



Universiteit
Leiden
The Netherlands

Tracing inclusivity: Contribution of the Dutch private sector to inclusive development in Kenya. Case study of Unilever Tea Kenya Ltd., the flower sector and Lake Turkana Wind Power project

Kazimierczuk, A.H.

Citation

Kazimierczuk, A. H. (2020, October 22). *Tracing inclusivity: Contribution of the Dutch private sector to inclusive development in Kenya. Case study of Unilever Tea Kenya Ltd., the flower sector and Lake Turkana Wind Power project*. Retrieved from <https://hdl.handle.net/1887/137215>

Version: Publisher's Version

License: [Licence agreement concerning inclusion of doctoral thesis in the Institutional Repository of the University of Leiden](#)

Downloaded from: <https://hdl.handle.net/1887/137215>

Note: To cite this publication please use the final published version (if applicable).

Cover Page



Universiteit Leiden



The handle <http://hdl.handle.net/1887/137215> holds various files of this Leiden University dissertation.

Author: Kazimierczuk, A.H.

Title: Tracing inclusivity: Contribution of the Dutch private sector to inclusive development in Kenya. Case study of Unilever Tea Kenya Ltd., the flower sector and Lake Turkana Wind Power project

Issue date: 2020-10-22

Annex 1. Summary of the Dutch development cooperation's history

Year	Min of Dev.	Cabinet	Partner countries	% of GNI	Key Policy Note	Highlights
1950	Dirk Stikker (Minister of Foreign Affairs 1948-52)	Drees I (Roman-Red coalition): KVP, PvdA, CHU, and VVD	Suriname, Indonesia, the Netherlands Antilles, New Guinea.		Policy on the Dutch contribution to the program of the United Nations for technical assistance to economically under-developed countries [Nota betreffende de Nederlandse bijdrage aan het programma der Verenigde Naties voor technische hulp aan economisch laag-ontwikkelde landen]	Development help in the form of technical assistance channelled via UN. The responsibility of the Western world to support less-developed countries.
1956	Johan Beyen (Independent Liberal) (Minister of Foreign Affairs 1952-56)	Drees II (Roman-Red coalition): PvdA, KVP, ARP and CHU				
1962	Joseph Luns (KVP) (Minister of Foreign Affairs)	De Quay (centre-right): KVP, VVD, ARP and CHU		0.25%	Policy Document on Aid to Less-Developed Countries [Nota inzake de hulpverlening aan minder ontwikkelde gebieden]	
1964	Isaac Diepenhorst (CHU) (State Secretary) (1.4.1964-14.4.1965)	Marijnen (central-right): KVP, VVD, ARP and CHU			-	Establishing the National Advisory Council for Aid to Less Developed Countries (NAR) (1964).
1966	Theo Bot (KVP) (14.4.1965-5.4.1967)	Cals (Roman-Red coalition): KVP, ARP and PvdA			Aid to less-developed countries [Nota hulpverlening aan minder-ontwikkelde landen] (not put in practice due to government fall)	A minister without portfolio, without a department, without a budget and fully dependent of the MFA. Emphasising the need to stabilize prices of raw materials and increase opportunities for industrial exports.
1968	Berend-Jan Udink (CHU) (5.4.1967-6.7.1971)	Zijlstra (1966-1967) (central-right): KVP and ARP	Concentration countries: Indonesia, India, Pakistan, Sudan, Tanzania, Kenya, Uganda, Nigeria, Tunisia, Colombia, Peru, Suriname and the Netherlands Antilles.	0.50%	Four-year plan (1968-71)	Encouraging the involvement of the private sector in development cooperation. Introduced term "development cooperation"; implemented bilateral policies of "tied aid" focused on "concentration countries". Development aid as a motor for creating jobs in the Dutch economy. Establishing Development Countries Committee (COL) by Dutch employers' organisations. Founding of the Dutch Development Finance Company (FMO) (1970) and the Centre for the Promotion of Imports from Developing Countries (CBI) (1971).
1971	Kees Boertien (ARP) (6.7.1971-11.5.1973)	Biesheuvel I (1971-72) (centre): KVP, VVD, ARP, CHU and DS'70			-	Obtained a temporary increase of his powers to represent the Netherlands at the UNCTAD talks in 1972.

Year	Min of Dev.	Cabinet	Partner countries	% of GNI	Key Policy Note	Highlights
1976	Jan Pronk (PvdA) (11.5.1973-19.12.1977)	Biesheuvel II (1972-73) (centre-right): KVP, VVD, ARP, and CHU Den Uyl (left): PvdA, KVP, ARP, PPR and D'66	Concentration countries: Upper Volta, Bangladesh, North Yemen, Tanzania, Sudan, Sri Lanka, India, Pakistan, Kenya, Egypt, Indonesia, Zambia, Colombia, Tunisia, Cuba, Peru, Jamaica and Suriname.	0.7%	White paper on Bilateral Aid [Nota Bilaterale Ontwikkelingssamenwerking]	Allocation of 0.7% of national income to ODA; Policy towards economic development of recipient regions - "debt of honour"; pro-poor focus. Shift from technical assistance to programme and project aid. Encouraging private sector in development cooperation and focus on "concentration countries". Towards New International Economic Order; against "tied aid". Introduce "reconstructing programme" to enhance Dutch companies to move their locations to developing countries. Preference towards large-scale projects, often proposed by Dutch companies themselves.
1979	Jan de Koning (CDA) (19.12.1977-11.9.1981)	Van Agt I (right): CDA and VVD	Concentration countries: Bangladesh, Colombia, Egypt, India, Indonesia, Kenya, Pakistan, Sri Lanka, Sudan, Tanzania, Upper Volta and Zambia.	0.7%	Development Cooperation from a global economic perspective [Ontwikkelingssamenwerking in wereldeconomisch perspectief] Policy on the improvement of the quality of bilateral aid [Nota verbetering van de kwaliteit van de bilaterale hulp]	Important role of Dutch firms in development assistance; started the Netherlands Management Cooperation Programme (PUM) - a programme for which Dutch senior managers were sent to development countries for a year; start of a mixed-credit programme and or Less Concessional Loans (LCLs) aimed at stimulating Dutch export related to development cooperation; fails to encourage private sector to engage in developing countries; "two-track policy": pro-poor and stimulating economic development; reorganisation of DGIs.
1981	Kees van Dijk (CDA) (11.9.1981-4.11-1982)	Van Agt II (1981-82) (centre-left): CDA, PvdA and D'66 Van Agt III (1982) (centre): CDA and D'66		1.0%		Intensified collaboration with the private sector; "more attention to be given between aid and employment"; appointing Private-Sector Coordinator at the ministry.
1984	Eegie Schoo (VVD) (4.11.1982-14.7.1986)	Lubbers I (right): CDA and VVD	Programme countries: Bangladesh, Egypt, India, Indonesia, Kenya, North Yemen, Pakistan, Sudan, Sri Lanka and Tanzania.	0.7%	Policy Review of Bilateral Aid [Nota Herijking Bilateraal Beleid]: Development and Employment [Ontwikkelingssamenwerking en Werkgelegenheid]	Development aid as means to pursue Dutch interest => concept of tied aid and attempt to abolish it. Promote sectorial programmes for rural development and industrial development. Dutch policies to stimulate export to developing countries and create employment.

Year	Min of Dev.	Cabinet	Partner countries	% of GNI	Key Policy Note	Highlights
1989	Piet Bukman (CDA/ARP) (14.7.1986-7.11.1989)	Lubbers II (right): CDA and VVD		0.8%	Memorandum to Lower House with a number of proposals how to improve relations between private and public sector for benefit of development countries. Based on consultations with the private sector [Nota kwaliteit: een voorzet voor de jaren '90]	Importance of Dutch private sector in development; establishing a government sub-committee. Excellent relations between private and public sector.
1990	Jan Pronk (PvdA) (7.11.1989-3.8.1998)	Lubbers III (centre): CDA and PvdA	Egypt, Sudan, Ethiopia, Yemen, Kenya, Tanzania, Uganda, Rwanda, Angola, Botswana, Lesotho, Malawi, Swaziland, Mozambique, Zambia, Zimbabwe, Namibia, Burkina Faso, Mali, Gambia, Guinea Bissau, Cape Verde, Mauritania, Niger, Senegal, Chad, Benin, Ghana, Cameroon, India, Pakistan, Bangladesh, Thailand, Cambodia, Vietnam, Laos, Myanmar, Sri Lanka, Nepal, Philippines, China, Suriname, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Jamaica, Bolivia, Colombia, Ecuador, Peru and Chile.	0.7%	A World of Difference: A New Frame for Development Cooperation [Een wereld van verschil – nieuwe kaders voor ontwikkelingssamenwerking in de jaren negentig] A World in Dispute [Een Wereld in Geschil – de grenzen van ontwikkelings-samenwerking] Advice. The private sector in international development [Advies. De particuliere sector in internationaal samenwerking]	Critical towards involvement of Dutch private sector in development cooperation; untied aid; introduction of development cooperation instruments: POPM scheme (guarantees for losses on investments in SMEs in developing countries), ORET (adjusted mixed credit programme); expansion of the PSO programme (cooperation with Eastern Europe) and PSOM (with focus on emerging markets); 'stimulation of investments'; humanitarian aid between conflict and development; new topics emerged: environment, sustainability and human security.
1993						
1997						
1995		Kok I ("purple" government): PvdA, VVD, and D'66		0.8%	The Foreign Policy of the Netherlands: A Review; Aid in Progress: Development Cooperation and the Review of the Dutch Foreign Policy; Netherlands Development Cooperation: Budget 1996 and Review of Foreign Policy	
2000	Eveline Herfkens (PvdA) (3.8.1998-22.7.2002)	Kok II ("purple"): PvdA, VVD and D'66	Partnership countries: Bangladesh, Bolivia, Burkina Faso, Egypt, Eritrea, Ethiopia, Ghana, India, Indonesia, Macedonia, Mali, Mozambique, Nicaragua, the Palestinian Territories, South Africa, Sri Lanka, Tanzania, Uganda, Vietnam, Yemen and Zambia. Thematic countries: <u>Good Governance, Human Rights and Peacebuilding:</u> Albania, Armenia, Bosnia and Herzegovina, Cambodia, China, Colombia, El Salvador, Georgia, Guatemala, Guinea-Bissau, Honduras, Kenya,	0.8%	In Doing business against poverty: The Private Sector and Pro-poor Growth [Ondernemen tegen armoede: Notitie over economie en ontwikkeling] Addition to Policy Note 'Doing business against poverty' [Ondernemen tegen armoede. Brief van de minister voor ontwikkelingssamenwerking aan de Tweede Kamer 27 467]	Reduction of the number of countries which receive aid from the Netherlands; untied aid and CSR promotion in development; closed ORET for projects in Least Developed Countries and replaced it with LDC Infrastructure Fund (MOL Fonds). Co-authored "In business against poverty" - with State Secretary of Economic Affairs – better involvement of the Dutch private sector in development cooperation; "local ownership". Created a policy Coherence for Development Unit within DGIS.
2001						

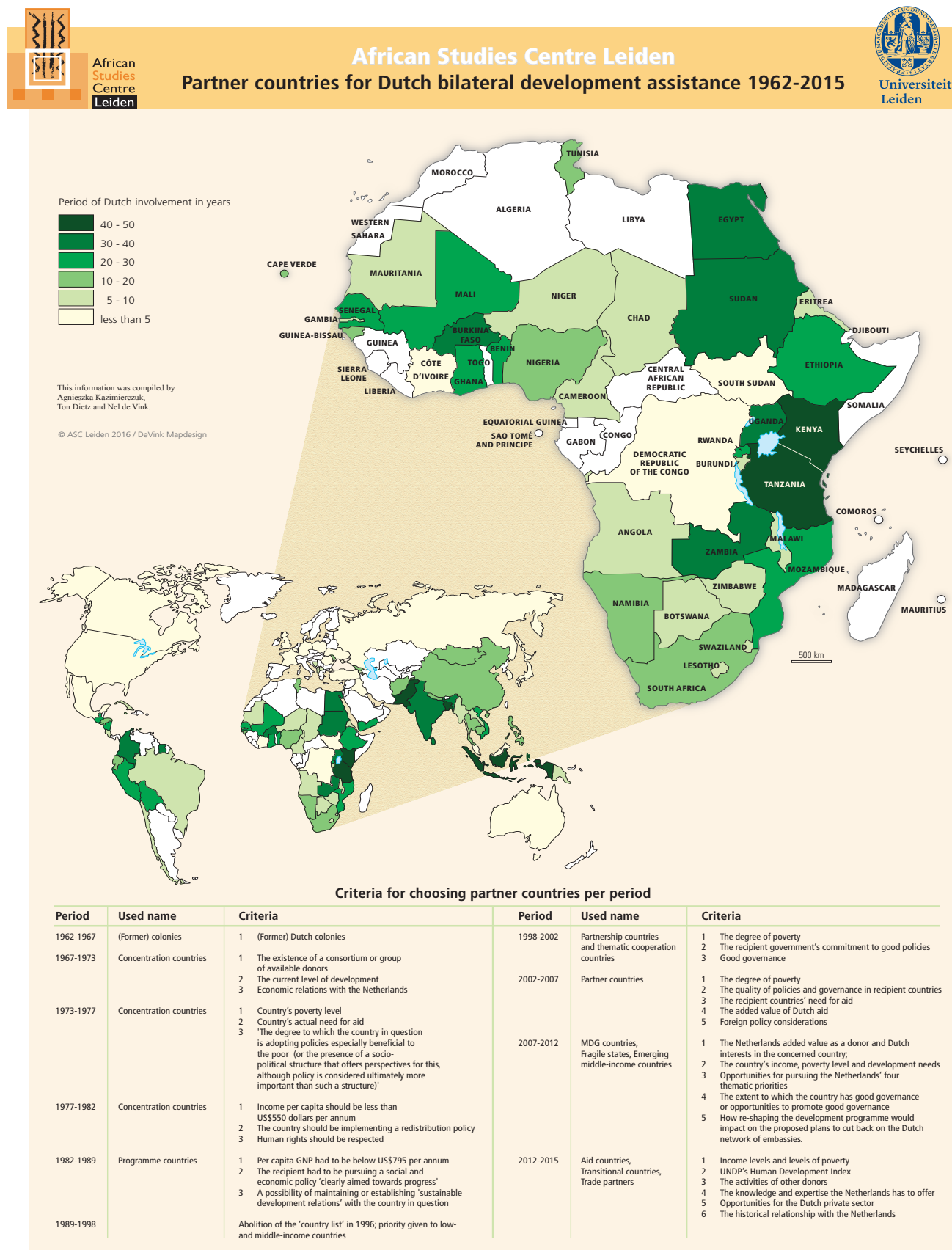
Year	Min of Dev.	Cabinet	Partner countries	% of GNI	Key Policy Note	Highlights
			Moldova, Namibia, Nepal and Rwanda. <u>Environment</u> : Brazil, Cape Verde, China, Colombia, Ecuador, Guatemala, Mongolia, Nepal, Pakistan, Peru, Philippines and Senegal. <u>Private Sector</u> : Armenia, Bosnia, Cap Verde, China, Columbia, Cote d'Ivoire, Cuba, Ecuador, El Salvador, Georgia, Guatemala, Moldova, Nigeria, Peru, Philippines and Thailand			
2003	Agnes van Ardenne (CDA) (State Secretary) (22.7-2002-27.5.-2003)	Balkenende I (2002-2003) (right): CDA, LPF and VVD	Afghanistan, Albania, Armenia, Bangladesh, Benin, Bolivia, Bosnia and Herzegovina, Burkina Faso, Colombia, Egypt, Eritrea, Ethiopia, Georgia, Ghana, Guatemala, Indonesia, Yemen, Cape Verde, Kenya, Macedonia, Mali, Moldova, Mongolia, Mozambique, Nicaragua, Pakistan, the Palestinian Territories, Rwanda, Senegal, Sri Lanka, Suriname, Tanzania, Uganda, Vietnam, Zambia and South Africa.	0.8%	Mutual Interest, Mutual Responsibilities - Dutch Development cooperation en route to 2015 [Aan Elkaar Verplicht - Ontwikkelingssamenwerkingsbeleid voor de komende jaren]; Strong People, Weak States (The Africa Memorandum)	Discontinuity of the Ministry for DC. The administration lasted for only 86 days.
2005	Agnes van Ardenne (CDA) (27.5.2003-22.02.2007)	Balkenende II (2003-2006) (centre-right): CDA, VVD and D'66 Balkenende III (2006-2007) (right): CDA and VVD			Public Contract Procurement Procedures Decree [Besluit Aanbestedingsregels voor Overheidsopdrachten (BAO)]; Special Sectors Tendering Decree [Besluit Aanbestedingen Speciale Sectoren (BASS)]; Results in Development report	A minister without portfolio. Less emphasis on CSR and more on economic development and PPPs. Funds for PSOM and PUM increased; introduction of the "Dutch Approach: 3D (defence, diplomacy and development)". Co-financing changed into a tendering system.
2007	Bert Koenders (PvdA) (22.2.2007-23.2.2010)	Balkenende IV (centre-left): CDA, PvdA and CU	MDG countries : Benin, Ethiopia, Bangladesh, Bolivia, Burkina Faso, Ghana, Yemen, Kenya, Mali, Mongolia, Mozambique, Nicaragua, Rwanda, Senegal, Tanzania, Uganda and Zambia. Fragile states : Afghanistan, Burundi, Colombia, Congo (DRC), Guatemala, Kosovo, Pakistan, the Palestinian Territories and Sudan.	0.8%	Our common concern: Investing in a changing world [Een zaak van iedereen - Investeren in ontwikkeling in een veranderende wereld]; Inspiring, innovating, integrating - government view Corporate Responsibility 2008-2011 [Kabinetsvisie MVO 2008-2011: Inspireren, innoveren, integreren] SER Advice: Sustainable globalisation: A world to win [SER Advies: Duurzame Globalisering: een wereld te winnen]; Policy brief International Enterprise [Beleidsbrief Internationaal Ondernemen Kamerstukken II, 26485, nr. 53]	A minister without portfolio. Increased focus on fragile states. Emphasis on SMEs. Renew ORET, PSOM changed into PSI, introduced ORIO, IDH, TCX and MMF. Founding of NL Agency (in Ministry of Economic Affairs). CSR as prerequisite for firms' involvement in development project; stimulated PPPs. Focus more on economics and less on social development.
2008						

Year	Min of Dev.	Cabinet	Partner countries	% of GNI	Key Policy Note	Highlights
			Emerging countries: Egypt, Georgia, Indonesia, Moldova, Vietnam, South Africa and Suriname.			
2009					Investing in Global Citizenship; Civil Society Organisations: Joining Forces for a tailored approach and added value; Cabinet Vision Non-Trade concerns [Kabinetvisie Non-Trade Concerns]; CSR Progress Report [MVO-voortgangsrapportage]; Advice: More attention to sustainable growth [Advies Meer werken aan duurzame groei]	Minister of Foreign Affairs takes briefly over the title of Minister for DC. WRR publishes its influential report with recommendations how to improve Dutch development cooperation entitled 'Less Pretension, More Ambition. Development policy in times of globalization' (Van Lieshout et al., 2010).
2010	Maxime Verhagen (CDA) (03.2010-10.2010)					
2010	Ben Knapen (CDA) (State Secretary) (14.10.2010-2.11.2012)	Rutte I (right): VVD and CDA (the coalition relied on the parliamentary support PVV)	MDG countries: Benin, Ethiopia, Mali, Mozambique, Uganda and Rwanda. Fragile states: Afghanistan, Burundi, Yemen, the Palestinian Territories and Sudan. Emerging countries: Bangladesh, Ghana, Indonesia and Kenya.	0.7%	Basic letter on development aid cooperation [Basisbrief ontwikkelingssamenwerking] Focus letter development aid cooperation [Focusbrief ontwikkelingssamenwerking] Second progress report international CSR [Tweede Voortgangsrapportage IMVO]; Communication from the Commission to the EP, EC, EU, Economic and Social Committee and Committee of the Regions: A renewed EU-strategy 2011-2014 for CSR. Letter to the EC concerning the contribution by the government of NL to the renewed EU-strategy for CSR [Brief aan EC over NL beleid onder de hernieuwde EU-strategie voor maatschappelijk verantwoord Ondernemen]	Thematic focus on fewer countries; self-interest and economic diplomacy; cuts in development budget from 0.8% to 0.7%; introducing 'top sector approach' which prioritises the role of the Dutch private sector in development cooperation.
2012						
2013	Lilianne Ploumen (PvdA) (5.11.2012-25.10.2017)	Rutte II ('purple cabinet'): VVD and PvdA	Aid relation: Afghanistan, Burundi, Mali, Yemen, Rwanda, South Sudan, and Palestinian Territories. Transition countries:	0.59%	A World to Gain: A New Agenda for Aid, Trade and Investment [Wat de Wereld Verdient: Een nieuwe agenda voor hulp, handel en investeringen]; Letter: Business for Development [Ondernemen voor ontwikkeling]	New appointment for a joint office of the Minister of Development Cooperation and Foreign Trade. Budget cuts to 0.59%; policy coherence; importance of trade and private sector development. Cancel ORIO and replace it with DRIVE. Launch Dutch Good Growth Fund (DGGF). Importance of CSR and fair tax system.

