collaboration and knowledge sharing
Reducing disposable income against multiple taxes and deductions	Workforce expectations of salary increases to cushion the impact	
Increasing social media uptake/usage	Greater consumer reliance on digital engagement can impact market reach	Strengthen digital marketing strategies; enhance social media presence
Mental wellness awareness	Increasing expectations for employers to support employee mental health, affecting productivity and retention	Establish mental wellness programmes, including counselling,

		flexible work arrangements, and stress management initiatives
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Technological Factors

Factor	Impact on Business	Strategic Response
Government transition to e-citizen and other online payments	Compliance with mandatory digital government services, which could increase efficiency but also pose cybersecurity risks	Train employees on digital compliance to ensure smooth interactions with government services
Gen Z's technology influence at the workplace	The need for businesses to evolve from traditional work environments to digital-first, flexible, and collaborative workspaces	Embrace flexible work arrangements and invest in continuous technology upskilling to retain talent
Increasing uptake of digital space by members	Need to enhance digital presence and engagement to meet members' expectations	Adoption of emerging technologies in training modules; strengthening digital marketing strategies

Legal Factors

Factor	Impact on Business	Strategic Response
Increasing demand for data protection and security	Compliance with data protection laws to avoid legal penalties	Train for compliance support and formulate data policies for members
Employers paying agency fee for using the CBA	Compliance means employers may incur additional costs	Negotiate with union for a fair agency fee structure and educate members on CBA implications
Increased employer interest in lobbying and advocacy	Strong representation needed to influence multiple regulations that affect business operations	Strengthen the advocacy role; engage in policy dialogues; collaborate with industry stakeholders

Environmental Factors

Factor	Impact on Business	Strategic Response
Issues with carbon footprint affecting air freight shipments	Stricter regulations on air freight could increase shipping costs, affecting exports	Encourage members to explore alternative shipping methods and support carbon reduction initiatives

Increasing global demand for green energy, ESG issues, and sustainability standards	Compliance requirements for export markets pushing businesses to adopt sustainable energy solutions	AEA to support members through training and awareness creation on green energy adoption incentives
Adverse weather events – floods, heat, drought	Unpredictable weather patterns disrupt production, leading to crop losses and increased insurance costs	AEA to advocate for insurance policies and government support to mitigate climate risks

2.4 SWOT Analysis

S T R E N G T H S		
Strength	Strategic Implication	Strategic Response
Enhanced services to members	Increase in member satisfaction and retention	Continuous assessment and expansion of services offered to address emerging industry needs
Uptake of technology	Improved efficiency and service delivery	Invest in modern digital tools to streamline operations and enhance member engagement
Good advocacy platform (FKE, KEPSA, ASNET)	Greater influence on sector policies	Strengthen partnerships and actively participate in key policy forums to advance sector interests
Skilled and experienced workforce	Higher service quality and credibility	Continuous training and professional development for staff
Experience in Industrial Relations matters	Expert advice to members increases satisfaction and retention	Continuous engagements
W E A K N E S S E S		
Weakness	Strategic Implication	Strategic Response
Inadequate financial resources	Limited cash flow to operate and serve effectively	Develop alternative revenue streams such as strategic funding partnerships and diversification of services
Failing to plan for unforeseen circumstances (e.g., COVID-19)	Vulnerability to crises and operational disruptions	Establish a risk management framework and contingency plans

Multiple replicating county/national regulations	Compliance challenges and increased operational costs to members	Continuous advocacy efforts
Lack of succession plan	Risk of leadership vacuum and operational disruptions	Requires a succession plan policy
Inadequate brand visibility to public	Limited recognition and growth opportunities	Invest in targeted marketing campaigns and strengthen digital presence

