



2024 COMMUNICATIONS REGULATION

REPORT



2024 COMMUNICATIONS REGULATION REPORT



Technical Data Sheet

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ABOUT THE NATIONAL REGULATORY AUTHORITY

In accordance with the principles of impartiality and transparency, the Regulatory Authority (INCM), a public institution with legal personality and administrative, financial, and patrimonial autonomy, carries out the roles of regulation, supervision, inspection, sanctioning, and representation of the communications sector under the terms of the law that established it and its Organic Statute, which gives it the prerogatives required for the proper exercise of its duties.

INCM's primary goal is to assist the government in managing the radio frequency spectrum and coordinating, overseeing, and planning the public communications industry under the direction of the Minister of Communications and Digital Transformation.

Its tasks extend from establishing the legal framework for the postal and telecommunications sectors to approving materials and equipment, including the licensing of operators and telecommunications service providers nationwide.

INCM is also in charge of administering the radio frequency spectrum, space orbit, and numbering, which includes the approval of communications equipment as well as the planning, supervision, and coordination of its use. In order to provide synergy between civil communications and the National Defense and Security Force, it is also in charge of carrying out research and organizing civil telecommunications infrastructure.

As a result, INCM is subject to the Postal Law, the Telecommunications Law, its Organic Statute, and any other laws that apply to public organizations with legal personality as well as administrative, financial, and patrimonial autonomy.

INCM has offices in seven provinces, including Inhambane, Sofala, Tete, Zambezia, Nampula, Niassa, and Cabo Delgado, with its headquarters located in Maputo City.

BACKGROUND

By Decree No. 22/92 of September 10, 1992, INCM was established as National Regulatory Authority for the Postal and Telecommunications Sectors. It is responsible for certain activities that fall under the concept of regulation, such as the State's establishment of rules through the exercise of its authority in the market, the supervision of compliance, and the sanctioning of unlawful practises.

Establishing institutions that represented the national's new political and economic reality became essential with the onset of national independence. In this regard, one of the most important turning points in institutional change was the division of the Post Office and Telecommunications in 1982, which resulted in the establishment of distinct organisations with their own authorities and duties.

A new approach to the sector's organisation was consolidated by Decrees No. 23/92 and 24/92, both dated September 10 and which established the "Empresa Nacional de Correios de Moçambique, E.P. (CDM)" and the "Empresa Nacional de Telecomunicações de Moçambique, E.P. (TDM)", respectively. These decrees made a clear distinction between the sector's operational, regulatory, and political functions. The postal and telecommunications industries' subsequent growth was greatly accelerated by this division.

Also in 1992, the first non-executive INCM Board of Directors was established by Decree No. 22/92 of 10 September. In 2021, Decree No. 39/2021 of 17 June granted the Board of Directors executive powers, thereby strengthening INCM's institutional role as a modern, autonomous regulatory body.

Vision

Regulate the postal and telecommunications sectors with excellence, transparency and efficiency, contributing to the sustainable development of Mozambique.

Mission

Promote and facilitate the development of the postal and telecommunications sectors, ensuring the availability of quality communications infrastructure and services in a competitive environment and at affordable prices, ensuring universal access service, pursuant to the terms defined by law.

Values

Integrity;
Transparency;
Non-discrimination;
Impartiality;
Accountability.



CORPORATE GOVERNANCE

Corporate Governance Structure

INCM is governed by an organic system comprising the Board of Directors (CA), the Supervisory Board (CF) and the Advisory Board (CC). The CA's acts and decisions are formalised and published in the form of Resolutions.

The collegiate body in charge of establishing, carrying out, overseeing, and guiding the organisation is the Board of Directors. The Chairwoman of Board of Directors (PCA), four (4) Executive Directors, and two (2) Non-Executive Directors make up its six (6) members. Members serve five-year terms that are renewable once.

The Board of Directors has the authority to manage the institution's finances, administration, and human resources in addition to approving plans and budgets. In order to coordinate their separate areas of responsibility, the Executive Directors support the Chairwoman of the Board of Directors (PCA).

INCM has four (4) divisions, headed by Executive Directors, namely:

1. Corporate Affairs Division (DAC).
2. Regulatory Division (DRG);
3. Market Regulation and Statistics Division (DRME);
4. Engineering and Inspection Division (DEF);

Offices and Departments

In order to operate and effectively fulfil its mission, INCM has four main directorates:

1. Telecommunications and Statistics Services Directorate;
2. Radiocommunications and Inspection Services Directorate;
3. Telecommunications Traffic Control Unit (UCTT);
4. Universal Access Services Fund (FSAU).

In addition, INCM also includes the following offices and departments:

- Legal Office (GAJ);
- Acquisition Department (DEA);
- Communications and Corporate Affairs Department (DECI);

- International Cooperation Department (DECO);
- Finance and Asset Management Department (DEPF);
- Planning and Organisational Development Department (DPDO);
- Human Resources Department (DERH);
- Information Systems Department (DESI).
- Studies, Development and Statistics Department (DEDE);
- Licensing Department (DELI);
- Postal Services Department (DEPO);
- Consumer Protection Department (DEPC);
- Telecommunications Department (DETE);
- Type Approval and Quality of Service Department (DECQ);
- Inspection Department (DEFI);
- Spectrum Management Department (DEGE).

Members of the Board of Directors

Executive

- Helena Fernandes - Chairwoman of the Board of Directors;
- Massingue Apala - Director of the Market Regulation and Statistics Division and also Director of the Regulatory Division;
- Martins Langa - Director of the Engineering and Inspection Division; and
- Celso Xerinda - Director of the Corporate Affairs Division.

Non-Executive

- Filipe Paunde - Non-Executive Director;
- Adriana Miranda - Non-Executive Director.

Members of the Supervisory Board

- Augusto Bambo Sumburane;
- Virgínia de Bom Sucesso Vasco; and
- Carolina Guenha Pessane

Social Responsibility Activities

INCM has been creating a range of Corporate Social responsibilities projects that directly affect communities, both big and small. Deliverables of eight (8) digital libraries in the provinces of Gaza, Inhambane, Manica, and Niassa in 2024 was noteworthy because it helped advance digital inclusion and knowledge access, especially among youth and students.

Strategic Collaboration and Cooperation Initiatives

INCM conducted institutional exchange activities with regulators from six (6) countries in 2024 as part of its strategic alliances with other regulators, including MACRA (Malawi), POTRAZ (Zimbabwe), INACOM (Angola), ANACOM (Portugal) and ANATEL (Brazil).

Within the scope of these exchanges, the following areas of technical and regulatory cooperation stand out:

- Coordination of the GE84 Plan;
- Regulatory oversight procedures;
- Social benefits and incentives and human resources policy;
- Financial management and revenue collection models;
- Postal and telecommunications service licensing models;
- Methodology for resolving interference in radio and television services;
- Consumer protection mechanisms to combat fraud in financial services; and
- Mechanisms to promote assertiveness in internal and external communication.

With regard to the signing of Memorandum of Understanding (MoU), the following protocols signed with the following institutions in 2024 are noteworthy:

- Huawei;
- Bank of Mozambique;
- Maputo Municipal Council and JICA;
- Eduardo Mondlane University.

Human Resources

Currently, INCM employs 126 people, split between its main office and seven regional offices. The distribution of employees by location, role, gender, degree of education, and age group is depicted in the figure below and the tables that follow.

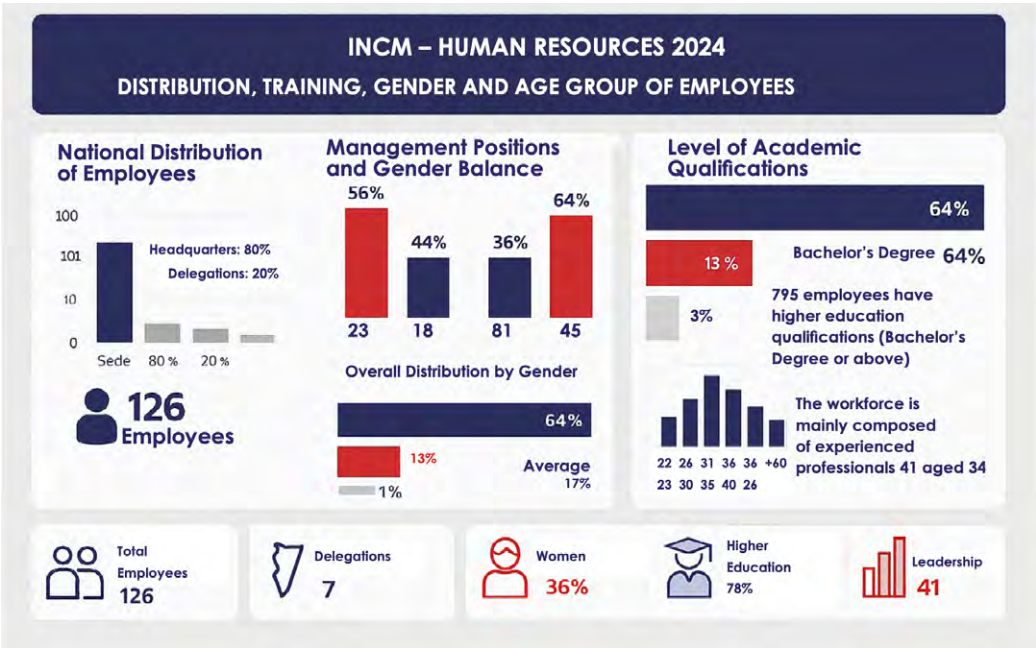


Figure 1: Overview of INCM Human Resources

With 80% of the workforce based in Maputo, INCM headquarters plays a crucial role in the technical, administrative, and strategic coordination of institutional operations.

The remaining 20% are made up of INCM provincial delegations, with Sofala (6%) and Nampula (4%) being particularly prominent. This ensures a decentralised institutional presence to keep an eye on local changes in the industry.

INCM has forty-one (41) senior managers, of whom twenty-three (23) are men (56%) and eighteen (18) are women (44%), showing continuous progress towards gender balance, although men still predominate (Table 1). Most managers are assigned to headquarters, where the most responsible strategic and technical roles are concentrated.

DESIGNATION	NUMBER OF EMPLOYEES	
INCM Headquarters	101	80%
Sofala Provincial Delegation	7	6%
Nampula Provincial Delegation	5	4%
Tete Provincial Delegation	4	3%
Niassa Provincial Delegation	3	2%
Inhambane Provincial Delegation	2	2%
Cabo Delgado Provincial Delegation	2	2%
Zambezia Provincial Delegation	2	2%
TOTAL	126	100%

Table 1. Overview of INCM Personnel

In terms of gender, the highest concentration is at headquarters, where the main administrative and technical services are located (Table 2). The data shows that 81 men (64%) and 45 women (36%).

DESIGNATION	MEN		WOMEN	
INCM Headquarters	20	87%	14	78%
Sofala Provincial Delegation	1	4%	0	0%
Nampula Provincial Delegation	0	0%	1	6%
Tete Provincial Delegation	1	4%	0	0%
Niassa Provincial Delegation	1	4%	0	0%
Inhambane Provincial Delegation	0	0%	1	6%
Cabo Delgado Provincial Delegation	0	0%	1	6%
Zambezia Provincial Delegation	0	0%	1	6%
TOTAL	23	100%	18	100%

Table 2. Distribution of Employees by Management, Executive and Trust Positions

DESIGNATION	MEN		WOMEN	
INCM Headquarters	62	77%	39	87%
Sofala Provincial Delegation	6	7%	1	2%
Nampula Provincial Delegation	3	4%	2	4%
Zambezia Provincial Delegation	1	1%	1	2%
Tete Provincial Delegation	4	5%	0	0%
Niassa Provincial Delegation	3	4%	0	0%
Inhambane Provincial Delegation	1	1%	1	2%
Cabo Delgado Provincial Delegation	1	1%	1	2%
TOTAL	81	100%	45	100%

Table 3. Distribution of Employees by Gender

ACADEMIC LEVEL	MEN		WOMEN		TOTAL	
Doctorate	1	1%	0	0%	1	1%
Master's degree	13	15%	4	10%	17	13%
Bachelor's degree	52	60%	29	74%	81	64%
Undergraduate degree	0	0%	1	3%	1	1%
Secondary	16	18%	5	13%	21	17%
Basic	4	5%	0	0%	4	3%
Elementary	1	1%	0	0%	1	1%
TOTAL	87	100%	39	100%	126	100%

Table 4. Educational Profile of Employees

Age	MEN		WOMEN		TOTAL	
22 -25 years	0	0%	0	0%	0	0%
26 – 30 years	2	2%	0	0%	2	2%
31 – 35 years	13	15%	8	22%	21	17%
36 – 40 years	10	11%	5	14%	15	12%
41 - 45 years	22	25%	11	30%	33	26%
46 – 50 years	18	20%	5	14%	23	18%
51 – 55 years	18	20%	4	11%	22	17%
56 – 60 years	5	6%	3	8%	8	6%
61 – 65 years	0	0%	1	3%	1	1%
Above 66 years	1	1%	0	0%	1	1%
TOTAL	89	100%	37	100%	126	100%

Table 5. Distribution of Employees by Age Group.

The most common qualification, making up 64% of the total, is the bachelor's degree, indicating a highly skilled technical workforce. There is opportunity for development in postgraduate training, particularly for women, as master's degrees make up 13% and doctorates only 1%.

Finally, the most representative age group is 41–45 years old (26%), followed by 46–50 years old (18 %) and 51–55 years old (17%), suggesting an experienced workforce in a stage of professional maturity. (Table 5).



MESSAGE FROM THE CHAIRWOMAN OF THE BOARD OF DIRECTORS



Helena Fernandes

Chairwoman of the Board of Directors
National Communications Regulatory
Authority (INCM)

It is with great satisfaction that I address you all to share the main milestones of 2024, a period of intense work, significant achievements and remarkable advances in the communications sector in Mozambique.

In keeping with its mission to advance digital inclusion, maintain fair competition, and boost trust in the communications ecosystem, INCM strengthened its position as a cutting-edge regulator and catalyst for digital change throughout the year.

Expanding and modernising telecommunications infrastructure in rural and peri-urban areas, bolstering radio spectrum supervision and monitoring, putting policies in place to enhance service quality and safeguard consumer rights, and fortifying relationships with operators, regional regulators, and international organisations were some of the most significant initiatives.

The coverage and calibre of communications services have significantly improved as a result of these efforts, promoting digital inclusion and the socioeconomic advancement of the nation.

Essential digital services have improved education, health, entrepreneurship, and civic engagement in formerly isolated communities.

On behalf of the Board of Directors, I would like to sincerely thank all INCM employees for their commitment, our institutional partners for their confidence, and the public and private organisations that support our mission of revolutionising the communications industry.

We reaffirm our dedication to innovation, inclusivity, and regulatory excellence - pillars that support our goal of creating a cutting-edge, accessible, and sustainable communications industry for the benefit of all Mozambicans.

Warmest regards for ongoing success,

A handwritten signature in black ink, reading "Helena Fernandes". The signature is fluid and cursive, with the first name "Helena" and the last name "Fernandes" clearly distinguishable.

Chairwoman of the Board of Directors of
National Communications Regulatory Authority



EXECUTIVE SUMMARY

National Communications Regulatory Authority's primary regulatory measures are highlighted in the 2024 Regulation Report, which provides a thorough review of the development and performance of the country's communications industry. The industry has maintained its position as a crucial pillar of economic and social development in the face of rapid digital transformation, with INCM enhancing its function as a champion of innovation, competitiveness, and digital inclusion.

In addition to the extension of 4G coverage and preparations for the launch of 5G, the telecoms sector saw a notable increase in consumers during the time under review, especially in data services. Despite the difficulties that come with digitization, the postal industry gradually adapted to e-commerce and increased the variety of logistics services it offered.

In order to guarantee effective radio spectrum management, improve Quality of Service monitoring, and fortify consumer protection measures, INCM put in place a number of regulatory and oversight procedures. These steps boosted investment and competition in the industry by resulting in noticeable improvements in the calibre, scope, and accessibility of services.

Notwithstanding the advancements made, there are still structural issues that should be resolved, such as the requirement for ongoing regulatory framework updates, trustworthy operator data gathering, and technical capacity building. In response, INCM has identified the modernization of monitoring systems, the extension of inclusion in rural regions, and the quickening of the digital transition as strategic priority.

INCM restates its dedication to innovation, openness, and regulatory excellence, establishing a contemporary, sustainable, and citizen-centered industry that is a real force behind Mozambique's peaceful growth.

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LIST OF ACRONYMS AND ABBREVIATIONS

2G	Second Generation Mobile Network
3G	Third Generation Mobile Network
4G	Fourth Generation Mobile Network
5G	Fifth Generation Mobile Network
AMS	Aeronautical Mobile Service
ANACOM	Portugal National Communications Authority
ANATEL	Brazil National Telecommunications Agency
ASMS	Advanced Multimedia Satellite Systems
ATU	African Telecommunications Union
BSS	Base Station Subsystem
CA	Board of Directors
CF	Supervisory Board
CC	Advisory Board
CRASA	Communications Regulators Association of Southern Africa
COVID-19	Coronavirus Disease 2019
CPM23-2	Second Session of the Conference Preparatory Meeting for WRC-23
DTT	Digital Terrestrial Television
EDM	Electricidade de Moçambique, E.P.
EMF	Electromagnetic Field
ESIM	Earth Stations in Motion
ERIST	Telecommunications Network Security Incident Response Team
FM	Frequency Modulation
FSAU	Universal Service and Access Fund
FSS	Fixed Satellite Service
GABINFO	Mozambique Government Information Bureau
ICT	Information and Communication Technologies
ICNIRP	International Commission on Non-Ionizing Radiation Protection
IMT	International Mobile Telecommunications

INAMAR	National Institute of the Sea of Mozambique
INCM	National Communications Institute of Mozambique
INE	National Statistics Institute
IoT	Internet of Things
INACOM	Angola Communications Institute
ITU	International Telecommunication Union
ITU-MIFR	ITU Master International Frequency Register
IVR	Interactive Voice Response
MACRA	Malawi Communications Regulatory Authority
MER	Modulation Error Ratio
MPDC	Maputo Port Development Company
MCDT	Ministry of Communications and Digital Transformation
NRA	National Regulatory Authority
GDP	Gross Domestic Product
PDD	District Development Plans
PGR	National Attorney General's Office
PPP	Public-Private Partnerships
POTRAZ	Zimbabwe Postal and Telecommunications Regulatory Authority
QoS	Quality of Service
RA	Radiocommunication Assembly
RF	Radio Frequency
SADC	Southern African Development Community
SDG	Sustainable Development Goals
SIM	Subscriber Identity Module
SMS4DC	Spectrum Management System for Developing Countries
STEM	Science, Technology, Engineering and Mathematics
TMT	Transport, Multiplexing and Transmission
OTT	Over-The-Top
USSD	Unstructured Supplementary Service Data
VPN	Virtual Private Network
VSAT	Very Small Aperture Terminal
WebCP	Web Control Panel
WRC	World Radiocommunication Conference



1. INTRODUCTION

This report, which presents the performance of the communications industry in Mozambique under the direction of INCM, is a strategic tool for accountability and transparency. The document, which is based on statistics for 2024, offers a comprehensive summary of changes in the postal and telecommunications industries as well as the primary regulatory actions that INCM has taken.

Its main objective is to inform the various stakeholders, from the Government, operators, investors, institutional partners to the general public, about the evolution of the sector, the challenges faced, the measures implemented and the results achieved, reinforcing confidence in the regulatory role of INCM and promoting a culture of transparent, participatory and results-oriented regulation.

The report's format, which is based on the following key pillars, has been created to offer a straightforward, methodical, and segmented reading:

- **Telecommunications and Postal Services Market:** presents the sector's performance indicators, analysing the evolution of operators, subscribers, revenues, investment, coverage and technological trends;
- **Regulatory Measures and Institutional Cooperation:** describes spectrum management actions, regulatory updates and dialogue with operators and international partners;
- **Engineering and Inspection:** highlights technical activities related to spectrum monitoring, inspections and combating the misuse of scarce telecommunications resources;
- **Quality of Service:** analyses operator performance based on drive test results, coverage indicators, availability and subscriber satisfaction;

- **Consumer Protection and Universal Access:** highlights initiatives to protect consumer rights and projects that ensure universal access to communications, with a focus on rural areas.

Significant advancements have been made in several areas, as detailed in the study. These include the steady expansion of the user base, the progressive enhancement of service quality, and the bolstering of national coverage. This illustrates the regulator's continued dedication to guaranteeing a cutting-edge, inclusive, and competitive communications market that supports Mozambique's growth.



2. MARKETS OVERVIEW

2.1. Structure of the Telecommunications Market

The establishment, management, and operation of telecommunications networks in Mozambique as well as the provision of telecommunications services for both public and private use are subject to mandatory licensing, according to Article 4(1) of the Regulatory Licensing of Telecommunications and Scarce Resources.

Mozambique's telecommunications market structure is governed by a licensing regime that fosters a dynamic and competitive environment. The industry has both public and private operators, faces financial and logistical challenges, and is heavily regulated by the government. Each market sector is dominated by the following major corporations:

Unified License

Under the unified license, three major mobile operators in Mozambique are permitted to establish telecommunications networks and offer a wide range of industry services. To meet the country's growing need for connectivity, the following companies have been authorized to expand their infrastructure and provide Internet, data, and phone services:

- **Moçambique Telecom, SA (TMCEL):** It is the first mobile telephone operator in Mozambique and was founded in 1997. It was formerly a subsidiary of Telecommunications of Mozambique (TDM). Its presence is currently less noticeable due to growing competition.
- **VODACOM Moçambique, SA (VODACOM):** A subsidiary of the multinational Vodacom Group, the company entered into the market in 2003 and is now recognised for its wide coverage and innovative services.
- **MOVITEL, SA (MOVITEL):** It is a relatively new operator in the market, having entered in 2012. MOVITEL has brought significant technological innovations and expanded coverage to rural areas, gaining popularity in these regions.

Class A License

The Class A license is granted to operators who wish to set up networks and telecommunications equipment in Mozambique, regardless of the technology used. By allowing companies to provide essential infrastructure for the domestic market, this license greatly contributes to the expansion of telecommunications networks and the expansion of services to other regions of the country.

In terms of market share or turnover, the following 80 Class A-licensed businesses stand out:

- **Moçambique Telecom, SA (TMCEL):** Traditionally one of the main providers of telecommunications infrastructure in the country, with a broad presence in fibre optic networks and other technologies.
- **VODACOM Moçambique, SA (VODACOM):** Besides operating in the mobile telephony market, VODACOM invests in infrastructure to expand its network and high-speed Internet services.
- **MOVITEL, SA (MOVITEL):** Recognised for its extensive coverage, especially in rural areas, and for its contribution to infrastructure development in hard-to-reach locations.
- **WIOCC – EASSY:** Eastern Africa Submarine System is a 10,000 km submarine cable system along the east coast of Africa, with 9 landing points in the following countries: Sudan, Djibouti, Somalia, Kenya, Tanzania, Comoros, Madagascar, Mozambique and South Africa. This cable provides speeds of around 10 terabits per second.
- **SEACOM:** Was the first high-speed fibre operator to connect the African continent to the world, starting with the connection of Africa to Asia and Europe by extending the first broadband submarine cable system along the east and south coast of Africa.
- **TV Cabo Moçambique:** leader in the provision of fixed Internet and pay-TV services, with ongoing investments in fibre optic networks.

- **Telefibra:** a subsidiary of EDM, created to operate in the telecommunications sector, taking advantage of the extensive fibre optic network installed along EDM's electricity transmission lines. This business model is known as 'shared infrastructure' and allows for the diversification of services offered by EDM. These companies play crucial roles in providing infrastructure to the domestic market and are responsible for major advances in the telecommunications sector in Mozambique.

