

Forestry Industry and trade union movement in Mozambique

Baseline study prepared for SASK
(Trade Union Solidarity Centre of Finland)

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Acronyms

| | |
|--------------------------|---|
| BWI | Building and Wood Worker's International |
| CIP | Centro de Integridade Pública (Centre for Public Integrity) |
| CNE | Comissão Nacional de Eleições (National Elections Commission) |
| CONSILMO | Confederação dos Sindicatos Independentes e Livres de Moçambique (Confederation for the Independent and Free Trade Unions of Mozambique) |
| DUAT | Direito de Uso e Aproveitamento de Terra (Right to Use and benefit from Land) |
| ECDPM | European Centre for Development Policy Management |
| FRELIMO | Frente de Libertação de Moçambique (Front for the Liberation of Mozambique) |
| Ha | Hectare |
| IndustriALL Global Union | International Workers Union for the Mining, Energy and Manufacturing Sectors |
| IESE | Instituto de Estudos Sociais e Económicos (Social and Economical Studies Institute) |
| ILO | International Labour Organisation |
| IMF | International Monetary Fund |
| INE | Instituto Nacional de Estatísticas (National Statistics Institute) |
| MDM | Movimento Democrático de Moçambique (Democratic Movement of Mozambique) |
| MONAP | Mozambique Nordic Agricultural Programme |
| ONP/SNPM | Organização Nacional dos Professores/Sindicato Nacional dos Professores de Moçambique (Teachers' National Organisation/ National Teachers' Trade Union of Mozambique) |
| OTM | Organização dos Trabalhadores de Moçambique (Workers' Organisation of Mozambique) |
| GDP | Gross Domestic Product |
| PNT | Política Nacional de Terras (National Land Policy) |
| RENAMO | Resistência Nacional Moçambicana (Mozambican National Resistance) |
| SASK | Trade Union Solidarity Centre of Finland |
| SINTAF | Sindicato Nacional dos Trabalhadores Agropecuários e Florestais (National Trade Union for the Agriculture and livestock raising, and Forestry Workers) |
| SINTICIM | Sindicato Nacional dos Trabalhadores da Indústria de Construção Civil, Madeiras e Minas (National Trade Union for the Civil Construction, Woods and Mines Industry Workers) |

| | |
|------------------|--|
| SINTIQUIAF | Sindicato Nacional dos Trabalhadores na Indústria Química e Afins (National Trade Union for the Workers of the Chemical Industry and related services) |
| SNJ | Sindicato Nacional de Jornalistas (National Trade Union of Journalists) |
| SWOT | Strengths-Opportunities-Weaknesses-Threats |
| UCA | União de Camponeses e Associações (Union of Farmers and Associations) |
| UNAC | União Nacional de Camponeses (National Farmers' Union) |
| UNDP | United Nations Development Program |
| UNI Global Union | Global Union Federation for Skills and Services |
| IUF-UITA | Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations |

1. Objectives of the study

1.1 Introduction

The Trade Union Solidarity Centre of Finland (SASK) is a pro-development organisation of the Finnish trade union movement of cooperation and solidarity, which supports trade unions in developing countries within the context of an improvement in the economic and social equality in these countries. The SASK's projects are conceived to improve the capacity of their partners in their trade union activities, such as capacity building, research and organisational development. SASK identified Mozambique as a priority country in terms of support to growth and trade union development. The forestry, cellulose and paper sector is one sector with an increasing contribution to economy of Mozambique, through international investment in forestry plantations and, possibly, in the future, in paper factories. The sector has a significant potential for job creation in Mozambique. However, statistics and other exact information are difficult to find and that is why SASK carried out this baseline study so as to analyse the influence of these investments on the economy and the job market. The study additionally analyses the capacity of the two trade unions that represent the workers in this sector – the Sindicato Nacional dos Trabalhadores Agropecuários e Florestais (SINTAF - National Trade Union for the Agriculture and livestock raising, and Forestry Workers) and the Sindicato Nacional dos Trabalhadores na Indústria Química e Afins (SINTIQUIAF - National Trade Union for the Workers of the Chemical Industry and Related services).

1.2 Structure of the report

The study is presented in four parts. First there is a presentation of the methodology used in this study (chapter II). The second part reveals the context of the study, namely a brief exposition about Mozambique and of the trade union movement in Mozambique (chapters III and IV). The third part focuses on the forestry industry and its development perspectives in Mozambique (chapter V). The last part presents the challenges faced by the two trade unions that act on the forestry sector and performs an analysis of their institutional capacity (chapters VI and VII)

2. Methodology

The baseline study has two components: the first is an evaluation of the forestry industry's potential with the focus on job creation and the second is an identification of the factors that influence the decent work and the trade unions' SINTAF and SINTIQUIAF capacity, in general, and in particular, in the forestry industry.

The component about the forestry industry was performed through document reading and semi-structured interviews with representatives from the forestry companies and from the Mozambican government (see Table 1). One field trip was taken to the Niassa Province. This province has been the target of major investments in industrial plantations in the last decade. Note that there have also been investments undertaken in the Manica, Nampula and Zambézia Provinces but it was not possible to visit them due to financial reasons.

The component about the influencing factors in the decent work and trade unions' capabilities, in general and specifically in the forestry industry, was performed in the following three steps: an investigation of the documentation about the trade union development in general and in the sector; a SWOT (Strengths-Weaknesses Opportunities- Threats) analysis' exercise with trade unions representatives of SINTAF and SINTIQUIAF, in Maputo and Niassa; and semi-structured interviews with trade union members in Maputo and Niassa (see Table 1).

The SWOT method permits a participative analysis of the strengths, weaknesses, opportunities and threats to the organisations and it is a very common technique that can be useful for the evaluation of the organisational development in Mozambique. The exercise could easily be replicated throughout time and, thus would facilitate comparisons between the baseline study and future assessments.

The institutional capacity analysis of the two trade unions SINTAF and SINTIQUIAF is performed through the conceptual framework of Five Main Capacities/Capabilities (5Cs) developed by the European Centre for Development Policy Management (ECDPM¹). The 5Cs conceptual framework distinguishes between the capacity of an organisation and the five capabilities that contribute to its capacity. The definitions are presented in section 2.2.

2.2 Institutional Capacity Analysis – 5Cs

Definitions²

Capacity is the global ability of an organisation or a system that create values for the sake of social change. In the case of a trade union it is its global ability to create a social change for the benefit of its member or associate workers.

Capabilities are collective abilities of an organisation or a system to do something, either inside or outside of the same organisation. The collective abilities can be technical, logistic, managerial or generative (that is, the ability to gain legitimacy of the organisation, for the organisation to adapt itself, or to attain its purpose)

Competences are the energies, skills and abilities of individuals. Fundamental for all organisations are their necessities in terms of access to resources like human, material and financial, technology and information resources.

Capacity Conceptual Framework 5Cs³

“As the capabilities are being developed and integrated with success, they contribute for the global capacity of an organisation or of a system ... in the creation of values for others. One only capability is not sufficient to create capacity. All are necessary and are strongly interlinked. Thus, according to the capacity conceptual framework 5Cs, each organisation/system has to have five basic capabilities to achieve its development objectives. These are: “

“ The capability to act and commit - the capacity of an organisation to deliberately act and self-organise;

The capability to deliver on the development objectives - the performance of an organisation's capacity in terms of its development activities, such as the services provided to the beneficiary members;

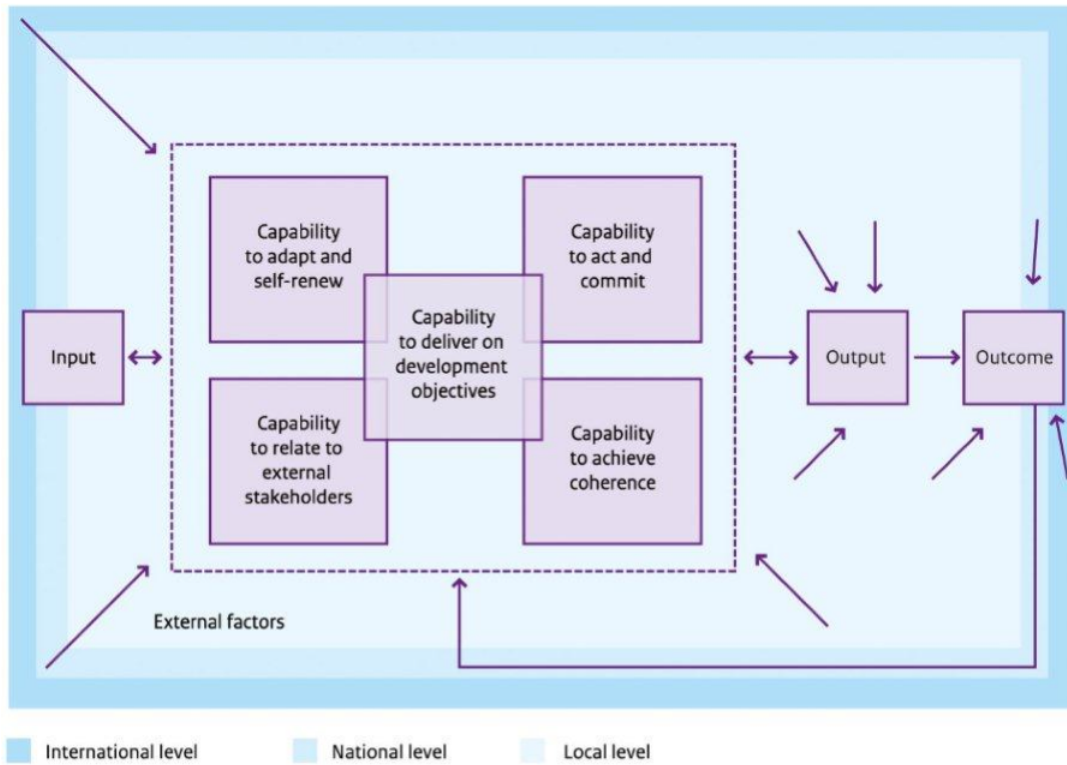
The capability to adapt and self-renew - the capacity of an organisation to adapt itself to changes and opportunities in its environment;

The capability to relate itself with external stakeholders and other participants in the area of interest of the organisation - the capacity of an organisation to relate itself with other organisations, institutions and gain legitimacy for the organisation;

The capability to achieve coherence - the capacity of an organisation to gather the different points of view of its members and of the activities within the organisation in order to achieve a coherence throughout the implementation of its activities⁴ “

“ Figure 2 is a visual representation of the 5Cs framework;.... The figure shows that the five main capabilities are related and overlap each other. Together they contribute for the capacity of an organisation that is able to achieve its objectives on the way to social change⁵.