OPPORTUNITIES

Opportunity	Strategic Implication	Strategic Response
Room to enhance lobbying and advocacy efforts	Greater influence on policy decisions; enhanced loyalty and credibility	Actively engage policymakers and expand collaborations with key stakeholders
Diversification of services	Increased member engagement and revenue	Invest in developing new services and enhancing effectiveness in current services
Improve usage of website and digital presence	Improved brand visibility to partners, potential partners and membership	Upgrade website with interactive features; implement SEO strategy
Offer mediation services as income opportunity	Diversify revenue streams and enhance reputation	Develop a structured mediation programme and market it to stakeholders
Untapped membership in other agricultural sectors	Potential for membership expansion and increased influence	Actively market AEA services to new sectors and tailor offerings to their specific needs
Ability to tell our stories under partnerships	Strengthened position in industry	Strategic partnership engagement

THREATS

Threat	Strategic Implication	Strategic Response
Lobbying partners not exclusively telling our story	Reduced visibility and influence	Strengthen AEA's independent advocacy voice through direct engagement with policymakers
Financial sustainability – subscription model based on worker numbers (fluctuates)	Revenue unpredictability; reduced implementation of strategic initiatives; impact on employee morale	Explore alternative funding models, including turnover-based subscriptions, project-based funding and grants

Competition from other bodies offering similar training services	Loss of market share and reduced loyalty	Continuous brand awareness initiatives; quick adoption of emerging training needs; explore industry-relevant certifications
Most companies shifting from labour-intensive to less labour-intensive farming systems	Potential decline in membership and subscription revenue	Re-examine subscription model to address emerging farming systems
Multiple and frequent legislation changes by both county and national government	Compliance challenges and uncertainty	Proactively engage with policymakers and regulators

2.5 Stakeholder Analysis

Stakeholder	Expectations from AEA	AEA's Expectations
Members	Proactive in lobbying & advocacy initiatives; regular communication on AEA initiatives	Active participation in feedback requests on regulations; fulfilment of financial obligations for advocacy
Lobbying & Advocacy Partners (FKE, ASNET, KEPSA, KAM)	Payment of subscription fees; active participation in feedback requests on regulations and forums	Exclusively telling AEA's story regarding lobbying initiatives
Secretariat / Employees	Better terms of employment	Delivery of work plans that feed into the strategic plan
County / National Government	Compliance with all government initiatives (e.g., regulations, online payments)	Enabling environment for business growth — economic, legal, and otherwise

CHAPTER 3

AEA Roadmap to 2030

Strategic Goals, Activities and Key Performance Indicators

After reviewing the performance of the 2021–2025 strategic plan and analysing both internal and external factors influencing AEA's operations, it was deemed necessary to uphold and refine the outgoing objectives. This decision aligns with AEA's core mission of safeguarding employers' interests and its commitment to consistently delivering services that support employment and labour matters, as well as emerging business-related issues that indirectly impact employment.

The AEA Strategic Plan 2026–2030 is structured around five strategic goals, each anchored in AEA's core mandate and responsive to the realities identified in the situational analysis.

STRATEGIC GOAL 1

Industrial Relations

Strategic Objective: Strengthen AEA's position as the leading employers' organisation in agricultural labour relations through effective collective bargaining, dispute resolution, and member advisory services.

Strategic Activities	Key Performance Indicators (KPIs)	Timeline	Expected Outcomes
Streamline and standardise Collective Bargaining Agreement (CBA) negotiation processes	≥30% reduction in CBA negotiation cycle time; adoption of standard CBA templates and guidelines; number of CBAs concluded within agreed timelines; reduction in deadlocks	Framework development: Q2–Q3 2026; Implementation: Q4 2026 onwards	More efficient and predictable sector wage negotiations; reduced delays; improved consistency and transparency in negotiation processes
Develop an online Industrial Relations Member Portal providing access to CBAs, advisories, circulars and dispute resources	Portal fully operational by target date; ≥80% of members onboarded within 6 months of launch; user satisfaction rating ≥80%	Design and development: Q2–Q3 2026; Launch: Q4 2026	Improved access to labour relations information; increased efficiency through self-service; enhanced institutional knowledge management
Provide timely industrial relations advisory services to members	≥90% of member queries resolved within SLA timelines; member satisfaction rating ≥80%; number of escalations minimised year-on-year	Ongoing, with biannual SLA compliance reviews	Improved responsiveness to member needs; enhanced employer confidence in AEA advisory services; stronger member retention
Strengthen dispute resolution mechanisms including conciliation and mediation	≥80% of disputes resolved before court referral; average dispute resolution time reduced by at least 30%; number of disputes successfully resolved through mediation tracked monthly	Ongoing, with biannual reviews	Reduced litigation exposure and legal costs; faster resolution of workplace disputes; improved industrial relations climate
Digitise dispute tracking and reporting systems	Real-time case monitoring system operational	By December 2027	Data-driven industrial relations management

