



**REPUBLIC OF MOZAMBIQUE  
MINISTRY OF STATE ADMINISTRATION AND PUBLIC SERVANT  
MOZAMBIQUE URBAN DEVELOPMENT AND DECENTRALIZATION PROJECT**

**PROJECT MANAGEMENT UNIT - PMU  
Project ID N.º P163989**

**REQUEST OF EXPRESSION OF INTEREST – FIRMS  
SELECTION**

**Reference N.º – MZ-MAEFP-243031-CS-QCBS**

**TECHNICAL ASSISTANCE TO STRENGTH MUNICIPAL  
MANAGEMENT**

1. The Government of Mozambique, represented by the Ministry of State Administration and Public Servant (MAEFP) has applied for financing from the World Bank, toward the cost of the Mozambique Urban Development and Decentralization Project and intends to apply part of the proceeds for consulting services.
2. The consulting services (“the Services”) aims to strength the capacity of 22 (twenty-two) municipalities beneficiary of the PDUL, to organize and improve their performance in the following areas: (i) Human Resources Management (HRM); (ii) Tax Management (TM); (iii) Municipal Public Financial Management (PFM) and (iv) management of Information and Communication Technologies- ICTs for better results in the common areas of municipal management.
3. The detailed Terms of Reference (TOR) for the assignment can be found at the following website: <https://www.pdul.gov.mz/Anuncios/Concursos> or can be requested by E-mail at the address given below.
4. The MAEFP – PDUL/PMU now invites eligible consulting firms (“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. The shortlisting criteria are: (i) Experience in Human Resources Management; (ii) Experience in Tax and PFM (iii) Experience in ICTs Management and (iv) Experience in

development of training materials and delivery of training. **Key Experts will not be evaluated at the shortlisting stage.**

5. The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016, revised November 2017 and August 2018, setting forth the World Bank's policy on conflict of interest.
6. 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. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected. However, the experience of the sub-consultant will not be considered in the evaluation for the short list.
7. A Consultant will be selected in accordance with the Quality and Cost-based Selection (QCBS) method set out in the World Bank Procurement Regulations.
8. Further information can be obtained at the address below during office hours **09H00am to 03H00pm** Mozambique Time. The ToR and other relevant project documents can be found at <https://www.pdul.gov.mz/Anuncios/Concursos>
9. Expressions of interest in English must be delivered in a written form to the address below (in person, or by mail or by e-mail) by **August 25<sup>th</sup>, 2021, at 3:00 p.m.**

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**REPUBLIC OF MOZAMBIQUE**  
**MINISTRY OF STATE ADMINISTRATION AND PUBLIC SERVICE (MAEFP)**  
**NATIONAL DIRECTORATE OF MUNICIPAL DEVELOPMENT (DNDA)**  
**DECENTRALIZATION AND URBAN DEVELOPMENT PROJECT (PDUL)**  
**PROJECT IMPLEMENTATION UNIT (PIU)**  
Project IDA n°P163989 – Grant D-6490-MZ

**TERMS OF REFERENCE**

**TECHNICAL ASSISTANCE TO PDUL MUNICIPALITIES TO STRENGTH MUNICIPAL  
MANAGEMENT**

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*(Human Resource Management, Tax Management, Public Finance Management)*

***Component 2***

**TENDER REF.MZ-MAEFP-243031-CS-QCBS**

July, 2021

## Acronyms

APA	Annual Performance Assessment
ANAMM	National Association of Municipalities of Mozambique
APA	Annual Performance Assessment
TA	Technical Assistance
CEDSIF	Development Centre of Financial Information System
BGF	Good Governance and Finance
SC	Steering Committee
MTFF	Medium Term Fiscal Framework
MTC	Municipal Tax Code
DNDA	National Directorate of Municipal Development
DNPO	National Directorate of Planning and Budget
GIZ	German Technical Cooperation
IASISA	Property Sales Municipal Tax
IAV	Vehicle Municipal Tax
ICT	Information and Communication Technology
IFAPA	Institute of Training in Public and Municipal Administration
IPA	Personnel Municipal Tax
IPRA	Property Municipal Tax
HRM	Human Resource Management
MAEFP	Ministry of State Administration and Public Function
MEF	Ministry of Economy and Finance
MTA	Ministry of Land and Environment
MOPHRH	Ministry of Public Works, Housing and Water Resources
MTM	Municipal Tax Management
TM	Tax Management
NUIT	Single Tax Identification Number
SB	State Budget
P&O	Planning & Budget
PAD	Project Appraisal Document
PAO	Activity Plan and Budget
PDA	Municipal Development Program
3CP	Cities and Climate Change Project
PDUL	Urban Development and Decentralization Project
PEFA	Public Expenditure and Finance Accountability
PDRH	Human Resource Development Plan
ESP	Economic and Social Plan
PIU	Project Implementation Unit
PFM	Public Finance Management
M5YP	Municipal Five Year Plan
SMP	Municipal Sectorial Plan
MPG	Municipal Performance Grant
GIS	Geographic Information System
SISTAFE	Government Financial System
SPO	Planning and Budget System
STA	Municipal Tax System
TA	Tribunal Administrativo
ToR's	Terms of Reference
US\$	United States Dollar
WB	World Bank

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## 1 Introduction

The Government of Mozambique with the support of the World Bank is implementing the *Decentralization and Urban Development Project* (PDUL) with a 6-years period duration (2020 – 2025), preceded by a 1-year preparatory phase. The PDUL is coordinated by the Ministry of State Administration and Public Service (MAEFP). In addition to the MAEFP, the Ministry of Economy and Finance (MEF), Ministry of Land and Environment (MITA) and the Ministry of Public Works, Housing and Water Resources (MOPHRH) participate in the PDUL. The project being implemented operates in the municipalities of the provinces of Niassa, Zambézia, Sofala and Gaza in a total of 22 municipalities.

The Project has 4 structuring components, namely: (i) Component 1 - Urban Infrastructure and Service Delivery (ii) Component 2 - Decentralization Policy Reforms and Institutional Strengthening; (iii) Component 3 – Project Management and; (iv) Component 4 - Emergency Response Contingency.

Component 1 aims to improve access, the sustainability of urban infrastructure and the provision of services in the 22 participating municipalities. The component is structured in three subcomponents: (i) Municipal Performance Grants; (ii) Maximize Finance for Urban Development (MFDU); and (iii) Strengthening Urban Management.

Component 2 aims to improve municipal resources, performance and accountability by improving i) policies and, as necessary, the legal and regulatory framework on fiscal decentralization and human resources, and ii) the main management functions of the sector public at the municipal level.

Component 3 will finance the costs of preparing and managing cross-cutting projects, including technical studies carried out during project preparation, project management unit staff and operating costs, annual performance assessments, financial audits, project communication, project monitoring, project evaluation mid-term and final.

Component 4 Contingency Emergency Response. This component will facilitate access to rapid funding by reallocating uncommitted project funds in the event of a natural disaster.

The Project Development Objective (PDO) is to: "Strengthen institutional performance and deliver improved infrastructure and services in participating local entities".

## 2 Background

Improving the capacities and authority of local governments through decentralization has long been a priority on Mozambique's governance agenda.

Within the scope of governance and human resources, several diplomas were approved, during the municipalization process, with emphasis on: i) Decree No. 33/2005, of 30 August, which establishes the framework for the transfer of functions and powers from State bodies to municipalities; ii) Decree n° 45/2003, of 17 December, which defines the mobility regime for municipal staff; iii) Ministerial diploma n. 250/2011, of 4 November, which establishes the methodology for preparing staff, among others. Even with the action of administrative tutelage, MAEFP - Ministry of State Administration and Public Service, in improving municipal government action and human resources management, with the improvement of the legal framework, is still visible the poor quality of staff in the municipalities and the difficulty of management of municipal human resource by the municipalities.

Among several, the challenges in human resource management at the municipal level are: the lack of a structured personnel database; technical difficulties in the elaboration of the staff Framework and organic statute, in the elaboration of specific TOR's for the municipal team, in the design of the human resources development plan, in the structuring and organization of the individual processes of the employees, in the elaboration of training plans; system for monitoring and in evaluating staff performance.

With the first fiscal reform of decentralization shaped by law on municipal finance, law 1/2008, which repeals law 11/97, and the Municipal Tax Code, Decree 63/2008, which repeals Decree 52/2000 and also the creation of the instrument with a procedure to better tax the IPRA (decree 61/2010), there was an expansion of the fiscal space for the municipalities. Although this municipal tax reform was granted roughly ten (10) years ago, progress in municipal tax management, among others, has been a limiting factor.

In municipal tax management, the deficient collection of own source revenue in the municipalities occurs, due to a combination of several factors, among them: lack of Tax Units, flow of processes, procedures and practices of municipal taxation almost nonexistent; Municipal Commission for the Evaluation of Urban Buildings (CAAPU) non-existent; Lack of municipal tax records of properties and taxpayers; weak system of billing and collection of taxes; Difficulties in payment control and lack of internal control and reporting in the tax area;

The municipal financial management has been paying special attention, through training, by the entity responsible for financial tutelage, the Ministry of Economy and Finance, and also by the body responsible for external auditing, the Administrative Court, since there is a need for the central government to guarantee and supporting municipalities in the good use of their resources, resulting from external financing and revenues from their own source.

However, even with technical assistance, the municipalities, on the part of financial tutelage, still face challenges in municipal financial management in the following aspects, weak capacity to prepare planning instruments; level of consultation for municipal planning not evidenced; multi-annual, annual, sectoral planning tools not aligned; elaboration of unreliable budgets; poor expense file management; UGEA's - Acquisition Management Unit unstructured; weak monthly, quarterly and annual accountability and no internal control System in place.

