

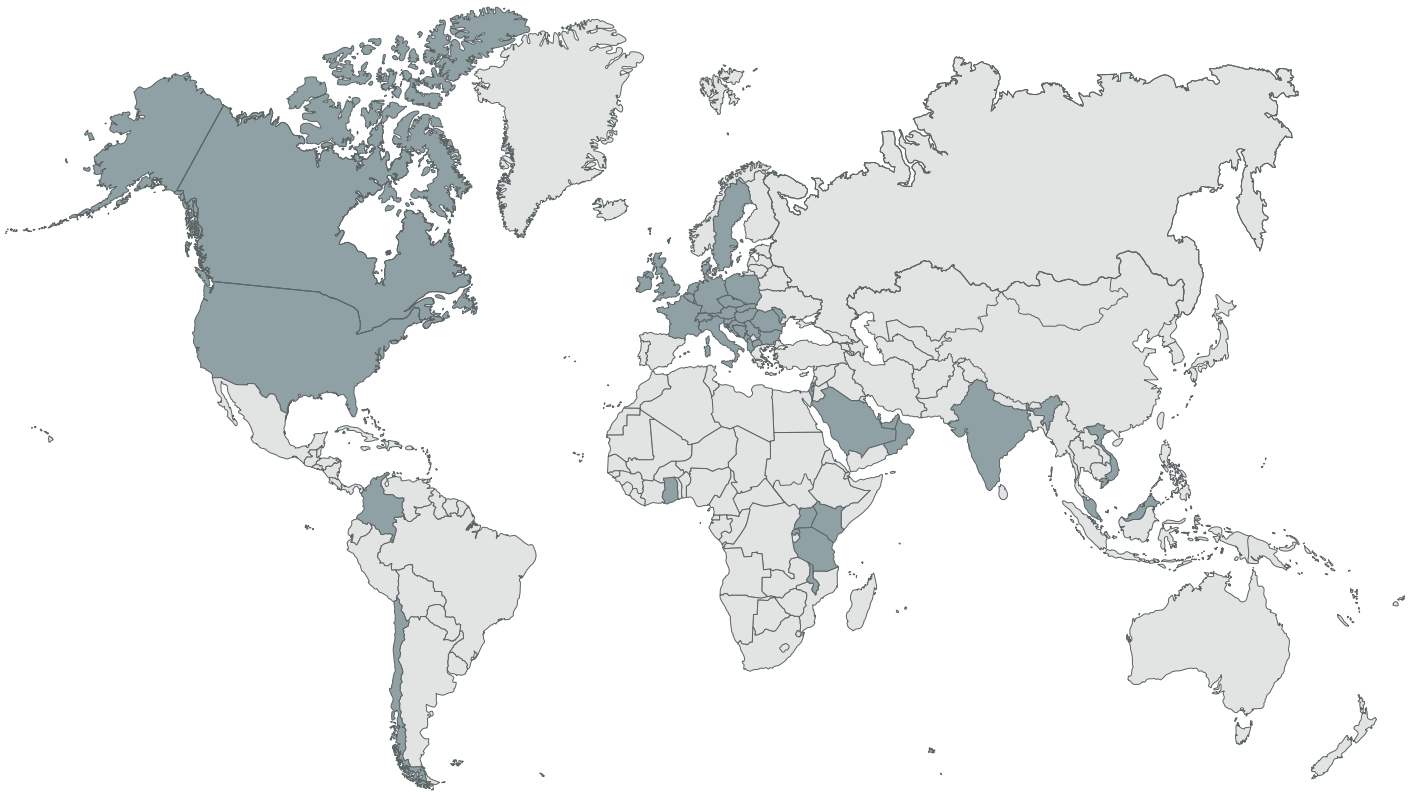
# 55 Years of STRABAG in Kenya



**STRABAG**  
WORK ON PROGRESS

# STRABAG Group

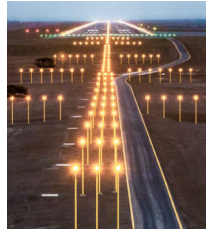
STRABAG International, which is part of the STRABAG SE Group, has been globally active as a contractor for many decades, realizing large construction projects.



