Identifying capacity building needs for the cassava sector: a workshop with equipment manufacturers, food processors and service providers

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Introduction

To identify the capacity building needs for the cassava sector, a workshop was organized in Abeokuta. Manufacturers of processing equipment, cassava processors and service providers were invited. A total of 24 participants attended the workshop, their details can be found in Appendix 1.

Workshop structure

The workshop structure was adapted from the program developed by Richard Lamboll (Appendix 2). Figure 1 shows the agenda of the workshop that took place during August 22nd and 23rd, 2017.

Figure 1. Agenda of the workshop attended by equipment manufacturers, cassava processors and service providers

Welcome and introductions

Professor Lateef welcomed the group and introduced the workshop facilitator. Subsequently, each participant introduced someone present at the room that he or she already knew. After being presented, opportunity was given to amend the introduction, if needed.

Workshop aim and agenda

The aim of the workshop was explained to the participants, emphasising its potential practical outcome. The workshop agenda was presented and it was asked if the participants were comfortable with the timetable, and if they would be able to attend the entire workshop.

Workshop expectations

To assess expectations, each participant received two blank pages and a marker. They were instructed to write one word on each paper expressing their expectations about the workshop and when done, fix it on the wall. Subsequently, with their participation, the papers were rearranged on thematic clouds as shown in Figure 2.
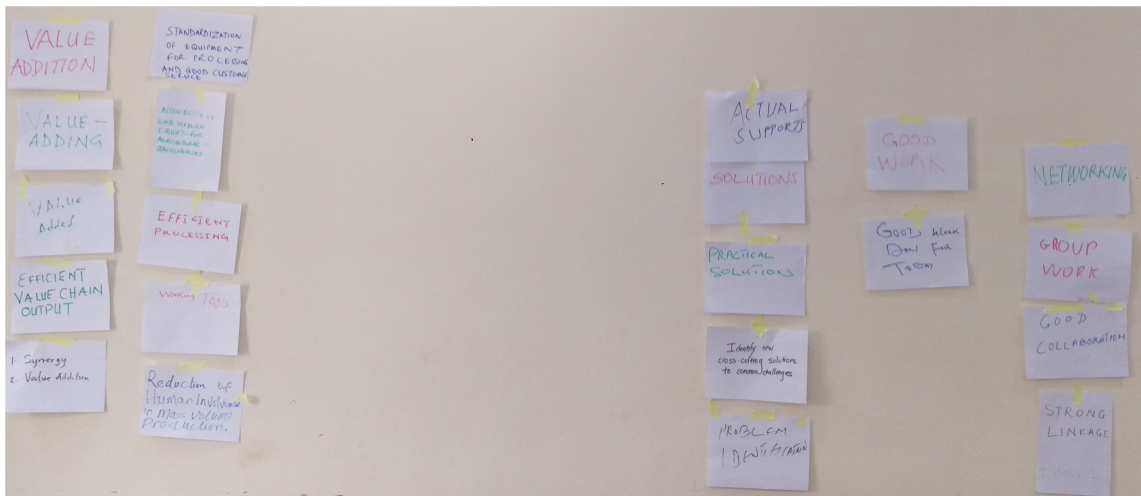

Figure 2. Expectation of the participants grouped on thematic clouds

The importance of the 3 sectors

A presentation was made explaining the importance of the synergy between equipment manufacturers, cassava processors and service providers. Examples of projects that failed because of neglecting the participation of the 3 sectors were given. In the discussion, it became very clear the need to develop better cooperation between equipment manufacturers and cassava processors.

