



REPUBLIC OF MOZAMBIQUE

MINISTRY OF STATE ADMINISTRATION AND PUBLIC SERVANT

PROJECT MANAGEMENT UNIT

NATIONAL URBAN DEVELOPMENT AND DECENTRALIZATION PROJECT

TERMS OF REFERENCE

**HIRING OF HUMAN RESOURCES AGENCY FOR ADMINISTRATIVE
MANAGEMENT OF 120 RESIDENT TECHNICIANS ALLOCATED TO 22
MUNICIPALITIES**

REF NR. MZ-MAEFP-373658-CS-QCBS

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1. INTRODUCTION

The Government of Mozambique (GoM), represented by the Ministry of State Administration and Public Servant (MAEFP) with the financial support of the World Bank (P163989) is implementing the Urban Development and Decentralization Project (PDUL) that will benefit the Municipalities of Provinces of Niassa, Zambezia, Sofala and Gaza. The Project Development Objective Statement: *“To strengthen institutional performance and deliver improved infrastructure and services in participating local entities”*.

The objective of the proposed project is to strengthen institutional performance and deliver improved infrastructure and services in participating local entities by improving urban infrastructure and municipal services, and strengthening urban management capacity in Participating Municipalities, through: i) the financing of Performance Grants to Participating Municipalities to plan, design, execute, operate and maintain basic infrastructure and services to plan and implement Municipal Performance Subprojects; and (ii) the carrying out of independent annual performance assessments that will measure, inter alia, the performance of Municipal Performance Subprojects against the Project’s performance indicator; and provision of support for the financing of: (i) MFUD Grants to Participating Municipalities to improve urban infrastructure and basic services in a way that is economically, environmentally, and socially sustainable and that can unlock, increase, or complement private sector solutions and/or private delivery of urban infrastructure and basic services, including solid waste management, urban roads and mobility, affordable housing and sites-and-services through the implementation of MFUD Subprojects. Finally the project will provide support to the overall leadership of the Recipient’s decentralization reform process, through: (i) the provision of technical assistance to MAEFP, MEF and ANAMM in leading, advocating and coordinating decentralization reforms.

The overall implementation of the project is coordinated by MAEFP, which has a mandate to support municipalities and the reforms of decentralization policies. The project is also implemented in close collaboration with key ministries that have relevant specific mandates for the project objectives, including MOPHRH (urbanization and infrastructure) with MTA (territorial planning, land management and the environment) which implement component 1 and MEF (management of decentralized public finances) for implementation of Component 2) with MAEF

The Project has 4 structural components, namely:

1. **Component 1 - Urban Infrastructure and Municipal Services.** This component aims to improve access, sustainability of urban infrastructure and service provision in the 22 participating municipalities in the Provinces of Niassa, Zambézia, Sofala and Gaza;

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2. **Component 2 – Decentralization Policy Reforms and Institutional Strengthening.** It aims to improve the resources, performance and accountability of local entities;
 3. **Component 3 – Project Management.** It aims to finance the operational costs of management, audits, communication, planning, monitoring and evaluation of the mid-term and final Project;
 4. **Component 4 – Contingency Emergency Response.** This component will facilitate access to fast-track funding by reallocating uncommitted Project funds in the event of a natural disaster.

The Project Management Unit (PMU) was established to manage the preparation and then the implementation of the Project. The PMU is composed by a fiduciary team, Environmental and Social Safeguards, Maximization of Financing for Urban Development (MFDU), and Managers of the Components. PDUL Provincial Technical Teams (ETP's) were established to accompany, monitor and supervise the implementation of the Project in the provinces.

In order to strengthen performance at the municipal level, in response to the preliminary studies carried out in the municipalities which was pointed out the lack of qualified and specialized technicians in the municipalities, MAEFP – PDUL, through an independent company, in February 2023, hired and allocated 120 technicians in the 22 participating municipalities, from different specialties in the areas of infrastructure and basic services, territorial planning and urban land management, Finance and HR Management and ICTs.