Class B License

Class B licenses are given to operators whose objective is to provide telecommunications services in the Mozambican market. Businesses who use the infrastructure already in place to offer services like phone service, the Internet, and other connectivity products to consumers and businesses are protected by this kind of license. The 74 organisations with Class B licenses provide the following main services:

- **Gateway Services:** Facilitating interconnection between national and international telecommunications networks, enabling the transmission of calls and data between different operators and countries.
- **Internet Telephony (VoIP):** Communication services based on Voice over Internet Protocol (VoIP), offering voice calls via Internet connections at reduced costs compared to traditional calls.
- **Internet Service Providers (ISPs):** Provision of Internet access to end users, both residential and business, with data plans that vary in terms of speed and capacity.
- **Other Value-Added Services:** These include specific solutions for corporate clients, such as server hosting, cloud services, VPNs (Virtual Private Networks) and specialised technical support. This license category allows operators to contribute directly to the growth of connectivity and digitisation in Mozambique, meeting the growing demand for diversified telecommunications services.
- **Tvcabo:** is, in fact, a subsidiary of the TMCEL Group (Telecomunicações de Moçambique) and has a prominent position in the market, being the leader in the fixed broadband Internet supply segment in the country. This leadership is the result

of its robust infrastructure and the quality of the Internet services it offers, especially in urban areas, where the demand for stable, high-speed connections is most intense.

- **Starlink:** a company licensed in late 2022, it leads the market in the fixed satellite Internet service segment. This statement is supported by the growth of its market share in this segment since the beginning of its activities.
- **Moçambique Telecom, SA (TMCEL):** traditionally one of the main providers of telecommunications infrastructure in the country, with a broad presence in fibre optic networks and other technologies.
- **VODACOM Moçambique, SA (VODACOM):** Besides operating in the mobile phone market, VODACOM invests in infrastructure to expand its network and high-speed Internet services.
- **MOVITEL, SA (MOVITEL):** recognised for its extensive coverage, especially in rural areas, and for its contribution to infrastructure development in hard-to-reach locations.

Class C License

A Class C license covers activities related to the import, distribution, and sale of telecommunications equipment as well as its installation and upkeep. It is intended to provide technical and business support to companies that are essential to the value chain of Mozambique's telecom sector.

As of the end of December 2024, about 129 companies nationwide had Class C licenses, including the following companies: Televisa Moçambique, Multiredes, Lda, and Huawei Technologies.

Numbering License

In order to provide value-added services, those interested in operating in the domestic market must acquire a numbering license. This license covers the largest number of service providers in the sector, totaling approximately 386 operators and telecommunications service providers.

This category includes companies offering services such as premium messaging, telecommunications applications, Internet solutions and other additional services that complement the sector's basic products.

2.1.1. Sector Revenues and Investment

Revenues

In 2024, Mozambique's telecommunications industry generated 48,238,594,066.76 MT (forty-eight billion, two hundred and thirty-eight million, five hundred and ninety-four thousand, sixty-six Meticaís, and seventy-six cents), or 3.0% of the country's GDP.

The biggest operators' revenues showed a good progression, with an approximate growth of 3% compared to 2023. This performance is mostly attributable to the industry's increased regulatory capability, which has fostered a more stable, open, and advantageous environment for the telecommunications market's long-term growth.

In terms of revenue, the operators that stand out are VODACOM, which has been trending lower over time, MOVITEL, which has consistently grown, and Starlink, which had a notable gain between 2023 and 2024.

Despite this expansion, mobile carriers engaged in more intense pricing battles in 2024, which led to tariffs that were lower than operating expenses.

This tactic increased pressure on current business models, exposed structural flaws in an already difficult competitive climate, and had detrimental effects on companies' profitability and financial sustainability even while it produced short-term benefits in the struggle for market share.

The market's characteristics necessitated the Regulator's intervention to stop price wars and reestablish the sector's competitive equilibrium. In order to develop a pricing model based on the true costs of services, a thorough analysis of the costs related to the tariffs charged was carried out. In order to provide a healthier environment for both operators and customers, this legislation aims to guarantee better transparency, sustainability, and justice in pricing.

It should be noted that more than 84% of the telecommunications sector's revenues were generated by mobile operators, namely: TMCEL, VODACOM and MOVITEL. These companies are characterised by a vertical integration model, which allows them to control not only their own network infrastructure and communication lines, but also to offer a wide range of services.

The vertical integration model mentioned above offers several advantages, including:

- Greater control over costs and quality, as operators are able to manage their operations more efficiently, ensuring better service levels and optimisation of resources;
- Diversification of services, covering areas such as mobile telephony, Internet, data services and corporate solutions, responding to different market needs;
- Flexibility for innovation, given that internal control enables faster adaptation to changes in consumer preferences and technological trends;
- More efficient network expansion, facilitating the implementation of infrastructure, especially in rural and hard-to-reach areas, thus, contributing to the promotion of digital inclusion.

The ability of these operators to fully manage and integrate all facets of operations, from network construction and operation to the provision of customised services for different consumer segments, is reflected in their dominant position in the market. All of these operators possess Unified Licenses. Their significance in the nation's digital transformation and the ongoing growth of telecommunications access in Mozambique has been reinforced by this strategic approach.

Investments

Investments in the telecommunications sector play a key role in promoting ICT adoption and stimulating innovation. However, in 2024, the sector recorded a significant reduction of 35% compared to the previous year, totaling 9,174,039,489.47 Meticaís (nine billion, one hundred and seventy-four million, thirty-nine thousand, four hundred and eighty-nine Meticaís and forty-seven cents).

This downturn reflects several structural and operational challenges, among which the following stand out:

- The need to repair infrastructure damaged by natural disasters and acts of vandalism, requiring unplanned investments in urgent repairs;
- Expansion into rural areas, driven by the need to accelerate network deployment in remote regions to promote digital inclusion and reduce inequalities in access to ICTs.

It is crucial to draw attention to several encouraging developments in spite of this decline in industry investment, such as the operator VODACOM's consistent growth, which increased by more than 18% between 2022 and 2024. Despite a minor downturn in 2024, the operator MOVITEL likewise displayed a growing track. Throughout the time under consideration, the operators SEACOM and Clubnet kept their investment levels largely constant, with very minor fluctuations.

Despite the decline, the market continued to concentrate on crucial investments to:

- Modernise infrastructure, ensuring more efficient and resilient networks;
- Expand connectivity, reaching a greater number of locations and promoting equal access;
- locations and promoting equal access;
- Preserving market competition, keeping pace with global trends and responding to growing consumer demands.

These investments remain strategic for the country's economic and social development, strengthening national connectivity, competitiveness and the advancement of digital transformation in Mozambique.

Investment and Revenue Ratio

In 2024, the investment/revenue ratio in the telecommunications sector was 18%, which means that for every 100.00 Meticaís generated in revenue, approximately 18.00 Meticaís were reinvested in capital expenditure (CAPEX). This indicator represents a reduction of around 12% compared to the previous year, reflecting the cyclical and structural challenges faced by the sector.

Despite this downturn, investments were strategically directed towards:

- Upgrading infrastructure to improve the technical and technological capacity of networks;
- Expanding coverage to increase the reach and quality of services available to consumers.

General Perspective

In general terms, the outlook for the sector for 2024 can be summarised in three strategic areas: recovery of the sector, concentration of revenue and infrastructure resilience.

- **Sector Recovery:** Revenue growth shows a gradual recovery after the impacts caused by the COVID-19 pandemic. However, the reduction in investment levels raises concerns about the sector's ability to maintain the pace of innovation and infrastructure expansion, which are essential elements for the digital transformation needed for the country's economic and social modernisation in the relatively short term.
- **Revenue Concentration:** The strong predominance of the three main mobile operators in revenue generation highlights the importance of stimulating competition and promoting greater diversity in the market. A more balanced and inclusive environment will drive innovation, reduce costs for consumers and strengthen the sector's sustainability.
- **Infrastructure Resilience:** In the face of recurring challenges, such as natural disasters and acts of vandalism, it is essential to invest in more resilient, modern and sustainable infrastructure capable of ensuring service continuity even in adverse contexts. Strengthening operational resilience is a determining factor for the security and stability of national networks.

In summary, the sector's ability to balance revenue growth with strategic investment is crucial for achieving sustainable development and effectively contributing to the country's economic and digital progress. This balance must align with government programmes and priorities, thereby reinforcing the role of telecommunications as a foundation for inclusion, innovation, competitiveness, and territorial cohesion.

2.1.2. Sector Human Resources

According to a 2024 research of human resources indicators, the three licensed mobile operators - TMCEL, VODACOM, and MOVITEL - employed a total of 3,489 individuals in the telecom industry. The figure below illustrates the centralization of activities by showing a significant concentration of personnel in Maputo City, which is home to the corporate headquarters, business centres, and primary technical and commercial support services.

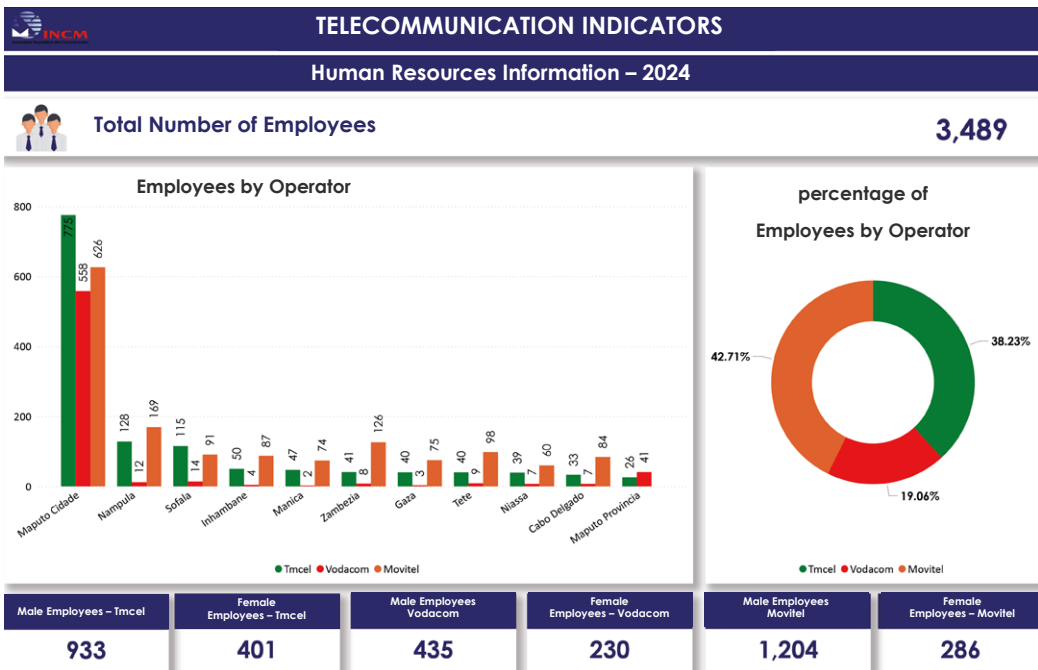


Figure 2. Telecommunications Sector Human Resources Overview (2024)

MOVITEL has the largest workforce, representing 42.71% of the national total. TMCEL follows with 38.23%, while VODACOM contributes 19.06%. This distribution reflects different operating models and territorial coverage: MOVITEL, for example, is traditionally associated with a stronger presence in rural areas, requiring a greater number of field teams and local customer service.

With regard to gender, there is a predominance of male employment, with TMCEL employing 933 men and 401 women, VODACOM employing 435 men and 230 women, and MOVITEL employing 1,204 men and 286 women.

It appears that although still a minority, the presence of women is particularly significant in administrative, customer service and commercial management roles, indicating scope for policies to promote gender equality and strengthen women's participation in technical and leadership areas.

2.1.3. Active Subscribers

2.1.3.1. Telecommunications Services

In 2024, there were a total of 17 million active subscribers, with approximately 50% belonging to the operator VODACOM, 42% to the operator MOVITEL, and approximately 8% to TMCEL.

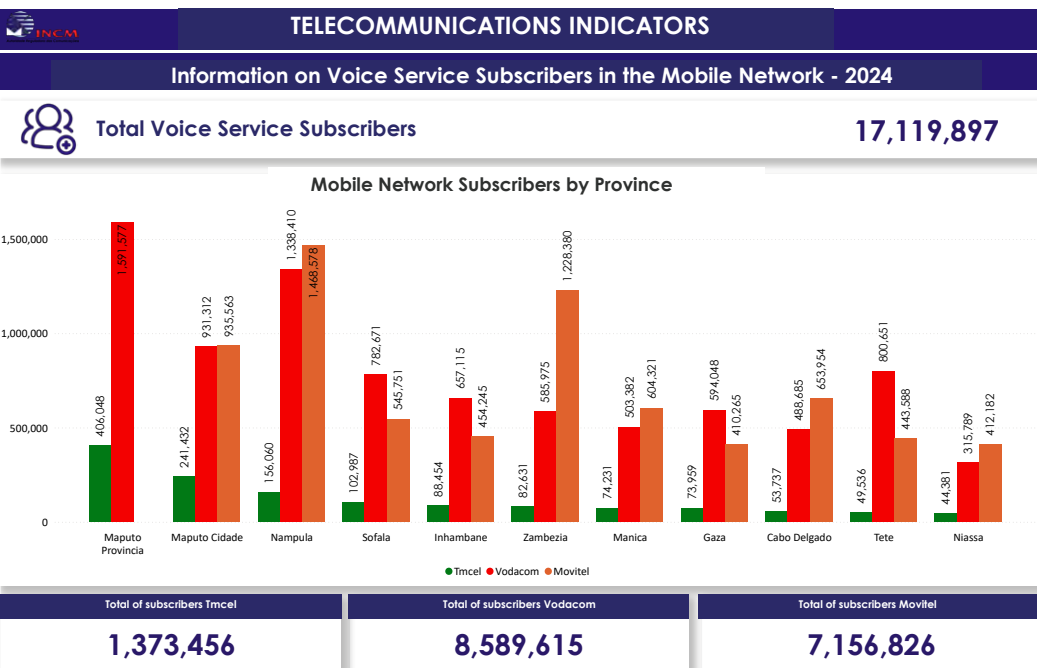


Figure 3. Telecommunications Sector Active Mobile Subscribers (2024)

In 2024, operators MOVITEL and VODACOM recorded an increase in their subscriber numbers of 24% and 5% respectively, when comparing 2023 and 2024. TMCEL recorded a reduction of around 32% in active subscribers compared to 2022.

2.1.3.2. Television Services

During the period under review, the pay-TV market recorded a total of 1,378,846 subscribers (one million, three hundred and seventy-eight thousand, eight hundred and forty-six). The distribution by operator was as follows:

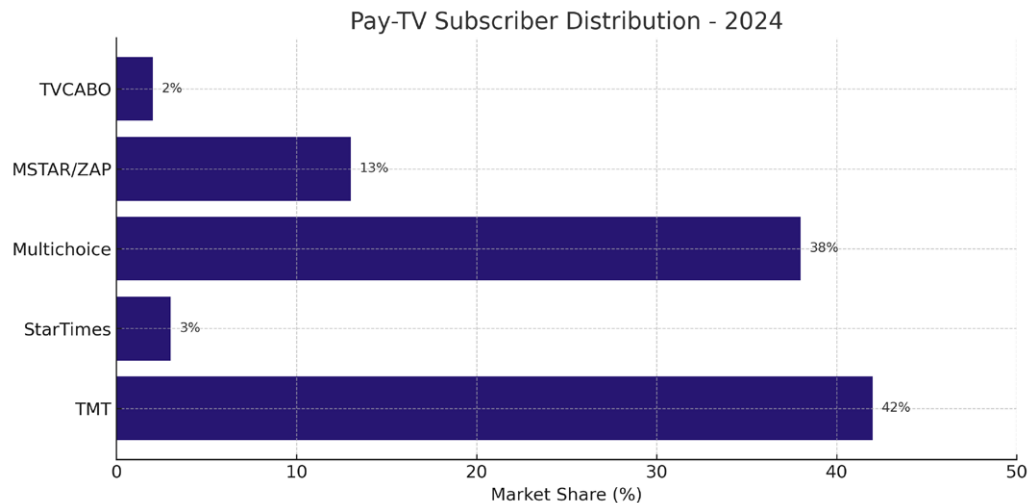


Figure 4. Television Service Market Share (2024)

- **TMT – 42%:** TMT accounts for 42% of total subscribers both TMT and StarTimes, which holds approximately 3% of the market share, play a central role in the process of adopting digital television in Mozambique. Both companies have been tasked by the government with driving the digital migration process and, together, they lead the market with around 45% of the market share.
- **MULTICHOICE – 38%:** Combining the DStv (11%) and GOtv (27%) brands, Multichoice holds 38% of the market, ranking second. The company has distinguished itself through its commitment to the digitisation of subscription television services, consolidating its position in the sector despite growing competition from OTT platforms.
- **MSTAR / ZAP – 13%:** MSTAR/ZAP ranks third, with a 13% market share. ZAP is widely recognised as Multichoice's (DStv and GOtv)

main competitor, distinguished by its extensive territorial coverage, diversity of content and quality of services, making it a competitive and relevant alternative in the sector.

- **TVCABO – 2%:** TVCABO holds 2% of the market and offers subscription television services integrated with fibre optic broadband Internet solutions, as well as fixed voice services. Its presence is more concentrated in urban areas, where there is greater demand for convergent services and greater technological capacity.

2.1.4. Traffic

2.1.4.1. Domestic Traffic

On-net Traffic: On-net traffic corresponds to communications made within the operator's own network. Over the last three years, the behaviour of this indicator has varied between different operators.

OPERATOR	2022	2023	2024	MARKET SHARE
TMCEL	188 035 573	132 717 389	2 180 309 907	6,67%
MOVITEL	19 288 247 625	25 232 740 924	24 147 382 249	73,82%
VODACOM	8 719 852 141	8 702 556 681	6 383 151 492	19,51%
Total	28 063 729 682	34 068 014 994	32 710 843 648	100,00%
Evolution	17%	53%	-4%	

Table 6. Information regarding on-net traffic in 2024

TMCEL recorded a reduction in on-net traffic between 2022 and 2023, followed by a significant increase between 2023 and 2024. In turn, VODACOM and MOVITEL showed growth in on-net traffic from 2022 to 2023, remaining relatively stable in the following period.

In all the years analysed, MOVITEL remained the operator that generated the highest volume of on-net traffic, consolidating its position as market leader in this segment.

In 2024, MOVITEL accounted for 73.82% of total traffic, followed by VODACOM with 19.51% and TMCEL with 6.67%.

Comparing 2023 and 2024, there was a 4% reduction in MOVITEL's on-net traffic volume. VODACOM also recorded a significant drop of 26%. Conversely, TMCEL showed an increase of 15.42% in the same period, partially reversing the trend of previous years.

Off-net traffic: corresponds to calls leaving an operator's network to other competitors' networks. Over the three-year period under review, this type of traffic showed variable behaviour, fluctuating between increases and decreases. The only exception was the operator VODACOM, whose off-net traffic maintained a consistently upward trend throughout the

OPERATOR	2022	2023	2024	MARKET SHARE
TMCEL	172 449 143	282 030 986	245 621 674	4,07%
MOVITEL	3 138 929 926	3 389 563 547	2 622 845 482	43,42%
VODACOM	449 142 806	1 034 251 586	3 172 025 536	52,51%
Total	3 760 521 875	4 705 846 119	6 040 492 691	100,00%
Evolution	24%	25%	28%	

Table 7. Telecommunications Off-net Traffic (2024)

MOVITEL was the leading operator in off-net traffic in 2022 and 2023. This trend was reversed in 2024, though, when VODACOM, which currently accounts for 52.51% of off-net traffic, overtook MOVITEL, which had a 43.42 % market share.

At 6,040,492,691, the overall amount of traffic generated in 2024 surpassed the numbers from the preceding two years. This growth suggests that users are more inclined to make calls to various networks due to the availability of bonuses and limitless packages.

The differences between 2023 and 2024 are as follows: Off-net traffic volume decreased by 22% for MOVITEL and 12.9% for TMCEL. In contrast, VODACOM saw a notable increase of 206%, solidifying its position as the market leader.

Data traffic: Between 2022 and 2024, there was significant growth in data traffic across all operators, reflecting the continued increase in the use of digital services and the central role of mobile internet in communications in Mozambique.

MOVITEL generated the highest volume of data traffic during the three years under review, remaining the clear leader in this segment. TMCEL,

OPERATOR	2022	2023	2024	MARKET SHARE
TMCEL	16 598 458	20 248 442	36 947 704	0,01%
MOVITEL	208 859 386	324 446 970	193 933 106 712	58,57%
VODACOM	106 992 550	151 866 412	137 139 994 432	41,42%
Total	332 450 394	496 561 824	331 110 048 848	100,00%
Evolution	24%	49%	66581%	

Table 8. Mobile Data Traffic (2024).

The following differences are noted in the comparison of 2023 and 2024: TMCEL experienced growth of 82%, or 0.01% of the market share; VODACOM experienced exceptionally high growth (roughly 90,203%), reaching 41.42% of the market share; and MOVITEL experienced equally significant growth (roughly 59,673%), solidifying its dominant position with a 58.57% market share.

The country's mobile data usage is rapidly expanding, as evidenced by these extremely high percentage growth rates, which are the result of substantial increases in volume compared to comparatively low figures in the prior year. The use of social applications, video, streaming, and value-added services is driving the global trend of switching from traditional voice and SMS services to data-based services, which is reinforced by this behaviour.

USSD traffic: In 2024, the distribution of USSD (Unstructured Supplementary Service Data) service traffic by operator was as follows: VODACOM with 85.87%, MOVITEL with 13.66% and TMCEL with 0.47%.

In the comparison period between 2023 and 2024, MOVITEL recorded a 94% increase in USSD traffic volume; followed by VODACOM, which

OPERATOR	2022	2023	2024	MARKET SHARE
TMCEL	72 494 432	63 583 072	52 271 291	0,47%
MOVITEL	1 254 362 101	1 392 299 408	1 524 168 851	13,66%
VODACOM	11 650 684 615	11 232 789 896	9 581 663 716	85,87%
Total	12 977 541 148	12 688 672 376	11 158 103 858	100,00%
Evolution %	-16%	-2%	-12%	

Table 9. Mobile Data Traffic by Service (2024).

recorded a 15% reduction; and finally TMCEL, which also showed a reduction, estimated at 18%.

With the exception of MOVITEL, which demonstrated consistent growth throughout the course of the three years under study, it should be highlighted that TMCEL and VODACOM operators observed a declining trend, suggesting a gradual shift of traffic from the other two networks.

This behaviour demonstrates a distinct redistribution of USSD usage among operators, impacted by user migration, promotional activities, service availability, and customer perceptions of performance levels.

2.1.4.2. International Traffic

Outgoing International Traffic: from 2022 to 2024, VODACOM stood out as the operator that generated the highest volume of outgoing international traffic. The year 2023 represented the highest point of traffic for TMCEL and MOVITEL, as it was the year in which these operators recorded their highest volumes in the period under review. In the case of VODACOM, 2023 represented only a transition point in the evolution of its traffic curve; despite the subsequent decline, the operator maintained a clearly dominant position in 2024.

In 2024, the distribution of market share for outgoing international traffic was as follows: VODACOM with 57.09%, MOVITEL with 42.79% and finally TMCEL with 0.11%. These shares reflect significant reductions in outgoing international traffic volume compared to 2023, with the following variations: TMCEL with a decrease of 96%, followed by MOVITEL with a decrease of

Operadora	2022	2023	2024	MARKET SHARE
TMCEL	762 100	763 023	28 564	0,11%
MOVITEL	13 161 517	22 248 589	10 639 965	42,79%
VODACOM	32 284 149	29 006 278	14 196 395	57,09%
Total	46 207 766	52 017 890	24 864 924	100,00%
Evolution	-10%	13%	-52%	

Table 10. International Outbound Telecommunications Traffic (2024)

The overall downturn in international outgoing traffic between 2023 and 2024 may be linked to the increasing replacement of this type of

communication by voice over IP (VoIP) applications, as well as changes in user consumption patterns.

