



**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-293927-CS-QCBS

**TECHNICAL ASSISTANCE IN URBAN INFRASTRUTURE
MANAGEMENT**

1. The Government of Mozambique, represented by the Ministry of State Administration and Public Servant (MAEFP) has received 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 strengthen the capacities of participating municipalities to improve the municipal performance of the indicators of Theme 1 - Urban Infrastructure and Municipal Services. Specifically, the consultancy (TAUIM) must:
 - Prepare the **Diagnosis and Work Plan** by carrying out on-site visits to all municipalities to review the information from the Integrated Diagnosis of Infrastructure and Basic Services (DIISB) and the Annual Performance Assessment (APA);
 - Provide **on-the-job Technical Assistance** by training municipal technicians in the relevant areas of “*learning by doing*” at the workplace in each municipality to improve their results in the annual performance assessment - Theme 1;
 - Provide **modular technical courses** with the aim of improving the knowledge and technical skills of municipal council teams in the areas relevant to the indicators and targets of Theme 1: (i) improving urban infrastructure planning and municipal services, (ii) strengthening the municipal land management, (iii) increase access to urban infrastructure and municipal services, (iv) improve

the management and operation of urban infrastructure and municipal services; and (v) strengthen territorial planning; and

- Provide **Remote Technical Assistance** (*interactive website, email, WhatsApp, among other applications*) to ensure permanent internet access to all of the content of the modular courses, maintain permanent communication with participants, facilitate the exchange of experiences, and answer questions and clarifications.
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 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 assessment of public and private institutions and **(ii)** Experience in development and delivery training programs in area such us: Territorial Planning and Urban Land Management, Urban Management in Infrastructures, Maintenance and Operation of Urban Infrastructure and Municipal Services, Solid Urban Waste Management and Quality Management and **(iii)** Experience in remote technical support services. 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.
 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>.
 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 **June 22th, 2022, at 3:00 p.m.**

**Ministry of State Administration and Public Servant
Mozambique National Urban Development and Decentralization
Project Management Unit – Procurement**

COWORKLAB-02Office

Rua 1301, no 61, Sommerschield, Maputo

<https://coworklab.net/cowork/cowork-lab-2/?lang=en>

Email: procurement@pdul.gov.mz and ancha.nghulele@pdul.gov.mz

PROJECT MANAGEMENT UNIT - PMU

Project ID N.º P163989

REQUEST OF EXPRESSION OF INTEREST – FIRMS SELECTION

Reference N.º – MZ-MAEFP-293927-CS-QCBS

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 - Provide **Remote Technical Assistance** (interactive website, email, WhatsApp, among other applications) to ensure permanent internet access to all of the content of the modular courses, maintain permanent communication with participants, facilitate the exchange of experiences, and answer questions and clarifications.
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COWORKLAB–02Office
[Rua 1301, no 61, Sommerschild, Maputo](https://coworklab.net/cowork/cowork-lab-2/?lang=en)
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REPUBLIC OF MOZAMBIQUE

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

URBAN AND LOCAL DEVELOPMENT PROJECT (PDUL)

TERMS OF REFERENCE

CONSULTANCY SERVICES FOR

TECHNICAL ASSISTANCE IN
URBAN INFRASTRUCTURE MANAGEMENT (TAUIM)

TENDER REF. MZ-MAEFP-293927-CS-QCBS

Maputo, May, 2022

1. Introduction

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

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

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

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

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

[The Project recruited 60 senior technicians to reinforce the organic units of the 22 municipalities in the areas of Urban Planning and Urban Land and Infrastructure, distributed by municipalities as described in the table below:](#)

[Table 1: Allocation of technicians per municipalities](#)

Geographical area	Province	Municipality	N° hab. (INE 2017)	Coverage of Resident Technicians			
				Urban Planning area			Infrastruture area
				Urbanist / Architecture	Geographer	Enviromnetal Engineer	Civil Enginer
Nortnen region	Niassa	Lichinga	204720	1		1	2
		Cuamba	168173	1		1	2
		Metangula	16922	1			1
		Mandimba	36331	1			1
		Marrupa	33102	1			1
Sub Total				5		2	7
Central region	Zambézia	Quelimane	264915	1	1		2
		Mocuba	115021	1	1		1
		Alto Molócue	51830	1			1
		Milange	51 016	1			1
		Gurúe	85975	1	1		1
		Maganja da Costa	23443	1			1
	Sub Total			6	3		7
	Sofala	Dondo	100516	1	1		1
		Gorongosa	39070	1			1
		Marromeu	60531	1			1
		Nhamatanda	49967	1			1
		Beira	592090	1	1	1	3
Sub Total			5	2	1	7	
South region	Gaza	Xai-xai	132 884	1	1		1
		Macia	52405	1			1
		Praia de Bilene	11624	1			1
		Chibuto	72605	1		1	1
		Chokwe	67954	1		1	1
		Mandlakazi	37379	1			1
Sub Total 1			6	1	2	6	
Sub Total 2			22	6	5	27	
TOTAL			60				

