

# Capacity Needs Identification & Assessment

A capacity needs assessment is essential in developing a rigorous and practical capacity development response, by determining which capacities to prioritise and how to incorporate them into development strategies.

Depending specifically on the context of the problem and the resources available, a capacity needs assessment can be conducted at a group or site level, identifying current and desired levels of capacity. The assessment findings are used to define interventions to address these gaps and defining specific results and indicators that can be jointly monitored with the stakeholders. Regardless of the entry point, a capacity needs assessment must take account the interconnectedness of capacity issues between the targeted level(s) and the enabling environment.

## Capacity Needs Identification – The Equation

The capacity needs assessment process can be summarized in the simple equation as follows:

$$\begin{aligned} \sum_{\text{Groups}} \text{Current Capacity} + \sum_{\text{Groups}} \text{Capacity Gaps} &= \sum_{\text{Groups}} \sum \text{Capacity to Achieve Objectives} \\ &\equiv \\ \sum_{\text{Groups}} \sum \text{Capacity to Achieve objectives} - \sum_{\text{Groups}} \text{Current Capacity} &= \sum \text{Capacity Gaps (Needs)} \end{aligned}$$

The equation above implies that summation of groups' current capacity in addition to summation of groups' capacity gaps is equivalent to summation of groups' capacity to achieve objectives. This can also be expressed as or equivalent to summation of groups' capacity to achieve objectives less the summation of groups' current capacity is equivalent to the summation of **Capacity Gaps (Needs)**.

## Steps of Capacity Needs Assessment Process

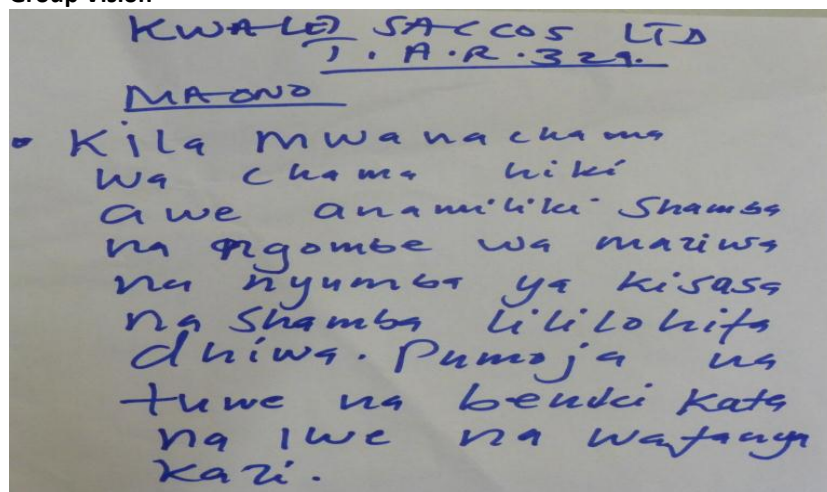
In undertaking the capacity needs assessment process, it is important to assume that there are existing capacities within the group that can and should be built on through the assessment.

The first step of the capacity needs assessment process is to compile all existing relevant and available data regarding the groups. In the instance of the Strengthening Rural Institutions project, this includes information collected by the project team, such as the quick scan of external factors, initial group assessment at design phase and the detailed maturity assessment phase. Data from the MAT software can be included in the assessment including the overall maturity score and specific relevant data. Likewise, from project team discussions, information with regards to the project expectations is obtained, often down to specific project sites. Past and current activities should also be included to ensure project activities are aligned to site priorities and are not at risk of duplicating past investment. This process also provides an avenue for engagement with potential project partners and stakeholders to support the implementation of group workplans to implement the capacity needs identified following the analysis. The main information source through the Strengthening Rural Institutions project, however, was the Assessing Capacity Needs and Strategy Development workshop.

The second stage of the process involves synthesising the data collected. The information obtained through the workshop, particularly the group objectives, provides the framework to assess the current group capacities that are identified through the environmental scan, maturity assessment tool and the group characteristics identified through the workshop. The capacity needs analysis framework assesses the desired capacity against existing capacity in order to identify the capacity gaps. The desired capacity is determined by aligning the group vision and objectives against the existing capacities of the group. The capacity gaps identified can then be grouped into four categories, including group development, platform development, enterprise development and external factors to establish the capacity needs of the group.

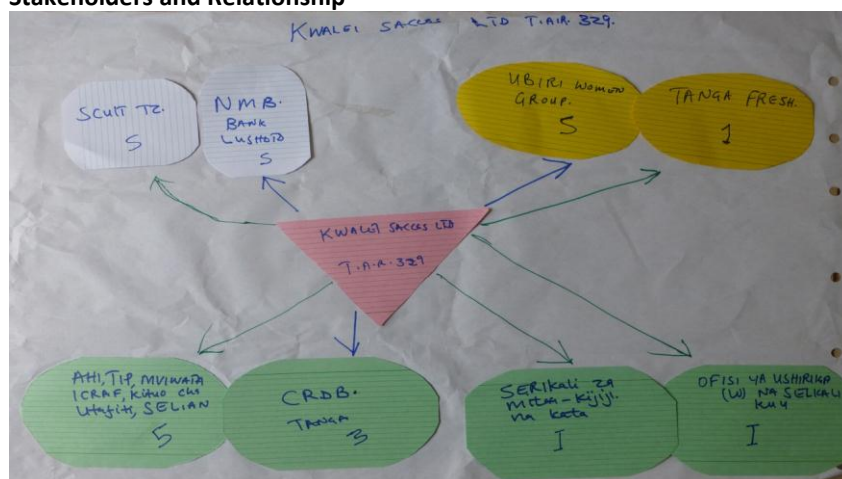


## Group Vision



Each and every group member to own farm, dairy cattle and house and also together as group members to own bank and employ people.