Inbound International Traffic: in 2024, VODACOM received the highest volume of inbound international traffic, representing 66% of the national total. It was followed by MOVITEL, with 28%, and finally TMCEL, with 5% of inbound international traffic. An analysis of historical trends reveals that the volume of incoming traffic for these two operators has been declining consistently over the years. In contrast, TMCEL's performance shows an irregular trajectory, characterised by alternating decreases

OPERATOR	2022	2023	2024	MARKET SHARE
TMCEL	1 346 585	839 096	2 102 199	5,13%
MOVITEL	35 541 304	23 639 540	11 708 936	28,58%
VODACOM	45 058 424	37 278 661	27 153 437	66,29%
Total	81 946 313	61 757 297	40 964 573	100,00%
Evolution	-8%	-25%	-34%	

Table 11. International Inbound Telecommunications Traffic (2024)

In turn, the variations recorded between 2023 and 2024 were as follows: first, VODACOM with a 93% decrease in incoming international traffic, followed by MOVITEL with a 49% decrease; and finally, TMCEL, which recorded a 150% increase in the same period.

These fluctuations reflect changes in user consumption patterns, the growing impact of OTT platforms, as well as differences in the structure of international routes and interconnection agreements.

2.1.5. Service-Specific Indicator

2.1.5.1. Interconnection Costs

Interconnection tariffs have a direct effect on customer final prices by encouraging healthy competition and lowering operators' operating expenses. Their yearly evolution is a reflection of the telecommunications industry's efficiency incentives as well as regulatory dynamics.

For the period from 2021 to 2024, INCM has established progressively decreasing interconnection tariffs, as shown in the image below:

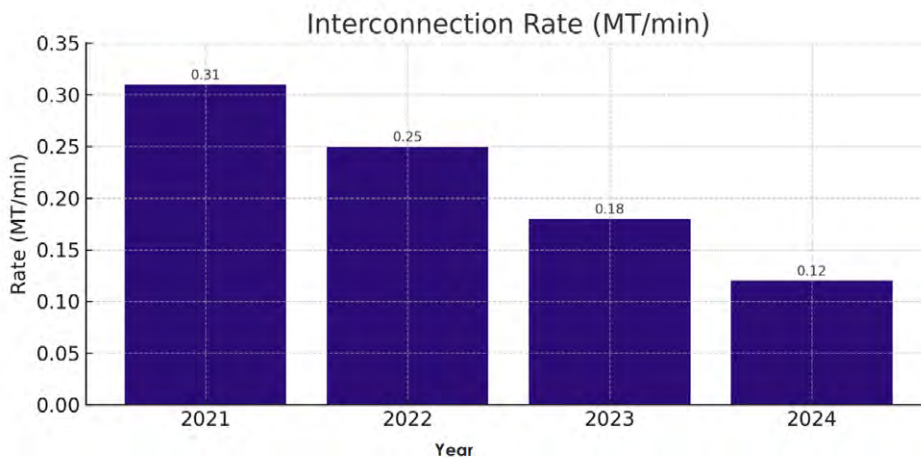


Figure 5: Evolution of operators' interconnection tariffs (2021–2024).

The interconnection tariff decreased steadily between 2021 and 2024, from 0.31 MT/min to 0.12 MT/min, over the period under analysis. This declining trend suggests adherence to global best practises, which seek to increase service utilisation and advance accessibility.

Analyzing traffic between operators reveals notable differences in consumption trends at the same period. In keeping with the overall trend of mobile communications dominating the market, TMCEL recorded substantial volumes of minutes to VODACOM and MOVITEL networks, particularly to mobile numbers. The steady rise in traffic over the course of the year demonstrates increased service dynamism and may have a favourable effect on related revenue.

VODACOM also had a high volume of minutes directed to TMCEL networks and, above all, MOVITEL Mobile, which stands out as the main destination for calls. This behaviour reinforces MOVITEL's role as a central player in inter-network communications, both in terms of volume and billing.

In the case of MOVITEL, there has been robust growth in the volume of minutes and in the revenue generated, especially in calls to the VODACOM Mobile network, which is its main destination. Although there has also been some growth in flows to TMCEL, these still represent a significantly smaller share of the total.

2.2. Structure of the Postal Market

Postal services comprise activities involving the acceptance, handling, transport and distribution of postal items (Law No. 1/2016 of 7 January – Postal Law). These services are provided through the granting of a license which, in accordance with Article 5 of the Postal Service Licensing Regulation, approved by Decree No. 67/2016 of 30 December, may be Provincial, Inter-provincial, National or International.

As of 31 December 2024, 32 entities were licensed in the national territory to provide postal services, as shown in the table below:

No.	Name	Type of License	Province
1	Action Logistic	Nacional e Internacional	Maputo
2	Águia Express Correio, Carga e Serviços – Sociedade Unipessoal, Lda.	Internacional	Maputo
3	Atlas Express, Limitada	Nacional	Maputo
4	Correio Electronico Safari Orera, Sociedade Unipessoal Lda.	Internacional	Maputo
5	CORRE - Correio Expresso de Moçambique, S.A.	Internacional	Maputo
6	CUTUMA Express	Internacional	Maputo
7	DHL Moçambique, Lda.	Internacional	Maputo
8	Expresso Carga e Serviços	Nacional	Maputo
9	Expresso correio, Sociedade Unipessoal, Lda.	Nacional	Maputo
10	Go On Expresso - Sociedade Unipessoal, Lda.	Nacional	Maputo
11	Gold Cargo Express	Internacional	Maputo
12	Indico Express Sull limitada	Interprovincial	Nampula
13	JOHEL TRANSEXRESS, LDA.	Internacional	Maputo
14	Line Cargo	Internacional	Maputo
15	Logistaff e Servicos Lda.	Internacional	Nampula
16	Monarca e Prestação de Serviços	Interprovincial	Maputo
17	Moz Cargo Express, Limitada	Internacional	Maputo
18	Moz Tiger Express Serviços Lda.	Interprovincial	Maputo
19	Moza-Correios & Logística, S.A.	Nacional e Internacional	Maputo
20	MOZAMBIQUE COURIER SERVICE	Nacional	Maputo
21	Ndeyane Technology - Sociedade Unipessoal, Lda. (POSSITA)	Nacional	Inhambane
22	MZ EXPRESS, S.A.	Nacional	Maputo
23	PANTHERA EXPRESSO, LDA.	Internacional	Maputo
24	Portador Diário	Internacional	Maputo
25	RANGEL Moçambique - Logística e Trânsitos, Lda.	Internacional	Maputo

26	Regional Carga Correio e Servicos - sociedade Unipessoal	Nacional e Internacional	Maputo
27	RRFS Correios, Carga & Serviços, Sociedade Unipessoal, LDA.	Internacional	Maputo
28	SALAMA-Serviços e Consultoria, Sociedade Unipessoal Lda.	Internacional	Maputo
29	SB2 LOGISTICS, LIMITADA	Internacional	Maputo
30	SKYNET WORLDWIDE EXPRESS MOÇAMBIQUE LDA.	Internacional	Maputo
31	TELEVINTE INVESTIMENTOS, S.A.	Internacional	Maputo
32	WETAKE Solutions Sociedade Unipessoal Limitada	Interprovincial	

Table 12: Postal Operators (as at end of 2024)

The performance of the postal sector is assessed on the basis of the following indicators: financial information (revenue, investments, EBITDA, profitability and return on investment), information on traffic volume, human resources information, infrastructure and material resources (access points and vehicle fleet). In turn, postal service prices are freely set, in accordance with Article 23(3) (Pricing Regime) of Law No. 1/2026 of 7 January, the Postal Law.

2.2.1. Financial Indicators for the Sector

Revenues

In 2024, total revenue from postal services amounted to 1,122,217,538 Meticaís, representing an increase of 2.94% over the previous year (2023), which totalled 1,090,216,814 Meticaís, according to the table below.

INDICADOR	YEAR		VARIATION
	2023	2024	
Total Revenue	1.090.216.814 MT	1.122.217.538 MT	2,94%

Table 13. Postal Service Revenue (2023 – 2024)

In 2024, the average revenue per postal item was 1,368 Meticaís, representing an increase of 8.52% compared to 2023, when the figure was 1,260 Meticaís, and more than double that recorded in 2022, which stood at 655 Meticaís.

Of the total revenue obtained in 2024, CORRE – Correio Expresso de Moçambique, S.A. contributed 34.2%; followed by DHL Moçambique, Lda., with 28.7%; and, in third place, Portador Diário, with 14.9%.

Investment

Investment in the postal sector has been declining over the period under review, reaching a reduction of 12.9% in 2024 compared to 2023; and a reduction of 30.3% in 2023 compared to the same period in 2022. The reduction in investment was caused by economic, political (political instability in the last two years, namely 2023 and 2024) and environmental factors (cyclones and natural disasters that affected the country).

EBITDA

The term EBITDA refers to one of the indicators that supports the investment decision-making process. During the period under review, EBITDA in the postal sector fluctuated, peaking in 2023, when it reached 75.6 million meticaís, representing an increase of around 18.1% compared to the previous year, 2022.

However, in 2024, EBITDA was 62.2 million meticaís, a reduction of 17.7% compared to the same period in 2023, justified by the corresponding reduction in traffic volume during that period, a direct consequence of the political instability experienced in the country.

Earnings

During the period under review, earnings in the postal sector was 5.8%, 6.9% and 5.5% in 2022, 2023 and 2024, respectively, thus revealing the interest of postal operators in remaining in business.

It is important to note that this indicator shows whether or not the business is justifying its operation, i.e. whether sales are sufficient to cover costs and expenses and still generate a profit.

Profitability

This indicator shows whether a particular business or investment is generating a profit, i.e. whether revenue exceeds costs. Thus, during the period under review, namely 2022, 2023 and 2024, profitability was 135.3%, 229.4% and 216.6% respectively, revealing the existence of 'fertile ground' for the continuity of operations in the postal market.

2.2.2. Human Resources Indicators

By the end of 2024, there were 490 employees assigned to postal services, a reduction of 6.3% compared to 2023 (523 employees), with the Designated Operator (CORRE – Correio Expresso de Moçambique, S.A.) accounting for 30.4% of the total number of employees. For each of the five (5) largest operators, the situation is as follow.

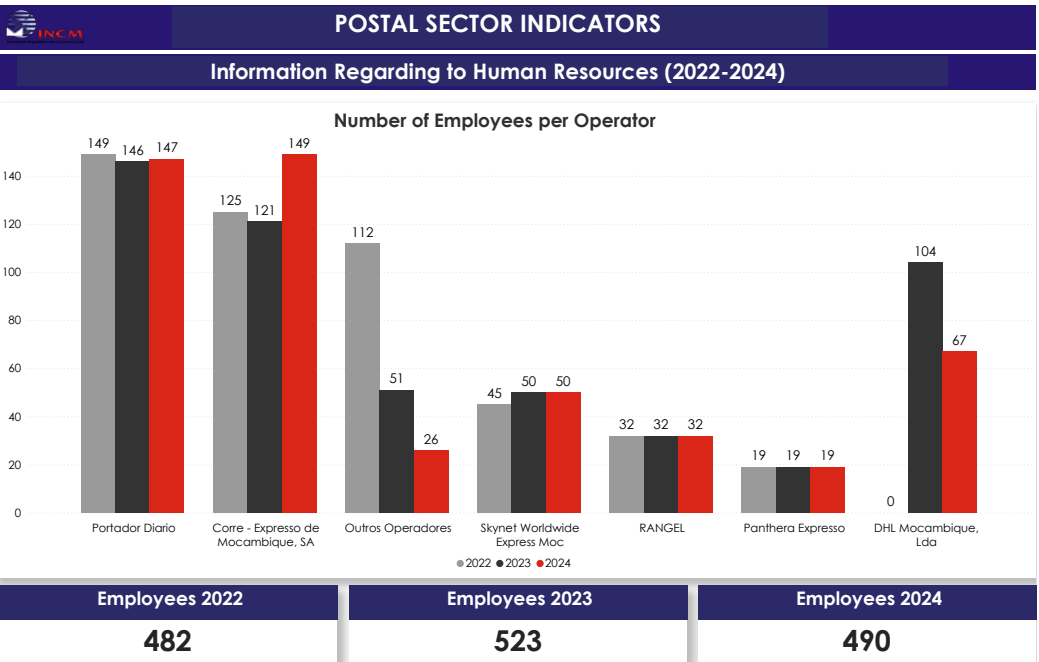


Figure 6. Postal Service Revenue (2023 – 2024).

2.2.3. Infrastructure Indicators

The postal network comprises a set of infrastructure owned, organised, and operated by an entity that provides postal services to ensure the acceptance, handling, transport, and distribution of postal items. These include access points and vehicle fleets.

Access Points

Access points refer to physical locations, including landmarks and post boxes, available to the public, where senders can deposit items in the postal network. In 2024, compared to the previous year, the number of Access Points increased by 1.43%, from 70 in 2023 to 71 in 2024. However,

in 2023, compared to 2022, there was a significant reduction in access points, in the order of 35.2%, from 108 to 70, as shown in the figure below. In 2024, the company Portador Diário had the largest number of Access Points, with a total of 34 establishments, representing 47.9% of the total, followed by three companies, namely CORRE – Expresso de Moçambique, S.A., DHL Moçambique, Lda. e Skynet WorldWide Express Moçambique, each with 11 establishments, representing a share of 15.5% each.

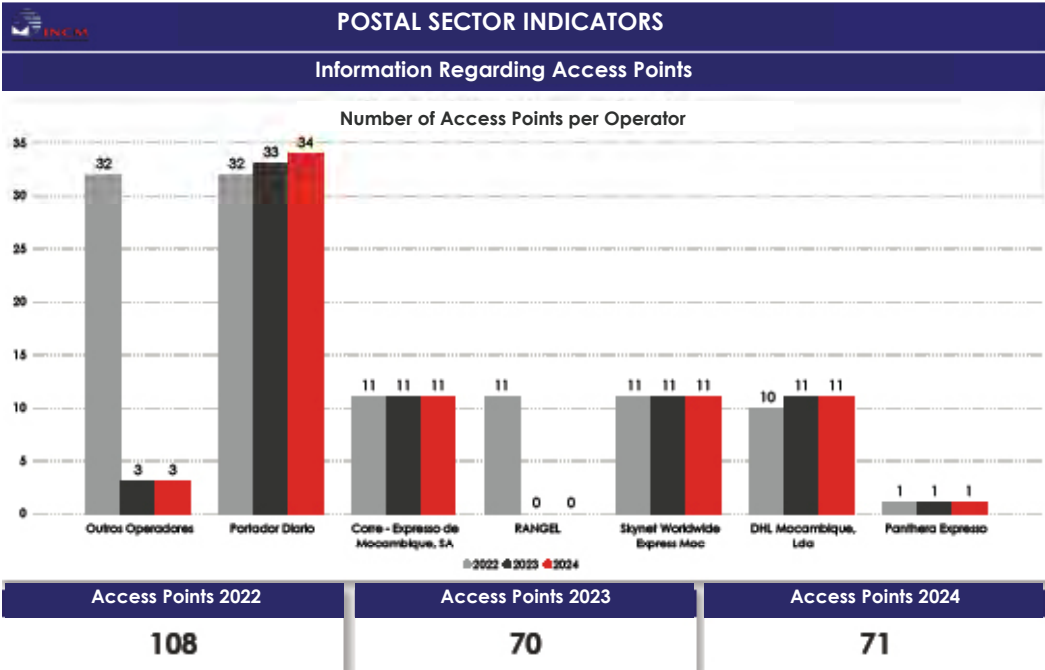


Figure 7. Postal Operators' Access Points (2022–2024)

Vehicle Fleet

In terms of the vehicle fleet, in 2024, compared to the previous year (2023), it increased by 8.2%, from 364 vehicles in 2023 to 394 in 2024, as shown in Figure 8. This increase reveals the great commitment of postal operators to invest in this increasingly competitive market, with CORRE – Correio Expresso de Moçambique, S.A., investing heavily in these means, contributing 61.2% of the sector's total fleet. PORTADOR DIÁRIO follows with a 19.5% share, and in third place is Skynet WorldWide Express Moçambique, with 6.9%.

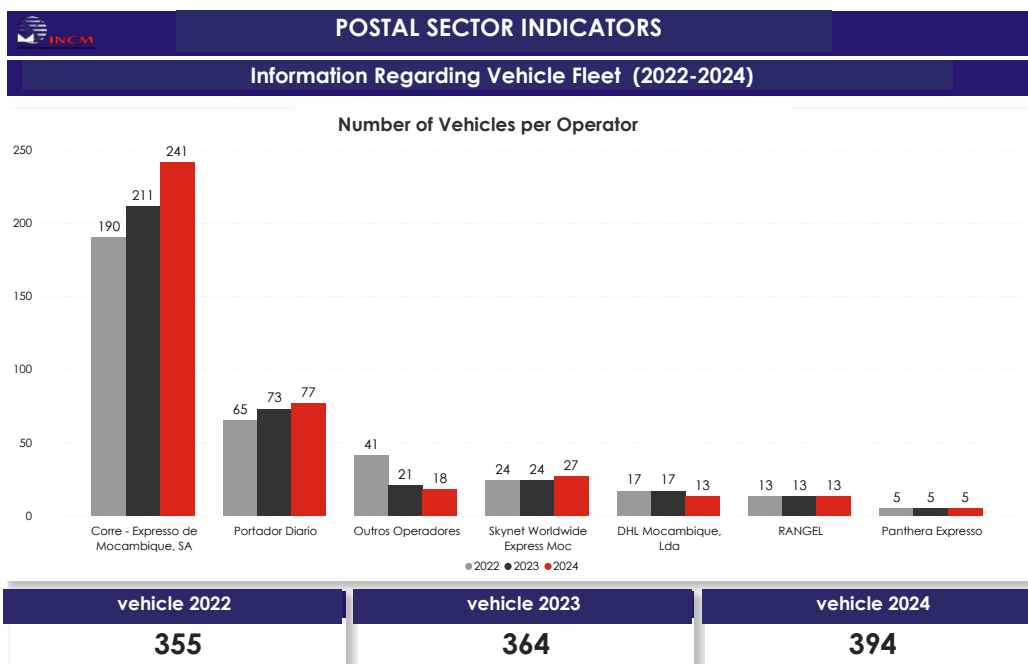


Figure 8. Postal Operators' Vehicle Fleet (2024)

2.2.4. Traffic Indicators

Postal traffic refers to the movement of letters and parcels by post. This indicator describes the volume of mail sent and received in a given period.

Thus, in 2024, postal traffic decreased by 5.15% compared to the previous year. And, comparing the years 2022 and 2023, there was a significant reduction of around 48.7%, i.e. from 1,687,000 postal items in 2022 to 864,922 postal items in 2024, as a direct consequence of the political instability experienced in the country, as well as the effects of natural disasters. Other reasons cited for the downward trend in postal traffic include the replacement of postal items by telecommunications services, namely the use of OTTs (Over-The-Top).

Of the total postal traffic recorded in 2024, the largest volume was recorded in domestic traffic, representing around 90.7%, with the remaining 9.3% corresponding to international traffic.

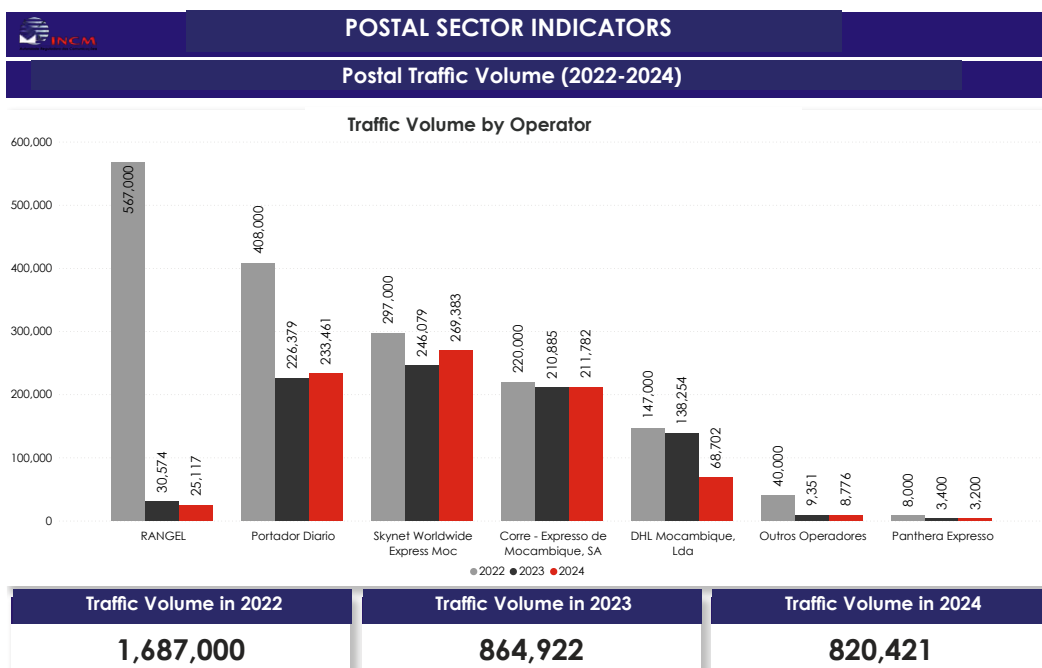


Figure 9. Postal Traffic (2022–2024)

Postal Capitation

On average, 0.02 postal items were sent per inhabitant in 2024, 0.002 less than in the previous year. From the data presented, it can be seen that there is a direct relationship between the downward trend in the total volume of postal items and postal capitation.

Traffic Share

Of the total traffic generated in 2024, Skynet Worldwide Express Mozambique contributed 32.8%; followed by Portador Diário, with 28.5%; and, in third place, CORRE – Correio Expresso de Moçambique, S.A. (currently the Designated Operator), with a 25.8% share.

Traffic per Employee

Taking 2022 as a reference, traffic per employee tends to decrease, i.e., the average postal traffic per employee has been decreasing over the years, showing the same seasonal effects as total traffic.

2.3. International Cooperation

This chapter provides a systematic overview of the main actions, events and initiatives in international cooperation in which each sector regulated by INCM participated throughout 2024 – the postal sector, the telecommunications sector and the radio communications sector – in fulfilment of its duties as the regulatory authority for the communications sector.

These actions are coordinated by the Cooperation Department (DECO), in close collaboration with the other technical departments of INCM and with national and foreign partner institutions, ensuring consistency, representativeness and impact in the various areas of intervention.

Postal Sector Level

In the postal sector, INCM continued to participate actively in various important international forums, reinforcing its role in promoting sustainable development and modernisation of the postal sector in Mozambique and the region.

During the period under review, INCM participated in the 2nd Conference of African Postal Regulators, held on 2-3 December 2024 in Victoria Falls, Zimbabwe, where strategies for strengthening postal regulation on the continent were discussed.



3. REGULATORY MEASURES AND SECTOR ENGAGEMENT

This chapter presents the main regulatory measures adopted by INCM during 2024, as well as the consultation and collaboration initiatives developed with operators, institutional partners and other stakeholders in the communications sector.

In a context of rapid technological evolution and expansion of digital access, INCM has sought to ensure a modern, predictable regulatory framework in line with international best practices, capable of promoting competition, innovation and consumer protection.

The chapter is structured in two main sections:

- **Section 3.1** – Review and Modernisation of the Legal Framework, which describes the main reforms approved in 2024, namely the revision of the Universal Access Service Fund (FSAU) Regulation, the approval of the National Roaming Regulation in Telecommunications and other complementary technical standards aimed at improving the regulatory environment;
- **Section 3.2** – Consultations and Contributions to the Regulatory Framework, which highlights the public consultation, technical dialogue and institutional coordination actions promoted by INCM, ensuring that the regulatory process is participatory, transparent and inclusive.

Taken together, these measures reflect INCM's commitment to modernising the legal framework and strengthening cooperation with the sector, creating conditions for sustainable, competitive and digitally inclusive communications development in Mozambique.

3.1. Review and Modernisation of the Regulatory Framework

During the period under review, corresponding to the year 2024, the Regulatory Division (DRG) developed a set of activities aimed at consolidating and modernising the legal and institutional framework of the communications sector. These actions are part of INCM's efforts to ensure a more efficient and transparent regulatory environment that is adapted to technological and market dynamics, promoting a competitive, innovative and inclusive sector.

During the year, highly relevant legal instruments were approved, notably the revision of Universal Access Service Fund (FSAU) Regulation and the National Roaming Regulation in Telecommunications.

