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END-OF-CONTRACT REPORT TRAINING CO-ORDINATOR

OCTOBER, 1988

MALAWI COMMERCIAL TRANSPORT PROJECT 612-0218

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

GOVERNMENT OF MALAWI - MINISTRY OF TRANSPORT AND COMMUNICATIONS

PART I

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PART I

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PART I

1. PROJECT PURPOSE AND CONTRACTUAL DUTIES

PURPOSE: Increase the amount of mainly agricultural export product for the Republic of Malawi thereby ameliorating its balance of trade and foreign currency position as well as its citizens' well-being, by having a regular flow of export by truck. These trucks are to be owned by Malawians thereby bolstering the small private sector component. The project comprises support activities for this goal such as road construction and maintenance, routing, taxation, government traffic control, economics, equipment facilities, and training.

The objective of the project is to promote and develop activities which will increase the number of Malawians trained and equipped to engage in the relatively complex international transport industry while increasing the efficiency of transport planning and management within the Government of Malawi's (GOM) Ministry of Transport and Communications (MOTC).

DUTIES:

- A. Assist in development and implementation of overall training programs and development of specific courses with DEMATT and Polytechnic staff.
- B. Supervise and advise on-the-job training within selected umbrella organizations. Review owner-operator training requirements.
- C. Work with DEMATT in screening of transport firms for training. Review training needs assessment.
- D. Provide technical assistance to the road Traffic Commissioner's office in the development of licencing and vehicle inspection systems.
- E. Assist in specific development of short courses at the Polytechnic concerning financial management, operation planning, terminal operations, long distance driving, preventive maintenance, etc.
- F. Prepare a schedule for implementation of the training program and identify the needs for any-short term technical assistance, and co-ordinate its implementation
- G. Serve as secretary to the Training Task Force and the MOTC Project Director when required for project monitoring, implementation and evaluation workshops.
- H. Undertake continuous monitoring and evaluation of the program and work closely with MOTC and USAID in program development.
- I. Provide support and assistance for procurement and operation of vehicle inspection equipment for the Road Traffic Commissioner's office.
- J. Provide support and assistance for the data base management functions in the Road Traffic Commissioner's office.

2. TRAINING GOALS AND MODIFICATIONS

TRAINING GOALS: Enable selected truck owners, owner - drivers, and drivers to operate internationally profitably and safely in the long and short term.

MODIFICATIONS: As has been stated in previous reports, the non-delivery of the project trucks caused the training to evolve into a 20-month 3 - segment 2 - session per segment program which contained short-term and long-term elements for educating a target group of wider than anticipated composition, made up of individuals who might not be finally truck recipients. They consisted of a total range of geographic and ethnic distribution of Malawian truck owners, owner-drivers, drivers, mechanics, and others involved more tangentially in the transport endeavour, with a view to training selection for those who could benefit. That the trucks to be delivered were finally chosen as fuel tankers (trailer part), caused safety and dangerous materials studies to be added to the program in addition to the planned dry cargo curricula, which was done.

3. PROJECT OBJECTIVES

VERIFIABLE ACTIVITIES AND ACCOMPLISHMENTS
WITH RUNNING COMMENTARY IF NECESSARY

As per Contracted Duties: (Refer to page 4)

- A. In fact DEMATT and Polytechnic were the main sub-contractors, 20-month billing for industry training of which was USD110,000 (See MOTC Budget Analysis Report).
- B. OJT was one-week part of each 2-week course segment on the premises of the trainee. The umbrella concept was long abandoned (see Training Co-ordinator's 6-month Status Report and PIC File [S-7]).
- C. Continuing, and DEMATT is self-capable now of work continuing. Also, under INDEBANK, candidates were screened with DEMATT.
- D. General consulting done in areas of hardware and software, including co-operation with Rene Pena, UNDP expert. Specifications written for hiring of Japanese volunteer. Personnel external and internal training recommendation memos written for computer operators.
- E. Modified to embrace instructors of Polytechnic training on and off site MCTP participants.
- F. Accomplished on continuing program. For reference review TC and DEMATT progress reports.
- G. See file S-8 Training Task Force.
- H. As described.
- I. Final resolution of brake testers, taken up by Dr. G Roberts. See 3-year series of S-IE and S-11 memoranda.

J. Training to be provided for Assistant Road Traffic Commissioner Kumwenda on data-base management, funded under MCTP. GTZ should in future keep fuel-tanker data-bases records on haulage patterns and truck wearage and repayment. Data-base should be started for revolving fund use. Data-base statistics still to be recorded for nation-wide vehicle and licence statistics, and country exit and enter point on-line capabilities need funding. This will supersede funding available under MCTP.