## Stakeholders and Relationship



1. Tanga fresh (1)
2. Cooperative society and National government (1)
3. Local government (1)
4. CRBD BANK TANGA (3)
5. AHI, TIP, MVIWATA, ICRAF, RESEARCH INSTITUTION and SELIAN (5)
6. SCUIT TZ (5)
7. NMB Bank Lushoto (5)
8. UBIRI WOMEN GROUP (5)

## Asset Identification

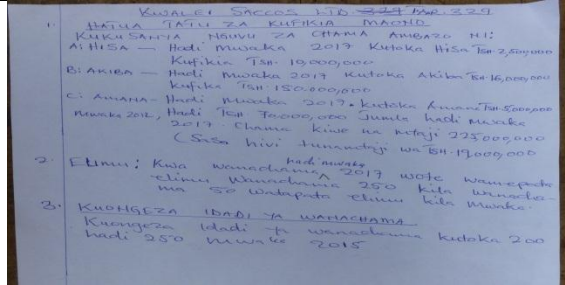
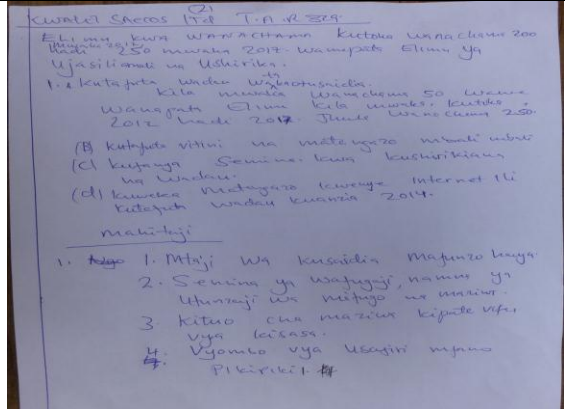
Physical	Social	Financial	Human	Natural
Office	Annual general group meeting	Group contribution	Group members 209	Land
Office equipment chairs tables	Board meeting every 4 months	Bank account NRBD	Labour	
Field		Availability of loans	Educational levels of group members	
Financial boxes for keeping money			Members are technologically advance	
			Good leadership	

## Stakeholders and their Importance

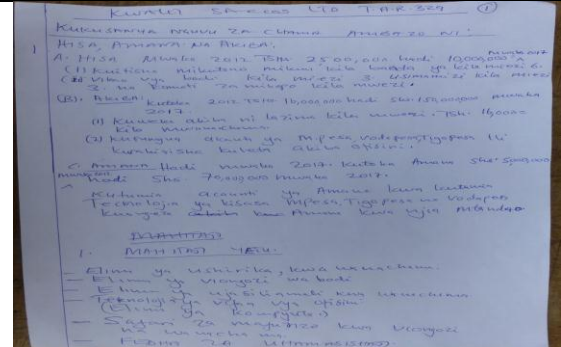
WABAU	KWACH	SACLOS LTD	T.A.R 329
1. OASI - JA USHIRIKA WILAYA YA LUSHOTO NA SIKUKU	JUU	1. Elinu ya Ushirika 2. Majuzi 3. Kusimama chaguzi 4. Ushirika	1. Ushirika 2. Taarifa
2. AHI, TLP, MVIWATA, ICRAF KITU O CHA SELIAN *	JUU	1. Mafunzo Elinu 2. Kufanya kazi 3. Mafunzo ya kazi 4. Ushirika wa kumama na kufadhwa ya mazingira na wataalamu	1. Ushirika 2. Taarifa
3. SERIKALI ZA MITAA KISIWA NA MAMBA	JUU	1. Ushirika 2. Kufanya kazi	1. Ushirika 2. Taarifa
4. TANGA FRESH	WASTAM	1. Kufanya kazi 2. Kufanya kazi 3. Ushirika	1. Mafunzo 2. Ushirika
5. CRDB BANK - TANGA	JUU	1. Watupa kasiki 2. Elinu majuzi	1. Taarifa ya kufanya kazi 2. Ushirika 3. Kufanya kazi
6. SCUITZ	CHINA	Kufanya kazi WA SACCOS TANZANIA	Ushirika TAARIFA Mikopo kalamu
7. UBIRI WOMEN GROUP	WASTAM	1. Kufanya kazi 2. Kufanya kazi	TAARIFA Ushirika
8. NMB	CHINA	Kufanya kazi Fedha	Kufanya kazi fadhwa Mikopo Banki

Stakeholders	Importance	How they help us	What they need from us
Cooperative society and National government	High	Corporate Training Advise Supervising group election	Cooperation Feedback
Local government	High	Giving advise Security Awareness creation	Cooperation Feedback
AHI, TIP, MVIWATA, ICRAF, RESEARCH INSTITUTION and SELIAN (5)	High	Trainings on environment conservation Awareness creation Training on resource management	Cooperation Feedback
Tanga fresh	Medium	Buying milk, Giving us professional advise Giving milk tanks	Milk Cooperation
NMB Bank Lushoto	Low	Education	Certificate of group registration Lending from them
CRDB BANK TANGA	High	Banking	Depositing money to their bank every month
SCUITZ	Low	Creating unity among SACCOS	Cooperation Feedback
UBIRI WOMEN GROUP	Medium	Making juice Making jam	Cooperation Feedback

## Group Objectives

	Objective	Strategy	Gaps
	<p>1. Mobilizing the group strength and power that is:</p> <ul style="list-style-type: none"> <li>• Stocks – to increase stock that is in form of money from Tsh 2,500,000 to Tsh 10,000,000 by 2017</li> <li>• Savings – to increase group's savings from Tsh 16,000,000 to Tsh 150,000,000 by 2017</li> <li>• Deposits – to increase group's deposits from Tsh 5,000,000 to Tsh 70,000,000 by 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Convening meetings after every 6 months</li> <li>• Convening board and loan management team for meetings after every 3 months</li> <li>• Each group member to start saving Tsh 16000 per month</li> <li>• To open an Mpesa, Vodapesa, tigo pesa to ease transaction</li> </ul>	<ul style="list-style-type: none"> <li>• Corporative training</li> <li>• Leadership skills</li> <li>• Technological training e.g. use of computer</li> <li>• Finance</li> </ul>
	<p>2. Training group members from 200 to 250 on entrepreneurial and corporate society by 2017</p>	<ol style="list-style-type: none"> <li>1. Look for trainers to train the group members</li> <li>2. Giving out handouts and doing advertisements in various forms</li> <li>3. Holding seminars in collaboration with the stakeholders</li> <li>4. Advertising through internet for easy accessibility to many interested stakeholders people</li> </ol>	<ul style="list-style-type: none"> <li>• Finance to support the training</li> <li>• Experts on dairy cattle management</li> <li>• Transportation equipment</li> <li>• Technologies</li> </ul>



	Objective	Strategy	Gaps
	3. Each and every group member to own land and have title deed of it to help them capture loan for the development of their group by 2017	<ol style="list-style-type: none"> <li>1. Mobilizing the rest of the community members to join the group</li> <li>2. Holding meeting after every 6 month</li> <li>3. Orientation to the new group members</li> </ol>	<ul style="list-style-type: none"> <li>• Registration of the offer announcement</li> <li>• Inadequate funds for organizing the seminar</li> <li>• Transportation problem</li> </ul>
	4. To search for more markets in partnership with other stakeholders and corporative society for their produced goods by 2017		
	5. To increase the number of group members from 200 to 250 by 2015		

