

REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES)

Country: São Tomé and Príncipe

Project: ACCESS TO CLEAN RESILIENT ELECTRICITY PROJECT (ACRE)

Loan No./Credit No./ Grant No.: E259-ST

Assignment Title: Hiring of a Commercial Director for EMAE

REFERENCE NO.: 60/C/ACRE/2026

The Government of the Republic of São Tomé and Príncipe has received a grant from the International Development Association (IDA) toward the cost of the Access to Clean and Resilient Electricity Project (ACRE) and intends to apply part of the proceeds for consulting services.

The consulting services ("the Services") include manage all of EMAE's commercial activity, in accordance with the Administration's strategic guidelines, activity plan, approved budget and current official legislation, coordinating and controlling the various areas of the company, being responsible for the relationship with all clients of the companies within the EMAE group, including the management of large consumers, invoicing process, management of complaints and receipts, inspections and audits, obtaining the values defined in the annual budget, namely the Gross Margin, optimizing the available human resources in a way that allows leveraging EMAE's commercial efficiency, increasing revenue, reducing commercial losses and improving customer relations. The assignment is expected to run until December 2028, with an initial contract duration of 12 months, renewable based on satisfactory performance and project needs. The detailed Terms of Reference (TOR) for the assignment can be obtained at the address given below.

The Project Administration and Fiduciary Agency (AFAP) now invites eligible individuals ("Consultants") to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services (attach curriculum vitae with description of experience in similar assignments and similar conditions).



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Candidates must hold 1) Master's Degree in Engineering (preferably Electrical) and 2) must demonstrate fluency in Portuguese. Candidates who do not meet both requirements will not be considered.

The criteria for selecting the Consultant are:

(i) Specific experience relevant to the assignment — 40 points

- At least 10 years of proven experience in Top Management Roles/Position — 6.50 points
- Experience in Organizational Transformation Processes and Management of Public Companies — 6.50 points
- Experience in Utility Operations — 3.00 points
- Experience in Electricity and Water Tariff Analysis and Definition — 3.00 points
- Leadership Experience — 4.00 points:
- Proven Experience in managing Public Utilities/Services characterized by high technical and commercial losses, weak collection, poor quality of service and institutional inefficiencies — 4.00 points
- Experience and Capacity to Implement a KPI based Management approach — 3.00 points
- Experience in Public Utilities/Services Turn-Around (Performance Recovery/Enhancement)—4.00 points
- Experience leading Commercial Teams and Multidisciplinary Teams through Organizational and/or Operational Reform — 3.00 points
- Experience working in África — 3.00 points

(ii) Qualifications and competence for the assignment — 25 points

- MBA or other Engineering/Management Post-Graduation—5,00 points
- Basic Knowledge of the Electricity Sector (from a business and management perspective) —2,00 points
- Basic Knowledge of the Water Sector (from a business and management perspective)—2,00 points
- Contract and Client Management —2,00 points
- Management of Commercial Teams (especially in P-O-S environment)—3,00 points
- Previous experience with budgeting and financial control —2,00 points



- Previous experience in managing technical-commercial field teams —3,00 points
- Negotiation Experience and Capacity — 2,00 points
- Experience with Commercial Management Systems (ex: CRM, ERP, Vending Softwares, etc.)— 2,00 points
- Demonstrate capacity to present, discuss and coordinate activities at a multi-disciplinary level, including with Public Institutions (ex. Commercial Directorate, AGER, DGRNE, TIU, etc.) — 2,00 points

(iii) Language — 5 points

- Fluency in English — 5 points

Total: 70 points

Following evaluation of the CVs ,of individual consultants will be subject to a competency assessment and interview, after which the best qualified candidate will be invited to contract negotiations and signing.

The attention of interested Consultants is drawn to paragraphs 3.14, 3.16, and 3.17 of the World Bank's Procurement Regulations for IPF Borrowers ("the Regulations"), setting forth the World Bank's policy on conflict of interest.

Consultants are advised to limit their Expression of Interest to 10 pages.

Expressions of interest must be delivered in written form to the address below (in person or by e-mail) by 14 August 2026 at 23:45 (local time), referencing: "Expression of Interest – Hiring of a Commercial Director for EMAE – Ref. 60/C/ACRE/2026". Further information can be obtained at the address below during office hours, from 08:00 to 16:00.

Agência Fiduciária de Administração de Projectos 23 July 2026.

General Director

Direção Geral

Hélio Silva Almeida



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