

REFLECTION PAPER

Land Police in Mozambique: Future Perspectives

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1 INTRODUCTION

1.1 Background

The Government of Mozambique (GoM) is attempting to pursue an integrated development policy which will both attract investment capital and increase local income, finances and new structure organization. The Land Policy and land Administration, more that social issue is today a economical issue oriented to the market, and is included in political agenda of the Government. The emphasis is driven to take overview of the future as important tools of the economic growth and development. The overview of the land Policy and Administration Reform (LPAR) is addressed to provide solutions and satisfy needs, microeconomic and macroeconomic changes, equity, efficiency and sustainability land use, defining as strategic goals:

- Economic growth;
- Poverty reduction; and
- Sustainable land use and environmental.

1.1.1 Land and Economic growth

Its became clear that Land is not only a basic factor of production, it also has a number of specific features. Against this background, it has long been recognized that clarifying property rights to land can enhance economic growth through a number of channels:

- The mean macroeconomic view is that the land has to be provided and used by government and non-governmental institutions, local community and the private sector for a wide range of purposes. Enforced property rights and security will also increase incentives for land-demand related to investment and thus overall economic output. In that way, the enforcement of property rights to land will provide incentive for good natural resources management
- Efficient mechanisms for enforcing the land access and property rights exchange or transfer, are a precondition to promote the land productivity, increase agriculture output and can be used for credit as collateral in the transaction.
- Well-defined land rights are an indispensable basis to increase the tax-payees, important mechanism to increase government revenue.

1.1.2 Land access and poverty reduction

While land rights are thus crucial for economic growth and development, they are also critical for the ability to sustainable to reduce poverty, in a number of aspects.

- The literature now recognizes that rights and ownership can, increase indivisible investments (local or external) which will provide employment and income, making an important contribution to escape poverty.
- In rural areas where people depends on access and productive use of land, the land access can helps to improve nutritional status and provide effective insurance against shocks in consumption.

1.1.3 Sustainable land use and environmental

While it is immediate that weak property rights will reduce households' incentive to manage the natural resources at their disposal in a sustainable manner, there are other channels through which land administration would affect sustainable resource management.

Land Administration and Management Policy

- The zoning is an issue that has to be widely discussed, even, will be impossible unless there is a basic framework of property rights and efficient cadastral information to permit identification of the areas where such zoning an intervention would be most appropriate.
- Demarcation is a pre-condition for effective protection and enforcement of possibly multiple and overlapping rights by various categories of traditional users
- Overlapping rights to the same resource has negative consequences for equity as well as sustainable management of natural resources.

2 LAND MANAGEMENT AND ADMINISTRATION POLICY

2.1 Management and Strategic perspectives

2.1.1 *Vision*

The program of the Govern of Mozambique (GoM) defines that the Policy of Land Management should guarantee the land right and security to all entity singular, collectives national and foreign with economic and social initiatives in befit of Mozambicans.

2.1.2 *Goals*

Dinageca defines as goals:

- Geography and Cadastre services organized and efficient
- Communal participation, private sector and other actors in land management
- Land legislation implemented

2.1.3 *Objectives*

Short-term objective: Establishment of computerized national well functioning systems to support land administration and management to contributes on guaranteeing the access, rights and security to land and other natural resources and promotion of investment and private initiatives.

Long-term objective: Improvement of land administration, management and provision of geomatic data and information to guarantee tenure security particularly the local community and sustainable land and natural resources use to develop agrarian activities for food security.

2.2 The Land Administration and Management Policy

2.2.1 *General overview: Legal framework*

In countries where Policy and legal framework still discriminate, it would be desirable to work towards recognition of such tenure arrangements, and in the context of a national land policy framework, will spent huge amounts of time discussing legal changes without efficient mechanisms of implementation.

In Mozambique, after more than five years of public debate and technical assistance, the Assembly of Republic adopted a new Land Law in 31 July 1997. There have been some significant differences with regard to the 1998 Land Law in that:

- Local communities must be consulted prior to approving a concession request within their territory, and local community should participate in the resolution of land conflicts involving private interests;
- Defines the mechanisms for representation and for the exercise of the local communities with regard to the right of land use and benefit and recognize the customary (non-written) forms of evidence in the resolution of land disputes between second and third parties;
- The possibilities for co-titling of land for women and men.

