TECHNICAL ASSISTANCE TO SUPPORT THE DESIGN OF AN INNOVATIVE ACCESS AND FINANCING SCHEME FOR AFFORDABLE SMART DEVICES

2025

Implementation Manual of the Project

Version 3.0

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Abbreviations and Acronyms

ATI	Technical Implementation Agent; *Agente Técnico de Implementação*
IV	Independent Verification Agent; *Agente de Verificação Independente*
CI	Investment Committee; *Comité de Investimento*
CR	Risk Committee; *Comité de Risco*
CSP	Project Supervision Committee; *Comité de Supervisão do Projecto*
EI	Implementing Entities; *Entidades Implementadoras*
FTE	Full-time equivalent
IFNB	Non-Banking Financial Institutions; *Instituições Financeiras Não Bancárias*
INCM	National Institute of Communications of Mozambique - Communications Regulatory Authority; *Instituto Nacional das Comunicações de Moçambique - Autoridade Reguladora das Comunicações*
LBC	Leadership Business Consulting
MCTD	Ministry of Communications and Digital Transformation; *Ministério das Comunicações e Transformação Digital*
MVNOs	Mobile Virtual Network Operators
PADIM/MDAP	Mozambique Digital Acceleration Project; *Projecto de Aceleração Digital de Moçambique*
PIM	Project Implementation Manual; *Manual de Implementação do Projecto;*
SADC	Southern African Development Community
TCO	Total Cost of Ownership
IT	Full-time (allocation); *Tempo Inteiro (alocação)*
ICT	Information and Communication Technologies
TP	Part-time (allocation); *Tempo Parcial (alocação)*
SLA	Service Level Agreements; *Acordos de Nível de Serviço*

UGF	Fund Management Unit; *Unidade de Gestão do Fundo*
GVA	Gross Value Added

The terms 'laptop' and 'notebook' will be used interchangeably and freely in the report.

1. INTRODUCTION

1. Introduction

1.1. Context of the manual

The Project Implementation Manual, or PIM, explains how the smart device financing scheme and complementary measures should be implemented, as presented and explained in the report on the "Smart Device Financing Scheme".

This Manual follows from the previous work:

- Inception Report of the project Technical Assistance for the Design of an Innovative Scheme for Access to and Financing of Affordable Smart Devices.
- Report on the Appetite for and Barriers to the Use of Electronic Devices in Mozambique, based on a population survey.
- Report on the Supply of Smart Devices and Barriers to Their Use in Mozambique, based on stakeholder consultations.
- Report on Barriers to the Adoption of Smart Devices by People with Special Needs, based on a focus group with associations representing people with special needs.
- Report: Financing Scheme for Smart Devices
(incorporates the market study component).

This project is part **of Mozambique's Inclusive Digital Acceleration Project** (MDAP or PADIM - *Projecto de Aceleração Digital Inclusiva de Moçambique*), whose main objective is to promote the expansion of digital access and inclusion, enabling a growing number of Mozambicans to benefit from the opportunities provided by the digital revolution and thus be socially and economically included through access to digital technologies. At the same time, the project aims to strengthen the essential foundations for accelerated and inclusive digital transformation.

The approval and supervision of this innovative scheme is the responsibility of the National Communications Institute of Mozambique (INCM), the communications regulatory authority in Mozambique under the Ministry of Communications and Digital Transformation (MCTD), with funding from the World Bank and specialised technical assistance from Leadership Business Consulting (LBC), responsible for designing the Smart Device Access and Financing Scheme.

1.2. Project objectives and scope

1.2.1. Project objectives

This project plans to invest $25 million to create and implement a Smart Device Access and Financing Scheme (mainly smartphones and laptops), with the aim of facilitating the purchase of this equipment and internet access for low-income and socially vulnerable families.

The **operational objective** of this project is to facilitate and finance the acquisition of smart devices (290,000 smartphones and 40,000 laptops) and internet access for 330,000 beneficiaries between 2026 and 2028, with at least 50% of beneficiaries being women and 40% young people (aged 18 to 24 inclusive).

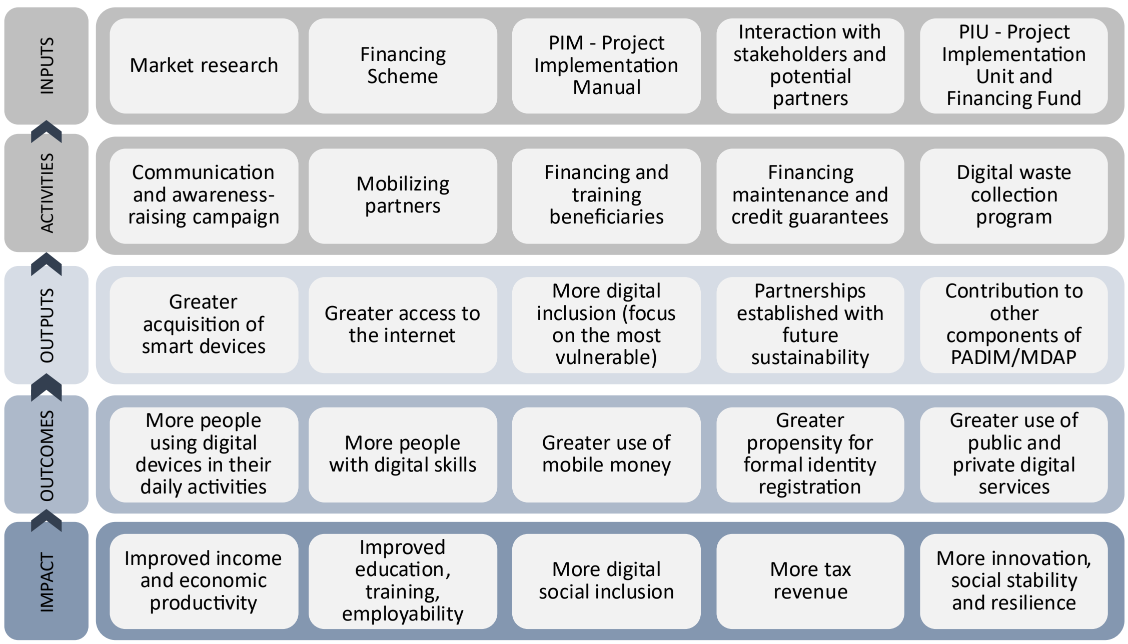
1.2.2. Strategic objectives

The Smart Device Access and Financing Scheme has the following strategic objectives:

1. Core objective: To promote access to smart devices with internet connectivity, primarily smartphones and laptops, with a particular focus on vulnerable populations, women, young people and residents of rural and peri-urban areas.
2. Increase access to quality employment and improve labour income.
3. Ensure the quality of the equipment distributed, ensuring compliance with national and international standards, as well as the existence of guarantees and after-sales services throughout the national territory.
4. Contribute to the promotion of digital literacy and the reduction of digital exclusion, with a focus on the inclusion of women, young people and historically marginalised groups.
5. Promote digital financial inclusion by raising awareness of the use of solutions such as mobile wallets and other digital platforms, as well as facilitating access to educational platforms, essential information and digital public services.
6. Develop financing mechanisms based on the PAYGO model, beyond the life of this project and/or in a complementary manner, offering flexible instalments for beneficiaries, supplemented with subsidies for the cost of devices and mobile data, in order to ensure accessibility and sustainable adoption.
7. Establish ongoing strategic partnerships with mobile operators, encouraging them to create and offer affordable mobile data packages tailored to the needs of programme beneficiaries.

8. Create a revolving fund of contributions, extended over time and beyond the project's time horizon, in order to ensure the scalability and financial sustainability of financial support in the medium and long term.

The chain of project objectives is summarised in the image below, adopting the Theory of Change model.



The objectives for each group of beneficiaries are presented in detail in the Financing Scheme Report.

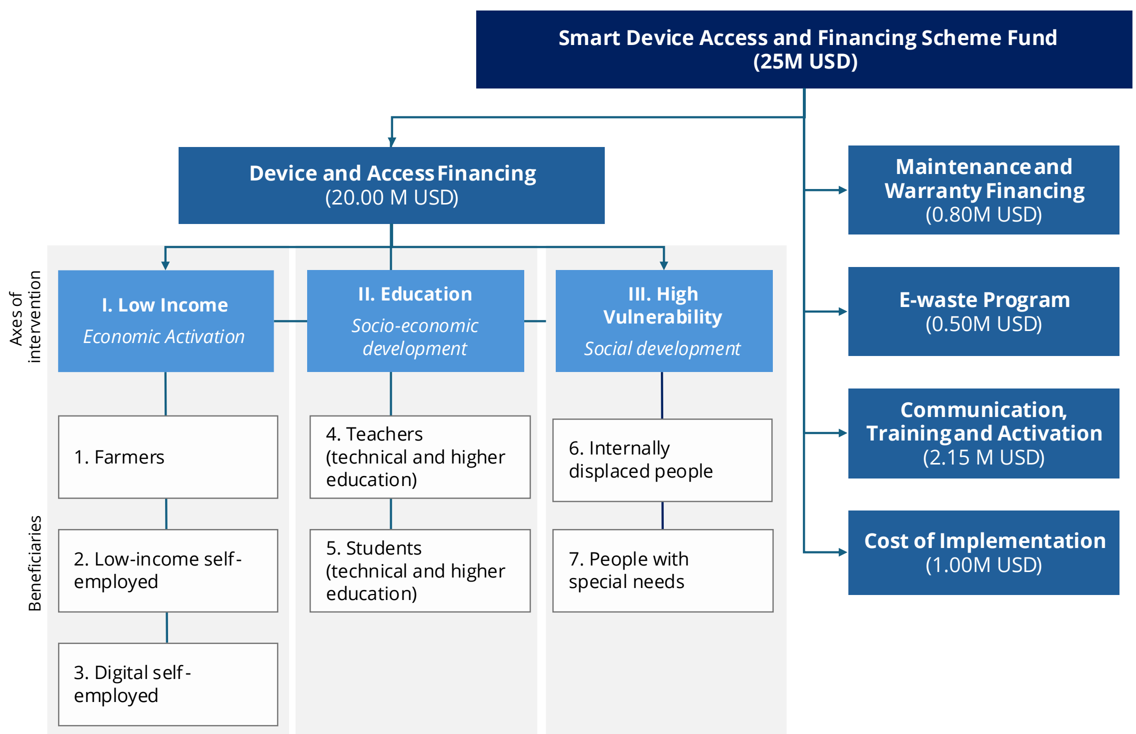
It is important to keep this broad set of objectives in mind, and not just the project outputs (see image), when making financing and implementation decisions. The way in which the project outputs are achieved has an impact on the desired effects on beneficiaries. In particular, pressure to reduce costs during implementation can reduce the quality with which implementers deliver this project and jeopardise its entire objective. Other options can be counterproductive. For example, having less funding for training and monitoring can increase dropouts and not only reduce the project's impacts, but also result in financial losses due to increased defaults.

1.2.3. Components of the Financing Scheme

The main component of the Smart Device Access and Financing Scheme is the financing of devices and internet access, which will represent around 81.8% of the programme's funding.

The remaining programme budget will be distributed among complementary initiatives, namely maintenance and warranty costs for the devices distributed (3.3%), an electronic waste collection programme (2.0%), and communication, training and activation of beneficiaries (8.8%). Finally, 4.0% of the programme budget will be allocated to implementation costs.

Figure1. Illustration of the components of the Smart Device Access and Financing Scheme.



1.2.4. Intervention segments and beneficiary groups

Beneficiaries are organised into three segments to improve the economic accessibility of vulnerable groups and maximise social, economic and institutional impact. Segmentation considers digital exclusion, economic and social barriers, and the potential impact of digital inclusion. The focus is on the socio-economic impact on the most vulnerable, with attention to gender, age and geographical in

, and investment in education and highly vulnerable groups (internally displaced persons and people with special needs).

Table1. Description of target beneficiary groups

I. Low Income: Economic Activation	
Beneficiary groups: • Farmers; • Low-income self-employed workers; • Digital self-employed workers.	**Objective:** Immediate economic activation, transforming the smart device into a productive asset that contributes to increasing income.
II. Education: Socio-economic development	
Beneficiary groups: • Teachers (technical and higher education); • Students (technical and higher education).	**Objective:** Long-term socio-economic development and systemic change. The programme acts as a tool for professional training and skills enhancement for the labour market.
III. High Vulnerability: Social Development	
Beneficiary groups: • Internally displaced persons; • People with special needs.	**Objective:** To provide a social support mechanism for the most disadvantaged. The mechanism will be a tool for promoting social and economic integration and also for rebuilding identity, autonomy and citizenship.

Table2. Quantitative distribution of target beneficiary groups

Segment	Beneficiary groups	No. of beneficiaries	No. of women	No. of young people (18-24 years old)
Low Income / Economic Activation	Farmers	160,000	80,000	65,000
	Self-employed workers with low income	80,000	40,000	32,000
	Digital self-employed workers	30,000	15,000	12,000
Group total		**270,000**	**135,000**	**109,000**
Education / Socio-economic Development	Teachers (technical and higher education)	10,000	5,000	-
	Students (technical and higher education)	30,000	15,000	30,000
Group total		**40,000**	**20,000**	**30,000**
High Vulnerability / Social Development	Internally displaced persons	10,000	5,000	4,000
	People with special needs	10,000	5,000	4,000
Total Group		**20,000**	**10,000**	**8,000**
Grand total		**330,000**	**155,000**	**132,000**

1.2.5. Impact of the revolving fund and other contributions

If the project implementation manages to meet the defined targets and the *default* rate does not exceed the estimated rate, a revolving fund is expected to come into operation based on repayments made to the programme by beneficiaries.

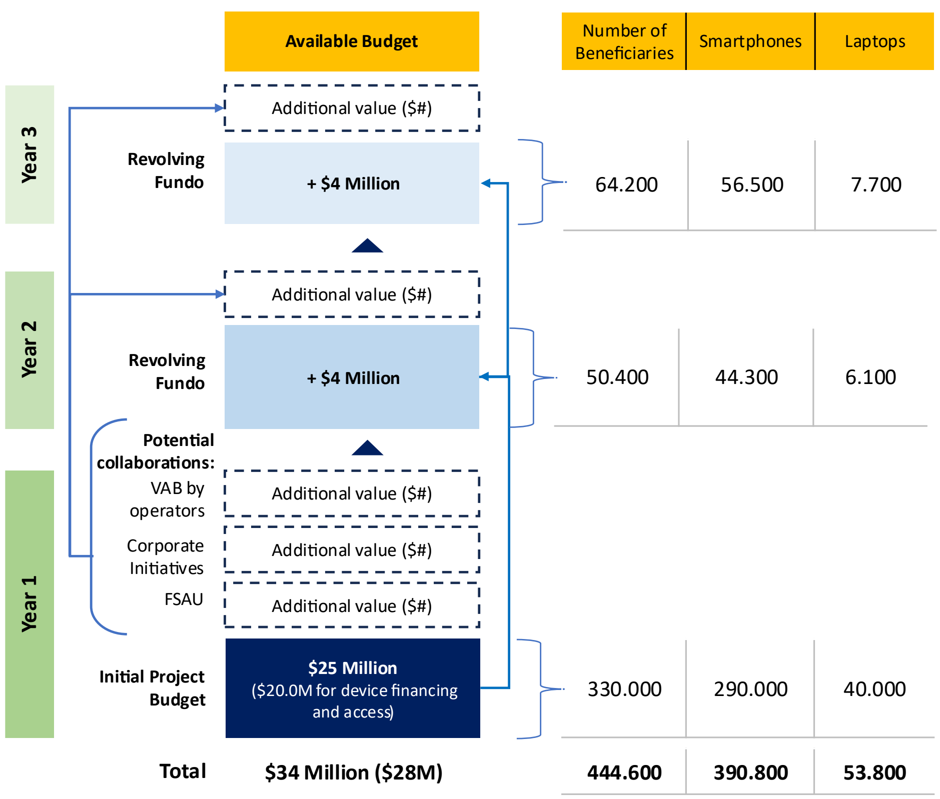
Maintaining the Financing Scheme

Maintaining the initial assumptions of the financing scheme, this fund could reintroduce an additional $8,823,600.00 during the course of the project and thus finance an additional 114,600 beneficiaries (i.e., 100,800 smartphone beneficiaries and 13,800 laptop beneficiaries, with proportional distribution of the increase across all groups). The universe served by the project would thus amount to 444,600 beneficiaries (i.e., 390,800 smartphone beneficiaries and 53,800 laptop beneficiaries).

Additionally, if the training and activation component (which has an initial budget of $1,850,000 and an additional $1,000,000 from the revolving fund) is covered in budgetary terms by a PADIM component specifically dedicated to this purpose, it would be possible to finance an additional 44,000 beneficiaries. Adding this amount to that resulting from the revolving fund, this project has the potential to reach a total of 488,600 beneficiaries, using the PADIM budget.

If, in addition, other entities such as the Universal Access Service Fund (FSAU) and economic *stakeholders* can be persuaded to join and become involved in this project, the number of beneficiaries could increase even further. The infographic below summarises this additional potential.

Figure2. Quantitative distribution of target beneficiary groups with additions from the revolving fund



It is important to note, however, that the PIM – Project Implementation Manual was structured taking into account **only the original 330,000 beneficiaries**, since the amount to be released by the revolving fund is uncertain, and the financing of training by another component of PADIM is only a recommendation.

Adapting the Financing Scheme

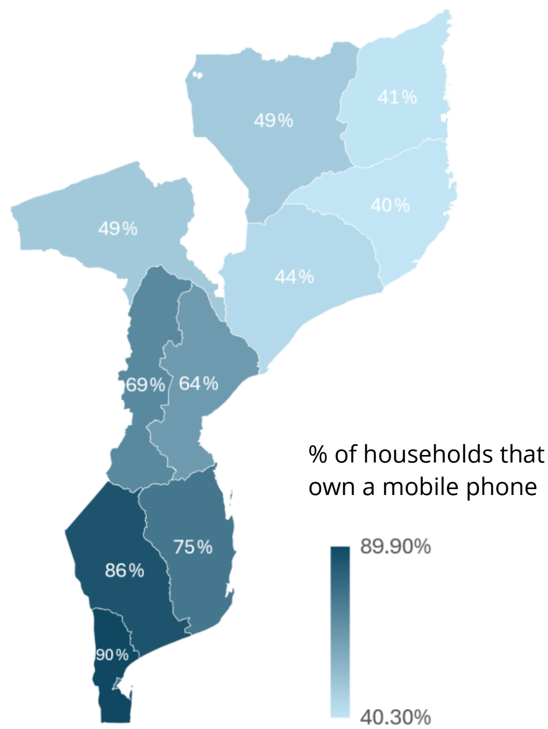
The Revolving Fund is a way of introducing flexibility into the financing scheme. For example, revenues from the Revolving Fund can be used to finance more geographical incentives than planned (60,000) in order to adjust to the reality encountered in the early stages of implementation.