## STRABAG Group

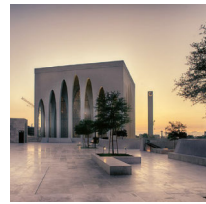
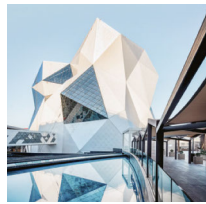
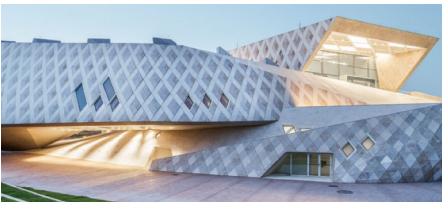
- Founded in Austria in 1835
- Leading European construction company
- Around 86,000 employees
- Output volume > €19.1 billion
- >700 locations in more than 80 countries
- >11,000 projects executed annually
- Ranked fifth in ENR's 2022 Top 250 International Contractors





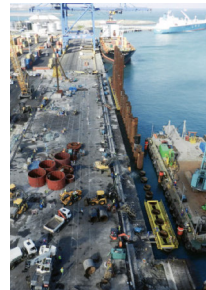
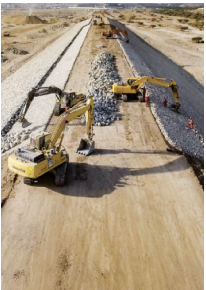
## Transportation Infrastructure

- Roads
- Airfields
- Railway



## Building Construction

- Turnkey construction
- Industrial facilities



## Civil Engineering

- Dams
- Water pipelines
- Water treatment plants
- Microtunneling
- Hydroelectric power plants
- Harbor facilities
- Mining industry support

# A Highly Innovative Group

## Research. Development. Innovation.

### Central Technical Division

Technological competence. Technical excellence.

- >1,000 engineers at 30 locations.
- Group-wide support for all technical and technological challenges.
- Application, administration, and research of patents for the entire STRABAG Group.

### STRABAG Innovation & Digitalization (SID)

Driving the Group's digitalization projects

- >200 employees.
- >400 different innovation and digitalization projects.
- On the basis of a BIM multi-dimensional data model, we ensure a high level of security in terms of cost, design, and scheduling.

### Materials Technology Competence Center

Quality assurance, optimization of technical processes, and occupational safety.

- >800 employees at 130 locations in around 20 countries.

### Machines, Equipment, Material, Logistics (BMTI)

Central service division for logistics and equipment: coordinates and maintains an equipment portfolio with

- a value of >€4 billion
- e.g., 710 cranes, 1,680 wheel loaders, 3,300 rollers, >1,200 trucks, >20,000 cars for the benefit of all members of the STRABAG Group.

# STRABAG Meets Africa

We started to look beyond national and European markets back in the 1950s. This also included the African continent, where the first contract was signed in Nigeria in 1955, followed by more than 700 km of new roads and road expansions.

We did not limit ourselves only to one African country—for example, in the early 1960s, bituminous sealing for a dam project in Namibia was applied.

With the start of German development aid as well as the engagement of the World Bank and the International Monetary Fund, our activities in Africa increased further. The majority of contracts were in the public sector such as for roads in Cameroon, Somalia, and Madagascar. Contracts awarded by private clients are also within our portfolio, such as road and railroad projects in Liberia.

Between 1964 and 1967, we constructed a railroad line in Togo leading to the port of Lomé. Morocco gave us the opportunity to demonstrate our skills on the Ait Aadel Dam project.

In the following years, numerous projects were added and we expanded toward East Africa. In Kenya, for example, STRABAG was able to establish itself despite strong foreign competition.

Our success in Africa is based on engineering skills, execution know-how, quality, and reliability that impress the African customers. This has earned us an excellent reputation even beyond national borders.

