



CENTRO DE INTEGRIDADE PÚBLICA
Anticorrupção - Transparência - Integridade



15 YEARS

PROMOTING TRANSPARENCY
AND ANTICORRUPTION

TECHNICAL FILE

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ABBREVIATIONS AND ACRONYMS

AR	Assembly of the Republic
BAD	African Development Bank
CMAM	Medicines and Medical Items Central Office
CRA	Car Registry Office
CIP	Center for Public Integrity
CPI	Parliamentary Commission of Inquiry
EMATUM	Mozambican Tuna Company International
FMI	International Monetary Fund
GCCC	Central Office for Combating Corruption
INATTER	National Land Transportation Institute
INE	National Institute of Statistics
INAMI	National Mines Institute
IESE	Institute of Social and Economic Studies
INP	National Petroleum Institute
IT	International transparency
ITIE	Extractive Industry Transparency Initiative
JUE	Single Electronic Window
MAM	Mozambique Asset management
TICs	Information and Communication technologies
PGR	Attorney General's Office (PGR)
OSCs	Civil Society organizations
UTREL	Legal Reform Technical Unit (UTREL)
PIB	Public-Private Partnerships
PPPs	Gross Domestic Product
SGA	Municipal Management System
PLAC	Anti-corruption Legislative Package
TIMS	Trade Information and management System
TA	Administrative court
UEM	Eduardo Mondlane University
UFICS	Social Sciences Training and Research Unit

PROLOGUE

15 years ago, a group of young dreamers decided to make their knowledge an instrument to promote integrity, justice, transparency and the fight against corruption. Their unwavering conviction to participate in the construction of a free and democratic country motivated them to create the Center for Public Integrity (CIP), a Mozambican civil society organization.

Mozambique, as an independent country, was born on the rainy night of June 25, 1975. Its history, over time, has been characterized by wars that have created a blemish difficult to erase in society. For a long time, a single party state characterized the political sphere of the country, a situation that has caused all kinds of violations of the precepts of freedom and democracy.

It was necessary to look at the advances that were taking place around the world: the end of the eastern bloc, the establishment of democracy as the most advanced form of the political organization of States; respect for freedoms (of the press and expression), equal rights, among others, to rethink the country. This was one of the foundations for the creation of the CIP.

There are those who are concerned and see the CIP as an organization obsessed with seeing corruption in all government action. However, it should be noted that despite the expressive presence in national daily life and the social, economic and political importance of the topic, what is called corruption in Mozambique, before the emergence of the CIP, had not received attention from the social scientists who produce about of the theme in the country. Experience has shown that the international organizations that financially support the Government of Mozambique have had CIP as their closest and reliable source to understand the intricacies of corruption in Mozambique.

A rapid diagnosis of production in social sciences in Mozambique shows us, immediately, that the issue of corruption does not appear as one of the objects of legitimate analysis in the hierarchy of issues and problems historically privileged by this field of knowledge. Today, when the phenomenon of corruption is talked about or debated in Mozambique, the CIP is an unavoidable player, as it is at the center of this debate, having produced the largest number of researches on the phenomenon of corruption, in Mozambique.

Far from playing the role of the opposition, as some people have proclaimed, the CIP, has revealed itself through its work of excellence and ability to analyze and expose the structural problems that the country presents, doing free consultancy work for the Mozambican government.

15 years after its creation, relevant players in the country's political economy - such as the Assembly of the Republic, ministries and public institutes, the private sector - gradually begin to change their understanding of the work of this organization and begin to have it as an important partner, whose accumulated knowledge can be used to positively influence processes, procedures, proposals for laws and even public policies.

EXECUTIVE SUMMARY

The brochure on the 15th anniversary of the Center for Public Integrity (CIP) aims to mark and highlight the most important moments in the life of this Mozambican civil society organization. It presents the main achievements of the areas that constitute its main pillars, namely, “Public Finance”, “Extractive Industry”, “Public Private Partnership” and “Anti-Corruption” and likewise, the highlight of those who were unique moments in the cross-cutting areas, namely, “Health Program”, “Election Program”, “Institutional Development”, “Monitoring, Evaluation, Learning and Fundraising” and “Investigative Journalism.

In the process of democracy that characterizes the organization, the CIP brochure also includes testimonies from advisers, founding members (in parallel, 5 life stories of the founding members were recorded, who will become part of the CIP Website), partners, employees and various public figures.

In this brochure, it is possible to follow the different phases of the evolution of this organization, which has endeavored to contribute, to promote transparency and to fight corruption, in Mozambique. It is a brief summary of the history of 15 years of struggle to deepen transparency in the governance of public affairs in Mozambique.

15 YEARS
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TESTIMONIES

Our work methodology is participatory

- Aida Macuácuca, Manager, CIP employee for 8 Years



Aida Macuácuca, has been a CIP employee for 8 years, having extensive experience of collaboration with international organizations, at CIP. She works in the area of Administration and Finance, which she

says is of **“Support”**. Regarding the objectives of the CIP, she stated that CIP aims to satisfy the needs of its internal and external customers. According to Aida, the interns are part of the program area, the heart of the institution, while the outsiders are the partners. **“We manage the institution’s funds, strictly following the rules. In short, my task is to manage the institution’s funds and administrative issues. I comply with the rules and enforce them. These standards are reviewed every two years”**, he added.

Of the wide range of activities developed by CIP, Aida Macuácuca highlighted the revision of the institutional rules and procedures that were in force at that institution when she joined it in 2012. Stressing that **“Our work methodology is participatory”**, she added that it was gratifying to have had the opportunity to contribute with other rules that did not exist. **“Another thing that marks a high moment for me is this situation of the covid-19 pandemic, because despite being an abnormal phase of our life, CIP continues to reinvent itself. Based on Information and Communication Technologies (ICTs) it has been involving national and foreign personalities in debates, which are very useful for the institution and for political development, social and economic situation”**.

Among other tips, Aida advises those who want to work at CIP to be strong and identify with the institution’s mission and vision.

The debate on corruption was triggered by CIP

- Baltazar Fael, Lawyer, CIP employee for 13 years



Baltazar Fael, a lawyer by training, is currently the oldest employee of CIP. He joined the organization in 2007, coming from the Public Ministry where he was a prosecutor at the time. About his contribution to CIP, he explained that **“The idea was having someone who could analyze corruption based on the law”**, among other tasks. Regarding the problem of corruption, Fael said that as an interlocutor, CIP was always at the frontline in terms of introducing

reforms. **“Our objective was to fight for reforms so that we had a more robust anti-corruption fight framework, both at institutional and legal levels”**, declared, stressing that the debate on corruption was triggered by the CIP. **“We triggered the need to change the legal framework on corruption, based on certain studies that we have been doing. We designed a study in 2008 that covered the entire anti-corruption legal framework in Mozambique, and proposed reforms. At the time, our study was used by the “Unidade Técnica de Reforma Legal (UTREL)” – “Technical Unit for Legal Reform” to produce some laws that came to constitute the so-called Anti-Corruption Package”**. Baltazar Fael notes that *Ética Moçambique*, now extinct, **“It was the first Mozambican Anti-corruption organization”**, but he added that CIP assumed a leading role in the area of transparency, integrity and the fight against corruption. He added that the partnership with International Transparency (IT) helped CIP to stop focusing only on corruption in the public sector, and to extend its investigations on the matter to the private sector.

Baltazar Fael proved to be expert in the institution where he works, mastering most of the CIP files. Speaking of his organization’s contributions to the political life of Mozambique, he stated that **“CIP found the country in a situation whereby the dilapidation of public funds was a current practice. Mozambique was in disrepute because of the scandals in the economic and financial areas”**. He referred to the issue of hidden debts, saying that **“the debts came to show that we are a country in which these matters of integrity and transparency, although known to people, are not followed”**.

I learned a lot during five years

- Celeste Banze, Economist, CIP employee for 5 years



Celeste Banze is an economist. Before starting to collaborate with CIP she worked at the National Statistics Institute (INE), Tete branch. She started her collaboration in the Public Finance area of the institution, on September 20, 2015. She said that after having passed the tests, she joined the organization without having a clear idea of the challenges ahead, but she assured she **“found it interesting the**

work done there”, she described the path she went through, recognizing that at the beginning she got a shock, because it was a lot of information and demand for someone who was leaving a Government Sector work environment, in the province, where practically nothing happened. She confessed to having learned and to be learning a lot during the five years she is at CIP, where she has the mission of monitoring the management of public finances, with special emphasis on tracking public expenditure. She said that in the year following (2016) when she joined the CIP, the public debt scandal broke out. **“All this time, I was talking and writing about these subjects”**, stated. She referred to fiscal decentralization, analyzes of the general economic situation and monetary policy, as being other matters dealt with in the CIP.

Banze recognizes the effort that her colleagues in the pillar she works on have made to obtain information on the State Budget, and the obligation to respect the transparency requirements that **“lead the Ministry of Economy and Finance and the Administrative Court to comply with the deadlines for publishing the Budget Proposal, the General State account and the Report and Opinion of the General State account. These are documents that for us are the primary source of information”**, stressed, but admitting that there was omission of certain matters. **“There is information that we do not get easily from the budget documents, because the document itself comes with unclear and /or omitted data, and we are obliged to discover and obtain it, using other sources we have in the different institutions”**, she added.

CIP is a school where you learn daily

- Inocência Mapiisse, Economist, CIP employee for 3 years



The Extractive Industry and natural resources is one of the most controversial areas, due to the heated debates that have arisen regarding the lack of transparency in taking measures (decisions) that

benefit the populations living in the areas where the projects operate. Inocência Mapiisse, an economist, is a CIP employee in that area. She did not hesitate to talk about her experience. Considering that organization a school where you learn daily, Mapiisse said **“that due to its level of exposure, CIP stands out as one of the civil society organizations that has most contributed to the promotion of good governance”**. About the activities she develops in her area, she said **“I have had the opportunity to sit at the same table with senior dignitaries like the Minister of Mineral Resources and Energy, the Director of the National Petroleum and Mining Institute, which is a great advantage in terms of contacts with primary sources of information”**. She also spoke of the meetings she has had with the Minister of Economy and Finance, and of the discussions with the advisors of the ministries on a specific policy that is conducted without following all the procedures that should be considered.

As for obtaining sources of information at the level of public authorities, Innocence Mapiisse admitted that **“it hasn’t been easy, especially at the government level, despite the improvements registered in the last three years”**. She highlighted the contribution of the Extractive Industry Transparency Initiative (ITIE) to bring information to the public. **“One of our struggles is advocacy in order to see local communities benefiting from the exploitation of natural resources”**, stated.

The teachings of Carlos Cardoso were crucial for the foundation of the CIP

- Marcelo Mosse, CIP Founding member

He was born in Inhambane, in an extended family. His voracity as a reader is very old. As a boy, on the way to school, when he found a newspaper or magazine, he read. That's how he developed his passion for reading. As a student, his inclination has always been in the area of letters.

He did basic education in Commerce at a time when, in the city of Inhambane, there was a literary movement called "xipheto" and his affection for letters impelled him to participate in this movement. He liked to read newspapers, magazines (he had a special passion for the "Gazeta de Artes e Letras da Revista "Tempo") – "Gazette of Arts and Letters of the Tempo Magazine" and evolved into the novel (Irving Wallace, Hemingway, Stendal among others, were his favorite authors) and the radio.

In the 90s he started his journalistic career on the Radio, as a sports reporter. We wanted to "dig" his relationship with journalist Carlos Cardoso and explained that **"in 1992, with the advent of Peace Agreement, I came to Maputo and met Carlos Cardoso, at the time, editor of MediaFax. I introduced myself and with his approval I became the correspondent of this electronic publication in Inhambane. Under his guidance, I started to have a more critical editorial reading. In 1994, after the first multiparty general elections, I came to settle in Maputo. I started to be a reporter based in the capital and to learn with my heart in terms of ethics, deontology, investigation, transparency and this is directly linked to the origin of the CIP. The teachings of Carlos Cardoso were crucial for the foundation of CIP"**.

In terms of Higher Education, he had thought about graduating in Law. However, someone "dragged" him into the social sciences field, he didn't know at the time. It was in the course of classes at "Eduardo Mondlane University" Social Sciences Training and Research Unit that he realized he was on the right path.

We urged him to talk about the origin of the CIP and told us **"that Carlos Cardoso cannot be dissociated from the foundation of CIP, at least in terms of inspiration for it to happen. In 2000 he is murdered. An opportunity came to me to go to Portugal, with a training grant from Portuguese Cooperation. I went to do a Master's Degree in African studies. There, my intention was to deepen the themes of corruption from an academic perspective and not as an investigative journalist that I already was. I discovered, at my college, Luís Sousa, a guru in the field, who I had**



read before. I had to read many things about governance, ethics, transparency and corruption written by scholars worldwide, and I built a specialized knowledge".

In the land of Luis Vaz de Camões he managed to gather knowledge on development and corruption, fields that enabled him, to create an organization when he returned to Pérola do Indico. His intention was to return and join Ética Moçambique. There was resistance and that organization collapsed. Then decided to go ahead with **"the idea of creating an anticorruption civil society organization: the Center for Public Integrity (CIP). To legalize it, it should have at least 10 people. First, I invited Adriano Nuvunga, who at the time was a colleague at UFICS. Each of us was tasked with finding 4 more people to complete the number and register the institution. Adriano had to leave for his Master's in Holland. I had to start from scratch. I drafted the Strategic Plan and the budget. With the help of Professor Luís de Brito we got the first 100 thousand dollars from the Swiss Cooperation, for the first 10 months. However, six months later, other donors came"**.

In the initial phase, CIP interventions were based on scientific analysis of anticorruption related issues and this had a great impact, because donors themselves were not very aware of this new area. The CIP started to be an important source of information in talks between the Government and donors regarding budget support.

Dialogue is an important component of democracy

- Edson Cortez, CIP Director

Edson Cortez was born on May 2, 1979, in Quelimane, Province of Zambézia. He is the eldest son of six brothers. In 1985, the family moved to Maputo where he did primary education at “3 de Fevereiro” school. He started secondary education at “Maxaquene” Secondary School and completed it at Maputo Commercial School. Loves football; outside the country, he has no special preference for a club, but he likes the Portuguese coach, José Mourinho. Internally he likes the “Maxaquene” club. Successfully took a special examination of intermediate level and entered the “Eduardo Mondlane” university.

“I was a good student of history and I liked letters in general. This was decisive for my choice of the social sciences as a higher education. I did a Bachelor’s Degree, and then I graduated in Public Administration. In the course of the Bachelor and Honor’s degree, Professor Fernando Ganhão (History of Ideas) and Adelino Pimpão (Fundamentals of Economics) are among those professors who marked me”, said.

It was from Ganhão that he learned that one should have different perspectives on a certain subject and not be afraid to make mistakes and think differently.

A friend of Marcelo Mosse, in 2003, in the process of identifying a scientific problem, for the degree monograph, it was he who advised him to choose corruption as a theme, the reason why his Monograph theme was “Analysis of the corruption phenomenon in the health sector - the case of the Ministry of Health”, under the academic advisory of Prof. José Jaime Macuane

Then, Marcelo went to Portugal to do Master’s degree in “Development Studies”. When he returned, in 2004, invited him to join Adriano Nuvunga (with whom he was already talking) to found an organization that would work on corruption issues.

“At that time, Mosse knew some donors, including Marc de Tollenaere, who worked at SDC (Swiss Cooperation) and we were consolidating the idea. We invited other people (most of them former colleagues at UFICS) and the Center for Public Integrity emerged in 2005. We invited people by affinity and by having common ideas. At the time, no one imagined that an organization would emerge with the level of prestige that CIP has today (pardon our lack of modesty).



What moved us is the idea that a country is not made with a single way of thinking. Democracy must be polyphonic. We use what we learned at university as a methodological focus. As you may see, our effort is to verify, analyze and present evidence. Under the leadership of Marcelo Mosse, investigative journalism asserted itself, in the initial phase, as a very important transversal area in our organization. Dialogue is an important component of democracy” he explained.

In any country in the world, one of the sectors where corruption aspects occur is that of Procurement. It was necessary to know the legal aspects of it, to be prepared to analyze the problem of governance in its breadth and magnitude. In the case of Mozambique, there was a need to be prepared to avoid materializing the sadly famous “resource curse”. According to Cortez, current Director of the CIP, **“it was taking into account these aspects that we build the pillars of CIP, hiring competent employees for each of the areas. The idea is to look at our mission and vision and shape the structure of the organization, to respond and correspond to these two aspects”**.

After all, he considered the campaign “I don’t pay illegal debts”, one of the odd moments in CIP’s life.

