
CALEB KIPTOO LANG'AT

P.O Box 18191-00500, Nairobi,
Kenya Cellular +254 (0)722 794131,
calebkips@locals.co.ke
www.locals.co.ke

EXECUTIVE PROFILE

I am a results-driven Agribusiness Sustainability professional with experience spanning over 15 years of successfully building and supporting agri-businesses within highly competitive performance environments. This has been through provision of technical expertise to agribusiness value chains to meet sustainability certification e.g. Social-ethical and environmental standards like Fairtrade, ETI Base code, Rain Forest Alliance-UTZ (Now Rain Forest alliance), Food safety Standards like: Global-Gap, British Retail Consortium(BRC), Environmental standards like- MPS(More Sustainable Profitability) BOPP, LEAF(Linking Environment and Farming) and other private standards through a 1st party approach (internal audits/mock audits), 2nd party (due diligence assessments/audits) and 3rd party (independent audit/assessment contracting) through freelance contracting by various local and international Certification firms to assess and audit against sustainability standards. I have participated in studies, research and other be-spoke support on socio-ethical-environmental-trade (SEET) areas to organizations that objectively inform their review of policies, procedures and requirements towards certifications and general continuous improvement in performance. I have also been strategically supporting agricultural producers in their establishment, development, training and implementation of Food safety, Good Agricultural Practice and social-ethical and environmental requirements and assurance systems and lately on climate change adaptation strategy development.

CAREER ACHIEVEMENTS

Agribusiness industry expert underscored by freelance lead auditor experience, bespoke consultancy and training responsibilities in agribusiness value chains whilst consistently improving organizational performance through professional advice and practical value delivery.

KEY SKILLS AND COMPETENCIES

Technical: Programs and Project Management | Strategy formulation, implementation and management | Proposal development | Report writing | Budget Development and Management | Risk Analysis and Management | Certification audit preparation | Training provision and facilitation | Ethical Trade, Good Agricultural Practices and Quality Management | Agri-business Trade Promotion | Climate Change Adaption and Resilience |

Interpersonal: Leadership and Organizational development | Networking- Team management | Communication | Critical Thinking and Problem Solving | Time Management Skills | Flexibility | Relationship and Change Management | Collaboration

CONSULTANCY EXPERIENCE

1. **Organization:** Fairtrade International

Role: Consultant:

Period: March 2019-August 2019(6 Months)

Fairtrade International (www.fairtrade.net) is the organization that coordinates Fairtrade labelling at an international level. From its offices in Bonn, Germany, it sets international Fairtrade standards (Social, labour, Environment and trade standards), organize support for producers around the world, develop the global Fairtrade strategy, and promote trade justice internationally. Through its work small farmers gain better market access and a fair income. Currently there are 1.5 million small farmers and workers in 74 countries worldwide, who are benefiting from Fairtrade.

I was contracted to do a study that summarized the scientific studies and flower farms' impact on lake Naivasha's water quality and surrounding environment by attempting to a significant level to address the key challenges the Lake Naivasha ecosystem faces due to climate change, growing population and intensive production by the flower farms. It further stated to what extent the existing Fairtrade certified flower farms around Lake Naivasha directly for example by excessive water consumption and indirectly for example by their vast workforce impact on Lake Naivasha (water quality, animals in the lake, water use etc.) and its surrounding negatively.

For both Rainforest Alliance and Fairtrade, am currently also undertaking a review and training of 10 flower farms and a number multinational Tea farms in Eastern Africa on the living wage assessment matrix/tool with the key objective of ensuring its effective usability in the longrun by all farms in assessing their ability to pay the living wage sustainably.

2. **Organization:** International Trade Centre (ITC)-An agency of the UN & WTO.

Role: National Climate Expert/Consultant:

Period: July 2018-December 2018(6 Months).