2. Consultant Objectives

The objective of this consultancy is to provide **Technical Assistance Services in Urban Infrastructure Management (TAUIM)** to strengthen the capacities of participating municipalities to improve the municipal performance of the indicators of **Theme 1 - Urban Infrastructure and Municipal Services**. Specifically, the consultancy (TAUIM) must:

- Prepare the **Diagnosis and Work Plan** by carrying out on-site visits to all municipalities to review the information from the Integrated Diagnosis of Infrastructure and Basic Services (DIISB) and the Annual Performance Assessment (APA);
- Provide **on-the-job Technical Assistance** by training municipal technicians in the relevant areas of “*learning by doing*” at the workplace in each municipality to improve their results in the annual performance assessment - Theme 1;
- Provide **modular technical courses** with the aim of improving the knowledge and technical skills of municipal council teams in the areas relevant to the indicators and targets of Theme 1: (i) improving urban infrastructure planning and municipal services, (ii) strengthening the municipal land management, (iii) increase access to urban infrastructure and municipal services, (iv) improve the management and operation of urban infrastructure and municipal services; and (v) strengthen territorial planning; and
- Provide **Remote Technical Assistance** (*interactive website, email, WhatsApp, among other applications*) to ensure permanent internet access to all of the content of the modular courses, maintain permanent communication with participants, facilitate the exchange of experiences, and answer questions and clarifications.

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

- [Municipal Performance Grants System Manual](#) (Operating Manual Vol. 7)
- [Annual Performance Evaluation](#) (2020 e 2021)
- [Technical Guides](#) in the áreas of:
 - Infrastructure and Services
 - Spatial Planning and Urban Land Management
- [Integrated Diagnosis of Infrastructure and Basic Services \(DIISB\) for all 22 municipalities](#)
- [Information Management and Technical Supervision System](#)

3. Scope of the Consulting Services

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

Activity 1: Diagnosis and Work Plan to Improve Municipal Performance

The objective of this activity is to carry out a survey of the situation of the municipalities in terms of technical, human and material capacity, as well as to prepare a work plan with a view to improving the municipal performance of the Theme 1 indicators.

Municipalities are annually evaluated by the following Theme 1 indicators:

Table 2 - Urban infrastructure and service provision

Performance Indicator	Pontuation System	Maximum points
Municipal Response to COVID-19	<ul style="list-style-type: none">• 1 point for each priority in the COVID-19 response implemented	7 points
Improved municipal infrastructure planning and service delivery	<ul style="list-style-type: none">• 2 points for each sector plan that incorporates approved and published gender and climate considerations	5 points
Improved access to urban infrastructure and basic services	<ul style="list-style-type: none">• 2 points if there is a 5% increase in population with improved access to all seasonal local roads with street lighting, compared to the previous year and if at least 70% of women subproject beneficiaries express satisfaction with project implementation and the quality of the roads .• 2 points if the increase in the population with access to safe water and improved sanitation is at least 5% over the previous year.• 2 points if the increase in the population covered by solid waste collection services that contributes to reduce, reuse and recycle is at least 5% compared to the previous year• 2 points if the increase in population living in areas with flood and erosion control that enhances urban resilience is at least 5% compared to the previous year, and if at least 70% of female subproject beneficiaries express satisfaction with the quality in the design and implementation of flood and erosion control measures.• 2 points if there is at least a 5% increase in the population with access to municipal markets with street lighting, compared to the previous year and if at least 70% of women subproject beneficiaries express satisfaction with the quality in the design and implementation of market access municipal.	10 points
Maintenance and operability of urban infrastructure and improved basic services	<ul style="list-style-type: none">• 5 points if the increase in solid waste management operational costs covered by solid waste collection fees is at least 5% over the previous year• 5 points if the increase in local road maintenance covered by parking and vehicle registration fees is at least 5% over the previous year	10 points
Urban Planining	<ul style="list-style-type: none">• 2 points if the PEUM is within its validity period (10 years);	8 points

