



**Q&A dated 29/07/2025
concerning public service contract No. MOZ22005-10102 “Power2Scale: Market-Driven Mini-
Grid and PUE Model Design – Mozambique”**

Note: the deadline has been extended to the 11 August 2025 at 12 PM (noon).

N°	Question	Answer
1.	Can we include additional roles to the ones described in the ToR?	Yes, you may include additional roles beyond those described in the ToR. These roles should be clearly defined and justified in your proposal in relation to the assignment's objectives and expected deliverables. Please ensure that CVs are submitted for all proposed key personnel.
2.	Can we propose amendments/expansion of the timelines foreseen in the ToR? We believe that some of the timeframes proposed are too restrictive and may result in incomplete results.	Yes, you are free to propose the timeline of activities you consider necessary, provided it includes a clear justification. The proposed timeline must align with the scope, objectives, and deliverables of the assignment, and the overall duration of the services must be respected.
3.	Is there any reference budget for the project?	No reference or indicative budget has been provided. Bidders are expected to submit a lump-sum financial offer based on their own estimation of the level of effort, team composition, and resources required to complete the assignment.
4.	Is there any estimated level of effort for each of the different phases (1-9) included in the ToR?	There is no fixed allocation of effort per phase. However, the ToR provides a detailed breakdown of the activities and deliverables across phases to support your internal estimation and planning.

5.	<p>P. 35 of the ToR includes five financial Models that need to be developed by the Consultant, namely:</p> <ul style="list-style-type: none"> • Core Mini-Grid Financial Model – complete infrastructure and operational viability framework; • PUE – Informal and Micro-Enterprise Model – tailored to small-scale users with financing constraints; • PUE – Anchor Client and Aggregator Model – designed for large-scale off-takers and cooperatives; • Integrated Infrastructure Model – bundling energy with digital, water, or agri-logistics services; • Adaptable Template Model – user-friendly tool for replication across sites and technologies. <p>Can Enabel provide a detailed description of each model?</p>	<p>No. The five financial models mentioned in the ToR are indicative categories, intended to signal the expected diversity of financial strategies to be developed under this assignment. It is the responsibility of the consultants to design and present five distinct financial models, each aligned with a corresponding business model and tailored to the Mozambican context.</p> <p>Historically, Productive Use of Energy (PUE) has not been integrated into mini-grid development business models. Now, across Africa, and through consultations with private sector actors, there is strong consensus that PUE is a critical factor for financial viability. All consulted stakeholders have emphasized that without a strong and structured PUE component, mini-grids struggle to achieve sustainable load factors and long-term operational viability.</p> <p>As such, the financial models to be developed must place strong emphasis on incorporating realistic, investable PUE strategies that are grounded in local value chains and productive demand opportunities.</p> <p>The design and structure of each model should reflect the consultants’ professional experience and understanding of what has worked in similar settings, appropriately adapted to Mozambique’s regulatory, economic, and operational realities. This includes alignment with the ARENE tariff methodology, national energy access plans, and data gathered through field diagnostics.</p> <p>Each model must be fully justified, operationally relevant, and structured to support investment decision-making, including validation by financial institutions and potential for replication and scale-up.</p>
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6.	Are you seeking financial reliance on the Investment Grade Financial Model(s) for decision making, or are these outputs to inform the wider policy and programme initiatives?	<p>Both. The models are expected to be investment-grade, meaning they must be robust enough to support actual project development, financial due diligence, and engagement with Development Finance Institutions (DFIs) and commercial banks.</p> <p>At the same time, they will also serve a strategic function by informing policy dialogue, regulatory processes, donor coordination, and future programming, providing validated blueprints for scaling mini-grid and PUE solutions in Mozambique.</p> <p>As outlined in the ToR, three of the five models will be tested and validated in real pilot sites, ensuring their practical relevance, usability, and credibility with key institutional and financial stakeholders.</p>
7.	Given the very tight schedule, our understanding is minigrid sites are already selected. Can you share their GPS coordinates?	<p>The mini-grid sites will be located in the provinces of Nampula and Zambézia. We are currently in the process of conducting field visits to five candidate sites:</p> <ul style="list-style-type: none"> • Nampula Province: Mecubúri, Milhana, and Muíte • Zambézia Province: Pebane and Nagonha <p>From these, three sites will be selected for the scope of this project.</p>

