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ASSISTANCE TO OMM GARMENT CO-OPERATIVES IN PRODUCTION
ORGANIZATION AND FINANCIAL MANAGEMENT

TF/MOZ/86/001/11-51

MOZAMBIQUE

Final Report*

by

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FOREWORD

The implementation of a training programme for 37 trainees from 14 plants, requiring the mobilization of infrastructure for teaching, transport, accommodation and secretarial services was made possible only through the synchronized and consistent operation of a large team, to which we would like to express special gratitude.

In particular, we would like to mention the head of the OMM National Secretariat for Training, Mrs. Veronica Macamo, who followed the progress of the mission in an active and attentive manner, thereby contributing to its success.

Mention should also be made of the very high standards that characterized the way in which the mission was supervised within the framework of the normal activities of OMM, by the Head of the External Relations Department of the OMM National Secretariat, Mrs. Gertrudes Vitorino, who was particularly helpful.

We are also grateful to the Head of the OMM National Training Centre, Mrs. Maria Vicente, whose operational and organizational skills facilitated our work.

One could hardly forget the capacity for work, the effort and the assiduity put in by the trainees themselves, which was the mainstay of the mission's work. We would like to extend an expression of support and friendship to our colleagues Joaquina Zacarias, Virginia Rafael, Rabeca Raimundo, Ana Maria Felix, Antonieta Rosa, Adelaide Cafulana, Eliza Feliciano and Juvenia de Ruth, and to those from the National Training Centre, who will be carrying on with the difficult task of following up the mission.

Last but not least, we wish to thank Mr. Carlos Goulart, the representative of UNIDO at Maputo, for his suggestions and advice.

TO THE WOMEN WORKING WITH ENTHUSIASM UNDER DIFFICULT CONDITIONS

1. The training plan: project programming and implementation

The Training Programme is essentially based on two determinants, namely:

First, the objectives of the programme, which called for the training of managers to introduce uniform systems of administrative and financial control and production;

Second, the project conditions, i.e. the number of trainers and the nature of their specialization, the time allotted to the project, the number of managers to be trained and their qualifications and, lastly, the co-operatives/production centres involved.

The strict pursuance of those objectives and their reconciliation with the limitations imposed by the above-mentioned conditions made it necessary to programme the project activities meticulously. Indeed, the idea was to use two training experts - the first being specialized in economic and financial matters and the second, in the production process - during the first five weeks, and to call upon the third training expert, specialized in economic and financial matters, for the last three weeks of the project. Further, the aim was to train some 40 managers from 13 co-operatives/production centres and from the OMM National Training Centre. Lastly, a training plan - in the classroom and on the job - lasting approximately 40 working days had to be designed, ensuring consistency in the management techniques and tools taught.

1.1. Diagnosis of the management techniques and tools used: first week

Although the objective had been to visit most of the co-operatives/production centres, only four production units were actually visited. However, on the basis of a visit to yet another co-operative at the end of the project, the conclusion reached was that the visits to those four co-operatives/production centres had provided a satisfactory overview not only of the management techniques applied, but also of the dual nature of the industrial structure of the co-operatives/production centres. Two units of an interesting size were run - albeit with difficulties in supplies - by managers whose average standard of training was reasonable, while the others employed managers who were less qualified (especially at the production level, where the highest qualification was sometimes equivalent to a second year in primary school). None the less, in all the co-operatives/production centres it was obvious that an effort was being made to work in an organized manner, although the results achieved were unsatisfactory.

With regard to the diagnosis of the management techniques and tools applied - a description of the production units is contained in annex I to this report - the following observations were made:

(a) Economic and financial management

- (i) Most of the operations generating cost/profit and expenditure/income were recorded, albeit with the following shortcomings:

Irregular and even suspended recording;

Inadequate record-keeping procedures, the source documents of the entries recorded (invoices, receipts, stock slips, etc.) being the most neglected;

Lack of a linkage between records, notably because totals and balances were no longer calculated and carried over to successive financial periods, and because the accounts were no longer cleared regularly;

Inadequate recording for the purposes of official documents that have to be filled out (two forms of the Ministry of Industry and Energy and a report to the relevant departments of OMM).