Figure 1: Analytical Framework for Capacity Development⁶



2.3 Summary of the interviews

In the course of the baseline study, 44 people (25 % women) were interviewed, representing the two trade unions SINTAF and SINTIQUIAF, forestry companies and the Provincial Government of Niassa, and, the National Department of Land and Forests, of the Ministry of Agriculture. The interviews occurred in Maputo, from October to December 2013, and in January, 2014. In the first week of December 2013, the interviews in the City of Lichinga, Province of Niassa took place.

Table 1 Summary of the conducted interviews

| Interviewed | Men | Women | Total | N° interviews/ events |
|------------------------|-----------|-----------|-----------|--------------------------|
| Trade Unions | 15 | 7 | 22 | 12 |
| SWOT Maputo | 3 | 1 | 4 | 1 |
| SWOT Lichinga | 3 | 1 | 4 | 1 |
| Trade Unions, Maputo | 3 | 2 | 5 | 6 |
| Trade Unions, Lichinga | 1 | 1 | 2 | 3 |
| T. Union Branch, Sanga | 5 | 2 | 7 | 1 |
| Other | 18 | 4 | 22 | 18 |
| Forestry Companies | 10 | 2 | 12 | 10 |
| Government | 4 | 1 | 5 | 4 |
| Others | 4 | 1 | 5 | 4 |
| TOTAL | 33 | 11 | 44 | 30 |

3. Mozambique in general

3.1 Introduction

Mozambique is located in the Southeast part of Southern Africa. It has an area of 799.380 km² and a coast of approximately 2.400 km. In 2012 it had a population of about 23,7 million people⁷.

Mozambique has 11 provinces: City of Maputo, Maputo, Gaza, Inhambane, Manica, Sofala, Tete, Zambézia, Nampula, Niassa and Cabo Delgado. The Niassa province, where the field trip was taken, is the biggest province of the country, with 129.061 km², nonetheless it has the lowest population density, of 6,2 habitants per km², that is about 1,5 million people⁸.



Figure 2: Mozambique Map

3.2 Economic, political and social context

Mozambique is a young country – celebrated its Independence in 1975 after being colonised for 500 years by Portugal. The independence resulted from a liberation struggle of approximately 15 years. At that time the Government adopted a Marxist political orientation and searched for support from the Soviet Union Block countries. The state took over the economy through state-owned companies. The period between the end of the seventies and the beginning of the eighties was marked by a destabilising war, promoted by the Apartheid regime of South Africa that took advantage of the non inclusion of some groups of population in the country's development. The war lasted until the Peace Agreement, which was signed in Rome in 1992. In the mid 1980's the Government signed an agreement with the International Monetary Fund (IMF) for the liberalisation of the economy, as an alternative to the negative growth of an economy not only weakened by the war but also by its management. The transformation of a centrally planned economy into a market economy had a negative impact, especially on the life of the workers of these companies that faced an increase in the cost of basic products and the threat of dismissal when the state-owned companies were privatised. Note that most of the population was out of the formal economy since it practiced (and still practices) subsistence agriculture.

The war left a country with a social and economical infrastructure in tatters and a people amongst the poorest in the world. In 2012, 20 years after the end of the war, Mozambique continues at the bottom of the Human Development Index – in 185th place of 187 countries of the United Nations Development Program (UNDP)⁹. In 2011 the literacy rate in adults was 51% and the life expectancy 52,4 years¹⁰.

Mozambique is in a process of rapid changes in the economical, social and political context since 1992. In economical terms there are three noticeable tendencies: the mega investment, the informal economy and the family sector agriculture. The most striking is the influx of foreign investment in the form of mega projects of investments. It started at the end of the 90's with the installation of an aluminium processing factory, the Mozal company, in Maputo. The discovery of gas in Inhambane, coal in Tete, heavy sands in Moma and of a mega gas reserve in the Palma's coastal platform, amongst others has attracted large-scale investments greater than the state's budget. Mozambique's economy has grown, using the measure of the Gross Domestic Product (GDP), between 5 to 10% per annum! The impact is visible in the economy. For example, in Pemba where the consultant worked, the city changes almost monthly in terms of new buildings, new companies and cars. At the same time the prices of the basic products also increase

However, the mega projects are not generating enough employment posts for the growing population. The majority, approximately 87%¹¹ of the working people, work in the informal sector. The majority of these work in the family subsistence agriculture. Although many of the informal activities in the urban areas are at a micro scale, for instance, the sale of cookies on street corners of Maputo City, there are others that achieve higher income. The state's reaction regarding the urban informal sector is focused on its "control", for example through incorporating the micro companies into the tax system and not in encouraging their productivity.

In 1992 the majority of Mozambicans lived off a subsistence agriculture producing their own food, on a farm between 1 to 2 hectares, using family labour, hoe and no access to fertilisers. The harvest fed the family and a few sold products in the market. In 2012 the situation is almost the same - the agriculture of the family sector is non-mechanised and the production is mainly for the family. There are more farmers selling their agricultural surpluses to the markets, but even though there are lots of projects promoting the family sector, the image of 1992 is still maintained.

Studies performed by the Instituto de Estudos Sociais e Económicos (IESE - Social and Economical Studies Institute), show that the growth at the macro level cannot reduce the poverty¹². While the economy grew 5,5% in the real GDP, the absolute poverty was only reduced by 1%, in the last years. In the same period of time, the real purchasing power for the people lowered. "In the last 15 years, the inflation of basic goods and services, especially food, was 50% superior to the average inflation in the economy. Given that the poorest layers spend in these goods a % of their income 3 times superior to the higher income layers, the distribution of the real income is highly unfavourable to the layers of low income¹³." The inequalities are growing in Mozambique. The Centro de Integridade Pública (CIP) reviewed the impact of the mega projects on the national economy and noted that the contracts signed with the international companies are not favourable to Mozambique. The profits of the investments are transferred to the international investors without significant advantages to the national economy¹⁴.

On the social context the most striking issue is the young population without experience of the war period. There are young 20 year olds that were born after the Peace Agreement's signing. More children go to school, nevertheless the illiteracy level is still high, particularly amongst women in rural areas. The youths in the urban areas that can get to high school or even higher education have serious problems finding employment. In rural areas schooling is not accompanied by an increase in agricultural productivity.

On the political context the new constitution brought upon a multiparty system, however, the party Frente de Libertação de Moçambique (FRELIMO - Front for the Liberation of Mozambique) is still in power. The next election will take place in the end of 2014. The main opposition parties are Resistência Nacional Moçambicana (RENAMO - Mozambican National Resistance) and the Movimento Democrático de Moçambique (MDM - Democratic Movement of Mozambique).

Since the 1990's the country is in a process of decentralising the public services and the political governance. At the district level the public services' management is being transferred to the districts governed by district councils, led by a District Administrator appointed by the presidency. The district's population has the possibility of participating in the district's governance through its representatives in the conselhos consultivos (advisory councils) at the povoação (settlement), localidade (locality), posto administrativo (administrative post) and distrito (district) levels.

The villages' and cities' governance is being decentralised to the municipalities. At the

moment there are 53 municipalities, including all provincial capitals and the major cities. Municipal assemblies and their presidents govern the municipalities. Their members are elected at municipal elections that occur every five years (on different years to the national elections). The last elections took place in November 2013. The FRELIMO party won 49 municipalities, and the MDM won 3. The elections were marked by the absence of the RENAMO party, aggression from the police during the electoral campaign and, irregularities during the voting period, especially during the counting of the votes, there were reported cases of the police arresting MDM observers. The Constitutional Council annulled the elections in 2 cities, the cities of Nampula and Gurúè. The new elections in Nampula took place in December, 2013 and in Gurúè on the 8th of February, 2014. MDM won in Gurúè.

Between 1992 and 2013 Mozambique experienced a period of stability. From April 2013 RENAMO resumed attacks, mainly on the national road number one, around the area of Muxúnguè, in the Sofala province. Since April 2013 until middle of January 2014 more than 50 people have died¹⁵. RENAMO had demanded the presence of national and international observers in their negotiations with the Government. Up until the last week of January, 2014, when the Government accepted RENAMO's demands, the negotiations were paralysed. RENAMO announced that it will participate in the national elections and the electoral registration was postponed by two weeks to accommodate this party.

3.3 Employment Market

It is difficult to have access to updated data about the level of employment in Mozambique. According to the 2007 census, 75% of the active population works in the subsistence agriculture sector. A study undertaken by the Organização dos Trabalhadores de Moçambique (OTM - Workers' Organisation of Mozambique) in 2012 estimated that approximately 250.000 people work in the formal sector¹⁶. It was not possible to verify this number through the Instituto Nacional de Estatísticas (INE – National Statistics Institute) because the latter only publishes the monthly changes in employment rates. The SINTAF estimates that there are around 67.000 workers in their sector (about 27% of the formal work force) and the SINTIQUIAF estimates that there are approximately 13.000 workers in their sector (about 5% of the formal work force).

4. Trade Union Movement in Mozambique

4.1 Origin and evolution of the trade union movement

In 2012 the OTM carried out a study about the Trade Union Movement in Mozambique. The presentation below is based on this study¹⁷.

The trade union movement had its origin on the Production Councils created by FRELIMO to defend the workers' interests in 1976, just after the Independence. Before the Independence affiliation to the trade unions was limited to the colonial and assimilated populations, excluding that way the African majority of the workers. The trade unions that appeared during the colonial time were subordinated to the fascist state. The production councils were created to spread the government's position about labour matters and not as a result of a movement of workers that struggled to defend their own interests. In 1983 the Organização dos Trabalhadores de Moçambique (OTM – Mozambican Workers Organization) was created. The Signing of the Peace Agreement in 1992 and the new constitution brought a new freedom of association.

“The OTM transformed into a Central Trade Union in 1990 And defined itself as a “trade union organisation independent from political parties, government, employers and other institutions different from trade unions¹⁸. In 1991 the Law 23/91, Law of the Trade Union Freedom, which guarantees to the “workers the freedom to constitute trade union associations of their choice¹⁹

“The Constitution of the Republic of Mozambique's guarantees to the workers the freedom to organise themselves in professional associations or in trade unions, their independence in relation to the employers, the State, political parties, churches or religious denominations, and establishes the manner of organisation and management²⁰.