Alternatively, the distribution of Revolving Fund revenues may also not be used in the same proportion of beneficiaries or in the same proportion of devices; for example, it may not finance laptops and only smartphones, thereby reaching more beneficiaries.

Alternatively, these revenues could reinforce complementary actions related to training and monitoring to reduce beneficiary dropouts.

1.2.6. Geographical expression

As part of the Mozambique Digital Acceleration Project (PADIM), a diagnosis of the demand for smart devices was carried out, which identified the geographical areas most in need in terms of device ownership and use and internet use as being the north and centre of the country.



This information is extremely important because, in order to ensure the success of the project, device distribution initiatives need to be implemented in areas where there is a critical mass of participants in need.

In addition, as one of the main focuses of the project is to support the agricultural sector, as the country's main source of employment, the provinces where the need for devices coincides with the greatest potential for agricultural production (Nampula, Zambézia and Manica) were also identified.

Based on these conclusions, the project plans for the first phases of device distribution to focus on the provinces of Nampula, Zambézia and Manica (where there is the greatest shortage and dependence on the agricultural sector), as well as Maputo and Sofala (where population density and student population are highest). As the project expands, implementation is expected to gradually extend its geographical area to the northern, central and southern regions until it becomes nationwide.

The figures set out in the financing scheme are based on regional assumptions clearly defined in the Financing Scheme Report. However, they may be adjusted at the start- r as implementation provides data indicating the best paths and options to follow. Nevertheless, it is necessary to take into account that these changes have an impact on the financial figures and their distribution and to make the necessary adjustments.

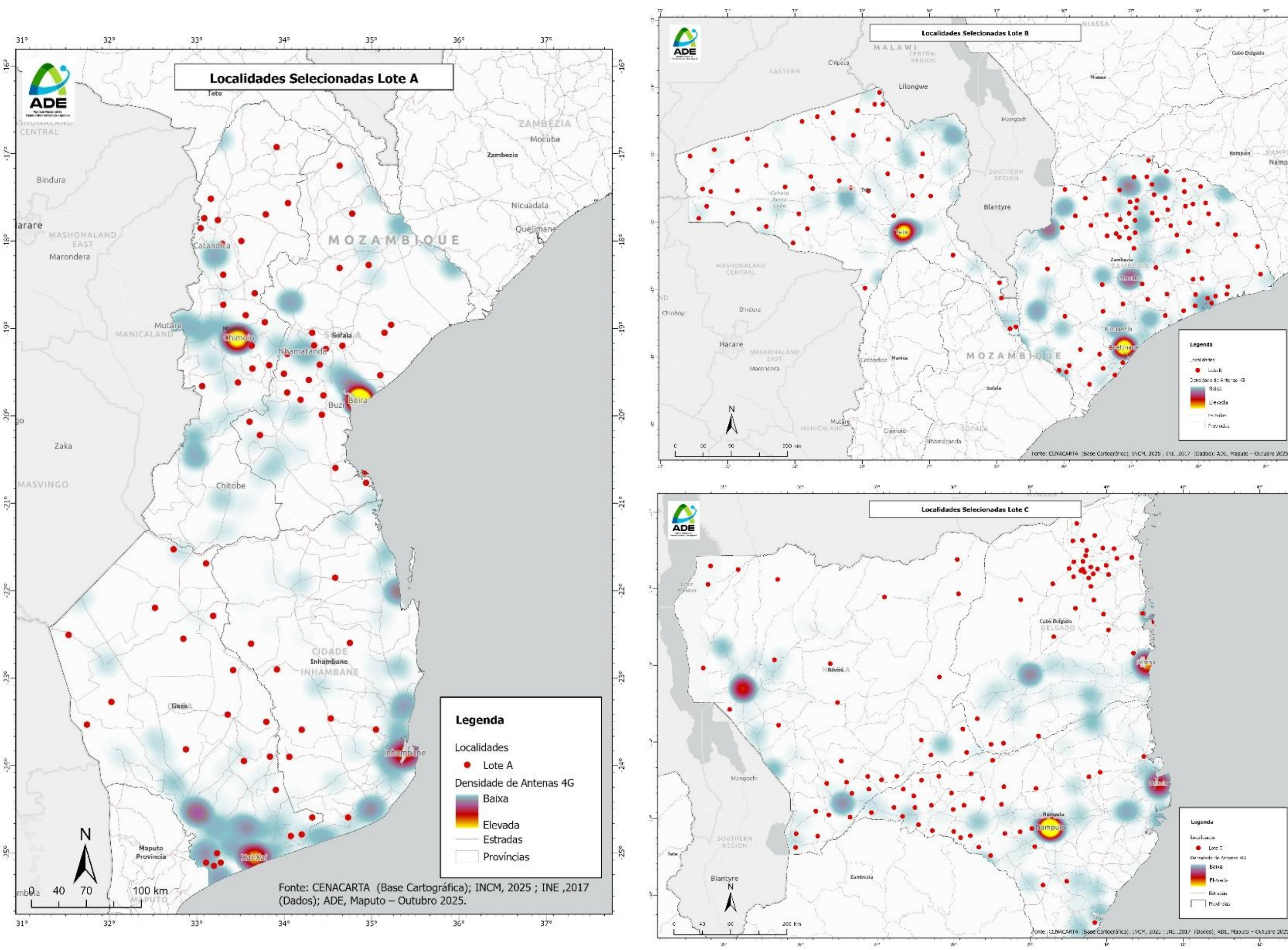
The geographical distribution of subsidised devices should coincide with the areas where the **Rural Connectivity Project** is taking place, in order to reinforce this parallel PADIM initiative and maximise the benefits and continuity of both.

In this regard, the project provides for the allocation of a geographical bonus for farmers living near the administrative posts of the Rural Connectivity Project, a list of which can be found below.

List of Administrative Posts:

Alto Changane, Alto Ligonha, Alto Molocue, Aube, Bajone, Buzi, Cafumpe, Campo, Catandica, Changanine, Chapa, Chare, Chemba, Chibondzane, Chicomo, Chiconono, Chidenguele, Chidzolomondo, Chifunde, Chigubo-Sede, Chiloane, Chilulo, Chimbadzo, Chinga, Chinthopo, Chipera, Chiraco, Chire, Chitunda, Chiuta, Choa, Chueza, Cóbue, Corromana, Cunle, Diaca, Divinhe, Etatara, Fíngoe, Funhalouro, Furancungo, Galinha, Gile, Goonda, Guerissa, Hucula, Iapala, Ibo-Sede, Ile, Ilute, Imbuho, Incaia, Inchope. Inhaminga, Inhangoma, Inhassoro, Insaca, Itepela, Kazula, Kwekwe, Lalaua-Sede, Lioma, Lione, Luenha, Lugela-sede, Lúrio, Mabalane, Macate-Sede, Machaila, Macomia-Sede, Macossa-Sede, Macuacua, Macuane, Maganja da Costa-Sede, Malanga, Malema/Canhunha, Malowera, Manje, Mapai, Marrupa-Sede, Massangena, Matchedje, Matondovela, Matsinho, Mavodze, Mavue, Mawayela, Mbau, Mecuburi-Sede, Mecula-Sede, Meluco-Sede, Meluluca, Memba, Mepica, Mepuagiua, Meti, Metuge-Sede, Micaune, Milange-Sede, Miteda, Moatize, Mocoduene, Mocubela, Molumbo-Sede, Mphende, Muabanama, Muaguide, Muambula, Muaquia, Mucumbura, Mucupia, Mueda-Sede, Mugeba, Mulela (Mualama), Muluco, Munhamade, Murrupula, Mutuali, Muze, Mwaladzi, N'sadzu, Naburi, Nacaroa, Nacumua, Nairoto, Namaita, Namanjavira, Namarroi, Nametil, Namicundi, Namina, Nangade-Sede, Nauela, Nauela, Ndindiza, Nguawala, Nhacafula, Nhamagua, Nhamatanda, Nhamayabwe, Nhampassa, Nicoadala-Sede, Nipepe-Sede, Ntamba, Pafuri, Papai, Pebane-Sede, Quirimba, Quissico, Rapale, Regone, Ribáuè, Rotanda, Savane, Sena, Socone, Sussundenga-Sede, Tica, Tome, Vanduzi, Zambue, Zimane, Zóbue, Zumbu

Geographical location of the administrative posts of the Rural Connectivity Project.



LBC Innovative Transformation

1.2.7. Implementation schedule

The overall implementation schedule covers a period of approximately three years, between October 2025 and October 2028.

A detailed implementation schedule is provided at the end of this Manual.

Table3. Overall implementation schedule.

Phase	Implementation period	Estimated Duration	Main Activities
Programme assembly	October 2025 to January 2026	6 months	• Contracting service providers and implementation partners • Validation and/or restructuring of the various components of the Project Implementation Manual • Development of communication and training content
Setting up pilot projects	November 2025 to April 2026	6 months	• Implementation of pilot projects to test financing models in selected areas: including dissemination, training and distribution of devices
Operationalisation at cruising speed	October 2026 to July 2028	21 months	• National expansion of all components
Closure	June 2028 to October 2028	3 months	• Closure, final evaluations and recommendations

2. Management Structure

2. Management Structure

The implementation of the Access and Financing Scheme for Smart Devices will be ensured by a management structure composed of public entities, private operators and technical partners, with well-defined roles and mechanisms for ongoing coordination.

The INCM will ensure the overall supervision of the scheme, in conjunction with the MCTD as the supervisory body. Implementation will be operationalised through contracts with private partners established within specific funding windows and awarded according to specific eligibility and performance criteria defined for each competitive and operational window.

2.1. Organisational structure

Figure3. Organisational structure for programme management.

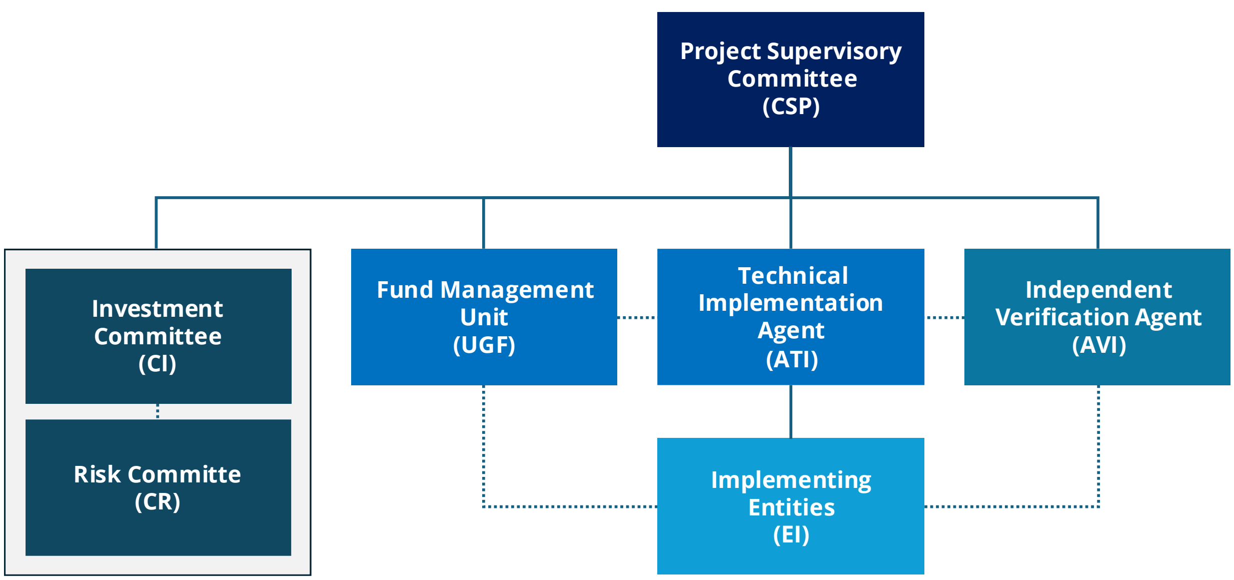


Table4. Composition and responsibilities of the functional units.

Functional unit	Composition	Main responsibilities
Project Supervisory Committee (PSC)	INCM, MCTD, PADIM, Bamboo Capital Partners	Define strategy, approve plans and budgets, resolve inter-ministerial issues.
Investment Committee (IC)	INCM, UGF and ATI*	Approve ATI concessions and awards, approve subsidy phasing, approve supplier eligibility based on economic, social and geographical criteria defined by the scheme.
Risk Committee (RC)	INCM, UGF and AVI	Monitor credit, market and operational risk, propose mitigation measures.
Technical Implementation Agent (ATI)	Bamboo Capital Partners	*Procurement* of implementing entities, coordination and implementation of all operational activities, communication and logistics. Support integrated *procurement*. Evaluate proposals, manage revolving fund and credit/subsidy portfolio, disbursements, financial reports.
Fund Management Unit (UGF) / *Grant Facility*	Bamboo Capital Partners	Responsible for the financial sustainability of the scheme.
Implementing Entities (IE)	Companies awarded contracts and service providers	Distribution of devices, after-sales services, collection of devices, training, communication and dissemination. Mandatory weekly interoperable digital reporting. Service providers: support focused on the outcome of open and competitive tenders, as needed, particularly in the coordination of training and communication.
Independent Verification Agent (IVA)	Company subcontracted for this purpose	Validate deliveries, monitor KPIs, safeguards and audits.

* It should be noted that if other entities contribute to the Fund in the future, they should become members of the Investment Committee.

2.2. Functions and responsibilities

2.2.1. Description of the functions of the functional units

Table5. Description of the functions of the functional units.

Functional unit	Functions
Project Supervisory Committee (PSC)	• Define the strategic direction of the financing scheme and annual targets in line with the financing agreement. • Approve the Annual Activity Plan and Budget, operational policies and any revisions to the scope or budget exceeding 10%. • Evaluate consolidated quarterly reports from the ATI, UGF and AVI, issuing recommendations for improvement or correction when necessary. • Resolve inter-ministerial issues and ensure compliance with national legislation and World Bank policies. • Formalise appointments and mandates of the Investment Committee (IC) and Risk Committee (RC). • Authorise the activation of contingency measures in the event of critical risk. • Promote transparency and accountability by publishing summaries of decisions and key indicators on the INCM portal. • Meet quarterly and, on an extraordinary basis, whenever convened by the Ministry of Communications and Digital Transformation. • Review gender performance annually and authorise adjustments to quotas and differentiated subsidies for women and young people, if necessary. • Validate the application of provisional disbursements based on opinions from the ATI and UGF, where applicable. • Deliberate on systemic or repeated complaints, when reported by the ATI or AVI, and approve corrective measures or contractual sanctions where applicable. • Within the Project Oversight Committee, the World Bank reserves the right of approval by way of "No Objection" in accordance with World Bank and PADIM policy for all key documentation, including the PIM, strategy, management changes, budget allocations to create a guarantee fund, etc.
Investment Committee (IC)	• Evaluate and deliberate on all proposals for grants or credit lines above USD 50,000 or with regional/national impact.

Functional unit	Functions
	• Verify adherence to eligibility criteria (value chain capacity building, certified devices, geographical coverage, gender inclusion) and validate anti-indebtedness mechanisms. • Issue binding opinions to the UGF on approvals, refusals or conditions, as well as maximum limits per partner and province. • Request technical opinions from the ATI or additional risk analysis from the CR when necessary. • Draft minutes and submit them to the CSP within a maximum of 7 working days after each meeting. • Meet monthly and on an ad hoc basis when convened by the Chairperson Adjust the grant ratio and/or credit terms according to economic feasibility analysis and regional penetration indicators.
Risk Committee (RC)	• Monitor key indicators of credit risk, market risk and operational risk. • Propose and supervise mitigation plans. • Review high-impact integrity or ESG incidents on a case-by-case basis and recommend sanctions or disqualification of partners. • Report semi-annually to the CSP and alert immediately in case of risk. • Monitor PAYGO social risks (e.g. abusive blockages) and recommend corrective actions.
Technical Implementation Agent (ATI)	• Coordinate all project components operationally, serving as the sole interface between the CSP, UGF, EI and AVI. • Prepare and update the Annual Procurement Plan, conducting tenders for goods, services and consultancy in accordance with World Bank and Mozambican Government Directives. • Manage the financial execution of the contract, reconciling accounts with the UGF and preparing quarterly Interim Financial Reports (IFRs). • Develop and maintain the Monitoring & Evaluation framework, collecting field data, maintaining a beneficiary database and producing progress reports. • Oversee device logistics: defining minimum technical specifications, quality control, stock management and coordinating *last mile* delivery. • Execute communication, digital awareness and inclusion strategies, coordinating with local NGOs, community influencers and service providers as necessary.

Functional unit	Functions
	• Develop, manage, and maintain the programme's digital monitoring platform and programme content, ensuring the receipt, validation, and consolidation of technical and financial performance data. • Issue integrated quarterly monitoring reports, with contributions from the UGF, EI and AVI, and submit them to the CSP for deliberation. • Ensure that the data submitted weekly by the EIs on the digital platform includes statistics on the distribution and use of devices, disaggregated by gender, location and type of beneficiary, in order to feed into the programme's KPIs. • Preliminarily validate the data submitted by the EIs in the event of a request for provisional disbursement, ensuring minimum consistency with the platform records. • Support the final reconciliation of data after receipt of the AVI verification report. • Prepare financing agreements and proceed with phased disbursements, subject to positive verification by the AVI. • Conduct *due diligence* on potential distribution partners. • Monitor repayments, calculate portfolio performance indicators, and report monthly to INCM and CI. • Maintain professional and cybersecurity insurance, as well as strict *compliance* with World Bank integrity and fraud policies. • Validate financial data submitted by EIs on the digital platform, ensuring consistency and compliance with fund records. • Preliminarily validate financial data submitted on the digital platform by EIs and support final reconciliation based on AVI verifications. • Issue detailed monthly financial reports to the Investment Committee, with analysis of portfolio performance, repayments and defaults. • Act as a technical trigger to unlock results-based disbursements (RBF) in accordance with established criteria. • Coordinate the scheme's Complaints Mechanism, ensuring the receipt, registration and structured handling of all complaints received by the EIs and the Fund. • Integrate complaint data into the PADIM digital platform (https://ola.padim.gov.mz/), ensuring interoperability and traceability by type, origin, priority and status.