- (ii) When the accounts were audited, the overall documents would cover only the economic aspects (operating accounts) and were never kept regularly, the most recent being very out of date.
 - (iii) The concept of the value of assets did not exist as such, especially in respect of the inventory of fixed assets; only bank transactions (the balance of which is stated by the bank, though sometimes inaccurately) and customer transactions were recorded.
 - (iv) The forms used for recording were inadequate (the books themselves varied widely and were never intended for the type of bookkeeping they were used for), the result being disorganized storage of data featuring in a single book in which the entire range of operations was recorded.
 - (v) Economic and financial recording duties and responsibilities were normally shared by two people, namely, the person working in the shop with the cash register and the customers, and the person in charge of finance, expenditure and banking matters.
- (b) Production management and quality control
- (i) While there was minimal cutting technique, no technique was used to plan cutting so as to minimize waste.
 - (ii) Production planning, if any, was inefficient, amounting to no more than rough estimates; it should also be pointed out that production control was non-existent, and it was observed that some of the concepts applied did not make for a fair distribution of the work-load between the workers.
 - (iii) As a result of unawareness of the production planning and control function serious errors were made in completing the statistical and production estimate tables, in relation to production unit capacity.
 - (iv) The basic concepts underlying production line-manufacturing techniques and the use of dedicated machines at the stages of garment-making and finishing, were unfamiliar.
 - (v) As a consequence of the situation described in paragraph (iv) above, the range of products was too wide and the work of the production units involved various craft activities that were incompatible with the organization of a garment-making unit.
 - (vi) Finishing operations were too simple and failed to enhance the market value of the finished product.
 - (vii) The products manufactured were of a low quality, not only because of the absence of lining, interlining and other accessories, but also because of the very poor quality of the garment-making itself.
 - (viii) Ideas regarding the value of the aesthetic appeal of a finished product were dubious.
 - (ix) There was no efficient record-keeping on the various stages of production.

- (x) Most of the workers were fairly skilled and had a basic command of the technique of garment-making itself (machine work) covering all the operations involved.

1.2. Preparation of the subject-matter to be covered in training: second week

The standard of the managerial staff's qualifications and specialization, as identified, and the lack of suggestions for work, due mainly to basic unfamiliarity with the management techniques and tools available, made it impossible to define the technical subjects to be covered during training, which would have to be based on the areas of specialization of the staff to be trained.

However, the determination of the methodology of work - technical operations and recording - conformed to the practice of the co-operatives/production centres, which preferred to improve existing data-keeping and organization procedures rather than establish new practices, the latter being broached only when they were indispensable to the attainment of the objectives of the project.

These objectives, which not only conformed to the aims of the initial project but also satisfied the requirements identified during the diagnosis in respect of each area of training, were as follows:

(a) General comments on the organization of management

Training in this field, intended for all the management staff, aimed at building awareness of:

The factors determining costs and profits and, consequently, business results, and the need for an information system suited to those factors;

The interrelationships between, and the interdependence of, decisions, regardless of whether they related to production or to financial or commercial matters, and their differing impact in the case of fixed costs or variable costs;

Product characteristics (technical functions, prices, quality, supplies and trade mark) and the attitudes associated therewith;

The interrelationships between, and interdependence of, the organization of industrial activity and organization in the form of co-operative/production centre enterprises and the organization of management responsibilities and information.

(b) Economic and financial management

In accordance with the UNIDO project - except with regard to budgeting techniques, and after attention had been drawn to:

The difference between economic operations and financial operations (and, consequently, between income and profit and costs and losses): the concept of business results and assets;

The rules of economic and financial record-keeping;

an information system was worked out on the basis of 10 standard tables requiring recording of:

Purchases and movements in stocks of materials and finished products, at average costs;

Production costs and overhead;

Production inputs, including not only raw materials but also labour inputs and overhead;

Daily sales, by product;

Customers and suppliers;

Fixed assets.

Achievement of the basic objectives of economic and financial management depends on the following record-keeping operations:

The calculation of unit production costs and the costing of the range of products;

The rational, overall pricing of the products and the identification of the factors influencing it;

The scrupulous checking of results, possibly on a regular monthly basis;

The verification of the assets of the co-operative/production centre using the balance sheet technique, excluding equity but showing the interrelation between the compilation of the balance sheet and the final results account;

The use of graphics techniques in the analysis of time series;

The analysis of management information for the purposes of future management decision-making (although this was only covered in the form of a very simple introduction).

Solely in respect of the management staff requiring further training and in order to train the monitors, the curriculum was supplemented by information on:

The break-even point (otherwise known as the "minimum level of production");

Reintegration and the liquid value of fixed assets.

