Capacity Building Priorities in Africa

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Capacity is that combination of skills, attributes, and relationships of a human system that enables it to create development value for others.

(eLearning industry)

**Capacity Building (CB)**

Build

Values

Build

Values
Capacity Building has two components:

**Capacity Assessment**
A structured and analytical process whereby the various dimensions of capacity are assessed within the broader systems context, as well as evaluated for specific entities and individuals or groups of individuals within the system.

**Capacity Development**
The process by which individuals, groups, organisations, institutions and society increase their ability to:
- Perform core functions, solve problems, define and achieve objectives;
- Understand and deal with their development needs in a broader context and in a sustainable manner (OECD).
Perspectives in Capacity Building

- Capacity building must be intentional
- Capacity building requires collective and concerted action
- Capacity building is not an end but a means to an end.
Perspectives in Capacity Building

- Capacity building efforts will succeed only where adequate account is taken of the immediate environments, prevailing local politics and institutional operations.

- Capacity building must be owned locally for the desired goals to be achieved.

- Capacity building must be linked to the expected development outcomes.
Imperatives for Capacity Building

- Growth and development strides
- To be at pace with the rest of developing world.
- To scale up Research and Development activities.
- Effective utilisation of existing and emerging technologies.
- Strengthening existing public and private institutions.
A network of over 32 training Centres of Excellence operating across eight (8) global regions.

They provide advanced-level technical and managerial programmes.

Six (6) Centers of Excellence Selected for AFRICA Region for 2015-2016 according to WTDC-14-Resolution
# Focus on African CoEs

<table>
<thead>
<tr>
<th>SN</th>
<th>Recommended Institution</th>
<th>Country</th>
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<tbody>
<tr>
<td>1.</td>
<td>Digital Bridge Institute (DBI)</td>
<td>Nigeria</td>
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<tr>
<td>2.</td>
<td>Ecole Supérieure Multinationale des Télécommunications (E.S.M.T)</td>
<td>Senegal</td>
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<td>3.</td>
<td>Cyber security ESATIC Ivory Coast</td>
<td>Ivory Coast</td>
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<td>4.</td>
<td>University of Rwanda, College of Science and Technology</td>
<td>Rwanda</td>
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<td>5.</td>
<td>Centre for Learning, Telkom SA</td>
<td>South Africa</td>
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<td>6.</td>
<td>AFRALTI</td>
<td>Kenya</td>
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# Focus on Africa CoEs: Priority Areas

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<tr>
<th>SN</th>
<th>Priority Area Recommended</th>
<th>Recommended Institution</th>
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<tbody>
<tr>
<td>1.</td>
<td>Policy and Regulation</td>
<td>Digital Bridge Institute (DBI)</td>
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<tr>
<td>2.</td>
<td>Broadband Access &amp; Digital Broadcasting</td>
<td>Ecole Supérieure Multinationale des Télécommunications (E.S.M.T)</td>
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<tr>
<td>3.</td>
<td>Cyber security</td>
<td>ESATIC Ivory Coast</td>
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</tr>
<tr>
<td>5.</td>
<td>ICT Applications and Services</td>
<td>Centre for Learning, Telkom SA</td>
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</tbody>
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In the out-going Cycle (2015-2018), CoE programmes had focused mainly on limited priority areas:

- Policy and Regulation
- Digital Broadcasting
- Cybersecurity
- ICT Applications
- Broadband Access
- Spectrum Management

Priority areas have not adjusted to keep pace with rapidly changing and emerging technologies.
Challenges of Capacity Building

- Inadequate Funding
- Poor Stakeholders Engagement
- Inadequate Technology Infrastructure
- Poor Internet Penetration
- Lack of a shared Perspective on Capacity Building
- Apathy to New Technologies
- Poor Infrastructure Deployment
Rethinking CB: New Priority Areas

CoEs Current Priority Areas

The Gap
Rethinking CB: Delivery Models

- Online Instructor Led
- Online Self Paced
- Webinar & other Mixed Modes
- Mobile Learning
- Blended Classrooms
- Flipped Classroom
- Distance Education Classroom
- Traditional Instructor Led

Synchronous Learning

Asynchronous Learning

https://elearningindustry.com
Rethinking CB: Infrastructure vs Skills

A critical rethinking of existing capacity building approaches is required for measurable success in capacity building in Africa.

- Capacity Building should be focused more on **human capital development** than on **Infrastructure**.

- Capacity building intervention measures should be focused on priority areas
Lack of a shared perspective on Capacity Building.

Beneficiaries (and sometimes Supervisors) of capacity building programmes tend to view them as opportunities for pecuniary benefits rather than for performance improvement.
Rethinking CB: Multi-Stakeholder Involvement

Collaboration & Partnerships with International Organisations

Regional and International Level
Rethinking CB: Greater Focus on the Youths
Rethinking CB: Innovation Hubs as a New Approach

ICT Hubs

Access to Information
Market Potential
Trend Watching
Effective Communication

INTERNET CONNECTIVITY

WELCOMING ENVIRONMENT

Friendship
Happiness
Motivation
Open Community

OPEN INTERACTIONS

Investors
Start-up Companies
Potential Business Partners
Mentors

Discussions amongst

Meaningful outcomes from sharing knowledge e.g. New innovations
Applying shared Best Practices

SHARING KNOWLEDGE

Effective Collaboration
Business Intelligence

PERSONAL GROWTH EXPERIENCE

Availability of Resources
Events and Workshops
Extra-Curricular Activities
Rethinking CB: Innovation Hubs as a New Approach

- Most of the recent revolutionary ICT innovations have been in the area of software engineering with the Internet providing the backbone.

- Many of our talented young people have great ideas which can transform into innovations if they have the right environment for using their skills.

- An innovation hub creates a tech ecosystem where people are able to focus on projects and share ideas and exchange information.

- Innovation Hubs represent the fastest way to develop and grow ICT start-ups
DBI became an ITU Centre of Excellence in 2015

In addition to courses offered as a CoE, DBI has deployed training for public and private sector organisations and regulators in the areas of telecommunications, information technology, ICT policy and regulation, covering the following courses and more:

- Broadband Ecosystems: Technologies and Applications
- Digital Broadcasting: Policy and Implementation
- Telecommunications Law and Regulations
- Emerging Trends in the Regulation of ICT
- Social Media Content Regulation
- Cyber Security and Cyber Threat Mitigation
- Legal and Regulatory Issues in Telecommunications
DBI through funding from the NCC provides training to staff of tertiary institutions in Nigeria. The results and outcomes clearly demonstrate that so much can be achieved in CB from deliberate interventions such as this.

No of Participants Trained in Universities, Polytechnics, Colleges of Education and Specialised Institutions

Total ADAPTI beneficiaries > 54,000
Final Thoughts

- Training institutions typically do not thrive exclusively on tuition fees from courses. They are not designed to run as profit-making entities and must be supported by grants and other funding interventions from governmental and non-governmental sources for their sustainability.

- There is a case for greater private sector participation in capacity building to support sectoral skills development which benefits corporates and society as a whole in the long-term.

- Delivery models should be redefined to accommodate the peculiarities of the environment and modern work demands.
Final Thoughts

- The ITU CoEs represent an important channel for furthering the critical objective of capacity building in ICT which Africa needs very direly.

- Africa must sustain efforts at strengthening and deepening capacity building programmes via the platform of the CoEs and other formal institutions.

- The target audience in the CoE programmes must shift to recognize the increasing demographic challenges and opportunities that abound in facilitating youth capacity building in the continent. Programme design should incorporate the concept of innovation hubs as platforms for CB.
Thank you

www.dbi.edu.ng