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HUMAN RESOURCES DEVELOPMENT IN THE INDUSTRIAL SECTOR

DP/MOZ/86/016

MOZAMBIQUE

Technical report: Detailed design of a comprehensive training programme
related to the Phase II of the Mozambique project: Human resources
development for industrial sectors - DP/MOPZ/88/08*

Prepared for the Government of Mozambique
by the United Nations Industrial Development Organization,
acting as executing agency for the United Nations Development Programme

Based on the work of the consultants Mr. Paulo Dos Reis - SENAI Dr. Santa Catarina
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Vienna

* This document has not been edited.

2/27

INDICE

- I - SUMMARY - ACTIVITIES CARRIED OUT
- II - INTRODUCTION
- III - RECOMMENDATIONS ON TRAINING PROGRAMME
 - 1- FOR THE INDUSTRIAL TRAINING CENTER
 - 2- ENTREPRISES
 - 3- TO TEACHERS
 - 4- UNIDO IN MOZAMBIQUE
- IV - PROGRAMME IMPLEMENTATION
- V - CONCLUSIONS

ANNEXES

- 1 - INSTRUCTIONAL RESOURCES NECESSARY FOR THE EXECUTION OF THE TRAINING PROGRAMS.
- 2 - ENTREPRISES VISITED
- 3 - IDENTIFICATION AND CHARACTERIZATION OF THE ENTREPRISES
- 4 - ENTREPRISE PROFILE RECORD
- 5 - TRAINING PROGRAMME
- 6 - TABLE 3 EFFICIENCY OF THE COURSES
- 7 - COURSES PROPOSED
- 8 - ESTIMATED COSTS FOR THE PROPOSED TRAINING
- 9 - PROJECT FOR THE GOVERNMENT OF MOZAMBIQUE - TERMS OF REFERENCE

I - SUMMARY

ACTIVITIES CARRIED OUT

1 - Identification of Human Resources Development needs in 40 enterprises covered by the World Bank Rehabilitation Programme, in Middle and Top management areas, in Maputo, Machava and Matola.

2 - Preparation of training programmes, programmatic contents, methodologies, etc. based on the needs identified in the critical management areas.

3 - Forecast of needed inputs and recommendations for the functioning of formulated programmes.

4 - The work was carried over in 49 days, by two technicians from SENAI/Brazil, contracted by the United Nations Development Programme.

5 - Management training needs were identified in 40 enterprises and subsequently 14 hearings were carried out in order to clarify questions concerning data collection, programmatic contents etc. 70% of the enterprises replied to the queries of the research for the identification and characterization of the enterprises and other requested information.

6 - On the basis of the collected data, visits to factory premises, one can conclude that there is a great need for human resources development in practical and objective terms, and that it is important to solve the so called "organizational problems" in the industrial sector in the People's Republic of Mozambique.

II - INTRODUCTION

Within the scope of the project MOZ/86/016 "Human Resources Development of the Industrial Sector", financed by UNDP and executed by UNIDO through the Industrial Training Center - CFI, an agreement was reached with the National Service of Industrial Training - SENAI (Brazil), represented by the Directorate of International Cooperation - DCI aiming at the identification of development needs in human resources. The activities were carried out in Maputo from 6-1 to 23-3-1989.

The methodology used by the National Institute for Human Resources Development was the one generally utilized in similar works in the industrial sector.

The means to collect and organize data, to compile them, to make them compatible etc. were established by the consultants according to the needs in Mozambique.

Since a two-year-training programme cannot cover all the existing or foreseen needs, the programme concentrates on the most demanding ones, following the criteria indicated by the interested enterprises and their Middle and Top management, covering general and individual development needs.

The global programme was elaborated according to the UNIDO's draft project document DP/MOZ/88/008 complying with the constant requests of people concerned.

This report summarizes the activities undertaken in order to achieve the objectives proposed in the draft project document.

III - RECOMMENDATIONS ON TRAINING PROGRAMME

1 - For the Industrial Training Center

1.1. The executing entity will have to provide a suitable place to carry out the activities taking into consideration the participants and better performance of the course.

1.2. For a greater comfort of the participants the suitable place should consider the requisites foreseen in the Annex N. 1 as well as good lighting, ventilation, quietness, cleanliness and the necessary material conditions.

1.3. Whenever possible, the place should be prepared with tables displayed in a horseshoe style to avoid connotation with a classic classroom. This preparation must take place before the lecture.

1.4. It is recommended that a suitable weekly time load be worked out in order to avoid programs with long duration, either in the whole or in the daily schedule, which becomes physically and mentally tiring, causing lower performance of both trainees and instructors.

1.5. Since a good performance of trainees during night courses is doubtful it is recommended to perform the training activities during the normal working hours.

1.6. Due to didactic and physical reasons it is also recommended to have one or two breaks for a coffee/refreshment allowing the participants a ten minute rest and informal relationship among them.

If the course is for a period of 4 or more hours, it is recommended that some snacks be given to the participants.

1.7. To guarantee that training at the ITC be independent from other countries. on a long term basis, it is recommended that national monitors take part in the various programmes, while the foreign trainers put more emphasis on the didactic-pedagogic preparation.

1.8. A strict selection of national candidates is recommended to avoid mediocrity in the training. One should take into consideration their knowledge, ability and professional attitudes, besides leadership and easy communication, to perform teaching functions.

1.9. ITC or its representative should work out and execute a plan of evaluation of activities developed through this project, aiming at assessing the application of the techniques learned during the course, the results attained at the enterprise and the possible need for change of the strategy and methodology used.

2 - Enterprises

2.1. Although some of the activities planned do not seem to be concerned with managerial functions, their inclusion is strongly recommended since they were requested by middle

management officials who feel that they are a real need for the enterprise. At most researched enterprises the title "Chief of Department" or "Chief of Services", means "manager" and they act as second level administrators within the hierarchy of the enterprise.

Another reason for the participation of Directors is the need to be aware of subjects, for subsequent approval and support in the application of techniques in the enterprises. The fact that some directors involved in this work are not acquainted with the importance and utility of training hinders the activities in this area.

2.2. Some subjects requested by the personnel of the enterprises, such as "Labour Legislation", "Internal Rules on Personnel", "Internal Safety Rules", (Accidents Prevention), "Norms of Functional Procedures", (Manual of Procedures), "Standardization" must be elaborated by the enterprises. This kind of subjects can not be included in the general courses as they are specific for each country. Besides, norms and regulations should be drafted by the enterprises themselves.

2.3. Due to the diversity of "organizational problems" which hamper the correct performance of the researched enterprises, a decisive action from the involved enterprises to eliminate these problems is recommended.

2.4. Through the problems raised in the research carried out in the enterprise it was verified that some may be solved if specific training is given to each enterprise.

Since it is not within the objectives of this project to take actions in technical and operational areas of each enterprise. it is recommended that they carry out activities enabling them to solve these difficulties.

2.5. There are also some problems, the solution of which does not depend on formal training; it would be enough to have instructions from the enterprise to the trainees on how to proceed, or just simple guidance, and a better organization of the sector of the work.

3 - To Teachers

3.1. All the instructional and didactic material, required for each course, should be prepared by the course's teacher and reproduced, if necessary by the ITC, in sufficient quantities for all the participants.

3.2. The teacher in charge of the execution of the programme must have a previous idea on the reality of the enterprises included

in the programme, and the cultural and hierarchic level of the participants. Therefore, the enrolment form of each candidate has to be examined before, and by the teacher.

In some cases, besides the abovementioned knowledge the teacher should have notions of Labour as well as Fiscal and Tributary Legislation, specially the teachers for the courses in exports and financial areas.

3.3. The methodology recommended in various programmes concerns "how to do" and not "what to do". It is therefore recommended that the teachers give a clear, practical and objective explanation of themes, with some practical exercises as well as the use of audio-visual methods to help the participants in a better understanding of the subjects and consequent application of concepts studied.

It is more important for the managers to know "how to do" than "what to do" for this is already known.

Consequently the courses were worked out according to the requested by the enterprises, when activities were carried out to identify the Human Resources Development Needs, in 40 enterprises of Maputo and their subsidiaries.

3.4. Training needs and time load of each one is based on the principle of "not teaching more than what the trainee can learn". Some programmes can be given during 4 daily hours, and others, due to the complexity of their contents cannot exceed 2 daily hours, otherwise they become tiring for the participants and the performance will be low.

UNIDO IN MOZAMBIQUE

4.1. As a complement to the Program for Human Resources Development, to be implemented through the project, it is recommended to support the participation of the Directors and Chiefs of Department in on-the-job-training and technical visits to training institutions and particularly to similar enterprises of other countries.

The lack of execution standards, and the little experience of some of the interviewed, as well as their great interest in learning more and better, fully justifies this recommendation.

4.2. Due to the limited bibliography on management administration and other areas, and to support the upgrading of managers, it is highly recommended to set up a technical library at the Industrial Training Center.

4.3. In order to take the necessary administrative actions for the courses as well as to be aware of the enterprise's situation and to be duly prepared to develop the programmes, the consultants should be in Maputo a week before starting activities.

4.4. Aiming at reducing the operational costs of the project, it is recommended that, whenever possible, UNIDO in Mozambique hires teachers able to perform more than one programme within one contract. (See annex N. 7)

IV - Programme Implementation

The activities started on 6 January 1989, following a Chart previously elaborated by the consultants.

The Senior Industrial Development Field Adviser of UNIDO in Maputo, explained the historical-cultural evolution of Mozambique and the present situation of the Industrial Sector in the country.

Accompanied by the director of the Industrial Training Center in Maputo, the consultants paid a visit to the Center's premisses, and were informed of its functioning.

On 10 January 1989, visits to the enterprises started - as field work - and a total of 40 enterprises were visited. (Annex N. 2)

The purpose of the visits was to inform the enterprises about the project, its objectives, targets, scope and target population as well as to collect data on the enterprise's organization, main managerial functions etc.

The means utilized for data collection were:

a) Identification and characterization of the enterprise (20 items for a global view of the enterprise by the consultants. (See Annex N. 3)

b) Enterprise' profile -(See Annex N. 4)

The data researched also had as objective to obtain clarification on tasks executed by the managers, the organizational structure, nomenclature of posts, problematic areas and others.

Within the time available visits were paid to some enterprise's plants.

Aiming to identify and characterize the enterprise, information was obtained on existence of various controls, number of workers etc. Annex N. 3 was used.

• The needs of individual Training for each manager were identified through the Annex N. 4.

The real problems faced by middle and Top managers, according to the objectives of the project, were also identified through the Annex N. 4.

The methodology recommended in the various programmes covers the way "how to do" and not simple information on "what to do". That makes the course practical.

The researched enterprises informed that they have about 151 Top managers and 229 in the middle management.

As to the existing indicators (controls), the following map synthesises the information:

A) There are instruments for control of:

	yes	no
1) Absenteeism and personnel rotation	21	6
2) Accidents	22	5
3) Environmental conditions, hygiene and work safety	18	9
4) Production	24	3

B) There is:

1) Organizational Chart	24	3
2) Recruitment and selection of personnel	23	4
3) Updated Job Descriptions	19	8
4) Performance evaluation	14	13
5) Work Safety Unit	13	14
6) Training	17	10
7) Promotion of personnel integration	20	7
8) Other benefits	11	16

The second phase of the work was the consolidation of information/data given to the consultants by the enterprises. This complex activity required great dedication from the consultants considering the number of researched enterprises and the diversity of the information collected. (See annex N. 6)

In the third phase of the work the programmatic contents were worked out as well as the Technical Report.

For the elaboration of the execution chronogram, priority was given to some courses according to the constant requests and execution possibilities of the Industrial Training Center.

To work out the programmes for each group of managers care was taken to the specific training needs, of practical nature.

The disposition of the program was prepared in form N. 5 consisting of: (See Annex N. 5).

- Title
- Objectives
- Methodology
- Duration/Period
- Participants
- Consultant's profile (teacher)
- Instructional Resources and programmatic content

According to data collected two groups of courses can be set up:

1st Group: Courses of general interest for the enterprise

- Organization and Methods
- Time Administration
- Techniques of Recruitment and Selection of Personnel
- Administration of Posts and Salaries
- Industrial productivity
- Industrial Costs
- Financial management
- Accounting for executives
- Component and Analysis of Balances
- Sales Administration
- Purchase Administration
- Organization of Industrial Maintenance.

The courses proposed had a definite target : Top and Middle management.

Based on answers received, the data obtained permit to calculate the percentage of interest and to estimate the number of candidates for the courses as follows: (See Annexes 3 and 4).

Table N. 1

Course	Interested entreprises		Manage- ment		Candidates to course		
	Tot.	% of 28	Top	Mid.	Tot. mang.	Tot. % cand.	
Org. and Methods	17	61	-	x	229	61	139
Time Administration	08	29	x	x	380	29	110
Tech. Recr. Sel. Pers.	17	61	-	x	229	61	140
Adm. Posts and Sal.	13	46	-	x	229	46	105
Industrial Productivity	13	46	x	x	380	46	175
Industrial Costs	16	57	x	x	380	57	226
Financial Management	18	64	x	x	380	64	251
Acc. for Executives	11	39	x	x	380	39	148
Comp. and Balan. S. Analisis	16	57	x		151	57	86
Sales Administration	14	50	x	x	380	50	190
Purchase Administration	14	50	x	x	380	50	190
Org. of Industrial Maint.	17	61	-	x	229	61	140

2nd Group : Courses to attend managers individual needs

- Correct training techniques for a specific work -
- Human Relations at Work
- Rationalization of work
- Effective Meetings
- Human Communication within the entreprise
- Organizational Planning
- Identification of Needs in Human Resources Development
- Safety Administration and Hygiene at Work

- Employees integration
- Procurement
- Planning and Control of Production
- Quality Control
- Techniques of Performance Evaluation

There is a great interest in the second group from both the managers and the enterprises. (See Annex N. 4)

It was also possible to estimate the number of participants for the courses of the 2nd group, to attend to individual needs.

Table N.2

Course	Interested enterprises		Managers	Candidates to course	
	Tot.	% of 28	Interes- ted	Tot.	% =T.Cand.
Correct.Frai.Tech.Work	7	25	94	94	25 24
Hum. Relat. at Work	16	57	155	155	57 88
Rationaliz. of Work	13	46	176	176	46 81
Effective Meetings	6	21	134	134	21 28
Entreprise Communication	15	54	105	105	54 57
Organizational Planning	9	32	175	175	32 56
Identification HRD needs	19	68	97	97	68 66
Safety Admin. Hyg. work	13	46	99	99	46 46
Employees Integration	12	43	77	77	43 33
Procurement	17	51	80	80	61 49
Prod. Plan. and Control	18	64	73	73	64 47
Quality Control	19	68	123	123	68 84
Perf. Eval. Techniques	14	50	148	148	50 74

Considering the 28 enterprises involved, a programme of courses was worked out on the basis of the list of courses and the forecast of their number of candidates.

For this work the following permises were considered:

- Courses will be held at the Industrial Training Center with due respect for its permises and facilities.
- Each class will, in average, be composed by 12 trainees, but can be increased, if necessary, to twice that number.

- Instructors will have a maximum daily time load of 6 hours/class in up to two periods (morning and afternoon).
- According to the course, trainees will have a two, three or four hour/class time load, always in the same period (morning or afternoon), to enable them to comptabilisize their working hours in the enterprise with the presence at classes.
- Courses will have, as a rule, a five days week duration and therefore classes will be held from Monday to Friday.
- The plan may start in the beginning of any month and its chronological sequency will be considered in months and weeks as 1 to 22 and 1 to 4, respectively.
- To organize classes, we considered 30% of the forecast number of candidates as abandonment. Besides, due to the extent of period covered and the time load of the instructors, it was necessary to make the number flexible.

Thus, courses should be undertaken according to table N.3 - Operation of courses. (Annex N. 6).

We wish to stress that the proposed programme is based on the judgement made from data collected in 28 out of 40 enterprises proposed to the consultants. If necessary, class numbers can be increased without great difficulties, but bearing in mind the limit of 8 rooms at the Industrial Training Center, and the need of both more instructors and complementary resources.

IV - CONCLUSION :

By the research carried out, one can conclude that a practical and objective action is necessary to improve the management within the Industrial Sector in Mozambique.

The Administrator (Middle and Top Management) is eager for clear, precise and concise information that may help him for a better performance.

A type of work that although beyond the project objectives, should not be forgotten is an Advisory Service or Technical and Organizational Assistance to the Enterprises, to assist them in a better organization.

The so called "Organizational Problems" (such as improper plants, obsolete machines, tools and equipment, raw material of bad quality, lack of maintenance, work conditions, lay out, rational production flow, lack of lighting, ventilation, safety, hygiene etc), are so many that they handicap individual performance within the enterprise.

After professional training, the trainees do not find, the conditions needed to put into practice the acquired knowledge within the enterprise, which causes them frustration.

Another need experienced, in terms of "Organizational Problems", was lack of simple controls such as: sales, production, costs, work accidents, absenteeism, turn-over, maintenance, quality control and others.

The courses programmed have the objective to solve or reduce some of these difficulties. However there are some problems that can only be corrected or reduced "in loco", through direct and practical assistance.

In order to do elementary justice it should be stressed that the consultants work was facilitated by the spirit of collaboration of the managers and the essential support given by the Industrial Training Center's Director, telephone contacts with enterprises, typing, driving and all infrastructure of support given to the consultants.

We also have to mention the dedication of the SIDFA of the UNDP in Mozambique, who personally accompanied the mission work, analysing weekly with the consultants the development of activities, and creating conditions for transportation support.

We also wish to stress the vital support given by SENAI in Brazil to reach the proposed objectives, and the assistance in terms of experts and material for the work carried out.

Maputo, 23 February 1989.

Paulo dos Reis - SENAI/DR/DT/ Santa Catarina

Jayme de Araujo Bastos Filho - SENAI-DCI-Brasilia.

ANNEX N. 1

INSTRUCTIONAL RESOURCES NECESSARY FOR THE EXECUTION OF THE TRAINING PROGRAMME

For each training programme some basic, essential and common resources are required, such as:

A room with capacity for the foreseen number of participants, blackboard, chalk, duster.

Paperboard, overheadprojector transparencies. Slides projector, video cassettes, files, eraser-pencil and paper for each participant.

Individual tables and chairs, according to the number of participants, participation certificates, frequency control sheets, draft paper, enrolment forms, identification cards for each participant, table and chair for the teacher, electrical connexions for the audio-visual equipment and other material according to the specific needs of each programme to be monitored.

