



REPUBLIC OF MOZAMBIQUE

MINISTRY OF STATE ADMINISTRATION AND PUBLIC SERVICE
PROJECT MANAGEMENT UNIT - UGP

URBAN AND LOCAL DEVELOPMENT PROJECT
(PDUL)

MZ-MAEFP-240201-CS-QCBS

TERMS OF REFERENCE

CONTRACTING CONSULTING SERVICES FOR:
TECHNICAL ASSISTANCE IN URBAN MANAGEMENT

Maputo, July 2021

1. Introduction

[The Urban and Local Development Project \(PDUL\)](#) aims to strengthen institutional performance and provide infrastructure and basic services to participating local entities. The PDUL is financed by the World Bank ([P163989](#)) in an amount equivalent to US\$ 117 million, which became effective in October 2020, and its closing date is December 31, 2025.

The PDUL is structured in components and sub-components: Component 1 - Urban Infrastructure and Municipal Services (US\$92 million); Component 2 – Reforms of Decentralization Policies and Institutional Capacity Building (US\$20 million); Component 3 – Project Management (US\$5 million); and component 4 – Emergency Contingency and Recovery (US\$0 million).

The overall implementation of the PDUL is coordinated by the Ministry of State Administration and Public Service (MAEFP), in close collaboration with the Ministry of Economy and Finance (MEF), Ministry of Land and Environment (MTA), Ministry of Public Works, Housing and Water Resources (MOPHRH).

A Project Management Unit (UGP) was established to manage the preparation, implementation, and closure of the PDUL. The UGP is composed by the coordinator and a fiduciary team, environmental and social safeguards, monitoring and evaluation, Maximizing Financing for Urban Development and COVID-19. The UGP is also supported by a team of senior technical advisors and Provincial Technical Teams (ETP's) in Gaza, Zambézia, Sofala and Niassa composed by engineers, architects, specialists in public finance management, specialists in social and environmental safeguards to support, monitor and oversee the implementation of the PDUL in the participating municipalities.

The Technical Assistance in Urban Management (TAUM) falls within Component 1C, which aims to improve the institutional capacity of participating municipalities in the main functions of urban management, with a view to meeting the minimum conditions and performance indicators of Municipal Performance Grants – SDM (Component 1A).

2. Consulting Purpose

The objective of this consultancy is to provide technical assistance services in urban management (TAUM) to strengthen the capacities of participating municipalities to **achieve the goals of the municipal performance indicators for Theme 1 - Urban Infrastructure and Municipal Services of Municipal Performance Grants** (see Annex 1). Specifically, the consultancy (TAUM) shall:

- Provide **modular technical courses** aimed at improving the knowledge and technical skills of Municipal Council teams in areas relevant to Theme 1 indicators and goals, including: (i) improve municipal response to Covid-19; (ii) improve the planning of urban infrastructure and municipal services; (iii) increase access to urban infrastructure and municipal services; (iv) improve the management and operation of urban infrastructure

and municipal basic services; (v) strengthen territorial planning; and (iv) strengthen municipal land management;

- Provide **training, guidance and technical assistance at the workplace** to support technicians from the municipalities to apply the knowledge acquired in modular courses to achieve the goals of the theme 1 indicators in each of these areas; and,
- Provide **remote technical support service** (interactive website, email, WhatsApp, etc.) to ensure permanent access via internet to all the content of modular courses, maintain permanent communication with participants, facilitate the exchange of experiences, and answer questions and clarifications – remotely supporting participating municipalities to achieve the goals of the theme 1 indicators in each of these areas.

