



**TOGETHER**  
*for a sustainable future*

## OCCASION

This publication has been made available to the public on the occasion of the 50<sup>th</sup> anniversary of the United Nations Industrial Development Organisation.



**TOGETHER**  
*for a sustainable future*

## DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

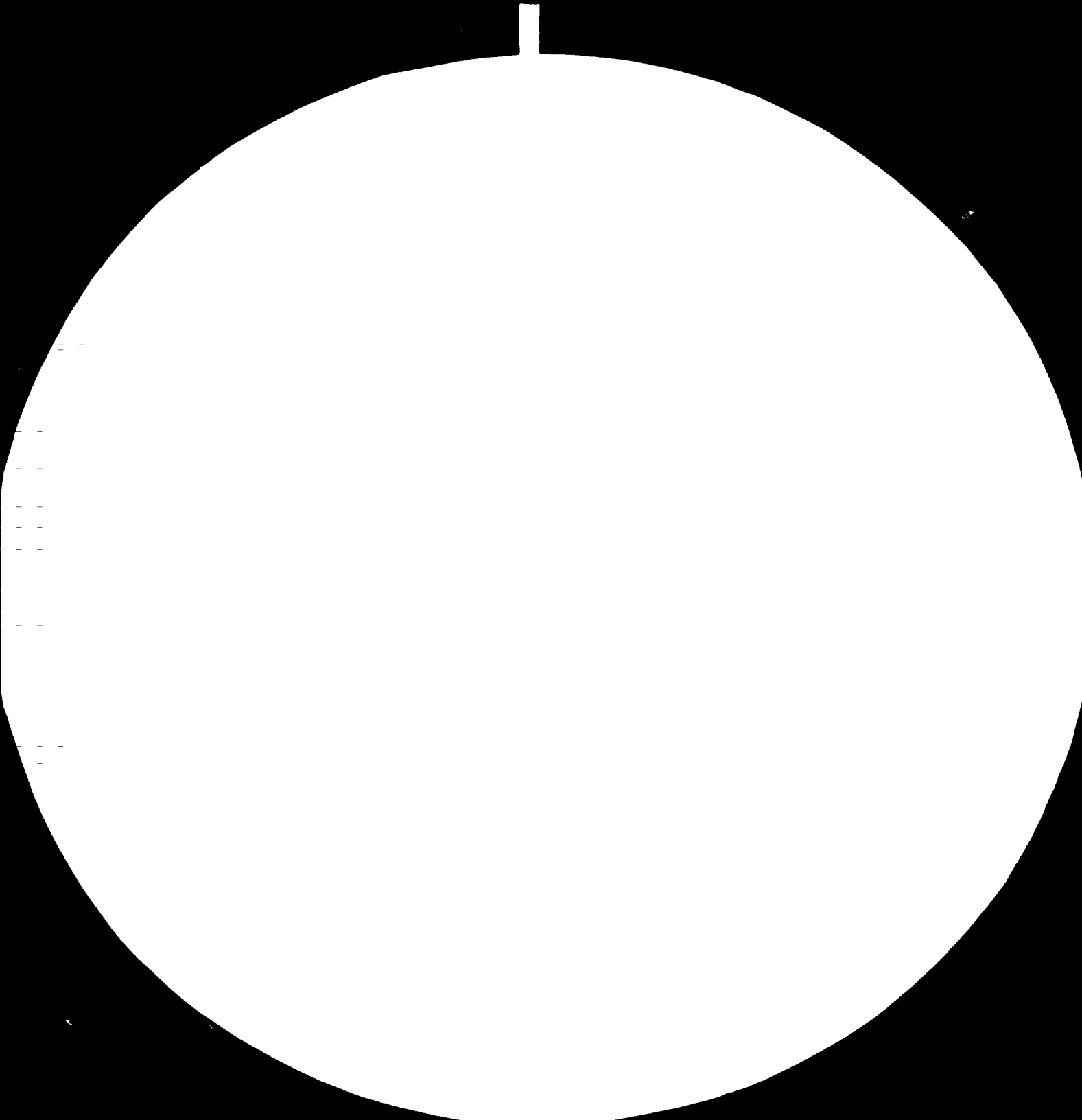
## FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

## CONTACT

Please contact [publications@unido.org](mailto:publications@unido.org) for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at [www.unido.org](http://www.unido.org)





28



32



36



Metropolitan Business College, Inc. • 1000 Broadway

NEW YORK, N. Y. 10018

1000 Broadway

1000 Broadway

1000 Broadway

1000 Broadway

11698

Distr.  
LIMITED  
UNIDO/IO/R.21  
20 August 1982  
ENGLISH  
Original: FRENCH

UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

---

INTERNATIONAL SEMINAR ON INDUSTRIAL TRAINING FOR THE  
PORTUGUESE-SPEAKING COUNTRIES OF AFRICA

(UF/RAF/80/002)

at LUANDA (ANGOLA), 19 to 23 October 1981

Final Report \*

by

Roger Ramanantoanison

00214629

---

\* This document has been reproduced without formal editing.