	<ul style="list-style-type: none"> • 3 points if the PGU/PPU is valid (10 years) and incorporates the various infrastructure and services sectors • Percentage of municipal territory covered with detailed plans (Detailed Plans - PP's) <ul style="list-style-type: none"> > 75% of territory: 3 points 50 -75% of territory: 2 points 25 to 50% of territory: 1 point 	
Municipal Land Management	<ul style="list-style-type: none"> • 2 points if the position of the Municipality's DUAT was approved by the Municipal Assembly with a revised DUAT tariff in the last 5 years. <p>Modernized Municipal Land Management System::</p> <ul style="list-style-type: none"> • 2 points if more than 75% of all land files/records are listed; • 2 points if you have migrated 50% or more of all land files/records from the physical cadastre to a Land Management Information System 	10 points

NB: The **Municipal Response to COVID-19** indicator has already been covered by the scope of the Project, as such, it will not be the subject of the consultancy.

The consultancy should start with the document review of the DIISB and the APA and later carry out the Diagnosis to verify and deepen the analysis of capabilities contained in the aforementioned documents.

Within the scope of the Diagnosis, the consultancy will carry out 2-day visits per municipality, where at the initial meeting and with the involvement of local actors, it will explain the objectives, activities, methodology and schedule for carrying out the Diagnosis and carry out a methodical evaluation to determine and analyze the needs for strengthening institutional capacity in urban management in each of the 22 municipalities in the PDUL.

Once the Diagnosis has been carried out in each municipality, the consultancy must prepare the work plan for each municipality, to support the municipality to improve municipal performance with regard to the indicators of theme 1 (see Table 1 above), for the period of the consultancy. The presentation of the results of the diagnosis and validation of the work plan should take place through a provincial seminar, to be held in each of the 4 capitals of the project provinces, with the participation of representatives of all municipalities in the respective province. The organization and all costs associated with the realization of the 4 provincial seminars will be the responsibility of the consultancy.

Outputs:

- *Diagnostic Reports of the 22 municipalities, after validation by the Provincial Seminar.*

- *Work Plan for improving the municipal performance of the 22 municipalities after validation by the Provincial Seminar*

Activity 2: Technical Assistance at the Workplace

The objective of Technical Assistance in the Workplace (Municipality Offices) is to enable supporting municipalities to improve their performance to achieve the targets of the indicators of Sub-Component 1A. The methodology to be applied must include a combination of structured and unstructured ways of learning by doing, namely: face-to-face visits to participating municipalities to observe *in loco* how technicians perform these tasks, guide how to improve this performance and provide support (*hands on/ coaching*) for technicians with new knowledge, methodologies and tools to improve the achievement of the goals of the Theme 1 indicators of the SDM;

This Technical Assistance in the workplace must be implemented through technical monitoring by the TAUIM team to all 22 municipalities, where each of the 17 specialists of the key consultancy team, in the areas of Territorial Planning and Urban Land Management, Urban Management in Infrastructures, Maintenance and Operation of Urban Infrastructure and Municipal Services, Solid Urban Waste Management and Quality Management, must carry out on-the-job training. All 22 municipalities should receive at least one visit in each sectoral area, in year one, and at least 2 visits, in year 2. Each visit should have a minimum duration of 2 days per municipality, where at least 16 hours per week are performed at the workplace, excluding the time associated with the first activity of the consultancy, elaboration of the diagnosis and work plan.

Output:

- Quarterly Reports of Technical Assistance in the Workplace, including: (i) systematization of observations on how technicians carry out their activities; (ii) summary of guidelines for improving performance; and (iii) summary of the technical support offered in the work environment; (iv) summary of the Implementation of Technical Support Services in the workplace and (vi) progress achieved.

Activity 3: Modular Training Courses

The aim of the modular courses is to provide municipal technicians with skills and technical skills in the areas of Territorial Planning and Urban Land Management, Urban Infrastructure Management, Maintenance and Operation of Urban Infrastructure and Municipal Services, and Urban Solids Waste Management.

