

# POSTAL AND TELECOMMUNICATIONS REGULATORY AUTHORITY OF ZIMBABWE (POTRAZ)



## POSTAL & TELECOMMUNICATIONS SECTOR PERFORMANCE REPORT

THIRD QUARTER 2016

**Disclaimer:**

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## 1. MAJOR HIGHLIGHTS

- The fixed teledensity declined remained at 2.5%
- The mobile penetration rate (active) declined by 2.7% to reach 94.3% from 97% recorded in the previous quarter.
- The internet penetration rate remained at 50.1%
- The number of LTE eNodeBs ('base stations') increased from 513 to reach 647 following 134 new installations
- Total voice traffic declined by 3.6% to record 1,149,533,489 minutes from 1,192,571,970 minutes recorded in the previous quarter.
- Telecommunication revenues increased by 14.5% to record \$262,021,721 from \$228,748,120 recorded in the previous quarter

## 2. FIXED TELEPHONE SERVICE

### 2.1 SUBSCRIPTIONS

Total active fixed telephone lines were 334,828 as at 30 September 2016. This represents a 0.7% increase from 332,580 active fixed lines recorded in the previous quarter. The fixed teledensity remained at 2.5%. Fixed telephone subscription statistics are summarised in the table below:

**Table 1: Fixed Telephone Subscribers**

	<b>Second Quarter 2016</b>	<b>Third Quarter 2016</b>	<b>Quarterly Variation %</b>
Active Subscriptions	332,580	334,828	0.7%
Switching capacity	473,700	473,700	-
Fixed Teledensity	2.5%	2.5%	-

29.8% of the lines were connected to the digital exchange as at 30 September 2016. The trend of declining corporate fixed line subscriptions continued into the quarter under review.

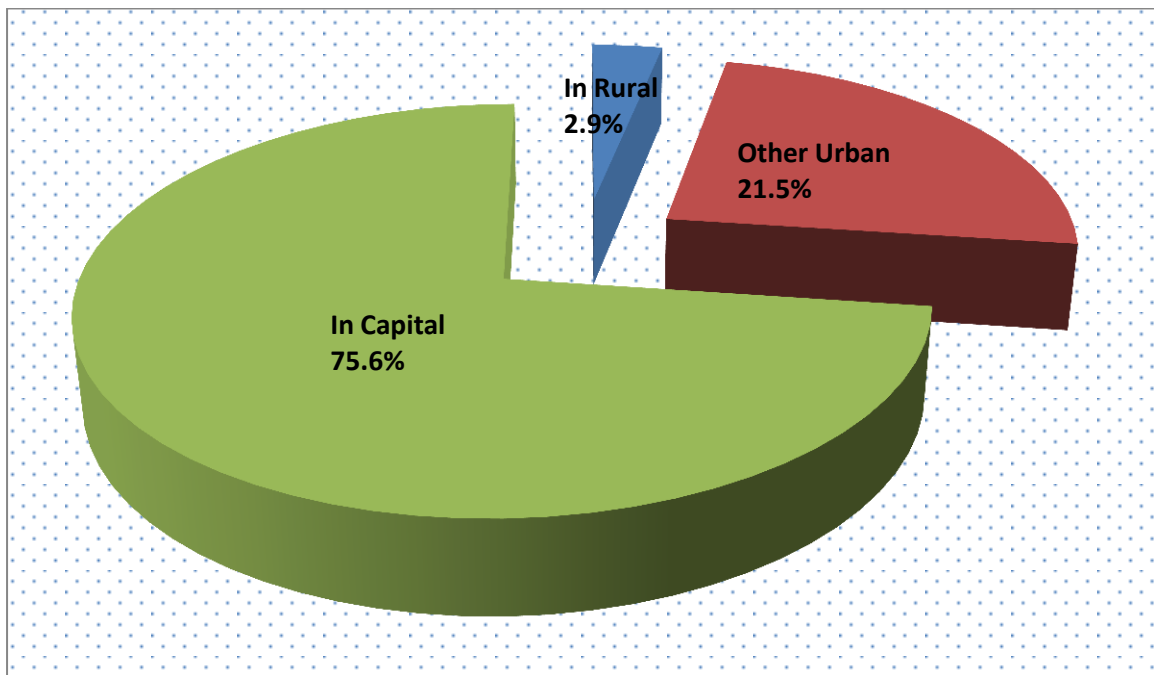
Corporate subscriptions declined by 9.3% to reach 82,553 from 90,977 recorded in the previous quarter as shown in the table below:

**Table 2: Corporate vs. Household Subscriptions**

	2 <sup>nd</sup> Quarter 2016	3 <sup>rd</sup> Quarter 2016	% Variation
Corporates	90,977	82,553	-9.3%
Household/Individuals	241,603	252,275	4.4%
Total	332,580	334,828	0.7%

It has been observed that a number of companies are moving from using fixed lines to using VoIP numbers which are cheaper in a bid to cut costs. However household subscriptions have been increasing fuelled by ADSL. The distribution of fixed telephone line by location is shown in figure 1 below:

**Figure 1: Distribution of fixed telephone lines**



As shown above the majority of active fixed telephone lines (75.6%) are in the capital, Harare. The quarterly movement in active lines by location is shown in table 3 below:

**Table 3: Fixed telephone lines by location**

	2 <sup>nd</sup> Quarter 2016	3 <sup>rd</sup> Quarter 2016	% Variation
<b>In Rural</b>	8,838	9,585	8.5%

<b>In Capital</b>	242,075	253,229	4.6%
<b>Other Urban</b>	81,667	72,014	-11.8%
<b>Total</b>	332,580	334,828	0.7%

As shown above, active fixed telephone lines in rural areas and in the capital increased by 8.5% and 4.6% respectively. However active fixed telephone lines in ‘other urban’ registered a significant decline of 11.8%.

## 2.2 FIXED NETWORK TRAFFIC

Fixed voice traffic increased by 2.8% to record 153.6 million minutes from 149.4 million minutes recorded in the previous quarter. A quarterly comparison of all fixed network traffic categories is shown in the table below:

**Table 4: Fixed Voice Traffic**

<b>Traffic Category</b>	<b>2<sup>nd</sup> Quarter 2016</b>	<b>3<sup>rd</sup> Quarter 2016</b>	<b>Quarterly Variation %</b>
<b>Net On Net</b>	61,738,593	62,994,025	2.0%
<b>Outgoing to Mobile</b>	66,085,362	69,457,257	5.1%
<b>Incoming from Mobile</b>	6,619,372	6,873,647	3.8%
<b>Incoming from IAPs</b>	1,048,966	1,115,685	6.4%
<b>Outgoing to IAPs</b>	423,168	488,282	15.4%
<b>International Incoming</b>	8,007,711	7,527,007	-6%
<b>International Outgoing</b>	5,507,442	5,192,572	-5.7%
<b>Total traffic</b>	<b>149,408,848</b>	<b>153,648,475</b>	<b>2.8%</b>

*Source: POTRAZ, Operator Returns*

International incoming and international outgoing traffic were the only two categories to register declines. This decline is attributed to the use of Over-the-Top services such as Viber for making international calls

## 2.3 FIXED TELEPHONE REVENUES & INVESTMENT

TelOne`s financial performance during the 3<sup>rd</sup> quarter is compared with 2<sup>nd</sup> quarter`s financial performance in the table below:

**Table 5: Fixed Voice Revenue & Investment**

	Second Quarter 2016	Third Quarter 2016	% Variation
Revenues	\$28,309,055	\$28,145,569	-0.6%
ARPU per month	\$28.31	\$27.68	-2.2%
Investment	\$1,740,512	\$1,433,563	-17.6%