### BACKGROUND INFORMATION

Since the achievement of independence by the five Portuguese-speaking countries of Africa (Angola, Cape Verde, Guinea Bissau, Mozambique, São Tomé and Príncipe), and after the massive exodus of directors, managers and skilled workers of Portuguese origin, their industrial companies have operated at a very low level of production, the average productivity being only of the order of 30%. This situation is, to a large extent, due to the dramatic shortfall of skilled workers and of middle and higher executives.

The training and further training of industrial labour therefore constitute one of the priority objectives of the economic and social development of these countries if they are to expand their industrial potential.

The implementation of training for the development of human resources is of over-riding importance for the whole of the sub-region. The structure of the industrial labour force also shows a generally relatively low level of existing managers and a fairly high percentage of illiterate workers.

### THE OBJECTIVES OF THE SEMINAR

The Seminar was organized in order to allow senior executives responsible for initial and further industrial training in the five countries to discuss together the problems of training in general and the shortage of industrial technical executives in the sub-region in particular. In this way the Seminar was the first opportunity for these executives to ascertain amongst themselves the possibilities of creating those mechanisms and facilities to be implemented with a view to reinforcing their existing efforts to train skilled personnel for the industrial sector.

More specifically the objectives of the Seminar were to :

- explore and determine the possibilities of creating various mechanisms to be implemented with a view to recommending methods and means for overcoming the existing shortfall in skilled personnel;

- reinforce the industrial potential and, at the same time, to build solid bases for their process of industrialization by means of the initial and subsequent training of industrial executives in the five countries;
- promote technical cooperation between the developing countries within the framework of their industrial development and in respect of the development of human resources.

#### PROGRAMME AND ORGANIZATION

The participants in the Seminar came from the five Portuguese-speaking African countries and from Brazil and Portugal. Representatives of various training organizations and institutions also participated as observers.

The definitive list of all the participants constitutes Annex 1 of the present report.

The Seminar opened with messages of welcome from the Angolan authorities. Several senior officials were present at this ceremony, including members of the Political Bureau of the Central Committee for the Popular Movement for the Liberation of Angola (M.P.L.A.) (Labour Party) and several members of the Angolan Government (Ministers for Planning, External Trade, Fishing, Provincial Coordination and Industry and the Luanda Provincial Commissariat). All the messages placed the emphasis on, inter alia, the importance of the Seminar.

Similarly the UNIDO counsellor, as resident representative ad interim of the United Nations Development Programme (UNDP) at Luanda, welcomed the participants and summarized the organizational aspects of the Seminar. Special mention was made of the policy and efforts of UNIDO in the field of initial and subsequent training of national executives for industry.

The Seminar had been organized by UNIDO, in cooperation with the Minister for Industry of the Angolan Government whose participation had been very active at all levels and whose contribution was therefore highly appreciated.

Finally the Seminar unanimously elected the Angolan Minister for Industry, Mr Alberto Bento Ribiero (KABULO) as the Honorary Chairman and the Angolan Vice-Minister for Industry, Mr Justino Fernandes, as Permanent Chairman for the work of the Seminar. The general reporters were Mme Suzana Bento Vedor (Mozambique) and Mr Francisco da Cruz Monteiro (Cape Verde). During the sessions of the working groups the representatives of the five Portuguese-speaking African countries were, successively, either chairmen or reporters of the sessions.

#### ADOPTION OF THE PROGRAMME

The Seminar adopted the programme as set out in Annex 2, with three subjects for discussion by the African working group :

- Possible strategies or approaches in regard to industrial training in the sub-region;
- Identification of needs in regard to industrial training; methodology of training;
- Mechanisms and facilities to be implemented. Possibilities for cooperation in the field of industrial training.

#### METHODOLOGY OF THE SEMINAR

The participants had presented a national document (paper) placing the emphasis on the existing local training potentialities and needs. The national document also emphasized the problems encountered in terms of the shortfall of competent and skilled personnel for carrying out industrial development programmes.