To this end, some resources already developed by PDUL will serve as a fundamental basis for TAUM, namely:

- [Municipal Performance Grants System Manual](#) (Operating Manual Vol. 7)
- [Annual Performance Evaluation](#) (2020)
- [Technical Guides](#) in the areas of:
 - Infrastructure and Services
 - Spatial Planning and Urban Land Management
- [Integrated Diagnosis of Infrastructure and Urban Services](#)
- [CovidCidades Website](#)
- Information Management and Technical Supervision System (under development)

3. Scope of the Consulting Services

The consultancy will be responsible for the following activities and products:

Activity 1: Diagnosis and Technical Assistance Operational Plan

Conducting a methodical assessment¹ to survey and analyse the institutional capacity in urban management of the existing municipalities and identify the institutional capacity building needs that the Technical Assistance will focus on to achieve the performance goals of the indicators in Theme 1 of the SDM's.

¹ It is recommended to use institutional capacity analysis methodologies such as “UNDP Capacity Development Assessment Methodology – User’s Guide”.

The consultancy, in the first place, should involve and mobilize local actors to understand how the diagnosis will be implemented, its objectives, activities, timetable, participation of each sector of the municipality, data needs, etc.

In a participatory way, using focus group methodologies, the consultancy should facilitate the collection of data on existing capacities, debate and build consensus on the institutional capacities needed by the municipality to achieve the goals of the theme 1 indicators.

Based on the diagnosis, in a participatory manner, the consultancy should prepare/update the action plan for the implementation of TAUM, adapting and refining the methodologies and contents proposed for the modular courses, training and technical assistance in the work environment, and remote support services. The Operational Plan should include a detailed Capacity Development Results Matrix² to systematize the expected results, and monitor the TAUM implementation in line with the indicators and goals of Theme 1 of the SDM;

Products:

- *Diagnosis Report*
- *Technical Assistance Operational Plan*

Activity 2: Modular Technical Courses

Prepare all material for modular technical courses including at least: (i) trainer's guide; (ii) participant training notebook with all the technical contents of each module (classes, practical exercises); (iii) individual appraisal required to obtain a certificate of completion for each module; and, (iv) completion certificates for each module. Proposal of modules, duration and key contents:

Module 1: Municipal Response to Covid-19 (2 days)

- Covid-19 Risk Mapping in the Municipality
- Implementation of the Guide for Preparing the Municipal Response Plan to Covid-19
- Access to Tactics for the Reduction of Covid-19 Urban Risk

Module 2: Urban Infrastructure Planning (10 days)

- Mobility and Roads Municipal Plan
- Water and Sanitation Municipal Plan

² The consultancy must apply/adapt recognized methodologies, such as [“The Capacity Development Results Framework”](#) of the World Bank.

- Flood and Erosion Combat Municipal Plan
- Solid Waste Management Municipal Plan
- Markets and Fairs Municipal Plan

Module 3: Investments in Urban Infrastructure and Municipal Services (5 days)

- Studies and Projects for Urban Roads
- Studies and Projects for Water and Sanitation
- Studies and Projects for Solid Urban Waste
- Studies and Projects for Flood and Erosion Control
- Studies and Projects for Municipal Markets and Fairs

Module 4: Maintenance and Operation of Urban Infrastructure and Municipal Services (5 days)

- Operation and Maintenance of Municipal Solid Waste Management Services'
- Operation and Maintenance of Urban Roads
- Operation and Maintenance of Municipal Drainage Services
- Operation and Maintenance of Urban Sanitation Services
- Operation and Maintenance of Municipal Water Services

Module 5: Urban Planning (10 days)

- Urban Structure Plan (PEU)
- General and Partial Urbanization Plan (PGU/PPU);
- Detailed Plan (PP);

Module 6: Urban Land Management (5 days)

- Laws, Regulations, and Postures of Urban Land in Mozambique
- Methodologies and Experiences of Massive Urban Land Regularization
- Modernization of the Land Information Management System

The consultancy must implement modular technical courses organized for each province (Gaza, Zambézia, Sofala and Niassa), and sequentially, with a minimum interval of 1 month to implement training and technical assistance in the workplace (see proposed schedule below):

Deliverables:

- Didactic Material of Modular Courses
- Modular Courses Implementation Report

Activity 3: Training and Technical Support in the Workplace -

Provide training, monitoring, and technical support (on the job training³) to technicians from participating municipalities to assist them in improving their performance to achieve the goals of the Component 1 indicators. The methodology to be applied should include a combination of structured and non-structured learning by doing, where TAUM will support technical teams that will visit participating municipalities to observe how technicians perform these tasks in the workplace, guide how to improve performance, and provide support (hands on/coaching) for technicians apply new knowledge, methodologies and tools to improve achievement of SDM Theme 1 indicator goals;

Such training and technical assistance at the workplace must be implemented through technical visits by the TAUM team with a minimum duration of 5 working days in each municipality, where at least 20 hours a week are performed at the workplace;

Deliverables:

- Quarterly Reports on Training and Monitoring in the Workplace, including: (i) systematization of observations on how technicians perform their activities; (ii) summary of guidelines for improving performance; and (iii) summary of technical support offered in the workplace;

Activity 4: Remote Technical Support Service

Establishment of remote technical support service and continuous remote training, through the internet, social media (Facebook, Instagram, Twitter, WhatsApp, etc.) on all the technical information of the modular courses, maintaining permanent communication with participating technicians, answering questions, and providing additional resources for distance training;

³ https://en.wikipedia.org/wiki/On-the-job_training

Offer technical and permanent support to municipalities, through communication technology, namely: e-mail, WhatsApp, chat, telephone, etc., in an agile and secure manner;

Provide technical support and answer questions to technicians in the municipalities remotely.

Deliverables:

- *Semi-Annual Progress Reports on Implementation of Remote Technical Support Services*

4. Schedule of work

Technical Assistance in Urban Management will be contracted for a period of 2 (two) years. In Year 1, TAUM should focus primarily on implementing the following activities: (i) **Activity 1** - Diagnosis and Technical Assistance Operational Plan; (ii) **Activity 2** - Modular Technical Courses; (iii) **Activity 3** - Training and Technical Support in the Work Environment, (iv) **Activity 4** - Remote Technical Support Service.

In Year 2, TAUM will fundamentally focus on continuing the implementation of (iii) **Activity 3** - Training and Technical Support in the Work Environment, (iv) **Activity 4** - Remote Technical Support Service.

5. Deliverables and Payment Schedule

The schedule of deliverables and payments will be made upon approval of the final version of the products by the UGP. The following schedule of activities, products and payments has been proposed:

Activity	Products	Payments
Year 1		
Activity 1	Diagnosis	10%
	Operational Plan	
Activity 2	Training Material	10%
	Report on Implementation of Modular Courses in Gaza, Zambezia, Sofala, Niassa	15%
Activity 3	Quarterly Report 1, 2, 3, 4 - Training in the Workplace	10%
Activity 4	Semi-annual Report 1 and 2 Remote Technical Support	5%
Year 2		
Activity 3	Quarterly Report 1 and 2 - Training in the Workplace	20%
	Quarterly Report 3 and 4 - Training in the Workplace	20%
Activity 4	Semi-annual Report 1 and 2 - Remote Technical Support	10%

The consultancy must budget the costs for implementing the TAUM, breaking them down into fixed expenses (consulting team salaries/fees, equipment, administrative expenses including

work space, work materials, hardware and software), and variable reimbursable expenses (travel expenses of the technical staff, expenses with the completion of courses e.g. renting a room for training, participants' subsistence allowances, etc.). Therefore, payments will include the percentage of fixed expenses (table above) plus variable expenses to be reimbursed for each activity.

The products must be presented in the Portuguese language and in editable digital versions (MS Word, MS Excel, MS Power Point, etc.), and in 3 printed copies duly bound and accompanied by a digital version for printing in PDF.