The consultancy should use the Urban Management Methodological Guidelines for the modular courses, instruments for implementing the training contents and prepare a folder containing complementary

material such as a program, presentations/classes, practical exercises, notebook, ballpoint pen and printing of the Methodological Guidelines, for each participant.

At the end of each Module, trainees must receive a Certificate of participation in the Course, upon satisfactory performance.

The modular technical courses must take place in the provincial capitals. And therefore, the consultancy will be responsible for providing all the logistical conditions of the participants, that includes: *(i) renting of the venues in hotels that include 1 coffee break and lunch; (ii) payment of accommodation to all participants; (iii) payment of logistic for transport (from the Municipality to Provincial Capital and vice versa) and printing of the training materials*. It should be noted that participants must be accommodated at the training venue, observing Decree No. 95/2018, of 31 December.

The Modular courses take place during the first and second Year of the implementation of the Technical Assistance.

Below is the organization of modular technical courses by areas of knowledge. Proposal of modules, duration and key contents:

Table 3 – Modular courses

Modular Training	Duration
Module 1: Urban Planning (Urban Structure Plan - PEU, General and Partial Urbanization Plan - PGU/PPU and Detailed Plan - PP);	5 days
Module 2: Urban Land Management (Laws, Regulations, and Urban Land Postures in Mozambique; Massive Land Regularization Methodologies and Experiences; Modernization of the Land Information Management System)	4 days
Module 3: Municipal Mobility and Roads Plan	2 days
Module 4: Road Project	3 days
Module 5: Municipal Water and Sanitation Plan	2 days
Module 6: Municipal Risk Mitigation Plan: Drainage, Floods and Erosion	3 days
Module 7: Municipal Plan for Markets and Fairs	2 days
Module 8: Solid Waste Management	2 days
Module 9: Quality management	2 days

N.B: All Modular Courses must include the specific National legislation including the utilization of methodological guidelines developed under the project, that can be downloaded at www.pdul.gov.mz

The consultancy should consider the number of Technicians from Municipalities and other institutions participating in the modular courses by areas of knowledge, as described in table 4.

Table 4

Description	Urban Planning	Land Management	Mobility and Road Plan	Road Project	Water and Sanitation Plan	Risk Mitigation Plan: Drainage, Floods and Erosion	Markets and Fairs Plan	Quality Management	Solid Waste
Niassa Province									
Lichinga	5	5	5	5	5	5	5	5	5
Cuamba	4	4	4	4	4	4	4	4	4
Mandimba	3	3	3	3	3	3	3	3	3
Marrupa	3	3	3	3	3	3	3	3	3
Metangula	3	3	3	3	3	3	3	3	3
SPA	0	2	0	0	0	0	0	0	2
DPDT	2	2	0	0	0	0	0	0	0
SPOPHRH	0	0	2	2	2	2	2	2	0
ETP	2	2	2	2	2	2	2	2	2
Sub-total	22	24	22	22	22	22	22	22	22
Total	200								

Table 4.1

Description	Urban Planning	Land Management	Mobility and Road Plan	Road Project	Water and Sanitation Plan	Risk Mitigation Plan: Drainage, Floods and Erosion	Markets and Fairs Plan	Quality Management	Solid Waste
Província da Zambézia									
Quelimane	5	5	5	5	5	5	5	5	5
Mocuba	4	4	4	4	4	4	4	4	4
Gurue	4	4	4	4	4	4	4	4	4
Alto Molócue	3	3	3	3	3	3	3	3	3
Milange	3	3	3	3	3	3	3	3	3
Maganja da Costa	3	3	3	3	3	3	3	3	3
SPA	0	2	0	0	0	0	0	0	2
DPDT	2	2	0	0	0	0	0	0	0

SPOPHRH	0	0	2	2	2	2	2	2	0
ETP	2	2	2	2	2	2	2	2	2
Sub-total	26	28	26	26	26	26	26	26	26
Total	236								

Table 4.2

Description	Urban Planning	Land Management	Mobility and Road Plan	Road Project	Water and Sanitation Plan	Risk Mitigation Plan: Drainage, Floods and Erosion	Markets and Fairs Plan	Quality Management	Solid Waste
Província de Sofala									
Beira	5	5	5	5	5	5	5	5	5
Dondo	4	4	4	4	4	4	4	4	4
Nhamatanda	3	3	3	3	3	3	3	3	3
Gorongosa	3	3	3	3	3	3	3	3	3
Marromeu	3	3	3	3	3	3	3	3	3
SPA	0	2	0	0	0	0	0	0	2
DPDT	2	2	0	0	0	0	0	0	0
SPOPHRH	0	0	2	2	2	2	2	2	0
ETP	2	2	2	2	2	2	2	2	2
Sub-total	22	24	22	22	22	22	22	22	22
Total	200								