8.	<p>We noticed that there are no scores on the description of the CVs. Would it be possible to know how the points are distributed or allocated for each profile mentioned in the ToRs?</p>	<p>The profiles and CVs listed in the Terms of Reference fall under the selection criteria (Section 3.4.7.2), not the award criteria. This means that each proposed expert must meet minimum qualification and experience requirements to be eligible. These are assessed on a pass/fail basis, not through a points-based system.</p>
9.	<p>We note that the contracting authority is Enabel, represented by the Resident Representative of Enabel in Mozambique. For the purposes of the Withholding Tax (and potential double taxation agreements), should we be considering the tax applicable in Mozambique or Belgium?</p>	<p>If the service is to be provided to Mozambique, the applicable Mozambican tax should be taken into account for withholding tax purposes.</p>

10.	<p>We note that the ToR mentions three pilot sites in in coastal, peri-urban, and remote settings. Do you already have the locations of these sites that you could share with us?</p> <p>Can Enabel provide more specific details about the three pilot sites (coastal, peri-urban, remote) including their current operational status, existing infrastructure conditions, and any access constraints?</p>	<p>The three selected pilot sites represent diverse contexts: a coastal, a peri-urban, and a remote rural setting. All are part of the existing FUNAE mini-grid portfolio and were co-developed with Enabel. These sites are located in the provinces of Nampula and Zambézia and are currently operational, though they vary in infrastructure condition, energy demand maturity, and accessibility.</p> <p>Comprehensive site-specific diagnostics, including current operational status, infrastructure assessments, and logistical access constraints, will be provided to the selected consultant during Phase 1 of the assignment to inform model development and feasibility analysis.</p>
11.	<p>What existing data from FUNAE's 93 mini-grid portfolio will be made available to the consultant? Can Enabel provide current tariff structures, load profiles, and financial performance data from comparable sites to inform baseline assumptions?</p>	<p>Enabel and FUNAE will provide the consultant with access to a consolidated dataset covering key elements of FUNAE's 93 mini-grids, including infrastructure typologies, installed capacities, and some operational and financial indicators.</p>

12.	Given recent or pending changes in Mozambique's energy sector regulations, should our models prioritize compliance with current ARENE tariff methodologies, or should we build in flexibility for anticipated regulatory evolution?	The financial models must align with current ARENE tariff methodologies, as regulatory compliance is a critical objective. However, consultants are encouraged to build in modularity or flexibility to accommodate potential regulatory evolutions, particularly related to subsidy structures or licensing requirements.
13.	Beyond the requirement for Excel-based models, are there specific financial modeling standards, templates, or investor reporting formats that Enabel/FUNAE currently use that we should align with? What level of granularity is expected in the scenario analysis, and should models be optimized for any particular investor class (DFIs, impact investors, commercial banks)?	<p>While Excel is the preferred and expected format, other tools may be used—provided the models are user-friendly, especially for public institutions like FUNAE and non-technical stakeholders. The consultant must ensure that the models are accessible, modifiable, and accompanied by clear user documentation.</p> <p>Models should follow international best practices for:</p> <ul style="list-style-type: none"> • Transparency (clearly documented assumptions and logic), • Modularity (separation of inputs, calculations, and outputs), • Scenario testing (load growth, tariff shifts, demand fluctuations), and • Financial analysis (e.g., IRR, NPV, payback, sensitivity). <p>They must also be:</p> <ul style="list-style-type: none"> • Validated by DFIs, commercial banks, and other investors, • Optimized to reflect anchor clients and productive use integration, and • Structured to support investment decisions across multiple investor classes (DFIs, impact investors, commercial lenders).