Functional unit	Functions
	• Consolidate quarterly complaint data reported by the EI and the Fund, including sensitive complaints, and submit them to the CSP as part of the integrated monitoring reports. • Ensure that beneficiaries have accessible and secure channels for reporting cases of gender-based violence (GBV) and other sensitive complaints, and promote their referral to specialised support. In particular, by publicising the PADIM website (https://ola.padim.gov.mz/) where beneficiaries can share their suggestions and complaints.
Fund Management Unit (UGF)	• Structure and manage the financial portfolio, ensuring capital turnover and sustainability. • Manage the fund's treasury, ensuring minimum liquidity of 3 months of commitments. • Propose adjustments to subsidy or *pricing* policies to the IC when market signals justify it. • Support the ATI in identifying emerging financial risks through continuous analysis of data on the platform. • Preliminarily validate data submitted by the EI in the context of provisional disbursement requests, in coordination with the ATI. • Ensure that provisional disbursements do not exceed 75% of the eligible amount and that final reconciliation occurs after verification by the AVI. • Support the ATI in the technical and financial analysis of complaints related to payments, subsidies, PAYGO and bonuses, validating the data submitted on the digital platform. • Follow up on complaints of fraud, misuse of funds or contractual irregularities, ensuring a coordinated response with ATI, AVI and, if necessary, the competent authorities. • If it is not possible to complete the verification within six weeks, allow a provisional disbursement of up to 75%, provided that: the IE issues an internal verification statement; the ATI and UGF preliminarily validate the data submitted; the final reconciliation takes place at the subsequent disbursement, after verification by the AVI.
Implementing Entities (IE)	• Distribute certified devices to final beneficiaries, ensuring provincial coverage and accessible channels, in accordance with the contractual conditions assumed.

Functional unit	Functions
	• Ensure a minimum inclusion of 50% women and 40% young people, as well as comply with regional incentives in accordance with the contractual conditions assumed. • Activate SIM cards, perform initial configuration and provide training in accordance with the agreed training plan. • Offer PAYGO or microcredit payment terms compatible with limits approved by the IC. • Provide free and/or discounted access to internet data, in accordance with the contractual conditions agreed upon. • Collect instalments, perform daily reconciliation via *mobile money* and report to the UGF. • Provide after-sales service (warranty, repair, replacement) and manage reverse logistics for electronic waste. • Submit weekly technical and financial data to the centralised digital platform, including: list of distributed devices (IMEI, location, beneficiary); PAYGO payment and default statistics; inventory and remaining stock; gender, accessibility and after-sales indicators. • Ensure that the information submitted is complete and up to date, under penalty of suspension of new disbursements. • Maintain a record of IMEIs linked to each beneficiary for tracking and remote blocking in case of fraud. • Ensure a minimum local repair and recycling rate of 100% for defective devices. • Issue an internal verification statement, under oath, in cases where the AVI verification cannot be completed within the regulatory deadline, in order to allow a provisional disbursement of up to 75%. • Record all complaints received in an internal system compatible with the digital platform, ensuring classification by type, priority and status, and providing a response within a maximum of 15 working days. • Report weekly to the ATI, via the digital platform, the number, type and status of complaints received, including resolution measures taken. • Ensure accessible, face-to-face and digital channels for the submission of complaints by all beneficiaries, including sensitive complaints, respecting the established deadlines and protocols.

Functional unit	Functions
Independent Verification Agent (IVA)	• Carry out physical sample checks of deliveries, confirming IMEI, beneficiary identity and geolocation. • Compare field data with records submitted on the digital platform by EIs and ATIs. • Verify compliance with performance KPIs (number of devices delivered, percentage of women, rural coverage, PAYGO functionality). • Assess accessibility for people with disabilities, proper disposal of packaging, and prevention of electronic waste. • Validate the results reported by the EI and ATI, ensuring compliance with social, environmental and gender safeguards. • Issue quarterly verification reports with recommendations and conclusions, sending copies to the UGF, ATI and CSP. • Immediately report to the CSP any evidence of fraud, corruption or serious environmental/social risk. • Physically verify a representative sample of complaints, assessing compliance with defined procedures and the performance of EIs. • Support, when requested by the Fund, specific audits or investigations into fraud, financial irregularities or other serious contractual violations. • Include in its quarterly reviews an assessment of the functioning of complaint management mechanisms, issuing recommendations for improvement where necessary.

2.2.2. Process of institutionalising implementation

The project provides for the institutionalisation of its implementation through a gradual process of transfer of responsibilities. The responsibilities of the Technical Implementation Agent (ATI) will be gradually transferred to INCM, while the responsibilities of UGF will be incorporated by FSAU. Knowledge transfer will be ensured from the start of the project through the use of job shadowing, which consists of a period of observation and monitoring of ATI and UGF technicians by INCM and FSAU teams. The gradual transfer of responsibilities and functions should begin after the implementation of the pilot phase.

2.3. Human resource requirements

Taking into account the responsibilities outlined above, the following staffing table is recommended for each functional unit. Chapter 5 – Budget Allocation takes these assumptions into account.

Table6. Description of human resources required per functional unit.

Functional unit	Required profiles	Team size
Project Supervisory Committee (PSC)	• Chairperson - TP • Member representing INCM - TP • MINFIN representative member - TP • World Bank Focal Point - TP • Technical Assistant - IT	1 IT[1] s (Technical Assistant) + 4 TP (at 10%) = 1.4 FTE Allocation varies according to project phase
Investment Committee (IC)	• INCM Representative - TP • UGF representative - TP • ATI representative - TP • Legal expert - TP • Risk specialist - TP • Secretary - IT	1 IT and 5 TP, whose allocation varies according to the project phase, generally less than 10%
Risk Committee (RC)	• UGF Chair - TP • INCM Internal Auditor - TP • *Compliance* specialist - TP • Risk analyst - TP • Secretary - IT	1 IT and 4 TP, whose allocation varies according to the project phase, generally less than 10%
Technical Implementation Agent (ATI)	• Coordinator - IT • Financial Technician – IT • Operational Technician - IT • Data Technician/Monitoring and Evaluation/Reporting - IT • ICT Technician – IT • Administrative and Communications Assistant – IT • *Procurement* and Contracting Specialist – TP	6 IT and 1 TP with variable allocation depending on the project phase

[1] FT (full-time), PT (part-time), FTE (*Full-time equivalent* = Number of resources equivalent to full-time, i.e. sum of all allocations).

Functional unit	Required profiles	Team size
Fund Management Unit (UGF)	• Operational Coordinator – IT • Financial Assistant – IT • Administrative Support - IT • Risk Analyst - TP • *Compliance* Officer - TP	3 IT and 2 TP with variable allocation depending on project phase
Independent Verification Agent (IVA)	• Coordinator - IT • Data Analyst - IT • 2 Field Auditors - IT • Social and Environmental Safeguards Specialist - TP	4 IT and 1 TP

3. Results-based financing model

3. Results-based financing model

3.1. Financing model

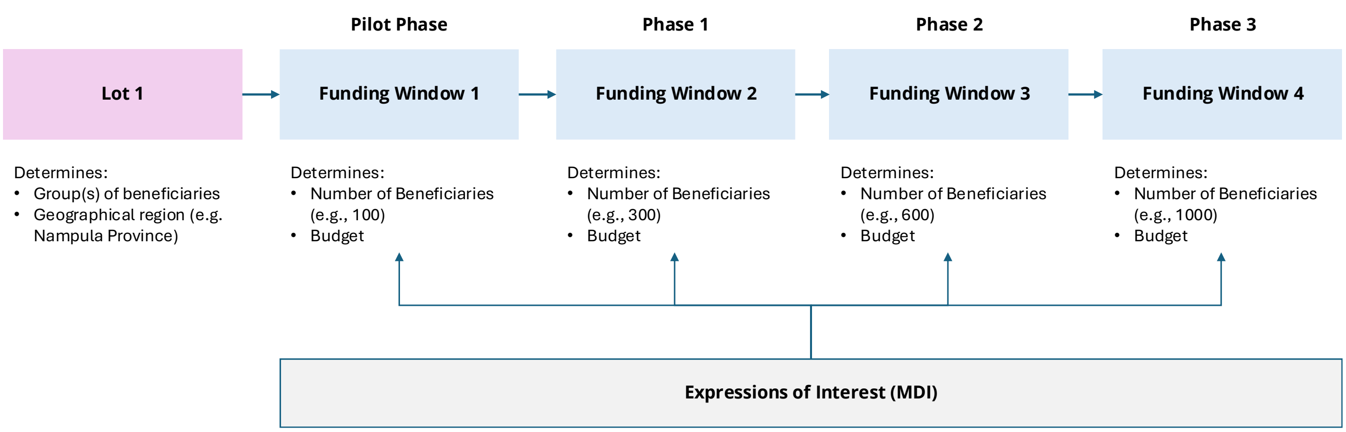
3.1.1. General structure of the model

The scheme for accessing and financing smart devices in Mozambique will be implemented through a *results-based* **funding model.** Funding will be distributed across a set of lots, with each lot representing a specific group of beneficiaries in a given geographical region.

Within each batch, multiple **funding windows** (spaced out over time) will be launched with the aim of providing smart devices to a specific number of beneficiaries within a given period, within the selected group and region.

For each funding window, a call for **expressions of interest (EOI)** will be launched, through which private entities can submit their proposals to provide the requested equipment and services.

Figure4. Illustrative example of the structure of lots and funding windows



This phased model allows for continuous evaluation of the performance of the selected entities and the methodologies applied, thus enabling more effective resource management and reducing risks at each stage of implementation.

3.1.2. Implementation options

The model presented also has two implementation options:

Option A – Lots with a group of beneficiaries

In the first option, the lots have only one group of beneficiaries, which means that the beneficiaries are segregated into multiple lots. This option increases the number of investment windows available, encourages competition and private sector participation, and reduces the risk associated with non-compliance with individual financing contracts. In turn, it increases the complexity of partner management (as there are several) and programme monitoring.

Option B – Lots with aggregated groups of beneficiaries

In the second option, some of the lots have multiple beneficiary groups (or more than one geographical region), which is why the beneficiaries are aggregated. This means that the partner to whom the investment window is allocated will have to ensure that devices are distributed to a wider range of individuals with different needs. This option also ensures that lots dedicated to more vulnerable groups are not left unanswered, as it allows potentially more interesting lots to be aggregated with less interesting ones. This option reduces the number of available funding windows and increases the risk associated with non-compliance with individual contracts. However, it reduces the management complexity for the partner, whose number is smaller.

The choice between the implementation options, as well as the application of the 'First Come, First Served' variant described below, must be made by the Project Supervisory Committee (PSC).

First Come, First Served variant

The two options above provide that only one company can win each investment window (i.e. each window is indivisible). However, Option A allows for a more dynamic implementation variant where several companies compete within the same funding window. Grants may be awarded based on the number of people that each company (previously approved) manages to enrol for that specific funding window. This is only possible until the limit of beneficiaries/available funding is reached. Grants are therefore awarded on a first-come, first-served basis.

The amount to be received will thus be linked to the distribution target set by the PADIM fund and the distribution projections presented by the company based on its number of registrants. These projections will be attached to the grant agreement. In the event of failure to achieve the objectives (distribution of devices and complementary actions proposed), the Fund reserves the right not to reimburse the company in full and to limit its participation in future funding windows.

Table7. Option A – Lots with a group of beneficiaries

Lot	Groups of beneficiaries	Geography	Number of Beneficiaries per Funding Window					Total per Group
			Pilot Phase (1H2026)	**Phase 1** (2H2026)	**Phase 2** (2H2027)	**Phase 3** (3Q2028)	**Total**	
1	**Farmers** Devices: Smartphones	**Nampula** | Entire Northern Region in Phase 3	1,000*	15,000*	22,000*	36,000	74,000	160,000
2		**Manica** | Entire Central Region in Phase 3	1,000*	10,000*	12,000	20,000	43,000	
3		**Zambézia** | The entire Central Region in Phase 3	1,000*	10,000*	12,000	20,000	43,000	
5	**Self-employed** Devices: Smartphones	**Nampula**	-	2,000	5,000	15,000	22,000	80,000
6		**Zambézia**	-	2,000	5,000	10,000	17,000	
7		**Manica**	-	2,000	5,000	10,000	17,000	
8		**Maputo** (Province and City)	-	2,000	3,000	7,000	12,000	
9		**Sofala**	-	2,000	3,000	7,000	12,000	
10	**Digital self-employed workers** Devices: Smartphones	**Maputo** (City)	-	1,000	5,000	9,000	15,000	30,000
11		**Sofala** (Beira)	-	1,000	5,000	9,000	15,000	
12	**Teachers** Devices: Laptops	**Maputo** (City)	200	800	1,500	2,500	5,000	10,000
13		**Sofala** (Beira)	200	800	1,500	2,500	5,000	
14	**Students** Devices: Laptops	**Maputo** (City)	-	500	5,500	9,000	15,000	30,000
15		**Sofala** (Beira)	-	500	5,500	9,000	15,000	
16	**People with special needs** Devices: Smartphones	Not defined	-	1,000	4,000	5,000	10,000	10,000

Lot	Groups of beneficiaries	Geography	Number of Beneficiaries per Funding Window					
			Pilot Phase (1H2026)	**Phase 1** (2H2026)	**Phase 2** (2H2027)	**Phase 3** (3Q2028)	**Total**	**Total per Group**
17	**Internally displaced persons** Devices: Smartphones	Nampula/ Cabo Delgado	-	1,000	4,000	5,000	10,000	10,000

* Financing windows for farmers marked with (*) benefit from the geographical bonus.

Table8. Option B – Lots with aggregated beneficiary groups

Lot	Groups of beneficiaries	Geography	Number of beneficiaries				
			Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)	Total
1	**Self-employed**	**Maputo** (Province and City) Devices: Smartphones	1,000	5,000	12,000	22,000	40,000
	Digital self-employed workers		-	1,000	5,000	9,000	15,000
	People with special needs		-	500	1,500	3,000	5,000
2	**Self-employed**	**Sofala** Devices: Smartphones	1,000	5,000	12,000	22,000	40,000
	Digital self-employed workers		-	1,000	5,000	9,000	15,000
	People with special needs		-	500	1,500	3,000	5,000
3	**Farmers**	**Nampula** | Entire Northern Region in Phase 3 Devices: Smartphones	1,000*	15,000*	28,000*	33,000	74,000
	Internally displaced persons		-	1,000	2,500	6,500	10,000
4	**Farmers**	**Manica and Zambézia** | Entire Central Region in Phase 3 Devices: Smartphones	1,000*	15,000*	27,000	40,000	83,000
5	**Teachers**	**Maputo and Sofala** Devices: Laptops	400	1,600	3,000	5,000	10,000
6	**Students**	**Maputo and Sofala** Devices: Laptops	400	1,600	3,000	5,000	10,000

* Financing windows for farmers marked with (*) benefit from the geographical bonus.

3.2. Application for financing windows

3.2.1. Composition of the expression of interest

When the financing windows are published, an expression of interest form will be officially made available, together with the specific terms of supply for each investment window. The application for financing windows consists of three distinct and mandatory parts:

A. **Part A** – Information about the company, including the legal documentation of the applicant company, proving legal and tax compliance and its licences.

B. **Part B** – Technical proposal, which must provide detailed information on the following components:

   B1. Company experience
   B2. Technical and operational capacity
   B3. Description and characteristics of the equipment
   B4. Plan for the acquisition, distribution and maintenance of equipment and after-sales service
   B5. Financing plan and credit mechanism
   B6. Communication and dissemination plan
   B7. Training and capacity building plan
   B8. Waste collection and treatment plan
   B9. Monitoring plan

C. **Part C** – Financial proposal, containing a detailed estimate of equipment costs and the partner's planned investment, as well as the overall project budget, which must explicitly identify the cost to the beneficiary of the devices, data and voice package, the payment method and the value of the individual instalments.

All information submitted in applications must be documented and verifiable. Expressions of interest will be evaluated after submission based on the criteria set out in the following chapter and will be analysed exclusively on the basis of the documents submitted.

3.2.2. Partnership applications

Interested entities may apply individually or in partnership (subcontracting or consortium) with other companies, provided that such partnership is formally constituted and duly proven in the application. The formation of partnerships is encouraged as a way of enhancing complementary capacities between companies, particularly at the technical, logistical or financial level. In the case of a consortium application, all members share responsibility for the full implementation of the project, and the application must clearly indicate the lead entity that will represent the group. In the case of a subcontracted application, only the lead entity is responsible for the full implementation of the project, and the application must clearly indicate what will be subcontracted (no subcontractor may exceed 50% of the work to be carried out).

3.2.3. Multiple applications

Companies may submit only one application per lot in each implementation phase, but there is no limit to how many lots a company may apply for.

There is a maximum limit on the number of lots a company can win per implementation phase, which depends on the scenario chosen:

- **Option A** – Lots with a group of beneficiaries: A company can win a maximum of 11 lots per phase, except in the pilot phase, where it can only win up to 3 lots.

- **Option B** – Lots with aggregated beneficiary groups: A company may win a maximum of four lots per phase.

If a company wins more than the maximum number of lots based on its technical and financial proposal, the contracts with the highest financial value will be awarded in order of priority. The remaining contracts will be awarded to the applicant companies with the next highest total score. This process is repeated until all companies are within the maximum limit of contracts won.

3.3. Exclusion criteria

3.3.1. Legal and tax compliance of the company

Only companies that are legally incorporated and based in Mozambique will be accepted. Entities must submit up-to-date proof that they are in good standing with the relevant authorities in terms of their tax and social security contributions. Entities with pending legal proceedings related to fraud, corruption or mismanagement of public funds will not be eligible.

3.3.2. Valid licence issued by INCM

One of the mandatory requirements for participation in the tender is that the applicant company must hold a valid licence issued by INCM, which may be a Unified Licence or a Specific Licence of Class A, B or C, as defined in the Telecommunications Licensing Regulations. The entity must also be duly authorised to engage in the marketing of telecommunications equipment or services, through a marketing licence also issued by INCM.

Alternatively, if the entity itself does not hold these licences, it must 1) ensure that its distributor/supplier is a licensed entity, or 2) be approved by INCM for the purposes of participating in this programme.

3.3.3. Price presented above the maximum value of the contracting procedure

The project has a defined budget for each component, namely: financing for devices and access (which includes a budget for *defaults),* maintenance and warranties, training and activation (including communication) and a recycling programme. The corresponding values per lot, per window and per beneficiary are thus predefined in budgetary terms. This budgetary value will be communicated to competitors as the maximum value of their bids. Competitors who submit values above the maximum limit for each procedure will be excluded from the procedure.

3.4. General minimum requirements

Only applications that fully comply with the minimum requirements will be considered. Failure to comply with any of these requirements will result in the rejection of the technical proposal and, consequently, of the application.

Within the scope of the procedure, competitors shall have 5 working days after the contracting authority requests this information to remedy any lack of information regarding any of these requirements in their original proposal.

3.4.1. Data protection and confidentiality

Participating entities must ensure compliance with national legislation on personal data protection and guarantee the confidentiality and security of beneficiaries' information. Operational and impact data collected within the scope of the project may be shared with INCM, donors or technical partners, provided that the principles of confidentiality and anonymisation are respected, where applicable.

