

Electricity of Mozambique (EDM)

PROJECT PROCUREMENT STRATEGY FOR DEVELOPMENT (PPSD)

SUSTAINABLE ENERGY AND BROADBAND ACCESS IN RURAL MOZAMBIQUE PROJECT

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1. Project Overview

Country:	Mozambique
Full Project Name:	SUSTAINABLE ENERGY AND BROADBAND ACCESS IN RURAL MOZAMBIQUE PROJECT (ProEnergia+)
Total Finance (\$):	180 MUSD (Components 1 and 2 only)
Project Period:	6 Years
Project Number:	P175295
Key Results indicators	<p>Component 1 key indicators:</p> <ul style="list-style-type: none"> • 1.4 million people provided with new or improved electricity services • 400 public facilities provided with electricity services • 400 enterprises with access to electricity services • New equipment for emergency response <p>Component 2 key indicators:</p> <ul style="list-style-type: none"> • Incorporation of a new ERP • Installation of 2.5 million energy efficient bulbs
Project Development Objectives:	Increase Access to energy and broadband services in project areas and strengthen operational performance of the electric utility
Implementing Agencies:	<ul style="list-style-type: none"> - Ministry of Mineral Resources and Energy (MIREME) - Electricidade de Moçambique (EDM); - Fundo de Energia (FUNAE); - Ministério dos Transportes e Comunicação (MTC) and Instituto Nacional de Comunicações (INCM).

Summary of Project Development Objectives

1.PDO

The Project Development Objective (PDO) is to achieve 100% electrification in the country by 2030, broadband services and strengthen the financial performance of the power sector.

The high growth of the cities and rural villages along the country force EDM to design a program to support by means of densification of electricity connections on dwellings, small business centers including grid extension and off grid infrastructures.

Such program will directly contribute to the socio-economic development of Mozambique by providing electricity services for poor households in rural and urban areas, enabling opportunities to study and work, contributing to raising quality of life and improving safety at night and stimulating economic activity.

2. Project Beneficiaries

This project will beneficiary all potential consumers and small business centers which are nearby existing distribution network (In the vicinity of the existing networks with spare capacity) and also will contribute to reduce technical and no technical losses in EDM, improve transparency in corporate management and improve financial performance of EDM.

Table 1: Project Components

Component	Activity	Estimated cost (MUSD)	Procurement arrangement
Component 1 - Sub- component 1a - Activity 1	Supply of Material and Equipment	70	Traditional
Component 1- Sub- component 1a - Activity 2	Supply and Installation works	76	Traditional
Component 1 - Sub- component 1a - Activity 3	Design and Supervision of Works	4	Traditional
Component 1 Sub- component 1b	Supply of Material and Equipment	5	Traditional
Component 2 Sub- component 2a	Improve of EDM operational performance	20	Traditional
Component 2 Sub- component 2b	Energy efficiency	10	Traditional

Component 3 Sub-Component 3a	Off-Grid solutions for electricity	25	Traditional
Component 3 Sub-Component 3b	Clean cooking solutions	10	Traditional
Component 3 Sub-Component 3c	Energy services for IDP's and host communities	5	Traditional
Component 4	Broadband Access for Underserved Areas and Target Groups	10	Traditional
Component 5 Sub-Component 5a	Capacity building and policy enhancement to MIREME	5	Traditional
Component 5 Sub-Component 5b	TA for policy enhancement and capacity building for FUNAE	3	Traditional
Component 5 Sub-Component 5c	Implementation support and capacity building for EDM	4	Traditional
Component 5 Sub-Component 5d	Implementation support and capacity building for MTC	1	Traditional
Total		243	

Table 2: Supply Positioning (SFRA)

High			High
Risk or	Strategic Security Improvement of EDM's operational performance Energy efficient lighting	Strategic Critical Improvement of EDM operational performance Supply of Transformers, Insulators, LV panels, Poles, Cables & Conductors, Meters and Accessories	

	Tactical Acquisition Design and Supervision of Works into two packages	Tactical Advantage Installation Services divided into 7 Lots	
Low	Estimated to Cost / Value		High

Pestel Analysis

Political	<p>National procurement legislation contains same fragilities regarding confidentiality on bidding of information during standstill period</p> <p>Recent changes in legislation for hiring of foreign citizens will be enforced with greater vigour with respect to EPC contractors and may increase the risk of delays in mobilisation times for construction work</p> <p>The project is highly likely to get exemptions from customer duties</p> <p>Same focus of instability in northern province of Cabo Delgado</p> <p>Province due same terrorist attacks</p>
Economical	<p>The country is prone to high inflation rate and exchange rate</p> <p>No availability of local manufacturers and suppliers of equipment and material</p> <p>While the Metical has steadily appreciated against the USD from a weak base in previous years, Government monetary policy, together with a view that the Metical is still overvalued, may cause the Metical to depreciate if there are any market “shocks” either locally or internationally. This may result in a preference for EPC contractors to quote local content in a major currency.</p>

Legal	<p>Contract approval process is lengthy and complex</p> <p>Decree 37/2016 (Hiring of Foreign Citizens) was introduced in November 2016 with the aim of reducing local unemployment by promoting the hiring of Mozambique citizens. The regulation requires that foreign workers in Mozambique meet minimum qualification and professional skills requirements for the position to be filled and that there are no other suitably qualified local employees for that position (demonstrated by a certificates of qualification and equivalence with the latter being issued in Mozambique)</p>
Social	Social impact is positive in terms attracting accessibility of electricity and there for improvement of quality of life
Environmental	<p>In the coastal areas the level of corrosion is very high;</p> <p>In the vicinity of river banks the flood risk are high</p>
	<p>Using bear conductor in this project which covers high density areas with many trees in roads and streets will imply cutting many trees in all line corridor to avoid power cut out (imply using wide corridor)</p> <p>In certain swamp areas the use of wood poles will have influence on the life time of the lines</p>
Technology	<p>To get good quality of material and equipment is very challenging</p> <p>Considering high density of trees where the lines will cause high environmental impact on the population trees</p>

2. Client Capability and PIU Assessment

Experience

The client and PIU have high experience on implementing similar projects. however, given the high volume of works, there is a need to add more staff to strength the capacity in order to achieve the timely completion of the project of this challenge project.