Lastly, it should be emphasized that the prime concern was to work out a simplified system of management information, which would be comprehensive and coherent, avoiding superfluous record-keeping or isolated or independent records. The system also had to be compatible with the most complex principles of accountancy and financial management, not only to raise the standard of the management of the co-operatives/production centres, but also to allow for study in greater depth - as opposed to new fields of study - in the event of further training schemes.

(c) Production management

Considering that it would have been impossible to set up a system of mass production, not only on account of the standard of theoretical and practical know-how of the production workers, but primarily because of the lack of machinery suited to this type of production, it was decided, on the basis of the conditions actually encountered, that efforts would concentrate on improvement of what was feasible - as opposed to achievement of what was desirable.

It was on that basis that the technical terms of the contract - namely, assistance to the OMM garment-making co-operatives in production organization and financial management - had to be fulfilled, and that within the limits of the time available the needs identified had to be taken into consideration. In view of its scope and short-term impact, the subject matter of production management was, for the purposes of training, organized on the basis of three elements, namely,

Reduction of the amount of material wasted;

Production planning and control;

Quality control.

Considering that none of the processes in this area of production are completely independent (they are invariably interdependent) and in order to permit coherent elaboration of the three elements, they had to be placed in the overall context of a production unit, especially those concerned with production management. In that respect, the first task was to define the type of consumers that the products of a production unit were aimed at, the main features that the ready-made articles were to exhibit - quality, fashion and price - and the link between the former and the latter. The need for a response that would satisfy the requirements of the market, particularly from the point of view of "fashion", presupposed a highly functional form of production; it was therefore necessary to design:

An efficient production circuit;

A set of tables (eight in all), which would make it possible to achieve and develop the required degree of efficiency.

The next topic covered was "the industrial preparation of a model" - definition, application, styling, modelling, pattern design, planning of cutting and the process of manufacturing the ready-made article. The trainees performed practical exercises in planning the cutting and learned how the amount of waste could be reduced by 10 to 20 per cent if such methods were applied. With regard to production planning and control, the following concepts were discussed:

Theoretical, real and practical production times;

Productivity per worker;

Timing methods;

The calculation and control of production.

The training course was concluded with the subject of quality control, emphasizing:

The quality control of raw materials;

The quality control of the garment-making itself;

Aesthetics as a concept of quality (colour, storage and creativeness).

Lastly, all the trainees selected as being capable of serving later on as monitors were given an idea of "production incentive". They were told that in the current circumstances it would not be advisable to offer production bonuses on an individual basis but, allowing for the possibility of introducing production incentives in the future, the following topics were covered:

Worker and product specialization;

The concept of productivity;

Production bonuses for individual workers and teams;

Mixed system of awarding production bonuses.

A handbook was prepared covering all these matters - global, financial and production-related - for subsequent consultation on the technical concepts imparted.

1.3. Classroom training - stage I: third, fourth and fifth weeks

The methodology followed in classroom training was essentially theoretical and practical, and each subject was taught bearing in mind as much as possible the work of the co-operatives/production centres, the lecture being followed by illustrative examples. Participation was elicited mainly after a number of notions had been taught. The general aspects of production management were taught to all the trainees in a single group by the two trainers during the first two days of the course. Since it was deemed desirable:

To provide the management staff with specialized training, taking account of their managerial responsibilities;

To maximize the impact of the training by imparting to each specialized group a smaller amount of knowledge over a longer period of time;

To provide professional skills in line with the requirements of management organization,

the trainees were then divided into two groups, each with its own trainer.

(a) Composition of the groups

The economic and financial management group consisted of 14 women (13 from nine co-operatives/production centres and one from the OMM National Training Centre); and the production management group comprised 23 women (22 from co-operatives/production centres and one from the OMM National Training Centre).

The educational background of the women in each group was as follows:

Table 1

Number of trainees/years of school attendance

School attendance Group	Number of years schooling							Total
	1	2	3	4	5	6	7	
Financial management	-	-	3	8	1	1	1	14
Production management	1	10	1	9	2	-	-	23
Total	1	10	4	17	3	1	1	37

It should be pointed out that the official from the National Training Centre attended both classes alternately, depending on the subjects being covered.

The schedule of the classes for both groups was as follows:

Table 2

Schedule	Activity
8.00 - 9.30	Class
9.30 - 10.30	Breakfast
10.30 - 12.00	Class
12.00 - 14.00	Lunch break
14.00 - 15.00	Class
15.00 - 15.30	Tea break
15.30 - 16.30	Class

The total amount of daily tuition was five hours at the most.