Outcome: *Strengthened and efficient industrial relations framework that positions AEA as the authoritative voice in agricultural labour relations.*

STRATEGIC GOAL 2

Lobbying and Policy Advocacy

Strategic Objective: Influence labour laws, regulations, and public policy affecting agricultural employers through coordinated advocacy and strategic partnerships.

Strategic Activities	Key Performance Indicators (KPIs)	Timeline	Expected Outcomes
Participate in national labour policy consultations and public participation forums	100% participation rate in relevant consultations; number of submissions and memoranda presented; number of policy positions adopted	Ongoing — tracked quarterly	Employer interests consistently represented in national policy processes; increased influence in labour policy formulation
Develop policy position papers on labour laws affecting agriculture	Minimum 2 policy papers developed and disseminated annually; number of stakeholder engagements informed by papers; uptake of positions in policy discussions	Ongoing — annual target	Strengthened evidence-based advocacy; clear and consistent employer policy positions
Strengthen collaboration with KEPSA, FKE, KAM and other employer organisations	At least 4 joint advocacy engagements annually with key employer organisations	Ongoing — annual target	Strong and unified employer voice; enhanced influence through collective advocacy
Engage government institutions including Ministry of Labour, NITA, KRA and DOSHS	At least 4 engagement meetings per year; number of issues resolved or clarified; reduction in regulatory conflicts	Ongoing — quarterly	Improved regulatory coordination and clarity; strengthened public-private sector relationships
Advocate for sector-friendly labour policies and regulatory reforms	Number of policy reforms influenced or adopted; number of advocacy initiatives undertaken; stakeholder recognition of AEA's role	2026– 2030	More enabling and predictable regulatory environment; improved ease of compliance; strengthened positioning of AEA as a key policy stakeholder

Outcome: *Stronger policy influence for the agricultural employer community.*

STRATEGIC GOAL 3

Human Resource Compliance

Strategic Objective: Support members in achieving full compliance with Kenyan labour laws and international labour standards through audits, advisory services and compliance systems.

Strategic Activities	Key Performance Indicators (KPIs)	Timeline	Expected Outcomes
Conduct HR compliance audits for members	≥30% of members audited within a 2-year cycle; number of compliance gaps identified and closed; improvement in average compliance scores year-on-year	Ongoing (tracked annually within 2-year cycles)	Improved compliance levels across member organisations; early identification and mitigation of legal risks
Develop and implement an AEA Code of Practice for Agricultural Employers aligned with international labour standards	Code of Practice developed and approved by 2026; ≥50% of members formally adopt the Code within 1 year of launch; number of sensitisation and training sessions conducted	Development and adoption: 2026; Implementation: 2026–2027	Standardised employment practices across the sector; alignment with international labour and market requirements; enhanced compliance credibility
Develop and implement a Human Rights Due Diligence (HRDD) framework by 2026, enabling members to identify, prevent, and mitigate labour and human rights risks	HRDD framework developed and adopted by 2026; ≥70% of members trained on HRDD principles; number of members implementing HRDD assessments	2026 (development and rollout); ongoing implementation thereafter	Responsible employment practices across the agricultural sector
Design and operationalise a confidential whistleblowing and independent investigation platform accessible to all member organisations	Platform established and operational by 2026; number of cases reported and resolved; average resolution time; user trust and confidence levels	Q3 2026 (setup and launch); ongoing use and monitoring	Transparent and credible grievance management; increased reporting of workplace issues; strengthened accountability and ethical conduct