I was contracted under the Trade for Sustainable Development (T4SD) Programme to provide support in the implementation of its project "Strengthening Competitiveness through Climate Resilience in International Value Chains. The project piloted a new and innovative approach by taking a value chain perspective to strengthen climate resilience of companies. This approach aimed at improving the collaboration amongst selected value chain actors - including both European companies and their suppliers in the targeted countries - in order to implement better climate risk management along the value chain and hence increase the competitiveness of its stakeholders. The project was successfully implemented in selected cut flower sector farms in Kenya with a main objective of developing climate change adaptations strategies (incl. different adaptation measures and related business cases) by using the Climate Expert Approach(<https://www.climate-expert.org/en/home/>)

3. **Organization:** Impactt Limited (<https://impacttlimited.com>)

Role: Associate Consultant for East Africa.

Period: July 2018-Date

Impactt is an award-winning UK based ethical trade consultancy with a vision to improve workers' livelihoods in a way that benefits businesses and workers. It specializes in improving labour conditions and raising productivity in global supply chains in a way that benefits brands, sites and workers alike by bridging the gap between diverse stakeholders to develop robust, long-term, holistic solutions as well as offering a rapid, pragmatic support in the event of a crisis.

On key recent assignments engaged by Impactt Ltd in a multinational Tea farm with over 15000 worker, I have managed to support them get to the heart of social compliance issues, improve working conditions and build resilience through a worker-centric approach to ethical assessments. The assessment formed the starting point of a shared journey with other value chain actors to agree collective goals, define an action plan and introduce realistic, step-by-step improvements.

As a key benefit, the company has been able to gain access to a diagnosis of its suppliers' ethical issues, providing a solid base from which to improve conditions and build greater resilience in its supply chain.

4. Organization: Waitrose Foundation Kenya (WFK)

Role: Consultant/Advisor

Period: March 2017-September 2018(18 months)

WFK has a vision of bettering livelihoods for employees and their families by creating stronger communities and sustainable supply chains for Waitrose and supply partners and has a governing objective of thriving rural and farming communities that underpin a sustainable supply chain through effective farming and community development.

It delivers this by engaging and strengthening farmers, workers and their communities including small holders in the respective supply bases to take a role and shared responsibility in their development and in delivering a sustainable supply chain for the benefit of all actors. This is guided by WKF Strategic Themes of: Sustainable Livelihoods, Improved Education, Improved Health& Nutrition, Community Development, and Environmental Sustainability.

I was responsible for transitionally managing the main operations of WFK whilst working with service providers, Waitrose Supermarket Fresh produce supplier farms, Waitrose Foundation UK, beneficiary farmer, worker committees/organizations and the development partner (Farm Africa) under the guidance of Waitrose Foundation board.

5. Organization: Rainforest Alliance-UTZ/Aid Environment

Role: Consultant.

Period: October 2017-March 2018(6 months)

Sub-Contracted by Aid environment;(www.aidenvironment.org) and Rainforest Alliance-UTZ Foundation, to support in the study and research for the "Better Pay in Practice project" in the coffee sector.

Rainforest Alliance-UTZ stands for sustainable farming and better opportunities for farmers, their families and our planet. The program enabled farmers to learn better farming methods, improve working conditions and take better care of their children and the environment. Aid environment on the other hand is a values driven

consultancy firm in the Netherlands, providing services and research on sustainable production and trade by creating social, environmental and economic value by seeking a fair distribution across stakeholders.

The project tested approaches to pay a Living Wage to workers in a number of certified coffee estates in Kenya. Based on the findings, we identified possible strategies/models to cover additional costs and allow for development of wage improvement, tested with the involvement of producers and supply chain actors and finally the results of this pilot were validated and disseminated within the sector to allow the refining of models, replication and hopeful uptake by other actors.

OTHER RELEVANT EXPERIENCE & CONSULTANCIES

6. **Role:** External Consultant /Expert.

