

LATIA RESOURCE CENTER

ANNUAL REPORT

2016





CONTENTS

ABOUT US

MESSAGE FROM THE MD

LATIA AGRIPRENEURSHIP INSTITUTE

AGRICULTURE APPRENTICESHIP

AGRIBUSINESS INCUBATION

OUTREACH PROGRAM

PARTNERSHIPS

KEY ACHIEVEMENTS

FINANCIAL PERFORMANCE

THE BOARD OF DIRECTORS

ABOUT US

Latia resource Center (LRC) is a Kenyan Social Enterprise that provides training and business support services to farmers, pastoralists and agribusinesses in Africa. LRC believes that the modernization of agriculture and improvement in food security in Africa can be greatly enhanced by effective practical training, adequate dissemination of knowledge and technology and the provision of business support services to farmers, pastoralists and Agribusinesses. Over the years LRC has grown and set itself apart by putting social impact as its overriding end objective and employing innovative, agile business thinking and processes to meet the needs of its key customers the farmers, pastoralists and agribusinesses. LRC strives to increase agricultural productivity in an economically and environmentally sustainable manner. It provides access to knowledge, appropriate technology and mentorship to farmers, pastoralists and agribusiness to yield healthy crops and livestock and sustainable agricultural practices.

MESSAGE FROM THE MD

Dear Customers and partners of Latia,

2016 was a very successful year for LRC as we expanded our programs, worked with more partners and performed better financially. Our College the Latia Agripreneurship Institute was formally registered by two government agencies and given a mandate to offer formal and nationally recognized education and training. In partnership with the government, private sector and donor agencies the institute's training programs were enhanced through curriculum development and capacity building of staff. The Agriculture Apprenticeship program was modified to have two streams so as to better meet the needs of the market. The first stream is now a pre-employment program that caters for youth who need to gain skills and improve their employability. The second stream is a program for employed farm operators who may need to upgrade their skills and competencies in certain fields. In the new Apprenticeship we build new systems of learning that engage employers, learners, and the College directly in the learning process and outcomes.

The outreach program which had been running since 2010 was briefly halted to allow a full evaluation and planning for a second. The program had for five years supported over 2,000 women and youth in income generating and food security projects in Kajiado and neighboring counties. These projects were geared towards promotion of indigenous poultry farming, rain water harvesting and the adoption of solar lamps. The feedback from the evaluation exercise was very positive with most beneficiaries interviewed saying that the projects helped improve their incomes and household food security. The feedback will help to shape the new outreach program which will start in 2017. Financially LRC continued to grow revenues from commercial activities as well as from grants. The year ended with an overall break even position which was a major milestone to reach. We expect to build on the positive results achieved in the year as we strive to attain commercial viability and sustainability. In 2017 the major focus will be on the implementation of one of the key pillars in our strategy which is the formation of a new “for-profit” entity to take over and expand the commercial activities of LRC. With the formation of this new entity LRC will retain a not for profit orientation and continue to support development of programs in vocational education in agriculture as well as projects that improve the incomes and food security of the bottom of the pyramid consumers and producers in Africa.

LATIA AGRIPRENEURSHIP INSTITUTE

A key milestone for 2016 was the registration of our college (Latia Agripreneurship Institute) by two government agencies i.e. the Technical Education and Vocational Training Authority (TVETA) and National Industrial Training Authority (NITA). The registration allows the college to offer nationally and Industrial recognized training and certification. The registration gives LRC a new national outlook and forms the basis for expansion as it seeks to reach more with Agripreneurship skills and competencies.