6. UGP Responsibilities

The UGP will be responsible for monitoring the progress of the work and the consequent payment process for the Technical Assistance products after approval by the technical level (Local – municipal and provincial level);

The UGP Provincial Technical Team will be responsible for monitoring the implementation of Technical Assistance activities at the local level, technically contributing to the work and all products carried out by the AT.

7. Technical Assistance Company Profile

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.

Consultants may associate with other firms to enhance their qualifications, in the form of a consortium or a sub consultancy but should indicate clearly whether the association is in the form of a joint venture and or sub consultancy. However, the experience of the sub-consultant will not be considered in the evaluation for the short list.

The tasks covered by the Terms of Reference will be carried out by the company or Consortium with relevant experience in the areas indicated below.

- a) Strengthening the capacities of local governments, preferably including:
 - a. technical training courses
 - b. training in the workplace,
 - c. distance training and remote technical support
- b) Technical capabilities in the areas of:
 - a. Response to Covid-19
 - b. Planning, studies and technical projects for investments in urban infrastructure, preferably including:

- i. Water and sanitation
 - ii. Drainage and Erosion Control
 - iii. Roads and Urban Mobility
 - iv. Solid waste management
 - v. Municipal Markets and Fairs
 - c. Management and operation of municipal services (in the areas above)
 - d. Urban Planning, including preferably:
 - i. Urban Master Plans
 - ii. Detailed Urban Plans/Urban Parcelling Plans
 - e. Urban Land Management
 - i. Land Laws and Regulations
 - ii. Massive Land Regularization
 - iii. Urban Land Registry Modernization
- c) Present the minimum technical team necessary to implement the activities described in these Terms of Reference, including at least:

Key personnel	Description
Team Coordinator	<ul style="list-style-type: none"> ▪ Bachelor's or Master's degree in Management, Engineering or Physical Planning. ▪ Minimum experience of 10 (ten) years in leading capacity building and technical assistance projects to local governments. ▪ Desirable knowledge of Portuguese and English languages.
Urban Planning Specialists (at least 4 technicians)	<ul style="list-style-type: none"> ▪ Bachelor's or Master's degree in Architecture and Physical Planning; ▪ At least 5 (five) years of experience in conducting urban planning processes; ▪ Technical mastery over open source or free software for technical design in planning and management of urban registration (e.g. Q-GIS, Draftsight, SASPlanet, Terra Incógnita and/or others); ▪ Knowledge of Mozambican legislation and experience with Mozambican municipalities will be considered an advantage. ▪ Desirable knowledge of Portuguese language.
Land Management Specialists (at least 4 technicians)	<ul style="list-style-type: none"> ▪ Bachelor's or Master's degree in Geography, Spatial Planning, Urban Planning; ▪ At least 5 (five) years of experience in conducting land management strengthening processes, including regulatory

Key personnel	Description
	<p>framework, land regularization processes, and land registry modernization;</p> <ul style="list-style-type: none"> ▪ Technical mastery over land management information systems/software ▪ In-depth knowledge of Mozambican legislation and experience with Mozambican municipalities will be considered an advantage. ▪ Desirable knowledge of Portuguese language.
Infrastructure specialists (at least 4 technicians)	<ul style="list-style-type: none"> ▪ Bachelor's or Master's degree in Engineering; ▪ At least 5 (five) years of experience in the preparation of feasibility studies, plans and infrastructure projects in the areas of mobility and urban roads, drainage and erosion control, water supply and sanitation, markets and fairs; ▪ Technical mastery over programs / software preferably open source or free for technical design of infrastructures (e.g. CAD or others); ▪ Knowledge of Mozambican legislation and experience with Mozambican municipalities will be considered an advantage. ▪ Desirable knowledge of Portuguese language.
Environmental Specialists (4 technicians)	<ul style="list-style-type: none"> ▪ Degree in Engineering and Environmental Management or related; ▪ At least five (5) years of experience in Environmental Impact Assessment (EIA) studies; ▪ Proven experience in the development of didactic methodological instruments for solid urban waste management; ▪ Skills and experience in handling infrastructure linked to climate change resilience; ▪ Knowledge of Mozambican legislation and experience in activities related to Mozambican municipalities will be considered an advantage; ▪ Desirable knowledge of Portuguese and English languages.