3.4.2. Technical assistance and support for a minimum period

Applicants must also ensure the provision of technical assistance and support to users after the delivery of the devices for a minimum period of 12 months in the case of smartphones and 24 months in the case of laptops. This support should include contact channels (such as a telephone line, call centre or face-to-face support) capable of answering questions, resolving technical problems and guiding users in the correct use of the equipment.

3.4.3. Network of shops or in-person assistance points in the corresponding regions

The applicant entity must have a network of shops or in-person assistance points active in the regions corresponding to the lots for which it is applying. The assistance points may be owned by the applicant entity or be part of a logistics network of local partners. This local infrastructure must be operational at the time of application or its implementation must be duly proven by the start of the project, thus ensuring proximity, accessibility and effective support to users in the areas covered. This in-person assistance must include technical support and provide repair services to ensure a minimum local repair rate.

3.4.4. Devices authenticated and approved by INCM

All devices to be supplied under the tender must be authenticated and approved by INCM, in accordance with the applicable technical standards and regulations. Only equipment that has undergone the approval process may be marketed and used in Mozambique, ensuring its compliance, quality and safety for end users.

3.4.5. Device warranty of at least 24 months

Applicants must ensure that all devices supplied include maintenance and technical warranty services for a minimum period of 24 months from the date of delivery to the end user. This warranty must cover the repair or replacement of equipment in the event of malfunction or manufacturing defect , at no additional cost to the beneficiary, thus ensuring the durability and reliability of the devices over time.

3.4.6. Timeline compatible with the defined period

The company must submit a project implementation timetable compatible with the maximum period defined for each funding window. Proposals that exceed the maximum period will not be considered.

3.4.7. Exclusion and penalties

The submission of false information, incomplete documentation or the violation of any of the clauses of these regulations may result in the immediate disqualification of the application. Similarly, entities that do not comply with the contractual terms and do not achieve the defined objectives may be excluded from future funding windows under this programme.

3.5. Minimum requirements for eligible devices and data and voice packages

The smartphones to be distributed will be entry-level, with a maximum cost of USD 40. Laptops will have a maximum cost of USD 348. Both types of devices must comply with the minimum technical specifications set out below.

3.5.1. Minimum requirements for eligible smartphones

Table9. Minimum requirements for eligible smartphones

Category	Minimum requirement
SIM	Yes (or Dual SIM)
RAM	3GB
Internal storage	8 GB
Battery	2000 mAh
Connectivity – Mobile Network	4G
Connectivity – WiFi	Yes
Connectivity – Bluetooth	Yes
Screen size	4.5
Screen resolution	960*480p
Rear camera	5 MP
Front camera	2 MP
Physical ports	Optional
NFC	Optional
System language	Portuguese by default

Category	Minimum requirement
Included	Charger (cable + transformer) Manual in Portuguese
Warranty	24 months
Remote locking system	Integrated into BIOS
Pre-installed applications	• A mobile wallet application (e.g., M-Pesa e-Mola, M-Kesh) • Social networks typically used by small entrepreneurs (e.g., Facebook, WhatsApp, Instagram, etc.) • Shortcuts to the websites https://emprego.co.mz and https://ola.padim.gov.mz

Table10. Minimum requirements for eligible smartphones by beneficiary type

Category	Beneficiary group	Minimum requirement
Pre-installed applications or content	Farmers	• Informative content on good agricultural practices in PDF format or applications dedicated to this topic • Weather application and PlantVillage
	TVET and higher education teachers	• YouTube
	TVET and higher education students	• YouTube
	People with special needs	• Applications tailored to the specific needs of beneficiaries to be defined Examples:

Category	Beneficiary group	Minimum requirement
		• Knowledge and use of the device's accessibility features : TalkBack (Android), VoiceOver (iOS), Gboard or SwiftKey, Google Assistant or Siri • Voice-to-text apps: Google Voice Typing, Speechnotes • Sign language: Hand Talk • Reading banknotes: Seeing AI • For motor limitations: Guided Hands, functionalhand

3.5.2. Minimum requirements for eligible laptops

Table11. Minimum laptop requirements

Category	Minimum requirement
RAM memory – Type	DDR3
RAM	4GB
Processor	1.1 GHz to 3.0 GHz (base) 2.4 GHz to 3.8 GHz (turbo) Examples: Intel Celeron N4020 / N4500, Pentium Silver N5030, AMD A4-9120E, or higher
Graphics card	Integrated
Internal storage – Type	eMMC, SATA SSD, or NVMe SSD
Internal storage	64GB
Battery	4000 mAh; 4 hours of battery life
Connectivity – WiFi	WiFi 6
Connectivity – Bluetooth	BT 5.2
Screen size	13
Screen resolution	1366 x 768
Front camera	Included (min 720P)
Physical ports	USB ports, HDMI port
System language	Portuguese by default
Included content	Charger (cable + transformer) Manual in Portuguese
Warranty	24 months

Category	Minimum requirement
Remote locking system	Integrated into BIOS

3.5.3. Minimum requirements for eligible data and voice packages

In terms of access, implementing entities must ensure mobile data packages for a period of 12 months with the following minimum conditions. The price of the data and voice package may not exceed $3.1 or $4.7 (in the case of exclusive provision to teachers), and the amount should preferably be included in the payment for the device via *a bundle.*

Table12. Minimum conditions for monthly data packages

Beneficiary group	Minimum access package (monthly)
Farmers	2.7GB of internet; 200 minutes of voice; 200 SMS
Low-income self-employed workers	2.7GB of internet; 200 minutes of voice calls; 200 SMS
Digital self-employed workers	2.7GB of internet; 200 minutes of voice calls; 200 SMS
Teachers (technical and higher education)	6.7GB of internet; 250 minutes of voice calls; 300 SMS
Students (technical and higher education)	2.7GB of internet; 200 minutes of voice calls; 200 SMS
Internally displaced persons	2.7GB of internet; 200 minutes of voice calls; 200 SMS
People with special needs	2.7GB of internet; 200 minutes of voice calls; 200 SMS

3.6. General assessment criteria

3.6.1. Previous experience

Applicants must demonstrate proven experience in implementing i) telecommunications projects (e.g., implementation of technologies in various sectors with smart devices, credit management in telecommunications, management of mobile network infrastructures and networks, etc.) or laptops, as applicable, and ii) the supply, distribution or marketing of smart devices or related services, and, in the case of smartphones, in the provision of mobile data, similar to what is intended to be implemented with this project.

3.6.2. Technical and operational capacity

The application must include a detailed description of **the technical and operational capacity** on site to ensure the effective implementation of the project, detailing the human (i.e., team), operational and logistical resources available.

In addition, the company must detail the **capillarity of its network of shops**, distributors, or points of contact in the specified regions. Companies with a more robust network will receive higher scores.

3.6.3. Interphase continuity

The fact that a company wins the investment window for a given lot does not mean that it will automatically be awarded a second or third window for that same lot. However, it is beneficial for the project to continue with implementers who have proven experience.

Therefore, if the company that implemented a given phase has fulfilled the objectives of its previous contract, it will benefit in the evaluation of its proposal for the next phase.

If the company has not fulfilled the objectives of the contract, it will be penalised in terms of evaluation.

3.6.4. Procurement and distribution

Applicants must submit a **plan for the procurement and distribution** of the devices, detailing the logistics of procurement and distribution, including i) their network of distribution points, ii) the mechanics of registering and approving beneficiaries, iii) the risk matrix and th ly identified mitigation measures, such as redundancies in the distribution chain, and iv) a detailed timetable compatible with the funding window period.

The procurement plan should also present the **technical specifications of the devices** to be distributed and the characteristics of the data and voice packages to be provided. As described in chapter 3.5, the equipment must meet minimum criteria in terms of technical specifications to be eligible under the programme. Once the minimum specifications have been met, proposals will be further evaluated based on the technical specifications of the devices they present. Devices with better components will be evaluated with a higher rating.

They must also prove that there is **network coverage** in the locations where they propose to distribute the devices.

3.6.5. Financing plan and credit mechanism

Applicants must describe in detail their **financing plan and credit mechanism** for the devices, including i) how their PAYGO payment mechanism will be structured, ii) the frequency of payments, iii) the individual value of each payment, iv) the ratio between the payment for the device and for mobile data and voice, v) what mechanisms will be implemented in the event of default (i.e., remote blocking of the mobile phone or computer), vi) what mechanisms are in place to prevent payment defaults (e.g., SMS reminders).

3.6.6. Communication and dissemination

Applicants must submit a **communication and dissemination plan** for the initiative in force that meets the specific criteria of the beneficiary groups included in the lot for which they are applying. Entities proposing initiatives beyond the specified requirements will receive a better evaluation.

3.6.7. Training and capacity building

Applicants must submit a **training and capacity-building plan** in their expression of interest that meets the specific criteria of the beneficiary groups included in the lot for which they are applying. Entities proposing initiatives that go beyond the specified requirements will receive a higher evaluation. All training plans must cover how to use the device (turning it on and off, making calls, sending messages, using social networks, , etc.) as well as basic digital literacy topics such as searching for information online and making *mobile money* transactions.

The MCTD and its subordinate institutions have curricula and services that must be made available and adopted by the winning companies, thus ensuring a standardised digital literacy programme.

3.6.8. Waste collection

Applicants must submit a **plan for** the **collection and treatment of electronic waste** derived from the project in their expression of interest. Entities that propose initiatives with greater rigour in monitoring waste collection and treatment will receive a better evaluation. Entities are expected to establish a voluntary device collection system by setting up fixed collection points, for example, in shops, schools and/or workers' establishments. In addition, the promotion of local sorting and reconditioning, the establishment of partnerships with certified regional recyclers, and the reinforcement of the message of the importance of returning end-of-life equipment in communication campaigns will be valued.

3.6.9. Monitoring, evaluation and auditing

Applicants must submit a **monitoring, evaluation and audit plan** and commit to submitting monthly progress reports, as defined in the contract. The contracting entity and/or its partners reserve the right to carry out monitoring visits, financial audits and impact assessments throughout the implementation period. Failure to meet targets or performance indicators may result in the suspension of funding and the exclusion of the entity from future funding windows.

3.6.10. Double funding restrictions

Double *funding* is not permitted. This means that the same equipment cannot be funded by more than one funding channel. If a company receives financial support for the same devices through another programme or partner, it must inform the contracting entity, which reserves the right to exclude these products from support.

First Come, First Served Variant

If a variant is implemented where the first to arrive is the first to be served ("First Come, First Served"), companies will not be competing with each other and, as such, the way in which they are approved will be different.

In this scenario, companies must complete their technical proposal as in the competitive model, submitting all the documentation and information required for their evaluation (i.e., technical and operational capacity, network of stores or points of contact, acquisition and distribution plan, technical specifications of the devices, network coverage at distribution locations, financing plan and credit mechanisms, communication and dissemination plan, training and capacity building plan - optional, electronic waste collection and treatment plan, and monitoring, evaluation and audit plan).

The submission of this data is now a minimum requirement for the proposal, as is the submission of at least one telecommunications or similar project.

3.7. Specific evaluation criteria

Depending on the beneficiary group, different funding windows will have specific evaluation criteria.

3.7.1. Procurement and distribution

The technical proposal must present a cohesive distribution strategy aimed at correctly identifying and approving project beneficiaries, in order to ensure that they meet the eligibility criteria defined in chapter 3.10.

Proposals with robust *Know Your Customer* (KYC) mechanisms and which propose solutions beyond those suggested for identifying specific beneficiary groups will be valued.

3.7.2. Communication and dissemination

Communication and dissemination plans will be evaluated based on the dissemination channels and approaches used. The terms of reference will define examples of initiatives that will be positively valued.

3.7.3. Training and capacity building

Training and capacity building plans will be evaluated based on the approach and programme content proposed for the target audiences, in addition to the basic content previously planned on how to use the devices and basic digital literacy. The terms of reference will define examples of initiatives that will be positively valued.

3.7.4. Performance indicators

Each financing contract will have its own specific performance indicators depending on the financing window to which it refers. Below is a list of performance indicators and targets to be achieved.

Table13. Performance indicators and targets to be achieved

Indicator	Target
• Number of participant registrations	≥ 120% of the defined number of beneficiaries
• Number of devices delivered	Equal to the number of beneficiaries defined
• Number of devices delivered to women	40 to 60% of devices
• Number of devices delivered to young people	30 to 50% of devices Exceptions: i) in distribution to teachers where there is no target for young people and ii) in distribution to students where the target is 100%.
• Device activation rate (number of mobile phones activated compared to the number of mobile phones distributed) *Note: Only applies in cases where smartphones are distributed*	≥ 95%
• Percentage of beneficiaries who completed training	≥ 95%
• Training satisfaction rate (surveys)	≥ 4 out of 5
• *Default* rate on payments at 3, 6 and 12 months (and also at 15, 18 and 24 months in cases where laptops are distributed)	- 5 p.p. compared to the assumed *default* rate
• Retention rate at 3, 6 and 12 months (number of devices that remain active) • *Note: Only applies in cases where smartphones are distributed*	>90%, 80% and 70% respectively
• Average time between beneficiary approval and device delivery	Up to 2 weeks delay compared to the time specified in the contract
• Technical failure rate	≤ 5%

3.8. Summary of exclusion criteria, minimum requirements and evaluation criteria

3.8.1. Exclusion criteria

Table14. Exclusion criteria

Exclusion criteria
A. Company information
1. Legal or tax non-compliance of the company
2. Absence of a Unified Licence or Specific Licence Class A, B or C The entity must hold the above-mentioned licence or 1) ensure that its distributor/supplier is a licensed entity, or 2) be approved by INCM for the purposes of participating in this programme.
B. Financial proposal
1. The price of the devices may not exceed: a. 40$ in the case of smartphones b. $348 in the case of laptops
2. The price of data and voice packages may not exceed: a. $3.1/month b. $4.7/month in the exclusive case of provision to teachers 3. The price for waste collection activities may not exceed the amount defined in the procedure. 4. The price for maintenance and warranty activities may not exceed the amount defined in the procedure. 5. If the implementing entities choose to implement the complementary activities themselves, the price may not exceed the predefined amounts for these activities, namely for communication and training.
6. The total price may not exceed the maximum stipulated for the investment window

3.8.2. Performance indicators

Table15. Minimum requirements

General minimum requirements	
C.	**Technical proposal**
	B2. Technical and Operational Capacity
7.	Data protection and confidentiality guarantee
8.	Technical assistance and support for a minimum period
	B4. Plan for the acquisition, distribution and maintenance of equipment and after-sales service
9.	Network of shops and in-person assistance points
10.	Devices authenticated and approved by INCM
11.	Device warranty of at least 24 months
12.	Devices comply with minimum technical requirements
13.	Data and voice packages comply with minimum technical requirements
14.	Calendar compatible with the defined period

3.8.3. Qualification phase

The selection and involvement process for Implementation Entities begins with a Qualification Phase, where exclusion criteria and general minimum requirements are assessed, with the selected entities being eligible to compete for various lots during the 18-month period without having to repeat this part of the qualification.

Next, for each lot, the Implementing Entities will be assessed in terms of Quality and Cost (QCBS – Quality and Cost Based Selection).

3.8.4. Quality and cost (QCBS – quality and cost based selection).

In all lots and windows, each proposal will be evaluated according to the following formula:

Overall evaluation = (Quality x 80%) + (Price x 20%)

The weighting of the price factor shall not exceed 20%.

Since the value of the equipment (smartphone and laptop) has a defined maximum value, the number of beneficiaries is defined, and there is a detailed budget for all components of the project implementation, it is more important for the evaluation criteria to promote quality implementation capacity and risk reduction than to obtain financial gains. The main risk of the project is delayed or inadequate implementation that does not create the desired social and economic impacts.

Many of the technical criteria have an impact on the cost of implementation for the bidder, namely the quality of the devices and the data package and the maximum default level to which they are bound. We must avoid duplicating the valuation.

Nor is it desirable to encourage price competition, which may lead competitors to lose interest in the project due to implementation risks, or to submit low-price, low-resource proposals that then implemented poorly, jeopardising the desired social and economic impacts.

Table16. Evaluation criteria and scoring

General evaluation criteria	**Scoring** (Public information)	**Criteria** (Public or confidential information)
A. Technical proposal	**80**	
1. Previous experience a. Telecommunications or laptop projects b. Similar projects	10	Criterion a. • No telecommunications or laptop projects = 0% • At least 1 project = 2.5% • More than 1 project = 5% Criterion b. • No similar projects = 0% • At least 1 similar project = 2.5% • More than 1 similar project = 5%
2. Technical and operational capacity	10%	Criterion a. • Competitor does not explain (in terms of logistics and human resources) how it will ensure operational capacity = 0%

General evaluation criteria	Scoring (Public information)	Criteria (Public or confidential information)
a. Human, operational and logistical resources b. Capillarity of the store/distribution network		• Competitor explains in general terms how it will ensure operational capacity = 2.5% • Competitor explains in detail how it will ensure operational capacity = 5% Criterion b. • Not present in the region = leads to exclusion • Present in the region with reduced capillarity (*) = 2.5% • It is present in the region with good capillarity (*) = 5% (*) more detailed criteria required
3. Technical specifications of the offer a. Device quality b. Data access package (megabytes, zero-based content and duration)	20%	Criterion a. • Meets requirements = 0% • Partially exceeds requirements = 5% • Strongly exceeds requirements = 10% Criterion b. • Meets requirements = 0% • Partially exceeds requirements = 5% • Strongly exceeds requirements = 10%
4. Procurement and distribution plan a. Robustness of the equipment acquisition plan b. Mechanics of beneficiary registration and approval c. Mitigation measures in terms of beneficiary recruitment and retention d. Implementation timetable	20%	Criterion a. • Competitor does not explain how it will ensure the acquisition and availability of equipment = 0% • Competitor explains in general terms how it will ensure the acquisition and availability of equipment = 2.5% • Competitor explains in detail how it will ensure the acquisition and availability of equipment = 5% Criterion b. • Registration method does not facilitate KYC or civil registration = 0% • Registration method facilitates KYC = 2.5% • Registration method facilitates KYC and civil registration = 5% Criterion c.