Need for hands-on support

Given the uniqueness and high challenges of the project, there is a need for banks support to train the additional staff special the young professional to improve their contribution to the PIU.

Contract management capability and capacity

The PIU have high capacity in contract management, however in order to increase capability, there is a need to add more staff to strength the capacity in order to cater for the anticipated high volume of contracts.

Complaints management and dispute resolution systems

The national procurement legislation has already a clear procedure for bidders to submit their complaints to various levels of public institutions, which have been followed by the client in all cases.

Key conclusions

The PIU based on the previous experience with additional staff and exchange of experience with other succeed utilities can handle successfully this procurement strategy process.

3. Market Approach

In previous electrification projects EDM has built experience with both Engineering, Procurement and Construction (EPC) and separate Supply and Installation contracts. For the ProEnergia Plus project, EDM has chosen to follow the same procurement strategy adopted in the ProEnergia Project (P165453), this is, purchasing materials and equipment apart from the works contracts. This strategy is preferred because of the gains recently seen on the ProEnergia Project. EDM achieved savings of approximately 40% per connection when they purchased materials themselves versus their previous EPC contracts. Apart from lower prices, other benefits include the speed delivery and the ability to select the delivery points. This provides additional flexibility to EDM in terms of material handling and control of the material suppliers.

The nature of the works proposed requires simple engineering and design works, there are repetitive and small installations. The level of technical complexity is low. For this reason, the installation works can be carried out by non-specialized teams with basic equipment and tools. This favors contracting smaller local firms which can quickly deploy man-power to the required locations, rather than large EPC firms who are better placed to conduct large and complex tasks with internationally experienced man-power.

Over the past 3 years EDM has built the capacity in terms of human resources, equipment and software to manage multiple supply and installation contracts at the same time. The virtual warehouses created under the warehouse module of the ERP (GI AF) has served to virtually monitor the entrance and exit of materials, giving EDM complete oversight of material management. EDM has also recruited a logistics specialist to coordinate the arrival and distribution of materials. In addition, EDM has contracted a supervision engineer who helps to manage the activities on site. To date, there have been lessons learnt from this experience, in particular the need to prepare warehouses before the arrival

of materials. However, there are strong positive indications that this is a successful strategy for EDM to follow in the proposed project.

Under Component 2, EDM will purchase an Enterprise Resource Planning System. The ERP to be installed within EDM will provide management information systems that support operations and key business areas of the company as single buyer. Additional technical support leading to the identification of full-fledged management improvement plans for the power companies is envisaged under subsequent phases of the Programmatic TA. While EDM's existing ERP was provided by INDRA (a global software company based in Spain), the new system will be competitively procured through an open international process. System specifications are under preparation with the support of a specialized consultant recruited by EDM under the ongoing PERIP project, financed by the World Bank.

Also under Component 2, EDM will procure energy efficient light bulbs for public institutions and EDM's own installations. This is aimed at reducing the electricity consumption of customers who have difficulties in paying for their monthly consumption. Procurement of these bulbs and their installation will be done through an open international procurement process. Considering the size of the market globally, it is expected that most bidders will come from Asia and potentially South Africa, where the energy efficiency technologies are more developed. These suppliers of bulbs can team up with local contractors who would be responsible for installation of new bulbs and environmentally friendly disposal of the older bulbs.

Table 3: Project SWOT Analysis

Strengths	Weakness Challenges
<ul style="list-style-type: none"> • given the high social and political impact, the project has high support from the governmental authority • High experience of the PIU and the client in Procurement, contract and overall Project management 	<ul style="list-style-type: none"> • Given the high volume the procurement and all project management activities there are need to increase number of staff on PIU. • The new staff to be added to PIU need to be trained in order to have capacity to process procurement and project management activities with efficiency. • Risk of theft of equipment and material from the warehouse. • Risk of delay in mobilization of warehouse from the installation contractors.

<ul style="list-style-type: none"> the client knows well the electrification business than anyone else in the country there is an availability of technical staff to support implementation of the project New low-cost distribution standards 	<ul style="list-style-type: none"> Risk of misuse or wrong distribution of material and equipment by the construction contractors. Risk to not have sufficient responsiveness installation contractors. Contractors do not have resources to work in multiple locations causing delays to the project Customs clearance causes delays Delays caused by lengthy bid evaluation Delays caused rejection of contractor's applications for certificates of equivalence for foreign workers. Power outages delay construction programme
<p>Opportunities</p> <ul style="list-style-type: none"> increase of revenue to the client improve the image of the client among the public and government increase of jobs improve of quality of life to the people Reduction of losses 	<p>Threats</p> <ul style="list-style-type: none"> pressure from the government to expedite the project due to upcoming electoral process delay in delivering of key material and equipment may delay the all project low quality key material and equipment may impact the quality of the project focus of instability in north province of Cabo Delgado Province due same terrorist attacks

Table 4: Procurement Risk Analysis

**Overall Procurement Risk Rating:
Substantial**

Risk Description	Overall Risk Rating (A*B)	A. Likelihood Rating	B Impact Rating	Description of proposed mitigation	Risk Owner
Given the high volume of procurement and overall project management	10 (Medium)	5	2	External staff must be procured	PIU Proj. Dir

activities there is need to increase number of staff on PIU.					
The new staff to be added to PIU need to be trained in	10 (Medium)	5	2	Need to identify the training needs and	PIU PM
order to have capacity to process procurement and project management activities with efficiency.				training plan need to be prepared	
Theft of equipment and material from the warehouse.	20 (High)	4	5	Contractors must have security services and insurance for the warehouse. Engagement of storage manager from the supervision consultant to help monitoring the use of material	PIU PM
Risk of delay in mobilization of warehouse from the installations contractors.	12 (Medium)	3	4	Start the procurement process with installation BID first	PIU PM