The main objectives of the revision of FSAU Regulation were:

1. To extend the scope of the Fund's coverage to include other services which, by their nature, form part of the set of universal access services, in accordance with the guidelines of the International Telecommunication Union;
2. To redefine the range of contributors and introduce new sources and forms of financing, ensuring the diversification of revenues and the sustainability of the Fund;
3. To bring the current operating framework of FSAU into line with the INCM Organic Statute, approved by Decree No. 39/2021, which introduces a new institutional governance structure;
4. To establish a new management model and ownership regime for telecommunications network infrastructure, promoting greater efficiency in the expansion and use of existing resources.

During the same period, the technical standard defining the functioning of the Telecommunications Network Security Incident Response Team (ERIST) was also approved, as well as the Resolution on the Transitional Billing Regime, strengthening the regulator's technical and operational response capacity.

At the same time, other legal instruments are being drafted, namely the Regulation on Dispute Resolution in the Communications Sector and the Regulation on Consumer Protection in Communications Services.

These instruments are being drafted on the basis of regulatory diagnoses, grounded in the principles of good governance, transparency and proportionality, ensuring that the regulatory framework keeps pace with technological developments and responds to market dynamics.

The reforms and updates approved or underway reflect INCM's commitment to stimulating investment, protecting consumer rights and strengthening the sector's sustainability, contributing to a modern, resilient regulatory ecosystem geared towards Mozambique's digital development.

3.2. Public Consultations and Contributions to the Regulatory Framework

INCM recognises collaborative regulation as one of its fundamental institutional values, which is why it has been promoting, in a continuous and structured manner, mechanisms for public consultation and dialogue with the various stakeholders in the communications sector.

During the period under review, various consultation and coordination activities were conducted, including technical meetings, working sessions and formal public consultation processes with operators, government entities, institutional partners and representatives of civil society.

These consultations focused mainly on the formulation, review and approval of the regulatory instruments referred to in the previous section, allowing for the collection of substantial contributions that were duly analysed and, where relevant, incorporated into the final versions of the regulations.

This process reinforces INCM's commitment to transparent, inclusive and participatory regulation that is results-oriented and aligned with international best practices, contributing to the legitimacy, predictability and effectiveness of regulatory decisions.



4. ENGINEERING AND INSPECTION

This chapter describes the main technical and operational activities carried out by INCM in the field of Engineering and Inspection during 2024. These actions reflect the institutional commitment to ensuring technical efficiency, regulatory compliance and operational safety in the communications sector.

Through strategic interventions in these areas, INCM ensured the rational use of the radio spectrum, compliance with licenses and regulations by operators, and the strengthening of technical supervision mechanisms. These activities contributed decisively to the orderly functioning of the market, consumer protection and the continuous improvement of the quality of electronic communications services.

The chapter goes on to present a detailed overview of the engineering, spectrum management and enforcement actions carried out in 2024, highlighting the progress made, the findings and the results obtained, as well as the measures aimed at strengthening the technical and regulatory resilience of the sector.

4.1. Participation in the 1st SADC Preparatory Meeting for the WRC

In preparation for the 2027 World Radiocommunication Conference (WRC-27) and the 2027 Radiocommunication Assembly (RA-27), the SADC Secretariat convened the First SADC Preparatory Meeting for WRC-27 from 9 to 12 July 2024 in Ezulwini, Kingdom of Eswatini.

The main objective of the meeting was to support Member States in defining their technical and strategic positions for the 1st African Preparatory Meeting (APM27-1), organised by the African Telecommunications Union (ATU), to be held from 30 July to 2 August 2024 in Maseru, Kingdom of Lesotho.

The meeting was attended by 149 delegates, 71 of whom participated in person and 78 by videoconference, representing all SADC Member States except Comoros.

Female participation was also noteworthy, at 27.1%, corresponding to 36 female delegates from different countries in the region. The SADC Regional ICT Implementation Agencies were also represented, namely

the Communications Regulators Association of Southern Africa (CRASA) and the Southern African Telecommunications Association (SATA).

The main objectives of the meeting included:

- Presenting the report on the outcomes of RA-23/WRC-23, under the leadership of the United Republic of Tanzania, as Chair of SADC for the WRC-23 process;
- Identifying lessons learned and defining joint strategies for WRC-27, based on the experience of countries that exercised leadership roles at the previous conference;
- Establishing the SADC preparatory institutional framework for WRC-27, including the appointment of Chairs, Coordinators and Rapporteurs for the thematic groups;
- Appointing regional representatives to leadership positions in the UAT Working Groups;
- Monitoring progress on the restoration of degraded orbital slots, the Broadcasting Satellite Service (BSS) and the Fixed Satellite Service (FSS);
- Reviewing the non-geostationary satellite (NGSO) licensing framework and related case studies, under the coordination of CRASA;
- Evaluating SADC Updated Frequency Allocation Plan (RFAP) and Footnotes 2024;
- Promoting the participation of women in radiocommunications;
- Developing the SADC Regional Roadmap for RA-27/WRC-27.

INCM's participation in this meeting reinforced Mozambique's commitment to the regional harmonisation of the radio spectrum, representation in international spectrum management forums and promotion of gender equality in technical radiocommunications activities. This active presence helped to consolidate Mozambique's position in regional and African preparations for WRC-27.

4.2. Radio Spectrum Management

4.2.1. Spectrum Allocation and Planning

With regard to spectrum allocation and planning, during 2024, INCM continued to implement its responsibilities in the field of radio spectrum management, planning and optimisation, ensuring the efficient and sustainable use of this public resource, which is essential for the functioning of the electronic communications sector.

Within the scope of its powers, renewals and new frequency allocations were made to various operators and entities, namely:

- Abari Communications - renewal of license for 45 MHz of TDD spectrum for an additional period of five years;
- Webmaster Lda. - renewal of a 50 MHz TDD spectrum license in band 40 (2300–2400 MHz), also for five years;
- Additional allocation of 10 MHz FDD in the 1800 MHz band, on a five-year lease basis;
- GOTV Mozambique - allocation of one channel in the VHF band 3 (186 MHz), with a view to expanding its digital terrestrial television programming grid;
- VODACOM Mozambique - allocation of 2x5 MHz (FDD), also on a lease basis, for five years.

In addition, the Council of Ministers approved the auction of radio spectrum in the 700 MHz, 2.6 GHz, 3.5 GHz and 26 GHz, which is scheduled to take place in 2025. This measure aims to ensure competitive and transparent spectrum management, allowing the introduction of new mobile broadband technologies, including 5G.

In the context of strengthening the National Radio Communications Network, INCM has completed the installation of amateur radio equipment and related accessories in the Provincial Delegations of Zambezia, Sofala, Manica, Tete and Gaza, strengthening alternative and emergency communication capabilities.

4.2.2. Cross-Border Coordination

With the aim of mitigating harmful interference between radio stations in border areas, INCM held a cross-border coordination meeting with Zimbabwean regulator (POTRAZ) in Manica from 18 to 22 March 2024.

This joint action included technical measurements of mobile radio and broadcasting stations in both countries, contributing to the harmonisation of spectrum parameters and strengthening bilateral cooperation in the field of radio spectrum management.

These activities demonstrate INCM's commitment to ensuring rational, equitable and efficient use of the spectrum, in line with the standards and recommendations of the International Telecommunication Union (ITU) and the regional objectives of SADC.

4.3. Electromagnetic Fields (EMF) Measurements

Electromagnetic fields (EMF) emitted by telecommunications infrastructure result from the propagation of electric and magnetic waves generated by transmission antennas. Although they are indispensable for the operation of wireless communication services, their intensity must be continuously safety limits defined by the International Commission on Non-Ionising Radiation Protection (ICNIRP) and the World Health Organisation (WHO).

In this context, INCM carries out periodic measurements throughout the country, with a particular focus on areas with the highest population

density and concentration of transmission stations. The assessments are carried out using high-precision equipment, namely the NARDA SRM-3006, which is internationally recognised for EMF exposure measurements.

During 2024, several measurements were taken in various districts of the country across the following provinces: Nampula (4 districts), Zambezia (7 districts), Manica (4 districts), Gaza (3 districts), Inhambane (5 districts) and Maputo (4 urban districts).

The results obtained indicated that the maximum average value measured was 1,171 V/m, which corresponds to a level 2,485 times lower than the maximum exposure limit recommended by the ICNIRP.

The data also showed that all locations assessed in 2024 complied with international safety standards for non-ionising radiation, ensuring that the population's exposure remains at safe levels and well below the established limits.

4.4. Inspection and Enforcement

By 21 November 2024, INCM conducted 262 (two hundred and sixty-two) inspections of entities holding licenses to operate electronic communications and radio communications services.

These actions were part of the annual inspection and technical control plan, with the aim of ensuring compliance with legal and regulatory standards, the efficient use of spectrum and numbering resources, and the protection of consumer rights.

The purpose of the inspections was to:

- Verify the correspondence between the equipment registered in INCM databases and those actually in operation;
- Ascertain the effective use of numbering resources allocated to operators;
- Confirming that licenses and operating authorisations were up to date;

Assess compliance with statistical reporting obligations by licensed entities in order to validate sectoral performance analyses. During these actions, irregularities were detected relating to technical and administrative non-compliance, namely in the use of frequencies, the operation of services without the proper authorisation and the approval of telecommunications equipment. As a result, notifications and proposals for the application of additional penalties were issued, including recommendations and warnings, with a view to the immediate correction of non-conformities.

The figure below shows the distribution of entities inspected by type of license, reflecting the scope of inspection activities in the national territory.

Based on information obtained through internal systems and the Postal and Telecommunications Information databases – surveys, files and statistical reports – the inspection teams issued recommendations aimed at strengthening a culture of regulatory compliance among operators.

These measures aim to consolidate a safer, more transparent and competitive market, for the benefit of consumers and the sustainable development of the communications sector in Mozambique.

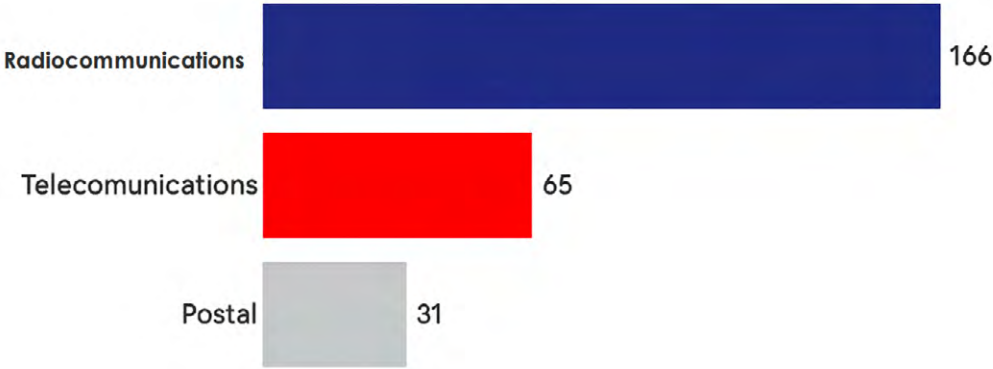


Figure 10. Entities Inspected by License Type (2024).

4.4.1. Inspections Conducted

Extraordinary Inspection of MOVITEL, S.A.R.L.

Following reports of alleged violations of the Decrees and Regulations on Network Security, Approval, Sealing and Installation of Equipment, the INCM's Inspection Department (DEFI) conducted an extraordinary inspection at MOVITEL operator's facilities in April 2024, covering the Network Operations Centre (COR) unit, including the MSC, BSC, RNC, SGSN, GGSN, SDP, Charging System and Data Centre systems.

The main objective of this action was to verify compliance with the regulatory obligations contained in the following three (3) legal instruments:

1. Telecommunications Network Security Regulation: focusing on the compliance of the inventory of terminal devices and network management software;
2. Telecommunications Equipment Approval Regulations: to confirm the existence of valid approval certificates and seals for equipment classified in Categories I, II and III;
3. Radiocommunications Regulations: to verify the existence of prior technical authorisation for installation projects and initial inspection of radio communication stations.

During the inspection, conducted through interviews, surveys and on-site inspections at the operator's facilities, it was found that the equipment and devices inspected were in continuous operation, which made it impossible to carry out a detailed physical verification of, for example, serial number, brand, model and type.

Despite the good general state of repair, it was recommended that the operator send a complete inventory of all devices, software and radio stations included in the technical project authorised by INCM, in order to allow the audit and inspection process to continue and be completed.

The following actions were taken:

- Analysis of the import details of the installed equipment, with a view to its inclusion in the extraordinary sealing process;
- Internal survey of technical projects authorised by MOVITEL;
- Identification and validation of devices and stations approved and authorised by the Regulatory Authority.

The main challenges identified were:

- Difficulty in physical verification due to the installation and continuous operation of the equipment;
- Regulatory gaps relative to relating to treatment of second-hand equipment;
- Dissemination of technical information on the network, terminals and radio communication devices.

Regular Inspection of Tariff Transparency

In coordination with the Department of Telecommunications (DETE) and the Technical Unit for Telecommunications Traffic Control (UCTT), INCM's Inspection Department conducted a routine inspection of the three mobile telephone operators (TMCEL, VODACOM and MOVITEL), with the aim of assessing tariff transparency and consistency between prices charged and corresponding data packages, in the amounts of 10MT, 20MT, 50MT, 100MT, 200MT, 500MT, 600MT and 1000MT. The aim of the action was to assess tariff transparency and consistency between prices charged and corresponding data packages, analysing the results obtained.

In general, it was found that the average cost of 1MB is around 0.03 MT, with variations associated with network technology and device configuration. Operational differences between pricing systems were also identified, reflected in the duration of the packages and their respective structures.

- **TMCEL** - presented a substantial increase in the data volumes offered compared to previous packages, without significant changes in prices. There was also greater consistency in the duration of the packages, with clearly defined 1, 7 and 30 days, suggesting a more uniform and transparent policy. This behaviour indicates an attempt to strengthen competitiveness without compromising tariff predictability.
- **VODACOM** - maintained a relatively stable tariff structure, although there were occasional adjustments in data volumes and durations associated with low-value packages (particularly those from 10

to 50 MT). The operator has less variation in prices per MB, which shows a more predictable pricing model, although with limitations in the volumes offered compared to the competition.

- **MOVITEL** - stood out for offering the highest data volumes at almost all price levels, reinforcing its position as the most generous offer in terms of MB per MT. However, inconsistencies were observed in the duration of some packages, which could compromise the consumer's perception of transparency and comparability. The operator should adjust the validity periods in order to ensure consistency with the prices charged.

As a summary and recommendations, based on the results of the inspection, INCM recommended:

1. Presentation of a status report on the implementation of measures to suspend previously communicated tariff practices;
2. Submission and analysis of operating models of billing systems;
3. Acceleration of studies relating to new transitional tariff structure, in order to ensure its suitability to current economic conditions and protection of consumer rights.

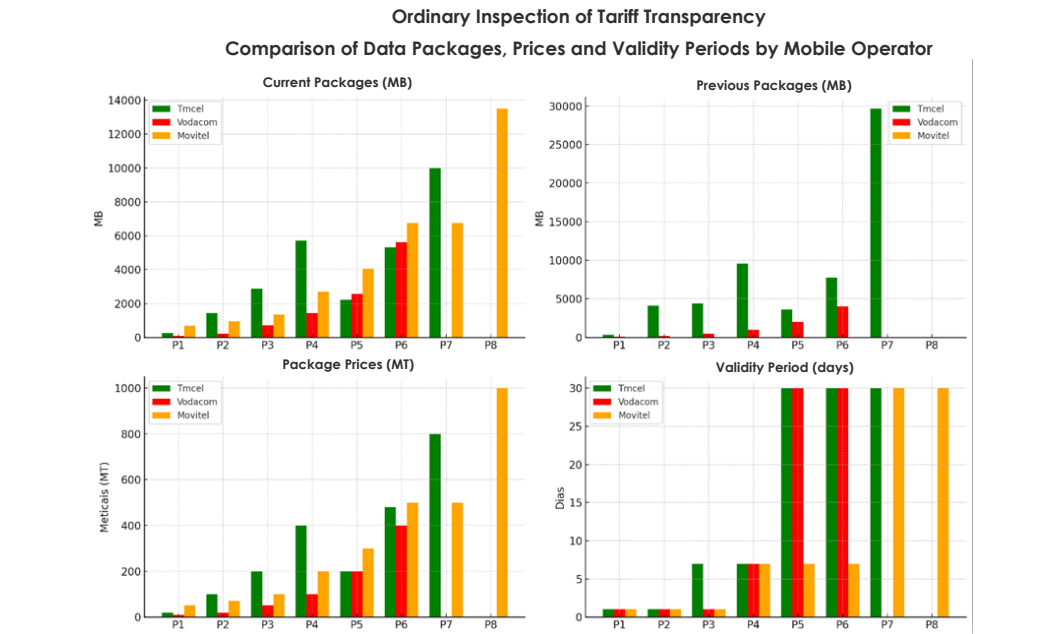


Figure 11. Results of Tariff Transparency Inspections.

4.4.2. Enforcement Activities

The purpose of supervision activities is to verify, supervise and monitor compliance with the legislation in force applicable to the postal, telecommunications and radio communications sectors, as well as compliance with the terms and conditions of licenses and decisions issued by INCM.

In coordination with other sectors and competent entities, joint investigation and inspection actions were conducted in situations requiring specialised technical knowledge of the communications markets. In these actions, reports were drawn up whenever evidence of violation of the applicable rules was identified, sanctioning proceedings were initiated and the non-compliant entities were notified, in accordance with the legislation in force.

During 2024, enforcement activities focused mainly on updating the licensing database, namely on verifying compliance with the obligations established in the Regulation on the Licensing of Scarce Resources and Numbering and in the Regulation on Regulatory Fees. This action aimed to consolidate the inventory of available resources, both radio spectrum and numbering, by supervising the validity periods of licences, the operational status of licensed entities and verifying the payment of the respective regulatory fees, thus allowing for a more realistic forecast of revenues.

Similarly, particular attention was paid to the supervision of the import, distribution, sale and installation of communications equipment and infrastructure, with a view to ensuring safety, quality of service and consumer health protection, preventing harmful interference, fraud and technical non-compliance. These actions contributed to promoting service quality and compliance with the obligations set out in the Regulations on Type Approval, Radio Communications, Quality of Service, Network Security, Subscriber Registration and Consumer Protection.

List of Key Inspected Entities

During 2024, INCM conducted inspections throughout the national territory with the aim of verifying compliance with the obligations set out in the Licensing and Regulatory Fees Regulations.

These actions covered 95% of licensed entities, focusing particularly on verifying the validity of licences, compliance with regulatory fee payments, and compliance with the operating conditions set out in the respective licence titles. Entities in the radio communications sector stood out due to the size and impact of their operations.

At the same time, 80% of entities importing, distributing, selling, and installing telecommunications and radiocommunications equipment and infrastructure (Class C License) were inspected, including actions conducted at land, air, and sea borders. These activities aimed to ensure the technical safety and quality of equipment sold on the domestic market, in accordance with the Approval and Radiocommunications regulations.

The percentage distribution of entities notified for non-compliance, in accordance with the applicable regulation, was as follows: 60% of cases corresponded to non-payment of Regulatory Fees, followed by 25% for non-compliance with the Approval Regulation, and 5% for non-compliance with the Licensing Regulation.

The radio communications entities inspected in the central and northern regions of the country, in coordination with INCM Provincial Delegations, stood out for their high level of compliance with the obligations arising from the Licensing, Approval and Regulatory Fees Regulations.

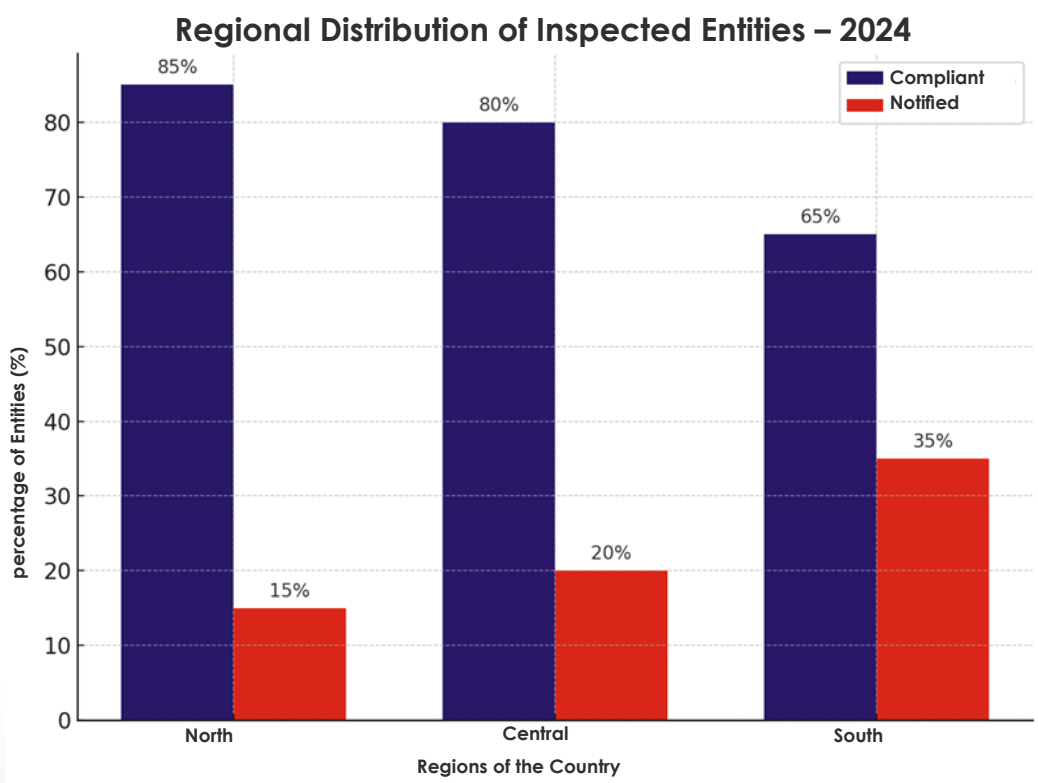


Figure 12. Regional Distribution of Inspected Entities (2024).

On the other hand, in the southern region, where more than 70% of licensed entities are concentrated (particularly in the city and province of Maputo), there was a higher incidence of notifications for non-compliance, mainly related to delays in the payment of fees and documentary irregularities.

In total, 560 cases were handled, resulting in payments of Regulatory Fees in the confirmed amount of 2,582,367.00 Meticas (two million, five hundred and eighty-two thousand, three hundred and sixty-seven meticais), as confirmed by the Financial Sector.

Findings and Results of the Conducted Inspection Activities

During 2024, INCM intensified its supervision of operators and licensed entities, focusing on compliance with regulatory obligations and the updating of accounts and licensing records. A total of 31 postal operators and 65 telecommunications operators, totaling 96 entities, were fined for non-compliance with their obligations regarding the payment of regulatory fees, corresponding to:

- 6,384,000.00 Meticais (six million, three hundred and eighty-four thousand meticais) for the postal sector; and
- 7,275,000.00 Meticais (seven million, two hundred and seventy-five thousand meticais) for the telecommunications sector.

In addition, 208 customs clearances were conducted, accompanied by technical visits to Provincial Delegations, with the aim of strengthening control and compliance of operations throughout the national territory.

Results Critical Analysis

The intensification of enforcement actions has substantially improved the level of compliance of entities with regulatory standards. Verifications focused on the validity of licenses, the number of stations and frequencies assigned ("proof of life") in the field of radio communications, and the updating of the account statements of active entities to ensure a more realistic assessment of regulatory debt.

As a result, proposals were made to revoke the licenses of entities that had not paid regulatory fees for more than five years, in accordance with the provisions of the Licensing Regulation. These measures reinforce the principle of regulatory fairness, ensuring that only compliant entities retain their operating rights.

Penalties and Sanctions

In 2024, INCM fined 77 entities for various infringements of the applicable rules. The most common irregularities are shown in the table below:

TYPE OF INFRINGEMENT	PERCENTAGE
Lack of Class “C” License (customs clearance)	16%
Failure to Request Cancellation	23%
Irregularities in Approvals	26%
Failure to Pay the Annual Spectrum License Fee	14%
Lack of Radio Communications License	20%
Non-payment of Fine	1%

Table 14. Distribution of Recorded Infringements (2024).