The areas mentioned above are supported in an essential way by technological infrastructures, which must support the maintenance and management of information. Financial management and revenue management, as well as human resource management, demand the need to train technicians in the proper use of ICTs, as well as supporting municipalities to provide relatively robust technological infrastructures that guarantee the continuity and maintenance of databases and municipal processes and procedures instituted. However, several challenges arise in the municipalities, such as the modernization of the work environment through the computerization of the structured database of taxpayers and taxable objects, billing, collection, payment control, computerization and management of human resources, computerization of the database employee, computerized financial management system and at the end the technical capacity of the municipality to maintain the technological infrastructure is deficient.

Furthermore, it is the low level of preparation, of decision makers / municipal leadership and supervisors of municipal administrative and financial acts, namely, the Presidents of Municipal Councils, Councilors and members of Assemblies in the areas of human resource management, financial management and tax management, which culminates in the acceptance and approval of instruments of precarious quality in municipal management, contributing to a large extent to the low municipal performance, as retro referenced. Hence the need to design a specific training package for municipal leaders.



PDUL during the implementation of the project will support the municipalities participating in the project with a capital subsidy 'Municipal Performance Grants', of this grant, 10% will be allocated to training in common areas, namely Human Resource Management, Public Finance Management and Management Taxation and specific areas such as urban planning and urban land management, as well as strengthening service delivery (infrastructure). There will be a need to strengthen municipalities in the preparation of training plans geared to the demand of the municipality, on the basis of 10% of the capital grant.

It is in this context that the PDUL appears, through a technical assistance, to support the municipalities in the strengthening of institutional performance and in a better way to provide infrastructure and basic services in the municipalities participating in the project.

### **3 Technical Assistance Objectives**

#### **3.1 General Objectives**

The hiring of technical assistance in municipal management is aimed at enabling and supporting 22 (twenty-two) municipalities beneficiary of the PDUL, to organize and improve their performance in the following areas: (i) Human Resources Management (HRM); (ii) Tax Management (TM) and (iii) Municipal Public Financial Management (PFM) and (iv) management of Information and Communication Technologies- ICTs for better results in the common areas of municipal management.

#### **3.2 Specific Objectives**

##### **3.2.1 Scope of Human Resource Management - HRM:**

- Develop municipal capacity to effectively manage human resources;
- Provide technical assistance for greater transparency of human resources planning, training and management systems;
- Provide assistance for the elaboration or review of human resources management instruments and procedures;
- Provide technical assistance to municipalities in achieving performance indicators in terms of human resource management in municipalities;
- Review the positions and resolutions on human resource management in the municipality;
- Designing a specific training and awareness package for leaders in common HR areas.

##### **3.2.2 Scope of Municipal Tax Management - MTM:**

- Develop municipal capacity to effectively manage municipal revenues, in particular own sources revenues;
- Support municipalities in the creation and capacity development of municipal tax units;
- Provide technical assistance in the acquisition or updating of systems that allow municipalities to automate and transparently manage municipal taxes;
- Develop practical manuals to support the formulation and implementation of tax management instruments in the four fundamental tax cycles: (i) identification and tax registration of municipal taxpayers, (ii) evaluation of payment obligations, (iii) collection and (iv) payment control and tax execution;
- Provide technical assistance, professional training and advice to municipal tax management staff;
- Review postures and resolutions on the management of tax objects and their tax base (emphasis on land based and property taxes);
- Provide assistance for the elaboration or review of municipal taxation instruments and procedures.

### 3.2.3 Scope of Municipal Public Finance Management - PFM:

- Develop municipal capacity and provide technical assistance to effectively manage municipal finances, in particular the process of planning, budgeting, accounting (expenses and revenues), procurement / acquisitions, accountability, which includes the de preaparation of municipal 'Conta Gerência';
- Provide assistance for the preparation or review of instruments and procedures for: planning and budgeting, financial management, procurement, accountability
- Provide technical assistance to municipalities in achieving financial management performance indicators in municipalities
- Strengthen municipal internal control and review resolutions and positions on municipal financial management

### 3.2.4 Scope of Information and Communication Technology – ICT

- Provide training in the use of the computer from the user's perspective, aiming at the digitalization of data and information for updating the register of properties and economic agents, HR register, production of electronic billing notices;
- Provide technical assistance in the implementation of the database of taxpayers, properties for tax purposes, registration and personnel management, standard generation of financial management instruments using ICT's;
- Provide technical assistance in improving the technological infrastructure in the municipalities, in the target areas of the consultancy;
- Monitor and train municipal technicians in feeding the database, as well as assessing the performance of municipal technicians in feeding the database;
- Provide technical assistance in the use and handling of the application for the digitization, use and management of the database - the creation of the database necessarily involves the development of an application for the digitization, use and management of the database in ms-Excel, Google earth, GIS- Geographic Information System.

## 4 Assignment of the Consultancy

### 4.1 Human Resource Management

- Prepare and present the diagnosis of each municipality in the HRM área;
- Develop the technical, methodological and strategic approach to activities in the areas of HRM management for the implementation of TA;
- Support in the design of the HRM Strengthening Plan for each municipality;
- Design and monitor the training program in the HRM área;
- Coordinate a workshop to validate the municipal strengthening plan and TA activity plan in each municipality
- Collaborate with schools such as IFAPA's, CEGOV's to ensure the appropriation of manuals by government schools and the consequent use of them
- (Re) design the manuals, processes and procedures in the HRM areas;
- Support in the (re) design of the municipal team's ToR's
- Carry out capacity building and training actions for municipalities
- Provide on-site and distance technical assistance in municipalities (coaching)
- Promote the exchange of experience between municipalities
- Prepare monthly, quarterly progress reports on HRM
- Prepare final report of the TA in the area of municipal HRM.

## 4.2 Municipal Tax Management

- Prepare and present the diagnosis of each municipality in the area of municipal tax management;
- Develop the technical, methodological and strategic approach to activities in the areas of Municipal Tax Management (MTM);
- Design and monitor the training program in the area of MTM;
- Develop and present the municipal strengthening plan for each municipality and work in the area of municipal taxation;
- Coordinate a workshop to validate the municipal strengthening plan and AT activity plan in each municipality;
- Collaborate with schools such as IFAPA's, CEGOV's to ensure the appropriation of manuals by government schools and the consequent use of them;
- (Re) design the manuals, processes and procedures in the areas of Municipal Tax Management;
- Carry out capacity building and training actions for municipalities;
- Provide on-site and distance technical assistance in municipalities (coaching);
- Promote the exchange of experience between municipalities;
- Prepare monthly, quarterly progress reports on MTM
- Prepare the final report of the TA in the area of MTM.

## 4.3 Municipal Public Finance Management

- Prepare the diagnosis of each municipality in the area of Municipal Public Financial Management (PFM);
- Develop the technical, methodological and strategic approach to activities in the areas of PFM
- Design and monitor the training program in the PFM area;
- Develop and present the municipal strengthening plan for each municipality and work in the area of PFM;
- Coordinate a workshop to validate the Municipal Strengthening Plan and AT's activity plan in each municipality
- Collaborate with schools such as IFAPA's, CEGOV's to ensure the appropriation of manuals by government schools and the consequent use of them;
- (Re) design the manuals, processes and procedures in the areas of PFM;
- Carry out capacity building and training actions for municipalities;
- Provide on-site and distance technical assistance in municipalities (coaching);
- Promote the exchange of experience between municipalities;
- Prepare monthly, quarterly progress reports in the PFM area
- Prepare the final report of the TA in the municipal PFM area.

## 4.4 Information and Communication Technology Management in the areas of municipal HRM, MTM and PFM

- Prepare the diagnosis of each municipality in the area of ICT Management;
- Develop the technical, methodological and strategic approach to activities in the areas of ICT Management;
- Assessment of existing conditions, connectivity, equipment, power quality;
- Support the elaboration of the Municipal ICT governance strategy;
- Support the needs assessment process for a better computing environment (computer technician and his profile, server room, connectivity, existence of corporate internet, up-to-date antivirus, hardware maintenance);
- Support the definition of user profiles and access controls to databases;
- Support the municipalities in the design, management, updating and feeding of the taxpayer register and structured urban buildings as well as HR databases;

- Training of municipal technicians in database management, including issues of storage, backup and an information security Framework;
- Carry out capacitation and training actions in the municipalities related to ICT management in common areas;
- Support the necessary profile design of ICT technicians by municipality;
- Support in the design of the database structuring manual using the technological infrastructure and procedures for adequate maintenance of the IT environment;
- Promote the exchange of experience between municipalities;
- Prepare monthly, quarterly progress reports on ICT's;
- Prepare the final report of the TA in the municipal ICT's area.