Defining the sector

To define the sector, participants were grouped by 'equipment manufacturers', 'cassava processors' and 'service providers'. Each group received markers and a large paper with a red rectangular frame drawn at the centre. Participants were instructed to make a drawing representing their sector and the sectors they related to. It was explained that their sectors should be drawn inside the red rectangular frame, and Figure 3 was used to illustrate it.
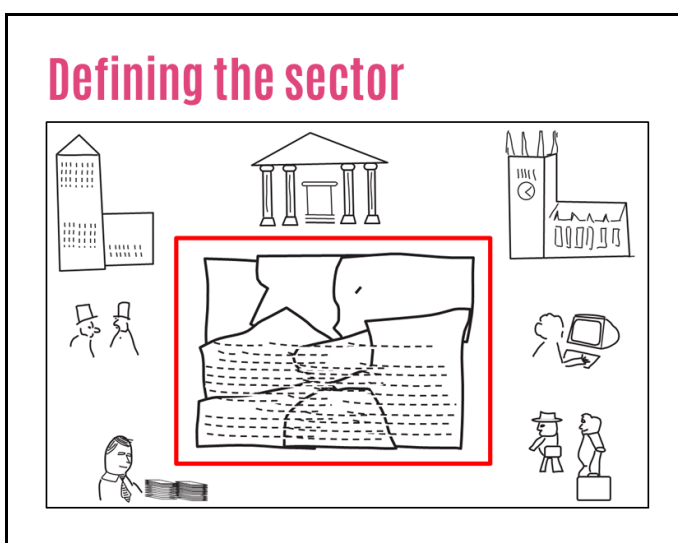

Figure 3. Image used to illustrate the exercise where participants were instructed to make a drawing representing their sector and the sectors they relate to.

Appendix 3 contain pictures of the produced drawings. Each group presented their drawings in a forum. The presentation was recorded and can be accessed by clicking in the following link: http://bit.ly/2xziSLs

Defining related sector in a wider context

As a follow-up exercise, groups received another large paper, also containing a red rectangular frame. They were instructed to write inside the frame the name of their sector and around the frame the name of the sectors they relate. Figure 4 show the image used to illustrate the exercise and Table 1 shows the outcome of the exercise.
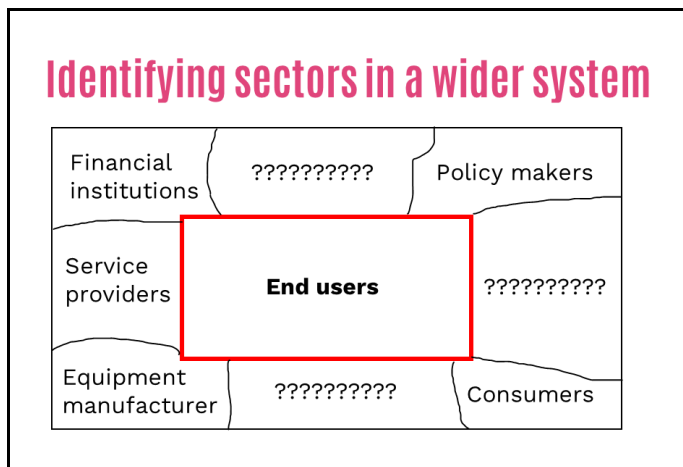

Figure 4. Image used to illustrate the exercise of identifying the sectors in a wider context

Table 1. Sectors identified by each group

Equipment manufacturers	Cassava processors	Service providers
Cassava processors	Communicators	Communicators
Communicators	Consumers	Equipment manufacturers
Energy suppliers	Energy suppliers	Farmers
Financial institutions	Equipment manufacturers	Financial institutions
Investors	Farmers	Investors
Material suppliers	Financial institutions	Learners
Policy makers	Investors	Marketing
Research and development	Off-takers	Policy makers
Service providers	Policy makers	Processors
Transporters	Public analysts	Research and development
	Research and development	Transporters
	Service providers	
	Transporters	

Identifying strengths and weakness of each sector

Participants were grouped by sectors, and they received a large paper with a red rectangular frame on it. They were instructed to add the sectors identified on the previous exercise and to make a table with strengths and weakness. Figure 5 was shown to illustrate how the exercise should be done. Pictures of the outcome is in Appendix 4. Posters were presented in a forum and presentations were recorded. The video can be accessed at: http://bit.ly/2wNAiqH
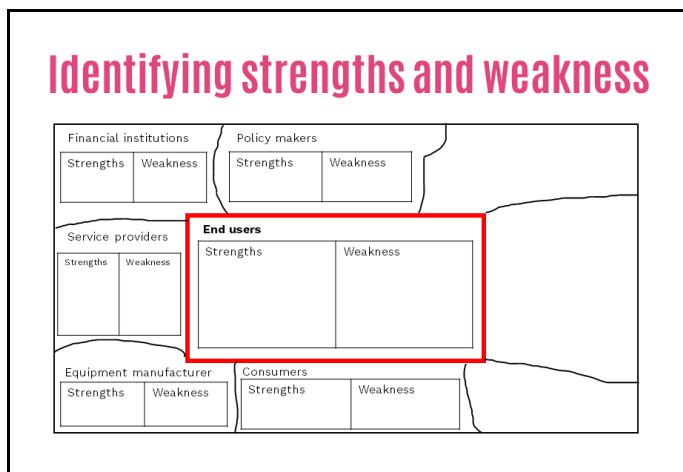