Year	Min of Dev.	Cabinet	Partner countries	% of GNI	Key Policy Note	Highlights
2017	Sigrid Kaag (D66) (26.10.2017 - present)	Rutte III: VVD, CDA, D66 and CU	<p>Bangladesh, Benin, Ethiopia, Ghana, Indonesia, Kenya, Mozambique and Uganda.</p> <p>Trade countries: Australia, Belgium, Brazil, Canada, China, Colombia, France, Germany, the Gulf States, India, Iraq, Japan, Malaysia, Mexico, Nigeria, Poland, Romania, Russia, Singapore, South Africa, South Korea, Turkey, the UK, Ukraine, the US and Vietnam.</p> <p>Focus regions:</p> <ul style="list-style-type: none"> ● the Sahel, ● the Horn of Africa, ● North Africa ● the Middle East 	0.65%	Investing in Global Prospects: For the World, For the Netherlands	The shift from partner countries to focus regions, particularly the unstable regions near Europe to address the root causes of poverty, migration, terrorism and climate change. Additional stronger focus on equal opportunities for women and girls and programmes aimed at education - particularly vocational education - employment and income for young people and women in the focus countries.
2019				0.46%		

KVP - Catholic People's Party, CHU - Christian Historical Union; ARP - Anti-Revolutionary Party; VVD - People's Party for Liberty and Democracy; PvdA - Labour Party; DS'70 - Socialist Democrats 1970; CDA - Christian Democratic Appeal; PPR - Political Party of Radicals; D'66 - Democrats 66; CU - Christian Union; LPF - Pim Fortuyn List; PVV - Party for Freedom

Source: Own elaboration based on (Giesbers, 2012; Government of the Netherlands, 2018; Hoebink, 2006a; IOB, 2014; MFA, 2013a; Nekkers & Malcontent, 2000; OECD, 2017; Spitz et al., 2013; Stokke, 2019) and <http://www.parlement.com/>

Annex 2. Map of partner countries for Dutch bilateral development assistance 1962-2015³⁴³³⁴³ This map was published as (Kazimierczuk et al., 2016).



African Studies Centre Leiden

Partner countries for Dutch bilateral development assistance 1962-2015



The Netherlands has been an active supporter of international development aid. Dutch development cooperation started in response to Truman's "Four point programme" announced in 1949. It began as technical assistance, channelled through multilateral channels. Bilateral aid started in 1962 and was introduced by (then) Minister for Development Cooperation Berend-Jan Udink. Since then, the priorities, target countries and budget of Dutch development cooperation have continuously shifted. This thematic map illustrates how the partner countries for Dutch development cooperation have changed throughout the years.

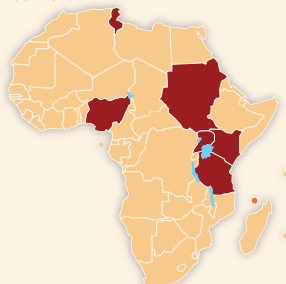
(Read more in the ASC Working Paper nr 122/2015 "Historical overview of development policies and institutions in the Netherlands, in the context of private sector development and (productive) employment creation")

Partner countries per period

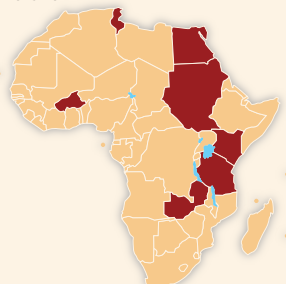
1962-1967



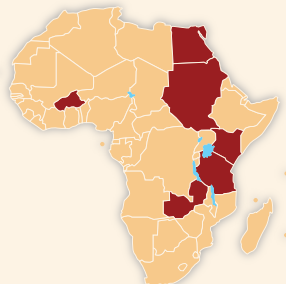
1967-1973



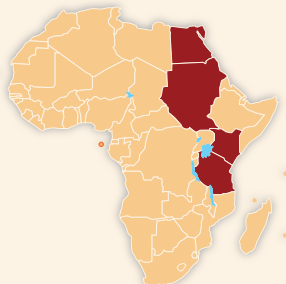
1973-1977



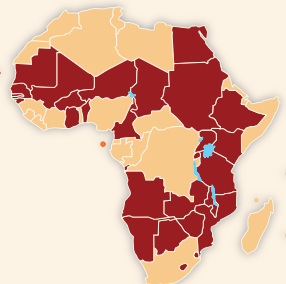
1977-1982



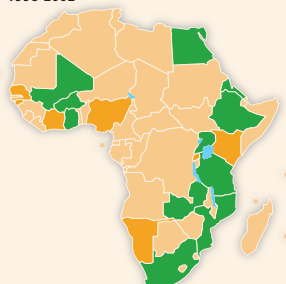
1982-1989



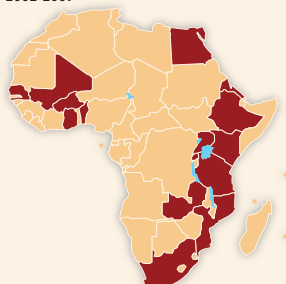
1989-1998



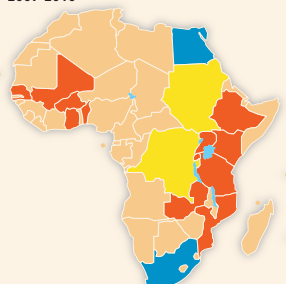
1998-2002



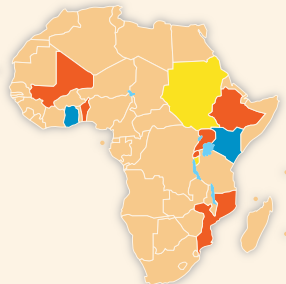
2002-2007



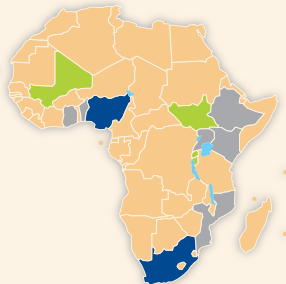
2007-2010



2010-2012



2012-now



References:

Hoebink, P. (1999). The humanitarianisation of the foreign aid programme in the Netherlands. *The European Journal of Development Research*, 11(1), 176-202. doi:10.1080/09578819908426732

MFA. (2003). *Mutual Interests, Mutual Responsibilities: Dutch Development Cooperation En Route to 2015*. The Hague.

Nekkers, A. & P.A.M. Malcontent (2000). Introduction. "Do something and don't look back". In: *Fifty Years of Dutch Development Cooperation 1949-1999*, A. Nekkers and P.A.M. Malcontent (ed.) The Hague 2000. The Hague: SDU Publishers.

MFA. (2013). *A World to Gain. A New Agenda for Aid, Trade and Investment*. The Hague.

© ASC Leiden 2016/ DeVink Mapdesign

The African Studies Centre Leiden (ASCL)

The African Studies Centre Leiden, founded in 1947, is the only knowledge institute in the Netherlands devoted entirely to the study of Africa. It undertakes research and is involved in teaching about Africa and aims to promote a better understanding of African societies. The Centre is part of Leiden University and participates in the LeidenGlobal network. The ASCL's work is not only of importance to researchers but also to policymakers, journalists, NGOs, businesses and other organizations.

Research The ASCL's research programme lasts for a period of five years. Projects are multidisciplinary, empirical in nature and are carried out in cooperation with African colleagues and institutions by the Centre's researchers and PhD and Research Masters students.

Education The ASCL organizes a one-year and a two-year Masters in African Studies in cooperation with Leiden University's Faculty of Humanities. The two-year (Research) Masters prepares for a research career.

Library The ASCL's Library, Documentation and Information Department has the most extensive and specialized collection on Africa in the Netherlands in the fields of the social sciences (including law and economics) and the humanities. The library, which is open to the general public, has more than 90,000 books, 1700 documentaries and feature films from and about Africa, and subscribes to nearly 750 (e-)periodicals. Digital Open Access publications form an important part of the library. African Studies Abstracts Online offers some 10,000 abstracts and journal articles, and web dossiers provide background information on specific topical events and themes.

More: www.ascleiden.nl/content/library

Publications ASCL researchers publish in many different journals and with well-known publishing houses. The Centre also has several publication series of its own: *Africa Yearbook*, *Afrika-Studiecentrum Series*, *African Dynamics*, *African Studies Collection*, *Langa Series*, *ASC Infosheets* and *ASC thematic maps*.

Seminars Regular seminars are held at the ASCL on Thursday afternoons on a wide range of topics. These are given by prominent local and international Africanists and are open to the general public.

Visiting Fellows Between six and nine African academics are invited to Leiden every year on three-month fellowships to promote an effective academic dialogue between Africa and the North. These scholars use their stay in Leiden for data analysis and writing, and present a seminar.

Africa Thesis Award A prize is awarded annually for the best Masters thesis on Africa by a student at a university in the Netherlands or in Africa. The winning thesis is published in the *African Studies Collection* series.

ASCL Community The ASCL Community includes (honorary) fellows, affiliates, artists and associates of the Centre, and people with a professional interest in Africa who are working in business, policymaking, NGOs and in media circles.

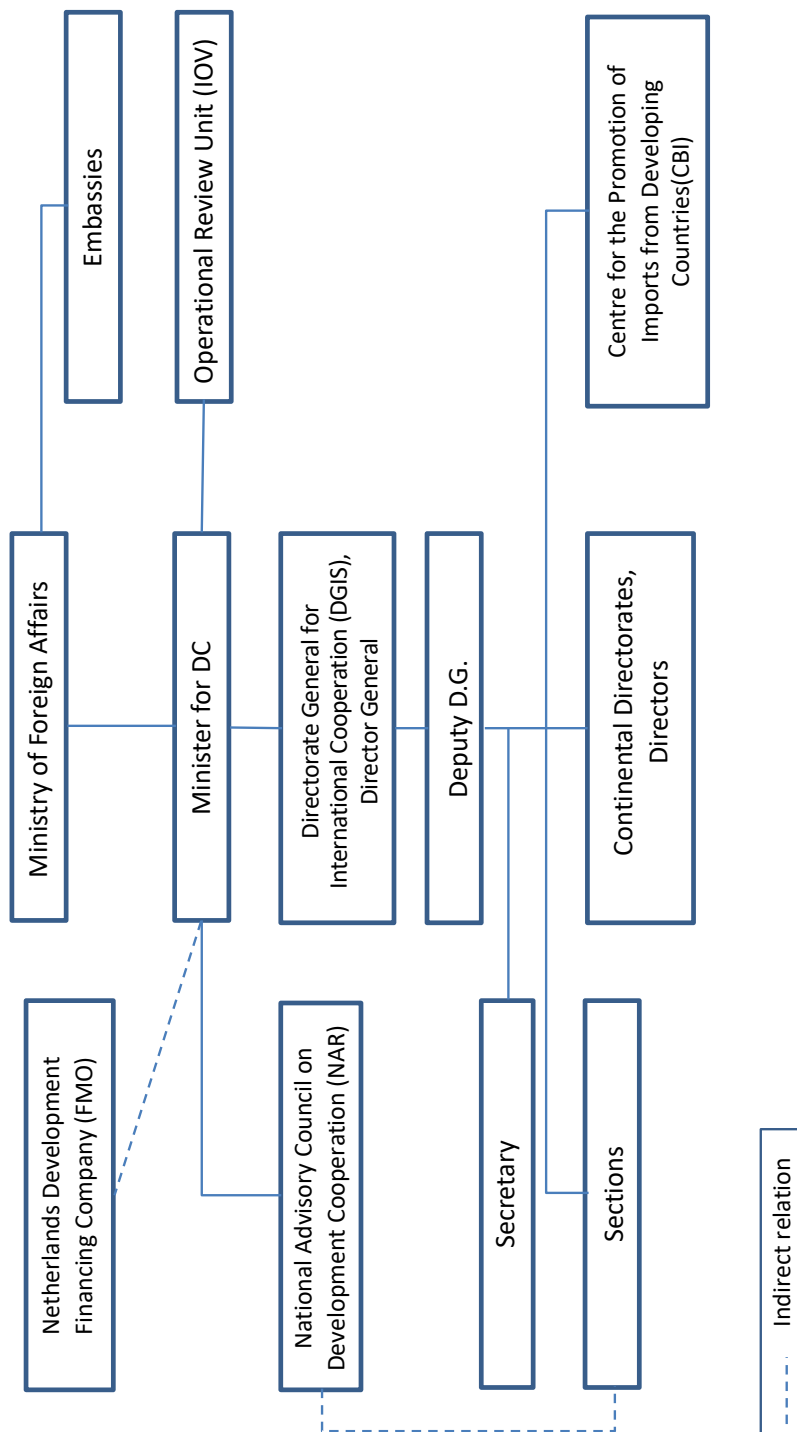
We would like to welcome you as a partner in the ASCL Community!

www.ascleiden.nl/content/ascl-community

African Studies Centre Leiden
Pieter la Court Building
Wassenaarseweg 52
Postbus 9555
2300 RB Leiden
T: +31 71 527 3372
E: asc@ascleiden.nl
www.ascleiden.nl
www.facebook.com/ASCLLeiden
www.twitter.com/ASCLLeiden

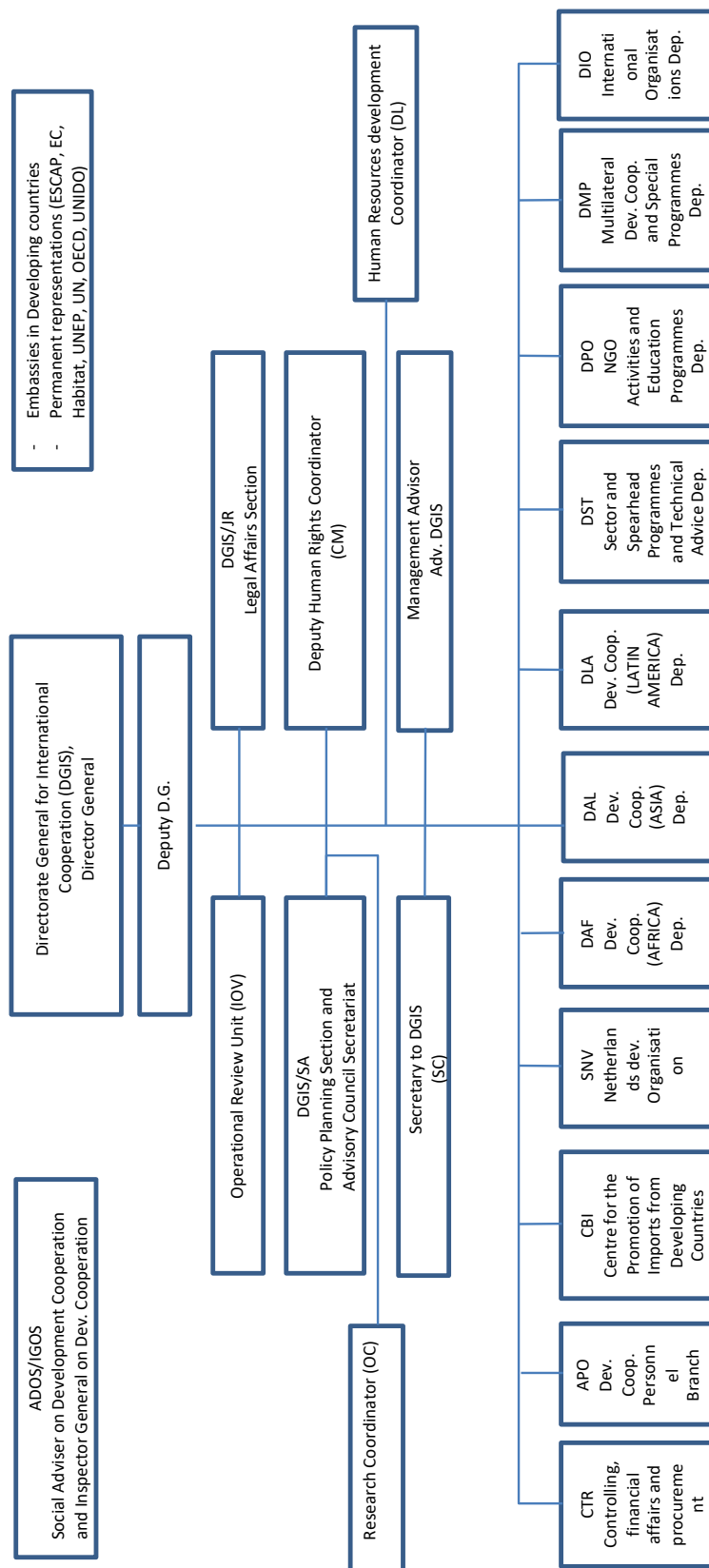
Annex 3. Organisation chart of the Ministry of Foreign Affairs 1965 – 2016

Figure 53. The institutional structure of the Dutch Ministry of DC for years 1965-1989



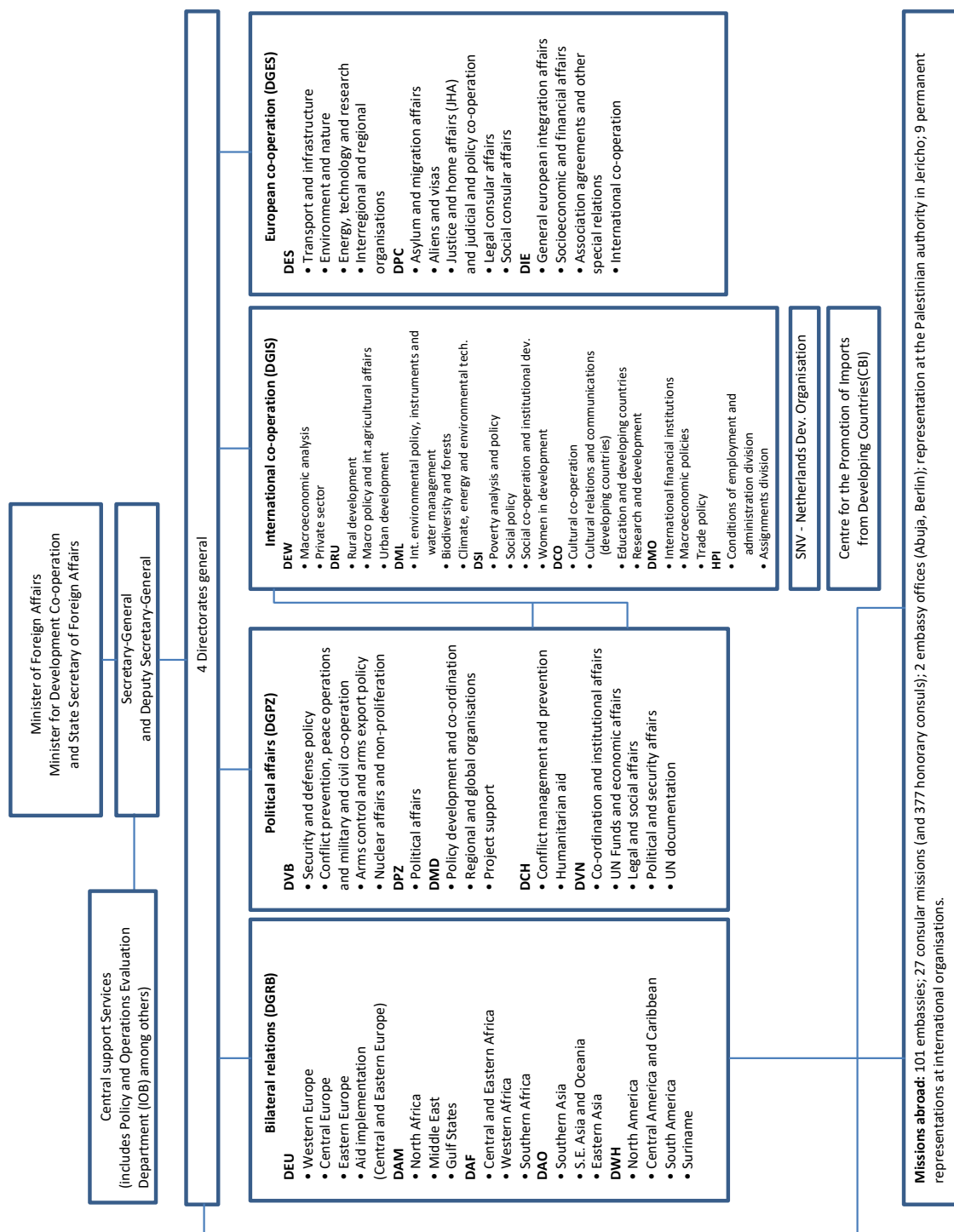
Source: (Postrach, 2009).