## 5 Expected Result of PDUL and TA Deliverables

### 5.1 Human Resource Management

Table 1 Human Resource Management

Expected Results of PDUL	TA Deliverables
<ul style="list-style-type: none"> <li>• Technical Assistance planning instruments and of strengthening of the municipal management at HRM, in line with the municipality, MAEFP and IFAPA elaborated (Inception Report)</li> </ul>	<ul style="list-style-type: none"> <li>– Municipal diagnosis in the areas of human resource management</li> <li>– 22 Municipal HRM Strengthening Plans</li> <li>– HRM Technical Assistance work plan</li> <li>– TA HR Training Program</li> <li>– 22 Technical workshops for the validation and appropriation of HR strengthening plans, (participation of Mayor, Councilors, technicians, rep. MAEFP, MEF and IFAPA's, ANAMM)</li> </ul>
<ul style="list-style-type: none"> <li>• HR Development Plans (HRDP) that includes: <ul style="list-style-type: none"> <li>○ Training plan elaborated;</li> <li>○ Training plan proposal for demand based on capital grants</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>– Manual of procedures for the preparation of HRDP</li> <li>– Training courses on the elaboration of the municipal HRDP</li> <li>– On-site and distance technical assistance (coaching)</li> </ul>
<ul style="list-style-type: none"> <li>• Proposed Municipal Staff Chart (MSC) redesigned, approved and implemented</li> <li>• Organic Statute (OS), redesigned and implemented municipal</li> <li>• Management of HR process <ul style="list-style-type: none"> <li>○ Individual Process of Employees and Agents (EA) organized;</li> <li>○ Database of municipal staff created / Staff information system created and implemented.</li> <li>○ Monitoring and evaluation of EA's performance</li> </ul> </li> <li>• Performance monitoring and evaluation system of the EA implemented</li> </ul>	<ul style="list-style-type: none"> <li>– Methodology for elaboration / guidelines of good practices for the elaboration of municipal MSC and OS that includes procedure for preparing the budget impact map and the demonstrative map of the MSC situation;</li> <li>– ToR's of municipal team in the HRM area in place</li> <li>– Structure of the HR database developed;</li> <li>– Courses on preparation of municipal MSC and OS</li> <li>– On-site and distance technical assistance (coaching)</li> <li>– EA performance assessment booklet filled out and approved</li> </ul>
<ul style="list-style-type: none"> <li>• Internal Regulation of the HRM area (re) designed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>– Manual of good practices for elaboration of municipal internal regulations in the HRM</li> <li>– Internal Regulation, HRM topic (re) elaborated</li> <li>– Courses on preparation the internal regulations, topic on HRM</li> <li>– On-site and distance technical assistance (coaching)</li> </ul>
<ul style="list-style-type: none"> <li>• Specific training and sensitization package for leaders in municipal management in HRM area</li> <li>• Members, holders of municipalities bodies are fully aware of and perform the functions and obligations right</li> </ul>	<ul style="list-style-type: none"> <li>– Manual of good practices on a HRM</li> <li>– Manual of good practices on the municipal organization and functioning of municipal bodies, Communication, leadership and conflict management (includes the organization and functioning of the municipal executive and the legislative)</li> </ul>

Expected Results of PDUL	TA Deliverables
	<ul style="list-style-type: none"> <li>– Course on HRM practices</li> <li>– Leadership course on municipal governance practices (organization and functioning of the municipal executive and municipal legislature)</li> </ul>
<ul style="list-style-type: none"> <li>• Final results of TA presented to all stakeholders in the area of Governance and HRM</li> <li>• Closing of HRM TA activities</li> </ul>	<ul style="list-style-type: none"> <li>– Final assessment report of TA in the HRM area</li> </ul>

## 5.2 Municipal Tax Management (MTM)

Table 2 Municipal Tax Management

Expected Results of PDUL	TA Deliverables
<ul style="list-style-type: none"> <li>• Planning instruments of Technical Assistance and strengthening of municipal management in the Tax Management (TM) area, aligned with the municipality, MEF and IFAPA's elaborated</li> </ul>	<ul style="list-style-type: none"> <li>– Municipal diagnosis in the areas of tax management</li> <li>– 22 Municipal TM Strengthening Plans</li> <li>– TM Technical Assistance work plan</li> <li>– TA TM Training Program</li> <li>– 22 Technical workshops for the validation and appropriation of TM strengthening plans, (participation of mayor, Councilors, technicians, rep. MAEFP, MEF and IFAPA's, ANAMM)</li> </ul>
<ul style="list-style-type: none"> <li>• Internal regulation of taxation area (re)designed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>– Manual of good practices for drafting municipal internal regulations</li> <li>– Internal Regulations elaborated</li> <li>– Courses on drafting the internal regulations</li> <li>– On-site and distance technical assistance (coaching)</li> </ul>
<ul style="list-style-type: none"> <li>• Municipal Tax Units (MTU) implemented</li> <li>• CAAPU - Municipal Commission for the Evaluation of Property implemented</li> </ul>	<ul style="list-style-type: none"> <li>– Redesign of the organization to include MTU in the municipalities, which also includes fiscal intelligence</li> <li>– Investment plan for institutionalizing MTU's</li> <li>– Workshop with municipais leaders to present the action plan for the implementation of MTU's</li> <li>– Structuring of processes and procedures for the proper functioning of CAAPU</li> <li>– Standard regulation design for operationalization of CAAPU</li> <li>– Training course on the structuring of CAAPU</li> </ul>
<ul style="list-style-type: none"> <li>• Registration of taxpayers and property for tax purposes implemented (database)</li> </ul>	<ul style="list-style-type: none"> <li>– Structured and implemented database, which includes taxpayer segmentation;</li> <li>– Course on structuring the database of municipal taxpayers and property that includes training in excel tool</li> <li>– Training course on register and management of the municipal database of property and taxpayers;</li> <li>– Course on the evaluation process of properties for tax purpose;</li> <li>– Manual of practices and procedures for the register, updating and maintenance of properties and taxpayers cadastre for tax purpose;</li> <li>– On-site and distance technical assistance (coaching)</li> </ul>
<ul style="list-style-type: none"> <li>• Process of finding and placing a value on the base and invoicing of taxes based on land and property (re) designed and its manual</li> </ul>	<ul style="list-style-type: none"> <li>– Process of finding and placing a value on the base and invoicing based on land and property (re) designed;</li> <li>– Process for implementing the communication and image plan, internal and external of municipal taxation</li> <li>– Course in municipal taxation</li> <li>– Course in practice of finding and placing a value on the base and invoicing based on land and property</li> </ul>

Expected Results of PDUL	TA Deliverables
<ul style="list-style-type: none"> <li>Communication and image, internal and external, plan on taxation designed (which records disclosure campaigns) implemented</li> </ul>	<ul style="list-style-type: none"> <li>Manual of practices and procedures for finding and placing a value on the base and invoicing land and property taxes</li> <li>On-site and distance technical assistance (coaching)</li> </ul>
<ul style="list-style-type: none"> <li>Tax collection process (re) designed</li> </ul>	<ul style="list-style-type: none"> <li>Tax collection process (re) designed, including easy to use tax collection information guidelines</li> <li>Training course in tax collection</li> <li>Manual of practices and procedures for collecting taxes</li> <li>On-site and distance technical assistance (coaching)</li> </ul>
<ul style="list-style-type: none"> <li>Payment control processes and procedures to the last measure that is tax enforcement implemented</li> </ul>	<ul style="list-style-type: none"> <li>Processes to enforce payment, payment control and tax execution (re) design,</li> <li>Training course to enforce payment, payment control and municipal tax enforcement</li> <li>Manual of practices and procedures for enforcing payment, payment control and tax enforcement</li> <li>On-site and distance technical assistance (coaching)</li> </ul>
<ul style="list-style-type: none"> <li>Tax control processes and procedures system implemented</li> <li>Taxation internal control procedure manual created</li> </ul>	<ul style="list-style-type: none"> <li>Outline of the creation of the internal control of taxation, which includes regulation of the internal control unit</li> <li>Course in municipal internal control, taxation matters</li> <li>Manual of internal control procedures in the area of municipal tax management</li> <li>On-site and distance technical assistance (coaching)</li> </ul>
<ul style="list-style-type: none"> <li>Specific training and sensitization package for leaders in the areas, tributary matters</li> <li>Members, holders of municipais bodies are fully aware of and perform the functions and obligations right</li> </ul>	<ul style="list-style-type: none"> <li>Guideline to municipal tax management for municipal leaders</li> <li>Training course for municipal leaders on municipal tax management</li> </ul>
<ul style="list-style-type: none"> <li>Final results of TA presented to all stakeholders in the area of Tax Management</li> <li>Closing of TM TA activities</li> </ul>	<ul style="list-style-type: none"> <li>Final assessment report of TA in the TM area</li> </ul>

### 5.3 Municipal Public Finance Management

Tabela 3 Municipal Public Finance Management

Expected Results of PDUL	TA Deliverables
<ul style="list-style-type: none"> <li>Planning instruments of Technical Assistance and strengthening municipal management in the GTM area, aligned with the municipality, MEF and IFAPA's elaborated</li> </ul>	<ul style="list-style-type: none"> <li>Municipal diagnosis in the area of finance management</li> <li>22 Municipal HR Finance Strengthening Plans</li> <li>Technical Assistance Work Plan</li> <li>Training Program</li> <li>22 Technical workshops for validation and appropriation of plans to strengthen Finance (participation of mayor, Councilors, technicians, rep. MAEFP, MEF and IFAPA's, ANAMM)</li> </ul>
<ul style="list-style-type: none"> <li>Internal regulation of tributary area (re) designed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>Manual of good practices for drafting municipal internal regulations in municipal PFM area</li> <li>Internal Regulations elaborated</li> <li>Courses on elaboration the internal regulations</li> <li>On-site and distance technical assistance (coaching)</li> </ul>
<ul style="list-style-type: none"> <li>P &amp; O_ Municipal Planning (five-year, sectoral and annual) and Budget and Budget Execution / Accounting in place</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;O elaboration practices manual, includes the methodology for elaboration of MMTFF (strengthened results-oriented budget)</li> <li>Practices guide for the elaboration of the municipal citizen budget implemented</li> </ul>