[Our activities in Africa incl. project videos can be found here:](#)



This prestige is also due to the fact that the local population has a stake in our success. Talented local staff and labor have always been attracted, employed, and trained on the challenging construction sites. Furthermore, we can offer them the perspective of working with other world-wide operating STRABAG entities. Consequently, we have already sent colleagues from Kenya to multiple countries in Africa, the Middle East, and elsewhere. Following this development, we can offer our employees opportunities in leading roles and responsibilities within the STRABAG Group. This allows the employee to provide themselves and their family with a good standard of living and also enables the next generation to have access to a qualified education. This additionally gives us loyal employees who often work for us for many years or, in some cases, decades.

## A Success Story for STRABAG and for Africa That Began Almost 70 Years Ago ...





## STRABAG in Kenya

We carried out the first construction projects in East Africa in the early 1960s. In most cases, these were infrastructure projects financed by international development organizations, which were intended to create better transport routes in the countries and thus improve mobility as well as minimize travel times and the risk of accidents.

In 1968, our first job in Kenya was on Kindaruma Dam, placing an asphalt sealing on the dam – one of our specialties in relation to dam construction, which is applied as an alternative to other construction methods to this day. By 1971, we had been awarded four road construction contracts with an overall length of 170 km.

Apart from infrastructure projects, we continuously focus on water storage and supply projects, enabling farmers to increase their crop harvest and secure a safe water supply to the population.

In 1993, the establishment of STRABAG as a local company in Kenya was finalized at the time when we completed the contract for the Third Nairobi Water Supply Project including Ndakaini/Thika Dam and the road rehabilitation works between Timboroa and Eldoret. The establishment of a local office strengthened our commitment to Kenya and our ongoing engagement in the country.

Further contracts followed in the road and water sectors. As the next significant road project, we won and successfully executed the rehabilitation of Nairobi–Mombasa Road, Sultan Hamud–Mtito Andeid section, with 94 km of road being reconstructed and extended, accompanied by 37 km of new road.

As the latest major project, we recently completed the 40 m high and 1.1 km long Thiba Dam on time and within budget—an important project for increasing rice and crop production.

We are proud that our projects like Ndakaini/Thika Dam and Mombasa Road have become symbols of our quality work in Kenya, with decades of low maintenance after completion.



# Interview with Our Kenya Country Manager



**James KARANJA**  
Kenya Country Manager  
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+254 722 320 116

I started at STRABAG all the way back in 1990. At that time, I was still a junior, fresh out of university and this was only my second job. When I started as an assistant quantity surveyor on the Timboroa-Eldoret Road, I was really nervous, but I was welcomed to the team and trained further for that job. I think this is part of what drew me to STRABAG—the culture and the satisfaction of doing reliable and quality work—something that STRABAG always symbolized for me. What I also always highly respected was that STRABAG wanted to do things the right way, straightforwardly, and not taking shortcuts or compromising with lower standards. The quality-driven work that STRABAG stands for was what always inspired me, and the same goes for the focus on its people.

And this people focus is also what then defined my life and that of my family. I moved in my career to being a quantity surveyor on Ndakaini Dam, then STRABAG sent me abroad for the first time. I moved with my family to Dar es Salaam and worked as a deputy site agent. We first constructed township roads in Dar es Salaam and then proceeded to establish a lasting presence in Dar es Salaam, doing local road and small projects.

In the following decade, STRABAG gave me the opportunity to join projects in Kenya, Tanzania, Uganda, and Rwanda in different roles such as deputy project manager, tender manager, or contracts manager. During all these years, STRABAG has provided training opportunities for me both in-house and in reputable international institutions to improve my professional skills. My stable monthly income paid without fail before the due date has helped my extended family to achieve university education both locally and abroad. It was also always important for me to give something back to the community. So, with the luck I had with STRABAG, I always supported children in need, paid their school fees, or helped them to achieve university education.

The journey with STRABAG has now become my family's journey. And it has so far always been an educational, challenging, stable, and exciting one.

Now, as I am assuming the responsibility as the STRABAG country manager for Kenya, it is also my responsibility to continue STRABAG's successful journey in Kenya. But thanks to STRABAG's values and spirit, I am not worried. We will continue the business success as well as maintaining the continuity through the transfer of knowledge and taking care of the young generation that I'm sure will find the same excitement with STRABAG that I had. The team spirit of the staff is true to the core of the STRABAG family.