General evaluation criteria	Scoring (Public information)	Criteria (Public or confidential information)
		• Competitor does not explain how it will mitigate risks in attracting and retaining beneficiaries = 0% • Competitor explains in general terms how it will mitigate risks in the recruitment and retention of beneficiaries = 2.5% • Competitor explains in detail how it will mitigate risks in attracting and retaining beneficiaries = 5% Criterion d. • Competitor complies with the implementation schedule = 0% • Competitor shortens the schedule by 5% to 10% = 2.5% • Competitor shortens the schedule by more than 10% = 5%
5. Default levels	10%	• Competitor commits to complying with the maximum default rate = 0% • Competitor undertakes to improve the maximum default rate by more than 5 percentage points (other than 5%) = 5% • Competitor undertakes to improve the maximum default rate by more than 10 percentage points (other than 10%) = 10%
6. Complementary activities a. Communication and dissemination plan b. Training and capacity building plan c. Electronic waste collection plan d. Monitoring, evaluation and audit plan	10%	Criterion a. • Competitor does not assume communication = 0% • Competitor assumes responsibility for communication = 2.5% Criterion b. • Competitor does not undertake training = 0% • Competitor assumes training = 2.5% Criterion c. • Competitor complies with waste collection requirements = 0%

General evaluation criteria	Scoring (Public information)	Criteria (Public or confidential information)
		• Competitor exceeds waste collection requirements = 2.5% Criterion d. • Competitor complies with monitoring, evaluation and auditing requirements = 0% • Competitor exceeds monitoring, evaluation and auditing requirements = 2.5%
7. Interphase continuity	10%	• Company fully met the objectives of a previous phase of the project in which it participated: 10% • Company met more than 60% of the objectives of a previous phase of the project in which it participated: 5% • Company met less than 60% of the objectives of a previous phase of the project in which it participated: 0% In the pilot phase, all competitors are rated at 10% for this criterion. In its first application (after the pilot phase), a new competitor is awarded a score of 5%.
D. Financial proposal	**20%**	
8. Total price of the proposal In the previous qualification phase, each competitor committed to maximum prices for each item identified by the contracting entity. In this competitive evaluation phase, the following is considered: i) the total price of the proposal and not each item individually, and ii) confirmation that the competing entity has complied with the maximum prices for each item and overall.	Proposal Points X = (lowest price/price of proposal X) times 30%	1. The lowest price proposal receives a total score of 30%. 2. The remaining bids are scored according to the following formula: Proposal X Points = (lowest price/price of proposal X) times 30%
Total	**100**	

3.9. Implementation schedule

3.9.1. Activity plan

Table17. Implementation schedule

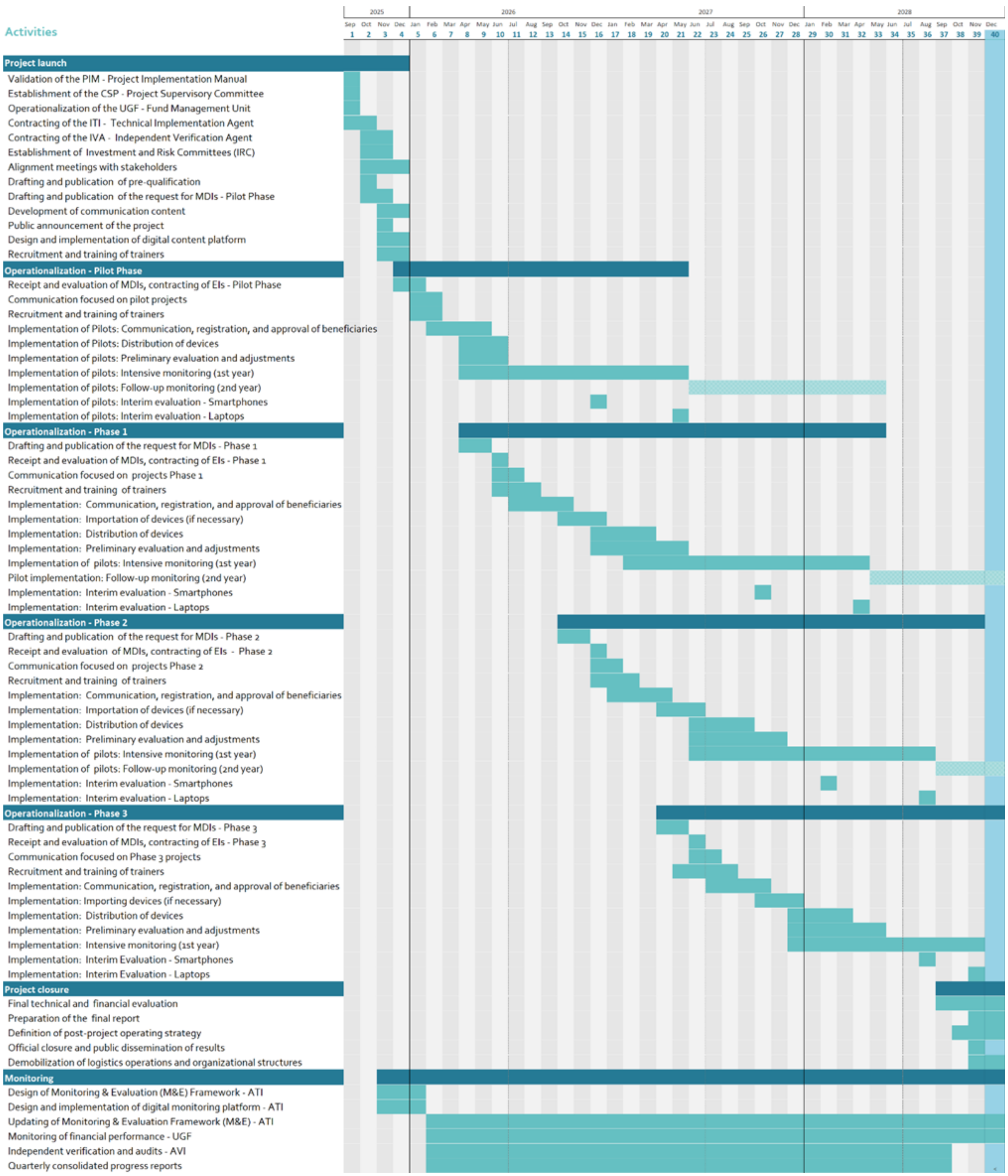
Activity	Start	Duration (months)
Project launch	**Sept/25**	**4**
PIM Validation - Project Implementation Manual	25 September	1
Establishment of the CSP - Project Supervision Committee	25 September	1
Operationalisation of the FMU - Fund Management Unit	25 September	1
Hiring of the ATI - Technical Implementation Agent	25	2
Hiring of the IVA - Independent Verification Agent	25 October	2
Establishment of Investment and Risk Committees (CI/CR)	25 October	2
Meetings with Stakeholders	Oct/25	3
Drafting and publication of pre-qualification	25 October	1
Drafting and publication of the request for MDIs - Pilot Phase	25 October	2
Development of communication content	Nov	2
Public announcement of the project	Nov	1
Design and implementation of digital content platform	Nov	2
Recruitment and training of trainer trainers	Nov	2
Pilot phase	**Dec/25**	**18**

Receipt and evaluation of MDIs, contracting of EIs - Pilot Phase	Dec/25	2
Communication focused on pilot projects	Jan/26	2
Recruitment and training of trainers	Jan	2
Implementation of Pilot Projects: Communication, registration and approval of beneficiaries	Jan	4
Pilot Implementation: Distribution of devices	Mar	3
Pilot Implementation: Preliminary evaluation and adjustments	Apr/26	3
Pilot Implementation: Intensive Monitoring (1st year)	Apr/26	14
Pilot Implementation: Follow-up monitoring (2nd year)	Jun/27	12
Pilot Implementation: Interim Evaluation - Smartphones	Dec/26	1
Pilot Implementation: Interim Assessment - Laptops	May/27	1
Operationalisation - Phase 1	**Apr/26**	**26**
Drafting and publication of the request for MDIs - Phase 1	Apr/26	2
Receipt and evaluation of MDIs, contracting of EIs - Phase 1	Jun	1
Communication focused on Phase 1 projects	Jun	2
Recruitment and training of trainers	Jun	3
Implementation: Communication, registration and approval of beneficiaries	Jul	4
Implementation: Importing devices (if necessary)	Oct	3
Implementation: Device distribution	Dec/26	4
Implementation: Preliminary assessment and adjustments	Dec/26	6
Pilot Implementation: Intensive monitoring (1st year)	Feb/27	15
Pilot Implementation: Follow-up monitoring (2nd year)	May/27	8

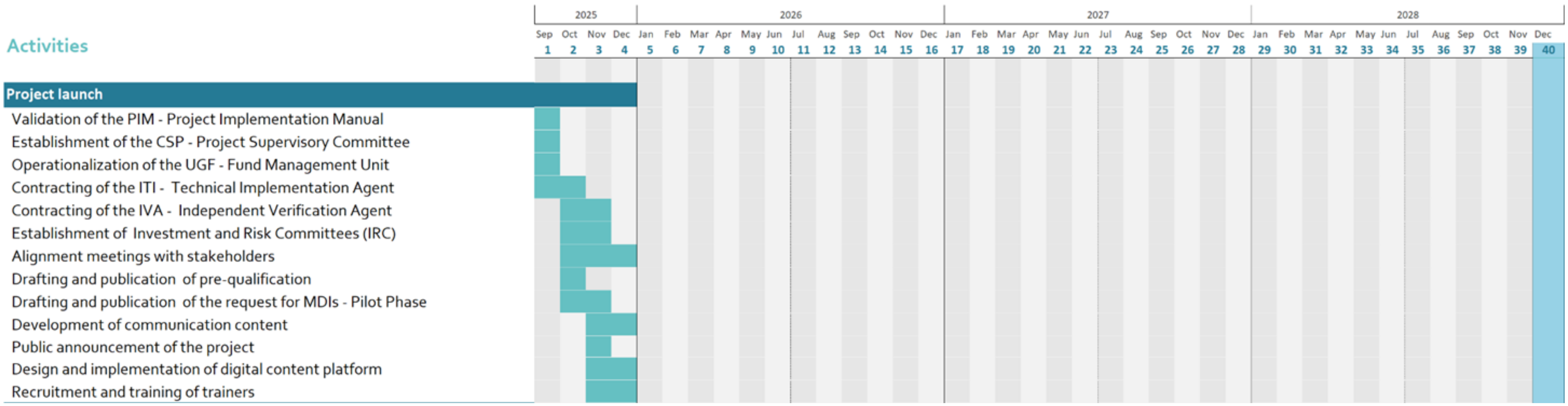
Implementation: Interim Evaluation - Smartphones	Dec/27	1
Implementation: Interim Assessment - Laptops	Apr/28	1
Operationalisation - Phase 2	**Oct/27**	**26**
Drafting and publication of the request for MDIs - Phase 2	26	2
Receipt and evaluation of MDIs, contracting of EIs - Phase 2	Dec/26	1
Communication focused on Phase 2 projects	Dec/26	2
Recruitment and training of trainers	Dec/26	3
Implementation: Communication, registration and approval of beneficiaries	Jan/27	4
Implementation: Importing devices (if necessary)	Apr	3
Implementation: Device distribution	Jun	4
Implementation: Preliminary assessment and adjustments	Jun	6
Pilot implementation: Intensive monitoring (1st year)	Jun	15
Pilot Implementation: Follow-up monitoring (2nd year)	Sep/28	4
Implementation: Interim Evaluation - Smartphones	Feb/28	1
Implementation: Interim Assessment – Laptops	Aug/28	1
Operationalisation – Phase 3	**Apr/27**	21
Drafting and publication of the request for MDIs - Phase 3	Apr/27	2
Receipt and evaluation of MDIs, contracting of EIs - Phase 3	Jun/27	1
Communication focused on Phase 3 projects	Jun	2
Recruitment and training of trainers	May	4
Implementation: Communication, registration and approval of beneficiaries	Jul/27	4
Implementation: Importing devices (if necessary)	Oct/27	3

Implementation: Device distribution	Dec/27	4
Implementation: Preliminary assessment and adjustments	Dec/27	6
Implementation: Intensive monitoring	Dec/27	12
Implementation: Interim Evaluation - Smartphones	Aug/28	1
Implementation: Interim Assessment - Laptops	Nov/28	1
Project closure	**28 Septembe r**	4
Final technical and financial evaluation	28 September	4
Preparation of final report	Nov/28	2
Definition of the post-project operation strategy	Oct/28	3
Official closure and public disclosure of results	Nov	1
Demobilisation of logistical operations and organisational structures	28 November	2
Monitoring	**Nov**	36
Design of the Monitoring & Evaluation (M&E) Framework - ATI	Nov/25	3
Design and implementation of digital monitoring platform - ATI	Nov/25	3
Update of the Monitoring & Evaluation (M&E) Framework - ATI	Feb/25	35
Financial performance monitoring - UGF	Feb/25	35
Independent verification and audits - AVI	Feb/25	32
Quarterly consolidated progress reports	Feb/25	32

