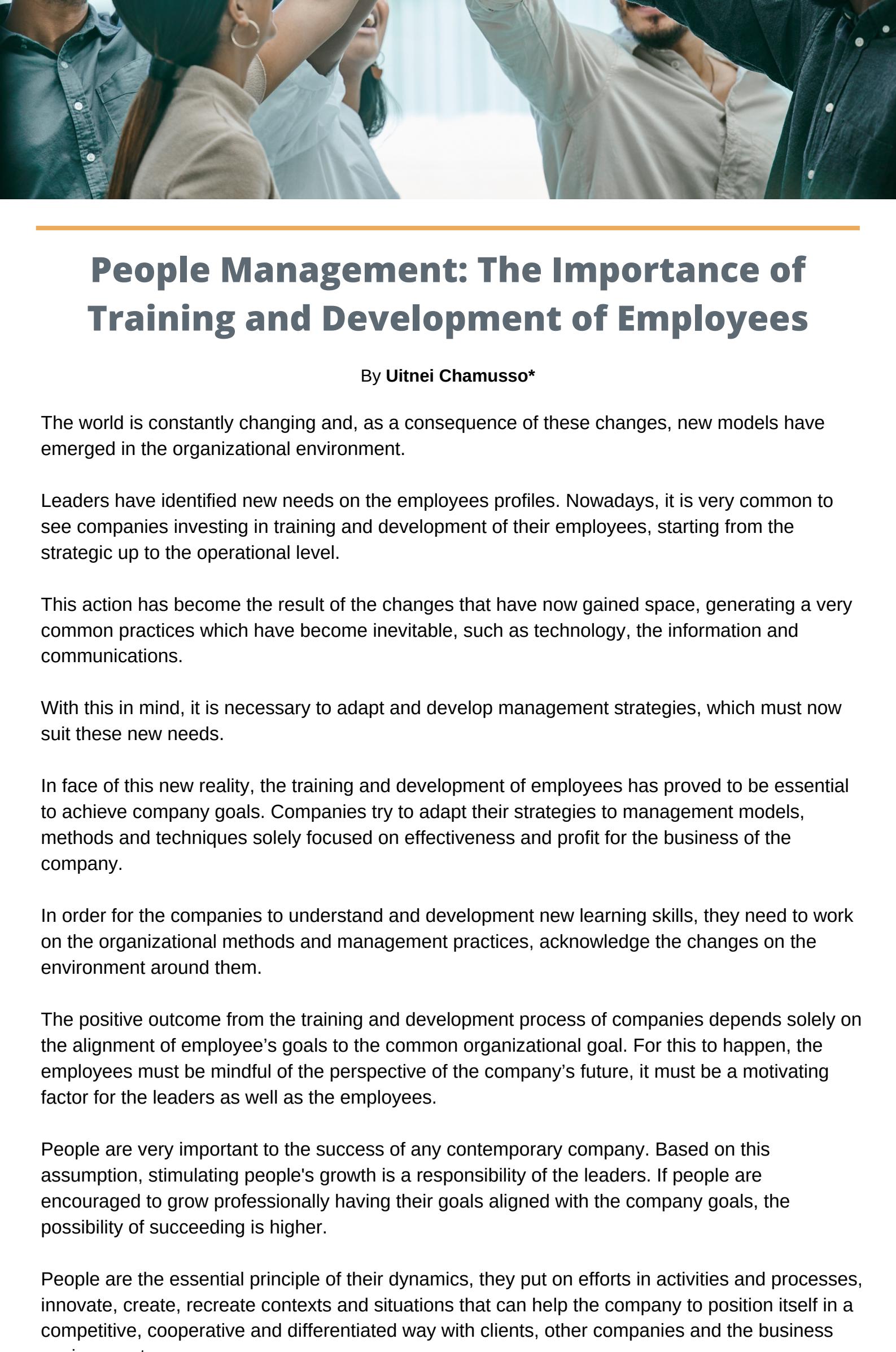


MONTHLY NEWSLETTER

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People Management: The Importance of Training and Development of Employees

By Uitnei Chamusso*

The world is constantly changing and, as a consequence of these changes, new models have emerged in the organizational environment.

Leaders have identified new needs on the employees profiles. Nowadays, it is very common to see companies investing in training and development of their employees, starting from the strategic up to the operational level.

This action has become the result of the changes that have now gained space, generating a very common practices which have become inevitable, such as technology, the information and communications.