Based on the analysis of the data provided, the evolution of infringements between 2022 and 2024 reveals a significant change in the market's compliance profile, rather than a simple overall increase or decrease in non-compliance. In 2024, “Irregularities in Approvals” became the main source of penalties, accounting for 26% of the total, a sharp increase from 14% in 2023 and 16% in 2022. In contrast, “Failure to Pay the Annual Spectrum Fee,” which was one of the main infringements in 2022 (26%), showed continuous improvement, falling to 14% in 2024. This behaviour suggests that, while enforcement in traditional areas such as spectrum fees has been effective, new areas of risk and non-compliance are emerging, requiring adaptation of supervision.

The compliance landscape is therefore dynamic and reactive. Improvements in certain areas are offset by deterioration in others, indicating that operators may be adapting their practices in response to regulatory pressure, but the risk of non-compliance is merely shifting to other obligations.

The fluctuation in “Lack of Radiocommunications License” (14% in 2022, 26% in 2023 and 20% in 2024) and the emergence of “Non- payment of Fines” in 2024, albeit residual (1%), reinforce the perception that compliance is not static. It can be concluded that the market is not necessarily becoming more or less compliant overall, but rather presenting different challenges each year, which requires the regulator to continuously monitor and adaptively enforce to cover new trends in violations.

Preventive Regulatory Approach

During 2024, INCM introduced a new regulatory enforcement approach, guided by principles of prevention, cooperation and transparency, which favours educational and guidance actions, as well as continuous monitoring of regulated practices, rather than the immediate application of penalties.

The focus is now on preventing infringements, coordination between the parties involved and voluntary regularisation of conduct, promoting a healthy and collaborative regulatory environment. Penalties are now considered a last resort, reinforcing INCM's institutional motto: "Zero Offenders."

4.5. Equipment Type Approval and Sealing

Equipment type approval is the process by which it is verified and certified that a given piece of telecommunications equipment complies with applicable technical standards and regulations. This procedure ensures that the equipment can be used and marketed in the National territory without causing harmful interference, risks to public health or negative impacts on telecommunications networks.

The conformity certification process is conducted specifically considering the brand and model of each piece of equipment, ensuring that all technical parameters comply with the requirements established by national regulations and international best practices.

The number of type approvals has shown a continuous upward trend since 2020, reaching its highest level in 2024, with 2,817 models approved, more than double the previous year's total of 1,032. This growth highlights the increased dynamism in the national market and reinforces the importance of the regulatory process as a mechanism for ensuring technical compliance and equipment safety.

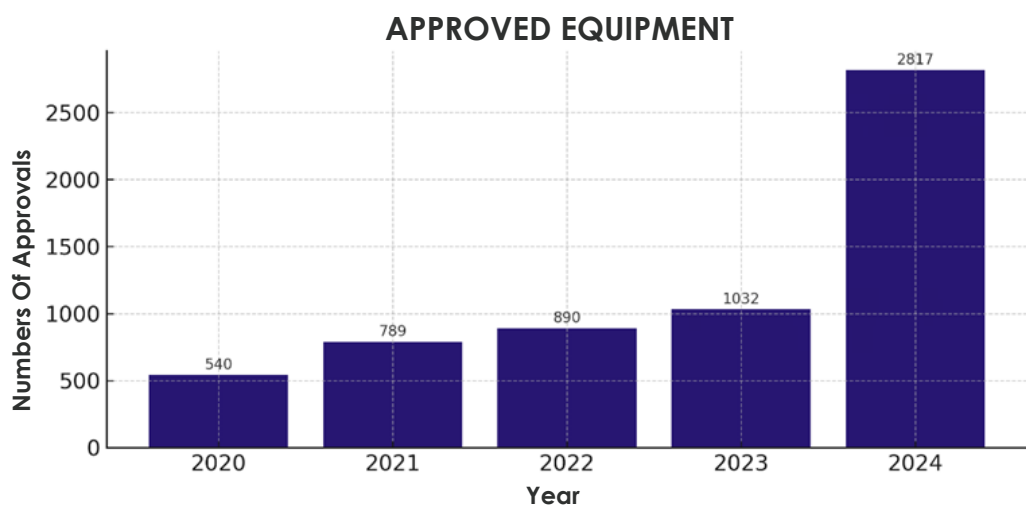


Figure 13. Approved Equipment (2020–2024).

Also in 2024, the equipment category with the highest number of approvals was laptops, with 206 certified models, followed by switches (183 models) and mobile phones (162 models).

These figures reflect the growing demand for IT and communications solutions, driven by the expansion of digital services and the modernisation of infrastructure. Equipment such as servers, network cables, access points and other connectivity devices also recorded significant volumes, demonstrating the continued strengthening of the country's technological ecosystem.



5. LICENSING

This chapter provides a comprehensive examination of INCM's licensing operations in the postal, telecommunications, radio communications, and broadcasting industries in 2024. Ensuring that all communications service providers adhere to legal, technical, and economic criteria that ensure the quality, safety, and sustainability of the services provided to the public is made possible through licensing, which is a crucial regulatory duty.

INCM accelerated the modernization and digitization of licensing processes over the reviewed period, encouraging increased administrative efficiency, transparency, and conformity to international standards. In order to ensure the prudent utilization of limited resources, like radio spectrum and numbering, as well as adherence to the requirements placed on licensed organizations, licenses were granted and renewed in a variety of service categories.

The relevant legal framework, the quantity and kind of licenses granted, and the primary limitations and suggestions noted are all described in depth in the following sections. This chapter seeks to enhance trust in Mozambique's communications industry by showcasing INCM's continued dedication to maintaining a stable, competitive, and public interest-focused regulatory environment.

5.1. Postal Service Licensing

Licensing of postal services is governed by Decree No. 67/2016 of December 30, which authorizes the Postal Service Licensing Regulation, governs postal service licensing. In order to ensure that licensed businesses operate sustainably, securely, in compliance with quality standards, and with accountability to users, this document outlines the principles, regulations, and processes applicable to the granting, maintenance, suspension, and revocation of licenses.

During 2024, five (5) licenses were issued for the provision of postal services, with no cancellations. However, constraints were identified that could compromise the operational continuity of some entities, namely: failure to commence activity, inconsistencies in the information provided, insufficient capital, non-compliance with contractual obligations (such as payment of fees and financial reporting), complaints about the amount of fees, and dissolution of companies without prior notification to the regulator.

5.2. Telecommunications Service Licensing

In 2024, 33 (thirty-three) telecommunications licenses were issued, of which 4 were Class A, 3 were Class B and 26 were Class C, as shown in Table 9. In addition, 20 USSD codes, 7 premium numbers, 5 short numbers, 23 green lines, 34 state green lines, 5 postal codes and 2 alphanumeric identifiers were licensed, totaling 129 licenses issued.

5.2.1. Numbering Codes

Numbering codes follow the National Numbering Plan (NNP) and other regulatory instruments. The main types of codes assigned are:

- Green Lines (800XXXX): free calls for the user, supported by the licensed entity;
- USSD codes (XYZ#): enable real-time interaction between the user and the operator's systems;
- Short Numbers (14XY/17XZ): used for public utility or value-added services;
- Premium Rates (9WXYZ): intended for services with special rates;
- Identifiers Alphanumeric (e.g. INCM/2024): used in institutional campaigns and notifications via SMS

5.2.2. Numbering Resources

Licensing of numbering resources is regulated by the following instruments: Decree No. 26/2017 (Licensing of Telecommunications and Scarce Resources), Decree No. 66/2016 (Regulatory Fees), Resolution No. 21/CA/INCM/2015 (National Numbering Plan) and INCM Service Charter.

During the period under review, 96 numbering resources were issued, distributed across 20 USSD codes, 7 premium numbers, 5 short numbers, 23 green lines, 34 state green lines, 5 postal codes and 2 alphanumeric codes, as shown in Table 15. The process was conducted based on the principles of transparency, fairness, efficiency and accountability, ensuring the rational use of numbering resources and the sustainability of regulation.

TYPE OF LICENSE	1 st QUARTER	2 nd QUARTER	3 rd QUARTER	4 th QUARTER	TOTAL
USSD	7	4	2	7	20
Awards	1	1	3	2	7
Short Numbers	2	0	2	1	5
Green Line	4	7	6	6	23
State Green Line	8	11	7	8	34
Postal	1	3	0	1	5
Alphanumeric	2	0	0	0	2

Table 15. Numbering Resource Licensing (2024).

5.3. Radiocommunications and Broadcasting Licensing

Licensing of radiocommunications services complies with Decree No. 75/2018 of 26 November, which approves the Radiocommunications Regulation, ensuring the efficient and transparent use of the radio spectrum.

In 2024, 82 radiocommunications networks were licensed, totaling 1,417 stations, including 946 portable stations, 380 mobile stations, 38 base stations, 29 satellite telephones satellite, 6 links, 14 repeaters, 2 VSATs and 2 radars.

A further 18 networks, corresponding to 171 stations, were cancelled for reasons including failure to comply with license terms, lack of activity, company dissolution and migration to other communication methods (e.g. mobile phones).

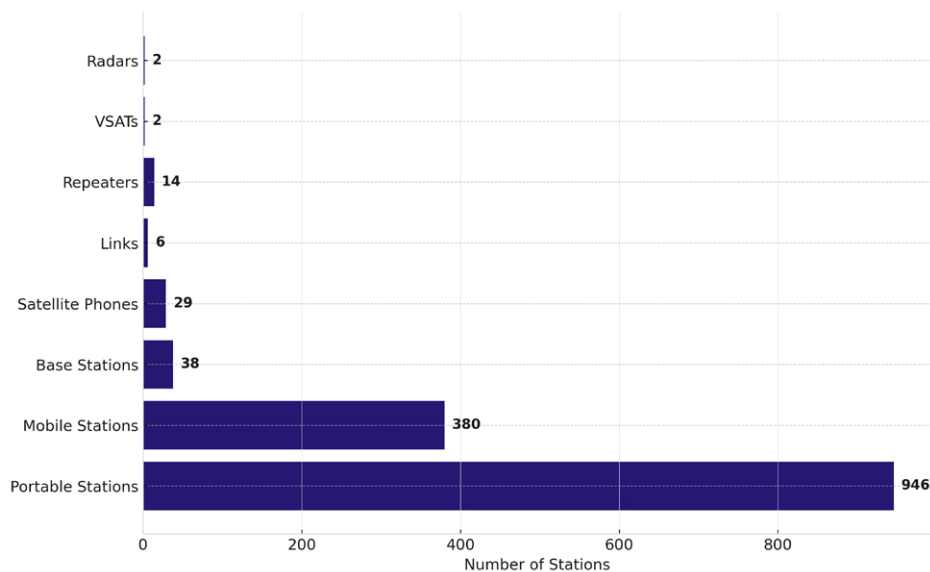


Figure 14. Radiocommunications Service Licenses (2024).

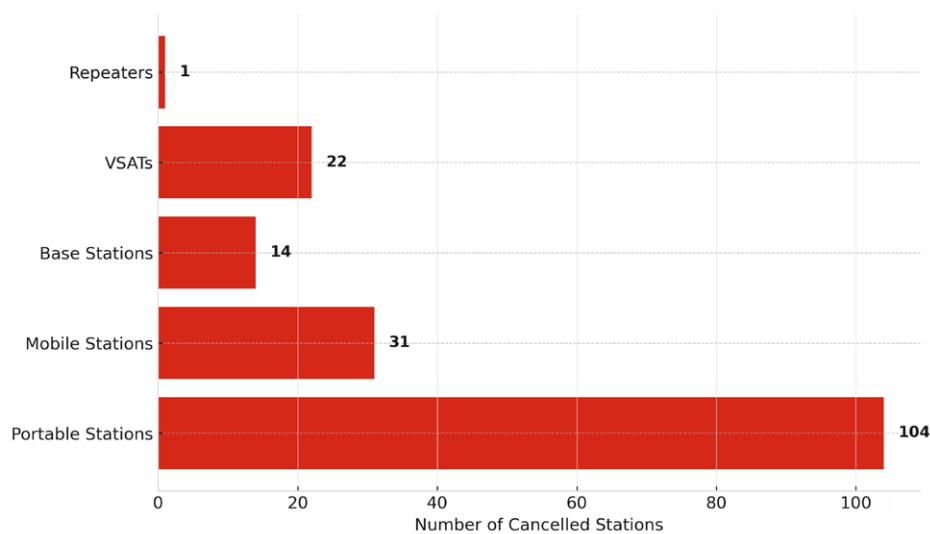


Figure 15. Radiocommunications Service License Cancellations (2024).

5.3.1. Television Broadcasting Licensing

Terrestrial television broadcasting licensing is conducted by INCM, in coordination with GABINFO, in accordance with Law No. 4/2016 (Broadcasting Law), Decree No. 75/2018 (Radio Communications Regulations) and ITU standards.

With the introduction of Digital Terrestrial Television (DTT), the allocation of frequencies has been centralised in network operators such as TMT, GOtv and StarTimes, which are responsible for transmitting the digital signal. Television broadcasters receive their content broadcasting licence from GABINFO, while INCM regulates the signal transport infrastructure signal transport infrastructure.

5.3.2. Radio Broadcasting Licensing

Radio broadcasting is regulated by Law No. 18/91, the Electronic Communications Law (No. 4/2016) and Decree No. 75/2018, in coordination between INCM and GABINFO.

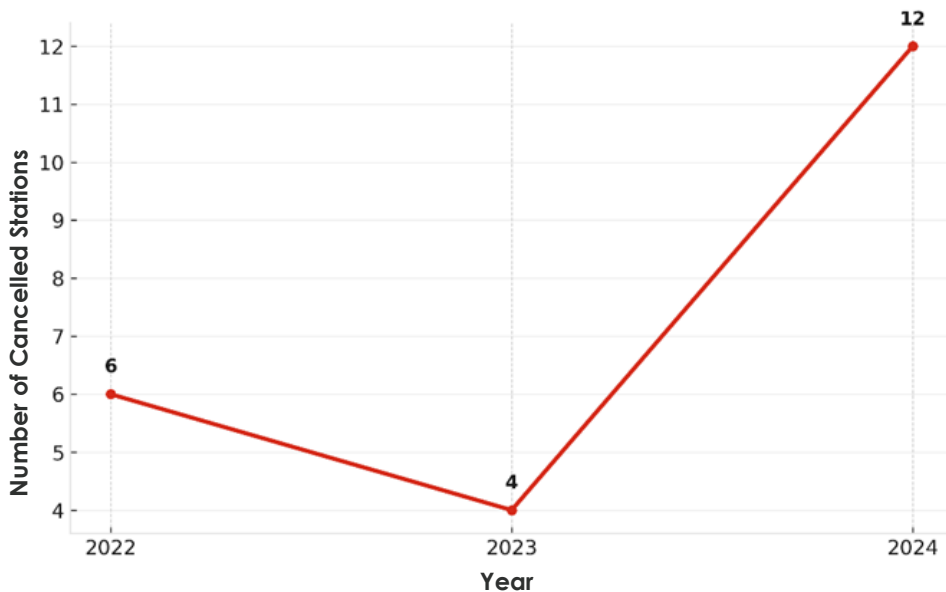


Figure 16. Sound Broadcasting License Cancellations (2024).

During 2024, 12 FM radio stations were licensed, and one licence was cancelled due to lack of funding and the termination of the partnership with the financier.



6. QUALITY OF SERVICE - QoS

The outlook for 2024 showed significant advances in mobile network coverage. However, territorial inequalities in access to services persist, especially in rural and hard-to-reach areas access. This scenario reinforces the need for regulatory and strategic mechanisms that encourage network expansion to underserved areas.

The progressive reduction of areas without coverage over recent years demonstrates significant progress in the expansion of the mobile network, reflecting the National commitment to digital inclusion and the promotion of greater territorial equity in access to communications.

Overall, the data points to a gradual migration to higher-capacity technologies, although 3G continues to play an essential role in national connectivity.

The introduction of 5G marks the beginning of a new phase in the sector, requiring continuous investment, infrastructure modernisation and progressive technological integration by all operators.

6.1. Evolution of Mobile Network Coverage

6.1.1. Covered Areas

The national mobile network coverage map, shown in Figure 14, illustrates the spatial distribution of the mobile network in Mozambique by the end of 2024, based on the classification of coverage by number of sites installed in each locality.

The map legend distinguishes between five network coverage classes:

- Localities with 1 to 58 sites, representing areas with limited or initial network coverage;
- Localities with 59 to 198 sites, with intermediate network coverage and relatively stable services;
- Localities with 199 to 553 sites and 554 to 1,575 sites, corresponding to major urban areas and economic hubs, where traffic density and data usage are highest;
- Localities without network coverage, which still lack active telecommunications infrastructure.

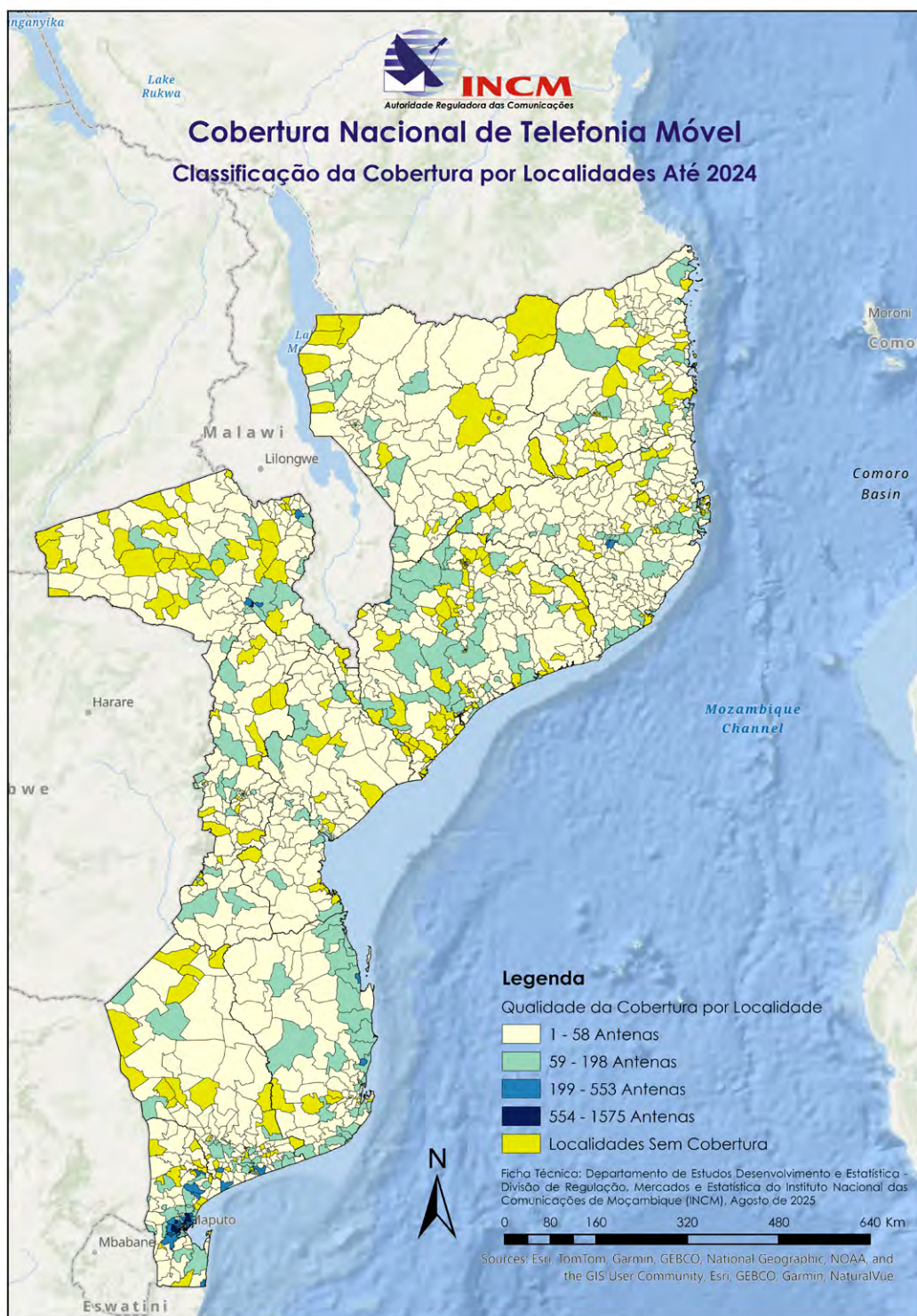


Figure 17. Mobile Network Coverage (2024).

The analysis shows a gradual improvement in the expansion of mobile network infrastructure. This is evidenced by areas with medium to high levels of coverage, represented in shades of green and blue. In contrast, areas with low levels of coverage are represented in cream, and areas not yet covered are represented in yellow. The latter remain concentrated mainly in rural and peripheral areas of the national territory.

A high concentration of sites is found in the southern and central regions, particularly in the provinces of Maputo, Gaza, Inhambane, Sofala, Manica and Zambezia. This reflects higher population density, economic dynamism, and the availability of energy and transport infrastructure. In contrast, the northern provinces and the central province of Tete have more fragmented coverage, with several clusters or localities with minimal coverage (shown in cream) and localities without coverage (shown in yellow). This is associated with geographical, logistical and economic challenges.

A comparative analysis of the 2023 results shows continuous improvement in network expansion and a gradual reduction in areas without coverage, with emphasis on:

- In 2023, there was a concentration of localities in Cabo Delgado, Tete, Manica and Gaza, characterised by geographical challenges and basic infrastructure limitations.
- In 2024, areas that previously had limited coverage now show significant improvement, with several localities moving to higher classes (42 -134 and 135 - 376 sites without coverage, mainly in the provinces of Niassa, Cabo Delgado). This expansion was driven by investments in technological modernisation and the installation of new transmission infrastructure, especially in road corridors and emerging urban areas.

By the end of 2024, Mozambique had made significant strides in broadening mobile network coverage, particularly in major urban centres and economic hubs. However, the map still highlights significant territorial disparities, particularly between urban and rural areas. Given the crucial role of connectivity for social, economic and institutional development, the expansion of infrastructure to locations with limited or no coverage should be a strategic priority.

NOTE

All mobile network coverage maps for the year 2024 are available in the Statistical Information Menu on the official INCM website www.incm.gov.mz

6.1.1.1. Coverage by Operator

This subsection presents the degree of mobile network coverage by operator, analysing the differences in the territorial distribution of network infrastructure between the three licensed operators: TMCEL, VODACOM and MOVITEL (Figure 18).

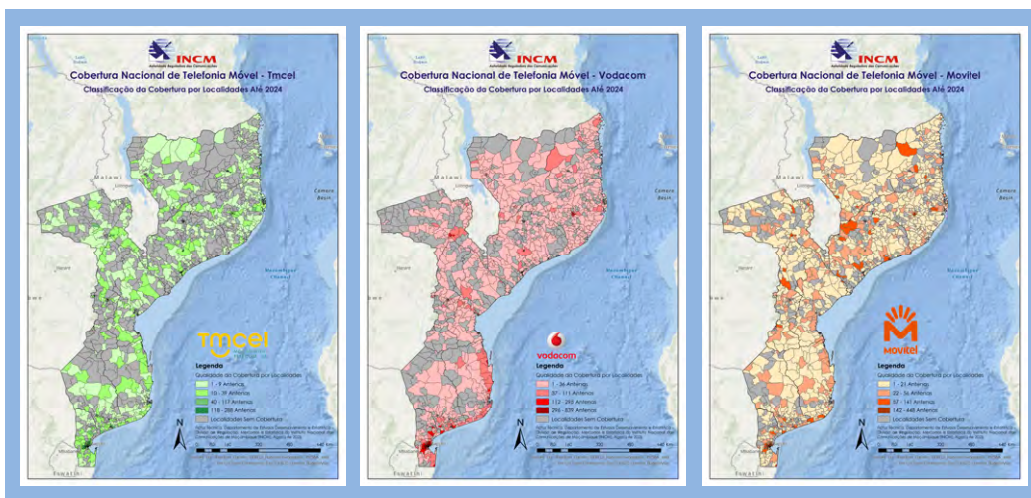


Figure 18. Mobile Network Coverage at Local Level by Operator (2024)

Figure 18 illustrates the classification of network coverage by locality, allowing us to observe the following:

- TMCEL has the lowest density of sites per locality, as evidenced by the extensive grey areas (zones without coverage). Even so, there are localities with intermediate coverage (level 2 – light green) and a more stable network in the main urban centres and provincial capitals (level 3 – dark green);

- VODACOM has better territorial coverage compared to TMCEL, with fewer areas without coverage. MOVITEL stands out for its greater national network coverage, with the lowest number of locations without coverage and a more homogeneous and continuous network, with predominantly intermediate levels of coverage (medium orange tones) and stable services in urban and peri-urban centres.