2.2.2 *Land access and tenure*

The land access and security of property rights systems are normally limited to the private sector. The view is that while haven't very secure and rights to land even after allocation they do not have permanent property rights. This limitation may reduce investment incentives. To facilitate economic growth and prevent the static and dynamic efficiency land losses, study and framework have to be carried to recognize the multiple land functions. While systems prohibit land transactions, communities will permanently continue prating traditional land use, and the investment opportunities in the communal areas will be low. Other way the system provides flexibility and scope for efficiency-enhancing transfers.

It is now recognized that, universal provision of secure land rights promote investment. Instead, what is needed is that rights are transparent and can, within the existing physic-geographic, institutional, and legal environment, be enforced in a cost-effective manner.

In term of importance of land tenure security, the community has to be protected by the State, using correct legislation, but is necessary to define practical mechanisms to look the performance of the economy and to define, if we have so many land, how to use it to grown the economy, reducing the poverty, to promote investment and employment and to increase he GDP.

2.2.3 *Security of property rights and investment incentives*

It is well accepted in the literature that more secure property rights could affect productivity by (i) improving households' security of tenure and thus their ability (and readiness) to make investments; (ii) providing better access to credit; and (iii) reducing the transaction costs associated with land transfers.

Secure long-term individual property rights are directly linked to higher demand for investment, and will increase individuals' incentives, in output and productivity associated land use. The security of property can be analyzed as:

- Rural land rights studies suggests that this can increase not only agricultural investment but also households' ability to engage in off-farm activities and thus contribute to broader rural diversification, thus making a direct contribution to the reduction of poverty. This can provide lessons for other countries.
- A second issue relates to *credit access*. In addition to augmenting demand for investment, secure formal land ownership can increase the supply of credit to undertake investment from formal sources, thus making an important contribution to the evolution of financial markets in more general terms.
- Regarding *transferability* of land, written records of land ownership allow to verify the ownership status of land at low cost, thus reducing the scope for asymmetric information about land ownership and quality and making land transactions cheaper to implement. The reduction of transaction costs would increase "revenues" bringing the number of efficiency-enhancing transactions closer to the optimum and helping to establish a more viable financial system.
- That the ability to transfer land between users may be of limited importance in early stages of development when there is little heterogeneity of skills across the population, as long as non-agricultural opportunities and inter-regional migration are limited, and in marginal environments where no land market exists.

2.3 Land Management

The Land Administration and Management Policy is defined as support of a rational land use and planning in terms of allocation - land management (efficiency locative) and information in terms of technical efficiency. As results of the technical and locative efficiency, will be possible the economic efficiency.

Land management has the process by which the resources are put to good effect and use, the activities concerning management of land have to addressed to be more efficient in terms of allocation, physical plans, farming's, etc.

2.3.1 *Geo-information and geodetic network*

The land information is an important resource to support the land administration, land planning and land use. It provides technical land and geographic information. The vision of geo-information is addressed to provide and product digital information, mapping for multi-propose needs.

The Geodesy and Cartographic information and Photogrametriy has supported those activities The Land Management activities are based in:

- *Systematic and Thematic cartography:* The Systematic cartography of Mozambique is based in 1:50 000 scale (about 1.207 maps) and 1:250.000 and the strategic plan is to update and conclusion of map cover of all Mozambique using 1:50.000 Scale.
- *Geodetic network in Mozambique:* The plan of geodetic network was preview the establishment of network of 500 points from 1998 up to 2003. The activities will be implemented first as priority provinces Cabo Delgado, Niassa, Nampula and Zambézia.
- *Aerial Photography:* The coverings of aerial photo in Mozambique are realized for systematic cartography and specifics matters, e.g. mineral prospecting, studies and so on. Mozambique as country without capacity to cover, those activities had been done by external companies and projects. The strategy is to cover the bloc 03 at Niassa Province and party of Cabo Delgado.