The emergence of the CIP threatened some institutions

- Paula Mabunda, CIP Founding member

Paula Mabunda was a member of the founding group of CIP in 2005. Although she had the dream of studying medicine, in 2014, she completed a biology course at Eduardo Mondlane University. For Mabunda, 15 years after its creation, CIP **“is a brand”**. She said **“some institutions felt threatened with the creation of an organization whose focus would be to fight corruption, and promote integrity, transparency and good governance”**. She talked about Ética Moçambique, which already existed at the time, but which was not as incisive as CIP came to be, especially in dealing with issues related to corruption. She stressed that today even the Government **“do not see CIP as an enemy, but a partner in the construction of this difficult building called Mozambique”**.

In the 15 years of CIP’s existence, Paula Mabunda highlights the campaign **“I don’t pay illegal debts”**, launched in 2019, allegedly for bringing CIP closer to the simplest people in our country. She said **“it was through that campaign people came to understand the reasons for the difficulties they faced daily”**. Another highlight during the 15 years of CIP’s existence, still according to Mabunda, was the proposed Anti-corruption law. She stated **“that this instrument would become the basis of the Public Integrity Law,**



a legal mechanism that created a certainty in national relations of the Frelimo party and the government”. She also highlighted the fact that the CIP has worked with young employees of both sexes, who are very proactive.

I desire for a robust and interventional CIP

- Sélcia Lumbela, CIP Founding member

Sélcia Lumbela has a Master's degree in Development Management awarded by the Open University, United Kingdom; holds a Postgraduate Degree in Public Administration from the University of South Africa (UNISA), and has a degree in Public Administration (2006) awarded by Eduardo Mondlane University. She is a lecturer in the Department of Political Sciences and Public Administration at Eduardo Mondlane University since 2007. Currently coordinating a governance program at Oxfam, her interest in joining the CIP had two main impulses.

First: her stay for one year between 2000 and 2001, therefore, almost 20 years ago), a country where clubs and associations are a vital part of society. **“to have an idea, current data from the Danish National Center for Social Research report that there are more than 100,000 active associations in the country of 5.7 million people. This deeply associative logic of the Danish people led me to join the other members and engage in CIP. Second: my perception of the existence of gaps in associations operating in the area of anticorruption, transparency and integrity in Mozambique”**, she told us. In the years 2004-5 we had no strong interest groups in this area. Despite having a degree in Public Administration, her inclination was for the Political Science field, a course that, unfortunately, in 2004 had not yet been administered at UEM.

According to Selcia, **“CIP played and is playing a very useful role in Mozambican society in the last 15 years, but I can point out: (i) the pressure for contracts between the Government of Mozambique and companies operating in our country, such as Mozal, Vale, and others to be made public; (ii) the campaign “I don't pay illegal debts” – in connection with the discovery of 2.2 billion dollars of**



debt illegally contracted by the Mozambican Government; (iii) research undertaken in the oil sector in Mozambique, which clarified to the Mozambicans how this sector works; (iv) the database of business interest”

At the end of our conversation, she expressed her desire for a CIP that will continue for the next 15 years, being a robust, interventional and relevant civil society organization in Mozambique, thus contributing to the achievement of its noble vision which is **“a country where public and private agents act with integrity and probity in the public sphere, contributing to democratic, transparent public management and in compliance with the law.**

The Center for Public Integrity is a brand in Mozambican civil society

- Alfredo Binda, CIP Founding member

Alfredo Binda is the son of a public official in the Portuguese colonial administration (veterinarian). He was born in Angónia, in the province of Tete. Due to professional obligations, his father worked in several districts of the country and spent his childhood between Nampula, Marrupa, Ribaué and Beira. Talking about his rich childhood he told us that **“Our play activities consisted of hunting birds with slingshots and nembo traps; we played the role of cowboys, fished and went to pick mushrooms. We lived in a farm; we set up traps to catch rabbits and other animals”**.

He had many friends who were shepherd and who taught him the secrets of living in the bush. He learned to swim in the river with them. He settled in Beira where completed the preparatory cycle and, due to the obligations of the revolution, he came to Maputo where he was part of the “8 de Março” Generation. He did technical accounting course. He started his professional life in Chimoio, at a company named “Construtora Integral”, for 6 years. It was in that city where he started his artistic life as the main vocalist of a musical band called “Cripton”. He had trouble being “rebellious” and for refusing to be subservient. The situation became more complicated and he went to live in Zimbabwe, where he met many artists, including David Mafumo and Oliver M’tunkunzi, renowned local musicians.

“When the situation started to improve (political openness to multipartyism) I returned to Beira and started working as an accountant in the ‘Pipeline Company Mozambique Zimbabwe’. At that time I composed the song ‘So many people will die until can live’, which served as a special effect in many programs related to the signing of the peace agreement in 1992. It was a landmark of freedom of expression. Six years later, I came to Maputo and worked in Financial Management at the Irish Embassy. It was during this period that I met Marcelo



Mosse”, Binda explained.

It was Mosse who invited him to be a founding member of the Center for Public Integrity in 2005. In the initial phase, his role was to help set up the management system and select employees for this important pillar for the institution.

About the 15 years of the institution he helped build, he told us that **“CIP is a brand in Mozambican civil society. Today, because they have confidence in our work, people even confuse CIP with a court: they prefer to come to CIP to present their problems. The organization was instrumental in designing policies for transparency in the extractive industry sector”**.

The CIP is incisive because it exposes cases and shows evidence

- Ana Karina Cabral, CIP Founding member

She was born in Maputo, in the Malhangalene neighborhood. As a child she spent holidays with her paternal grandparents in Inhambane and with her maternal grandparents in Manica. She had played like young men, was free and happy in an environment where she practiced sports and learned music. She did primary education at the “7 de Setembro” School. She started Secondary school at “Francisco Manyanga” and completed it at Colégio “Delta”, in Maputo City. Soon she was inclined towards History by the influence of Teacher Chicane.

Regarding her entry into UFICS she explained that **“there was a time when I started to enjoy reading. I remember I was reading a book Ngungi Wationgo, a renowned Kenyan writer when I decided to join the Social Sciences. At the time, the small home library was full of African authors”**.

Her university studies started without any knowledge of what the courses were. It was her friend and colleague Hélder Timana, who influenced her and convinced her to embrace the Social field. The first years of university were a charm because **“I met new colleagues. I had the opportunity to understand the greatness and diversity of the country through my colleagues. I realized that we are a cultural mosaic; that there were different ways of conceiving life and facing the world. It was an interesting experience. I remember, even today, Prof. Fernando Ganhão who, when he entered the room, the students stood up and stood at attention. UFICS showed me the real dimension of the country”**.

After the common core (Introduction to Social Sciences) she decided to do Sociology because she realized it was a more holistic, more comprehensive discipline. In 2005, when she started writing her thesis, she participated in meetings with Marcelo Mosse, Adriano Nuvunga and Edson Cortez, where they talked about the possibility of creating an



organization that could work around Social Science concepts combined with investigative journalism. These were meetings that took place in various places in the city. It was in these meetings that she decided to be part of the Center for Public Integrity founding group.

We wanted to know how she saw CIP’s work over the past 15 years and told us that **“I am convinced that it is a watershed: there is a history of Mozambican public administration before the CIP and there is a history of Mozambican public administration which is different after the CIP establishment. This OSC knew how to create conditions to provide citizens with information that led them to think about society in a critical way. CIP is incisive because it exposes cases and shows evidence”**, concluded.

Corruption has reached alarming levels

- **Stélio Bila**, CIP Founding member

He was born in the 70s of the twentieth Century. He remembers having a very strict teacher in primary school, who helped him to shape his character. In the early days of his youth he was an eclectic sportsman, to this day, he continues to practice his favorite sport: swimming. Because of his father's transfer he had to go and live in the City of Beira. In 1991 he returned to Maputo because he was enlisted to perform compulsory military service. He recalls that **“it was at a time when the crackle of weapons was very strong and there was no certainty of salvation for anyone who went to fulfill the troops”**.

He confesses that he did not run away from the troops. He grew up in a religious family that served him as a pot of values such as compassion, respect for others and love of life.

He started his university studies at UFICS in 1997. It was there **“where I met some colleagues who later on became founding members of CIP (Marcelo Mosse, Adriano Nuvunga, Sécia Lumbela, Edson Cortez and Ana Karina Cabral). Two years later I got a Bachelor of Science in Political Science. Then, in 2001, I held BSc in Public Administration. It was these two fields (which complement each other) that helped me to guide myself to live in a fair and transparent way”**, explained.

Most of the founding members of CIP studied at UFICS, at UEM. It was at the time of the transition from Joaquim Chissano to Armando Guebuza. **“During Chissano's administration, corruption reached alarming levels; he became famous for “the laissez-faire attitude”, where everyone did what they wanted and understood. One looked at the coffers of the state as an “illicit fund” where each one could take what they wanted, depending on the opportunities they had. We noticed the worsening living conditions of Mozambicans. We realized this happened not only because the country had no resources,**



but also it was directly related to the public good management System, Bila explained.

The events of the period detailed above served as a basis for the consolidation of the idea of founding CIP in 2005. At that time Marcelo Mosse and Adriano Nuvunga worked for SDC (Swiss Cooperation), where Marc de Tollenaere advised them to organize themselves, because there was a room for the idea to be successful. It was in this scenario that CIP founding group arose.

Our interviewee is proud of the work done by CIP in the last 15 years, because it served as a compass and governance barometer in Mozambique.

It's time for CIP to descend to the provinces

- **Maurício Sulila**, Government Programs Officer for Swiss Cooperation

Maurício Sulila is a Governance Programs Officer for the Swiss Cooperation, an organization that has been providing technical and financial support to CIP since official creation and start of operation. Sulila claims to have participated in the entire growth process of the CIP, including the turbulent times it has gone through. According to Maurício Sulila, Swiss Cooperation participates in the work of the CIP as **“donor, having already renewed its program with the institution for the next four years, in principle, so long as those conditions continue to apply, there is a possibility of this period to be extended to 10 or 12 years”**. Stressing that anti-corruption issues were almost a taboo in Mozambique when the CIP emerged, Sulila said that the consequences of corruption in the country were not fully understood. Of the work developed by CIP, he mentioned corruption as a priority, adding that to combat it, it was necessary to adopt specific legislation. He recognizes that in recent years the CIP is **“more collaborative and more engaged with different institutions (Assembly of the Republic, and the Government)”**. He stressed the invitations the organization has received to participate in debates in the Assembly of the Republic and to give lectures. In the next times, “CIP must seriously embrace the challenge of working at the local level”, he emphasized. In Sulila’s opinion, CIP has already established itself in the urban areas, so the time has come to descend to the provinces where it may have greater share of legitimacy to influence local public policies.

Concerning the highlights of CIP’s 15 years of



operation, Maurício Sulila spoke about the anti-corruption package. **“A good part of society woke up with detailed information about illegal debts, especially when Mozambique began to suffer the consequences of corruption. This is how CIP started to Gain more credibility in terms of what it was saying and advertising”**, stated.

The CIP deserves international recognition

- Mokgabo Sarah Kupe, Transparency International Advisor

Conducting an analysis of the 15 years of CIP's existence, Mokgabo Sarah Kupe, International Transparency (IT) advisor, said she was impressed with how he classified **"tenacity"** of that organization, as far as its approach, **"with incomparable zeal"**, on the controversial issues of national importance.

For Kupe, the CIP is the leading anti-corruption institution in Mozambique, a feature that sets it apart from others in terms of passion, creativity and professionalism. Concerning passion, she said **"the CIP team is always eager to resolve emerging issues"**. As for creativity, she said that CIP employees "are passionate about anti-corruption". She praised the creativity of the CIP team in addressing issues through the media and other platforms, as well as the use of creative campaigns that attract all audiences. **"CIP is also extremely skilled in investigative journalism and professionalism, as all research is complete, well thought out, and provides relevant information to support the application of the Public Probit Law"**, she added.

Regarding the campaigns developed by CIP, Mokgabo Sarah Kupe said that she preferred that of "illegal debts" because it was creative, which managed to concentrate the public's attention. **"People who doubted started to respect the work and deep research of the CIP"**, she stressed. In order to improve CIP's performance in the coming years, Mokgabo Kupe started by pointing out that CIP **"does a great job, and deserves international recognition"**. However, she added that she would like to see the CIP team work harder



as a way to, whenever possible, attract international attention to their work. **"We would also like to see more publications in English"**, she finished.

The CIP has been a credible source of information

- Joseph Hanlon, CIP Advisor

Among the most well-known activities of the CIP are the supervision and analysis of electoral processes. For 15 years, the CIP Advisory Board has been showing signs of itself in this important component of the activities of this CSO. Among the advisers best known for their work on analyzing electoral processes in Mozambique is Joseph Hanlon, a journalist, social scientist and senior professor of Development Policy and Practice at the Open University, Milton Keynes, United Kingdom.

About his long connection with CIP, he explained us that **“I am only a member of the advisory group. During its 15 years, the advisers group has led the way in holding the Government accountable, raising questions and forcing transparency. These actions have been particularly effective in the field of natural resources, debt, elections and transparency.”**

The keys to CIP’s success are detail and precision. Their reports are exhaustively well **“Researched and written. The facts are verified and the allegations and criticisms are precise and not exaggerated, in this sense, CIP has learned to point the finger at the problem with precision”**.

In our country he made great friends, among them, Carlos Cardoso, the staunch editor of the electronic diaries “Mediafax” and “Metical”, murdered by the organized crime. About that he told us that **“At the time Carlos Cardoso was murdered, Marcelo Mosse was his assistant and I was writing for Metical. When it was decided to close the electronic newspaper, Marcelo came up with a new idea of creating a funded team to do investigative journalism. At the time this model was not common, as it is now. However, in the beginning, donors were not receptive. We presented the project to several potential funders;**



some said that would support an investigative journalism project that prioritized governance issues. That was where the Center for Public Integrity (CIP) was born.

My activities in Mozambique included, the editor of the Newsletter on the Political Process of Mozambique, which covered all multiparty elections. In this area, in 2003-4, Adriano Nuvunga (founding member of CIP) joined me, who became the deputy editor. In the 2008-9 elections we changed the Bulletin to CIP. Adriano Nuvunga became director of the election program and later became the helmsman of the CIP.

Like other advisers, I discuss key issues with CIP members, but the institution has been careful to maintain a Mozambican organization with its defined agenda, locally. I also worked as an editor

for the publications of this Mozambican CSO. Finally, due to my involvement in Jubilee 2000, 20 years ago, I now have a small involvement in preparing the illegal debt report”.

His focus of collaboration with CIP has been the Newsletter on the political process in Mozambique and its electoral coverage, which has become unique in Africa. In this regard, he noted that **“we developed the system of correspondents in the districts, starting with 50 in 2004, increasing to 465 in 2019. Most have been connected to community radio. The publication expanded in a qualitative way that in the 2018-19 elections, we had 189 newsletters published daily, in the most intense periods and three times a day, to report participation and incidents. For the 2019 national elections, we had a team of 10 people in Maputo, and we were allowed to occupy the meeting room - all of us working around the big table in the CIP Office conference room.**

For Joseph Hanlon, the CIP has been a reference because it has managed to apply the techniques of journalistic investigation to turn the Government and the Mozambican elite more accountable. So, he commented that **“we have used these journalistic methods in other ways, for example, reporting daily on the trials of people linked to “illegal debt” and on the elections. CIP has been a credible source of information and analysis for various players (media, international organizations and others) on issues such as natural resources, anti-corruption, conflicts of interest, public administration (debt), elections and other issues”.**

My experience with CIP and my Newsletter team shows that there are people in Mozambique working for economic development and to make the lives of their neighbors better. CIP speaks by and for these people. Its voice should be loud - but always timely, accurate and well researched. And the fight has just begun”.

The fight against corruption makes CIP famous

- **Caifadine Manasse**, Frelimo Party spokesman

Caifadine Manasse is Secretary of the Frelimo Party Central Committee for Communication and Marketing and is a spokesman for the Frelimo Party. Over 15 years from the CIP told us that **“Our impression is that CIP is a great organization. We as the Frelimo Party created the rules that govern the Mozambican state. One of the rules is the fact that we have passed laws that allow organizations to work in the country and make their contribution to strengthening the democratic rule of law. And for that, we salute and encourage any organization that works for the consolidation of the democratic state, for the reinforcement of citizenship; and, above all, we salute the organizations that work to strengthen the patriotism and well-being of Mozambicans”**.

For him, CIP is an organization that is playing its role, considering its governance lines; it provides its contribution to the improvement of governance. **“CIP is more focused on fighting corruption and for us Frelimo Party, the combat corruption is a priority component of our political action. We strive to make the fight against corruption more visible and credible every day. Our dream is to overcome the problem of corruption in our state. That is why we see CIP as a CSO that complements the work we have been doing”**, he stressed.