ANNEX N. 2

ENTREPRISES VISITED - UNIDO Mission Project DP/MOZ/88/008
Period of 10 to 19 January 1989

Number	Entreprise
01	ECOME
02	ELECTROMOC
03	SOGERE
04	PETROMOC
05	AGRO-ALFA
06	CARMOC
07	MAQUINAG
08	COMETAL
09	ERMOTO
10	PINTEX
11	COFUSEL
12	TEXLOM
13	CIMENTOS
14	CAJU
15	IMA
16	ESTALEIROS NAVAIS
17	SOVESTE
18	FAPEL FAPACAR
19	CIFEL
20	MOLACO
21	SAT
22	SUT
23	FARMOL
24	ENAFRIO
25	A FORJADORA
26	VIDREIRA
27	ELECTRICIDADE DE MOCAMBIQUE
28	EMOBRAGA
29	BP
30	INAL
31	MOGAS
32	POSFORREIRA
33	UD. PLASTICOS
34	UFA
35	UD. QUIMICOS
36	COMEC
37	GINWALA
38	MOCACOR
39	MAFER
40	FABRICA DE PEUGAS.

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

28 REPORTS WITH ENTERPRISE DATA

1	CORPORATE NAME: Empresa de Construções Metalicas			3	MATRIX	X
2	NAME: Ecome E.E.				BRANCH	
4	ADDRESS: Ava. das Indústrias CITY: Maputo - Machava TELEPHONE: 752282 / 752663 / 752495			P.O.BOX 1358		
5	JURIDICAL NATURE: State Enterprise					
6	ECONOMIC GROUP: B					
7	MAIN ACTIVITY: Containers, cisterns, hoes, cutlasses, mills					
8	OTHER ACTIVITIES: Blacksmith's workshop, welding constructions					
9	INFORMATION OFFICER: - Eugenio H. Simão POST: General Manager			TELEPHONE: 752663		
10	CONTACT ITC/ENTREPRISE : Lucas Pedro Sethlang - 752282 POST: Training Center					
11	WITH INDICATORS OF:				YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:				X	
	ACCIDENTS :				X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:					X
	PRODUCTION:				YES	NO
12	WITH ORGANIZATION. CHART	X		16	WITH ORGANIZ. CHART	X
13	WITH RECRUIT. SELEC. PERS		X	17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP	X		18	PRO. INT. PERSONNEL	X
15	WITH PERPOEMANCE EVALUA.	X		19	OTHER BENEFITS	X

	ENTREPRISE STAFF CHART	NUMBER
C	DIRECTORS:	3
A	HEADS OF DEPARTMENTS:	6
T	HEADS OF SECTION:	5
E	HEADS OF DIVISION:	24
G	WORKERS:	377
O		
R		
I		
E		
S	TOTAL:	415
INFORMER: Pedro Lucas Sethlang POST: Training Center		DATE: 21-1-89

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Brewery and cooling drinks	3	MATRIX	X
2	NAME: SOGERE - Sociedade Geral de Cerveja e Refrig.Moç		BRANCH	
4	ADDRESS: Avenida Guerra Popular CITY: Maputo TELEPHONE: 28081/5		No. 241 P.O.BOX	
5	JURIDICAL NATURE: Government Mediation			
6	ECONOMIC GROUP: A			
7	MAIN ACTIVITY: Brewery and production of cooling drinks			
8	OTHER ACTIVITIES: Production of Ice and CO2			
9	INFORMATION OFFICER: Benjamin Alfredo POST: General Manager		TELEPHONE: 26961	
10	CONTACT ITC/ENTREPRISE : Elizabeth de Sousa POST: Human Resources Manager			
11	WITH INDICATORS OF:		YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:		X	
	ACCIDENTS :		X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:			X
	PRODUCTION:		X yes	no
12	WITH ORGANIZATION. CHART	X	16	WITH ORGANIZ.CHART
13	WITH RECRUIT. SELEC.PERS	X	17	WITH TRAINING CENTER
14	WITH UPDATED JOBDESCRIP	X	18	PRO. INT. PERSONNEL
15	WITH PERPOEMANCE EVALUA.		X	19
				OTHER BENEFITS

20	ENTREPRISE STAFF CHART	NUMBER
C	GENERAL MANAGERS	1
A	MANAGERS OF DIVISION/FACTORY/GROUP	8
T	HEADS OF DEPARTMENT	33
E	HEADS OF SECTION	40
G	EXPERTS	35
O	EMPLOYEES	578
R	WORKERS	1009
I		
E		
S	TOTAL:	1704
INFORMER: Elizabeth de Sousa POST: Human Resources Manager		
DATE: 24-1-89		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Industry	3	MATRIX	X
2	NAME: Cartonagens de Moçambique		BRANCH	
4	ADDRESS: Avenida da OUA puc. 451/a CITY: Maputo TELEPHONE: 733352/732594/732234		P.O.BOX	
5	JURIDICAL NATURE: Private			
6	ECONOMIC GROUP: A			
7	MAIN ACTIVITY: Paper boxes and package on press board			
8	OTHER ACTIVITIES: Travelling Bags			
9	INFORMATION OFFICER: Jorge M.M. Ferreira, Jamu Suleman Hassane POST: Administrator		TELEPHONE: 733234	
10	CONTACT ITC/ENTREPRISE : Elizabeth de Sousa POST: Manager of Human Resources Department			
11	WITH INDICATORS OF:		YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:		X	
	ACCIDENTS :		X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:		X	
	PRODUCTION:		X	NO
		yes no	YES	NO
12	WITH ORGANIZATION. CHART	X		
13	WITH RECRUIT. SELEC.PERS	X		
14	WITH UPDATED JOBDESCRIP	X		
15	WITH PERPOEMANCE EVALUA.		X	
16	WITH ORGANIZ.CHART		X	
17	WITH TRAINING CENTER		X	
18	PRO. INT. PERSONNEL		X	
19	OTHER BENEFITS		X	

20	ENTREPRISE STAFF CHART	NUMBER
C A T E G O R I E S	DIRECTORS/ADMINISTRATORS	2
	MANAGERS:	3
	HEADS OF DEPARTMENT:	4
		TOTAL:
INFORMER: Nuro M. Mala		POST: Foreman
		DATE: 24-1-89

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Empresa Metalomecânica Pesada			3	MATRIX	X
2	NAME: Cometal-Mometal				BRANCH	
4	ADDRESS: Avenida das Indústrias CITY: Machava TELEPHONE: 752124					P.O.BOX 1401
5	JURIDICAL NATURE: Interventioned by the Government					
6	ECONOMIC GROUP: A					
7	MAIN ACTIVITY: Metallic Material					
8	OTHER ACTIVITIES: Hidromechanic, Repairs					
9	INFORMATION OFFICER: Laurinda dos Anjos Kanji Simão POST: General Manager TELEPHONE: 752124/8					
10	CONTACT ITC/ENTREPRISE : Hermínia Mutembe or Simão Tovela POST: Human Resources Manager or Head of Sector					
11	WITH INDICATORS OF:				YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:					X
	ACCIDENTS :				X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:				X	
	PRODUCTION:				X YES	NO
12	WITH ORGANIZATION. CHART	X		16	WITH ORGANIZ.CHART	X
13	WITH RECRUIT. SELEC.PERS	X		17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP	X		18	PRO. INT. PERSONNEL	X
15	WITH PERPOEMANCE EVALUA.	X		19	OTHER BENEFITS	

20	ENTREPRISE STAFF CHART	NUMBER
C	SOLDERING: "A", "B", AND "C"	53
A	LOCKSMITHS: "A", "B", AND "C"	87
T	SOLDERING-LAMP MEN "A", "B" AND "C"	15
E	MECHANICAL SOLDERING AND LOCKSMITH "A", "B" AND "C"	42
G	MAINTENANCE MECHANICS "A", "B", AND "C"	22
O	MACHINE OPERATORS "A", "B" AND "C"	24
R	OTHER ACTIVITIES	600
I	HEADS OF DEPARTMENT	3
E	MANAGERS	4
S	TOTAL:	850
INFORMER: Herminia Muthemba POST: Manager		
DATE: 17-1-89		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: ENGINES Adjustment	3	MATRIX
2	NAME: ERMOTO		BRANCH
4	ADDRESS: Avenida Josina Machel CITY: Maputo TELEPHONE: 23763/25856		No. 532 P.O.BOX
5	JURIDICAL NATURE: State Entreprise		
6	ECONOMIC GROUP: Mechanical Constructions		
7	MAIN ACTIVITY: Engines Adjustment		
8	OTHER ACTIVITIES: Construction of Mechanical Components		
9	INFORMATION OFFICER: - Marciano Rafael Mahoche POST: General manager		TELEPHONE: 22559
10	CONTACT ITC/ENTREPRISE : Nuno Sidonio Uinge POST: Head of Human Resources Department		
11	WITH INDICATORS OF:	YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:	X	
	ACCIDENTS :	X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:	X	
	PRODUCTION:	X YES	NO
12	WITH ORGANIZATION. CHART	X	
13	WITH RECRUIT. SELEC. PERS	X	
14	WITH UPDATED JOBDESCRIP	X	
15	WITH PERFOEMANCE EVALUA.	X	
16	WITH ORGANIZ. CHART		X
17	WITH TRAINING CENTER	X	
18	PRO. INT. PERSONNEL		X
19	OTHER BENEFITS	X	

20	ENTREPRISE STAFF CHART	NUMBER
C		
A	HEADS OF DEPARTMENTS:	
T	HEADS OF SECTION:	
E	HEADS OF DIVISION:	9
G	WORKERS:	
O	GENERAL SUPERVISOR	1
R		
I		
E		
S	TOTAL:	
INFORMER: Marciano R. Mahoche POST: General Manager DATE: 20-1-89		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Pintex - Machava	3	MATRIX				
2	NAME: Pintex - Beira		BRANCH				
4	ADDRESS: Avenida das Indústrias Machava CITY: Maputo TELEPHONE: 752061/4 P.O.BOX						
5	JURIDICAL NATURE: Interventioned by the Government						
6	ECONOMIC GROUP: C						
7	MAIN ACTIVITY: Ink factory						
8	OTHER ACTIVITIES:						
9	INFORMATION OFFICER: POST: General director TELEPHONE: 752061/4						
10	CONTACT ITC/ENTREPRISE : Henrique Lucas POST: Head of Human Resources' Department						
11	WITH INDICATORS OF:		YES	NO			
	ABSENTEEISM AND PERSONNEL ROTATION:			X			
	ACCIDENTS :			X			
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:		X				
	PRODUCTION: yes no		yes	X no			
12	WITH ORGANIZATION. CHART	X		16	WITH ORGANIZ.CHART	X	
13	WITH RECRUIT. SELEC.PERS	X		17	WITH TRAINING CENTER		X
14	WITH UPDATED JOBDESCRIP.	X		18	PRO. INT. PERSONNEL	X	
15	WITH PERFOEMANCE EVALUA.		X	19	OTHER BENEFITS	X	

20	ENTREPRISE 'S STAFF CHART	NUMBER
C	GENERAL MANAGER	1
A	ADMINISTRATIVE/FINANCIAL MANAGER	1
T	INDUSTRIAL MANAGER	1
E	HEAD OF SERVICE	1
G	HEAD OF DEPARTMENT	4
O	EXPERTS	5
R	EMPLOYEES	
I	WORKERS	
E		
S	TOTAL:	
INFORMER: Henrique L. Lipewa POST: Head of Department DATE: 19-1-98		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Confusel	3	MATRIX		
2	NAME:		BRANCH		
4	ADDRESS: Avenida do Trabalho Nº. 1625 CITY: TELEPHONE: 731142 P.O.BOX				
5	JURIDICAL NATURE: Private Enterprise				
6	ECONOMIC GROUP:				
7	MAIN ACTIVITY: Melting, Carving, Net making and Weighing-machines				
8	OTHER ACTIVITIES: Barbed-wire entanglement and repairs, car plate repairs				
9	INFORMATION OFFICER: Fernando Eduardo Muguambe POST: TELEPHONE: 731141				
10	CONTACT ITC/ENTREPRISE : CFI/Entreprise POST:				
11	WITH INDICATORS OF:			YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:			X	
	ACCIDENTS :			X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:				X
	PRODUCTION: yes no			X yes	no
12	WITH ORGANIZATION. CHART	X	16	WITH ORGANIZ.CHART	X
13	WITH RECRUIT. SELEC.PERS	X	17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP	X	18	PRO. INT. PERSONNEL	X
15	WITH PERFOEMANCE EVALUA.	X	19	OTHER BENEFITS	X

	ENTREPRISE 'S STAFF CHART	NUMBER
C	GENERAL MANAGER	1
A	HEADS OF DEPARTMENT	3
T	HEADS OF SECTIONS	3
E	FIRST OFFICIALS	2
G	SECOND OFFICIALS	1
O	THIRD OFFICIALS	3
R	EXPERTS ON MECHANICAL DESIGN	1
I		
E		
S	TOTAL:	
INFORMER: Fernando e. Munguambe		POST: Head of Human Resources' Department
		DATE: 23-1-89

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME:		3	MATRIX	
2	NAME: Cimentos de Moçambique			BRANCH	
4	ADDRESS: Avenida Fernão de Magalhães Nº. 32/2º. CITY: Maputo TELEPHONE: 24061/4 P.O.BOX 270				
5	JURIDICAL NATURE: State Enterprise				
6	ECONOMIC GROUP:				
7	MAIN ACTIVITY: Clinquer and Cement Production				
8	OTHER ACTIVITIES: Production of Lime and paper bags factory				
9	INFORMATION OFFICER: Helder V. Rodrigues		TELEPHONE:		
	POST: General Manager				
10	CONTACT ITC/ENTREPRISE : Joaquim Mungamba				
	POST: Human Resources Manager				
11	WITH INDICATORS OF:			YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:				X
	ACCIDENTS :				X
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:				X
	PRODUCTION:			yes	X no
	yes	no			
12	WITH ORGANIZATION. CHART	X	16	WITH ORGANIZ.CHART	X
13	WITH RECRUIT. SELEC.PERS	X	17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP	X	18	PRO. INT. PERSONNEL	X
15	WITH PERPOEMANCE EVALUA.	X	19	OTHER BENEFITS	X

20	ENTREPRISE 'S STAFF CHART	NUMBER
C	ADMINISTRATIVE CLERKS	280
A	WORKERS	350
T	ENGINEERS	2
E	MEDIUM LEVEL EXPERTS	22
G	MANAGERS	60
O	OTHERS	120
R		
I		
E		
S	TOTAL:	839
INFORMER: Jose Abilio Pedro POST: Head of Department		
DATE: 20-1-89		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: 400.000.000,00 MT		3			MATRIX	
2	NAME: Caju de Moçambique E.E.					BRANCH	
4	ADDRESS: Avenida das Indústrias, Parcela Nº. 80 CITY: Machava - Matola TELEPHONE: 752135 - 753009						P.O.BOX
5	JURIDICAL NATURE: State Entreprise						
6	ECONOMIC GROUP: Industrial						
7	MAIN ACTIVITY: Industrial Transformations of Caju Nuts						
8	OTHER ACTIVITIES:						
9	INFORMATION OFFICER: Basílio Napica POST: Administrative Manager						TELEPHONE: 753009
10	CONTACT ITC/ENTREPRISE : POST:						
11	WITH INDICATORS OF:					YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:					X	
	ACCIDENTS :					X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:					X	
	PRODUCTION:					X	
		yes	no		yes	no	
12	WITH ORGANIZATION. CHART	X		16	WITH ORGANIZ.CHART		X
13	WITH RECRUIT. SELEC.PERS	X		17	WITH TRAINING CENTER	X	
14	WITH UPDATED JOBDESCRIP	X		18	PRO. INT. PERSONNEL	X	
15	WITH PERPOEMANCE EVALUA.	X		19	OTHER BENEFITS		

20	ENTREPRISE 'S STAFF CHART	NUMBER
C	DIRECTORS OF DIVISION	5
A	HEADS OF DEPARTMENT	4
T	ENGINEERS	1
E	MEDIUM EXPERTS ON ACCOUNTING	3
G	BASIC EXPERTS ON ACCOUNTING	10
O	MAINTENANCE EXPERTS	8
R	EXPERTS OF PROCUREMENT	2
I	ADMINISTRATIVE CLERKS	42
E	MAINTENANCE WORKERS	82
S	TOTAL:	157
INFORMER: Basilio Napica POST: Manager DATE:		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Indústria de Confecção de Vestuário	3	MATRIX	X			
2	NAME: Soveste E.E. Confecção de Vestuário		BRANCH				
4	ADDRESS: Avenida Eduardo Mondlane Nº. 350 CITY: Maputo TELEPHONE: 744072/4 P.O.BOX						
5	JURIDICAL NATURE: State Enterprise						
6	ECONOMIC GROUP:						
7	MAIN ACTIVITY: Clothing Manufacture						
8	OTHER ACTIVITIES: None						
9	INFORMATION OFFICER: Francisco Sale Carrasola POST: General Manager TELEPHONE: 744072/4						
10	CONTACT ITC/ENTREPRISE : POST:						
11	WITH INDICATORS OF:			YES	NO		
	ABSENTEEISM AND PERSONNEL ROTATION:			X			
	ACCIDENTS :				X		
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:				X		
	PRODUCTION: yes no			X yes	no		
12	WITH ORGANIZATION. CHART	X		16	WITH ORGANIZ.CHART	X	
13	WITH RECRUIT. SELEC.PERS	X		17	WITH TRAINING CENTER	X	
14	WITH UPDATED JOBDESCRIP	X		18	PRO. INT. PERSONNEL	X	
15	WITH PERFOEMANCE EVALUA.	X		19	OTHER BENEFITS		X

ENTREPRISE 'S STAFF CHART		NUMBER
C	MANAGERS	8
A	HEADS OF DEPARTMENT	4
T	HEADS OF SECTOR	8
E	HEADS OF SECTION	57
G	WORKERS	1264
O	EMPLOYEES	194
R		
I		
E		
S	TOTAL:	
INFORMER: Toneca M. Cossa		POST: Human Resources Manager
		DATE: 19-1-89

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Industrial Activity (metallurgy)			3	MATRIX	
2	NAME: Cifel E.E.				BRANCH	
4	ADDRESS: Caixa Postal Nº. 441 CITY: Maputo TELEPHONE: 732181/732517/732949/732957					P.O. BOX
5	JURIDICAL NATURE: State Enterprise					
6	ECONOMIC GROUP: A					
7	MAIN ACTIVITY: Industrial (Metallurgy, Siderurgy)					
8	OTHER ACTIVITIES: Commercial					
9	INFORMATION OFFICER: Evaristo Jordao Vilanculos				TELEPHONE: 732517	
	POST: General Manager					
10	CONTACT ITC/ENTREPRISE : POST:					
11	WITH INDICATORS OF:				YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:				X	
	ACCIDENTS :				X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:				X	
	PRODUCTION:				X	
		yes	no	X	yes	no
12	WITH ORGANIZATION. CHART	X		16	WITH ORGANIZ. CHART	X
13	WITH RECRUIT. SELEC. PERS	X		17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP.			18	PRO. INT. PERSONNEL	X
15	WITH PERFOEMANCE EVALUA.			19	OTHER BENEFITS	X