Figure 5. Illustration used to explain the exercise on finding strengths and weakness of each sector

Finding practical solutions for the weaknesses

A large paper was given to the group and they were invited to write practical solutions for each weakness found in the previous exercise. Figure 6 was used to explain the exercise. Appendix 5 contain pictures of the posters produced. Each group presented their poster and presentations were recorded. Video can be accessed at: http://bit.ly/2wESyTG

Figure 6. Illustration used to explain the exercise on finding a practical solution for each weakness found

Evaluate the day and distribute questionnaire

By the end of the first day of the workshop participants were asked to give a feedback on how the day was. They expressed satisfaction and highlighted that time was well used. After that, a questionnaire developed by Richard Lamboll were handed-in, and participants were requested to return it filled on the second day of the workshop. Appendix 6 contains the questionnaire distributed.

Understanding what 'capacity' means

The second day of the workshop started with an explanation followed by a discussion on the meaning of 'capacity'. Figure 7 shows the definition adopted.

Figure 7. Definition of 'capacity' used during the workshop

Identifying capacity needs

Once a clear understanding of the term 'capacity' was achieved, participants were grouped according to their sector and a large paper was distributed. They were asked to write down the capacity needs for each sector identified on the previous day. Figure 8 was used to illustrate the exercise. Appendix 6 contain images of the posters produced. Posters were presented in a forum and recorded. Video of the presentations can be accessed at: http://bit.ly/2vo6wVT
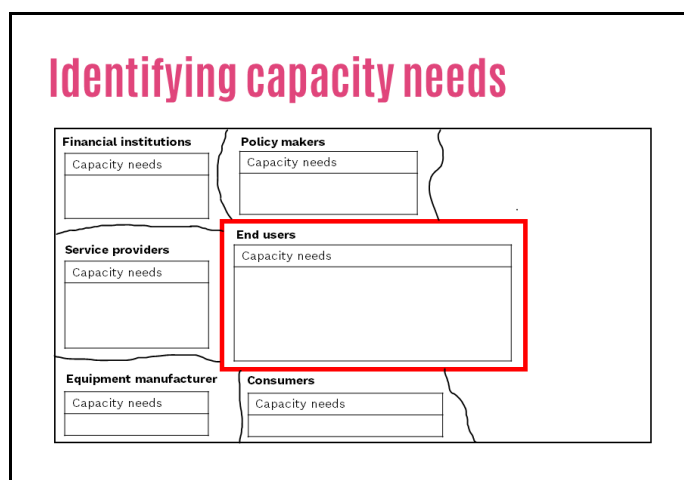
Figure 8. Image used to illustrate the exercise of finding capacity needs for each sector

Identifying training needs

Similar to the previous exercise, groups received a large paper and were asked to write down the training needs for each sector. Figure 9 was used to illustrate the exercise and Appendix 8 contain images of the filled posters. Once the training needs were identified, participants were asked to rank the 5 most relevant ones, and present it in a forum. Table 2 shows the ranked most needed trainings. Videos of the presentations can be accessed at: http://bit.ly/2w5x4xX
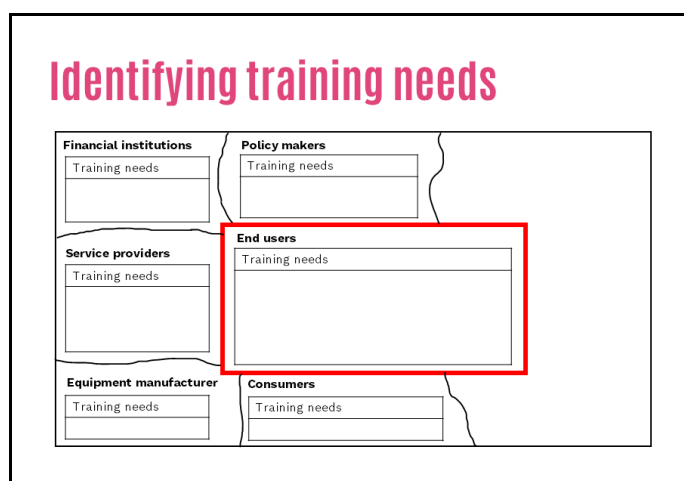