Mis-application of material and equipment by the construction contractors.	10 (Medium)	2.5	4	Engagement of supervision consultant to inspect the quality of material and the installation works	PIU PM
Risk to not have sufficient responsiveness installation contractors.	20 (High)	5	4	Advertise in the regional newspaper, promote conference meeting with CTA to inform about the project and opportunity for locals company's requirements	PIU PM
Contractors do not have resources to work in multiple locations causing delays to the project.	16 (Medium)	4	4	Include que qualification requirements in BID	PIU PM
Customs clearance causes delays.	20 (High)	5	4	Appoint PMU logistics manager. Materials/equipment tracking to be implemented	Steercom
Delays caused by lengthy bid evaluation.	14 (Medium)	3.5	4	Roles and responsibilities to be defined and sequence of BIDs to be established in procurement plan	PIU PM

Delays caused rejection of contractor's applications for working visas for foreign workers.	20 (High)	4	5	RFB to approach the Ministry of Labour and Home affairs to accelerate the approval of working visas.	PIU Proj. Dir
Power outages delay construction programme.	18 (High)	3	6	Contractor to source own construction power and to have contingency plan.	PIU PM
Pressure from the government to expedite the project due to upcoming electoral process.	12 (Medium)	12	1	Maximize involvement for the government on mitigating the identified constrains such as: exception on Customs duties, contractual approval processes.	Steercom
Delay in delivering of key material and equipment may delay the all project.	20 (High)	4	5	Contractual penalties must be addressed in suppliers contracts.	PIU PM
Low quality key material and equipment may impact the quality of the project.	20 (High)	2	10	Strong specification and inspection during manufacturing.	PIU PM

Focus of instability in north province of Cabo Delgado Province due same terrorist attacks.	10 (Medium)	5	2	Remove the conflict zone (north of Cabo Delgado province) from the areas to electrify when the conflict still exist.	Steercom
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4. Recommended Procurement Approach for the Project

4.1 Component 1

4.1.1 Supply of Transformers and LV panels • Contract and Estimated Cost: 9.3 MUSD • Procurement Approach:

Since there is no local manufacturer for the majority of material and equipment, an open international approach shall be applied to attract a wide range of manufacturers and suppliers from the international market.

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance	The PIU will already have specifications available and contractor must fulfil with them
Sustainability Requirements	Yes	
Contract Type	Traditional	
Pricing and costing mechanism	Schedule of Rates / Admeasurement	
Supplier Relationship	Collaborative	
Price Adjustments	None, fixed price	
Form of Contract (Terms and Conditions)	State any special conditions of contract: no special conditions	

Selection Method	Requests for Bids (RFB)	
Selection Arrangement	NA	
Market Approach	A. Type of Competition 1. Open 2. International B. Number of Envelopes/Stages	
	1. Single Envelope	
Pre / Post Qualification	Pre-Qualification	
Evaluation Selection Method	NA	
Evaluation of Costs	NA	
Domestic Preference	No	
Rated Criteria	NA	

4.1.2 Supply of Poles

- **Contract and Estimated Cost:**
15.2 MUSD
- **Procurement Approach:**

Since there is no local manufacturer for the majority of material and equipment, an open international approach shall be applied to attract a wide range of manufacturers and suppliers from the international market.

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance	The PIU will already have specifications available and contractor must fulfil with them
Sustainability Requirements	Yes	

Contract Type	Traditional	
Pricing and costing mechanism	Schedule of Rates / Admeasurement	
Supplier Relationship	Collaborative	
Price Adjustments	None, fixed price	
Form of Contract (Terms and Conditions)	State any special conditions of contract: no special conditions	
Selection Method	Requests for Bids (RFB)	
Selection Arrangement	NA	
Market Approach	C.Type of Competition 3. Open 4. International D.Number of Envelopes/Stages	
	2. Single Envelope	
Pre / Post Qualification	Pre-Qualification	
Evaluation Selection Method	NA	
Evaluation of Costs	NA	
Domestic Preference	No	
Rated Criteria	NA	

4.1.3 Supply of Cables and Conductor

- **Contract and Estimated Cost: 19.4 MUSD**
- **Procurement Approach:**

Since there is no local manufacturer for the majority of material and equipment, an open international approach shall be applied to attract a wide range of manufacturers and suppliers from the international market.

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance	The PIU will already have specifications available and contractor must fulfil with them
Sustainability Requirements	Yes	
Contract Type	Traditional	
Pricing and costing mechanism	Schedule of Rates / Admeasurement	
Supplier Relationship	Collaborative	
Price Adjustments	None, fixed price	
Form of Contract (Terms and Conditions)	State any special conditions of contract: no special conditions	
Selection Method	Requests for Bids (RFB)	
Selection Arrangement	NA	
Market Approach	E. Type of Competition 5. Open 6. International F. Number of Envelopes/Stages	
	3. Single Envelope	
Pre / Post Qualification	Pre-Qualification	

Evaluation Selection Method	NA	
Evaluation of Costs	NA	
Domestic Preference	No	
Rated Criteria	NA	

4.1.4 Supply of Meter

- **Contract and Estimated Cost: 7.5 MUSD**
- **Procurement Approach:**

Since there is no local manufacturer for the majority of material and equipment, an open international approach shall be applied to attract a wide range of manufacturers and suppliers from the international market.

