



Food and Agriculture  
Organization of the  
United Nations



INTERNATIONAL  
FOOD POLICY  
RESEARCH  
INSTITUTE



RESEARCH  
PROGRAM ON  
Policies,  
Institutions,  
and Markets

Led by IFPRI

# INVESTING IN FARMERS

Agriculture Human Capital Investment Study  
Background and overview





## Strategies to invest in human capital in agriculture

- Global study to generate **evidence** about promising investments in producer human capital
- **Partnership** between FAO, IFPRI, and CGIAR Research Program on Policies, Institutions and Markets (PIM)
- **Support and collaboration with major IFIs**
- **Collaboration** with technical advisory group of international specialists





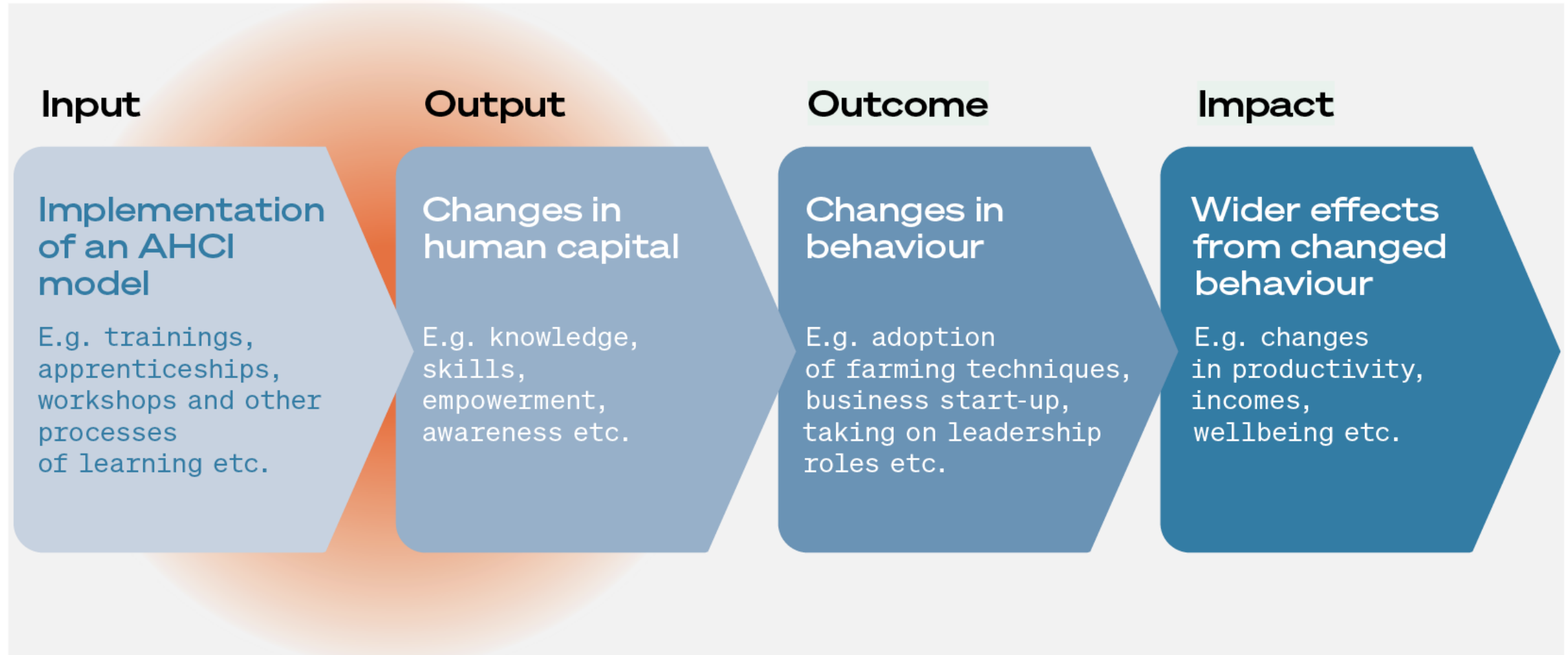
## Case studies

**Literature review and document analysis before primary data collection;** existing survey data, monitoring and evaluation reports, impact evaluations, and project or independent documentation.