Figure 54. Organisation chart of DGIS in 1991



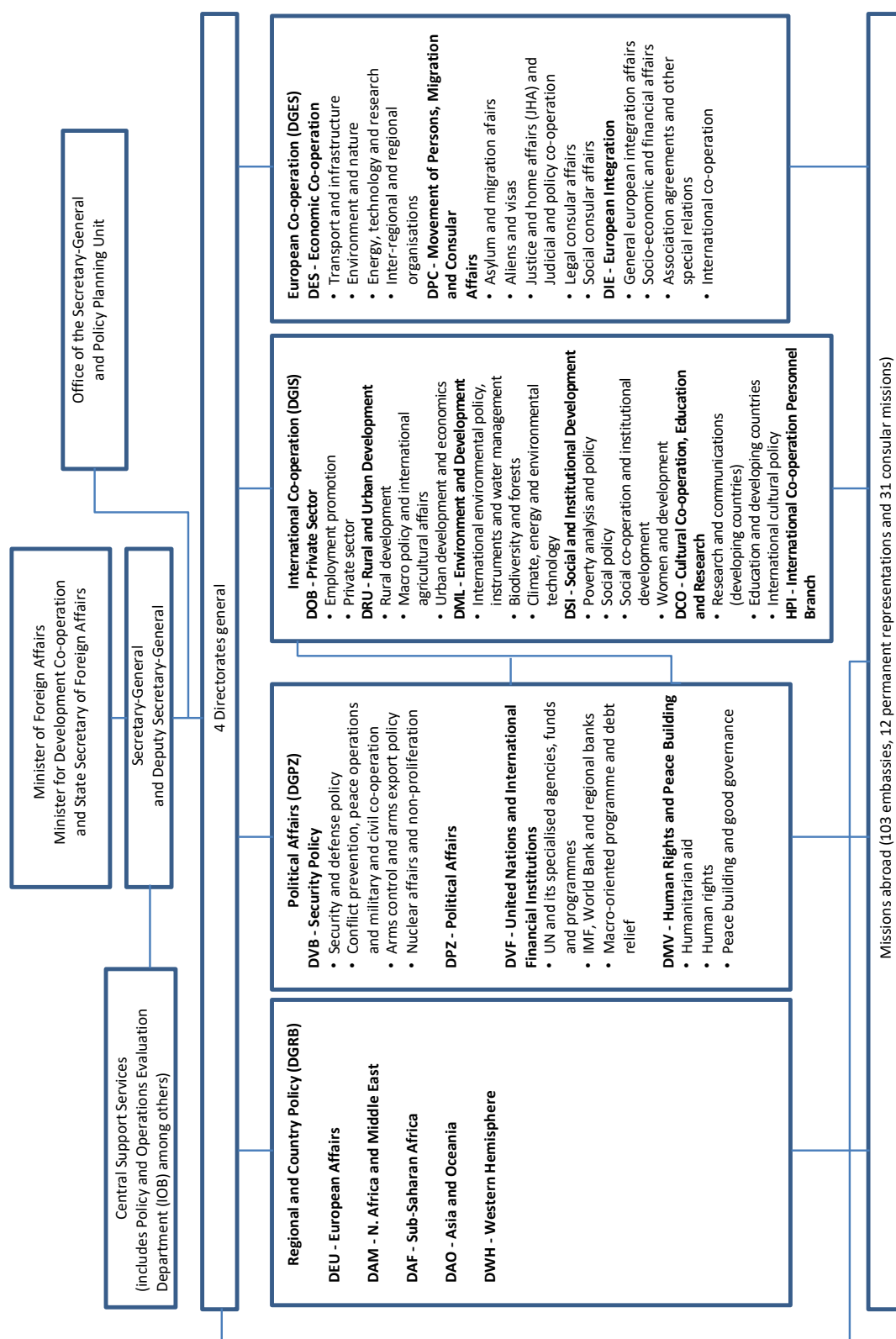
Source: (Hilhorst & Sideri, 1995)

Figure 55. Organisation chart of the Ministry of Foreign Affairs in 1997



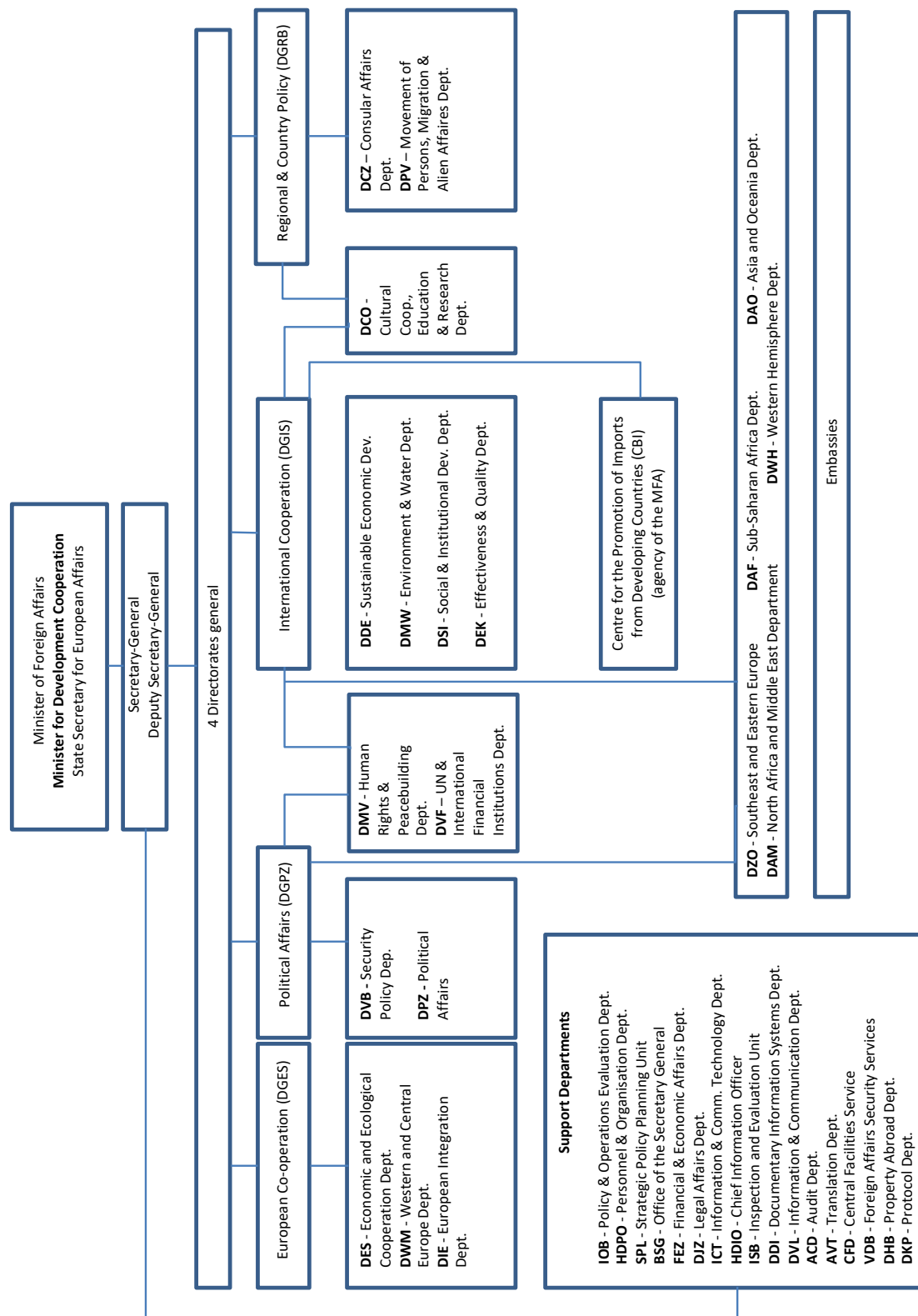
Source: (OECD, 1997)

Figure 56. Organisation chart of the Ministry of Foreign Affairs in 2001



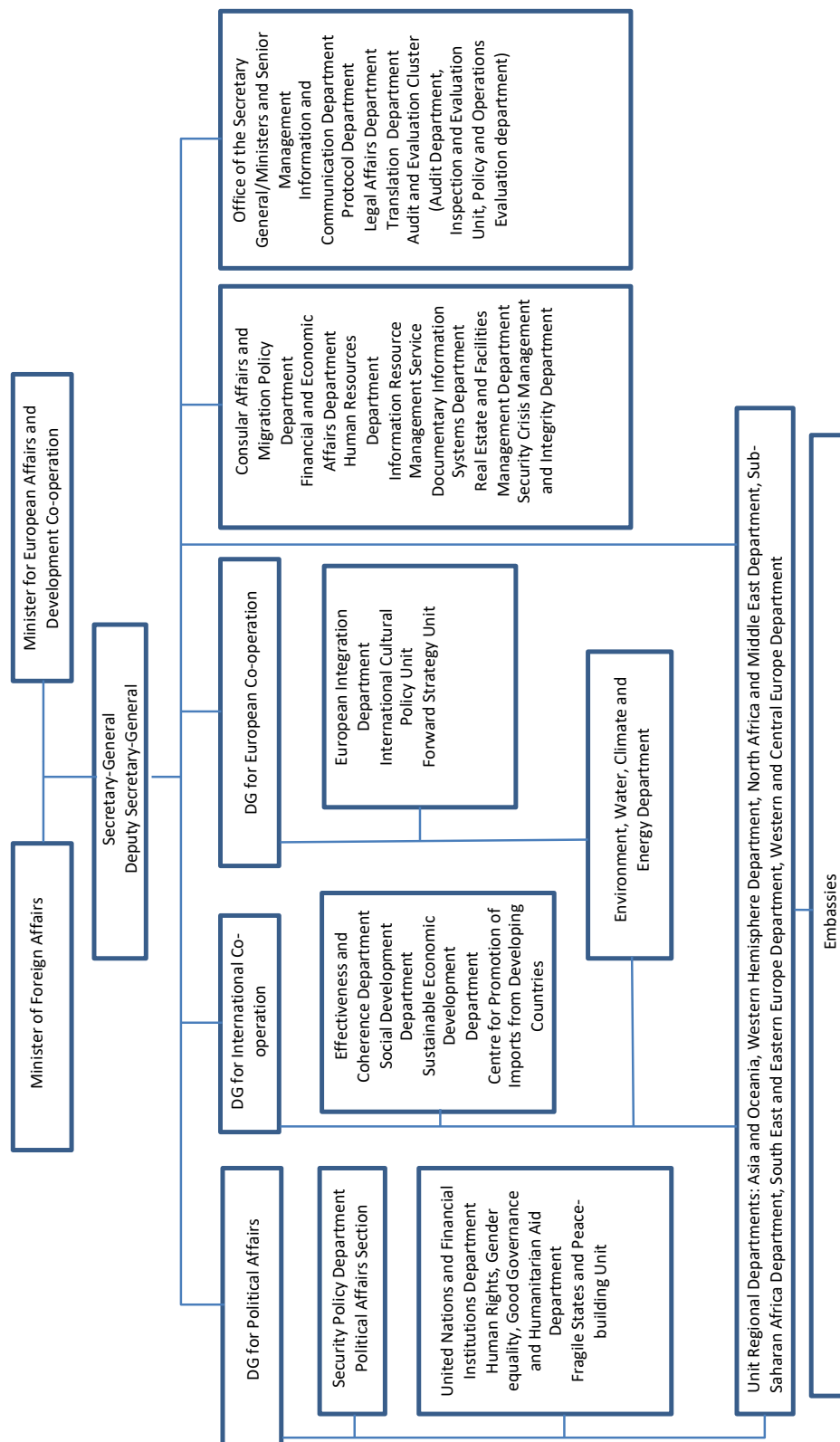
Source: (OECD, 2001)

Figure 57. Organisation chart of the Ministry of Foreign Affairs in 2006



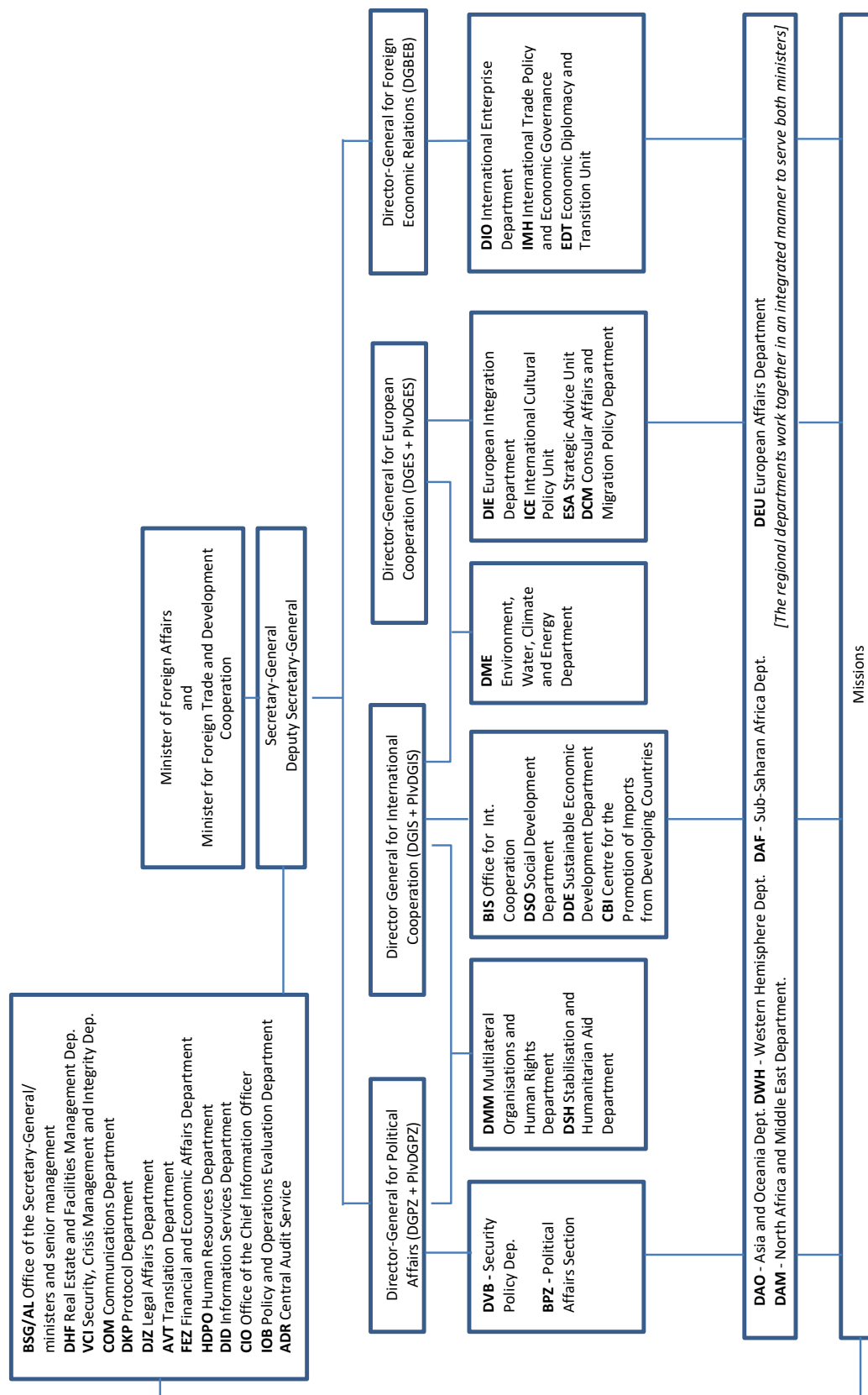
Source: (OECD, 2006)

Figure 58. Organisation chart of the Ministry of Foreign Affairs in 2011



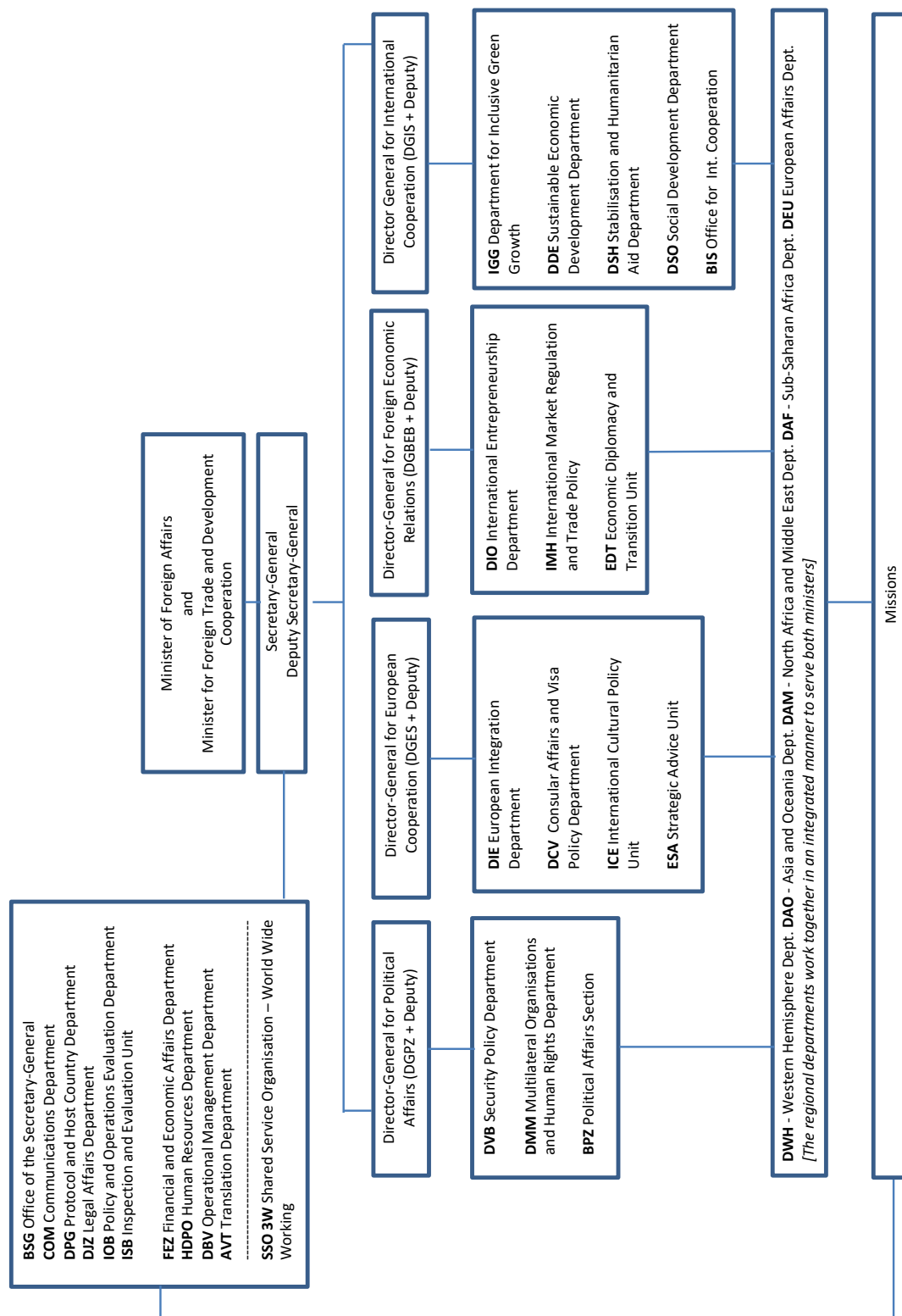
Source: (OECD, 2011)

Figure 59. Organisation chart of the Ministry of Foreign Affairs in 2012



Source: (MFA, 2013b)

Figure 60. Organisation chart of the Ministry of Foreign Affairs in 2016



Source: (OECD, 2017)

Annex 4. Laws of Kenya relevant to the tea sector (1902-2008)

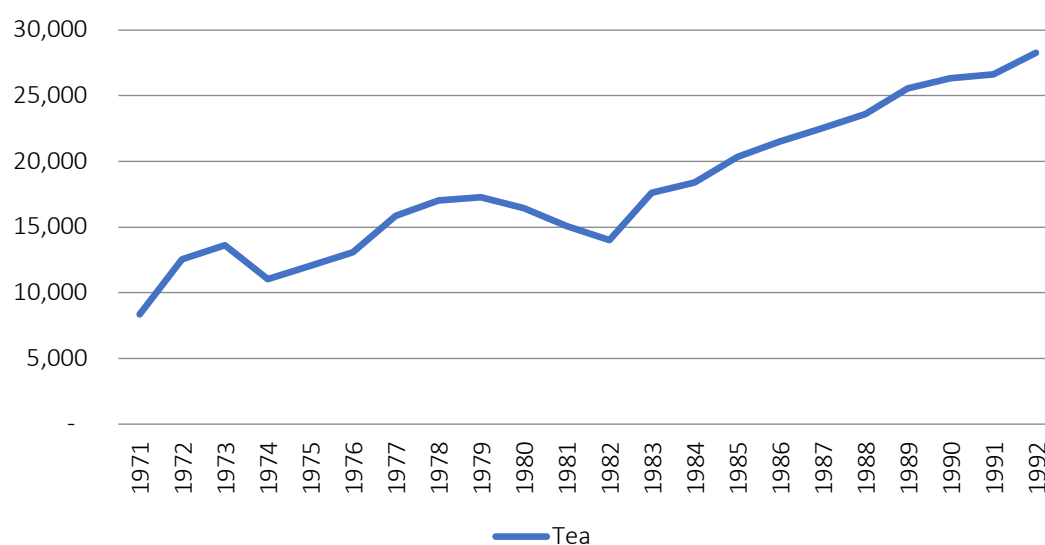
1902 and 1915	The Crown Lands Ordinance; it gave the European settlers legal security on their new farms. The start of tea production
1931	The Kenya Tea Growers Association (KTGA), a voluntary organisation of the plantation sub-sector members, is established by large-scale tea growers in Kericho to address the common interests of the large-scale tea growers
1950	Tea Act the Tea Board of Kenya is established under the Tea Act (Cap 343) of the laws of Kenya to regulate tea growing, manufacturing, trade and promotion in both the local and the international
1950s	workers' unions recognised on the tea estates
1956	the Kenya Tea Auction initiated in Nairobi under the management of the East African Tea Trade Association (EATTA)
1960	The Agriculture Act, establishing the Special Crops Development Authority (SCDA) to promote the cultivation of cash crops including tea
1961	Tea declared a special crop under section 191 of agriculture Act (Cap318)
1964	The Tea Development Order: Establishing Kenya Tea Development Authority (KTDA) a government parastatal under Legal Notice No. 42 Section 190 of the Agricultural Act (Cap 318 of the Laws of Kenya), to promote smallholder tea growers in the processing and marketing of tea. which replaces SCDA Ordinance banning the sale of sun-dried tea Foreign Investment Protection Act, provides guarantees that capital and profit can be repatriated
1969	the Kenya Tea Auction moved from Nairobi to Mombasa
1980	incorporation of The Tea Research Foundation as a private company limited, supported by the Tea Board of Kenya
1992	Public Enterprises Reform Programme (PERP) proposed by the World Bank and the IMF. PERP was a policy conditionality that sought to enhance the role of the private sector in the economy by shifting responsibility for production and delivery of products and services from the public to the private sector The Export Promotion Council (EPC) is established
1999	Sessional paper No 2 of 1999 on the Liberalisation and Restructuring of the Tea Industry in Kenya provides a desirable organisational structure of tea industry. The Ministry of Agriculture is charged with the role of decision making in the whole sector.
2000	Privatisation of KTDA (under Cap 486 of Kenyan laws)
2008	The Tea Act, Cap 343 (as amended by No. 6 of 1999) The Tea (Licensing, Regulation and Trade) Regulations 2008, give the Tea Board of Kenya powers to license and regulate tea growers, manufactures, packers, buyers, exporters, importers and warehousemen.