In our conversation about CIP we asked the spokesman of the Frelimo Party to express the position of his political organization in relation to the work carried out by this civil society organization, in what **“CIP has been doing its job, making its contribution and we listen to everyone and reap what is important, to align governance policies and this CSO has been contributing to this goal. It is true that it is an organization with its organic status, its editorial line, its thinking and for us it is of interest to have the CIP increasingly stronger and more and more patriotic. We don't see any hostility in that”**.

When we asked him about what he highlights in CIP's actions, he answered that **“the fight against corruption has been what it makes the CIP more outstanding and this is important to improve the management of public affairs.**



We would like to see more organizations engaged in this fight because it allows us to improve our democratic rule of law and for the development of the country. Corruption erodes the development of the country and this bet by CIP in monitoring the management of public affairs, giving its opinion on the management of the processes of governance is very welcome for the Frelimo Party”.

Regarding the possibility of “harmonizing” the government and the CIP, Caifadine Manasse said that **“there must be no confusion over roles: government is government. CIP is an CSO like many others, but there is a government responsible for state management. CIP does its part. The government can listen and capture the ideas of CIP, but it must be clear that this is not binding. As CSO it must contribute to praise the government. Sometimes, it seems that CIP technicians wake up to see the government's mistakes and “bombard” society with it. CIP must contribute positively to the strengthening of the Assembly of the Republic in the approval of laws; it must be a patriotic organization and not think that it should always clash with the government. Our greatest asset is Mozambique and this is under the management of the government legitimized by the vote of Mozambicans.**

The CIP is characterized by rigorous analysis

- Egídio G. Vaz, Historian

Egídio G. Vaz Raposo is a historian, communication consultant, media and journalism researcher. In recent years he has been working as an advisor in the Frelimo Party's Communication and Marketing Office.

We asked him to speak about CIP and he said **“I followed the birth of CIP in the initial phase, at the time when its founders were mobilizing funds for its creation. I saw the strength, wit and vision of its founding members, especially in the person of its first director, Marcelo Mosse. I followed the publications on the state of integrity from the beginning. CIP has grown by expanding its range of subjects and has become a flexible voice in the formation of public opinion”**.

Asked to talk about the CIP in the context of Mozambican CSOs, he told us in agreement that **“one of the things I like most about CIP is its leadership and internal governance. There is fulfillment of mandates based on the silver of the house. It is an interesting, good form and an example to follow. Whoever has the time and skills to read and check how complex subjects are treated has CIP as a reference.**

And, as we all know, the quality of opinion is conditioned by the quality of those who interpret the data. However, it is necessary to recognize that CIP is characterized by rigor in its analyzes, always placing the sources of information”.

He suggests that the CIP should continue to publish its annual governance reports, given that lately, its daily interventionism through those press releases leaves somewhat the perception that they are not guided by the program, but by events. **“using my historian’s vein, I would be referring to the history of events, the commentaries on current political aspects. After 15 years, if they had continued to publish those reports, we would have 14 or 15 editions that would, in my opinion, serve as a mirror of our political path, helping as basis for knowing where the CIP came from and how society has changed**



in the light of what has been the work of this CSO”, explained.

As many people say, we asked him if he also thought that there were disputes between CIP and the government, having replied that **“when it comes to discussing development, it doesn’t mean that we have to go hand in hand. The development process is like a walk in the pasture through the forest: there are those who need to know the trail, in this case it is the government and those who need to be aware of the animals, front and back and on the sides, these are the pressure groups or governance monitoring groups”**.

For Vaz, institutions like CIP should help depolarize and create high-intensity consensus within society. **“All of us (government, CIP and society in general) have to convince ourselves, that polarity is the enemy of social cohesion and is the gateway to the enemies of Mozambique’s development, concluded.**

I loved the print of the t-shirts with the phrase “I DON’T PAY ILLEGAL DEBTS”

- Fernando Lima, Journalist

Fernando Lima is a lawyer and journalist. Current Chairman of the Board of Directors of Mediacoop, owner of the SAVANA weekly newspaper and the newspaper *MediaFax*. He started his profession in 1976, having worked for the Mozambican news agency, AIM, and for the “Notícias” newspaper.

We wanted to know his impression of the CIP and without blinking, and he told us that **“it’s good. Before the CIP there was an organization called Ética Moçambique. Perhaps they were the precursors of CIP. In terms of integrity and transparency their work is very good, has a lot of quality. CIP, in general, have chosen good advisers, good technicians and specialists to carry out studies, to give opinions, to bring to the public legal opinions on very controversial subjects, therefore, our society needs this type of work a lot”**.

Civil society organizations often tend not to resist the temptation to get involved in more political issues, or to give the impression that they are more politicized entities. **“It’s bad because this gives room for civil society organizations to attack and we know that CIP is under permanent attack, not only from an ideological point of view but also from the point of view of physical attack, namely, of threats to its leaders, to its researchers, the institution itself, which is a very unfortunate thing. It demonstrates the democratic deficit that exists in Mozambique”**, he remarked.

We are used to hearing some people complain about what they consider to be constant disputes between CIP and the government. We try to have the opinion of the director of Mediacoop. Going straight to the point said **“there is a very simple formula: The Government of Mozambique has to be more respectful of the principles of the republic, the principles of democracy, the principles of legality, in a word, respect the rule of law. Once the government of Mozambique that manages the Mozambican state has more respect for the ruler of law, therefore, of course there will be a greater**



communion and greater complicity between civil society organizations and the Government.

He has known CIP since the beginning of its foundation and that is why we wanted to know why CIP was a “star”. In a quick reply said that **“there are many things that CIP has been a star in. I loved the print of the t-shirts with the phrase “I DON’T PAY ILLEGAL DEPTS”. It showed a genuine feeling from various social strata of Mozambicans who felt good wearing those t-shirts”**.

In relation to the question: what is the highlight of the CIP? The winner of the 14th edition of the CNN Multichoice Prize winner said he **“likes the courage of its leaders and employees. I like their dynamism. Part of their positions reveals irreverence, i.e., they don’t just touch those subjects that are obvious. They manage to take a purely journalistic subject and turn it into deeper work. And this shows a lot of flexibility and also shows a lot of irreverence, because it brings to the surface the legal basis for their research in relation to the various problems of our society”**.

It is not corruption that prevents development

- Elísio Macamo, University teacher

Elísio Macamo is a sociologist and university teacher in Basel, Switzerland. He is one of the most intervening intellectuals in Mozambican political news. **“Mozambican civil society organizations create an emptying of the political sphere with its technical actions”**, he wrote on facebook (fb), in a debate about the illegal debts contracted by the government in the scope of the creation of the MAM, PROINDICOS and EMATUM companies. In response, in his post, on fb, on 23 June 2017, Adriano Nuvunga, at the time, director of CIP wrote that **“for just over 10 years, Elísio Macamo has been saying that there is no corruption in Mozambique, first, ignoring all the statistical evidence, including from the state and government itself, and, second, without presenting any evidence for his thesis, as one would expect from an academic who claims to be credible”**.

As part of the 15th anniversary of the CIP, we sought out the sociologist to give us his impression of the work developed by the CIP and he wrote: **“My impression is ambivalent. On the one hand, I think that CIP has enriched the country’s civil society landscape and has been a very important player in the public and political spheres. Its employees have exercised their civil right to criticize the government with zeal and panache. That’s nice. On the other hand, I have some reservations about its structure. The organization is essentially financed from outside, which means, at least theoretically, that it responds to an agenda that is not necessarily Mozambican. I do not intend to raise the spectrum of an “external hand”, but I just want to say that there is a fundamental difference between representing Mozambican taxpayers who are concerned with how their taxes are spent and representing the donor community that wants to know how their money is spent. In the latter case, two things happen. One is the trivialization of politics, because by virtue of “External agenda”, political problems become technical problems for which there**



are always clear and unambiguous answers. The other is the perversion of democracy, since a non-democratic organization imposes itself as a representative of society. The parties represent society and it is through them that politics should be articulated”.

We wanted to know from this prestigious Mozambican Professor, in Switzerland, the aspects that he considers most relevant to the work of this important civil society institution and he replied that **“I consider the CIP’s approach to corruption to be essentially wrong. It is not corruption that impedes development. It is the lack of development that creates conditions for corruption to have negative consequences. The fight against corruption is a major distraction that, in the end, only serves for the social reproduction of the CIP and the development industry”**.

When we asked him about the possibility of “harmony” between the CIP (pressure group) and the government, Prof. Elísio Macamo, promptly answered us that **“No. It’s perfectly normal that there is no harmony. Their own vocation”**.

The CIP publications fertilize quality of the Parliamentary debate

- Lutero Simango, Head of the MDM Parliamentary Bench

Among the personalities we seek to give a statement about CIP is Eng. Lutero Simango, parliamentary leader of the “Movimento Democrático de Moçambique” – “Democratic Movement of Mozambique (MDM)”, the third political force in the country.

When asked about his impression of the work carried out by CIP, the MDM parliamentary leader said **“I had the privilege of following the birth of the CIP and interacting with the directors who passed through the institution. The emergence of CIP brought fresh air to the inspection area. I remember that at the beginning, they made a foray into good governance and made a diagnosis and analysis on local governance, in the districts and particularly on budget allocation and expenditure assessment. One of the strongest areas of CIP’s action was the analysis of dossiers in the extractive industry, in the initial phase of the entry of new players in the exploration of coal in Tete and in the prospecting of gas in the Rovuma Basin”.**

Lutero Simango points out that the CIP was extremely important in assessing the State’s budget execution. He further underlined that **“this CSO has had the merit of studying and evaluating the government’s budget allocations, and its analyzes have served as the basis for the analysis of the different MPs of the Assembly of the Republic (AR). CIP publications fertilize the quality of the parliamentary debate.**

The analyzes that CIP has done with statistical statements (graphs) have also been a homework for the government itself, as they oblige them to better consider the budget allocations that it makes to the different sectors of our society year after year. “Currently, AR does not have a technical unit dedicated and specialized to carry out the budget analysis. This role has been played with depth and brilliance by CIP.



Another prominent area of CIP’s actions is the fight against corruption. Its campaign “I DON’T PAY ILLEGAL DEBTS” will be engraved with gold letters on the pages of our history. In light of what he said earlier, we asked the head of the MDM parliamentary bench to suggest what the CIP should improve in the future. He noted that **“when we talk about political participation and citizenship, in Mozambique, we refer to and address specific elite. It is necessary for CIP to make publications with more simplified analysis and language, which can be understood by those Mozambicans who did not go to universities. They can, for example, replace tables with images. This would allow more people to understand their messages”.**

CIP came to change the critical configuration in the political arena

- Venâncio Mondlane, Political Advisor to RENAMO Leader

Venâncio Mondlane is a political affairs advisor to Renamo leader, Ossufo Momade. He is one of the politicians of mandatory reference in the post-independence period, especially among those who emerged in the initial period of multiparty democracy in Mozambique.

Assessing the course of the CIP in the last 15 years Venâncio Mondlane said that **“my impression of CIP is positive. It comes at a time when we did not have alternative research material, in the sense that it is different from official sources, especially in terms of corruption, which is one of the biggest cancers in Mozambique and in Africa, in general. Corruption is an extremely sensitive area for good governance. CIP came to change the critical configuration, in the area of politics, in Mozambique. I was one of the biggest beneficiaries of this.”**

This prestigious opinion maker sees CIP as an essential source of consultation for the national political debate. In the course of our conversation he stressed that **“when it appeared, I was a commentator at TV Miramar, but from 2007, when I had a contract with TV TIM, I started to use the results of research carried out by CIP. When I joined STV in 2008, I was already using the materials resulting from CIP research with greater intensity. The material produced by this CSO started to be mandatory for me. The consultation was even more intense when I became a MP in 2015. The only law initiative that I set up and presented to parliament was based on the research I did on the materials produced by CIP. It was the proposed law for the constitution of the parliamentary committee, to investigate the situation of EDM. At the time I was in MDM. It was a controversial proposal because it presented a lot of factual data. 70% of the information contained in that proposal was based on data produced by CIP.”**

The CIP allowed Mozambicans to have access to the information that for many years was considered **“state secret”**. One of its greatest merits was and is the **ability to grind information, increase the contact surface and reach millions of Mozambicans”**.

Unlike other institutions in the country, CIP research has been pragmatic. In this institution the information is treated with stringent requirement. It is a kind of scientific journalism. It manages to combine scientific research rigour and fluid communication, attractive, understandable, simple and with a lot of impact. A communication that meets the common citizen.

“CIP was a pioneer in the search for and production of detailed information about the extractive industry in Mozambique. It is a very long-term area. In the next 50 to 100 years this area will be at the heart of Mozambique’s economic debate. It must also be remembered



that it was the CIP who triggered the issue of the payment of capital gains in the deal between Exxon Mobil and ENI, in the amount of USD 300 million. I used this material to submit an **“urgent matter”** in the AR, which was aimed at the government to explain to the plenary the destinations and the outlines of the use of that amount. In the calculations of the CIP economics experts, the amount earned in that transaction was much higher than the amount announced by the government. But, again, the **“voting dictatorship”** did not allow the debate on that issue”, he said.

Engineer Venâncio Mondlane followed the beginning and the various phases of the development of this Mozambican civil society institution and for its growth suggests that **“CIP remains faithful to the research themes that it has been developing, to avoid lowering quality. It has to keep its public and its place of a credible source for consultation on matters related to transparency, integrity, anti-corruption and good governance”**.

We urged him to talk about the possibility of harmonizing government and CIP approaches and he told us that **“it is very complicated. Our government is not open. If you observe all the concessions that happened in the country (peace agreements, multiparty democracy and the problem of illegal debts) it happened because it was cornered. There is no predisposition for this government and all the previous ones to accept negotiating and seeking consensus with other organizations outside the Frelimo Party. CIP is a pressure group that has been able to play its part. There is much that has been changing in the country due to the sharpness of the interventions of this CSO. The problem of illegal debts, for example, is not yet fully understood. It was necessary to corner the government with the suppression of external support to the state budget, which it was obliged to give up. And much of what Mozambicans knew and know about this subject was thanks to the efforts of CIP”**.

The CIP receives money from abroad to promote disorder

- **Julião Cumbane**, Director of Science and Technology Parks of Mozambique

Julião João Cumbane holds a Master's degree in Physics. He is director of the Mozambican Science and Technology Parks Company. He worked in the physics department of the "Eduardo Mondlane University".

We wanted to hear from the famous nuclear physicist about what he thought about CIP and he told us that **"CIP is one of the civil society organizations (CSOs), which I think does not serve the country, due to its way of action and I have no good impression about it. It does not work. I don't know the work of CIP. I know that CIP has been involved in denunciations that later are not confirmed. It has been in campaigns, what I would call civil disobedience campaigns. So I don't see it as a patriotic organization. For me, CIP is an organization that uses Mozambicans to destabilize the country"**.

In his public interventions he has been criticizing the CIP for being an organization financed by foreigners on this aspect asked several questions such as "who is the financier of the CIP? Where does CIP get the money to carry out those activities that are said to be pro-building a democratic rule of law? Where does this money come from?"

Therefore, **"I look at the members of this organization, as Mozambicans with some deficit in patriotism and nationalism. They are serving interests that are not of the Mozambican people, and that is why they are not paid by monies that come from Mozambique"**.

According to him for us to have CSOs that serve the interests of this country, it should organize itself to finance its own CSOs. Civil society organizations that are paid for by external funds do not serve the country's interests. **"Therefore, if the CIP is financed by external funds, it does not serve the interests of Mozambique. They serve the interests of the people who pay them to function. This is my thought about this CSO"**, he clarified.



When asked to talk about what he thinks is most intriguing in the work of this institution, he said that **"it is intriguing in everything it says and does. For example, what are the corruption cases reported by CIP and which have been proven? I do not know. Maybe I have memory problems"**.

Regarding the campaign "I DON'T PAY ILLEGAL DEBTS", for him, one of the most horrible things done by CIP, however, he noted that he was not saying that contracting these illegal debts was a good thing. He stressed that **"it is a campaign that was not well thought out, because it was not articulated with the authorities. The PGR had been investigating this case for a long time before the CIP went public with campaigns. That campaign was a way for CIP to raise more money from its external funders. And take advantage of the phenomenon of illegal debts to create confusion in Mozambique"**.

CSOs tend to specialize in sterile indignation

- Gabriel Muthisse, Economist

Gabriel Muthisse is an economist; he was a member of the government of President Armando Emílio Guebuza having served in the functions of Minister of Transportation and Communications, and Deputy Minister of Fisheries.

In response to our questions about his impression in relation to CIP we noted **“the assessment I make in relation to CIP will be generic, with respect to all Mozambican civil society organizations. My perception is that they are tending to specialize in sterile outrage. In sterile anger. Why do I say that? Let’s take, for example, the object of the CIP: fight against corruption, or fight for integrity. Firstly, if you do not set achievable goals in these two areas, you will spend your life making indignant speeches, because in the country there is corruption, because in the country there is no integrity. But it is possible in the fight against corruption or in the fight for integrity to establish achievable goals: 5 years, in 1 year, in 10 years”**.

