

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

□ Operational meaning of what is capacity building, also called capacity development:

1. It is a concerted i.e. deliberate effort in employing human and non-human resources in activities aimed at creating additional or new mental ability 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 changing / dynamic policy and work environments

INTRODUCTION(Cont'd)

3. Capacity building is widely used to help upscale workers upscale their ability to work by embracing **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 delivery.
5. A common practice is that organizations send their employees to attend capacity building training programmes which the organizations have certified or were involved in the formulation of the curriculum

INTRODUCTION(Cont'd)

6. Staffs that are selected to attend **capacity building training sessions go through a period disciplined acquisition** of specialized literary **knowledge, numerical skills, practical artisanal/ technical applications and professional practice**
7. The staff whose **capacity is built demonstrates new and enhanced competences** in performing tasks of the same work/ assignments

INTRODUCTION(Cont'd

8. **Staff members who have successfully completed training** for capacity building programme **enmeshes old understanding** of the same job **with new understanding** of emerging concepts, knowledge of ones field, acquired skills as well as norms of professional commitment and ethical behaviour
9. Overall the **capacity built helps organizations to overcome** 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 of organization(s) acquire “new” education

CAPACITY BUILDING: WHERE DID IT COME FROM

1. Capacity building as used today acquired unprecedented prominence following dominant role Information and communication technology **(ICT) came to play in LEVERAGING GLOBALIZATION A VERY INFLUENTIAL FACTOR in world trade, commerce, politics**, etc; onwards from the second half of 1990s
2. 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**
3. Capacity building became a widely adopted stance or position by organizations in the early years of 21st century (2000-2005)
4. The rise to prominence of capacity building in organizations **underlined the importance the organizations attached** emerging knowledge areas, skills and new norms of ethical behaviour of their workers in performing assigned tasks in work station of organizations

ICAO - 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 the aviation professionals

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

1. ICAO intends to achieve **sufficiency in competent human resources** that will **supporting 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 high 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 so as **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 in **advancing 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 level
3. Need to **sensitize City managers** and **airport managers** on the need for **interagency co-operation** in airport planning as part of the greater city plan

VENUE FOR TRAINING VENUE FOR ICAO NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP) PROGRAMME

□ ICAO Regional Training Centre of Excellence (RTCEs)

- 1. Newly employed:** Induction courses on recruitment
- 2. Knowledge:** Periodic enhancement operations capacity of employees from emerging knowledge's (principles and concepts) and operational concepts
- 3. Acquiring skills:** Enhancing current skills by acquiring new skills from new innovations in technology as well as the technical ability in operating new equipment (machines and tools)
- 4. Competences:** Refresher training modules to enhance and acquire new competences

TRAINING FOR CAPACITY BUILDING

POSSIBLE APPROCHES

PRINCIPLES OF CAPACITY BUILDING FOR ICAO NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP) PROGRAMME

□ **Trainees**

1. Assessment of training needs for capacity building for an organization
2. Education and work experiences of trainees
3. Categorization of trainees by seniority and job functions

PRINCIPLES OF CAPACITY BUILDING FOR ICAO NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP) PROGRAMME (Cont'd)

□ Curriculum for Training

1. Design curriculum in consultation with employer organization (i.e. ICAO/UN-Habitat)
2. Curriculum for training tend to be organized into tailor-made modules
3. 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**
4. Determine **format/ mode/style of:** participants administrative logistics, course prospectus, who and how it is paid for
5. Who attends and when
6. Training duration **extending more than one month tend to loose** the intended focus and meaning of capacity building to **new [specialized] courses**

PRINCIPLES OF CAPACITY BUILDING FOR ICAO NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP) PROGRAMME (Cont'd)

□ Training Method

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

PRINCIPLES OF CAPACITY BUILDING FOR ICAO NEXT GENERATION OF AVIATION PROFESSIONALS (NGAP) PROGRAMME (Cont'd)

☐ Training Material and Equipment

1. Handouts notes
2. Maps, diagrams / figures
3. Visual recorders and processers
4. Audio recorders
5. Computers

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