14.	<p>If the conditional block is activated, can the 8-month timeline be extended given the complexity of Phases 4-9, or should we propose an accelerated implementation approach? Are there any Phase 4-9 deliverables that Enabel considers more critical than others if timeline compression becomes necessary?</p>	<p>The current Terms of Reference allocate a 6-month timeframe for the full assignment. However, under the conditional portion (Phases 4–9), the only required outputs within this period are draft versions of at least one financial model and one business model, to be delivered by December 2025. These drafts will be used for initial validation and refinement with key stakeholders. Consultants may propose an adjusted timeline for the finalization of remaining deliverables beyond December if needed, as long as the December 2025 milestone is respected.</p>
15.	<p>Can we include a gender expert and an ESG (environment and social governance) expert to support on these areas?</p>	<p>Yes, inclusion of both a gender expert and an ESG expert is welcome and aligns with our emphasis on inclusion, social performance, and climate finance eligibility (e.g., GCF standards). Please clarify their roles in your methodology.</p>

16.	Can we can separate the training and documentation experts into two separate experts?	<p>Yes, you may separate these roles into two experts—one for capacity-building/training delivery, and another for technical documentation/user manuals/SOPs. This division is acceptable and may help ensure stronger outputs</p>
17.	The timelines included in the ToR leave very limited room for primary data collection on the selected sites. Is it possible to use GIS-based analysis as a proxy to on-site primary data collection?	<p>On-site primary data collection is highly recommended, valuable and is encouraged, the use of GIS-based analysis and remote sensing tools is acceptable as a complementary approach, especially in the early stages of diagnostics or in cases where field access is limited.</p> <p>However, bidders should clearly explain in their methodology:</p> <ul style="list-style-type: none"> • How GIS tools will be used, • What types of data will be derived (e.g., infrastructure mapping, land use, proximity to markets or anchor clients), • How this will be triangulated with any available secondary data or stakeholder inputs, • And whether any targeted field verification is foreseen to validate assumptions. <p>The final approach must ensure that model assumptions and feasibility analyses remain grounded in local realities and are sufficiently robust to inform investment-grade business and financial models.</p>

18.	<p>The ToR mention the existing dataset of 93 mini-grids owned by FUNAE. Will it be possible to access these data to conduct the activities envisaged in Phase I-III?</p>	<p>Yes, as mentioned in the ToR, a dataset covering 93 existing mini-grids developed by FUNAE will be made available to the selected consultant to support the activities. While the available data is expected to provide a useful starting point for diagnostics, benchmarking, and model validation, consultants are encouraged to complement it with additional sources as needed.</p>
19.	<p>There are significant travel restrictions in the country right now. Where are the mini-grids located? Are site visits required and if so, how many?</p>	<p>The assignment will focus on a maximum of three mini-grid locations, situated in the provinces of Nampula and Zambézia, representing coastal, peri-urban, and remote settings.</p> <p>There are currently no travel restrictions or access limitations to these areas.</p>

20.	<p>The ToR do not specify a number of required visits to Maputo. Is there any minimum number of in-country mission for international experts in the team?</p>	<p>The ToR do not prescribe a minimum number of missions to Maputo or in-country visits for international experts. However, the assignment involves close coordination with FUNAE, Enabel Moz, and other national stakeholders, particularly during key phases such as inception, validation, and dissemination. Bidders are therefore encouraged to propose an appropriate number of in-country missions based on their methodology and work plan.</p>
21.	<p>Regarding references, the ToR request to provide letters of completion/references for each of them. Is it possible to include ongoing projects? If so, there will be no completion certificate. Do we need to provide any additional document for them?</p> <p>While we understand the importance of including contact and letter references, the nature of our work as an advisor with long-term clients means that we do not have 'finished projects' not 'completion certificates' for all scopes of work. Is it possible to provide points of contact and their details from which further information/references can be attained as necessary?</p>	<p>As stated in the ToR, only completed projects are accepted as references for this tender. Ongoing projects will not be considered for the purposes of meeting the selection criteria.</p> <p>Each reference must be supported by a completion certificate, reference letter, or equivalent official document confirming that the assignment was successfully finalized. It is <u>not</u> possible to provide points of contact and their details in place of the completion certificate.</p> <p>We kindly ask all bidders to ensure that each reference is clearly documented and meets the requirements outlined in the ToR.</p>