2.4 Land Administration

2.4.1 *Land Administration Reform*

The Land Administration reform measures for communal land should underpin the adaptability and responsiveness of existing customary systems and not constrain local coping strategies and should be flexible and gradualist with regard to the role of traditional authorities. The focus for Land Administration Reform will be defined paying special attention to the legal status and economic activities of women and the poor, who are often disproportionately dependent on the commons. Land Administration reform is a time-consuming process requiring thorough public consultation and careful preparation. Long-term budgetary commitment is needed from governments and (political sensitivities permitting) from donors. External support is likely to be conditional upon appropriate constitutional and legal frameworks. As far as possible, responsibilities for land rights management should be devolved to the rights holders.

The National Cadastre, will be addressed to provide information concerning land use and planning for multi-propose. Dinageca is developing the GIS/LIS (Geographic Information System and Land Information System) to support such need. To keep it in context, policy to reform land tenure must be developed alongside policies, resources and financial incentives to help the building of more sustainable livelihoods, including non-land-based activities.

2.5 Institutional Reform

The expression reform, is used in this chapter as the mean of changes the process or reengineering the process to looks at *what work is required to be done to become more efficient*, e.g simplification of adjudication process. The objective Land reform process is to promote services provision efficiently and effectively (just in time): Land access, adjudication, use and sustainable, redistribution, Land rights and tenure security to promote investment and credit facilities

2.5.1 *What is reform?*

The National Institutional Reform Program is addressed to redefinition of the process management, services provision and production of geo-information. The institutional reform includes management changes: autonomy of land administration authority, decentralization and local community involvement in management of natural resources (land), simplification of authorization land process (90 days) and focus for mapping production.

2.5.2 *Institutional Reform*

Based on the efficiency of cadastral services and development local capacities, the reform is addressed to provide practical mechanisms to provide public services in benefit of stakeholders. The institutional reform will provide infrastructures to effectively administer land rights and to carrying out a very effective long-term program for land titling, in order to be effective, accessible in cost-effective and institutionally as well as financially sustainable. The **R&D**¹ and **IT** to providing tools and technical assistance will support the sustainability of institutional reform.

2.5.3 *Human Resources Development and Reform*

The autonomization of Dinageca continues to be the principals object for improvement and more capacity to response its Duties. For next two years Dinageca expect to improve the human resources at central level and Provincial. The capacity Building has as priority the Plan of human resources development, study to be done after autonomization results. Equipment and training will be requested to implementation of changes (strategic plan implementation)

2.5.4 *Financial Reform*

The financial reform is crucial tools for management and institutional changes. It provide mechanisms for implement changes in cost-effective and in real time. The focus for financial reform is addressed to redefinition of grants application and revenue applications (land taxes, products and services provision fees), follow up and evaluation. Dinageca has grants from the government to support operational expenditures and investment (which include operational overheads and capital goods)

The Financial Policy is addressed for *rationalization of expenditure and improves revenue*. It means that has to be funding impact activities, which promote cost-effective and/or promote re-allocation of revenues.). Its means that have to be defined mechanism of reporting monthly (financial statement) to the management to follow up in going activities and evaluate the balance sheet (Internal Auditing, will be crucial). To guarantee financial sustainability, will be created mechanisms to promote central and provincial accountability system and financial management, based in OGE (Government Budget Principles - LEO²).

¹ **R&D** - Research and development and **IT** – Information Technology.

² LEO – Lei de Enquadramento Orçamental

3 STRATEGIC PLAN AND PROJECTS IMPLEMENTATION

3.1 Description

Dinageca as Mapping and Land Information provider has an important role in providing the society with basic land and geographic information. The official mapping and production of basic land and geographic data has a multi-sectorial use. The maps and the data are important planning tools and increasing resources for this production can often lead to significant rationalization in a wide range of activities. Dinageca is an executive agency and a government department responsible for establishing and maintaining the national geodetic networks, national maps series, the national land administration (cadastral systems), and land information systems.