With this in mind, it is necessary to adapt and develop management strategies, which must now suit these new needs.

In face of this new reality, the training and development of employees has proved to be essential to achieve company goals. Companies try to adapt their strategies to management models, methods and techniques solely focused on effectiveness and profit for the business of the company.

In order for the companies to understand and development new learning skills, they need to work on the organizational methods and management practices, acknowledge the changes on the environment around them.

The positive outcome from the training and development process of companies depends solely on the alignment of employee's goals to the common organizational goal. For this to happen, the employees must be mindful of the perspective of the company's future, it must be a motivating factor for the leaders as well as the employees.

People are very important to the success of any contemporary company. Based on this assumption, stimulating people's growth is a responsibility of the leaders. If people are encouraged to grow professionally having their goals aligned with the company goals, the possibility of succeeding is higher.

People are the essential principle of their dynamics, they put on efforts in activities and processes, innovate, create, recreate contexts and situations that can help the company to position itself in a competitive, cooperative and differentiated way with clients, other companies and the business environment.

Investing in training and development of people in the organizational environment is to invest in the internal clients and consequently in better quality of service, higher productivity, overcoming goals, better quality of life, and last but not least, better organizational outcome.

*People Solutions Manager | RSM Mozambique



What is the ideal moment to invest?

By Alberto Pitoro*

As referred on our last edition, both Market Timing and Dollar-Cost Averaging, have advantages and disadvantages which the investor must take into account.

The Dollar-Cost Averaging method spare the investor from the need of identifying the ideal moment to invest; reduces the overall impact of the asset prices volatility, and also prevents mistakes such as investing (concentrating) a large sum of assets in market condition unfavorable to the investor.

However, some considerations should be taken into account, the Dollar-Cost Averaging is based on the assumption that the price of the desired asset will grow continuously. In these circumstances, the average cost achieved through this strategy, improves the investment performance in medium or long term. Nonetheless, it does not protect the investor against the risk of price falls.

Dollar-Cost Averaging is suitable for investors with a low risk tolerance. The gradual investment in small assets brings us back to the concept of diversification, discussed on previous editions. Investing a large sum of assets at once may result in considerable losses if the decision is made at an inappropriate moment.

So what would be the ideal strategy? It depends on several factors, such as objectives, time horizon, investor risk profile, among others. Anyway, between investing and not investing, it is always recommended to invest.

*Head of Treasury | Absa Bank Mozambique

Source: Central Bank, INME, MEF, Absa Research

	2018	2019	2020	2021F	2022F	2023F	2024F
Real GDP (% y/y)	0.3	2.2	-1.3	1.9	3.9	5.0	21.6
GDP (USD bn)	14.8	15.3	-13.9	15.1	18.2	21.0	23.7
Current Account Balance (% GDP)	-30.3	-19.7	-25.8	-23.8	-23.7	-23.1	-23.7
Fiscal Deficit (% GDP)	-5.3	-0.7	-10.8	-8.6	-7.7	-5.7	-4.7
Public Debt (% GDP)	110.0	105.7	114.2	116.4	101.9	90.8	90.9
CPI (p. avg/c) Dec	3.5	3.5	3.5	6.7	6.7	8.1	7.9
Policy Rate (MMIO, % eop)	14.25	12.75	10.25	13.25	13.75	14.75	15.25
USD/MZN (eop)	61.63	61.64	74.60	64.00	63.00	61.00	60.00
USD/MZN (avg)	60.34	62.43	69.87	69.30	63.50	62.00	60.50
CPI (% y/y, eop)	6.7	5.8	6.7	7.1	6.7	6.9	8.0
Policy rate (% eop)	13.25	13.75	13.75	13.75	13.75	14.75	14.75
USD/MZN	63.66	63.72	63.48	63.24	63.00	62.50	62.00
ZAR/MZN	4.14	4.18	4.30	4.22	4.06	3.96	3.82

Source: Central Bank, INME, MEF, Absa Research

Shares	Price	Volume	Δ Weekly	Δ Monthly	Δ YTD
CDM	68.00	1,716,806.70	13.33%	-2.86%	36.00%
HCB	2.00	182,435.25	0.00%	-14.89%	-33.33%
CMH	2,800.00	544,400.00	0.00%	0.00%	-6.67%
EMOSE	15.00	52,669.00	0.00%	-25.00%	-25.00%

The table above shows the shares with higher transaction volume over the last (6) six months.