	ENTREPRISE 'S STAFF CHART	NUMBER
C	GENERAL MANAGER	1
A	DIRECTORS OF DIVISION	4
T	HEADS OF DEPARTMENT	18
E	DEPUTY HEADS OF DEPARTMENT	10
G	HEADS OF SECTRION	13
O	HEADS OF SECTOR	21
R	EXPERTS	8
I	WORKERS	790
E		
S	TOTAL:	860
INFORMER: Evaristo Vilanculos POST: Hea d of Department DATE: 18-1-89		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Molaço, Lda - Fabrica de Molas e Aço	3	MATRIX		
2	NAME: Molaço E.E.		BRANCH		
4	ADDRESS: Avenida Karl Marx CITY: Maputo TELEPHONE: 33733/28975	478 2º P.O.BOX 4183			
5	JURIDICAL NATURE: Private Enterprise				
6	ECONOMIC GROUP: A				
7	MAIN ACTIVITY: Industry				
8	OTHER ACTIVITIES: Lathe production and Iron workers' workshop				
9	INFORMATION OFFICER: Sérgio Marque POST: Manager	TELEPHONE:			
10	CONTACT ITC/ENTREPRISE : Camilo/Camal/Augusto Nandza POST: Administrative Officer/Personnel Department				
11	WITH INDICATORS OF:		YES	NO	
	ABSENTEEISM AND PERSONNEL ROTATION:		X		
	ACCIDENTS :		X		
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:		X		
	PRODUCTION:		X		
	yes	no	yes	no	
12	WITH ORGANIZATION. CHART	X	16	WITH ORGANIZ.CHART	X
13	WITH RECRUIT. SELEC.PERS	X	17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP.	X	18	PRO. INT. PERSONNEL	X
15	WITH PERFOEMANCE EVALUA.		19	OTHER BENEFITS	X

20	ENTREPRISE 'S STAFF CHART	NUMBER
C	MANAGEMENT	1
A	EXPERTS	2
T	ADMINISTRATIVES	5
E	QUALIFIED WORKERS ON PRODUCTION (2 ^{os} . and 1 ^{os} .)	11
G	WORKERS NOT QUALIFIED NOT QUALIFIED	14
O	AUXILIARY STAFF ON PRODUCTION (CLEANERS, GUARDS, ETC.)	7
R		
I		
E		
S	TOTAL:	40
INFORMER: Sérgio Marques POST: Manager DATE: 20-1-89		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Sociedade Agrícola de Tabacos Lda			3	MATRIX	X
2	NAME: SAT				BRANCH	
4	ADDRESS: Avenida Julius Nyerere CITY: Maputo TELEPHONE: 744147			No. 702 P.O. BOX		
5	JURIDICAL NATURE: Private Enterprise					
6	ECONOMIC GROUP: NID					
7	MAIN ACTIVITY: Production and Selling of cigarets					
8	OTHER ACTIVITIES: NID					
9	INFORMATION OFFICER: Salvador Eugenio Bazinia POST: General Manager			TELEPHONE: 744933		
10	CONTACT ITC/ENTREPRISE : Antonio Alemão POST: Head of Human resources Department					
11	WITH INDICATORS OF:				YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:				X	
	ACCIDENTS :				X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:				X	
	PRODUCTION:				X	
		yes	no	X	yes	no
12	WITH ORGANIZATION. CHART	X		16	WITH ORGANIZ. CHART	X
13	WITH RECRUIT. SELEC. PERS	X		17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP.		X	18	PRO. INT. PERSONNEL	X
15	WITH PERFOEMANCE EVALUA.		X	19	OTHER BENEFITS	X

20	ENTREPRISE 'S STAFF CHART	NUMBER
C	DIRECTOR	1
A	MANAGER	4
T	EXPERTS	2
E	CHIEFS	10
G	WORKERS	121
O		
R		
I		
E		
S	TOTAL:	138
INFORMER: António Alemão POST: Head of Department DATE: 23-1-89		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Sociedade Unificada de Tabacos Lda.				3	MATRIX	
2	NAME: SUT					BRANCH	
4	ADDRESS: Avenida Karl Marx CITY: Maputo TELEPHONE: 24596/26892/29242				P.O.BOX 706		
5	JURIDICAL NATURE: Private Enterprise						
6	ECONOMIC GROUP: C						
7	MAIN ACTIVITY: Manufacture of Cigarrets						
8	OTHER ACTIVITIES: Cigarrets Sales						
9	INFORMATION OFFICER: Emilio Faizer Abdula Ibrahimo POST: Executive Director				TELEPHONE: 24596		
10	CONTACT ITC/ENTREPRISE : Angelo Titos Matenene POST: Head of Human resources Department						
11	WITH INDICATORS OF:					YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:					X	
	ACCIDENTS :					X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:					X	
	PRODUCTION:					X _{yes}	no
12	WITH ORGANIZATION. CHART		X	16	WITH ORGANIZ.CHART		X
13	WITH RECRUIT. SELEC.PERS	X		17	WITH TRAINING CENTER	X	
14	WITH UPDATED JOBDESCRIP	X		18	PRO. INT. PERSONNEL	X	
15	WITH PERFOEMANCE EVALUA.	X		19	OTHER BENEFITS	X	

20	ENTREPRISE 'S STAFF CHART	NUMBER
C	EXECUTIVE DIRECTOR	1
A	HEADS OF DEPARTMENT	4
T	DEPUTY HEAD OF DEPARTMENT	1
E	HEADS OF SECTOR	2
G	HEADS OF SECTION	8
O	EMPLOYEES	54
R	WORKERS	131
I		
E		
S	TOTAL:	
INFORMER: Emilio Fazer A. Ibrahim POST: Manager DATE: 18-1-89		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Farmol Fabrica de Radiadores de Moç.	3	MATRIX				
2	NAME: Fabrica de Radiadores de Moçambique		BRANCH				
4	ADDRESS: Avenida do Trabalho Nº. 1802 CITY: Maputo TELEPHONE: 732671 P.O.BOX						
5	JURIDICAL NATURE: Private Enterprise						
6	ECONOMIC GROUP:						
7	MAIN ACTIVITY: Production of radiators and mechanical components						
8	OTHER ACTIVITIES:						
9	INFORMATION OFFICER: Abdussamade Mogwe POST: Head of Comercial department TELEPHONE: 732671						
10	CONTACT ITC/ENTREPRISE : POST:						
11	WITH INDICATORS OF:		YES	NO			
	ABSENTEEISM AND PERSONNEL ROTATION:		X				
	ACCIDENTS :			X			
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:		X				
	PRODUCTION: yes no		X yes	no			
12	WITH ORGANIZATION. CHART	X		16	WITH ORGANIZ. CHART		X
13	WITH RECRUIT. SELEC. PERS	X		17	WITH TRAINING CENTER		X
14	WITH UPDATED JOBDESCRIP		X	18	PRO. INT. PERSONNEL	X	
15	WITH PERFOEMANCE EVALUA.	X		19	OTHER BENEFITS		X

20	ENTREPRISE 'S STAFF CHART	NUMBER
C A T E G O R I E S	MANAGER	1
	HEADS OF DEPARTMENT	2
	CHIEFS OF PRODUCTION	2
		TOTAL:
INFORMER: Abdussamade Mogne		POST: Head of Department
		DATE:20-1-89

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: ENAFRIO, E.E.			3	MATRIX	X
2	NAME: Empresa Nacional de Refrigeração e Climatização				BRANCH	
4	ADDRESS: Ava. de Moçambique Km 6,5 CITY: Maputo TELEPHONE: 732078/9					P.O.BOX
5	JURIDICAL NATURE: State Enterprise					
6	ECONOMIC GROUP: Cool					
7	MAIN ACTIVITY: Study and Project of Refrigeration and Climatiz. Equipment					
8	OTHER ACTIVITIES:					
9	INFORMATION OFFICER: Rasteiro do Rosário Dias POST: General Manager			TELEPHONE: 732078		
10	CONTACT ITC/ENTREPRISE : POST:					
11	WITH INDICATORS OF:				YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:				X	
	ACCIDENTS :				X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:				X	
	PRODUCTION:				X yes	no
12	WITH ORGANIZATION. CHART		X	16	WITH ORGANIZ. CHART	
13	WITH RECRUIT. SELEC. PERS	X		17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP.	X		18	PRO. INT. PERSONNEL	X
15	WITH PERFOEMANCE EVALUA.	X		19	OTHER BENEFITS	X

20	ENTREPRISE 'S STAFF CHART	NUMBER
C	MANAGERS	2
A	HEADS OF DEPARTMENT	3
T	HEADS OF SECTION	17
E	WORKERS	172
G		
O		
R		
I		
E		
S	TOTAL:	194

INFORMER: Filipe Augusto Manjate **POST:** Head of Department

DATE: 19-01-89

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Glass Making	3	MATRIX			
2	NAME: Vidreira de Moçambique		BRANCH			
4	ADDRESS: Avenida das Indústrias No. 757 CITY: Maputo - Matola - Machava TELEPHONE: 752052/3 or 753076/8 P.O. BOX					
5	JURIDICAL NATURE: State Enterprise					
6	ECONOMIC GROUP: A					
7	MAIN ACTIVITY: Domestic and other types of glass making					
8	OTHER ACTIVITIES: Related to glass making					
9	INFORMATION OFFICER: Amandio da Silva Taino Guirrungo POST: General Manager TELEPHONE: 752054					
10	CONTACT ITC/ENTREPRISE : Raimundo Alberto Chambe POST: Head of Department of Planning and Training					
11	WITH INDICATORS OF:		YES	NO		
	ABSENTEEISM AND PERSONNEL ROTATION:		X			
	ACCIDENTS :		X			
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:		X			
	PRODUCTION: yes no		X yes	no		
12	WITH ORGANIZATION. CHART	X	16	WITH ORGANIZ. CHART	X	
13	WITH RECRUIT. SELEC. PERS	X	17	WITH TRAINING CENTER	X	
14	WITH UPDATED JOBDESCRIP	X	18	PRO. INT. PERSONNEL	X	
15	WITH PERFOEMANCE EVALUA.	X	19	OTHER BENEFITS		X

CONTINUES:

20	ENTREPRISE 'S STAFF CHART	NUMBER
C	GENERAL MANAGER	1
P	OTHER MANAGERS ON SPECIFIC AREAS	3
T	HEADS OF DIVISION	5
E	HEADS OF DEPARTMENT	7
G	WORKERS	874
O		
R		
I		
E		
S	TOTAL:	890
INFORMER: Raimundo A. Chambe POST: Head of Department DATE: 20-1-89		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Electricidade de Moçambique	3	MATRIX		
2	NAME: Electricidade de Moçambique		BRANCH		
4	ADDRESS: Telex Nº. 6-407 CITY: Maputo TELEPHONE: 742011 P.O. BOX 2447				
5	JURIDICAL NATURE: State Enterprise				
6	ECONOMIC GROUP:				
7	MAIN ACTIVITY: Production, Transport and Distribution of Electrical Energy				
8	OTHER ACTIVITIES:				
9	INFORMATION OFFICER: Engº. Fernando Ramos Juliao Rungo POST: General Manager TELEPHONE: 744373				
10	CONTACT ITC/ENTREPRISE : Carlos Alberto Lima Schwalbach POST: Manager on Training Department				
11	WITH INDICATORS OF:		YES	NO	
	ABSENTEEISM AND PERSONNEL ROTATION:		X		
	ACCIDENTS :		X		
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:		X		
	PRODUCTION:		X		
		yes no	yes	no	
12	WITH ORGANIZATION. CHART	X	16	WITH ORGANIZ. CHART	X
13	WITH RECRUIT. SELEC. PERS	X	17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP.	X	18	PRO. INT. PERSONNEL	X
15	WITH PERFOEMANCE EVALUA.	X	19	OTHER BENEFITS	X

CONTINUES:

20	ENTREPRISE 'S STAFF CHART	NUMBER
C A T E G O R I E S	GENERAL MANAGER	1
	DIRECTORS OF SERVICES	9
	OPERATIONAL MATTERS' MANAGER	14
	ADMINISTRATIVE OFFICER ON OPERATIONAL MATTERS	14
	MEDIUM ANH HIGH LEVEL EXPERTS	10
	TOTAL:	48
INFORMER: Training Department		POST:
		DATE: 23-1-89

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Empresa de Drenagens	3	MATRIX			
2	NAME: Emodraga ,E.E.		BRANCH			
4	ADDRESS: CITY: Maputo TELEPHONE: 30184/7 P.O.BOX					
5	JURIDICAL NATURE: State Enterprise					
6	ECONOMIC GROUP: Services					
7	MAIN ACTIVITY: Drainage					
8	OTHER ACTIVITIES:					
9	INFORMATION OFFICER: POST:		TELEPHONE:			
10	CONTACT ITC/ENTREPRISE : POST:					
11	WITH INDICATORS OF:		YES	NO		
	ABSENTEEISM AND PERSONNEL ROTATION:		X			
	ACCIDENTS :		X			
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:		X			
	PRODUCTION: <table style="display: inline-table; border: none; margin-left: 10px;"> <tr> <td style="padding: 0 5px;">yes</td> <td style="padding: 0 5px;">no</td> </tr> </table>		yes	no	X yes	no
yes	no					
12	WITH ORGANIZATION. CHART	X	16	WITH ORGANIZ.CHART	X	
13	WITH RECRUIT. SELEC.PERS	X	17	WITH TRAINING CENTER	X	
14	WITH UPDATED JOBDESCRIP.	X	18	PRO. INT. PERSONNEL	X	
15	WITH PERFOEMANCE EVALUA.	X	19	OTHER BENEFITS		

20	ENTREPRISE 'S STAFF CHART	NUMBER
C	GENERAL MANAGER	1
A	DIRECTOR OF SERVICES	1
T	DIVISION MANAGER	1
E	HEADS OF DEPARTMENT	5
G	OTHER STAFF	204
O		
R		
I		
E		
S	TOTAL:	213
INFORMER: Maria Emília POST: Training DATE: 20-1-89		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME:		3	MATRIX		
2	NAME: BP Moçambique			BRANCH		
4	ADDRESS: Avenida Mártires de Inhaminga Nº. 170 - 7º. CITY: Maputo TELEPHONE: 25021/7 P.O.BOX					
5	JURIDICAL NATURE: Private Enterprise					
6	ECONOMIC GROUP: Integrated in the Industry and Energy					
7	MAIN ACTIVITY: Supply and Commercialization of Petrol products					
8	OTHER ACTIVITIES: Transport/Transit					
9	INFORMATION OFFICER: Roland Nils Anders Berg POST: General Manager TELEPHONE: 25021/5					
10	CONTACT ITC/ENTREPRISE : Eduardo baixo POST: Head of Personnel Department					
11	WITH INDICATORS OF:			YES	NO	
	ABSENTEEISM AND PERSONNEL ROTATION:				X	
	ACCIDENTS :			X		
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:			X		
	PRODUCTION: <table style="display: inline-table; border: none; margin-left: 10px;"> <tr> <td style="padding: 0 5px;">yes</td> <td style="padding: 0 5px;">no</td> </tr> </table>			yes	no	X yes
yes	no					
12	WITH ORGANIZATION. CHART	X	16	WITH ORGANIZ. CHART		
13	WITH RECRUIT. SELEC. PERS	X	17	WITH TRAINING CENTER	X	
14	WITH UPDATED JOBDESCRIP	X	18	PRO. INT. PERSONNEL	X	
15	WITH PERFOEMANCE EVALUA.	X	19	OTHER BENEFITS	X	

20	ENTREPRISE 'S STAFF CHART	NUMBER			
C	ENGINEERS	1			
A	MEDIUM EXPERTS	6			
T	CLERKS	15			
E	SUPERVISORS	4			
G	WORKERS	122			
O	EMPLOYEES	100			
R	ASSISTANS	17			
I					
E					
S	TOTAL:	265			
<table style="width: 100%; border: none;"> <tr> <td style="width: 33%; border: none;">INFORMER:</td> <td style="width: 33%; border: none;">POST:</td> <td style="width: 33%; border: none;">DATE:</td> </tr> </table>			INFORMER:	POST:	DATE:
INFORMER:	POST:	DATE:			

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Sociedade Moçambicana de Gases	3	MATRIX			
2	NAME: Mogas		BRANCH			
4	ADDRESS: Avenida de Moçambique Km 2 CITY: Maputo TELEPHONE: 732128 P.O.BOX					
5	JURIDICAL NATURE: Private Enterprise					
6	ECONOMIC GROUP:					
7	MAIN ACTIVITY: Industrial gas					
8	OTHER ACTIVITIES: Selling of equipment					
9	INFORMATION OFFICER: Jose Esteves POST: general Manager TELEPHONE: 732128					
10	CONTACT ITC/ENTREPRISE : Manuel Couceiro de Carvalho POST: Administrative Manager					
11	WITH INDICATORS OF:		YES	NO		
	ABSENTEEISM AND PERSONNEL ROTATION:			X		
	ACCIDENTS :			X		
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:			X		
	PRODUCTION: <table style="display: inline-table; border: none; margin-left: 20px;"> <tr> <td style="padding: 0 10px;">yes</td> <td style="padding: 0 10px;">no</td> </tr> </table>		yes	no	X yes	no
yes	no					
12	WITH ORGANIZATION. CHART	X	16	WITH ORGANIZ.CHART	X	
13	WITH RECRUIT. SELEC.PERS		X	17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP	X	18	PRO. INT. PERSONNEL	X	
15	WITH PERPOEMANCE EVALUA.	X	19	OTHER BENEFITS		

20	ENTREPRISE 'S STAFF CHART	NUMBER
C	GENERAL MANAGER	1
A	MANAGER	2
T	EXPERT ASSISTANT ON MANAGEMENT	1
E	BRANCH MANAGER	3
G	FACTORY MANAGER	4
O	HEAD OF SECTOR	11
R	HEAD OF SECTION	7
I	WORKERS	217
E		
S	TOTAL:	246
INFORMER: Jose Esteves POST: General Manager DATE: 17-1-89		

IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE

1	CORPORATE NAME: Fosforeira de Moçambique					3	MATRIX	
2	NAME: Fosforeira de Moçambique						BRANCH	
4	ADDRESS: Matola No. 201					P.O.BOX		
		CITY: Matola						
		TELEPHONE: 723026/8						
5	JURIDICAL NATURE: Private Enterprise							
6	ECONOMIC GROUP:							
7	MAIN ACTIVITY: Match production							
8	OTHER ACTIVITIES:							
9	INFORMATION OFFICER: Mahomed Anife Nordine Sau					TELEPHONE: 723026/8		
		POST: Head of Personnel Department						
10	CONTACT ITC/ENTREPRISE : Mahomed Anife Nordine Sau							
		POST: Head of Personnel Department						
11	WITH INDICATORS OF:					YES	NO	
	ABSENTEEISM AND PERSONNEL ROTATION:					X		
	ACCIDENTS :						X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:					X		
	PRODUCTION:					X yes	no	
12	WITH ORGANIZATION. CHART		X		16	WITH ORGANIZ.CHART		
13	WITH RECRUIT. SELEC.PERS			X	17	WITH TRAINING CENTER		
14	WITH UPDATED JOBDESCRIP			X	18	PRO. INT. PERSONNEL		
15	WITH PERFOEMANCE EVALUA.			X	19	OTHER BENEFITS		

20	ENTREPRISE 'S STAFF CHART	NUMBER
C	GENERAL MANAGER	
A	HEAD OF FINANCIAL DEPARTMENT	
T	HEAD OF PRODUCTION DEPARTMENT	
E	HEAD OF PERSONNEL DEPARTMENT	
G	HEAD OF QUALITY CONTROL DEPARTMENT	
O	FOREMAN	
R	HEAD OF STOREHOUSE	
I		
E		
S	TOTAL:	
INFORMER: Mahomed Anife N. Sau POST: Head of Personnel Department		
DATE: 24-01-89		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Emplame				3	MATRIX BRANCH	
2	NAME: Empresa de Plásticos de Maputo						
4	ADDRESS: Avenida Eduardo Mondlane Nº. 1214 CITY: maputo TELEPHONE: 20113 - 27280				P.O.BOX		
5	JURIDICAL NATURE: State Enterprise						
6	ECONOMIC GROUP:						
7	MAIN ACTIVITY: Industry of Plastic Transformation						
8	OTHER ACTIVITIES:						
9	INFORMATION OFFICER: - Benedito Jorge Dgedge POST: Head of Human Resources Department				TELEPHONE: 20113		
10	CONTACT ITC/ENTREPRISE : Estevão Chamuce Cuambe POST: Head of Human Resources Department						
11	WITH INDICATORS OF:					YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:					X	
	ACCIDENTS :					X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:						X
	PRODUCTION:					X yes	no
12	WITH ORGANIZATION. CHART	X		16	WITH ORGANIZ.CHART		
13	WITH RECRUIT. SELEC.PERS		X	17	WITH TRAINING CENTER		X
14	WITH UPDATED JOBDESCRIP	X		18	PRO. INT. PERSONNEL		X
15	WITH PERPOEMANCE EVALUA.		X	19	OTHER BENEFITS		X

ENTREPRISE 'S STAFF CHART		NUMBER
C	MANAGERS	4
A	DELEGATED DIRECTORS	5
T	HEADS OF DEPARTMENT	5
E	HEADS OF SECTION	29
G	CHIEF OF TURN	20
O	WORKERS	132
R	RETIRED	221
I	SPECIAL AGREEMENTS	6
E		4
S	TOTAL:	426
INFORMER: Estevão Chamuce Cuambe POST: Head of Department		
DATE 23-1-89		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: S.E. Ginwala Filhos			3	MATRIX	
2	NAME: S.E. Ginwala Filhos				BRANCH	
4	ADDRESS: Avenida Mahamed Siad Barre Nº. 63 CITY: Maputo TELEPHONE: 27390/2			P.O. BOX		
5	JURIDICAL NATURE: Society					
6	ECONOMIC GROUP: Commercial Warehouse					
7	MAIN ACTIVITY: Vegetable Oil					
8	OTHER ACTIVITIES:					
9	INFORMATION OFFICER: POST:			TELEPHONE:		
10	CONTACT ITC/ENTREPRISE : Constantino ernesto POST: Head of Personnel Department					
11	WITH INDICATORS OF:				YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:				X	
	ACCIDENTS :				X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:				X	
	PRODUCTION:				X	
	yes		no		X	no
12	WITH ORGANIZATION. CHART	X		16	WITH ORGANIZ.CHART	X
13	WITH RECRUIT. SELEC.PERS	X		17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP		X	18	PRO. INT. PERSONNEL	X
15	WITH PERFOEMANCE EVALUA.	X		19	OTHER BENEFITS	X

20	ENTREPRISE 'S STAFF CHART	NUMBER
C A T E G O R I E S	MANAGERS	4
	DELEGATED MANAGERS	5
	HEADS OF DEPARTMENT	5
	HEADS OF SECTION	29
	CHIEF OF TURN	20
	EMPLOYEES	132
	WORKERS	221
	RETIRED PERSONNEL	6
	SPECIAL SERVICE AGREEMENTS	4
	TOTAL:	426
INFORMER: Estevão Chamuce Cuambe POST: Head of Department		DATE: 23-1-89

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME:			3	MATRIX	
2	NAME: Distribuidora de Combustível, S.A.R.l				BRANCH	
4	ADDRESS: Avenida Fernão de Magalhães - 63 - 1º. CITY: Maputo TELEPHONE: 29061/9 P.O.BOX 1701					
5	JURIDICAL NATURE: Private Enterprise					
6	ECONOMIC GROUP:					
7	MAIN ACTIVITY: Distribution of Petrol and Gas					
8	OTHER ACTIVITIES:					
9	INFORMATION OFFICER: Engº. Luís Gomes POST: Administrator TELEPHONE: 23076					
10	CONTACT ITC/ENTREPRISE : Furtuna Mabutana POST: head of Department					
11	WITH INDICATORS OF:				YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:				X	
	ACCIDENTS :				X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:					X
	PRODUCTION: <div style="display: flex; justify-content: space-around; font-size: small;"> yes no </div>				X yes	no
12	WITH ORGANIZATION. CHART	X		16	WITH ORGANIZ.CHART	X
13	WITH RECRUIT. SELEC.PERS	X		17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP	X		18	PRO. INT. PERSONNEL	X
15	WITH PERFOEMANCE EVALUA.	X		19	OTHER BENEFITS	X

20	ENTREPRISE 'S STAFF CHART	NUMBER
C A T E G O R I E S	GENERAL MANAGER	1
	CHIEFS AND MANAGERS	13
	WORKERS	105
	EMPLOYEES, EXPERTS AND OTHER STAFF	41
		TOTAL:
INFORMER: Constantino		POST: Head of Section
		DATE: 20-1-89

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: Fábrica de Fogões MAPER			3	MATRIX	
2	NAME: Fábrica de Fogões de Moçambique (N. Ferrão)				BRANCH	
4	ADDRESS: Machava CITY: Maputo TELEPHONE: 752443/752751				P.O.BOX 24	
5	JURIDICAL NATURE: Private Enterprise					
6	ECONOMIC GROUP:					
7	MAIN ACTIVITY: Manufacture of Stoves and Cookers					
8	OTHER ACTIVITIES: Manufacture of water manual pumps					
9	INFORMATION OFFICER: Mário Ferrão			TELEPHONE: 27914		
	POST: General Manager					
10	CONTACT ITC/ENTREPRISE : POST:					
11	WITH INDICATORS OF:				YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:				X	
	ACCIDENTS :				X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:				X	
	PRODUCTION:				X YES	NO
12	WITH ORGANIZATION. CHART	X		16	WITH ORGAN. Z. CHART	X
13	WITH RECRUIT. SELEC. PERS	X		17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP	X		18	PRO. INT. PERSONNEL	X
15	WITH PERFOEMANCE EVALUA.	X		19	OTHER BENEFITS	X

20	ENTREPRISE STAFF CHART	NUMBER
C	ADMINISTRATION	2
A	SUPERIOR CHIEFS	4
T	INTERMEDIUM CHIEFS	8
E	OTHERS	168
G		
O		
R		
I		
E		
S	TOTAL:	182
INFORMER: Eng ^o . Luís Gomes POST: Administrator DATE: 23-1-89		

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: União Fabril de Malhas				3	MATRIX	
2	NAME: Indústria de Peúgas de Maputo					BRANCH	
4	ADDRESS:	Rua da UFA	No. 60			P.O.BOX	
	CITY:	Maputo					
	TELEPHONE:	734025					
5	JURIDICAL NATURE: State Enterprise						
6	ECONOMIC GROUP: Textil						
7	MAIN ACTIVITY: Socks manufacture						
8	OTHER ACTIVITIES:						
9	INFORMATION OFFICER: António Manuel Martins				TELEPHONE: 734025		
	POST: General Manager						
10	CONTACT ITC/ENTREPRISE : António Manuel Martins						
	POST: General Manager						
11	WITH INDICATORS OF:					YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:					X	
	ACCIDENTS :						X
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:					X	
	PRODUCTION: yes no					X YES	NO
12	WITH ORGANIZATION. CHART	X		16	WITH ORGANIZ.CHART	X	
13	WITH RECRUIT. SELEC.PERS	X		17	WITH TRAINING CENTER	X	
14	WITH UPDATED JOBDESCRIP	X		18	PRO. INT. PERSONNEL	X	
15	WITH PERPOEMANCE EVALUA.	X		19	OTHER BENEFITS	X	

	ENTREPRISE STAFF CHART	NUMBER
C	MANAGERS	3
A	- HEADS OF DEPARTMENT	3
T	HEADS OF SECTION	6
E	OTHERS	62
G		
O		
R		
I		
E		
S	TOTAL:	
INFORMER: António Ofinar		POST: Manager
		DATE 23-1-89

**IDENTIFICATION AND CHARACTERISTICS OF THE
ENTREPRISE**

1	CORPORATE NAME: PAPEL FAPACAR			3	MATRIX	X
2	NAME:				BRANCH	
4	ADDRESS: Avenida de Moçambique Km 7,5			Nº. 4060		
	CITY: Maputo			P.O.BOX		
	TELEPHONE: 71951/2					
5	JURIDICAL NATURE: Interventionad by the Government					
6	ECONOMIC GROUP:					
7	MAIN ACTIVITY: Paper production					
8	OTHER ACTIVITIES: Paper gathering					
9	INFORMATION OFFICER: - Gilberto Manuel			TELEPHONE: 71951/3		
	POST: General Manager					
10	CONTACT ITC/ENTREPRISE : Paulino Campião			POST: Head of Human Resources Department		
11	WITH INDICATORS OF:				YES	NO
	ABSENTEEISM AND PERSONNEL ROTATION:				X	
	ACCIDENTS :				X	
	WORKING CONDITIONS, HYGIENE AND SAFETY AT WORK:					X
	PRODUCTION:				X YES	NO
12	WITH ORGANIZATION. CHART	X		16	WITH ORGANIZ.CHART	X
13	WITH RECRUIT. SELEC.PERS	X		17	WITH TRAINING CENTER	X
14	WITH UPDATED JOBDESCRIP	X		18	PRO. INT. PERSONNEL	X
15	WITH PERFOEMANCE EVALUA.		X	19	OTHER BENEPIITS	X

20	ENTREPRISE STAFF CHART	NUMBER
C	CLERKS	12
A	EXPERTS	1
T	WORKERS	73
E	MECHANICS	22
G	GUARDS	7
O	GARDENERS	2
R	ELECTRICIANS	3
I	CLEANERS	3
E	MANAGERS	1
S	TOTAL:	124
INFORMER: _____ POST: _____ DATE: _____		

**ENTERPRISE PROFILE RECORD
VALIDATION OF INFORMATION
28 RECORDS OF ENTERPRISES SURVEYED**

**1. Corporate Name: Construcoes Metalicas e Afins de
Serralharia (ECOME)**

2. Problems to be solved with training

Problem	Involved	Training
Lack of tools in the factory N.5	Supply and maintenance	Course on Supply Better Organization
Technological limitations	Workers from Factory N. 3	Course on correct teaching of work Course on orientations of how to operate the equipment.
Lack of qualified workers	Workers from Sector factory 1 - B	Courses on orientations of how to operate equipment
No utilization of safety resources	Workers from factory 4	Course on Safety and Hygiene at work
Low profit on the use of equipment	Workers from factory 4	Course on orientation of how to operate equipment
Lack of programming knowledge	Workers involved with planning and control	Course on Planning and Control
Lack of knowledge on financial management and organization and methods	Staff of financial area	Course on financial management and organization and methods
Lack of updated technology	Human Resources area	Technical courses on-the-job-training and modernization
		Tot. Train. Act. 10

3. Training requested by the entreprise

Communication within the entreprise	Accounting for Executives	Sales Administration
Performance Evaluation	Industrial Costs	Identif. Human Resources Dev. needs
Purchase Administration	Quality Control	

**4. Training requested by Middle and Top Management
(Individual)**

Involved/School Level	Training/Quantity	Total
Middle and top management with secondary and medium education	Communication within the enterprise	01
	Identification of Human Resources Development needs	03
	Performance Evaluation	03
	Racionalization of work	07
	Quality Control	02
	Safety Adm. and Hygiene at work	02
	Knowledge on use of rules	02
	Correct training techniques for a specific work	03
	Human working relation	01
	Effective Meetings	02
	Organizational Planning	03
	Supply	01
	Planning and Production Control	01
	Employees Integration	01
Middle and Top management with medium education	Planning and production Control	04
	Supply	05
	Knowledge on use of norms and rules	03
	Safety Adm. and Hygiene at work	07
	Ident. Human Resources Development needs	03
	Performance Evaluation	05
	Human Working Relations	04
	Racionalization of work	05
	Effective meetings	05
	Organizational Planning	06
	Quality Control	06
	Correct Training Techniques for a Specific work	03
	Communication in the enterprise	03
	Employees Integration	02
Total managers	16	Total Training Activities
		28

**ENTREPRISE PROFILE RECORD
VALIDATION OF INFORMATION**

1 - Corporate Name: Soc. Geral de Cervejas e Refr. Moc
(SOGERE)

2 - Problems to be solved with training

Problem	Involved	Training
Lack of command of equipment	Workers under the production department	Course on orientation of how to operate the equipment
Work accidents	Workers depending of the production department	Course on work safety and orientation on safety rules
		Tot. Train Act. 02

3- Training requested by the Enterprise

Planning and production control	Organization and Methods	Racionalization of work
Communication within the enterprise	Organization of industrial maintenance	Sales Administration
Performance Evaluation	Accounting for executives	Ident. Human Resources Develop. needs
Supply	Industrial Costs	Employees Integra.
Purchase Administration	Quality Control	Human Working Relations
Financial management	Effective Meetings	Techniques on Recruitment and select. of personnel
Organizational Planning	Correct Training technique for a specific work	
		Tot. Train. Act. 20

**4 - Training requested by Middle and Top Management
(Individual)**

Involved/Schol. level	Training Quantity	Total
Directors, Heads of Department, with secondary or medium education	Racionalization of work	26
	Effective Meetings	18
	Organizational Planning	28
	Quality Control	21
	Ident. Human Res. Devel. Needs	22
	Performance Evaluation	25
	Human Relations at Work	20
	Supply	13
	Correct Training Techniques for a specific work	17
	Communication within the entreprise	09
	Employees integration	10
	Planning and Control of production	09
	Safety Administration and Hygiene at work	13
	Director of Production Unity. with high school	Planning and Control of production
Supply		01
Safety Administration and Hygiene at work		01
Ident. Human Res. Dev. Needs		01
Performance Evaluation		01
Correct Train. Techniques for a specific work		01
Human Relations at work		01
Racionalization of work		01
Communication within the entreprise		01
Effective Meetings		01
Organizational Planning		01
Quality Control		01
Employees Integration		01
Total of Managers 37		Total Training Activity

**ENTREPRISE PROFILE RECORD
VALIDATION OF INFORMATION**

1- Corporate Name: Cartonagens de Mozambique (CARMOC)

2- Problems to be solved with training

Problem	Involved	Training
Difficulty on fulfillment of instructions	Mechanical Area	On-the-job-training Courses on rationalization of work and organization and methods
Difficulty in the control of materials	Staff from the Maintenance Department	Courses on Supply Techniques
Inefficiency in Methods of work	Staff from the Maintenance Department	Courses on rationalization of work and organization and methods
Staff without specific qualification	Staff from supply department	Course of supply Technical courses on-the-job-training and modernization
Need to improve the rules at work	Staff from Human Resources Depart.	Courses on recruit. and Select. of personnel techniques
		Tot. Train. Act. 09

3- Training requested by the Entreprise

Financial management	Statistics and Balance Analysis	Planning and Control of production
Organization of Industrial Maintenance	Quality Control	Identific. Human Resources Develop. Needs
		Tot. Act. Train. 06

**4- Training requested by Middle and Top Management
(Individual)**

Involved/School Level	Training/Quantity	Total
Plant Manager, with high school	Planning and Control of production	01
	Human Relations at Work	01
	Effective Meetings	01
Heads of Department and Commercial Manager with Secondary and Me- dium education	Quality Control	02
	Knowledge on employ. of rules	01
	Performance Evaluation	02
	Organizational Planning	01
	Employees Integration	01
	Planning and Control of Production	01
	Safety Adm. and Hygiene at work	02
	Ident. Human Resour. Devel. Needs	01
	Correct Training Techniques for a specific work	01
	Racionalization of Work	01
	Organizational Planning	01
Heads of Department with primary school	Supply	01
Total of managers 05	Total of Training Activity	15

**ENTREPRISE PROFILE RECORD
VALIDATION OF INFORMATION**

- 1- Corporate Name: Empresa de Metalomecanica Pesada
(COMETAL-MOMETAL)
2- Problems to be solved by training
3- Training Requested by the Entreprise

Communication within the entreprise	Quality Control	Effective Meetings
Ident. Human Resource Develop. Needs	Planning and Control of production	Technical teaching Coordination work
Performance Evaluation	Organization of Industrial maintenance	Organization and Methods
Supply	Accounting for Executives	Administration of Training
Buying Administration	Industrial Costs	Racionalization of work
Financial management Administration	Industrial Productivity	Sales Administration
Components and Balance Analysis	Quality Control	Safety Administration & Hygiene work
Employees Integration	Time Administration	Organizational Planning
Human Relations at work	Posts and Salaries Administration	Techniques of recruit. and selec. of personnel
		Tot. Train. Act. 27

4- Training requested by middle and Top Management
(Individual)

Director and probationer with high school	Supply	01
	Knowledge on employ. of rules	02
	Ident. Human Res. Develop. needs	02
	Performance Evaluation	02
	Human Relations at work	02
	Racionalization of work	02
	Communication within the entrep.	02
	Effective Meetings	01
	Organizational Planning	02
	Employees Integration	01
	Quality Control	01
Safety Adm. and Hygien at work	01	