The Cadastre as a parcel based public land information system will continue to be managed and supervised by the Government through a strengthened Dinageca. The National Land Cadastre must be demand driven, i.e., it must fulfil the demands of its clients and needs to be coordinated with other land information systems. Cadastral data should be accessible to the general public. However, the cadastral system must include measures to protect individual and private interests from misuse of the information provided. A successful Cadastre should provide security of tenure, be simple and clear, be easily accessible, and provide current and reliable information at low cost using modern technology such as hand held GPS, GIS, LIS etc.

3.2 Strategic Plan components

Analyses results indicated that Dinageca is still far behind to meet the crucial role ascribed by the Government as a natural land resource administrator and manager, as provider and maintainer of the topographic and thematic mapping, the national land cadastre services, and geo-referenced information. There are a number of reasons why Dinageca has failed to fulfil its role, gain and materialize its credibility.

These include its low political profile accompanied by lack of knowledge of benefits of national mapping by the policy or decision-makers, uncertain legal framework, lack of human and material resources, lack of detailed benefits and costs analyses, and perhaps most importantly the quantification of mapping costs, their nature and likely implications on the future of the mapping system concept, especially when taking into account the huge demand for land and other geo-referenced data following the recent dramatic changes ongoing in Mozambique.

The tools for definition of Strategic Plan is "Processes Reengineering". It is not simply making an organization more efficient, but unless it effectively serves its customers, in essence, accomplishes its mission, creating value for the customer and doing in lower cost, higher quality or increased response time may define value.

The purpose of the strategic plan is to develop a planned response (specified planning horizon) strategic vision related to DINAGECA's mission to these external factors, taking into account the organization's baseline capabilities, resource availability and markets (or customer base).

The strategic Plan defines as components:

- Land Policy and legal framework issues (macro-strategy).
- Land Management, Land Administration and Institutional Reform issues (micro-strategies).

3.3 Macro-Strategic Policy

The Macro-Strategies are addressed to macro-Institutional changes and inter-institutional strategies of coordination and cooperation.

GOAL 1: Provision of Intra-Institutional Policy

- Definition of baselines for development of Geography and Cadastre Services;
- Provision of integration of Services and Products and respective structures of Development at DINAGECA, SPGC's and Stakeholders (Customers).
- Definitions of Macro strategies of institutional reform.

GOAL 2: Provision of Inter-Institutional Policy

- Definition and establishment of DINAGECA mission outside – Market plan orientation.
- Definition of legal framework, mechanisms and procedures to provide Geo-information necessary to support establishment of infrastructures, territorial Planning, Municipal management and development projects – GIS/LIS (collaboration, coordination, partnership, outsourcing, etc.)

The Market Strategy will provide necessary support developing information systems and management.

3.4 Land management Issues

So that mean that if the land is potential for any activity its value is high with positive impact in the productivity (see that the land will be appropriate allocated for exact propose), and if is low that land will be used for other propose and not for agriculture. In this way will be possible to indicate where is the appropriate land for agriculture using land mapping.

GOAL 3: Development of Land Management Capabilities

To Development of Cartographic capabilities, DINAGECA will:

- Establish the necessary geodetic framework for surveying and mapping in Mozambique by supporting training programs of the national staff in different fields of geodesy;
- Establish a number of reference stations across the country to be using Real Time kinematics positioning (GPS) for cadastral purposes. Following the Government policy of outsourcing cadastral related activities, these reference stations will be available to private land surveyors even with little knowledge of GPS technology given that does not require complicated post-processing, thus speeding up the land concession and titling;
- Establish the basis for development of digital data technologies for quick acquisition of digital data (digital ortophotomaps and digital mapping) building up the National Land Cadastral Systems and National Topographic Mapping Series at suitable scales;
- Introduce necessary mechanisms to use Satellite image for map actualization.

3.5 Land Administration issues

GOAL 4: Development of Land Administration Capabilities

The Land management will support the Land Administration specifically providing information and data acquisition for establish a National Land cadastre in Mozambique to guarantee land tenure and security and important aspects will be addressed are gender related issues because the women are the most involved with the land. Dinageca will encourage the participation of women in all related technical activities through the training of female.