In addition “the Labour Law assures the workers and employers the right to constitute organisations of their choice, and to affiliate themselves with them in order to protect and promote their socio-professional and entrepreneurial rights and interests. The trade unions and employers' associations have the freedom to constitute other organisations of superior level or to join them, as well as establishing relations or become affiliating with peer international organisations²¹.”

4.2 The current trade union movement

The workers in Mozambique are organised in 21 national trade unions, from those 19 are affiliated with two central trade unions, namely the Organização dos Trabalhadores

de Moçambique - Central Sindical (OTM-CS - Workers' Organisation of Mozambique – Central Trade Union) and Confederação dos Sindicatos Independentes e Livres de Moçambique (CONSILMO - Confederation for the Independent and Free Trade Unions of Mozambique). The trade unions SINTAF and SINTQUIAF are affiliated with OTM. There are two trade unions neither affiliated with OTM-CS nor with CONSILMO, which are: the Sindicato Nacional de Jornalistas (SNJ – National Trade Union of Journalists) and the Organização Nacional dos Professores/Sindicato Nacional dos Professores (ONP/SNPM – Teachers' National Organisation/National Teachers' Trade Union of Mozambique).

The trade unions are organised by company, in other words, all categories of workers in one company belong to the same trade union. The forestry industry workers are members of SINTAF or of Sindicato Nacional dos Trabalhadores da Indústria de Construção Civil, Madeiras e Minas (SINTICIM - National Trade Union for the Civil Construction, Woods and Mines Industry Workers). The SINTICIM is affiliated with CONSILMO. The affiliation of workers with one or the other trade union is not well defined. For example, in Lichinga, Niassa, the SINTAF only initiated their unionisation activities from 2007, whereas the SINTICIM started earlier. As a consequence, the workers of the headquarters of a forestry company in Niassa – Chikweti – are affiliated with SINTICIM while the workers of the branch of the same company – Florestas de Massangulo are affiliated with SINTAF. At the time of the field visit, the company and the two trade unions were going to have a meeting to discuss how to solve this problem²².

4.3 Challenges faced by the trade union movement

According to the study the main challenges facing the trade union movement in Mozambique are²³:

- The weak financial sustainability together with the low unionisation level (it is estimated that less than half of the formal sector is affiliated to the trade unions);
- Ad hoc training of members;
- Deficient and slow internal communication;
- Weak negotiation power of the trade unions before the companies;
- The lack of concrete and visible actions to improve the trade unions' image in the society in general; and
- The lack of strategies to attract youngsters.

4.4 Introduction of the trade unions in the study

The SINTAF was created in 1987 and has about 33.000 members out of a total of 67.000 workers in these sectors (see Table 2). The SINTIQUIAF was created 2007 through a merger of two trade unions – the National Trade Union for the Chemical, Rubber, Paper and Graphical Industry Workers and the National Trade Union for the Textile, Clothing, Leather and Footwear Industry Workers. It has approximately 7.000 members out of a total of 13.000 workers in these sectors (see Table 3). At the moment the majority of SINTIQUIAF members work for small companies.

Table 2 SINTAF workers by sector (2013)

| | TOTAL | % WOMEN |
|---------------------------|--------------|----------------|
| WORKERS GENERAL | 67.269 | 13% |
| By sector: | | |
| Agriculture | 37.256 | 14% |
| Forestry | 22.013 | 14% |
| Livestock raising | 8.000 | 2% |
| ASSOCIATED | | |
| By sector | | |
| Agriculture | 25.153 | 16% |
| Forestry | 8.141 | 2% |
| Livestock raising | 2.210 | 1% |
| ASSOCIATED GENERAL | 35.504 | 12% |
| % UNIONISATION | 53% | |

Source: SINTAF, 2013

Table 3 SINTIQUIAF workers and companies by sector (2013)

| SECTOR | Nr of companies | Nr of Trade Union Branches | % unionisation at company level | WORKERS TOTAL | | MEMBERS | |
|---------------|------------------------|-----------------------------------|--|----------------------|----------------|----------------|----------------|
| | | | | TOTAL | % WOMEN | TOTAL | % WOMEN |
| CHEMICAL | 179 | 83 | 46% | 8.105 | 24% | 4.139 | 20% |
| RUBBER | 9 | 5 | 56% | 196 | 23% | 127 | 28% |
| PAPER | 18 | 4 | 22% | 683 | 13% | 210 | 9% |
| GRAPHICS | 70 | 37 | 53% | 2.471 | 22% | 1233 | 24% |
| TEXTILE | 2 | 2 | 100% | 322 | 1% | 229 | 7% |
| CLOTHING | 24 | 12 | 50% | 1.129 | 58% | 535 | 63% |
| LEATHER | 1 | 1 | 100% | 33 | 12% | 33 | 12% |
| SHOES | 4 | 3 | 75% | 196 | 35% | 130 | 19% |
| RELATED | 18 | 6 | 33% | 282 | 16% | 291 | 20% |
| TOTALS | 325 | 153 | 47% | 13.417 | 25% | 6.927 | 23% |

Source: SINTIQUIAF, 2013

5. Forestry Industry

5.1 Forestry Industry in Mozambique

Introduction

The forestry industry in Mozambique covers two areas: the cutting and transformation of native trees in natural forests (including illegal cutting!) and the Industry based on the plantation of exotic species of trees (mainly pine and eucalyptus). The focus of this study is on the second area.

Mozambique has “more than 36 million of hectares of arable land, from which only 10% are being utilised, and 90% of these by the family sector.... The country possesses a forestry coverage estimated in 54.8 million hectares, which corresponds to 70% of its surface. From this area, 26.9 million hectares are productive forests, 13.2 million hectares are forests in forestry reserves and the remaining 14.7 million are occupied by forests of multiple utilisation”²⁴.

The forestry industry in Mozambique took off after Independence through reforestation projects/ tree plantation in the Manica Province aided by, amongst others, the Mozambique Nordic Agricultural Programme (MONAP). Besides the plantations in Manica and other provinces, the national research capacity in forestry was developed. In the 80s the covered area by the forestry plantations in Mozambique grew from about 20.000 ha before the Independence to 42.000 ha. In the restructuring of the Mozambican economy, in the end of the 1980's and beginning of the 1990's, there was a privatisation of the State-owned forestry companies, without much success. The majority went bankrupt. The second phase of the forestry industry was initiated in the beginning of 2000, through the concession of the Direito de Uso e Aproveitamento de Terra (DUAT – Right of Use and Benefit from Land) of great extensions to international investors, especially in the Niassa Province, but also in Zambézia and Nampula. The DUAT is presented in the section about the access to land.

In 2009 the Mozambican Government drew up a Reforestation Strategy in Mozambique including the forestry industry. The objective of the forestry industry's component is to “establish, develop and consolidate commercial and industrial plantations, which are efficient, competitive and sustainable from the economical, social and environmental points of view, so as to satisfy the needs of raw materials of the local industry, at medium and long-term, and produce higher value added products for the internal and international market”, and there is potential to plant one million trees in the next 20 years, which could result in 250.000 employment posts, based on a ratio of one employment post by 4 ha planted! A more modest projection based on the standard of one employment post by 20 ha planted, which is the industry's standard according to some forestry company directors, and would result in about 50.000 employment posts. These projections are based in favourable agricultural and ecological conditions, the vast extension of land, the demand on the forestry industry products in the Asia

markets and the easy transportation through the Mozambican ports. It should be emphasised that although the strategy projects a massive increase in employment posts, there is no mention of Mozambican trade unions as partners in this strategy.

The economical potential of the forestry industry varies according to the transformation process, which requires different levels of access to the raw material. The lowest is the tree plantation for the use of the wood as treated logs or at sawmills; the highest level is the utilisation of wood-chips for exportation or in a pulp factory; and the third, with a higher impact is the production of wood for paper factories. It is estimated that one paper factory needs at least 200.000 ha of planted trees to be sustainable. The other processes have less demands in terms of the volume of trees.

One paper factory does not only need large quantities of raw material but also of water. Thus it has to be located near great water reserves.

Forestry Industry and workforce

The potential for the creation of employment posts in the forestry industry has three phases: the first, is the phase of the workforce for the tree planting and their upkeep; the second, of the workforce for the tree cutting; and the third, there are needs linked to the transformation of the raw material into, for example, paper or furniture. There is a specialisation of the work and the growing necessity of qualified labour, throughout the three phases. All the interviewed companies stated that there is a lack of qualified workforce in the forestry industry in Mozambique. It is possible to recruit and train local people for the first phase of the tree planting, however, in the following phases, for example, the phase of cutting trees, requires specialised workers to use the specific machinery. If pulp or paper factories were established, they would need even more specialised workers! From this viewpoint, the forestry industry has the potential to extend the employment market to posts with higher salaries. Additionally to employment posts inside the industry there is the creation of employment posts on the service providers to the forestry companies and their personnel. The extension of the petrol station network in the Niassa rural districts was mentioned often as an example of the impact of the forestry industry on the local economical environment.

The companies interviewed in Niassa are in the plantation phase – it will still take about 5 to 10 years to get to the tree cutting phase – and in total they employ approximately 4.000 workers in different categories.

One remarkable characteristic of the forestry plantations in Niassa is that they created employment posts in the rural areas where the population never had access to them before! The workers are farmers that work in plantations close to their homes and that before starting to work had never heard of trade unions. Thus, the members of the trade union branches have to learn “what a trade union is” and at the same time learn about how to negotiate with the company directors about working conditions, as well as how to dialogue with their members.

For the employers their biggest problem is the high level of workers’ absenteeism (between 20 to 25%) in the plantations. Thus, they expressed the need to train the

workers in the “work culture” and pay salaries based in goals of task performance, for instance, number of holes. Some companies also intend to increase the mechanisation level in the plantations and use third party provision of services for some activities, as a method to minimise the absenteeism problem.

5.2 Access to the Land

The land in Mozambique belongs to the State. A study about community lands in Niassa exposes the process of access to land in the country²⁵:

"In Mozambique today the legal mechanisms ... are defined firstly in the Constitution of the Republic of Mozambique itself, that guarantees the "right to use and benefit from land" (DUAT) to all Mozambicans (Art. 109, nr. 3); and recognises and protects the rights of the land acquired by **occupation** (Art.111 of the Constitution). The Constitution also stipulates that the parliament "determines the conditions of utilisation and benefiting from the land" (Art.110, nr.1).