Table 4.3

Description	Urban Planning	Land Management	Mobility and Road Plan	Road Project	Water and Sanitation Plan	Risk Mitigation Plan: Drainage, Floods and Erosion	Markets and Fairs Plan	Quality Management	Solid Waste
Província da Gaza									
Xai Xai	5	5	5	5	5	5	5	5	5
Chokwe	4	4	4	4	4	4	4	4	4
Chibuto	4	4	4	4	4	4	4	4	4
Mandlakazi	3	3	3	3	3	3	3	3	3
Macia	3	3	3	3	3	3	3	3	3

Praia do Bilene	3	3	3	3	3	3	3	3	3
SPA	0	2	0	0	0	0	0	0	2
DPDT	2	2	0	0	0	0	0	0	0
SPOPHRH	0	0	2	2	2	2	2	2	0
ETP	2	2	2	2	2	2	2	2	2
Sub-total	26	28	26	26	26	26	26	26	26
Total	236								

Products:

- Didactic Material of the Modular Courses (presentations/classes, practical exercises, notebook, ballpoint pen and Methodological Guides)
- Modular Courses Implementation Report including: (i) list of participants, (ii) evaluation of participants and (iii) certificates of participation.

Activity 4: Remote Technical Support Service (help desk)

The purpose of the Remote Technical Support Service is to provide technical support and answer questions to technicians from the municipalities remotely throughout the period of implementation of Technical Assistance, through the internet, social media (*Facebook, Instagram, Twitter, WhatsApp and other applications*).

Products:

- *Semi-annual Progress Reports on the Implementation of Remote Technical Support Services, containing the summary of information on municipal strengths and weaknesses, as well as recommendation.*

Activity 5: Presentation Seminar of Final TA Results and Final Technical Assistance Report.

The consultant shall organize a Workshop in the country's capital, with the participation of the 4 Ministries involved in the Project (MAEFP, MEF, MTA and MOPHR), including other interested parties, to present the final results and lessons learned of the Technical Assistance (TA). The recommendations from the participants should be compiled and integrated into the final TA Report.

Products:

- Seminar to present the final results of the Technical Assistance (TA) in the Capital of the Country, organized by the consultancy;
- Technical Assistance Final Report

4. Schedule of work

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

In Year 2, TAUIM will focus on implementing the following activities: **(i) Activity 2** - Training and Technical Support in the Workplace; **(ii) Activity 3** - Modular Technical Courses; and **(iii) Activity 4** - Remote Technical Support Service, **(iv) Activity 5** - Presentation Seminar of Final TA Results and Final Technical Assistance Report.

5. Delivery and Payment Schedule

The delivery and payment schedule will be made upon approval of the final version of the products by the UGP, observing the following:

Activity	Products	Period												Payment
		M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	
	Advance payment of 20% of the contract price, against the submission of the bank guarantee													
Diagnosis and Work Plan to Improve Municipal Performance	<ul style="list-style-type: none"> • 22 Diagnosis Reports, after validation by the Provincial Seminary • Technical Assistance Work Plan 			X										20 %

Technical Assistance at the Workplace	<ul style="list-style-type: none"> Workplace Technical Assistance Report, including: (i) systematization of observations on how technicians carry out their activities; (ii) summary of guidelines for improving performance; (iii) summary of the technical support offered in the work environment; and (iv) summary of the workplace Technical Support Service 						X			X			X	15 %
Modular Technical Courses	<ul style="list-style-type: none"> Didactic Material of Modular Courses (presentations/classes, practical exercises, notebook, ballpoint pen and Methodological Guides) Implementation Report of the Modular Courses of year 1. 												X	15 %
Remote Technical Assistance	<ul style="list-style-type: none"> Semi-annual Progress Reports on the Implementation of Remote Technical Support Services <p><i>(These reports are combined with the reports of the technical assistance in the workplace for months 6 and 12).</i></p>						X						X	5%
Year 2														
Technical Assistance at the Workplace	<ul style="list-style-type: none"> Workplace Technical Assistance Report, including: (i) systematization of observations on how technicians carry out their activities; (ii) summary of guidelines for improving performance; (iii) summary of the technical support offered in the work environment; and (iv) summary of the workplace Technical Support Service 			X			X			X				15 %
Modular Technical Courses	<ul style="list-style-type: none"> Didactic Material of Modular Courses (presentations/ classes, practical exercises, notebook, 												X	15 %