The non-African participants were also invited to make a brief statement concerning their various training activities and the facilities which were available in their respective countries. In addition they would be discussing (in groups) the subject "Ways and means for solving existing and future problems in regard to industrial training in the sub-region".

After the papers presented by countries the basic UNIDO document drawn up by the Consultant as a result of his visit to the five Portuguese-speaking countries was also presented.

The documents from each country and from the participating organizations had been distributed in advance before their presentation: the latter was followed by requests for additional information and details and by a discussion.

On the basis of the principal points emphasized in the basic UNIDO Document three working groups were established to discuss the three major subjects listed above. Each subject had been divided into two sub-subjects corresponding to two working sub-groups: these respectively prepared a provisional report to be submitted to the plenary meetings. Two plenary sessions were held to discuss the work of the three discussion groups, with a view to arriving at a general consensus on the major conclusions. A last meeting of the African working group was also held with a view to consolidating all the conclusions of the reports which had been presented.

Finally the working method adopted consisted of encouraging and allowing the participants, including those from Africa, to discuss their own problems in regard to industrial training amongst themselves, with a minimum of intervention from the other participants, including the UNIDO staff, the latter being limited to presenting and explaining the subjects for discussion.

#### THE PLENARY DISCUSSIONS OF THE SEMINAR

The principal points which were the subject of exchanges of views between the participants are briefly set out below, according to the three major subjects which had been proposed :

- (1) Possible strategies or approaches in regard to industrial training in the sub-region. Amongst the points raised were the following :

A - the existing difficulties encountered by the participants in recommending one or more suitable strategies; in addition to this the need to carry out the studies making it possible to formulate training strategies.

B - the problems of competence as between national organizations responsible for vocational training and industrial training.

C - the importance of the technical teaching documents to be made available to the sub-region.



(2) The identification of needs in regard to industrial training; methodologies of training. The following points were discussed successively under this subject :

A - the need to carry out research work and studies on the methodology of training (determining vocational profiles, defining levels of skills, other problems of terminology; the production of teaching materials and the use of audio-visual equipment for the mass training of workers, etc.);

B - the creation of a regional mechanism (commission) with a view to the urgent solving of short-term training problems, and also with a view to determining the other actions to be undertaken: the identification and strengthening of existing training centres (national and regional) or of joint or specialized training centres; the training of women in specific industrial sectors (example cited included the food converting industry, clothing production, etc.)

(3) Mechanisms, facilities and the possibilities for regional and inter-regional cooperation. Under this latter subject, and as described under Methodology, the African working group met in order to consolidate all the conclusions of the reports which had been presented. A final Document was then drawn up. Taking the importance of the proposals contained in this Document into account it is set out as Annex 3 in a non-official translation.

#### RECOMMENDATIONS OF THE SEMINAR

In addition to the concrete proposals (studies, research work, etc.) in regard to industrial training the final Document, presented and approved by the Seminar, contains a number of practical recommendations :

A - The Seminar recommends that UNIDO explore all possible forms of cooperation with the specialized organizations and the United Nations Institutions in order to :

- examine the creation of a unit or section for Portuguese language documentation within CIADFOROIT;<sup>(1)</sup>

- develop the training of training staff so as to achieve a multiplying effect;

(1) Centre Interafricain de Développement pour la Formation Professionnelle

- carry out specific studies on the integration of women into the industrial sector;

- study the best forms for the progressive adaptation and re-adjustment of training programmes and facilities on the basis of the existing realities.

B - The Seminar also recommends that UNIDO organize, at its expense, annual meetings for the five Portuguese-speaking African countries with a view to examining and evaluating the actions carried out and resulting from the recommendations of the Seminar.

C - The participants in the Seminar finally recommend that, during the forthcoming Conference of African Ministers for Industry at Addis Ababa (Ethiopia) in November 1981, the Ministers for Industry of the five Portuguese-speaking countries should hold a meeting with the Executive Director of UNIDO, Dr A. Khane, so as to study the implementation of the recommendations of the Seminar.