**Primary qualitative data via key informant interviews;** phone or video calls, online focus group discussions, online surveys.



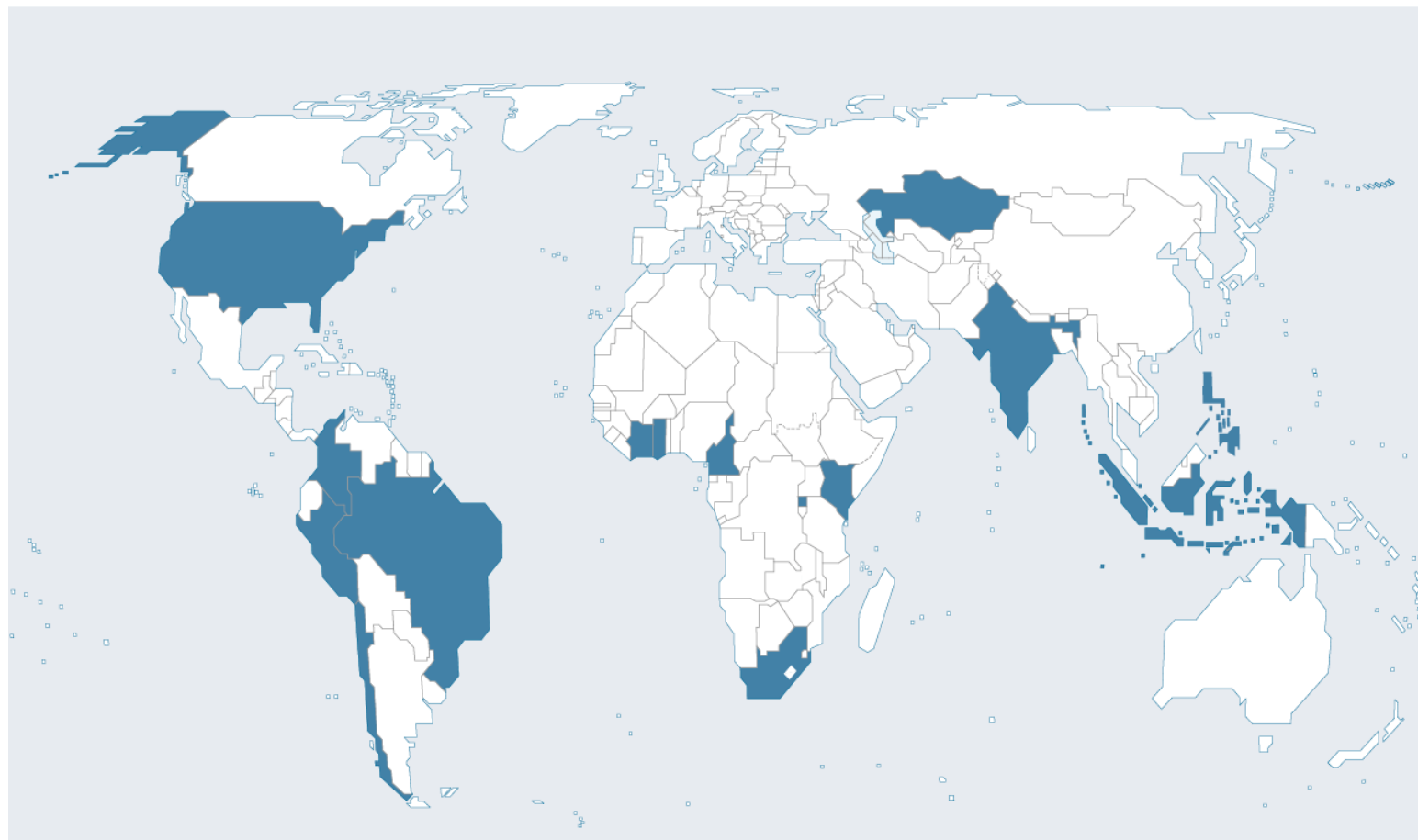
## Ag Human Capital Investment



\*Agriculture human capital investment

# CASE STUDIES AND EXAMPLES

1. Cameroon
2. Chile
3. Cote d'Ivoire
4. India
5. Indonesia
6. Kenya
7. Peru
8. Rwanda
9. USA (Mississippi)
10. *Brazil*
11. *Colombia*
12. *Ethiopia*
13. *Ghana*
14. *Kazakhstan*
15. *Kenya*
16. *Kiribati*
17. *Philippines*
18. *South Africa*
19. *Trinidad and Tobago*