(b) Practical training

During the economic and financial management course the normal operations of one month of administrative and financial activity in a co-operative/production centre were simulated (purchases, payments, supplies, sales, production orders, calculation of production costs, pricing, etc.); the business simulation was concluded with the preparation of an account of results and a balance sheet.

All the proposed tables were used (a total of 21 tables, with approximately 160 entries). The tables, entries and calculations were repeatedly tested by all the trainees from their seats or on the blackboard, on an individual basis or collectively.

The group attending the production management course simulated (in smaller groups) the planning of cutting. Using real patterns, the groups performed a scale reduction, traced the markings on paper simulating fabric, and effected another enlargement to revert to the scale in use.

The experimental results were conclusive, since fabric savings of 10 to 20 per cent were made possible.

An attempt was also made to calculate, on the basis of figures approximating real values, the amount of time needed to produce one or more types of (simultaneously) manufactured products and the real capacity of the production units.

(c) Performance in the various disciplines

The trainees were classified as follows:

Grade 1 - Good performance: a satisfactory grasp of the notions taught, ability to put them into practice;

Grade 2 - Above average performance: a satisfactory grasp of the notions taught, but some difficulty in putting them into practice;

Grade 3 - Below average performance: an understanding of the notions taught but need of assistance in putting them into practice at the co-operative/production centre;

Grade 4 - Poor performance: insufficient grasp of the notions taught, incapability of putting them into practice with the exception of the most elementary technical record-keeping operations.

Performance in the disciplines of each course was as follows: 1/

Table 3

Performance by discipline	Courses		Total
	Financial	Production	
Grade 1	5	3	8
Grade 2	3	3	6
Grade 3	2	5	7
Grade 4	4	12	16
Total number of trainees	14	23	35

Considering the situation of the trainees, their performance can be regarded as satisfactory; indeed:

It was established that there were many trainees whose qualifications were not up to the responsibilities to be assumed, especially in the production management group;

A large number of trainees - almost half of those attending the production management course - had no responsibility in the areas in which they were being trained, most of them being, for example, machine operators.

The poor performance of the trainees is attributable to the situation described above.

1.4. Preparation of the second stage of classroom training: sixth week

During the sixth week which comprised four working days, it was decided that two days would be devoted to the conclusion of the first stage which had fallen behind schedule for reasons unrelated to the classes themselves, and two days to the preparation of the second stage of classroom training, namely, the training of monitors.

1.5. Classroom training - second stage/training of monitors: seventh week

In addition to requirements of a technical nature, it was necessary to take account of the training objectives of OMN.

1/ An individual classification was provided to the OMM officials.

(a) Composition of the groups

Thus, after drawing attention to the adverse effect of the interruption of the specialized groups for the reasons explained under the description of the first stage of training - particularly the reduction in the time spent by the trainees on each specialization - it was decided that work in the second stage would be undertaken by both groups together, in order to make the trainees of each group aware of the matters covered by the other (economics and production). Accordingly, the class consisted of 10 trainees divided into two groups of five, namely, the four best trainees from each of the groups set up during the first stage of classroom training and a representative of the OMM National Training Centre.

(b) Practical training

As in the first stage of classroom training, the normal business operations of a co-operative/production centre were simulated, using all possible tables and record-keeping operations. Attention should be drawn to the co-operation of the trainees, who supplemented the simulation of the case studies put to them with suggestions of their own, notably with the recording of donations (from and to the co-operatives/production centres). An account of results and a balance sheet were also worked out and compared with those arrived at during the first stage of training. On the basis of this comparison, the trainees were made to analyse the documents and perform practical exercises to help them with management decision-making.

With regard to production management, all the topics discussed were reviewed in depth and special emphasis was placed on the concept of "productivity stimulation".

The experiment with the programming of cutting could not be repeated for lack of time, but the principles underlying that technique were reviewed from a theoretical angle.

A wide range of exercises centering around the calculation of the production and production capacity of the garment-making units were programmed and carried out, using a standard form specially designed for production management.