	ballpoint pen and Methodological Guides) Implementation Report of the Modular Courses;														
Remote Technical Assistance	Semi-annual Progress Reports on the Implementation of Remote Technical Support Services						X								5%
TA Final Results Presentation Seminar and Technical Assistance Final Report	Seminar to present the final results of the Technical Assistance (TA) in the Capital of the Country, organized by the consultancy; and Technical Assistance Final Report												X		10%

X = report delivery

The consultancy must budget the costs for the implementation of the TAUIM classifying in:

- fixed expenses: consulting staff salaries/fees, equipments, administrative expenses including workspace, work materials, hardware and software, and
- variable reimbursable expenses: (i) travel expenses of the consultant's technicians, (ii) expenses with the realization of courses eg. room rental for training, (iii) training material, (iv) accommodation, food and subsistence allowances for participants, etc. Therefore, payments will include the percentage of fixed expenses plus variable expenses to be reimbursed for each activity.

The reports must be presented in Portuguese and in editable digital versions (MS World, MS Excell, MS Power Point, etc.) and in 2 printed color copies duly bound.

6. Responsibilities of PMU (Project Management Unit)

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

The PMU Provincial Technical Team will be responsible for monitoring the implementation of TAUIM activities at the local level, contributing technically to the work and to all products made by the TAUIM.

7. Qualifications of the TAUIM

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

- a) Strengthening the capacities of local governments, preferably including:
 - a. technical training courses
 - b. workplace training,
 - c. distance training and remote technical support
- b) Technical capabilities in the areas of:
 - a. Territorial Planning Instruments, namely:
 - i. Urban Structure Plan (PEU);
 - ii. General and Partial Urbanization Plan (PGU/PPU);
 - iii. Detail Plan (PP)
 - b. Urban Land Management
 - i. Land Laws and Regulations
 - ii. Land Regularization
 - iii. Modernization of Urban Land Registry
 - c. Planning and technical projects for investments in urban infrastructure, namely:
 - i. Roads and Urban Mobility
 - ii. Water and sanitation
 - iii. Risk Mitigation: Drainage, Floods and Erosion Control
 - iv. Municipal Markets and Fairs
 - v. Quality management
 - vi. Urban Solid Waste Management
- c) The minimum technical team necessary for the implementation of the activities described in this ToR, including at least:

Key Staff	Description of the Minimum Qualifications
K-1: Team Leader	<ul style="list-style-type: none">▪ Master Degree in Management, Engineering or Physical Planning.▪ Minimum 10 (ten) years experience in leading capacity building and technical assistance projects for local governments▪ Good knowledge of Portuguese and English.

Key Staff	Description of the Minimum Qualifications
K-2 & K-3: Urban Planning Specialist (at least 2 experts/CVs)	<ul style="list-style-type: none"> ▪ Degree in architecture or urban planning; ▪ At least 5 (five) years of experience in conducting urban planning processes; ▪ Experience in providing technical support and training to local government in the area of urban planning, will be considered an advantage; ▪ Technical proficiency in open source or free software/programs for technical design in urban planning (eg Q-GIS, Draftsight, SASPlanet, Terra Incógnita and/or others); ▪ Knowledge of Mozambican legislation and experience with Mozambican municipalities will be considered an advantage. ▪ Good knowledge of Portuguese language.
K-4 & K-5: Land Management Specialist (at least 2 experts / CVs)	<ul style="list-style-type: none"> ▪ Degree in Geography, Spatial Planning, Urban Planning; ▪ At least 5 (five) years of experience in conducting processes to strengthen land management, including land regularization processes, and modernization of land registries; ▪ Technical domain in Land Management Information Systems (Land Management Information Systems) ▪ Experience in providing technical support and training to local government in the area of land management, will be considered an advantage; ▪ In-depth knowledge of Mozambican legislation and experience with Mozambican municipalities will be considered an advantage. ▪ Good knowledge of Portuguese language.
K-6 & K-7: Road infrastructure specialist (at least 2 experts/CVs)	<ul style="list-style-type: none"> ▪ Degree in Civil Engineering or transportation engineering ▪ At least 5 (five) years of experience in preparing feasibility studies, plans and infrastructure projects in the areas of roads and mobility; ▪ Technical domain in programs / software preferably open source or free for technical design of infrastructures (eg CAD or others) ▪ Experience in providing technical support and training to local government in the area of road and mobility projects, will be considered an advantage; ▪ Knowledge of Mozambican legislation and experience with Mozambican municipalities will be considered an advantage. ▪ Good knowledge of Portuguese language.
K-8 & K-9: Specialist in Water and Sanitation Infrastructures (at least 2 experts / CVs)	<ul style="list-style-type: none"> ▪ Degree in Civil Engineering of Water and Sanitation or Hydraulic Infrastructures ▪ At least 5 (five) years of experience in preparing feasibility studies, plans and infrastructure projects in the areas of water supply and sanitation; ▪ Technical domain in programs / software preferably open source or free for technical design of infrastructures (eg CAD or others)