Directors and Heads of Department, with secondary and medium education	Safety Adm. and Hygien. at work	01	
	Performance Evaluation	03	
	Correct Training Techniques for a specific work	01	
	Human Relations at work	03	
	Racionalization of work	03	
	Communication within the entreprise	03	
	Effective meetings	03	
	Organizational planning	03	
	Employees Integration	01	
	Safety Adm. and Hygiene at work	01	
	Plannin and Control of Production	01	
	Supply/Stock	01	
	Identif. Human Resour. Devel. Needs	01	
	Quality Control	02	
Head of Department with primary school	Planning and Control of Production	01	
	Supply/Stock	01	
	Safety Adm. and Hygiene at work	01	
	Ident. Human Res. Develop. Needs	01	
	Performance Evaluation	01	
	Correct Training Techniques for a specific work	01	
	Human Relations at work	01	
	Racionalization of work	01	
	Communication within the entreprise	01	
	Effective meetings	01	
	Organizational Planning	01	
	Quality Control	01	
	Employees Integration	01	
Total of managers	07	Total training activities	39

**ENTREPRISE PROFILE RECORD
VALIDATION OF INFORMATION**

**1- Corporate Name: Empresa Estatal de Retificacac de Motores
(ERMOTO)**

2- Problems to be solved with training

Problem	Involved	Training
Lack of coordination on tasks of the enterprise performance	Manager of the economic Division	Courses on communications in the enterprise and organizational planning
Lack of specific technical knowledge	Manager of maintenance Division	Course on Industrial equip. maint.
Lack of specific technical knowledge	Workers from the production division	Specific technical course and modernization
Bad work	Workers of the area of division 2	Course on repair of engines
Difficulties in working relations	Workers related to general services	Course on Human Relations at work
Lack on work planning	Workers related to general services	Course on racionalization of work. Course on Organizational planning
Absenteeism	Workers of the Financial Division	Courses on Human Relations and racionalization at work
Lack of qualified workers	General Management	Technical Courses on enterprise activities

Tot. Train. Act. 12

3. Training requested by the Entreprise

Communication within the enterprise	Industrial Costs	Employees Integration
Performance Evaluation	Industrial Productivity	Human Relations at work
Financial Management	Quality Control	Techniques on recr. & selc. of personnel

**4- Training requested by Middle and Top Management
(Individual)**

Involved/School level	Training/Quantity	Total
Heads of Division with high school	Performance Evaluation	01
	Techniques on teaching the work	01
	Human Relations at Work	01
	Racionalization of Work	01
	Communication within the enterprise	01
	Effective Meetings	01
	Organizational Planning	01
	Quality Control	01
	Employees Integration	01
Directors and Heads of Division with Secondary and medium education	Planning and Control of Production	01
	Supply/Stock	01
	Safety Adm. and Hygiene at work	02
	Identif. Human Resource Development Needs -	02
	Performance Evaluation	05
	Correct Training Techniques for a specific work	04
	Racionalization of work	03
	Effective Meetings	04
	Organizational Planning	01
	Quality Control	02
	Employees Integration	02
	Heads of Division with primary school	Planning and Control of Production
Supply/Stock		01
Safety Adm. and Hygiene at work		02
Performance Evaluation		02
Correct Training Techniques for a specific work		02
Human Relations at work		03
Racionalization of work		02
Communication within the enterprise		02
Effective Meetings		01
Organizational Planning		01
Employees Integration		01
Total of managers 11		Total Training Activity

**ENTREPRISE PROFILE RECORD
VALIDATION OF INFORMATION**

- 1- Corporate Name: Fabrica da Tintas do Ultramar (PINTEX)
 2- Problems to be solved with training
 3- Training requested by the entreprise

Performance Evaluation	Industrial Costs	Employees Integra-
Purchase Administra- tion	Quality Control	Safety Adm. and Hy- giene at work
Supply	Organization and Methods	Organizational Planning
Financial Management	Racionalization of work	Human Relations at work
Components and Ana- lysis of Balance	Time Administration	Posts and Salaries Administration
Industrial Organiza- tion Maintenance	Identif. Human Re- sources develop.Needs	Techniques of Recr. and Selec. person.
Accounting for Exe- cutives	Buying Administration	
		Tot. Train. Act. 20

4- Training requested by Middle and Top Management
(Individual)

Involved/Schol. Level	Training/Quantity	Total
Middle Management with secondary and medium education	Safety Adm. and Hygiene at work	06
	Racionalization of work	09
	Organizational Planning	09
	Quality Control	08
	Communication within the entreprise	06
	Performance Evaluation	05
	Correct Training Techniques for a specific work	04
	Human Relations at work	04
	Effective Meetings	03
	Employees Integration	05
	Supply/Stock	03
	Identif. Human Resource deve- lopment Needs	03
	Planning and Control of Produc- tion	02
	Total managers 09	Total Training Activities

**ENTREPRISE PROFILE RECORD
VALIDATION OF INFORMATION**

1-Corporate Name: COFUSEL

2- Problems to be solved with training

Problem	Involved	Training
Lack of adequate Training	Management of the Commercial Department	On-the job-training specific technical courses and modernization
Difficulties in relations among workers	Management of Personnel Department	Course on Human Relations at work. Use of techniques on human relations at work
		Tot. Train. Act. 03

3. Training Requested by the Enterprise

Purchase Administration	Techniques on Recruit. and Selec. of personnel	
		Tot. Train. Act. 02

4- Training requested by Middle and Top Management (Individual)

Involved/School level	Training/Quantity	Total
Head of Department with secondary school	Supply	02
	Planning and Control of Production	01
	Safety Adin. and Hygiene at work	01
	Identif. Human Resources Development Needs	01
	Performance Evaluation	01
	Correct training techniques for specific work	02
	Human Relations at work	01
	Racionalization of work	02
	Communication within the enterprise	09
	Organizational Planning	01
	Quality Control	01
	Employees Integration	01
Total of managers 02	Total Training Activities	16

**ENTREPRISE PROFILE RECORD
VALIDATION OF INFORMATION**

- 1- Corporate Name: Cimentos de Mozambique E.E.
2- Problems to be solved with training

Problem	Involved	Training
Work of Defficient quality	Staff from the Financial department	Courses on accounting, Financial Management and Managerial Budget
Difficulty on the fulfilment of tasks due to lack of knowledge on org. & methods	Staff from the Accounts Department	Courses on Organization and Methods and Racionalization of work
		Tot. Train. Act. 05

3- Training requested by the entreprise

Human Relations at work	Industrial Costs	Industrial Maintenance Organization
Supply	Industrial Productivity	Accounts for Executives
Financial Management	Organization and Methods	Techniques on recr. and Sel. of person.
Components and Balance Analysis	Racionalization of work	
		Tot. Train. Activ. 11

4-Training requested by Middle and Top Management (Individual)

Involved/School level	Training/Quantity	Total
Heads of departments with secondary and medium education	Human relations at work	02
	Racionalization of work	02
	Communication in the entreprise	02
	Effective Meetings	02
	Organizational Planning	02
	Employees Integration	02
	Planning and Control of Production	02
	Safety Adm. and Hygiene at Work	01
	Ident. Human Resources Develop. Needs	01
	Performance Evaluation	01
Correct Training. Techn. Spec. Work.	01	
Quality Control	01	
Total of Managers 03	Total of Training Activities	12

**ENTREPRISE PROFILE REPORT
VALIDATION OF INFORMATION**

1-Corporate Name: Caju de Mozambique E.E.

2-Problems to be solved with training

Problem	Involving	Training
Lack of specific knowledge by staff working in the creche	Staff working in the Creche	Specific Technical course for the workers of the creche
Lack of training instructors	Training Department	Course on Training Administration
Delays in the execution of tasks due to lack of qualified staff	Staff from the accounting section	Course in Accounting and Work Organization
		Tot.Train.Act. 04

3- Training Requested by the Entreprise

Supply	Organization and Methods	
Financial Management	Administration and Training	
Components and Analysis of Balance	Sales Administration	
Industrial Maintenance	Identif. Human Resources Development Needs	
Accounting for Executives	Safety Adm. and Hygiene at work	
Industrial Costs	Techniques on Recruit. and Selec. of personnel	
		Tot.Train.Act. 14

**4- Training requested by Middle and Top Management
(Individual)**

Involved/School level	Training/Quality	Total
Director with high school	Performance Evaluation	01
	Racionalization of work	01
	Communication in the entreprise	01
	Organizational Planning	01
	Quality Control	01
Directors, Chiefs and experts with secondary and medium education	Knowledge on employ. of rules	06
	Organizational Planning	08
	Quality Control	07
	Supply	05
	Safety Adm. and Hygiene at work	07
	Ident. Human resources development needs	06
	Performance Evaluation	08
	Correct Training Techniques for a Specific work	05
	Human Relations at work	08
	Racionalization of work	07
	Effective Meetings	07
	Planning and Control of Production	04
	Communication in the entreprise	03
	Employees Integration	05
Total of managers 11	Total Training Activity	19

**ENTREPRISE PROFILE RECORD
VALIDATION OF INFORMATION**

1-Corporate Name: E.E. De Confeccao de Vestuario (SOVESTE)

2- Problems to be solved with training

Problem	Involved	Training
Deficiency in Information due to lack of Analysis	Human Resources Area	Course of Communication in the enterprise, and Organization and Method Info. on Analysis
Continuous complaints on functional fitting	Human resources Area	Course on Salary and Post Administration and Enterprise structure
Need of a better professional efficiency	Human Resources Area	On-the-Job-Training and modernization Course on Human Relations at work
Inefficiency of staff training instructors	Human resources Area	Course of Operational training instructor
		Tot. Train. Activ. 08

3- Training requested by the enterprise

Communication in the enterprise	Industrial Productivity	Post and Salaries Administration
Performance Evaluation	Organization and methods	Techniques on Recr. and Selc. of Perso.
Financial Management	Ident. Human Resources Developm. Needs	Industrial Costs
Components and Balance Analysis	Employees Integration	Sales Administration
Planning and Control of Production	Organizational Planning	
		Tot. Train. Act. 14

**4-Training Requested by Middle and Top Management
(Individual)**

Involved/School level	Training/Quantity	Total
Directors with secondary and medium education	Knowledge on employ. of rules	03
	Performance Evaluation	03
	Human Relations at work	03
	Communication in the entre- prise	02
	Organizational Planning	03
	Quality Control	03
	Racionalization of Work	02
	Safety Admin. and Hygiene at work	01
	Identification of Human Resource Development Needs	01
	Correct Training Techniques for a specific work	01
	Effective Meetings	01
	Employees Integration	01
	Total of managers 03	Total Training Activity

**ENTREPRISE PROFILE REPORT
VALIDATION OF INFORMATION**

1- Corporat Name: CIFEI. E.E.

2- Problems to be solved with training

Problem	Involved	Training
Difficulties in organizing a division of Economics and Administration	Staff of Economic and Accounting Division	Course on managerial Organization Period of training in standard enterprises and Org. Methods
Low profitability of work	Workers from maintenance management and production areas	On-the-job-training and modernization Course on Rational. of work
Lack of knowledge on the use of Safety Equipment	Workers from technical. production and management areas	Courses on Work Safety. Safety rules
Lack of knowledge on spinning-mill	Staff from the spinning department	Specific training on spinning mill
Lack of knowledge on Organization and Methods	Staff from traillararia and management areas	Course on organization and Methods
Lack of knowledge on Statistics, Finances Stocks control, circulation and information	Staff from the finance and accounting areas	Financial Management course. Stocks. Course on communication in the enterprise
		Tot.Train.Act. 12

3- Training requested by the Enterprise

Communication in the enterprise	Industrial Costs	Safety Admin. and Hygiene at work
Supply	Industrial Productivity	

**4- Training requested by the Middle and Top Management
(Individual)**

Involved/School level	Training/Quantity	Total	
Director of Division with high school	Racionalization of work	01	
Director and Heads of department, with second- ary and high education	Planning and Control of Pro- duction	07	
	Supply	06	
	Knowledge on employ. of rules	04	
	Safety Adm. Hygiene at work	07	
	Ident. Human Res. Develop. Needs	05	
	Performance Evaluation	08	
	Correct Training Technique for a specifique work	06	
	Human Relations at Work	09	
	Racionalization of work	13	
	Communication in the entreprise	06	
	Effective meetings	06	
	Organizational Planning	12	
	Quality Control	07	
	Employees Integration		
Director with high school	Planning and Control of Prod.	01	
	Ident. Human Res. Develop. Needs	01	
	Performance Evaluation	01	
	Correct Train. Tech. Spec. work	01	
	Human Relations at Work	01	
	Racionalization of work	01	
	Communication in the entreprise	01	
	Effective Meetings	01	
	Organizational Planning	01	
	Quality Control	01	
	Employees Integration	01	
Total of managers	13	Total Training Activities	26

ENTREPRISE PROFILE REPORT

VALIDATION OF INFORMATION

**1-Corporate Name: Fabrica de Molas de Aco e Acessorios
(MOLACO)**

2- Problems to be solved with training

3- Trainin requested by the entreprise

Financial Management Industrial Productivity Quality Control

Planning and Control Organization and Methods
of Production

Tot.Train.Act. 05

**4- Training requested by Middle and Top Management
(Individual)**

Involved/School level Training/Quantity Total

Total of managers 03 Total Training Activity 00

ENTREPRISE PROFILE REPORT

VALIDATION OF INFORMATION

1- Corporate Name: Sociedade Agricola de Tabacos (SAT)

2- Problems to be solved with training

Problem	Involved	Training
Delays at work	Human Resources Department workers	Course on racionalization of work and Time Administration
Difficulties in relations at work	Workers from Accounts Depart.	Course of Racionalization of work and Time Admin.
		Tot. Train. Act. 02

3- Training Requested by the Entreprise

Performance Evaluation	Industrial Maintenance Organization	Training Administration
Supply	Accounting for Executives	Racionalization of work
Purchase Administration	Industrial Costs	Sales Administration
Financial Management	Industrial Productivity	Techniques on recr. and Selec. of Pers.
Components and Balance Analysis	Quality Control	Ident. Human Resources Devl. Needs
Planning and Control Production	Correct Teaching techniques of work	Employees Integration
Time Administration	Organization and Methods	Safety Adm. Hygiene at work
Human Relations at Work	Post and Salaries Administration	
		Tot. Train. Act. 23

**4- Training requested by Middle and Top Management
(Individual)**

Involved/School Level	Training/Quantity	Total
Managers and Chiefs with secondary educa- tion	Planning and Control Prod.	02
	Supply	03
	Knowledge on employ. of rules	02
	Safety Adm. Hygiene at work	03
	Ident. Human Resource Deve- lopment Needs	02
	Performance Evaluation	03
	Correct Training technique for a specific work	04
	Human Relations at Work	05
	Racionalization of work	05
	Communication in the entreprise	04
	Effective Meetings	03
	Organizational Planning	05
	Quality Control	03
Employees Integration	02	
Chief of department with primary school	Human Relations at Work	01
	Racionalization of work	01
	Communication in the entre- prise	01
	Organizational Planning	01
	Quality Control	01
Total of managers 06	Total Training Activity	19

**ENTREPRISE PROFILE REPORT
VALIDATION OF INFORMATION**

- 1- Corporate Name: Sociedade Unificada de Tabacos (SUT)
- 2- Problems to be solved with training
- 3- Training requested by the entreprise

Communication in the entreprise	Planning and Control of Production	Organization and Methods
Performance Evaluation	Industrial Maintenance organization	Racionalization of work
Supply	Accounting for Executives	Sales Administration
Purchase Administration	Industrial Costs	Ident. Human Resources Deve. Needs
Financial Management	Industrial Productivity	Employees Integration
Components and Balance Analysis	Quality Control	Techniques on Recr. and Selec. of person
Safety Admin. Hygiene at work	Time Administration	Human Relations at Work
Organizational Planning	Post and Salaries Administration	
		Tot. Train. Act. 23

4- Training requested by Middle and Top Management (Individual)

Involved/School level	Training/Quantity	Total
Director, Heads of departments, Foreman, with secondary and medium education	Knowledge on employ. of rules	03
	Safety Admin. hygiene at work	03
	Ident. Human Resources Develop. Needs	03
	Performance Evaluation	03
	Correct Trainin Technique for a specific work	03
	Racionalization of work	03
	Communication in the entreprise	03
	Effective Meetings	03
	Organizational Planning	02
	Quality Control	02
	Employees Integration	01
	Planning and Control of Product.	02
	Supply	02
Total of managers	Total of Training Activity	14

ENTREPRISE PROFILE REPORT

VALIDATION OF INFORMATION

1- Corporate Name: Fabrica de Radiadores de Mozambique
(FARMOL)

2- Problems to be solved with training

Problem	Involved	Training
Ineffective work in stocking	Workers from administrative and commercial areas	Course on supply and control of stock
Less productivity due to weak professional training	Production Management area	Course on correct teaching technique of work. On-the-job training and modernization
		Tot.Train.Act. 04

3- Training requested by the enterprise

Communication in the enterprise	Quality Control	Industrial Maintenance Organization
Stock	Sales Administration	Planning and Control of production
Purchase Administration	Ident. Human Resour. Develop. Needs	Post and Salaries Administration
Component and Balance Analyses	Safety Admin. Hygiene at work	
		Tot.Train.Act. 11

**4- Training requested by Middle and Top Management
(Individual)**

Involved/School Level	Training/Quality	Total	
Heads of Production department with secondary and medium education	Planning and Control of Production	01	
	Supply	01	
	Knowledge on employ.of ruies	02	
	Performance Evaluation	02	
	Human Relations at Work	02	
	Effective Meetings	02	
	Organizational Planning	02	
	Ident. Human Res. Develop. Needs	01	
	Correct Training Technique for a specific work	01	
	Communication in the entreprise	01	
	Employees integration	01	
	Total of managers	02	Total of Training Activities

**ENTREPRISE PROFILE REPORT
VALIDATION OF INFORMATION**

1- Corporate Name: Empresa Nacional de Refrigeracao e Climatizacao (ENAFRIO)

2- Problems to be solved with training

Problem	Involved	Training
Low profit of the work produced by air conditioner electricians	Workers from Technical area	On-the-job-training Technical courses, modernization, correct teaching
Low operational capacity of the foreman	Workers from the technical area	Racionalization of work and operational training
Lack of knowledge	Workers related to managers	Specific technical courses on-the-job training and modernization
Lack of personnel for daily work	Workers from personnel department	Technical specific courses on personnel department activity Correct teaching of work
Bad behaviour of some employees	Workers from production area	Norm guides and rules of the enterprise. Course on Social behaviour
Defficient knowledge of work	Personnel in charge of equipment	Technical courses specific for Heads of equip. Correct teaching of work
		Tot. Train. Act. 11

3- Training requested by the Enterprise

Communication in the enterprise	Industrial Costs	Ident. Human Resources Devel. Needs
Performance Evaluation	Industrial Product.	Employees Integration
Components and Balance Analysis	Quality Control	Safety Adm. and Hygiene at work
Planning and Control of production Industrial Mainten. Organization	Organization and Methods Racionalization of work	Organizational Planning Post and Salaries Administration