22.	Regarding the Capacity Building program, can it be performed online or does it imply in-person capacity building activities in Maputo?	The ToR do not impose a specific format for the Capacity Building component. Therefore, the capacity building program may be delivered either in-person, online, or through a hybrid approach, depending on what is most effective and feasible. That said, in-person sessions in Maputo are encouraged where possible, particularly for hands-on training, stakeholder interaction, and practical model use.
23.	Section 3.4.7.3 (Regularity) states that one of the irregularities are deemed substantial is tenders that do not bear an original handwritten signature on the tender form. We note that there are various tender forms to be submitted as part of the proposal (financial identification, financial proposal, references) – could you clarify which tender form is meant to bear an original handwritten signature?	The overall proposal must be signed with an original signature, and this typically means a handwritten signature. This is clearly stated in Section 3.4.7.3 – Regularity: “Tenders that do not bear an original handwritten signature on the tender form will be considered substantially irregular”.

24.	<p>We have a sub-contractor partner for this tender and would like to know if they have to present all the same administrative documents as us, the lead partner. On the ToRs is only stated that they need to present a Power of Attorney and a filled-out copy of the ESPD format. Can you please confirm this or specify which documents are required for the sub-contractor?</p> <p>Does the ESPD from the subcontractor partner need to be hand-written signed?</p>	<p>No, subcontractors do not need to submit all the same administrative documents as the lead tenderer. Subcontractors only need to be declared using the subcontractor form (Section 6.1.3).</p> <p>The tenderers are not required to submit an ESPD for their subcontractors (if any). The tender document only requires the lead tenderer to submit a signed ESPD. Subcontractors only need to be declared using the form in Section 6.1.3, and the contracting authority may request further documents later if needed.</p>
25.	<p>As it is not specified for this tender, we would like to ask if the proposal needs to be hand-written signed by our company's official representative? Or can it be digitally signed?</p>	<p>Yes, the overall proposal must be signed with an original signature, and this typically means a handwritten signature. This is clearly stated in Section 3.4.7.3 – Regularity: “Tenders that do not bear an original handwritten signature on the tender form will be considered substantially irregular”.</p>
26.	<p>Could you kindly confirm the criteria currently being used to narrow down the five candidate locations to the three final pilot sites?</p>	<p>Yes, the final selection of the three pilot sites is being guided by a structured set of criteria jointly applied by Enabel and FUNAE. While typology is a key factor—ensuring one site each from a coastal, peri-urban, and remote rural setting—the selection goes beyond geography to ensure operational readiness, economic viability, and learning potential.</p> <p>Only sites with existing and operational mini-grids developed by Enabel and/or FUNAE are eligible, ensuring that the consultancy can immediately begin diagnostics and model validation using real-world data. Preference is given to locations with established household demand and clear potential for Productive Use of Energy (PUE), particularly in areas with active or emerging value chains such as agriculture, fisheries, or small-scale processing.</p> <p>Sites are also prioritized if they offer opportunities to engage anchor clients (e.g.,</p>