Expected Results of PDUL	TA Deliverables
<ul style="list-style-type: none"> <li>• Methodology for preparing the institutionalized municipal citizen budget</li> <li>• Municipal Medium Term Fiscal Framework implemented (MMTFF)</li> <li>• Structured budget execution implemented</li> </ul>	<ul style="list-style-type: none"> <li>– Budget execution practices manual, which includes municipal finance archive management</li> <li>– Courses on planning and budget practices and procedures, which include MMTFF, municipal budgeting</li> <li>– On-site and distance technical assistance (coaching)</li> </ul>
<ul style="list-style-type: none"> <li>• Process and procedures for the restructuring of UGEA's (divided by public works, consulting services and goods) implemented</li> <li>• Acquisition plans aligned with the municipal planning implemented</li> <li>• Routine process and control of the procurement area implemented</li> <li>• Local economic agents familiar with procurement procedures</li> </ul>	<ul style="list-style-type: none"> <li>– Process for restructuring UGEA's implemented that includes: <ul style="list-style-type: none"> <li>○ Definition of responsibilities, roles and purpose of the unit</li> <li>○ Description of tasks required for the unit</li> <li>○ Definition of unit composition and organization chart</li> <li>○ Definition of ToR's of the required team</li> <li>○ Internal and external communication strategy</li> </ul> </li> <li>– Manual of practices and procedures for the routine of the municipal procurement sector, which includes methodology for preparing the Acquisition Plan</li> <li>– On-site and distance technical assistance (coaching)</li> </ul>
<ul style="list-style-type: none"> <li>• Finance process control system implemented</li> <li>• Institutionalized Accountability / Accountability System monthly, quarterly, half-yearly and annual implemented</li> <li>• Finance internal control procedure manual created</li> </ul>	<ul style="list-style-type: none"> <li>– Outline of the creation of the internal control of Finance, which includes regulation of the internal control unit</li> <li>– Course in municipal internal control and accountability procedures</li> <li>– Manual of procedures for internal control of common areas, which includes regular forms of accountability to the legislature, citizens and financial supervision on a monthly, quarterly, half-yearly and annual basis</li> <li>– On-site and distance technical assistance (coaching)</li> </ul>
<ul style="list-style-type: none"> <li>• Specific training and sensitization package for leaders in the area of financial management</li> <li>• Members, holders of municipal bodies are fully aware of and perform the functions and obligations right</li> </ul>	<ul style="list-style-type: none"> <li>– Training on the organization and functioning of municipal bodies, Communication, leadership and conflict management implemented</li> </ul>
<ul style="list-style-type: none"> <li>• Final results of TA presented to all stakeholders in the area of Tax Management</li> <li>• Closing of tax management TA activities</li> </ul>	<ul style="list-style-type: none"> <li>– Final assessment report of TA in the TM area</li> </ul>

## 5.4 Municipal Management of Information and Communication Technologies (ICT's)

Tabela 4 Municipal Management of ICT's

Expected Results of PDUL	TA Deliverables
<ul style="list-style-type: none"> <li>• Planning instruments of Technical Assistance and strengthening municipal management in the ICT area, in line with the municipality, MEF and IFAPA's elaborated</li> </ul>	<ul style="list-style-type: none"> <li>– Municipal diagnosis in the areas of ICT management</li> <li>– 22 Municipal Strengthening Management Plans on ICT's area</li> <li>– Technical Assistance Work Plan on ICT's area</li> <li>– Technical Assistance Training Program</li> <li>– 22 Technical workshops for the validation and appropriation of ICT strengthening plans (participation: mayor, councilors, technicians, rep. MAEFP, MEF and IFAPA's, ANAMM)</li> </ul>
<ul style="list-style-type: none"> <li>• Information systems (IS) to support structured and computerized tax registration processes (taxpayers and taxes based on land and property),</li> <li>• Structured and computerized finance support information system</li> <li>• Computerized HR support information system</li> <li>• Information system for (re)design of the property matrix books, billing notice model, tax form template, bank reconciliation model*</li> </ul>	<ul style="list-style-type: none"> <li>– 22 Municipal ICT governance strategy drafted;</li> <li>– On-site and distance technical assistance (coaching)</li> <li>– Information system structuring manual to support the identification and registration of tax records, taxpayers and properties</li> <li>– Finance information system structuring manual implemented (eg: business plan, budget, execution, bank reconciliation)</li> <li>– HR information system structuring manual implemented (e.g., staff database and staff monitoring and evaluation system, individual process management, payroll)</li> </ul>

Expected Results of PDUL	TA Deliverables
* Achievable results in the municipalities that have IS	<ul style="list-style-type: none"> <li>Models of property matrix, tax forms and others related to common areas supported by computerized information systems implemented **</li> </ul> ** AT products in municipalities that have information systems
<ul style="list-style-type: none"> <li>Specific training and awareness-raising package for leaders in planning and maintaining technological infrastructures in municipal management in common areas</li> <li>Members, holders of municipais bodies are fully aware of and perform the functions and obligations</li> </ul>	<ul style="list-style-type: none"> <li>Course on the organization and functioning of municipais bodies, Communication, leadership and conflict management implemented</li> </ul>
<ul style="list-style-type: none"> <li>Final results of TA presented to all stakeholders in the area of ICT;</li> <li>Closing of municipal ICT TA activities</li> </ul>	<ul style="list-style-type: none"> <li>Final assessment report of TA in the ICT area</li> </ul>

## 5.5 TA Deliverables- Methodological guidelines

During the start-up / inception phase, implementation and final phase of the contract, the TA must, in addition to the other contractual obligations, described in the table of training actions and the main TA activities, prepare the following deliverables, which must be aligned after the completion of inception:

- The Inception Report should contain: (i) Introduction: background, objective; (ii) Purpose of the consultancy and context; (iii) Assessment of processes and procedures in the areas of HR, finance and taxation, which includes a computer environment; (iv) Assessment of the needs for equipping the areas of HR, finance and taxation, which includes the computer environment; (v) Assessment of the number of resident technicians to be allocated by municipality in the mentioned areas; (vi) updating the methodological approach that the TA team plans to develop its work; (vii) 22 Proposals for Municipal Strengthening Plans for HR, Finance, Taxation and ICT's; (viii) confirmation of the means of work
- The Technical Assistance action plan for municipalities must be prepared after approval of the inception report by MAEFP and MEF
- Theoretical-practical training plan that fits into the general themes and the resulting products described in the table of activities and provision of services according to the specific training needs for each municipality, considering the expected results;
- Quarterly Progress Report (6 units) containing the following elements: (i) Description of the different activities carried out and applied methodology; (ii) Conditions found in the implementation of the TA Program; (iii) update on the progress of the TA activity monitoring indicators and; (iv) risk mitigation proposals. The Quarterly Progress report will also have to present the evaluation of the performance of the participants in the training, highlighting the following: (i) Description of the degree of application of the technical knowledge acquired in training in the daily work; (ii) Final conclusions on the added value and impact of TA; (iii) Lessons learned; and (iv) Recommendations.
- TA's Final Report must analyze the goals and results achieved throughout the implementation contract containing the following elements: (i) Final conclusions on the TA's added value and impact; (ii) Lessons learned; and (iii) Recommendations and



strategy for withdrawing TA, which guarantees the maintenance of the quality level of the investment made.

## 6 Geographical Reach and Length for the Consultancy

The consultancy's geographic area covers the municipalities in the south, center and north of the country, distributed in 04 (four) of the 11 provinces of Mozambique. The following table summarizes the geographical scope:

Tabela 5 Geographic area of the consultancy

Geograp. space	Province	Municipalities
Southern region	Gaza	Macia, Praia de Bilene, Chókwé, Xai-Xai*, Chibuto e Mandlakazi
Central region	Sofala	Beira*, Gorongosa, Nhamatanda, Dondo e Marromeu
	Zambézia	Quelimane*, Mocuba, Gurué, Milange, Maganja da Costa e Alto Molocué
Northern region	Niassa	Lichinga*, Metangula, Cuamba, Marrupa e Mandimba

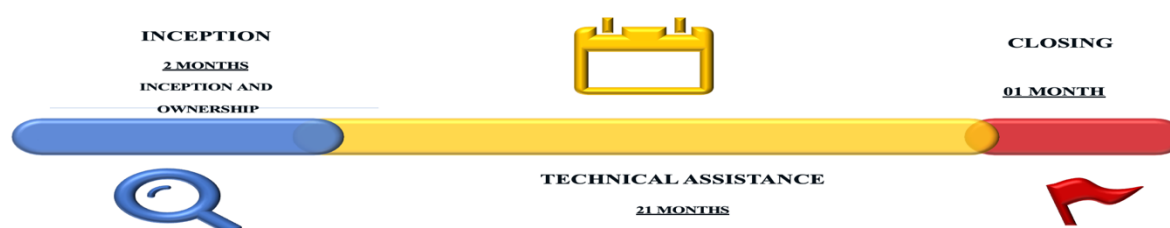
*Province Capital\**

Consultancy services must guarantee a base office in the country's capital city, Maputo, to allow timely contact with UGP, MEF, MAEFP, IFAPA's at the central level, in addition to the fixed presence in each province. The implementation of TA occurring in the provinces requires full-time presence of provincial work teams to serve the municipalities in each province.

The distances between Maputo and the beneficiary municipalities are varied according to the table below. Provincial capitals have a greater degree of logistical facilities compared to other municipalities. Three capital cities (Lichinga, Quelimane and Beira) have an airport and the capital city Xai-Xai does not, but on the other hand, it is close to the country's capital (Maputo City), which gives it better logistical facilities compared to other capitals. Sofala Capital (Beira) is not a beneficiary of the project, but it represents a point with greater logistical ease for other cities or municipalities in Sofala province.

#	Field visits	Travel	Dist (km)	Dist (Milhas)	Dist. from
	<b>(1) Niassa province</b>				
1	1. Lichinga*	air	2306	890	Maputo
2	2. Marrupa	car	380		Lichinga
3	3. Metangula	car	110		Lichinga
4	4. Mandimba	car	257		Lichinga
5	5. Cuamba	car	336		Lichinga
-	<b>(2) Zambezia province</b>				
6	1. Quelimane*	air	1564	620	Maputo
7	2. Mocuba	car	155		Quelimane
8	3. Gurúe	car	348		Quelimane
9	4. Milange	car	380		Quelimane
10	5. Maganja da Costa	car	166		Quelimane
11	6. Alto Molócué	car	342		Quelimane
-	<b>(3) Sofala province</b>				
-	Beira*	air	1204	448	Maputo
12	1. Dondo	car	34		Beira
13	2. Nhamatanda	car	107		Beira
14	3. Gorongosa	car	181		Beira
15	4. Marromeu	car	331		Beira
-	<b>(4) Gaza province</b>				
16	1. Xai-Xai*	car	221		Maputo
17	2. Praia de Bilene	car	102		Xai-Xai
18	3. Chibuto	car	69		Xai-Xai
19	4. Macia	car	64		Xai-Xai
20	5. Chóckwe	car	131		Xai-Xai
21	6. Mandlakazi	car	72		Xai-Xai

Regarding the time span of the technical assistance consultancy, it is defined that it will be 24 (twenty four) months.