**4- Training requested by Middle and Top Management
(Individual)**

Involved/School level	Training/Quantity	Total
Middle and Top Management with secondary and high school	Planning and Control of Product.	04
	Supply	02
	Ident. Human Resour. Develop. Needs	05
	Performance Evaluation	07
	Correct Training Techniques for a specific work	05
	Racionalization of work	09
	Communication in the enterprise	07
	Effective Meetings	04
	Organizational Planning	10
	Knowledge on employ. of rules(REC)	06
	Human Relations at Work	09
	Safety Admin. Hygiene at work	04
	Quality Control	03
	Employees Integration	03
Total of Managers 10	Total Training Activity	14

dary and Medium educa-	ques for a specific work	03
tion	Working Relations at Work	03
	Racionalization of Work	04
	Communication in the entre-	
	prise	05
	Organizational Planning	04
	Quality Control	03
	knowledge on employ. of rules	03
	Identif. Human Resources Deve-	
	lopment Needs	02
	Effective Meetings	02
	Employees Integration	02
	Safety Admin. Hygien at work	02
	Supply	01

Total of managers	15	Total Training Activity	23
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**ENTREPRISE PROFILE REPORT
VALIDATION OF INFORMATION**

18

- 1- Corporate Name: Electricidade de Mozambique
- 2- Problems to be solved with training
- 3- Training requested by the entreprise

Communication in the entreprise	Safety Admin. Hygiene at work	Financial Manage- ment
Performance Evalua- tion	Human Relations at Works	Ident. Human Re- sources Develop. ment needs
	Recruit.Select. of Personnel Techniques	Purchase Adminis- tration
		Tot.Train.Act. 09

**4- Training requested by Middle and Top Management
(Individual)**

Involved/School Level	Training/Quantity	Total
Directors, with high school	Knowledge on employ. of rules	05
	Ident. Human resource Deve- lopment needs	03
	Racionalization of work	05
	Communication in the entre- prise	03
	Effective Meetings	05
	Organizational Planning	05
	Quality Control	05
	Planning and Control of Production	02
	Supply	02
	Safety Admin. Hygiene at work	02
	Performance Evaluation	02
Human Relations at Work	02	
Directors, and Chiefs with Secondary and Medium education	Planning and Control of Production	11
	Supply	11
	Knowledge on employ.of rules(REC)	25
	Safety Admin. Hygiene at work	11
	Ident. Human Resou.Devel. Needs	04
	Performance Evaluation	23
	Employees Integration	11
	Human Relations at work	22
	Racionalization of work	26
	Communication in the entreprise	16
	Effective Meetings	26
Organizational Planning	29	
Quality Control	15	
Total of Managers 31	Total of training Activities	25

**ENTREPRISE PROFILE REPORT
VALIDATION OF INFORMATION**

1- Corporate Name: EMODRAGA

2- Problems to be solved with training

Problem	Involved	Training
Difficulty in the execution of work due to lack of qualified workers	Department of Administration and Finance	On-the-job-training technical specific courses and modernization
Lack of work coordination	Department of Administration and Finance	Courses on Organization and Methods, Rationalization of work and Employees Course of Employees integration
Difficulties in accomplishment of established terms of execution for report delivery	Under Delegated Directors	Course on Time Administration and work racionalization
Difficulty in the fulfilment of decisions due to absenteeism	Under Delegated Directors	Course on Organization and Methods and Human Relations
Difficulties in leading meetings	Under Delegate Director areas	Course on Effective meetings
		Tot. Train. Act. 09

3- Training requested by the entreprise

Communication in the entreprise	Effective meetings	Safety Adm Hvs. WORK
Performance Evaluation	Organization and Methods	Human Relations at Work
Supply	Racionalization of Work	Posts and Salaries Administration
Purchase Administration	Sales Administration	Techniques on Recr. and Selec. of Pers.
Planning and Control of productivity	Ident. Human Resources	Accounting for Executives
		Tot. Train. Act. 15

**4- Training requested by the Middle and Top Management
(Individual)**

Involved/School Level	Training/Quantity	Total
Directors and Chiefs with Secondary and Medium education	Knowledge on employ. of rules(REC)	03
	Ident. Human Resou. Develop. Needs	03
	Performance Evaluation	03
	Human Relations at Work	03
	Racionalization of work	03
	Communication in the entreprise	02
	Effective Meetings	03
	Safety Admin.Hygiene at work	02
	Organizational Planning	02
	Quality Control	03
	Correct Training Techniques for a specific work	01
Employees Integration	01	
Total of managers	04	Total Training Activity
		12

**ENTREPRISE PROFILE REPORT
VALIDATION OF INFORMATION**

1-Corporate Name: B.P. (Mozambique)
2- Problems to be solved with training

Problem	Involved	Training
Lack of motivation in work	Workers from operational and Engineering department	Course on Human Relations at Work and Employees Integration.
Difficult relations with Management Unity PETROMOC	Personnel from Management Department	Course on Communication in the enterprise

3- Training requested by the enterprise
4- Training requested by Middle and Top Management (Individual)

Involved/School level	Training/Quantity	Total
Heads of Departments and divisions with high school	Knowledge on employ. of rules (REC)	02
	Safety Adm. Hygiene at work	01
	Ident. Human Res. Devel. Needs	02
	Performance Evaluation	02
	Correct training techniques for a specific work	02
	Human Relations at Work	02
	Racionalization of work	01
	Effective Meetings	01
	Organizational Planning	01
	Quality Control	01
Heads of departments and divisions with medium education	knowledge on employ. of rules	03
	Safety Adm. Hygiene at work	01
	Ident. Human Res. Develop. Needs	01
	Human Relations at Work	03
	Racionalization of work	02
	Effective Meetings	01
	Organizational Planning	01
	Employees Integration	02
	Performance Evaluation	03
	Correct Training Techniques for a specific work	03
Communication in the enterprise	02	
Quality Control	02	
Total of managers 13	Total Training Activity	22

**ENTREPRISE PROFILE REPORT
VALIDATION OF INFORMATION**

1- Corporate Name: Sociedade Mozambicana de Gases (MOGAS)

2- Problems to be solved with training

Problem	Involved	Training
Bad relationship with subordinates	General manager	Course on Human relations at work
Difficult contacts between workers and managers	Nacala's mechanical manager	Course on Human Relations at work
Difficulties in meetings coordination due to work centralization	Technical Deputy Director	Course on Organizational Planning. Effective meetings
		Tot. Train. Act. 04

3- Training requested by the enterprise

Communication in the enterprise	Industrial Productivity	Industrial maintenance organization
Supply	Quality Control	Industrial Costs
Purchase Administration	Effective Meeting	
Structure and Balance Analysis	Correct Training Techniques for a specific work	
		Tot. Train. Act. 10

**4- Training requested by Middle and Top Management
(Individual)**

Involved/School level	Training/Quantity	Total
Directors and Managers with Secondary or Medium education	Knowledge on employ. of rules	03
	Ident. Human Res. Devel. Needs	02
	Human relations at work	04
	Planning and Control of Production	02
	Supply	01
	Performance Evaluation	03
	Correct Training Techniques for a specific work	01
	Rationalization of work	01
	Communication in the enterprise	01
	Effective Meetings	02
	Organizational Planning	02
	Safety Adm. Hygiene at work	01
	Managers, Chiefs and Heads of dep. with primary school	Supply
Performance Evaluation		01
Correct Training Techniques for a specific work		03
Organizational Planning		03
Planning and Control of Production		03
Safety at work		03
Ident. Human Resour. Develop. Needs		01
Rationalization of work		02
Knowledge on employ. of rules		01
Human Relations at work		01
Communication in the enterprise	01	
Effective Meetings	02	
Director with high school	Performance Evaluation	01
	Correct Training Techniques for a specific work	01
	Human relations at work	01
	Rationalization of work	01
	Effective Meetings	01
	Organizational Planning	01
Total of managers 13	Total Training Activities	30

ENTREPRISE PROFILE REPORT

VALIDATION OF INFORMATION

1- Corporate Name: Fosforeira de Mozambique

2- Problems to be solved with training

Problem	Involved	Training
Difficulties on the use of effective methods of work	Head of Personnel Department	Course on Rationalization of work
		Tot. Train. Act. 01

3- Training requested by the entreprise

Communication in the entreprise	Quality Control	Safety Adm. Hygiene at work
Supply	Effective Meetings	Human Relations at Work
Purchase Administration	Organization and Methods	Posts and Salaries Administration
Financial Management	Rationalization of work	Techniques on Recr. and Selec. of pers.
Components and Balance Analysis	Sal. Administration	Employees Integration
Planning and Control of Production	Ident. Human Res. Develop. Needs	
		Tot. Train. Activ. 17

**4- Training requested by Middle and Top Management
(Individual)**

Involved/School level	Training/Quantity	Total
Directors and Heads of departm. with seconda- ry and medium education	Knowledge on employ. of rules	02
	Performance Evaluation	03
	Human Relations at Work	03
	Racionalization of Work	03
	Communication in the entreprise	03
	Organizational Planning	03
	Employees Integration	03
	Planning and Control of Production	03
	Supply	01
	Safety Adm. Hygiene at work	01
	Ident. Human Res. Developm. Needs	02
	Correct Trainin. Techn. Spec. Work	02
	Effective Meetings	02
	Quality Control	01
Total of managers 04	Total Training Activities	14

**ENTREPRISE PROFILE REPORT
VALIDATION OF INFORMATION**

- 1- Corporate Name: Empresa de Plasticos de Maputo (EMPLAMA)
 2- Problems to be solved with training
 3- Training requested by the entreprise

Communication in the entreprise	Industrial maintenance Organization	Racionalization of work
Performance Evaluation	Industrial Costs	Sales Administration
Supply	Industrial Productivity	Ident. Human Resour- Development Needs
Purchase Administration	Quality Control	Safety Adm. Hygiene at work
Planning and Control of Production	Effective Meetings	Organizational Planning
Posts and Salaries' Administration	Correct Training Techn. specif. work	Time Administration
Techniques on recrui. seiec. of personnel	Organization and Methods	Human Relations at Work
		Tot. Train. Act. 21

4- Training requested by Middle and Top Management (Individual)

Involved/School level	Training/Quantity	Total
Directors with high school	Safety Adm. Hygiene at work	02
	Racionalization of Work	01
	Effective Meetings	01
	Quality Control	01
Directors and Heads of Departments with secondary and medium education	Planning and Control of Produc.	06
	Supply	05
	Ident. Human Res. Developm. Needs	07
	Performance Evaluation	05
	Teaching Techniques for a work	07
	Human Relations at work	06
	Racionalization of Work	08
	Communication in the entreprise	04
	Effective Meetings	06
	Organizational Planning	08
	Quality Control	06
Employees Integration	05	
Safety Adm. Hygiene at work	06	
Total of managers 13	Total Training Activity	17

**ENTREPRISE PROFILE REPORT
VALIDATION OF INFORMATION**

1- Corporate Name: S.E. GINWALA Filhos Ltda

2- Problems to be solved with training

Problem	Involved	Training
Deficient work	Human resources and Commercial Departm.	On-the-job-training tech.cours. modern.
Non accomplishment of established terms	Managers	Courses of Work Rationalization, organization and Methods. Administr. Disciplinary measures.
		Tot.Train. Act. 04

3- Training requested by the entreprise

Industrial Maintenance Organization	Human Relations at work	Sales Administration
Industrial Productivity	Work Rationalization	Quality Control
		Tot.Train.Act. 07

4- Training requested by Middle and Top Management (Individual)

Involved/school level	Training/Quality	Total
Medium level Management with secondary school	Ident. Human Res. Devel.Needs	02
	Rationalization of Work	03
	Safety Adm. Hygiene at work	03
	Organizational Planning	01
	Quality Control	02
	Supply	01
	Performance Evaluation	01
	Human Relations at Work	01
	Effective Meetings	01
	Employees Integration	01
Total of managers 03	Total Training Activities	17

**ENTREPRISE PROFILE REPORT
VALIDATION OF INFORMATION**

- 1- Corporate Name: MOCACOR - Distribuidora de Combustiveis
2- Problems to be solved with training

Problem	Involved	Training
De ficiency on Manage- ment and control of Hu- man Resources	Workers subordina- ted to Adm. and Fi- nance department	Courses on Human Resources
De ficiency in Wording	Workers subordina- ted to Adm. and Fi- nance Department	Courses on Wording Techniques
Difficulty in repair and maintenance of industrial plants GPL	Workers subordina- ted to operational department	Course on repair, and maintenance of industrial Plants
		Tot. Train. Act. 03

3- Training requested by the Entreprise

Purchase Administra- tion	Sales Administra- tion	Industrial Mainte- nance organization
Financial Management	Ident. Human Re- sou. level. Needs	Quality Control
Components and balan- ce Analysis	Safety Adm. Hygie- ne at work	
		Tot. Train. Act. 11

**4- Training requested by the entreprise
(Individual)**

Involved/School level	Training/quantity	Total
Directors and head of Department/Division with secondary and medium education	Work Rationalization	02
	Organizational Planning	02
	Planning and Control of Produc.	02
	Human Relations at work	02
	Employees Integration	02
	Safety Adm. and Hygiene at work	01
	Effective Meetings	02
	Quality Control	02
	Supply	01
	Knowledge on employ. of rules	01
	Ident. Human Res. Develop. Needs	01
	Performance Evaluation	01
Correct teach. Techni. for a work	01	
Total of managers 06	Total Training Activity	13

ENTREPRISE PROFILE REPORT

VALIDATION OF INFORMATION

- 1- Corporate Name: Fabrica de Fogos de Mozambique (MAFER)
- 2- Problems to be solved with training
- 3- Training requested by the entreprise

Supply	Employees Integration	Industrial Costs
Financial Management	Quality Control	Accounting for Executives
Planning and Control of Production		
		tot. Train. Act. 07

ENTREPRISE PROFILE REPORT

VALIDATION OF INFORMATION

1- Corporate Name: Industria de Peugas de Maputo, E.E.

2- Problems to be solved with training

Problem	Involved	Training
Production of low quality	Production Area	Quality Control Racionalization of Work
		Tot.Train.Act. 02

3- Training requested by the enterprise

Financial Management	Component and Balance Analysis	
		Tot.Train.Act. 02

4- Training requested by Middle and Top Management (Individual)

Involved/School Level	Training/Quantity	Total
Deputy Director with medium education	Organizational Planning	01
Total of managers	02 Total Training Activities	01

**ENTREPRISE PROFILE REPORT
VALIDATION OF INFORMATION**

- 1- Corporate Name: FAREL-FAPACAR
 2- Problems to be solved with training
 3- Training requested by the entreprise

Performance Evaluation	Supply	Buying Administra.
Planning and Control of Production	Quality Control	Sales Administra- tion
Ident. Human Res. Devel. Needs	Human Relations at work	Posts and Salaries Administration
Techniques on Recruit. and Selec. of Personnel		Tot. Train. Act. 10

4- Training requested by Middle and Top Management (Individual)

Involved/School level	Training/Quantity	Total
Heads of Department with primary school	Ident. Human Res. Devel. Needs	01
	Performance Evaluation	01
	Correct Teach. Techn of a work	01
	Human Relations at work	01
	Racionalization of Work	01
	Effective Meetings	01
	Organizational Planning	01
	Quality Control	01
Directors and Chiefs with secondary and Medium education	Performance Evaluation	03
	Effective Meetings	02
	Organizational Planning	04
	Quality Control	01
	Work Racionalization	03
	Knowledge on employ. of rules	02
	Ident. Human Res. Devel. Needs	01
	Correct Teach. Techn. for a work	02
	Human Relations at work	02
	Safety Adm. Hygiene at work	02
Communication in the entreprise	01	
Employees Integration	01	
Total of Managers 05	Total Training Activities	32

ENTREPRISE PROFILE REPORT

VALIDATION OF INFORMATION

1- Corporate Name: Vidreira de Mozambique

2- Problems to be solved with training

3- Training requested by the entreprise

Communication in the entreprise	Planning and control of Production	Organization and Methods
Performance Evaluation	Industrial Maintenance organization	Racionalization of work
Supply	Industrial Costs	Publicity
Financial Management	Quality Control	Selling Administration
Component and Balance Analysis	Correct training techniques for a specific work	Quality Control
Employees Integration	Techniques on recruit. and Selec. of personnel	
Safety Admin. and Hygiene at Work	Post and Salaries Administration	
		Tot. Train. Act. 22

4- Training requested by Middle and Top Management (Individual)

Involved/School Level	Training/Quantity	Total
Heads of Division and department, with high school	Correct teaching of a work	03
	Effective Meetings	05
	Performance Evaluation	04
	Correct Training technique for a specific work	01
	Racionalization of work	04
	Organizational Planning	04
	Employees Integration	02
	Identif. Human Resources	
	Development Needs	02
	Human Relations at Work	02
	Quality Control	03
Heads of Division and department with second	Performance Evaluation	04
	Correct Training techni-	

**TRAINING PROGRAMME
25 RECORDS ON PROPOSED PROGRAMMES**

ORDER N. 1

TITLE:
CORRECT TRAINING TECHNIQUES FOR A SPECIFIC WORK

OBJECTIVES:

To develop the managers ability to train correctly their staff, in view of productivity increase and development of Human talents.

METHODOLOGY:

Meetings, debates, practical exercises with demonstrations discussed by participants.

DURATION/PERIOD

10 hours. 05 sessions of 02 hours each, preferable during 05 consecutive days.

**PARTICIPANTS/
GROUP OF MANAGERS:**

Middle Management of all the areas of the entreprise.

CONSULTANTS:

Training Instructor with teaching experience, trained as instructor of ECT at high level. Fluent in portuguese.

RESOURCES:

Instructional and related to the presentation method, besides those mentioned in annex N. 1.

N. of participants	N. of class	Duration/class	Start	End
17	02	05 days		

- Requisites of a good manager
- Capacity to teach
- Corrective method of teaching
- Division of work
- Schedule of training
- Special cases of teaching
- Practical application of method.

TRAINING PROGRAMME

ORDER N. 2

TITLE:

HUMAN RELATIONS AT WORK

OBJECTIVES:

To give the participants techniques to reduce the Human problems at work and practise the use of a correct method to solve them.

METHODOLOGY:

Meetings with wide participation. Studies of cases. Analysis of Human problems. Exercise and practice.

DURATION/PERIOD:

10 hours. 05 sessions of 02 hours each, preferable in 05 consecutive days.

**PARTICIPANTS/
GROUP OF MANAGERS:**

Middle Management of all the areas of the entreprise.

CONSULTANT

Trained as instructor of management with experience in methodology. Fluent in portuguese.

RESOURCES:

Instructional according to the methodology of the programme. besides those mentioned in Annex N. 1.