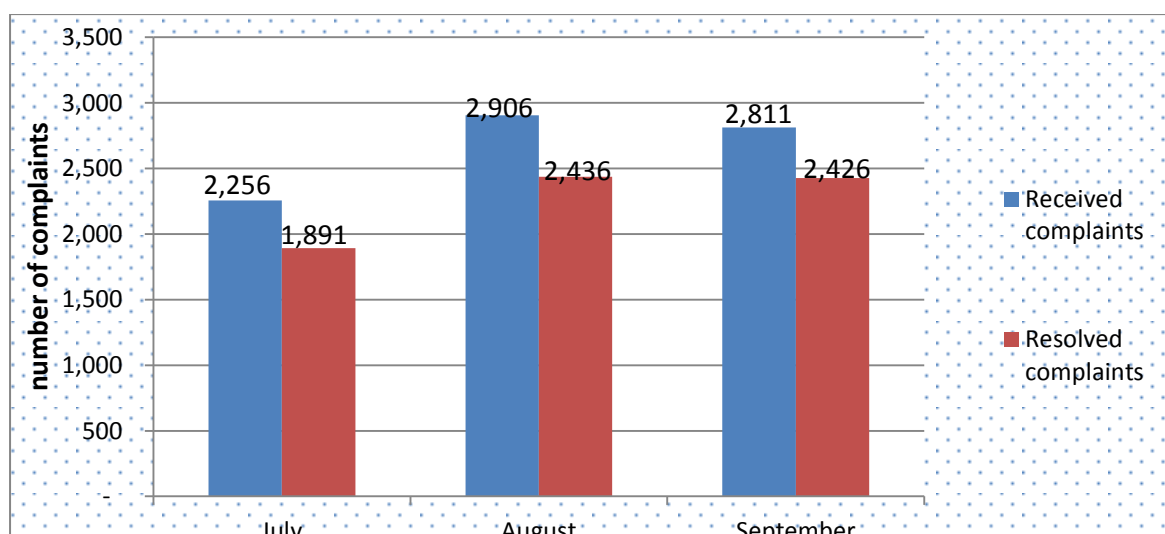
Source: POTRAZ, Operator Returns

As shown above TelOne`s revenues declined marginally by 0.6% to record \$28.1 million from \$28.3 million recorded in the previous quarter.

## 2.4 CONSUMER COMPLAINTS

TelOne received a total of 7,973 complaints in the quarter under review; this represents a 28.1% from 6,224 received in the previous quarter. Of the total received complaints, 6,753 were resolved giving a complaints resolution rate of 84.7%. Complaints received and resolved are shown monthly in the graph below:

**Figure 2: Consumer complaints**





The waiting list for fixed telephone lines reduced from 13,841 in June to 12,675 in September due to new connections during the quarter.

### 3. MOBILE TELEPHONY

#### 3.1 SUBSCRIPTIONS

Active subscriptions as at 30 September 2016 were 12,696,303. This represents a 2.4% decline from 13,010,873 recorded at the end of the second quarter of 2016. Total subscriptions also declined by 0.1% to reach 20,239,805 from 20,257,180 recorded at the end of the second quarter. The decline emanated from the decline in Econet's active and total subscriptions by 6.6% and 1.1% respectively as shown in the table below:

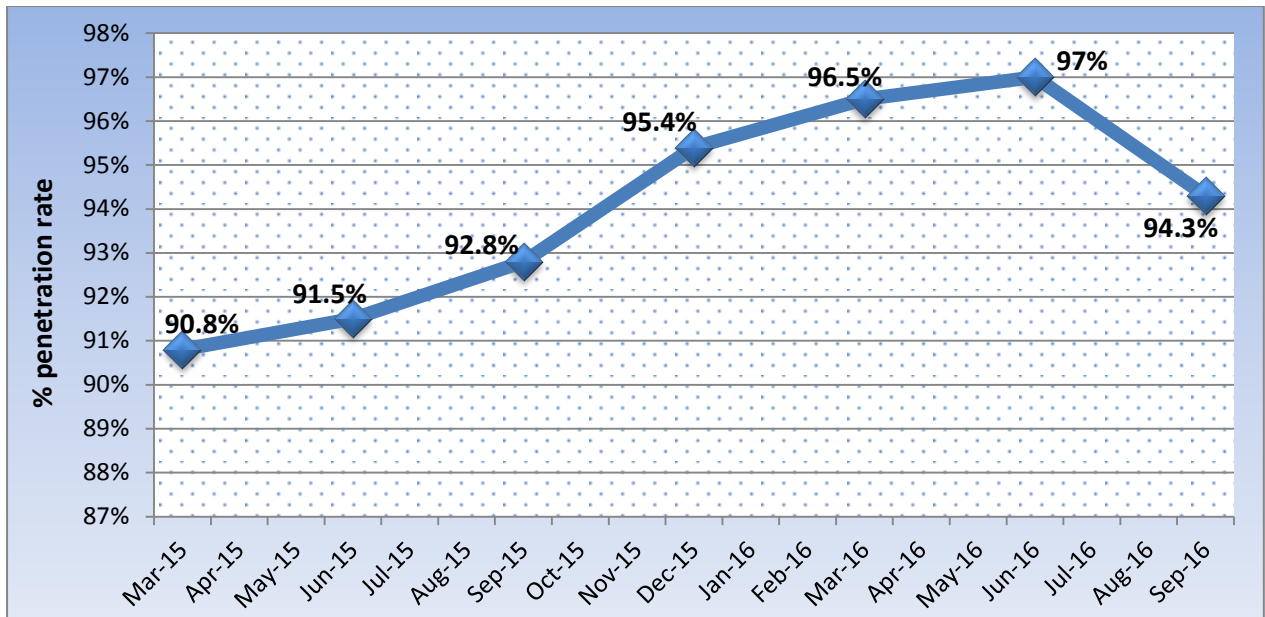
**Table 6: Active vs. Total Mobile Subscriptions**

	Active Subscribers			Total Subscribers		
	2 <sup>nd</sup> Q 2016	3 <sup>rd</sup> Q 2016	% Change	2 <sup>nd</sup> Q 2016	3 <sup>rd</sup> Q 2016	% Change
<b>Econet</b>	6,714,832	6,271,562	-6.6%	10,022,172	9,915,149	-1.1%
<b>Telecel</b>	1,783,682	1,805,243	1.2%	4,546,400	4,582,451	0.8%
<b>NetOne</b>	4,512,359	4,619,498	2.4%	5,688,608	5,742,205	0.9%
<b>Total</b>	<b>13,010,873</b>	<b>12,696,303</b>	<b>-2.4%</b>	<b>20,257,180</b>	<b>20,239,805</b>	<b>-0.1%</b>

Source: POTRAZ, Operator Returns

Prepaid subscriptions were 12,549,182 constituting 98.8% of total active subscriptions. As a result of the decline in active mobile telephone subscriptions, the mobile penetration rate declined from 97% to 94.3%. This is the only quarter that the mobile penetration rate has declined since 2015 as shown in figure 3 below:

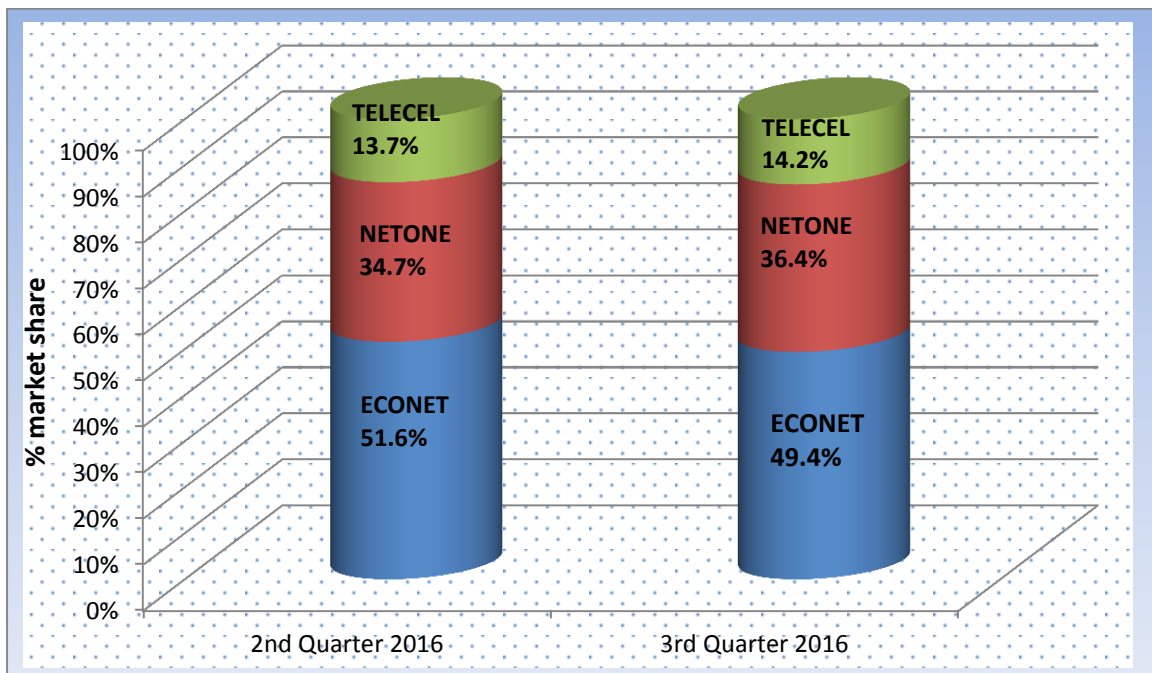
**Figure 3: Mobile penetration rate**



Source: POTRAZ, Operator Returns

Based on the active mobile subscriptions per operator the market share of mobile subscriptions was as follows:

**Figure 4: Market Share of mobile subscribers**



The quarterly comparison of market shares above shows that Econet lost market share by 2.2% as a result of the decline in active subscribers on their network. On the other hand Telecel and NetOne gained 0.5% and 1.7% respectively.

## 3.2 MOBILE TRAFFIC AND USAGE PATTERNS

### 3.2.1 MOBILE VOICE TRAFFIC

National mobile voice traffic declined by 4.9% to record 923.5 million minutes from 970.8 million minutes recorded in the previous quarter. Table 7 below provides a comparison of second and third quarter traffic.

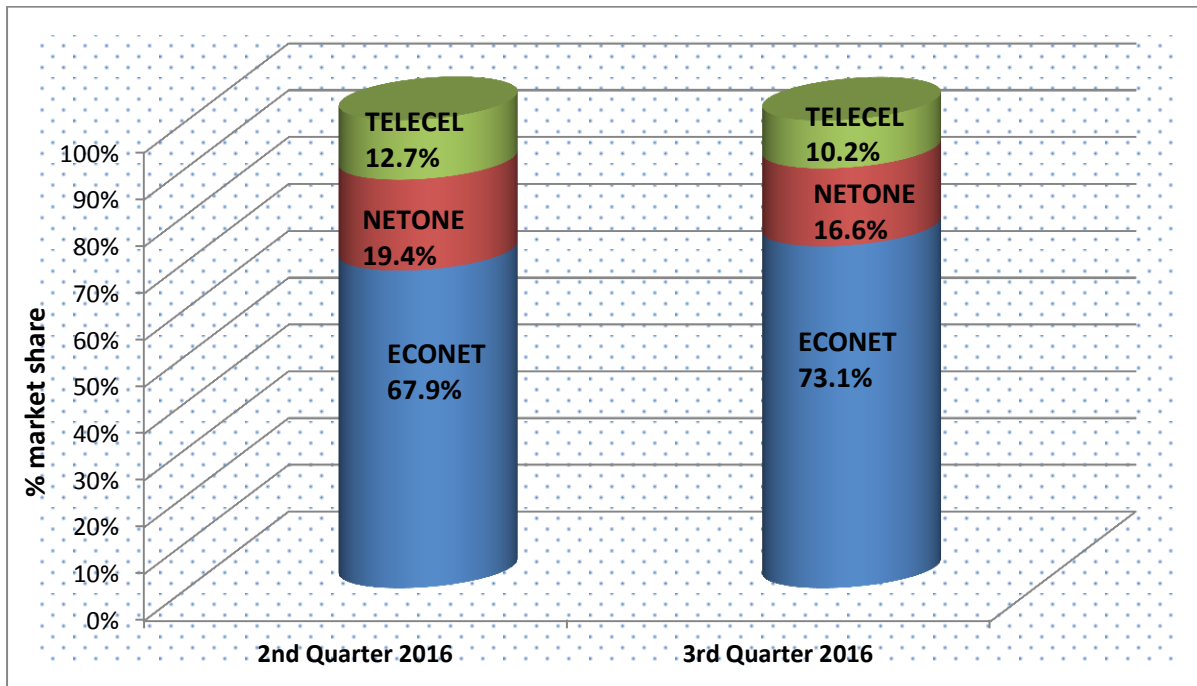
**Table 7: Mobile Telephone Traffic**

	2 <sup>nd</sup> Quarter 2016	3 <sup>rd</sup> Quarter 2016	% Variation
<b>Net On Net</b>	688,564,738	639,500,021	-7.1%
<b>Mobile to Fixed</b>	6,619,372	6,873,647	3.8%
<b>Incoming from Fixed</b>	66,085,362	69,457,257	5.1%
<b>Mobile to Other Mobile (by termination)</b>	198,467,134	195,111,583	-1.7%
<b>Outgoing to IAPs</b>	926,706	995,909	7.5%
<b>Incoming from IAPs</b>	10,104,744	11,527,032	14.1%
<b>TOTAL NATIONAL</b>	<b>970,768,056</b>	<b>923,465,449</b>	<b>-4.9%</b>
<b>International Incoming</b>	51,392,712	51,489,004	0.2%
<b>International Outgoing</b>	19,224,083	19,022,601	-1%
<b>Inbound Roaming</b>	1,337,680	1,469,489	9.9%
<b>Outbound Roaming</b>	460,591	438,471	-4.8%

Net on net traffic had the biggest decline of 7.1%. This can be attributed to the discontinuation of a number of promotions in the market as from July 2016. Incoming traffic from IAPs registered the biggest growth of 14.1%. This can be attributed to the trend that more and more corporates are moving to use the VoIP lines of the local IAPs. If the trend continues the flow of traffic between IAPs and the mobile network is set to continue improving. The growth in the mobile voice traffic per operator is shown in the following table:

Econet was the only mobile operator to experience an increase in traffic (3.2%). Telecel and NetOne`s total traffic declined by 22.6% and 17.7% respectively. This was fuelled by the massive decline in the two operators` net-on-net traffic. Based on the voice traffic per mobile operator, the mobile voice market share was as follows:

**Figure 5: Market Share of mobile voice traffic**



Econet, being the only operator to register growth in traffic, gained market share by 5.2% to reach 73.1% from 67.9% recorded in the previous quarter. NetOne and Telecel`s market shares declined as a result of the decline in their voice traffic.