The periods for the start and end stages of the project correspond to the maximum estimated time.

## 7 Company Profile and Technical Consulting Team

### 7.1 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 company should demonstrate that it is qualified to develop the service described in these Terms of Reference by:

- (i) 10 years of proven experience of technical capacity and experience in municipal management strengthening processes of human resources, financial management, tributary management and support in the implementation of technological infrastructure / ICT's at municipal level;
- (ii) 5 years of experience with proven technical capacity and experience in carrying out diagnoses in the areas of human resources, finance management, tributary management and support in the implementation of technological infrastructure / ICT's at municipal level;
- (iii) 7 years of proven experience of technical capacity at national and / or international level in the fields of human resource management, financial management, tax management and support in the implementation of technological infrastructure/ ICTs at municipal level
- (iv) Work experience in developing countries, including knowledge transfer to local partners with limited technical capacity;
- (v) Proven ability to work and collaborate effectively in portuguese, with an emphasis on Mozambique and / or other portuguese-speaking African countries;
- (vi) Demonstration of administrative and logistical capacity to work in the municipalities covered.

The consultancy team should be structured in order to coordinate and carry out their tasks in the field and in the offices within the established deadlines. Therefore, the consulting firm must at least set up a technical team with the following responsibilities:

- (i) At the coordination level - With the responsibility of representing the firm in the contractor and conducting operations in the field;
- (ii) At the level of the consultancy team - With the responsibility of operating the consultancy itself, using, for this purpose, the key specialists and a support team.

## 7.2 Profile, Qualifications of the Team's Key Posts

The Consultant must compose a minimum team of consultants with the profile indicated in the table below.

Table 6 *Requirements and responsibilities of key Persons*

Key – Persons	Description
Senior Public Finance Management Specialist and Team Leader  <i>1 person</i>	<b>Education and Professional Requirements</b>
	<ul style="list-style-type: none"> <li>Master's degree in finance, economics, management, accounting or related areas</li> <li>Minimum 15 years' experience in conducting public finance structuring processes, preferably in municipalities or other local governance bodies in the following areas: (ii) participatory planning and planning systems, budgeting, budget execution, (iii) Procurement management; (iv) accountability; (v) municipal internal control; (vi) knowledge of computerized financial management systems</li> <li>At least 05 (five) years of experience in african countries</li> <li>High skills in interpersonal relationships and communicational effectiveness</li> </ul>

	<ul style="list-style-type: none"> <li>Fluency in portuguese language and desirable written and spoken command of the English language</li> <li>Domain of writing professional documents</li> </ul>
	<b>Task Description</b>
	<ul style="list-style-type: none"> <li>Prepare and present the diagnosis of each municipality in Municipal Public Finance Management (PFM) area</li> <li>Develop the technical, methodological and strategic approach to activities in Municipal Public Finance Management area</li> <li>Design and monitor the training program in municipal PFM area</li> <li>Develop and present the municipal strengthening plan for each municipality and work in municipal PFM area</li> <li>Coordinate a workshop to validate the Municipal Strengthening Plan and TA's activity plan in each municipality</li> <li>Collaborate with schools such as IFAPA's, CEGOV's to ensure the appropriation of manuals by government schools and the consequent use of them</li> <li>(Re) design the manuals, processes and procedures in municipal PFM area</li> <li>Supervise, validate and elaborate the deliverables of the municipal PFM activities according to the TA deliverables</li> <li>Promote the exchange of experience between municipalities</li> <li>Prepare monthly, quarterly progress reports in tnmunicipal PFM area</li> <li>Prepare final report of the TA in the municipal PFM area</li> </ul>
Senior in Municipal Revenue / Tax Management Specialist  <i>1 person</i>	<b>Education and Professional Requirements</b>
	<ul style="list-style-type: none"> <li>Master's degree in economics, management, accounting or related areas</li> <li>Minimum experience of 15 years in conducting processes for structuring municipal tax areas with emphasis on property, territorial and economic taxation, (ii) structuring the database of taxpayers and taxable objects; (iii) innovative billing, collection, payment and payment control methods for municipal taxes, as well as sensitization raising procedures for paying taxes</li> <li>At least 5 years of experience in african countries</li> <li>High competence in interpersonal relationships and communication effectiveness</li> <li>Fluency in the portuguese language and desirable written and spoken command of the English language</li> </ul>
	Domain of writing professional documents
	<b>Task Description</b>
	<ul style="list-style-type: none"> <li>Prepare and present the diagnosis of each municipality in the Municipal Tax Management area</li> <li>Develop the technical, methodological and strategic approach to activities in the areas of Municipal Tax Management</li> <li>Design and monitor the training program in the Municipal Tax Managment area</li> <li>Prepare and present the municipal strengthening plan for each municipality and work in the Municipal Tax Management área</li> <li>Coordinate a workshop to validate the Municipal Strengthening Plan and TA's activity plan in each municipality</li> <li>Collaborate with schools such as IFAPA's, CEGOV's to ensure the appropriation of manuals by government schools and the consequent use of them</li> <li>Design the manuals, guidelines and (re)design of processes and procedures in the Municipal Tax Management area</li> <li>Supervise, validate and prepare the products of the Municipal Tax activities according to the products of the TA</li> <li>Prepare monthly, quarterly progress reports in the MTM area</li> </ul>
Senior HRM Specialist  <i>1 person</i>	<b>Education and Professional Requirements</b>
	<ul style="list-style-type: none"> <li>Master's degree in human resources management, public administration, educational sciences, social sciences and management, considered relevant and compatible</li> <li>Professional with more than (15) years of experience in: (i) municipal human resource management; (ii) preparation and management of the staff; (iii) design and implementation of training programs in an organizational environment and with knowledge of technical assistance tools at a distance; (iv) management of personnel information systems</li> <li>At least 05 (five) years of experience in African countries</li> <li>High skills in interpersonal relationships and communicational effectiveness;</li> <li>Fluency in portuguese language and desirable written and spoken command of the English language</li> </ul>

	<ul style="list-style-type: none"> <li>Domain of writing professional documents</li> </ul>
	<b>Task Description</b>
	<ul style="list-style-type: none"> <li>Develop and present the diagnosis of each municipality in the HRM area</li> <li>Develop the technical, methodological and strategic approach to activities in the areas of HR management for the implementation of TA</li> <li>Support in the design of the HR Strengthening Plan for each municipality</li> <li>Design and monitor the training program in the HRM area</li> <li>Coordinate a workshop to validate the Municipal Strengthening Plan and TA's activity plan in each municipality</li> <li>Collaborate with schools such as IFAPA's, CEGOV's to ensure the appropriation of manuals by government schools and the consequent use of them</li> <li>(Re) design the manuals, which highlights processes and procedures in the HRM area</li> <li>Support in the (re) design of the municipal team's ToR's</li> <li>Structure the staff information system database</li> <li>Carry out capacity building and training actions for municipalities</li> <li>Supervise, validate and elaborate the products of HRM activities according to the TA products</li> <li>Prepare monthly, quarterly progress reports on HRM;</li> <li>Prepare final report of TA in the area of municipal HRM</li> </ul>
<p>HRM Specialist</p> <p>4 persons</p>	<b>Requirements</b>
	<ul style="list-style-type: none"> <li>Degree in Human Resources, Law, public administration, educational sciences, social sciences and management</li> <li>Professional with more than 7 years of experience in: (i) municipal human resources management; (ii) elaboration and management of the staff chart; (iv) management of staff information systems</li> <li>At least 5 years of experience in Mozambican municipalities</li> <li>High skills in interpersonal relationships and communicational effectiveness;</li> <li>Fluency in the portuguese language and desirable written and spoken command of the English language</li> <li>Domain of writing professional documents</li> </ul>
	<b>Task Description</b>
	<ul style="list-style-type: none"> <li>Support all activities carried out by the senior HRM specialist</li> <li>Coordinate, carry out and monitor field activities</li> <li>Test the effectiveness of manuals, processes and procedures redesigned in the field</li> <li>Promote the exchange of experience between municipalities;</li> <li>Provide on-site and remote technical assistance in municipalities (coaching)</li> </ul>
<p>Municipal Revenue / Tax Management Specialist</p> <p>4 persons (1 Specialist for each Province)</p>	<b>Requirements</b>
	<ul style="list-style-type: none"> <li>Degree in economics, management, accounting or related areas</li> <li>Minimum experience of 7 years in municipal revenue management</li> <li>At least 5 years of experience in revenue management in Mozambican municipalities</li> <li>High skills in interpersonal relationships and communicational effectiveness</li> <li>Fluency in portuguese and desirable written and spoken command of the English language</li> <li>Domain of writing professional documents</li> </ul>
	<b>Task Description</b>
	<ul style="list-style-type: none"> <li>Support all activities carried out by the senior municipal Tax Management Specialist</li> <li>Coordinate, carry out and monitor field activities</li> <li>Test the effectiveness of manuals, processes and procedures redesigned in the field</li> <li>Promote the exchange of experience between municipalities</li> <li>Provide on-site and remote technical assistance in municipalities (coaching)</li> </ul>
<p>Public Finance Management (PFM) Specialist</p> <p>4 persons (1 Specialist for each Province)</p>	<b>Requirements</b>
	<ul style="list-style-type: none"> <li>Degree in Economic sciences, Business, Finance, Tax, accounting, etc</li> <li>Minimum 7 years experience in municipal PFM</li> <li>At least 5 years of experience in Mozambican municipalities</li> <li>Degree in economics, management, accounting or related areas</li> <li>High skills in interpersonal relationships and communicational effectiveness</li> <li>Fluency in the portuguese language and desirable written and spoken command of the English language</li> </ul>