Organization: Import Promotion Desk (IPD)/German Ministry of Economic Development

Period: August 2014-February 2016

Contracted by the IPD funded project to do a detailed Value Chain Analysis(VCA), Technical due diligence and Social Ethical and environmental study of the Floricultural sectors in Kenya and Ethiopia. I was further engaged as a part time external consultant to help in a fact finding and sourcing mission for direct market suppliers for cut flowers to Germany for Ethiopian cut flowers.

7. **Role:** Private Consultant /Expert-Fruits, Vegetables and Herbs

Organization: COLEACP-PIP : F4M Projects funded by European Union,

Period: June 2010-Date

COLEACP manages the technical assistance programme that helps ACP (Africa, Caribbean and Pacific) producers and exporters of fresh fruit and vegetables to meet the demands of the EU market on Good Agricultural Practice and Safety Health and Environmental sustainability.

The overall goal is to maintain and, where possible, increase the contribution of export horticulture to the alleviation of rural poverty in ACP countries by specifically improving the compliance of the supply of ACP horticultural products with European regulatory requirements and market demand (food safety, environmental and social issues) and securing a lasting improvement in the capacity of all stakeholders in the ACP horticultural sector (operators, intermediary organizations, private and public service providers) to adapt to changing market requirements. It is financed mainly by the European Union (<http://pip.coleacp.org>).

I supported over 10 new and existing SMEs in Fresh Fruit Vegetable exporter on market standard compliance through bespoke consultancy and training.

In 2016 and 2019, I was re-engaged under the 'Fit for Market' program that strengthens competitiveness and sustainability of the ACP horticultural sector with an overall goal to alleviate poverty, improve food security and food safety, and secure sustainable and inclusive growth by strengthening the agri-food export sector in ACP countries. The specific objective is to allow smallholder farmers, producer groups, farmer organizations, and small and medium enterprises, to access international and domestic fruit and vegetable markets by complying with the Sanitary and Phytosanitary standards and market requirements, in a sustainable framework. I have successfully

implemented over 5 missions on GlobalGap needs assessment for fruit and vegetable growing / exporting companies (SMEs) through; technical assistance and training in food safety, environmental, social practices, market access, private standards, and regulatory requirements.

8. **Role:** Founder and Director.
Organization: Locals and Associates Co.Ltd (www.locals.co.ke)
Period: 2016 to Date

Locals & Associates Co. Ltd is a well-established consultancy, auditing and training firm, run and managed by internationally experienced, competent and qualified experts in the horticulture and agri-business sectors. Locals is dedicated to providing bespoke training, relevant consultancy and value added auditing services to; Horticultural projects, commercial exporters and Importers, large and small scale farmers, institutions, community based organizations, governments and non-governmental organizations.

Assignment scope and Achievements to date:

1. Global Gap Training and consultancy for Over 15 Option 1(plantation) and over 20 Option 2(small holder) setups in East Africa.
2. Fairtrade Certification gap analysis and implementation support for over 20 farms (small producer organization and plantations) in East Africa with focus on Fruits, Vegetables, cut-flowers, Tea and coffee.
3. Fairtrade bespoke Training and socio-economic needs assessment for Fairtrade Premium Committee to align premium use and prioritized needs based on transparency, democracy, coherence and socio-economic impact for over 20 farms in the region.
4. Needs assessment and evaluation of the East Africa network Fairtrade Flower Farms on social, ethical, environmental and Trade compliance
5. Over 300 hours(40 audits) of subcontracted audits for Globalgap and other private standards by leading [certification bodies; Reactcert Africa \(http://www.reactcertafrica.com\)](http://www.reactcertafrica.com) and DNV-GL; <https://www.dnvgl.com/assurance/index.html>

WORK EXPERIENCE

- Role:** Global Product Manager(GPM); “Flowers and Plants”
Organization: Fairtrade International/Fairtrade Africa
Period: March 2014 to February 2017(3 years)

Key Achievements:

1. Increased the impact of Fairtrade on flowers and plants through increased sales by 8% YOY and worker socio-economic empowerment by better profiling farms and sharing information with relevant stakeholders, mostly European markets and other supply chain actors at the same time developed and delivered bespoke capacity building programs and support to African farms.
2. Managed to coordinate effective achievement of market demand of Fairtrade flowers from Africa and supported the development of a global supply strategy to scale up Fairtrade flowers through volume growth and increased producer developmental impact.