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# HUMAN CAPITAL DEVELOPED

## 1. Technical agricultural skills

Good agricultural practices, fair trade production

## 2. Functional and social skills and empowered mindsets

Communication, leadership, public speaking, critical thinking and decision-making

## 3. Farming as a business

Managerial, market, financial and record-keeping skillsets





# THANK YOU

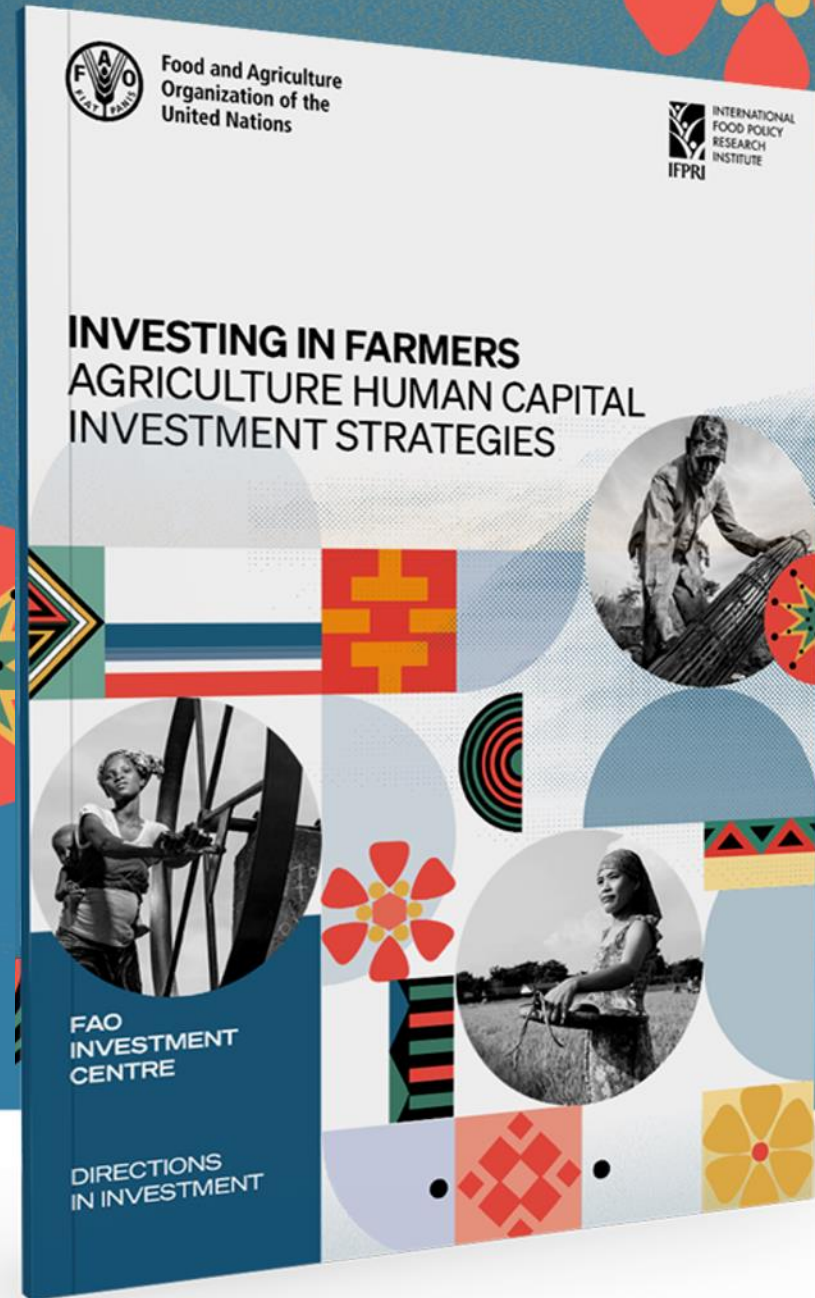
[www.fao.org/support-to-investment/publications/en/](http://www.fao.org/support-to-investment/publications/en/)