	<ul style="list-style-type: none"> <li>Domain of writing professional documents</li> </ul>
	<b>Task Description</b>
	<ul style="list-style-type: none"> <li>Support all activities carried out by the senior municipal PFM specialist</li> <li>Coordinate, carry out and monitor field activities</li> <li>Test the effectiveness of redesigned manuals, processes and procedures in the field</li> <li>Promote the exchange of experience between municipalities</li> <li>Provide on-site and remote technical assistance in municipalities (coaching)</li> </ul>
<p>Information and Communication Technology (ICT) Specialist</p> <p>4 persons (1 Specialist for each Province)</p>	<b>Requirements</b>
	<ul style="list-style-type: none"> <li>Degree in computer science, informatics or related areas</li> <li>At least 7 years of experience in database development, implementation and management; analysis, design and application development (software)</li> <li>Domain of tools such as Google Earth and GIS Geographic Information Systems</li> <li>High skills in interpersonal relationships and communicational effectiveness</li> <li>Fluency in the portuguese language and desirable written and spoken command of the English language</li> <li>Domain of writing professional documents</li> </ul>
	<b>Task Description</b>
	<ul style="list-style-type: none"> <li>Structure and implement HRM, MTM and PFM registration databases</li> <li>Supervise, validate and elaborate the products of the ICT activities according to the products of the TA</li> <li>Prepare monthly, quarterly progress reports on ICT's</li> <li>Prepare final report of the TA in the municipal ICT's area</li> <li>Test the effectiveness of redesigned manuals, processes and procedures in the field of ICT's</li> <li>Provide on-site and remote technical assistance in municipalities (coaching)</li> </ul>

## 8 Strengthening of Municipalities with minimal staff in the municipal HRM, TM, PFM and ICT's areas

During the process of inception of conditions by the TA, one of the tasks is to support the municipality in identifying the level of needs of minimum teams in the areas of human resource management, public finance management, municipal tax management and ICTs technicians. Thus, the PDUL will sensitize the municipality in the allocation of technicians in order to allow them to be trained, more municipal technicians thus guaranteeing the transfer of knowledge.

However, we expect to allocate an average of four specialists in the area of human resources, public finance, municipal tax and ICTs technicians by province. Experts must have a base in the provincial capital city or where the consultancy believes that it best offers stable logistical conditions for the operationalization of consultancy services. From this base, specialists should be most of the time providing technical assistance to the municipalities in the workplace of their respective province, that is, in constant visits to the municipalities.

## 9 Input Levels for Technical Assistance team

Table 7 Level of efforts for TA team

The professional key staff to be provided by the Consultant is estimated at 422 man months, in full time basis and partial time, for the duration of the assignment which shall be 24 months.

Projected Level of Effort	N° of persons	Total estimated per person total
Person-Month -(in 2 years)		
Senior Municipal Tax Specialist and Team Leader	1	24
Senior PFM Specialist	1	18
Senior HRM Specialist	1	12
HRM Specialist	4	80

PFM Specialist	4	96
Municipal Tax Specialist	4	96
ICTs Specialist	4	96
<b>TOTAL</b>		<b>422</b>

## 10 Work Schedule, Deliverables and Payment

The work schedule and payment proposal for the services provided by the consultancy, to be developed within 24 months, will be carried out according to the following schedule:

Table 8 Work schedule and Deliverables

N/O	Work Schedule	Inception	Technical Assistance												Closing
		2 Months	10 Months						11 Months						1 Month
1	Signing the contract														
2	Interim Report 1 - Delivery and validation / formal acceptance by the PIU of:														
	Inception report and work plan of the consultancy and Strengthening Plan in municipal management (HR, finance, tax and ICTs) and workshop of validation – <i>Category 1</i>														
3	Interim Report 2 - Delivery and validation / formal acceptance by the PIU of:														
	Processes for the elaboration of HR, finance and tax instruments (re)designed <i>Category 2</i>														
4	Interim Report 3 - Delivery and validation / formal acceptance by the PIU of:														
	Practice manuals for the elaboration of HRM, MTM, PFM, TIC's instruments, registration of properties for tax purpose and taxpayers, collection and payment of taxes (re) designed <i>Category 2</i>														
5	Municipal postures and resolutions in the areas of human resources, tax, finance revised and consolidated <i>Category 2</i>														
6	Interim Report 4 - Delivery and validation / formal acceptance by the PIU of:														
	On-site Technical Assistance Report <i>Category 3</i>														
7	Interim Report 5 - Delivery and validation / formal acceptance by the PIU of:														
	Remote Technical Assistance Report - <i>Category 3</i>														
8	Interim Report 6 - Delivery and validation / formal acceptance by the PIU of:														
	Base de dados de cadastro de prédios urbanos, contribuintes estruturada e implementada.														



N/O	Work Schedule	Inception		Technical Assistance										Closing	
		2 Months		10 Months					11 Months					1 Month	
9	<b>Interim Report 7 - Delivery and validation / formal acceptance by the PIU of:</b>														
	Computer system to support the HR management processes developed and implemented <i>Category 2</i>														
	Computer system to support the planning, budgeting, procurement and accountability processes, developed and implemented <i>Category 2</i>														
	Computer system to support the registration of properties for tax purposes, taxpayers developed and implemented <i>Category 2</i>														
10	<b>Interim Report 8 - Delivery and validation / formal acceptance by the PIU of:</b>														
	Reports on the conduct of training actions (technicians, leaders and members of the MA finance committee) - <i>Category 4 and 5</i>														
11	<b>Interim Report 9 - Delivery and validation / formal acceptance by the PIU of:</b>														
	Outline to create the internal control system for HR, finance and tax <i>Category 2</i>														
12	<b>Interim Report 10 - Delivery and validation / formal acceptance by the PIU of:</b>														
	Withdrawal strategy <i>Category 6</i>														
	Final TA evaluation report <i>Category 6</i>														

Interim Reports should be submitted as a draft for review by the Client. Note that the Interim Reports are not linked to payments however should be delivered for review by the Client phase by phase in order to speed the approval process of the consolidated report for payments.

## 10.1 Products and Time based Payment

The planned AT contract has 6 *categories* of results:

- 1) Initial Report that involves the diagnostic analysis of each municipality and execution plan, both at the global level of the project and at the municipal level;
- 2) Technical products such as project design documents, methodological / procedural manuals, and database project designs with software and data entry manuals;
- 3) Training courses and workshops;
- 4) Training visits at the workplace to municipalities, on-site and off-site;
- 5) Regular periodic reports from the consultant; and
- 6) Final report with withdrawal strategy.

Tabela 9 TA Deliverables on a time based category

Categories	TA Deliverables
1)	<p>1.1 Initial Report, which includes:</p> <ul style="list-style-type: none"> <li>▪ Municipal diagnosis in the areas of HR, Tax Management, PFM and ICT's;</li> <li>▪ Outline of the Municipal Strengthening Plan for each municipality</li> <li>▪ Technical Assistance Work Plan;</li> <li>▪ Technical Assistance training plan;</li> <li>▪ Templates for the reports to be delivered by AT.</li> </ul> <p>1.2 Technical workshops, for each municipality, for validation and appropriation of Municipal Strengthening Plans in common areas (HRM, TM, PFM and ICT's).</p>
2)	<p>2. Database of registration, monitoring and evaluation of municipal staff, management of the individual process and creation of the structured payroll, installed in each municipality, with execution support provided by the Consultant</p> <p>3. Database of registration of properties structured and installed in each municipality, with execution support provided by the Consultant</p> <p>4. Taxpayer database structured and installed in each municipality, with execution support provided by the Consultant</p> <p>5. Database of properties and taxpayers (re) structured and implemented, which includes the segmentation of taxpayers</p> <p>6. Process of finding and placing a value on the base and assessing taxes based on land and property (re) elaborated.</p> <p>7. Manual of procedures for preparing the municipal PDRH</p> <p>8. Structure of the HR database (re) elaborated</p> <p>9. Methodology / Guidelines / for the elaboration of good practices in the elaboration of the Municipal Staff Chart (MSC) and Organic Statute (OS) that includes procedure for the elaboration of the budget impact map and the demonstrative map of the situation of the MSC</p> <p>10. Municipal Team's ToRs in common areas (re) elaborated</p> <p>11. Manual of good practices for drafting municipal internal regulations in common areas</p> <p>12. Municipal Internal Regulation, emphasis on (re) elaborated common areas</p> <p>13. Manual of good practice on Common Areas (Re) elaborated</p> <p>14. Practice Manual on Municipal Governance and Organization and Functioning of municipal bodies</p> <p>15. Redesign the finance area to include the Municipal Tax Unit (MTU) in the municipalities</p> <p>16. Investment Plan for Institutionalization of MTU's;</p> <p>17. Manual of Structuring of procedures and processes for CAAPU operation</p> <p>18. Design of the standard regulations for the operation of CAAPU</p> <p>19. Manual of practices and procedures for the elaboration, updating and maintenance of the register of properties for tax purposes and and taxpayer</p> <p>20. Process of finding and placing a value on the base and invoicing taxes based on land and property (re) designed</p> <p>21. Process for operationalizing communication and image, internal e externa, of municipal tax management (re) designed</p>

