

# CAPACITY BUILDING

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**EXPERT GROUP MEETING**

To discuss a Report on

**“SYNERGY BETWEEN AIRPORTS AND URBAN DEVELOPMENT  
FOR SUSTAINABLE DEVELOPMENT”**

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# INTRODUCTION

□ The **operational meaning of what is capacity building** also called **capacity development**:

1. It is **a concerted i.e. deliberate effort to employ human and non-human resources** in activities which aim at **creating additional or new mental ability** in ones **acquiring knowledge and skills for work**
2. It must be **demonstrated that the additional or acquired capacity lead to better, effective and timely handling** of information and performing ones assigned tasks at work place
3. The need for capacity building is **a response to periodic changes or dynamics in policy and work environments**

# INTRODUCTION(Cont'd)

3. Capacity building is widely used to help upscale **understanding, adoption and acceptance of emerging knowledge areas and skills concerning their areas of specialization in their work**
4. Capacity building is mainly carried out through special **tailor-made curriculum** and a **special training programme designed for the purpose**
5. A common practice is that organizations send their employees to attend capacity building training programmes which the **organizations have certified or are DIRECTLY or INDIRECTLY INVOLVED in the FORMULATION OF THE CURRICULUM**

# INTRODUCTION(Cont'd)

6. **Sessions** for training to build capacity makes up a period of disciplined acquisition of specialized literacy knowledge, numerical skills and practical artisanal/ technical and professional practices
7. Staff whose capacity is built **MUST demonstrate they have acquired new, better and/or enhanced competences** in performing tasks of the same work/ assignments on returning to their work stations

# INTRODUCTION(Cont'd)

8. **Staff members who have successfully completed** a programme **training** for capacity building **enmeshes old understanding** of the same job **with new understanding** of emerging concepts, knowledge of ones field/ work acquired skills as well as professional commitment and ethics.
9. Overall the **capacity built helps organizations to overcome** the challenges that come with a major **changes in policy** and **business environments**
10. **A programme of training for capacity building** can be launched and implemented in **“sandwich” modules** for a long period where employees attend in phases

# CAPACITY BUILDING: WHERE DID IT COME FROM

1. Capacity building as unprecedented prominence following **ascendancy** of Information and communication technology **(ICT) as key in leveraging advantages brought about by globalization.**
2. **Globalization itself became a very influential factor in world trade, commerce, politics,** etc; onwards from second half of 1990s.
3. Globalization meant that (i) **economies,** (ii) **environmental resources** and (iii) **movement of people and capital** between and within regions, countries and even within countries and communities; **require equally dynamic task performers** within organization to meet the ever changing needs of people and business
4. Capacity building became a widely **adopted stance or position** by organizations in the early years of 21<sup>st</sup> century (2000-2005)
5. The rise of capacity building to in organizations **underlined the importance organizations attached to emerging** knowledge areas, skills and norms of ethical behavior of workers in performing assignments at the workstations

# **CAO-UN-HABITAT REPORT**

**“SYNERGY BETWEEN AIRPORTS**

**AND**

**URBAN DEVELOPMENT FOR SUSTAINABLE DEVELOPMENT”**

# ICAO PRIORITIES IN TRAINING FOR CAPACITY BUILDING

□ Priorities are informed by:

1. Projected doubling of capacity of the network of the ICAO

2. Shortage of:

- pilots
- Air traffic controllers
- Engineers and mechanics/ Technicians
- Managers (for Airport Facilities)

3. Need to accelerate training and certification for aviation professionals

# ICAO'S NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP) PROGRAMME

1. ICAO intends to achieve **sufficiency in competent human resources** that will **support safe, secure and sustainable air transportation system**
2. The **NGAP** programme focuses on assisting States to design and implement **best practices in attracting and retaining** a large numbers of highly competent:
  - Pilots
  - Air traffic controllers
  - Aircraft engineers/ technicians
  - A versatile pool of knowledgeable and highly skilled workers for running the operations, management and maintenance of airport facilities within dynamic work environment