3. Provided strategic direction to Fairtrade flower support programs by creating the right balance of regional versus country specific plans, budgets and activities.
4. Actively engaged experts, traders and producers in the Global Fairtrade flowers strategy, communicated progress, and made relevant information available through visibility and impact demonstration tools like brochures, newsletters and farm profiles.
5. Supported relevant issues in Fairtrade operational scope for example; Flower pricing mechanism, Cost of Sustainable Production, social and environmental criteria (Wage improvement studies/Living wage studies, living wage benchmarks projects and Pesticide management projects), production efficiency (GAP-Good agricultural practices and quality management), certification & inspection requirements then provided flowers-specific guidance.
6. Led the development of the hired labour and worker development strategies, programs and work plans in the flower, tea, coffee and Fruit/Vegetable sectors.
7. Supported Economic Partnership Agreements advocacy workshops and initiatives that influenced multilateral trading agreements and thereby minimized risks for future trading of Fairtrade flowers from East Africa.

Role: Head of Administration and Sustainability.

Organization: [Karen Roses Limited \(http://www.karenroses.com/index.html\)](http://www.karenroses.com/index.html)

Period: July 2006 to February 2013

As a member of the senior management, I;

1. Managed the entire scope of full-scale administration that synthesized company operations functions into a cohesive whole and developed manpower planning system that aligned recruiting and training practices with strategic business planning.
2. Oversaw the successful and continuous compliance to sustainability certifications standards on social, ethical and environmental codes of practice subscribed to e.g. Fairtrade standards, More Profitable Sustainability (MPS), Ethical Trading Initiative (ETI), Social accountability (SA8000), Good Agricultural Practice (GAP) codes benchmarked to Global Gap, LEAF MARQUE (Linking environment and Farming) and BOPP (British Ornamental Plant Produce) making the farm a preferred cut flower supplier to European Supermarkets.
3. Developed and effected in house training and development needs on company policies i.e. General Administration Rules and regulations, Agronomic codes of practice, Health and Safety, and Environmental Management.
4. Was responsible for negotiating collective bargaining agreements (CBA) on behalf of the company and the National Floriculture Grower Group on terms and conditions of worker employment against the backdrop of agri-business financial viability scenarios that still ensured mature Industrial Relations and workers' rights.
5. Reduced employee turnover by 20% and significantly increased productivity by introducing performance management systems that recognized fair contribution (quality and revenue) and championed the implementation of lean management operation system intended to improve processes and operations and reduce wastages thereby creating an efficient and effective system in all departments.

6. Elevated the Socio Ethical and Environmental rating of the company as a contributor to the community by championing its Corporate Social Responsibility initiative that ultimately saw over \$1,000,000 on community initiatives on education, health, infrastructure, renewable forms of energy, water and social recreation.

Role: Lead Auditor

Organization: [AfriCert Limited \(http://africertlimited.co.ke/\)](http://africertlimited.co.ke/)

Period: June 2004 to June 2006

Being the first certification body in East and Central Africa and i was recruited and trained as a third party auditor for private standards/codes of practice on product/service conformity to customer/market standards. I was responsible for the preparation, analysis and verification of timely and accurate reports in conformity with accepted certification bodies. In detail:

1. Oversaw successful onsite audits on; single and multi-estates and small holder organizations on standards including: Global Gap, Organic (witness audits), BRC (Packhouse Food Safety & Quality Standard), Utz (coffee) and CAFÉ (Coffee and Farmer Equity) with over 500 audit hours.
2. I worked as the company's quality management representative who ensured proper control of the quality management system.