Categories	TA Deliverables
	22. Manual of practices and procedures for finding and placing a value on the base and invoicing land and property taxes
	23. Tax collection process (re) designed
	24. Manual of tax collection practices and procedures
	25. Process for enforcing payment, payment control and tax enforcement (re)designed
	26. Manual of practices and procedures for enforcing payment and tax enforcement
	27. Manual of municipal management of common areas for municipal leaders elaborated
	28. Manual of practices for the preparation of the planning and budget, includes the methodology for the elaboration of the Municipal Medium-Term Fiscal Framework implemented
	29. Manual of practices for the elaboration of the Municipal Citizens Budget (re) elaborated
	30. Manual of practices of budget execution, which includes management of the municipal finance archive
	31. Process for restructuring the municipal UGEA's implemented
	32. Manual of practices and procedure for routine in the municipal procurement sector, which includes the methodology for preparing the municipal procurement plan
3)	33. Course on the elaboration of the Municipal Human Resources Development Plan
	34. Courses on the elaboration of the Municipal Staff Chart and (MSC) Organic Statute (OS)
	35. Course on the elaboration of the Internal Regulation in the common areas
	36. Course on good practices in common areas
	37. Course for leadership on municipal governance and common areas practices
	38. Course on structuring the CAAPU
	39. Course on structuring the database of taxpayers and properties that includes training in the domain of the excel tool, using goooglemail, google earth, GIS
	40. Course on feeding and management of the database of properties and and municipal taxpayers
	41. Course on the evaluation of properties for tax purposes
	42. Course in municipal tax
	43. Course in the practice of finding and placing a value on the base and invoicing land and property taxes
	44. Course on collection of municipal taxes
	45. Course to enforce payment, payment control and municipal tax execution (re) designed
	46. Courses on planning and budgeting practices and procedures, which includes Medium Term Fiscal Framework, and elaboration of municipal citizen budget
	47. Course on the restructuring of UGEA, as well as practices and procedures for the procurement sector/ departmet routine
4)	48. Technical visits (TA on site)
	49. TA off-site
5)	50. Activity Progress Reports
	51. Annual Reports
6)	52. Consultancy Final Report

All courses, category 3), will be held in 4 (four) locations, to be defined, to serve municipal teams by province, with the exception of specific courses for leadership that can be thought of in 02 specific locations in order to guarantee the participation of leaders at the central level in the process of sensitization.

## 10.2 Payment Schedule

Category	Products	Payments
Year 1		
0	After signing the contract	10%
	(against certified bank guarantee)	
1	Report 1 - IR validated by all municipalities	10%
	Inception report (IR) and work plan of the consultancy and Strengthening Plan in municipal management (HR, finance, tax and ICTs) and workshop of validation – Category 1	
2	Report on the conclusion of the processes for the elaboration of HR, finance and tax instruments (re)designed	10%
	Report with the practice manuals for the elaboration of HRM, MTM, PFM, TIC’s instruments, registration of properties for tax purpose and taxpayers, collection and payment of taxes (re) designed	20%
	Report with the Municipal postures and resolutions in the areas of human resources, tax, finance revised and consolidated	
Year 2		
3, 4, 5	Quarterly Report 1 and 2 - Training in the Workplace and Technical Visits	20%
	Quarterly Report 3 and 4 - Training in the Workplace and Technical Visits	20%
6	Semi-annual Report 1 and 2 - Remote Technical Support	10%

## 11 ANNEX I

### 11.1 Methodological Guidelines

This chapter aims to clarify methodological guidelines that TA will have to consider in the areas of action

#### 11.1.1 Appropriation of municipal HRM, PFM and Tax Management Strengthening Plans

The ToR's intend, with the plan to strengthen common areas (HR, Finance and Tax), to inform that the TA should support the elaboration of these instruments and based on this document, present a commitment between the TA and each municipality, in which it describes the objectives, results and goals to be met, as well as the activities to be developed for that purpose, during the implementation of the PDUL. The Plan for the Strengthening of Common Areas (HR, Finance and Taxation) will be made compatible with the Five-Year Plan of the Municipality and Activities Plan and Budget and should be guiding documents in the areas of TA activity, for the Municipal Council, Municipal Assembly and citizens, so that these municipal bodies can monitor the development of TA in their respective municipalities.

The Municipal Strengthening Plan for HR, Finance and Tax must be prepared, together with each municipality, during the start-up phase and should be subject to approval by the MA to legitimize the TA's actions, realigning and operationalizing the strategic and priorities for the municipality's economic development. It is in this document that, among other needs, the real need for human resources will be assessed so that during the implementation of the TA the project can support the municipality in its allocation. In this case, it will also be necessary to assess needs to improve the IT environment. The baseline for monitoring and supervision of common areas to be agreed between PDUL, municipality and consultancy will be contained in this document.

#### 11.1.2 (Re) design and Appropriation of Manuals / Guidelines

The preparation of manuals should be oriented to summarize common routine practices of the various activities, according to the table of results and expected products. It is intended that the TA, based on what is found in the field, proceeds with the sequential registration of the processes that occur to obtain different deliverables in the deliverable chain of the common areas, clearly identifying the flows of activities, the different actors and responsibilities of each stakeholder. The same should be aligned with the accepted standards in the administration of the common areas and with legal framework.

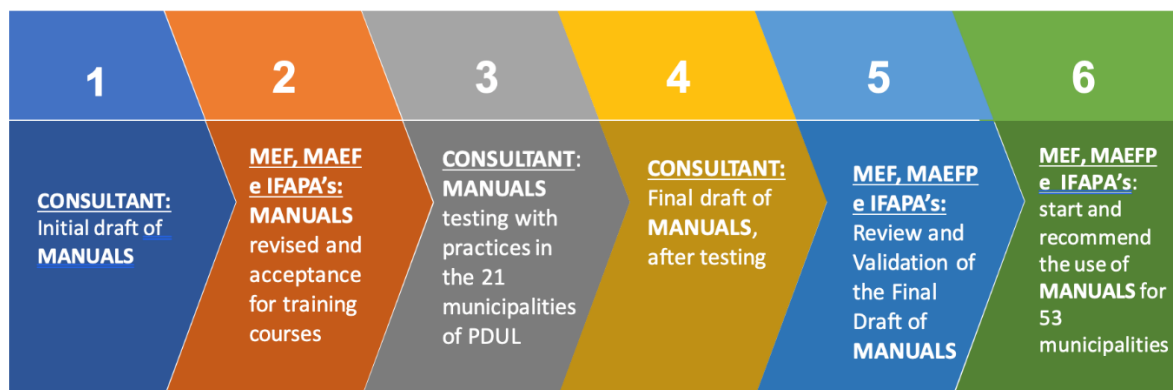
The manuals should be simple and easy to consult, so that they can serve as an instrument for consulting technicians in their daily work, but also support the training processes of each of the subjects.

The process of elaboration the manuals should start with the initial assessment process still in the start-up / inception phase, passing through the compilation agreement with MAEFP, MEF and IFAPA's. The manuals will be accepted for guidance on training and practical testing by the municipalities. Meanwhile MAEFP, MEF and ANAMM analyze the technical quality for validating the manuals. This sequence of activities will imply a temporal distribution of the manuals.

The TA should also consider for the production of contents of similar manuals existing and in use in the municipalities, prepared by other municipal programs (3CP, BGF / GIZ, PDA, among others) and government institutions (MAEFP, MEF) and Government schools (IFAPA's and CEGOV's).

The importance of active participation by IFAPA's and CEGOV in the redesigned manuals, processes and procedures is to ensure that they can be used by other non-participating municipalities, but that use training provided by government schools (IFAPA'S AND CEGOV'S) and government institutions (MEF and MAEFP).

Figure.1 Steps in the (re) design of **MANUALS** that Technical Assistance should consider during the implementation of the project



### 11.1.3 Technical Assistance (TA) Actions

Preparatory actions for the implementation of Technical Assistance to municipalities are underway, such as the survey on the mobility of human resources, strengthening of GIDE, strengthening of financial protection with the creation of a specific unit in the MEF for decentralized entities, review of municipal finance law within the framework of the new form of decentralization, the revision of the accountability instructions, training for the external auditors of the Administrative Court to improve the audit exercise in municipalities, the execution of the PEFA exercise in the municipalities of Xai Xai and Quelimane and finally, the improvement in the preparation of the price per square meter of properties for tax purposes.

The TA actions should be the product of a survey and assessment of the training needs and the respective training plan. The survey of training needs should highlight specific training actions, municipalities by municipality, and identify potential beneficiaries. The present TOR's, as an indication, present a set of training actions on the products expected from the consultant. It will be up to the TA according to the reality identified on the ground, during the inception, to suggest others and integrate them into the Training Plan.

The TA actions are oriented essentially to enable the technicians of the municipalities to structure, handle, manage processes and systems within the scope of Human Resource Management, Financial Management and Tax Management (with emphasis on land-based and property taxes). However, given some shortcomings of the staff, at central level, in charge of supervising municipal management, it may be considered to train technicians at the central level and members of specific commissions of Municipal Assemblies.

#### 11.1.3.1 TA and Sensitization Actions for Leadership

The participation and perception of the municipais leaders on the 'change management' process that TA should implement during the project in the municipalities are vital. The training plan should be considered as developing leadership training within the scope of municipal management, not to the same degree as, or the training plan for the technical team. A capacity, more oriented towards increasing critical analysis of processes and improving monitoring and evaluation of municipal performance in order to guarantee excellent performance.

So we understand that Mayors and councilors of common areas should participate and accept this training package.

### *11.1.3.2 On-site Technical Assistance*

TA on-site must be the strength of consultancy services. Because learning by doing brings added benefits and ensures the continuity of the process. The most important thing is that the processes, procedures and systems must be instituted and accommodated according to the technical, financial and human resources available in each municipality.

Such elements should be tested, evaluated and monitored to ensure their sustainability after the project is closed.