Outcome: *AEA members become industry leaders in labour compliance and ethical employment practices.*

STRATEGIC GOAL 4

Training and Capacity Building

Strategic Objective: Build the capacity of agricultural employers in labour relations, HR management, and regulatory compliance.

Strategic Activities	Key Performance Indicators (KPIs)	Timeline	Expected Outcomes
Develop and deliver specialised training programmes on labour law, HR management and industrial relations	Minimum 6 training programmes delivered annually; number of participants trained per year; participant satisfaction rate $\geq 85\%$; evidence of knowledge application	Ongoing (annual delivery cycles)	Skilled and compliant employer community; improved handling of HR and industrial relations matters; reduced risk of non-compliance
Introduce sector-specific ADR (Alternative Dispute Resolution) training	≥ 100 participants trained annually; number of organisations adopting ADR mechanisms; reduction in disputes escalated to formal processes	Ongoing (annual target)	Reduced labour disputes and escalation; increased use of mediation and conciliation; strengthened workplace conflict management capacity
Develop leadership training for senior management and board members	Minimum 2 leadership programmes delivered annually; number of senior leaders and board members trained; improved governance practices measured through feedback	Ongoing (annual target)	Improved governance and decision-making; stronger leadership in labour and HR compliance; enhanced strategic oversight within member organisations
Introduce training on emerging workplace trends (AI, digital HR systems, ESG)	3 new programmes developed and delivered by 2027; number of participants trained; member adoption of new technologies and ESG practices	Programme development: 2026–2027; Implementation: by 2027 and ongoing	Future-ready employers; increased adoption of digital HR systems and ESG practices; enhanced competitiveness of member organisations
Strengthen collaboration with training institutions and certification bodies	≥ 2 institutional partnerships established; number of accredited programmes offered; number of participants receiving certification	Ongoing (target within 12–18 months)	Accredited and high-quality employer training; increased credibility of AEA training programmes; access to recognised certification pathways

Outcome: *A highly skilled agricultural employer community capable of managing labour effectively.*

STRATEGIC GOAL 5

Legal Services

Strategic Objective: Provide specialised labour and employment law services to members to prevent and manage workplace disputes.

Strategic Activities	Key Performance Indicators (KPIs)	Timeline	Expected Outcomes
Provide legal advisory services to members on labour law compliance	≥90% member satisfaction rate on legal advisory services; average response time to legal queries; number of advisory matters handled annually	Ongoing (annual satisfaction survey)	Reduced legal exposure for members; improved compliance with labour laws; increased confidence in AEA legal support
Represent members in labour disputes and employment litigation	≥75% success rate in dispute and litigation outcomes; number of cases handled annually; ratio of disputes resolved pre-litigation vs litigation	Ongoing (tracked annually)	Effective dispute management for members; reduced financial and reputational risk; strengthened trust in AEA legal representation
Develop legal advisories and guidance notes on emerging labour law issues	Minimum 6 advisories issued annually; timeliness of advisories following legal/regulatory changes; member engagement (downloads, feedback, usage)	Ongoing (tracked annually)	Proactive legal guidance to members; increased preparedness for regulatory changes; reduced instances of non-compliance
Provide contract review and employment documentation support	≥80% of members utilising documentation support services; number of contracts and HR documents reviewed annually; reduction in contract-related disputes	Ongoing (annual tracking)	Legally compliant and standardised HR documentation; reduced disputes arising from contractual issues; improved HR governance
Digitise legal case management systems	Case management system developed and operational by 2027; ≥90% of cases managed through the system; reduction in case handling and reporting time	Development: 2026–2027; Implementation: by 2027	Efficient and streamlined legal service delivery; improved case tracking and reporting; enhanced institutional knowledge

Outcome: *AEA becomes the go-to legal support institution for agricultural employers on labour law.*

CHAPTER 4

Financial Model

Resource Requirements and Five-Year Financial Projections

AEA has two income resource streams, with the main one being member subscriptions, supported by a secondary stream through payable services offered. The total amount of income required for the five-year plan is as shown below.

