



**Energia para Moçambique**

## **TERMS OF REFERENCE FOR THE SUSTAINABILITY STUDY OF FUNAE, FP**



Sistema de Gestão Ambiental com o Certificado Nº /INNOQ - A.002/18  
Sistema de Gestão de Qualidade com o Certificado Nº /INNOQ - Q.002/13  
Sistema de Gestão Ambiental com Certificado Nº PT10/03200  
Sistema de Gestão Ambiental com Certificado Nº PT10/03200

## 1. Introduction

The Energy Fund, FP, abbreviated as FUNAE, FP, is a legal person governed by public law, Category A, endowed with legal personality, administrative, financial and patrimonial autonomy, has its headquarters in the city of Maputo and carries out activities throughout the national territory.

FUNAE, FP plays a crucial role in financing and implementing energy projects in Mozambique, with a focus on energy access for rural off-grid communities. However, to ensure its efficiency and operational continuity, it is essential to assess its organizational and financial sustainability.

## 2. Objectives

### 2.1. General Objective

The objective of this study is to evaluate the sustainability of FUNAE, FP, with a focus on the adequacy of its human resources and financial situation and propose strategies for optimizing and ensuring the continuity of its operations in the future.

### 2.2. Specific Objectives

- Analyse the organizational structure and adequacy of the human resources of FUNAE, FP;
- Identify and analyse the gaps and constraints existing in the current development of human resources in FUNAE, FP;
- Identify possible needs for hiring or terminating personnel, including strategies for such adjustments;
- To design specialized technical guidelines for the construction of a strategic human resources policy;
- Prepare a Human Resources Development Plan for FUNAE, FP;
- Evaluate the financial situation of FUNAE, FP, including sources of funding, expenses and medium and long-term viability;
- Propose recommendations to ensure the operational and financial sustainability of FUNAE, FP.



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### 3. Scope of Work

The study should include, but not be limited to:

- Survey of the current structure of personnel, positions and functions;
- Analysis of the efficiency and adequacy of human resources in relation to the strategic objectives of FUNAE, FP;
- Proposals for optimization, including appropriate staff sizing;
- Diagnosis of the financial situation of FUNAE, FP, considering revenues, expenses, sources of financing and risks;
- Identification of opportunities to improve financial sustainability;
- Elaboration of a strategic plan to ensure the viability of FUNAE in the future.

### 4. Methodology

The consultant or contracted firm should use qualitative and quantitative approaches, including:

- Documentary review of financial, strategic and operational reports of FUNAE, FP;
- Interviews with FUNAE management, FP, employees and relevant stakeholders;
- Comparative analysis and benchmarking with similar entities;
- Financial projections and modeling of future scenarios;

### 5. Expected Products

The following products must be delivered within the scope of the study:

- 5.1. Organizational and Human Resources Diagnosis Report** – Detailed analysis of the organizational structure, functions, operational efficiency and adequacy of human resources to the strategic needs of FUNAE, FP.
- 5.2. Personnel Adequacy Plan** – Specific strategies and recommendations for hiring or terminating personnel, including justifications, expected impact, and implementation schedule.



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**5.3. Human Resources Development Plan of FUNAE, FP** - with specific suggestions for the training, development and management of human resources information associated with the needs of organizational growth and adjusted to institutional challenges.

**5.4. Financial Evaluation Report** – Financial diagnosis of FUNAE, FP, covering revenues, expenses, budget sustainability and identification of financial risks that may compromise the future viability of the institution.

**5.5. Strategic Plan for the Sustainability of FUNAE, FP** – Detailed document with proposals for concrete actions to strengthen the operational and financial sustainability of FUNAE, FP, including suggestions for fundraising and optimization of expenses.

## 6. Consultant or Company Profile

The work should be carried out by an individual or company consultant with the following qualifications:

- Advanced academic degree (Master's or Doctorate) in Management, Economics, Finance, Human Resources or related fields;
- Proven experience of at least 10 years in organizational and financial consulting, preferably in the energy sector or in organizations similar to FUNAE, FP;
- Knowledge of human resource management, financial analysis and institutional sustainability;
- Experience in Mozambique or similar contexts will be an advantage;
- Ability to analyse strategically and make practical and feasible recommendations;
- Excellent communication skills and production of technical reports.

## 7. Proposal Evaluation Criteria

Submitted proposals will be evaluated based on the following criteria:

- **Technical quality of the proposal (40%):** Clarity of the methodology, analytical approach and detailing of the work plan.



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- **Staff experience and qualifications (30%):** Relevance of previous experience, academic qualifications, and industry-specific experience.
- **Understanding of the context and adherence to the requirements of the study (15%):** Knowledge of the energy sector in Mozambique and alignment with the objectives of FUNAE, FP.
- **Financial proposal (15%):** Feasibility of the proposed budget in relation to the expected activities and outputs.

## 8. Duration and Schedule

The study should be carried out within 3 months, according to the following schedule:

- Week 1-2: Kick-off meetings and data collection;
- Week 3-5: Preliminary analysis and diagnosis;
- Week 6-8: Preparation of recommendations and plans;
- Week 9-11: Presentation of the report and validation of the results;
- Week 12: Final delivery of the report.

## 9. Supervision and Coordination

The work will be supervised by the Board of Directors of FUNAE, FP, which will monitor the progress, provide information and validate the products delivered.

## 10. Submission of Proposals

Interested parties must submit a technical and financial proposal, in Portuguese, by **11:59 pm on August 20, 2025** at the address below, including:

- Proposed methodology;
- Technical team and qualifications;
- Relevant experience;
- Detailed budget;
- Execution schedule.



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Note: The Budget (Financial Proposal) must be in a separate document from the Technical Proposal.

## 11. Address for Submission of Proposals

All complete proposals must be submitted electronically by the date mentioned in point 10, to the following e-mail: [mozbid@snv.org](mailto:mozbid@snv.org); subject: **"TENDER 16\_ SNV-BRILHO-ESTUDO DA SUSTENTABILIDADE FUNAE, FP"**.

## 12. Price and Offer

The Budget must be submitted on a fixed price, in an all-inclusive basis including delivery, taxes, duties, VAT, withholding taxes and all other costs. The price can be presented in Meticaís, USD or EUR. The offers must remain valid for at least ninety (90) calendar days after the deadline to submit the proposal.

## 13. Payment Terms

All payments will be made upon delivery of the deliverables.

## 14. Compliance issues

In the event of award, the bidder must adhere to the following SNV policies:

- Safeguarding
- Code of Conduct
- Fraud, Bribery and Corruption

## 15. Questions and clarifications

All necessary questions and clarifications can be submitted to the address mentioned in point 11, and can be answered within 24h00 after submission.

Only proposals that meet the minimum requirements, according to the Terms of Reference, will be accepted, and only pre-selected candidates will be contacted at each stage of the evaluation of the proposals.



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Full feedback will be provided only to shortlisted candidates, who may be invited for an interview during the proposal evaluation stage.



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