## What can STRABAG offer to its clients which makes the difference compared to its competitors?

- STRABAG's innovative technology approach and commitment to delivering quality infrastructural projects on time and within budget are key to success. With a pool of over 1,000 specialized engineers on standby, emerging challenges are solved easily and in a timely manner.
- Training of local staff both in-house and overseas is key to skills transfer and has a direct impact on job creation and economic growth as the locals will be able to handle complex projects on their own.
- With several branches in over 80 countries worldwide, STRABAG can not only provide construction, but also offers EPC and EPC+F.

# Selected Construction Projects in Kenya



## Thiba Dam

- Dam construction with height of 40 m incl. hydromechanical and electrical works
- Executed for National Irrigation Board
- 03/2018–11 /2022
- KES 8.2 billion



## Nairobi–Mombasa (A109) Road Rehabilitation

- Sultan Hamud–Mtito Andei section
- 94 km road reconstruction and 37 km new construction incl. bridges
- Executed for Ministry of Roads and Public Works
- 04/2003–03/2006
- KES 13.1 billion

## Kisii Sewage Project

- 40 km PVC pipe and 7.5 km concrete pipe laying, sewage treatment works
- Executed for Ministry of Local Government
- 1995–1997
- KES 1.6 billion



## Third Nairobi Water Supply Contract C208

### Ndakaini/Thika Dam

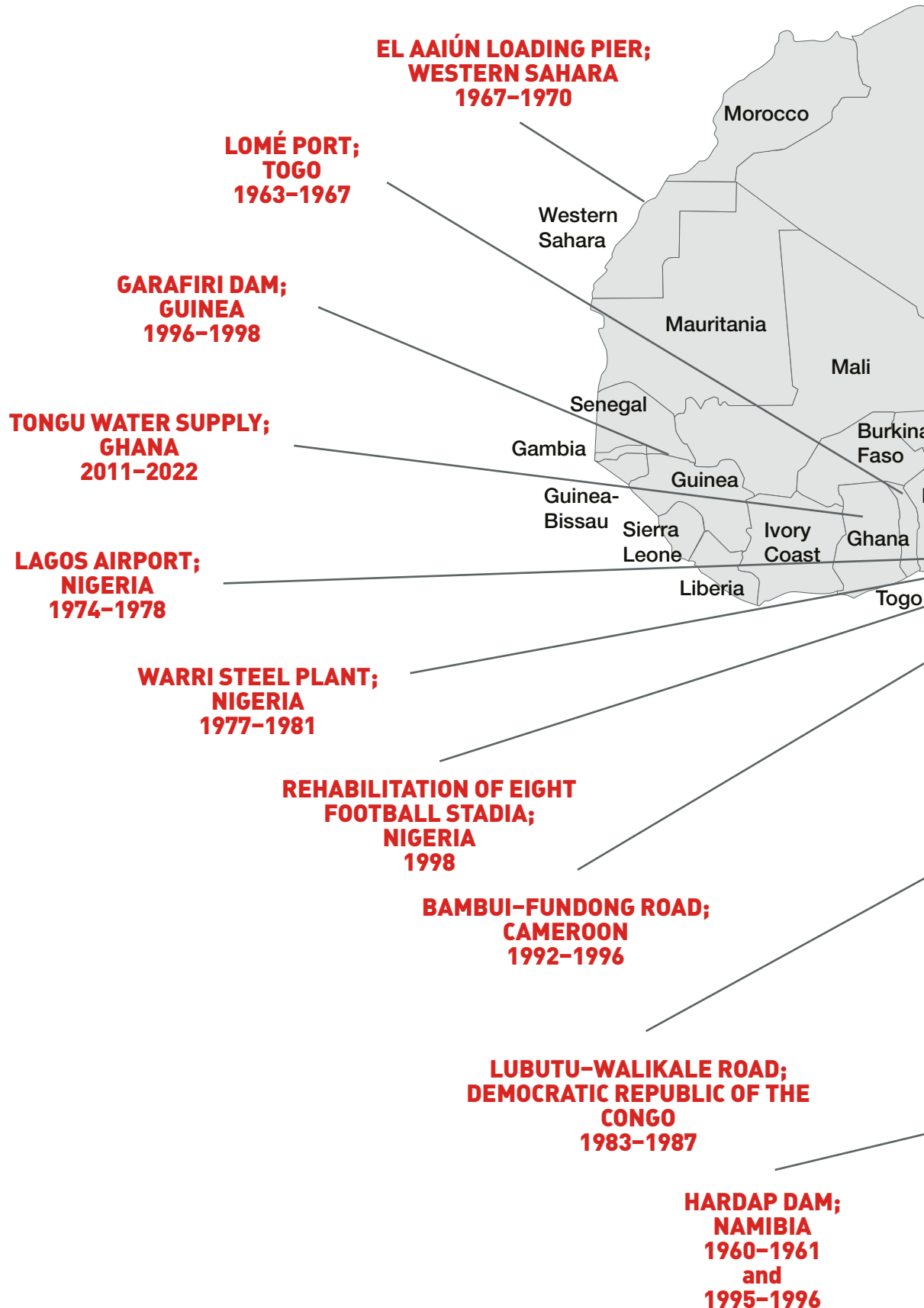
- Executed for Nairobi City Commission
- 1990–1993
- KES 12.2 billion