Annex 5. BBK crop production

1972-1992

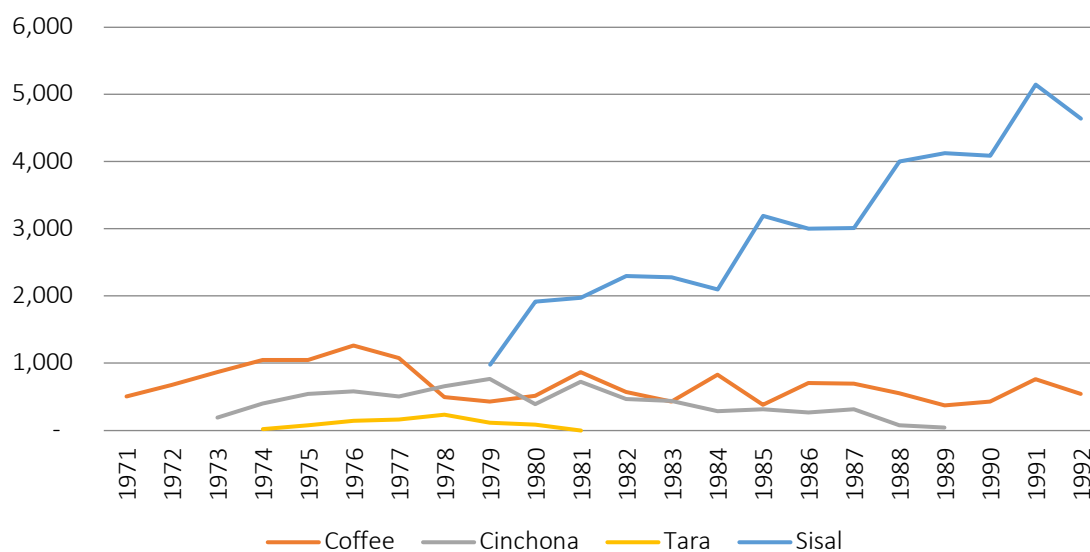
Through the years and because of restrictions, BBK kept on improving productivity on their estates with good harvests of tea and other crops, such as coffee (see Figure 62 and Figure 63). It was a result of substantial investments in R&D of improved varieties, labour organisation and management. The two decades were rather challenging for the coffee production, mostly due to unfavourable weather patterns and an unstable global market. Since 1982/1983, due to problems in growing cinchona, which was often attacked by diseases, it was decided to phase this crop out and use the area to plant a new variety of clonal tea. As of 1986, BBK started to plant hybrid sisal; use of both new varieties resulted in increased harvest. It is unclear what happened with the tara production, as no official information was given about phasing out the crop but the crop records show the downward trend and it is no longer reported as of 1981, suggesting that it was indeed phased out in favour of more profitable crops. Despite substantial development and diversification, tea produced predominantly for export remained BBK's core business.

Figure 61. Tea production by BBK between 1970-1992



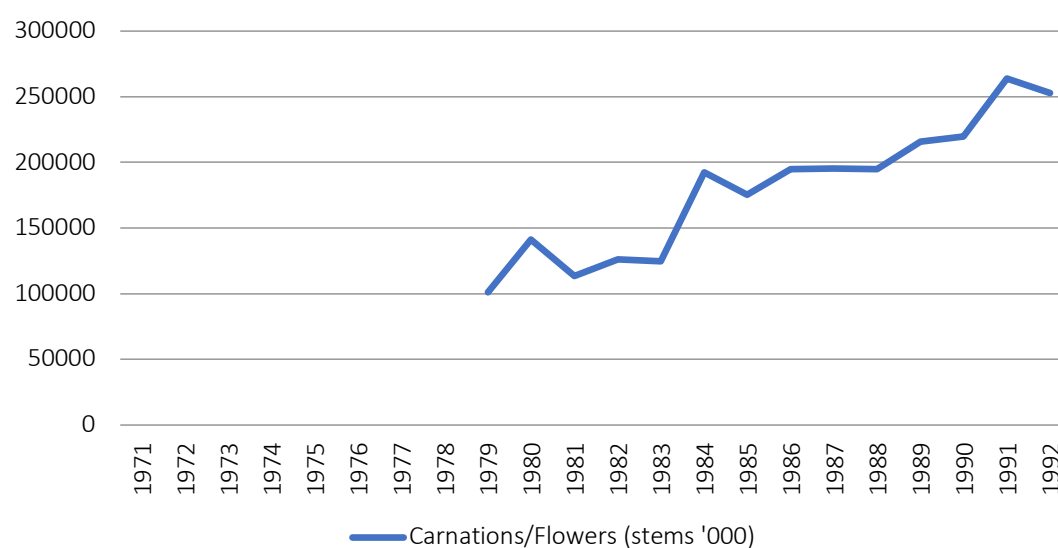
Source: Own elaboration based on (Brooke Bond Kenya Ltd., 1984, 1985, 1987-1993; Brooke Bond Liebig Ltd., 1973, 1975-1980)

Figure 62. Coffee, Cinchona, Tara and Sisal production by BBK between 1970-1992



Source: Own elaboration based on (Brooke Bond Kenya Ltd., 1984, 1985, 1987-1993; Brooke Bond Liebig Ltd., 1973, 1975-1980)

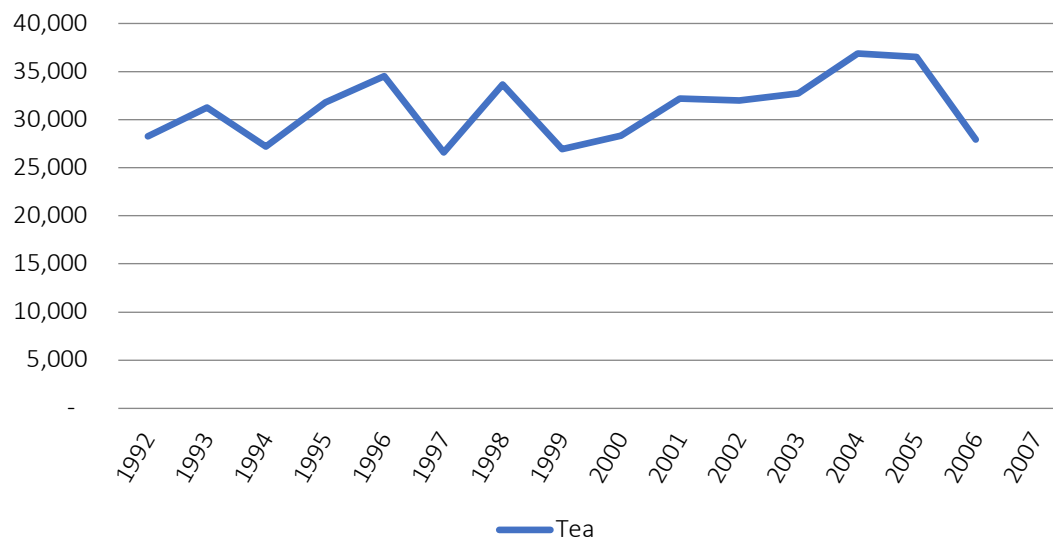
Figure 63. Carnations and general flower production by BBK (in Sulmac) between 1970-1992



Source: Own elaboration based on (Brooke Bond Kenya Ltd., 1984, 1985, 1987-1993; Brooke Bond Liebig Ltd., 1973, 1975-1980)

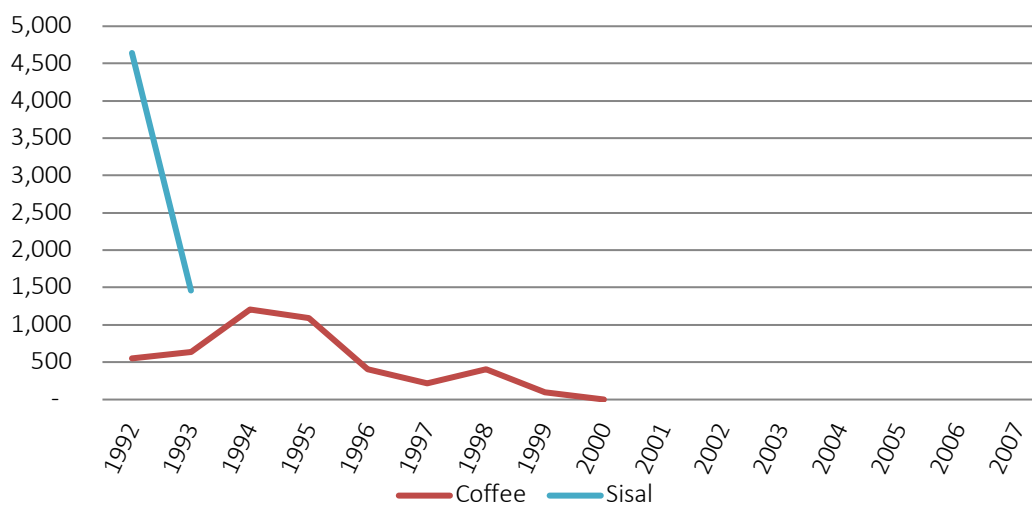
1992-2007

Figure 64. Tea production by BBK between 1992-2007



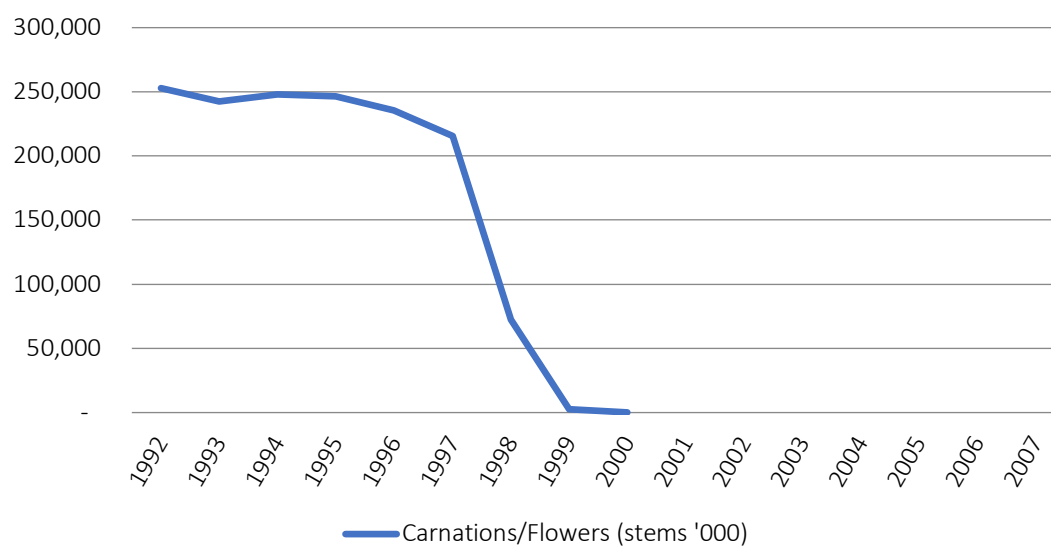
Source: Own elaboration based on (Brooke Bond Kenya Ltd., 1993-2004; Unilever Tea Kenya Ltd., 2005-2009)

Figure 65. Coffee and Sisal production by BBK between 1992-2007



Source: Own elaboration based on (Brooke Bond Kenya Ltd., 1993-2004; Unilever Tea Kenya Ltd., 2005-2009)

Figure 66. Carnations and general flower production by BBK (in Sulmac) between 1992-2007



Source: Own elaboration based on (Brooke Bond Kenya Ltd., 1993-2004; Unilever Tea Kenya Ltd., 2005-2009)

Annex 6. Case studies in flower production and in value chains

1.1 Company A – A Dutch company involved in production of cuttings

1.1.1 Background

Company A is a family business that was established in 1997, and is fully owned by a Dutch group. With its headquarters in the Netherlands, the company has production operations in Kenya, Ethiopia and Portugal. The company focuses on young and budding plants that do not do well during winter in the Netherlands, but must be ready by spring, thus there is a need to open up branches in Kenya to grow them under alternative suitable weather conditions. Seed production is done by other firms on contract outside Kenya. The company employs at least 4,000 people in total. The move to expand into other countries was also seen as a way to spread the risk.

1.1.2 Production

The company deals with budding plants, all for export. It is therefore not involved with the end product, which could be a flower or a plant. Cuttings are brought into Kenya from the Netherlands and then grown in the greenhouses in Kenya. The ethos of the company is pegged on 'the three P's': Planet, Profit and People.

According to the respondent, the total investment for a company like this is about € 5 to 10 million. This particular farm is on a eight-hectar plot, from which about 100 million cuttings are produced a year. The entire group produces about a billion young plants. Of the operational costs, 30% are labour costs and 30% goes towards transportation. Value-Added Taxes (VAT) are a big cost for the company, especially because it exports 100% of its produce.

Production commodities such as pesticides and fertilisers are acquired in Kenya. Purchase decisions depend on price comparisons. Their main suppliers in Kenya are two local distributors. Company A is also implementing Integrated Pest Management (IPM) and supplies the natural enemies for biological control locally. With regard to logistics, Company A works together with two large international shipping agents: one Dutch and one Swiss.

The introduction of better technology, which substitutes manual labour to some extent, has led to better production. The new technology included Wi-Fi in the greenhouses, and custom-made apps that enable real time decision-making and data collection about the cuttings. The company also uses technology in its water and the filtration system. Company A wants to further invest in high knowledge and technology. Due to their specialised knowledge, Company A does product development with its suppliers.

1.1.3 Management, staff and welfare

Company A is managed by four people: two expatriates and two Kenyans. At the top of the corporate structure is a general manager and production manager, and under them, two heads of department who manage supervisors, group leaders and general workers. The shareholding is composed of two generations of family members. There is no Kenyan national on the board of directors.

Figure 67. A member of the research team visiting Company A



Source: (Interviews, 2015)

The farm now maintains at least 380 permanent workers and manages to hire less seasonal workers. At least 70% of the employees are women. The lowest level employee earns Ksh 12,000 per month. It has been noted that salary levels in Kenya are higher than in Ethiopia; about Ksh 6,000 more per month. The company also provides maternity leave and day care services combined with education services for children. There is no gender discrimination with regard to the salaries; the company follows the salary scheme provided by the regulatory authorities. But from the Dutch perspective, men get more as they negotiate earlier and tend to be more confident in their abilities in this regard. The interviewee claimed that the question of payment differences may be more an issue of negotiation skills with the superior.

Employees can progress from one level to the next by improving their education level, but the company does not offer any internship programmes. The company does, however, offer interest-free loans to its employees, or training or courses that will be relevant and beneficial for the company. Most of their employees opted for the loan to benefit their children. Company A also has six welfare committees that discuss employee issues.

With regard to the HR challenges, the company initially experienced some problems with appointing young supervisors. Culturally, some employees find it hard to accept that younger people are in higher positions. Nevertheless, the appointment of such supervisors has effectively contributed to more efficient production.

1.1.4 Regulation

Company A is subject to regulations by the Kenya Plant Health Inspectorate Service (KEPHIS), Kenya Pest Control Board, Water Resources Management Authority and National Environment Management Authority (NEMA). According to the interviewee, the Horticultural Crops Directorate (HCD), which should be an authority on floriculture, does nothing to encourage the development of the sector.

Some of the employees are members of the Kenya Plantation Agricultural Workers Union (KPAWU). As employers, Company A also has membership of the Agricultural Employers Association, Lake Naivasha Growers' Group and the Kenya Flowers Council.

Unlike the cut flower business, international certification is not mandatory for budding plants, as the company does not sell directly to consumers. Nevertheless, Company A has a KFC Silver and MPS certificate. To manage quality control in the farm in Kenya, every group of 25 workers is assigned a quality controller. Company A does not consider implementation of other standards, especially the Fair Trade certification, as it may mean the closing down of the farm. According to the management, the increased labour costs related to this certificate will render the company uncompetitive.

For Company A, the national regulatory guidelines support their business. However, the process of enforcing these regulations is sometimes problematic due to the duplication of efforts by national and local government while enforcing the same policy. The responsibilities of the national and local government in regulating the industry are not clear. Additionally, the company reports that corruption has increased over the last four years, and the amount asked for as bribes has increased. The most corrupt organisations are at the local level, e.g. arms of the National Transport and Safety Authority.

Finally, international regulations and agreements, such as the Economic Partnership Agreement (EPA) are critical for their operations. Basically, failing in implementation of the EPA would mean closing down the farm in Kenya.

1.1.5 Corporate Social Responsibility

Company A had an annual budget of between Ksh 4-5 million dedicated to Corporate Social Responsibility. The main projects that contribute to CSR focus on the following categories: community, children, wildlife and education. The company is also involved in a farmers' catchment area project, although its involvement is coming to an end. The company also has a clinic, provides treated drinking water and has a fish farm, with fish that is given to its employees.

1.2 Company B – A Dutch large-scale rose grower

1.2.1 *Background*

Company B is a family business that started in the Netherlands around 1975. The Dutch parent company fully owns Company B in Kenya. The farm where Company B is located was established in Kenya in January 2004 by Sher Agencies Ltd, which was (then) owned by the Barnhoorn family (they are currently located in Ethiopia). Barnhoorn started growing roses in Kenya on a seven-hectare plot of land, and then he invited other growers from the Netherlands. Most flower farms were located in Naivasha because of the favourable climate and environmental conditions. In addition, the production and labour costs in Kenya were cheaper compared to the Netherlands. Company B produces purely for export (100%) to the parent company in the Netherlands.

The company has been faced with a number of challenges, including a major blow in 2007 during post-election violence that created tensions and fear among workers. The ethnic clashes led to displacement of some workers. Without enough workers, the farm's production capacity was affected, given that flowers are perishable and need to be attended to regularly.

The company is certified by Fair Trade International, MPS-GAP; MPS grade A, and it has a vision of becoming one of the leading producers of bouquets in the European market. The company is now working towards meeting all Fair Trade standards, raise its ethical standards and improve employee welfare.

1.2.2 *Management, staff and welfare*

The management is composed of two directors: the owners located in the Netherlands, and a resident General Manager, who is also the Chief Executive Officer and oversees other managers under him in different departments, recorders, team leaders and supervisors. Recorders keep records of employees, production, exports, what has been rejected or gone out of market, and so forth. Quality controllers check whether the roses meet required standards before they are taken to the batching section to be graded and batched. About 40% of the staff is female. However, top management consist only of males, while middle level management, i.e. senior supervisors, comprises three women and two men.

