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BRAZIL TRAINING RESOURCES ASSESSMENT

HUMAN RESOURCES DEVELOPMENT ASSISTANCE PROJECT

A.I.D. Washington

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# BRAZIL TRAINING RESOURCES ASSESSMENT

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## List of Abbreviations

ABC: Brazilian Foreign Cooperation Agency

AEPRIMO: Association of Private Mozambican Enterprises

CEAG: State departments of CEBRAE for small businesses

CEBRAE: Brazilian center for support of small and medium enterprises

CNI: National Industry Confederation

EMBRAPA: Brazilian Enterprise for Agriculture Research

EMBRATER: Brazilian Enterprise for Agriculture Extension

FUCAT: Labor Foundation of Santa Catarina State

HRDA: Human Resources Development Assistance Project (of A.I.D.)

IDIL: Mozambican Institute for Development of Local Industries

IESC: International Executive Service Corps

IBAM: Brazilian Institute of Municipal Administration

LBA: Brazilian Assistance Legion

SANEPAR: Parana State Sanitation Agency

SENAC; National Service for Vocational Apprenticeship in Commerce

SENAI; National Service for Industrial Apprenticeship

## Brazil Training Resources Assessment

### 3 SUMMARY

ent survey emerged directly from a private sector training needs assessment in Mozambique in February, 1989. That assessment generated a training plan for the implementation of the Human Resources Development Project. A large majority of the business owners in the Mozambique community stressed the need for trainers with a fluent command of Portuguese; many of them also indicated an interest in working with consultants or trainers from Brazil. A proposal was prepared to conduct a preliminary evaluation of appropriate resources in Brazil.

The Brazil assessment commenced with two primary objectives: 1) To discover a base of local institutes, firms, and private consultants capable of offering high quality training seminars to Mozambican small businessmen in-country; 2) to identify a Brazilian small business support organization which could offer training to the directors of the Association of Private Mozambican Enterprise (AEPRIMO) during programmed study tours in Brazil.

At the same time that the assessment would disclose existing talent in Brazil, it would also evaluate the available structures which could be applied with minimal modification to African training programs. It would then study the feasibility of coordinating a Brazil Resource Training Program for Africa.

The assessment, performed by a single consultant during ten working days in Brasilia, São Paulo, and Recife, received continual guidance from the USAID representative in-country. Much of the business was conducted through telephone contact. Interviews, in person or over the telephone, were held with eleven private consultants or firms, four public or parastatal agencies, and representatives of several U.S. organizations. The consultant spent over a full day exclusively with CEAG in Pernambuco.

Although we found no single trainer or firm to come close to the ideal profile hypothesized for in-country training, we find in the group as a whole abundant talent and experience to deliver work of the finest calibre. The structures we sought, however, eluded us; they can be created, but their cost-effectiveness will be a function of the demand emanating from the USAID missions in Africa.

For the directors of AEPRIMO, we found CEAG in Pernambuco to be a dynamic institution which can serve as an excellent model for many of the activities which the Mozambican association will want to develop for its own constituency.

Several alternatives exist for coordinating Brazilian resources for Africa programs. They include the hiring of a full-time contractor, the establishment of a contract with a private firm, possibly constituted for the purpose of administering the program, or entering into an agreement with the International Executive Service Corps in Brazil. The response from Africa will help determine the mechanism of articulating the program.

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## I. INTRODUCTION

The Brazil Training Resource Assessment sprung directly from a private sector needs assessment study performed for USAID Mozambique in January and February of 1989. The needs assessment and a consequent training plan for FY 1989 to 1992 formed the basis for the Human Resources Development Assistance Project to be implemented in by the USAID mission in Mozambique. One of the major concerns expressed by the business owners and managers who were interviewed in Maputo is that the in-country training be administered by fluent speakers of Portuguese. This concern was shared by members of the USAID mission and by the consultant, since very few of the small business owners enjoy a level of comprehension of English or of French which would permit them to benefit from courses and training activities offered in those languages.

The private business community itself expressed interest in the possibility of participation by Brazilian trainers in the program: not only would this participation eliminate problems of language, but Brazil as a culture is particularly attractive to Mozambicans. The needs assessment team was also aware that considerable talent exists in Brazil in the area of human resources training and proposed that a preliminary investigation of Brazilian training capacity be performed.