The constitutional right to acquire a DUAT through the usual occupation of land by the local communities and by national individuals is recognised by and concretely addressed in the Land Law, in Article 12. The DUAT can also be obtained **through formal request** to the government administrative authorities that attribute a new DUAT, on behalf of the State (the only open means to foreigners - individuals and companies - and to national companies).

The DUAT is legally the same whichever approach is followed. A DUAT formally acquired, accompanied by a DUAT Title, is not stronger than a DUAT acquired through means and usual practices or via good faith, even if the latter is not registered or there are no documents to prove it.

Similar to the DUAT via occupation, the one conceded by the State is legally a private right that cannot be easily revoked. It also enjoys the general guarantees applicable to the private property, under the terms of the Article 82 of the Constitution.

The State can only revoke a DUAT due to public interest (for instance, for the implementation of a public infrastructure), but in that case the state must pay a just compensation (Constitution, Article 82, Nr.2 and Land Law, Article 18). The DUAT can also be revoked if the titleholder of the rights is not making adequate utilisation of the land, or in conformance with the approved project, or not respecting the environmental regulations and other norms.

In Mozambique, the Government sees the private investment as a cornerstone of its development policy and essential in the poverty alleviation. The private investment in land and other natural resources, based on the DUAT is, in turn, the fundamental aspect of the National Land Policy - Política Nacional de Terras (*PNT*²⁶), together with the safeguard of the farmers' rights:

"To safeguard the rights of the Mozambican people on land and natural resources, as

well as to promote the investment and the sustainable and equitable use of these resources”.

The underlying objective of the PNT’s architects and the consequent Land Law was to offer a legal framework to promote the investment and to provide to the investors the necessary tenure security. It is true that the DUAT, by definition, is not a right at the level of the private property but, in content it is a real private right surrounded by strong legal guarantees, being renewable up to a total period of 100 years, enough to assure a good return of the invested capital.

In this context, the DUAT is a right that tends to be perpetual or almost perpetual. One of the measures that consolidate this legal framework is the direct access given to foreign investors to land and other natural resources. They can request directly from the State without going through national intermediaries unless it is especially beneficial to them, in which case they can opt to create a partnership with a national private entity or with the local community²⁷.

5.3 Forestry companies in Niassa

The following companies act in Niassa’s forestry industry: Green Resources, Chikweti Forests of Niassa, New Forest Company, Florestas de Niassa and the Florestas de Planalto (UPM). The latter announced its disinvestment in the last week of November of 2013. The companies are presented below.

Green Resources Company

The company Green Resources²⁸, a Norwegian company, is working in the two provinces of Niassa and Nampula. It initiated its activities in Niassa in 2006/7 and in 2011 received the *Forest Stewardship Council* (FSC) certification, which assures the company follows good international practices for a sustainable plantation in economical, ecological and social terms. Up to 2013 it had planted 1.825 ha in Niassa and 2.000 ha in Nampula²⁹. At the moment has a DUAT for 40,360 ha in Niassa and 126.000 ha in Nampula. In 2014 it predicts it will be planting about 2.500 ha in Nampula. In Niassa it has a workforce of 230 permanent workers and in Nampula of approximately 200 permanent and 500 casual workers³⁰. When the plantation goes into full function it is predicted that the number of workers will grow to about 2.000 in Nampula. In 2007 wood chips will be produced in Nacala for export (which will need about 50 to 70 workers).

The Green Resources’ company believes that while there are vast areas of plantations, the investors will come for their transformation, to the Northern region of Mozambique, and in their projections they foresee the establishment of a pulp factory in 2025. At that time approximately a total of 5.000 to 6.000 people will work in the forestry industry in Nampula.

Although the Green Resources’ General Director has a positive scenario of the forestry

industry, the same company terminated contracts with about 150 workers in their plantations in Niassa in September 2013.

Company Chikweti Forests of Niassa

The company Chikweti Forests of Niassa was established in 2006 and belongs to an investment fund, the Global Solidarity Forest Fund, whose investors are mainly Swedish. Besides the mother company Chikweti Forests, there exists a subsidiary Florestas de Massangulo (Massangulo Forests), in the District of N'gauma. It had more subsidiary companies (and plantations) in the Zambézia province, but these were deactivated in 2011/12. It has a DUAT of 28.970 ha and requested additional 20.000 ha from the Government. At the moment it has a labour force of about 1.030 workers (+50 to 100 workers³¹). In February 2014 the company announced that it would fire 800 workers because of the lack of access to land.

New Forests Company

The New Forests Company has investors based in the United Kingdom and besides Mozambique it operates in Uganda, Tanzania and Ruanda³². Uganda has the operation with the best performance, whose approach for tree plantation for the production of treated logs is being copied to Mozambique. In Mozambique the New Forest Company is working in partnership with the Fundação Malonda (Malonda Foundation) and started its activities in 2006/7. It has two DUATs in a total of 19.000 ha. In one DUAT it has planted 3.500 ha and it will plant 1.500 more hectares. On the second DUAT 2.500 ha were planted up to now. The company's objective is to plant 20.000 ha.

The New Forests Company had about 350 workers with permanent contracts and 30 workers with temporary contracts in 2013³³. The company foresees that it will have about 700 to 800 workers until 2017 (based on the present DUAT).

Florestas de Niassa (Niassa Forests)³⁴

The company Florestas de Niassa started its activities in Niassa in 2006. The owners of the company are the firm Rift Valley Corporation (registered in Mauritius and managed from Zimbabwe) - 80% - and the Fundação Malonda - 20%. At the moment the company has 3.500 planted hectares and the objective to plant 5.000 ha until 2015 utilising manual workforce with tractor and bobcat support. The soil preparation is done utilising machinery whilst the plantation is performed by the workforce because the terrain is not favourable for mechanical planting. According to its director the company believes that a processing factory will appear in a few years.

The company Florestas de Niassa³⁵ has a workforce of 500 permanent workers and 350 seasonal workers.

A labour problem that the company faces is that many people do not want to work because they live the traditional way. There is competition between the work force for

the subsistence agriculture and for tree planting – operations that happen at the same time of the year.

Florestas de Planalto (UPM – Forests of Plateau)³⁶

The company Florestas de Planalto (a subsidiary of the Uruguayan subsidiary of the Finnish company UPM) started its activities in 2011. On the 27th of November, 2013 the company's management decided to terminate its investment in Mozambique. The company's manager in Niassa explained:

Before starting its operations in Mozambique the UPM decided that their investment in Mozambique would have a test phase before a decision about an investment at a larger scale (in UPM's case it would be to plant about 200.000 ha). The trial phase started in 2011 and an evaluation of this phase took place in the months from September to November 2013. Based on this assessment the UPM's management in Finland decided to stop their investment and close the company in Niassa.

The company considered the following factors:

1. Determine if the level of growth of eucalyptus would be satisfactory for a bigger investment. The initial phase showed that the eucalyptus grows well in Niassa;
2. Determine if the business model would work in Niassa – the model applied is based on hiring service provider companies for the planting, maintenance of the plantation and other activities. The management of the company was happy with the result of the model; and
3. Determine if there would be enough land for the investment. The company's management was not satisfied with the rhythm of land acquisition. The access to land, through negotiation with the communities takes too long.

In the company's director's opinion, perhaps the project was too ambitious in Mozambique. The community in Mozambique is not prepared to receive an investment of this size. The company needs of an area of at least 70% of the 200.000 ha to have enough raw material to provide to a pulp factory. After 3 years the company only had access to 1.200 planted hectares and this means that it would have to wait a long time to have access to enough trees to supply to a factory.

According to representatives of the Mozambican Government the company did not contact it in order to find a way to resolve the problem of access to land. The Government was informed of the company's disinvestment decision through the press³⁷. A representative³⁸ of another forestry company thinks that the company Florestas de Planalto did not get enough attention from the mother company UPM. For example, the project's manager was based in Uruguay and the company did not set up a strong enough team to negotiate the land with the local communities.

An engineer³⁹ with large experience in the forestry industry believes that the UPM also

made the decision based on a comparison of the advantages between increasing their investments in Uruguay or in Mozambique. The accrued value of the additional investment in Uruguay was higher than in Mozambique.

Fundação Malonda

The Fundação Malonda is a shareholder in 2 of the companies established in Niassa and a promoter of the forestry industry of Niassa. The Foundation is a Mozambican private non profit entity of public utility for the promotion and facilitation of the private sector in the Niassa province. The Foundation was created in 2005 through a cooperation agreement between the governments of Mozambique and Sweden⁴⁰.

5.4 Forestry Industry and labour in Niassa

Problems faced according to companies

The forestry industry offers the first formal work experience to the majority of people in the rural areas, according to information from companies' representatives, and thus it is necessary⁴¹ to:

- Train the workers
- Have a lot of patience because people are not used to go to work every day

The productivity in the plantations is very low because workers do not have previous experience. That is why the companies adopted a target oriented work system. If the worker is unable to achieve his/her daily or monthly target, this worker will receive less than the full salary. Therefore many workers receive less than the minimum monthly salary.

All companies mentioned a high level of absenteeism between workers in the plantations that vary between 20 to 25%. They stated that the work culture among the workers is very weak.

The trade unions have negotiated with success the justification for the absenteeism of the workers. For example, in a company they managed to get a receipt of a health post be accepted as justification for a sick absence instead of a doctor's certificate, as the latter needs a doctor's signature, doctors that do not exist in the rural area where the plantations are located.

Recruitment of the workers in the plantations

There is an explicit or implicit agreement in the plantation areas that the communities that yield the land for the forestry companies would also have access to the employment posts. The workers recruitment is performed in collaboration with the local leaders -

traditional chief – The Régulo. There are communities where this has created conflicts because the régulo reserves the work posts for his family⁴². A study about the rights and community land in Niassa, in 2009 verified that about 40% of the plantation workers belonged to the (high local socio-political) structure and local leadership⁴³.

Gender

In general there are few women in the forestry companies' labour force – between 10 to 20%. One of the companies have a regulation that stipulates that at least 30% of the work force should be female⁴⁴. Most women work in the nursery or in the plantation of trees. Some bring water for the workers and fertilisers for the plants in the fields. One manager⁴⁵ said that the women are the key to the success in the growth of trees in the nurseries, because they know how to select the plants that have a good survival rate in the field.

In lots of rural areas there is a tradition where the men do not allow their women to work out of their homes. This tradition is one of the pointed out reasons why there is such a low number of women workers. Another was that working in the fields is hard. However it was also mentioned that women work better than men because they are more used to work in their own farms (machambas).

In the plantations the men perform jobs like cutting down trees, digging holes for the plants and fire fighting.