### 3.2.2 MOBILE INTERNET & DATA TRAFFIC

Mobile data utilisation increased by 16.1% to record 2,157,903,415MB (1,771.9TB) from 1,857,944,258MB (2,057.9TB) recorded in the previous quarter. NB: 1 MB = 0.00000095367432 TB. Mobile data utilisation is broken down by operator in table 8 below:

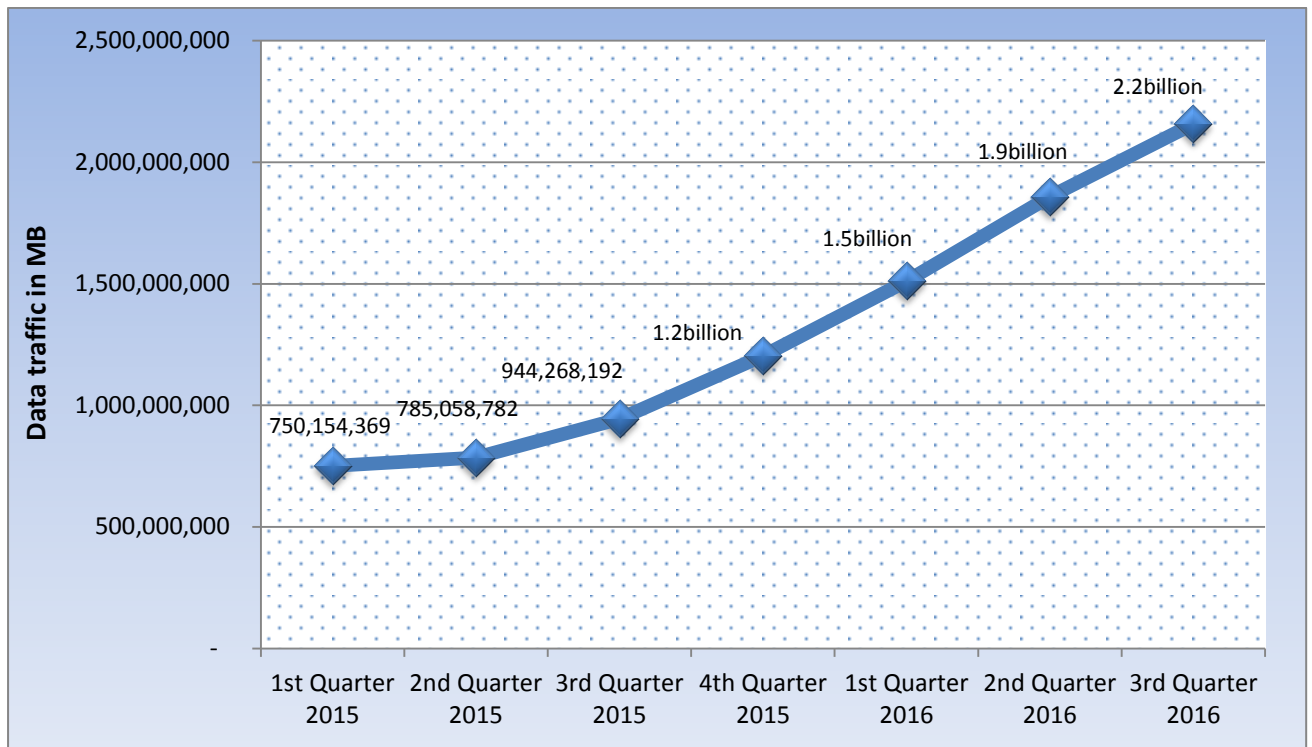
**Table 8: Mobile data usage per operator**

	2 <sup>nd</sup> Quarter 2016	3 <sup>rd</sup> Quarter 2016	% Variation

<b>ECONET</b>	1,454,008,244	1,733,303,205	19.2%
<b>TELECEL</b>	154,753,049	164,432,376	6.3%
<b>NETONE</b>	249,182,965	260,167,834	4.4%
<b>TOTAL</b>	<b>1,857,944,258</b>	<b>2,157,903,415</b>	<b>16.1%</b>

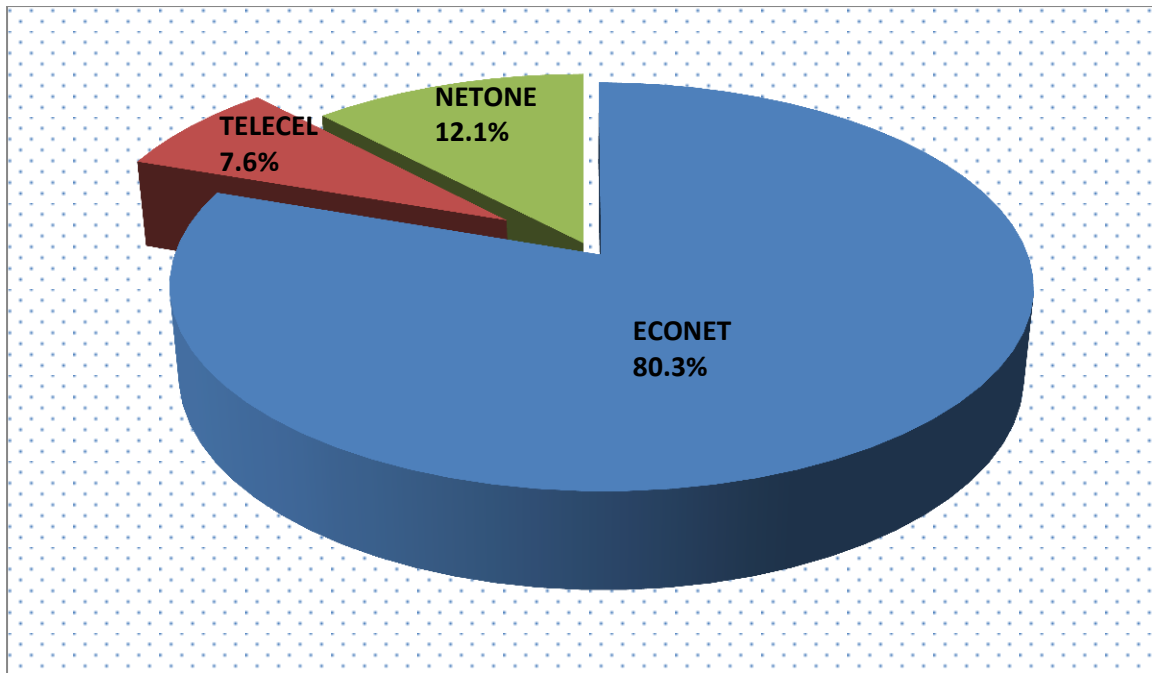
There has been continuous growth in data usage over the past year as shown in Figure 6 below:

**Figure 6: Growth in mobile data (MB)**



2016 total data usage is likely to double that 2015. The total mobile data usage for the first 9 months of 2016 was 5,526,267,265MB (5,525.3TB) and has already exceeded 3,622,860,182MB (3,682.9TB) used in 2015. Based on the information above, the market share of mobile data usage was as follows:

**Figure 7: Market Share of data usage**



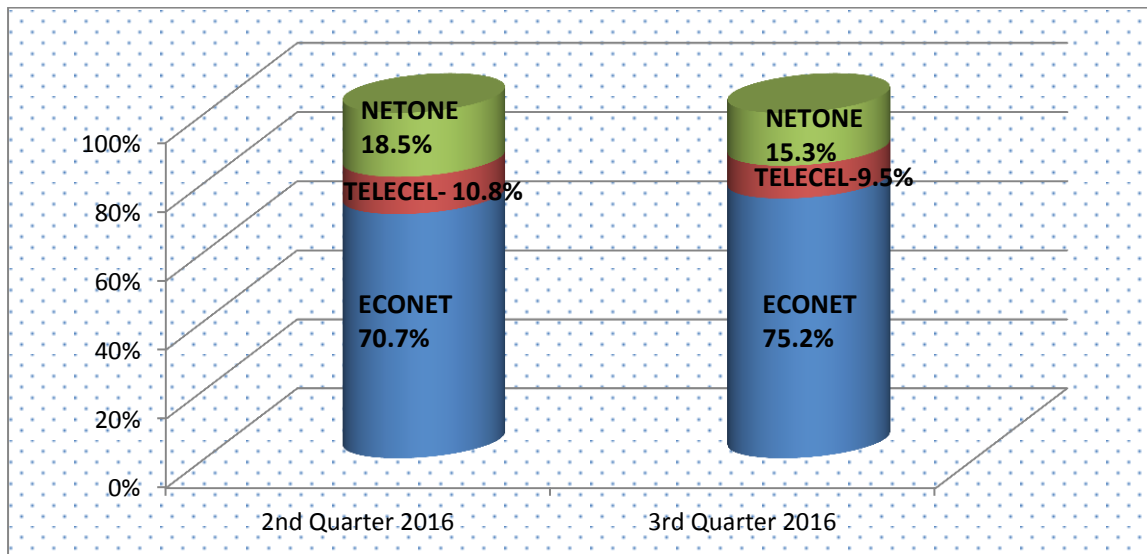
A comparison with the second quarter of 2016 shows that Econet gained market share by 2% whereas NetOne and Telecel lost market share by 1.3% and 0.7% respectively.

### **3.3 MOBILE REVENUES & COSTS**

The mobile operators generated a total of \$194.5 million in the third quarter of 2016. This represents a 20.4% increase from \$161.5 million earned in the previous quarter. On the other hand total operating costs increased by 2.1% to record \$129.1 million from \$126.5 recorded in the previous quarter.

NetOne was the only mobile operator to register a decline in revenues (0.5%). The increase in total mobile operator revenues despite the decline in voice traffic can be attributed to the growth of data usage as well as the discontinuation of a number of promotions. The market share of revenues was as follows:

**Figure 8: Mobile Revenues Market Share**



As a result of the 28% increase in Econet`s revenues, Econet`s market share increased to 75.2% whereas NetOne and Telecel`s market shares declined.

### 3.4 MOBILE MONEY TRANSFER

#### 3.4.1 SUBSCRIPTIONS

The total number of registered mobile money subscriptions as at 30 September 2016 was 9,075,752. This represents 5.7% increase from 8,585,509 recorded in the previous quarter. Active mobile money subscriptions increased by 2.6% to record 3,333,964 from 3,221,059 recorded in the previous quarter. An active mobile money subscriber is defined as customer account that has used the mobile money service to make transactions that involve the movement of value (such as cash-in, cash-out, bill payments, airtime top-ups, etc.) at least once in the last 90 days. Active and total mobile money subscriptions per operator are shown in Table 9 below:

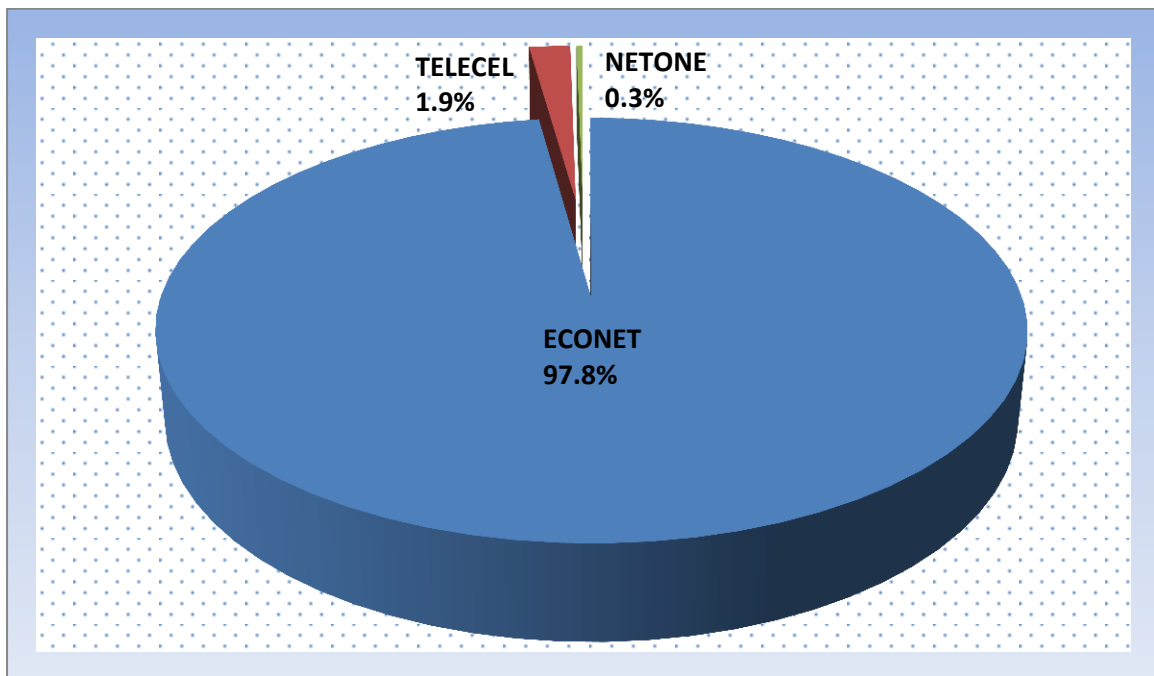
**Table 9: Active vs Total Mobile Money Subscriptions**

	Active Subscribers			Registered Subscribers		
	2 <sup>nd</sup> Q 2016	3 <sup>rd</sup> Q 2016	% Change	2 <sup>nd</sup> Q 2016	3 <sup>rd</sup> Q 2016	% Change
<b>Econet</b>	3,176,090	3,260,270	2.7%	6,412,191	6,692,051	4.4%

<b>Telecel</b>	62,582	62,601	0.03%	1,204,571	1,280,577	6.3%
<b>NetOne</b>	10,857	11,093	2.2%	968,747	1,103,124	13.9%
<b>Total</b>	<b>3,221,059</b>	<b>3,333,964</b>	<b>2.6%</b>	<b>8,585,509</b>	<b>9,075,752</b>	<b>5.7%</b>

There was no change in the market share of mobile money subscriptions. Econet had 97.8% whereas Telecel and NetOne had 1.9% and 0.3% respectively as shown below:

**Figure 9: Market Share of active mobile money subscriptions**



### 3.5 MOBILE TELEPHONY INFRASTRUCTURE

The total number of base stations in the country increased by 3.1% to reach 7,589 from 7,356 recorded in the previous quarter following the commissioning of 233 more base stations. The growth in mobile base stations per operator and by technology is shown in the table below:

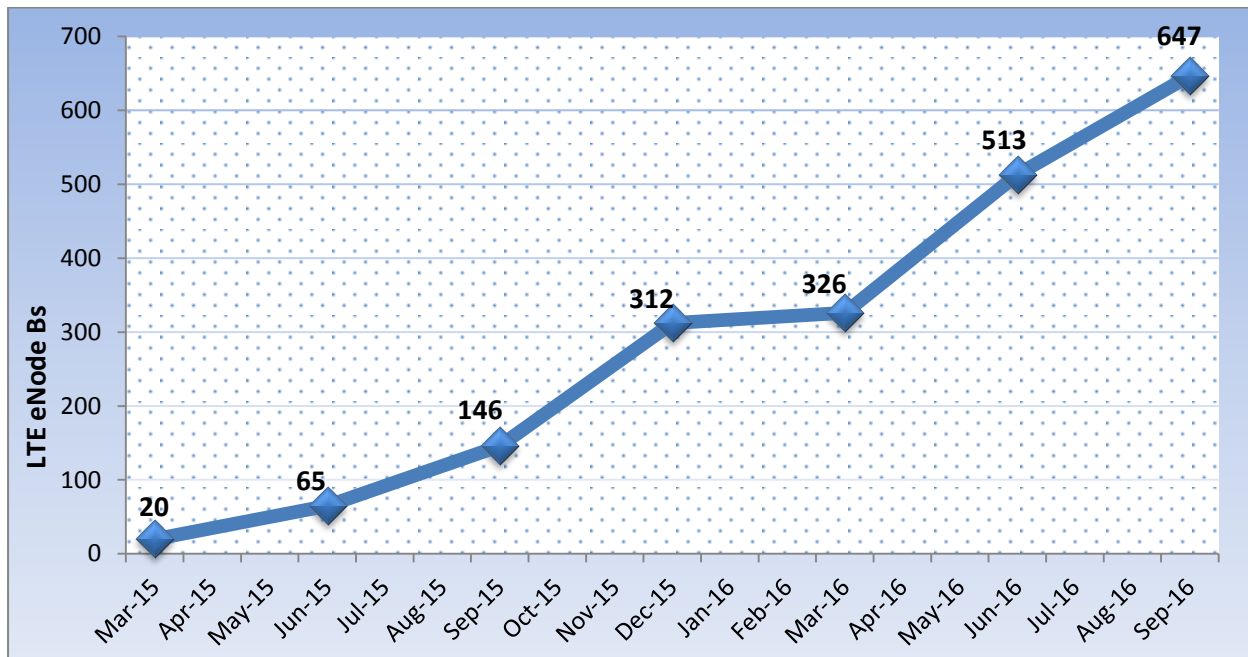


**Table 10: Mobile Base Stations**

OPERATOR	2G			3G			LTE		
	2 <sup>nd</sup> Q 2016	3 <sup>rd</sup> Q 2016	Net Addition	2 <sup>nd</sup> Q 2016	3 <sup>rd</sup> Q 2016	Net Addition	2 <sup>nd</sup> Q 2016	3 <sup>rd</sup> Q 2016	Net Addition
Econet	2,399	2,399	-	1,179	1,180	1	363	497	134
Telecel	661	661	-	322	343	21	-	-	
NetOne	1,551	1,628	77	731	731	-	150	150	-
<b>Total</b>	<b>4,611</b>	<b>4,688</b>	<b>77</b>	<b>2,232</b>	<b>2,254</b>	<b>22</b>	<b>513</b>	<b>647</b>	<b>134</b>

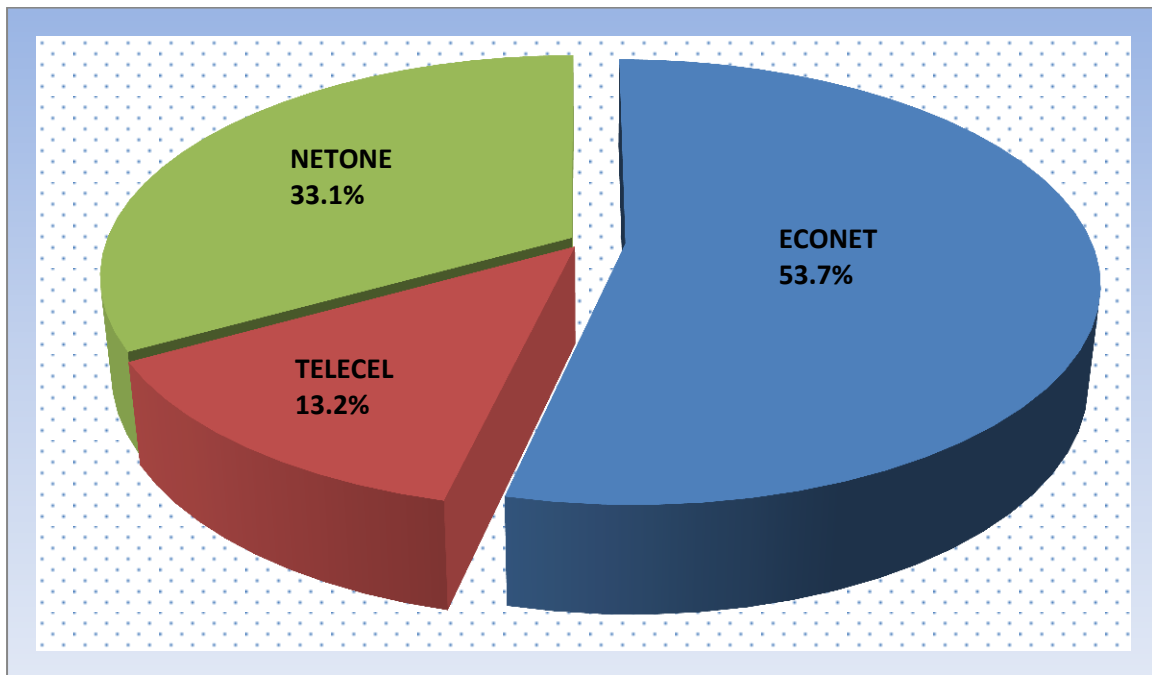
As shown above, a total of 134 LTE eNode Bs were installed in the quarter under review. The mobile operators, Econet and NetOne have been on a drive to increase LTE coverage. The growth in the total number of LTE eNode Bs from 2015 is shown in the graph below.

**Figure 10: Growth in LTE eNode Bs**



Of the 647 LTE base stations only 4 are in rural areas. Based on the base stations per mobile operator as shown in table 14 above, the market share of mobile base stations was as follows:

**Figure 11: Market Share of base stations**



A comparison with the second quarter of 2016 figures shows that there was no major change in the market share of base stations. Econet gained 0.1% whereas Telecel lost 0.1%. NetOne`s market share remained constant. With a market share of 53.7%, Econet has the widest network coverage.

## 4. DATA & INTERNET SERVICE

### 4.1 SUBSCRIPTIONS

The total number of internet subscriptions as at 30 September 2016 was 6,732,470. This represents a 0.1% decline from 6,738,286 recorded in the previous quarter. The internet penetration rate remained at 50.1%. The 0.1% decline in internet subscriptions was a result of the decline in WiMAX and CDMA subscriptions as shown in table 12 below:

**Table 11: Active Internet Subscriptions**

Technology	2 <sup>nd</sup> Quarter 2016	3 <sup>rd</sup> Quarter 2016	Quarterly Variation
2G/3G/HSDPA/LTE	6,586,650	6,587,979	0.02%
Leased Lines	993	1,016	2.3%
Dial up	35	35	-

<b>ADSL</b>	71,116	71,836	1.0%
<b>WiMAX</b>	8,355	7,317	-12.4%
<b>CDMA</b>	50,733	43,105	-15.0%
<b>VSAT</b>	2,094	2,147	2.5%
<b>Active Fibre subscriptions</b>	18,310	19,035	4.0%
<b>Total</b>	<b>6,738,286</b>	<b>6,732,470</b>	-0.1%
<b>Internet Penetration rate</b>	<b>50.1%</b>	<b>50.1%</b>	-

Source: POTRAZ, Operator Returns

The number of subscribers who accessed and used LTE in the quarter under review was 205,082. This represents a 23% from 166,797 recorded in the previous quarter. The number of subscribers that used LTE is broken down by operator as follows:

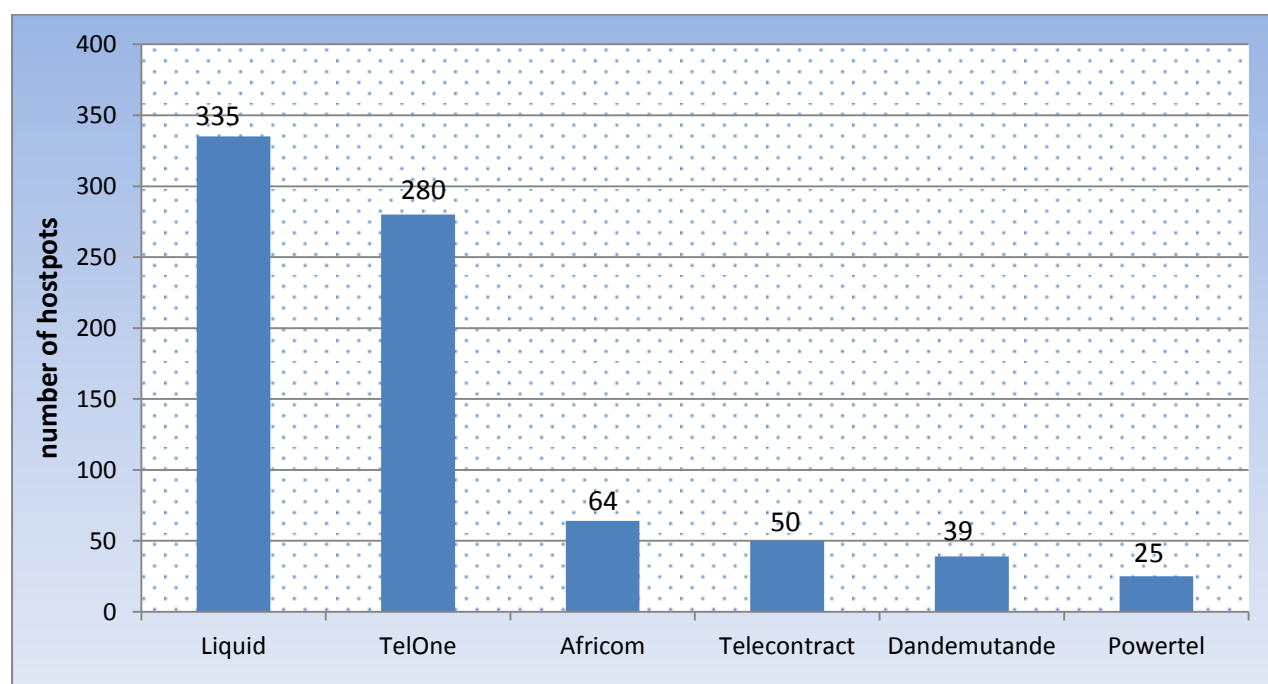
**Table 12: LTE access and use**

	<b>2<sup>nd</sup> Quarter 2016</b>	<b>3<sup>rd</sup> Quarter 2016</b>	<b>% Growth</b>
Econet	166,090	204,074	22.9%
NetOne	707	1,008	42.6%
<b>Total</b>	<b>166,797</b>	<b>205,082</b>	<b>23.0%</b>

The major hindrances to the widespread use of LTE have been coverage as well as low penetration of LTE enabled smartphones which are generally expensive and unaffordable for the majority.

The number of public wireless local area network access (hot spots) for the licensed Internet Access Providers was 793 and is broken down as follows:

**Figure 12: IAP hotspots**



## 4.2 INTERNATIONAL INTERNET CONNECTIVITY

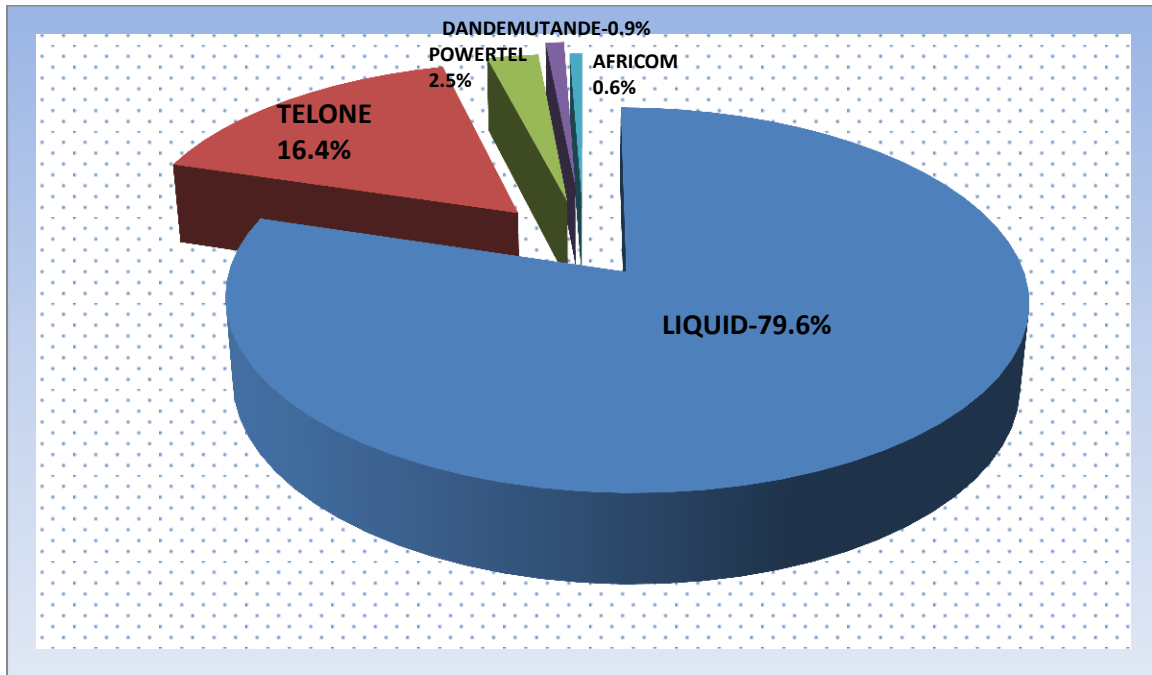
The total incoming equipped international internet bandwidth capacity increased by 0.2% to reach 75,385Mbps from 75,230Mbps recorded in the previous quarter. The incoming and outgoing equipped international internet bandwidth capacities were symmetric. Equipped international incoming and outgoing internet bandwidth for each of the Internet Access Providers with international internet connectivity was as follows:

**Table 13: Equipped International Internet Bandwidth Capacity**

OPERATOR	Incoming International			Outgoing International		
	2 <sup>nd</sup> Q 2016	3 <sup>rd</sup> Q 2016	Quarterly Variation	2 <sup>nd</sup> Q 2016	3 <sup>rd</sup> Quarter 2016	Quarterly Variation
Liquid	60,000	60,000	-	60,000	60,000	-
Tel One	12,400	12,400	-	12,400	12,400	-
Powertel	1,860	1,860	-	1,860	1,860	-
Dandemutande	660	660	-	660	660	-
Africom	310	465	50%	310	465	50%
<b>TOTAL</b>	<b>75,230</b>	<b>75,385</b>	<b>0.2%</b>	<b>75,230</b>	<b>75,385</b>	<b>0.2%</b>

As shown above Africom was the only operator to increase their equipped international internet bandwidth capacity. Based on the information in table 14 above, the market share of equipped capacity was as follows:

**Figure 13: Market share of equipped international internet bandwidth capacity**



A comparison with the second quarter market share shows that there were no major changes in the market share. Of the incoming equipped international internet bandwidth capacity 28,469Mbps were used. Of the equipped outgoing international internet bandwidth capacity 28,469Mbps were used 12,129Mbps were used. The growth in the used international internet bandwidth capacity per IAP is shown in table 15 below:

**Table 14: Used international internet bandwidth**

OPERATOR	Incoming International			Outgoing International		
	2 <sup>nd</sup> Q 2016	3 <sup>rd</sup> Q 2016	Quarterly Variation	2 <sup>nd</sup> Q 2016	3 <sup>rd</sup> Q 2016	Quarterly Variation
Liquid	13,106	13,395	2.2%	7,367	7,367	-
Tel One	11,843	12,089	2.1%	1,878	4,002	113.1%
Powertel	1,860	1,860	-320	320	320	-
Dandemutande	652	660	1.2%	230	230	-
Africom	310	465	50.0%	210	210	-

<b>TOTAL</b>	<b>27,771</b>	<b>28,469</b>	<b>2.5%</b>	<b>5,488</b>	<b>12,129</b>	<b>21.2%</b>
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Used outgoing international internet bandwidth is significantly smaller than the equipped international incoming internet bandwidth because we access more foreign content than the amount of our local content which is accessed abroad; Zimbabwe has sparse local content.