N. of Participants	N. of Classes	Duration/Class	Start	End
60	04	05 days		

- The importance of Human Relations
- Responsibilities of Chiefs
- Basis to avoid the appearance of problems
- The individual problems
- Correct method to deal with problems
- Relations among members of the group. Attitudes. Integration
- Practical works in group

"The improvement of human relations at work will contribute to increase productivity".

TITLE:

RATIONALIZATION OF WORK

OBJECTIVES:

To enable the participant to struggle against the waste of time, labour material and effort to increase productivity, aiming at a higher and better production with minimum effort.

METHODOLOGY:

Practical demonstration, exercises of analyse at work, improvement studies. Application of a method. Setting up of work rationalization project.

DURATION/PERIOD

20 hours. 10 sessions of 02 hours each.

PARTICIPANTS:

GROUP OF MANAGERS

Middle management of all the areas of the entreprise.

CONSULTANT:

Trained as instructor on management in the area of methods of work.

University Education. Fluent in Portuguese.

RESOURCES:

Instructional and didatic related to the programme. besides those mentioned in Annex 1.

N. of participants	N. of Classes	Duration/Class	Start	End
60	04	10 days		

- The rationalization of work
- Management attributes
- Principles of rationalization
- Basic methodology of rationalization
- Decomposition and study of work - Diagram of procedures
- Principles of production Economy
- Principles of Movements Economy
- Posts Lay-Out
- Working out improvement proposals - projects
- Exercise and practice by the participants

"All can be improved. An effective method to carry out the work always exists".

TITLE

EFFECTIVE MEETINGS
(Targets of Entire Executive)

OBJECTIVES:

To Enable the participant to plan, prepare, lead and control effectively the work meetings, using properly this valuable administrative tool.

METHODOLOGY:

Meetings with participants, debates. Analysis of meetings, application of method by participants, demonstrations.

DURATION/PERIOD

15 hours. 05 sessions of 03 hours each, preferable during 05 consecutive days.

**PARTICIPANTS/
GROUP OF MANAGERS:**

Top and Middle Managers from all the areas of the entreprise

CONSULTANT

Trained on meetings leadership with wide experience in the area. University education. Fluent in portuguese.

RESOURCES

Instructional and related to the programme besides those required in Annex N. 1

N. of participants	N. of classes	Class duration	Start	End
20	02	05 days		

- Importance of meetings
- Concepts of Leadership
- Methods to take the lead of a meeting
- How to be prepared to take the lead of a meeting
- Working out of plants
- Typing questions - active method
- Importance of the audio-visual methods
- Techniques to control a meeting difficult situation with group of persons
- Duration , composition of participant group, preparation of the place, material, etc.

" To train and develop the team spirit in the enterprise environment".

TITLE:

HUMAN COMMUNICATION WITHIN THE ENTREPRISE

OBJECTIVES:

To develop and improve the managers skills to effectively communicate, envisaging to reduce personal problems and problems among people.

METHODOLOGY

Expositive debates, Group study, exercises by the participants.

DURATION/PERIOD

15 hours. 05 sessions of 03 hours each.

PARTICIPANTS/GROUP MANAGERS

Top and Middle Managers from all the areas of the entreprise

CONSULTANT

Trained as Instructor of Human Communication in the entreprise.

University education. Fluent in Portuguese.

RESOURCES

Instructional and didactic related to the programme, besides those mentioned in Annex N. 1.

N. of participants	N. of classes	Class duration	Start	End
40	02	05 days		

- Concepts of communication among and between people
- Correct method to communicate
- Barriers in Communication
- Process of Communication - Elements
- Feed-Back
- Ten Principles for Good Communication
- Practical Work

"Everything progressed, progress and will progress through communication"

TITLE:

ORGANIZATIONAL PLANNING

OBJECTIVES:

To give to the participants the conditions to develop among other skills, those of the administrative cycle, which are:

- Forecast, Planning, Organization, Command, Coordination, and Control.

METHODOLOGY:

Expositive method, debates, work in group. Exercises.

DURATION/PERIOD

30 hours. 10 sessions , 03 hours each during 02 weeks.

PARTICIPANTS/GROUP OF MANAGERS

Top and Middle managers from all entreprise fields/areas.

CONSULTANT:

Trained as Instructor of organizational Planning. University education. Fluent in Portuguese.

RESOURCES

Instructional and didactic in accordance with the programme. besides those mentioned in Annex N. 1

N. of participants	N. of classes	Class duration	Start	End
39	04	10 days		

- Objectives of Administration and its implications
- Administrative cycle
- The Administrator's way of fundamental views.
- Execution Timetable
- Daily, Weekly, Monthly Agenda of the Administrator
- Practical works in group

"Who plans has future, who does not plan has destiny".

TITLE:

IDENTIFICATION OF NEEDS IN HUMAN RESOURCES DEVELOPMENT

OBJECTIVES:

To endow the participants with a valuable tool for their work to identify, propose and/or execute. To solve Human and Organizational problems which interfere with productivity.

METHODOLOGY

Presentation of the theme. Exercises of analysis of context and needs. Work in Groups.

DURATION/PERIOD

10 hours. 05 sessions of 02 hours each, with preference during 05 consecutive days.

PARTICIPANTS/GROUP OF MANAGERS

Middle managers from all the areas of the enterprise.

CONSULTANT

Trained as instructor on Identification of Human Resources Development Needs with large experience in management. University Education. Fluent in Portuguese.

RESOURCES

Instructional and didactic needed to the development programme, besides those mentioned in Annex N. 1

N. of participants	N. of classes	Class duration	Start	End
44	04	05 days		

- Development of the N.I.H.R.D. corrective/practice
 - . Organizational and Human Causes
 - . Real achievement expected
 - . How to act in the National Institute for Human Development Needs
 - . Exercise in group, objectives : use of instruments of context analyses, analyses of needs
- Development - National Institute for Human Development Needs - Preventive/practical
 - . Exercises of context and needs
 - . Exercises with participants
 - . Use of instruments
 - . Practical work with the group

"All training action must be preceded by an identification of the needs for the present and future.

TITLE:

SAFETY ADMINISTRATION AND HYGIENE AT WORK

OBJECTIVES:

At the end of Programme the participant will be in a position to adopt an action line effectively preventive in parallel to its growing capacity. To plan, organize and control the activities related to the sector.

METHODOLOGY:

Expositive method, with debates and exercises and group work.

DURATION/PERIOD

20 hours. 05 sessions of 04 hours daily each.

PARTICIPANTS/ GROUP MANAGERS:

Middle managers from the areas of hygiene and Safety at work, production, procurement and industrial maintenance

CONSULTANT:

Trained in Safety at work. Didactic experience, University Education. Fluent in Portuguese.

RESOURCES:

Instructional and didactic, in accordance with the programme, besides those mentioned in Annex N. 1.

N. of participants	N. of classes	duration/class	Start	End
33	02	05 days		

- Introduction on Organization and Safety

. Policy and Safety Programme, Responsibilities and Attributions, Organization Structure. Calculation of needed resources.

- Accidents

. Concepts. Communication, Registration and Analysis of Accidents. Study of Cases. Costs.

- Survey of Risks

. Statistics of Occurrences, systems of programmes evaluation. Graphics and problems of control.

- Training and promotional resources.

. When to apply training, safety, specific training, survey analyses of needs. Promotional resources.

TITLE:

**EMPLOYEES INTEGRATION
(WORKERS AND SKILLED WORKERS)**

OBJECTIVE:

To present and develop a selection of Techniques, to allow the proper integration of the employee to the enterprise and post of work.

METHODOLOGY

Meetings with participation, debates, analysis by the participants. Exercises.

DURATION/PERIOD:

15 hours. 05 sessions of 03 hours each , preferable during 5 consecutive days.

PARTICIPANTS/GROUP OF MANAGERS

Middle Management from all the areas of the enterprise.

CONSULTANTS

Trained in the methods of employee integration. Didactic experience. University education. Fluent in portuguese.

RESOURCES:

Instructional and didactics, related to the programme, besides those mentioned in the Annex N. 1.

N. of participants	N. of classes	Class duration	Start	End
23	02	05 days		

PROGRAMMATIC CONTENTS

ORDER N. 9

- Motivation for the programme
- Problems of fault or mistakes in integration
- The importance of integration
- The Industrial differences
- Recruitment process in the entreprise
- Correct methods for personnel integration
- Man adaptation at work
- The follow up and evaluation of integration
- Study of practical cases. Exercises.

"Integrate to participate"

TITLE:

ORGANIZATION AND METHODS

OBJECTIVES:

To develop in the participants "an inquisitive attitude" , creative of actions of productivity and efficiency.

To habilitate the leadership to set up practical methods of Human and Material Organization.

METHODOLOGY:

Study of instructional prototypes with demonstrations and study in group.

DURATION/PERIOD

40 hours. 10 sessions of 04 hours each , during 10 days.

PARTICIPANTS/GROUP OF MANAGERS:

Middle management from all areas of production, maintenance, procurement.

CONSULTANT:

Training in the area, pedagogical experience in organization and methods. University education. Fluent in Portuguese.

RESOURCES

Instructional and didactics, according to the needs to present the programme, besides those mentioned in Annex N. 1

N. of participants	N. of classes	Class duration	Start	End
99	08	10 days		

- Concepts of production and productivity
- How to set rates of productivity.
- Notions on organization
- Factors of Environment. Noise. Color. Fatigue
- Practical works in organization
- The Human Factor at work

"The enterprise's efficiency must be permanently demanded by the organization"

TITLE:

TIME ADMINISTRATION

OBJECTIVES:

To endow the participants with the means and techniques to enable them in the methodic and rational use of their time, with regards to a better productivity.

METHODOLOGY:

Expositive meetings with participation. Exercises with time-table.

DURATION/PERIOD

40 hours. 10 sessions of 04 hours each, during 02 weeks.

PARTICIPANTS/GROUP OF MANAGERS

Top and middle managers from all the areas of the enterprise.

CONSULTANT:

Trained as instructor of time administration . University Education . Fluent in Portuguese.

RESOURCES:

Instructional and didactics, related to the administration of programme, besides those mentioned in Annex N. 1

N. of participants	N. of classes	Class duration	Start	End
78	08	10 days		

- The meaning of time and its importance
- Distribution of Time
- Diagnosis of time
- Productivity meetings
- Effective Administration of time
- Myth on effective time planning
- Analyses and comparison of productivity
- Tyranny of the urgent
- Use of telephone
- Daily Register of time
- Administration skills to effectively Administrate the time
- Principles of Management and of effective time planning.

"One can not recover time lost uselessly yesterday....."

TITLE:

TECHNIQUES ON RECRUITING AND SELECTION OF PERSONNEL

OBJECTIVES:

To supply information which allows the increase of knowledge on techniques and methods of Recruitment and selection of personnel by collecting information through work proposals, interviews. and tests.

METHODOLOGY:

Expositive lessons with utilization of Audio-Visual methods. Debates and exercises.

DURATION/PERIOD

20 hours. 05 sessions of 04 hours each, during 01 week.

PARTICIPANTS/GROUP OF MANAGERS:

Middle management from all the areas of Human Resources and Personnel Administration.

CONSULTANT

Specialist in the area. Experienced as instructor. University Education. Fluent in portuguese.

RESOURCES:

Instructionals and didactics, according to the needs of the programme, besides those mentioned in annex N. 1.

N. of participants	N. of classes	Class duration	Start	End
92	08	05 days		

- The problematic of recruitment
 - . Recruitment steps, planning, execution, evaluation and control
 - . Sources of internal recruitment, Job Advertisement standards and types of Advertisement, Agencies of Jobs , Advantages and constraints, recruitment in schools, students training .
- The problematic of personnel selection
 - . Selection as a decision-making process
 - . Instruments for collection of information, work proposal, tests, interviews, the simulation as selection instrument
 - . Strategy on selective process
 - . Evaluation and Control of Selective Process
 - . Organization of recruitment and selection

TITLE

MANAGEMENT OF POSTS AND SALARIES

OBJECTIVES

To transmit to the participants practical and theoretical knowledge preparing them to use the applied technology and the work out of salarial programmes.

METHODOLOGY

Expositive lessons, debates-exercises and practice, dynamic of group.

DURATION/PERIOD

40 hours. 10 sessions of 04 hours each, during 10 days.

**PARTICIPANTS/
GROUP OF MANAGERS**

Middle level managers from Human Resources area and administration of personnel.

CONSULTANT

Trained in the area, with large experience in administration of posts and salaries.

Didactic training, University Education. Fluent in Portuguese.

RESOURCES

Instructional and didactics, related to the programme, besides those mentioned in Annex N. 1.

N. of participants	N. of classes	Class duration	Start	End
69	04	10 days		

- Study of posts
 - . Analysis
 - . Description
 - . Specification
 - . Standardization
- Evaluation of Tasks
 - . Classification
 - . Comparison of Pairs
 - . Comparison for Factors
 - . Points
 - . Other Methods
- Salary Structuring
 - . Salary Research in the Market
 - . Quantity Analysis
 - . Limits
- Norms for Posts and Salaries Administration
 - . Structure
 - . Salary Strips
 - . Admissions/Recruitment
 - Positioning
 - . Merit
 - . Promotions
 - . Transfers
 - . General Salary Increase
 - . Budget

TITLE:

INDUSTRIAL PRODUCTIVITY

OBJECTIVES:

Present the methods to allow the analysis, simplification and control of work. and to develop the initiative, enabling him to improve his methods of work aiming at a better productivity.

METHODOLOGY:

Presentations with discussions, debates, exercises with the participants.

DURATION/PERIOD:

20 hours. 10 sessions of 02 hours each. during 02 weeks.

**PARTICIPANTS/
GROUP OF MANAGERS:**

Top and Middle Management from the areas of production, maintenance and technical.

CONSULTANT

Trained in the area, didactic. University education. maintenance, technical background. Fluent in portuguese.

RESOURCES

Instructional and didactic, related to the programme, besides those mentioned in Annex B. 1

N. of participants	N. of classes	Class Duration	Start	End
126	12	10 days		

- The productivity
- Simplification of work
- Time Control
- Work environment
- The Lay-Out and the productivity
- The importance of the Industrial Maintenance

TITLE:

INDUSTRIAL COSTS - NOTIONS

OBJECTIVES:

To enable the participants to understand the basic concept regarding the appropriation of costs and results of an Industrial Enterprise.

METHODOLOGY

Presentation of a theme. Debates. Exercises of Costs appropriation, for control of fulfilment of activities.

DURATION/PERIOD:

20 hours. 10 sessions of 02 hours each, during 02 weeks.

**PARTICIPANTS/
GROUP OF MANAGERS**

Top and Middle management from all areas of the enterprise.

CONSULTANT;

Specialist in Industrial Costs with didactic training. University Education. Fluent in Portuguese.

RESOURCES;

Instructional and didactic, Inherent to the programme, besides those related to Annex N. 1.

N. of participants	N. of classes	Class duration	Start	End
155	12	10 days		

- **Analysis of Training Costs**
 - . **Materials**
 - . **Labour**
 - . **General Expenses**
- **Classification of Costs**
 - . **Direct and Indirect Costs**
 - . **Fixed and Variable Costs**
- **System of Costs Accountancy**
 - . **Production order**
 - . **Manufacturing process**
 - . **The problem of Losses**
 - . **Coproducts and Subproducts**
- **The standard Cost**
 - . **Calculation of Variations**
 - . **Accountancy**
- **Cost relationship - Volume - Profit**
 - . **Analyses of Balance Point**
 - . **Determination of Balance Point**
 - . **Single Production**
 - . **Multiple Production**
 - . **Concept, determination of Analysis.**

TITLE:

FINANCIAL MANAGEMENT

OBJECTIVES:

Provide the participants with the instruments of Financial Administration. Demonstrate the importance of theoretical knowledge within the decision-making process, on the financial point of view. Identify actuation styles and efficient means of managerial behaviour.

METHODOLOGY:

Exposition - Questions and answers - Active method - Debates.

DURATION/PERIOD

30 Hours. 10 Sessions of 03 Hours each, during 10 Days.

**PARTICIPANTS/
GROUP OF MANAGERS:**

Middle and Top management from the accounting and financial areas.

CONSULTANT:

Economist, specialized in entreprise finances knowing the local reality.
Experienced in the area of Financial Management of Industrial Enterprises.
Fluent in portuguese.

RESOURCES:

Instructional and didactic, according to the needs of the program, besides those foreseen in Annex N. 1.

N. of participants	N. Of classes	Class duration	Start	End
176	16	10 days		

- Financial Management

- . Objectives and functions of Financial Management
- . Elementary notions of Financial Mathematics
- . Enterprise Value
- . Methods of Capital Classification
- . Capital Cost
- . Financial Structure
- . Administration of Rotation Capital

- Managerial Budget

- . Budget objectives
- . Essential elements
- . Types of Budget
- . Budget Control

- Credit Lines

- . Financing types
- . Guarantee
- . Limitation
- . Amortization and insolvency
- . Charges/responsibilities
- . Beneficiaries
- . Request
- . Documentation

TITLE:

ACCOUNTANCY FOR EXECUTIVES

OBJECTIVES:

At the end of the program the participant will be able to understand and interpret the accountable financial reports as instrument of managerial decision - making

METHODOLOGY

The course will be developed through conceptual explanations and with emphasis in the discussion of practical cases and resolution of exercises.

DURATION/PERIOD

08 hours. 04 sessions of 04 hours each, during 04 weeks.
Top and Middle management from all the areas except the financial department.
(The course is to cover financial executives).

CONSULTANT:

Economist with industrial experience in the area of financial accountancy and fiscal legislation in Mozambique.
Fluent in portuguese.

RESOURCES

Instructional and didactic. necessary to the programme development, besides those foreseen in Annex N. 1

N. of participants	N. of classes	Class duration	Start	End
107	08	20 days		

- Accountability Reports
 - . Origins and Ultimate Goals
 - . Patrimonial Balance-Sheet
 - . Demonstration of Balance-Sheet Results
 - . Demonstration of Profits or accumulated Losses

- Monetary Correction of Balance-Sheet and its Involvement in Profits

- Accountancy as Tool of Analysis, Management and Decision

- Fiscal aspects and Accountables of Law in Force

- Debtings : Capital Rotation, Revaluation of Economic and Financial Type in the Enterprise

- Effectiveness and Productivity
 - . How to improve through Accountancy

TITLE:

STRUCTURE, BALANCE ANALYSES
(Interpretation of Financial Analysis)

OBJECTIVES

To enable the participants to interpret the demonstrations of Financial and economical results, supply the participants with elements of accountancy mechanisms, its practice and theoretical fundamentals.

METHODOLOGY

Expositive methods, questions for debates. Resolution of exercises, use of models.

DURATION/PERIOD

80 Hours. 04 Sessions of 04 Hours each. during 04 weeks.

**PARTICIPANTS/
GROUP OF MANAGERS**

Top management of financial areas and general management.

CONSULTANT

Economist with experience in general management.