In general, it can be observed that the three operators prioritise urban areas and economic development corridors, where demand is higher and the financial return is more immediate.

In subsection 6.1.1.3, a complementary analysis of network coverage by population distribution will be presented, with the aim of understanding whether the areas not yet covered represent an investment opportunity for operators or whether they correspond to areas of low demand and reduced demographic relevance.

NOTE

All mobile network maps for the year 2024 are available in the Statistical Information Menu on the INCM's official website www.incm.gov.mz.

6.1.1.2. Technology Deployment by Operator

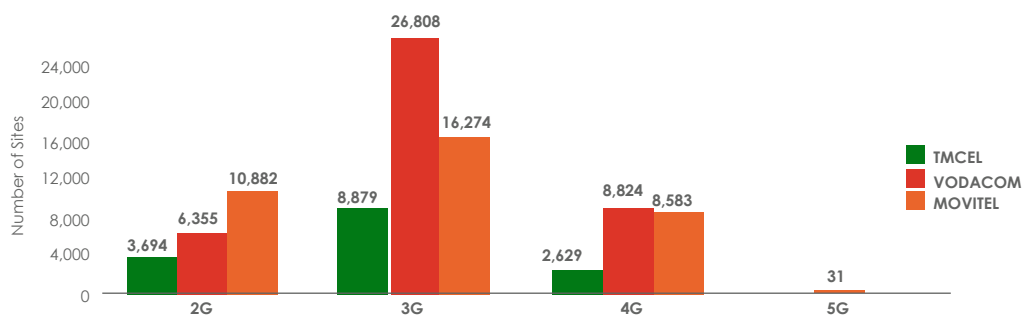


Figure 19. Mobile Sites Distribution by Technology and Operator (2024)

Figure 19 shows the distribution of the number of sites by technology (2G, 3G, 4G and 5G), broken down by operator for the year 2024, where it can be seen that 3G technology continues to be the most widespread in

Mozambique, followed by 2G and 4G, while 5G was initially introduced by VODACOM, which has 31 sites installed. It can also be observed that:

- TMCEL has lower figures for all technologies, particularly 4G, where there is a significant delay in network modernisation, limiting operator's competitiveness in the mobile data segment;
- VODACOM stands out as an operator with the largest number of sites, leading significantly in 3G (26,808 sites) and 4G (8,824 sites), as well as being the only operator with a 5G network in operation, which demonstrates its progress in offering new generation mobile broadband services;
- MOVITEL has the largest 2G infrastructure (10,882 sites), reflecting its strategy of extended coverage in rural and less densely populated areas, ensuring basic connectivity where other technologies have not yet reached.

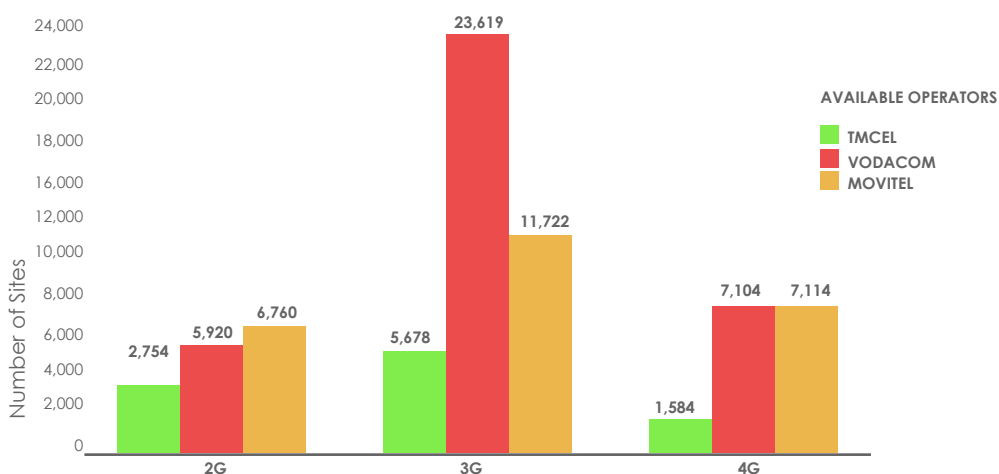


Figure 20. Mobile Technology Distribution by Operator (2023).

A comparative analysis between 2023 and 2024 shows consistent growth in mobile infrastructure across all technologies and operators, with priority given to 3G networks, followed by 4G networks and finally 2G and 5G networks. The 3G network remained the most widespread technology, with a significant increase in the number of antennas across all operators: VODACOM grew from 23,619 to 26,808, reinforcing its leadership; MOVITEL rose from 11,722 to 16,274; and TMCEL from 5,678 to 8,879.

Significant progress was also observed in 4G network, with VODACOM increasing from 7,104 to 8,824 sites, MOVITEL from 7,114 to 8,583, and TMCEL from 1,584 to 2,629, demonstrating the beginning of a network modernisation process. 2G continues to play an important role in basic coverage, especially in rural areas, and has also seen growth:

- MOVITEL (from 6,760 to 10,882), VODACOM (from 5,920 to 6,355) and TMCEL (from 2,754 to 3,694).
- Finally, 2024 marks the introduction of 5G technology in the country, with 31 sites installed by VODACOM, marking the beginning of a new stage in the sector's technological evolution.
- In conclusion, VODACOM maintains its leadership in 2024, especially in 3G and 4G, reinforcing its position as the operator with the largest installed infrastructure. MOVITEL continues to stand out in 2G, sustaining basic coverage, while TMCEL, although showing growth, remains with the smallest infrastructure in all technologies.

NOTE

All graphs relating to mobile network coverage for the year 2024 are available in the Statistical Information Menu on the official INCM portal www.incm.gov.mz

6.1.1.3. Coverage Evolution by Population

This subsection presents the evolution of mobile network coverage from 2023 to 2024, by population distribution, based on data from the 2017 General Population and Housing Census conducted by the National Statistics Institute (INE). It should be noted that, due to the time interval between 2017 and 2024, there may be differences in the demographic reality and in the configuration of mobile networks, since population growth and the expansion of operators' infrastructure may have changed the current coverage pattern in some localities.

Figure 21 illustrates mobile network coverage by population distribution, relating the location of sites (represented by red dots) to the classification of localities according to the number of inhabitants (shades of blue). It can be seen that the highest concentration of sites occurs in the most populous areas (between 43,054 and 143,694 inhabitants per locality), corresponding to urban centres, provincial capitals and economic corridors. On the other hand, areas with low population density (between 1 and 16,511 inhabitants) have limited or without coverage, especially in rural and peripheral regions.

Provinces such as Zambezia, Nampula, Maputo Province and Maputo City account for most of the installed infrastructure, reflecting the high population density and economic dynamism of these regions. In contrast, provinces such as Gaza, Tete and Niassa have a lower density of antennas, especially in rural areas, where the provision of communications services continues to face greater challenges in terms of economic and technical viability.

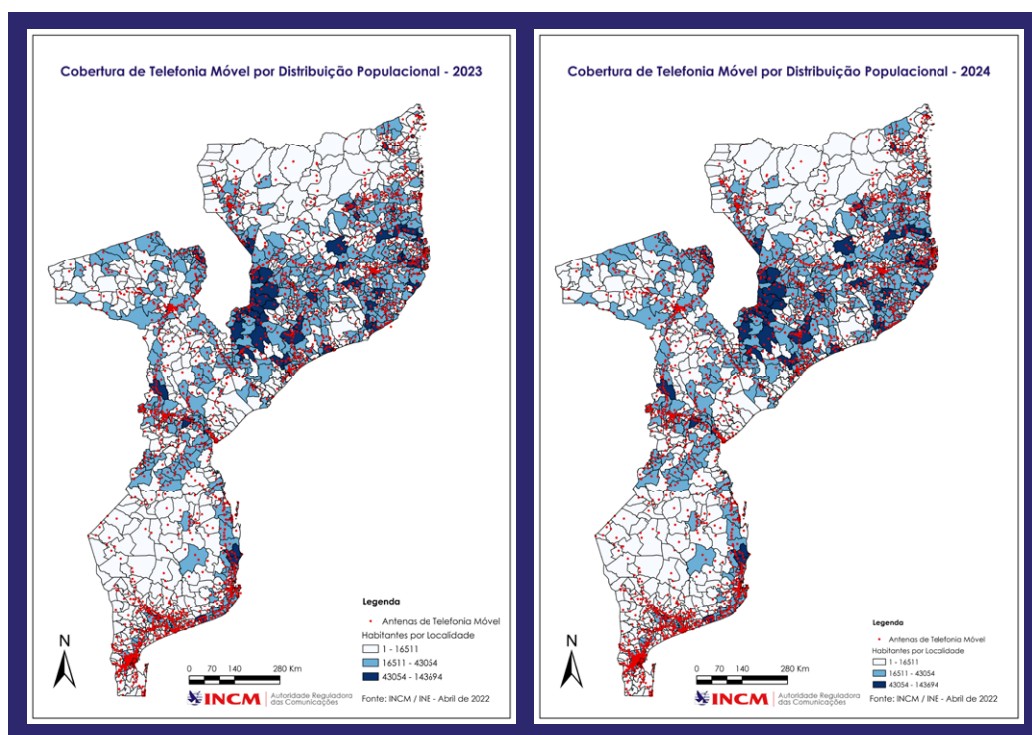


Figure 21. Coverage by population distribution in 2023 and 2024.

Thus, it can be concluded that the map shows a direct correlation between population density and mobile network coverage, reinforcing the need for policies to encourage investment in low-population areas as a way of promoting digital inclusion and territorial cohesion in access to telecommunications.

6.1.2. Areas Without Coverage

6.1.2.1. Administrative Posts Without Coverage

For the period 2024, six (6) administrative posts without coverage were identified, distributed across five (5) provinces – Cabo Delgado, Zambezia, Tete, Sofala and Maputo Province, representing 1.32% of a total of 453 administrative posts in the country.

This result is considered positive, given that in 2023, the country had eleven (11) administrative posts without coverage in these same provinces, as shown in the table below.

The reduction in the total number of unconnected locations, from 11 in 2023 to 6 in 2024, is a clear indicator of progress in expanding the telecommunications network. However, the persistence of these gaps highlights the need to maintain and strengthen investments targeting areas still lacking coverage, ensuring full and equitable digital inclusion throughout the country.

PROVINCE		ADMINISTRATIVE POSTS	
		2023	2024
1	Cabo Delgado	Quirimba	Quirimba
		Quiterajo	📶
		Imbuho	📶
		Papai	📶
2	Zambezia	Urbano 4	Urbano 4
		Chimbadzo	📶
3	Tete	Chintholo	Chintholo
		Chipera	Chipera
4	Manica	Nguawala	📶
5	Sofala	Chiloane	Chiloane
6	Maputo Provincia	Machubo	Machubo
TOTAL		11	6

Table 16: Comparison of Administrative Posts without coverage (2023-2024).

With regard to the number of administrative posts without coverage by operators, the table below shows a significant improvement between 2023 and 2024 for all operators, driven by compliance with regulatory obligations.

MOVITEL stands out for its greater efficiency in territorial expansion, achieving a 48.4% reduction in the number of administrative posts not covered, from 31 to 16, the lowest residual value among the three operators.

TMCEL recorded the second best performance with a reduction of 34.8%, from 135 to 88 administrative posts without coverage. However, it continues to face the greatest coverage challenge, which is reflected in the various grey areas observed on its coverage map, as illustrated in section 6.1.1.1.

In turn, VODACOM showed a reduction of only 28.3% compared to the competition, from 53 to 38 administrative posts without coverage in 2024, demonstrating gradual progress in the expansion of its infrastructure.

6.1.2.2. Localities Without Coverage

Out of a total of 1,222 localities, by the end of the fourth quarter of 2024, Mozambique had 1,013 localities covered and 209 localities without coverage, representing a significant improvement compared to 2023, when 989 localities were covered and 236 remained without coverage.

This progress corresponds to an increase in coverage rate from 80.7% in 2023 to 82.9% in 2024, which is equivalent to a 2.2% reduction in the number of localities without coverage.

This is a positive result, reflecting the impact of network expansion actions and continuous investments made by operators, as well as initiatives to promote digital inclusion coordinated by regulator.

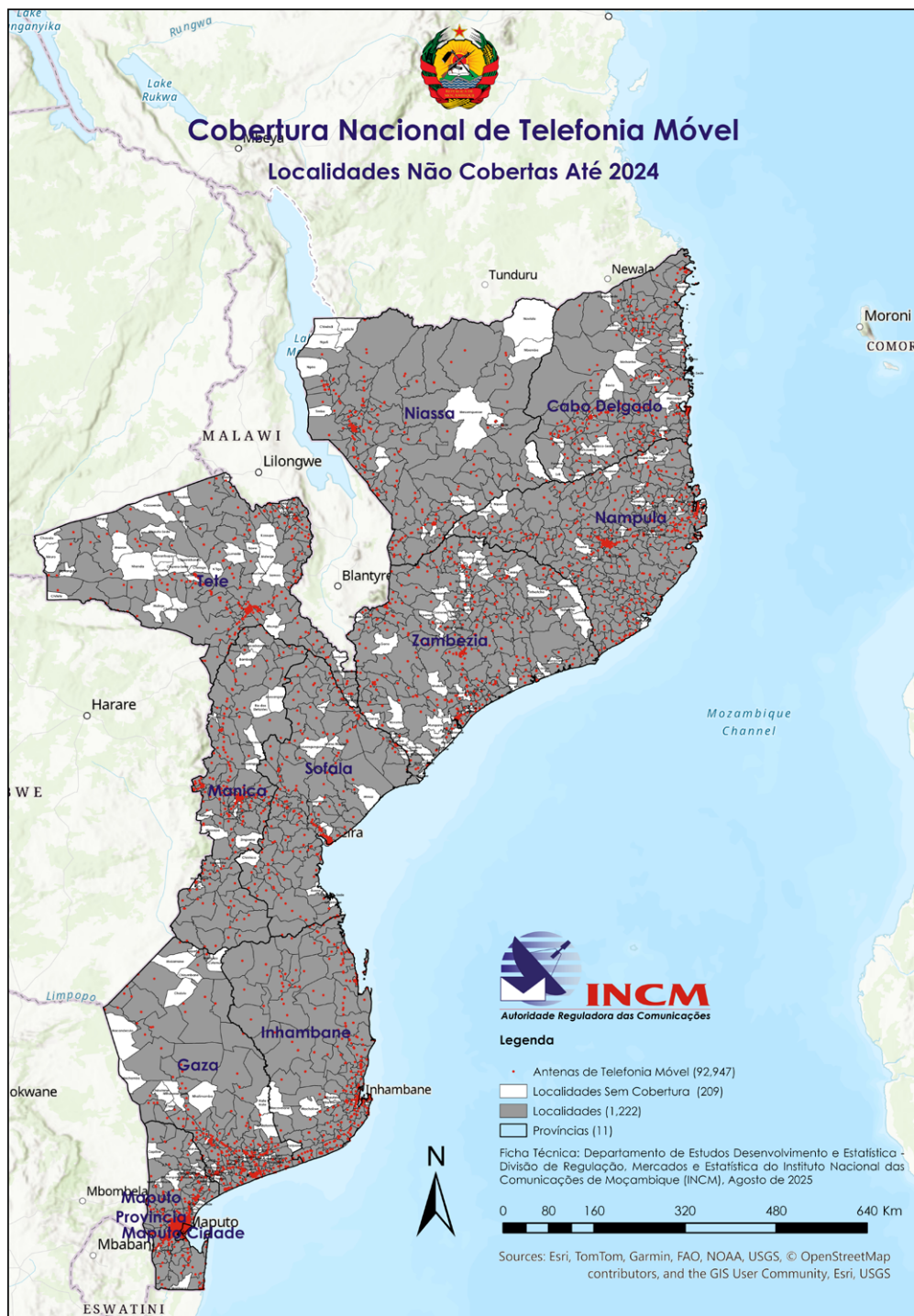


Figure 22. Localities Without Coverage (2024).

2024 map, shown in Figure 22, clearly illustrates the areas not yet covered by mobile network services. Among the main causes identified for the lack of coverage are:

- Unfavourable geographical conditions, which hinder the installation of infrastructure;
- Low population density, which reduces the economic viability of expansion; and
- Financial and technical limitations on the part of some operators.

In a more segmented analysis, the maps below illustrate the localities without coverage by operators. In the legend, the white areas represent localities without coverage by mobile network services, while the grey areas represent locations that are covered. It can be seen that, out of a total of 1,222 locations:

- TMCEL has 658 localities without coverage;
- VODACOM has 441 localities without coverage; and
- MOVITEL has 307 localities without coverage.

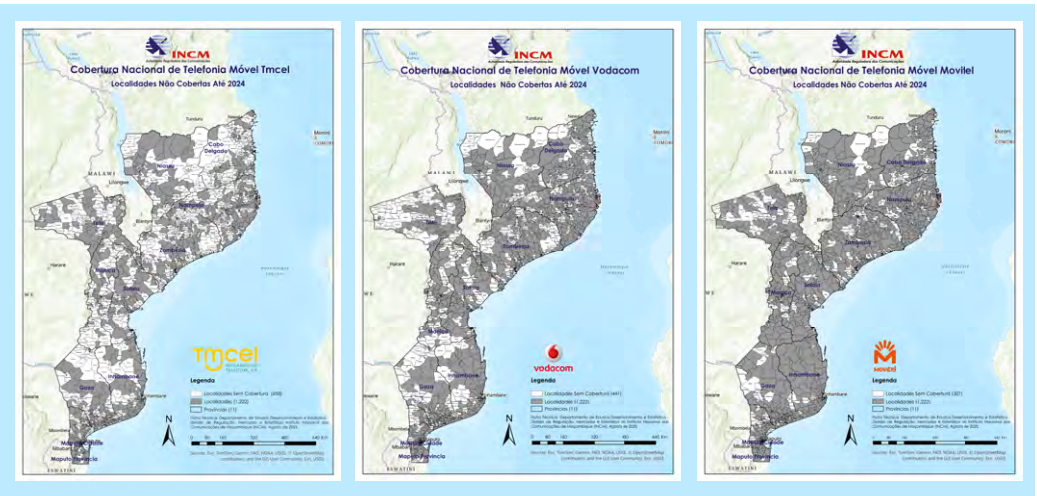


Figure 23. Localities Without Coverage by Operator (2024)

MOVITEL demonstrates the best national coverage, with the fewest localities not covered and consequently the smallest white area on the map. VODACOM follows closely behind. TMCEL has the highest number of localities without coverage, which corresponds to the largest white area in the territory. This indicates that it faces the greatest challenge in expanding its network among the three operators.

With regard to the number of localities without coverage by any operator, the table below shows a slight improvement between 2023 and 2024 for all operators, with the most significant improvement being that of TMCEL, with a record 126 new localities covered.

OPERATOR	LOCALITIES WITHOUT COVERAGE	
	2023	2024
TMCEL	784	658
VODACOM	503	441
MOVITEL	356	307

In all cases, it can be seen that the localities without coverage are predominantly concentrated in inland regions, far from the main population centres and economic corridors, where network density is higher and the economic viability of investments is greater.

NOTE

The complete list of localities without coverage by the end of 2024 is available in the Statistical Information Menu on the official INCM portal www.incm.gov.mz

6.2. Telecommunications Sector Monitoring

INCM, as the National Communications Regulatory Authority, is responsible for the inspection and supervision of telecommunications services, including the technical assessment and publication of reports on service quality, in accordance with Article 10 of ***the Regulation on the Quality of Public Telecommunications Services, approved*** by Decree No. 6/2011 of 3 May.

Between June and November 2024, INCM conducted a national campaign to assess service quality in the southern, central and northern areas of the country, using the drive test methodology. The following 20 geographical areas were tested.

The assessment considered the main quality of service (QoS) performance indicators defined in the aforementioned regulation, as indicated in the following table:

INDICADOR	TARGET
Voice call setup time voice call	< 8 s
Average audio quality	>= 3.5
Percentage of successfully established calls	≥98%

INDICADOR	TARGET
Percentage of dropped calls Calls	≤ 2%
Data transfer rate - 3G	≥ 3 Mbps
Data transfer rate – 4G	≥ 10 Mbps
Data transmission latency	3G: < 90ms, 4G: < 40 ms
Coverage	95% of samples: 4G (≥ -105dBm), 3G (≥ -95dBm) and 2G (≥ -85dBm))

6.2.2. Network Availability

The results indicate that no operator achieved the regulatory target of 99% network availability, with TMCEL achieving an average target of 91.95%, VODACOM 96.78% and MOVITEL 91.40%.

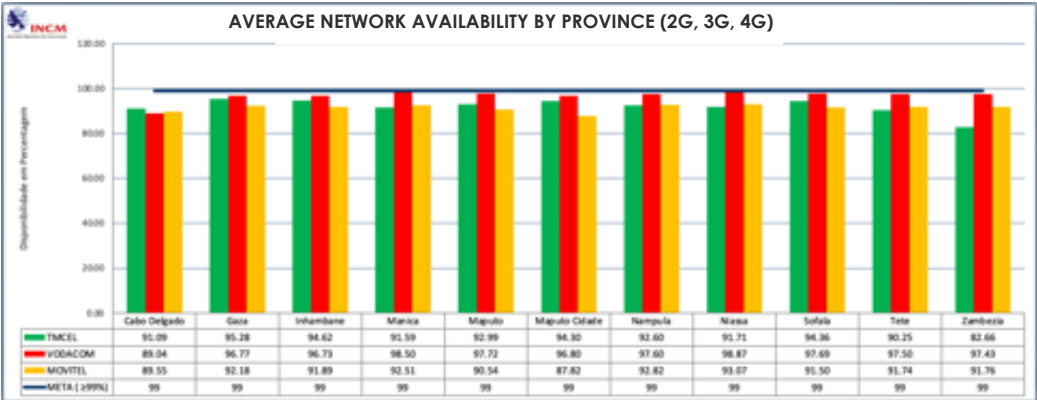


Figure 24: Network Availability Test Results by Province (2024)

These results highlight the need to strengthen preventive maintenance and reduce the average repair time for faults in order to improve the continuity and reliability of mobile telecommunications services in the country.

6.2.3. Voice Services (2G and 3G)

The results of the Voice Services (2G/3G) monitoring indicate overall performance levels close to regulatory targets, although with variations between operators and regions.

In terms of accessibility, MOVITEL performed best with 97.72% of calls successfully established, followed by VODACOM (97.58%) and TMCEL (96.70%).

The average call set-up time remained within the target of 8 seconds for all operators, with VODACOM recording the best result (5.83 s), followed by MOVITEL (6.08 s) and TMCEL (6.65 s).

In terms of call retention, VODACOM (0.20%) and TMCEL (1.39%) had drop rates below the 2% limit, while MOVITEL had a higher rate (2.85%).

In terms of audio quality (MOS), VODACOM also stood out with 3.16, above the minimum threshold of 3.5, demonstrating better clarity and communication stability.

6.2.4. Data Services (3G and 4G)

The results of the Data Services (3G/4G) monitoring reveal satisfactory overall performance, with all operators presenting average speed values above the regulatory targets, albeit with considerable differences between them.

In 3G technology, VODACOM recorded the best average download speed, with 4.95 Mbps, followed by TMCEL with 4.91 Mbps and MOVITEL with 2.70 Mbps. For 4G technology, VODACOM maintained its lead with 20.71 Mbps, followed by TMCEL (14.44 Mbps) and MOVITEL (13.02 Mbps).

The figures below show that the analysis of developments between 2021 and 2024 reveals a trend of continuous improvement in the average speeds of TMCEL and MOVITEL, as a result of investments in network modernisation and expansion of 4G coverage, while VODACOM maintains a consistently superior performance, above the targets set by the regulator.