## Third Nairobi Water Supply Contract C207

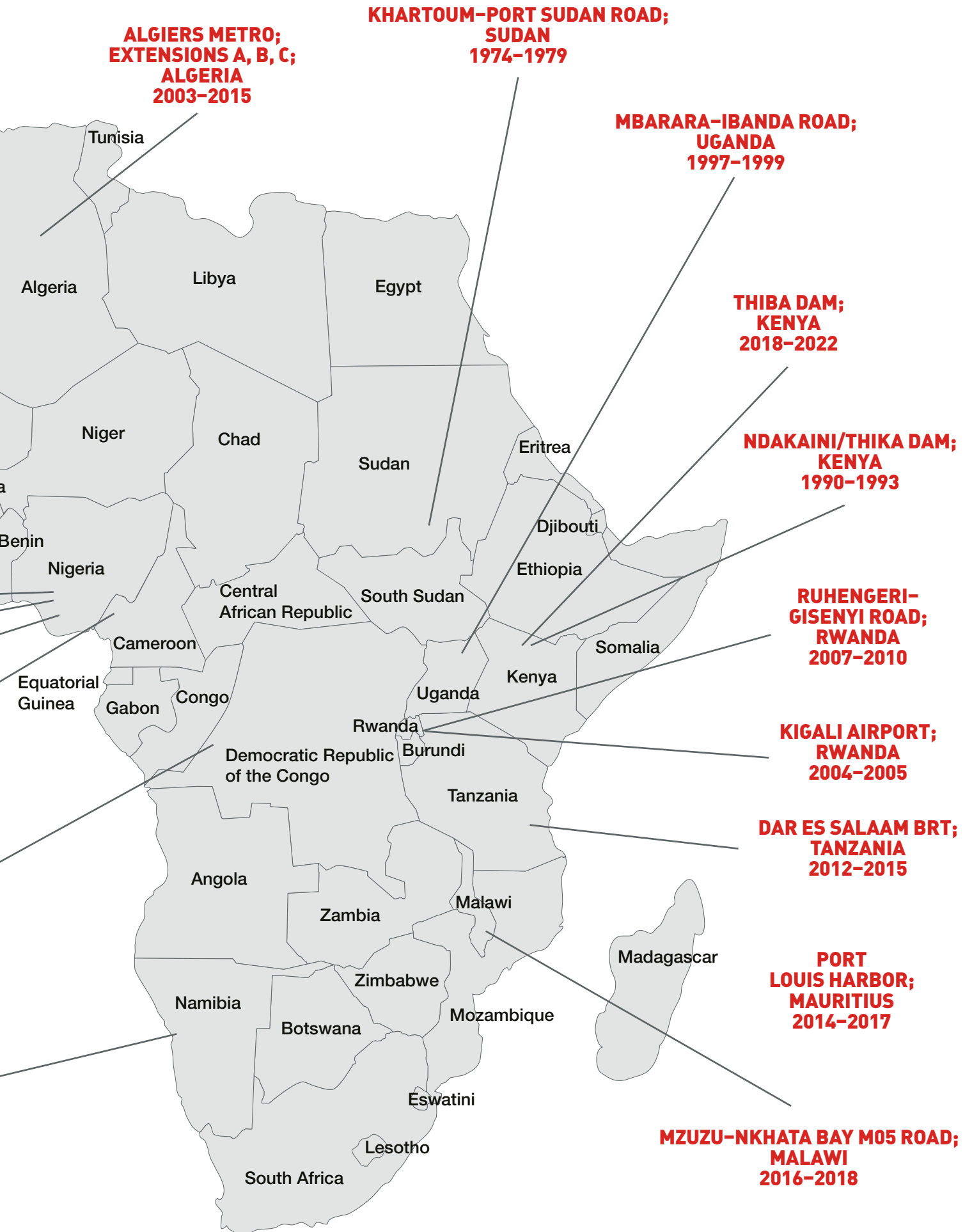
### Tunnel and intake structure

- Executed for Nairobi City Commission
- 1989–1992
- KES 4.5 billion

# STRABAG's Flagship Projects in Africa—an Overview







# Thiba Dam Flagship Project in Kirinyaga County

## Project Data

**Construction period:** 2018–2022

**Contract value:** KES 8.2 billion  
Moving 1,100,000 m<sup>3</sup> of rock and soil

**Site team (at peak times):** up to 700 employees locally from Kenya and additional staff of 17 different nationalities

About 130 km northeast of Nairobi, one part of the Kenya Vision 2030 development strategy has been realized. Construction of the 40 m high and 1.1 km long Thiba Dam, executed by STRABAG's experienced dam construction team, created a reservoir ensuring a year-round water supply for the surrounding area and enabling the irrigation of larger areas of land, stabilizing agricultural cultivation in order to make Kenya less dependent on rice imports. The reservoir's storage capacity of about 15 million m<sup>3</sup> has the potential to double the rice and crop harvest from its current 80,000 metric tons. The project with a contract value of KES 8.2 billion has been funded by the Government of Kenya in partnership with the Japan International Cooperation Agency. We at STRABAG are proud to have contributed to this success story in the form of our colleagues and expertise. Despite challenges and in cooperation with our client NIA, our team of engineers delivered the dam on time and even kept the construction cost below budget.

**RELIABLE  
WATER AVAILABILITY**

**BENEFIT FOR  
LOCAL FARMERS**

**NATIONAL  
FOOD SECURITY**

**REDUCED DEPENDENCE  
ON IMPORTS**

**THIRD HARVEST  
SEASON**