The immediate focus of this study is the HRDA project in Mozambique. Nonetheless, we have conducted this assessment in the ultimate interests of all the countries of Lusophone Africa which could draw upon the resource base described herein. Their interest and response will permit an expansion of the present brief overview, will allow for greater precision of needs, and will ultimately create a more cost-effective program by encouraging the creation of less occasional structures.

The present consultancy was of a preliminary nature. During a period of ten days the consultant worked in Brasília, São Paulo, and Recife. The orientation of the representative of USAID Brazil provided invaluable information concerning specific resources in the private sector as well as mechanisms for articulating future multilateral training programs involving AID financing, Brazilian training institutions, and African clients.

While the broad proposal of the work was to develop a small, interested talent bank, we were concerned about the appropriateness to the client of this talent and we were seeking existing structures which would demand a minimum of modification for the HRDA project plan.

In terms of appropriateness, we sought for verifiable histories of training excellence, experience with small and medium enterprises (SMEs), bilingual capacities, international, preferably African, experience, and expression of dynamic interest and readiness to prepare competitive proposals. (See appendix 2 for a proposed list of criteria.)

The sought-for structures would emerge from the appropriateness of a given firm, institute, or individual. It would display curricula immediately

germane to the courses, seminars, and study tours proposed in the HRDA plan for Mozambique at best; at the least it would reveal a current institutional preparedness to address general issues of small business development in Lusophone African countries.

Two other areas required attention: the ease with which a given organization could enter into contractual agreement and costs. All public organizations, such as the Brazilian Cooperation Agency (ABC) or CEBRAE, must receive approval from the Ministry of Foreign Affairs, known as Itamaraty, for any project overseas. The intervention of Itamaraty in projects involving the HRDA program is best eschewed, and not simply because it will complicate and delay contract negotiations. Involvement with Itamaraty will necessarily imply involvement with Brazilian foreign policy, a relationship, regardless of its political implications, too cumbersome and complicated for the objectives of the program at hand. This consideration has shaped the direction of investigation of Brazilian resources, though certainly it has not excluded contact with governmental institutions.

The issue of costs was not easily addressed because we were not prepared to make precise descriptions of our needs. Costs were discussed, however, with all firms and individuals personally interviewed, and we are aware of costs for specific programs and existing courses. While we anticipate little difficulty in negotiating costs with Brazilian organizations to remain well within budgetary allotments, we also recognize the need for identifying or creating long-term structures to avoid high recurrent costs of tailored programs.

Finally, given the brevity of time allowed and the vast geographic dispersion of resources, much of the business of this consultancy was conducted by telephone. In Brasilia the consultant met with representatives of two public agencies, one private firm, and one private consultant; in São Paulo with one private firm and with the International Executive Service Corps; in Recife with one private consultant and one semi-private, or parastatal agency. A list of contacts can be found in appendix 3. Considerable time was also absorbed in the review of materials submitted by different firms.

## II. THE HUMAN RESOURCES DEVELOPMENT ASSISTANCE PROJECT IN MOZAMBIQUE

The HRDA project private sector needs assessment in Mozambique generated the ~~proposal~~ proposal for the Brazil Training Resources Assessment of the present study and guided its focus; some words concerning the Mozambique project, therefore, are indispensable.

USAID Mozambique, in 1988, fostered the establishment of AEPRIMO, the Association of Private Mozambican Enterprises, a unique organization in that country where the Chamber of Commerce devotes most of its resources to the support of state enterprises. AEPRIMO will function as an advocate for all

private enterprise in Mozambique and will offer a variety of support programs to its membership. Among its support functions will be help in securing credit, in registering new businesses, in finding equipment and spare parts; the creation of a data bank for technical assistance; the sponsoring of workshops and seminars. The majority of the membership of AEPRIMO is from very small to medium size businesses, and most of the interviews conducted during the training needs assessment were with this membership.

AEPRIMO, therefore, will play a central and a dual role within the Mozambique HRDA project: it will serve as the principle focus of as well as coordinator for the in-country training programs, and, as a fledgling institution, it will receive grants for study programs for its directorship for institutional development.

The HRDA training plan for Mozambique identified four primary objectives:

1. To improve credit appraisal and management techniques for lending to small and medium enterprises;
2. To assist local training institutes to serve better the private sector;
3. To promote enterprise creation and expansion;
4. To strengthen business support organizations.

While it is conceivable that Brazilian or other third-country resources could complement local and U.S. resources in activities under each of these four objectives, the Brazil assessment concentrated on the latter two. An example of the proposed training plan for Mozambique may be found in appendix 1.