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance	The PIU will already have specifications available and contractor must fulfil with them
Sustainability Requirements	Yes	
Contract Type	Traditional	
Pricing and costing mechanism	Schedule of Rates / Admeasurement	
Supplier Relationship	Collaborative	
Price Adjustments	None, fixed price	
Form of Contract (Terms and Conditions)	State any special conditions of contract: no special conditions	
Selection Method	Requests for Bids (RFB)	

Selection Arrangement	NA	
Market Approach	G. Type of Competition 7. Open 8. International	
	H. Number of Envelopes/Stages 4. Single Envelope	
Pre / Post Qualification	Pre-Qualification	
Evaluation Selection Method	NA	
Evaluation of Costs	NA	
Domestic Preference	No	
Rated Criteria	NA	

4.1.5. Supply of Accessories

- **Contract and Estimated Cost:**
11.1 MUSD
- **Procurement Approach:**

Since there is no local manufacturer for the majority of material and equipment, an open international approach shall be applied to attract a wide range of manufacturers and suppliers from the international market.

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance	The PIU will already have specifications available and contractor must fulfil with them
Sustainability Requirements	Yes	

Contract Type	Traditional	
Pricing and costing mechanism	Schedule of Rates / Admeasurement	
Supplier Relationship	Collaborative	
Price Adjustments	None, fixed price	
Form of Contract (Terms and Conditions)	State any special conditions of contract: no special conditions	
Selection Method	Requests for Bids (RFB)	
Selection Arrangement	NA	
Market Approach	I. Type of Competition	
	9. Open 10. International J. Number of Envelopes/Stages 5. Single Envelope	
Pre / Post Qualification	Pre-Qualification	
Evaluation Selection Method	NA	
Evaluation of Costs	NA	
Domestic Preference	No	
Rated Criteria	NA	

4.2 Component 1 - Subcomponent 2:

Since this activity is not complex and consists of small repetitive works, and the local contractors have technical capacity to carry out the services, and in view to save high logistical costs from international contractors, an adequate geographical splitting of the

installation activities in reasonable and accessible size shall be applied to attract the local market.

Furthermore, to ensure attractiveness for the local contractors and to guarantee their conformance to the procurement procedures, the client will apply an auto reach approach whereby the local potential contractors will be invited to attend a meeting prior the bidding to be briefed on the key aspects of the bidding process.

Market Analysis for Installation Contractors

Currently the size of the distribution component in the country exceeded 201MUSD; this number is made up of more than 4 local contractors and 8 international. The average contract amount for the local contractors is 3.6MUSD while for international is 8.5MUSD.

Proenergia National Installation Contractors

Name of Project	Lot	Contractor	Contract Amount
Postos Administrativos	Lot 1	TesTop	4,243,243
Postos Administrativos	Lot 2	MPI	2,324,324
Construcao da 2 linha Bilene	Single	MPI	1,256,757
Reabilitacao da rede de distribuicao Chocas Mar	Single	MPI	3,445,946
Electrificação de vilas fronteiriças Fase 2 Tete e Maputo	PACKAGE A	TesTop	1,675,676
Electrificação de vilas fronteiriças Fase 2 Tete e Maputo	PACKAGE B	Engco	1,013,514
Electrificação de vilas fronteiriças Fase 2 Tete e Maputo	PACKAGE C	Electrotec	3,108,108
Electrificação de vilas fronteiriças Fase 2 Tete e Maputo	PACKAGE D	MPI	1,675,676
Electrificação de vilas fronteiriças Fase 2 Tete e Maputo	PACKAGE E	TesTop	1,675,676
EDAP	Lot 6	Electrotec	6,000,000
Proenergia	Lot 5	TesTop	13,086,911
AVERAGE			3,591,439

Proenergia International Installation Contractors

Name of Project	Lot	Contractor	Contract Amount
Postos Administrativos	Lote 3	SETH	4,756,757
Electrificação Rural Província de Niassa	Lote 1	ANGELIQUE	9,000,000
Perip	Lote 4	SETH	11,177,345
Perip	Lote 5	SINOHYDRO	9,545,200
Electrificação Rural província Niassa	Lote 2	ANGELIQUE	8,000,000
Electrificação Rural Vilanculos	Lote 3	SETH	8,300,000
EDAP	Lote 2	SETH	8,000,000
EDAP	Lote 3	ANGELIQUE	11,000,000
EDAP	Lote 4	SETH	8,000,000
EDAP	Lote 5	SETH	7,000,000
EDAP	Lote 7	SETH	6,000,000
EDAP	Lote 8	SETH	5,000,000
EDAP	Lote 9	ANGELIQUE	8,000,000
EDAP	Lote 31	ELTEL	16,000,000
EDAP	Lote 32	ELECTROTEC	2,300,000
Proenergia	Lote 1	JV ELECTROTEC & VISABEIRA	12,185,139
Proenergia	Lote 2	JV ROUSANT & ELEMECH	6,866,564
Proenergia	Lote 3	POWERGEN	8,449,188
Proenergia	Lote 4	JV ELECTROTEC & VISABEIRA	12,715,046
AVERAGE			8,541,854.65

Although we have a large number of local contractors, only 4 are actively working in contracts of average

3.5MUSD. It's evident that their capacity is lower than the international (8.5MUSD).

These numbers bring up a 33% capacity ratio for the national installation contractors and 80% for the international installation contractors from the average value of the Proenergia.

From the average contract amounts for phase I, the local contractors have 61% financial capacity to be considered. The proposal from the EDM side to motivate local involvement is to redistribute the lots into 8, smaller portions that will help both local and international contractors to mobilize the teams and equipment along the work sites. Other solution is to motivate JV's national and international wise.

We expect a significant interest from international contractors, thus we intend in the workshops to emphasize solutions as JV's between locals and subcontracting by the internationals.

Furthermore, from the experience held in the implementation phase of Proenergia, some factors affected the performance of the international contractors being:

- **Mobilization** - the timeframe to recruit and mobilize the staff was quite large and was extended due to the covid-19 restrictions that affected the entire world;
- **Covid-19** - the pandemic created a vast list of constraints, apart from the personal mobilization stated above, the lockdowns around the world affected the mobilization equipment and goods to country, delaying the defined chronograph. As solution, the international contractors are currently searching for local solutions for staff, materials and equipment.