8. ESTIMATED LEVEL OF EFFORT FOR KEY STAFF

The professional key staff to be provided by the Consultant is estimated at 408 man months, in full time basis, for the duration of the assignment which shall be 24 months.

Annex 1 Municipal Performance Grant

The Municipal Performance Grant (SDM) will support eligible municipalities through performance-based grants that will fund urban infrastructure and investments in basic services and institutional development. Funding directed to this subcomponent was designed to complement the basic design of the Government of Mozambique's intergovernmental transfer system to municipalities (general purpose grants [FCA] and capital grants).

Geographic Scope and Sequence

SDM will support 22 municipalities in the provinces of Gaza, Niassa, Zambézia and Sofala.

Table 3.1.

Gaza	Niassa	Zambézia	Sofala
Xai-Xai	Lichinga	Quelimane	Dondo
Chibuto	Cuamba	Alto Molocué	Gorongosa
Chókwè	Mandimba	Gurué	Marromeu
Macia	Marrupa	Maganja da Costa	Nhamatanda
Manjacaze	Metangula	Milange	Beira
Praia do Bilene		Mocuba	

Annual Financing Allocation

Each SDM cycle (2020, 2021, 2022, 2023) will be allocated based on the Annual Performance Assessment: The assessment measures the performance of municipalities against two sets of indicators: (i) minimum conditions; and (ii) annual performance indicators. During the first concession cycle, the minimum condition plans are evaluated and the eligible expenditures include infrastructure investments and institutional development.

The calculation of SDM funds for each municipality will be based on (i) 30% of the allocation to be determined through a population-based formula and disbursed to municipalities that meet a set of minimum conditions; and (ii) up to 70% will be disbursed to eligible municipalities based on their performance, assessed annually against a set of performance indicators (Annex 1). The evaluation will estimate the performance of each municipality against the minimum conditions and project performance indicators. Each qualifying municipality will obtain a score that will be converted into a corresponding funding amount. The sum of these individual amounts will comprise the disbursement to be made for that year.

In the first two years of the SDM (2020 and 2021), the allocation will be based only on minimum conditions criteria and, in subsequent SDM cycles, the allocation will combine minimum conditions and performance indicators. There will be a limit of 10% of the total annual SDM allocation that each municipality could use for institutional development activities. Therefore, the SDM will provide incentives for municipalities to improve performance in areas and resources essential to significantly increase their investment capacity, increasing their own revenues and intergovernmental fiscal transfers.

Minimum Conditions

To become eligible to access SDM, municipalities are required to meet a set of minimum conditions. This requirement aims to ensure that funds transferred to municipalities are used appropriately and in compliance with the fiduciary requirements of the Government and the World Bank. These are necessary to ensure that funds are used effectively, efficiently, sustainably and with integrity. Only municipalities that meet all the minimum conditions receive their basic allocation; those who do not meet the minimum conditions will not receive this allocation, but may still benefit from the Project's institutional development support to meet the minimum conditions in the following year.

All Grant Cycles

- The signed Grant Participation Agreement (GPA) confirming the readiness to participate in the project and comply with the project implementation conditions, including fiduciary, safeguards and technical aspects.
- Annual plan and budget approved, including investments in project donations.
- UGEA existence in accordance with the legal framework.

SDM's 2022 and 2023

- Grant funds used in accordance with the GPA.
- At least 50% of the prior financial year's grant allocation committed (signed contracts)
- The final external audit of the municipal accounts of the previous year does not have an adverse opinion or an exclusion of liability.

Performance indicators

Starting in the third year of the SDM, performance grants will be scaled up based on the results of the APA. This assessment is subdivided into two themes: (1) Urban Infrastructure and Service Provision; and (2) Finance and Municipal Public Administration.