### Dissemination and farmer learning systems (trainings)

KWALET SACCAR LTD. P.A.R. 329						
NINI	NASI	NJIA	CIANI	MULIPIA?	TUMETUMIA	KWAPATAI
USUZI NA	C.R.B. Bank LTD T2.	1. Kuwa na kasbi (2) utingizi wa kumawaz za jeshi wanchama (3) Kukoka na kuwajeshi Bank (DAARAS)	Ulia, Maipo nusu kam Mudi	Tumetumia	ndiyo	KWAPATAI HAJAFUZA TUMIA
FISI YA KILIMO USTARIKIA (10)		1. Ukaguzi wa nye (COASCO)-Dodoma. 2. Ujuzi wa ofisi (3) majuzi ya wotei Basi wanchama (OFISI)	Tumelipa ukaguzi ujuzi majuzi hufuza	ndiyo		
A.H.I. na OFISI YA KILIMO		1. HIFAOH, AROH, (2) umwagiliaji kilimo 2. CHA MCOMA KUNWA MITI YA MATUAGA 3. VITAKU YA CHA (DAARAS) 4. UFAAOH, WA NEMBO WA MATUAGA	HAJUKULIPA	ndiyo Kuchini ipate FISHI SHI		
MVIWATA Mbandao wa ukauzi wa Wabulama T2		1. Kufuataji vitoa na kutawana mawizi 2. Kijani unayemba za mafano za utaji 3. Kufundisha Taji GUDE WATANI (DAARAS)	HAJUKULIPA	NDIYO		Elimu laoto kum wanchama
MATIRIFA	Wagwacha SCUTT T2	Wana cho na wamepelele vidogo kawa ajili ku hiwifadhi fedha baki Wana chama hawajao uza kuufta mng.	ndiyo	HAPANA		
USTARIKIA (W) C.R.B. Bank SCUTT T2		Nama ya kuweka aki ba kila mwezi, Ila wengi hawaweki Aki ba kila mwezi (DAARAS)	HAPANA	HAPANA		Wana chama uchiwini wa kuu mlogo. Kuliana mitaji ya kuupelelele (maji) uliame una o Sababu kuu na jua.
UBIRI WOMEN GROUP		Kupika je mng, kutengeneta juice. (DAARAS)	HAPANA	HAPANA		Mtaji wa vyombo vya kazi hai, na bidhaa.
UBUNIFU	KWALE SACOS LTD	Kuauzi shi kituo cha mawizi Kwale, na Bumbuli (DAARAS)	HAPANA	NDIYO		
		Kupama eneo la wanchama	"	"		
		Kutapata kiwaji cha ujuzi wa ofisi ya chama (OFISI)	Tumelipa baki	"		
		Kuamisha shaka Kuingi za ukauzi vidogo kya ndani ya SACOS (OFISI)	HAPANA	"		

Skill/Technology learnt	Who taught you	Mode of training	Did you pay or was free?	Has this skill/technology been adopted	If not, why
Trained on how to get loan and pay Trained on improving group finance	CRBD bank	Classroom	We paid	Yes	
Corporate training Modern methods of setting up office	Corporative society	In the office	Paid	Yes	
Dairy cow management Land management Tea plantation	TIP AHI Agricultural office Lushoto	Classroom	Not paid	Yes	
Tour guide Environmental conservation Building tourist homes	MVIWATA	Classroom	Not paid	Yes	
Financial management	SCUIT TZ	Classroom	Paid	No	
Saving techniques	CRDB Bank Corporative society SCUIT TZ	Classroom	Not paid	No	Less economic status for the group members Drought
Cooking jam Making juice	UBIRI women group	Classroom	Not paid	No	Lack of equipment
Establishment of milk center Expanding the area of group	Kwalei SACCOS LTD	Classroom	Not paid	Yes	

## SWOT – Strengths, Weaknesses, Opportunities and Threats

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STRENGTH - NGUVU:

- (1) WAWACHUMA ZAIDI YA 200.
- (2) HISA ZA WAWACHUMA
- (3) AKIBA ZA WAWACHUMA
- (4) AMANA ZA WAWACHUMA
- (5) MASHAURI - KATICA
- (6) MPAIGO WA BASHARI
- (7) MIKATA WA KISHARI NA CRDB - BANK - MIKATA.
- (8) OFISI
- (9) KIWAJIA - Jengo limeundelea kujengwa limepigwa basi.
- (10) KASIKI YA KISASA.

WEAKNESS - UDHAU:

- (1) Elinu kwa wawachuma ya kukopa na kurejesha.
- (2) Kutohika akiba mara kwa mara
- (3) Maza ya yajozali shau kuhasa Staka/faida.
- (4) Elinu ya ufugaji wa ng'ombe, mbenzi, kuka.
- (5) Kukaasa wafanyakazi kwenye Saccos.
- (6) Serikali kutokana misaada ya kutashe kwenye Chama.
- (7) Baadhi ya mungizi wa kijiji na kaka kutopende ushirika.

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FURSA - OPPORTUNITY.

1. Kupata mafunzo.
2. Kukopa kwenye benki CRDB.
3. Kupewa kasiki na CRDB - BANK
4. Kupata bati kutoka H/mashauri ya wilega yaluhoto, kwa ajili ya kurejesha dhi.
5. Kupata kiwaji.

THREAT - VITISHO

1. Wakopaji kuchukua mikopo na kuingiza katika mwenzi isiyolele tija.
- 2.

Strengths	Weakness	Opportunity	Threats
Group members 200	Regular disappearance of savings	Availability of various training	Borrowers take loans to incorporate into projects without profit returns
Group contribution	Lack of education to the group members	Availability of loans	
Group office	Lack of group cooperation	Availability of markets	
Legal entity with CRDB	In adequate knowledge on dairy cow management		
Group business	Lack of government support		
Group deposits	Lack of profit		
Modern chalice	Lack of markets		



## Step 2: Presenting the data

Data collected is presented in a format that details the group's vision and objectives, and information pertaining to the group's current capacity relevant to the objectives and vision as follows:

Maturity	Vision	Objectives	Current				
			Assets	Strengths	Opportunities	Stakeholders	Skills/ Training
1	Each and every group member to own a farm, dairy cattle and a modern house and together as group members to own bank account and employ workers.	<p>1. Mobilizing the group strength and power that is:            *Stocks – to increase stock that is in form of money from Tsh 2,500,000 to Tsh 10,000,000 by 2017            * Savings – to increase group's savings from Tsh 16,000,000 to Tsh 150,000,000 by 2017            *Deposits – to increase group's deposits from Tsh 5,000,000 to Tsh 70,000,000 by 2017</p> <p>2. Training group members from 200 to 250 on entrepreneurial and corporate society by 2017</p> <p>3. Each and every group member to own land and have title deed of it to help them capture loan for the development of their group by 2017</p> <p>4. To search for more markets in partnership with other stakeholders and corporate society for their produced goods by 2017</p> <p>5. To increase the number of group members from 200 to 250 by 2015</p>	<p>*office            *equipment (tables and chairs)            *land            *financial boxes for keeping money</p>	<p>*Group members 200            *Group contribution            Group office            *Legal entity with CRBD            *Group business            *Group deposit            *Modern chalice</p>	<p>*Availability of various training            *Availability of loans            *Availability of markets</p>	<p>* Tanga fresh            *Cooperative society and National government            * Local government            *CRBD BANK            *TANGA            * AHI            * TIP MVIWATA            *ICRAF            *RESEARCH INSTITUTION            *SELIAN            *SCUIT TZ            * NMB Bank            Lushoto            *UBIRI            WOMEN GROUP</p>	<p>*Trained on how to get loan and pay            *Trained on improving group finance            *Corporate training            *Modern methods of setting up office            *Dairy cow management            *Land management            *Tea plantation            Tour guide            *Environmental conservation            *Building tourist homes            *Financial management            *Saving techniques            *Cooking jam            *Making juice            *Establishment of milk center            *Expanding the area of group</p>

Maturity	Vision	Objectives	From Maturity Assessment Tool		Identified		
			Trainings	Bottlenecks	Gaps	Weaknesses	Threats
1	Each and every group member to own a farm, dairy cattle and a modern house and together as group members to own bank account and employ workers.	1. Mobilizing the group strength and power that is: *Stocks – to increase stock that is in form of money from Tsh 2,500,000 to Tsh 10,000,000 by 2017 * Savings – to increase group's savings from Tsh 16,000,000 to Tsh 150,000,000 by 2017 *Deposits – to increase group's deposits from Tsh 5,000,000 to Tsh 70,000,000 by 2017	<ul style="list-style-type: none"> <li>• Corporative training</li> <li>• Leadership skills</li> <li>• Technological training eg use of computer</li> <li>• Finance</li> <li>• Finance to support the training</li> <li>• Experts on dairy cattle management</li> <li>• Transportation equipment</li> <li>• Technologies</li> <li>• Registration of the offer announcement</li> <li>• Inadequate funds for organizing the seminar</li> <li>• Transportation problem</li> </ul>	<ul style="list-style-type: none"> <li>*Regular disappearance of savings</li> <li>*Lack of education to the group members</li> <li>*Lack of group cooperation</li> <li>In adequate knowledge on dairy cow management</li> <li>*Lack of government support</li> <li>*Lack of profit</li> <li>*Lack of markets</li> </ul>	<ul style="list-style-type: none"> <li>*Borrowers take loans to incorporate into projects without any profits</li> </ul>	<ul style="list-style-type: none"> <li>*Regular disappearance of savings</li> <li>*Lack of education of the group members</li> <li>*Lack of group cooperation</li> <li>*Inadequate knowledge on dairy cow management</li> <li>*Lack of profits</li> <li>*Lack of markets</li> </ul>	<ul style="list-style-type: none"> <li>*Borrowers take loans to incorporate into projects without profit returns</li> </ul>
		2. Training group members from 200 to 250 on entrepreneurial and corporate society by 2017					
		3. Each and every group member to own land and have title deed of it to help them capture loan for the development of their group by 2017					
		4. To search for more markets in partnership with other stakeholders and corporative society for their produced goods by 2017					
		5. To increase the number of group members from 200 to 250 by 2015					

### Step 3: Analyse the gaps & identify needs

The data is examined following the basic equation, that:

The Capacity to achieve the objectives – Current Capacity of the Group = **Capacity Gaps (Needs) of the group**

This is presented in the below table in which the identified gaps required by the group are presented in the Analysed Gaps column, and subsequently the capacity gaps identified are grouped into four categories, including group development, platform development, enterprise development and external factors to establish the capacity needs of the group.

Group Name	Vision	Objectives	Analysed Gaps	Analysed Group Needs			
				Development	Enterprise	Platforms	Enabling Environmnet
KWALEI SACCOS	Each and every group member to own a farm, dairy cattle and a modern house and together as group members to own bank account and employ workers.	1. Mobilizing the group strength and power that is: *Stocks – to increase stock that is in form of money from Tsh 2,500,000 to Tsh 10,000,000 by 2017 * Savings – to increase group's savings from Tsh 16,000,000 to Tsh 150,000,000 by 2017 *Deposits – to increase group's deposits from Tsh 5,000,000 to Tsh 70,000,000 by 2017	*leadership training *animal husbandry *resource mobilization *proposal writing *mentoring opportunities *training on entrepreneurship *business planning	*financial training and management *business planning *mentoring others in dairy farming *market access *food safety and certification *Facilitation training *Legal support *Communication / group promotion strategy	*product diversification-dairy products *offering training to other starter groups *marketing the dairy products *selling the dairy products	*dairy cooperative *collective training on entrepreneurship *network with other groups doing dairy farming *micro-financing to solve the issue of lack of inadequate funds *Partnerships with financial institutions	*micro financing *means of transport *storage facilities *ready market for their products *identification of potential partners for marketing the products *identification of potential markets
		2. Training group members from 200 to 250 on entrepreneurial and corporate society by 2017					
		3. Each and every group member to own land and have title deed of it to help them capture loan for the development of their group by 2017					
		4. To search for more markets in partnership with other stakeholders and corporate society for their produced goods by 2017					
		5. To increase the number of group members from 200 to 250 by 2015					

## The Capacity Needs Analysis Framework

Group Vision



Group Workplan



Capacity Needs Assessment and Workplan Development Workshop										MAT	Environmental Scan	
Group Vision	Group Objectives	Assets	Stakeholders	Skills/Training	Strengths	Weaknesses	Opportunities	Threats	Gaps	Maturity Score	Skills/Trainings	Bottlenecks
2	1	3	3	1	1	1	2	3	1	1	1	2
1	1	1	1	1	3	3	1	3	1	3	3	3
1	1	1	1	2	2	3	1	1	1	3	3	3
3	2	3	2	3	3	3	3	1	1	3	3	1



Group Development



Enterprise Development



Platform Development



External Factors

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## ***Unpacking the Gap Analysis Methodology***

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### ***Definition of terms:***

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**Development** - Development is a process of advancement, according from a group perspective; this may be done by offering trainings, field visits and many other mediums for developing groups.