Apart from the directors, the management consists of three expatriates: the Production Manager, the Technical Manager and the General Manager. It is likely that the Kenyan government is seeking to have Kenyans taking over management, as during permit renewal, the horticulture authority asked to see names of people that are in training to eventually take over from the expatriates.

Wages are standardised and performance-based, and thus, they are not different for the foreigners, and there is no gender wage discrimination. General employees get a basic salary plus housing allowance. Depending on the department, the management has arranged bonuses to boost performance. For example, sprayers whose team is doing well in terms of identifying and controlling pests and diseases are rewarded with bonuses. The employee welfare committee, which caters for all employees ranging from manual labourers to middle level management, looks after employee issues, especially those related to sexual harassment.

Pesticide spraying involves strenuous physical activity, and can be dangerous if pesticides come into contact with the skin or if they enter the bloodstream. Due to the health risks posed by the chemicals in the pesticides used in the farm, sprayers get blood tests quarterly to check amounts of chemicals in the blood. They take a break till their levels are down. As a policy, women are not allowed to spray pesticides or go near chemicals, as exposure could affect a foetus in case of pregnant women, or affect breastfeeding babies.

Although training is supposed to be done at all levels, most training is done for managers and supervisors but not for the general workers. Training programmes are done by the National Industrial Training Authority (NITA) and other NITA certified training organisations to equip employees with the necessary skills and information. The trainings involve sensitizing workers to their rights, work skills, wage

negotiation skills, and selected employees are trained on administering first aid in case of injury during work.

The organisation has internal policies and codes of conduct to set the minimum employment terms, and guide operations and behaviour. In addition, the organisation adheres to the national labour laws, which cover five sections: the Employment Act, the Labour Institutions Act, the Labour Relations Act, Occupational Safety and Health and, lastly, the Work Injury Benefit Act (WIBA). The Employment Act covers contracting issues: working hours, terms of terminating a contract, and what the employer should provide, while the Labour Institutions Act deals with courts and institutions for employers and employees. The Occupational Safety and Health Act gives guidelines aimed at providing employees with a safe working environment. WIBA deals with compensating workers who get injured during work. The company also has policies against discrimination, sexual harassment, policies on handling grievances, issues regarding bonuses and overtime. The company has not had major disputes settled in court mainly because of good industrial relations.

1.2.3 Production and costs

The farm only produces roses – over 20 varieties with different colours and shades. The first harvest is ready in eight weeks, and thereafter, harvests are continuous. Pruning is done to control growth depending on whether demand is high or low. After harvesting, the roses are pre-cooled to prevent further growth and taken for grading. Rejects that fail the quality test are shredded and passed to vegetable farms that use them to produce manure. This arrangement was put in place because previously some employees used to reject good flowers as they collaborated with external buyers to sell them locally.

In general, productivity levels of employees in Kenya are considered better compared to that of Tanzania, Uganda and Ethiopia by the management. That is how the farm has managed to stay in business despite high operational costs. Salaries take up a big share of production costs and, in an efficient environment, the employer can maintain a limited number of employees to meet the target and make profits. Such a situation is also beneficial to the employees, as they can benefit from a higher salary that otherwise would not be achieved if the employees' number were higher.

As for the supply chain of Company B, the pesticides, fertilisers, greenhouses and irrigation systems are acquired locally from two leading companies. Handling is done by one of the lead Swiss companies. Due to the size of the farm, which is 70 ha, Company B also uses machinery and other stationary on the farm.

1.2.4 Regulation

The company is licenced by the Horticultural Crops Directorate (HCD), as required by law. It is also a member of the Kenya Employers Association (KEA) and the Agriculture Employers Association (AEA). The workers are members of the Kenya Plantation Agricultural Workers Union (KPAWU).

With regard to daily challenges, in addition to the capital-related operational cost, exchange rate fluctuation sometimes lead to losses. In the floriculture sector most of the companies are paid in euros. When the euro depreciates against the Kenyan Shilling, the company registers lower profits. The new regulation on interest rate capping has been positive for Company B because it is paying lower interest on loans, but smaller businesses are likely to suffer since banks cannot give them loans without security.

Furthermore, the tax burden is considered high, and in addition, the company has to pay a levy for road maintenance. Law enforcement is also problematic. The Kenyan government lacks manpower to regularly inspect the farms. Consequently, inspections are usually done when problems arise, for example, during labour strikes. Nevertheless, as the floriculture is largely not for local consumption, politicians generally do not interfere with the business as in other agricultural sectors.

1.2.5 Corporate Social Responsibility

The company has supported schools by building classrooms, toilets, providing electricity and borehole water. In some schools, the company has provided funds to hire more teachers and buy books.

Moreover, they have set aside a piece of land to freely supply nutritious vegetables to workers who have declared HIV positive status. They have ensured that the clinic provides them with necessary drugs, and sensitised other workers on stigmatisation of HIV positive workers. They also supplied Naivasha prison with a greenhouse to enable them to grow vegetables to feed prisoners. In 2012, they joined the Lake Naivasha Water Resource Users Association (LANARUA), an environment conservation group that aims at preserving Lake Naivasha. They incentivise farmers not to cultivate along the banks of the lake to minimise the effects of pollution that cause parasitic plants to grow in the lake and fish to die.



1.3 Company C – A Dutch large-scale rose grower and vegetables seed propagator

1.3.1 *Company background*

Company C was set up in Kenya in 2001. It is a family business with the mother company based in the Netherlands having been established back in 1967. The family is the majority shareholders with a combined shareholding of 75%. The company has two major operations: cut flowers on 32 ha of land and propagation of vegetables seed on six ha of land. The company propagates seed for Syngenta, Monsanto and East African Seeds Ltd. In 2017, the company acquired an additional 20 ha for further expansion mainly in seed propagation. Company C is a member of the Kenya Flower Council (KFC), which is part of the Kenya Association of Manufacturers (KAM).

The climate conditions in Kenya were of the greatest influence on the decision of the family to invest in Kenya, and in Naivasha in particular. Naivasha has good climatic conditions for cut flower farming, plus it is close to Nairobi where the major airport is located. Secondly, the business environment is considered as more open and friendlier to foreign investors than in other African countries. Kenya is also endowed with skilled labour, which is productive compared to many other African countries. The management argued that although labour is cheaper in Ethiopia, their productivity and skills level is

inferior to the workforce in Kenya. Finally, Kenya is strategic in terms of logistics – transport, banking, insurance, sea travel, and airport connections are relatively well developed.

1.3.2 Management, staff and welfare

In 2017, the farm had a total of 870 employees, of which 700 were in the flower farm while 170 were in the seed propagation farm. Of these, 514 are female and 356 male. There is a total of six managers employed to support the Managing Director (MD). The MD is the only expatriate working for Company C. The majority of the managers and professional staff is male. The salary for some of the long-term production workers reaches the level of the rural living wage. On top of the salary, the company offers a number of additional benefits, such as housing and a transport allowance, meals/canteen, written contracts and healthcare. Company C, in conjunction with neighbouring farms, has built a clinic for their workers, which they run together. The wife of the MD is the Chair of the committee that oversees the clinic project. The clinic provides medical care for their workers and covers the employee, a spouse and two children. Each employee is handed a card and anyone in the family who goes to the clinic uses that card. The funds used to run the clinic and subsidise the services are provided by the Fairtrade Premium kitty, raised and pooled by the farms involved. The estimated sum of the Fairtrade Premium kitty has been between Ksh 10–12 million a year.

The MD of the Company C is positive about the quality of the Kenyan workforce. He claims that Kenyan employees are well equipped and generally work harder compared to other countries in Africa (such as Ethiopia). However, production skills, technical skills and people management skills for senior and junior managers could be improved so as to strengthen business. This could be done by enhancing, customizing and diversifying the training that the National Industrial Training Institute (NITA) offers.

So far, with regard to training, Company C trains supervisors and managers. One of the production managers, on a trip to visit his daughter who studies at the Wageningen University and Research Centre, also got to visit other farms in the Netherlands through connections of their parent company. Furthermore, farmers acquire skills and knowledge, especially on best farming practices, as they work in the flower farm and they can make use of these in their own farms. With the new greenhouse project that has been set up to be used for seeds propagation, Company C has reached out to institutions of higher learning such as Egerton University, Kenya Agricultural Research Institute (KARI) and Jomo Kenyatta University of Agriculture and Technology (JKUAT) to form partnerships in seed propagation. Some professors are set to visit the premises and have a look at the project. The project is being funded by the Dutch government through PSI. The idea is to create commercial and knowledge networks with other companies and universities as well as research centres. Finally, some Kenyatta University and Egerton University students have also been involved with internships in the farm.

1.3.3 Production and costs

At present, Company C has invested about € 10 million in Kenya and produces about seven million stems of roses per year and about two million seedlings per year. About 85% of its produce (including 100% of their flower production) is sold to the parent company in the Netherlands, which, in turn, sells and distributes the flowers through FloraHolland to various destinations in Europe. The remaining 15% is sold as Freight on Board (FOB) to other customers at the Nairobi airport. In that sense, the company is not involved directly in exporting their produce, because the parent companies and customers based in Nairobi take care of the export logistics.

Company C collaborates with a number of mostly local input suppliers or distributors. It considers having good relations with the local suppliers, although it also considers the cost of handling services at the airport and the importing farm supplies as very high. It is noted, however, that Company C does not support their suppliers or vice versa in any way other than in the fulfilling their business commitments to one another.

1.3.4 Regulation

The management of Company C perceives the Kenyan institutional and regulatory environment as rather cumbersome. Among the most pertinent issues, the following were highlighted:

- The procedures for acquiring land for a foreign-owned company are not straightforward.
- The procedures for obtaining work permits for a foreigner are not straightforward.
- The Water Resources Management Authority (WARMA) has not been helpful, due to delays or declines in issuing water use certificates
- A number of levies and (double) taxations that are imposed on the private flower growers by the national and county government are too high. For example, the national government through the Horticultural Crops Directorate (HCD) collects a levy (on tonnage) for produce destined for export; while the county government is also seeking to introduce a levy on produce destined for export. That would be a case of double taxation, which will impact negatively on the competitiveness of Kenyan produce in the global markets.
- Delays with VAT returns by the Kenya Revenue Authority (KRA).
- Problematic and unclear procedures for importing goods, including farm inputs.

With regard to supportive policies, the respondent emphasised that international trade partnerships and agreements (i.e. EPA) are good for business and therefore they should be promoted and existing ones enhanced. In order to do so, the government should streamline the service delivery by the government agencies, and the county governments should harmonise their tax regimes with those of the national government to avoid double-taxing firms in the flower sector as well as in other sectors.

1.3.5 Corporate Social Responsibility

Besides sponsoring the clinic, the Fairtrade Premium fund, pulled together with the neighbouring farms, is used to facilitate other initiatives within the workers community and its environs. These initiatives include:

- Sponsoring the building of classrooms for schools in the town and neighbouring towns.
- Supporting the hiring of more teachers for these schools.
- Providing bursaries for the payment of school fees for the needy children in the community.
- Supporting waste management to enhance good sanitation in the locality.
- Training sessions for the workers on life skills such as: financial literacy and management, proper hygiene and sanitation, among others.
- Set up a partnership with a local training institute, where Company C pays 75% of the expenses (including transport expenses) for the workers interested in learning and acquiring technical skills such as plumbing, electric wiring or manufacturing, among others.
- Paying for the training that the National Industrial Training Institute (NITA) offers to workers of flower farms, for which they charge their employers Ksh 50 per head.
- Maternity and paternity leave.
- Hour average wage/minimum wage per day.

Company C has also set up a water kiosk where they provide water to the residents of the flower farm environs free of charge.

1.4 Company D – A Kenyan smallholder flower growers collective

Company D is a collective of flower smallholder farmers growing summer flowers in the Aberdare Ranges. The group brings together 60 farmers that together produce between 42,000–63,000 stems of

summer flowers on a weekly basis. The group has obtained Global GAP certification and is one of the implementers of the KFC Code of Conduct for Smallholder flower growers. KFC also supported the group with training, along with KEPHIS and Agriculture, Fisheries and Food Authority (AFFA). It also facilitated the meetings that could eventually result in gaining access to the international market. Farmers from Company D grow summer flowers complementary to their food production (mostly for their own consumption). The production of summer flowers requires a small amount of chemicals to be used, so smallholder farmers in this collective predominantly use organic fertiliser.

Members of Company D face a number of challenges. Direct access to the international markets and high costs of freight are considered to be one of the main obstacles. Currently, the group is selling their flowers through brokers. As for the direct sales, it is focused on the local market.

Access to quality seed is another major obstacle. The prices of new and high-quality varieties are simply too high for the smallholders to pay. Their ambition is to venture into rose production, but the initial capital necessary to invest in infrastructure and plant varieties are beyond their reach. A final challenge is linked to access to the knowledge about the market pricing strategies.

The smallholders call for support from national and international actors with regard to access to seeds, start-up capital and access to market and pricing information.

1.5 Company E – A Kenyan branch of a Dutch MNC producing flower food

Company E started its operation in Kenya in 2009 as a branch of the Dutch multinational company that produces premium flower care products that increase the vase life of cut flowers. Kenya was always an important market for Company E's products, which were previously supplied from the Netherlands. It was, however, a time-consuming and expensive procedure that took between six and eight weeks by sea and involved sales of large quantities of the products. As the Kenyan market was expanding and the company wished to be closer to their customers, it was decided to open a local production facility.

In 2016, Company E hired 32 people and its operations concentrate on production, sales and providing technical support. 90% of the business derives from the production and sale of the flower food products, while the remaining 10% engage in technical support to (local) farms on post-harvest treatment.

Kenya's regulatory environment is considered challenging. The agricultural sector is regulated by a number of national institutions with a few seemingly overlapping obligations and coordination problems. Law and regulations are not always explicit, thus remain open for different interpretations. These facts may have a negative influence on the innovation process.

Kenya generally is considered a good place to do business, with well-developed IT infrastructure. Kenyans are also considered to be good managers and good workers. The company experiences problems with timely payments, though. The government could encourage local companies to fulfil their payment obligation on time by introducing discounts for regular and timely paying companies.

Company E engages in CSR activities. The company practices water recycling and educates farms on ways of reducing post-harvest losses and more sustainable water use. It supports an orphanage with beds and five schools with irrigation and training on how to use water to grow products, and on basic agricultural practices and better diet. Finally, Company E conducted water studies for Mt. Kenya growers.

In terms of the business environment in Kenya, Company E observes lacking support for a number of new individual entrepreneurs. On the global level, the company would like to see more balance of the pricing within the chain, with the premium and fair price to be paid not only by the customers (like in the Fair-Trade model), but throughout the chain.

1.6 Company F – A Dutch company producing flower sleeves and flower food

Company F is a subsidiary of a Dutch company producing printed and unprinted flexible packaging, including flower sleeves, as well as flower food and other accessories. Company F was opened in 2004 and, since then, it has been expanding. In 2013, it received support from the Dutch PSI programme to set up a production facility for the local production of plastic packaging material for vegetable exporters using eMAP technology (Netherlands Enterprise Agency, 2013). In 2016, Company F hired 135 people on a full-time basis, including 90 factory workers and 45 office employees. In the last two years, Company F has hired only two expatriates, one of whom left after training a national counterpart. Employees are free to join the Kenya Union of Printing, Publishing, Paper Manufacturing & Allied Workers (KUPRIPUPA), but not all of the staff are members. Regarding the benefits package, in addition to their salary, Company F employees receive full medical cover, housing allowance, lunch and tea in the workplace, as well as a transport allowance during vacations. Casual labour is an exception and the turnover is very low. The company offers on-the-job trainings for their staff and it promotes internal recruitment and promotion. The management tries to create a culture where everyone is valued using the assumption that “a happy employee is a productive employee”.

The Kenyan labour market is considered complex, as the company has experienced difficulties in finding qualified technical staff. It is much easier to find experienced candidates in operations and administration. Company F is also collaborating with local universities and provides internship possibilities to the students.

As a part of its CSR, Company F has hired and trained four deaf employees and it provides daily karate lessons to the underprivileged children from a nearby slum, including participation in the karate competition. In the future, they plan to create more job possibilities for hearing-impaired and disabled people. The main constraint for the moment is related to inadequate physical infrastructure, as the office building is not adjusted to persons with limited mobility.

In terms of local business environment, Company F acknowledges some improvements in recent years. There are less charges and restrictions for new investors, including easier access to work permits for expats and tax exceptions for some raw materials. The local market is expanding and Kenya is an attractive destination for investors. Nevertheless, in terms of the local content, the impact of Company F is limited. The company is importing raw materials from China and the Netherlands, as none of the products are produced locally.

The points for further improvement include greater support and incentives for the companies that hire disabled people (also to increase job opportunities for this group). An exchange programme between Kenyan and Dutch students should be set up, in order to encourage knowledge sharing in the technical field. The government should also support companies that invest in training and promote the growth of their employees.

1.7 Company G – A Kenyan company providing agri-input suppliers

Company G was established in 1898 and is one of the oldest and the largest agri-input suppliers in Kenya. This family-owned company is a distributor for a number of chemical products used in agriculture, provide flower sleeves packaging, green house sheeting and other materials used predominantly in floriculture. Their operations also expand to neighbouring countries, such as Tanzania and Uganda. The company is a member of the Federation of Kenyan Employers (FKE), the Kenya Association of Manufacturers (KAM) and an associate member of the Kenya Flower Council (KFC).

Company G employs approximately 700 people in Kenya and around 100 in neighbouring countries, including 30 expatriates. Among the staff, 85 of jobs are available for lower skilled employees. Company G's employees are unionised in KUPRIPUPA and the salary scheme follows the agreed Collective Bargain Agreement (CBA), with obligatory contributions to healthcare and pension, as well as salary increase

every year. The company provides a number of trainings for their staff, often through KAM. In-house training is mostly on-the-job and linked to requirements enforced by the standards the company adheres to. That includes ISO 9001 for a quality management system and British BRC-SGS certification for packaging. The management of the company perceived the Kenyan workforce very positively. Local staff is considered ethical and hard working. The promotions and in-house recruitment are common.

Company G is also heavily involved in charitable activities. Through their CSR programmes, they support construction of local schools, provide books, sanitary towels and daily feeding programmes in the said schools. Company G also supports a vocational institute that works with underprivileged youth to develop micro- and small enterprises. Finally, the company is also assisting an elderly care home with transportation and electricity line.

Company G is the initiator and funder of the National Farmers Award – an award scheme that rewards local farmers that can compete in five categories: small-scale farms geared to commercialisation, fully commercialised small-scale farms, fully commercialised large-scale farms, large-scale agro-input dealers and small-scale agro dealers. The annual event, supported by a number of private sector partners, as well as the Ministry of Agriculture, has gained national recognition, with the number of applications entering the competition increasing every year. Furthermore, Company G is targeting the smallholder farmers with chemical products that are packed in small quantities and affordable for this group.

The business environment in Kenya has been improving within the last two decades according to the management. The number of improvements in national legislation and infrastructure are mentioned. Domestic economy is perceived as stable, with strong involvement of the African private sector. The capacity in the country is also growing – increasing numbers of people are well educated, including people with internationally obtained diplomas. The government has introduced a number of improvements, such as iCitizen and iTax portals to speed up the business registrations and VAT return. Also, there have been improvements with regard to the incentives provided by the government, such as investment allowance (which provides a substantial rebate on tax for investments in rural areas). Among issues that require further improvements, issues of high electricity prices as well as improvement of the legal court system were indicated.

In moving forwards, Company G plans to increasingly engage in more specialised technical activities that would add more value to the sector.

1.8 Company H – A Dutch cargo airline company

Company H in Kenya has two major divisions: passenger flights and cargo. It has served Nairobi with its freighters since the 1970s. Company H is one of the oldest airlines operating in Kenya, currently with the biggest cargo capacity to Europe (daily passengers flights capable of bringing 8–15 tons of cargo, 5 full freighters via Harare, Johannesburg and Nairobi – 100 tonnes each; and two freighters of capacity equal to 80–100 tonnes on the route Paris – Reunion – Madagascar – Nairobi – Paris).

In total, Company H employs 18 people in their Kenya branch, including two expats. The direct employment diminished from 50–60, after Company H outsourced the warehouse handling to Kenyan Airlines (KQ). KQ also takes care of the ramp handling for the exported products. In case of flowers and other fresh products, they arrive at the KQ warehouse already prepared for transport. Flowers are usually packed on the farm and later brought to the handling agent located in the vicinity of the airport by cooled tracks. They bring ready pallets to the KQ warehouse where they are weighed and await loading on a plane.

Fresh produce constitutes 92 of all the cargo handled by Company H, out of which, 90 are flowers. Most of the flower cargo passes via Amsterdam. Company H has a long-standing relationship with the flower sector and has been handling the delicate cargo for the past quarter century. The nature of the cargo has changed, though. What used to be mostly transported in the full-freighters is now increasingly transported in the ‘bellies’ of the big passenger jets that serve Kenya with three flights a day.