Figure 9. Image used to illustrate the exercise on identifying training needs

Table 2. Most relevant training needs, in order of importance, for each sector

Equipment manufacturers	Cassava processors	Service providers
1. Training equipment manufacturers sector on cutting-edge technology, optimization and automation	1. Training cassava processors sector on marketing	1. Training service providers sectors on resource mobilization
2. Training equipment manufacturers sector on surface finishing, capacity development and safety	2. Training cassava processors sector on quality assurance	2. Training farmers sector on good agricultural practices and agribusiness
3. Training cassava processors sector on equipment operation and maintenance	3. Training cassava processors sector on equipment operation and maintenance	3. Training equipment manufacturers sector on design and development of equipment
4. Training research and development sector on local content enhancement	4. Training cassava processors sectors on resource mobilization	4. Training cassava processors sector on hazard analytical critical control point (HACCP)
5. Training policy makers sector on adoptable policies working on developed countries and on policy enforcement	5. Train cassava processors sector on utilization of alternative energy sources	5. Training research and development sector on demand-driven research needs

Identifying preferable means of learning

First, means of learning were explored: Participants, grouped by sectors, were invited to write on separate papers all the means of learning they know, and place than at the wall. After that, with their participation, papers were rearranged and clustered by similarities. Table 3 shows the outcome of the exercise.

Table 3. Means of learning identified by the participants.

Practical and hands on learning	Face-to-face learning	Printed media learning	E-learning
Demonstrations	Symposium	Newsletter	On-line training
On-the-job-training	Workshops	Bulletins	Social media
	Seminar	Booklets	YouTube
	Conference		Instructional videos
			On-line forum

Subsequently, each participant, still grouped by sector, were given the instruction to drawn stars next to their preferable means of learning (max. of 5 stars). Table 4 shows the outcome of the exercise. Each sector presented the poster containing with the outcome. The presentations were recorded and can be accessed at: http://bit.ly/2vvWmBL

Table 4. Preferable means of learning, in order of importance, grouped by sectors.

Equipment manufacturers	Cassava processors	Service providers
1. Practical and hands on-learning	1. Practical and hands-on learning	1. Practical and hands on-learning
2. Face-to-face learning	2. Face-to-face learning	2. E-learning
3. E-learning	3. E-learning	3. Face-to-face learning
4. Printed media	4. Printed media	4. Printed media learning

Way forward and workshop evaluation

In this last section, it was explained to the participants that the knowledge built during the workshop will guide C:AVA II interventions. Participants were invited to express their opinion about the workshop. Comments praised the good structure and the importance of inviting the 3 sectors. The need of synergy between equipment manufacturers, cassava processors and service providers was mentioned by many participants. At the end, an evaluation form was distributed. The form used a nine-point hedonic scale asking about their overall experience of the workshop (Figure 10). The workshop scored an average 8.2 rate. Appendix 9 contains the full evaluation form.

What is your overall opinion about this workshop?

1	2	3	4	5	6	7	8	9
Dislike extremely				Neutral				Like extremely

Figure 10. Nine-point hedonic scale used to evaluate the workshop

Conclusions

The workshop gathered equipment manufacturers, cassava processors and service providers. Using group work activities, poster design and forum discussion, the capacity building needs of the different sectors were investigated. All material produced during the workshop were mailed to Richard Lamboll (DHL tracking number: 41 0877 0212) who can assess further the capacity building needs.