## Special Challenges and Solutions

Short construction period and complex execution process: efficient LEAN Construction and working day and night.

Unreliable public utilities throughout construction: generating of own electricity, establishing of own water supply, and providing wastewater treatment in the form of biological clarifiers.

High standards of environmental protection: using integrated management system including environmental protection guidelines with own on-site responsible person for site installation and construction activities.





# Other Entities in Africa—STRABAG Water Technologies

STRABAG Water Technologies operates as a specialist in the field of water and wastewater treatment in various selected markets, of which Africa is the largest. Africa has always been a focus when developing water projects with local authorities, starting with the construction of 250 km of water mains, drilled boreholes, and water reservoirs in Ghana in 2000. Since then, STRABAG Water Technologies has carried out further sustainable projects such as drinking water treatment plants and networks in the Volta Region in Ghana. These projects were executed as turnkey projects including the project financing. The current flagship project under construction in Ghana is a drinking water treatment plant in Sekondi-Takoradi with a capacity of 100,000 m<sup>3</sup> of drinking water per day.

STRABAG Water Technologies provides its African customers with a comprehensive spectrum of expertise, incorporating specialists in various fields including process engineering, civil engineering, mechanical engineering, and electrical engineering. Additionally, we offer our knowledge in export, project financing, and operational management.





