



**PROCUREMENT DEPARTMENT**

**Public Tender No. INCM/SC/115/2025 - Expression of Interest  
to Hire Consultancy to Draw Up the Strategic Plan of the  
Communications Regulatory Authority - INCM**

1. The purpose of the Communications Regulatory Authority - INCM is to regulate, supervise, inspect, sanction and represent the postal and telecommunications industries, as well as to manage the radio frequency spectrum and numbering.
2. The Mozambican Communications Regulatory Authority (INCM), invites national and international consultancy firms or individual consultants to submit expressions of interest for drawing up the INCM Strategic Plan for the period 2026-2028.
3. Applicants must have at least the following key elements in their team:
  - a. **Lead Consultant**, who will be responsible for the team, with expertise in the following areas:
    - Management, Organisational and Strategic Planning, Law, Economics or Telecommunications (bachelor's honours or master's degree)
    - At least 10 (ten) years' experience in drawing up and evaluating Strategic Plans; experience in strategic planning and budgeting;
    - Experience in collecting and analysing data;
    - Presentation of at least five (5) reference letters with specific contacts who have carried out five (5) similar consultancy jobs;
    - Brief description of similar activities carried out;
    - Proficiency in Portuguese and/or English.
  - b. **Expert in Communications Market Analysis**, with expertise in the following areas:
    - Training in economics, management (bachelor's honours or master's degree);
    - At least ten (10) years' experience in regulating the communications industry and analysing the communications market;
    - Experience in collecting and analysing data, particularly in the national context;
    - Experience in communications regulation, data collection and analysis, competition assessment, and market structure (market share, price, supply, and demand);
    - International experience in conducting market analysis within the communications sector;
    - Submission of at least three (3) reference letters with specific contacts from three (3) similar consultancy jobs;
    - Brief description of similar activities carried out;
    - Proficiency in Portuguese and/or English.
  - c. **Expert in telecoms engineering**, with expertise in the following areas:
    - Training in electronic or telecommunications engineering (bachelor's honours or master's degree);
    - At least five (5) years' experience in the technical regulation of the communications industry and management of scarce resources;
    - International experience in analyzing the telecommunications sector;
    - Experience in collecting and analysing data;
    - Submission of at least three (3) reference letters with specific contacts from three (3) similar consultancy jobs;
    - A brief description of similar activities carried out;
    - Proficiency in Portuguese and/or English.
  - d. **Expert in organisational and strategic planning**, with expertise in the following areas:
    - Training in economics, management, strategic planning (bachelor's honours or master's degree);
    - At least five (5) years' experience in organisational planning and development;
    - National experience in developing and implementing strategic plans;
    - Experience in data collection and analysis, as well as in formulating vision, mission, and strategic objectives;
    - Experience in structuring analytical performance indicators (KPIs) and applying planning methodologies
    - Submission of at least three (3) reference letters with specific contacts from three (3) similar consultancy jobs;
    - Brief description of similar activities carried out;
    - Proficiency in Portuguese and/or English.
  - e. **Expert in human resources**, with expertise in the following areas:
    - Training in Human Resources Management, Sociology and Organizational Psychology, and Labor Law or Administration (Bachelor's or Master's degree);
    - At least five (5) years' experience in human resources management and development;
    - Experience in defining human resources policies within the national context;
    - Experience in formulating strategic plans within the national context;
    - Knowledge of national labor legislation and performance evaluation methodologies;
    - Experience in defining organizational structures aligned with organizational objectives;
    - Experience in designing career development and succession plans;
    - Submission of at least three (3) reference letters with specific contacts from three (3) similar consultancy jobs;
    - Brief description of similar activities carried out;
    - Proficiency in Portuguese and/or English.
4. The members must submit their Curriculum Vitae and the respective certificates of academic qualifications and relevant certifications for the purpose of the consultancy.
5. The consultancy will consist of undertaking the following tasks:
  - a) Inception Report;
  - b) Evaluation report of the 2020 - 2025 Strategic Plan;
  - c) Drawing up the 2026 - 2028 Strategic Plan;
  - d) Proposed vision, mission, and values of INCM, strategic objectives and strategies;
  - e) Logical Matrix of the 2026 - 2028 SP;

**d. Expert in postal sector;** with expertise in the following areas:

- Training in economics, management, electronic engineering and/or telecommunications and IT (bachelor's honours or master's degree);
- At least five (5) years' experience in the technical regulation of the postal sector;
- Experience in policy formulation and expansion of postal services, and integration of the postal sector into the digital economy (e-commerce and financial services);
- National experience in postal sector analysis;
- Experience in data collection and analysis, definition of strategies for social inclusion and rural coverage;
- Experience in postal operations management and knowledge of Universal Postal Union (UPU) standards;
- Experience in collecting and analysing data, particularly in the national context;
- Submission of at least three (3) reference letters with specific contacts from three (3) similar consultancy jobs;

- f) Preparation of the Budget Proposal for the Operationalisation of the 2026 - 2028 Strategic Plan;
- g) Training Programme aligned with the 2026 - 2028 Strategic Plan;
- h) Proposed 2026 - 2028 Strategic Plan;
- i) Final report on the entire consultancy process.

6. Applicants can obtain further information from the INCM Headquarters, located at Praça 16 de Junho n° 340, Malanga Neighbourhood, Maputo City, or by email at: [ugea@incm.gov.mz](mailto:ugea@incm.gov.mz).

7. Expressions of interest must be in Portuguese and submitted to the INCM Secretariat, at the address below, by 2:00 pm on October 20, 2025.

**Praça 16 de Junho, n° 340 - C.P 848 Tel: (258) 21490131/9; Cell: (258) 82 3283850; Tel: (258) 21227100  
Maputo, September 2025**