To Development of Cadastral Capabilities, DINAGECA will:

- Carry the Implementation of Land Legislation, simplifying the adjudication and titling process, to guarantee land authorization in real time (90 days);
- Promote inspections of geography and cadastre to control the exploration plan and taxation.
- Implement the GIS and LIS to support the Land cadastre, which have to be used for multi-proposes. Using Intranet, the SPGC's (Provincial Services) and other sectors will providers information to DINAGECA.
- Continue promote inter and intra coordination with institutions involved in adjudication process;
- Promote the Private Land surveys, taken the Outsourcing Program.

3.6 Institutional issues

GOAL 5: Development of institutional Capabilities

In addition to ensuring the adequacy of institutional arrangements before moving towards large-scale titling initiatives, the DINAGECA experience also highlights the importance of making sure that the land administration infrastructure established through project interventions will be sustainable in the longer term.

The autonomization will be support to DINAGECA became sustainable in terms administrative, finance, human resource and promote directly the process of development of SPGC's

To Development of Institutional Capabilities, DINAGECA will:

- Improve the "R&D - Research and Development" and "IT - Information technology" to support institutional reform and development.
- Improve Market and Information activities oriented to the customer needs, market needs and change. Will be improved Internet and Intranet. The implementation of price table of Products and Service will b crucial. Specific study regarding Market Plan will be done.
- Improve management tools (Planning, reporting, monitoring and evaluation). Will be developed Systems (computer user applications) to support sections computerization;
- Support specific Study for SPGC development (scenarios of Development of Provincial Services and Local Services).

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GOAL 6: Development of Financial Capabilities

The Financial reform will support of changes and an important tool to funding the land administration process in Mozambique. The Land taxes collection and management, as mean resource to funding the institutional reform will be improved. During 99-2000, the land taxes potential in Mozambique was estimated in about 9 billions meticals, which can be resource to improve the revenue of local land administration in the districts (12% according the Land law) and the provincial level. In fact only 22% was collected.

To Development of financial Capabilities, DINAGECA will:

- To improve the tax collection process creating the simple calculation model
- Reinforcement of Administration and Finances in all levels;
- Incentives the Local Administrations in dissemination and announce and to obligate the stakeholders to follow their obligations to increase the taxes revenue;

Specific study will be done for DINAGECA Financial Development.

GOAL 7: Development of Human Resource Capabilities

The Human Resources are potential tool to support the Land Administration and management. A comprehensive human resources development system is required in long term. Dinageca is taking a study to design a long-term human resource development strategic plan for training and formal education in order to keep pace with its increasing role.

The main fields and/or subjects of concern will be addressed to:

- strategic management and project planning;
- Specific training in technical applications and technology (GPS, GIS and LIS, and land surveying techniques).
- Specific training in Administrative and management tools (Projects, Financial and Human resources Management, Leadership, Planning and Development, Etc.
- Adoption of motivation and incentive mechanisms.
- Study for Human Resource development Plan.

3.7 Strategies Timeframe

GOALS		2001	2002	2003	2004	2005	2006
1.	Provision of Intra-Institutional Policy						
2.	Provision of Inter-Institutional Policy						
3.	Development of Land Management Capabilities						
4.	Development of Land Administration Capabilities						
5.	Development of institutional Capabilities						
6.	Development of Financial Capabilities						
7.	Development of Human Resource Capabilities						

4 PROJECTS IMPLEMENTATION

4.1 Projects Implementation

The Projects implementation is based in strategic plan Tools, i.e. is based in new process design as tool for change of mission, strategic or operational plan. It will be focused in "Process reengineering" (PR) tools for changes. It provides vision of changes addressed to process simplifications and cost-effective of changes. In Terms of *Process simplification*, the orientation is for provision of services efficiently and effectively in time, and in terms of *Cost-effective of changes*, the orientation is addressed for system sustainability. It means that the system have to provide solutions them-self to provide services, creating revenues and reducing cost of provision involved in normal process, i.e. the sustainability will be provided by cost-replacement of the system using resources created in the system, as fee of provision.

