



APEC HRD Capacity Building

ECA Training Needs
Assessment Survey

REPORT

Presentation to the Experts' Workshop
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CONSULTANTS

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Introduction

- The TNA Survey is the third in a series of studies on Trade Facilitation, and is led by the TNA Secretariat.
- The TNA Survey was commissioned as a result of the above APEC CBP project.

Introduction 2

Objectives of the TNA

- **Identify established APEC region ECAs**
- **Determine their fresh and continuing HRD needs**
- **Identify common concerns**

Introduction 3

Tasks assigned to TNA project

- Preparation of survey instrument
- Execution of Survey
- Recording of Responses in a Database
- Analysis
- Recommendations
- Presentation of Findings to Experts' Workshop

Responses to TNA Survey 1

- Of the 21 entities contacted, 16 responded positively from the following APEC economies:
- Australia; Canada; Chile (in part); China; Hong Kong, China; Indonesia; Japan; Korea; Malaysia; New Zealand; Philippines; Singapore; Chinese Taipei; Thailand; USA (to be added); and, Vietnam
- No response: Mexico, Peru, Russian Federation

Operational Res

Total#

Short term

Medium term

Long Term

Pre-shipment cover

Cover for finance for

exports yet to be

Investment insurance

Various Other

NB. The figures supplied on Total Business Insurance in the
Survey have not been included here as they are based on the
Business and have different bases of calculation (database)

Existing Training Programs

- Wide variety of training sources
- Emphasis on Basic Training in Newcomers
- Emphasis on Junior Management and Middle Mgt. Involved in more advanced aspects of ECI
- 14 APEC ECAs are Berne Union members and its regular technical workshops utilised.

Existing Training Programs 2

- Many used previous 2 APEC TITPs, either as Trainers or for Training
- Trainings conducted in China, Indonesia, Philippines, and Thailand
- Participation also extended to Australia, Canada, Hong Kong, Japan, Korea, Chinese Taipei, Singapore, USA, Vietnam, and the Russian Federation.

Existing Training Programs: Other Providers

- Japan Trade
- COFACE
- First Wash
- MIGA
- The Islamic Corp
Export Credit (ICIE)
- Japan Bank for Interna
- ADFIAP
- FMJ International Risk Servi
- Credit Alliance
- EFIC, Sydney
- PHILEXPORT, Philippines

Existing Training Programs: Other Providers 2

- SLECIC
- University of the Philippines
- Educational Training Center
- Public Sector Management
- Korean Universities
- AusAID, Australia
- Australian Institute of Management
- West London Business School

* training in management subjects only

New
Professional Qualification
**International Institute for Practitioners in
Credit Insurance and Surety - IPCIS
(Postgraduate - Leeds University, UK)**

Existing Training Programs: In House Training

- The larger and well established ECAs have created their own In-house Programs and Training Manuals
- Canada provided a detailed listing of their In-house trainings
- Indicates that **smaller, younger, and/or emergent ECAs are likely main source of demand for APEC TNP trainings.**

ECA Training Areas of Highest Priority for APEC

- Basic skills of buyer risk assessment
- Premium determination and rating
- Country risk assessment
- Claims and recovery procedures
- Marketing

Environment

**Increasing Competition
from the Private Sector**

Insurance and Reinsurance industry

New Facilities under consideration for next 2 years

- Consideration of:
 - Bonding
 - Factoring
 - Cover for banks **confirming letters of credit**

Other New Services Planned

- Project Financing
- Reinsurance
- Merchanting
- Third Country Trade
- Non-payt re LCs at exporters' fault

APEC HRD CBP Training Programs

RECOMMENDATIONS

*“there is a
highly relevant place
for further ECA training and
capacity building under
the APEC umbrella”*

Recommendations:

***“Emphasis
should be on***

- junior and middle management
staff***
- in emergent or smaller ECAs,
and***
- in medium sized ECAs looking
to
expand their business volumes
and introduce new facilities”***

Design of Programs and the Training Curriculum

- It is apparent that, notwithstanding the degree of self sufficiency exhibited by the larger and longer established ECAs and the growing number of external training sources available, there is a highly relevant place for further training and capacity building under the APEC umbrella.

Design of Programs and the Training Curriculum 2

- Support participants, particularly junior and mid-level managers, in emergent E-commerce environments, smaller and medium-sized enterprises, to expand their business and introduce new facilities.

Design of Programs and the Training Curriculum 3

- Since the curriculum is designed with a focus on the practical aspects of the export credit industry, it constitutes a training program with an emphasis in the practical aspects of imparting the fundamental skills required of individuals in this field of export credit industry.

Program

- Curriculum should be designed to determine the experience and ensure that it is appropriate for participants.
- Lecture structure should focus on the specific content relevant to each specific group.
- The program should address theory as well as the practical application of the matter.

Method

- Lectures, practical tasks and sessions of varying degree of interactivity as appropriate.

