

Effect of Entrepreneurship Skills Training On Agricultural Production: A Study on Small-Holder Coffee Farmers In Kenya

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Abstract

This study examines the impact of entrepreneurship skills training on agricultural productivity among small-holder coffee farmers in Kenya. Entrepreneurship in coffee farming involves innovation, effective resource management, risk-taking, and market adaptation—all essential for the entrepreneurial process. Given the critical role of coffee farming in Kenya's economy and the challenges faced by small-holder farmers, this research explores how entrepreneurial skills can enhance productivity and sustainability. A mixed-method approach was employed, with data collected from 12,000 farmers using questionnaires. A sample size of 387 was determined using Yamane's formula, and stratified random sampling was applied across 17 factories. Data analysis was conducted using SPSS software. The results indicate that training in business planning, technology, financial management, and leadership significantly improves coffee farming performance. The study concludes that ineffective entrepreneurship training is closely linked to poor performance in coffee farming. It recommends that the government, through the ministries of agriculture and co-operatives, prioritize entrepreneurship training for small-holder coffee farmers to enhance productivity. These findings can guide future interventions aimed at reviving the coffee industry and ensuring its sustainability in Kenya.

Keywords: Entrepreneurship Skills, Entrepreneurship Training, Agricultural Production, Small-holder Coffee Farmers

A. INTRODUCTION

Agriculture remains the backbone of Kenya's economy, similar to many other developing countries, contributing significantly to the Gross Domestic Product (GDP) and providing widespread employment opportunities (International Coffee Council, 2019). Among the critical sub-sectors of Kenya's agricultural industry is coffee farming, a historically vital component of the country's export economy. Over the years, Kenya has been one of the leading coffee exporters in Sub-Saharan Africa (Kenya Coffee Platform, 2019). However, according to (Macharia, 2021), coffee farming in Kenya has shifted predominantly from large-scale farms to small-scale, household-managed farms. This transition has increased the sector's diversity but has also placed a greater responsibility on individual small-holders. The skills, decisions, and capabilities of these small-scale farmers, who are effectively entrepreneurs, play a crucial role in determining the sector's success.

Entrepreneurial skills, as defined by (Wale and Chipfupa, 2021), encompass the knowledge, competencies, and capabilities that drive an individual's ability to establish, manage, and grow an enterprise. These skills are especially pertinent in sectors such as coffee farming, where innovation, resource management, and market adaptation are critical. (Bolarinwa and Okolocha, 2016) highlight the importance of these skills in ensuring continuous growth and performance in entrepreneurial ventures. Similarly, (Manyise et al., 2023) describe entrepreneurship skills as a collection of diverse capabilities that enable entrepreneurs to make informed decisions regarding various aspects of their enterprises. For small-scale coffee farmers, these entrepreneurial decisions directly influence the success of their businesses.

In the farming sector, and specifically in coffee farming, entrepreneurs face a unique set of challenges. These challenges are not limited to farming alone but extend to areas such as marketing, logistics, and financial management (Manyise et al., 2023). Addressing these challenges requires equipping farmers with the appropriate entrepreneurial skills, which has been recognized as a vital way to promote growth and sustainability in the sector (Cele & Wale, 2020). According to the (Ministry of Agriculture, 2019), small-scale farmers account for more than 60% of Kenya's coffee production. Despite this, the sector has been in decline, a trend attributed to deficiencies in entrepreneurial skills among small-scale farmers (Muriithi et al., 2018). The lack of these critical

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skills threatens not only the coffee sub-sector but also the broader agricultural industry, which could have severe consequences for the national economy.

Although the Kenyan government has invested in research and other programs aimed at improving coffee production, the sector has seen limited success. (Luusa et al., 2018) observe that, despite government efforts, the impact of these interventions has been minimal. (Wanzala et.al, 2022) further argue that the gains in the coffee industry over the past five years have not matched the level of government investment. This discrepancy raises questions about what is missing in the sector and what needs to be done to address its major challenges. As (Kamau et al., 2011) note, small-scale farmers in critical sectors such as tea and coffee have little to show for their efforts. (Farfan, 2016) suggests that the success of these sectors depends not only on government policies but also on the entrepreneurial decisions made by small-scale farmers themselves.