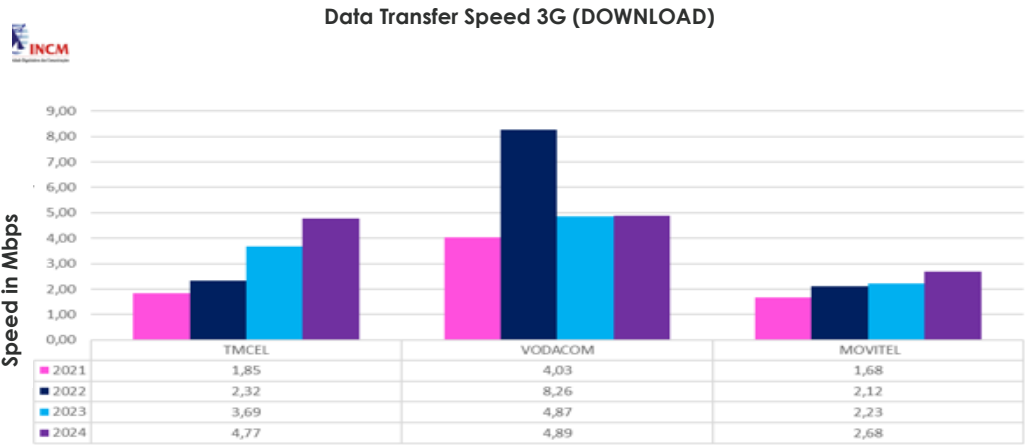


Figure 25. Evolution of Data Speeds - 3G (2021-2024).

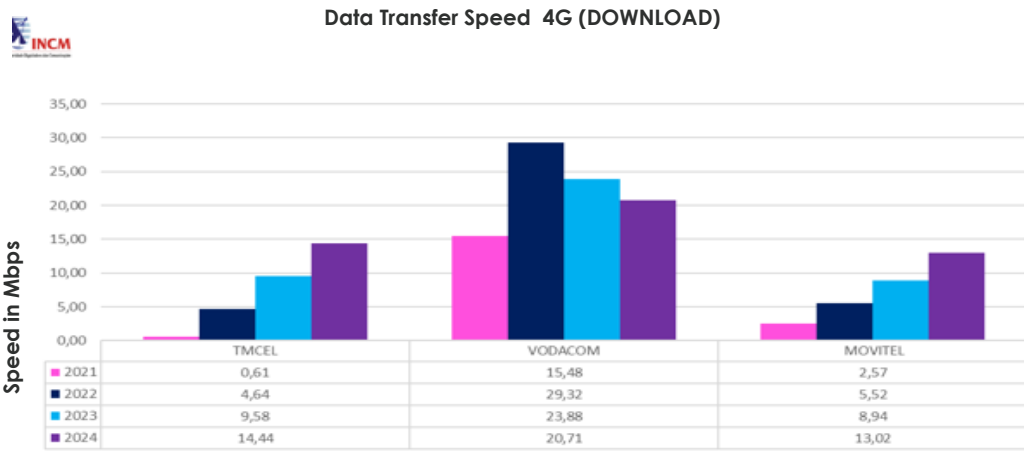


Figure 26. Evolution of Data Speeds - 4G (2021-2024).

6.2.5. Network Coverage

The results of network coverage monitoring show that, despite occasional improvements, significant asymmetries persist in the distribution of mobile technologies, especially between urban and rural areas.

In the 2G network, where the target is for 95% of measurements to have a signal level above -85 dBm, TMCEL complied in 14 areas (70%), MOVITEL in 12 areas (60%) and VODACOM in only 5 areas (25%).

For the 3G network, with a target of -95 dBm, MOVITEL led with 13 areas (65%), followed by VODACOM with 12 areas (60%) and TMCEL with 7 areas (35%).

With regard to the 4G network, whose target requires measurements above -105 dBm, both VODACOM and MOVITEL complied in 17 areas (85%), while TMCEL achieved 8 areas (40%).

Overall, it appears that 3G and 4G technologies remain concentrated in urban centres and areas of higher population density, reflecting inequalities in rural coverage and the need to strengthen investment in network expansion in remote areas of the country.

6.2.6. Overall Assessment and Conclusions

The overall assessment of Quality of Service (QoS) results highlights persistent challenges in the continuity, performance and coverage of mobile telecommunications services in Mozambique.

In terms of network availability, no operator achieved the regulatory target of 99%, which demonstrates structural weaknesses in the maintenance and management of service support infrastructure.

In voice services, TMCEL recorded the highest non-compliance rate (45%), followed by MOVITEL (36.25%) and VODACOM (32.5%), reflecting inconsistencies in performance between operators and regions.

With regard to data services, MOVITEL had the highest number of non-compliances (52.5%), while TMCEL and VODACOM achieved results closer to the targets, both with 7.5%.

In terms of network coverage, TMCEL had the highest non-compliance rate (50%), followed by MOVITEL (43%) and VODACOM (30%), which reinforces regional inequalities in access to mobile technologies.

Overall, the results highlight the need to strengthen investment in infrastructure, promote the optimisation of existing networks and implement continuous monitoring mechanisms to ensure quality, reliability and equity in access to telecommunications services throughout the country.

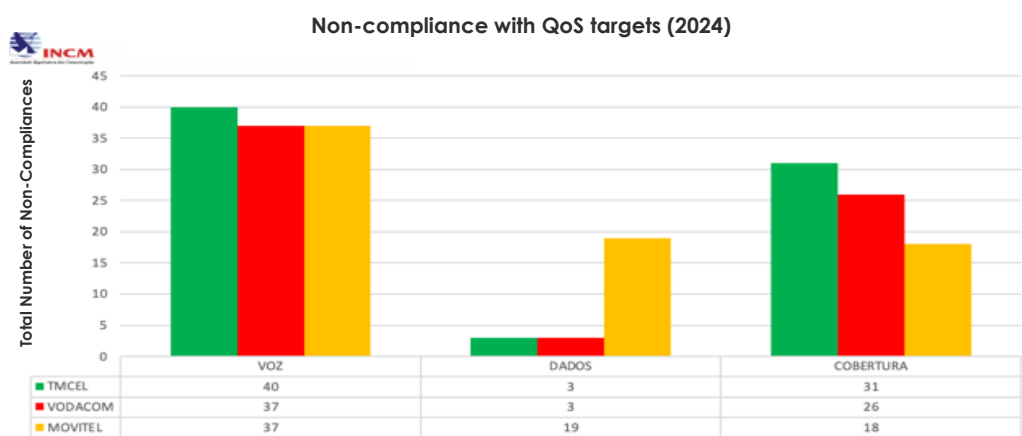


Figure 27. Evolution Data Speeds (2021-2024).

Television Sector Services

As part of its remit to supervise and monitor the quality of radiocommunications services, INCM conducted a technical assessment of the quality of the Digital Terrestrial Television (DTT) service in 2024.

The methodology adopted followed INCM regulatory procedures, based on Recommendation ITU-R SM.1875, using data obtained through an ETL spectrum analyser. Measurements were taken at representative locations, with integrated analysis of the programming provided by MUX, through demodulation of the DVB-T2 signal.

The georeferencing of the measurement points was performed automatically via GPS, while the azimuth was recorded manually using a digital compass.

The coverage assessment considered not only the electric field values, but also complementary indicators, namely MER, BER, C/N ratio, OFDM spectrum, constellation diagrams and echo diagrams, allowing a comprehensive analysis of the stability and quality of the DTT signal.

Analysis of Quality of Service Indicators

The analysis conducted in the cities of Maputo, Quelimane, and Mocuba shows that the quality of the Digital Terrestrial Television (DTT) signal fully complies with the established technical requirements.

Verification of coverage and measured technical parameters confirms that the areas analysed have adequate levels of reception and signal stability, ensuring consumers a continuous, high-quality viewing experience.

Orthogonal Frequency Division Multiplexing (OFDM) spectrum's good compliance, the high C/N ratio, and the efficient decoding of the DVB-T signal demonstrate the reliability of the obtained results and the robustness of the implemented system. This creates a virtuous cycle of continuous improvement, whereby the quality of service stimulates user satisfaction, attracting new subscribers and encouraging investment and technological innovation. This consolidates DTT as an essential communication, information and entertainment platform in the country.

Monitoring and Market Impact Indicators

The results obtained show a positive and direct impact on the telecommunications and media market in Mozambique. The high signal quality and wide coverage reinforce the stability and reliability of the service, simultaneously benefiting consumers, DTT operators and content producers, and consolidating a predictable and trustworthy regulatory environment.

PARAMETER	TARGET SET	ACHIEVED RESULT	ANALYSIS
Electric Field (dBμV/m)	≥ 65 dBμV/m	111.8 dBμV/m	Excellent signal strength
S/N Ratio (dB)	≥ 30 dB	42.5 dB	High-quality signal
Bit Error Rate (BER)	$\leq 1e-6$	0.5e-7 / 0.0e-7	Error rate Extremely low
Modulation Error Ratio (MER)	≥ 30 dB	32.7 dB	High-efficiency modulated signal
OFDM Spectrum	Good quality	Good	Stable signal distribution, without interference
Constellation Diagram	Clear, without distortion	Good	Good modulation quality
Echo Diagram	No problematic echoes	Good	Absence of interfering reflections

Table 17. Summary of Technical Parameters Measurement Results



7. CONSUMER PROTECTION

This chapter summarises the main results and achievements of INCM's Consumer Protection Department (DEPC) in 2024, highlighting the actions taken to ensure the quality and transparency of electronic communications services provided to users.

Through DEPC, INCM ensures the protection of consumer rights by monitoring compliance with service quality standards, mediating conflicts between operators and customers, and promoting responsible market practices. These interventions aim to strengthen consumer confidence and contribute to a more inclusive and efficient communications sector.

This chapter presents the main areas of action of DEPC, performance indicators, actions taken, as well as the results, challenges and recommendations identified, providing a basis for the continuous improvement of consumer protection policies and mechanisms in the communications sector.

7.1. Consumer Support Line

Consumer Support Line is an essential tool for direct and accessible interaction between consumers and the regulator, offering free, responsive and personalised support, allowing complaints, reports and requests for information about communications services to be registered.

The service, available on 1789, operates 24 hours a day and offers assistance in six languages: Portuguese, English, Xi-changana, Xi-sena, E-makua and Echuwabo.

Given the low purchasing power and low levels of digital literacy in the country, mobile line remains the channel most used by consumers in the sector.

7.1.1. Call Statistics

During 2024, the Call Centre recorded 25,209 calls. Statistical analysis reveals the following:

- 30% of calls were answered by human agents, representing a significant proportion, although it shows that around 70% did not receive direct assistance, due to issues related to IVR (Interactive Voice Response) or call abandonment;

- 30.5% of calls occurred after 5 p.m., indicating high demand outside normal business hours, with peaks between 6 a.m. and 8 a.m. and 7 p.m. and 8 p.m.;
- 20.9% of calls only heard the IVR, which may indicate that some consumers were able to resolve their issues automatically, although it may also signal limitations in the use of the system;
- 18.6% of calls were abandoned, highlighting the need to strengthen service capacity and reduce waiting time.

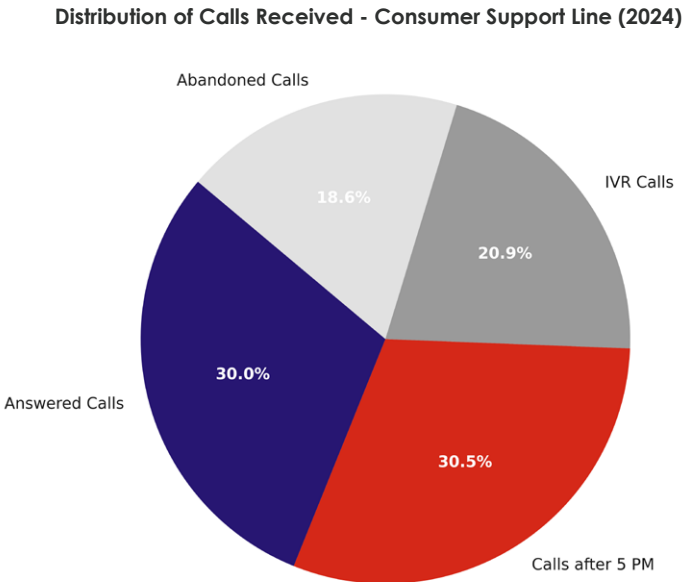


Figure 28. Call Categorisation (2024).

These data point to the need to increase coverage outside working hours, optimise the IVR and strengthen the Call Centre's human resources, with a view to reducing call abandonment and improving the consumer experience.

Despite these challenges, there has been remarkable progress in service efficiency. For example, in 2024, there was a simultaneous improvement in the agent service rate (+7.5% points) and a reduction in abandoned calls (-5.3% points), indicators that reflect greater operational efficiency and better management of installed capacity.

These advances are particularly significant when considered in light of the 254% growth in total call volume, a factor that highlights consumers' growing confidence in this official communication channel. Thus, the Consumer Service Line is on a positive trajectory, demonstrating its ability to adapt to users' needs and reinforcing the importance of continuous investment in modernisation, automation and human resources.

7.1.2. Most Commonly Used Languages

The linguistic distribution of calls recorded in 2024 remained stable compared to previous years (2022 and 2023), with Portuguese as the main language used (66%), followed by e-Makua (12%), Xi-Changana (11%), e-Chuabo (6%) and Xi-Sena (4%).

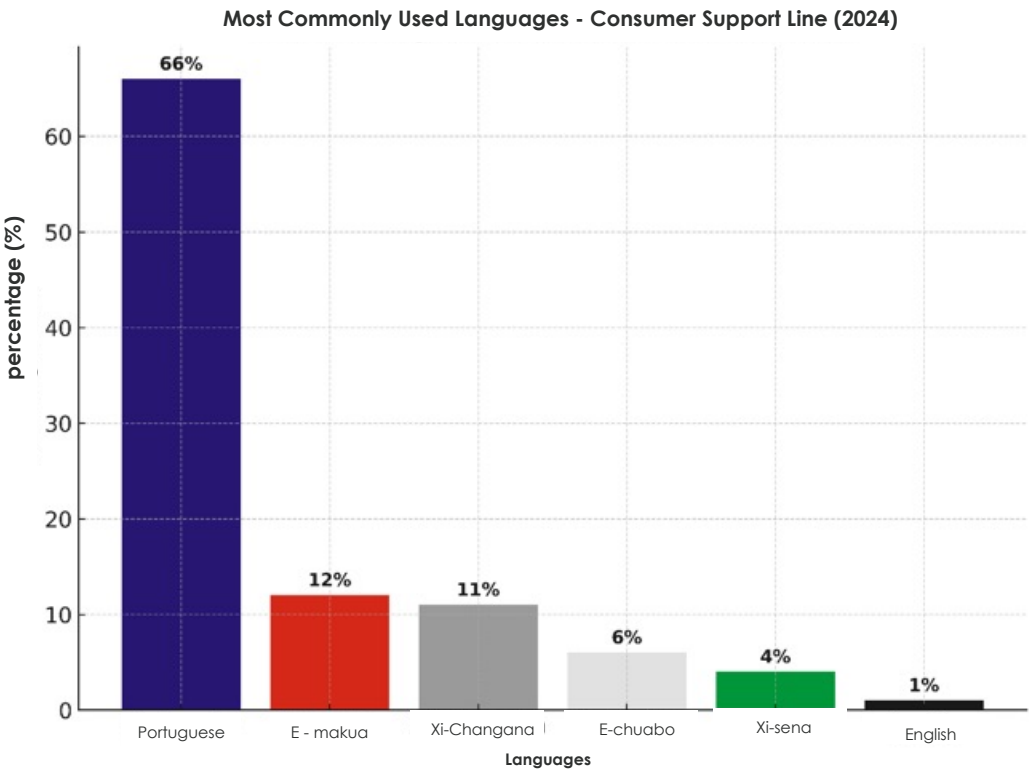


Figure 29. Most Commonly Used Languages – Consumer Support Line (2024)

This consistency shows that the Consumer Support Line has managed to maintain a strong connection with citizens from different regions of the country, reflecting the cultural and linguistic diversity of Mozambique.

The residual presence of English (1%) may be associated with the diplomatic community, expatriates or the growing number of migrants in the country, which also reinforces the relevance of an inclusive channel capable of serving different audiences.

Thus, it can be concluded that the 2024 results for the most frequently used languages show that the service continues to be recognised and used as a reliable communication channel, although they reveal the need for continuous reinforcement of human resources and multilingual capacity. Therefore, for the coming years, it is recommended to increase the number of agents fluent in the most prevalent national languages, as well as to implement actions for continuous improvement in the service process.

7.1.3. Call Categorisation

Among the calls answered by agents, requests for information stood out (3,818 requests), followed by complaints and other matters outside the regulator's scope. In May 2024, there was a peak in calls related to the end of unlimited tariffs, followed by a gradual decrease in subsequent months.

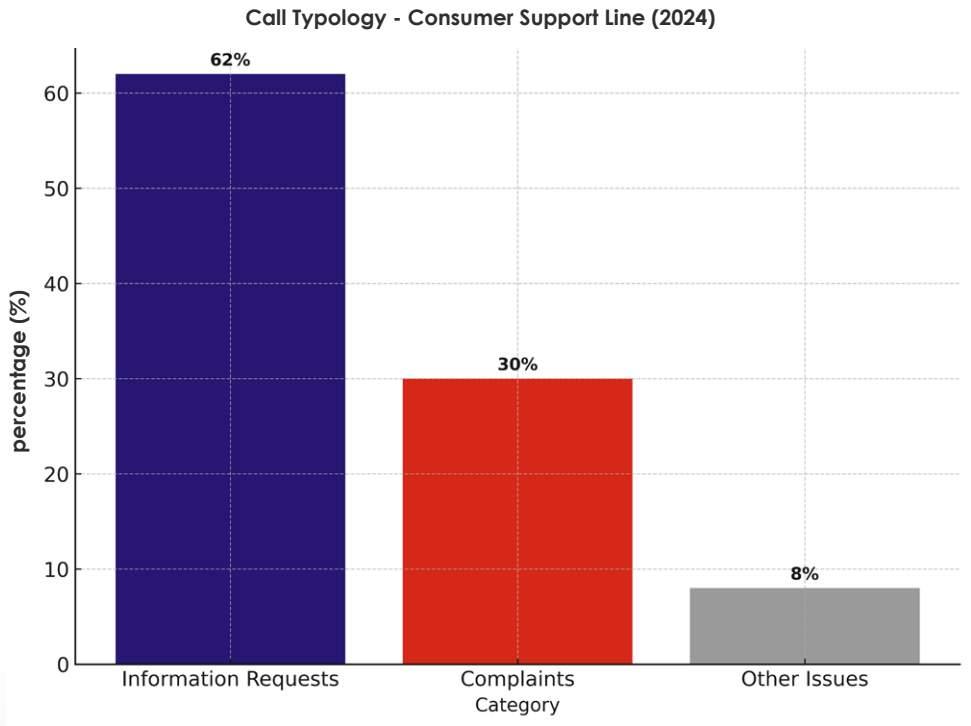


Figure 30. Call Categorisation (2024).

Of the calls answered by agents in 2024, 3,818 were information requests, consistent with previous years. In 2023, this type of contact represented 68% of total interactions, and it continued to lead in 2024 with an absolute volume increase of 182%. This growth is directly associated with the launch and subsequent termination of unlimited tariffs, which generated a significant spike in demand in May 2024, after which demand returned to normal levels throughout the year.

The diversity of topics covered (subscriber registration, licensing and approval of equipment, operators' products and services, access to the PGR's reporting platform, among others) demonstrates a higher level of digital literacy among users and greater confidence in the Consumer Line as an official channel for clarification.

However, the sharp increase in demand and the growing complexity of the issues require us to transition from a reactive model to a proactive approach. This involves strengthening service capacity, improving IVR automation and making information available across multiple channels, such as the website, USSD and social networks. It also involves creating early warning and monitoring systems. These measures will enable to anticipate information crises, reduce operational pressures, and reinforce INCM's role as the guardian of consumer rights in the communications sector.

7.1.4 Quality of Service Assessment

The Consumer service line provides a service evaluation questionnaire, allowing the level of consumer satisfaction to be assessed. The results indicate that:

- 53% considered the service to be excellent;
- 24% rated it as good;
- 2% rated it as poor, in cases associated with scanning failures;
- 21% did not respond to the evaluation..

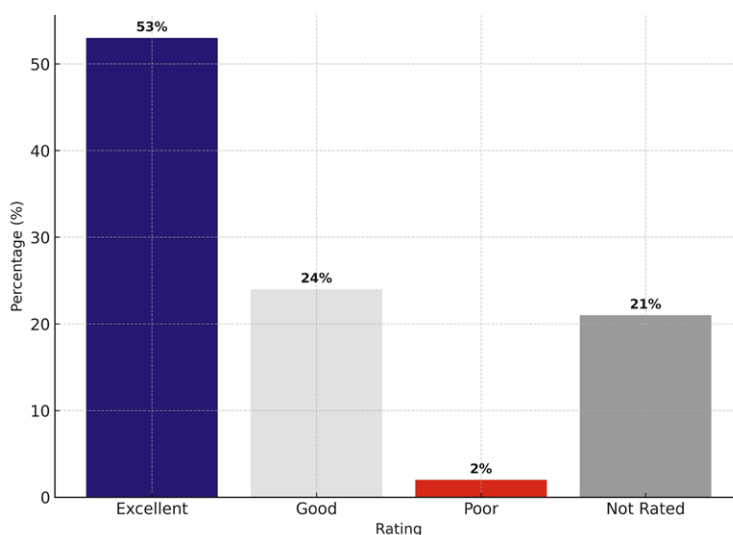


Figure 31. Consumer Quality of Service Assessment (2024).

This performance demonstrates high overall satisfaction, although it is recommended to strengthen consumer involvement in the process of evaluating and continuously improving the service.

The Consumer Portal complements this consumer protection effort by modernising complaint management and providing a digital channel of communication with INCM, as we will see in the following section.

7.2. Consumer Portal

The Consumer Portal, accessible at <https://consumidor.incm.gov.mz>, is a milestone in the modernisation of consumer rights protection in the communications sector. The platform allows users to register and track complaints, access educational information on consumer rights and duties, and engage in direct dialogue with INCM through DEPC.

In 2024, the portal received 218 users, of whom 69 were women (32%) and 149 men (68%). The predominant age group is between 20 and 40 years old (80%), and access was mainly via mobile devices (69%), compared to 31% via computers.

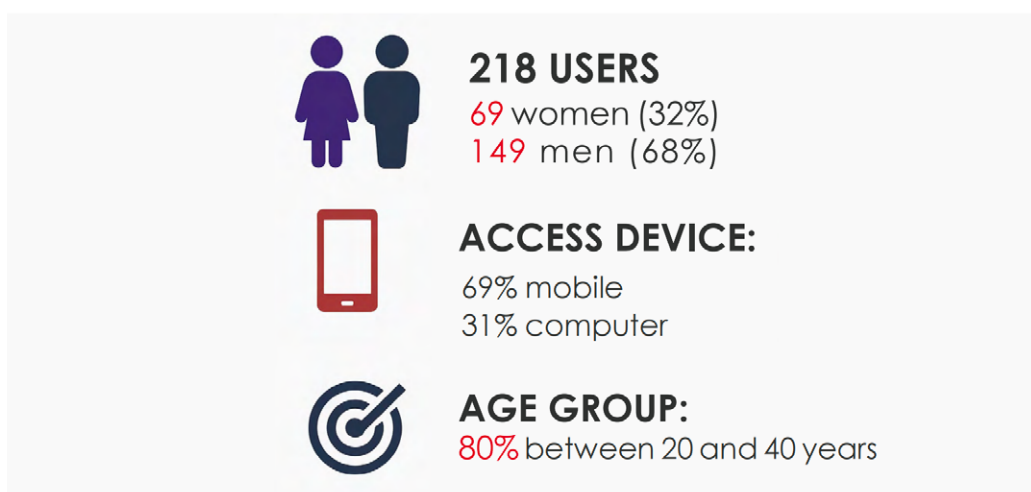


Figure 31. Consumer Portal Access Statistics (2024)

The portal reinforces INCM's commitment to technological innovation in the service of citizens, promoting transparency, efficiency and digital inclusion.