Market Analysis for Consultancy Services

#	Name of Consultant	Country	EVALUATION SCORING MATRIX						
			Experience in the Energy Sector (A)	Design, Supervision, Network & Service Connection Experi in the Country (B)	Experience in Working Conditions in the Region(C)	Ranking	Cost	Total	%
1	JV NORCONSULT & EUROMOC	Norway/Mozambique	Very Good	Very Good	Very Good	2	452	91.5	19.16
2	JV SWECO/AZAROM/TECNICA ENGENHEIROS	Sweden/Ireland/Mozambique	Very Good	Good	Good	1	3774	95	19.89
3	PLP Consulting Engineers (Pty) Ltd	South Africa	Good	Good	Good	4	8140	88	18.43
5	JV Tractebel Engineering GmbH & Consultec	Germany	Good	Good	Good	6	4264	77	16.12
6	WAPCOS Limited	India	Good	Good	Good	5	4136	81.5	17.06
7	Royal HaskoningDHV	Netherlands	Satisfactory	Satisfactory	Satisfactory	7		44.6	9.34

From the experience of the first phase of Proenergia, 10 consultants delivered their expression of interest but only 7 were eligible to provide the proceed in the tender. From the 10 companies, 4 of them were JV between national and international companies.

Therefore, no local interests were registered apart of JV which shows the lack of local capacity to tender. As proposed in the supply & installation contracts, it is proposed to redefine the packages of the tenders by reducing the size to allow local companies to tender.

As it was used the Low cost Selection (LCS), although the ranking of the company is 5, they provided the lowest price for two packages.

4.2.1 Supply and Installation works Lot 1 (Maputo City, Maputo Province, Chokwe and Xai Xai delegations) • Contract and Estimated Cost: 5.84 MUSD
• Procurement Approach:

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance	
Sustainability Requirements	No	
Contract Type	Traditional	
Pricing and costing mechanism	Schedule of Rates / Admeasurement	
Consultant Relationship	Collaborative	
Price Adjustments	None, fixed price	
Form of Contract (Terms and Conditions)	State any special conditions of contract: no additional special conditions	
Selection Method	Requests for Bids (RFB)	
Selection Arrangement	NA	
Market Approach	K. Type of Competition 11. Open 12. International L. Number of Envelopes/Stages 6. Single Envelope	

Pre / Post Qualification	Pre-Qualification	
Evaluation Selection Method	NA	
Evaluation of Costs	NA	
Domestic Preference	No	
Rated Criteria	NA	

4.2.1 Supply and Installation works Lot 2 (Inhambane delegation) • Contract and Estimated Cost: 4.56 MUSD • Procurement Approach:

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance	
Sustainability Requirements	No	
Contract Type	Traditional	
Pricing and costing mechanism	Schedule of Rates / Admeasurement	
Consultant Relationship	Collaborative	
Price Adjustments	None, fixed price	
Form of Contract (Terms and Conditions)	State any special conditions of contract: no additional special conditions	
Selection Method	Requests for Bids (RFB)	
Selection Arrangement	NA	

Market Approach	M. Type of Competition 13. Open 14. International N. Number of Envelopes/Stages 7. Single Envelope	
Pre / Post Qualification	Pre-Qualification	
Evaluation Selection Method	NA	
Evaluation of Costs	NA	
Domestic Preference	No	
Rated Criteria	NA	

4.2.2 Supply and Installation works Lot 3 (Beira, Chimoio and Tete delegations) • Contract and Estimated Cost: 9.12 MUSD • Procurement Approach:

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance	
Sustainability Requirements	No	
Contract Type	Traditional	
Pricing and costing mechanism	Schedule of Rates / Admeasurement	
Consultant Relationship	Collaborative	
Price Adjustments	None, fixed price	
Form of Contract (Terms and Conditions)	State any special conditions of contract: no additional special conditions	
Selection Method	Requests for Bids (RFB)	

Selection Arrangement	NA	
Market Approach	O.Type of Competition 15. Open 16. International P. Number of Envelopes/Stages 8. Single Envelope	
Pre / Post Qualification	Pre-Qualification	
Evaluation Selection Method	NA	
Evaluation of Costs	NA	
Domestic Preference	No	
Rated Criteria	NA	

4.2.3 Supply and Installation works Lot 4 (Quelimane and Mocuba delegation) • Contract and Estimated Cost: 9.52 MUSD • Procurement Approach:

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance	
Sustainability Requirements	No	
Contract Type	Traditional	
Pricing and costing mechanism	Schedule of Rates / Admeasurement	
Consultant Relationship	Collaborative	
Price Adjustments	None, fixed price	

Form of Contract (Terms and Conditions)	State any special conditions of contract: no additional special conditions	
Selection Method	Requests for Bids (RFB)	
Selection Arrangement	NA	
Market Approach	Q. Type of Competition 17. Open 18. International	
	R. Number of Envelopes/Stages 9. Single Envelope	
Pre / Post Qualification	Pre-Qualification	
Evaluation Selection Method	NA	
Evaluation of Costs	NA	
Domestic Preference	No	
Rated Criteria	NA	

Supply and

4.2.4 Installation works Lot 5 (Nampula, Angoche and Nacala delegations) • Contract and Estimated Cost: 6.88 MUSD • Procurement Approach:

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance	
Sustainability Requirements	No	
Contract Type	Traditional	
Pricing and costing mechanism	Schedule of Rates / Admeasurement	
Consultant Relationship	Collaborative	
Price Adjustments	None, fixed price	
Form of Contract (Terms and Conditions)	State any special conditions of contract: no additional special conditions	
Selection Method	Requests for Bids (RFB)	
Selection Arrangement	NA	
Market Approach	S. Type of Competition 19. Open 20. International T. Number of Envelopes/Stages 10. Single Envelope	
Pre / Post Qualification	Pre-Qualification	
Evaluation Selection Method	NA	