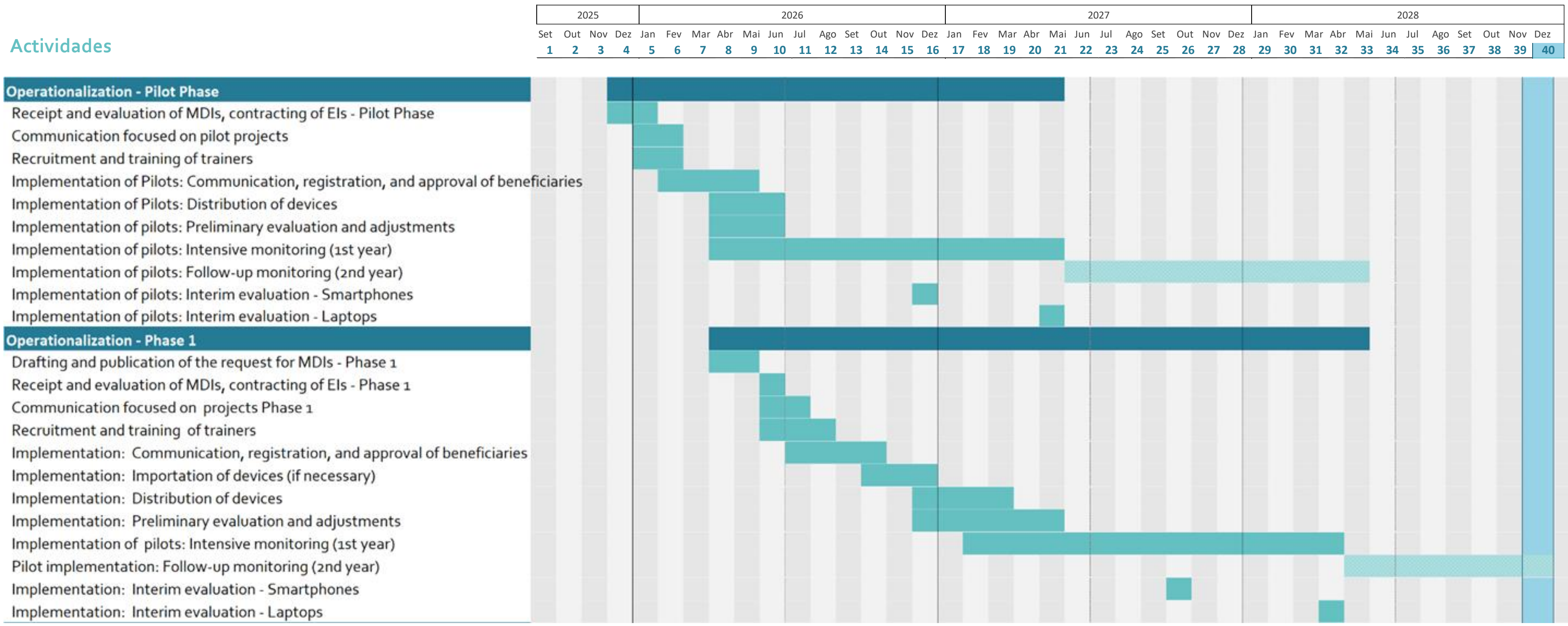
3.9.2. Calendar – Global

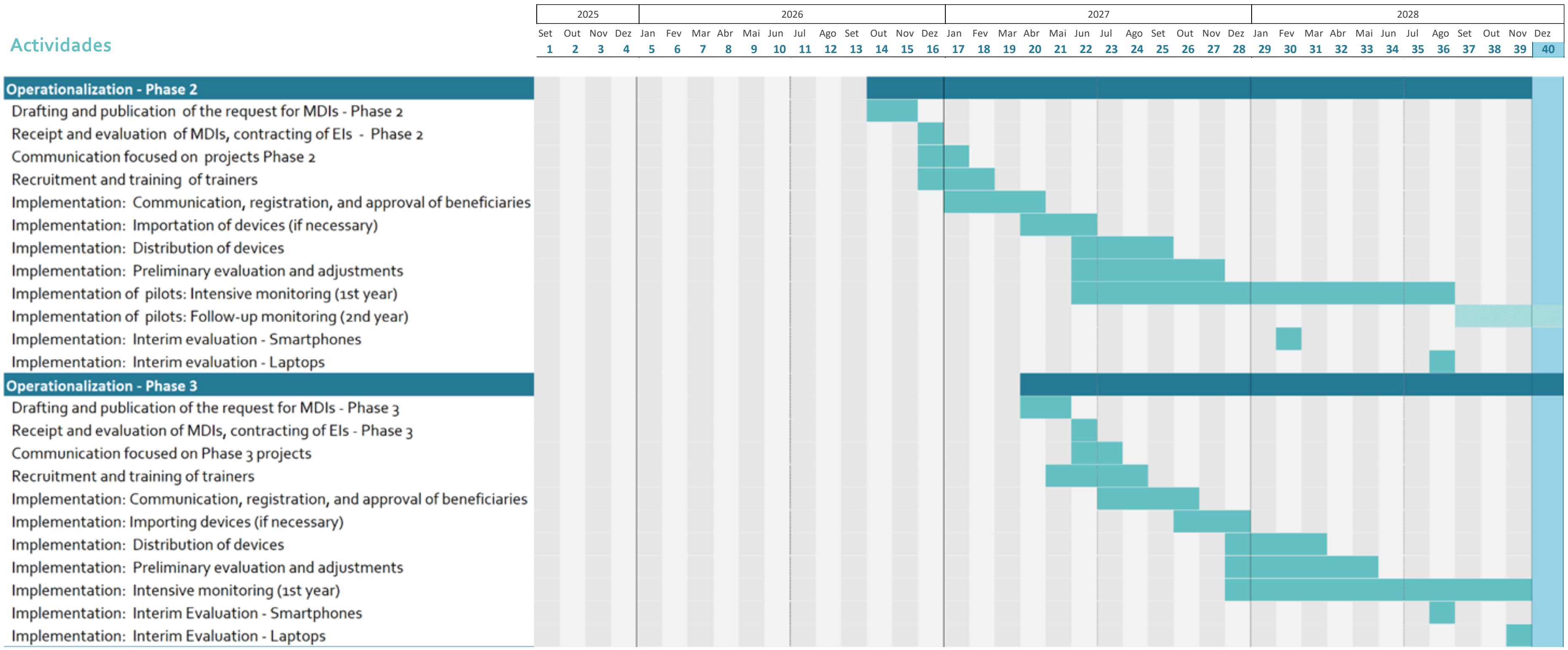


3.9.3. Calendar – Start-up

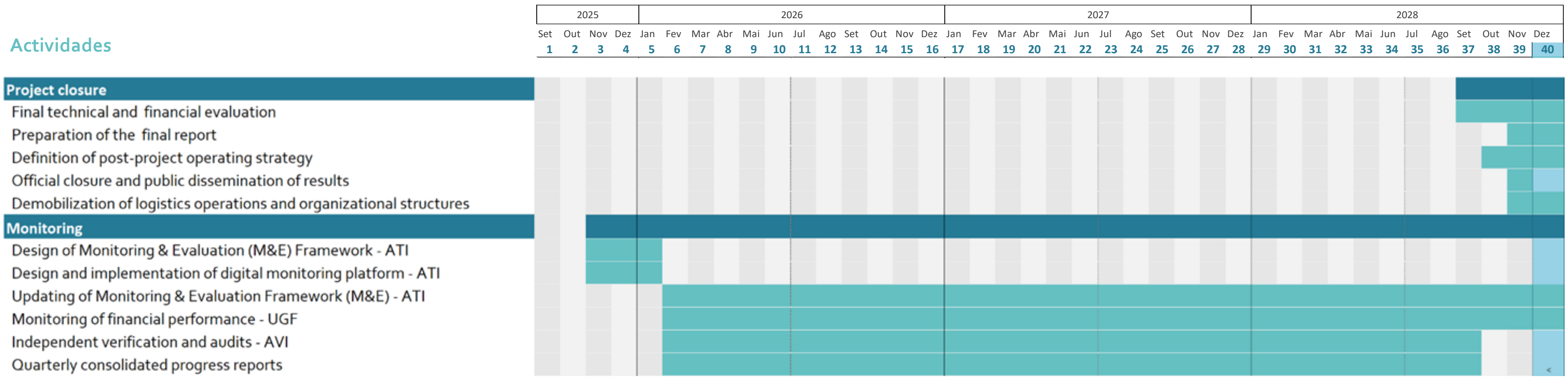


3.9.4. Calendar – Operationalisation




Actividades
2025
2026
2027
2028
Set Out Nov Dez Jan Fev Mar Abr Mai Jun Jul Ago Set Out Nov Dez Jan Fev Mar Abr Mai Jun Jul Ago Set Out Nov Dez Jan Fev Mar Abr Mai Jun Jul Ago Set Out Nov Dez
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40
Operationalization - Phase 2
Drafting and publication of the request for MDIs - Phase 2
Receipt and evaluation of MDIs, contracting of EIs - Phase 2
Communication focused on projects Phase 2
Recruitment and training of trainers
Implementation: Communication, registration, and approval of beneficiaries
Implementation: Importation of devices (if necessary)
Implementation: Distribution of devices
Implementation: Preliminary evaluation and adjustments
Implementation of pilots: Intensive monitoring (1st year)
Implementation of pilots: Follow-up monitoring (2nd year)
Implementation: Interim evaluation - Smartphones
Implementation: Interim evaluation - Laptops
Operationalization - Phase 3
Drafting and publication of the request for MDIs - Phase 3
Receipt and evaluation of MDIs, contracting of EIs - Phase 3
Communication focused on Phase 3 projects
Recruitment and training of trainers
Implementation: Communication, registration, and approval of beneficiaries
Implementation: Importing devices (if necessary)
Implementation: Distribution of devices
Implementation: Preliminary evaluation and adjustments
Implementation: Intensive monitoring (1st year)
Implementation: Interim Evaluation - Smartphones
Implementation: Interim Evaluation - Laptops

3.9.5. Calendar – Closure and Monitoring



3.10. Eligibility criteria for beneficiaries

3.10.1. General eligibility criteria:

A. Participants must submit the legal documentation required to register a SIM card. Registration must be done by the cardholder themselves; it is not possible to register using third-party documentation.

B. Participants must be at least 18 years old.

C. Participants must not already own a device of the same type as the one they are applying to receive, with the exception of self-employed workers in the digital sector. As this is difficult to verify, participants must sign a declaration of honour during registration stating that they do not already own a device of the same type as the one they are applying for.

D. Participants may register more than once to benefit from the project in different funding windows, but they may only actually benefit from the project once. Once the beneficiary receives their first device from the project, they are automatically excluded from participating in the future.

E. If a participant registers twice and the information provided is found to be contradictory, they cannot be approved as a beneficiary. If the participant considers that an administrative error has occurred, they may submit a complaint to the implementer, which will be followed up through the appropriate channels.

F. The participant may be approved as a beneficiary even if the quota of beneficiaries based on their gender has already been filled. It is up to the implementer to manage gender quotas as best they can, with compliance with this objective being one of the performance indicators of their contract and not a strict criterion for beneficiary eligibility.

3.10.2. Specific eligibility criteria

As mentioned in section 3.7.1., the technical proposal of the applicant companies must present a cohesive distribution strategy aimed at correctly identifying and approving the beneficiaries of the project, in order to ensure that they comply with the eligibility criteria defined herein, both general and specific.

Below is a list of specific eligibility criteria designed for each group of beneficiaries. Proposals with robust *Know Your Customer* (KYC) mechanisms and which propose solutions beyond those suggested for identifying specific beneficiary groups will be valued.

Verifying specific eligibility criteria can be challenging in disadvantaged communities given the socio-economic context of Mozambique and should therefore not be overly restrictive. These criteria may be made more flexible during project implementation if necessary.

Table18. Specific eligibility criteria by beneficiary group

Beneficiaries	Specific eligibility criteria

Farmers	• The farmer should ideally be registered with an agricultural cooperative, farmers' association or local agricultural fair/market, or be part of an agricultural development project.
	• Verification of this requirement is the responsibility of the implementing entity and may include various approaches.
	    o On the one hand, the cooperative, association or agricultural project itself may provide the names and details of potential beneficiaries.
	    o On the other hand, the interested party may: i) present a membership card, ii) obtain validation of their eligibility from the leaders of recognised cooperatives, associations or local markets, iii) obtain validation of eligibility from local chiefs or (as a last resort) resort to witnesses (transporters, etc.).
	    o If the farmer is not a member of a cooperative or association, they may prove their professional status by resorting to witnesses, namely local chiefs or community leaders.

f Low-Income Self-Employed Workers	• Verification of the beneficiary's status is the responsibility of the implementing entity and may include various approaches. • For example, the worker may be identified by a local authority figure (mayor, chief, etc.) or ministry/ministry entity that validates their eligibility as a person operating as a street vendor, artisan, tailor/seamstress, security guard, cleaner, odd-jobber, etc. • Alternatively, the worker may be registered at a local market and be required to present a trader's card or have their eligibility validated by the market organisation, etc.

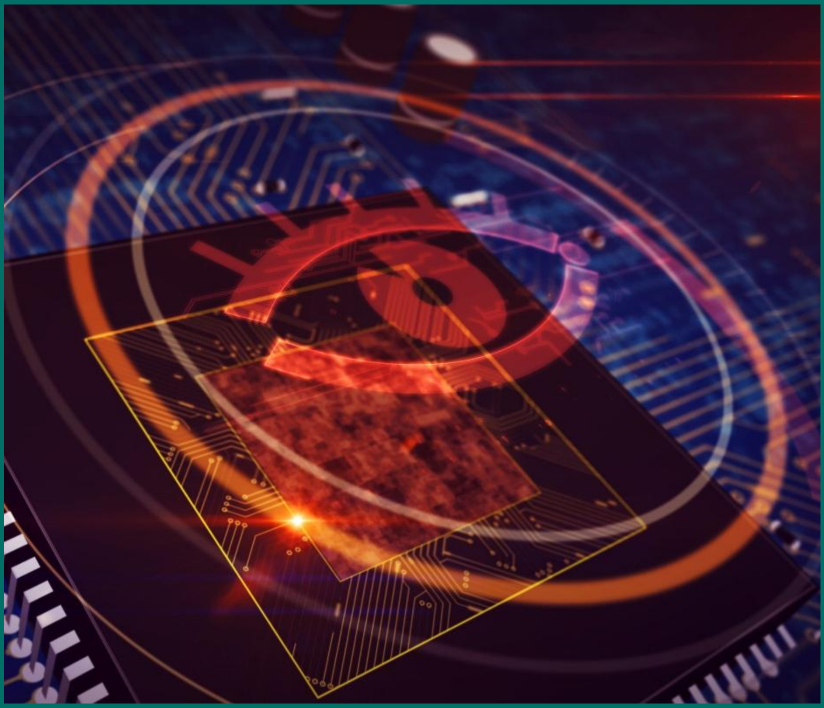
Beneficiaries	Specific eligibility criteria
	Note: It is recognised that this category of beneficiaries may be difficult to identify given the widespread lack of documentation for this purpose, and as such there is flexibility in how the validation process is carried out, provided that there is an identified and feasible mechanism taking into account local conditions.
Digital Self-Employed Workers	• Verification of beneficiary status is the responsibility of the implementing entity and may include a variety of approaches. For example, identification via mobile operators of sellers of mobile top-ups and packages (not limited to a single operator), sellers of mobile phone accessories, providers of basic technical assistance, cybercafé workers, etc.
TVET and Higher Education Teachers	• Teachers must be employed/enrolled in a technical or higher education institution and provide documentation to prove this. One possible approach would be to coordinate distribution with educational institutions, which would provide a list of eligible teachers. Verification of this requirement is the responsibility of the implementing entity.
TVET and Higher Education Students	• Students must be enrolled in a technical or higher education institution and provide documentation to prove this, and also be identified as belonging to a low-income household or as disadvantaged students. • One possible approach would be for distribution to be coordinated with educational institutions or institutions that fund scholarships, which would provide a list of eligible students. Verification of this requirement is the responsibility of the implementing entity. Note: If the number of low-income or disadvantaged students at the implementation site is insufficient to achieve the objectives of the funding window, enrolment may be extended to students not identified for this purpose, provided that low-income students are guaranteed priority in receiving the equipment.
Internally displaced persons	• People and families forcibly displaced by conflict and/or natural disasters, referred by the UNHCR or another governmental or non-governmental organisation for refugees and internally displaced persons. • The preferred implementation model is for the implementing entity to partner with an NGO in order to improve implementation conditions.
People with special needs	• People with sensory (blind, deaf or mute) or physical disabilities referred by an organisation supporting people with special needs in collaboration with the implementing entity, or who are registered to receive the basic state subsidy. • The preferred implementation model is for the implementing entity to partner with an association specialising in this field.

3.10.3. Summary of beneficiary information required

Registration:

- Full name
- Type of identification document and document number
- Date of birth
- Gender
- Level of education
- Address
- Occupation
- Place of work
- Owns a smartphone (Yes/No)
- Do you have a laptop computer (Yes/No)
- Application code with information on the batch, funding window and identification number assigned to the beneficiary
- Beneficiary group (i.e., farmers, low-income self-employed persons, digital self-employed persons, technical or higher education teachers, technical or higher education students, internally displaced persons, persons with special needs)
- Documents/specific registration for the beneficiary group to which the person belongs
- Application status (i.e., Registered, Approved, Rejected, Benefited)
- Reason for rejection (if applicable)
- NUTEL (Unique Telecommunications Number)
- Training status (i.e., Received, Not Received)

4. Monitoring



4. Monitoring

Project monitoring is a key component that will enable: i) verification of compliance with objectives, ii) evaluation of service providers' performance, and iii) adaptation of the implementation strategy in cases where the results achieved are not satisfactory according to the established performance indicators.

The monitoring approach is based on two complementary mechanisms:

- Continuous internal monitoring, led by the Technical Implementation Agent (TIA), with regular contributions from the Fund Management Unit (FMU) and the Implementing Entities (IE).
- Independent verification, carried out by an Independent Verification Agent (IVA), focusing on the validation of results, safeguards and compliance.

4.1. Internal monitoring mechanism

The ITI will be responsible for designing, maintaining and updating the programme's Monitoring & Evaluation (M&E) Framework, including:

- Definition of key performance indicators (KPIs), disaggregated by gender, province and type of beneficiary, based on targets validated by the Project Supervisory Committee (PSC) established in the PIM.
- Integration of annual targets and strategic *benchmarks* into the activity plan.
- Consolidating performance data and issuing integrated quarterly reports, with contributions from the UGF, EI and AVI.

Monitoring will be operationalised through a centralised digital platform, managed by the ATI, with the following resources:

- Continuous submission and validation of technical and financial data by the EI and UGF.
- Real-time monitoring by batch, province, contracting entity and type of financing.
- Automatic generation of alerts for deviations, non-compliance and operational, social or financial risk indicators.
- Structured export of data compatible with audits, World Bank reports and external analyses.

The ATI must also carry out remote audits through telephone surveys of a limited number of randomly selected beneficiaries. These audits must be conducted at least once a month and are intended to verify the quality of the service and confirm the identity of the beneficiary. Among other things, the audits make it possible to ascertain whether female beneficiaries actually have access to the device or whether it has been appropriated by a man.

The audits should not be used to punish the beneficiary, assuming that they are not in default of payment of their benefits.

If there is a significant deviation between the actual number of women using the device and the number of women who received the device, the ATI should work with the Implementing Entities (IE) to introduce measures to prevent this type of situation from occurring (e.g. strengthening training for women on the usefulness of the device).

Each Implementing Entity (IE) is required, in accordance with the functions described in chapter 2.2, to update the platform weekly with:

- List of distributed devices (IMEI, location, beneficiary).
- PAYGO payment statistics.
- Inventory and remaining stock.
- Gender, accessibility and after-sales indicators.
- Reimbursements, defaults and portfolio performance.

The Fund Management Unit (FMU) ensures financial monitoring, including:

- Management of revolving fund liquidity.
- Monthly financial reports to the Investment Committee (IC).
- Proposals for adjustments to *pricing* and financing conditions whenever necessary, based on market signals.

The Project Supervisory Committee (PSC) assesses the consolidated monitoring reports issued by the ATI, FMU and AVI on a quarterly basis and may issue recommendations for improvement, authorise adjustments to gender targets and apply contingency measures in the event of critical deviations.

4.2. Independent verification mechanism

The Independent Verification Agent (IVA) will be responsible for independently validating the reported results and ensuring compliance with social, environmental and gender safeguards. Its functions include:

- Conducting physical sample checks of deliveries through audits, confirming IMEI, beneficiary and geolocation, in order to ensure data compliance, device quality and beneficiary identity.
- Conducting autonomous and independent remote audits through telephone surveys (similar to the remote audits conducted by the ATI). That is, auditing a limited number of randomly selected beneficiaries, at least once a month, in order to ascertain the quality of the service and confirm the identity of the beneficiary. Among other things, the audits make it possible to ascertain whether female beneficiaries actually have access to the device or whether it has been appropriated by a man.
- Assess compliance with operational KPIs, including the percentage of female beneficiaries, rural coverage, PAYGO functionality and the inclusion of people with disabilities.
- Assess compliance with good environmental practices, electronic waste management and packaging disposal.
- Produce quarterly verification reports, sending copies to the UGF, ATI and CSP.
- Serve as a technical trigger for results-based disbursements (RBF).
- Immediately report to the CSP any evidence of fraud, corruption, or serious environmental/social risk.

When verification cannot be completed within six weeks, a provisional disbursement of up to 75% may be authorised, provided that:

- The EI issues an internal verification statement.
- The ATI and UGF preliminarily validate the data submitted.
- Final reconciliation takes place at the subsequent disbursement, after verification by the AVI.

Monitoring governance will be ensured by three bodies:

- The ATI, as technical implementation coordinator, is responsible for the operational management of monitoring, platform maintenance and consolidation of periodic reports;

- The Project Oversight Committee (POC) analyses consolidated reports, approves improvement plans, applies contingency measures and reviews performance targets, ensuring strategic alignment;
- The Risk Committee (RC) monitors operational, credit and market risks associated with implementation, proposing mitigation measures where necessary.

4.3. Complaints management

Complaint management under this scheme is in strict compliance with applicable Mozambican legislation, namely:

- **Consumer Protection Law (Law No. 22/2009, of 28 September),** which establishes the fundamental rights of consumers in Mozambique, covering the right to quality products and services, health and safety protection, adequate information and legal protection.
- **Regulation of the Consumer Protection Law (Decree No. 27/2016, of 18 July)**, which details the mechanisms for damage prevention and the mandatory information to be provided to consumers. A crucial requirement of this regulation is that suppliers of goods or service providers must have and make available a physical "complaints book" at all their points of sale and customer service locations.
- **Decree 44/2019, of 22 May**, establishes the legal regime applicable to the protection of the legitimate interests of consumers of telecommunications services. This legislation is directly applicable to all operators of telephone, internet, data, video and other telecommunications services, as well as to marketers of telecommunications equipment.

4.3.1. Complaint channels

Complaint management will operate on two levels. The primary channel for managing beneficiary complaints is through the Implementing Entities. In cases where complaints need to be escalated, they will be handled by the ATI.

4.3.1.1. Complaints mechanism of the implementing entities

Each Implementing Entity must guarantee, at a minimum, the following channels for receiving complaints:

- Physical complaints book at its points of sale or customer service, in accordance with the Consumer Protection Law Regulations (Decree No. 27/2016);
- Dedicated toll-free or reduced-cost telephone line, with service provided in Portuguese, at a minimum;
- In-person service with staff trained to record and forward complaints.

In addition, EIs are encouraged to implement:

- An SMS or USSD channel;
- A functional online form or email, especially when they have a website or active digital presence;
- Promote the PADIM website (https://ola.padim.gov.mz/) where beneficiaries can share their suggestions and complaints.

EIs have 15 working days to resolve the complaint.

4.3.1.2. Central Complaints Management Mechanism

Complaints that have not been resolved by the Implementing Entities (IE) within a maximum of 15 working days after receipt, or whose resolution is considered unsatisfactory by the complainant, may be escalated to the Technical Implementation Agent (TIA) at the initiative of the beneficiary or the IE itself.

The escalation must follow the following procedure:

1. Submission by the beneficiary: The complainant must submit their complaint to the Fund by one of the following means:
    - Using the appropriate form on the PADIM online platform (https://ola.padim.gov.mz/);
    - By email to the official address to be provided by the TIA;
    - Alternatively, through the IE itself, which must forward the process digitally.
2. Mandatory documentation: The complaint must include the reference number of the original complaint submitted to the EI, a copy (or summary description) of the EI's response or justification for the lack of response, a description of the complaint and the reason for the escalation.