**Enterprise development:** is a process undertaken typically on the basis of generating income, improving food security and facilitating sustainable livelihoods.

**Platforms:** this is a process of networking with other groups, or initiations of umbrella groups, that pursue similar goals in order to share knowledge and broaden their scope of work.

**Enabling environment:** these are policies attitudes and practices that stimulate and support effective and efficient functioning of groups, including internal or external factors

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### ***Relationship of Capacities to Analysed Group Needs***

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**Group vision and development:** visioning is a process in which the hoped future (goals, objectives, and outcomes) are identified to act as a motivator for the present action.

For the analysis, group visioning has medium relationship as it did not directly affect identification of group development. The vision acted as an overall guide for the group as it set the pace for development in order to reach the targeted and set goals and as a point of reference to the group's activities.

**Group vision and enterprise development:** For the enterprise to achieve its mandate, the vision must be investigated, fostered and upheld for enterprise to be successful. This relationship makes the group vision highly relevant in identification of enterprise development in the process of group needs analysis.

**Group vision and platform** demonstrate a high relationship, because for groups to come together as a platform network, their vision must relate to the objectives of the proposed platform.

**Group vision and enabling environment:** Group vision and enabling environment have limited correlation and subsequently were considered to have a low relationship in the group needs analysis.

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**Group objectives and development:** objectives can be defined as aims or goals to be achieved by the end of a project. The group development and group objectives have a high relationship. For development of group to be propelled to the next level the objective must be well articulated clear and precise to achieve the identified development plans for the groups.

**Group objectives and enterprise development:** enterprise is about venturing into an income generating activity that reports profit back to the group. Through the group analysis methodology, group objectives shaped the enterprise to be ventured, furthermore the identified enterprise must be in line with the objective set to be achieved supporting a highly relevant relationship between the two.

**Group objectives and platforms:** platforms must fit into practices objectives and goals of the group in which the platform engages. For groups to come under one platform their objectives and goals determine the umbrella to join and must be related in one way or another, and this translates to a high relationship between the two characteristics.

**Group objectives and enabling environment:** enabling environment had a medium relationship with the group objectives. This was determined as group objectives do not directly influence enabling environment, rather it is influenced by external factors. Identification of the enabling environment did not consider group objectives.

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**Assets and Development:** asset is defined broadly as anything that can be used to support the actions of the group. Assets are highly interrelated with group development with regards to the group needs analysis. This is because for groups to develop and succeed in implementing their development plans there must be a strong supporting asset base.



**Assets and enterprise:** as business and market requirements are dynamic, assets play big role in the identification of what enterprise to venture into. The stronger the asset base, the more vibrant and profitable the enterprise could be. When it comes to identification of enterprise in the group needs analysis, the relationship of the two was high.

**Assets and platforms:** good asset information is fundamental to good asset performance and platform creation. For the group needs analysis, the two attributes are considered to have a high relationship as assets assist in the identification of what kind of platforms are suitable to facilitate the prosperity and success of groups.

**Assets and enabling environment:** for assets and enabling environment they do not really relate, and consequently are considered to have a low relationship. As enabling environment includes internal and external factors that affect organization or groups, positively or negatively, enabling environment factors are beyond the control of groups.

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**Strengths and development:** strengths can be defined as characteristics of the group that give it an advantage over others. Strengths and development have a high relationship with respect to group needs analysis.

Identification of strengths is important because it can inform steps in planning to achieve the objective of groups as one uses its strengths in propelling and advancing developments of the group.

**Strengths and enterprise:** strength and enterprise have a low relationship as they don't affect each other directly; subsequently strengths are not considered when groups' enterprise developments are being identified through the group needs analysis.

**Strengths and platforms:** strengths and platforms have a medium relationship, as identification of group strengths can assist in the negotiation of forming a vibrant and successful platform. Even though strengths have medium relationship in the formation of platforms, they still play a critical role and assist in identification of platforms.

**Strengths and enabling environment:** strengths and enabling environment have a very low relationship with each other as group's strengths have low impact on the identification of enabling environment factors.

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**Weaknesses and development:** weaknesses are characteristics that place the group at a disadvantage relative to others. Development and weaknesses have a high relationship as weaknesses in many occasions act as stumbling block to group success. For group development, weaknesses must be dealt with through possibly turning them into advantages to minimize the risk of stagnating in terms of development and prosperity, and subsequently, weaknesses help in the identification of development plans for groups.

**Weaknesses and enterprise:** weakness and enterprise have very low relationship as weaknesses do not determine what enterprise groups should venture into for the analysis process.

**Weaknesses and platforms:** weaknesses and platforms have a low relationship as weaknesses do not assist in the identification of networks and platforms groups should join.

**Weaknesses and enabling environment:** weaknesses and enabling environment have a low relationship with each other as weaknesses have no impact on the identification of a conducive environment for any particular venture or undertaking.

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**Opportunities and development:** opportunities are elements that the project or group could exploit to their advantage. Despite opportunities and development only having a medium relationship, opportunities play a moderate role in the development agenda for the groups. Development activities can build competitive positions by identifying and utilizing opportunities in the groups' environment.

**Opportunities and enterprise:** opportunities and enterprise have high relationship. For the strengthening rural institution group needs analysis methodology, available opportunities have a big role in identifying what type of enterprise groups should start. A vibrant profitable and thriving enterprise takes into consideration and exploits all available opportunities available through creative and innovative means.

**Opportunities and platforms:** opportunities and platforms have high relationship as opportunities help in the identification of platform avenues to be explored to facilitate group strengthening.

**Opportunities and enabling environment:** as far as group needs analysis is concerned opportunities and enabling environment have a low relationship. Opportunities do not facilitate, determine or take into account enabling environmental factors impacting groups. The roles of enabling environment factors include the identification of barriers groups, rather opportunities work beyond barriers to explore new avenues for groups to advance.

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**Threats and development:** threats include elements in the environment that can cause challenges for group development. The group needs analysis considers threats and development to have a low relationship. This is as threats are not considered relevant in the identification of development opportunities to be undertaken for the best interest of groups.

**Threats and enterprise:** threats and enterprise have a medium relationship. Threats identified by groups have the potential to influence enterprise opportunities to be explored by groups, although their direct impact is subjective and subsequently not considered to be of high importance.

**Threats and platforms:** threats and platforms have a high relationship, as threats are identified by groups as a critical factor in determining their ability to achieve economic and social prosperity, and sustainable livelihoods. Many groups identify threats as the reasons why they need to form platforms. This is primarily for the exchange of ideas and learning from other groups as to how to manage these threats.