The Process reengineering adopts 3 stages of services and production provision (li Oriented to the Market - Production of Geo-information databases, maps, titling, etc., (ii) Oriented to the customer: - Providing public services as adjudication process, registration, lands rights, security, etc., (iii) Oriented to Institutional development and reform: - Providing Research and development projects, Information Technology, testing, monitoring and evaluation.

4.2 Projects Standardization (ID)

An important and crucial impact of the project is to have accessible Standards to be followed as baseline for organizational and management follows up tools. For technical projects will be required, Technical specification, structure design and technology framework.

- In terms of organizational and management follow up tools, it will provide clear vision, measurable goals and targets, and project sustainability in terms of resources (Human, material, equipment, financial).
- In terms of technical specification support, will provide description (systems adopted and technical specification), structure, language interfaces, terminology, etc.
- Finally, if necessary, in terms of technology will provide information technology requirements, network and links data exchange, communications systems and provisions, Data security Policy (copyrights) and privacy protection, Dissemination and market strategies.

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PROJECT A: INSTITUTIONAL REFORM PROJECT:
RESEARCH AND DEVELOPMENT (R&D)

C.1 Justification:

The success of the Institutional reform is addressed to efficient implementation of changes required in the processes, which has to provided and tested in the Development and research project.

C.2 Project Description:

The Systems Development and research project is mechanism used to promote development projects in management, process, restructuring. Is where the projects are demonstrated, tested, monitored and evaluated. The Development and Research is a support of changes and project design and implementation, providing techniques and tools for effective goal achievement.

C.3. Vision: Development of capacities and institutional reform tools, during 2001 will be implemented the Institutional Development plan and Reform. Is expected during 2002 the first evaluation of institutional development process.

C.4 Goals and targets Computerization all systems which is possible to be (Administrative and technical sections).
At least 2 Specific studies in interest areas, Computerized taxation application at SPGC, Policy and Strategic Plan Coordinated)

C.5 Sustainability The Human resources will be focused to guarantee the projects development and implementation from the specialized Departments, during the period of research and first project testing until evaluation.

Will be requested technical standards for applications, which will be defined as Terms of Reference (ToR's) for study development.

The ToR's will indicate the appropriate technology required to be provided in project implementation, which has to be available in the local market.

To support the institutional development and reform, special attention will be addressed to the Project Development Unit, responsible for R&D, which will be composed by internal assistants and technicians from different Departments of DINAGECA.

PROJECT B: LAND ADMINISTRATION PROJECT:
RAPID LAND ADJUDICATION PROCESS (RLAP)

A.1 Justification:

The land authorization process is very complicate - too many bureaucracy (at least takes 2/3 years) and it has negative economical influence in terms of land access. The Rapid Adjudication Process assume the local Government promote, take part of this responsibility and start the process (local meetings, preliminary consultation, presentation of the project, etc.), according to Mozambican Land Law (see Annex 1). The Simplification of adjudication³ process assumes an efficient land provision in record time.

A.2 Project Description:

Usually the project requires to be funded to support costs for development and implementation. The mean focus for this project is that it'll be funded them-self (*Cost-effective of changes*). The Project adopts two adjudication processes: **Normal Process**, actual in course and **Urgent Process**, that is focus for this project.

The base of this program is a pilot project, which will be introduced at Maputo province.

- A.3. Vision:** The mean vision is to provide public services efficiently and effectively in time to the customer until Dec/2001.
- A.4 Goals and targets** 45 days for adjudication process at least (see structures, annex 2).
At least 10 – 20 processes authorized per month.
- A.5 Sustainability** Will be trained local Human resources for guarantee the project implementation
The costs of provision will be paid by the customer for urgent Services where is included cost of transport (rent according to car rent in Market), fuel, allowances, equipment (rent/amortization – calculated as $A = (\text{Cost of equipment} / \text{Years}^4) / 365 \times \text{Days work}$).

The Project will not require technical issue, neither technology.