# Interview with Our Business Unit Management



**Felix Brühl**

Technical Business Unit Manager,  
Africa & Dams  
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**Jens Althoff**

Commercial Business Unit Manager,  
Africa & Dams  
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**Interviewer: Hi Felix, hi Jens. Thanks for your time. First of all: you asked me to call you by your first names. Why?**

**Jens:** Construction is a bit of a traditional business. But I have been working in the IT sector for the past decade, where everyone is on first-name terms. So, when returning to STRABAG, I just continued this with all my colleagues in all countries.

**Felix:** These days, we are on first-name terms with all of our employees and colleagues. Here in Kenya just like in Germany and at our other locations. For us, this is part of being one STRABAG family worldwide.

**Interviewer: STRABAG is now celebrating 55 years of STRABAG in Kenya. You are therefore part of a long tradition. How long have you personally been with STRABAG?**

**Felix:** I joined STRABAG in 2003 on the rehabilitation of Kigali International Airport in Rwanda. I spent the next approximately 16 years participating in and leading some major road projects in different countries in East Africa. In between, I decided to do project management on a car test track in Belgium. I have been running the Business Unit Africa and Dams since 2019, initially from South Africa and now from Germany. I love it! STRABAG has so many attractive opportunities in regard to major projects, positions, and locations. Thank you, STRABAG!

**Jens:** I started at STRABAG in 2007. Directly after university, and while still in my probation period, I went to Rwanda on my first project, Ruhengeri–Gisenyi Road, as a commercial manager. I stayed in Rwanda for three years, after which I held various positions in Germany. I returned to Rwanda in 2021 as commercial business unit manager for our Africa business and recently also assumed responsibility for dam construction.

**Interviewer: What has been your personal experience in Kenya?**

**Felix:** I joined and completed the Mombasa Road construction project. The local labor force and teams were more than great, and the road is standing like a rock compared to some of our competitors' roads. I always said: knowledge transfer completed—they can do it without us now. Secondly, I enjoyed the Thiba Dam construction as I am a hydro engineer. I have not yet participated in any dam projects on this scale—but I said it: the Kenyans are strong employees and good teammates. I look forward to continuing to work in the Kenyan construction market.

**Jens:** Aside from personal visits, my first experience was the Thiba Dam project. I was thrilled not only by the project itself, but also by our professional team. The international diversity on all levels was astonishing and made working really enjoyable. The discussions with our client and potential clients have been hard—but nevertheless professional and fair despite any challenges. In the end, such a professional atmosphere makes the completion of excellent projects like the Thiba Dam possible. Not to mention finishing them on time and below budget.



**Interviewer: Considering the long history STRABAG has in Kenya, how do you think doing business has changed?**

**Felix:** STRABAG made its first move just five years after Kenya became independent. I think business was vastly different at that time. During this early time, STRABAG was able to bring new expertise to Kenya in many areas. And we are proud to have done so. Today, Kenya has evolved into the biggest economy and market in East Africa with a strong civil society. Kenya does not need our help anymore. Nowadays, we meet our partners, clients, and competitors in Kenya on equal terms—as we do with our employees. We must promote ourselves and offer our experience. And I think we have a lot to offer.

**Jens:** But some things haven't changed. Our business still depends on people and knowledge. STRABAG always paid attention to that. Not only by recruiting within the local market as much as possible, but also by offering our employees training on the job and career options, both at STRABAG and externally. I know some colleagues from Kenya and Uganda who are the second or third generation of their family to work with STRABAG. We encourage and challenge our employees and, if there is the opportunity to do so, we send them to our partner divisions as expats. Our senior staff has surely seen all of East Africa, but we also send people to STRABAG in the Middle East, the UK, and North Africa. As Felix mentioned earlier, for us this loyalty between us and our team is at the heart of our success.

**Interviewer: And what does the future hold for STRABAG and Kenya?**

**Felix:** In the past, we often focused on the infrastructure and road sector in Kenya. We are now moving to a much wider spectrum of services and will further expand that. STRABAG with its 79,000 employees has so much to offer as one of the biggest European contractors. And we as the Kenyan team can match the Group's expertise with the demands of the Kenyan market. While we already have a track record in Kenyan dam construction that we will continue, we are also closely working with the STRABAG Water Technologies team and other Group expert teams to develop opportunities to work in Kenya.