		<p>agro-exporters, water infrastructure, telecom towers) or test bundled service models that integrate energy with water and digital services. Strong community engagement, existing local partnerships, and demonstrated readiness to support productive energy use are essential considerations. Finally, each selected site must provide replicability and high learning value to inform scalable, investment-ready business and financial models applicable across Mozambique.</p> <p>These pilot sites will serve as real-world platforms to test and refine inclusive, financially sustainable models for mini-grids and PUE, aligned with Mozambique's national energy access strategy and the broader objective of increasing private sector participation in off-grid electrification.</p>
27.	Will the selected pilot sites already have mini-grids installed and operational by the time this consultancy begins?	<p>Yes, all selected pilot sites will already have mini-grids installed and operational by the time the consultancy begins.</p> <p>This is a core eligibility requirement for site selection. The consultancy is explicitly designed to work with existing infrastructure developed by Enabel and/or FUNAE, allowing the consultant(s) to:</p> <ul style="list-style-type: none"> • Conduct immediate diagnostics and feasibility assessments; • Analyze real operational data (e.g., consumption patterns, load profiles, service quality); • Develop and test business and financial models under real-world conditions. <p>Working with operational mini-grids ensures that the models produced are grounded in actual performance and demand realities, enabling practical, scalable solutions for productive use of energy and private sector investment.</p>
28.	<ul style="list-style-type: none"> • We have a consortium partner for this tender and would like to know if they have to present all the same administrative documents as us, the lead partner. On the ToRs is only stated that they need to present a Power of Attorney and a filled-out copy of the ESPD format. Can you please confirm this or specify which documents are required for the sub-contractor? • Does the ESPD from our consortium partner need to be hand-written signed? • If certainly needed, we would like to ask if the ESPD format from the consortium partner needs to be handwritten signed by their signatory? Or can it be signed by the consortium representant who is given power of attorney? 	<p>The following documents are required from the consortium partner:</p> <ul style="list-style-type: none"> • The consortium agreement; • Statutes of the consortium partner that shows which persons is able to commit the entity for the bid + a power of attorney signed by that person authorizing you to sign and submit the tender on their behalf; • A European Single Procurement Document (ESPD), duly signed by hand by the consortium partner. Please note that we must receive the original hard copy of the ESPD bearing the handwritten signature. Scanned or electronic copies will not be accepted.

29.	At present, Section 4 in the RFP on “Specific Contractual and Administrative Conditions” refers to the General Implementation Rules (GIR), which are stated to apply unless otherwise specified. However, we have not yet received the full GIR document. Could you kindly confirm whether the GIR has been made available, and whether it should be interpreted as equivalent to the “General Contract Conditions”? Additionally, should we understand the provisions in Section 4 of the Tender Specifications as constituting the “Special Conditions”?	As stated in the tender document, the GIR document is the Belgian Royal Decree of 14 January 2013 establishing general rules for the execution of public contracts, which you can find at this link . The general contract conditions are laid down in this Royal Decree, and Section 4 of the tender document holds the specific provisions that apply to this public contract by way of derogation from the Royal Decree.
30.	The acronym DRRF is mentioned a few times throughout the tender document. For clarity, could you please confirm its exact definition to ensure alignment with the tender requirements?	DRRF refers to Disaster Risk Reduction Framework.
31.	For clarity and our internal approval to bid process, we would be grateful if you could confirm and share which documents are intended to form the complete contract package for this tender, including standard terms such as limitation of professional liability.	<p>As outlined in point 3.4.8 of the tender documents, the complete contract package consists of:</p> <ul style="list-style-type: none"> • The Tender Specifications and its annexes; • The approved BAFO (Best and Final Offer) of the selected tenderer and all its annexes; • The registered letter of notification of the award decision; • Any subsequent documents mutually accepted and signed by both parties, where applicable. <p>Furthermore, as stated in point 1.4, the contract is governed by Belgian law. This includes, among others, regulations related to professional liability, the Royal Decree of 14 January 2013 establishing general rules for the execution of public contracts, the Law of 17 June 2016 on public procurement, and the Law of 17 June 2013 on the justification, notification, and legal remedies concerning public procurement and certain contracts for works, supplies, and services.</p> <p>All relevant Belgian regulations on public procurement can be consulted at: www.publicprocurement.be.</p>

32.	<p>We would appreciate your confirmation regarding the applicable tax treatment under the contract. Could you kindly confirm what taxes or withholding will apply to the contract value for a consulting firm legally registered in Europe?</p>	<p>The most important factor to take into account when determining which tax legislation to apply is the country in which the customer is located (= where the service is "used"). If the service is to be provided to Mozambique, then for withholding tax purposes, the applicable Mozambican tax applies.</p> <p>However, it should be remembered that the contractor is exempted from charging VAT in his country of origin and must indicate on his invoice the article of law referring to it (for example, if he is an EU contractor, he is exempt because the performance is outside the EU and he will refer to Article 59 of Directive 2006/112/EC). He is also unable to charge VAT in the partner country because, as it is not affiliated to the local system, he will not be able to pay it back to the partner country's tax authorities.</p>
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