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# INVESTING IN MARKET ORIENTED HORTICULTURAL PRODUCERS

A Case Study of Smallholder Horticulture  
Empowerment and Promotion (SHEP)  
in Kenya





# HORTICULTURE: KEY STATISTICS AND CHALLENGES

33% of GDP from Agriculture

40% of population jobs are in Ag

65% of exports from Ag sector

70% rural population supported

73% producers are smallholders

96% produce consumed locally



Poor farmer organization



Poor market linkages



High production costs



Small volumes – few buyers



Knowledge and skills lacking

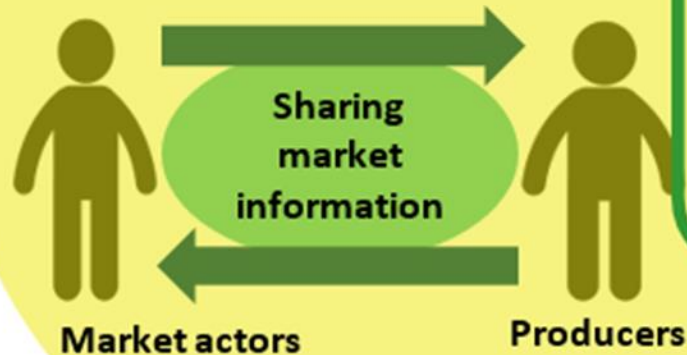




# SHEP APPROACH – TWO CONCEPTUAL PILLARS




## Promoting Farming as a Business

Sharing information to mitigate  
asymmetry of information



## Empowering and Motivating Farmers

Raising motivation based on **self-determination theory**

-  **Autonomy**  
People need to feel in control of their own behaviors and goals
-  **Competence**  
People need to gain mastery of tasks and learn different skills
-  **Relatedness**  
People need to experience a sense of belonging and attachment to other people

- Farmers first understand what market needs
- Farmers trained to target market opportunities

- Self-Determination Theory (SDT)
- Raise motivation of farmers
- Increase likelihood of continued implementation