**Threats and enabling environment:** threats and enabling environment have a high relationship, as there is a strong correlation between the nature of threats and enabling environment factors, both internally and externally to the group. Subsequently, threats have a tendency to represent a significant percentage of the enabling environment factors relevant to a group.

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**Stakeholders and development:** stakeholders are individuals and organizations that are actively engaged with the group. In relation to the group needs analysis process stakeholders and development had low relationship in that stakeholder do not necessarily play an important role in verification and identification of development gaps to be fulfilled by groups in order to strengthen.

**Stakeholders and enterprise:** as stakeholders affect what enterprise a group may want to venture in, the two elements have a high relationship. As far as strengthening rural institution group needs analysis is concerned, stakeholder identification is crucial in that it can help groups obtain more resources, thus making the groups more likely to succeed in terms of enterprise development.

**Stakeholders and platforms:** the two elements have high relationship, as far as group needs analysis is concerned, as stakeholders may determine or play an important role in the identification of platforms the groups could join or network with. This is important to help groups enhance their capacity in bargaining and improve their knowledge base as they broaden their scope and activities.

**Stakeholders and enabling environment:** the two elements have low relationship as identification of enabling environment factors have limited impact on the stakeholders engaged by the group.

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**Skills/training and development:** Training is the act of increasing the skills of group members to perform a particular task. The two elements are highly interconnected as skills/training identified by groups formulates the basis of development opportunities to be explored to strengthen the group's capacity.

**Skills/training and enterprise:** the two elements have high relationship as far as group needs analysis is concerned. For the identification of the best enterprise development venture for groups, consideration of existing skills, trainings and technologies within the groups is required. Identification of the best enterprise development ventures aims at improving productivity, profitability and sustainability of smallholder's farmer groups in order to reduce poverty amongst them and as well identify pathway out of poverty.

**Skills/training and platforms:** as far as group needs analysis is concerned the two elements have a low relationship as platform development does not rely greatly on skills and training.

**Skills/training and enabling environment:** enabling environment and skills and training characteristics have a low relationship. The relationship is considered low as enabling environment factors consist of externalities that are beyond a group's control, regardless of the skills or capacity.

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**Gaps and development:** gaps are challenges which undermine groups' activities. Gaps and development have high relationship as gaps are considered to be a major impediment to group success and need to be bridged. Gaps impinging on group development that were identified during the needs analysis included:

- the human resource development gap;
- the technology gap;
- the knowledge and information gaps;
- the production gap

**Gaps and enterprise:** the two elements have a high relationship, as for an enterprise to be successful it must take into consideration all the gaps and try to resolve them. For an enterprise venture to be profitable and sustainable, the gaps should be addressed.

**Gaps and platforms:** as far as the group needs analysis was concerned the two elements have a high relationship. Gap identification is prominent in assessing suitable platforms for groups to engage with, by addressing elements that the group is lacking. This is important, because platforms are considered to be forums for knowledge sharing and scaling up and can provide a means to addressing group gaps.

**Gaps and enabling environment:** the two elements have a high relationship. Some of the gaps identified by groups formed the basis and reflected the enabling environment factors. This prompted the needs required to be put in place to help and stimulate group strengthening.

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**Training needs and development:** Training Needs are the difference between the skills and capacities a group has now and the skills and capacities a group requires to perform desired tasks. Training needs are very vital part of human resource development. In the group needs analysis framework, the two elements have a high relationship as development activities are one of the biggest factors that contribute to training needs. Identification of development strategies were undertaken in consultation with group training needs identified by the groups, based on the close relationship of the two attributes.

**Training needs and enterprise:** the two elements have a low relationship when it comes to the group needs analysis process for identification of the enterprise opportunities for groups. This is because enterprise opportunities are not related to group training needs.

**Training needs and platforms:** the two elements have a low relationship as far as group needs analysis is concerned. Training needs did not influence the identification of platforms.

**Training needs and enabling environment:** the two elements have a low relationship when it comes to the group needs analysis process for identification of the conducive enabling environment for groups' functionality.

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**Bottlenecks and development:** bottlenecks are challenges which undermine group activities. These may include natural calamities, internal wrangles, and political interference amongst others. Bottlenecks and development have high relationship as bottlenecks are considered to be a major stumbling block to group development activities and need to be addressed.

**Bottlenecks and enterprise:** these two elements have low relationship as far as group needs analysis is concerned, as bottlenecks do not influence the identification of enterprise opportunities for groups to venture into.

**Bottlenecks and platforms:** these two elements have a low relationship, as bottlenecks have a limited influence on the type of platform and identification of platform for the group to embrace as each group may have their own unique bottlenecks.

**Bottlenecks and enabling environment:** bottlenecks and enabling environment have a medium relationship, as there is a partial correlation between the nature of bottlenecks and enabling environment factors. This is because some of the bottlenecks, when addressed, may lead to a sound and vibrant environment for the group to operate in and function fully in order to achieve their long and short term goals.

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**Maturity score and development:** maturity score and development have a high relationship as the more mature a group is, the more development priorities that are put in place with a higher likelihood of proper and effective resources to support group development activities.

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**Maturity score and enterprise:** maturity score and enterprise have a low relationship as far as the group needs analysis is concerned, as maturity does not directly influence the identification of enterprise opportunities groups should venture into.

**Maturity score and platform:** these two elements have very low relationship as far as the group needs analysis is concerned, as maturity has limited role in influencing platform opportunities groups should engage with.

**Maturity score and enabling environment:** maturity score and enabling environment have a low relationship. This is as the maturity score is not considered in the identification of enabling environment and subsequently, they have no correlation with each other.

## Definitions

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**Agroforestry fodder:** it is a system of land use in which harvestable fodder trees or shrubs are grown among or around crops on pastureland as a means of preserving or enhancing the productivity of land and provide a nutrition source for animals or livestock.

**Agroforestry – Nursery establishment:** an agroforestry nursery is place where tree seedlings are propagated, either from seed, root stock or graft, and grown for transplanting.

**Agroforestry – tree selection:** is the process of selecting tree species to be grown in an agroforestry system. In considering which tree species to select, several factors should be considered regarding the intend use of tree species, including nutrition, fodder, medicinal, shade, timber amongst other purposes, to be used both internally by the group and as a potential future enterprise opportunity.

**Animal husbandry – bee keeping:** is a branch of animal husbandry that is concerned with the maintenance of honey bee colonies, commonly in hives, by humans this may be in order to collect honey and other products of the hive or to produce bees for sale to other beekeepers for commercial purpose.

**Animal shelter construction:** is a process of building suitable structures to provide protection to livestock from bad weather or danger that may pose threat to them.