2. Objective of the Services

The objective of the consultancy is to provide administrative management services for the 120 Resident Technicians hired and allocated in each of the 22 municipalities¹. Specifically, the consultancy (HR Agency - HRA) must:

- Organize, in coordination with the contracted technicians, all the documentation required in paragraphs c) to i) and k), of number 2 of article 63 of Law n° 8/2015, of October 6th and develop the corresponding processes to obtain the Administrative Tribunal Visa of all contracts (for all new hired contracts).
- Organize and update the individual processes of contracted technicians.
- Carry out the effectiveness control and present the vacation plan;
- Process and manage the payroll, payment of salaries and channelling the taxes due relating to the IRPS to the competent authorities.
- Establish a control mechanism for activities carried out by the technicians, through the effectiveness map and monthly work report / time sheet;

¹ Table with the technicians hired

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- Proceed with the immediate replacement of technicians who, due to some infraction and/or other reason, culminated in contractual termination;
 - Within the scope of Technical Assistance activities and with a view to ensuring desirable performance, the HR Agency in coordination with the PMU, should propose, based on the *EGFAE (Estatuto Geral dos Funcionários e Agentes do Estado)*, a model for evaluating the performance of the technical staff hired.
 - Submit a monthly report of scheduled activities as well as their stage of execution. The report must also include the incident report and other aspects deemed necessary.

Then the details of the activities to be carried out.

Activity 1: Administrative Management of Contracted Technicians

- Payment of monthly salaries to all 120 technicians, through bank transfer / bank accounts.
- Develop preparatory and organizational work of all the necessary documentation and submission for the Administrative Tribunal to obtain Visto;
- Develop tools for managing and controlling effectiveness, as well as for paying salaries and deducting Personal Income Tax (IRPS) obligations;
- Organize and update the individual processes of contracted technicians;

Activity 2: Manage, control the vacation plan, performance evaluation and immediate replacement of vacancies

- Manage and control the vacation plan, registration of the nominal list sheet and IRPS;
- Proceed with the immediate replacement² of vacancies that for some reason have remained open due to contractual termination. The number of replacement cannot be predicted
- Develop, based on the EGFAE, a model for assessing the performance of hired technical personnel.
- Assist the Municipality in matters of management of disciplinary, administrative, legal proceedings and litigation in court in matters of labour law.

Activity 3: Final Report

Summary of the administrative management of the hired technicians and performance evaluation;

The consultancy will be contracted for a period of 12 (twelve) months, starting in February 2024

Level of Effort

Level of Effort for Key Staff of HR Agency

The professional key staff to be provided by the Consultant is estimated at 150 person-days, on a part

² Currently there are no vacant to be filled

time basis for all staff for the duration of the assignment which is 12 months.

5. SCHEDULE OF MONTHLY DELIVERIES AND PAYMENTS BASED ON THE % OF WAGES PAID

The delivery schedule and monthly payments will be made upon approval of the final version of the products by the PMU, observing the following activities and products:

Activity	Products	Reporting Period
Operational Plan	<ul style="list-style-type: none">Operational plan for the Administrative Management of HR and sharing the respective instruments with the PMU:	February 2024
Monthly Administrative Management of hired technicians	<ul style="list-style-type: none">Monthly Reports on Human administrative management, including: (i) monthly reports of each of the 120 technicians duly approved by the municipal authority (ii) summary of tools developed to improve the administrative management of contracts; (iii) effectiveness control; (iv) payment of remuneration; (v) deduction of tax obligations	Months (12 months)
Presentation of final results of HR Administrative Management and lessons learned	<ul style="list-style-type: none">Workshop to present the final results of the Administrative Management of Human Resources in Maputo for the ministries involved; It isHR Agency final report	Final Report

The deliverables must be submitted in Portuguese and in editable digital versions (MS Word, MS Excel, MS Power Point, etc.), and in 2 printed copies duly bound and accompanied by a digital version for printing in PDF.

6. RESPONSIBILITIES

6.1 Client Responsibilities

The PMU will be responsible for monitoring the progress of the consultancy services and the payment process for the consultancy products after approval by the technical level.

On a day to day activities, the Consultant will work with the Manager for Technical Assistance and Human Resources who will verify the inclusion of monthly report duly approved by the Municipalities and certification of the invoices for payment.