ANNEX 1

INTERNATIONAL SEMINAR ON INDUSTRIAL TRAINING FOR  
THE PORTUGUESE-SPEAKING COUNTRIES OF AFRICA

---

DEFINITIVE LIST OF THE PARTICIPANTS

19 - 23 October 1981

INTERNATIONAL SEMINAR ON INDUSTRIAL TRAINING FOR  
THE PORTUGUESE-SPEAKING COUNTRIES OF AFRICA

(LUANDA, 19 to 23 October 1981)

ANGOLA

- Messrs Antonio MARTINS, Director do DNFQ, Luanda  
Eduardo POMBAL, Director Adjunto do DNFQ, Luanda
- Mme Maria Ricardina da Purificação da Silva e ROCHA,  
Chefe do Departamento de Recursos Humanos da Bolama, U.E.E., Luanda
- Messrs Justino Manuel da COSTA, Chefe dos Serviços de Formação  
Profissional do DNFQ, Luanda
- Raul Pedro FERNANDES, Chefe do Sector de Formação Profissional,  
Responsável pelos Recursos Humanos (provisório), Direcção  
Nac. Geologia e Ind. Mineira, Luanda
- Manuel Teles SUBTIL, Chefe do Departamento Técnico da Direcção  
Nacional da Indústria Pesada, Luanda
- Síndu João MIDUEL, Chefe Adjunto da Divisão de Formação Profissional  
fa Diamang, Lunda-Norte
- Mme Ruth LARA, Directora do Departamento de Quadros do Comité Central  
do M.P.L.A., Partido do Trabalho, Luanda

CAPE VERDE

- Messrs Francisco da Cruz MONTEIRO, Responsável pelo Sector de Recursos  
Humanos e Formação Profissional (Direcção Geral do Plano), S.E.C.P.
- Augusto dos Santos DUARTE, Director da "ONAVE" - E.P.  
(Officinas Navais de S. Vicente), S. Vicente

GUINEA BISSAU

- Mr Ansumane MANE, Responsável pela Direcção-Geral do Controlo e Apoio  
às Empresas do Ministério da Coordenação Económica e Plano, Bissau

MOZAMBIQUE

- Mme Suzana Maria BENTO VEDOR, Directora Nacional dos Recursos Humanos do  
Ministério da Indústria e Energia, Maputo
- Messrs Carlos Augusto Sogalho FERREIRA, Director dos Recursos Humanos do  
Ramo de Bebidas, Maputo
- Antonio José LANGA, Director dos Recursos Humanos, Unidade de  
Direcção de Petróleos, Maputo

SAO TOME and PRINCIPE

- Mme Maria de Assunção de Barros Amaral AGUIAR, Técnica da Direcção da Indústria e Energia, Sao Tomé
- Mr Pascoal Ayres Pires dos SANTOS, Director de Construção Civil, Sao Tomé

OBSERVER COUNTRIES

BRAZIL

- Mr Eghus de Barros PALISSY, Consultor Técnico, Rio de Janeiro

PORTUGAL

- Messrs Carlos Eduardo Borges FLORENCIO, Director do Centro de Formação do Ministério da Indústria, Lisbon
- Artur José Moreira Pereira DA MOTTA, Chefe de Gabinete do Secretário de Estado do Emprego, Ministério do Trabalho, Lisbon
- Mme Maria Iñes Soares FLORENCIO, Directora do Departamento de Indústria Química LNETI - Ministério da Indústria e Energia, Lisbon
- Mme Alda Maria de Medeiros e Silva FERNANDES, Sector de Relações Multilaterais e Sector Industrial Ligeiro - Responsável, Lisbon
- Mme Maria Carolina de Carvalho Sotto Mayor RODRIGUES PEREIRA, Responsável pelo Sector de Formação e Bolsas de Estudos do Instituto para a Cooperação Económica do Ministério dos Negócios Estrangeiros, Lisbon
- Mr José Eduardo Cabral Mimoso SERRA, Assessor do Gabinete do Secretário de Emprego do Ministério do Trabalho, Lisbon

OBSERVER COMPANIES

COMERINT (ITALY)

- Mr Domenico di MARTINO, Sales Executive for South Africa, Luanda
- Mme Seracino GIUSI, Head of Teaching Projects, Rome
- Mr Celli PIERLUIGI, Projects Executive, Rome

NORMA (PORTUGAL)

- Messrs Humberto Jorge Sardinha DIAS, Director, Lisbon
- Rogério Augusto Ribeiro AFONSO, Consultant, Lisbon

SENAI (BRAZIL)

Messrs Joao Gomes dos SANTOS, Assessor da Divisão de Apoio Administrativo,  
Rio de Janeiro

Ewerton Negri PINHEIRO, Chefe de Divisão de Promoção de Comunicação  
do DAMPI - Departamento de Assistência à Média e Pequena Indústria,  
Rio de Janeiro

Mme Sonia Helena Taveira de Camargo CORDEIRO, Assessor Técnico - ASCOTI,  
Brasília

SWEDEC

Mr Jack SOIFER, Projects Manager, Stockholm

INTERNATIONAL ORGANIZATIONS

I.L.O.