Kenya's agricultural policy acknowledges the importance of equipping small-scale farmers with essential skills to improve productivity, reduce post-harvest losses, and enhance financial sustainability (Luusa et al., 2018). However, the challenge lies in how to implement effective training programs and identify the most beneficial skill sets for these farmers. Borrowing insights from (Salau et al., 2017; Opolot et al., 2018), entrepreneurial skills have been recognized as crucial competencies for fostering successful enterprises. (Luusa et al., 2018) emphasize that skills in financial planning, innovation, and marketing are fundamental to the success of small-scale businesses. Despite this recognition, there is limited evidence on the availability and impact of entrepreneurial skills among small-scale coffee farmers in Kenya. This gap in knowledge serves as the motivation for this study, which seeks to explore how entrepreneurial skills can enhance the productivity and sustainability of the coffee sector in Kenya.

Small-Holder Coffee Farmers In Kenya

A small-holder farmer, as defined by the (World Bank, 2016), is an individual engaged in small-scale farming on less than two hectares of land. (Gever et al., 2023) describe small-holder farmers in two contexts: those farming for household consumption and those engaged in commercial or cash crop farming on a small scale. In Kenya, small-holder coffee farmers contribute the largest share of the country's coffee production. According to the (Kenya Coffee Platform, 2019), these farmers collectively manage around 85,000 hectares of the approximately 110,000 hectares dedicated to coffee cultivation, accounting for over 77% of the country's coffee plantations. This underscores the critical role small-holder coffee farmers play in supporting Kenya's coffee sector. It is estimated that six million Kenyans are employed, either directly or indirectly, in the coffee industry (AFA, 2023). The regions of Mt. Kenya, Nyanza, Western, and Rift Valley, which are major coffee-producing areas, rely heavily on small-holder coffee farmers, most of whom own less than one hectare of coffee plantation.

(Apata, 2015) likens small-holder farmers to micro and small enterprises (MSEs), as they are primarily run and managed by their owners. Small-scale coffee farmers, therefore, operate their coffee plantations as MSEs, making most of the critical decisions regarding their businesses. However, according to the (Coffee Directorate, 2023), small-holders typically produce between 350 kg and 500 kg of coffee per hectare, significantly less than the 1,600 to 1,800 kg per hectare produced by larger coffee estates. Although small-holder farmers collectively produce the majority of Kenya's coffee, their productivity falls short of its potential. Factors contributing to this disparity include inefficient agricultural practices, inadequate capital for essential inputs, poor post-harvest handling, unfavourable climatic conditions, and a lack of adaptation strategies.

Entrepreneurship Skills In Coffee Production

Entrepreneurship skills are vital across various sectors, including small-holder farming, where they inform and empower entrepreneurs to adopt strategies that enhance productivity and promote growth. Due to the pivotal role these skills play in driving business success, governments, including Kenya's, and other stakeholders have prioritized entrepreneurship training as a key tool to stimulate the growth and success of small-scale enterprises, including small-holder farmers (Apata, 2015). (Martin et al., 2018) demonstrated the impact of entrepreneurship training in a study of coffee farmers in Colombia. Farmers who participated in a government-sponsored entrepreneurship training program saw significant increases in coffee yields and improvements in bean quality, resulting in higher incomes and improved livelihoods. The study highlighted that core entrepreneurial skills, such as business planning, financial management, and innovation, were instrumental in driving these productivity gains.

(Rokani et al., 2014) Further, it emphasizes that the ability of farmers to adopt new farming techniques and make informed decisions about overseeing the entire production process plays a crucial role in boosting coffee production. This underscores the importance of entrepreneurial skills—financial management, innovation, and

planning—in determining coffee productivity. (Xaba and Urban, 2016) note that while large-scale coffee farmers benefit from economies of scale and higher production capacities, small-scale farmers often excel through disruptive approaches and the rapid implementation of creative solutions to strengthen their production. The authors argue that the productivity of small-holder farmers largely depends on the skills and competencies of the entrepreneurs who manage these enterprises, as they are responsible for making key decisions regarding their coffee plantations.