7.3. Complaints and Claims

7.3.1. Complaint Submission Channels

In 2024, INCM received 31 formal complaints, representing a reduction of around 20% compared to 2023. This decrease is mainly due to greater public awareness of the institutional powers of each entity in the communications sector.

In 2023, a significant proportion of complaints received were related to the mobile wallet sector, which is overseen by the Bank of Mozambique. More effective communication of this information led to complaints being handled more assertively from the outset, highlighting the maturation of the consumer protection ecosystem and the strengthening of regulatory literacy.

The main channels used by consumers to submit complaints were:

- **Consumer Portal:** 4 complaints - increasing use of digital platforms;
- **Consumer Line:** 2 complaints - despite a high volume of interactions, few formal complaints;

- **Emails:** widely used alternative channel for direct communications, receiving 12 (twelve) complaints;
- **Physical letters:** Traditional mechanism still preferred by many consumers, totaling 13 (thirteen) complaints.

In terms of technical channels for receiving complaints by the Telecommunications Traffic Control Unit (UCTT), the complaints were:

- **Traffic Control Platform:** Centralised system that monitors traffic in real time, combating fraud and ensuring compliance with Decree No. 38/2023;
- **Operator Reports:** Periodic documents submitted under Decree No. 66/2019 containing security incidents and corrective measures;
- **Complaints Platform:** Joint tool of INCM, PGR, banks and operators, which allows fraud and scams to be reported. Five hundred (500) cases of fraud were reported via this platform.

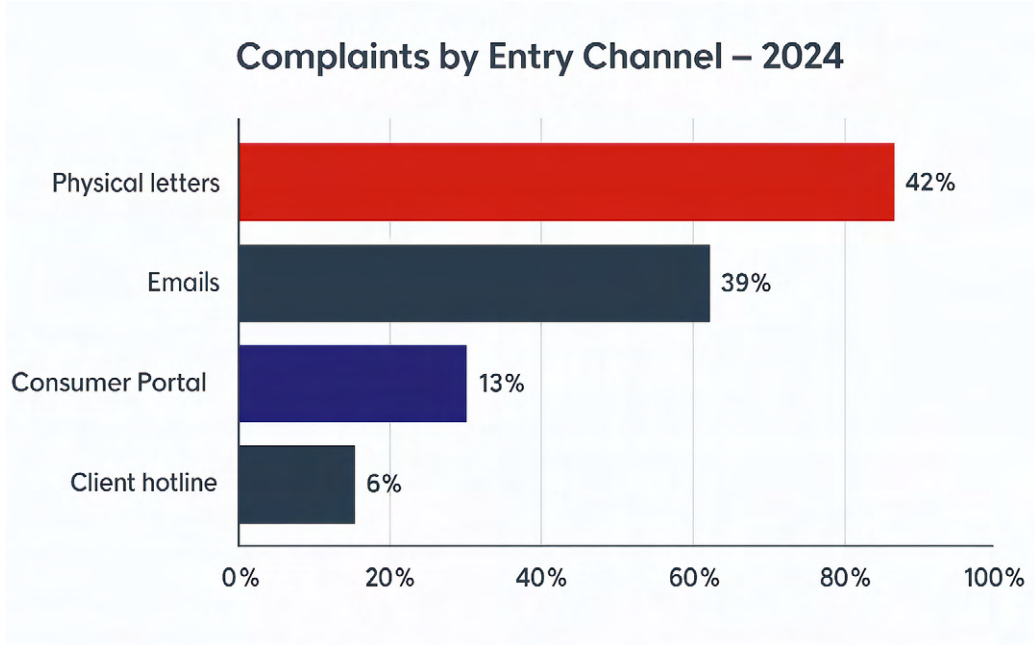


Figure 32. Complaint Channels Statistics (2024)

The data confirms that traditional channels continue to play a decisive role, with physical letters remaining the preferred means for registering formal complaints.

This behaviour reveals greater accessibility for consumers with low digital literacy and a perception of greater legal certainty through physical media.

In this context, the following recommendations for modernisation should be made: firstly, the optimisation of traditional channels through the digitisation of correspondence and more efficient document management; and secondly, the promotion of digital channels through awareness-raising actions that reinforce trust and ease of use.

7.3.2. Most Frequent Complaints

The segmentation of complaints by type of service in 2024 shows that the telecommunications sector remains the most critical in terms of consumer dissatisfaction:

- Telecommunications (70%) — Main causes:
 - , unannounced tariff changes, automatic subscription to services and service provision failures;
- Broadcasting (20%) — Complaints related to signal quality and inefficient customer service, with the highest incidence in Maputo Province;
- Outside the scope (10%) — Related to mobile wallets and online fraud, duly forwarded to the competent authorities (namely the Bank of Mozambique and the Attorney General's Office).
- In terms of fraud and complaints in 2024, there were 555,481 incidents, distributed as follows:
 1. Mobile operators: 294,580 cases (53.0%);
 2. Regulatory Authority (via platform): 260,401 cases (46.9%);
 3. Complaints Platform: 500 cases (0.1%).

Table 19 shows the distribution of the most complained about services. Compared to 2023, trends showed that billing was the main cause of complaints, and there were a high number of cases outside the scope.

CATEGORY	%	MAIN CAUSES	RECOMMENDATIONS
Billing	32%	Outdated systems; lack of standardisation	Audit and modernise systems
Customer service	13%	Lack of knowledge and delayed feedback	Training Continuous training and response time targets
Promotions and/or rates	9%	Changes without prior notice	Confirmation via SMS before renewal
After-Sales Service	7%	Failures in package activation	Update automatic activation systems
Quality of Service	7%	Limited coverage, slowness and instability	Continuous monitoring and regular maintenance
Out of scope	32%	Lack of clarity in institutional competences	Awareness campaigns and inter-institutional cooperation Interinstitutional

Table 18. Summary of Main Types of Fraud Reported (2024).

Table 19 shows the distribution of the types of fraud most frequently reported in 2024.

TYPE OF FRAUD	PERCENTAGE	OCCURRENCES
SMS Phishing (Smishing)	42.79%	237,076
Fraudulent SIM Registration	38.03%	210,883
SIM Box	16.99%	94,091
Social Engineering	1.71%	9,483
Voice Phishing	0.22%	1,210

Table 19. Summary of the main types of fraud reported in 2024.

7.4. Case Handling and Resolution

In response to the increasing prevalence of fraud within the telecommunications industry, INCM introduced a series of strategic measures designed to mitigate economic, social and operational impacts, enhance network security and resilience, and rebuild consumer confidence. These measures focused primarily on preventing, detecting and punishing fraudulent practices, as well as strengthening collaboration between the various stakeholders in the sector.

- **Blocking of Fraudulent Numbers** – Operators blocked 208,878 SIM cards identified as being involved in fraudulent activities, with the aim of stopping illegal operations and protecting the integrity of telecommunications networks.
- **Disciplinary Proceedings** – Disciplinary proceedings were initiated against six (6) employees of the operators involved in fraudulent practices. These measures aimed to hold the offenders accountable and ensure compliance with industry standards.
- **Legal Proceedings** – Legal proceedings were also brought against more than 27 individuals involved in the fraudulent registration of SIM cards in several provinces, particularly Nampula.
- **Collaborative Meetings with Operators** – The regulator held regular meetings with telecommunications operators to develop information-sharing mechanisms and promote coordinated action to combat fraud. These interactions have been instrumental in improving data exchange and ensuring faster and more effective responses.
- **Operator Maturity Survey** – A survey was conducted to assess the maturity of operators in the area of security and fraud prevention, with the aim of identifying areas for improvement and strengthening the technical and operational capabilities of the sector.
- **Seminar on Communications Security and Resilience** – In coordination with the Attorney General's Office (PGR), INCM organised a seminar on communications security and resilience,

with the aim of raising awareness among operators and civil society of the importance of protecting critical telecommunications infrastructure and promoting secure communication practices.

- **Closure of Community Radio Stations** – INCM formally notified three community radio stations, and technical collaboration mechanisms were established to resolve the problems identified and ensure their operational compliance.



8. UNIVERSAL SERVICE AND ACCESS

This chapter analyses the main actions conducted under FSAU, INCM's financial and strategic instrument that ensures equitable and sustainable access to communication services throughout the country.

In 2024, FSAU further consolidated its position as a key mechanism for digital inclusion. It supported projects that expanded connectivity, reduced regional disparities, and strengthened the meaningful use of ICT, particularly in rural areas and among vulnerable communities.

The following sections present the funding sources, implemented projects, resource allocation criteria, beneficiaries and challenges, thereby reaffirming INCM's commitment to achieving universal access and transparent management, as well as contributing to the Sustainable Development Goals, particularly in the areas of innovation, education and gender equality.

8.1. Sources of Funding for FSAU

The revenues of FSAU originate from mandatory contributions made by licensed entities in the telecommunications sector. In accordance with current legislation, each licensed operator contributes 1% of its gross annual revenue from the previous financial year.

To ensure compliance with and the integrity of the reported data, operators must submit a copy of their audited annual financial report, prepared by an independent and duly certified entity, to FSAU. This must be submitted by 31 May each year and is a prerequisite for the calculation and collection of the annual contribution.

This collection model guarantees the financial sustainability of the Fund, while ensuring the fairness and proportionality of contributions, in accordance with the economic performance of each contributing entity.

The resources collected by FSAU are exclusively used to finance programmes, projects and initiatives aimed at ensuring universal, meaningful and affordable access to telecommunications services throughout the national territory. The allocation of resources follows priority criteria defined by public policy on digital inclusion and communications coverage, with a particular focus on:

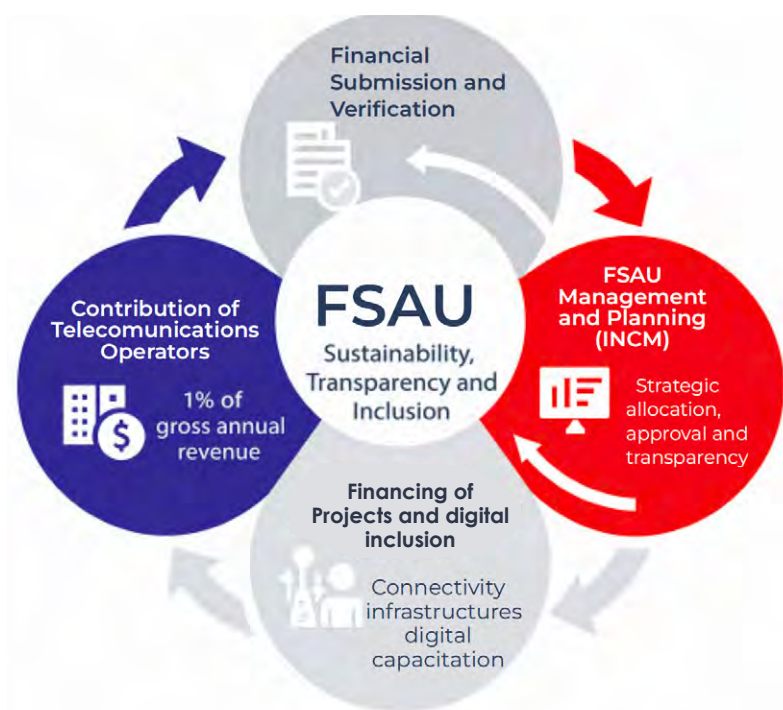


Figure 33. FSAU Funding Sources and Cycle.

- Projects to expand connectivity in rural and suburban areas, where private investment is limited due to low economic returns;
- Development of telecommunications infrastructure, including communication towers, fibre optic connections and base stations;
- Digital training programmes aimed at promoting digital literacy and social inclusion, with a special focus on vulnerable populations.
- The selection and implementation of supported projects is based on technical, socio-economic and geographical criteria, ensuring the efficiency and direct impact of investments in reducing inequalities in access to information and communication.

Transparent and responsible management of resources is one of the pillars of FSAU's operation. The INCM Board of Directors, as the Fund's managing entity, it prepares the FSAU Activity Report annually, which includes financial statements audited by independent entities.

After due approval and ministerial endorsement, the report is made public, reinforcing the institutional commitment to the principles of transparency, accountability and responsibility.

This process ensures that all stakeholders, from contributing operators to project beneficiaries, have access to information on the origin, management and impact of the Fund's resources, strengthening trust and social control over the use of public funds.

8.2. Projects Funded by FSAU

FSAU prioritises support for projects that promote digital inclusion, equal access to ICTs and the reduction of asymmetries in access to telecommunications, with a special focus on rural, remote and vulnerable communities.

The main areas of intervention of the funded projects include:

- Connectivity in public institutions, namely schools, kindergartens and community centres;
- Promotion of digital inclusion for vulnerable groups, with a special focus on women, young people, and those in socio-economically disadvantaged situations.

Projects are selected based on technical and social impact criteria, ensuring that each initiative effectively contributes to reducing digital inequalities and expanding meaningful connectivity in the country.

The main selection criteria include:

- Technical and operational feasibility of the project;
- Social impact and potential for improving access to information and digital services;
- Sustainability in long term, including mechanisms for continuity and maintenance of the equipment and services installed.

PROVINCE	IMPLEMENTATION OF FSAU PROJECTS			
	Public Digital Squares	Computer Labs	Internet in Schools	Digital Television Deployment
Niassa	Digital	1	17	2
Cabo Delgado	11	2	12	0
Nampula	20	5	23	2
Zambezia	28	4	24	2
Tete	12	1	17	0
Sofala	10	0	28	0
Manica	9	1	20	2
Inhambane	12	0	23	0
Gaza	16	0	25	2
Maputo Province	13	1	22	0

Table 20 National Mapping of FSAU Projects.

Progress in implementing FSAU projects over the three-year period from 2022 to 2024 shows positive and consolidated growth in meeting FSAU targets. Most indicators have shown continuous and significant expansion, particularly the Internet in Schools project, which has seen a substantial increase in the number of connected institutions, and Public Digital Squares, which has accelerated its implementation at a national level, reflecting a concerted effort to expand public access to broadband internet.

This progress is in line with FSAU's expectations and investment strategy, confirming its effectiveness in reducing regional disparities.

However, projects such as Computer Labs and Digital Television Deployment in Localities are being implemented at a more modest pace, reflecting the logistical and cost challenges associated with these initiatives.

Overall, the 2024 figures consolidate the upward trajectory of the FSAU, while highlighting the need to strengthen specific investments to ensure that all vectors of digital inclusion progress harmoniously.

8.2.1. Public Digital Squares Initiative

Public Digital Squares Initiative aims to increase access to and use of broadband internet in public spaces, such as squares, parks, and gardens. The project is primarily intended for adolescents and young people from socio-economically disadvantaged backgrounds, and promotes the educational, social and entrepreneurial use of ICT. By offering free internet access, these squares enable local communities to develop digital skills and expand their access to information.

8.2.2. Computer Labs Initiative

Computer Labs Initiative aims to provide access to information and communication technologies and support innovative teaching practices in schools. Funding covers:

- Purchase of computers and peripherals;
- Furniture and equipment for the Labs;
- Broadband Internet connection.

This initiative contributes directly to the development of digital skills in the education sector, strengthening technological integration in the teaching-learning process.

8.2.3. Internet in Schools Programme

This project focuses on public schools in rural areas and aims to provide internet access for students and teachers, thereby enhancing digital teaching methods and access to global educational content. This initiative promotes digital inclusion and universal access to connected education, in line with national policies for the digital transformation of the education sector.

8.2.4. Digital Television Deployment in Localities

The Digital Television Deployment in Localities, currently in its pilot phase, aims to provide access to satellite television in communities without terrestrial coverage and without access to the public electricity grid.

The initiative aims to combat information exclusion and expand access to educational, cultural and informational content, contributing to a more informed and participatory society.

8.2.5. Mobile Network Expansion Programme

The project aims to finance the expansion of mobile network coverage in rural and remote areas where operators have no economic incentive to invest directly. To date, around 5 million people living in hard-to-reach areas have been connected to the mobile network, giving them access to communication, digital services, and opportunities for inclusion.

This project finances the expansion of network coverage in rural and remote areas, where the lack of economic attractiveness limits direct investment by operators.

By the end of 2024, it is estimated that around 5 million population in areas with difficult access will have been connected to the mobile network, benefiting from access to communication, digital services and opportunities for socio-economic inclusion.

8.3. Allocation of Funds for Digital Inclusion

FSAU takes a structured and strategic approach to distributing available resources, ensuring investments effectively reduce digital exclusion and promote technological inclusion in Mozambique.

8.3.1. Resource Allocation Strategies

The allocation of resources by FSAU is based on objective criteria and evidence-based prioritisation techniques, with a focus on social impact and territorial equity. evidence-based prioritisation techniques, with a focus on social impact, territorial equity and efficiency of public investment. Among the main strategies adopted are:

- Geographical prioritisation based on the Digital Exclusion Index, using data from the National Statistics Institute (INE) and other official

sources to identify the regions most in need in terms of access to telecommunications services and information technologies;

- Partnerships with local and provincial governments to identify specific needs, mobilise communities and monitor project implementation;
- Coordination with national public policies to ensure that projects financed by FSAU are aligned with the objectives of digital inclusion and sustainable territorial development.

This approach ensures a fair and efficient distribution of resources, maximising social returns and positive impact on beneficiary communities.

8.3.2. Beneficiaries and Target Communities

FSAU's projects focus on vulnerable population groups, particularly those in rural areas, as well as public schools and community spaces. The aim is to reduce digital disparities and promote equal opportunities.

The distribution of beneficiaries, according to the nature of the projects underway, is as follows:

- Rural communities: 60% of resources are directed to remote and sparsely populated areas, with a view to reducing digital exclusion and facilitating access to basic services;
- Public schools: 25% of resources are invested in educational institutions, strengthening technological infrastructure and digital training;
- Public gardens and community spaces: 15% of resources are allocated to the installation of digital squares and other free Internet access points.

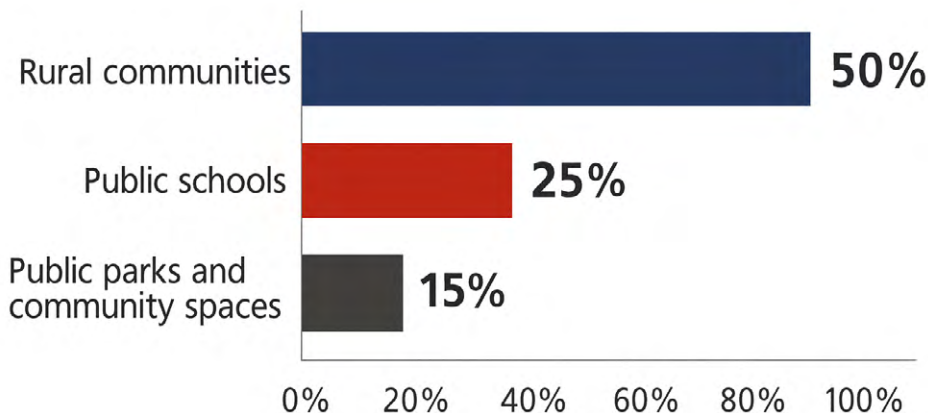


Figure 33. Distribution of FSAU resources by type of beneficiary.

8.3.3 Investments in Emerging and Sustainable Technologies

FSAU recognises that the expansion of universal access to telecommunications must be based on modern, resilient and environmentally sustainable technologies. In this context, the Fund's investments prioritise:

- Installation of 2G and 4G/LTE mobile networks in rural and remote areas, ensuring basic connectivity and mobile broadband in areas previously without coverage;
- Integration of solar energy systems into the telecommunications infrastructure implemented, reducing operating costs and ensuring energy sustainability;
- Promotion of energy efficiency and use of recyclable materials, contributing to reducing the sector's environmental footprint.

These actions reinforce FSAU's commitment to sustainable digital inclusion, in line with international best practices and the Sustainable Development Goals (SDGs).

8.4. Challenges and Opportunities for FSAU

FSAU plays a vital role in promoting digital inclusion in Mozambique, particularly within disadvantaged communities and remote regions. However, implementing projects presents several structural, operational and institutional challenges. While these challenges represent obstacles, they also present strategic opportunities for the continuous improvement and innovation of programmes supported by Fund.

8.4.1. Main Challenges in Project Implementation

- **Limited Financial Resources** – Budgetary constraints limit the ability to implement large-scale projects, compromising both the expansion of digital infrastructure and the sustainability of services already in place.
- **Poor Infrastructure in Rural Areas** – Many of the areas of intervention lack electricity, have degraded access roads and high logistical costs, making the expansion of connectivity costly and technically complex.
- **Low Digital Literacy** – The low level of digital literacy, especially among women, the elderly and rural populations, leads to underutilisation of the equipment and services provided. This situation highlights the need to strengthen community digital training and inclusion initiatives.
- **Project Sustainability** – The absence of clear models for post-implementation operation, maintenance and financing threatens the continuity of services and the durability of investments made.
- **Regulatory Limitations** – The current FSAU Regulation has gaps that make it difficult to adapt to new technological dynamics and the growing demand for innovative and flexible solutions.
- **Telecommunications Operators** – Responsible for the installation and operation of connectivity infrastructure, especially in rural areas;

Provincial and District Governments, which collaborate in identifying priority areas, community mobilisation and replication of successful initiatives.

These partnerships are fundamental pillars for the sustainable expansion of projects and alignment with national and local public policies.

PILAR	STRATEGY	ACTIVITIES
FINANCIAL	Diversify sources of revenue and ensure project sustainability.	- Partnerships with telecommunications operators; - Apply nominal fees to digital inclusion projects (with exemptions for vulnerable groups).
TECHNICAL	Strengthen local capacity and promote preventive maintenance.	- Training of community technicians in networking and equipment repair; - Cooperation with technical institutes for continuing education.
INSTITUTIONAL	Integrate projects into public policies and municipal plans	- Inclusion of digital infrastructure in District Development Plans (PDD); - Alignment with the National Digital Inclusion Strategy (2023–2030).
COMMUNITY	Promote local involvement and ownership of projects.	- Creation of Local Committees for the Management of Digital Inclusion Projects; - Implementation of digital volunteering programmes (youth teaching youth model).
TECHNOLOGICAL	Promote low-cost and sustainable solutions.	- Use of solar energy and green technologies; - Reuse and recycling of equipment.

Table 21. FSAU Key Challenges in Project Implementation

8.4.2. Sustainability Plan for Service Continuity

Ensuring the financial and operational sustainability of projects is one of the main challenges facing FSAU.

To ensure service continuity after the implementation phase, the following measures have been adopted:

1. Integration of renewable energies, mainly solar energy, ensuring the operation of infrastructure in locations without access to the electricity grid;
2. Local community agents training, qualified to perform basic maintenance and technical support;
2. Shared management models with local institutions and schools, reinforcing a sense of ownership and responsible use of the resources provided..

Furthermore, FSAU is aligned with the United Nations 2030 Agenda, contributing directly to the achievement of several Sustainable Development Goals (SDGs), notably:

SDG 9.c – Universal Access to ICT – FSAU Target: Ensure that 100% of the Mozambican population has access to the Internet by 2030, through the following indicators: number of Public Digital Squares installed in public spaces, and percentage of network coverage in all localities across the country.

SDG 5.b – Technologies for Women's Empowerment – FSAU Target: Ensure that 50% of beneficiaries of digital inclusion projects are women, through the following indicators: gender-disaggregated data in FSAU annual reports and women's participation in digital literacy and training programmes.

SDG 4: Quality Education; SDG 9: Innovation and Infrastructure – FSAU Target: Connect 1,000 schools to the Internet by 2030 through the Internet in Schools programme, thereby improving academic performance, access to global digital content, and promoting inclusive, quality education.

Despite strategic alignment, challenges remain that could compromise the achievement of the defined goals, namely:

- Budgetary constraints that restrict the financing of large-scale projects;
- Non-existent or deficient infrastructure, which makes implementation in remote regions unfeasible;
- Absence of robust monitoring and evaluation systems, making it difficult to measure the real impact of projects on SDG indicators.



**2024 COMMUNICATIONS
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