3. Registration and initial screening: The ATI will register the complaint in the central system and assess whether it meets the admissibility criteria (e.g. expired deadline, failure to respond, systemic or sensitive nature).
4. Analysis and referral:
   - If the complaint involves financial, subsidy or PAYGO issues, the ATI will consult with the UGF for preliminary data validation.
   - If the complaint involves systemic risks or serious allegations (e.g. fraud, GBV), the AVI may be mobilised for independent verification. In addition, where relevant, the ATI may request the AVI to physically verify a sample of complaints handled by the EIs in order to assess procedural compliance and the response provided.
5. Response and measures: The ATI will communicate a reasoned decision to the complainant and the EI, which may include: a binding recommendation for immediate resolution or a requirement for corrective action by the EI.
6. Escalation to the Project Oversight Committee (POC): In cases where complaints reveal patterns of repeated non-compliance, evidence of misconduct by EIs, or systemic failures in complaint handling, the ATI may submit an opinion to the POC. The PSC may decide on corrective actions, apply sanctions, or authorise the intervention of other entities, in accordance with the scheme's regulations.

4.3.2. Responsibilities for handling complaints

Depending on the type of complaint, the primary responsibility for resolution may lie with the EI or the ATI. In exceptional situations, particularly in cases of repeated failures or systemic complaints, it may be necessary to involve other supervisory entities, such as the Project Supervisory Committee.

Table19. Complaint handling responsibilities

Type of complaint	Description	Primary channel for submitting the complaint
Device-related complaints (quality, warranty, after-sales)	These complaints relate to manufacturing defects, malfunctions, performance issues, non-compliance with specifications, or failures in warranty or after-sales service.	Implementing Entity

Type of complaint	Description	Primary channel for submitting the complaint
Complaints related to financing (payments, PAYGO, subsidies)	These complaints involve disputes over instalment amounts, problems with the PAYGO mechanism (e.g. undue device blocking), eligibility for subsidies.	Implementing Entity
Connectivity and Data Service Complaints	These complaints cover problems with SIM card activation, network quality, data speed, data consumption, or included data packages.	Implementing Entity
Fraud and Misuse of Funds Complaints	These complaints refer to allegations of fraud in the distribution of devices, embezzlement, bribery, corruption, or other illegal activities by the IEs.	Technical Implementation Agent
Sensitive Complaints (e.g., Gender-Based Violence - GBV)	These complaints relate to gender-based violence (GBV), sexual exploitation and abuse (SEA), sexual harassment (SH), or other forms of violence and discrimination.	Implementing Entity or Technical Implementation Agent
Unresolved systemic or repetitive complaints	Complaints that reveal recurring failures, contractual non-compliance, or significant reputational and legal risks to the scheme.	Technical Implementation Agent reporting to the Project Oversight Committee

Although the scheme has internal mechanisms for effective complaint management (EI as the primary channel and ATI as the secondary channel), beneficiaries retain the right to resort to external entities if they consider that their complaint has not been adequately resolved.

In the specific case of the National Communications Institute of Mozambique (INCM), which is part of the Project Supervisory Committee, this entity has a dual role:

- It participates in the internal supervision of the scheme's operation and may intervene directly in monitoring the quality of services provided by EIs in the field of telecommunications;
- It acts as an independent regulatory authority, accessible to beneficiaries who wish to submit complaints directly, outside the structure of the scheme, in accordance with Decree 44/2019.

Other complementary channels include ProConsumers, with experience in consumer protection, and CACM, as an alternative dispute resolution body.

Although these institutions are not part of the formal chain of the scheme, their existence should be recognised and communicated to beneficiaries as legitimate options under national law.

4.3.3. Monitoring and evaluation of the complaints system

4.3.3.1. Recording of complaints by implementing entities

Each IE must keep an up-to-date digital record of all complaints received, integrated into the monitoring platform. The record must include, at a minimum:

- Date and channel of receipt.
- Unique reference number.
- Type and description of the complaint.
- Status (open, in progress, resolved, escalated).
- Outcome and resolution time.
- Claimant details (anonymised for reporting purposes).

4.3.3.2. Key Performance Indicators (KPIs)

The performance of EIs will be assessed based on the following indicators:

- Total number of complaints received by type.
- Percentage resolved within 15 working days.
- Average response and resolution time.
- Number of complaints escalated to the ATI and CSP.
- Volume and type of sensitive complaints.

This data will be consolidated by the ATI in quarterly reports submitted to the CSP.

4.3.3.3. Periodic Reports from EIs

Every six months, EIs must submit to ATI a structured summary with:

- Complaints received, resolved and pending (by category);
- Recurring problems and causes of delay;
- Corrective measures applied;
- Anonymised data from sensitive complaints.

4.3.3.4. Review and Continuous Improvement

The ATI, with support from the UGF and AVI, will conduct an annual review of the functioning of the complaints system. This may include:

- Pattern analysis.
- Feedback from beneficiaries and external partners.
- Recommendations from AVI.

The conclusions will be included in the CSP reports and may lead to adjustments to the manual. In the event of serious non-compliance by an IE, ATI may propose corrective measures to the IC, including suspension of disbursements or termination of the contract.

4.4. Project performance indicators

Table20. Project performance indicators

Category	Performance indicator	Description	Target/Baseline
Operational Performance Indicators Focused on measuring the delivery of mobile devices and associated services.	Total number of devices delivered	Cumulative total of devices distributed (smartphones + laptops).	330,000
	Percentage of devices delivered on time	Percentage of devices delivered according to the project schedule.	≥ 80
	Number of smartphones delivered	Number of smartphones distributed.	290,000
	Number of laptops delivered	Number of laptops distributed.	40,000
	Average time between beneficiary approval and device delivery	Measure of logistical efficiency.	≤ 30 days
	Percentage of beneficiaries reporting daily internet access after six months	Increased internet access.	60
	Percentage of beneficiaries with active data packages after 18 months	Digital adoption and activation indicator.	≥ 70%
Social Inclusion and Outreach Indicators Monitor compliance with social targets (gender, youth, location).	Percentage of devices allocated to women	Proportion of women among beneficiaries.	≥ 50%
	Percentage of devices allocated to women with basic education	Proportion of women in situations of increased vulnerability.	≥ 30% (of women)
	Percentage of devices allocated to women with low income	Proportion of women in situations of increased vulnerability.	≥ 50% (of women)

Category	Performance indicator	Description	Target/Baseline
	% of devices allocated to young people (<25 years old)	Proportion of young people benefiting.	≥ 40%
	% of beneficiaries in rural/peri-urban areas	Geographical indicator of inclusion.	≥ 50%
	Percentage of beneficiaries in situations of economic and social vulnerability	Validation through socio-economic criteria.	≥ 65%
Digital Literacy and Training Indicators Monitor the impact of training and user capacity.	Number of beneficiaries enrolled in digital skills training	Total number of beneficiaries who have enrolled to receive digital skills training.	≥ 85% of beneficiaries
	Percentage of beneficiaries who completed digital training	Indicator of successful completion.	≥ 80%
	% of women who completed digital training	Specific monitoring by gender.	≥ 50%
	% of people with disabilities who completed digital training	Specific monitoring and adaptation of training according to special needs.	≥ 90% (of the total number of people with special needs)
	% of internally displaced persons who have completed digital training	Specific monitoring according to level of vulnerability.	≥ 90% (of the total number of internally displaced persons)
	% of people reporting an increase in digital skills after completing training	Measure of training effectiveness.	≥ 80%
	Percentage of active users on educational platforms and digital public services	Actual use of devices for digital inclusion.	≥ 50% after 12 months

Category	Performance indicator	Description	Target/Baseline
Financial and Sustainability Indicators Focused on financial sustainability and medium-term viability of the scheme.	PAYGO payment recovery rate	Percentage of instalments paid on time.	≥ 85%
	Average payment time for PAYGO devices	Measure of financial sustainability.	≤ 12 months
	Percentage of *default* on PAYGO instalments	Percentage of default on PAYGO financing instalments.	≤ 20%
Equipment and Service Quality Indicators Monitor compliance, quality and after-sales service.	Percentage of devices with defects reported in the first 6 months	Technical failure rate.	≤ 5%
	Percentage of complaints resolved within 30 days	After-sales efficiency.	≥ 70%
	Percentage of suppliers complying with technical standards	Supplier evaluation.	100
	Average response time to complaints	Responsiveness of support channels.	≤ 15 working days
Partnership and Project Management Indicators They monitor governance and the effectiveness of implementation.	Number of private partners involved	Operators, suppliers, training entities, etc.	≥ 10 partners
	Percentage of funding windows allocated according to defined criteria	Assessment of transparency and compliance.	100
	Percentage of contracts with performance targets met	Measurement of partner accountability.	≥ 85%
	Coordination meetings held per quarter	Guarantee of monitoring and active management.	≥ 1 per quarter
	Percentage of partners with quarterly reports submitted on time	Indicator of good management and accountability.	≥ 85%
	Number of audits carried out throughout the project	Assessment of operational integrity.	≥ 12 by 2028

Category	Performance indicator	Description	Target/Baseline
Communication and Awareness Indicators Assess the impact of the mobilisation and information campaign.	Number of campaigns carried out	Communication initiatives on radio, television, digital media, community media, etc.	≥ 12 campaigns
	Percentage of beneficiaries reached by the campaigns	Percentage of beneficiaries who learned about the programme through communication campaigns.	≥ 70%
	Number of community leaders involved in the campaigns and the project.	Local involvement to legitimise communication.	≥ 100 leaders
	Number of Digital Ambassadors	Training and involvement of digital ambassadors.	≥ 100 ambassadors

Without prejudice to the final performance indicators of the project, intermediate (annual) performance indicators should be designed to enable better monitoring of progress. These indicators should be defined and validated by INCM, MCTD and PADIM after approval of the Project Implementation Manual.

5. Budget allocation and funding flow

5. Budget allocation and funding flow

5.1. Budget allocation

5.1.1. Management Structure Budget

The project plans to hire management structure bodies that will be partly financed by the project. The following tables detail the budgets for each body.

Table21. Management Structure Budget: Implementation costs.

Implementation costs	Amount (USD)
Human resources costs	
Project Supervisory Committee (PSC)	$25,000
Technical Implementation Agent (TIA)	$300,000
Independent Verification Agent (IVA)	$150,000
Fund Management Unit (UGF)	$190,000
Investment Committee (IC)	$50,000.00
Risk Committee (RC)	$40,000.00
Subtotal	**£755,000.00**
Operating costs	
Offices	£50,000.00
Communications	£30,000
Transport	£30,000.00
Administrative costs	£30,000.00
External services	£100,000.00
Subtotal	**£240,000.00**
Total	**£955,000.00**

Table22. Management Structure Budget: Other Costs

Other costs of the Technical Implementation Agent (TIAs)	Amount (USD)
Communication and dissemination	**$300,000**
Training and activation • Content development and hosting • Helpline • Monitoring and reporting • Other services	**$1,140,000.00**
Total	**$1,440,000.00**

If the human resources assigned to the various bodies are internal employees of INCM or the World Bank, the amount allocated for their remuneration will be available for unforeseen costs such as additional staff.

5.1.2. Initial composition of financing windows

As described in Chapter 3, the scheme for accessing and financing smart devices in Mozambique will be implemented through a *results-based* funding model. Under the scheme, multiple funding windows (spaced over time) will be made available with the aim of providing smart devices to a number of specific beneficiaries in a given period, within the selected group of beneficiaries and region.

5.1.3. Adjustments to funding windows

Each funding window consists of the following components:

- Cost of subsidising devices and access
- Cost of training and activation of beneficiaries
- Cost of maintenance and warranties
- Cost of electronic waste collection and treatment

Each contract will show a total contract value and a value per beneficiary, on the basis of which the amounts of interim reimbursements will be calculated.

To ensure optimal use of resources, the Technical Implementation Agent and the Fund Management Unit (FMU) reserve the right to adjust the budget allocations for the financing windows based on the progress of the project, market developments and the Fund's evolving needs. This change requires the prior approval of INCM and the non-objection of the World Bank.

5.1.4. Budget allocation per financing window

FINANCING FOR DEVICES AND ACCESS

Table23. Budget allocation: Option A – Lots with a group of beneficiaries : funding for devices and access

Lot	Groups of beneficiaries	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)
1	**Farmers** Devices: Smartphones	**Nampula** | Entire Northern Region in Phase 3	$43,300.00	$649,500.00	$952,600.00	$1,270,800.00
2		**Manica** | Entire Central Region in Phase 3	$43,300.00	$433,000.00	$423,600.00	$706,000.00
3		**Zambézia** | Entire Central Region in Phase 3	$43,300.00	$433,000.00	$423,600.00	$706,000.00
5	**Self-employed** Devices: Smartphones	**Nampula**		$18,600.00	$46,500.00	$139,500.00
6		**Zambézia**		$18,600.00	$46,500.00	$93,000.00
7		**Manica**		£18,600.00	£46,500.00	$93,000.00
8		**Maputo** (Province and City)		$18,600.00	$27,900.00	$65,100.00
9		**Sofala**		$18,600.00	$27,900.00	$65,100.00
10	**Digital self-employed workers** Devices: Smartphones	**Maputo** (City)		$9,300.00	$46,500.00	$83,700.00
11		**Sofala** (Beira)		$9,300.00	$46,500.00	$83,700.00
12	**Teachers** Devices: Laptops	**Maputo** (City)	$30,660.00	$122,640.00	$229,950.00	$383,250.00
13		**Sofala** (Beira)	$30,660.00	$122,640.00	$229,950.00	$383,250.00
14		**Maputo** (City)		$126,450.00	$1,390,950.00	$2,276,100.00

Lot	Groups of beneficiaries	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)
15	**Students** Devices: Laptops	**Sofala** (Beira)		$126,450.00	$1,390,950.00	$2,276,100.00
16	**People with special needs** Devices: Smartphones	Not defined		$58,600.00	$234,400.00	$293,000.00
17	**Internally displaced persons** Devices: Smartphones	Nampula/ Cabo Delgado		$58,600.00	$234,400.00	$293,000.00

* Financing windows for farmers marked with (*) benefit from the geographical bonus.

Table24. Option B – Lots with aggregated beneficiary groups : financing for devices and access

Lot	Beneficiary groups	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)
1	**Self-employed**	**Maputo** (Province and City) Devices: Smartphones	$9,300.00	£46,500.00	$111,600.00	$204,600.00
	Digital self-employed workers			$9,300.00	£46,500.00	£83,700.00
	People with special needs			£29,300.00	£87,900.00	£175,800.00
2	**Self-employed**	**Sofala** Devices: Smartphones	$9,300.00	£46,500.00	$111,600.00	$204,600.00
	Digital self-employed workers			$9,300.00	£46,500.00	£83,700.00
	People with special needs			$29,300.00	£87,900.00	£175,800.00
3	**Farmers**	**Nampula** | Entire Northern Region in Phase 3 Devices: Smartphones	$43,300.00	$649,500.00	$1,212,400.00	$1,164,900.00
	Internally displaced persons			£58,600.00	£146,500.00	£380,900.00
4	**Farmers**	**Manica and Zambézia** | Entire Central Region in Phase 3 Devices: Smartphones	$43,300.00	$649,500.00	$953,100.00	$1,412,000.00
5	**Teachers**	**Maputo and Sofala** Devices: Laptops	$61,320.00	$245,280.00	$459,900.00	$766,500.00
6	**Students**	**Maputo and Sofala** Devices: Laptops	$202,320.00	$1,062,180.00	$2,276,100.00	$4,046,400.00

* Financing windows for farmers marked with (*) benefit from the geographical bonus.

FINANCING FOR MAINTENANCE AND GUARANTEES

Table25. Budget allocation: Option A – Lots with a group of beneficiaries: Financing for maintenance and guarantees

Lot	Groups of beneficiaries	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)
1	**Farmers** Devices: Smartphones	**Nampula** | Entire Northern Region in Phase 3	$1,357.58	$20,363.64	$29,866.67	$48,872.73
2		**Manica** | Entire Central Region in Phase 3	$1,357.58	$13,575.76	$16,290.91	$27,151.52
3		**Zambézia** | Entire Central Region in Phase 3	$1,357.58	$13,575.76	$16,290.91	$27,151.52
5	**Self-employed** Devices: Smartphones	**Nampula**		$2,715.15	$6,787.88	$20,363.64
6		**Zambézia**		$2,715.15	$6,787.88	$13,575.76
7		**Manica**		£2,715.15	$6,787.88	£13,575.76
8		**Maputo** (Province and City)		$2,715.15	$4,072.73	$9,503.03
9		**Sofala**		$2,715.15	$4,072.73	$9,503.03
10	**Digital self-employed workers** Devices: Smartphones	**Maputo** (City)		$1,357.58	£6,787.88	$12,218.18
11		**Sofala** (Beira)		$1,357.58	$6,787.88	$12,218.18
12	**Teachers** Devices: Laptops	**Maputo** (City)	$2,031.52	$8,126.06	$15,236.36	$25,393.94
13		**Sofala** (Beira)	$2,031.52	$8,126.06	$15,236.36	$25,393.94
14	**Students** Devices: Laptops	**Maputo** (City)		$5,078.79	$55,866.67	$91,418.18
15		**Sofala** (Beira)		$5,078.79	$55,866.67	$91,418.18
16	**People with special needs**	Not defined		£1,357.58	£5,430.30	£6,787.88

Lot	Groups of beneficiaries	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)
	Devices: Smartphones					
17	**Internally displaced persons** Devices: Smartphones	Nampula/ Cabo Delgado		$1,357.58	$5,430.30	$6,787.88

* Financing windows for farmers identified with (*) benefit from the geographical bonus.

Table26. Option B – Lots with aggregated beneficiary groups: Financing for maintenance and guarantees

Lot	Beneficiary groups	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)
1	**Self-employed**	**Maputo** (Province and City) Devices: Smartphones	$1,357.58	£6,787.88	$16,290.91	$29,866.67
	Digital self-employed workers			£1,357.58	£6,787.88	£12,218.18
	People with special needs			£678.79	£1,577.58	£4,072.73
2	**Self-employed**	**Sofala** Devices: Smartphones	$1,357.58	$6,787.88	$16,290.91	$29,866.67
	Digital self-employed workers			£1,357.58	£6,787.88	$12,218.18
	People with special needs			£678.79	£1,577.58	£4,072.73
3	**Farmers**	**Nampula** | The entire northern region in Phase 3 Devices: Smartphones	$1,357.58	$20,363.64	$38,012.12	$44,800.00
	Internally displaced persons			£1,357.58	£3,393.94	$8,824.24
4	**Farmers**	**Manica and Zambézia** | Entire Central Region in Phase 3 Devices: Smartphones	$1,357.58	$20,363.64	$36,654.55	$54,303.03
5	**Teachers**	**Maputo and Sofala** Devices: Laptops	$4,063.03	$16,252.12	$30,472.73	$50,787.88
6	**Students**	**Maputo and Sofala** Devices: Laptops	$8,126.06	$42,661.82	$91,418.18	$162,521.21

* Financing windows for farmers marked with (*) benefit from the geographical bonus.

