

**From Kenya to the World  
The Highly Valued SHEP Approach**

SHEP was highly praised at the Fifth Tokyo International Conference on African Development (TICAD V) for presenting a "transition from subsistence to commercial agriculture" and "farmers going to markets to understand the market needs by themselves, and then make profitable agricultural products efficiently." In response to the success in Kenya, JICA has set the wide implementation of the SHEP Approach to countries throughout Africa as one of the pillars of agricultural cooperation in Africa. This is being done by conducting SHEP Approach technical training in Japan and Kenya as a starting point. The SHEP Approach is gradually spreading through government officials of African countries who have participated this JICA training, as they implement the action plan after they return to their respective countries.

**[In Japan] Touching on the fundamental concept of farming as a business in Japan**

The training participants learn the roles of local governments, markets, agricultural cooperatives, and retailers connecting producers and consumers. They also learn from Japanese farmers how to change their mindset in the direction of market-oriented mindset in agriculture, which results in changing their farming practices.



**[In Kenya] Practically experiencing how to change the mindset to farming as a business**

By visiting the target farmer groups of the Kenya SHEP Project who continue to voluntarily perform Market Surveys, the training participants realize that "grow to sell" is not performed by JICA or by Kenyan government officials, but by the farmer groups themselves, who grow crops and sell them to the market to make more profits from their horticultural crops.



**Countries participating in SHEP training**

- Green: Countries participating in May
- Brown: Countries participating in November
- Blue: Training session in French



**Farmers become highly motivated to "grow to sell"**

Farmer groups decided to grow new crop (garlic) by learning its high market potential at the Market Survey. They also reduced production cost by purchasing seed bulbs of garlic jointly from the supplier they met at the Stakeholder Forum. As a result, they increased their income significantly.



**Incorporating SHEP into Agriculture Sector Programme**

Malawian officers secured the SHEP Implementation budget from the Agricultural Sector Wide Approach (ASWAp). Extension officers started to advise on marketing, which led to stronger relationship with the farmers. By selling their produce at the threefold price during the peak demand time, some of them could afford to improve their houses.



**Combining Farmer-to-Farmer Approach with SHEP**

Representatives of several farmer groups are trained and disseminating SHEP Approach through Farmer-to-Farmer extension method. A lot of farmers got stronger linkage with the traders after the Stakeholder Forum which led to significant increase of their yield and income.

**Japan Brand ODA**

**Smallholder farmers make changes for success at market**

**SHEP**



Agriculture is a pillar of national economies in Africa, and it is very much reliant on smallholder farmers for production.

However, they are the ones who still suffer from poverty.

If these farmers become able to earn more from farming, it will obviously be the key to both economic growth and poverty reduction.

Given this background,

a technical cooperation project between JICA and Kenya has crafted a unique approach:

the Smallholder Horticulture Empowerment Project (SHEP).

This approach addresses the motivation of farmers, and ensures their success in farming as a business.

JICA is now promoting the SHEP Approach all over Africa.





**Farming as a Business × Farmer's Motivation = Growth of Africa**

**Farmers play the leading role in African growth**

In Africa, agriculture is not only the food supply for the people: it is also an important industry supporting a country's economy. However, poverty is still a deep-rooted problem in Africa, which particularly persists in rural areas. More than 70% of the population who are forced to live with less than two US dollars a day, which is statistically referred to as being "poor," are engaged in small-scale agriculture. Thus, by promoting income improvement for African farmers, poverty will

decrease and the country's economy will grow at the same time. Agriculture is also made up of men and women in households sharing roles and working cooperatively. For this reason, by sharing the goal of higher incomes, targeting mutual cooperation between men and women will be a necessary condition for spontaneous growth in farming.

**Conversion from "grow and sell" to "grow to sell"**

In recent years, most countries in Africa have adopted the national development slogan of "promoting farming not only for eating, but also as a business." In Kenya, starting in 2006, JICA supported a three-year technical cooperation project called the Smallholder Horticulture Empowerment Project (SHEP). The SHEP Approach was created from this project.



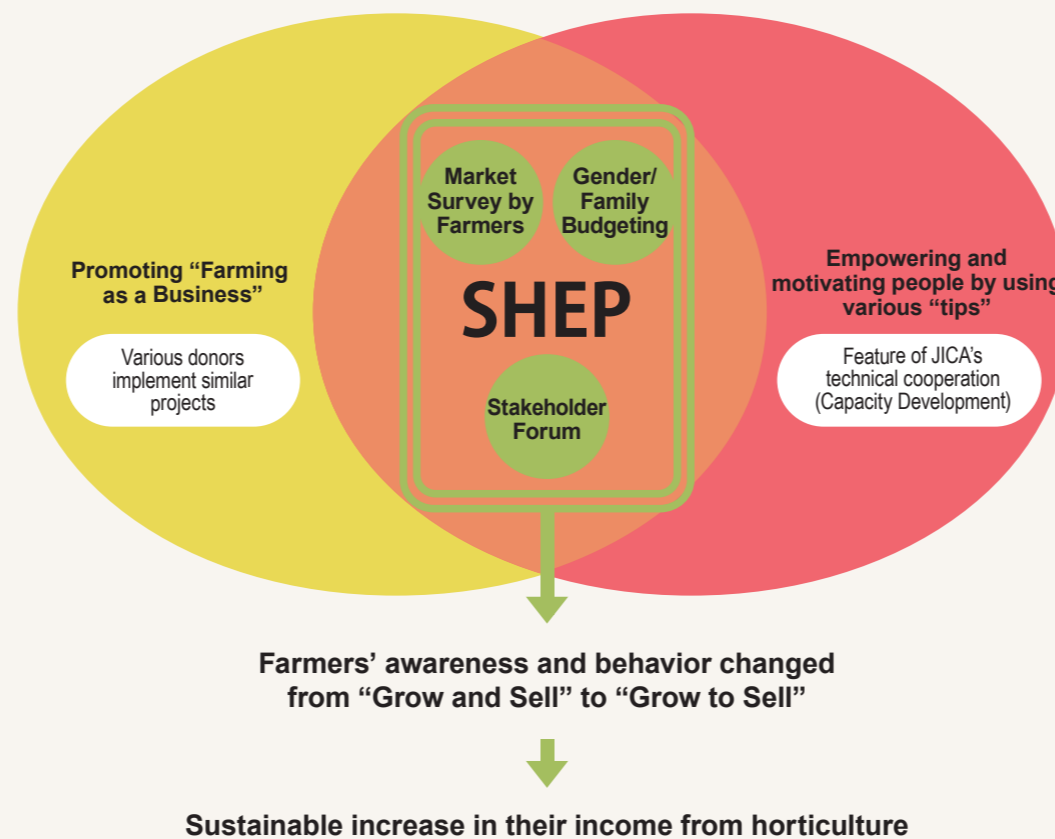
**Thinking from the economic theory, what is "grow to sell"?**