AGRICULTURE APPRENTICESHIP

To align our agriculture apprenticeship to the needs and standards of the Agriculture sector in Kenya the program was modified. The program was split into two streams i.e. Agriculture Apprenticeship (AA) which is a pre-employment program and the Farmer Operator Training (FOT) which is an in-service program. AA targets youth who need to improve their employability by getting skills needed by the industry. FOT on the other hand is for employees who need to improve their career progression by upgrading knowledge and skills in specific fields in agriculture. The duration for the new (AA) was increased from six to twelve months and is now offered in two phases. Phase one which takes six months is done in college at Latia while the second phase which takes another six months is done at an actual commercial farm where the trainee is taken in as an apprentice. FOT is an on-the-job training program and trainees only attend a few sessions at Latia to acquire specialized skills and undertake assessments. In both programs Latia works very closely with employers in determining the content and the format of the training and coaching. This allows the programs to address the real needs of the industry and to be relevant



AGRICULTURE APPRENTICESHIP



OUTREACH PROJECT



AGRIBUSINESS INCUBATION

In 2016 Latia launched an Agribusiness incubation program to assist farmers and agribusinesses grow their enterprises towards commercial viability and sustainability. The program targets mainly “Telephone Farmers” who are urbanites with investments in farms back in their villages. Most “telephone farmers” are not successful despite making significant investments in their farms. Incubation helps the “telephone farmers” develop commercially viable investments through training, coaching, business plan development, facilitating access to markets and developing skilled farm manpower. The service is offered in two streams i.e. On-site and Off-site Incubation. On-site Incubation is offered at Latia farm where an incubatee is provided access to serviced land and farming inputs. Training is offered monthly and the incubatee is assisted to develop a business plan and explore markets for their products. The incubatee graduates from the program after two years with knowledge and skills as well as a business they have developed in the two years. In the Off-site incubation the incubatee is supported on their own farm and are given regular training, assistance to develop business plans and access to markets. Incubation was also extended to small and medium sized (SME) agribusinesses mainly involved in value addition and trading in farm products. These SME's are now assisted to develop the supply chains for raw materials and explore more local and export markets. The SME's are also assisted to develop business plan and investment proposals to attract more finance for expansion.

OUTREACH PROJECT

Activities under the outreach program were halted briefly in 2016 to allow an evaluation exercise and design of the next phase to take place. The evaluation was undertaken to assess the relevance, performance, management arrangements and success of the outreach projects since they were started in 2010. The evaluation looked at signs of potential impact of project activities on the community and direct project beneficiaries and sustainability of results, including the contribution to capacity development. The Evaluation also identified and documented lessons learnt and made recommendations for improving the design and implementation of future projects under the outreach program. The evaluation which was carried out by Pro-Measure consultants over a period of a month interviewed 188 beneficiaries in 20 villages in Kajiado County where most of the outreach program activities were undertaken. The evaluation assessed poultry, solar lamps, rain water harvesting and storage projects in these villages. The evaluation found that the Outreach program had positive impact on beneficiaries with most of those interviewed saying that their incomes and food security had improved. The feedback from this evaluation forms the basis of the new outreach program to be started in 2017.

PARTNERSHIPS

In 2016 Latia continued to strengthen partnerships with local and international organizations. We continued partnering in projects with the following key partners:

1. Faraja Trust
2. NUFFIC (The Dutch Organization for Internationalization in Education)
3. Green farming
4. SNV
5. Maastricht School of Management (MSM)
6. AERES group
7. Swiss Development Corporation
8. Care Kenya
9. Monsanto Fund

ACHIEVEMENTS

100 youth supported through the new Agriculture Apprenticeship program in 2016

1,500 farmers were trained and exposed to improved agricultural technologies through short courses and field days

50 farmers incubated in the new Agribusiness Incubation program both on-site at Latia and off-site in their farms



FINANCIAL REPORT

In 2016 revenue grew to 46 million shillings which was an improvement on 35 million attained in 2015. The growth was driven by an increase in both grant and internally generated revenue. Expenses went up significantly from 37 million to 46 million. This sharp rise in expenses was attributed to the large staff costs and higher costs in operating the incubation center. A sharp increase in assets occurred driven by increases in property and equipment. This increase was as a result of ownership assets used in donor projects reverting to LRC. The overall position was an almost break position with revenues matching expenses.



BOARD OF DIRECTORS



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