Supply and

Evaluation of Costs	NA	
Domestic Preference	No	
Rated Criteria	NA	

4.2.5 Installation works Lot 6 (Pemba delegations) • Contract and Estimated Cost: 4.56 MUSD • Procurement Approach:

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance	
Sustainability Requirements	No	
Contract Type	Traditional	
Pricing and costing mechanism	Schedule of Rates / Admeasurement	
Consultant Relationship	Collaborative	
Price Adjustments	None, fixed price	
Form of Contract (Terms and Conditions)	State any special conditions of contract: no additional special conditions	
Selection Method	Requests for Bids (RFB)	
Selection Arrangement	NA	

Supply and

Market Approach	U.Type of Competition 21. Open 22. International V.Number of Envelopes/Stages 11. Single Envelope	
Pre / Post Qualification	Pre-Qualification	
Evaluation Selection Method	NA	
Evaluation of Costs	NA	
Domestic Preference	No	
Rated Criteria	NA	

4.2.6 Installation works Lot 7 (Lichinga and Cuamba delegation) • Contract and Estimated Cost: 4.32 MUSD • Procurement Approach:

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance	
Sustainability Requirements	No	
Contract Type	Traditional	
Pricing and costing mechanism	Schedule of Rates / Admeasurement	
Consultant Relationship	Collaborative	
Price Adjustments	None, fixed price	

Supply and

Form of Contract (Terms and Conditions)	State any special conditions of contract: no additional special conditions	
Selection Method	Requests for Bids (RFB)	
Selection Arrangement	NA	
Market Approach	<p>W. Type of Competition 23. Open 24. International</p> <p>X. Number of Envelopes/Stages 12. Single Envelope</p>	
Pre / Post Qualification	Pre-Qualification	
Evaluation Selection Method	NA	
Evaluation of Costs	NA	
Domestic Preference	No	
Rated Criteria	NA	

4.3 Component 3: Design and Supervision of Works • Contract and Estimated Cost: 3.1 MUSD • Procurement Approach:

Considering the simplicity and repetitiveness of the design and supervision consultancy services related to small networks expansion and installation of service connections to the households and since there is enough capacity in the local market, it becomes important to encourage participation of local consultants and therefore the large

national project coverage will be split into packages with reasonable geographical limitations. By applying this approach, the project will save costs which could be incurred by unnecessary engagement of international consultant.

Since the assignments will be very simple and repetitive, a Least Cost Selection method (LCS) will be sufficient to select the consultant since the most complex evaluation criteria such as, detailed technical methodology and work plan will not be required in the bidding process, which will also allow to significantly save the time for tendering and evaluation.

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	TOR	
Sustainability Requirements	No	
Contract Type	A. Traditional	
Pricing and costing mechanism	Lum sum for design Time-based contract for supervision	
Consultant Relationship	Collaborative	
Price Adjustments	None, fixed price	
Form of Contract (Terms and Conditions)	State any special conditions of contract: no additional special conditions	
Selection Method	Request for Proposals (RFP)	
Selection Arrangement	NA	
Market Approach	Y. Type of Competition 1. Open 2. International Z. Number of Envelopes/Stages 13. Two Envelopes	
Pre / Post Qualification	NA	
Evaluation Selection Method	A. Least Cost Based Selection (LCS)	
Evaluation of Costs	NA	

Domestic Preference	NA	
Rated Criteria	List the type of criteria to be used (mandatory)	

5. Component 2

5.1. Subcomponent B

Supply and Installation works for Energy Efficient Lighting • Contract and Estimated Cost: 10 MUSD • Procurement Approach:

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance	
Sustainability Requirements	No	
Contract Type	Traditional	
Pricing and costing mechanism	Schedule of Rates / Admeasurement	
Consultant Relationship	Collaborative	
Price Adjustments	None, fixed price	
Form of Contract (Terms and Conditions)	State any special conditions of contract: no additional special conditions	
Selection Method	Requests for Bids (RFB)	
Selection Arrangement	NA	

S/N O	Item Description	Estimate d cost MUSD	Market Approach	Selectio n Method	Procureme nt Category	Review by Bank (Prior / Post)	Expected Proposals Submission Date	Resp on sibilit y
COMPONENT 1 - SUBCOMPONENT 1								
1.	Supply of transformer and LV panel	9.3	International - Open	RFB	Goods	Prior	15 th March, 2022	DEP
2.	Supply of poles	15.2	International - Open	RFB	Goods	Prior	20 th March, 2022	DEP
3.	Supply of cables and conductor	19.4	International - Open	RFB	Goods	Prior	22 th March, 2022	DEP
4.	Supply of meter	7.5	International - Open	RFB	Goods	Prior	30 th March, 2022	DEP
5.	Supply of Accessories	11.1	International - Open	RFB	Goods	Prior	10 th April, 2022	DEP
COMPONENT 1 - SUBCOMPONENT 2								

Market Approach	AA. Type of Competition 25. Open 26. International BB. Number of Envelopes/Stages 14. Single Envelope	
Pre / Post Qualification	Pre-Qualification	
Evaluation Selection Method	NA	
Evaluation of Costs	NA	
Domestic Preference	No	
Rated Criteria	NA	

6.	International Supply Installation LOT 1 to 7 Lot4 - 9.52; Lot6 - 4.56;	RFB works (Lot1 - 5.84; Lot2 - 4.56; Lot 3 - 9.12; Lot5 - 6.88; Lot7 - 4.32)	and 44.4 - Open works	Prior 27 th March, 2022	DEP			
COMPONENT 1 - SUBCOMPONENT 3								
7.	Supervision of Works Package 1	1.5	International - Open	QCBS	Consultant services	Prior	20 th April, 2022	DEP
8.	Supervision of Works Package 2	1.6	International - Open	QCBS	Consultant services	Prior	20 th April, 2022	DEP
COMPONENT 2								
9.	Energy Efficient Lighting	10 (Lot1 - 4.0; Lot2 - 3.0; Lot3 - 3.0)	International - Open	RFB	works	Prior	10 th May, 2022	DEP
10.	Purchase of hardware computers, customization, software licensing and training for the upgrade of the ERP	8.0	International - Open	RFB	Goods	Prior	20 th April 2022	DEP