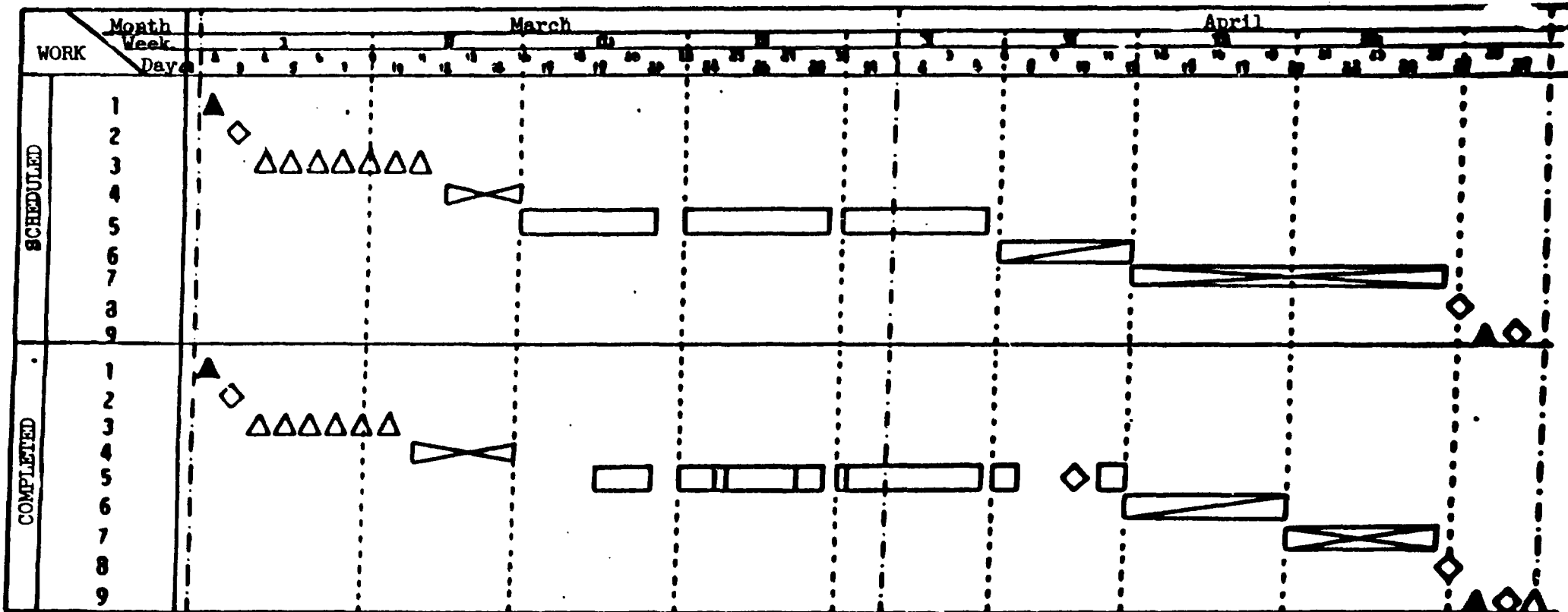
(c) Performance in the various disciplines

The performance of most of the trainees who participated in the course (75 per cent) was excellent, the remainder being satisfactory. Their performance was all the more remarkable considering that the course was conducted at an intensive and taxing pace. In fact, it could be added that six of the eight trainees from the co-operatives/production centres now have the knowledge and skills to provide useful technical assistance to the co-operatives/production centres.

1.6. In-service training: eighth week

This stage had initially been programmed to last for two weeks. It was subsequently cut down to one week, during which visits were to be undertaken to nine co-operatives/production centres. However, only five co-operatives/production centres were actually visited, one of them being visited for the first time by the mission. The primary objective at this stage was basically to supplement the training provided in the classroom by assisting the trainees, through practice, in putting into application all that they had learned. The scheme was originally ambitious and believed to be unworkable because:

PROJECT CHRONOLOGY



- 1- ▲ Meeting at UNIDO
- 2- ◇ Meeting at OMM
- 3- △ Visits to Production Units
- 4- ▭ Preparation of the Handbook
- 5- ▭ Training in the classroom
- 6- ▭ Special training for monitors
- 7- ▭ Supplemental training
- 8- ▲◇ UNIDO/OMM Joint Meeting
- 9- □ Interruption due to transport

The number of co-operatives/production centres to be visited did not match the number of co-operatives/production centres whose staff had participated in the first stage of the training course in the classroom (specifically, these were nine visits as against 14 co-operatives/production centres);

The time allotted to each visit (two and a half to three hours, except in respect of the two largest centres already mentioned, where the time was five hours) was obviously too short to cover all the topics that had been discussed, especially since the management staff selected by some of the co-operatives/production centres to participate in the course (and whose selection had not always been based on the most appropriate criteria, as was observed) had not performed well in the disciplines taught;

With the exception of the two largest ones, the co-operatives/production centres had not been supplied with raw materials for the past two years, their work-load being reduced to a few items made to order, on an irregular basis and an insignificant scale; accordingly, neither their administrative and financial operations nor their production process lent themselves to any form of technical assistance other than theoretical, as had already been provided through training in the classroom.