BVM – Bonds

In the secondary market, around MZN 606 million were transacted in treasury bonds.

Treasury Bonds

Bonds	Current Coupon	Type of Coupon	Next Coupon	Maturity	Yield
OT 2019 S8	10.00%	Fixed	24-oct-22	24-apr-25	16.81%
OT Fornecedores 2019	4.06%	Inflation + 0.5%	29-jul-22	29-jan-29	18.68%
OT 2020 S3	14.94%	BT's + 1.50%	11-sep-22	11-mar-23	15.75%
OT 2020 S10	14.94%	BT's + 1.50%	07-oct-22	07-oct-24	16.53%
OT 2021 S1	14.88%	BT's + 1.50%	10-aug-22	10-feb-25	16.70%
OT 2021 S2	14.65%	BT's + 1.25%	24-aug-22	24-feb-26	17.22%
OT 2021 S4	14.00%	BT's + 1.00%	21-oct-22	21-apr-26	17.30%
OT 2021 S8	14.00%	BT's + 0.75%	22-sep-22	22-sep-25	17.01%
OT 2021 S10	14.50%	Fixa	10-nov-22	10-nov-25	17.08%
OT 2022 S1	14.50%	BT's + 1.00%	09-aug-22	09-feb-27	17.70%
OT 2022 S3	15.25%	BT's + 1.75%	09-sep-22	09-mar-30	19.23%
OT 2022 S5	17.00%	Fixa	11-nov-22	11-may-25	16.83%
OT 2022 S6	17.00%	Fixa	08-dec-22	08-jun-26	17.66%
MOZAM (USD)	5.00%	Fixa	15-sep-22	15-sep-31	13.14%

Corporate Bonds

Bonds	Current Coupon	Type of Coupon	Next Coupon	Maturity	Yield
Bayport 2019 S1	20.00%	Fixed	12-oct-22	12-apr-24	18.87%
Bayport 2019 S2	19.00%	Fixed	21-oct-22	21-oct-24	19.23%
Bayport 2020 S1	16.00%	Fixed	27-sep-22	27-mar-25	19.53%
Bayport 2020 S2	19.40%	BT's + 6.00%	30-sep-22	30-mar-25	19.53%
Bayport 2021 S1	17.88%	BT's + 4.50%	21-nov-22	21-may-26	20.32%
Bayport 2021 S2	18.00%	BT's + 4.50%	26-jul-22	26-jul-26	20.44%
Bayport 2021 S3	18.00%	BT's + 4.50%	27-jul-22	27-jul-25	19.76%
Bayport 2021 S4	18.00%	BT's + 4.50%	16-sep-22	16-sep-26	20.54%
Visabeira 2020	23.00%	FPC + 4.75%	23-sep-22	23-mar-26	-
BNI 2019 S1	16.00%	MIMO + 2.75%	30-jul-22	30-jul-22	N/A

Total Transactions on the Secondary Market

Around MZN 6.543 billion were transacted on the secondary market as at the end of June, a remarkable growth of 143,0% compared to the corresponding period in 2021.

*Investment Banking

Interviews

Pension Funds in Mozambique

Our Director, Nácer Mondlane, had an interesting talk with Telma Le Guen, Founder of ConsultRAD, about Pension Funds in Mozambique.

Visit the link below to access the complete interview:

<https://www.carlylepartners.llc/so/84O7qR4SX?languageTag=en#/main>

Events

After Work Session

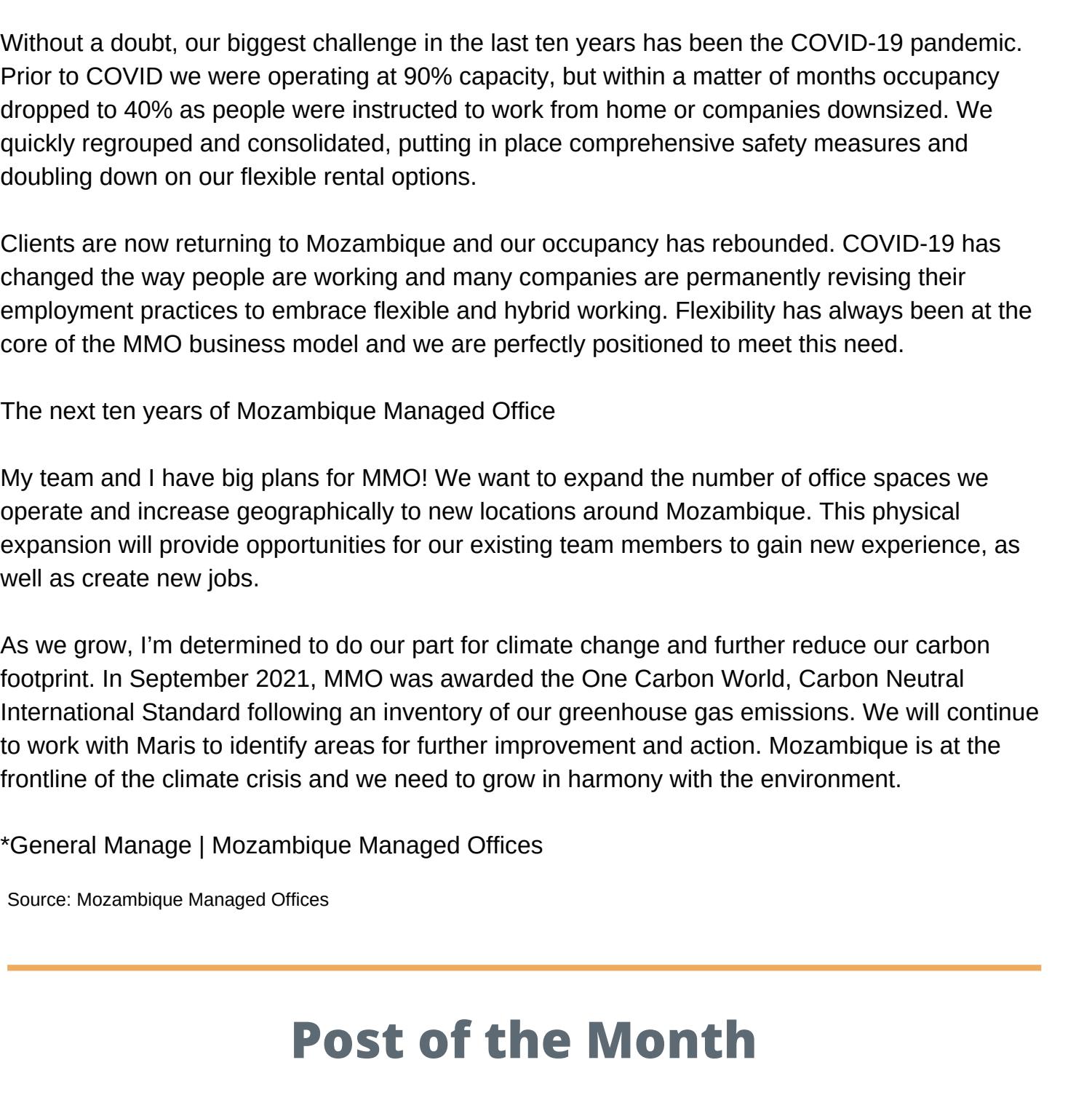
The afterwork and networking session held by Carlyle Partners alongside MIMO and Pernod Ricard allowed for clients and guests to socialise and engage after a busy week.

The session was a great platform for meeting new people and having great conversations.

Visit the link below to access the slideshow of the event:

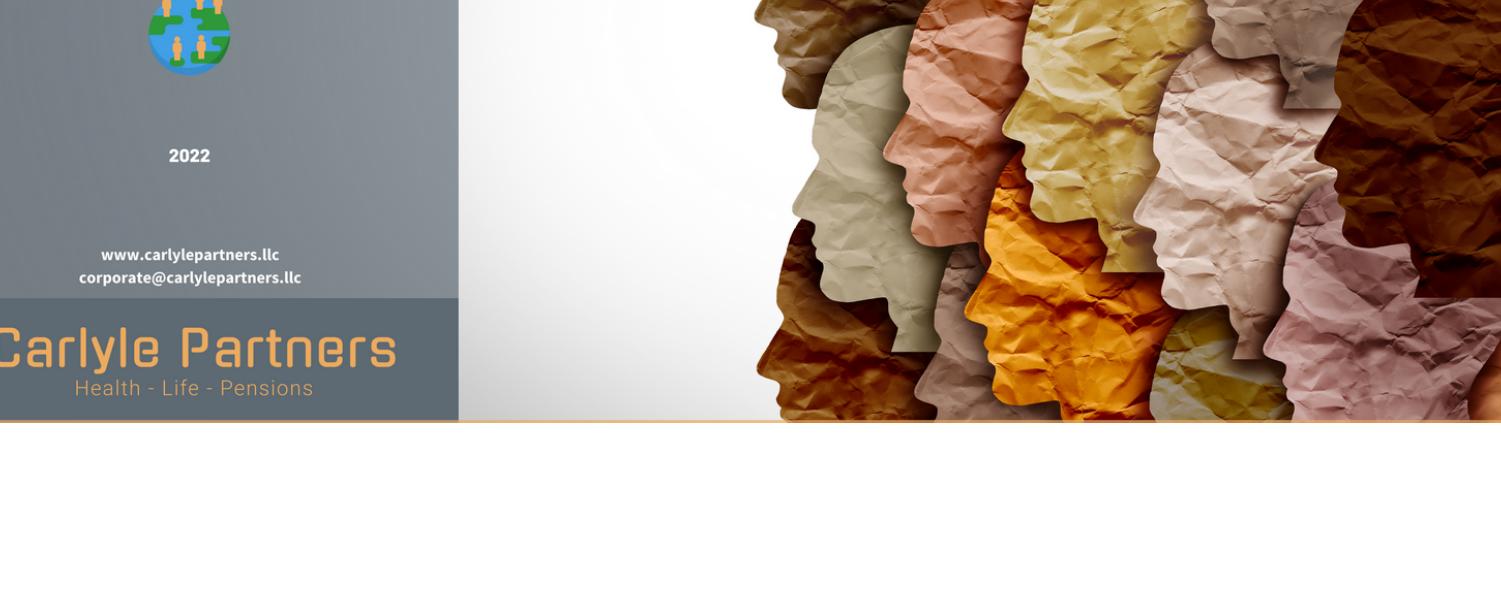
<https://www.carlylepartners.llc/so/84O7qR4SX?languageTag=en#/main>

Upcoming Events



The Carlyle Partners Pension Fund Training was designed for Trustees, HR and other professionals that may already be working with pension funds in their companies or are looking to implement one.

News



Ten years of flexible working with Mozambique Managed Offices (MMO)

By Sany Weng San*

Our ten year anniversary is a time for celebration, and also an opportunity to reflect on the challenges – and opportunities – we've faced from opening our first managed office space in Maputo in 2012. Since then, we've expanded from one to four office locations and in 2018 we opened a second business, MMO Facilities.

First, the celebration! In my mind our greatest achievement is the team we have nurtured. Last year on this anniversary, Beatriz is one of many women who have grown and developed with us.

80% of our employees are women and we have a 100% female senior management team.

We also enjoy strong relationships with our clients, many of whom have been with us for several years. I'm so proud that we've been able to have such a positive impact on our colleagues and clients, including Baker Hughes, CB&I, Worley Parsons, Diageo and General Electric.

We have also received external recognition for our work in Mozambique. In 2019 MIMO won the BCI Bank's Best Small to Medium Sized Business award. BCI Bank is one of our partners and it was an honour to be recognised by them.

Every challenge presents an opportunity. Without a doubt, our biggest challenge in the last ten years has been the COVID-19 pandemic.

Prior to COVID we were operating at 90% capacity, but within a matter of months downsized to 40% as people were instructed to work from home or companies downsized. We quickly regrouped and consolidated, putting in place comprehensive safety measures and doubling down on our flexible rental options.

Clients are now returning to Mozambique and our occupancy has rebounded. COVID-19 has changed the way people are working and many companies are permanently revising their employment practices to embrace flexible and hybrid working. Flexibility has always been at the core of the MMO business model and we perfectly positioned to meet this need.

The next ten years of Mozambique Managed Office

My team and I have big plans for MMO! We want to expand the number of office spaces we operate and increase geographically to new locations around Mozambique. This physical expansion will provide opportunities for our existing team members to gain new experience, as well as create new jobs.

As we grow, I'm determined to do my part for climate change and further reduce our carbon footprint. In September 2021, MMO was awarded the One Carbon World, Carbon Neutral International Standard following an inventory of our greenhouse gas emissions. We will continue to work with Maxis to identify areas for further improvement and action. Mozambique is at the forefront of the climate crisis and we need to grow in harmony with the environment.

*General Manager | Mozambique Managed Offices

Source: Mozambique Managed Offices

Post of the Month