Messrs Sergio José Ferreira RIBIERO, C.T.P. Projecto C.V.I./80/002  
(UNDP/I.L.O. project for the Republic of Cape Verde)

René KIRSZBAUM, Deputy Head of the Training Policy Unit, Training  
Department, Geneva

UNIDO

Messrs Nicolai KRAINOV, Senior Industrial Development Field Adviser, Angola  
Ubirajara Wanderley LINS, UNIDO Counsellor, Brazil

Fidelino Loy de FIGUEIREDO, UNIDO Official, External Relations  
Department, Vienna

Carlos Alberto GONLART, Industrial Consultant, Maputo

Antonio Felix TCHIKAYA, Industrial Programme Officer, UNDP, Luanda

Roger RAMANANTOANISON, UNIDO, Staff member

OBSERVERS - ANGOLA

Messrs Carlinhos ZASSALA, Director do Centro Básico de Administração, DNFQ

Fernando Domingos HEITOR, Chefe do Departamento Económico e Financeiro  
da Direcção Nacional da Indústria Ligeira

- Mr Manuel de Sousa Bartolomeu de AZEVEDO, Chefe do Departamento Recursos Humanos da Delegação Provincial de Luanda do Mind
- Mme Maria Alexandra Pereira de ALMEIDA, Formação do Quadros - Ministério do Plano
- Messrs Oscar Figueira Bento RIBAS, Chefe do Sector de Planos Especiais - Ministério de Educação
- João Rodrigues dos SANTOS PAULA, Membro do Secretariado Provincial da J.M.P.L.A. - J.P.
- Mme Filomena Rodrigues dos Santos V. BORJA, Chefe do Sector de Formação de Quadros, Ministério da Energia
- Messrs Domingos José DISVAL, Chefe do Departamento Nacional de Formação de Quadros do Ministério dos Transportes e Comunicações
- Isidro PASCOAL, Chefe de Secção do Centro Nacional de Alfabetização
- Fonseca WOCHAY, Chefe de Divisão, Sede Nacional do Partido, Sector Produtivo do Comité Central do MPLA - Partido do Trabalho
- Antonio José PALHAIS, Chefe de Sector do Departamento Nacional de Formação de Quadros do Ministério das Pescas
- Felix MEIREIS, Oficial Superior de Formação Profissional da Diamang, Divisão de Formação Profissional
-

ANNEX 2

INTERNATIONAL SEMINAR ON INDUSTRIAL TRAINING FOR  
THE PORTUGUESE-SPEAKING COUNTRIES OF AFRICA

(LUANDA, from 19 to 24 OCTOBER)

P R O G R A M M E

<u>DATE</u>	<u>PLACE</u>	<u>TIME</u>
19.10	HOTEL COSTA DO SOL	0900 - Preparatory meeting for : registration of the participants and identification; distribution of documents and general information on the Seminar
		1230 - LUNCH
	SALA 10 DE DEZEMBRO	1600 - Official opening of the Seminar : Speakers - UNIDO Industrial Counsellor Minister for Industry, Cde BENTO RIBEIRO-KABULO Representative of the MPLA-PT
	HOTEL PANORAMA	1930 - Official Reception given by the Minister for Industry for the participants in the Seminar
20.10	HOTEL COSTA DO SOL	0900 - Installation of the Chairmen for the Sessions. Presentation of the Official Documents from the Five African Countries. Discussions
		1230 - LUNCH
		1430 - Presentation of the Basic Document for the Seminar. Discussion
		1530 - First Working Groups : Possible Strategies and Approaches in Regard to Industrial Training in the Five African Countries
		1930 - DINNER
		2130 - Second Working Groups : Identification of Needs and Methodology. Industrial Training Materials