Globally, Company H has experienced financial difficulties that also affected the local branches. To reduce costs, some staff had to be dismissed. Despite this, Company H is considered to be a good employer in both Kenya and globally, resulting in a very small internal staff turnover. The company is offering their employees trainings, particularly on safety and airport rules. The nature of the job requires mostly higher education from their employees and some people undergo leadership or sales training, depending on their position within the company. The company offers a benefit package for the staff that, on top of the salary, includes housing and transport allowance, contribution to health insurance and a possibility to fly on 'stand-by' (which reduces the costs of a plane ticket substantially). Some employees are members of the trade union, but it does not apply to all staff.

Company H is committed to responsible business and follows its global policy in this regard. Locally, it supports the Lewa Marathon to raise money for the private initiative of Company H staff. This private initiative also organises bush camps, where volunteers from the Netherlands go camping with underprivileged children from Kenya. Company H has also partnered with Flower Watch – a private company specialised in the optimisation of the cold chain management – to increase the efficiency of the Company H's cold chain. Finally, Company H is testing and partly already using biofuels to reduce the carbon footprint of their planes.

Company H is an associate member of the KFC and a member of the Netherlands Business Hub.

The liberal environment in Kenya is considered to be the most important for Company H's successful operations in the country, but the company is also facing steep competition in the cargo sector. Adequate infrastructure is important for the sector and although it has improved, more needs to be done. Finally, the government should increase their efforts to promote a more conducive business environment.

1.9 Company I – A former Dutch, now Swiss company involved in handling

Company I was started in 1993 by Oserian to handle their flower cargo, until the Dutch Flower Group (DFG) – a major Dutch sourcing company operating in Kenya – bought it in 2010. In 2016, Company I was sold again, this time to a Swiss logistics multinational. Since the handover, new investments have been made to expand the size of the handling facility, which is located within the Nairobi airport area. On the market, it is currently the second largest handling agent. About 93 of all the cargo handled by Company I are flowers and the company wish to expand it further in terms of tonnage.

Company I is a frequent choice for Dutch flower companies and it remains the main handler for flowers produced by Oserian, which is a leading grower in Kenya. The company is also an associate member of the KFC and a member of Shipment Council of East Africa.

As an employer, Company I hires 157 people directly (including six expatriates) and a further 52 (two expats) in supply chain management via the Dutch Flower Group (DFG). Skilled labours constitute 35 of all the employees, while the rest is unskilled. According to the Director, it is fairly easy to find good, unskilled employees, to whom they provide an in-house training (also as a part of the company's CSR). Skilled labour is usually well qualified, but people lack the necessary experience. Therefore, Company I is providing in-house training on aviation security, handling, market-related activities and labelling, among others. They are also encouraging external training to enhance job-related or company-relevant capabilities of their staff. Reportedly, 3 mIn Ksh is spent on staff trainings annually. The company also prefers to recruit internally. So far, a third of all the employees have been internally promoted from the level of the 'warehouse' to an 'office job'. Company I offers attractive working conditions. In addition to the basic salary, which is, on average, 23 higher compared to other Kenyan handling companies and 26 higher than statutory minimum wage,³⁴⁴ the employees can also use the provided bus transport, on-site

³⁴⁴ Own calculation based on the company's internal documents.

meals (fully subsidised for the less privileged staff and inexpensive for the rest) and comprehensive medical cover for the employee and their family (up to three children). This results in a very low staff turnover, although the competition periodically ‘poaches’ some of their employees. There are no trade union members, but employees are organised in a welfare committee, which meets on a monthly basis.

Company I specialises in managing the cold chain for fresh and perishable products produced for export. As a branch of a multinational company that has offices all over the world, it is capable of providing end-to-end services in a number of countries. Handling of the product starts from the moment the flowers leave the farm, where the flowers are already packed in boxes. They are further brought to the handling facility of Company I by cooled trucks, where the necessary infrastructure is in place. The boxes of flowers are offloaded and pallets with flower boxes are ‘built’ to fit precisely into the planes that will bring them to their final destination. There is also an x-ray screen to screen for illegal or unwanted items in the boxes, and an in-house KEPHIS agent to provide the cargo with the necessary phytosanitary export certificate without delay. Company I was among the first handling agents that opened an in-house branch of KEPHIS to reduce the delays in obtaining the necessary certificate, without which the fresh cargo cannot leave the country. As a result, 90% of certificates are now delivered on time, compared to 7% before this adjustment. Finally, the handling agent takes care of all necessary paperwork related to export and bring ready pallets (usually at the very last moment to reduce the exposure to heat) to the airline warehouse.



Regarding the CSR activities, the company is continuously working with DFG to support an orphanage near Nairobi, and it takes part in the Nairobi marathon every year to raise money for charity and it also sponsors an elephant. In the coming years, they wish to engage more with their direct local community and support their schools, orphanage or infrastructure. They would also like to explore possibilities related to solar energy.

Kenya is generally considered a good destination for the business, with “good people, good weather and continuous growth in the flower sector production” (Own interviews, 2016). Although a rapidly emerging Ethiopian floriculture is considered to be a threat, as well as not signing the EPA. Moreover, nationally, companies face a number of challenges. There are too many governmental organisations that are not well-coordinated and efficient. One of the most prominent examples is the Kenya Revenue Authority (KRA), which is responsible for handling VAT returns to the companies. The VAT refund should be processed within three months from the date of issue. The delay at the moment of the interview was 12 months (the photo on the right shows only a portion of the cases that are awaiting a VAT refund). The ‘Catch 22’ in this case is that a company cannot export a product without a completed form and full VAT and export duties paid. It is only after this payment that a company receives the requisite document from KRA to file for the tax refund, which then takes further months to be paid back. With the current delay, many companies are stranded and their cash flow is seriously affected.

There are many opportunities for further development in the sector, but it would require a high level of investment. For example, Kenyan Airways could invest more in their cargo services to become more competitive. The sector could also invest further in value-added activities to be done in Kenya. Further improvements in the cold chain are also required, and some have been already happening after the advice provided by Flower Watch.

Company I is not working with smallholder farmers. They are considered as a risky group of clients to work with, as experience has shown that they frequently face difficulties with timely payments of airfreight bills. This is related to the fact that smallholders have problems accessing and sustaining long-term capital. It has been estimated that a farm should earn a minimum of 1,82 \$ per bunch of ten stems (there are ± 20 –40 of such bunches in a box) to cover the costs of production and make a marginal profit.

1.10 Company J – A Swiss company involved in handling

Company J has been operating in Kenya since the early 1990s, after acquiring Airlink. Company J provides a full scope of logistics solutions to the sector of perishable goods, 90 being flowers. Their services start with collecting the flowers at the farms with refrigerated trucks, bringing the goods to their facility near Nairobi airport, where they provide cold store facilities, consolidating the shipments on airfreight pallets for the various flights, taking care of the necessary export paperwork and certificates, to final arrangements and sending off of the cargo to the desired destination by the dedicated airline. Company J is a member of the FKE and an associate member of the KFC.

Company J's operation in Kenya provides jobs for approximately 250 people, out of which 140 is permanent, and 110 is temporary, out of which mostly work in the cold chain split into three shifts. All the staff are local or have Kenyan passports. Company J considers their working conditions as very good. On top of the salary and obligatory contributions, the employees receive a year-end bonus, housing allowance and supplementary health insurance. Furthermore, the employer provides a daily company bus for their employees. The majority of the cold chain staff, but only a few of the office employees, belongs to a trade union. Company J values internal experience and there are good prospects for internal promotion (from the warehouse to the office level) and provides a number of training to their employees. Apart from the on-the-job training, the other courses provided most frequently relate to freight forwarding and logistics, health and safety, dangerous goods, or customs relations.

Company J has a rather limited CSR programme. Once a year, an employee delegation visits and provides donations to a nearby nursing home and orphanage. Internally, they are committed to reducing the use of paper in their daily administration, while a new 'green office policy' is expected.

Company J is working with most of the large-scale flower farms, as well as with the small-scale flower outgrower schemes. They also provide the in-house services of KEPHIS, which is based on their premises near Nairobi airport to speed-up the process of necessary phytosanitary control and certification required for exported fresh products.

Regarding the sector, Company J is among the leading players in Kenya. They do notice the increased competition in the sector, yet the number of new companies entering the handling sector is very low. The real challenges relating to their operations are those that affect the agricultural sector, such as erratic weather patterns, as well as Kenyan bureaucracy with respect to exported fresh products. The VAT refund procedure is particularly cumbersome, especially for small-scale consolidators, which may still lack capacity and knowledge to properly follow-up on the complicated paper work procedures. Finally, the poor road infrastructure is problematic and can affect the timely delivery of the perishable goods from the farm to the airport, which consequently may negatively impact the quality of the product.

There are, however, further opportunities. An air-perishable logistic system that will track the fresh cargo and increase the quality of the product at the final destination is already being tested in collaboration with Flower Watch. The opening up of direct flights to the US is seen as another major opportunity for the sector.

Annex 7. List of projects implemented through Dutch PSD instruments in the flower sector in Kenya (2005-2018)

Grant	No	Year granted	Name of the Project	Location	Applicant	Recipient / Partner	Start project	End project	Total budget	Programme's contribution	Goal
PSOM		2005	Three projects in Kenya						1,925,000	962,500	Supporting a flower farm that produces consumer ready flower bouquets to setting up hi-tech facilities for environmentally friendly flower production
PUM		2006	Advice to Zedget Ltd -smallholder consolidator	Nairobi	Zedget Ltd		Jan-06	01/01/2010			
PSOM	PSOM06/KE/21	2006	Local to local -linking Kenyan flower growers to new marketing opportunities	Nairobi	Flora Plus B.V., Adsmier; IMA B.V., Haarlem	Sender International Ltd, Nairobi	01/01/2007	31/01/2008	1,256,864	629,932	Establish tracking and tracing (T&T) system which will be accessible to all Kenyan flower growers. A marketing company will also be established to advise growers on certification and other market requirements. This company will trade only certified traceable flowers produced by small flower growers
PSOM	PSOM08/KE/03	2008	Zantedeschia bulb production in Kiambu, Kenya	Kiambu	Brothers & others B.V., Wageningen	Sinde Breeding B.V., 2nd; Sinde Kenya Ltd, Village Market - Nairobi	01/01/2008	31/01/2011	1,110,243	555,122	A joint venture for the production of Zantedeschia bulbs in the area of Kiambu in Kenya
PSI	PSI09/KE/05	2009	Production and marketing of flower care products in the Kenyan cut flower industry	Nairobi	Global Floral Technology Group B.V., Nardien, The Netherlands	Lachlan Kenya Ltd, Nairobi, Kenya	01/07/2009	31/12/2010	934,380	467,190	Production and marketing of flower care products in Kenya, by establishing a modern certified production facility for solid and liquid products, and advisory services and marketing at field level.
PSI	PSI09/KE/04	2009	Introducing seed-based propagation in the Kenyan cut flower sector	Nairobi	Bloom B.V., Amstelveen, The Netherlands	Stockman Robert Kenya Ltd, Nairobi, Kenya	01/07/2009	30/06/2011	913,000	456,500	Introducing seed-based propagation in the Kenyan cut flower sector by establishing a fully integrated seedling propagation unit for Lysanthus
PSI	PSI11/KE/22	2011	H2O landwater for sustainable irrigation costing units in Kenya	Nairobi	C.B. Bosman B.V., Alsmier, The Netherlands	Bosman Engineering Kenya Ltd, Nairobi, Kenya	01/01/2012	31/12/2013	797,100	398,550	Set up local assembling and distribution of high-end irrigation dosing units using cyclone technology, combined with an advisory service for integrated water management and climate control in Kenya and surrounding countries
PSOM	PSOM08/KE/04	2008	Introducing Real Integrated Pest & Diseases management in the horticultural industry in Kenya	Madaraka, Thika	Suntech Holding B.V., Bussum	The Real IPM Company Ltd, Madaraka-Thika	01/07/2008	01/07/2010	713,825	356,913	Set up a joint venture company named Real BioProtect Ltd, to introduce a comprehensive package of locally produced BCA's targeting the major pests and diseases in roses.
PSI	PSI12/KE/21	2013	RIP Seed Valley hybrid seed production 2.0 in Kenya	Nairobi	C.G. Buijsse & Co., International BV and Syngenta Seeds BV	Blashaka Flowers Ltd, Kenya	01/03/2014	30/11/2018	696,446	348,223	Establishing the production of hybrid determinate tomato seed
PSOM	PSOM08/KE/05	2008	Establishment of an accredited service laboratory for safe and sustainable agriculture in Nairobi	Nairobi	Blig B.V., Wageningen	Quent Laboratories Ltd, Nairobi	01/08/2008	01/08/2010	602,022	301,011	Establishing a fully accredited (ISO 17025) service laboratory and advisory for flower and vegetables value chain service, for safe and sustainable agriculture in Kenya
PSD Apps	62611PS01	2010	Kenya Flower Industry - Capacity building for sustained market access: a national mechanism for industry-wide compliance	Nairobi	RVO	The Kenya Flower Council	01/10/2011	29/01/2016	327,574	327,574	Support the Kenya Flower Industry in assuring sustained access to international markets, by developing and implementing national system for industry-wide compliance with the existing regulatory framework for sustainable production
PUM		2006	Advice to Zedget Ltd -smallholder consolidator	Nairobi	Zedget Ltd		Jan-06	01/01/2010		675,774	Set up a production facility for the local production of plastic packaging material for vegetable exporters using a MAP technology
PSI	PSI12/KE/21	2012	Equilibrium Modified Atmosphere Packaging	Nairobi	Dilewin Dwapak B.V., Alsmier, The Netherlands	General Printers Ltd, Nairobi, Kenya	01/01/2013	08/06/2016	1,351,548		Identify if there is enough common ground to start the process of setting up a "centre of excellence" for horticulture in Kenya, how such a CoE should look like and which players (public and private) should be involved
PSD Apps	WAT16KE01	2016	Horticulture Centre of Excellence in Kenya Project details	Nairobi	Green Works Consultancy		01/02/2017	02/11/2017	36,892	36,892	Investigate the interest in the Dutch and Kenyan horticulture sector to further develop cooperation, and the potential to realise this through the establishment of a CoE
PSD Apps	WAT17KE04	2016	Seminar follow-up of Horticulture Centre of Excellence in Kenya (WAT16KE01)	Nairobi	Green Works Consultancy		08/11/2017	04/12/2017	2,057	2,057	The objective of this technical capacity workshop at KEPHS is to transfer knowledge and create more capacity on technology and business process (re-engineering of this certification process within KEPHS that is needed for the implementation of an E-Phyto system. MWA will also investigate the major bottleneck presently and come up with an advice how to solve them.
PSD Apps	NL-KVK-27378529-WAT17KE04	2017	Technical capacity workshop e-cert Kenya	Nairobi	The Netherlands food and consumer products safety authority (NWA)	The Netherlands food and consumer product safety authority (NWA)	01/12/2017	03/12/2018	17,103	17,103	This study will provide the Dutch embassy in Nairobi with an objective insight with respect to the current and future airfreight situation of Kenyan horticulture products and thereof of the Netherlands as a key logistical hub.
PSD Apps	NL-KVK-27378529-WAT18KE02	2018	Study airfreight Kenya	Nairobi	Flower Watch Consulting B.V.	Flower Watch Consulting B.V.	15/04/2018	14/09/2018	€30.49	€30.49	
Total									10,687,084	5,536,370	

Source: (Netherlands Enterprise Agency, 2019; NL EVD International, 2005,-2008; PSI, 2009-2012; Van Haren et al., 2007)

Annex 8. Key Quality Standards in Kenya's Floricultural Sector

Various compliance standards have been developed both at the international and domestic levels to enhance product quality and safety. Export marketing channels for floricultural produce include direct exporting to foreign countries or indirect exporting, where producers sell to exporting companies or agents who ensure quality and safety standards before exporting. Individual certification is costly to small-scale producers who, as a result, are contracted as groups by exporters/agents and comply with market standards through multiple production sites under a Quality Management System. Below, the most popular certifications and standards are listed.

- **Phytosanitary (plant health) certification by KEPHIS** for plants and plants products exports is giving assurance of compliance with importing country requirements.
- Kenya Bureau of Standards (KEBS) developed the **Horticulture Industry Code of Practice KS 1758** as a national guideline to all producers on Good Agricultural Practice. KS 1758 Part 1 refers to national horticulture standards for flowers and ornamentals; while KS 1758 Part 2 regulate fruits and vegetables sub-sector. Kenya Horticultural Council (KHC) has been established in 2016 to support the industry to comply with the Kenyan national horticulture standards KS 1758.
- **The International Code of Conduct for Cut Flowers (ICC)**: it was developed by a coalition of European NGOs and the International Union of Food and Agricultural Workers (IUF) in 1998. The ICC is a base code (it does not have a standard organisation behind it) that can be adopted by any standard scheme. It contains criteria on human rights, labour conditions and basic environmental criteria (Riisgaard, 2009b).
- **GlobalGAP**, also known as EUREPGAP, is a code developed in Europe specific for the agricultural (including aquaculture) sectors around the world. EUREPGAP began in 1997 as an initiative of the Euro-Retailer Produce Working Group with the aim of harmonising supply chain standards worldwide for good agricultural practice (GAP). EUREPGAP was changed to GlobalGAP in 2000.
- **Kenya GAP International** legally owned by FPEAK is benchmarked to Global GAP. It is the only comprehensive (vegetables, flowers, fruits) quality assurance scheme from the African continent to acquire EurepGAP/GlobalGAP equivalence. It is also unique in the sense that it incorporates small-scale farming techniques and concerns. The trade mark guarantees that the product has been produced, transported, graded, packaged and marketed under strict adherence to all principles of Good Agricultural Practices.
- **Kenya Flower Council Code of Practice Silver**: the code originated as a technical standard addressing primarily environmental and pesticide related issues, but recent editions of the code have been much more comprehensive in their coverage of social issues.
- **Kenya Flower Council Code of Practice Gold**: the highest certification of the Council. It awards companies with the highest accreditation for environment, health & safety, good agricultural practices and quality management systems, applied and monitored daily. This gold standard is based on the ISO 14001 (environmental) framework and other similar environmental systems.
- **Fair Flowers Fair Plants (FFP)**: the standard deals in particular with growers, traders, retailers and consumers in the flower industry. Emphasis is placed on the environment,

on issues as crop protection, fertilizers, energy and water used for production processes throughout the company, and of the separation of wastewater. Social issues as freedom of association, no employee discrimination, minimum wages, working hours, healthy and safe working conditions, no child labour and no forced labour are also emphasized in the standard.

- **Milieu Project Sierteelt (MPS)** Environmental Protection certification, a combined environmental and labour code, initially based on environmental standards for pesticide and water use, but later expanded to include core ILO standards and parts of the Universal Declaration of Human Rights. The Floriculture Environmental Project (MPS) originated as a technical standard to reduce the environmental impact of cut flower production but added an optional social chapter based on the Universal Declaration of Human Rights and ILO Conventions in 2001. The MPS environmental standard, which focuses on pesticide and water use, leads to grading as MPS-A, B, or C. The MPS Social Chapter (known as MPS –SQ) has been benchmarked against the multi-stakeholder International Code of Conduct for Cut Flowers (MPS, 2018).
- **Fair Trade Labelling Organisation (FLO)** standards are applied to ensure that contracts, prices, and other trading practices continue to reflect the goals of fair trade along the entire product value chain. FLO sets standards for producers and traders all around the world. It then inspects and certifies producers against the standards, and audits the flow of goods between producers and importers. Producer groups (co-operatives or associations of smallholder farmers) that meet these standards are then certified as Fair Trade producers. FLO has also developed general standards for small producer organisations, hired labour, and contract production that are applied to all producers and products and additional product specific standards for certain crops.
- **The Ethical Trading Initiative (ETI)**: ETI is an alliance of companies, trade unions and NGOs that promotes respect for workers' rights around the globe. ETI members agree to adopt the ETI Base Code of labour practice, which is based on the standards of the International Labour Organisation (ILO) (Ethical Trading Initiative, 2018).
- **The Flower Label Programme** is an association carried by human rights organisations, trade unions, flower retailers and producers. It guarantees socially and environmentally responsible conditions in worldwide flower production by using the instrument of certification. The Flower Label Program implements ten principles made available in its International Code of Conduct (ICC) (International Trade Centre, 2011).
- **Rainforest Alliance**: a network of farmers, foresters, communities, scientists, governments, environmentalists, and businesses dedicated to conserving biodiversity and ensuring sustainable livelihoods. They have recently merged with UTZ, a Netherlands-based programme and label for sustainable farming worldwide. Their joint aim is to rejuvenate agricultural landscapes conserve forests, foster sustainable livelihoods and build climate resilience across vulnerable regions; transform business practices and drive supply chain innovation, and engage consumers in positive change (Rainforest Alliance, 2018b).
- **Tesco Nature, IKEA Standard**: these are individual supermarkets' certifications and standards. They are used in direct flower trading to assure that the quality of the product matches the supermarket's internal and general international standards.