I. Procurement Plan for Goods and Works and non-consulting services (first 18 months).

Appendix 1

Letter of Acceptance of the World Bank's Anti-Corruption Guidelines and

Sanctions Framework Date: _____

Invitation of Bids/Proposals No. _____

To: _____

We, along with our sub-contractors, sub-consultants, service providers, suppliers, agents (whether declared or not) consultants and personnel, acknowledge and agree to abide by the World Bank's policy regarding Fraud and Corruption (corrupt, fraudulent, collusive, coercive, and obstructive practices), as set out and defined in the World Bank's Anti-

Corruption Guidelines¹ in connection with the procurement and execution of the contract (in case of award), including any amendments thereto.

We declare and warrant that we, along our sub-contractors, sub-consultants, service providers, suppliers, agents (whether declared or not), consultants and personnel, are not subject to, and are not controlled by any entity or individual that is subject to, a temporary suspension, early temporary suspension, or debarment imposed by a member of the World Bank Group, including, inter alia, a cross-debarment imposed by the World Bank Group as agreed with other international financial institutions (including multilateral development banks), or through the application of a World Bank Group finding of non-responsibility on the basis of Fraud and Corruption in connection with World Bank Group corporate procurement. Further, we are not ineligible under the laws or official regulations of *[Insert name of Employer as per bidding document]* or pursuant to a decision of the United Nations Security Council.

We confirm our understanding of the consequences of not complying with the World Bank's Anti-Corruption Guidelines, which may include the following:

- a. rejection of our Proposal/Bid for award of contract;
- b. in the case of award, termination of the contract, without prejudice to any other remedy for breach of contract; and
- c. sanctions, pursuant to the Bank's Anti-corruption Guidelines and in accordance with its prevailing sanctions policies and procedures as set forth in the Bank's Sanctions Framework. This may include a public declaration of ineligibility, either indefinitely or for a stated period of time, (i) to be awarded or otherwise benefit from a Bank-financed contract, financially or in any other manner;² (ii) to be a nominated³ sub-contractor, consultant, manufacturer or supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwise to participate further in the preparation or implementation of any Bank-financed project.

We understand that we may be declared ineligible as set out above upon:

¹ *Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by International Bank for Reconstruction and Development Loans and the International Development Agency Credits and Grants*, dated October 15, 2006, and revised in January 2011 and July 2016, as they may be revised from time to time.

² For the avoidance of doubt, a sanctioned party's ineligibility to be awarded a contract shall include, without limitation, (i) applying for pre-qualification, expressing interest in a consultancy, and bidding, either directly or as a nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider, in respect of such contract, and (ii) entering into an addendum or amendment introducing a material modification to any existing contract.

³ A nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider (different names are used depending on the particular bidding document) is one which has been: (i) included by the bidder in its pre-qualification application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.

- a. completion of World Bank Group sanctions proceedings according to its prevailing sanctions procedures;
- b. cross-debarment as agreed with other international financial institutions (including multilateral development banks);
- c. the application of a World Bank Group finding of non-responsibility on the basis of Fraud and Corruption in connection with World Bank Group corporate procurement; or
- d. temporary suspension or early temporary suspension in connection with an ongoing World Bank Group sanctions proceeding.

For avoidance of doubt, the foregoing effects of ineligibility do not extend to a sanctioned firm's or individual's execution of its ongoing Bank-financed contracts (or its ongoing sub-agreements under such contracts) that are not the subject of a material modification, as determined by the Bank.

We shall permit, and shall cause our sub-contractors, sub-consultants, agents (whether declared or not), personnel, consultants, service providers or suppliers, to permit the Bank to inspect⁴ all accounts, records, and other documents relating to the procurement process and/or contract execution (in the case of award), and to have them audited by auditors appointed by the Bank.

We agree to preserve all accounts, records, and other documents (whether in hard copy or electronic format) related to the procurement and execution of the contract.

Name of the Bidder/Consultant: _____

Name of the person duly authorized to sign the Bid/Proposal on behalf of the Bidder/Consultant:

Title of the person signing the Letter: _____

⁴ Inspections in this context are usually investigative (i.e., forensic) in nature: they involve fact-finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data, and information (whether in hard copy or electronic format) deemed relevant for the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third-party verification of information.

PROCUREMENT PLAN Mozambique : Sustainable Energy and Broadband Access in Rural Mozambique Project

General Information

Country: Mozambique **Bank's Approval Date of the Original Procurement Plan:** 2022-06-16
Revised Plan Date(s): (comma delineated, leave blank) 2022-06-29
Project ID: P175295 **GPN Date:** 2021-10-06
Project Name: Sustainable Energy and Broadband Access in Rural Mozambique Project
Loan / Credit No.: IDA / D9340
Executing Agency: Ministry of Mineral Resources and Energy

WORKS

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	High SEA/SH Risk	Procurement Document Type	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Invitation		Specific Procurement Notice / Invitation		Bidding Documents Issued		Proposal Submission Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion
													Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	

GOODS

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Invitation		Specific Procurement Notice / Invitation		Bidding Documents Issued		Proposal Submission Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion
											Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	

NON CONSULTING SERVICES

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Invitation		Specific Procurement Notice / Invitation		Bidding Documents Issued		Proposal Submission Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion
											Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
MZ-MIREME-300052-NC-DIR / Accounting Software Package	IDA / D9340	Technical Assistance and Implementation Support	Post	Direct Selection	Direct			30,000.00	0.00	Pending Implementation					2022-08-31		2022-09-05								2022-10-10		2027-12-31