4. OTHER AND RELATED ACTIVITIES WITH RUNNING COMMENTARY IF NECESSARY

- A. Road enforcement of vehicle and mini-bus running violations and overloading, under the Deputy Road Traffic Commissioner Matsimbe. For a safer national record (Malawi currently ranks number 2 in the world for percentage per capita accident rate occurrence) this activity should be pursued in a rigid manner.
- B. PIC participation.
- C. Counselling DEMATT's Transit Training Advisor.
- D. General RTD management consultancy.
- E. General RTD personnel administration.
- F. RTD scholarship procedural framing and candidate in and out-country training; same for MOTC ex-country ESAMI training (See S-5D).
- G. Editing (under MCTP funding) and producing "the Transporter". Government has no funds to continue this public-private sector liaison magazine.
- H. Project file maintenance (See Index).
- I. Office equipment MCTP purchasing. Note electronic typewriter stolen.
- J. Weighbridge demonstrations.
- K. MCTP sponsorship of driver licence procurement of 2 RTD resident Weighbridge Administrators, M. Ndwalala and R. Msamu.
- L. Co-ordinating and liaising with UNDP team's SADCC transport programs. Giving them data and dove-tailing their seminars with MCTP's throughout 3-year term.

- M. USAID program officer liaison.
- N. Setting up of future 6-month-constant-interval safety and dangerous materials haulage training program.
- O. Administration of Press Transport hazardous haulage program.
- P. Liaison with German aid representative.
- Q. Counterpart Administrator as Program Head-Training appointment, and Industry-Government Co-ordinator, Commissioner Kumwenda. To perform his duties, PIC must accord funding.
- R. Budget control.
- S. Radio safety program participation.
- T. Training manual with DEMATT.

5. FILE INDEX

FILING SYSTEM
MALAWI COMMERCIAL TRANSPORT SYSTEM
TRAINING CO-ORDINATOR
ROAD TRAFFIC DEPARTMENT

The List of files established under the S Code include:-

1. S. 1A USAID Project Paper
 - 1A USAID Project Paper, Vol 1
 - 1B USAID Project Paper, Vol 2
 - 1C Grant Agreement
 - 1D USAID Guidelines
 - 1E General Project Administration
- S. 2A Correspondence Chronology (to be followed S. 2B etc.)
- S. 3 Numbered Memoranda
- S. 4 Background Memos/Reports
- S. 5A Source Search/Bibliography
- S. 5B Source Search/Catalogues
- S. 5C Source Search/Resumes of Consultants and Specialists
- S. 5D Source Search/External Training Program
- S. 6A Mobilization
- S. 6B Workshops

- S. 6C Demonstration Units
- S. 6D Moeller Hand-over
- S. 6E Initial Training Round
- S. 7 , Project Implementation Committee (PIC)
- S. 8 Training Task Force (TTF)
- S. 9 Work Plans and Schedules
- S.10 Consultant Contracts
- S.11 Equipment Purchasing
- S.12A DEMATR
- S.12B DEMATT Screening Correspondence
- S.13 Polytechnic
- S.14 RTC
- S.15 MALTRACO
- S.16 Teaching Materials
- S.17 Curriculum/Syllabus Development
- S.18 Driving/Safety
- S.19 Operational Planning
- S.20 Financial Management
- S.21 International Marketing
- S.22 Terminal Operations/Loading
- S.23A Umbrellas (General)
- S.23B Bitumen Products Manufacturing Company
- S.23C Mangula Transport and Sales
- S.23D Samtanus

- S.23E Star International
- S.23F Trans-African Transport
- S.24A PRESS - Press Training
- S.24B Automotive Products
- S.24C Leyland
- S.25 Transportation Organizations/Associations
- S.26 FRG Project
- S.27 Vehicle Procurement/Financing (INDEBANK)
- S.28 "The Transporter"
- S.29 Computer and Data-base (Also see S.14)
- S.30 Radio Program Series on Traffic Safety
- S.31 Weighbridge Inspections, Observations, Investigations,
Training, Personnel.
- S.32 Hazardous Materials (Gasoline) Truck Transport
Training and Licence.

6. INVENTORY

INVENTORY LIST, MCTP (612-0218)