### III. ENTERPRISE CREATION AND EXPANSION: IN-COUNTRY TRAINING

#### A. Activities Proposed

In order to enhance the creation and expansion of legal SMEs in Mozambique, the HRDA program plans for the following activities:

1. Core courses in the form of seminars of 40-60 hour duration on general principles of business management, financial management, and marketing and sales.
2. Workshops and seminars on entrepreneurial development, facilitating the transfer of manpower from public to private functions as well as recruitment of new entrepreneurs from the vast informal sectors.
3. A.I.D.'s Entrepreneurs International Program, in which business owners from

the developing countries are carefully matched with owners of U.S. firms with similar operations.

For the purpose of keeping a simple, concentrated focus, interviews with Brazilian parties centered on the core courses as the most likely, and the earliest, activities for participation. In this manner we were best able to explore the interest and qualifications of firms and individuals to assist the HRDA project in in-country training.

## B. Resources Contacted

### 1. Management Consulting Firms

Numerous private firms offer management consulting and training services in Brazil. Of the several names proposed to us, however, only two seemed to offer the level of qualifications sought. While both of these possess excellent talent and boast a corroborated history of excellence in their field, it is certainly possible that better qualified firms exist: the present assessment is preliminary, not exhaustive.

Dorsey, Rocha & Associados - Consultores e Editores Ltda. is a São Paulo firm specialized in management consulting and human resources training. The firm offers a broad range of courses in organizational development, planning, management development, team building, and the training of trainers. The firm was established in 1975 and currently has a team of twenty-eight consultants, many with post-graduate degrees from the U.S. and Europe. Many of the consultants and trainers individually have exercised professional activities internationally, although as a firm Dorsey Rocha cannot be said to have an international curriculum. They did win a bid in 1983 to provide training services to ENACOMO, EE, a state enterprise in Mozambique, but they determined during an evaluation tour of the country that the political situation precluded effective implementation of their program, which was never realized.

Dorsey Rocha's costs per week of training range from \$8000 to \$10,000, exclusive of transportation, food, and lodging. They are willing to develop special programs for Mozambican needs and negotiate favorable costs in view of their interest in participating in the program.

The main shortcoming of this firm is its lack of experience in working with SMEs. They also are not equipped with telex or facsimile machines. Programmatically, their courses are deficient in financially related material, and there may be some question about their flexibility, as thus far they have enjoyed considerable domestic success with specific packages and training modules.

The strengths of the firm are: a highly qualified team of trainers and consul-

tants; a strong reputation in the Brazilian business community, including state enterprises and many multinational firms; bilingual capacity among the directors and consultants; a strong interest and readiness to bid aggressively to work in Mozambique or other African countries. The president of the firm is an American citizen with twenty years in Brazil.

HECTA Consultoria e Administração is a São Paulo based firm with a very large office in Brasilia. The firm was founded in the early 1970s to work directly within projects of the Ministry of Agriculture. Today, while it continues to have an agricultural bias (e.g., the large state-owned CODEVAS--Companhia do Vale do São Francisco--is a major client), HECTA works in many sectors with a highly interdisciplinary team of consultants and trainers.

HECTA has worked with CEBRAE--the Brazilian Center for Support of Small and Medium Enterprises--in developing training programs for SMEs. They have given training and provided consulting services to SMEs through the interaction of federations and associations.

HECTA enjoys some international work: with Angola they have a course of "education at a distance" and they have one project in Guatemala.

Much of HECTA's management training in the non-agricultural sectors is relatively new and only now being commercialized.

On the occasion of our interview, HECTA's Brasilia director did not wish to discuss costs, for the alleged reason that the firm is undertaking major changes in the structure of its programs.

With considerable talent, resources, and experience, HECTA is certainly a firm to be considered in requesting proposals for in-country training in Mozambique. It would be of interest to investigate the nature of work done by the firm for CEBRAE and for small business federations.