# WHAT NGAP WILL DEVELOP

1. Strategies
2. Best practices
3. Tools
4. Standards
5. Guidelines for information sharing by global aviation community in order to **attract, educate, train and retain aviation professionals**

# EMPHASIS IN THE NGAP STRATEGY

□ Aviation industry is **predominantly a technological industry** because of its unique needs for:

1. **Safety** of transportation equipment from **interference by people and natural conditions.**
2. **Safety** in transportation equipment when **performing passenger and goods carriage functions.**
3. **Efficiency** for timely and **precision/ Accuracy** in performing tasks/ functions by both **people and equipment**

# TRAINAIR PLUS

□ Trainair Plus:

1. A **cooperative network** of training organizations and industry partners
2. They are working to develop and deliver **ICAO-harmonized package of getting NGAP** into the aviation industry

# TRAINING PLATFORMS

1. Establishing Research and Development institutions civil aviation
2. States to take initiative to **facilitate and assist setting** up civil aviation **training centres (TCs)**
3. TCs to **collaborate** with national and international **universities** and **research institutes** to **advance technology development** in the industry

# ETHIOPIA, KENYA AND SOUTH AFRICA TRAINING FACILITIES

1. The 3 countries have established ICAO  
**Regional Training Centre of Excellence  
(RTCEs)**
2. RTCEs in Ethiopia, Kenya and SA are  
**members of TRAINAIR PLUS**

# NEED FOR INTEGRATING AIRPORT FACILITY PLANNING AND CITY PLANNING

1. Strong **coordination** between national **planning agencies**, city and regional planning **authorities**
2. Ensuring **planning laws** and **regulations are followed and enforced** in both urban planning and airport planning
3. Need to **sensitize City managers** and **airport managers** on the need for **interagency co-operation** in airport planning as part for the entire city/ metropolitan area

# VENUE FOR TRAINING VENUE FOR ICAO NGAP PROGRAMME

☐ ICAO Regional Training Centre of Excellence (RTCEs)

- 1. Newly employed:** Induction courses on employment
- 2. Knowledge:** Periodic enhancing operations capacity from emerging knowledge and operating concepts
- 3. Acquiring skills:** Enhancing existing skills and acquiring new skills based on new technology innovation, and use/applications in newly acquired equipment/machines and tools
- 4. Competences:** Refresher competence training and acquiring new competences

# **TRAINING FOR CAPACITY BUILDING**

***POSSIBLE APPROCHES***

# PRINCIPLES OF CAPACITY BUILDING IN NGAP PROGRAMME

## □ Trainees

1. **Needs assessment** for capacity building through training for airport organization(s)
2. **Education and work experiences** of trainees
3. **Categorization of trainees** by seniority and job functions

# PRINCIPLES OF CAPACITY BUILDING IN NGAP PROGRAMME (Cont'd)

## □ Training Curriculum

1. Design curriculum in consultation with employer organization (i.e. ICAO/UN-Habitat)
2. Determine **training duration** - Capacity training durations are commonly **3 days, 4 days, 1 week and 2 weeks, 3 weeks; up to but rarely a month**
3. Training duration: **extending more than one month tend to loose** the intended focus and meaning of capacity building and easily becomes **new educational [specialized] courses**
4. Determine **format/ mode/style of delivering the NGAP Programme:** participants administrative logistics, course prospectus, who and how it is paid for, curriculum expert, etc
5. Who attends and when

# PRINCIPLES OF CAPACITY BUILDING IN (NGAP) PROGRAMME (Cont'd)

## □ Training Method

1. Dialoguing
2. Round-table
3. Demonstrations
4. Practical work
5. Panels
6. Lectures
7. Exercises
8. Groups work (Discussions and report writing, drawing, assembly of equipment/ machines, etc)

# PRINCIPLES OF CAPACITY BUILDING IN NGAP PROGRAMME (Cont'd)

## □ Training Material and Equipment

1. Handouts notes
2. Maps, diagrams / figures
3. Images recorders and  
processors
4. Computers, etc
5. Voice recorders

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