Municipal Performance Indicators

Performance Indicator	Scoring System	Evidence to be produced by the Municipality / means of verification
THEME 1: URBAN INFRASTRUCTURE AND SERVICE PROVISION (minimum score: 50 points)		
Municipal Response to COVID-19 (max 7 points)	1 point for each priority implemented in response to COVID-19	<p>Municipal Emergency Management and Operations Center and operational continuity plan</p> <p>Monitoring the spread and impact of COVID-19</p> <p>Actions to delay and reduce transition in high-risk areas</p> <p>Protective actions for high-risk groups</p> <p>Actions to strengthen the main municipal services, including primary care, sanitation and social assistance and municipal policy</p> <p>Assistance and Communication to Beneficiary Communities</p> <p>Economic and social impact mitigation actions through support to local SMEs, the informal economy of labour-intensive infrastructure and services.</p>
Municipal infrastructure planning and improved service delivery (maximum: 5 points)	2 points for each sector plan that incorporates gender and climate considerations, approved and published	<p>Municipal Roads and Mobility Plan approved and published</p> <p>Municipal Water and Sanitation Plan approved and published.</p> <p>Municipal Flood and Erosion Control Plan approved and published</p> <p>Municipal Solid Waste Management Plan approved and published</p>

Performance Indicator	Scoring System	Evidence to be produced by the Municipality / means of verification
		Municipal Plan for Markets and Public Spaces approved and published
Improved access to urban infrastructure and basic services (maximum of 10 points)	<p>Percentage increase in population with improved access to all seasonal local roads with public lighting</p> <p>2 points if there is an increase of 5% compared to the previous year and if at least 70% of the women beneficiaries of the subproject express satisfaction with the project implementation and the quality of the roads</p>	Number of people with access to all seasonal roads
	<ul style="list-style-type: none"> Percentage increase in population with access to safe water and improved sanitation <p>2 points if the increase is at least 5% over the previous year</p>	Number of people with access to safe drinking water and improved sanitation services, including households connected to the water and sewage network and/or households that use water and/or sanitation infrastructure safely
	<ul style="list-style-type: none"> Percentage increase in population covered by solid waste collection services that contribute to reduce, reuse and recycle <p>2 points if the increase is at least 5% over the previous year</p>	Number of residents in neighbourhoods with waste collection at least twice a week.
	<ul style="list-style-type: none"> percentage increase in population living in areas with flood and erosion control that increases urban resilience 2 points if the increase is at least 5% over the previous year and if at least 70% of the women beneficiaries of the subproject express satisfaction with the quality of the design and 	Number of residents living in areas with flood and erosion control

Performance Indicator	Scoring System	Evidence to be produced by the Municipality / means of verification
	implementation of flood and erosion control measures	
	<p>Percentage increase in population with access to municipal markets with public lighting</p> <p>2 points if there is at least 5% increase over the previous year and if at least 70% of the women beneficiaries of the subproject express satisfaction with the quality in the design and implementation of access to municipal markets</p>	Number of residents living within 1 km of a municipal market
Maintenance and operability of urban infrastructure and improved basic services (max: 10 points)	<ul style="list-style-type: none"> • % increase in solid waste management operating costs covered by solid waste collection fees <p>5 points if the increase is at least 5% over the previous year</p>	Annual municipal expenditure on solid waste management services (waste collection, street cleaning, cleaning of drainage channels, landfill management, recycling, etc.)
	<ul style="list-style-type: none"> • % increase in local road maintenance covered by parking and vehicle registration fees • 5 points if the increase is at least 5% over the previous year 	Annual Municipal income from SWM Fees
Urban Planning (max: 8 points)	<p>PEUM, within 10 years</p> <p>2 points</p>	<p>Annual municipal expenditures resulting from the maintenance of local roads</p> <p>Annual municipal parking income and vehicle licensing fees</p>
	General Urbanization Plan (PGU) within the validity period of 10 years and incorporates the results of sectoral plans for infrastructure and service provision (for mobility and roads, water and sanitation, flood and erosion control, solid waste management, markets and public spaces)	