## 2. Private Consultants

We will make no attempt in this report to provide an evaluation of individual consultants in Brazil. The present writer spoke extensively or met with each of those listed in appendix 3; several of them have provided first-rate service to USAID Brazil in consulting and training (although not in the area of private enterprise development). All those mentioned speak at least English as well as Portuguese and all have international experience, as graduate students, consultants, or both. Their expertise is heterogeneous, embracing crafts and women's cooperatives, agriculture, engineering, and organizational development. None can be considered an expert in small business support; none is profoundly experienced in Africa. As a group, however, they possess all the talent necessary to elaborate a quality training program for Lusophone African countries, for they can also provide recruitment,



propriate source of trainers and coordinators for in-country seminars to SMEs as well as for receiving study tours; it is, however, so highly suited for the latter function that in the interests of diversification and in maintaining a reserve of functions for purely private firms and consultants, we recommend that in the initial phases CEBRAE not be approached for in-country projects.

e) FUCAT--the Santa Catarina State Labor Foundation--and LBA--the Brazilian Assistance Legion--are two entities of additional interest. FUCAT is a state agency which is reputed to have good programs for SMEs and to have fomented their growth in that state. No direct contact was made with the agency during this consultancy. LBA is an organization which is doing work in management training, marketing, association-forming in large informal sectors of major metropolitan areas.

### C. Organizing Resources for in-country Programs in Africa

The means selected for articulating a Brazil program for assistance in A.I.D.-funded projects in Mozambique and other African countries will depend partially on the scope of that program. A means must be found, for no current structure exists. The USAID mission in Brazil cannot be asked to provide this service. If the response from the missions indicates considerable need over a five to ten-year period, two possible alternatives would be the posting of a personal services contractor to coordinate the activities of recruitment, selection, evaluation, and the various administrative functions involving contracting, travel, and payment; or fostering the establishment of a private firm, incorporated or registered in the U.S. and licensed to work in Brazil, to execute the program through an IQC or sole source contract with A.I.D. We believe that such a business could be fully functional in six months.

IESC--the International Executive Service Corps--represents another option. IESC in Brazil, where it is known as CISE--Centro Internacional de Servicos Executivos--is financially autonomous in Brazil, where it exercises its traditional functions of recruiting retired U.S. executives to lend technical assistance to Brazilian businesses on a voluntary basis. The director of IESC/Brazil and the consultant have maintained extensive telephone and personal contact to determine at what level and in what modality IESC could be of service to a Brazilian resource training program for the HRDA project in Mozambique and other Lusophone countries in Africa.

This is not a traditional role for IESC, whose customary services have been contracted through the HRDA project in other African countries. The present dynamic director of the organization in Brazil, a retired petroleum executive with over twenty years in Brazil during different periods, has a long-range vision for the Brazilian affiliate, and this may eventually include the services of retired Brazilian executives. Africa represents an area of interest. If IESC could be given a sole-source contract for the recruitment, selection,

and sub-contracting of trainers and firms in Brazil for programs in Africa, then those functions will be performed by a private, non-profit, voluntary organization of international repute. IESC would determine the level of direct involvement of its own staff in the process.

#### IV. STRENGTHENING BUSINESS SUPPORT ORGANIZATION: BRAZIL-BASED TRAINING

##### A. Activities Proposed

Under the HRDA Training Plan for Mozambique two activities have been proposed under the objective of strengthening business support organizations; both are directed at AEPRIMO.

1. The AEPRIMO staff development project will bring U.S. or third-country trainers to Mozambique to work in loco with the directorship of the organization.

2. The AEPRIMO study tours proposed will take two to three of the actual directors of AEPRIMO to the U.S. or to a third country and place them with a local business support organization whose objectives are similar in scope. In this manner the Mozambicans will witness first-hand the operations of an organization with proven success in its community.

We will concentrate here on the second of the proposed activities, the study tours.

##### B. The CEBRAE System

CEBRAE, Centro Brasileiro de Apoio a Pequenas e Médias Empresas, is a parastatal entity under the tutelage of the Ministry of Industry and Commerce. It was founded in 1972 in the interest of promoting the effective growth of small businesses in Brazil. CEBRAE is situated in Brasilia, where it is continuously involved in policy formation and in lobbying in behalf of the small business community of the country. CEBRAE coordinates certain activities of its regional departments at the state level, establishes guidelines to be followed, and develops projects for the regional offices. CEBRAE has entered into several contracts with foreign countries and with international donors; these include Costa Rica, Uruguai, and Angola, as well as the World Bank and the Inter-American Development Bank.

The State Offices of CEBRAE are known as CEAGs, and they are largely autonomous organizations. They are not uniform in either the quality of services offered or in the kinds and scope of programs. For participation in the HRDA

projects of Lusophone Africa, we determined that the CEAGs of Pernambuco, Ceará, Bahia, Pará, and Paraná are appropriate and qualified to serve as hosts to directors of AEPRIMO. Very strong recommendations from several quarters, as well as the strong interest expressed by its director, led us to spend a full day with CEAG/Pernambuco, in Recife.