# TARGETING



Men and women farmers



Organised in common interest groups



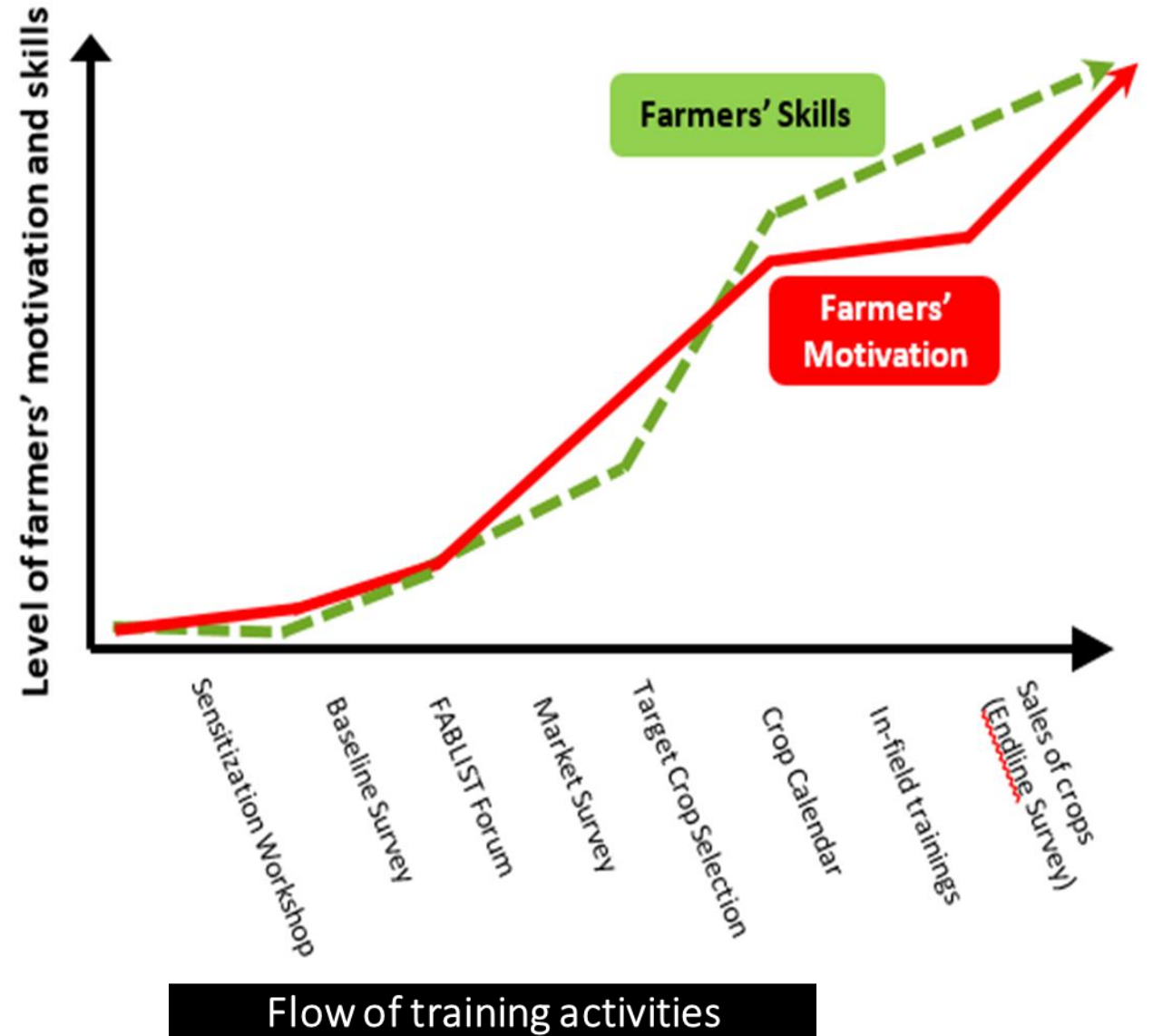
Producing horticultural crops



Coordinated production and marketing



# FOUR ESSENTIAL STEPS



# AVERAGE INCOME CHANGE (\$) AND TOTAL PARTICIPANTS TRAINED

Phase 1: 2006 – 2009. SHEP Approach pilot, 4 counties

227.1\$  
May, 2007 baseline

471.3 \$  
(Oct, 2009  
phase 1 end)



#851 farmer  
Groups (KE)

#20,192  
farmers (KE)



#10,897  
Women (KE)



#9,295  
Men (KE)

Phase 2 (SHEP-UP) 2010- 2015 in new 33 counties

341.8\$  
2010 baseline

613.2\$  
(2015, phase 2 end)

Phase 3 (SHEP-PLUS) 2016 -  
2020: 18 counties; 133.2%  
nominal income increase;  
104% on real increase

186,427 farmers globally

16,663 agric staff globally

30 countries (26 in Africa)



# ACKNOWLEDGEMENTS



SHEP Coordinating Unit in Kenya



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- County Government officers
- SHEP Desk Officers and Group Facilitators
- All the farmers in different groups and counties



# THANK YOU

Maina Mwangi, Kumiko Shuto, Peter Mwangi, Mercy Mburu, Sylvia Mburugu