“Trainees are currently in the workforce and thus more directly relevant practical case studies and lecturer escorted field work should be included in the programs linked to the classroom lectures, followed by interactive discussion and analysis”

Specialist Paper:

by Professor Etsuro
of the Expert

- ☑ *Specialist Report on Curriculum Design after reviewing previous TIITP programs as part of the Wrap-Up to TIITP2 (see Appendix 4)*
- ☑ *It would be of relevance and assistance to those planning programs for the current TIIT program given the current ECA environment as revealed in the response to the TNA Survey.*

Program 1 New Entrants- Introductory

F

- **The**
enhance
- **The term**
- **The role of go**
- **Sources of credit**
economic and political **countries**
- **Relations with exporters** **in other**
countries and international

Program 2 Advanced for Junior/Middle Management

- A module for junior/middle management required in:
 - Evaluating and selecting buyers
 - Premium rating
 - Claims and recovery
 - Assessing and controlling risk
 - Reinsurance and financial strength
 - Special facilities- factoring, bank letters of credit, bank confirming letters of credit

Program 3 Train the Trainers

Only five
specialised
conducted in
house training

NB. The need to train trainers is a key element in the training for TIITP2 (Nanjing, China) and it could be the responsibility of the ECAs (it could be the responsibility of the ECAs) and the development of a training necessary operational tool for all those in a subject to constant change and expansion.

Program 4

Top/Secret

Survey results

invest

work

views

- **Structural changes**
- **Crisis management**
- **Relations**
- **Financial cooperation with government**

– *This would enhance capacity for the new and small and medium sized*

Impact for APEC SMEs

- The impact of the APEC SME programs suggests that SMEs are a substantial part of their clientele.

Duration

- 30
- Program 3 - 2 days
to 4 days
of participation
- Program 4 - 2 days
Top/Senior management

Training Materials and Techniques

- Modern technological aids, such as bullet point screen presentations (Powerpoint or Overheads) and Multimedia should be encouraged while allowing adequate time for question and answer periods and case studies where experience has shown the value of syndicate discussion and presentation.

Selection Criteria for Program Participants

- Since participants will be active participants in the syndicate work, English fluency is a must.

“Trainees need to have adequate proficiency in English (as used in APEC meetings) so as to fully comprehend the presentations and be able to actively participate. If training in English poses difficulties, program organisers may wish to consider the provision of simultaneous translation.”

Selecting Trainees

Important to ensure that:

- participants have realistic expectations about the foundation for further professional development provided by the Programs, and
- there be a measure of homogeneity in terms of background, experience and needs of the Trainee participants in the Programs.

Requirements re Trainees

- Program 1 - level 1 participants should have had at least 1 year of relevant work experience and their level of knowledge should be relevant to the program.
- Program 2 - level 2 participants should be somewhat higher level than level 1 and participants should have at least 3 years of employment in an E.C. position or an executive position in their own organization.

Program 3

Trainers

The

- have
- have access to the modus offered by the
- possess the personal ability to become a successful trainer. ability to construct and training manual.

Host E.C.

- Obvious advantages of being in
- where preferences are reasonable
- Of the established China, Indonesia, they are likely to provide the most centrally
- Appropriate to make the in these economies.

Ideal Requirements for Presenters

- **In program** training and on the job training
- **For middle management** those with specialized knowledge possessing a degree of specialization
- **For senior executives** business innovations and external training institutions
- **Presenters should be required** in the presentation of their material to have considerable hands on experience of the subject matter within an E.C.A.

Potential Presenters

TIITP2 drew

highly ex

ECAs

- *Now more pressures from the private sector for a ready response*
- **Approaches could include specialist export centres**
 - However, for the proposed Association of ECICS, the Singapore ECA, within its holding company group, could provide an expert presenter.

We support the previous TII

- **Presenters** to be approved in advance, including a list of topics and a fluency assessment
- **List of speakers** to be presented in advance, and maintained to ensure appropriate content level with relevance, and advance distribution of materials.
- **Lecturers briefed** on the programme and to submit lecture outlines to the organiser and/or experts in advance

This would permit revision of the programme to ensure appropriate content level with relevance, and advance distribution of materials.

Performance Evaluation

- **The detailed survey instrument used in the previous programs should be retained.**

Conclusions re APEC ECAs:

- ❖ **Most business** is at the short term end
- ❖ **Most training needs** are at the Junior to Middle Management level
- ❖ **Significant training** is provided by the Berne Union, APEC, and leading institutions/agencies
- ❖ **Developed economy ECAs** have comprehensive in-house training programs and Training Manuals
- ❖ **Developing economies** have significant training needs but internal training needs
- ❖ **Train the Trainers programs** would assist developing economies and their emergent ECAs to develop internal training programs

- ❖ **Training programs** are best hosted near demand
 - **i.e. centrally located within the region**
- ❖ **Senior executives** need to be able to gain skills and knowledge re new business areas and in meeting new challenges in a increasingly changing world
- ❖ **Trainees** should be selected with a high degree of homogeneity in background and needs
- ❖ **Presenters** should have significant levels of experience in ECAs in developed economies, being experienced in training Junior to Middle level staff and at a highly experienced senior managerial/executive level for Senior Executive trainings.

Thanks!

**The consultants
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