Annex 9. List of people interviewed (LTWP case study)

LTWP general meetings/interviews

- LTWP General manager
- LTWP Chief Operations Officer
- Two Founding Fathers of LTWP
- Coordinator of the Regional Mega Project Coordination Council (RMPCC)
- Director SIB
- Dutch Embassy Officer
- Kenya Electricity Transmission Company (KETRACO) (three representatives)
- Director KEREAA
- Ministry of Energy (three representatives)
- Energy Regulatory Commission (ERC)
- Research Assistant at the National Museum
- Director of IMPACT
- Director Friends of Lake Turkana

On site, interviews with:

- Winds of Change Field Programme Officer
- Winds of Change, Field Technical Support
- Winds of Change, Field Engineer
- Deputy Camp Manager
- Construction Manager, WorleyParsons Kenya
- Project Manager, WorleyParsons Kenya
- Deputy Community Liaison Manager Liaison
- HR Officer LTWP
- CIVICON Community Liaison Officer (CLO) 1
- CLO Vestas (Rendille)
- CLO Siemens (Samburu)
- CLO EGMF (Turkana)
- General Manager EGMF
- CLO Civicon (Rendille) 2
- CLO SECCO (Samburu)
- CLO G4S
- Managing Deputy G4S
- Supervisor G4S
- CLO RXPE (Samburu)
- CSR Manager VESTAS Eastern Africa
- Bollere Officer
- Bollere coordinator
- Engineer Droplex (Vestas contractor)
- Employee of VESTAS and SECO
- Number of employees of LTWP, SECO, WorleyParsons Kenya, Siemens present of site
- Ward Administrator, Loiyangalani sub-county

- Interviews with 58 members of the 7 local communities:

Village	Person interviewed (Ethnic Group)	Gender	Company (s)he (used to) work(ed)	Duration of employment
Loiyangalani 10 pple	Turkana	M	Centurion (Siemens)	9 months
	El Molo	M	G4S	3 months
	Rendille	M	Siemens	8 months
	El Molo	M	SECO	7 months
	El Molo	M	AES	2 weeks
	Samburu	M	EGMF	3 months
	Rendille	M	Centurion (Siemens)	10 months
	Rendille	M	EGMF	6 months
	Rendille	M	Siemens	12 months
	Assistenr Chief (Samburu)	M	-	-
Gatab (Mt, Kulal) 12 pple	Chief of Mt Kulal location (Samburu)	M	-	-
	Samburu	F	Civicon, SECO	3 months (Civicon) 5 months (SECO)-now
	Samburu	M	Centurion (Siemens)	10 months
	Samburu	M	SECO	5 months
	Samburu	M	Siemens	9 months
	Samburu	M	SECO, Siemens, Centurion	6, 4, 3 months resp,
	Samburu	M	Siemens	6 months
	Samburu	F	SECO	1 month
	Samburu	F	SECO	7 months
	Samburu	M	SECO	9 months
	Samburu	M	SECO	2 months
	Samburu	F	Civicon	5 months
Sirima 6 pple	Chairman (Turkana)	M	LTWP	7 months-now
	Turkana	M	KETRACO	4 months-now
	Turkana	M	LTWP	7 months-now
	Turkana	M	-	-
	Turkana	M	-	-
	Turkana	M	-	-
Ilaut 7 pple	Chief (Samburu)	M	-	-
	Samburu	M	Civicon	12 months
	Samburu	M	LTWP	16 months-now
	Samburu	M	Vestas	6 months
	Samburu	M	Civicon	11 months
	Samburu	M	Civicon	1 month
	Samburu	M	Civicon	7 months
Ngurnit 2 pple	Samburu	M	Civicon	7 months
	Samburu	M	Civicon and Vestas	16 months (Civicon) 6 months-now (Vestas)
Namarey 9 pple	Chief (Rendille)	M	-	-
	Rendille	M	Civicon	6 months
	Rendille	M	Civicon	6 months
	Rendille	M	Civicon and Vestas	16 months (Civicon) 6 months-now (Vestas)
	Rendille	M	Civicon and Vestas	7 months (Civicon) 6 months-now (Vestas)

	Rendille	M	Civicon	1,5 month
	Rendille	M	Vestas	7 months-now
	Rendille	M	Civicon	7 months
	Rendille	M	Civicon	3 months
South Horr 12 pple	Senior Chief (Samburu)	M	-	-
	Samburu	M	Siemens	9 months
	Samburu	M	SECO	7 months
	Samburu	M	AES and Civicon	20 months
	Samburu	F	Civicon	15 months
	Samburu	M	Civicon and SECO	5 months (Civicon) 3 months (SECO)
	Samburu	F	Civicon	12 months
	Kikuyu	M	G4S and RXPE	6 months
	Samburu	M	SECO	12 months
	Samburu	M	SECO	12 months
	Samburu	F	Siemens	10 months
	Samburu	M	Civicon	8 months

Annex 10. List of positions per employment category LTWP and its contractors

Expert	
Accountant	Key Personnel
Accountant: accounts payable	Lab
Accountant: procurement	Lab Manager
Accountant: Reporting	Logistics
Branch Manager	Logistics/HR
Camp Manager	Manager
Chief Accountant	Medic
Civil Construction Foreman	MV Cables End specialist
Civil Engineer	MV specialist
Commissioning Assistant	Office Manager
Commissioning Function	Project Manager
Commissioning Manager	Production Manager
Commissioning Protection	Quality Controller
Construction Manager	Quality Engineer
CW Manager S/S	Quality Manager
	RAP Team Consultant, MIS Manager, RAP Dep, Manager
Data Analyst/Field Officer	RAP Team Leader /GIS Specialist
Deputy Camp Manager	Safety
Deputy General Manager	Security & Communities Manager
Deputy Site Logistic / Adm, Manager	Senior Social Specialist
Director (Site)	Site Logistic / Adm, Manager
Electrical engineer	Site Administration
Engineer	Site Manager
F/man	Specialist DCS
Finance Loan Administrator and Modeler	Specialist Radio
Finance manager	Specialist TELECOM
Fuel analyst	Specialist Teleprotection
General Manager	Stores Manager
HR	Summit Manager
HSE Manager	Surveyor
HSE Coordinator	Technician
HSE Officer	Transformer specialist
ICT	WOC Field Engineer
Installation Manager S/S	WTG-OHL Logistic
Installation Manager OHL & WT	
Skilled	
Accountant Technician	Hyundai Operator
Accounts Assistance	Kitchen Supervisor
Accounts Assistance/RAP team support	Lab Technician

Admin Assistant	Machine Operator
Administrator	Mechanic
Administrator/HSE	Mitsubishi Water Boozzer
Ambulance Driver	Mixer Operator
APC	Mobile Toilet Care Taker
Assistant Camp admin	Nurse
Assistant Project Manager	Office Assistant
Assistant Site Manager	Operator
Assistant Staff	Operator
Assistant Technician	Operator (Jcb Backhoe)
Auto Electrician	Pedestrian Roller Operator
Banksman	Plant Mechanic
Batching plant operator	Plant Operator
Bulldozer Operator	Plant Operator Supervisor
BUS DRIVER	Plate Compactor Operator
Camp admin	Power-Electrician
Camp Mbali Maintenance Officer	Prim, Erection Forman
Caterpillar Operator	Prim, Supervisor
Chef	Quality Officer (CW Lots 1 & 2)
Chef-Pastry	Quality Officer (OHL & WT)
Chief Technical Officer	Quality Officer (SS - Lots 1 & 2)
CLO	R,O,Plant
CLO/CSR	Rigger
Concrete Pump Operator	Secondary Supervisor
Cook	SGT (Security)
Costing	Site Administrator
Crane Operator	Site Medic
Customs/Blanket Exemption	Site Supervisor
CW Supervisor	Steel Structures Supervisor
Document Controller	Storekeeper
Driver	Supervisor
Driver (Tipper)	Supervisor Security
Driver (Tractor)	Supervisor-Hk
Dumper Driver	Survey Works
Electrician	Tipper Driver
Enumerator	Toyota Water Boozzer
Equipment Operator	Truck Driver
Foreman	Truck Driver - Daff
Forklift Operator	Truck Driver - Faw
Gym Instructor	Turnboy
Hino Water Boozzer	Turnboy HINO
Hitachi Operator	Turnboy TOYOTA
HR Assistant	WOC Field Programme Officer

HR Clerk	WOC Field Technical Support
HSE Assistant	WTG-OHL Supervisor

Semi-Skilled

Assistant Mechanic	Mason
Bar Attendant	Mason/Carpenter
Camp Build	Mechanic Fitter
Carpenter	Messenger
Carpenter	Painter
Carpentry Foreman	Plumber
Checker	Q/S
Clerk	Radio Controller
Commander	Receptionist
Community Assistant	Road Safety Educators
Community Educator	Shopkeeper
Cook	Steel Fixer
Facilitator	Steward
Fuel Attendant	Store Assistant
Gen-Sets	Storekeeper-Assistant
Installation Support	Supervisor-Laundry
KPR	Tent Man
Lab Assistant	Tile Fitter
Lab Helper	Time keeper
Lab Technician Assistant	Tire Service
Life Guard	Waiter
LTWP ASS Security CLO	Welder
LTWP Security CLO	

Non-Skilled

Ablution Cleaner	Kitchen Chores
Borehole	Kitchen helper
Borehole Attendant	Kitchen steward
Casual worker	Laundry
Chain Lady	Laundry helper
Chainman	Puncture Man
Cleaner	Puncture Man/ conductor
Firewood Collector	Root picker
Flag Lady	Security Guard
Flagman	Stone Picker
Gardener	String Man
Greaser	Traffic Marshall
Greaser / service man	Tripchecker
Housekeeper	Waste Management

Unknown

Source: Own calculations based on combined Masterfile

Annex 11. List of projects implemented by the Winds of Change Foundation

Project Name	Completion Date	Location	Implementing Partners	Description
EDUCATION				
Sarima Primary School Extension Works	June 2016	Sarima	LTWP / WoC & Seco	Extension works to Sarima Primary School, by constructing a building containing a teacher's office, accommodation and storage unit, as well as two pit latrines and washrooms for the school.
Laboratory at Nyiro Girls Secondary School	July 2017	Kurungu	LTWP / Woc & Siemens	WoC constructed a laboratory at Nyiro Girls Secondary School, which will provide a facility for the girls to undertake science experiments. This is expected to help improve the academic results that are attained by the students, as they will be able to observe and undertake physical demonstrations of the experiments at hand. Overall, it is hoped that these changes will also assist the school to attract additional funding from the County government to further improve its facilities and services. Prior to construction of this laboratory, one of the two dormitories had been converted into a make-shift laboratory. The affected dormitory can now be used as a dormitory again, meaning that the resident girls now have more personal space.
Dormitory at Nyiro Boys Secondary School	February 2017	South Horr	LTWP / WoC	WoC constructed an 80-pax dormitory at one of the top schools in the region. This has reduced overcrowding, while improving the quality of boarding facilities at the school. The dormitory is now identified as a source of pride and is now considered to be an 'exemplary' dormitory design, which other schools now try to match. Moreover, this facility has increased the attractiveness of the school, which in turn assists in obtaining additional funding.
Solar System Installation at Kulal Girls Secondary School	November 2016	Mt. Kulal / Gatab	LTWP / WoC & Vestas	WoC installed a solar system which now provides electricity to three classrooms, two dormitories, the kitchen, a store room, pit latrines, bathrooms and which also powers the security lights. Availability of power also means that students are now able to study after the sun has set, meaning that they are better able to prepare themselves for their classes and examinations. Consultations with the school staff and board indicate that the feeling of safety has also increased, as the lights have increased the sense of security at the facility.
100 Mattresses for Kurungu Primary School	2016	Kurungu	LTWP / WoC	WoC purchased and donated 100 mattresses to Kurungu Primary School to help address a situation whereby most beds within the dormitory had no, or worn out, mattresses. Provision of mattresses has led to students sleeping better at night, which has led to them

				being more awake during the day, consequently more able to follow lessons.
Two Classrooms at New Loiyangalani Polytechnic Institute	July 2017	Loiyangalani	LTWP / WoC	WoC constructed two classrooms at the new Loiyangalani Youth Polytechnic site, located north of Loiyangalani. These classrooms will provide a space for learning, where students will develop vocational skills, e.g. in relation to welding, carpentry and/or masonry work. The classrooms are powered by a solar system.
Korr IT Centre	Ongoing	Korr	LTWP / WoC & Vestas	WoC and Vestas obtained permission from Marsabit County to convert the Youth Centre in Korr into an IT Centre. To do so, ten computers were donated along with a solar system. The IT Centre became operational in February 2017 and provides a rare opportunity for residents of Laisamis Constituency to sign up for IT class, where they are able to gain computer skills required for employment, which in turn should help to increase the workforce capacity in the region. The Korr IT Centre was officially handed over to the Marsabit County Government during a ceremony in November 2017. As of January 2018, the County Government has full responsibility of running the centre, while WoC continues to provide advisory support.
Laboratory at Korole Boys Secondary School	January 2019	Kargi	LTWP / WoC	WoC constructed a laboratory at Korole Boys Secondary School so that the school has a facility where the boys can undertake science experiments. This is expected to help improve academic results attained by students, as they are now be able to observe and undertake science experiments before having to do so for a first time during the national examinations.
WATER				
60,000L Water Storage Facility, Livestock Troughs and Solar Pump Installation at Gatab Junction	March 2016	Gatab Junction	LTWP / WoC & Civicon	60,000L water storage facility and livestock trough constructed by Civicon, and a solar pump installed by WoC to help address community and livestock water needs in the area. Water is being sourced from a local borehole, originally constructed to access water needed for road construction works.
Sarima Borehole & Water Filtration System	July 2015	Sarima	LTWP / WoC	LTWP constructed a borehole and livestock troughs at Sarima village. Following this, WoC constructed a 500m water pipeline and installed a reverse osmosis water filtration system at the centre of the village, which cleans the saline water and makes it fit for human consumption. This has led to a reduction in stomach related illnesses amongst the Sarima community, as they now have access to clean water. The system is installed at the centre of the village, which means that less time is now spent walking to collect water.
Arge 14km Water Pipeline	June 2017	Arge	LTWP / WoC & Vestas	WoC constructed a 14km water pipeline to pipe water from an existing borehole to the two

				centres of Arge. Water is now accessible at two water kiosks, which were also constructed by WoC, as well as at Arge Primary School. This project has removed the need for Arge community members to walk a 28km roundtrip in order to collect water, meaning that more time is now available for other daily activities.
Laga El Fereji 40,000L Water Storage Facility	January 2017	Laga El Fereji	LTWP / WoC	WoC installed four 10,000L water storage tanks, meaning that water obtained from the local borehole can now be stored. This water is particularly important for daily activities related to sanitation, livestock and food hygiene.
Lonjorin Borehole and Associated Facilities	October 2017	Lonjorin	LTWP / WoC & DEG	WoC drilled and equipped a borehole that will provide 24,000L of water per day to the community of Lonjorin. In addition, WoC installed tanks that can store up to 10,000L of water per day and constructed a livestock trough. Prior to completion of this project, the community needed to walk 10km a day to collect water. By providing easier access to water, more time is freed up for other daily chores such as livestock rearing and attendance to school by children
20kVA Generator for Olturot	August 2016	Olturot	LTWP / WoC	WoC installed a 20kva generator at Olturot borehole, which has led to water now being pumped from the borehole for usage by the community and their livestock.
60,000L Water Storage and Rainwater Harvesting System at Kulal Girls Secondary School	January 2017	Mt. Kulal / Gatab	LTWP / WoC & DEG	WoC installed six 10,000L water storage tanks at Kulal Girls Secondary School and rain harvesting gutters, meaning that the school is able to collect rainwater and to store it for future usage, meaning that more water is available for daily activities linked to sanitation and cooking.
Larachi 12.5km Water Pipeline	September 2016	Larachi	LTWP / WoC	WoC rehabilitated a 12.5km water pipeline in Larachi, which has led to the community being able to access water easier than was previously the case. People and livestock no longer need to walk long distances to access water, and more time can now be spent on other daily activities and chores, including attending school.
Sarima Livestock Troughs x2	February 2017	Sarima	LTWP / WoC & DEG	To support the Sarima community and other pastoralists on the LTWP wind farm site during the 2016/17 drought period, WoC constructed two livestock troughs at which livestock can access water drawn out of the boreholes.
Ntil Borehole and Associated Facilities	January 2018	Ntil	LTWP / WoC, Terre des Hommes Netherlands & DEG	WoC drilled and equipped a borehole at Ntil, which will provide 50,000L of water per day to the community of Ntil. Moreover, WoC also installed tanks that can store up to 40,000L of water per day and constructed a livestock trough. Prior to completion of this project, the community needed to walk 24km a day to collect water. By providing easier access to

				water, more time is freed up for other daily duties such as livestock rearing and attendance to school by children who are often sent to collect water.
Upgrading of Illaut rock water catchment facility	Ongoing	Illaut	LTWP / WoC & DEG	<p>WoC is involved in a project to improve the existing water rock catchment facility in Illaut by creating an outlet point, piping the water to a 20,000L water storage facility, located 200m from the dam wall, and constructing a livestock trough. These upgrade activities are intended to minimize the risk of water contamination, normally initiated by people who enter the dam to fetch water, and also the risk of people falling in to the dam and drowning, as witnessed twice between 2015 - 2016.</p> <p>The water harvested by the rock catchment facility is consumable by both humans and livestock.</p>
HEALTH				
Kurungu Maternity Ward	September 2015	Kurungu	LTWP / WoC	LTWP constructed an employment office in Kurungu on the same plot on which the Kurungu dispensary is located, with the understanding that this structure would eventually be handed over to the health administration to be converted in to a maternity ward in the future. The hand over took place in September 2015.
Solar System Installation at Laisamis Hospital	November 2016	Laisamis	LTWP / WoC & Vestas	<p>WoC installed a solar system, with battery storage capabilities, in order to provide electricity to the facility. This has enabled the appropriate and correct storage of medicine and vaccinations, particularly those that need to be kept refrigerated. Impacts to date have included more women now giving birth at the facility during the night, whereby they would previously have given birth at home, thereby reducing the risks associated with infant and maternal mortality.</p> <p>The supply of reliable power also means that the government is more inclined to supply equipment to the facility. Equally important, consultations with doctors, nurses and patients showed that the installed electricity supply also allows for increased communications with other professionals and between staff and patients, thereby reducing a feeling of isolation and leading to more efficient cooperation.</p>
Solar System Installation at Illaut Dispensary	March 2017	Illaut	LTWP / WoC & Vestas	WoC installed a solar system, with battery storage capabilities, in order to provide electricity to the facility. This has enabled the appropriate and correct storage of medicine and vaccinations, particularly those that need to be kept refrigerated. Impacts to date have included more women now giving birth at the facility during the night, whereby they would previously have given birth at home, thereby

				<p>reducing the risks associated with infant and maternal mortality.</p> <p>The supply of reliable power also means that the government is more inclined to supply equipment to the facility. Equally important, consultations with doctors, nurses and patients showed that the installed electricity supply also allows for increased communications with other professionals and between staff and patients, thereby reducing a feeling of isolation and leading to more efficient cooperation.</p>
Burri-Aramia Dispensary Upgrade	September 2015	Burri-Aramia	LTWP / WoC & Vestas	<p>WoC installed a solar system at the local dispensary, constructed shelving units, installed a water system, fridge/freezer for keeping vaccinations cool, installed two toilets, supplied maternity beds and constructed an incinerator. This has significantly improved the well-being of the dispensary's staff, the dispensary's performance and it has led to an increased number of patients visiting the facility. It has also enabled the appropriate and correct storage of medicines and vaccinations, and more women now give birth at the facility rather than at home, thereby also reducing the risks associated with infant and maternal mortality.</p>
Solar System Installation at Lontolio Dispensary	June 2017	Lontolio	LTWP / WoC & Vestas	<p>WoC installed a solar system, with battery storage capabilities, in order to provide electricity to the facility. This has enabled the appropriate and correct storage of medicine and vaccinations, particularly those that need to be kept refrigerated. Impacts to date have included more women now giving birth at the facility during the night, whereby they would previously have given birth at home, thereby reducing the risks associated with infant and maternal mortality.</p> <p>The supply of reliable power also means that the government is more inclined to supply equipment to the facility. Equally important, consultations with doctors, nurses and patients showed that the installed electricity supply also allows for increased communications with other professionals and between staff and patients, thereby reducing a feeling of isolation and leading to more efficient cooperation.</p>
COMMUNITY				
Illaut Community Store and Chief's Office	July 2015	Illaut	LTWP / WoC	<p>WoC constructed a community store in Illaut, where the community can store the relief food provided by the County government. Previously, relief food was stored privately at people's homes and/or left outside, where they were subject to damage from the sun and heat. WoC also constructed an additional room, which is now being used as the chief's office and where administrative matters are discussed.</p>