(Xaba and Urban, 2016) also recognized the central role of entrepreneurship skills in improving quality and increasing production among small-holder farmers. They pointed out that many small-scale farmers reduce their focus on enhancing production due to challenges such as limited market access, inadequate storage facilities, and low returns on their produce. (Cele and Wale, 2020) argued that these challenges could be mitigated by providing farmers with appropriate entrepreneurial skills, enabling them to market their produce better, leverage technology for value addition, and adopt innovative farming methods to boost productivity. Similarly, (Kangogo et al., 2021) emphasized the importance of entrepreneurial skills, particularly in financial planning and management, as crucial for enabling small-holder farmers to reinvest earnings and expand their enterprises for greater yields.

Key Entrepreneurial Skills In Coffee Production

According to (Gever et al., 2023), entrepreneurial skills encompass a broad spectrum, including risk-taking, decision-making, innovation, and resource management, among others. However, (Salau et al., 2017) emphasized the need to contextualize these skills, tailoring them to the specific challenges faced in a particular sector or region. This suggests that the relevant entrepreneurial skills for this paper are those that address the specific gaps identified in small-holder coffee production. (Luusa et al., 2019) outlined several key challenges facing small-holder coffee farmers, such as poor farming methods (indicating a lack of innovation), high post-harvest losses (pointing to insufficient technology for handling harvests), and limited access to capital for expansion and acquiring farm inputs (highlighting deficiencies in financial skills). These challenges are unique to small-holder coffee farmers, as the Kenya Coffee Directorate notes that issues like inadequate coffee varieties, climate change, and global price fluctuations affect both small- and large-scale producers.

Given these challenges, it is evident that technological skills, innovation skills, and financial skills are the most critical entrepreneurial skills needed to enhance the success of small-holder coffee producers in terms of both production capacity and quality. (Kangogo et al., 2021) assert that entrepreneurs who possess the ability to make sound financial decisions, embrace innovation, and integrate appropriate technologies are more likely to run successful enterprises in today's competitive environment. Small-holder coffee farmers have long grappled with issues such as increased waste, poor yields due to inadequate farming methods, and the inability to access capital to run their enterprises effectively. These ongoing challenges underscore the significant gaps in entrepreneurial skills among small-holder coffee farmers.

Technological And Innovation Skills And Coffee Production

The Organization for Economic Co-operation and Development (OECD) defines innovation as "the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization, or external relations." (Kamau et al., 2017) observed that embracing innovative coffee farming methods and advanced technology in Murang'a improved coffee production, suggesting that entrepreneurship training in technology and innovation for coffee farmers could expose them to innovative approaches in farming, processing, and marketing coffee. Both (Kamau, 2017; Gebreeyesus, 2017) concur that innovations like improving coffee tree breeds through grafting, agroforestry, and intercropping are crucial for enhancing coffee production. (Gebreeyesus, 2017) further warned that, without adopting innovative methods to mitigate the effects of climate change, coffee production in central Kenya and Ethiopia could decline by 30-35% by 2050. Innovative approaches, such as shifting from high-input high-production to low-input high-production models, alongside introducing upgraded coffee varieties, were recommended to counter these climate challenges.

(Wambua et al., 2019), a study examining the role of technology and innovation skills in small-holder farmers' production capacity found that farmers' ability to integrate technology was instrumental in enhancing their farming methods through mechanization and precision farming. This not only boosted production capacity but also helped save on labour costs and reduced the time spent on routine farming activities. In a separate study, (Martín and Ruiz, 2018) discovered that innovation and technology skills among small-holder farmers enabled

sustainable farming by conserving resources and optimizing the use of natural resources for improved productivity. The authors highlighted innovative farming practices like drip irrigation and rainwater harvesting as critical methods that could strengthen small-holder farmers' productivity. (Maspul, 2023) linked technology and innovation skills among small-holder farmers to their ability to access markets and information, which is crucial for increasing their returns. Modern technology, according to Maspul, has facilitated direct connections between farmers and buyers, as well as access to market prices, reducing reliance on middlemen and preventing the sale of produce below market value. In Kenya, small-holder coffee farmers have long faced the challenge of low prices, often attributed to a lack of information—underscoring the critical role that technology skills play in addressing this issue.

Financial Planning Skills And Small-Holder Coffee Production

(Wairegi et al., 2018) define financial planning skills as the competencies and capabilities related to controlling and managing finances, including budgeting, debt management, investing, and saving. These skills help individuals run their enterprises successfully by minimizing waste, enhancing access to capital, and maximizing investments and diversification for continuous growth and sustainability (Manyise et al., 2023). Small-holder coffee farmers in Kenya have been criticized for ineffective financial planning, with reports of farmers failing to account for their bonuses and diversifying into other crops without a proper strategy to sustain coffee production (Cele & Wale, 2020). This underscores the importance of financial planning as a key entrepreneurial skill that could significantly improve the success of small-holder coffee producers in Kenya.