Type of employment contracts

The companies have workers with permanent contracts, temporary (from 3 to 9 months) or seasonal contracts. Two companies stated that they transform temporary contracts into permanent, if the worker demonstrates a good performance. Two companies hire seasonal workers through contracts with third party service providers.

Categories of workers

In this phase of the investment of the forestry companies (the phase of the tree planting) there is little specialisation amongst workers. The current categories include drivers, workers' team leaders, supervisors, field and nursery workers, security guards, forestry technical personnel and administrative personnel. The companies explained that when the harvesting (the tree cutting) time arrives there will be need for a higher degree of specialisation of work.

Training of the workers

The company Chikweti Forests of Niassa explained that their internal training covers the following aspects. The training of the other companies follows the same approach⁴⁶:

- Perception of the code of ethics of professional aspects (workers' rights and

- duties)
- Abilities (related to the culture of work): time management, planning
 - Worker's behaviour
 - Raise awareness of the need to reduce absenteeism
 - Forestry technical area
 - Preserving the environment and respecting the environmental requirements
 - Fire fighting
 - Relationship between men and animal (fauna preservation)
 - Health and safety in the workplace

5.5 Unionisation in the companies

Unionisation rate

According to data provided by the SINTAF the labour force in the forestry sector in Niassa covers 3.925 people (or about 6% of all workers in the agriculture and livestock raising, and forestry sector). The unionisation level of workers that are members of SINTAF is approximately 25% of the total workers. The unionised workers of the company Chikweti Forests of Niassa, based in Lichinga, are all members of the SINTICIM trade union. There is a Trade Union Branch at the Florestas de Massangulo, however its members are not included in the table below.

Table 4 Unionisation in the forestry industry in Niassa, 2013

| FORESTRY COMPANIES | Members | | | Non members | | | Total Global |
|-----------------------------|--------------|------------|--------------|--------------|------------|--------------|--------------|
| | Men | Women | Total | Men | Women | Total | |
| CHIKWETI FORESTS (2010) | | | | 1603 | 427 | 2030 | 2030 |
| FLORESTAS DE NIASSA | 700 | 118 | 818 | | | | 818 |
| FLORESTAS DE MASSANGULO | | | | 145 | 31 | 176 | 176 |
| NEW FORESTS | 243 | 157 | 400 | | | | 400 |
| NIASSA GREEN RESOURCES | 73 | 39 | 112 | 171 | 103 | 274 | 386 |
| FLORESTAS DO PLANALTO (UPM) | | | | 11 | 2 | 13 | 13 |
| KUKAMUSHISA | | | | 31 | 8 | 39 | 39 |
| NOMIX | | | | 62 | 1 | 63 | 63 |
| TOTAL | 1.016 | 314 | 1.330 | 2.023 | 572 | 2.595 | 3.925 |

Source: SINTAF, 2013

Collective Agreements

None of the forestry companies has a collective agreement. The New Forest company has one draft that is being discussed. The representative of the company Green Resources⁴⁷ believes that collective agreements will be useful once the company is in operation, now the companies are in the investment phase.

5.6 Future perspectives for the forestry industry

Government Perspectives

The Government of Mozambique has a very positive perspective about the development of the forestry sector according to the interviews carried out with the Niassa's Provincial Permanent Secretary and the National Director of Land and Forestry. The reforestation strategy⁴⁸ defined in 2009 is equally optimistic. The goals for the year 2030 are:

- a. Establish by 2030 a forested critical mass of at least 1 million hectares of forest plantations;
- b. Create at least 250.000 permanent employment posts in the next 20 years, ...
- c. Attract private investment for the reforestation in the estimated value of 1 million US dollars, ...;
- d. Produce an annual income of at least US\$ 1500 millions/year during the next 20 years ...”

Perspectives for the companies

The companies' management do not share the Government's optimism and do not feel the governmental support in the sector's development. All the forestry companies raised the issue of the uncertainty of the access to conceded land (even with DUAT). They stated that if there are no changes some companies would reduce their investment and others would make the decision to bring their investments to an end.

The president of the Forestry Companies' Association in Niassa stated that the forestry industry is taking an uncertain path for the following reasons⁴⁹:

1. The forestry industry depends on large extensions of land. For example, a pulp or paper industry needs an area of at least 200.000 ha. But in Mozambique the access to land is a conflicting and controversial approach and there is no coherent policy. The land belongs to the State under the utilisation of the people that live in the communities. To have access to land the forestry companies have to negotiate with the communities (after having received DUAT) for them to concede the land. This process takes very long

which makes the investment in raw material (the plantations) even take much longer to be established. The slow plantation process pushes the return on the investment further more into the future;

2. The five companies in Niassa do not have enough land to return their investment with secure profitability. There is no commitment from their investors because there is no sufficient clarification from the Government's part on the access to land;
3. The sector of the forestry industry for sawmills and similar processing requires smaller extensions of land, perhaps between 5.000 to 10.000 ha for plantation, and thus are not in such a precarious situation as the ones interested in a bigger investment (like planting raw material for a paper factory);
4. However, the companies exploring sawmilling and treated logs become more sustainable when there is a pulp or paper factory. If there is the possibility to sell their residues to pulp, paper or plywood factories these companies' profitability would increase; and
5. There is no land planning tool (zoning) on land utilisation, including urban and agriculture in the family sector.

The companies that wanted to invest at a larger scale are the most susceptible to this uncertainty. Besides the Florestas de Planalto, the company Chikweti Forests of Niassa informed that it was going to make a decision in January about the level of its investment, in terms of its reduction or maintenance of the investment, or to sell the company. This company has reduced its workforce from approximately 3.000 workers to about 800. Chikweti Forests of Niassa has been waiting for an answer from the Government about additional DUAT for more than 2,5 years. In Nampula the company Green Resources has a positive evaluation about its large scale investment, however it stated that the process to access to land takes time. And in Niassa the same company reduced its workforce last September.

Discussion about the differences in perspective between the participants

There is a weak communication between the representatives of the Government and the companies. Before the company Florestas de Planalto (UPM) made the decision to terminate its operation it did not contact the Government at the national level – although it had signed a contract with the company⁵⁰. When the investments in the forestry sector started in the middle of the 2000 decade, there was not much talk about the investment in the mineral resources in Mozambique. The forestry industry was one of the first areas of investment of foreign capital and the investors received a lot of attention from the Government. The attention is now focused on the mining and fuel sectors. Some of from the interviewees asked if the Government's lack of interest is because the companies "have not given something under the table" – yet nobody presented evidence or examples where bribes were solicited.

In general the companies think that the Government does not understand the

characteristics (and the advantages) of the forestry industry⁵¹, namely that

- The forestry companies are based on renewable resources whilst the mining industries are based on non-renewable resources;
- An investment of 200.000 ha of planted forest is a permanent investment in the country. It is necessary to invest in raw material to feed a factory for 20 to 25 years and more and this guarantees employment for many years;
- A forestry investment values the land, while the investments in mineral resources take value away;
- In the forestry industry there is a specialisation chain: from the preparation of the plants – planting – transporting to factory – market – therefore it competes with the mining industry in terms of revenue generation for the country (including personal income tax); and
- The forestry industry has multiplicative effects like the growth of the City of Lichinga in the last decade shows.

An engineer with large experience in this sector thinks that "the problem" lies the following⁵²:

- All those involved - the Government, the technicians in the forestry area, the farmers, the field workers – do not understand what the planting of forests means to a forestry industry. People compare it to the agriculture or the concessions of native forests for cutting, which require access to smaller areas of land and which do not need investments of 15 to 20 years for their return; and
- There is a lack of an adequate land zoning.

He presented some proposals to overcome these obstacles:

- Reinforce the extension services for the forestry industry, above all sensitise all involved about what a forestry industry is. Field trips to plantations could facilitate this perception;
- Reinforce the collaboration between the private sector and the Government. For example, on the Government side there are few technicians to perform the necessary studies for the DUAT and to follow it up. The majority of the technical people do not have experience on the forestry industry; and
- It is necessary to turn the land's zoning into practical implementations.

He noted that if the forestry industry would be able to achieve its potential it could create 70.000 employment posts in the next 10 to 20 years.

6. Challenges facing the Trade Unions

6.1 SWOT analysis of the Trade Unions

Two SWOT exercises were undertaken with SINTAF and SINTIQUIAF, one in Maputo with representatives of the national head offices and another at provincial level, in Lichinga, Niassa. The central level SWOT was undertaken in two stages: first regarding the trade unions themselves, secondly regarding decent work. In Lichinga both aspects were evaluated in the same exercise. Initially the exercise was intended to focus on the status of forestry industry but the representatives of the trade unions said they did not know enough about the forestry sector to carry out such an exercise. Therefore, the results presented below reflect the general labour situation in Mozambique and specifically that of SINTAF and SINTIQUIAF.

The table below shows the key aspects identified by the trade union representatives in terms of the present situation of the trade unions and their external environment:

Table 5 Trade Unions' SWOT analysis – Strengths and Weaknesses

| STRENGTHS | WEAKNESSES |
|---|--|
| <ul style="list-style-type: none"> • Associates (term used by SINTAF) / members (term used by SINTIQUIAF) • Support to the trade union from the labour force • Have their own facilities • Trade Union Dues • Union statutes • Governing bodies in the provinces • Women's committees • Collective agreements | <ul style="list-style-type: none"> • Most of the workers are not affiliated in the trade unions • Shortage of resources: financial and material (for instance, computers) • Human resources are insufficiently qualified • Shortage of means of transport • Communication dissemination |

Table 6 Trade Unions' SWOT analysis – Opportunities and Threats

| OPPORTUNITIES | THREATS |
|--|--|
| <ul style="list-style-type: none"> • Labour Law • Existence of companies • Social security system • Conventions of the International Labour Organization (ILO) | <ul style="list-style-type: none"> • Companies change their activities • Dismissal of workers • Dues not channelled as foreseen in the Labour Law • Social security contributions not channelled as per the Labour Law • Casual labour (with no contract) • Precarious work (with fixed term contracts and without the rights of other workers) • Workers with (or without) contracts made with agencies / third parties • Friction between company and agency workers • Migrant labourers, especially in the agricultural sector |

6.2 SWOT on Decent Work

The representatives⁵³ of SINTAF and SINTIQUIAF discussed the factors that affect decent work in their sectors. To the aspects raised in the SWOT exercise in Maputo were added the ones mentioned in the interviews in Niassa.