In fact, the project had initially been planned to last for 90 days, which would have made it possible to spend approximately five or six weeks on this stage, a realistic amount of time in view of the objective to be achieved. This matter should be reconsidered to prevent one of the most important stages of the project from being discarded.

The short period of time allotted to such assistance could have serious consequences; by doing away with the features of unity and systemic rationality, the lack of teaching time tends to denature the mission and to be counter-productive to all earlier work, which would then amount to no more than general and theoretical explanations on the management systems taught.

Yet, this stage ultimately achieved a interesting and important objective, namely, that of testing the skills of the monitors and of supplementing their training. Moreover, it provided an opportunity for the formal commencement of their work as assistants to the OMM co-operative/production centres. For pedagogical reasons, the monitors were divided into two groups which alternately accompanied the trainers on their visits to the various co-operatives/production centres.

Lastly, it should be pointed out that, in the major production centres where the monitors were employed, the mission was able to follow the introduction of the information systems that had been taught.

2. Development of training activities: continuation of the project

Following the diagnostic study of the situation with regard to the management of the co-operatives/production centres visited, a plan of training was drawn up initially to serve as the first stage of an ongoing training process on a larger scale. The minimum degree of elaboration of that stage was preconditioned by the minimum profile of management know-how, techniques and tools that had to be mastered if the standard of the management of the co-operatives/production centres was to be improved. We feel that anything short of the profile developed would amount to a puzzle of fragments of management lacking the systemic configuration indispensable to the day-to-day decision-making associated with industrial activity and - perhaps more important still - it would prove inadequate as the first stage of an ongoing training process, as defined above. Indeed, the profile of the

management know-how and tools should be geared to the furtherance of the ultimate objective of the ongoing training process, which implies that it must constitute a coherent subsystem; otherwise, it would be only a voluntarist effort which, though undoubtedly appreciable, would be pointless and would offer no advantage since it would, on the contrary, presuppose the development of a training system marked by novelty and variety, but inconsistent and without depth, amounting to a succession of additional efforts on the part of the trainers and trainees.

It follows that the main point is to analyse the conditions apt to ensure the continuity of the project's development, in other words, the conditions likely to facilitate as much as possible the implementation of the training plan, by keeping its results fresh and by establishing a link with the next stage.

The project itself provided for two means of ensuring its own continuity, namely:

A handbook which is, in effect, the physical repository of all the management techniques, know-how and tools covered by the course; the trainees will be able to refer to it systematically;

A group of monitors with considerable personal qualities and professional skills, whose grasp of the disciplines taught is up to the standard required by their important and sensitive responsibilities.

However, in addition to these conditions, there are others of importance for ensuring that the project reaches a minimum level of development, namely,

The situation with regard to management in the co-operatives/production centres;

The operational structure of the co-operatives/production centres;

Work aimed at consolidating the project.

2.1. Situation with regard to management in the co-operatives/production centres

The attitude towards management is perhaps just as important as management know-how, techniques and tools. The idea is to adopt an approach to management which can enhance the effectiveness of management action, raise questions about such action or strengthen it, depending on whether the importance of every detail, every factor, every tool, every technique and every concept mastered is either recognized or disregarded.

In that connection, it is important to bear in mind that training was provided only to a few management staff from each co-operative/production centre. Extensive work will therefore have to be done to ensure the transfer of know-how and, in particular, personal and professional support must be extended to the women who participated in the training, encouraging, stimulating and nurturing them. This responsibility will have to be assumed primarily by the OMM training officials indirectly, and by those in charge of the co-operatives/production centres directly.

Indirectly, the OMM Training Department, together with those in charge of the co-operatives/production centres, will have to assume responsibility for stimulating the application of the technical know-how and tools acquired through the training course. To that end, they will have to provide personal and professional support to the management staff who participated in the course and then to insist on the regular submission of the control documents covering the operations of the production centres;

The monitors will have a way of staying in touch so that they can update each other's knowledge and develop a cohesive and constructive team spirit;

The monitors will have to operate on the basis of a plan of work providing for a programme of periodic contacts - as opposed to mere ad hoc visits undertaken at the request of the co-operatives/production centres to clear up doubts; it is important that management staff should remain active, even if their co-operative/production centre is in a slump, to ensure that they do not forget what they have learned for want of practice; this is also very important for keeping the monitors assuming this responsibility in practice;

The two largest production centres at which the monitors work have already decided to print the tables that they were taught; action should be envisaged to support this initiative by the monitors by providing photocopies or printed tables;

Whenever possible, the teams of monitors should consist of two people at least - one for each sector of activity - to enable them to enrich their experience and enhance the benefit of the specialized nature of their training.