According to (Macharia, 2021), financial planning skills enable small-scale entrepreneurs, including small-holder coffee farmers, to budget effectively by allocating financial resources more efficiently. This ensures that crucial inputs such as seedlings, fertilizers, and labour are adequately funded while identifying and eliminating unnecessary expenses, allowing more funds to be directed toward productive investments (Kangogo et al., 2021). In examining the importance of financial planning among small-scale entrepreneurs, (Gichichi et al., 2019) emphasized that financial skills are essential for maintaining sound financial records, which enhances creditworthiness and facilitates access to loans for expansion and modernization of farming operations. Furthermore, Gichichi et al. (2019) noted that financial knowledge enables entrepreneurs to utilize credit optimally, ensuring that borrowed funds are invested in ways that boost productivity and generate returns. For coffee farmers, this means that having strong financial skills would allow them to manage their finances, including loans, better and achieve growth in productivity.

B. RESEARCH METHODS

The study employed an analytical research approach, utilizing a mixed-method design to gather and analyze data. The research was conducted in the Othaya sub-county, Nyeri County, Kenya, focusing on small-scale coffee farmers registered under the Othaya Farmers' Co-operative Society Limited, which has 12,000 members spread across 17 factories. To determine the appropriate sample size, the (Yamane, 1973) sampling formula was applied, resulting in a sample size of 387 respondents. A stratified random sampling technique was used to select the respondents. First, the population was divided into strata based on the 17 coffee factories, and then a proportionate number of respondents were randomly selected from each stratum to ensure representative sampling. Data collection involved the use of both questionnaires and focused group interview guides, allowing for a comprehensive understanding of the research problem. Data analysis was conducted using both qualitative and quantitative methods. The qualitative data from the interviews were analyzed thematically, while the quantitative data from the questionnaires were analyzed using descriptive and inferential statistics. A regression model was applied to test the relationship between the independent variables, such as entrepreneurial skills and technology adoption, and the dependent variable, which was coffee production and quality among small-scale farmers.

C. RESULTS AND DISCUSSION

Response Rate

The study achieved a response rate of 75.7%, with 293 out of 387 distributed questionnaires being duly filled and returned for analysis. According to Saunders (2019), a response rate between 50% and 70% is sufficient to represent the sampled respondents. Additionally, Kothari (2016) asserts that a response rate of 50% is fair, 60%

is considered good, and 70% or more is deemed excellent for representing the sample size. Therefore, the study's response rate of 75.7% exceeds these benchmarks and is regarded as adequate and representative for the analysis.

Correlation Analysis

The correlation analysis conducted to evaluate the relationship between various aspects of entrepreneurial training and the performance of coffee farming in Nyeri County, Kenya, yielded significant results. The findings revealed that business planning training had a Pearson correlation coefficient (r) of 0.874, indicating a strong positive correlation of 87.4% with coffee farming performance. This suggests that enhanced business planning training is closely linked to improved performance in coffee farming. Similarly, technology and innovation training showed a Pearson correlation coefficient of 0.873, signifying a strong positive correlation of 87.3%, highlighting the importance of integrating technology and innovation into farming practices. Furthermore, financial management training demonstrated a Pearson correlation coefficient of 0.849, reflecting an 84.9% positive correlation with coffee farming performance, which emphasizes the role of financial literacy in enhancing farm outcomes. Finally, leadership and management training exhibited a Pearson correlation coefficient of 0.866, indicating a strong 86.6% positive correlation with performance. Collectively, these findings underscore that all examined entrepreneurial training aspects—business planning, technology and innovation, financial management, and leadership and management—are strongly correlated with improved coffee farming performance in Nyeri County.