Table 7 Strengths and Weaknesses on Decent Work

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> • The support of the labour force to the trade union | <ul style="list-style-type: none"> • Lack of protective equipment / materials for the workers • Lack of medical care and medication • Lack/Shortage of delivery of working tools (especially in the agricultural sector) • Companies in the agricultural sector located far from the district headquarters / road, which hinders the follow-up by the trade union. • Weaknesses linked to the workers themselves: <ul style="list-style-type: none"> ○ Fear of expressing ones' feelings in view of the threat of dismissal ○ Illiteracy amongst workers (especially in the agricultural sector) ○ Low level of awareness of their own rights, in particular among women workers ○ In rural areas, many people have no ID documents and thus are unable to have access, for instance, to INSS, or have a legal contract with a company⁵⁴. |

Table 8 Opportunities and Threats on Decent Work

| OPPORTUNITIES | THREATS |
|--|--|
| <ul style="list-style-type: none"> • The existence of companies. In Niassa the increased number of companies resulted in new employment opportunities over the recent years (and not only in the forestry sector but also elsewhere, in view of the sector's connections with other companies / services). • The existence of a social security system, the Labour Law and the ILO conventions have also been included as opportunities. | <ul style="list-style-type: none"> • The dismissal of workers on account of situations such as financial problems of the companies, sale or change of activity of the company. The interviews with forestry sector companies in Niassa underline the threat of dismissal. (see Chapter V) • The recruitment of workers on a non-permanent basis: casual labour (with no contract) (in the agricultural sector) or precarious labour (fixed term contracts with disrespect for the legal rights of workers in general). • Forestry industry service providers operating in the sector do not look for a positive relation like the large forestry companies do. • Sometimes there is friction between workers recruited by agencies and those employed directly by the company because the first group is not covered by the collective agreements of the larger companies. • There are companies that do not accept the affiliation of workers with the trade unions. The SINTAF seems to be more affected by this problem than the SINTIQUIAF. • In some companies the trade union leaders are actually persecuted. |

6.3 Main challenges for the unions and their present interventions

On the basis of the SWOT analysis exercise the representatives of the SINTAF and the SINTIQUIAF have identified the following main challenges faced by trade unions, and the present interventions to overcome them⁵⁵.

Table 9 Main challenges for the unions and their interventions

| CHALLENGE | INTERVENTION BY THE UNIONS |
|---|---|
| Dismissal of workers | <ul style="list-style-type: none"> ⇒ Educate workers in general regarding unionism and procedures in this area ⇒ Intervention next to the human resources department of the company for them to respect dismissal regulations ⇒ Make workers aware that the worker's representative is the trade union and therefore it should always be present ⇒ If there is a violation of a worker's rights, the trade union makes a complaint to the Provincial Directorate of Labour ⇒ According to the SINTAF, due to the illiteracy amongst their associates, there is a low level of circulation of information, which makes the intervention of the trade union more difficult |
| Training of members | <ul style="list-style-type: none"> ⇒ Organisation of study circles. ⇒ Use of booklets/manuals/leaflets ⇒ Exchange of experiences among trade union committees (among provincial delegations, among national and even regional trade unions, within the same industry) ⇒ Training of leaders by region in Mozambique (northern, central and southern regions) |
| Illiteracy (mostly in the agricultural sector) | <ul style="list-style-type: none"> ⇒ At present, SINTAF has no intervention in this field, but there is an idea/ proposal to negotiate with the companies for them to establish an Adult Training Centre at the work places. |
| Non-acceptance of trade unions by the companies | <ul style="list-style-type: none"> ⇒ Face to face meetings to raise employers' awareness on the usefulness of the trade unions ⇒ If necessary, in relation to the Labour Law and the Constitution, when meetings do not result, a complaint against the company is submitted to the Provincial Directorate of Labour. |
| Persecution of leaders | <ul style="list-style-type: none"> ⇒ Interaction with partners (company management bodies, Provincial Directorates of Labour, etc.) ⇒ Social dialogue at all levels ⇒ Unions at central level should spend more time at the work places |

Table 10 Main challenges for the unions and their interventions (cont'd)

| CHALLENGE | INTERVENTION BY THE UNIONS |
|---|---|
| Low level of protection of workers | <ul style="list-style-type: none"> ⇒ Campaign for the establishment of Occupational Health and Safety conditions ⇒ Achievements by the SINTAF: survey undertaken on companies' needs in terms of working tools and materials. Meetings have taken place at provincial level and next they are going to contact the Provincial Directorate of Labour to discuss how to deal with this problem. ⇒ Achievements by SINTIQUIAF: produced a leaflet on Occupational Health and Safety. |
| Contracts with third parties (SINTIQUIAF) | <ul style="list-style-type: none"> ⇒ A reflection workshop was organized, together with managers of agencies and the Ministry of Labour, where the SINTIQUIAF raised the problems related to contracts with third parties. ⇒ Awareness raising activities among workers at the agencies (in order to extend the duration of fixed term contracts) |
| Precarious and casual work SINTAF: SINTIQUIAF | <ul style="list-style-type: none"> ⇒ Assessment to identify companies with larger number of casual labourers ⇒ Trade Union Branches have meetings with human resources departments to identify the type of work performed by casual workers ⇒ Trade Union Branches are trained to analyse whether that type of work lasts, for instance, 6 or 12 months in whole ⇒ Then they negotiate with human resources departments to have contracts extended – for instance, instead of having people recruited for a period of 2 months, renewing the same contract twice, they should hire those workers for a period of 6 months. ⇒ They also negotiate benefits for casual labourers, such as transportation to the work place. ⇒ Awareness raising among the Trade Union Branches about the need to make a regular contract for all those workers that have completed the trial period |
| Distant location of companies (mostly in the agricultural sector) | <ul style="list-style-type: none"> ⇒ Negotiate with the company management regarding transportation to the work place (if there are conflicts between the workers and the management, friction may also generate between the workers and the trade unions. Workers may think that the trade union leaders have been bribed by the company). ⇒ When training sessions are organized for the associates / members – a central location should be sought to minimize the distances that the associates need to cover to get to the training venue |

| | |
|--|---|
| Multinational companies and different procedures among countries | <ul style="list-style-type: none">⇒ Lobbying with the trade unions of the other countries (for instance, South Africa)⇒ Exchange of experiences among the trade unions of the region⇒ However, trade unions do not have many complaints in relation to multinationals, and actually SINTIQUIAF found that in general workers in multinationals have better working conditions than other workers. |
|--|---|

6.4 Questions discussed between Trade Union Branches and Companies in Niassa

Table 11 Questions discussed between Trade Union Branches and the forestry companies in Niassa

| ACCORDING TO SINTAF LICHINGA ⁵⁶ | ACCORDING TO THE BOARDS OF THE FORESTRY COMPANIES |
|--|---|
| <p>General issues</p> <ul style="list-style-type: none"> • Salary • Leave entitlement • Sickness • Death of worker • INSS (Social Security) • Labour accidents • Contracts • Uniforms • Disrespect on the part of some directors when relating to workers (use of insulting words) <p>Regarding female workers</p> <ul style="list-style-type: none"> • Maternity leave. In some cases pregnant women have to work until the last day (sometimes they give birth at the workplace) and the period to stay at home is not respected. • There are cases of women who were not recruited because they could be pregnant • Women are not aware that they could get support from INSS (in case they give birth at a maternity clinic) | <p>“New Forest Company”⁵⁷</p> <ul style="list-style-type: none"> • Community projects • Thefts • Absenteeism • Fire control • Transportation to the health facility <p>“Florestas de Niassa”⁵⁸</p> <ul style="list-style-type: none"> • Contracts • Salary • Protection uniforms • Late payment of salaries • Training • Information on plans for the following year |

6.5 Evaluation of the trade unions by the companies

The management bodies of forestry companies see the trade unions as partners with whom the management can discuss and solve specific questions related to the operation of the company and its workers. The human resource manager of “New Forest Company”⁵⁹ explained that “the trade union is a body established by the Government to solve workers’ difficulties (between the company and the worker)”. For instance, when there are problems such as theft, which result in a disciplinary infraction, the company involves the trade union, enabling it to give an opinion, while in turn the trade union helps to explain the company rules.

Some companies, such as for example Green Resources⁶⁰, have foreign investors that require that companies follow good international practices concerning the treatment of workers. In Nampula Green Resources took the initiative to organise its workers in trade union branch through a request to SINTAF’s Provincial Branch to mobilise them.

Table 12 Weaknesses of the Trade Unions, from the perspective of the forestry companies⁶¹

| WEAKNESSES OF THE TRADE UNIONS |
|---|
| <ul style="list-style-type: none"> • The capacity of the trade union is still weak, but it may also be noted that rural workers have a weak capacity • The trade union is focussed on the day-to-day rights and duties of labour and does not look into the performance of the company • The mobilisation undertaken by the trade union to gather members is weak • A perception of the trade union at provincial level about its own role is still missing • At provincial level the trade union does not have a strong operation within the companies; the communication between the Trade Union Branch and the provincial level representative is not good • The provincial trade union should talk with the company management more often; the trade union is looking at the management as an “enemy” instead of an ally • The trade union does not understand what the forestry sector is (they only understand the agriculture sector) |

7. Trade Unions' Institutional capacity

7.1 Capability to act and commit

This *capability*⁶² refers to the reinforcement of the trade unions' management capacities to organise and mobilise the workers, to draft strategic programs and other activities with a view to greater financial and organisational sustainability of the trade union organisations at all levels.

Basic aspects of this *capability* are⁶³:

- Organisational strategy and planning in relation to strategic issues;
- Organisation's resource base;
- The division of tasks, responsibilities and capacity of the staff;
- Democratic governance; and
- Participation of the members in the organisation.

Organisational strategy and planning

The trade unions indicated the existence of their Statutes and Governing Bodies in the provinces as strengths in this area. However, there are still many challenges facing the unions. The SINTAF⁶⁴ mentioned the following difficulties:

- The trade union does not have an Action Plan, although the Strategic Plan has already been approved;
- The unionisation strategy is still being prepared (with support from 3F)
- The communication strategy is outdated – it covered the period 2007-2009
- There is no strategy for advocacy and *lobbying*

Resource base

The resources of the trade unions are related to the unionisation level, the membership register of and the collection of dues. All the aspects of this process are weak.

Although many workers know about the existence of trade unions, most of the workers are not union members. There are three main reasons for that: first, the unions have difficulties to reach the work places to mobilise the workers, because the companies are located far from the roads and cities – especially for the SINTAF and in the case of the

SINTIQUIAF in Niassa; second, the workers do not know the value of the trade union and of the dues (they find the latter too high); and third, since the trade unions represent all the workers in a company, whether or not they are members, there is no additional incentive for those who are not members to affiliate themselves.