FINANCING FOR THE COLLECTION AND TREATMENT OF ELECTRONIC WASTE

Table27. Budget allocation: Option A – Lots with a group of beneficiaries: Financing for the collection and treatment of electronic waste

Lot	Groups of beneficiaries	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)
1		**Nampula** | Entire Northern Region in Phase 3	$51,213.64*	$768,204.55*	$1,126,700.00*	$1,555,690.91
2	**Farmers** Devices: Smartphones	**Manica** | Entire Central Region in Phase 3	$51,213.64*	$512,136.36*	$518,563.64	$864,272.73
3		**Zambézia** | Entire Central Region in Phase 3	$51,213.64*	$512,136.36*	$518,563.64	$864,272.73
5		**Nampula**	-	$34,452.27	$86,130.68	$258,392.05
6		**Zambézia**	-	$34,452.27	$86,130.68	$172,261.36
7	**Self-employed** Devices: Smartphones	**Manica**	-	$34,452.27	$86,130.68	$172,261.36
8		**Maputo** (Province and City)	-	$34,452.27	$51,678.41	$120,582.95
9		**Sofala**	-	$34,452.27	$51,678.41	$120,582.95
10	**Digital self-employed workers** Devices: Smartphones	**Maputo** (City)	-	$18,513.64	$92,568.18	$166,622.73
11		**Sofala** (Beira)	-	$18,513.64	$92,568.18	$166,622.73
12	**Teachers** Devices: Laptops	**Maputo** (City)	£33,370.23	£133,480.91	$250,276.70	$417,127.84
13		**Sofala** (Beira)	$33,370.23	$133,480.91	$250,276.70	$417,127.84
14	**Students** Devices: Laptops	**Maputo** (City)	-	$133,225.57	$1,465,481.25	$2,398,060.23
15		**Sofala** (Beira)	-	$133,225.57	$1,465,481.25	$2,398,060.23
16	**People with special needs**	Not defined	-	$71,813.64	£287,254.55	$359,068.18

Lot	Groups of beneficiaries	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)
	Devices: Smartphones					
17	**Internally displaced persons** Devices: Smartphones	Nampula/ Cabo Delgado	-	$74,413.64	$297,654.55	$372,068.18

* Financing windows for farmers identified with (*) benefit from the geographical bonus.

Table28. Option B – Lots with aggregated beneficiary groups: Financing for electronic waste collection and treatment

Lot	Beneficiary groups	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2S2027)	Phase 3 (3Q2028)
1	**Self-employed**	**Maputo** (Province and City) Devices: Smartphones	$1,256.06	£6,280.30	$15,072.73	$27,633.33
	Digital self-employed workers			£1,256.06	£6,280.30	£11,304.55
	People with special needs			£628.03	£1,884.09	£3,768.18
2	**Self-employed**	**Sofala** Devices: Smartphones	$1,256.06	$6,280.30	$15,072.73	$27,633.33
	Digital self-employed workers			£1,256.06	£6,280.30	£11,304.55
	People with special needs			£628.03	£1,884.09	£3,768.18
3	**Farmers**	**Nampula** | Entire Northern Region in Phase 3 Devices: Smartphones	$1,256.06	$18,840.91	$35,169.70	$41,450.00
	Internally displaced persons			£1,256.06	$3,140.15	$8,164.39
4	**Farmers**	**Manica and Zambézia** | Entire Central Region in Phase 3 Devices: Smartphones	$1,256.06	$18,840.91	$33,913.64	$50,242.42
5	**Teachers**	**Maputo and Sofala** Devices: Laptops	$1,357.42	$5,429.70	$10,180.68	$16,967.80
6	**Students**	**Maputo and Sofala** Devices: Laptops	$2,714.85	£14,252.95	$30,542.05	$54,296.97

* Financing windows for farmers marked with (*) benefit from the geographical bonus.

FINANCING FOR TRAINING AND ACTIVATION (OPTIONAL)

Table29. Budget allocation: Option A – Lots with a group of beneficiaries: Financing for training and activation

Lot	Groups of beneficiaries	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)
1	**Farmers** Devices: Smartphones	**Nampula** | The entire northern region in Phase 3	$5,300.00	$79,500.00	$116,600.00	$190,800
2		**Manica** | Entire Central Region in Phase 3	$5,300.00	£53,000.00	$63,600.00	$106,000.00
3		**Zambézia** | Entire Central Region in Phase 3	$5,300	$53,000.00	$63,600.00	$106,000
5	**Self-employed** Devices: Smartphones	**Nampula**		$10,625.00	£26,562.50	$79,687.50
6		**Zambézia**		$10,625.00	$26,562.50	$53,125.00
7		**Manica**		£10,625.00	£26,562.50	£53,125.00
8		**Maputo** (Province and City)		$10,625.00	$15,937.50	$37,187.50
9		**Sofala**		$10,625.00	$15,937.50	$37,187.50
10	**Digital self-employed workers** Devices: Smartphones	**Maputo** (City)		$6,600	£33,000.00	$59,400.00
11		**Sofala** (Beira)		$6,600.00	$33,000.00	$59,400.00
12	**Teachers** Devices: Laptops	**Maputo** (City)	$0.00	$0.00	$0.00	$0.00
13		**Sofala** (Beira)	$0.00	$0.00	$0.00	$0.00
14	**Students** Devices: Laptops	**Maputo** (City)		$0.00	$0.00	$0.00
15		**Sofala** (Beira)		$0.00	$0.00	$0.00

Lot	Groups of beneficiaries	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)
16	**People with special needs** Devices: Smartphones	Not defined		£13,200	£52,800.00	£66,000.00
17	**Internally displaced persons** Devices: Smartphones	Nampula/ Cabo Delgado		$10,600	$42,400.00	£53,000.00

* Financing windows for farmers identified with (*) benefit from the geographical bonus.

Table30. Option B – Lots with aggregated beneficiary groups: Financing for training and activation

Lot	Beneficiary groups	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)
1	**Self-employed**	**Maputo** (Province and City) Devices: Smartphones	$5,312.50	£26,562.50	$63,750.00	$116,875.00
	Digital self-employed workers			£6,600.00	£33,000.00	£59,400.00
	People with special needs			£6,600.00	£19,800.00	£39,600
2	**Self-employed**	**Sofala** Devices: Smartphones	$5,312.50	£26,562.50	$63,750.00	$116,875.00
	Digital self-employed workers			£6,600.00	£33,000.00	£59,400.00
	People with special needs			£6,600.00	£19,800.00	£39,600.00
3	**Farmers**	**Nampula** | Entire Northern Region in Phase 3 Devices: Smartphones	$5,300.00	$79,500.00	$148,400.00	$174,900.00
	Internally displaced persons			$10,600.00	£26,500.00	£68,900
4	**Farmers**	**Manica and Zambézia** | Entire Central Region in Phase 3 Devices: Smartphones	$5,300.00	$79,500.00	$143,100.00	$212,000
5	**Teachers**	**Maputo and Sofala** Devices: Laptops	$0.00	$0.00	$0.00	$0.00
6	**Students**	**Maputo and Sofala** Devices: Laptops	$0.00	$0.00	$0.00	$0.00

* Financing windows for farmers marked with (*) benefit from the geographical bonus.

TOTAL FINANCING

Table31. Budget allocation: Option A – Lots with one group of beneficiaries: Total funding

Lot	Groups of beneficiaries	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)
1	**Farmers** Devices: Smartphones	**Nampula** | Entire Northern Region in Phase 3	$51,213.64*	$768,204.55*	$1,126,700.00*	$1,555,690.91
2		**Manica** | Entire Central Region in Phase 3	$51,213.64*	$512,136.36*	$518,563.64	$864,272.73
3		**Zambézia** | Entire Central Region in Phase 3	$51,213.64*	$512,136.36*	$518,563.64	$864,272.73
5	**Self-employed** Devices: Smartphones	**Nampula**	-	$34,452.27	$86,130.68	$258,392.05
6		**Zambézia**	-	$34,452.27	$86,130.68	$172,261.36
7		**Manica**	-	$34,452.27	$86,130.68	$172,261.36
8		**Maputo** (Province and City)	-	$34,452.27	$51,678.41	$120,582.95
9		**Sofala**	-	$34,452.27	$51,678.41	$120,582.95
10	**Digital self-employed workers** Devices: Smartphones	**Maputo** (City)	-	$18,513.64	$92,568.18	$166,622.73
11		**Sofala** (Beira)	-	$18,513.64	$92,568.18	$166,622.73
12	**Teachers** Devices: Laptops	**Maputo** (City)	£23,370.23	£133,480.91	$250,276.70	£276.70
13		**Sofala** (Beira)	$33,370.23	$133,480.91	$250,276.70	$417,127.84
14	**Students** Devices: Laptops	**Maputo** (City)	-	$133,225.57	$1,465,481.25	$2,398,060.23
15		**Sofala** (Beira)	-	$133,225.57	$1,465,481.25	$2,398,060.23

Lot	Groups of beneficiaries	Geography	Pilot phase (1H2026)	Phase 1 (2H2026)	Phase 2 (2H2027)	Phase 3 (3Q2028)
16	**People with special needs** Devices: Smartphones	Not defined	-	$71,813.64	£287,254.55	$359,068.18
17	**Internally displaced persons** Devices: Smartphones	Nampula/ Cabo Delgado	-	$74,413.64	$297,654.55	$372,068.18

* Financing windows for farmers identified with (*) benefit from the geographical bonus.

13.1. Financing flow

13.1.1. Contract advance

The financing window contract may provide for an advance payment of the contract amount to support companies in purchasing inventory and starting training activities. The advance payment is a partial prepayment intended to alleviate cash flow constraints and encourage the rapid implementation of supported activities. The amount corresponding to the training component will be included in the advance payment so that the hiring and mobilisation of trainers can begin.

13.1.2. Capital advance

The financing window contract must provide for an advance payment corresponding to the total purchase price of the devices.

This means that, in contracts where the devices are partially subsidised, the capital advance will exceed the total amount of the financing window contract. In such cases, the company will have to repay the excess financing as it receives instalment payments from the beneficiaries. The frequency of repayments will be defined in the contract (fortnightly, monthly or quarterly) and the amount to be repaid will correspond to the instalments paid by all beneficiaries served, until the excess amount is repaid in full.

In order to reduce the risk of breach of contract by the implementing entities, the advance payment shall be made available in tranches, the transfer of which is subject to compliance with predefined KPIs calculated in relation to the number of devices purchased (Chapter 3.4.7.).

13.1.3. Reimbursements

The financing window contract should provide for monthly repayments by the implementing entities to the fund. The repayment amount corresponds to the amount paid by the beneficiaries (relating to the cost component of the device) during the period in question.

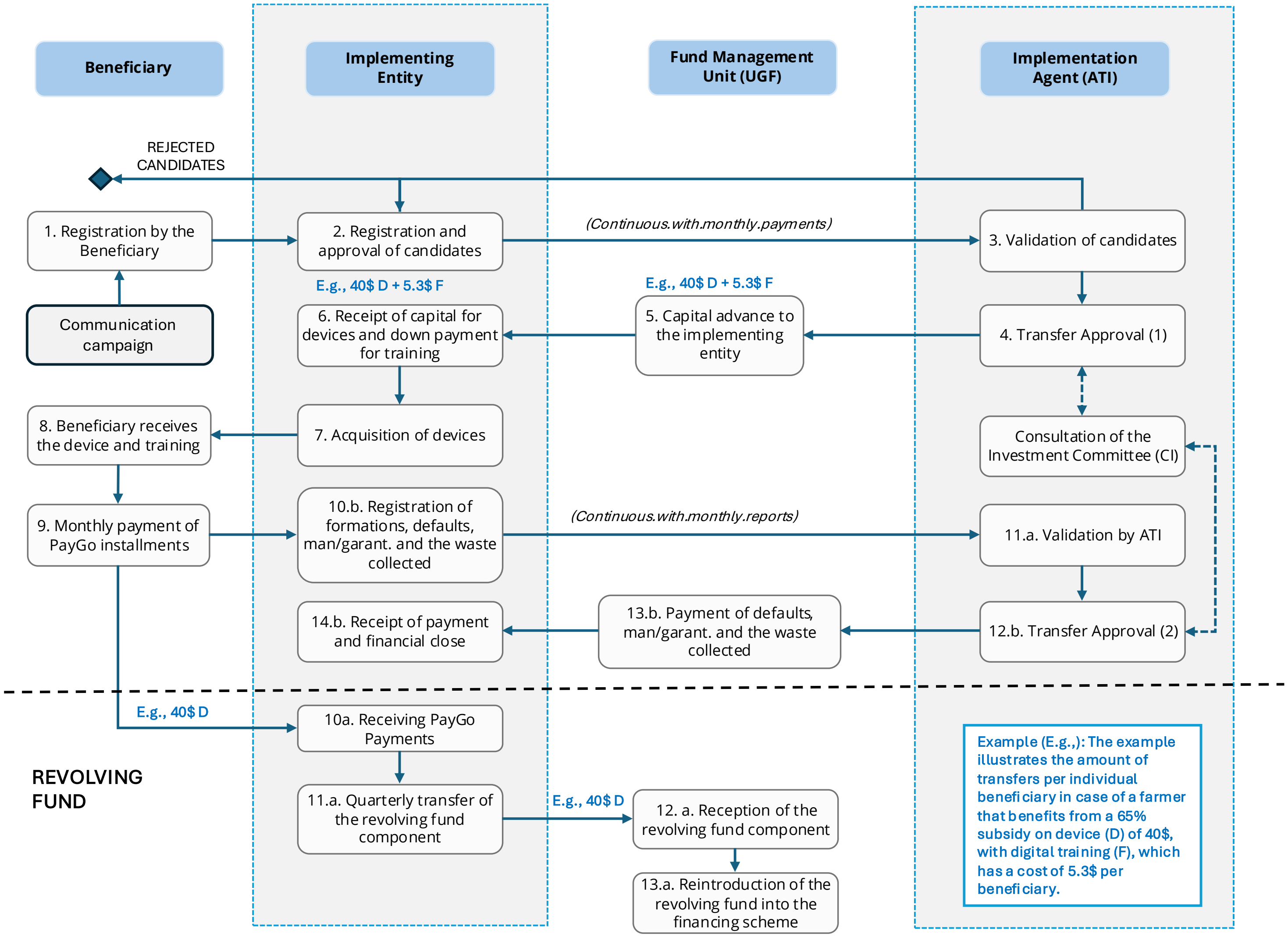


Figure5. Illustrative diagram of the financing flow with full capital advance and revolving fund dynamics.

13.1.4. Approach to defaults

The implementation of PAYGO financing mechanisms, even if associated with a partial subsidy of the device, naturally entails the possibility of default on payment by the beneficiary. It is the obligation of the implementing entity (IE) to seek to minimise default rates as much as possible, which must also be reported periodically to the Technical Implementation Agent (TIA).

The Technical Implementation Agent and the Fund Management Unit (UGF) reserve the right to adjust the budget allocations for the financing windows in order to provide for a guarantee fund that covers part of the recorded default rate. This adjustment shall be made on the basis of preliminary results observed during the pilot phase and/or in consultation with the implementing entities. This change requires prior approval by INCM and no objection from the World Bank.

13.1.5. Market distortion

The programme provides for the development of a sustainable market without creating significant long-term market distortions. The impact of distributing 330,000 devices at reduced cost is negligible in the short and medium term within the Mozambican market. However, it will in turn allow the social and technical conditions to be developed so that the dynamics implemented can continue independently – with applications for financing windows available to any company that meets the exclusion criteria.

Annex

Annex I. Progress Report Template for Implementing Entities

Progress reports must be submitted by implementing entities to INCM in accordance with the frequency defined in the contract, for the purposes of monitoring and evaluating the progress of contract execution.

1. General Information

1.1. Name of Implementing Entity: ____________________

1.2. Financing Window Reference: ____________________

1.3. Report Reference Period: ____________________

1.4. Name of the Person Responsible: ____________________

1.5. Contact (telephone/email): ____________________

2. Implementation Progress

The following data must be provided by the implementing entity. This data will subsequently be compared with the information available on the monitoring platform and must be consistent.

Table 1.

Category	**Total**	Men		Women		Rural Areas		Urban/Peri-urban Areas		Young people (<25 years	
	No.	No.	% Total	No.	% Total	No.	% Total	No.	% Total	No.	% Total
People enrolled											
Approved persons											
People who received the device (i.e., beneficiaries)											

People who received training											

Table 2.

Category	**Total**		**Men**		**Women**		**Rural Areas**		**Urban/Peri-urban Areas**		**Young people**	
	No.	% Beneficiaries	No.	% Beneficiaries Men	No.	% Beneficiaries Women	No.	% Rural beneficiaries	No.	% Urban/Peri-urban Beneficiaries	No.	% Young Beneficiaries
People in compliance												
People in default												
Entry into default:												
1st Month												
2nd Month												
3rd Month												
4th Month												
5th Month												
6th Month												
7th Month												
8th Month												
9th Month												
10th Month												
11th Month												

People who resumed payments													

3. Performance Indicators

Fill in the indicators according to the most up-to-date data for the period under review.

Category	Performance Indicator	Result for the period	Target/Reference for the period
Operational Performance	Total number of devices delivered		
Operational Performance	Percentage of devices delivered on time		
Operational Performance	Average time between approval and delivery		
Social Inclusion	Percentage of devices allocated to women		
Social Inclusion	Percentage of beneficiaries in rural/peri-urban areas		
Digital literacy	Percentage of beneficiaries who completed digital training		
Financial	PAYGO payment recovery rate		
Quality	Percentage of devices with defects reported in the first 6 months		
Project management	% of reports submitted on time		
Communication	Percentage of beneficiaries reached by campaigns		

4. Risk Analysis and Mitigation Measures

Risks	Impact	Probability	Mitigation Measures
Supply chain delays	High	Medium	Supplier diversification
Low adoption rate	Medium	Medium	Digital inclusion campaigns
Other: ______	Medium	Low	Automation of data collection

5. Additional comments

Describe any operational, logistical, or coordination difficulties, as well as good practices or lessons learned.

5. Evidence of training

Attach to the document a list of training activities carried out and evidence of these (e.g., photographs of training activities, etc.).

Annex II. Financial Report Template for Implementing Entities

Financial reports will depend on the characteristics of the financing contracts and should be developed based on an Excel document to be provided by the contracting entity with the following information.

1. Overview

Budget Period	Start and end dates
Total Approved Budget	$ ___
Invoiced Budget	$
Funding Disbursed to Date	$ ___

2. Financial Summary

2.1 Budget vs. Actual Expenditures

Budget Category	**Approved Budget ($)**	**Actual Expenditure ($)**	**Variation (%)**	**Comments**
Purchase of devices				
Access costs				
Maintenance and warranty costs				
Electronic waste collection and treatment costs				
Training and activation costs				
Total				