In economics there is a theory referred to as "information asymmetry." Commercial transactions will be carried out efficiently with mutual knowledge of the information of each of the leading actors in market distribution from the producer to the consumer; in other words, by harmonizing information asymmetry. When this is applied to the distribution of agricultural products, trading will be established through matching the information growers have about produced goods, and information on the needs of market actors. This includes knowledge of who is selling or buying, what kind and quality of crops are in demand, when to sell, how many products or how much they want to sell, or whether or not they will buy. Also, speaking from the farmers' point of view, if it is possible to know the needs of market actors in advance, it will be possible to make a cultivation plan that is sure to gain a profit.

**Information exchange between farmers and market actors is the first step of "grow to sell"**



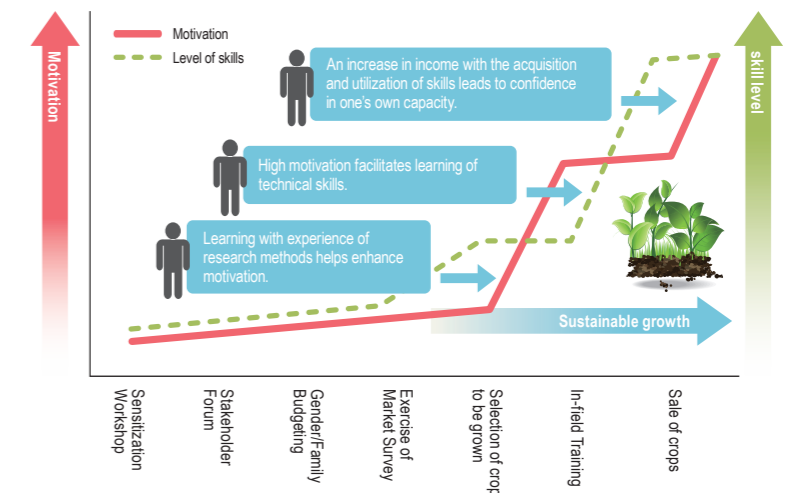
**The Concept of SHEP: An Economics and Psychology Hybrid**



**Mechanism for unlocking farmer motivation based on a psychological theory**

In psychology there is a theory called "self-determination theory." People possess three basic needs: autonomy, competence and relatedness. This theory asserts that thinking with your own mind and taking actions by yourself with a feeling of autonomy and competence will increase motivation more than when a person is given remuneration by someone else. In SHEP, when activities are carried out, we pay attention to these three intrinsic motivations and let farmers think voluntarily and tackle challenges by themselves. This results in a sense of accomplishment and competence, providing a feeling of "I can do it on my own." As a result, in each and every person, motivation is naturally unlocked.

**Interaction between farmer motivation and skill level during activities**



**Market Survey by farmers**



In SHEP, Farmers go to the market by themselves to collect information and to work with their own ideas. They can obtain detailed and reliable information about the crop varieties they are interested in. In addition, knowing the market price increases their motivation, and they can also capture new business opportunities. Market Surveys by the farmers themselves have a significant impact on farmers. This has a greater effect on revitalizing agriculture than just by passively receiving secondary information provided by external people.

Farmers directly interacting with the market actors.

**Stakeholder forum**



In SHEP, in order to expand the knowledge and network of farming as a business, an event called stakeholder forum is arranged, where farmer groups and market players can meet each other. A stakeholder forum is set under a clear purpose of building business linkages through information exchange between farmers and market players. Market players are carefully selected, and both sides exchange their profiles in advance so the farmers understand the high level of potential in the horticulture business, and so that both sides can start exchanging information instantly at the forum.

Stakeholder forum meeting with mediation between farmer groups and market players.

**Gender/family budgeting**



In SHEP, couples are perceived as a single unit of farm management, and they are encouraged to manage farming collaboratively in order to improve productivity. Traditional gender roles are reviewed and visible improvements have been observed, with decisions made jointly by the couple about household tasks such as carrying out the housework or sharing farm works. From these improvements, it has become even easier for farmers to further achieve profitable market-oriented agriculture.

A couple discussing their production plan with mutual understanding; this is also a key to motivating them.