A. EQUIPMENT

ITEM NO.	DESCRIPTION	DATE ACQUIRED	MCTP FUNDS	OTHER SOURCE #	SERIAL NO.	LOCATION	RESPONSIBLE PARTY	INITIAL
1	Sharp Copier SF 900		X		45403602	RTD	Training Co-ordinator	
2	Bell and Howell Sound Slide Projector 840AX	May 7	X		3257084	RTD	Training Co-ordinator	
3	Bell and Howell Sound Slide Projector 840AX	May 7	X		3259006	RTD	Training Co-ordinator	
4	Bell and Howell Over-head Projector 1701AX	May 7	X		120092	RTD	Training Co-ordinator	
5	Bell and Howell Over-head Projector 1701A4	May 7	X		120113	RTD	Training Co-ordinator	
6	Bell and Howell Tripod Film Screen 200 x 200	May 7	X		2304062	RTD	Training Co-ordinator	
7	Bell and Howell Tripod Film Screen 200 x 200	May 7	X		2304062	RTD	Training Co-ordinator	
8	Small Tape Recorder	May 10		C/D Tieder	520 3051291	RTD	Training Co-ordinator	
9	AC108 Calculator (Pocket size)	May 10		C/P Moeller				
10	Microphone	May 17	X					
11	Lecture Easel and Board	May 20	X			RTD	Training Co-ordinator	
12	Cassette Recorder 3185X	Nov	X		40330997	RTD	Training Co-ordinator	

INVENTORY LIST. MCTP (612-0218)

A. EQUIPMENT

ITEM NO.	DESCRIPTION	DATE ACQUIRED	MCTP FUNDS	OTHER SOURCE *	SERIAL NO.	LOCATION	RESPONSIBLE PARTY	INITIAL
13	Cassette Recorder 3185X	Nov	X		40330998	RTD	Training Co-ordinator	
14	Bell and Howell Head- phones (Part No.45554)	Nov	X		N/A	RTD	Training Co-ordinator	
15	Bell and Howell Head- phones	Nov	X		N/A	RTD	Training Co-ordinator	
16	Bell and Howell Head- phones	Nov	X		N/A	RTD	Training Co-ordinator	
17	Bell and Howell Head- phones	Nov	X		N/A	RTD	Training Co-ordinator	
18	Slide Carousel Model 2	Nov	X		N/A	RTD	Training Co-ordinator	
19	Slide Carousel Model 2	Nov	X		N/A	RTD	Training Co-ordinator	
20	Slide Carousel Model 2	Nov	X		N/A	RTD	Training Co-ordinator	
21	Slide Carousel Model 2	Nov	X		N/A	RTD	Training Co-ordinator	
22	Slide Carousel Model 2	Nov	X				Training Co-ordinator	
23	Slide Carousel Model 2	Nov	X		N/A	RTD	Training Co-ordinator	
24	Ford Laser Sedan	Nov	X		57,000 KM	RTD	Training Co-ordinator	

N/A = Not Applicable

* C = Contribution

7. OBSERVATIONS AND RECOMMENDATIONS

The Training Co-ordinator's main performance over this three-year contract was administration, advising, and training of both administrators in the program, and the subject small transport operators. He perceives this as having been successful in these respects.

Firstly, or technically, the 85 trainee participants in the program evaluated the training as being effective towards improving their knowledge of the transport industry, and their ability to work in this environment more profitably. Some individuals, for example, who were not keeping books, determined for the first time if they were solvent. The TC concurs so the approximately USD110,000 plus USD30,000 for peripherals spent on this endeavour, must be judged cost-effective.

Secondly, the political public relations mechanism effect to both the United States and Malawi Governments can bespeak an overall positive impression to the private Malawian citizen, on the one hand the TC being from America with obvious consequence, and on the other hand the TC being a representative of the GOM and therefore able to establish a better 2-way dialogue between Government and transporter. That is to say, the transporter could know that the Government cares, and the Government becomes more aware of the transporters needs to be translated legislatively.

MEASUREMENT

Running the to-be-delivered tankers should be an easier business exercise for the small truck owners, easier than a dry cargo operation. For this reason, it is less important that no future-projected isometric or parametric training course result measurement be installed; in any case profitability (or how the owner should goal-orient his staying in business) would be the only pragmatic benchmark. Because of so many market and economic condition mutations, any statistic base data progression would skew right or left meaninglessly. We recommend continual private sector training, however, preferably not Government administered (see later remarks), especially for those considering entering the trucking business, and a mandatory every 6-month hazardous haulage refresher course on a continuing basis.

Verbal and written feedback on the training program was 98% positive for presentation and filling personal needs assessment, and it is felt this was non-manoeuvred by staff or TC.

The 100 Kwacha registration fee, it was felt was "well-spent".

We feel that since the GOM-MOTC is both lightly experienced in the area and light of staff (also witness the lack of an able Project Director for much of its life), and foreign aid experts cannot to some extent be utilised to full advantage subsumed under "equivalent" functionaries, and it cannot under our present capitalistic philosophy be the function of Government to direct private enterprise, and given the financing procedures experienced in MCTP, the next donations should be via an independent private agency direct from the donor, or direct donor-to-private.

In conclusion, we may add that to fulfill the aims of the MCTP, in the future any commercial advisor, German-funded or other, should strive to establish a neighboring SADCC and South African network of shipping and producing agents to enhance Malawi's presence in the international marketplace.