

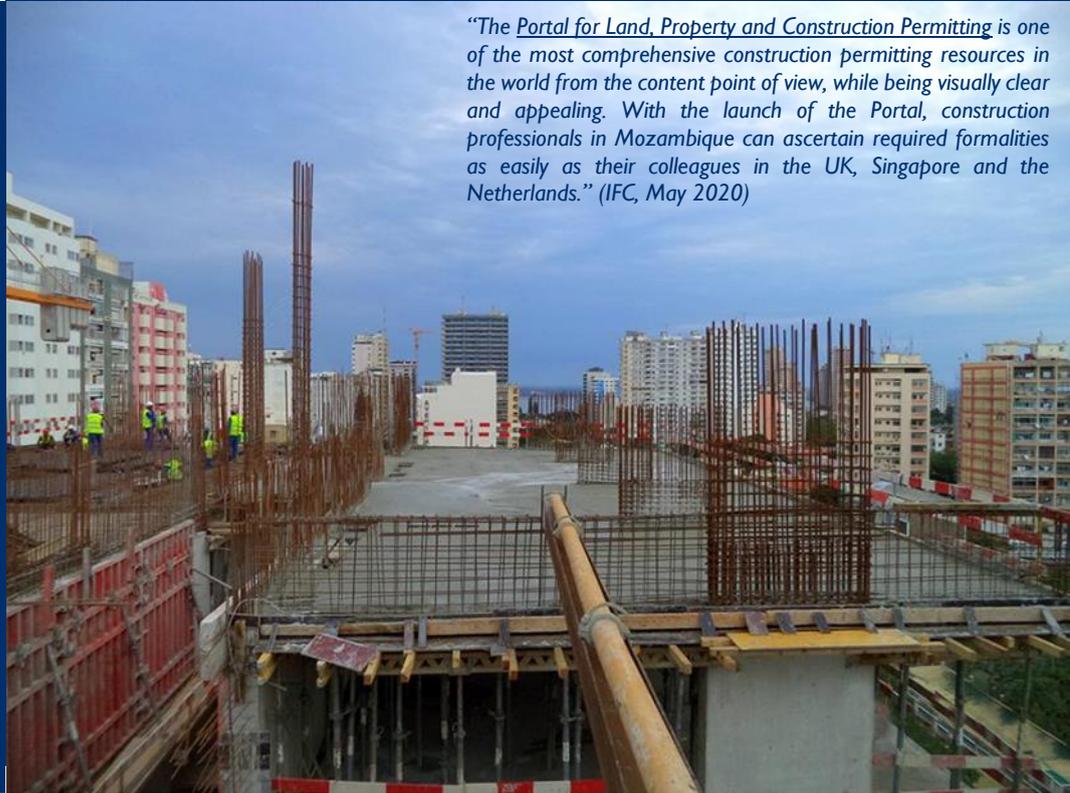


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STREAMLINING GROWTH IN MAPUTO

THE POLICY CHALLENGE

Maputo City is a rapidly urbanizing area with significant infrastructure, housing, and employment challenges. A serious constraint to urban and economic development is the complex, lengthy and opaque process of getting legal access to land and construction permits. The 108 different project types have varying requirements for information, documentation, signatures, notaries and fees, but there was no clear process or documentation. This created ample opportunity for long delays, unjustified denials, and extraneous demands for documents and information – and for petty and grand corruption. The byzantine process was baffling to even the most experienced developers, and to the multiple government entities responsible for its implementation. Investors and developers faced high risks and uncertainty, unable to reasonably predict whether their project will be permitted, how long it could take, or how much it might cost.



“The [Portal for Land, Property and Construction Permitting](#) is one of the most comprehensive construction permitting resources in the world from the content point of view, while being visually clear and appealing. With the launch of the Portal, construction professionals in Mozambique can ascertain required formalities as easily as their colleagues in the UK, Singapore and the Netherlands.” (IFC, May 2020)

✓ CONVENING STAKEHOLDERS TO MAP PERMIT PATHWAYS

- SPEED+ convened extensive consultations with stakeholders from the Municipality, six ministries, two public utilities, and seven private sector organizations to map the permitting process and the options for appeal at each step. A multi-day workshop was held within the Maputo Department of Construction itself simply to reach internal agreement on the process.
- Enabling applicants to correctly identify their project type was just the first achievement, mapping the 36 possible types of buildings and construction activities, each classified as simple, intermediate or complex. SPEED+ then helped to streamline those 108 ad hoc pathways to permitting into just three standardized approval processes, and clearly mapped all variations and appeal options.
- Rigorous, comprehensive mapping of the permitting process eliminated “grey areas” and revealed when government staff overstepped their roles and responsibilities or used outdated regulations. It demonstrated clearly how time, costs and frustrations could be eliminated for the government and the applicants.

✓ CLARITY, TRANSPARENCY AND REDUCED CORRUPTION

- Maputo City had jumped in the Doing Business Dealing with Construction Permits ranking from 155th in 2010 to 61st in 2020. Improved formal processes, however, had not improved real-world outcomes. New processes were not publicized or transparent, and therefore government could not be held accountable for compliant implementation.
- SPEED+ assisted the Municipality to develop the [Procedures Manual for Access to Land and Construction Permitting an Portal](#). All the information and tools are included to successfully complete the applications, pay only the appropriate fees, predict the processing timelines, and track the review process. The on-line version includes links to forms, contact information for key institutions, and an option for future e-applications.
- These step-by-step guides reduce the need for continual corrections and extensive communications with government staff, which also reduces opportunities for corruption.

✓ GAINING FURTHER EFFICIENCIES

- The unique opportunity for public and private stakeholders to comprehensively review the procedures led to 45 suggestions for streamlining. Nine recommendations were highlighted that could be immediately implemented by executive order and significantly reduce processing time.
- SPEED+ and the Municipality have collaborated consistently with the World Bank, which will continue to support implementation of the SPEED+ recommendations through its new program with the Municipality which addresses issues of governance and transparency.
- Analysis of the existing bureaucracy led public and private sector players to begin discussing a concession or PPP model for more efficient municipal construction permitting and land administration.
- Women government staff and private sector applicants were included in all consultations and engaged in the mapping. The Manual and Portal integrate gender-sensitive language and images.

KEY INSIGHTS

- **A laser focus on clear mapping opened up a broader conversation on improving efficiency.**
- **Developers, architects and contractors are now energized to champion an even more effective and efficient construction licensing process.**

SPEED+

Supporting the Policy Environment for
Economic Development in Mozambique