### C. CEAG Pernambuco

CEAGs are best described in American terms as non-profit parastatal organizations. CEAG in Pernambuco has a board of directors with representatives of CEBRAE, the State Government, the Industrial Federation, the Commercial Association, the Store Owners Federation, and the University; the board deliberates on sectoral and geographic priorities. CEAG/PE emphasizes micro and small businesses and traditional industries (e.g., shoe making, clothes making, mechanics, construction materials, etc.). Some of their various functions and services are as follows:

--Consultancies, for which their costs are from US\$20-50/hour per consultant; micro and small businesses are benefited by subsidies;

--Seminars and courses open to the public and advertised in newspapers and through diverse media;

--Special projects for specific industries or geographic areas;

--Assistance in the organization of associations;

--"o Balcão do Empresário," the businessman's information counter, where new or established entrepreneurs can request a wide range of information and services, including credit assistance and the registering of new businesses;

--"a Bôlsa de Negócios," a program which maintains a continuous registry of needs and offers among businesses;

--administration of domestic and foreign donor projects, such as Projeto UNO and Projeto Progerar of the IDB.

With the ABC and the Odebrecht Foundation, CEAG/PE has been involved in Angola in a project with the Angolan Ministry of Transport to establish a local organization along the lines of CEAG. The project apparently was poorly coordinated and is paralysed at the present time.

CEAG/PE is actively interested in working with the HRDA project and in fact any viable project which will enhance the presence of the State of Pernambuco on the African continent. Both at the national and regional levels, directors of the CEBRAE system would like to meet the difficult challenge of promoting export operations among a far greater proportion of small and medium businesses than currently occurs in Brazil.

CEAG/PE is an apt organization to receive directors of AEPRIMO. They boast long-term staff, effective programs, and a good local and national reputation; they are capable of receiving visitors and organizing their time effectively. Many of their activities are those which AEPRIMO could emulate as it struggles to establish itself as a welcome and effective advocate of the Mozambican private business community.

Any foreign entity wishing to enter into a project with a CEAG must pass through CEBRAE at the national level. The consultant was assured by the president of CEBRAE that an "umbrella contract" is easily and quickly negotiated, and that it will then serve as a basis for approval of all future activities with the CEAG which is selected. Because the Mozambican study tour represents a new activity for CEAG/PE, it was not possible to solicit a cost figure at this time.

#### V. OTHER AREAS OF ACTIVITY

Since it is clear that third-country participation in the HRDA project of a given country will be limited to a certain number of activities, we have, as stated above, concentrated on a few specific events for Mozambique's training plan. Clearly these same activities may be applicable to programs in other countries of Lusophone Africa.

Three additional activities planned for the HRDA project in Mozambique, and which at different times may be planned for other Portuguese-speaking countries, for which the Brazilian resources we have identified could be effectively used are:

- 1) The Training of Trainers workshops;
- 2) The Entrepreneurs International Program for visits from executives to sister industries in more developed countries--normally the host businesses are American, but certain industries (e.g., construction, metallurgy) in Brazil might represent a more appropriate level of technology for Africans;
- 3) Credit appraisal workshops.

#### VI. PROPOSED SCHEDULE FOR FOLLOW-UP

May, 1989: A.I.D./W and USAID Brazil should disseminate to African countries information regarding Brazilian training resources; USAID Brazil is currently preparing a telegram including resources identified in this assessment with

others identified for different sectors.

A specific request for response of interest with schedule should go to USAID Mozambique. If assistance is to be sought from Brazilian resources, then a coordinator must know:

--if HRDA project plans are being furthered along the suggested lines of the training schedule;

--when the credit appraisal workshop is scheduled, and if help from Brazil is needed;

--what is the status of AEPRIMO: do they have premises, equipment. Are they scheduled for a study tour for FY 89.

May-June 1989: Decisions must be coordinated between A.I.D./W and USAID Brazil as to who and in what manner will the steps described in "Organizing the Resources" (V. p.7) be undertaken. These steps may involve:

- a search for a contractor to coordinate the program;
- a resolve to promote establishment of a private consulting office in Brazil;
- a contractual agreement with IESC.

June 1989: If the FY 89 study tour is actually planned for within the fiscal year, a contract should be made with CEBRAE.

July 1989: An RFP should be sent to CEAG/PE for the study tour.