2.2. Operational structure of the co-operatives/production centres

It would be pointless to attempt to set up a system of management in the co-operatives/production centres without first securing the conditions required for the system to function effectively and efficiently. Experience shows that this has never occurred.

On the other hand - even if this only applies to extreme cases where means and resources are limited - if an effort were made to assign the workers more to complementary functions, to over-diversified activities or to production tasks concerned mainly with compensating for the use of inappropriate means (that would have to be purchased), it would be impossible to derive any usefulness to it from rational management practices.

Therefore, all the efforts to secure the conditions for industrial operation are important, especially:

Regular supplies of raw materials, ensuring that the workers are engaged in their principal activity, i.e. garment-making, thereby permitting the organization of production and avoiding the need for diversification;

The procurement of raw materials satisfying minimum requirements in terms of quality and size (if complete pieces of material are not available the lengths of cloth should be at least 15 m long) to ensure that cutting can be properly planned and the raw material managed, so that cost-management does not have to be improvised;

The reduction - by specialization - of the range of items manufactured (six to eight types, which is already ample) with a view to improving quality and productivity in terms of the economic criteria of cost-effectiveness (by product) of the use of labour per time unit (justifying an increase in wage time) and, ultimately, increasing minimum levels of production. In fact, the monitors have had an opportunity to study these matters: calculations were carried out for product cost-effectiveness at the minimum level of production 1/ and for the proportion of fabric used for various products in the co-operatives/production centres in which they were employed;

1/ Break-even point.

The replacement of any equipment still in use despite malfunction or no longer serviceable, in order to restore the balance between the number of workers and the number of sewing machines;

The renewal of instruments and light equipment to ensure that cutting is efficient and to permit proper finishing, for example:

Industrial cutting scissors,

Finishing equipment,

Specialized sewing machines;

Quite apart from the the raw materials, it is important to create awareness of the need for a regular supply of accessories that upgrade the articles manufactured;

Lastly, it is important that the OMM units in charge of the co-operatives/production centres should manage them in an integrated manner, so as to take advantage of their complementarity at various levels (from supplies to specialization, including exchanges of products for sale in their shops) and to benefit by exchanges and the concertation of efforts and experience.

2.3. Suggestions for action aimed at consolidating the project

In addition to the conditions for efficient management set out above, it is important, for the purposes of the consolidation and continuity of the training activities comprising this project, to take into consideration the following concerns:

(a) The project should be strengthened by developing its in-service training stage to facilitate the practical application of the know-how acquired and to support OMM; for example, an overall management system could be set up in the co-operatives/production centres. This work, which would last one to two months, could be carried out on the basis of the following programme:

Systematic visits to the co-operatives/production centres would make it possible:

1. In respect of the trainees, including the monitors:

To help introduce the management tools and get them operating properly;

To develop the role of information and of the selection and formatting of information for the purposes of managerial decision-making;

2. In respect of the management of the co-operatives and production centres:

To secure decision-support information;

To use management to improve co-operative organization;

3. In respect of the monitors:

To develop teaching in support of the management of the co-operatives and production centres.

The selection of the trainer(s) should be based on three main criteria, namely:

1. Identification with the subjects and techniques taught earlier and with the methodology followed (so as to avoid serious errors in teaching methods, which would noticeably affect not only the teaching but also results later on);
2. Broad experience in the field of training in economics or technology and teaching, and in the provision of technical assistance to co-operatives, with special reference to decision-making and co-operative organization;
3. Working experience in Africa related to co-operative management, especially with women, and sensitivity to their customs, and their working methods and habits.

This programme could usefully be carried out for one to two months each year for several years.

(b) Training activities should be supplemented by other projects in support of the co-operatives/production centres through more elaborate management techniques and the introduction of new methods of work (such as mass production). Lastly, training should be regarded as an ongoing process and action should be taken - especially in this particular project, because it was designed with that objective - to permit the achievement in the near future of the overall system that it was intended to establish.