In his explanation, the former Minister of Transportation and Communications referred several times to the generality of CSOs, always returning to our central theme. Further noted that **“CIP and most other civil society organizations do not know how to build bridges. How does that happen? It is verified by the assumption that they assume or transmit: “we are the pure ones, we are the only ones interested in cleaning the country; we are the only ones interested in the development of the country; the others, especially the government side, are corrupt, when they get together they only decide things that allow them to steal; they are incompetent, they are incapable, they are thieves ...”**

Still on the path of “harmonization” of the positions of the government and civil society organizations in general, and of CIP, in particular, suggests that they should show that **“such a need exists. From what I have seen and shown, these organizations do not feel this need. Sometimes it speculated**



that it is because of the type of financing they receive and that the idea is really that of demonizing the government. It is speculated. I have no elements to assess whether it is true or not”.

At the end of our conversation, we wanted to know from Dr. Muthisse what aspects he highlights in the performance of CIP and without hesitation he replied that **“I highlight your concern to fight corruption. There is an aspect that they played an important role even when I was in the Government. It was on the issue of the extractive industry. If Mozambique, at that time, made the advances it did, in part, because of the role of an institution like CIP and precisely because there is an experience of a subject that has gone well, it is clear that such an experience should have been capitalized, to take up other subjects.**

The CIP has influenced governance decisions and processes in Mozambique

- José Jaime Macuane, University teacher



José Jaime Macuane holds a PhD in Political Science from the Rio de Janeiro University Research Institute (IUPERJ). He is a teacher at the Faculty of Arts and Social Sciences at “Eduardo Mondlane University”. He was part of the technical team of the State Administration and Finance Reform Unit (UTRAF).

According to Macuane, **“CIP has an unquestionable and unavoidable role in defending public integrity issues, it is the most active and prominent organization in the defense of public integrity in**

Mozambique, its activity has been consistent and uninterrupted in these 15 years of its existence. A prominent element of CIP is advocacy based on solid research and production of evidence and knowledge on governance issues in general, public integrity particularly and, recently, the theme of the extractive industry. This is combined with investigative journalism, which allows bringing evidence and disseminating it in a way that it is accessible to a wider and more diverse audience, thus improving access to information. CIP has influenced decisions and governance processes in the country in recent years. Some highlights I can give you are anti-corruption legislation, budget transparency and election observation, through the disclosure of their work and advocacy actions. In summary, CIP has been an important player in promoting good governance and democracy in Mozambique.

Along the same path we wanted to know what Prof. Macuane points out in these 15 years of the institution and he told us that, **“the highlights can be taken from the previous answer, but it could reiterate its advocacy on matters of public integrity, public finance management and the Mozambican political process, with emphasis on electoral processes. I wish to highlight CIP’s continuous relevance in Mozambican civil society through the quality of its interventions in the public space, based on solid journalistic and scientific research”.**

CIP marked a time

- Tomás Vieira Mário, Journalist

Tomás Vieira Mário is a journalist by profession, trained in Legal Sciences. He was a correspondent for the Mozambican Information Agency (AIM) in Lisbon and Rome. In 2012, he founded the SEKELEKANI Communication Studies and Research Center, an independent institution dedicated to amplifying the voice of the weakest and most disadvantaged.

Asked about the work done by CIP since its legalization in 2005, he said that **“CIP is one of those civil society organizations that came to mark a time. Announces, through its actions, a new phase in our political history. The phase of a state that is building in the midst of many uncertainties, many changes, often poorly announced, poorly known, poorly managed, which leave many issues unclear, implying that the citizen feels a great lack of information, misses more access to knowledge”**.

Highlighting the phases of the big projects announcement for the exploitation of natural resource reserves in the northern region of Mozambique and the privatization of companies, recalled that signs began to appear that **“such a one-party state, directed in a centralized way, was collapsing and from its ashes was born a very complicated context, in relation to which the citizen needed more information. More investigated information; more processed information. It is in this context that CIP emerged”**.

As a social activist, Tomás Vieira Mário showed us that he is a person who follows and appreciates the work done by CIP since **“it appears as a group of daring people to speak, in the beginning, almost of prohibited things; things that were taboo: one could not inquire about the life of the governors, or the progress of the governance dossiers, that was a boldness. They would ask you: “Who gave you the mandate to question the government? The system here is clear. Who elects you to ask the state for accounts? (laughs)”**. It took some resistance to show that it is the citizen, after all, in whose name you do what you do, your boss, as it was said later”.



In this statement, he read the different phases of our history remarking that it is confused, especially in the last 45 years, with the history of the Frelimo, having stressed that **“there were times that CIP came into direct confrontation against the state, especially in areas where “penetration” was not easy, by publishing annual reports on transparency: with information on the governance system, especially with regard to contracts. The great contracts on the extractive industry, for example, the great corruption practices in the State’s Procurement, all this, for what was the culture of the time, these were very strange things.**

The citizen started to be used to CIP, that there is no state secret that surpasses the citizen’s interest. The state secret must be the one that helps the citizen and not the one that blocks them. It was a population’s learning and teaching process. People went on to know that it is possible to ask for information; it is possible to interrogate public authorities. It is possible to investigate them independently and bring information to the top. I think it was a very important phase”, emphasized.

15 YEARS
PROMOTING
TRANSPARENCY
AND ANTICORRUPTION

SUCCESS STORIES

1. PUBLIC FINANCES

1.1. The case of Aeroportos de Moçambique, E.P.

The current situation of almost total bankruptcy of Empresa Aeroportos de Moçambique, EP is a result of how the monies of Mozambican public companies are used for other purposes, and not for their own benefit. An example of this is what happens in electoral periods, when public companies function as a kind of “illicit funds”, with their funds being diverted to support the ruling party’s campaigns.

The information available on the reports and accounts of public companies is scarce. For this reason, the Public Finance pillar decided to elaborate an in-depth work on Aeroportos de Moçambique, EP,¹ which consisted of having access to the reports of accounts, making detailed analyzes, and verifying if the information conveyed about the financial stage of that public company corresponds to the truth.

Combining the information available, the analysis “Mozambican company Airports: another burden for future generations” was carried out. In a nutshell, the analysis proved that from 2012 to 2016:

The company had been accumulating losses of approximately 7.7 billion meticaïs until 2016;

- ✓ The company had accumulated debts of almost 14.4 billion meticaïs until December 2016;
- ✓ The debt ratio, in 2016, was 67%;
- ✓ The company, even in default, benefited from other loans; and
- ✓ Political interference caused the company to carry out investments without viability/sustainability - the cases of Nacala and the Xai-Xai Airport².



Resumo

A empresa Aeroportos de Moçambique, Empresa Pública (ADM, EP) pelo tipo de actividades que desenvolve ser das empresas públicas mais lucrativas do país. No entanto, de acordo com os Relatórios e Contas da empresa (de 2012 a 2016), esta empresa é mal gerida, assim como parte das empresas com intervenção do Estado, nomeadamente, acumulação de prejuízos e indícios de má gestão.

A má gestão de qualunq. empresa pública representa um fardo para o Orçamento do Estado. No caso da ADM, para além de estar a somar prejuízos que se vem acumulando ano após ano, representa um custo para as contas públicas no presente e no futuro, seja um onus para as gerações futuras, seja devido ao peso elevado de empréstimos de longo prazo e em moeda estrangeira para os quais a empresa não gera recursos suficientes para pagar.

Os documentos financeiros da empresa indicam que parte das suas receitas e em moeda estrangeira, contudo, estas não têm sido suficientes para cobrir os elevados custos de serviço da dívida, o que significa que as variações cambiais representam um caso de depreciação, como ocorreu em 2016, com um efeito altamente prejudicial sobre os resultados financeiros desta empresa.

Se, por um lado, a depreciação impacta positivamente o volume de negócios, tal como aconteceu em 2016, por outro lado, a depreciação impacta negativamente o balanço da empresa, o que significa que a empresa não consegue pagar a dívida acumulada para a dívida.

MAGAZINE independente



¹ <https://cipmoz.org/wp-content/uploads/2018/04/EMPRESA-AEROPORTOS-DE-MOC%CC%A7AMBIQUE-1.pdf>

² <https://www.aeroportos.co.mz/post/2018/10/09/pr-lan%C3%A7a-primeira-pedra-para-constru%C3%A7%C3%A3o-de-aeroporto-de-xai-xai>

Governo procura melhor solução para a dívida da Aeroportos

- Imprimir
- Email

Publicado em: **Economia**

NOTÍCIAS MEDIATECA RÁDIO APRENDER ALEMÃO

ANGOLA MOÇAMBIQUE GUINÉ-BISSAU CABO VERDE SÃO TOMÉ E PRÍNCIPE INTERNACIONAL

NOTÍCIAS

NOTÍCIAS

Aeroportos de Moçambique: "Fardo para as contas públicas"

O CIP garante que a má gestão e a interferência política são dois fatores para o buraco nas finanças da empresa pública Aeroportos de Moçambique, que mesmo assim vai avançar para a construção do Aeroporto Xai-Xai.

The screenshot shows a news article from LUSA. The main headline is "Aeroportos de Moçambique saem do 'vermelho' com 1,45 milhões de meticais de lucro". Below the headline, there is a sub-headline: "A empresa Aeroportos de Moçambique registou um lucro de 1,45 milhões de meticais em 2017 contra um prejuízo de 7,6 milhões de meticais em 2016, indicam o relatório e contas divulgados hoje." The article is dated "9 nov 2018 10:14" and is categorized under "Economia". There is also a yellow banner that says "Este artigo tem mais de um ano".

After it was published, the analysis on the public company Aeroportos de Moçambique was widely disseminated by the press³.

In response to the publication:

- The company contacted CIP to try to clarify the information provided by this organization and the different media;
- The managers of the Aeroportos de Moçambique, EP called on the press to present the company's financial outlook in 2017⁴, in an attempt to counter the evidence raised by the CIP;

- The analysis of the CIP served as a stimulus for the managers of Aeroportos de Moçambique to publish the company's reports and accounts, a practice that was not usual before;
- The accounts of the Aeroportos de Moçambique, were frozen by the judicial court of the city of Maputo, due to a debt with the bank; and
- The government has spoken⁵, informing that would be looking for the best solution for the debt of Aeroportos de Moçambique; and
- The court confiscated the assets of Aeroportos de Moçambique⁶.

³ <https://www.dw.com/pt-002/aeroportos-de-mo%C3%A7ambique-fardo-para-as-contas-p%C3%ABlicas/a-49383748>; <https://noticias.sapo.mz/actualidade/artigos/aeroportos-de-mocambique-fardo-para-as-contas-publicas>; https://macua.blogs.com/mocambique_para_todos/2019/06/aeroportos-de-mo%C3%A7ambique-fardo-para-as-contas-p%C3%ABlicas.html; <http://docplayer.com.br/75037273-Empresa-aeroportos-de-mocambique-mais-um-onus-para-as-geracoes-futuras.html>

⁴ <https://noticias.sapo.mz/economia/artigos/aeroportos-de-mocambique-saem-do-vermelho-com-145-milhoes-de-meticais-de-lucro>

⁵ <https://www.jornalnoticias.co.mz/index.php/economia/91264-governo-procura-melhor-solucao-para-a-divida-da-aeroportos>

⁶ <http://www.magazineindependente.com/www2/tribunal-executa-aeroportos-mocambique/>

1.2 Fiscal Decentralization - the case of municipalities

The decentralization reform, approved by law No. 1/2018 of 12 June, was an important political milestone in the history of Mozambique. The current context of public finances does not favor an active resources decentralization.

Decentralization requires that from Central Government to sub-national governments - from top to bottom - there is a change in authority and resources. This change will allow for an increase in the sources of revenue and expenditure responsibilities at the Sub-national level

In true Democracies, where decentralization is normal practice, control over the use of resources passes from central governments to citizens and voters, who are the ultimate users of goods and services.

It was for this reason that CIP embarked on analyzes focused on municipal finances on the current situation and its implications, in order to present recommendations on this matter. One of the CIP's

findings was that the current model of Municipal finance management is precarious, opaque and under scrutiny.

It also found that the systems of transferring resources to municipalities are not very transparent, less predictable, in addition to stimulating social inequalities. This scenario aggravates the fact that the municipalities are not integrated (until the time of publication of the text) in the State administration system (SISTAFE), making the process of municipal decentralization slow.

The analysis also allowed short / medium term recommendations to be made to improve the decentralization process in the country. It was concluded that there was a need to transfer the responsibilities for revenue and expenditure to the sub-national levels of the Government, taking into account their capacity to provide public services. The importance of a less centralized political system was emphasized, which could give sub-national governments the ability to influence decisions at the local level.

After the publication of the analysis on this process, CIP was invited to comment on the proposal on decentralized finance legislation, which were incorporated into the already approved law. The respective text was recognized by PEFA consultants as a guide for evaluating municipalities. This is a process started last year, as part of the analysis of the book *Desafios 2019* produced by IESE⁸.

On February 21 of this year, CIP was invited to the launching ceremony of the municipal management system (SGA), a platform implemented with slowness, a situation that contributed to the lack of transparency in the management of public finances at the municipalities' level.

The contribution of CIP played a key role in the pressure that was made to achieve the platform referred to above, which in this specific case would contribute to improving the quality of accountability in the municipalities of Maputo, Matola and Boane. There was a promise to gradually cover the remaining municipalities.



Descentralização fiscal sem enquadramento no contexto actual das finanças públicas

16 de Maio 2019

MINISTÉRIO DA ECONOMIA E FINANÇAS

Lei que define o Regime Financeiro e Patrimonial dos Órgãos de Governação Descentralizada Provincial - Lei n.º 16/2019, de 24 de Setembro

Artigo 12
Gestão de Tesouraria Provincial

Os órgãos de governação descentralizada provincial têm gestão autónoma da sua tesouraria, garantindo a unicidade da Tesouraria do Estado.

⁷ Jornal Magazine Independente: Artigo sobre descentralização fiscal (16 de Maio), jornal Zambeze: Artigo sobre descentralização fiscal

⁸ http://www.iese.ac.mz/wp-content/uploads/2019/12/art_cbanze.pdf <https://cartamz.com/index.php/sociedade/item/4500-governo-lanca-sistema-de-gestao-autarquica>

HOT Banda Kakana lança videoclipe com o tema "Eu uso máscara"

Home Desporto Destaques Economia Galerias Internacional Política Sociedade

Destaques - Política

Finanças públicas não favorecem descentralização dos recursos

Posted on 16 Maio, 2019 by Elton Pila | 837 Views

Comentários fechados



DESAFIOS DA DESCENTRALIZAÇÃO FISCAL EM MOÇAMBIQUE: O CASO DOS MUNICÍPIOS

Celeste Ranze

Encontro com missão de avaliação PEFA Inbox x



Dato Vilissa <dato.vilissa@gmail.com>
to me, Jean-Michel, Champomier, Charles ▾

Mon, Aug 5, 2019, 10:03 AM ☆ ↶ ⋮

Portuguese ▾ > English ▾ [Translate message](#)

Turn off for: Portuguese x

Prezada Sra. Celeste Banze Filipe,

Muito obrigado pela conversa telefónica de há pouco.

Como mencionei, fui recentemente contratado para fazer parte duma equipa de consultores que vai conduzir a avaliação PEFA nos municípios de Maputo e da Matola. O lançamento oficial do exercício terá lugar esta quarta-feira ao qual se seguirá o trabalho de campo no município de Maputo por pouco mais de uma semana. O trabalho na Matola terá lugar no próximo mês de Setembro.

É no âmbito desse trabalho que gostaria de solicitar um encontro entre a equipa de três consultores e consigo para discutir questões relacionadas com finanças descentralizadas e gestão de finanças públicas em geral. O seu trabalho publicado este ano sobre finanças descentralizadas - com o qual ficamos bastante impressionados - será certamente incontornável na nossa conversa.

Tomei nota da sua disponibilidade para o encontro na próxima terça-feira 13 de Agosto, ou às 10h00 ou às 14h00. Como prometi, voltarei a contactar-lhe assim que eu e os meus colegas nos sentarmos para finalizarmos o nosso programa de trabalho.

Até breve e melhores cumprimentos,

Dato Vilissa

Governo lança Sistema de Gestão Autárquica

It



1.3 Partnership with International Budget Partnership (IBP)

The publication of the Open Budget Index is an international landmark resulting from research coordinated by International Budget Partnership (IBP), held in more than 100 countries. In Mozambique, since the first time the country took part, in 2010, CIP has been the local organization that has been working with IBP¹.

This partnership has been so profitable and beneficial for both institutions, in such a way that CIP will continue to be the organization that leads this exercise in Mozambique in the next exercise that starts in January 2021.