Key Staff	Description of the Minimum Qualifications
	<ul style="list-style-type: none"> ▪ Experience in providing technical support or training to local government in the area of water and sanitation projects, will be considered an advantage; ▪ Knowledge of Mozambican legislation and experience with Mozambican municipalities will be considered an advantage. ▪ Good knowledge of Portuguese language.
K-10 & K-11: Market and Fair Infrastructure Specialist (at least 2 experts/CVs)	<ul style="list-style-type: none"> ▪ Degree in Architecture or Urban Planning ▪ At least 5 (five) years of experience in preparing feasibility studies, plans and infrastructure projects in the areas of Markets and public spaces; ▪ Technical proficiency in programs/software preferably open source or free for the technical design of infrastructures (eg CAD or others) ▪ Experience in providing technical support or training to local government in the area of Markets and public spaces, will be considered an advantage; ▪ Knowledge of Mozambican legislation and experience with Mozambican municipalities will be considered an advantage. ▪ Good knowledge of Portuguese language.
K-12 & K-13: Risk Mitigation Infrastructure Specialist: Drainage, Floods and Erosion (at least 2 experts / CVs)	<ul style="list-style-type: none"> ▪ Degree in Civil Engineering and Hydrology ▪ At least 5 (five) years of experience in preparing feasibility studies, plans and infrastructure projects in the areas of drainage, flooding and erosion control; ▪ Technical domain in programs / software preferably open source or free for technical design of infrastructures (eg CAD or others) ▪ Experience in providing technical support or training to local government in the area of drainage, flooding and erosion control Risk mitigation Infrastructure, will be considered an advantage; ▪ Knowledge of Mozambican legislation and experience with Mozambican municipalities will be considered an advantage. ▪ Good knowledge of Portuguese language.
K-14 & K-15: Environmental Specialist (at least 2 experts / CVs)	<ul style="list-style-type: none"> ▪ Degree in Engineering and Environmental Management; ▪ At least 5 (five) years of experience in Environmental Impact Assessment (EIA) studies; ▪ Proven experience in the elaboration of instruments for the management of Urban Solid Waste; ▪ Experience in providing technical support or training to local government in the area of solid waste management, will be considered an advantage; ▪ Skills and experience in dealing with infrastructure related to climate change resilience; ▪ Knowledge of Mozambican legislation and experience in activities linked to the Mozambican municipality will be considered an advantage;

Key Staff	Description of the Minimum Qualifications
	<ul style="list-style-type: none"> ▪ Good knowledge of Portuguese language.
K-16 & K-17: Public works specialist (at least 2 experts / 2 CVs)	<ul style="list-style-type: none"> ▪ Degree in Civil Engineering and Public Works; ▪ At least 5 (five) years of experience in engineering project management working in the public sector, especially related to infrastructure projects in the areas of roads, drainage, water supply and sanitation, small bridges, and other urban buildings including management of disaster risk. ▪ Knowledge and use of ISO 9000 series standards or other related ones for the quality management of design, construction and product services and others in the civil construction activity; ▪ Experience in providing technical support and training to local government in the area of infrastructure quality control and management, will be considered an advantage; ▪ Knowledge of Mozambican legislation and experience with national authorities will be considered an advantage; and ▪ Good knowledge of Portuguese language.