Table 1. Correlation Analysis

		Coffee Farming Performance	Business Planning Training	Technology and Innovation Training	Financial Management Training	Leadership and Management Training
Coffee Farming Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	293				
Business Planning Training	Pearson Correlation	.874**	1			
	Sig. (2-tailed)	.000				
	N	293	293			
Technology and Innovation Training	Pearson Correlation	.873**	.859**	1		
	Sig. (2-tailed)	.000	.000			
	N	293	293	293		
Financial Management Training	Pearson Correlation	.849**	.741**	.739**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	293	293	293	293	
Leadership and Management Training	Pearson Correlation	.866**	.878**	.852**	.747**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	293	293	293	293	293

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research data, 2024

Regression Analysis Results

Regression analysis was conducted to determine the statistical relationship between various independent variables—leadership and management training, financial management training, technology and innovation training, and business planning training—and the performance of coffee farming in Nyeri County, Kenya. The model summary indicated a strong overall correlation coefficient (r) of 0.940, suggesting that the combined influence of these four aspects of entrepreneurial training significantly correlates with coffee farming performance. The R-squared value (r^2) of 0.884 indicates that 88.4% of the variation in coffee farming performance can be attributed to these entrepreneurial training aspects.

To assess the fitness of the regression model, an Analysis of Variance (ANOVA) test was performed, yielding an F-statistic of 547.677, significant at a p-value of 0.000 ($p < 0.05$). This significance confirms that the model reliably predicts the relationship between the entrepreneurial training aspects and coffee farming performance. The regression coefficients revealed that business planning training had a Beta coefficient (β) of 0.219, suggesting that a unit change in business planning training while holding other factors constant, would enhance coffee farming performance by 21.9%. Technology and innovation training showed a Beta coefficient of 0.267, indicating a 26.7% improvement in performance for each unit change in this training area. Financial management training had the highest Beta coefficient (β) of 0.346, meaning that a unit change in financial

management training would increase performance by 34.6%. Finally, leadership and management training exhibited a Beta coefficient (β) of 0.166, indicating that a unit change in this area would improve performance by 16.6%. From these results, it can be concluded that financial management training has the most substantial impact on coffee farming performance, followed by technology and innovation training, business planning training, and finally, leadership and management training.

Table 2: Regression Analysis Results

<i>Model Summary</i>							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	.940 ^a	.884	.882	.40234			
<i>ANOVA</i>							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	354.634	4	88.658	547.677	.000 ^b	
	Residual	46.622	288	.162			
	Total	401.255	292				
<i>Regression Coefficients</i>							
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	-.005	.062			-.077	.939
	Business Planning Training	.219	.043	.239		5.046	.000
	Technology and Innovation Training	.267	.044	.264		6.028	.000
	Financial Management Training	.346	.032	.351		10.971	.000
	Leadership and Management Training	.166	.046	.169		3.612	.000

a. Dependent Variable: Coffee Farming Performance

Source: Research data, 2024

Discussion

Business Planning Training and Performance of Coffee Farming

The first objective of the study was to examine the effect of business planning training on the performance of coffee farming in Nyeri County, Kenya. The results indicated a strong and significant correlation between business planning training and coffee farming performance. This correlation suggests that the ongoing underperformance of coffee farming, both in terms of production and income generation, is significantly linked to a lack of adequate business planning skills. The study highlighted that many entrepreneurs surveyed exhibited deficiencies in their business planning skills, indicating that entrepreneurial training in this area had not been sufficiently implemented to equip them with the necessary knowledge. Most entrepreneurs lacked the skills required to prepare effective business plans for their enterprises.

Consequently, many did not have well-prepared business plans to guide their operations. The absence of a structured business plan often resulted in a lack of strategic direction, meaning that the entrepreneurs' activities were not aligned with specific goals and objectives. This oversight likely hampers their ability to make informed decisions and optimize their operations, further contributing to the underperformance of coffee farming in the region.

Technology and Innovation Training and Performance of Coffee Farming

The second objective of the study was to examine the effect of technology and innovation training on the performance of coffee farming in Nyeri County, Kenya. The findings revealed that technology and innovation training significantly influence the performance of coffee farming. However, it was evident that the entrepreneurs involved in coffee farming lacked adequate technology and innovation skills, despite the recognition of these skills as vital for optimizing coffee farming practices and improving the livelihoods of farmers. Most farmers surveyed reported deficiencies in basic technological skills necessary to operate their enterprises effectively, with many not having adopted any significant technology-based methods in their coffee farming. This lack of technological engagement limits their ability to streamline operations and enhance productivity.