During this exercise, CIP endeavors to share the current state of budget transparency, levels of public participation and budgetary oversight capacity and its associated challenges in a highly relevant survey at an international level. CIP as an IBP partner is an active player in the interaction process with the relevant institutions for search, namely, the Ministry of Economy and Finance (MEF), Administrative Court (TA) and Assembly of the Republic (AR), in order to ensure that the questionnaire is answered in its entirety. In later stages, these observations are commented on by the Government and an independent appraiser².

In terms of results, this survey produces the open budget index, assigns a score for public participation and the capacity for budgetary oversight. These indicators are measured on the basis of information

and actions carried out at the level of the Central Government.

The results of the Open Budget Index 2019 and published in 2020 were released at a time when the world is struggling with the Covid-19 pandemic, a threat to public health, to the economy of Mozambique. The pandemic has brought about a total change in daily dynamics, as citizens and institutions around the world struggle to contain the spread of the virus and reduce its impact. This makes research more relevant than ever, as the budget will play a central role in government responses to address this pandemic and all the consequences it brings.

The current situation shows that greater transparency in government spending and more space for public participation in the budget process will allow that governments and civil society work together to tackle this epidemic.

The fact that in 2019 Mozambique had a score of 42 out of 100 in terms of budget transparency, 11 out of 100 in terms of public participation and 50 out of 100 in budget oversight, imposes more challenges and reduces citizens' confidence about how the resources allocated to deal with CoVID-19 in the country will be managed, so there is still a long way to go in order to make the public budget more transparent and responsive to current needs³.

¹ <https://www.internationalbudget.org/>

² <https://cipmoz.org/2020/04/27/conferencia-de-impressa-lancamento-do-indice-de-orcamento-aberto-2019/>

³ <https://www.diarioeconomico.co.mz/2020/04/30/governo-nao-e-transparente-nas-contas-publicas-refere-o-indice-de-orcamento-aberto/>
https://www.newsaipep.com/moz_news/mocambique-sobe- apenas-um-ponto-na-transparencia-orcamental/
<https://www.voaportugues.com/a/n%C3A3o-h%C3A1-transpar%C3%Aancia-no-or%C3%A7amento-de-estado-diz-o-cip/5571281.html>

2. EXTRACTIVE INDUSTRY

2.1. Publication of Contracts in the Extractive Sector

The terms of mining and oil operations contracts publication in the extractive sector in Mozambique became a reference, contrary to what had been happening. The importance of publishing contracts results from the fact that the terms inherent to the mining and oil operations of international companies in Mozambique are included in the contracts.

Before 2013, the extractive sector contracts were confidential, allegedly as a way of guaranteeing the commercial market. This practice was encouraged by the mining and oil laws, as the Government's purpose of making these contracts public was not clearly specified.

The publication of contracts in the extractive sector should be included in the Government Gazette, in the proposal of the Mining Law that included a wide range of restrictions to protect commercial secrecy. In the Petroleum Law proposal, only the main terms of the concession contract should be made public. This practice, which was in line with the Public-Private Partnerships (PPPs) law (Article 23, law 15/2011), made it clear that for the Government there was no distinction between the oil sector and other large-scale projects.

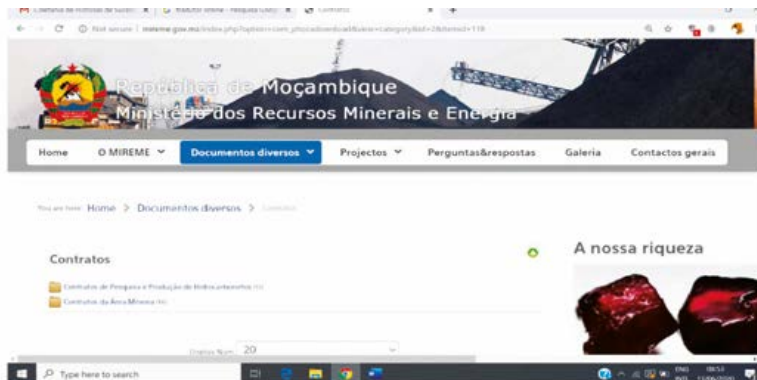
The need for transparency in the extractive sector was apparently ignored, but that perception changed on December 3, 2013 when the Government started the process of publishing contracts, after an intense campaign led by civil society. In that campaign, CIP played a predominant role through analysis⁹ made public, and advocacy whose information has been replicated by various Media (see image below).

It was this role of CIP that allowed for the transparency of contracts signed with multinationals in the extractive sector for the exploitation of mineral resources in Mozambique. All contracts in the hydrocarbon sector have been published, as well as some in the mining sector.

In the new mining and oil laws of 2014, the publication of extractive sector related contracts became mandatory. Before the approval of the laws in question, the guarantee of publication or not of the contracts was defined by contract. Although Mozambique has adopted the system of publishing contracts, until 2015 not all of them were public. It is for this reason that there still challenges in the process of making extractive sector contracts transparent. It is mandatory to include the (signed) addenda to the contracts that are now published. The same contracts must also include tax changes that may have significant importance in the relationship between the state and companies.

The publication of contracts represents an important step towards the transparency of the extractive sector, since among other benefits it allows interested parties, it is based on a concrete document (the contract), demanding accountability for the activities carried out. Transparency and accountability are essential conditions for good governance in the extractive sector, where high financial values circulate, and an exhaustible resource is exploited. Even if the desired results on a given action and advocacy are achieved, continuity of monitoring is necessary as additional challenges may arise. In practice, all contracts are now public,

despite their addenda that have not yet been published. This reinforces the importance of CIP to monitor the actions of the said contracts.



Source: MIREME, 2020

⁹ See some examples at <https://cipmoz.org/category/industria-extractiva/>

2.2. Costs Certification in the Extractive Sector

With the production of gas projects in areas 1 and 4 of the Rovuma basin, forecasts point to 95.5 million meticaís, the revenue amount that will be collected by the Mozambican state until 2048. For state coffers, the implementation and contribution of these projects will imply, among other aspects, the certification of costs, recoverable in particular, by the Government.

The costs of natural gas projects are very high during the prospection, development and exploration phase. A portion of these costs is recoverable and can be deducted in determining the taxable income. Therefore, certification of compliance with the mentioned costs is crucial. It is necessary that the report of this exercise is published, to guarantee transparency in the governance of resources and maximization of the revenues from gas exploration, as well as other resources in Mozambique.

Since 2016, the Administrative Court (TA) has been warning about the need to certify costs in the extractive sector. Based on the information published by TA, CIP has been putting pressure on the Government to certify costs within the term established in the contracts. CIP is one of the few civil society organizations in our country that does a tax analysis of the extractive sector (below the reproduction of CIP findings by the media).

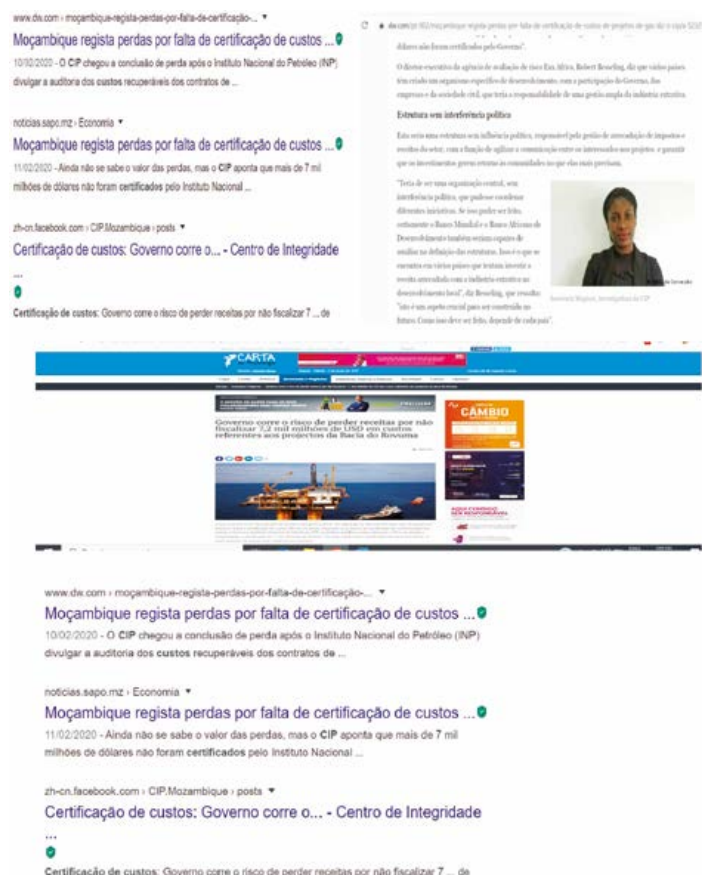
In 2020, after a CIP publication, the Government made its first statement this year, through the National Petroleum Institute (INP), on the current status of cost certification. At that time, brief information of the report prepared by an English company hired for the purpose was published. The full report is not public yet.

The CIP requested for a meeting with the INP to demand clarification on some points, and to press for the publication of reports for the 2015-2018 period. The CIP initiative resulted in the publication of part of the report on the INP website (see image below). Such publication was only possible after a meeting with the INP to demand the said report. An opportunity was given to other interested

institutions to be able to monitor the situation of cost control in projects (specifically gas) in the extractive sector.

i. Monitoring the costs of extractive sector projects in the context of tax collection

Taking into account the history of price inflation in the concessionaires of major projects, the delay in certifying costs can defraud the expectations of Mozambique. Even if the desired results are achieved in a given activity and advocacy, continuous monitoring should not be overlooked as additional problems arise. It is important to ensure timely certification (on time) and publication of the full audit report.



2.3. Improvement in Data Availability in the Extractive Sector

At a global level there is a movement to promote transparent and responsible management of natural resources. This objective is achieved by publishing information on the value chain of the extractive industry (from the point of resources extraction to how they benefit the population). The institutions involved in the extractive industry should publish information that facilitates the assessment, by other stakeholders, of the real benefits for the economy in general, and the population in particular, which allows to positively influence the correction of any deviations.

In its analyzes, the CIP found that the information published by the National Statistics Institute (INE), specifically in the calculation of the Gross Domestic Product (GDP), does not present enough details to gauge the contribution of the extractive industry disaggregated by the mining and hydrocarbon sectors. To improve the data presented on the INE website, CIP requested a meeting to determine the best way to assess the contribution made by the extractive sector to the PIB.

INE was due to schedule a meeting in which this matter would be clarified. But the National Mine Institute (INAMI), partnering with INE, wrote a letter requesting a contribution from CIP in improving the questionnaires that should be used in conducting the first Census of Artisanal Miners (below the letter sent to INE and its response, as well as the one that INAMI received).

The lack of detailed and credible data from the extractive sector can result in a lack of transparency. This would make it difficult to analyze the real benefits of the extractive sector for national citizens.

Although the CIP's questioning did not have the necessary straightforwardness, there was a certain concern on the part of the INE in detailing the published statistical information, which may contribute to transparency.

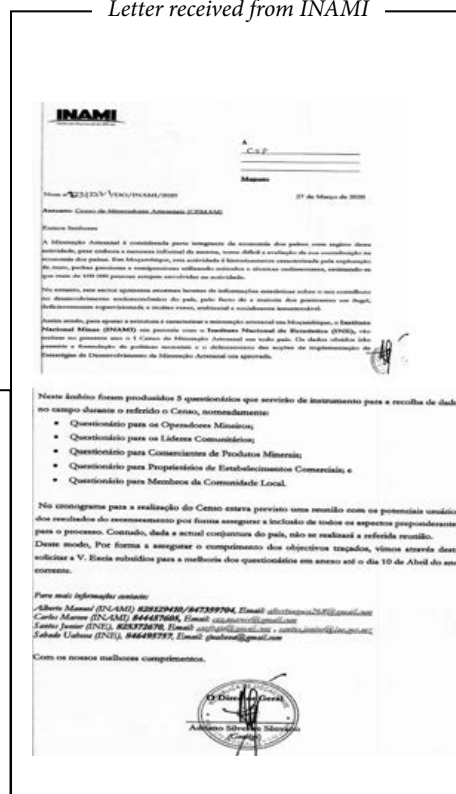
Letter sent to INE



Response received from Statistics Portugal



Letter received from INAMI



3. PUBLIC-PRIVATE PARTNERSHIPS

3.1 Research and Advocacy for the Customs Clearance system reform: Single Electronic Window

Implemented in 2011 as a third generation reform in the customs clearance system in Mozambique, the Single Electronic Window (JUE) brought high expectations. It was hoped that the JUE would reduce customs clearance time, increase State revenues and decrease levels of tax evasion. It was thought that the customs clearance process would be more transparent, since transactions would now be made electronically, including the payment of all expenses via the bank.

The introduction of JUE implied the extinction of the Trade Information and Management System (TIMS), the first computer system used by Mozambican Customs in the proceeding of international trade. However, TIMS continued to operate in parallel with JUE at many foreign trade revenue collection points, and in the import of certain goods of high monetary value. In November 2016, CIP published and presented a study on the JUE reform, in which it referred to the fact that until that time at least 30% of all customs clearance processes continued to be carried out through TIMS. This system was used for imports at border posts where JUE had not yet been installed due to the alleged lack of infrastructure and services essential for its operation, such as bank branches, internet and electricity. TIMS was used in imports, with payments to be made on the basis of accounting, and in smuggling, through imports outside the record books.

Among many other applications, TIMS was also used in imports of what are considered to be major projects of the State, as it happened with the material and equipment for the construction of the “Estrada Circular de Maputo” – “Maputo Ring Road”. High-cost goods such as medicines and refined fuels were also imported using TIMS, thus avoiding accountability to anyone, as well as the payment of all duties, tariffs and other charges. This situation caused a great loss for the State; it was a corruption practice that facilitated illegal trafficking. The parallel use of TIMS and JUE violated the law that considers the first one, i.e., (TIMS) to be a discontinued process, as long as the second (JUE) was introduced¹³.

The CIP study was presented and discussed in Maputo at a meeting that brought together different partners, including representatives from Mozambique Customs, the Tax Authority, and Ministry of Finance, economic agents, trade associations, the Media and development support partners¹⁴.

Among the main recommendations of the study in question was the elimination of the parallel use of TIMS for customs clearance, and full implementation of the JUE packages in all border points of the country. After a year and a half, the Tax Authority stopped using the TIMS, opting only for JUE. At the time, this change deserved certain comments from the Media that monitored closely CIP’s advocacy¹⁵.

¹³ CIP (2016), Janela Única Electrónica: Uma Reforma Comprometida - Procurement, Quadro institucional, processos, riscos, perspectivas, disponível em <https://cipmoz.org/wp-content/uploads/2016/11/JUE.pdf> [acedidoa29deabrilde2020, às 17h19]

¹⁴<https://www.youtube.com/watch?v=h6C6aJdLQL8>

¹⁵Zitamar(2017)Mozambiqueendsdualcustomssystemin'significantstepfortransparency,disponivelem<https://zitamar.com/tag/tims/>[acedidoa29/04/2020, às17h20]

3.2 Investigation and Exposure on Illegal Import of Vehicles and Tax Evasion

Through an investigation carried out by the CIP in 2014 on the activities of organized crime in Mozambique, it was concluded that the great loss of the Mozambican State as a result of that phenomenon was the escape from the tax authorities and the consequent weak revenue collection.

During the investigation, it was found that the actions of organized crime focused on the illegal transfer of motor vehicles, with the involvement of political parties, customs agents, intermediaries, Automobile Registration Offices, National Institute of Land Transport, among other entities. In addition to Mozambique, the investigation also covered South Africa, a neighboring country where the criminal network had tentacles¹⁶. The CIP initiative revealed details of the ‘modus operandi’

of organized crime network, from purchasing of vehicles in South Africa to starting to circulate in Mozambique without paying due taxes, or paying them with insignificant amounts. Lists of vehicles imported by political parties, designation of imported item, vehicle registration documents and forged ownership titles were published. All these details contributed to the authorities being able to dismantle the network.

Months after the CIP investigation was published, Mozambican Customs initiated the “Buffalo” operation, which led to the seizure of thousands of illegally imported vehicles¹⁷, dismantling the criminal network and opening criminal proceedings against the political parties involved in the scheme¹⁸.



¹⁶CIP (2014): Importação ilegal de viaturas: a máfia que custa milhões ao Estado, disponível em https://cipmoz.org/wp-content/uploads/2018/08/295_CIP_Newsletter_nº01_2014.pdf [acedido a 29/04/20, às 17h23]

¹⁷Jornal Notícias (2014), Baleado director-adjunto da Autoridade Tributária, disponível em <http://www.verdade.co.mz/component/content/article/46642-partidos-politicos-envolvidos-em-fraudes-fiscais> [acedido a 29 de abril de 2020, às 17h14]

¹⁸Jornal A Verdade (2014), Partidos políticos envolvidos em fraudes fiscais, <https://jornalnoticias.co.mz/index.php/politica/17126-importacao-illegal-de-viaturas-dez-partidos-sob-investigacao> <http://www.verdade.co.mz/component/content/article/46642-partidos-politicos-envolvidos-em-fraudes-fiscais> [acedido a 29 de abril de 2020, às 17h14] <https://portugaldigital.com.br/partidos-politicos-mocambicanos-processados-por-importacao-illegal-de-viaturas/>

3.3 Award of Contracts by EDM, EP

A survey initiated in 2014 by CIP, which culminated in an independent complaint about the harmful management of Electricidade de Moçambique (EDM), served as the basis for several debates that influenced structural changes in the electricity industry in Mozambique.