³ Adjudication as concession or authorization process

⁴ Reefers to years of utility life, normally 5 years for equipment

PROJECT C: LAND ADMINISTRATION PROJECT:
RAPID TITLING PROCESS (RTP)

B.1 Justification:

The land Titling is recognized can provide multiple land functions, but normally is tool for land security of property rights systems and mechanism to promote incentive for investment. Other way the Title provides flexibility and scope for efficiency enhancing transfers property within the family (from, to) and provides an authoritative record of the status of land ownership.

The project of land titling suggests that can provide the basis for a substantial increase in the total amount of land revenue collected. Formal title to land would therefore not only increase individuals' incentive to undertake land-related investments but also reduce the cost of credit that might be needed to undertake such investment. The importance of this "credit supply effect" is supported by Titling mechanisms

B.2 Project Description:

The mean focus for the "Rapid Titling Process" is based in "outsourcing program" to promote the private surveys in geography and cadastre areas, providing complementary services to the customers at the end of the formal process, as demarcation, elaboration of technical sketch, etc.

B.3 Vision: The mean vision is to promote outsourcing Program to the private surveys, until Dec/2001.

B.4 Goals and targets At least 20 demarcation per month and 10 technical sketch submitted and approved.
At least 10 – 20 processes titled per month.

B.5 Sustainability The Human resources will be guaranteed by the private surveys for implementation

The customer will pay the costs of services provision directly to the private survey and 10% will be charged by SPGC's to the Survey.

The Project will not require technical issue, neither technology. If requires, will be provided by the survey.

PROJECT D: LAND TAXES IMPROVEMENT

TAXATION

D.1 Justification:

The taxes constitute an important source of local government revenues and there are a number of cases in developing countries where introduced land tax systems. The principle obstacles to effective implementation of land taxes, are the administrative costs of collection and the ability to use existing maps for taxation purposes.

The Land taxes can have an important function to sustain the land administration infrastructure, provide revenue to local Services, and create an incentive for more efficient land use. This can not only increase local Services revenue and effective decentralization but also allow reducing reliance on highly distortionary instruments, which had been adopted as a second-best instrument in environments

Study related taxes payment models would be addressed to define payment systems. Other way, the local service can take responsibility to communicate and to follow the process (inspection). Partly as a consequence, land valuation components and an emphasis on increased transparency of land tax collection are seen as critical.

D.2 Project Description:

As Dinageca responsibility to collect land taxes, and to introduce at SPGC's the procedures of collecting and application of land taxes. To establish the financial management mechanism for reinvestment was opened an account in Maputo to deposit 50% of incomes. In future the incomes from land taxes will be used as resource of funding the annual plan of activities and budget.

- D.3 Vision:** Improvement financial sustainability, during 2001/2002.
Effective taxpayers control, revenue planning and collection monitoring.
- D.4 Goals and targets** Establishing land tax management to the local services to increase revenue. Improvement in 100% the revenue of 2000 (about 1.000 million MZM)
Study and Implementation of computerized taxation application at SPGC to support improvement of land tax records computerized (External support for System development will be requested).
- D.5 Sustainability** The Human resources will be focused to guarantee the projects development and implementation.
Will be requested technical standards for applications, which will be defined as Terms of Reference (ToR's) for study development.
The ToR's will indicate the appropriate technology required to be provided in project implementation, which has to be available in the local market.

PROJECT E: MARKET AND INFORMATION PROJECT:
MARKET SYSTEM DEVELOPMENT AND INFORMATION

E.1 Justification:

Determinants of Marketing Orientation refer to those factors that influence the development of the set of attitudes and the set of practices that comprise the concept of Marketing Orientation. This orientation is addressed to how can DINAGECA be useful and provides services and services for multi-proposes into the Market (society, customers and stakeholders). Today is common to use the market orientation to publish products and services online (web sites), so is importance to use this instrument to provide services, information and offer products.