The membership register system is weak in both trade unions. In Niassa the present system used by SINTAF⁶⁵ is as follows:

The new members fill in a form where they declare they accept the dues to be deducted from their salaries. The forms are delivered to the company's Human Resources department. The Trade Union Branch also keeps a copy. The amount of the dues is 1% of the salary. The company deducts that amount at the end of the month and transfers it into the account of the Trade Union Branch, or hands over the amount in cash or by cheque. At provincial level there is no listing of the members – they only record the total number. *“There used to be a control”* but the companies' Human Resources departments no longer send abstracts. At provincial level they do not know the total number of workers and whether the “non-payers” are members or not. Short term contracts also raise problems in the registration of members⁶⁶. At the Trade Union Headquarters there is no capacity to compare the membership register at different levels⁶⁷.

In the case of SINTIQUIAF in Niassa, the registration of members is weak as well⁶⁸. In the provincial six-monthly report of 2013 it was reported that the trade union had 123 due paying members in 33 work places. However, the consultant reviewed the member registration book and estimated that the total number was 59 members, of which about 30 paid their dues the year before. The union steward informed that dues are not transferred to the national level because there are few members in the province.

The trade union representatives reported that many companies do not transfer the dues to the trade unions. They said that frequently the human resources departments in the companies make it difficult to transfer the amounts to the unions and to INSS (between 25 and 35% of the companies⁶⁹).

Human resources of the trade unions

The two unions have few human resources, both at central and at provincial level.

Table 13 Union human resources at the level of the National Headquarters

| SINTAF⁷⁰ (4 men and 3 women): | SINTIQUIAF⁷¹ (2 mulheres, 2 homens): |
|---|---|
| <ul style="list-style-type: none"> • Secretary General (part time) • Secretary for Juridical and Labour Relations and Social Matters • Secretary for Union Organizations • Assistant for Union Organizations • Assistant for Labour Risk Relations • Accountant • Helper | <ul style="list-style-type: none"> • Secretary General • Secretary for Juridical Relations and Social Matters • Member of the National Secretariat • Accountant |

SINTAF has a representative in Lichinga, whereas the Provincial Delegate is based in Cuamba. The SINTIQUIAF has no staff at provincial level in Niassa. The Delegate is also the representative of OTM and performs her functions at the SINTIQUIAF on a part time basis.

The link between the central and the provincial levels is not strong. The representatives at provincial level are recruited by the Provincial Trade Union Branch; they plan their work and are accountable to the Provincial Delegate. The National Headquarters is informed about the plans and activities through six-monthly reports. Although the Trade Union might have a national strategy, there are no mechanisms to decentralize it to the provinces and subsequently to the Trade Union Branches at the companies' level. Working by him/herself, the representative depends on the Delegate (who works at a company) and not on the national framework to support his activities. In the case of the SINTAF, the General Secretary undertakes annual visits to the province, whereas the SINTIQUIAF Delegate⁷² said that the last visit from National Headquarters staff took place "*a long time ago*".

The present system of operation of the trade unions facilitates the emergence of "local chiefs" who do not want a transparent operation system⁷³. For instance some provinces are very reluctant to report the actual number of members enrolled because in that case they would also have to report the amounts received from the union dues.

Democratic governance

Although the unions have statutes that would enable democratic governance, in practice there are two levels of centralism within the unions: one in Maputo, another at provincial level in the person of the Provincial Delegate. For instance, in the last Provincial Council of the SINTAF in Niassa, a question was raised regarding the lack of visits from the trade union leadership to union branches that had been experiencing problems with their companies' managements for several years⁷⁴, denoting poor sensitivity of the trade union bodies to solve the problems of their members in the field.

Members' Participation in the organisation

As mentioned above, planning of activities is centralized at two levels: provincial and Maputo level. At national and provincial levels, the National and Provincial Councils are the frameworks to engage the members in the planning exercises. However, as shown in the Niassa Provincial Council report, there is no joint planning in those events⁷⁵. Another example, during the last congress of SINTAF, members raised the issue that documents meant for decision-making had not been submitted before the Congress⁷⁶.

7.2 Capability to provide services to members

This *capability*⁷⁷ refers to the provision of good quality and relevant services to the members at all levels.

The main aspects of this *capability* are⁷⁸:

- Planning, monitoring and evaluation;
- Provision of services based on the needs of the members; and
- Influence on policies.

Planning, monitoring and evaluation

The unions prepare annual plans at national and provincial levels but there is no operational system to monitor the activities and outputs. The performance of union activities is not linked to a consistent implementation of the plans. For instance, the SINTAF is not able to achieve the objectives of its own partnership project with the Danish union organization 3F, although the objectives were formulated by the union itself⁷⁹.

The accountability system of the plans and reports is poor. The central level does not demand accountability from the lower levels and vice-versa. Thus, the scarce resources available for the unions are not used in the best manner. For example, most of the provincial delegations have access to computers but these are not being used for membership register nor dues transfer control.

Table 14 Work planning in Niassa

SINTAF⁸⁰:

- At the beginning of the year an annual work plan is prepared (including the budget for the activities) and shared with the SINTAF's Headquarters
- Monthly work plans are prepared and shared with the Provincial Delegate
- Six-monthly reports are elaborated on the activities carried out
- There are frequent telephone contacts with the Provincial Delegate
- Reports/briefings are received from SINTAF's Headquarters regarding international meetings in which SINTAF has participated

Table 15 Work planning in Niassa (cont'd)

SINTIQUIAF⁸¹:

- An annual work plan is prepared and approved by the SINTIQUIAF Headquarters in Maputo
- A balance/review of the First Semester is undertaken
- The remaining balance /review is done on the Second Semester
- The annual plan and the balance/review are prepared with the SINTIQUIAF's secretaries.

Provision of services based on needs

The Trade Union Branch is the basis for the provision of services to the members. Therefore, their capacity to carry out their work is crucial. However, the representatives of the trade unions noted that the Trade Union Branches are not knowledgeable enough to provide an efficient and effective assistance to the workers. Not all the members of the Trade Union Branches are trained. In the case of the SINTAF there is the additional difficulty to train members who are illiterate.

The local Trade Union Branch of the SINTAF⁸² at the Green Resources company informed that training had been provided in the following areas:

- The Labour Law and the negotiation with the employer (twice, in Malulu, District of Sanga);
- The Labour Law and the negotiation with the employer (twice, in the city of Lichinga); and
- A Conference to elect members to participate in the SINTAF's Congress (once, in Cuamba).

The signing of a collective agreement with the employing company is a key aspect for the provision of services by Trade Union Branches. In the forestry sector in Niassa, no company has signed an agreement. And the representatives of unions at national level reported that few companies do have collective agreements.

In the case of the SINTIQUIAF⁸³ there are collective agreements with the large companies; for example, Petromoc has a collective agreement that covers all the provinces. With small and medium sized companies there are sometimes partial agreements that cover only some areas such as salaries and subsidies, whereas in other firms, such as silkscreen printing units, there are no agreements at all.

The Secretary General of SINTAF reported the difficulty to negotiate collective agreements given the members' low level of training⁸⁴. He believes that Union Branches must have a better capacity to interact with the managements of the companies in order

to be able to:

- Talk about technical issues;
- Obtain benefits for their members; and
- Request support instead of merely focussing on money.

In the absence of collective agreements, the main services provided by the SINTAF in Niassa⁸⁵ are:

- Negotiations regarding production targets

Example: There were demanding production targets, for instance, of 800 holes/day, which some workers were not able to fulfil. The Trade Union negotiated with the company to reduce that target to a reasonable figure for all the workers – 500 holes/day.

- Absences

Workers had to submit a medical certificate whenever they were sick. However, the health post near the work place has no doctor to sign such a certificate. The trade union negotiated with the company and now a valid prescription is accepted as proof, as long as the absence does not last longer than four days.

- Death

Previously, if a worker died, his family would not receive any support. The trade union was able to negotiate with the company for a subsidy to cover the cost of the coffin and the delivery of fire wood. A group of workers also gets a licence to assist the family of the deceased colleague.

- Seasonal workers

Presently seasonal workers do not feel in a position of inferiority in relation to others; the trade union was able to ensure that they benefit from the same rights as the permanent workers.

By law, trade unions must submit a declaration regarding disciplinary cases raised by the companies. Both the SINTAF and the SINTIQUIAF perform such services as one of their main activities. In case the workers in question are not members of the union, they have to pay the amount of the dues to get this support from the union.

Influence in the policies

The analysis of the forestry industry depicted in the lines above clearly shows that the trade unions do not have much influence in the policies that affect employment in Mozambique. Besides their incapacity to influence policies, they are not considered development partners.

Two examples could be mentioned to illustrate this situation. All the forestry companies referred to the “access to the land” as an essential factor for the development of their companies. During the week the consultant visited the field in Niassa, there was a National Conference on Land in Lichinga. The SINTAF did not participate in this conference nor did it try to, although the problem of access to land is compromising labour posts of its members.

And as mentioned above, the Reforestation Strategy, which presents highly positive projections regarding the creation of jobs in the forestry industry, does not include the unions as partners in the preparation of the said strategy.

7.3 Capability to relate

Capability to relate refers to the *capability*⁸⁶ of the trade unions at all levels to carry out effective lobbying and advocacy and to negotiate with governments and companies, as well as to negotiate key issues for their members.

The key issues are⁸⁷:

- Access to information
- Cooperation and strategic alignment
- Analysis of the external context;
- Transparency; and
- Positioning within the tripartite social dialogue.

Access to information

The representatives of the trade unions mentioned the poor dissemination of their interventions, both internally and for the public in general. The representatives of the SINTIQUIAF informed that in previous times they had air time at the radio and a newsletter with support from Danish funds, which facilitated the dissemination of their interventions⁸⁸. Through the radio broadcasts the trade unions’ achievements were more widely known amongst trade union members and the general public.

Communication among the different bodies of the unions takes place through telephone calls, on the basis of needs for exchange of information regarding specific issues. There is no updated strategy for internal or external communication. The union branches in Niassa were equipped with cell phones to facilitate internal communication within SINTAF at provincial level⁸⁹.