CONSULTING FIRMS

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Contract Type	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Terms of Reference		Expression of Interest Notice		Short List and Draft Request for Proposals		Request for Proposals as Issued		Opening of Technical Proposals / Minutes		Evaluation of Technical Proposal		Combined Evaluation Report and Draft Negotiated Contract		Signed Contract		Contract Completion
										Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
MZ-MIREME-299880-CS-QCB S / Energy sector disaster response plan	IDA / D9340	Technical Assistance and Implementation Support	Post	Quality And Cost-Based Selection	Open - International		300,000.00	0.00	Pending Implementation	2022-08-08	2022-08-29	2022-01-12					2022-11-09		2022-12-09		2023-01-13		2023-02-17		2023-07-20	
MZ-MIREME-299919-CS-QCB S / Revision of least-cost electrification plan	IDA / D9340	Technical Assistance and Implementation Support	Post	Quality And Cost-Based Selection	Open - International		300,000.00	0.00	Pending Implementation	2022-09-05	2022-09-26	2022-11-09					2022-12-07		2023-01-06		2023-02-10		2023-03-17		2023-08-17	
MZ-MIREME-299923-CS-QCB S / Study and pilot for stimulating electricity demand	IDA / D9340	Technical Assistance and Implementation Support	Prior	Quality And Cost-Based Selection	Open - Internations		600,000.00	0.00	Pending Implementation	2022-11-20	2022-12-11	2023-01-24					2023-02-21		2023-03-23		2023-04-27		2023-06-01		2023-12-28	
MZ-MIREME-299926-CS-QCB S / Geographic information system planning and M&E platform	IDA / D9340	Technical Assistance and Implementation Support	Prior	Quality And Cost-Based Selection	Open - Internations		500,000.00	0.00	Pending Implementation	2023-01-16	2023-02-06	2023-03-22					2023-04-19		2023-05-19		2023-06-23		2023-07-28		2023-12-28	
MZ-MIREME-299928-CS-QCB S / Review of sector performance and reform options	IDA / D9340	Technical Assistance and Implementation Support	Post	Quality And Cost-Based Selection	Open - Internations		400,000.00	0.00	Pending Implementation	2023-02-27	2023-03-20	2023-05-03					2023-05-31		2023-06-30		2023-08-04		2023-09-08		2024-01-31	
MZ-MIREME-299933-CS-QCB S / Assessment of low-carbon options for energy sector	IDA / D9340	Technical Assistance and Implementation Support	Post	Quality And Cost-Based Selection	Open - Internations		300,000.00	0.00	Pending Implementation	2023-03-29	2023-04-19	2023-06-02					2023-06-30		2023-07-30		2023-09-03		2023-10-08		2024-05-30	
MZ-MIREME-300024-CS-QCB S / Energy efficiency standards development and adoption	IDA / D9340	Technical Assistance and Implementation Support	Post	Quality And Cost-Based Selection	Open - Internations		400,000.00	0.00	Pending Implementation	2023-07-31	2023-08-21	2023-10-04					2023-11-01		2023-12-01		2024-01-05		2024-02-09		2024-07-31	
MZ-MIREME-300025-CS-QCB S / Gender Assessment and Implementation Plan	IDA / D9340	Technical Assistance and Implementation Support	Post	Quality And Cost-Based Selection	Open - Internations		300,000.00	0.00	Pending Implementation	2023-06-15	2023-07-06	2023-08-19					2023-09-16		2023-10-16		2023-11-20		2023-12-25		2024-06-20	

INDIVIDUAL CONSULTANTS

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Contract Type	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Terms of Reference		Invitation to Identify / Selected Consultant		Draft Negotiated Contract		Signed Contract		Contract Completion	
										Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
MZ-MIREME-299853-CS-IND V / Senior Electrification Officer	IDA / D9340	Technical Assistance and Implementation Support	Prior	Individual Consultant Selection	Open		400,000.00	0.00	Pending Implementation	2022-06-27	2022-08-15	2022-09-05			2022-10-10		2022-10-10		2024-10-31
MZ-MIREME-299868-CS-IND V / On-Grid Electrification Specialist	IDA / D9340	Technical Assistance and Implementation Support	Prior	Individual Consultant Selection	Open		220,000.00	0.00	Pending Implementation	2022-06-27	2022-08-15	2022-09-05			2022-10-10		2022-10-10		2024-10-31
MZ-MIREME-299897-CS-IND V / Off-Grid Electrification Specialist	IDA / D9340	Technical Assistance and Implementation Support	Prior	Individual Consultant Selection	Open		200,000.00	0.00	Pending Implementation	2022-06-27	2022-08-15	2022-09-05			2022-10-10		2022-10-10		2024-10-31
MZ-MIREME-299901-CS-IND V / On-Grid Junior Planning Engineer	IDA / D9340	Technical Assistance and Implementation Support	Post	Individual Consultant Selection	Open		100,000.00	0.00	Pending Implementation	2022-06-27	2022-08-15	2022-09-05			2022-10-10		2022-10-10		2024-10-31
MZ-MIREME-299902-CS-IND V / Off-Grid Junior Planning	IDA / D9340	Technical Assistance and Implementation Support	Post	Individual Consultant Selection	Open		100,000.00	0.00	Pending Implementation	2022-06-27	2022-08-15	2022-09-05			2022-10-10		2022-10-10		2024-10-31
MZ-MIREME-300031-CS-CDS / Procurement Assistant Officer	IDA / D9340	Technical Assistance and Implementation Support	Prior	Individual Consultant Selection	Open		100,000.00	0.00	Pending Implementation	2022-07-04	2022-08-22	2022-09-12			2022-10-17		2022-10-17		2024-10-31
MZ-MIREME-299904-CS-IND V / Data Analyst	IDA / D9340	Technical Assistance and Implementation Support	Post	Individual Consultant Selection	Open		100,000.00	0.00	Pending Implementation	2022-06-27	2022-08-15	2022-09-05			2022-10-10		2022-10-10		2024-10-31