E.2 Project Description:

The Market Project and information is addressed to:

- *Service Orientation:* with a priority in satisfying customers' needs, linkage , collecting market information and intelligence on competitors, building relations with the customers helps in better understanding their needs improving their ability to satisfy more than the core needs.
- *Product Orientation* hold a perception of managing the production and taking decisions regarding the quality and the quantity of the production, using modern technology to serve these specific needs better.
- *Sales Orientation* : conceive marketing to be primarily a sales-support function and that it is better left to the Marketing try to build relationships with their customers and maintain regular contacts
- *Information provision (inter and Intranet)* focus on decisions regarding information management and dissemination. Which information are needed and useful, and how to became sustainable providing
- *Media (TVM, Notícias, Domingo and ICS) promotion and information production* concerning dinageca activities and projects.

E.3. Vision: DINAGECA promoted and providing geo-information for sustainable land use and projects, plans and programs development. Promotion, information dissemination and products and services improvement

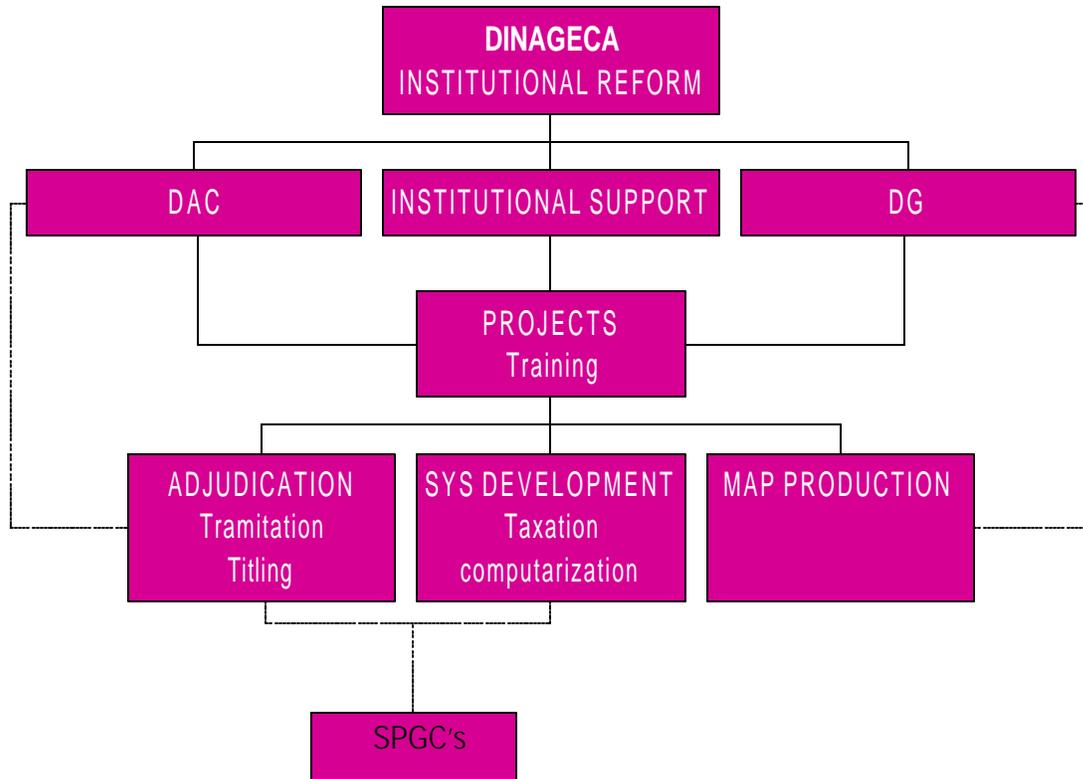
E.4 Goals and targets Establish intranet and institutional publication. Became internet (Web Site) more addressed to the market and information provision.

E.5 Sustainability The Human resources will be focused to guarantee the projects development and implementation.

Initial (3 months) the projects will have high level of overheads to support advertisement of Web site. The next 6 months will be for market consolidation. Is expecting from 9 month of the project high level of revenue from the products and services ordered – Will be used media to promote Market vision.

Will be requested technical standards for Web site applications, which will be developed coordinated. The police for customer service will be via email (info@dinageca.imoz.com). The ToR's will indicate the appropriate technology, specifications, web design and structure required to be provided in project implementation.

PROJECT STRUCTURE



Processo de autorização de Direitos de Uso e Aproveitamento da Terra