**Jens:** Kenya has been and will continue to be one of STRABAG's core markets. We are aware of the current challenges Kenya is facing. But after 55 years of getting along with the Kenyan people, we will continue this way. One of our focuses will remain what we started with back in 1968: the water sector and dams. We have experienced teams who have proved their ability to deliver punctually and within budget. As a German company, this forms part of our core values. Obviously, every company's performance is based on such core values. For us, in addition to the abovementioned values such as local partnership, high technical expertise, and reliability, we clearly also strive for sustainability and innovation. But above all this come our visions. With our goal to become climate neutral by 2040, we are setting milestones for the whole branch. And while we are not there yet, we chose "Work on Progress" as our slogan to make it clear that all of us will take a "hands-on" approach to this. Part of this progress is our focus on "People. Planet. Progress." in the years to come. And in my opinion, these Group goals are a perfect fit for us in Kenya as well. They are also values we have already been practicing for a long time.



# Voices of Our STRABAG Family



The thing I love the most about working at STRABAG is that they care about worker welfare and safety.

**Marietha Kagoma**  
Senior Store Manager  
(from Tanzania, with us for ten years)



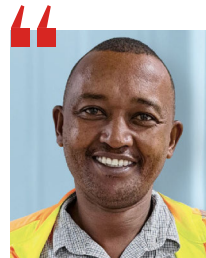
I am important—I feel it.

**Raymond Anthony**  
Imports and Logistics Manager  
(from India, with us for 25 years)



STRABAG has thrived for many years because of job standards, transparency, zero corruption, and the way STRABAG trains their staff.

**Twaha Kayondo**  
Quarry/Crusher Supervisor  
(from Uganda, with us for 25 years)



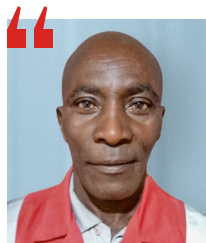
My favorite part of the role is when I offer a solution to a problem and it becomes a success.

**Edward Kimani**  
Asphalt Plant Supervisor/Electrician  
(from Kenya, with us for 15 years)



Through STRABAG, I increase my knowledge capacity and my lifestyle changes in different ways. Thanks a lot.

**Jeremie Kahumba Maheshe**  
Concrete Head Foreman  
(from Congo, with us for 16 years)



I have never heard of a day in all the years I have worked for STRABAG when people were not paid their dues on time—not even the day when the salaries were stolen by armed robbers.

**Peter Karanja**  
Electrician Foreman  
(from Kenya, with us for 30 years)





My favorite part of my job is to negotiate in the best interests of STRABAG.

**Mustafa Noor**  
Purchasing Officer  
(from Rwanda, with us for 17 years)



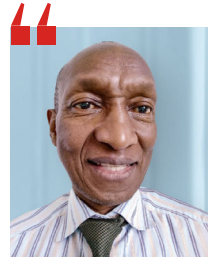
I started as a cleaner, and the project manager's wife slowly taught me how to cook German food. Now I am a chef in the STRABAG kitchen! And I love it.

**Grace Katima**  
Kitchen Chef  
(from Uganda, with us for 26 years)



My father already worked with STRABAG. After school, I also got my first job with STRABAG—and stayed and got promoted. I especially like the teamwork. This year, my son started with STRABAG as a trainee. For us, STRABAG is kind of a family affair.

**James Okeng**  
Pavement Supervisor  
(from Uganda, with us for 25 years)



The experience was exciting, with new challenges on every project in a different environment.

**James Obina**  
Civil Engineer  
(from Kenya, with us for 26 years)



Working as a plumber, there are a lot of risks involved, but I am glad that STRABAG is very keen on safety at work and has a good health and safety policy.

**Alex Ochieng**  
Plumbing Foreman  
(from Kenya, with us for 26 years)



My personal favorite moment is the annual get-together party with full interaction of top management with both local and expatriate staff.

**Joseph Kalema**  
Senior Surveyor  
(from Uganda, with us for 26 years)



I hope STRABAG goes on to give us jobs until our retirement ages and also for some of our kids to graduate in engineering and join STRABAG as an employee.

**Harold Papy**  
Earthworks Supervisor  
(from Congo, with us for 25 years)

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