The Project will allocate an average of three technicians per municipality, in the areas of financial management and human resources, tax management and ICT management, who will also benefit from training in the workplace, with a view to strengthening municipalities in the operationalization of their activities plans. These technicians will report to the Mayor. However, the TA will support the technicians in the design of the activity plan, in accordance with the TA objective, as well as the task of these consultants is to permanently support the municipalities in achieving the TA objectives.

It is in this chapter that the methodological alternatives are presented to achieve the objectives sought for the TA, without prejudice to what the consultancy will propose, either in the technical and financial proposal, or in the inception report.

### *11.1.3.3 Support in the preparation of Demand Driven Capacity building Plans to municipalities*

PDUL will provide the municipalities with a capital grants “Municipal Performance Grants, in which 10% of this grants will be directed towards training in common areas, namely Human Resources Management, Financial Management and Tax Management and specific areas such as the urban planning and land management, as well as strengthening service delivery (infrastructure).

The consultancy will support the municipalities in the preparation of the training plans oriented by demand and aligned with the Technical Assistance Training Plan, therefore considered in the key document which is the Human Resources Development Plan. There is an opportunity to align this training model with the actions to be developed by AT. Taking into account that the choice of training with the capital grant is of free choice by the municipality to guarantee the meeting of the minimum conditions and performance indicators that are evaluated.

As in the field of Financial Management, it is the task of the financial manager to coordinate the planning process and align with the municipality's instruments, support to the consultant in the preparation of demand-oriented training plans, creating synergies added to the TA Training Plan. As an example, because the amount level (10%) is sometimes unsatisfactory (case of a municipality with a smaller population), this can be a means to streamline the exchange of experience with the provincial HR, Finance and Tax forums so that it increases the level of perceived development of their counterparts in other municipalities for better learning commitment.

### *11.1.3.4 Off-site Technical Assistance*

Off-site TA services will have the main function of clarifying doubts and assisting municipalities in the problems that may occur in the implementation of change management in common areas, human resources, financial management and tax management, as well as in the maintenance of the IT environment.

AT will be responsible for defining and presenting innovative means of support (communication) for remote technical assistance, as well as the means of controlling the execution of remote TA.

## 12 ANEXX II

### 12.1 Responsibility of the stakeholders

The TA that PDUL intends to hire is seen as a fundamental part to achieve the key objectives of the project in the areas of municipal HRM, PFM and Tax Management\_ Component 2.

AT should position itself in such a way that the scope of its activities, the allocation of financial, physical and human resources, should have different competences and that, in the end, there will be synergies in results (municipalities, TA, MEF and MAEFP)

To this end, it is necessary that TA understand the roles of the stakeholders in the project and their responsibilities.

### 12.2 Stakeholders and Responsibilities

For a better understanding of the role of each stakeholder in this consultancy, it is important to clarify their role in the context of the TA to be contracted.

There are the following main actors:

- The Project Implementation Unit (PMU)
- The TA company to be hired and
- The 22 municipalities participating in the project

#### 12.2.1 Project Implementation Unit (PIU)

The project management is in charge of MAEFP / DNDA, which creates the PDUL and where the PIU is integrated, which provides support in addition to MAEFP, MEF, MITADER and MOPHRH, in the implementation of the core activities of the project.

The PIU is responsible for preparing documents, information and presentations that will be up to MAEFP / DNDA and the related partner, to appreciate matters and documents related to strategic issues of implementation and project management, namely: PAD - Project Appraisal Document; Manual of Grants, Social and Environmental Safeguards Manual, Quarterly and Annual Progress Reports, Quarterly and Annual Financial Reports, Quarterly and Annual Monitoring Reports and PDUL's Annual Activity Plan and budget.

The PDUL's annual activity plan and budget consists of: (i) Proposals for the Municipal Performance Grants projects in all municipalities, (ii) Proposals for Activity Plans and Budget for MAEFP, MEF, MITA, MEF and ANAMM and TA, (iii) Proposed PIU Activity Plan and Budget and (iv) Proposed Activity Plan and Technical Assistance Budget (TA)

The PIU is the project's executive and management entity, which reports to MAEFP/DNDA and the financier BM-World Bank, through and based on the instruments identified above.

The composition of the PIU is as follows. The PIU will have a team at central level (Maputo) and in the provinces (four provincial teams) with the following composition at central level:

At central level:

- A Coordinator
- Senior finance manager and accountant
- Senior procurement officer



- Senior monitoring and evaluation officer
- Environmental safeguards officer
- Social safeguards officer

### 12.2.2 Stakeholders Responsibilities

Tabela 10 Stakeholders responsibilities

Intervient	Responsibilities
Central PIU	<ul style="list-style-type: none"> <li>• Coordinate the implementation of the project</li> <li>• Manage the consulting contracting process</li> <li>• Manage the consultancy contract</li> <li>• Perform internal monitoring</li> <li>• Coordinate information management and interact with municipalities, institutions at central government level and cooperation partners</li> <li>• Approve and decide on Hiring of TA services and subcontracts</li> <li>• Hire support staff</li> <li>• Document and disseminate information from the consultancy, including using the MAEFP website</li> </ul>
MAEFP, MEF	<p><u>Through the assistance of the Component Manager</u></p> <ul style="list-style-type: none"> <li>• Support in the preparation of the ToRs for the acquisition of TA services for the areas of human resource management, financial management and municipal tax management</li> <li>• Coordinate supervising and supporting TA</li> <li>• Analyze and review the proposals for the TA work plans</li> <li>• Issue technical advice to TA's progress reports and financial reports</li> <li>• Evaluate and update the proposals for the Strengthening Plan for municipalities in the areas of municipal HRM, Tax Management and PFM</li> <li>• Evaluate the contents of the manuals and respective training programs</li> <li>• Conduct periodic monitoring of TA's commitment in municipalities during implementation</li> <li>• Contribute information to feed the monitoring report of the areas of municipal HRM, Tax Management and PFM</li> <li>• Coordinate with the provincial PIU, especially with the technician (s) assigned to the MAEFP and MEF área</li> <li>• Share relevant documentation about the project with the consultant</li> <li>• Coordinate the flow of information and facilitate interaction between the consultant and the municipalities, the central government institutions and cooperation partners</li> </ul>
IFAPA's	<p><u>With MAEFP and MEF:</u></p> <ul style="list-style-type: none"> <li>• Evaluate the contents of the manuals and program training programs</li> <li>• Guarantee the quality of the manuals and instructions to be replicated in other municipalities</li> </ul>
Municipalities	<ul style="list-style-type: none"> <li>• Support the integration of TA technicians residing in the municipalities, in their respective areas</li> <li>• Identify technicians with an adequate profile to receive TA training</li> <li>• Identify technicians with an adequate profile to participate in short technical courses, to be proposed by the TA</li> <li>• Ensure the continuity of trained technicians in the municipality and the implementation of activities resulting from training</li> </ul>

Intervenant	Responsibilities
	<ul style="list-style-type: none"> <li>• Take ownership and collaborate in the production of the deliverables described in the municipalities' action plan.</li> <li>• Giving technical opinions and approving in Municipal Assembly (AM) the specific deliverables of each municipality presented by the Ta</li> <li>• Prepare notes of compliance of services, deliverables and activities for the payment process.</li> </ul> <p>Privileging the inclusive process, the municipality should, in a methodological way, indicate a focal point for information management. However, this focal point should not neglect teamwork and in no way can it be an obstacle to communication. In addition to the focal point, in the course of its activities it will be necessary for the municipality to commit, which with its resources should redouble efforts to ensure that the TA can guide it. Thus, it will be necessary, as a requirement, the creation by the municipality of technical coordination teams with a level of responsibility documented and approved by the AM (the Strengthening Plans of the specific area should refer to this point) to support the TA.</p>
Consulting Firm	<ul style="list-style-type: none"> <li>• Ensure coordination with the central and provincial PIU, MAEFP and MEF, in carrying out TA activities.</li> <li>• Ensure the technical and contractual obligations to the client, namely the activity schedule, action plan, as well as the technical documentation and reports to be presented;</li> <li>• Present the action plan for TA activities to the municipalities and incorporate their suggestions and recommendations;</li> <li>• Introduce the work team to the municipalities and ensure the integration of resident technicians in the respective municipal departments / sectors;</li> <li>• Guide technical training to municipal technicians;</li> <li>• Ensure that in the planning, execution and monitoring of all activities they are oriented towards achieving the results of the Project;</li> <li>• Support the development of internal capacity in specific areas of TA</li> </ul>

## 13 ANNEX III

### 13.1 Communication Procedures

The communication procedures between the stakeholders and the municipal staff will be very important and should be clear, as they may be affected by technical difficulties. Few municipal technicians have e-mail, and even the few who do, do not use it continuously.

In principle, all official communication with the municipalities coming from the TA will have to be harmonized with the policies of the PIU, which in turn will be aligned with the policies of the municipality.

- All official communication should be made in hardcopy and signed by the person responsible for the sector / department of the municipality, with knowledge to the Mayor/ Mayor cabinet;
- No decision, if not operational, should be taken by TA;
- All meetings of relevant importance to be held by the TA in the municipalities regarding the implementation of economic and financial activities or matters, between the municipality and the TA, and probably including other partners, should be documented and shared with the PDUL;

In any case, communication by electronic means, such as e-mails, which is gradually being considered a tool accepted by the local (municipal) public administration, despite certain difficulties in places far from capital cities, should be considered a important work tool. TA should consider in its on the job training actions to train municipal staff mainly in the areas of human resource management, tax management and PFM, in the handling of these tools: e-mail and internet as work tools.

### 13.2 Language Deliverables

All technical products (Manuals, databases, etc., as specified in the table 9 above), progress report must be delivered in portugueses which is the work and national language of Mozambique. The final report of the consultancy must be in portuguese and english.