**Animal husbandry dairy:** is concerned with raising cattle for dairy products including milk, yoghurt and cheese. Training related to animal husbandry for dairy production incorporates appropriate breed selection, feed and nutrition management, grazing practices and land management, milking, hygiene and storage/transport as a means of preserving or enhancing the productivity, profitability and sustainability of the milk for personal and economic use.

**Accounting training:** this is holistic training that involves skills development in managing group financial accounts including the transaction analysis, recording transactions in ,credits to the general ledger, adjusting assets with a trial balance, preparation of financial statements, and closing financial accounts

**Animal husbandry goats:** this is an aspect of agriculture concerned with raising caring and breeding of goats for meat skin and other purposes. Training related to goat husbandry involves appropriate breed selection, feed and nutrition management, grazing practices and pasture and land management this is to enhance the productivity and profitability of the goat for personal and economic use.

**Animal husbandry poultry:** this is a branch of agriculture concerned with the caring and breeding and raising of poultry for meat and eggs. Training related to poultry husbandry encompasses selection of appropriate breed, feed and nutrition management, egg management storage/transport as a means of preserving and enhancing the productivity, profitability sustainability of eggs for personal and economic use.

**Animal husbandry rabbits:** this is a type of agriculture that is concerned with raising and breeding of rabbits in groups homesteads for meat and other benefit that comes along in respect to keeping rabbit. Training related to keeping rabbit incorporates selection of appropriate breed, feed nutrition management and overall rabbit management this enhances productivity, profitability and sustainability of rabbits for personal and economic use.

**Artificial insemination:** involves specialized training in collecting sperms cells from a male animal and manually depositing them into the reproduction tract of a female

**Crop husbandry – organic production:** is a form of agriculture that relies on techniques such as crop rotation, green manure, compost and biological pest control. Organic farming excludes or strictly limits the use of manufactured fertilizers, pesticides which include herbicides, insecticides and fungicides. Organic production, when done well, can provide an economic saving to producers without impacting on production through reduced input costs of fertilizer and chemicals, despite higher labor requirements.

**Crop husbandry matoke:** matoke are a medium-sized green fruit in the banana family. They are grown in the East African Highland region and are used as a common staple crop around the Lake Victoria region of Uganda, and in the West and Kilimanjaro regions of Tanzania. Crop husbandry training on matoke includes holistic training from correct sucker selection, ground preparation, crop maintenance including pest weed and disease control and harvesting for improved productivity and profitability.

**Crop husbandry -Sustainable Land Management:** is defined as a knowledge-based procedure that helps integrate land, water, biodiversity, and environmental management (including input and outputs) to meet rising food and demands while sustaining ecosystem services and livelihoods. SLM is important to achieve food security outcomes, whilst avoiding improper land management practices that can lead to land degradation and a significant reduction in the functions of watersheds and landscapes.

**Communication strategy:** involves developing a plan detailing how information and issues are presented to people both within and external to the group so that the activities and needs of the group are understood clearly. Strategies can also include activities such as advertising and marketing campaigns to sell produce or attract new members.

**Conflict management:** involves the process of managing and resolving issues of difference amongst stakeholders to the group including group members and external partners. The aim of conflict management is to ensure conflicts or issues of dispute do not impact on the performance of the group in achieving its objectives.

**Constitution and by-laws:** this is guiding documentation that establishes a group's decision making structures, rules, regulation and procedures of governance. The documentations defines the basic fundamental law, written or unwritten, that establishes the character of a group by defining the principles to which a group must conform to. Registration of groups in some regions may require formal documentation such as a constitution and governing laws to be in place.



**Crop husbandry banana:** this is a type of agriculture that involves aspects of growing banana. Crop husbandry training on banana includes holistic training from correct sucker selection, ground preparation, crop maintenance including pest weed and disease control and harvesting for improved productivity and profitability

**Crop husbandry cassava:** it's a branch of crop husbandry concerned with growing of cassava. Crop husbandry training on cassava includes holistic training from correct stem selection, ground preparation, crop maintenance including pest weed and disease control and harvesting for improved productivity and profitability

**Crop husbandry diversification:** this is understood as a strategy of shifting from less profitable to more profitable crops or changing of variety and cropping system within the farm this is to enhance the productivity and fertility of the land.

**Crop husbandry fruit trees:** this is a type of agriculture that involves aspects of growing, cultivating and gardening fruits producing trees. Crop husbandry training on fruit trees includes holistic training from correct seeds selection, ground preparation, trees maintenance including pest weed and disease control and harvesting for improved productivity and profitability

**Crop husbandry- horticulture:** this is science and art of gardening and of cultivating fruits, vegetables and flowers plants. Horticultures generally refers to a small scale gardening and agriculture to growing of field crops. Crop husbandry training on horticulture includes holistic training from correct seeds selection, ground preparation, horticulture crops maintenance including pest weed and disease control and harvesting for improved productivity and profitability

**Crop husbandry maize:** this is a branch of crop husbandry concerned with growing maize. Crop husbandry training on maize production includes holistic training from correct maize seeds selection, farm preparation, crop maintenance including pest weed and disease control and harvesting for improved productivity and profitability

**Crop husbandry potatoes:** This is a branch of agriculture that is concerned with growing and cultivating of potatoes. Crop husbandry training on potatoes production includes holistic training from correct maize seeds selection, farm preparation, maize crop maintenance including pest weed and disease control and harvesting for improved productivity and profitability

**Crop husbandry sustainable land management:** Crop husbandry training on sustainable land management includes holistic training on integrated approaches planning management good practices and technologies that are deployed on land to increase its productivity and reduce dangerous practices on land management that may cause land degradation and fragmentation.

**Crop husbandry tomato and kale:** this is a branch of crop husbandry concerned with growing of tomatoes and kales. Crop husbandry training on tomatoes and kales production includes holistic training from correct seeds selection, farm preparation, maintenance including pest weed and disease control and harvesting for improved productivity and profitability

**Diversification of dairy products:** diversification involves expanding the scope of operation. With reference to dairy product, the intent of training activities is focused on supporting farmers to expand the variety of dairy products that are produced in order to broaden or increase the value of the products for market access, nutrition improvements and income security.

**Erosion remediation:** as soil erosion in agricultural land impacts on the productive value of the land and can pose a threat to infrastructure, safety and future soil losses, remediation activities to rectify the erosion are important. Training for groups should include identification of erosion and the causes of soil erosion, remediation practices such as rocking, bank collapsing and re-vegetation, in addition to broader training on soil conservation practices to minimize the risk of future erosion. (Patterson, 1994)

**Food safety certification:** is the practice of handling, preparing and storing food in ways that prevent foodborne issues. This involves a number of practices such as good hygiene and temperature observation that need to be followed in order to avoid potentially severe health hazards. This type of capacity training is important for groups who are involved in the processing of food products such as dairy, and may include formal certification.