Cooperation and strategic alignment

Although trade unions recognise that there are opportunities in terms of their relation with the Government (at provincial or national level), in practice few meetings do take place. According to SINTIQUIAF⁹⁰ there is a generalized shortage of communication with the government, for instance, so far the union has not received any invitation to discuss the situation of gas in Cabo Delgado. In spite of the fact that the trade unions have a seat in the Strategic Companies' Coordinating Committee at national level, the Government does not invite them. Another example, in relation to the national programme for promotion of commercial agriculture, ProSavana, the SINTAF was only invited at the moment of its launching⁹¹.

In the interviews with representatives of the Government at provincial and national levels, they expressed surprise at the fact that a consultant linked to the trade unions would like to interview them. The Permanent Secretary of the Niassa Province asked: *"Why don't you talk to the Provincial Director of Labour?"*. That reinforces the impression that the Government does not consider the union movement as a development partner.

In the case of SINTAF, its Secretary General indicated the National Farmers Union (UNAC) as an almost unionist partner, since most of the members of SINTAF are also members of UNAC. However, there is little collaboration in the field, except for the Province of Sofala, where the Provincial Secretary approached the management of UNAC and expressed his willingness to collaborate.

The SINTAF's representative in Niassa described his contacts with other institutions and organizations as appears in the table below⁹².

Table 16 Program of meetings held by the SINTAF Representative in Niassa in 2013

| Institution | Activity undertaken |
|---|---|
| Provincial and district government | |
| Provincial Director of Labour | Participated in a joint meeting (OTM, SINTAF and others) – 2 times in 2013; once in 2012. The last meeting was in relation to an invitation to a workshop in Chimoio. |
| Provincial Director of Agriculture | In 2012 and 2013 paid courtesy visits when the Secretary General of SINTAF visited Niassa; in 2013 SINTAF was invited for the launching of the Crop Season. |
| Provincial Permanent Secretary | Did not undertake any visit |
| Governor | In 2013 had a courtesy meeting on the occasion of the visit of SINTAF's Secretary General to Niassa. |
| Provincial Directorate of Agriculture: | In August 2013 tried to arrange a meeting on the ProSavana programme but the technical officer was in Sanga. Up to December the officer had not returned to enable the meeting to be set. |
| At district level: | Regularly pays courtesy visits and presents the report of the work performed to the District Services on Economic Activities. |
| Provincial Development Observatory | Did not participate. |

| | |
|------------------------------------|--|
| Forestry Companies | |
| Association of Forestry Companies: | At the beginning of 2013 had a meeting with the Chairman of the Association with a view to update the location of a small firm. |
| Civil Society | |
| OTM | Has meetings 1,2 or 3 times per month in case there are problems (a Council of Unions is held, mainly to cover worker dismissal cases) |
| UCA and UNAC | Never met with them |
| Churches/mosques | Never met with them |

Analysis of the external context

The intervention of the trade unions in this field is limited. In the meantime, unions have undertaken some activities⁹³ in the areas of casual labour and recruitment through third parties. In order to have a better understanding of the situation, SINTAF is carrying out an assessment to identify the companies with larger numbers of casual workers. The SINTIQUIAF participated in a reflection workshop with agency managers and the Ministry of Labour, in which the union raised the issues related to contracts with third parties.

Transparency

As mentioned in the section on the Resource Base, the trade unions do not have a system that can promote transparency in the management of funds, in particular the use of funds deriving from the dues. The SINTAF's cooperation partners in the area of institutional strengthening think that lack of transparency is one of the main problems the unions are facing⁹⁴.

Positioning within the tripartite social dialogue

The participation in the tripartite social dialogue is basically limited to the annual negotiation of the minimum salary at central level. During the interviews, no reference was made to other areas in which the trade unions might have actively participated, in the scope of the social dialogue.

7.4 Capability to adapt and self-renew:

The *capability* to adapt and self-renew⁹⁵ implies that trade unions design and implement flexible and innovative organisational models, adapted to an environment of change and able to accommodate and represent different categories of workers: informal, on contract and recruited by agencies.

Key aspects are⁹⁶:

- Organisational learning orientation;
- Orientation towards planned activities' outcomes;
- Orientation towards members and their satisfaction;
- Orientation towards organisational innovations; and
- Orientation to explore new partnerships

In the course of the study, only two examples of innovations and adaptations were raised, which are presented below, by trade union. Although the unions probably carried out some other innovations, the low number of innovations mentioned in the discussions indicates a poor performance of the unions in the scope of this *capability*.

Organisational learning orientation (SINTAF)

Most of the companies do not have collective agreements, for various reasons, i.e. the low level of capacitation of trade union branches. In order to overcome this problem, the Secretary General of the SINTAF⁹⁷ is visiting the large companies, in order to negotiate a responsible partnership (a Memorandum of Understanding). In the case of the tea industry, the SINTAF has already negotiated a collective umbrella agreement, which guides companies in the observation of workers' rights and duties. Besides the umbrella agreement, a specific agreement is signed with each company.

Orientation towards organizational innovations (SINTIQUIAF⁹⁸)

In the recent years the Mozambican economy has faced a lot of structural changes, including the closing of companies. In the context of such a situation, the SINTIQUIAF resulted from the merger of two unions in 2007: the National Union of Workers in the Chemical, Rubber, Paper and Graphical Industries and the National Union of Workers in the Textile, Clothing, Leather and Footwear Industries.

7.5 Capability to achieve coherence

The *capability* to achieve coherence⁹⁹ promotes the strengthening of unity amongst unions at all levels, to enable them to attain results at the highest levels, with special attention to the identity of the unions, self-consciousness and discipline and diversity of their members.

The key aspects are¹⁰⁰:

- Organisational synergy and effectiveness;
- Organisational efficiency;

- Organisational autonomy;
- Organisational diversity; and
- Orientation towards trade union unity maintaining the diversity of representation.

Organisational synergy and organisational efficiency and effectiveness

The poor communication and internal planning mentioned above is also reflected in poor organizational synergy, organizational efficiency and effectiveness.

Organisational autonomy

As mentioned before, the Mozambican legislation permits organisational autonomy for the trade unions. However, the union partners have noted that unions have not assumed an independent role in relation to FRELIMO, the ruling party. As an example they pointed out the demonstrations against the increase in the cost of transportation and bread, which took place in Maputo in 2008. Although those were matters of concern for the Mozambican workers, no union raised its voice in that respect¹⁰¹. On FRELIMO's side the trade unions are seen as one of their "arms" and not as development partners¹⁰². Considering that the SINTAF and the SINTIQUIAF represent between 35,000 and 40,000 workers, their absence in national discussions on development is striking. It is also an indicator of the poor organisational autonomy of the trade unions.

Organisational diversity

The promotion of women within the trade unions and in the work places takes place through Working Women Committees (COMUTRA). The Unions work particularly to defend the rights that have been ruled by law (on childbirth and maternity) and against positive discrimination in dismissal of women – companies have a tendency to dismiss women first¹⁰³. Besides, women face problems of sexual harassment in the work place¹⁰⁴.

The SINTIQUIAF has a policy to include in its governing bodies at least 30% of women workers¹⁰⁵.

Orientation for the trade union unity while maintaining diversity of representation

The trade unions SINTAF and SINTIQUIAF are affiliated to OTM and they participate in their activities in Maputo and at provincial level. In Niassa the SINTIQUIAF's Delegate also assumes the role of OTM's Provincial Delegate. The Trade Unions are also affiliated to International Trade Unions. The SINTAF is affiliated to UIF and BWI, and the SINTIQUIAF is affiliated to IndustriALL Global Union and UNI Global Union. The SINTIQUIAF has a Project with IndustriALL Global Union on precarious work.

The Trade Unions have some partnership/cooperation's projects. The SINTAF¹⁰⁶ is implementing an institutional development project with 3F of Denmark and others with FOS, a Belgian solidarity organisation, as well as with BWI. The SINTIQUIAF¹⁰⁷ has a project with Norwegian partners in the area of gas and oil.

Annex I: People interviewed

Trade Unions

Maputo:

Alberto Diana, Assistant for Trade Union Organisation, SINTAF

Vasco Macamo, Trade Union Organisation, Beekeepers, SINTAF

Maria Magaia, Secretary for Juridical and Social Relations (ARJS), SINTIQUIAF

Francisco José Chemane, Secretary for the City of Maputo, SINTIQUIAF

Jéssica Carlos Gune, Secretary General of SINTIQUIAF

Bartolomeu Passado, member of the National Secretariat

André Mandlate, Secretary General, SINTAF

Niassa

Acácio Fazenda, SINTAF, Lichinga

Celeste Simião, SINTIQUIAF/OTM, Lichinga

Jauado Baraca – Executive Union of OTILCS, Lichinga

Atanário Luís Baisse – CXIJT/OTM-CS, Lichinga

Members of the Trade Union Branch in Malulu, Sanga, company Green Resources:

Secretary of the Trade Union Branch, Member of the governing bodies, Trade Union Branch Advisor, Secretary of the Fiscal Council, 3 members of the Trade Union Branch

Forestry companies

Niassa

Pieter Becker, Plantation Manager, New Forest Company

Inoque Maquina, Manager, Human Resources, New Forest Company

Inocêncio Sotomane, Manager, Green Resources; Chairman of the Association of Forestry Companies

Bernard Freitas, Project Engineer, Florestas de Planalto (UPM)

Jerry, Director, Nomix

Hugo Botha, Niassa Oil

Dani Jous, Director, Florestas de Niassa

Daniela Malemba, Manager, Human Resources, Florestas de Niassa

Collin Church, Manager for Sustainability, Firm Chikweti

Angelina Ilhacoto, Human Resources Dpt, Firm Chikweti

João Pedro Muyanga, Manager, Human Resources and Industry Relations, Firm Chikweti

Maputo

Arlito Cuco, General Manager, Green Resources

Government

Verónica Langa, Permanent Secretary, Province of Niassa

Daniel Miguel Ângelo Clemente, Permanent Secretary, Ministry of Agriculture, Maputo

Simão Pedro Santos Joaquim, National Director, National Directorate for Land and Forestry, Ministry of Agriculture

Darlindo Pechisso, Forestry Engineer, Forestry Dpt, National Directorate for Land and Forestry, Ministry of Agriculture

Osvaldo Manso, Forestry Engineer, Forestry Dpt, National Directorate for Land and Forestry, Ministry of Agriculture

Others

Tito Gouveia, Fundação Malonda, Lichinga

Jan Hjort, LO/Denmark, Maputo

Niels Soerensen, Regional Coordinator, 3F, Maputo

Tobias, Advisor, 3F, Maputo

Julia Tivane, Holm, Advisor, 3F, Maputo

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