Supportive action could also focus on efforts to replace equipment and re-tooling with a view to planning and organizing mass production.

Lastly, this project, which was designed as a pilot project, covers only the co-operatives/production centres of Maputo. After an in-depth evaluation has been conducted with the participants, the monitors and OMM, the project could serve as a model for the development of further projects in support of the co-operatives/production centres in the provinces, which would need to be adapted to the specific conditions prevailing in the co-operatives/production centres of these areas.

* * *

With regard to this last part of the report ("Suggestions for action aimed at consolidating the project" (section 2.3, p.19) and the "Proposed terms of reference" (annex I-A)), Mrs. Delettrez disagreed. She felt that particularly in this case, the supplementary technical training in question would require a measure of flexibility and adaptability on the part of the trainer, based on sensitivity to the women's ability and their difficulties, in relation to their habits, their lifestyles, their general knowledge and to the sensitivity of the women themselves.

In the circumstances, she believes that the work must be carried out by a female trainer (and only exceptionally by a man), satisfying the requirement of sensitivity taking into consideration women's problems (see annex I-B - "Proposed terms of reference").

ANNEX I-A

PROPOSED TERMS OF REFERENCE FOR THE CONTINUATION OF THE PROJECT

- PROJECT TITLE: Management training
- DURATION: One to two months
- DUTY STATION: Maputo
- OBJECTIVE OF THE PROJECT: To provide technical assistance to the co-operatives/production centres that have not yet received such assistance and to develop the technical assistance provided to the other five co-operatives/production centres;
- To support the Mozambican Women's Organization (OMM) in the integration of the know-how acquired by the trainees on the production and financial control system with a view to the establishment of an overall system of management in the production centres and co-operatives.
- PROGRAMME: On the basis of systematic visits to the OMM co-operatives and production centres:
1. In respect of the trainees, including the monitors:
 - To help introduce management tools and get them operating correctly;
 - To develop the role of information and of the selection and formatting of information for the purposes of decision-making by management;
 2. In respect of the management of the co-operatives and production centres:
 - To secure decision-support information;
 - To use management to improve co-operative organization;
 3. In respect of the monitors:
 - To develop teaching in support of the management of the co-operatives and production centres.
- QUALIFICATIONS: Identification with the subjects and techniques taught earlier and with the methodology followed (so as to avoid serious errors in teaching methods, which would noticeably affect not only the teaching but also results later on);

Experience in the field of training in economics or technology and teaching, and in the provision of technical assistance to co-operatives, with special reference to decision-making and co-operative organization;

Working experience in Africa related to co-operative management, especially with women, and sensitivity to their customs, and their working methods and habits.

BACKGROUND:

Completion of a project aimed at training the women managing the OMM co-operatives and production centres; for approximately two months, 37 women were trained in financial and production management.

ANNEX I-B

PROPOSED TERMS OF REFERENCE FOR THE CONTINUATION OF THE PROJECT

- PROJECT TITLE: Management training
- DURATION: One month
- DATE: As from 1 July 1987
- DUTY STATION: Maputo
- OBJECTIVE OF THE PROJECT: To provide technical assistance to the four co-operatives/production centres that could not be covered by such assistance earlier, and to develop the technical assistance provided to the other five;
- To support the Mozambican Women's Organization in the integration of the know-how acquired by the project participants on the production and financial control system with a view to the establishment of an overall system of management in the garment-making production centres and co-operatives of Maputo.
- PROGRAMME: On the basis of systematic visits to the co-operatives and production centres of the Mozambican Women's Organization:
1. In respect of the trainees, including the monitors:

To help introduce management tools and get them operating correctly;

To develop the role of information and of the selection and formatting of information for the purposes of decision-making by management;
 2. In respect of the management of the co-operatives and production centres:

To secure decision-support information;

To use management to improve co-operative organization;
 3. In respect of the monitors:

To develop teaching in support of the management of the co-operatives and production centres.
- QUALIFICATIONS: Preferably a woman with extensive experience of work with African women, notably with women working in co-operatives, and sensitivity to the traditions and habits of these women;

Broad experience in the field of training in economics and teaching, and in the provision of technical assistance to co-operatives, with special reference to costs, decision-making and co-operative organization;

Working experience in Mozambique related to co-operative management issues;

Identification with the subjects and techniques taught earlier and with the methodology followed.

BACKGROUND:

Completion of a project aimed at training the women managing the co-operatives and production centres of the Mozambican Women's Organization; for approximately two months, 37 women were trained in economic, financial and production management.