### 4.3 IAP REVENUES AND INVESTMENT

A quarterly comparison of Internet Access Provider revenues and investment is shown in the table below:

**Table 15: IAP Revenue & Investment**

	<b>1<sup>st</sup> Quarter 2016</b>	<b>2<sup>nd</sup> Quarter 2016</b>	<b>3<sup>rd</sup> Quarter 2016</b>	<b>Quarterly Variation</b>
Revenue	\$39,422,419	\$38,901,403	\$39,367,443	1.2%
Investment	\$6,617,431	\$15,048,533	\$7,087,740	-52.9%

Source: POTRAZ, Operator Returns

Half of the Internet Access Providers experienced a decline in revenues; hence the decline in total IAP revenues. The market share of IAP revenues was as follows:

**Table 16: IAP Revenues per operator**

	<b>Market Share of Revenues</b>
<b>Liquid</b>	49.7%
<b>TelOne</b>	20.6%
<b>Powertel</b>	18.4%
<b>Dandemutande</b>	4.9%
<b>Africom</b>	4.6%
<b>Telecontract</b>	1.6%
<b>Aquiva</b>	0.2%
<b>Aptics</b>	0.0%
<b>Total</b>	100.0%

As shown above, Liquid had the highest market share of IAP revenues. Liquid was the dominant operator in terms of bandwidth as well as revenues.

## 5. POSTAL & COURIER

### 5.1 POSTAL & COURIER VOLUMES

The postal volumes recorded in the third quarter of 2016 are compared with second quarter 2016 volumes in table 18 below:

**Table 17: Postal & courier volumes**

	2 <sup>nd</sup> Quarter 2016	3 <sup>rd</sup> Quarter 2016	% Growth
<b>Domestic</b>	1,796,649	1,739,052	-3.2%
<b>International Incoming</b>	435,975	438,649	0.6%
<b>International Outgoing</b>	58,766	58,411	-0.6%
<b>Total</b>	<b>2,291,390</b>	<b>2,236,112</b>	<b>-2.4%</b>

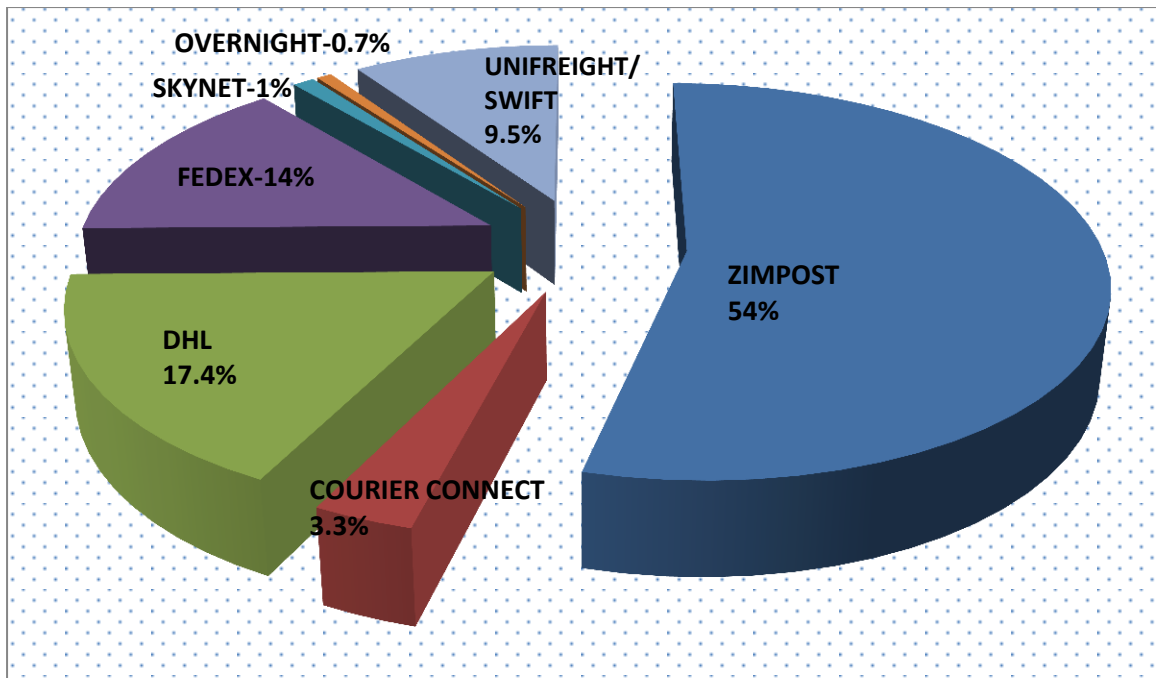
Source: POTRAZ, Operator Returns

As shown above international incoming was the only category to register an increase in volumes.

### 5.2 POSTAL & COURIER REVENUES

The total revenue generated by the postal and courier operators in the third quarter of 2016 was \$8,678,106. This represents a 0.2% decline from \$8,693,825 recorded in the previous quarter. Zimpost had the highest market share of revenues (54%) as shown in figure 14 below:

**Figure 14: Market share of postal and courier revenues**



### 5.3 POSTAL & COURIER OUTLETS

There were a total of 435 postal and courier outlets across the country as at 31 September 2016. A comparison with the previous quarter shows that there was no change in the number of postal and courier outlets. Zimpost had the highest number of service outlets as shown in table 19 below:

**Table 18: Postal and courier outlets per operator**

	POSTAL & COURIER OUTLETS
ZIMPOST	226
DHL	109
SKYNET	33
UNIFREIGHT	31
FEDEX	21
OVERNIGHT EXPRESS	8
COURIER CONNECT	7
TOTAL NUMBER OF POSTAL & COURIER OUTLETS	435



## **6. CONCLUSION**

The third quarter of 2016 was characterised by improved revenue performance for the mobile operators as well as the Internet Access Providers. As demand for data keeps increasing, the revenues of the internet providers are expected to continue improving. The increase in mobile revenues despite the decline in subscriptions and voice traffic was surprising. The increase was spurred by growth in data usage. The discontinuation of a number of promotions also contributed to the increase in mobile revenues. On the other hand the fixed telephone network registered a 0.6% decline in revenues. The growth of mobile and IAP revenues led to a 14.5% increase in total telecommunication revenues to record \$262,021,721 from \$228,748,120 recorded in the previous quarter.

Going forward, industry growth will largely be driven by internet and data services whilst voice telephony may continue to decline in terms of usage volumes. The levels of competition in the various service markets remained the same with Econet expected to maintain its dominance in the mobile cellular market in terms of subscriptions, revenue and usage traffic. Liquid also maintained dominance in the IAP space in terms of usage and revenues.

The postal and courier sub-sector continues to face stiff competition from telecommunication services. Growth in e-commerce in the country will present a prime opportunity for the market to make a turnaround as courier services provide the physical delivery services for online purchases.