In that research¹⁹ several issues were addressed, including the quality of electricity distributed by EDM, tariffs, public tenders (procurement) for the contracting of goods and services. It was evident that in public tenders for hiring suppliers of goods and services, EDM did not comply with procurement rules, benefiting companies owned by political elites. An illustrative example of this happened in 2013, when the electric cables for medium voltage were replaced in the urban area of Maputo, the capital of Mozambique. In this endeavor, EDM hired a company to perform a job that should have been done by the workers of that public company, as it was a routine activity to improve the conditions of the electricity network.

The CIP study brought evidence²⁰ that helped in an informed public debate about the energy sector, having been used as a reference in several journalistic and academic works. The CIP evidence had a major impact on both the Media and in the Assembly of

the Republic²¹. The results of the study in question include:

- ✓ Cancellation by EDM's Chairperson of the Board of Directors of some contracts for the provision of services to that company, and opening of criminal proceedings 14. Disciplinary proceedings were also opened by the Attorney General's Office (PGR), process No. 24/PGR/2015, submitted to the Administrative Court for financial liability of the people involved;
- ✓ In the PGR report presented at AR on August 4, 2015, it appears that a lawsuit (nº 34/GCCC/2015-IP) was opened in which EDM managers are indicted for having signed contracts (...) without complying with the legal procedures;
- ✓ The then EDM's Chairperson of the Board of Directors, Mateus Magala, created an anti-corruption office at the company and asked CIP to assist him in drafting EDM's code of conduct; and
- ✓ The study had an influence on the measure taken by AR to propose the creation of a Parliamentary Commission of Inquiry (CPI) to investigate the frauds at EDM that had been denounced by the CIP, which did not happen with the excuse that this matter was already under investigation by PGR.

¹⁹https://cipmoz.org/wp-content/uploads/2018/11/339_Relato%CC%81rio_Electricidade_de_Moc%CC%A7ambique.pdf

²⁰<https://noticias.sapo.mz/actualidade/artigos/estudo-coloca-tarifas-da-electricidade-de-mocambique-entre-as-mais-altas-da-regiao21http://www.folhademaputo.co.mz/pt/noticias/nacional/ar-chumba-proposta-de-comissao-parlamentar-para-investigar-edm>

²¹<http://www.folhademaputo.co.mz/pt/noticias/nacional/ar-chumba-proposta-de-comissao-parlamentar-para-investigar-edm/>

4. ANTICORRUPTION

4.1 The case of Driving Licenses

One of the most publicized cases that deserved an investigation by the Center for Public Integrity (CIP) was the sale of driving licenses at the National Institute of Land Transport (INATTER), in Maputo, with the collusion of some employees of that institution.

During the investigation it was found that by paying 50,000 meticais one would quickly get a driving license at INATTER, without any requirement from the candidate, such as enrolling in a driving school and taking physical fitness exams. The fraud consisted of the candidate for the purchase of the driving license delivering a copy of his/her ID card (BI) to the INATTER intermediary or employee, who was in charge of fulfilling the entire expedient.

In order to have access to a driving license of any category, (light or heavy, and even public service), within 30 to 45 days, the candidate should pay 50 thousand meticais. Through legal mechanisms, obtaining a driving license costs an average of 15 thousand meticais, and takes six months (from enrollment at school to obtaining the definitive driving license).

A purchased driving license, recognized by the authorities, does not differ from that which is legally obtained. To verify the authenticity of a fake driving license, it was necessary to involve a fictitious individual. His role was to go to INATTER to request a duplicate of his (purchased) driving license, which he claimed to have lost. The request was answered without any suspicion. According to the data obtained in INATTER during the research, between 10 and 15 driving licenses are fraudulently issued every week in that institution

The total number of driving licenses issued monthly is between 40 and 50. It is a thriving industry involving sinuous corruption cases, which handles about 2.5 million meticais per month (about USD 40 thousand), only in the city and Maputo province. The number of fraudulently issued driving licenses reaches around 600 annually, generating revenue for the world of corruption estimated at 30 million meticais. This is one of the phenomena behind the alarming number of fatal road accidents that occur on the roads of our country. On average, road traffic accidents that occur on national roads kill 30 people weekly, placing Mozambique among the 20 countries in the world with the highest rates of deaths from road traffic accidents.

After the publication of the article on the driving license sale scheme in INATTER, disciplinary proceedings were opened against 28 employees of that institution for its alleged involvement in the fraudulent issuance of those documents in the city of Maputo (in O País Newspaper as of 2019) 35. In December 2019, a network of INATTER employees who sold driving licenses was dismantled in Sofala province (in O País Newspaper as of 31.12.2019). “As a result of the article published by CIP, the Government of Mozambique, through Decree 86/2019, starts to demand “suitability” from Driving Schools in Mozambique” (in A Verdade as of 26.12.2019). Of the four schools in Matola that were closed because they operate without complying with the standards required by law, two of them had strong links to the driving license scheme. The CIP filed a formal complaint with the Maputo City Attorney’s Office for holding those involved in the scheme responsible.



Jovem esfaqueia mortalmente amigo em Maputo

Um jovem de 23 anos de idade esfaqueia mortalmente um amigo, com que estivera a consumir bebidas alcoólicas no passado sábado (23), após terem discutido e lutado no bairro de Albazina, na Cidade de Maputo.

Texto: Redacção

"O puto disse que não tem medo de mim, eu estava grosso e falei que também não tenho medo de ti posso-te dar porrada agora, lutei com o puto, depois vieram amigos dele bateram-me. Consegui fugir, fui para casa onde levei faca e lhei esfaqueei" confessou a jornalista Mário Francisco agora detido pela Polícia da República de Moçambique.

A vítima mortal é outro jovem que não resistiu aos esfaqueamentos que sofreu no abdómen.

Governo passa exigir "idoneidade" às escolas de condução em Moçambique



A má formação dos automobilistas é apontada como uma das causas dos acidentes de viação terem-se tornado numa das principais causas de mortalidade em Moçambique, por isso o Governo tornou mais exigente a actividade de ensino de condução passando a exigir "idoneidade", instalações apropriadas e até definiu as características dos veículos a serem usados no ensino. As 153 escolas de condução em funcionamento têm 6 meses para conformar-se com o novo Regulamento em vigor desde Outubro.

Texto: Adriano Caldeira | Continuação Pág. 02

Tempo fresco, continuação de aguaceiros com trovoadas neste 3ª feira

O Instituto Nacional de Meteorologia prevê o seguinte estado do tempo para esta terça-feira (26) em Moçambique:

Nas províncias de Niassa, Cabo Delgado e Nampula céu pouco nublado com períodos de muito nublado. Continuação de aguaceiros acompanhados por vezes de trovoadas e chuvas fracas a moderadas localmente fortes. Vento de nordeste a leste fraco a moderado, soprando por vezes com rajadas.

Para as províncias de Tete, Zambézia, Manica e Sofala céu muito nublado. Continuação de aguaceiros com trovoadas ou chuvas fracas podendo ocorrer em regime moderado. Vento de leste a sueste fraco a moderado, soprando por vezes com rajadas principalmente na província de Manica.

Nas províncias de Inhambane, Gaza e Maputo céu pouco nublado temporariamente muito nublado. Possibilidade de aguaceiros acompanhados por vezes de trovoadas ou chuvas fracas podendo ocorrer em regime moderado no interior de Gaza. Vento de sueste a leste fraco a moderado.

Niassa, Nampula e Inhambane com restrições de electricidade

Alguns distritos das províncias do Niassa, Nampula estão sem energia eléctrica devido as chuvas e ventos fortes que fustigaram as regiões do Norte de Moçambique. Na Província de Inhambane outros distritos estão a receber electricidade com restrições devido a avaria na Central de Temane.

Texto: Redacção

Desde o fim da tarde deste domingo (24) que várias regiões da Província do Niassa estão sem energia devido a queda de 13 postes de transporte no Distrito de Mecanheles, 16 postes nos distritos de Niçepe e Metarica.

Na Província de Nampula ou-

tros 3 postes de transporte de energia caíram deixando o Distrito de Malema às escuras.

Em comunicado a Electricidade de Moçambique (EDM) aponta a chuva e ventos fortes como as causas das quedas dos postes e refere que "o temporal continua a in-

fluenciar na eficiência do trabalho em curso, uma vez que o transporte do material para a reposição passa por zonas pantanosas e de difícil acesso".

Mais a Sul os distritos de Inhassoro, Vilankulo, Mabatane, na Província de Inhambane, e Machanga, na Provin-

cia de Sofala, estão a sofrer restrições no fornecimento da energia eléctrica devido a "uma avaria no sistema de refrigeração de um grupo gerador da Central de Temane, na província de Inhambane, provocando uma indisponibilidade da corrente eléctrica de 2.4 MW", justifica a EDM.

Confira as temperaturas previstas:

Cidade	Máx °C	Min °C
Maputo	30	24
Xai-Xai	26	24
Inhambane	32	25
Vilankulo	32	26
Beira	31	25
Chimoio	30	22
Tete	32	25
Quelimane	33	22
Nampula	34	23
Pemba	30	25
Lichinga	27	18

Envia dinheiro, Paga água e TV, Compra CREDELEC, e muito mais

DIGITA *898#

É rápido, seguro e conveniente

4.2. Anticorruption Legislation in Mozambique

Corruption is old in Mozambique, with deep roots, and its eradication has been hampered by its practitioners. These include those who find corruption as a way of survival, or who resort to it for the satisfaction of personal interests, and those whose ambition is to illicitly enrich themselves.

Since fighting corruption is a priority for the Government, it has adopted policies and actions aimed at greater transparency in the public affairs management, but the corrupt have intensified their actions, forcing a greater intervention of the judicial system, courts in particular. The list of examples is extensive.

According to CIP, for the control of corruption there must be laws and regulations that allow effective action by the judicial authorities. Also according to that entity, the establishment of a comprehensive legal framework to enable an effective criminal reaction against the practice of corruption has never been approached in an integrated and judicious way, which would provide the Justice institutions with the necessary instruments to be able to react.

Legal anti-corruption law in Mozambique was always precarious, and the approval of an anti-corruption law (6/2004, dated 17 June) only occurred in 2004. With the said law, corruption now has two definitions. The first definition is that of passive corruption, that type of corruption in which to perform/omit an act that contradicts part of one's functions that they perform, the State official or agent requests a patrimonial advantage or not. The second definition is that of active corruption, which consists of offering a patrimonial advantage or not to a State official or agent to perform an act contrary to his/her obligations in the position he/she holds.

The CIP expressed the need to urgently carry out a thorough review of the Anti-Corruption Law and its regulations, taking into account its shortcomings already known by the public. This would be the first step in the process of reviewing anti-corruption legislation in general.

In principle, the aspects to be dealt with in the revision of Law 6/2004 include:

Definition of matters to be dealt with in the Anti-Corruption Law. Possible elaboration of new legal documents for the subjects that should be removed from the Anti-Corruption Law (for example, if the

GCCC regulation should be made autonomous in an autonomous law; if the anti-corruption contractual clause, and the requirement to justify whether administrative acts must be included in decrees n^o 54/2005, of December 13 (procurement law) and 30/2001 (which approved the rules for the operation of the Public Administration Services, which already addresses this requirement);

- Definition of the crimes that must be dealt with in the procurement law (for example, embezzlement, better known for embezzlement of State funds, is a corruption crime worldwide and is provided for in the International Conventions ratified by Mozambique);
- Compatibility of the law with those crimes already provided for in other legal instruments, in particular the Criminal Code, and the creation of new legal types of crimes (for example, the influence peddling);
- Legal nature, composition and consequent powers/procedures of the GCCC; and
- Regulation of “protection of whistleblowers and witnesses” so that the State presents administrative measures (of protection) and enables the public's relationship with the GCCC.

For a comprehensive and up-to-date anti-corruption regulatory framework in Mozambique, CIP suggests that the Government and AR take into consideration aspects whose regulation is urgent, such as:

- Review of legislation on conflict of interest for the Government members, introducing quarantines and impediments to public procurement;
- Introduction, in the MP Statute, of impediments in the exercise of his function, and for a certain period of time after he/she has served the parliament;
- The need for the approval of a general code of conduct and other sectors for the Civil Service, as well as the creation of a system to guarantee the compliance and monitoring of these rules (public ethics management system);
- The need to clearly define, in legislation, the crime of illicit enrichment, and an indication of the practices related to it;

- Introduce the legal type of influence peddling and corruption crime in the private sector. That type of crime should also be introduced for foreign civil servants;
- Consecrate in a more substantial way the protection of whistleblowers within the scope of the crimes provided for in the anti-corruption law, and in the general legislation that deals with this legal type of crime; and
- Introduction to the Anti-Corruption Law of the matter relating to the protection of witnesses.

The CIP played a key role in changing and/or updating anti-corruption legislation. Because of the pressure exerted by civil society, Mozambican anti-corruption legislation has improved considerably since 2012, when the Anti-Corruption Legislative Package (PLAC) was approved by the Assembly of the Republic, comprising the following laws:

Law14/2012 of February 8²² on organizational Structure of the Public Ministry and the Statute of Attorneys, which also defines crimes of money laundering, embezzlement of funds and public goods, influence peddling and illicit enrichment.

- Law 15/2012 of August 14²³ on the Protection of Victims, Witnesses, Whistleblowers and Experts in Criminal Proceedings. This legislative package, in its article 22, provides for the creation of a “Alta Autoridade de Protecção às Vítimas” – “High Victim Protection Authority”;
- Law16/2012 of August 14²⁴ on Public Probity, which highlights the supremacy of public interests over private interests, defines the conflict of interests and prohibits the acceptance by public office holders of gifts, facilities, etc., which may endanger the independent execution of its functions. It also establishes the duty of public office holders to declare their property, defining sanctions for violators of the law. Under the same law, the creation of the “Comissão Central de Ética do Sector Público” – “Central Public Sector Ethics Committee” is prescribed; and
- In December 2014, a new Criminal Code was approved. Complementing PLAC’s specific anti-corruption legislation, the law defines in its chapter II the acts of active and passive corruption, concussion, collusion, money laundering, embezzlement of funds and public goods, illicit enrichment and fraud, as crimes punishable.

²²<http://www.cconstitucional.org.mz/content/download/1151/6626/file/Lei%20n%2014.2012%20de%208%20de%20Fevereiro%20de%202012.pdf>

²³https://www.caicc.org.mz/conteudos/documentos/LEIS_E_DOCUMENTOS/lei%20de%20protecao%20de%20vitas,%20denunciantes%20e%20testemunhas.pdf²⁴https://www.caicc.org.mz/conteudos/documentos/LEIS_E_DOCUMENTOS/lei%20de%20protecao%20de%20vitas,%20denunciantes%20e%20testemunhas.pdf²⁵<https://www.dw.com/pt-002/novo-c%3%B3digo-penal-de-mo%C3%A7%C3%A3o-ambigue-traz-muitas-novidades/a-17790640>

5. The case of Illegal Debts

The case of illegal debts made public in 2016 in our country after its release by the International Press was one of the biggest scandals of which there is memory in Mozambique, with huge losses for the state.

It was a fraud that consisted of asking certain foreign financial entities, in the period between 2012 and 2015, for loans whose value exceeded one billion US dollars (USD). With that credit, made in spite of the Mozambican institutions (Assembly of the Republic and Administrative Court) and the International Monetary Fund (IMF), with State Guarantee, the then Government of the President Armando Guebuza intended to create and equip in Mozambique, EMATUM, ProIndicus and Mozambique Asset Management (MAM) public companies.

Illegal debts, which plunged Mozambique into an unprecedented economic and financial crisis, whose repercussions prevail, were the subject of several analyzes made by CIP and other organizations from both Mozambican and foreign civil society, which condemned the mechanisms used in their contracting.

CIP's justification in its criticisms of illegal debts focused on aspects that included a lack of responsibility and transparency in public finance management²⁸.

a. “Political debt management and its impact on fiscal and monetary policies”²⁹

In the study referred to, published in the Public Finance pillar, CIP speaks of a more detailed context about the inefficiencies of public debt management affected by political interference. It also talks about how these actions have compromised the management of public finances and the measures of Banco Central (Bacen), with significantly negative consequences for the Mozambican people. Among other negative aspects, the CIP study criticizes what it considers a fiscal policy geared towards excessive spending, in a context in which the Central Bank imposed restrictive measures that delayed the effects of the Bacen's policies.