Annex 1.1 – Municipal Technician Coverage by Component 1

Province	Municipality	Resident Technician's			
		Architect – Urban planner	Geographer	Environmental engineer	Civil Engineer of Public Works
Niassa	Lichinga	1	1	1	1
	Cuamba	1	1	1	1
	Metangula		1		1
	Mandimba		1		1
	Marrupa		1		1
<i>Sub-total</i>		2	5	2	5
Zambézia	Quelimane	1	1		2
	Mocuba		1	1	1
	Alto Molócue		1		1
	Milange		1		1
	Gurúe	1	1		1
	Maganja da Costa		1		1
<i>Sub-total</i>		2	6	1	7
Sofala	Dondo	1	1		1
	Gorongosa		1		1
	Marromeu		1		1
	Nhamatanda		1		1
	Beira	1	1		3
<i>Sub-total</i>		2	5	1	7
Gaza	Xai-xai	1	1		1
	Macia		1		1
	Praia de Bilene		1		1
	Chibuto		1	1	1
	Chokwe		1		1
	Mandlakazi		1	1	1
<i>Sub-total</i>		1	6	2	6
Total for each position		7	22	6	25
TOTAL		60			

Annex 1.2 – Municipal Technician Coverage by Component 2

Área Geográfica	Província	Município	Técnicos				
			Finanças públicas e recursos humanos	Tributação	Tecnologias de informação e comunicação	Total	
Região Norte	Niassa	Lichinga	1	1	1	3	
		Cuamba	1	1	0	2	
		Metangula	1	1	1	3	
		Mandimba	1	1	1	3	
		Marrupa	1	1	1	3	
Sub-Total			5	5	4	14	
Região Centro	Zambézia	Quelimane	1	1	0	2	
		Mocuba	1	1	0	2	
		Alto Molócue	1	1	1	3	
		Milange	1	1	1	3	
		Gurúe	1	1	1	3	
		Maganja da Costa	1	1	1	3	
	Sub-Total			6	6	4	16
		Beira		1	0	1	
	Sofala	Dondo	1	1	0	2	
		Gorongosa	1	1	1	3	
		Marromeu	1	1	1	3	
		Nhamatanda	1	1	1	3	
Sub-Total			4	5	3	12	
Região Sul	Gaza	Xai-xai	1	1	1	3	
		Macia	1	1	1	3	
		Praia de Bilene	1	1	1	3	
		Chibuto	1	1	1	3	
		Chokwe	1	1	1	3	
		Mandlakazi	1	1	1	3	
Sub-Total			6	6	6	18	
TOTAL GERAL			21	22	17	60	

Annex 2 – Amount of payment of salaries of the Resident Technicians

The current monthly salary for the technicians is illustrated in the table below. The HR Agency shall consider the amount to:

- 1) Propose the percentage (%) of the services based on wages to be paid by the PMU to the HR Agency
- 2) Any additional cost to be included in the financial proposal.

Nr	Component	Total of Technician's	Monthly Payment including Taxes (16% VAT)	Annual payment (12 months)
1	Technician Coverage by Component 1 – Table 1.1	60	5.387.875,20	64.654.502,40
2	Technician Coverage by Component 2 – Table 1.2	60	2.918.467,20	35.021.606.40
	Total	120	8.306.342,40	99.676.108,80

7. Qualifications of the HR Agency Experts

The tasks covered by the Terms of Reference will be carried out by the company or Consortium with relevant experience and with the following profile:

- a) At least 10 (ten) years of experience in carrying out recruitment of HR for private and public organizations.
- b) At least 05 (five) years of experience in Management of HR staff;
- c) The leading company must contribute at least 50% of the working time. The lead company's team may be a staff member of the company or may be hired in the market, but will be contractually part of the lead company, supervised and paid by the lead company. All documentation must be presented in the technical proposal as evidence of this engagement

8. Technical staff required to implement the AH Agency Services

Key Staff	Description of the Minimum Qualifications
K-1: Team Leader - Human Resource Specialist /	<ul style="list-style-type: none"> ▪ Human Resources degree preferably with a specialization in HR. ▪ At least 10 (ten) years of experience in human resource management ▪ Minimum continuous experience of 05 (five) years in leading recruitment processes in the human resources company; ▪ Good knowledge of Portuguese and English.
K-2: Human Resources Technicians (1 technicians) (1 expert/CVs)	<ul style="list-style-type: none"> ▪ Degree in Law / Economics / Management / Human Resources; ▪ Experience, at least 5 (five) years in HR recruitment and Management processes ▪ At least 3 (three) years of experience working in the company ▪ Good knowledge of Portuguese language.
K-3: Human Resources Technicians (1 expert/CVs)	<ul style="list-style-type: none"> ▪ Degree in Law / Economics / Management / Human Resources; ▪ Experience, at least 5 (five) years in HR recruitment and Management processes ▪ At least 3 (three) years of experience working in the company ▪ Good knowledge of Portuguese language.