4.1 Budget by Strategic Goal

Table: Expected Budget by Strategic Goal (2026–2030)

Goal / Programme Area	2026	2027	2028	2029	2030	Total
Industrial Relations						
Lobbying & Advocacy / CSR						
Human Resource Compliance						
Training & Capacity Building						
Legal Services						
Research & Development						
Sound Resource Management						
Sub-Total						

4.2 Financial Projections (Income & Expenditure)

Table: AEA Income & Expenditure Budget – Strategic Plan 2026–2030

AEA INCOME & EXPENDITURE BUDGET – STRATEGIC PLAN 2026–2030						
Item	2026	2027	2028	2029	2030	Total
INCOME						
Member Subscriptions						
Subscriptions – New Members						
Training						
Consulting						
Legal Services						
Total Income						
EXPENDITURE						
Staff Expenses						
Administrative Expenses						
Operating Surplus						
Interest Income						
Total Expenditure						
Surplus Income						
Required Surplus Ratio						

4.3 Other Projected Fundraising Initiatives

Table: Projected Fundraising Income (2026–2030)

Income Stream	2026	2027	2028	2029	2030	Total
Advocacy Funding						

Projects (Donor) Funding						
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CHAPTER 5

Monitoring & Evaluation Framework

Accountability, Review Mechanisms and Reporting

To ensure comprehensive implementation of the Strategic Plan 2026–2030, a focused Monitoring & Evaluation (M&E) framework with regular reviews and evaluations has been put in place.

Regular reviews and evaluations of the strategic plan, along with annual work plans detailing activities, targets, indicators, timelines, budgets and responsibilities, will be consistently monitored by departmental team leaders. This proactive approach will allow the AEA secretariat to make timely adjustments, preventing minor issues from escalating into significant challenges. By fostering a continuous feedback loop, this process will enhance decision-making and strategic adaptability.

Furthermore, this iterative learning approach will not only refine the strategic plan's effectiveness but also strengthen stakeholder confidence by demonstrating AEA's commitment to responsiveness and continuous improvement.

5.1 Evaluation Structure

A guiding framework will be used to monitor Key Performance Indicators (KPIs) across all evaluation levels.

Table: Structure of Implementation Performance Evaluation per Strategic Goal

Strategic Objective	Strategic Activities	Key Measures (KPIs)	Achievements	Gap / Variance	Explanation	Lessons Learnt	Intervention

5.2 Evaluation Levels

Evaluation will be undertaken at four levels as follows:

- Quarterly work plan reviews at organisational level
- Annual strategy review at Strategic Committee level
- Mid-term evaluation of the implementation of the strategic plan in the year 2028 at Board level
- End-term evaluation that will culminate in the development of a new strategic plan

The evaluation will focus on the following:

- Assessment of the extent to which expected outcomes and/or impacts are realised
- Assessment of whether there were unintended effects (positive or negative)
- Assessment of deviations of achievement from the planned targets
- Documenting reasons for variance and proposed remedial measures
- Review of emergent challenges and opportunities, and identification of strategies to address challenges and harness opportunities
- Lessons learnt and how they guide continuous performance improvement

5.3 Responsibility and Reporting

The CEO will be responsible for ensuring accountability systems are established and maintained.

Accountability will be realised through reporting to be undertaken as follows:

- Quarterly work plan reviews at CEO level
- Annual performance updates presented to the Executive Committee
- Mid-term and end-term reviews presented to the Executive Committee

— End of Document —

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