TABLE 1: SCHEDULE OF HRDA PRIVATE SECTOR TRAINING ACTIVITIES

<u>OBJECTIVE</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>
1. <u>Credit Appraisal and Management Techniques for Lending</u> workshop and seminar	1 program \$50,000	1 program \$50,000	1 program \$50,000	1 program \$50,000
2. <u>Promote Enterprise Creation and Expansion</u>				
2.1 Core courses		bus. prin./ fin. man. \$100,000	mark/sales \$50,000	bus. prin/ fin. man. or mark. \$100,000
2.2 Entrepreneur workshop		1 seminar \$75,000	1 seminar \$75,000	1 consultant \$10,000
2.3 Ent. International	2 internships \$15,000	2 internships \$15,000	2 internships \$15,000	2 internships \$15,000
3. <u>Strengthen Business Support Organizations</u>				
3.1 AEPRIMO staff dev.	2-4 weeks \$25,000	2-3 weeks \$20,000	1 week \$10,000	1 week \$10,000
3.2 AEPRIMO 2 person study tour	1 program \$10,000	1 program \$10,000		1 program \$10,000
4. <u>Support Local Training Institutes</u>				
4.1 TOT	1 seminar \$50,000		1 seminar \$50,000	1 seminar \$50,000
4.2 Tuition credits at US or third country training schools and institutes		3-4 persons \$20,000	3-4 persons \$20,000	3-4 persons \$20,000
<u>Adjunct Training</u>		5 regional \$10,000	5 regional \$10,000	5 regional \$10,000
Inflation and contingency			\$20,000	\$15,000
Grand Total	<u>\$150,000</u>	<u>\$300,000</u>	<u>\$300,000</u>	<u>\$300,000</u>

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Appendix 2: Preliminary Checklist

Weighted criteria for selection of training firms/institutes for in-country training under the HRDA private sector program for Mozambique;

-Experience in management training for SMEs	5
-Training modules available for SME training	5
-Curricula/modules available for Training of Trainers	5
-Curricula/modules available for entrepreneurial development	5
-Prepared programs available for core courses	5
-Possibility of conducting preliminary study in Mozambique	4
-Previous international training experience	4
-examples of previous proposals/feasibility studies reflect high level of expertise	4
-Bilingual capacity among consultants	3
-Sound financial position	3
-Punctuality/professionalism in interviews	3
-Contemporary communications/informatics equipment	3
-Familiarity with Mozambique	2
-Direct knowledge of Africa	2

Order of weighting:

5 = highest, virtually essential elements

### Appendix 3: Persons and Firms Contacted

#### U.S. Government

Mr. Howard Helman, Representative, USAID Brazil	Brasília
Mr. Ricardo Rubiez, Director, U.S. Chamber of Commerce	Salvador, BA
Mr. Martin Adler, Director, USIS	Recife, PE

#### U.S. Private

Mr. Benjamin Edwards, Country Director, International Executive Service Corps,	São Paulo, SP
Mr. Waldir Dantas, Country Director, ACCION, Intl.	São Paulo, SP
Mr. Richard Rodgers, industry consultant	Rio de Janeiro

#### Brazilian Public Agencies

Mr. Paulo Lustosa, Director and President, CEBRAE	Brasília
Mr. Nilton Arcuello, Director, International Relations, CEBRAE	Brasília
Mr. David Hulak, Director, CEAG/Pernambuco	Recife, PE
Mr. Didio Rocha, Director, SANEPAR	Curitiba, Paraná
Sra. Maria Elena Claussen, Assistant to the Director, SENAI	Brasília
Mr. Jayme Araujo Bastos Filho, Department of International Relations, SENAI	Brasília

#### Brazilian Private Consultants and Consulting Firms

Mr. Alan Dorsey, President, Dorsey Rocha Consultores e Editores, Ltda.	São Paulo
Mr. Carlos Miranda, Consultant to Enterprise Program	Rio de Janeiro
Mr. Jose Oto, Consultant to Inter-American Foundation	Recife, PE
Sra. Therezinha Piancastelli, consultant	Belo Horizonte, MG
Mr. Bruno Silveira, Director, Odebrecht Foundation	Rio de Janeiro
Sra. Maria Judite Souto, consultant and Director of Department of Training at the Labor Secretariat of Pernambuco State	Recife, PE
Mr. Walter Velloso, consultant and partner, VEBRA Consultoria e Participacoes Ltda.	Brasília
Mr. Hermano Wrobel, Director, HECTA Consultoria e Administracao	Brasília e São Paulo