Performance Indicator	Scoring System	Evidence to be produced by the Municipality / means of verification
	<ul style="list-style-type: none"> • If done: 3 points 	
	<ul style="list-style-type: none"> • Percentage of municipal territory covered by detailed plans (Detailed Plans - PP's) • > 75% of the territory: 3 points • 50-75% of the territory: 2 points • 25 to 50% of the territory: 1 point 	<ul style="list-style-type: none"> • PP's reflect territorial planning regulations. • Board minutes approving the statutory plan <p>Submission of PP's to the MTA for technical review</p>
Municipal Land Management (max: 10 points)		
	<p>Municipality DUAT posture approved by the Municipal Assembly with revised DUAT tariff in the last 5 years.</p> <p>If done: 2 points</p>	<p>Municipality DUAT posture revised and approved by the Municipal Assembly. (The assessment team should check the approval date to see if the DUAT posture and fees associated with the DUAT are "up to date".</p>
	<p>Modernized Municipal Land Management System</p> <p>2 points if more than 75% of all land files/records are listed;</p> <p>2 points if it has migrated 50% or more of all land files/records from the physical cadastre to a Land Management Information System</p>	<p>Number of land registers in the municipal cadastre and organized in a digital database</p> <p>Number of land files/registries migrated to a land information management system</p>
		-
THEME 2: FINANCE AND MUNICIPAL PUBLIC ADMINISTRATION		
Maximum score: 50		
Planning and Budget (max: 10 points)		
Fiscal credibility - expenditure result compared to the original approved budget	If done: 5 points	Review and compare budgets and actual figures
Preparation and approval of multi-year plan and budget (Multi-year fiscal plan)	If done: 5 points	Multi-year plan and budget

Performance Indicator	Scoring System	Evidence to be produced by the Municipality / means of verification
Financial management (max: 10 points)		
Quarterly financial reports submitted to the MEF within the required period	If the last 4 quarterly reports were submitted on time: 5 points	<ul style="list-style-type: none"> Last 4 quarterly reports Submission evidence
Recommendations from the last Administrative Court audit implemented on time	If 100% implemented or if there are no recommendations: 3 points	<ul style="list-style-type: none"> Review of the latest audit report Review of evidence on how it has been followed up
Recommendations from the last IGF internal audit implemented on time	If 100% implemented or if there are no recommendations: 2 points	<ul style="list-style-type: none"> Review of the latest internal audit report Review of evidence on how it has been followed up
Procurement (max: 5 points)		
Procurement decisions published and disseminated	If decisions are published: 5 points	Evidence of publication of tender results in public and media, including objective, contractor and value (review a sample of 3-4 tender processes)
Own income (max: 15 points)		
Increase in own income from the previous year	<ul style="list-style-type: none"> > 20 %: 15 points > 10-20%: 10 points > 5-10%: 5 points 1- 5%: 2 points 	<ul style="list-style-type: none"> Review of Municipal Revenue Mobilization in N-2 and N-3
Accountability and Transparency (max: 10 points)		
Public consultations were held to present the progress of the execution of the Municipal Plan and Budget (PESOM) (mid-year and end of year)	If the meetings were held and the PESOM progress report was discussed: 6 points	<ul style="list-style-type: none"> Document announcing and inviting the public meetings (minimum of 1) Minutes of meetings
Complaint response mechanism	If the system exists and works: 4 points	<ul style="list-style-type: none"> Focal point for complaints indicated Review whether the complaints handling system is being actively

Performance Indicator	Scoring System	Evidence to be produced by the Municipality / means of verification
		managed (complaint forms, updated, monitoring panel, reports)

Maputo, July 2021