Among the main recommendations of the study, which influences the approval of Decree No. 77/2017 of 28 December, which approves the procedures



²⁸<https://cipmoz.org/2016/04/08/desastre-da-divida-publica-em-moc%cc%a7ambique-vai-o-governo-continuar-a-pautar-por-falta-de-transpar-e%cc%82ncia/>; <https://cipmoz.org/2016/06/21/a-declarac%cc%a7a%cc%83o-de-imprensa-da-missa%cc%83o-do-fmi-expo%cc%83e-uma-politica-fiscal-do-governo-fora-de-controlo/>; <https://cipmoz.org/2016/06/22/o-impacto-do-servic%cc%a7o-da-divida-oculta-de-moc%cc%a7ambique/>;

²⁹https://cipmoz.org/wp-content/uploads/2018/08/gestao_politica_da_divida.pdf

for the issuance and management of public debt and State guarantees, CIP refers to the need for Government policies to adopt a management model with a technical basis, without any political interference, to reduce the information asymmetries in the financing granted and in the public debt sustainability. He suggested the approval of a legal instrument to control spending based on collection capacity. Spoke of the relevance of defining the limits on personnel expenses and public debt. The following year after the note was published, the said decree was approved.



In addition to the results achieved through the campaign “I don’t pay illegal debts” - not even with gas”, CIP made its contribution to:

- i. Cancellation of Mr Chang’s extradition to Mozambique³¹;
- ii. declaration of nullity of EMATUM debts by the Constitutional Council³²
- iii. arrest and constitution of defendants involved in contracting and managing hidden debts³³;
- iv. declaration of the nullity of the debts contracted by the companies Proindicus, SA (US \$ 622 million), and Mozambique Asset Management (MAM, US \$ 535 million), and of the sovereign guarantees granted by the Government in 2013 and 2014, respectively, with all legal consequences, through all legal consequences of Judgment No. 7 / CC / 2020 of May 8, 2020³⁴;
- v. the London Superior Court of Justice (hightCourtofJustice) starts, on 05/26/2020, the hearings of the parties involved in the illegal debts, in which the Mozambican State asks for the cancellation of sovereign guarantees issued by the then Finance minister, Manuel Chang, in order to make the debt of ProIndiculus contracted with Credit Suisse in 2013 viable³⁵.

³¹<https://www.voportugues.com/a/governo-de-mo%C3%A7ambique-perde-recurso-no-caso-chang-/5201494.html>

³²<http://opais.sapo.mz/conselho-constitucional-declara-inconstitucional-divida-da-ematu>

³³<https://www.dw.com/pt-002/mo%C3%A7ambique-pgr-acusa-20-pessoas-no-caso-da-d%C3%ADvidas-ocultas/a-4803151>

³⁴<http://www.cconstitucional.org.mz/eng/content/download/1290/7782/file/Acordao%207.CC.2020.pdf>

³⁵<http://www.rfi.fr/pt/mo%C3%A7ambique/20200527-cip-pede-justi%C3%A7a-ao-reino-unido-no-julgamento-das-d%C3%ADvidas-ocultase-https://cipmoz.org/2020/05/26/iniciou-julgamento-das-dividas-ocultas-na-inglaterra/>

6. HEALTH PROGRAM

Operation of Medication Logistics

In our country, health suffers the most from the effects of corruption in its various forms. The corruption phenomenon affects practically all health areas, particularly that of medicines and medical items, which mobilizes a significant part of domestic and international resources that are channeled there in the form of investment and/or support.

A research carried out by CIP in the field of medicines found the different cases of corruption and weaknesses in the logistics chain. Exposure of scandals associated with influence peddling²⁶ and poor management of the drug logistics chain were some of the reasons that led to the closure of doors by the health sector to prevent CIP's access to interviews or any means of communication with that organization. The rejection of the CIP was due to its intention to denounce, through the publication of reports and interviews in the media (radio, television and social media), aspects related to the mismanagement of financial resources, as well as irregularities in their allocation, disruption of the drug stock and application deviation. After evaluations at the level of the CIP itself, of the partners and State institutions, there was a need to involve the Government in actions aimed at improving the public good management.

A second work methodology adopted by CIP allowed some Government institutions, with emphasis on the health sector, to begin to open up in communication with that entity. It was as a result of this, and as a result of pressure from civil society, that in 2018 Nazira Abdula (at the time Minister of Health) and the leadership of CIP started working meetings.



A focus group was appointed with the mission of interacting with CIP researchers to facilitate access to information and interviews of common interest.

With the publication of some reports on drug logistics at national and provincial level²⁷, there was interest on the part of the Medicines and Medical Items Center (CMAM) in supporting CIP's participation in the sector's Technical Council. At the said Council, CIP intended to present the Electronic Platform user reporter, and the manual on user rights and duties, instruments that should be disseminated among technical staff.

As a result of the pressure made by CIP, CMAM created a communication mechanism with the purpose of providing information to users and other interested parties that would allow the monitoring of the evolution, in the health sector, which was registering in the implementation a Pharmaceutical Logistic Strategic Plan, as well as other activities that contribute to transparent management. For this and other reasons, CIP has been one of the first-rate guests, actively participating in programs that respond to health challenges for good governance and the implementation of development policies.



²⁶<https://cipmoz.org/2017/11/29/as-redes-de-negocios-milionarios-do-ministerio-da-saude/>

²⁷<https://cipmoz.org/2019/07/19/relatorio-sobre-logistica-de-medicamentos/>

7. ELECTION PROGRAM

Repeal of the Principle of Prior Impugnation of Electoral Litigation

Since the introduction of multipartyism in Mozambique, voter processes are characterized mainly on charges of fraud directed by the opposition and some civil society organizations against the ruling party (Frelimo). One of the most critical voices is CIP, which with news coverage through its newsletter on the Political Process in Mozambique has been a constant observer of elections in the country.

Based on the electoral observation program, CIP intends to give integrity to the process. In order for this objective to be achieved, CIP contributed with an advocacy aiming at revoking the principle of prior impugnation of electoral disputes. Paragraph 1 of article 140 of law nr. 7/2018, of 03 August, determines that “irregularities in the appeal of the vote and in the partial counting, district or city can be assessed in a contentious appeal provided they have been the subject of a complaint or protest”. This article enshrines the principle of prior impugnation in the electoral dispute for the election of the holders of Organs municipal bodies, and found correspondence in the legislation that regulates the election of the President of the republic, deputies of the Assembly of the republic and members of the Provincial Assemblies, before the 2019 review.

The complaint (or protest) referred to above is addressed to the electoral administration bodies, similar to the public administration (organs) (executive power). according to what was established by the legislator, the complaint of the injured party or interested party must be made in advance to the public administration bodies (administrative/gracious appeal) as a condition for an effective appeal to the courts (contentious appeal).

The principle of prior challenge that the ordinary legislator placed in the electoral dispute does not find a constitutional framework, which is a limitation to the constitutional right that the citizen has to resort to the courts to challenge the acts that violate their rights established in the Constitution and in other laws. The principle of prior impugnation can be interpreted as a violation of the constitutional principle of separation and interdependence of State powers. Indeed, the practice or not of an act with the executive power conditions the action of the courts in the exercise of their constitutionally established judicial function¹, besides being a limitation to the principle of effective judicial protection of fundamental rights. In practice, in electoral processes when interested parties believe they have been harmed by acts carried out by electoral administration bodies, they resort to the courts to challenge such acts. However, on a recurring basis the courts fail to hear the cases, based on the violation of the principle of prior challenge of the contested acts².

In CIP’s opinion, the principle of prior impugnation during the 2018 municipal elections was a barrier to access to justice, having defended its revocation. In 2019, the Assembly of the Republic revoked the mandatory claim as a prerequisite for electoral litigation, in the legislation that regulates the elections of the President of the Republic and the deputies of the Assembly of the Republic, as well as in the legislation that regulates the elections of the members of the Provincial Assembly and the Governor of Province (article 192 et seq. of law no. 2/2019, of May 31, and articles 162 of law 3/2019, of May 31). The prior impugnation is no longer a ‘sine qua non’ condition for access to electoral justice.

¹ Cfr. Artigos 62, 69, 134 e 212 todos da Constituição da República.

² Cfr. Acórdão n° 14 /CC/2018 , de 25 de Outubro, disponível em <http://www.cconstitucional.org.mz/Jurisprudencia/14-CC-2018> [acedido em 28/01/19, às 16h56].

8. INSTITUTIONAL DEVELOPMENT

The Center for Public Integrity - CIP, like all other civil society organizations, faced institutional challenges in its first years, which consisted of the lack of adequate internal processes for the challenges that the institution embraced and the quality of its accountability, compliance with deadlines and systematization of its Internal processes.

This process, which is normal for a newly created organization, was one of the most important for institutional consolidation and the achievement of institutional objectives.

The internal operating process of an organization like CIP, in addition to requiring it to be the most clear, complete and transparent is subject to various internal monitoring by partners, in addition to constant financial audits, which always require more and better ways to defend the mission and institutional vision.

The CIP is today an example of good management and accountability, being mentioned several times by its partners and other civil society organizations as an example to follow with regard to the process of internal and external accountability. This institutional position, in the eyes of partners and other NGOs, causes internal requirements to be increased, generating more pressure and institutional responsibility.

Thus, the CIP has focused on big three steps in the institutional organization, as the objective of enable the definition cleared its field of action, seek and consolidate the trust on the part of its partners in the implementation of its Strategic Plan and the strengthening of its internal performance. Since the beginning of its creation, the organization has been experiencing remarkable and secure growth in aspects related to its internal organization and in the way it relates to the target audience of its activities. However, there is recognition of the need to further improve the processes leading to the strengthening of the organization in terms of its sustainability, methods of expanding its actions and activities, in order to make the organization more credible, sustainable and known at national and international level.

1. Internal governance:
 - i) What is being done?
 - ii) What do you want to improve in CIP?

2. Organizational climate:
 - i) How power relations are characterized.
 - ii) What do the employees think?
 - iii) What is being done to improve, towards excellence?
3. Abilities to achieve results:
 - i) Results achieved
 - ii) Capacity for Advocacy
 - iii) Institutional strengthening

ii. Internal governance:

ii. What is being done?

The CIP, due to its role in Mozambican society and the fact that it is an organization that strives to improve governance at the national level, has the duty to lead internally by example. However, despite the constant reports that approve internal governance and the efforts of the founding members and the successive directorates of the institution, there are always institutional challenges.

The challenges facing CIP's internal governance have to do with the consolidation, functionality, implementation and compliance with the processes established within the scope of human resources, such as human resources development policies and all normative and procedural instruments. CIP favors participatory planning and budgeting and collegial decision-making. Over the 15 years, CIP has been gradually improving the internal information and empowerment circuits of its employees in a holistic and harmonious way with its mission and its strategic and annual plans. CIP has internal management standards compatible with internationally accepted good management practices, as well as required by its partners.

iii. What do you want to improve in CIP?

For CIP, each year is represents a challenge in order to improve its performance more and more, both at the level of each employee, as well as in its internal control processes. Although CIP is at an acceptable level in terms of the implementation of its internal policies and relationships with the outside, there is room to introduce further changes in its

form of organization and functioning, with a view to achieving excellence in its processes. CIP does not stop learning new management mechanisms and nor to increasingly empower its employees with adequate knowledge to carry out their work. Thus, over the 15 years, the organization's internal processes have been revised and its employees exposed to various training courses. Even so, the organization wants to further improve the performance of its employees to fully respond to their duties and also, to operate in the provinces and districts through partnerships with local organizations.

2. Organizational climate

The organizational climate, although good, it deserves the due attention of CIP, so the internal relationship of the organization's employees, over the 15 years, has been consolidating itself towards reaching satisfactory levels, which is bode well in the short term having taking into account the positive results that are being achieved.

Over these 15 years, CIP faced institutional challenges that drew attention to the need to further improve internal governance processes and procedures and to further open up the organization and strengthen monitoring by founding members and the various stakeholders that interact with the organization.

These institutional challenges deserved the CIP's due attention in the sense that lessons from the causes of the problems were explored and learned in order to create antibodies to mitigate the possibility that such situations will not happen again. To achieve this goal, it was necessary to create spaces for joint reflection, aiming to bring together the different positions that characterize the diversity of existing thought and a closer relationship between the organization's management and employees.

2i. how Power Relationships are characterized

CIP has a team of researchers with various skills and who are exposed to society. This situation means that there is a game of egos within the organization that is expected and that must be managed by the management always in defense of the institution and also safeguarding the right of employees and the relevance and institutional growth.

The program area and administration and finance have, by virtue of the internal manuals, autonomy to carry out their activities in full respect of the internal management guidelines.

Dialogue, participatory and decentralized decision-making are part of CIP's day-to-day activities, in addition to regular regular meetings in the areas of research, administration and finance and management, in addition to a general monthly meeting, duly documented.

2ii. What employees think

Employees, in general, based on their pronouncements in events of the annual retreats and monthly meetings held in the organization, consider that a good work environment is crystallizing and that there are signs that it may evolve more and more towards excellence, given the way in which internal organizational processes have been conducted.

2iii. What is being done to improve, towards excellence

Continuous involvement of all employees in the elaboration of Strategic Plans (EP) and annual Plans, in the processes of conception and review of policies, rules and internal procedures, the collaboration and sharing of information and their participation in processes that may culminate in the evaluation of the EP and the continuous evaluation of individual performance, are important assumptions that will determine excellence in the organizational climate. Although these actions are being carried out, there is a need for each employee to take more and more ownership of the different roles that he/she has in order to know the institutional mission in depth and act accordingly. The implementation of learning, monitoring and evaluation cycles should always contribute to a greater focus on what is important and possible to do at CIP;

3. Ability to achieve results

The ability to achieve results is aligned with the following actions:

- a) Training of employees who represent continuous action;
- b) Improving employee performance, which is a continuous action that requires the identification of training and motivation needs of employees;
- c) Budget available for employee training expenses.

3i. Results achieved

The scope of CIP's activities, which is to influence public policies for change, does not often

Training of employees	Action to be continued	improvement in performance	- needs for training identified; - Qualified team and motivated	budget available
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translate into immediate results. Over the 15 years CIP has been improving its ability to achieve and capture results through the continuous training of its employees, the creation of the Communication area and the strengthening of the monitoring and Evaluation and learning area. At the moment, CIP has listed the results of its work, thanks to its evolutionary capacity within the scope of its human resources.

3.ii. Advocacy capacity

CIP’s commitment to implementing its Strategic Plan is to outline and implement this activity so that their tasks are understood and impact the level of the public that is interested in its work and finds it as a contribution to the country’s development.

The idea is for CIP to demystify the information it produces, with exposure on social networks, from facebook, twitter, Instagram and other platforms that easily reach the target audience.

3.iii Institutional strengthening

The CIP has been guided by a consistent assessment of its work, by area of activity to ascertain whether it is satisfactory or not, based on the response of the human resources allocated in each area. Based on this and following the obtained result, it proceeds with the hiring of its employees or the termination, observing the labor law, of those who do not add value in the work and mission of the organization, after internal efforts in forming and providing national and international courses aiming at the increase of the employees performance.



9. MONITORING, EVALUATION, PERFORMANCE AND FUNDRAISING

The approach on monitoring and evaluation (M&A) at CIP begun in 2015, when management, in dialogues with partners, realized the importance and relevance of this area for the institution's work.

From then on, the M&A position started to appear on the organization's organizational chart, with a mandate to support the programmatic and administrative areas in aligning the activity plans, setting objectives and goals. With the endorsement of the management, M&A starts to monitor and evaluate the performance of the organization, according to the norms and standards for strategic and operational planning. It started to provide a line between the plans, from the annual and the strategic plans, to producing reports against key indicators and targets in the high-level plans.

In the beginning, CIP combined the area's approach with stakeholder engagement and institutional issues. The approach was basically focused on the level of scheduled vs carried out activities (shopping list), with a timid capture of results, mainly from the previous Strategic Plan (PE), and at the level of its implementation partners (formations and training, including on job training on public expenditure tracking).

The monitoring of the CIP's intervention extended to the supervision of public services at the level of the provinces, districts and central government. The difficulty was to be able to link the activities with the impacts that were generated. M&A had difficulties in understanding, for example, how despite the massive increase in public expenditure since 2013, there was also a significant increase in the levels of poverty, unemployment and social inequalities, in a persistent way.

This fact showed that there was inadequate attention to obtaining and capturing results and impacts in the main priority areas of intervention for CIP. Key performance indicators in areas such as education and health generally did not improve in line with increases in public spending. This scenario outraged m & A.