Nevertheless, the surveyed farmers acknowledged the importance of technology and innovation in boosting coffee production. They expressed a willingness to pursue training in these areas, indicating a recognition of the potential benefits that such skills could bring to their farming practices. This eagerness for training highlights the opportunity for targeted educational programs to enhance their competencies and ultimately improve coffee farming outcomes in Nyeri County.

Financial Management Training and Performance of Coffee Farming

The third objective of the study was to establish the effect of financial management training on the performance of coffee farming in Nyeri County, Kenya. The results revealed that financial management training had a significant impact on the performance of coffee farming in Nyeri County, Kenya. It was established that financial management skills were not adequate among most of the entrepreneurs surveyed. This was evidenced by a sizeable number of entrepreneurs who indicated that they did not have a budget for the coffee farms at the beginning of every season and lacked basic skills in preparing and interpreting a simple budget for their farms. With inadequate financial knowledge of record keeping, entrepreneurs may fail to track down their expenses and make sound financial decisions, thus derailing the success of their enterprises. The results further portrayed that investment skills and know-how were lacking among most of the entrepreneurs, where knowledge on seeking credit and saving to enhance investment capability was not observed among most of the entrepreneurs.

Leadership and Management Training and Performance of Coffee Farming

The study aimed to determine the effect of leadership and management training on the performance of coffee farming in Nyeri County, Kenya. The findings indicated that leadership and management training significantly impact the performance of coffee farming. However, it was observed that most surveyed entrepreneurs did not effectively embrace leadership and management skills training, reporting inadequate knowledge and competencies in these areas.

The lack of training has led to challenges in making informed decisions regarding the operations and sustainability of their coffee farms. Participants noted that their insufficient understanding of leadership and management principles contributed to declining production and income from their coffee farming activities. This correlation suggests that enhancing leadership and management training among entrepreneurs could potentially address these performance issues, equipping them with the necessary skills to improve decision-making and drive better outcomes for their coffee farms.

CONCLUSION

The study concluded that entrepreneurial training is essential for the success of agricultural enterprises, particularly coffee farming. It was determined that effective business planning training significantly enhances both production and income from coffee farming. However, the inadequate implementation of such training has led to the absence of comprehensive and aligned business plans among many coffee farming enterprises, adversely affecting their overall performance. Moreover, the findings emphasized the critical role of technology and innovation training in improving coffee farming performance. Many farmers displayed minimal skills and competencies in these areas, indicating that the persistent underperformance of coffee farming is closely tied to the ineffective adoption of entrepreneurial training focused on technology and innovation.

Regarding financial management training, the study revealed that the performance of coffee farming relies heavily on the financial management skills possessed by entrepreneurs. Poor training in this area resulted in suboptimal financial decisions, which in turn led to diminished production and income for coffee farming enterprises. Lastly, the research highlighted the significant impact of leadership and management training on coffee farming performance in Nyeri County. The study revealed that many entrepreneurs did not effectively embrace these skills, which justified the ongoing underperformance of coffee farming. It can thus be concluded that the lack of effective entrepreneurial training in leadership and management is a primary factor contributing to the low-performance levels observed in coffee farming within the region.

Recommendation

Based on the findings and conclusions, several recommendations are proposed. The national government, in collaboration with stakeholders in the Ministry of Agriculture, should prioritize enhancing coffee farming production to align with the country's agenda of boosting agricultural productivity. This can be achieved by operationalizing and implementing comprehensive entrepreneurial training programs for coffee farmers, equipping them with the necessary knowledge and skills to maximize their production. Similarly, the Nyeri County government should expedite its efforts to support coffee production by providing targeted training in

entrepreneurial skills and competencies, empowering small-scale coffee farmers to enhance their productivity and overall effectiveness as coffee producers. Furthermore, both levels of government, together with the private sector, should ensure that the income generated from coffee farming is sufficient and utilized effectively. This can be accomplished by equipping farmers with knowledge on maximizing revenue through strategies such as value addition, thereby encouraging more farmers to engage in coffee cultivation for improved economic prosperity. Lastly, coffee farming entrepreneurs should proactively seek out essential skills and competencies that can enhance the success of their enterprises, considering outsourcing key entrepreneurial skills, such as financial management and business planning, to provide the necessary support for their operations. This proactive approach will enable them to run their businesses more effectively and sustainably.

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