RESOURCES

Instructional and didactics, related to the presentation of programme, besides those related to Annex N. 1

N. of participants	N. of classes	Class duration	Start	End
62	04	20 days		

- How to analyse and correctly interpret the results. Financial reports.
- How to neutralize the currency devaluation effect on balance-sheets.
- What are the peculiarities of Financial calculation in Mozambique
- How is the balance-sheet after all corrections
- How to interpret the balance-sheet changed into other currencies
- Settling of Accounts and analysis of main key indicators on Economic and Financial situation of the enterprise
- Demonstration of Application and origin of resources

TITLE:

SALES ADMINISTRATION - MANAGEMENT

OBJECTIVES

To enable the sales managers to attain better fulfilment of their assistants through effective techniques of planning and supervision of sales, of training. Motivation of development of sellers. Notions of exportation, promotion and marketing and survey of market.

METHODOLOGY;

Expositive, debates, study, analysis of situation in the enterprises.

DURATION/TIME

20 hours. 10 sessions of 02 hours each, during 02 weeks.

**PARTICIPANTS/
GROUP OF MANAGERS**

Top and middle management from the sales area.

CONSULTANT:

Business Administrator with specialization in sales or market. Fluent in portuguese.

RESOURCES

Instructional and didactics, according to the demands of the programme, besides those foreseen in Annex N. 1

N. of participants	N. of classes	Class duration	Start	End
126	10	10 days		

- Basic principles of supervision
- Supervision Techniques
- Participation
- Motivation
- Communication
- Organization
- Administrative activities
- Relations with representatives
- Juridical aspects of commercial representation
- Study of Market
- Promotion, Marketing, Public Relations
- Exportation
 - . How to export
 - . Marketing in export
 - . Administrative System
 - . Legal Aspects in Export

TITLE

SUPPLY MANAGEMENT

OBJECTIVES:

To present effective and practical techniques to manage the activities of the supply department.

To get better results, making the department a center of profit. Specific functions. Modern political procedures. Relations with suppliers.

METHODOLOGY

Expositive lessons, debates, simulations. Study cases.

DURATION/PERIOD

20 hours. 10 sessions of 02 hours each, during 02 weeks.

**PARTICIPANTS/
GROUP OF MANAGERS**

Top and Middle managers of the supply, stocks and technical areas.

CONSULTANT

Trained in Administration of enterprises or Economist. with large experience in departments of supply in Industrial Enterprises. Fluent in Portuguese.

RESOURCES

Instructional and didactics in accordance with the programme, besides those foreseen in Annex N. 1.

N. of participants	N. of classes	Class duration	Start	End
136	12	10 days		

- Specific Management Functions for Purchasing and its importance in the entreprise.

Modern Entreprise:

- . Objectives - Its responsibilities and effects
- . Typical Activities in Purchasing Action
- . Auxiliar Functions

- Policy and Procedures of the Purchasing department:

- . Work out of manuals on Policy and Procedures
- . Centralized and Decentralized purchase, when each case is applied
- . Emergency purchase, how to control and manage costs

- Relationship with suppliers

- . Qualification , selection, evaluation and development
- . Main advantages
- . Classification, Contracts, how to use them to improve purchasing results
- . Analysis of Prices and Costs
- . Decision on purchasing
- . Follow up of requested purchase.

TITLE

**SUPPLY
PROCUREMENT ADMINISTRATION**

OBJECTIVES:

To dimensionate within the entreprise, a system which includes activities of planning and control of stocks, the supply Administration and warehouses physical Administration.

METHODOLOGY

Expositive, with debates and analysis of the function of procurement.

DURATION/PERIOD

20 hours. 10 sessions of 02 hours each, during 02 weeks.

**PARTICIPANTS/
GROUP OF MANAGERS**

Middle Management from the supply area.

CONSULTANT

Specialist in the area of stocks with University Education and large experience in administration of materials in industrial enterprises. Fluent in portuguese.

RESOURCES

Instructional and didactics according to the programme, besides those mentioned in annex N. 1

N. of participants	N. of classes	Class duration	Start	End
33	04	10 days		

- **Positioning on the enterprises structure functions**
- **Classification and Codification of Material**
- **Purchasing**
- **Stock Management - Calling Point**
- **Stores**
 - . **Installations**
 - . **Equipment - Movement of Material**
 - . **Methods of Stockage - Catalogues**
 - . **Control of Material - Balance**
 - . **Receival of Materials**
 - . **Devolution of Materials**
 - . **Requisition of Materials**
 - . **Analyses of Needs**
 - . **Safety of Stores**
 - . **Keeping of Material**

TITLE:

CONTROL AND PLANNING OF PRODUCTION

OBJECTIVES

To train the participants in the use of planning and production control techniques in a way to enable them to a better performance. Functions in this area of the entreprise.

METHODOLOGY

Expositive lessons, with participation, exercises and practice of control and production planning.

DURATION/PERIOD

20 hours, 05 sessions of 04 hours each, during 05 days.

**PARTICIPANTS/
GROUP OF MANAGERS**

Middle management from PCP production sector.

CONSULTANT

Graduated in engineering or business administration with large experience in execution of planning tasks and control of production in industrial enterprises. Fluent in portuguese.

RESOURCES

Instructional and didactics according to the needs of the programme, besides those mentioned in Annex N. 1.

N. of participants	N. of classes	Class duration	Start	End
32	02	05 days		

- Planning of production control
 - . Conception through basic attributions
 - . Objectives of PCP
 - . General Scheme of PCP
 - . Analyses on fabrication types
 - . The PCP and fabrication types

- Functions of programming and control of production
 - . Global programming: assembly graphic, work load, production capacity
 - . Detailed programming: GANT graphic and its applications, issue of orders
 - . Liberation: sequency of orders, Johnson rule
 - . Control: Main production control keys

- Systems of orders issue
 - . Concept
 - . Classification of systems
 - . System of Minimum Stock
 - . System of Basic Stock
 - . System of Standart Method
 - . System of Standart Lot
 - . Comparison of Systems

- Practical Work on Planning and Production Control. Working groups.

TITLE

CONTROL OF QUALITY
(Organization)

objectives

After completion of the programme the participants must be able to organize and set up the latest techniques of control quality which envisages the quality and cost reduction of the entreprise production.

METHODOLOGY

The course will be run thorough expositions, demonstrations and practical exercises of the participants.

DURATION/PERIOD

30 hours. 10 sessions of 03 hours each. during 02 weeks.

**PARTICIPANTS/
GROUP/MANAGERS**

Middle managers of quality control, supply and technical area.

CONSULTANT

Graduation in industrial engineering with experience in control of quality of industrialized products. Fluent in portuguese.

RESOURCES

Instructional and didactics needed to the presentation of programme, besides those mentioned in Annex N. 1.

N. of participants	N. of classes	Class duration	Start	End
57	04	10 days		

PROGRAMMATIC CONTENTS

- Technical and Economic Aspects of Quality Control.
 - Relativity of Quality and Cost Expectancy of Clients, Theoretical and Technical Quality
 - Objectives and Principles of Quality Control
 - . Definition, Fields of Action, Specification of Quality, Product or Material, Process Inspection, Faults and its Classifications
 - Techniques of Quality Control applied to the Productive Process.
 - . Graphics of Control of variables, control by attributes, analysis of capability and stability.
 - Technics of Quality Control Applied to Inspection of Incoming Materials
 - Advantage of Statistic Control, Plans of Specimen by Attributes, Relation with Suppliers and programmes to certify quality
 - Criteria on Organization of Quality Control. Typical Organizational Structures, Internal Organization of Services of Quality Control, Control functions, Manual of Guarantee of Quality.
- Basic Statistics: Application to the Quality Control. distribution of Frequency, concepts of Measures of Position and of Dispersion.

TITLE

ORGANIZATION OF THE INDUSTRIAL MAINTENANCE

OBJECTIVES

To offer contributions and make good use of the latest techniques to organize maintenance envisaging the economy in flows and materials, labour and other resources.

METHODOLOGY

Expositive methods with participation in debates, presentation of examples of industrial maintenance organization. Exercises.

DURATION/PERIOD

30 hours. 10 sessions of 03 hours each. during 02 consecutive weeks, from Monday to Friday.

**PARTICIPANTS/
GROUP OF MANAGERS**

Middle management of the technical and maintenance areas..

CONSULTANT

Graduation in mechanical engineering with proved experience in management of industrial maintenance. Fluent in portuguese.

RESOURCES

Instructional and didactics, needed to the presentation of programme, besides those foreseen in Annex N. 1

N. of participants	N. of classes	Class duration	Start	End
99	08	10 days		

- Generalities on Development of Maintenance
- System of Administration for Maintenance-Cycle
- Maintenance Functions and Activities
 - . Mechanical
 - . Electrical
 - . Building and Lands
- Manpower Procurement, Tests, Evaluation, Integration
- Organization Charts according to the working groups
- Utilization of Internal Personnel
- Organization of Workshops and Services
- Forms for Administration and its Circuits
- Safety in Maintenance
- Creation of Quality and Quantity Standards for Preventive Maintenance
- Equipment Codification
- Forms for Planning (Corrective-Preventive-Stocks)
- Lay Out
- Tooling
- Process of Control and Supervision-Files
- Planning, Programming and Lubrification Control

TITLE

EVALUATION OF UNDERTAKING TECHNIQUES.

OBJECTIVES

To introduce the theoretical and practical fundamentals for planning, implementation and administration of evaluation system of enterprise undertaking.

METHODOLOGY

Expositive lessons, exercises on application of instruments. Critical Analysis.

DURATION/PERIOD

20 hours. 10 sessions of 02 hours each, during 02 weeks.

**PARTICIPANTS/
GROUP OF MANAGERS**

Middle management from all the areas of the enterprise.

CONSULTANT

Graduated in Business Administration with specialization in Human Resources. Fluent in Portuguese.

RESOURCES

Instructional and didactics, needed to the presentation of the programme, besides those related to Annex N. 1.

N. of participants	N. of classes	Class duration	Start	End
54	04	10 days		

PROGRAMMATIC CONTENTS

- Theoretical and practical aspects in relation to Human Behaviour
- Individual attributes and human performance
- Discovery and application of leadership styles
- What is subjectivity in performance evaluation
- Analysis of the main systems of Performance Evaluation
- Training techniques for appraisers
- How to evaluate appraisers
- Contribution for performance evaluation
- Exercise on planning a system of human performance evaluation
- Exercise on formulating the instruments for the system
- Dynamic of group to carry out critical analyses and proposition to develop an evaluation system of effective performance.

ANNEX 6

TABLE 3

FREQUENCY OF COURSES

COURSE	PERIOD				DURATION			DAILY WORK LOAD	NO. OF CAMPUS-DATES (Est. -300)	No. of Classes		No. of periods of the day	No. of instructors	No. of Classes	REMARKS	
	MONTH	WEEK				HOURS	DAYS			WEEKS	To- tal					By pe- riods
		1	2	3	4											
Corrective Tec. Work	1	X	X			10	05	1	2	17	2	1	2	1	1	
Human Rel. at Work	1			X	X	10	05	1	2	62	4	2	2	2	2	
Rationaliz. Work	2	X	X	X		20	10	2	2	57	4	2	2	2	2	
Effective Meeting	2				X	15	05	1	3	20	2	1	2	1	1	
Commun in Entrep.	3		X	X		15	05	1	3	40	2	1	2	1	3	
Organiz. Planning	3	X				20	10	2	3	39	4	2	2	2	2	
Ide. H.R. Dev. Needs	4			X	X	10	05	1	2	46	4	2	2	2	2	
Saf. Adm. Hyg. Work	5	X	X			20	05	1	4	32	2	1	2	2	2	
Employees Integr.	5			X	X	15	05	1	3	23	2	1	2	1	1	
Organizat. Method	6	X	X	X	X	40	15	2	4	97	8	2	2	4	4	Weeks 2 = 3-24 Classes Weeks 4 = 1-24 Classes
Time Administrat.	7		X	X	X	40	10	2	4	77	8	2	2	4	4	Weeks 3 = 4-24 Classes Weeks 1 = 2-24 Classes
Tecn. Rec. Sel. Pers	8			X	X	20	05	1	4	98	8	2	2	4	4	Weeks 4 = 24 Classes Weeks 1 = 24 Classes
Posts Sal. Admin.	9		X	X	X	40	10	2	4	74	4	2	2	4	4	
Industrial Productivity	10	X	X	X	X	20	10	2	2	123	12	3	2	3	3	Weeks 2 = 3-26 Classes Weeks 4 = 1-26 Classes
Industrial Costs	11		X	X	X	20	10	2	2	155	12	3	2	3	3	Weeks 3 = 4-26 Classes Weeks 1 = 2-26 Classes
Financial Management	12	X			X	20	10	2	3	176	16	4	2	4	4	Weeks 4 = 1-28 Classes Weeks 2 = 3-28 Classes
Accounting for Executives	13				X	80	20	4	4	104	8	2	2	4	4	Weeks 1, 2, 3 = 4-28 Classes Weeks 1, 2, 3 = 4-28 Classes
Components and Bal. Analyses	14	X	X	X	X											
Sales Administr.	16	X	X	X	X	40	20	4	4	60	4	2	2	4	4	
Purchase Administr.	17	X				20	10	2	2	133	10	5	2	5	5	
Supply	18				X	20	10	2	2	34	4	2	2	2	2	
Plan. Cont. Produc.	19			X	X	20	5	1	4	33	3	3	1	3	3	
Quality Control	20	X	X	X		30	10	2	3	59	4	2	2	2	2	
Organ. of Industrial Maintenance	20				X	20	10	2	3	98	8	4	2	4	4	
Techniques of Performance Evaluat.	21	X	X													
	22	X	X	X		20	10	2	2	52	4	1	2	1	1	Weeks 4 = 1-22 Classes Weeks 2 = 3-22 Classes

ANNEX N. 7

COURSES PROPOSED

1 - Courses with possibility to be administered by the same teacher, if graduated by SENAI as Training Agent:

1.A - Correct Training Techniques for a specific work - ECT (1)
- Human Relations at work - RT (2)
- Rationalization of Work - MT (3)

1.B - Effective Meetings - LR (4)
- Communication in the entreprise - Co (5)
- Organizational Planning - PO (6)
- Identification of Human Resources Development Needs - INDRH - (7)

1.C - Employees Intergration (9)
- Organization and Methods (10)
- Time Administration (11)
- Industrial Productivity (14)

1.D - Safety Administration and Hygiene at work (8)

2 - Courses which can be administered by the same teacher (Industrial Federations, Universities, Training institutions.

2.A - Techniques on recruitment and Selection of Personnel (12)
- Posts and Salaries Administration (13)
- Techniques on Performance Evaluation (25)

2.B - Industrial Costs - Notions (15)
- Financial Management (16)
- Accounting for Executives (17)
- Components and Balance Analysis (Intrepretation of Financial Data) (18)

2.C - Sales Administration - Management (19)

2.D - Purchase Administration (20)
- Supply (Materials Administration) (210)
(Control of Stocks)

2.E - Planning and Control of Production (22)

2.F - Quality Control - Organization (23)

2.G - Industrial Maintenance Organization (24)

COSTS ESTIMATED FOR THE TRAINING PROPOSAL

(IN MEN/MONTH)

C O U R S E	ACTIVITIES			PER- MA- NENCE MAP	Nº. OF INS- TRUC- TORS	M/D	M/M
	PRE- PARA- TION	DE- VEL.	CLOSING				
Correct TrainTechn.Work	5	5	3	13	1	13	0,65
Human Relations at Work	5	5	3	13	2	26	1,30
Racionalization of Work	5	10	3	18	2	36	1,80
Effective Meetings	5	5	3	13	1	13	0,65
Communication in the en- treprise	5	5	3	13	1	13	0,65
Organizational Planning	5	10	3	18	2	36	1,80
Ident. Hum.Res.Dev.Needs	5	5	3	13	2	26	1,30
Safety Adm. Hyg.at Work	5	5	3	13	2	26	1,30
Employees Integration	5	5	3	13	1	13	0,65
Organiz. and Methods	5	20	3	28	4	112	5,60
Time Administration	5	20	3	28	4	112	5,60
Techn. Recruit. Sel.Per.	5	10	3	18	4	72	3,60
Posts and Salaries Adm.	5	10	3	18	4	72	3,60
Industrial Productivity	5	20	3	28	3	84	4,20
Industrial Costs	5	20	3	28	3	84	4,20
Financial Management	5	20	3	28	4	112	5,60
Accounting for Executi.	5	40	3	48	4	192	9,60
Components and Bal.Anal.	5	20	3	28	4	112	5,60
Sales Administration	5	10	3	18	5	90	4,50
Purchase Administrat.	5	10	3	18	6	108	5,40
Supply	5	10	3	18	2	36	1,80

Continuation

Plan. and Control Prod.	5	5	3	18	3	54	2,70
Quality Control	5	10	3	18	2	36	1,80
Industr. Maint. Organiz.	5	10	3	18	4	72	3,60
Techn. Performance Eval.	5	20	3	20	1	20	1,00
TOTAL							78,50

ANNEX 9

PROJECT FOR THE GOVERNMENT OF MOZAMBIQUE

TERMS OF REFERENCE
DP/MOZ/86/016

Post Title: Consultant on Industrial Training and Management

Duration: Two months

Starting: As soon as possible

Duty Station: Maputo (with internal travelling)

Objectives:

a) To increase the level of production and productivity within the industrial and private sector particularly in the 40 enterprises covered by the World Bank Rehabilitation Programme.

b) Strengthen the Industrial Training Center, improving its capacity to serve the needs of the industrial sector in regard to the the Labour-force and management.

c) Tasks of the Consultant:

The consultant will work in strict collaboration with the experts from the Ministry of Industry and Energy and with the director of the Center.

The consultant will work out a detailed report on organization and development of a wide training programme, with 2 years duration.

More specifically the consultant has to:

- 1) Identify and Analyse the real problems faced by Middle and Top Management from the enterprises covered by the programme;
- 2) Evaluate the managers' profile and their needs in training specially within the critical areas of management;
- 3) Work out specific and practical training programmes for each group of managers and define the main parameters, with emphasis to the contents/curriculum of such programmes.

Basical Data:

- Methodologies
- Duration/Period
- Selection of trainees
- Experts profile/consultants needed
- Methodology to be used
- Didactic Material needed

4) Estimate required inputs and recommend practical modalities to implement such training programmes.

The consultant shall also prepare and submit a final report including mission conclusions and recommendations for future actions.

Required Qualifications:

Industrial Economist and/or Engineer with large experience in industrial training and management. Experience in developing countries with particular emphasis to the Portuguese speaking African Countries.

Languages: Fluent in English. Good knowledge of Portuguese.

History:

An historical background of the main problems faced by the country in the industrial sector in relation to:

- Low productivity
- Lack of technological knowledge
- Lack of skilled staff