**Green house training:** this is holistic training that involved production and management of horticultural crops within, under or sheltered by structures to provide modified growing conditions or protection from pests, diseases, and adverse weather conditions for improved productivity and profitability

**Group dynamics training:** refers to a system of behaviors and psychological processes occurring within a social group. Group dynamics can be useful in understanding decision making in a social group.

**Permaculture training:** this is training that cut across many elements it may include environmental design, horticultural systems, landscape patterns etc. this training is provided to individual in groups who are willing to learn more about permaculture.

**Succession planning:** this is a process for identifying and developing internal people with the potential to fill key leadership position within the farmer grassroots groups. It increases the availability and continuation of experienced and capable individuals that are prepared to assume these roles as they become available this help in good and proper management of group's activities.

**Rainwater harvesting/water harvesting:** is the accumulation and storage of rainwater for use before it reaches the aquifer. Uses include water for garden, water for livestock for irrigation and for domestic uses in cases of drought or scarcity of water.

**Water use efficiency:** this is training offered to group members on the technologies to employing water saving practices to reduce the costs and slow depletion of the water supply.

**Nutrition education:** its combination of educational strategies accompanied by environmental supports, designed to facilitate voluntary adoption of food choices and other food and nutrition related behaviors conducive to health and well-being.

**Negotiation skills:** this are skills requires to negotiate effective deals across a variety of contexts, including different industries, groups products and services this helps groups negotiate better in the market for their products.

**Postharvest handling:** in agriculture is the stage of crop production and handling immediately following harvest, cleaning cooling sorting and packing. Post-harvest treatment largely determines final quality, whether a crop is sold for fresh consumption or used as an ingredient in a processed food product. Crop husbandry training in proper postharvest handling includes holistic training from correct handling technological selection, crop

production maintenance including pest and disease control and storage/infrastructure facilities to improved quality and durability of the production for future consumption.

**Leadership training:** this is training given to individual within the group to develop greater self-confidence, motivation, self-expression and other traits of leadership required to make an impact in the group's activities.

**Business planning:** business planning training is a holistic training offered to group members to equipped them generally with writing business plan skills. Business planning is defined generally as document giving in detail or relevant internal and external element that affects the business and the strategies for starting new ventures. It's also a formal expression of the vision, describing the strategies and operations of the proposed ventures. It's like a roadmap to the future, telling the entrepreneur on how to start and operate a business.

**Legal support:** is the provision of assistance to people otherwise unable to afford legal representation and access to the court system. Legal aid is regarded as central in providing access to justice by ensuring equality before the law, the right to counsel and the right to a fair trial.

**Irrigation/water use efficiency:** this artificial supply of water to land, to maintain or increase yields of food crops, a critical element of modern agriculture. Water is pumped from natural ponds, lakes, streams, and wells.

**Human resource management skills:** Human skills is a term used in Human Resources Management to describe the ability of someone to work well with others and able to provide a good customer relation attitude. This is usually referred to as "people skills". Human resource management training is holistic training given to groups to provide them with good customer relation and it also help groups member develop their personal and organization skills knowledge and abilities to enhance members productivity and performance

**Health awareness training:** is any combination of training strategies coupled by environment supports, designed to sensitize community members on the important of good health practices and behaviors conducive to health and well-being of the society at large. Health awareness training is delivered through various venues and involves activities at an individual community and policy level.

**Project management:** is the discipline/training given to group members in the following perspective areas planning, organizing, motivating, and controlling resources to achieve specific goals of a group or project.

**Riparian zone conservation:** this is training given to groups on conservation of interface between land and a river or stream this help in soil conservation and environmental management.

**Record keeping:** this is a systematic process by which the records of groups are created captured and maintained. This system ensures their preservation for evidential purposes accurate and efficient updating, timely availability and control of access to them only authorized persons.

**Financial Management:** this is training given in perspective of planning, organizing, directing and controlling the financial activities by applying general management principles to financial resources of the groups.

**Resource mobilization skills:** it is the ability of groups or movement's members to acquire resources and to mobilize people towards accomplishing the movement's goals. The resources may include financial resources human resources and many other things in that category of resources'.

**Group exchange visits:** this is face to face meeting with grassroots groups themselves at their place of operation, is a critical practical and effective tool to foster networks of learning and sharing of information among effective grassroots institutions. Exchange visits are intended to benefit all participants through an open exchange of ideas, knowledge, and sound practices.

**Improved pasture management:** is a sown pasture that includes introduced enhanced pasture species, introduce use of fertilizer and other proper practices that are critical on pasture land. Improved pastures play an important role in lifting the productivity and profitability of groups enterprise in regards to feeding there livestock, provided they are suited to the environment and are managed well from establishment through to grazing.

**Gender equity training:** is known as training offered on sex equality or sexual equality or equality of the genders which implies that men and women should receive equal treatment unless there is a sound biological reason for different treatment.

**Grazing management:** this is robust training that incorporates manipulation of animal grazing land to achieve optimum and sustained animal, plant, land, environmental or economic results while ensuring a continuous supply of forages to grazing animals. The purpose of this is to maintain a healthy and productive pasture that will ensure the full productivity of livestock and potential grazing land.

**Market and market access:** market access typically refers to the technical and non-technical measures for the entry of products and services into the markets this may reflects the government policies regarding import substitution and free competition

**Mentoring opportunities with neighbor groups:** Mentoring opportunities helps local groups develop and transform economically, socially, and other skills wise necessary to make them succeed and prosper in their endeavor by engaging and networking with other groups they share common values with.

**Clear vision/objective setting:** these were some of our own observation made from the group needs analysis process. The objectives of some of the groups were not really in connection with the group's broader vision. Furthermore, vision/objectives were not that consistent meaning it lacked consistency in comparison to the two sets of data, data collected during workshop and the final workplan submitted to us by the groups.

**Evaluation training:** this is a holistic training offered to group members to help them assess and find out whether activities they have been undertaking has successfully achieved its intended purposes and objectives. This helps the groups review activities and help define future development objective in a better way.

**Facilitation training:** A useful definition of facilitation training is a training offered to trainers to make their work much better and intellectual. These're set of all tasks needed to impartially run a meeting. Facilitation training serves the group to encourage, aid, and lead group decision-making. Facilitation does not manage nor entertain the group but does control the process.