Accommodation and Office Extension for Loiyangalani Police	April 2016	Loiyangalani	LTWP / WoC	WoC constructed two units of two-bedroomed houses, six shared accommodation units and extended the office space, which has led to better housing and working facilities for the police in Loiyangalani. Consequently, this has led to them being more active in the community, thereby reducing criminal activities.
Namarei Football Pitch Rehabilitation	April 2016	Namarei	LTWP / WoC	WoC rehabilitated a football pitch in Namarei, upon request from the Namarei youth group. Sport plays an important role in bringing together youths from different communities, which in turn helps to increase intercultural understanding and relationships.
Gatab Clean-Up Exercise	August 2016	Gatab Junction	LTWP / WoC & Gatab Women Group	WoC undertook an environmental clean-up exercise with a Women Group in Gatab. The purpose of this exercise was to restore an area covered by rubbish back to its original natural state.
Annual LTWP / WoC 10km site run	Ongoing	Sarima	LTWP / WoC & Vestas	Since 2016, LTWP / WoC organize an annual 10km run on the wind farm site in Sarima. The purpose of the run is to (i) bring together people from different communities and tribal affiliations, i.e. Turkana, Samburu, El Molo, Rendille, Kikuyu and foreigners, so that they can (ii) engage in a cross-cultural activity. By organising the annual run, LTWP and WoC aim to use something fun (i.e. the run) to build bridges between people of different cultures and beliefs, and who traditionally have experienced tribal conflicts between each other, for example through the practice of livestock rustling. It is our hope that the run can create another platform on which cross-cultural relationships can be built and fostered, and on which cross-community understanding can be enhanced.
WoC ACTIVITIES ACROSS LAISAMIS				
HIV/AIDS awareness campaigns	December 2016	Laisamis Constituency	LTWP / WoC, CEDIM & IFU	LTWP initiated a three-months HIV/AIDS awareness campaign in early 2015. WoC followed up on this with a 12-months campaign in 2016, carried out by a local Community Based Organisation named CEDIM. The purpose of the campaign was to build local knowledge HIV/AIDS and to inform people on the seriousness of this disease, prevention methods and where/how one can get tested in Marsabit County. Evaluations about this exercise indicate that it has significantly increased local understanding and that it has helped to counter the stigma associated with HIV/AIDS.
500 desks for 25 local schools	February 2016	Laisamis Constituency	LTWP / WoC	WoC assembled and distributed 500 desks to 25 schools in Laisamis Constituency. This helped to address a significant need in the constituency, which is lack of basic furniture and infrastructure in majority of the schools. Most schools lack chairs and desks, and where these

Annex 12. Summary of changes

Table 40. The count of summarized changes in six domains attributed to LTWP, the road and general change

Domain	Subdomain No of changes	Change general			Change attributed to LTWP			Change attributed to the road		
		Positive	Negative	Both	Positive	Negative	Both	Positive	Negative	Both
Natural	Population growth		1	2			1			
	Animals	2	2		1					
	Animals / Land		1							
	Forest		1							
	Plants	2	1							
	Weather		1							
	Water		1							
	Waste								1	
SUM		4	8	2	1		1		1	
Physical	Buildings	5		1	4		2	1		1
	Buildings' structures	1			4					
	Dam		1							
	Electricity	1								
	Wells and boreholes	1			2					
	Road							2	4	1
	Telecommunication	2						1		
		10	1	-	10	-	2	4	4	2
SUM		10	1	-	10	-	2	4	4	2
Human	Health	4	1		3			2	1	
	Education	2			2		1			
	Enrolment			1			1			1
	Skills				1					

Table 41. Summary of changes in six domains attributed to LTWP, the road and general change

Domain	Subdomain	Change general	Change attributed to LTWP	Change attributed to the road	Change effect
Natural	Population growth	Increase in population			+/- -
		Influx of people from other parts of Kenya [Mt.Kulal]	Influx of people from other parts of Kenya and foreigners		+/-
	Animals		More animals		+
		Less wild animals			+ -
		Less fish in the lake [Loiyangalani]			-
		Better veterinary care			+
	Animals / Land	Less grazing areas			-
	Forest	Reduction in forest area			-
	Plants	More trees [Illaut]			+
		Less trees [other villages]			-
		Some agriculture activities (including garden) [South Horr, Mt.Kulal]			+
	Weather	Less regular rains			-
	Water	Less water; the river dries out more often			-
	Waste			Additional garbage left by the contractors	-
Physical	Buildings	New houses	New houses	New houses (built from compensations)	+ / +/-
		Improved infrastructure			+
		New schools	New school [Sarima]		+
		Dispensary	Dispensary		+
		Upgraded health centre (now with maternity ward) [Ngurnit]			+
			Toilets [Sarima]		+
			Accommodation and office extension for Loiyangalani Police		+/-
	Buildings' structures		Improved houses		+
			More permanent houses with iron sheet roofs		+
			More houses from cement and brick		+
			New improved manyattas [Sarima]		+
		Renovation of the Church [Loiyangalani]			+
	Dam	Gibe III (in Ethiopia) brings uncertainty to the livelihood of the lake, esp. for the El Molos [Loiyangalani]			-
	Electricity	M-KOPA [South Horr]			+
	Wells and boreholes	More boreholes	More boreholes		+
			Reparation of a faulty borehole [Namarey]		+

	Road			Dust	-
				Accidents; animals killed on the road	-
				"Bring many things near us"	+
				Brings people together	+
				Less trucks were passing by the town [South Horr]	-
				Less people in lodges and eating in local 'hotels' [South Horr]	-
				New road is good, but it is not reaching Loiyangalani nor Mt. Kulal [Loiyangalani]	+/-
	Telecommunication	Cellular network		Cellular network	+
		M-PESA			+
Human	Health	Improved hygiene	Improved hygiene [Sarima]		+
		Improved sanitation	Improved sanitation [Sarima]		+
		More diseases		More diseases	-
		Increased use of modern medicines (replaced herbs)		Increased use of modern medicines (replaced herbs)	+
				Easier access to the hospital	+
		Less people die	Improved health [Sarima]		+
	Education	More educated women			+
		Decrease in illiteracy			+
			People learnt about the money		+/-
			Learnt how to stay together with many different people		+
			Learning how to use toilets [Sarima]		+
	Enrolment	More children at school	More children at school	More children at school (also adults and in the faraway schools)	+/-
	Skills		Increased skills through on-the-job training		+
	Standard of life			Increased standard of life	+
	Security		Less theft		+
			Improved security	Improved security	+
				More theft [Loiyangalani]	-
Economic	Access to money		More cash in the local economy		+
	Market structure	More available foodstuff		More available foodstuff	+
		High prices of beer [Ngurnit, two bars hold monopoly]			-

		Development of the economy		+
		More businesses and shops (also selling from houses)	New and improved businesses and shops (also selling from houses)	+
			Increased animal trading	+
			Increased tobacco trading [Namarey]	+
			New miraa business	+
		Development of the market	Development of the market	+
			Regular markets in Illaut, Arge and Kurungu	+
			New clients attending the market (also from other parts of the country)	+
			Increased competition reduced prices	+
		Easy to sell animals	Easy to sell animals	+
			Easier access to necessary goods	+
			Selling more fish [Loiyangalani]	+
			Higher prices of goods [Loiyangalani, Sarima]	-
			Lower prices of sold fish [Loiyangalani]	-
			Prices of goods depends on the price of fuel	+/-
			Some increase in tourism [Loiyangalani]	+
			New lodges [South Horr]	+
			People are busy. No more 'sitting around and waiting'	+
Paid jobs		More available (temporary) jobs	More available (temporary) jobs	+
Trading			Bought water for the construction [South Horr, Ngurnit, Mt. Kulal]	+
		Local businesspeople won tenders to deliver meat and other foodstuff to some of the contractors [South Horr]		+
Transport		More bikes, motors and vehicles	More bikes, motors and vehicles (in the area)	+

				More vehicles are going to the market	+
				Easier and cheaper travel [for Ngurnit, Mt.Kulal and Loiyangalani - they have to reach the good road first]	+
				Regular bus between Marsabit town and Loiyangalani	+
	Women	Increased number of women's economic groups			+
		Increased number of women involved in business			+
		Women drive cars			+
Socio-Political	Family relations	More individualistic approach			+/-
Cultural	Tradition	More people adopt a sedentary lifestyle			+/-
		Decrease of El Molo culture [Loiyangalani]			-
			Less dependent on the animals for livelihood; now also jobs and businesses are an option		+
		Marrying regardless age groups			+/-
		Change in people's lifestyles			+
		Decreasing culture and respect to the tradition [South Horr]			-
	Food	People drink hot beverages			+
		Changing diet from eating only meat. Now, selling animals on the market and buy diverse foodstuff.			+
	Appropriate behaviour	Increased consumption of alcoholic beverages			+/-
		Increased consumption of miraa			+/-
				Increase in prostitution, diseases [South Horr, Loiyangalani]	-
	Women	Women allowed to participate in barazas			+
		Decrease number of FGM practices			+
		Men are now assisting women and also take care of children			+

		Women now allowed to talk in front of man and even teach them			+
		A possibility to pick up a husband; less arranged marriages			+
			Women adopted modern lifestyle		+/-
			Cases of women divorcing their husbands		+/-
			Men also cook now		+
	Cloths		More available modern cloths	More available modern cloths	+
				Less traditional clothing	+/-
				Wear modern watches	+
			Wearing new shoes		+

Source: own elaboration based on fieldwork data

Annex 13. List of changes per location

1. Illaut

Domain	Subdomain	Change general	Change attributed to LTWP	Change attributed to the road	Change effect
Natural	Population growth	Increase in population			+/-
	Animals	Less animals			-
		Better veterinary care			+
	Animals / Land	Less grazing areas			-
	Plants	More trees			+
Physical	Wells and boreholes		More boreholes		+
	Buildings' structures		Improved houses		+
	Buildings			New houses (built from compensations)	+
	Road			Dust	-
				Animals killed on the road	-
	Telecommunication			Cellular network	+
Human	Health	Improved hygiene			+
		More diseases			-
				Easier access to hospital in Meru	+
	Enrolment		More children at school	More children at school (also adults and in the faraway schools)	+/-
	Security		Less theft		+
				Improved security	+
Economic	Market structure	More available food			+
			More businesses and shops	More businesses and shops	+
			Development of the market	Development of the market	+
				Reduction in prices	+
				New clients attending the market (also from other parts of the country)	+
				Easier access to necessary goods	+
	Paid jobs		More available (temporary) jobs		+
	Transport		More bikes, motors and vehicles	More bikes, motors and vehicles	+

				Easier and cheaper travel	+
				Regular bus between Marsabit town and Loiyangalani	+
Cultural	Tradition	More people adopt a sedentary life style			+/-
	Appropriate behaviour	Increased consumption of beer			+/-
		Increased consumption of miraa			+/-
	Cloths			More available modern cloths	+
				Less traditional clothing	+/-

Source: own elaboration based on fieldwork data

2. Ngurnit

Domain	Subdomain	Change general	Change attributed to LTWP	Change attributed to the road	Change effect
Natural	Population growth	Increase in population			+/-
	Animals	Less animals			-
	Animals / Land	Less grazing areas			-
	Forest	Reduction in forest area			-
Physical	Wells and boreholes		More boreholes		+
	Buildings	New houses			+
		More schools			+
		Upgraded health centre (now with maternity ward)			+
	Road			Accidents on the road	-
Human	Enrolment	More children at school			+/-
	Standard of life			Increased standard of life	+
Economic	Market structure	More available food			+
		High prices of beer			-
				New and improved businesses and shops	+
				Increased competition reduce prices	+
				New miraa business	+
				Easier access to necessary goods	+
	Transport			Regular bus between Marsabit town and Loiyangalani	+
			More bikes, motors and vehicles	More bikes, motors and vehicles	+
				Easier and cheaper travel (although they must get to the upgraded road first)	+
	Women	Increased number of women's economic groups			+
Socio-Political	Family relations	More individualistic approach			+/-
Cultural	Tradition	More people adopt a sedentary life style			-

Source: own elaboration based on fieldwork data

3. Namarey

Domain	Subdomain	Change general	Change attributed to LTWP	Change attributed to the road	Change effect
Natural	Population growth	Increase in population			+/-
	Animals / Land	Less grazing areas			-
	Plants	Less trees			-
	Water	Less regular rains			-
		Less water; the river dries out more often			-
Physical	Wells and boreholes	More boreholes			+
			Reparation of a faulty borehole		+
	Buildings		New houses	New houses (built from compensations)	+
		Dispensary			+
		Primary school			+
	Buildings' structures		More permanent houses with iron sheet roofs		+
	Road			"Bring many things near us"	+
				Accidents on the road	-
Human	Health	Increased use of modern medicines (replaced herbs)			+
	Education	More educated women			+
	Enrolment		More children at school	More children at school (also adults and in the faraway schools)	+/-
Economic	Market structure			More available food	+
			More businesses and shops (also selling from houses)	More businesses and shops (also selling from houses)	+
				Increased animal trading	+
				Increased tobacco trading	+
				Prices of goods depends on the price of fuel	+/-
				Easier access to necessary goods	+
	Paid jobs		More available (temporary) jobs		+
	Transport		More bikes, motors and vehicles	More bikes, motors and vehicles	+

				More vehicles are going to the market	+
				Easier and cheaper travel	+
				Regular bus between Marsabit town and Loiyangalani	+
	Women	Increased number of women involved in business			+
Cultural	Tradition	More people adopt a sedentary life style			+/-
		Marrying regardless age groups			+/-
	Food	Changing diet from eating only meat. Now, selling animals on the market and buy diverse foodstuff.			+
	Women	Women allowed to participate in barazas			+
		Decrease number of FGM practices			+
		Men are now assisting women and also take care of children			+
	Cloths			More available modern cloths	+
				Wear modern watches	+

Source: own elaboration based on fieldwork data

4. South Horr

Domain	Subdomain	Change general	Change attributed to LTWP	Change attributed to the road	Change effect
Natural	Population growth	Increase in population			+/-
	Animals	Less animals (used to have many elephants)			-
	Forest	Less forest			-
	Plants	Some agriculture activities (including garden)			+
	Water	Less water; the river dries out more often			-
	Waste			Additional garbage left by the contractors	-
Physical	Buildings	Improved infrastructure			+
	Buildings' structures		More houses from cement and brick		+
	Electricity	M-KOPA			+
	Road			Less truck are passing by the town	-
				Less people in lodges and eating in local 'hotels'	-
				Dust	-
	Telecommunication	Cellular network			+
		MPESA			+
Human	Health			Easier access to hospital in Meru	+
				Increase number of diseases	-
	Enrolment		More children at school	More children at school (also adults and in the faraway schools)	+/-
	Education	More educated women			+
			Learnt how to stay together with many different people		+
	Skills		Increased skills through on-the-job training		+
	Security		Improved security		+
Economic	Access to money		More cash in the local economy		+

	Market structure			More available food	+
			More businesses, shops and bars	More businesses, shops and bars	+
				Lower prices of goods	+
				Regular markets in Illaut, Arge and Kurungu	+
			Easy to sell animals	Easy to sell animals	+
				New lodges	+
				People are busy. No more 'sitting around and waiting'	+
				Easier access to necessary goods	+
	Paid jobs		More available (temporary) jobs		+
	Trading			Bought water for the construction	+
			Local business people won tenders to deliver meat and other foodstuff to some of the contractors		+
	Transport		More bikes, motors and vehicles	More bikes, motors and vehicles	+
				Easier and cheaper travel	+
				Regular bus between Marsabit town and Loiyangalani	+
	Women	Increased number of women involved in business			+
		Women drive cars			+
Cultural	Tradition	More people adopt a sedentary life style			+/-
			Less dependent on the animals for livelihood; now also jobs and businesses are an option		+
		Change in people's lifestyles			+

		Decreasing culture and respect to the tradition			-
	Food	People drink hot beverages			+
	Appropriate behaviour	Increased consumption of alcoholic beverages			-
		Increased consumption of miraa			+/-
				Increase in prostitution, diseases	-
	Women	Women now allowed to talk on front of man and even teach them			+
		Decrease number of FGM practices			+
		A possibility to pick up a husband; less arranged marriages			+
	Cloths			More available modern cloths	+

Source: own elaboration based on fieldwork data

5. Loiyangalani

Domain	Subdomain	Change general	Change attributed to LTWP	Change attributed to the road	Change effect
Natural	Population growth	Increase in population			+/-
	Animals	Less wild animals			-
		Less fish in the lake			-
	Animals / Land	Less grazing areas			-
	Water	Less water and rains			-
Physical	Buildings	Increased number of houses			+/-
			Accommodation and Office Extension for Loiyangalani Police		+/-
	Buildings' structures		More houses from cement and brick		+

		Renovation of the Church			+
	Dam	Gibe III (in Ethiopia) brings uncertainty to the livelihood of the lake, esp. for the El Molos			-
	Road			Not reaching Loiyangalani (upgraded part of the road ends after Sarima)	-
	Telecommunication	MPESA			+
Human	Health			More diseases (HIV/Aids, STDs)	-
				Easier access to the hospital	+
				Increased use of modern medicines (replaced herbs)	+
	Enrolment		More children at school	More children at school (also adults and in the faraway schools)	+/-
	Security		Improved security		+
				More theft	-
Economic	Access to money		More cash in the local economy		+
	Market structure			More available food	+
			More businesses, shops and bars	More businesses, shops and bars	+
				Lower prices of sold fish	-
				Higher prices of goods	-
			Easy to buy and sell animals	Easy to buy and sell animals	+
				Some increase in tourism	+
				Selling more fish	+
				New miraa business	+
	Transport			Easier and cheaper travel (although not until the Loiyangalani itself)	+/-
				Regular bus between Marsabit town and Loiyangalani	+
	Women	Increased number of women involved in business			+
Cultural	Tradition	More people adopt a			+/-

		sedentary life style			
		Decrease of El Molo culture			-
	Appropriate behaviour	Increased consumption of alcoholic beverages			-
		Increased consumption of miraa			+/-
				Increase in prostitution	-
	Women		Cases of women divorcing their husbands		+/-
	Cloths			More available modern cloths	+

Source: own elaboration based on fieldwork data

6. Mount Kulal

Domain	Subdomain	Change general	Change attributed to LTWP	Change attributed to the road	Change effect
Natural	Population growth	Increase in population			+/-
		Influx of foreigners			+/-
	Animals		More animals		+
	Animals / Land	Less grazing areas			-
	Plants	Some agriculture activities (including garden)			+
	Water	Less water and rains			-
Physical	Buildings		New houses		+
	Buildings' structures		Improved houses		+
	Road			New road is good but is not reaching yet Mt. Kulal	+/-
Human	Health	Improved sanitation			+
		More diseases			-
		Less people die			+
	Enrolment		More children at school	More children at school (also adults and in the faraway schools)	+/-
	Education	Decrease in illiteracy			+
			People learnt about the money		+/-
	Security			Improved security	+

Economic	Access to money		More cash in the local economy		+
	Market structure			More available food	+
			More businesses and shops	More businesses and shops	+
			Development of the economy		+
				Lower prices of goods	+
				Easier access to necessary goods	+
	Paid jobs			More available (temporary) jobs	+
	Transport		More bikes, motors and vehicles	More bikes, motors and vehicles	+
				Easier and cheaper travel and transport	+
				Regular bus between Marsabit town and Loiyangalani	+
	Women	Increased number of women involved in business			+
Socio-Political	Family relations	More individualistic approach			+/-
Cultural	Tradition		Less dependent on the animals for livelihood; now also jobs and businesses are an option		+
	Women		Cases of women divorcing their husbands		+/-
			Men also cook now		+
	Cloths		Better cloths (modern)		+
			Wearing new shoes		+

Source: own elaboration based on fieldwork data

7. Sarima

Domain	Subdomain	Change general	Change attributed to LTWP	Change attributed to the road	Change effect
Natural	Population growth	Increase in population			-
			(Temporary) Influx of people from other parts of Kenya		+/-
	Animals	Less wild animals			+
Physical	Buildings		School		+
			Dispensary		+
			Toilets		+

	Buildings' structures		New improved manyattas		+
	Road			Brings people together	+
				Accidents on the road	-
				Dust	-
	Telecommunication	MPESA			+
	Water		Borehole		+
Human	Health		Improved sanitation		+
			Improved hygiene		+
			Improved health		+
				Easier access to the hospital	+
	Enrolment		More children at school	More children at school (also adults and in the faraway schools)	+/-
	Education		Learning how to use toilets		+
	Security		Improved security		+
Economic	Access to money		More cash in the local economy		+
	Market structure			More available food	+
			More businesses, shops and bars	More businesses, shops and bars	+
				Higher prices of goods	-
			Easy to sell animals	Easy to sell animals	+
				Easier access to necessary goods	+
	Paid jobs		More available (temporary) jobs		+
	Transport			More bikes, motors and vehicles in the area	+
				Easier and cheaper travel	+
				Regular bus between Marsabit town and Loiyangalani	+
Cultural	Tradition	More people adopt a sedentary life style			+/-
	Women		Women adopted modern lifestyle		+/-
			Cases of women divorcing their husbands		+/-

Source: own elaboration based on fieldwork data