EDUCATION

1. **Master of Business Administration(MBA): Strategic Management; 2007**

University of Nairobi; Research paper: *'Who decides and Who Benefits on Fairtrade Social Premium Investments on Kenyan Flower Farms.*

2. **Bachelor of Science, Horticulture; 2003**

Jomo Kenyatta University, Kenya/ Leibniz University Hannover-Germany - Honors Upper Division. Underscored by a final year participation in an academic exchange program at Leibniz University Hannover-Germany.

Dissertation: *Research project on nematode control by use extracts from repellent plants (Neem Plant: Azadirachta indica) with tomato (Solanum lycopersicum) as the test crop.*

PROFESSIONAL TRAINING

1. Fully qualified as a Basic Quality Professional under the EU funded; Market Access Upgrade Programme (MARKUP), jointly designed by the European Union, the EAC Secretariat and the governments of all EAC five countries. The initiative was implemented by the International Trade Centre (ITC), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the United Nations Industrial Development Organization (UNIDO), The World Alliance for Quality and other partners that aims to contribute to the economic growth of the East African Community (EAC) more specifically in supporting increased exports of agribusiness and horticultural products, promote regional integration and access to the European market.
2. Training on Global Gap standards (All farm Base, Crop Base, Fruit & Vegetables, General Regulations & Quality Management System(QMS) by DNV-GL-2018.

3. Auditor Training offered by the Rainforest Alliance/UTZ on Risk- assessment-and-sampling, Good-Auditing-Practices, -Integrated-Pest-Management, Living-wage- guidance and the UTZ-Regional-Guidance-East-Africa.
4. ITC training as a "Climate Expert" as part of ITC's project on Climate Resilience in International Value Chains with focus on: Impacts of climate change on companies, Assessment of risks and opportunities resulting from climate impacts on companies, ITC Sustainability Mapping as a roadmap for a sustainable trade, consumption and production, Identifying and prioritizing climate change adaptation measures, Cost-benefits analysis and how to develop a climate change adaptation strategy (**June 2018**)
5. Trained on Climate Change Mitigation and Adaptation with focus on Carbon Projects and Markets, Certification scheme for Fairtrade Climate standards organized by Fairtrade International and Green Line Consulting (**June 2016**).
6. Ethical Production (2015), Social Responsibility and labour conditions; improving Human resource management and accessing markets (2014) and International Trade Center Tools (Standards and Trade Maps) by COLEACP.
7. Federation of Kenyan Employees, Nakuru, Kenya, 2008 - Kenya Labor Laws Training.
8. Federation of Kenyan Employees (F.K.E), Nairobi, Kenya, 2008 - CBA Negotiation Skills (Collective Bargaining Process, Preparations for CBA Negotiations and How to Analyze Crucial Financial Information).
9. Kenya Flower Council, Nairobi, Kenya, 2008 - **Environmental Self-regulation in the Flower Sector** (Environmental Issues, Management Plans, Performance Indicators and Local Legal Requirements)
10. **Lead Auditor training**, The International Register of Certificated Auditors (IRCA), Camden, UK, 2006 - Training in Application of Quality Management Systems (ISO 9001:2000, 2001 and 2004) and organizational process/system auditing skills.
11. **Auditor, British Retail Consortium**, London, UK, 2006 - Third Party Auditor qualification
12. **Occupational Health and Safety**, Nairobi, 2006 - The Legislations and Guidelines on Occupational Health and Safety in Kenya.
13. **DGQ QMS qualification**, Port Elizabeth, South Africa, 2005 - Training on Application of Quality Management Systems with emphasis on: Management of Information Systems, Quality and Operational Cost, Quality Promotion, Quality Management Tools and Methods, Process Oriented Quality Management Systems and Management of Company Processes.
14. Hazard Analysis Critical Control Points (HACCP), 2005 - **Advanced Certificate in HACCP Principles and its application.**
15. Food Research Institute, Camden, UK, 2005 - **Certificate in Food Safety Principles and Application.**
16. Eldoret Polytechnic, Eldoret, Kenya, 1998 - **Advanced Certificate in Computer Studies**

REFEREES: Upon Request.