<u>DATE</u>	<u>PLACE</u>	<u>TIME</u>
21.10	HOTEL COSTA DO SOL	0900 - Plenary Session for the consideration and approval of reports from the two Working Groups
		1230 - LUNCH
	CENTRO BASICO	1430 - Opening of the Industrial Exhibition and of the Conference Room of the Centro Basico de Administração of the DNFQ
		1930 - DINNER
		2130 - Third Working Groups : Mechanisms, Types of Actions and Possibilities for Cooperation in the field of Industrial Training in the Five African Countries
22.10	HOTEL COSTA DO SOL	0900 - Plenary Session for the consideration and approval of reports from the Third Working Groups
		1230 - LUNCH
		1430 - Plenary Session for presentations by the other invited Countries and Organizations
	RESIDENCY OF THE UNIDO/UNDP INDUSTRIAL COUNSELLOR	1900 - Official Reception given for the Participants by UNIDO
23.10	HOTEL COSTA DO SOL	0900 - Working Group of Representatives of the invited Countries and Organizations : Ways and means for meeting the present and future industrial training needs of the Five African Countries
		0900 - Working Group of Representatives of the Five African Countries : consolidation of the decisions of the previous working groups
		1100 - Drafting of the Final Document
		1230 - LUNCH
		1430 - Plenary Session for discussion and approval of the final document
	SALA 10 DEZEMBRO	1800 - Official Closure of the Seminar

ANNEX 3

NON-OFFICIAL TRANSLATION OF THE FINAL DOCUMENT

(on the work of the groups of African participants)

In order to provide a remedy for the existing difficulties the participants in the Seminar present the following proposals :

- (1) the establishment of a policy at Governmental level to define responsibilities in the field of industrial training;
- (2) the creation of mechanisms making it possible to develop industrial training;
- (3) the development of actions making it possible to :
  - (a) implement the decision to eradicate illiteracy;
  - (b) initiate, in the short-term, study visits with a view to continuing exchanges of experiences between the five (Portuguese-speaking African) countries;
  - (c) carry out studies on the identification of priority vocational profiles in the industrial sector;
  - (d) undertake research work on the needs for industrial training in each country, covering the training of managers, equipment, common and priority development sectors, the infrastructures now existing and in course of formation, with their utilization level and capacity. This research should include an analysis of the industrial apparatus of the countries concerned and their economic potential;
  - (e) draw up concrete programmes making it possible to initiate a significant advance in industrial training in an immediate and accelerated manner. Priority is to be given to basic or multivalent occupations and to the initiation of a study to draw up a common terminology in the field of industrial training.

Special attention is to be given to training programmes in the economic, financial and planning fields, in addition to that provided for specific technical sectors.

(f) create a Commission formed from representatives from each country to collaborate in an ongoing manner with the United Nations Consultant, in the Portuguese language, responsible for carrying out, for the five countries, research into and inventorying of the existing industrial training facilities. This research is to be carried out in the first six months, at the end of which a meeting will take place between the representatives of the Commission and the Consultant. This meeting is to take decisions concerning the establishment of all future prospects for cooperation between the countries in the field of industrial training and in the identification of joint training centres.

(g) study the best ways of creating documentation centres in each country, taking advantage of existing experience in this field, and examining with CIADFOR-OIT<sup>(1)</sup> the creation of a Portuguese language unit.

(h) develop the exchange of information between the countries and those organizations which have centres offering possibilities of cooperation in the training field.

(i) give overriding importance to the training of training staff so as to achieve multiplying effects in the field of training. Such training should, preferably, be developed in one country with the support of specialized organizations. Such support should include not only the supply of programmes and material but also supervision or site.

(j) develop all industrial training actions within an c and integrated approach covering all levels of training workers.

(k) initiate methodological investigations on the basis of experiences in other countries.

(l) request the collaboration of the United Nations in drawing up a catalogue of skilled industrial vocations for the five countries.

---

(1) Centre Inter africain pour le Développement de la Formation Professionnelle - Office International du Travail (I.L.O.)

- (4) The participants in the Seminar found that the training programmes or facilities made available to them were, for the most part, not compatible with their present level of development and, consequently, it was impossible for them to benefit fully from most of them.

We recommend that the international organizations study the best form for the progressive adaptation and readjustment of the above training programmes and facilities to the existing realities, even if only on a provisional basis.

Integration of women into the industrial sector in the five countries poses recruitment problems because of the high proportion of illiterates, women forming the larger percentage of these. As a consequence it is recommended that the specialized Institutions carry out specific studies in this field.

Because of the characteristics of the industrial workforce of our countries, and the lack of available techniques and financial resources, it is suggested that the international organizations make available to us all necessary resources to put the recommendations of this Seminar into effect.

The participants of the Seminar recommend that, during the forthcoming Conference of African Ministers for Industry, which will take place in Addis Ababa in Ethiopia, the Ministers for Industry of the five Portuguese-speaking countries should hold a meeting with the Executive Director of UNIDO, Dr A. Khane, so as to study the implementation of the recommendations of the Seminar.