As of 2018, the experience provided the basis for the "results approach" rather than the "activities approach". The paradigm shift has made it possible to address deficiencies in the integration of

resources, activities, outputs, outcomes and impacts. The M&A started to focus its attention on earnings management, as its first priority.

The aim of this change was, basically, to improve the capture of changes in the CIP's operating ecosystem, at all levels, from the local, meso and macro. The presentation and alignment of the organization's strategic planning linked to the main results, clearly linking the resources, activities and products (outputs) to the results (outcomes) demonstrated by the change and emphasis of government speeches, at various levels, was a sign of that CIP was being marked on the country's public agenda.

As of 2019, the capacity to manage and monitor results has increased, with the reinforcement of M&A staff. The monitoring tools have improved, the awareness of employees to focus on the results prospect has increased and, consequently, the ability to report impacts has also improved.

Making more efficient and effective use of M&A resources and tools and in a more systematic way, allowed identify indicators suitable results and regularly take measurements and monitor them. It allowed periodic assessments of the impact of the organization's work to be carried out, in light of the tones of speeches from the government and the various relevant stakeholders. Using the results of monitoring and evaluation, CIP was able to promote the formulation of evidence-based policies and contribute to the continuous improvement of government programs.

Internally, M&A contributed to the follow-up of a logical structure that is operationalized in evaluations and follow-ups. Follow-ups include field monitoring, progress reports, progress monitoring, results and impact monitoring. Assessments are made to measure progress on your indicators, taking into account the baseline. In addition, a mid-term (mid-project) and end-of-project assessment is carried out on specific projects with the hiring of external consultants (national or foreign). Part of the evaluations, the culture of performance evaluation, with "Performance Agreements" that should be signed, in principle, at the beginning of each fiscal year as a reference for monitoring individual

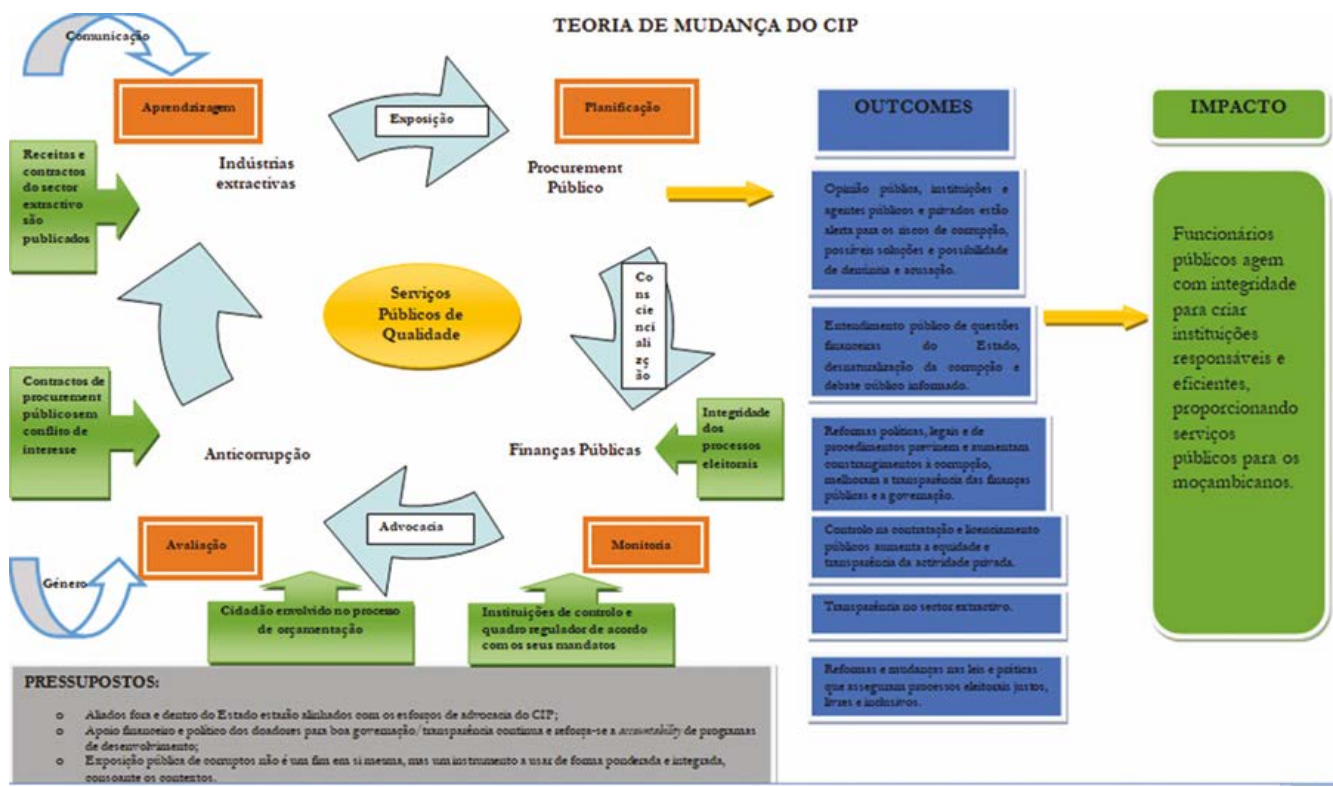
performance. The agreements performance are supposed to be signed between the executive director and the employee and that reflected the operational plans of their sectors, aligned with the global goals of the organization. The objective of this practice is to institutionalize the regular monitoring of the performance evaluation implementation, at the highest level, on the one hand, and to increase the strategic focus compared to the old approach focused only on activities. Therefore, M&A must capture progress in relation to performance agreements with the effective implementation of annual activity plans. One of the great gains of this practice is the integration of inter-pillar plans for the main transversal results.

The CIP also emphasizes the learning sections, made through consultative forums between the CIP and the partners, internal reflection meetings, visits to exchange experiences and through the satisfaction survey of the beneficiaries.

Finally, accountability is done through semi-annual reports submitted to partners, bi-annual meetings with partners, meetings with government institutions, local leaders, religious leaders and beneficiaries, as well as through external audits.

The production process is expected to result in a higher level of understanding of the challenges that the other pillars face and how the work of the different sectors affects each other. Quarterly and half-yearly reports provide management with a strategic intervention agenda and ensure that CIP regularly focuses on assessing the progress of implementing its EP with the achievement of the organization's top priorities. Therefore, the emphasis on results measurement is working as a catalyst for the change in the formulation and implementation of public policies in the country

Currently, the M&A also includes the fundraising component, as financial sustainability is also a concern of CIP. Although CIP has financing agreements with its common fund partners, it is aware that financing trends have been following the global economy that has been declining since 2019. The COVID-19 pandemic is also a factor that can influence the ability to disburse funds for aid. Therefore, one of the jobs that CIP has been doing is responding to the call for proposals for the diversification of financing partners, for the reduction of risk and the impact of withdrawing existing ones.



10. GENDER SENSIBILITY ISSUES

Mozambique and the world are experiencing profound changes that directly affect the economic and social system. The changes that have taken place in recent decades have changed the lives of people and organizations and established a new form of relationship between men and women. Among the many changes that directly influenced the organizational environment, we highlight globalization, technological changes, the cultural diversity of the workforce, changes in stakeholder requirements, the introduction of increasingly sophisticated management models, the new conception of work and the different expectations of society.

It is in this context that CIP adopted, in 2013, the Gender Policy⁽³⁾, to ensure the full and effective participation of women and equal opportunities for the leadership, at all levels of decision-making in political, economic and public life, both at the internal level and at the level of results-making in their interventions. In adopting the gender policy, CIP undertook reforms to give women equal rights to organizational resources, as well as equal access to decision-making positions in the organization, allowing 40% of the Governing Board to be occupied by women.

Work relations gained new meanings and complexities from the female insertion in the organizational space. throughout the history of CIP, it is observed that women have won some rights, changed their way of thinking and acting, standing out as program coordinators, implementing projects at the local level, with all the risks and challenges that the work of impose.

Research carried out by CIP, between 2010 and 2015, fundamentally, in the context of public expenditure tracking, showed that the female labor force is increasingly present in economic production and, progressively, women are in prominent position in the labor market, but the discrimination caused by inequality is underlying

even with applications of the rules implemented against this form of segregation. The cultural and social reflex as a determining factor of female accommodation for generations and the creative capacity of the business sector to circumvent the precepts of legislation to protect women have not made the necessary changes possible.

Within the framework of the District Development Fund (FDD)⁽⁴⁾, known by the 7 milhões, the CIP realized that women were not allowed to compete, when this happened, the value was managed by the man, head of the family. Often the woman who signed the grant contract, if she knew how the amount was spent or managed (this is one of the scenarios that explains the low level of repayments of this fund). However, this fund aimed at producing food and stimulating increased income in households living and working in the districts, increasing agricultural productivity, promoting entrepreneurship and monetizing the rural economy, thus creating the basis for generating more jobs (including self-employment), and also ensure the banking of micro and small companies.

The insertion of female labor in the labor market raises the discussion of issues involving the interaction between men and women in this ecosystem. Despite the discourse of equal conditions and opportunities, there is evidence that there are inequalities in male and female participation in the labor market, whether in relation to salary levels, the possibility of career growth or opportunities to exercise certain functions. In this context, the theory of gender relations helps to understand these issues, as well as the discussion of the process of building women's identity in the organizational context.

In recent years, CIP has redoubled its efforts in research on gender and the nuances that involve the evolution of women in organizations, in particular, and in society in general. The understanding is that the discussion on gender relations presents

⁽³⁾ Na Declaração e Fundamentação da "Política de Género" compreende-se que o CIP tem o género como sua área transversal. Nesta área, espera-se que se integrem as normas e valores sobre o género em todas as acções do CIP, de modo a permitir uma maior participação social, económica, política e cultural da mulher no país. Portanto, o CIP acredita na liberdade de indivíduos, no respeito à Lei e nos direitos iguais, independentemente do sexo, raça, cor, filiação partidária e crença religiosa, pelo que trabalhará na promoção da igualdade e equidade de género no seu seio e nos seus programas.

⁽⁴⁾ Em 2005, o Governo de Moçambique (GdM), através da Lei 12/2005 de 23 de Dezembro de 2005, decidiu alocar fundos de investimentos aos Governos Distritais, em operacionalização da Lei 08/2003 de 19 Maio de 2003, que determina que os distritos são unidades de gestão e execução orçamental. Estes fundos foram providenciados com o objectivo de criar empregos, incluindo auto-emprego, aumento da produção e da riqueza.

a variety of directions. Despite all the progress achieved, the presence of male domination is still perceived in almost all fields of social and economic relations. Although recent approaches to studies that contemplate women in organizations have gained considerable space in the literature and academia, the theme is still predominantly male.

The organizational theory has if characterized by a “literature written by men, for men and about men”. It is in this context that in 2019 another consultancy was hired to reinforce the internal understanding of the importance of looking at the issues of gender across the board, and to understand these changes from an internal perspective. Only then will it be possible to contribute to the production of critical knowledge, promoting a reflection on the evolution of women in the organizational sphere and gender relations, under the focus of the theories of equal opportunities, rights and obligations.

However, continuing to challenge the CIP to represent power structures between men and women in all areas of intervention. Retracing the gender balance when it comes to combating corruption can reproduce negative and prejudiced images, stating, for example, that the diversion of public funds harms a number of men and women. Gender inequality in addressing such issues is so explicit that it is canceled out becoming something that does not exist and is naturalized.

In terms of public finance management, analyzing decentralized funds for sectors such as education, health, water and sanitation, for example, it is possible to determine how many women and men would benefit, including age groups. From this perspective, it is possible to capture the dynamics of power in the planning and execution of community development programs and projects, based on the ODS (Sustainable Development Goals).

What the CIP needs to deepen⁽⁵⁾ is the understanding that there is not only inequality between male and female; there is also unequal treatment of behavior patterns expected and socially accepted by men and women. When their interpreters do not correspond to their proper roles, they pay a high price for being different, either in their attitudes or in their professional and occupational choice.

It is in the face of this contradictory relationship that CIP can sometimes present itself as a villain or as a social agent of transformation. There is an urgent need to re-signify the male and female values of economic relations to go together in order to overcome inequalities and gender subordination. In this way, awareness and advocacy practices could be questioned in a new, possibly more subversive way. Perhaps CIP would thus be better able to discover previously unnoticed relationships or to review ‘generalized’ processes of production of social subjects.



⁽⁵⁾ Nos últimos anos o CIP tem se empenhado no sentido de implementar os conhecimentos adquiridos pelos colaboradores nas diversas capacitações em que participaram. Para complementar estes esforços, o CIP actualizou as suas políticas internas, mormente, Regulamento Interno, Código de Conduta e Manual de Procedimentos. Este processo foi acompanhado pela contratação de uma oficial de género, cujo papel era garantir a implementação da política.

11. INVESTIGATIVE JOURNALISM

Smuggling of Alcoholic Beverage Control Seals

In April 2020, the Center for Public Integrity (CIP) received a complaint about smuggling of alcoholic beverage stamps at the citizen's level, initiating an investigation that counted on the collaboration of the Producers' Association and importers of alcoholic beverages (APIBA), and breweries. During the investigation, stamps were acquired in the informal market, specifically at Mercado Estrela located in the city of Maputo at 50 meticaís each. With the investigation, CIP obtained evidence of the smuggling of tax stamps for the control of alcoholic beverages and tobacco, with the alleged involvement of officials from the Mozambican Customs, which jeopardizes the collection of revenues for the State coffers. The country lost, in taxes, about 60 million euros due to the smuggling of stamps for the control of alcoholic beverages. Due to the smuggling of stamps, their requisitions at Mozambican Customs have been decreasing: In 2017, 44 million tax stamps were sold. In 2019, there were only 21 million.

On June 30, CIP presented the report through a press conference that was very popular with the media. After the press conference, a Webinar was held to discuss the finding of the investigation. The Webinar was attended by the researchers in charge for the investigation, representatives of APIBA, Heineken, Cervejas de Moçambique and the Chairman of the Body of Directors of oPsec Moçambique, the company responsible for the sealing process. It should be noted that the public agency responsible for implementing sealing in Mozambique, the Tax Authority did not participate in the webinar and refused to answer the letter addressed to it during the investigation. The webinar had the participation of 250 people, a range

of 31,000 people on social media and 2,803 reactions on social networks.

The investigation had plausible results since the publication of the CIP was the subject of debate on television programs¹ and was also released by various media². There was an increase in inspection by the AT, as a result of the publication, all over the country, having seized a commodity in the province of Tete consisting of 18,220 bottles of alcoholic beverages of national manufacture without the fiscal control stamp; if that merchandise was not seized the state would have lost 705,114.00 meticaís³. Also in Maputo, on the Ressano Garcia border, AT seized a merchandise containing 1,594 boxes of various drinks for false declarations and violation of the mandatory sealing law⁴. In Nampula, AT also seized about 1,097 bottles in a supermarket whose import process was not presented⁵. The Attorney General's Office opened a case.



¹ Programa pontos nos iis do dia 30 de Junho, na STV

² <https://www.dw.com/pt-002/contrabando-de-selos-fiscaís-lesa-estado-mo%C3%A7ambicano/a-54002988>
<https://www.jornalnoticias.co.mz/index.php/economia/97713-contrabando-e-venda-de-bebidas-sem-selo-lesam-o-estado>
<https://24.sapo.pt/actualidade/artigos/contrabando-de-selos-fiscaís-lesa-estado-mocambicano>
https://macua.blogs.com/moambique_para_todos/2020/06/contrabando-de-selos-fiscaís-lesa-estado-mo%C3%A7ambicano.html
<https://www.msn.com/pt-pt/noticias/ultimas/contrabando-de-selos-fiscaís-lesa-estado-mo%C3%A7ambicano/ar-BB169XeN>
<https://cartamz.com/index.php/economia-e-negocios/item/5511-estudo-denuncia-contrabando-de-selos-de-bebidas-alcoolicas>

³ <https://www.magazineindependente.com/at-desmantela-esquema-de-reutilizacao-de-selos-de-controlo-fiscal/>
<https://www.moz24h.co.mz/post/at-desmantela-esquema-de-reutiliza%C3%A7%C3%A3o-de-selos-de-controlo-fiscal>

⁴ <https://www.jornalnoticias.co.mz/index.php/economia/98028-at-frustra-contrabando-de-bebidas-alcoolicas>

⁵ <http://opais.sapo.mz/apreendidas-mais-bebidas-alcoolicas-num-supermercado-em-nampula>

Final Considerations

The Center for Public Integrity is a civil society organization that seeks to practice evidence-based advocacy, which is built on a thorough process of documentary research and consultation with credible sources. This form of action, in addition to mitigating any reputational risks, contributes to build the legitimacy that this organization gains at national and international level.

In these 15 years, its young researchers have analyzed various aspects of political, economic, legal and social life and brought to various aspects linked to transparency, integrity, good governance in Mozambique.

The most important thing for CIP is not only due to the fact that it was the first organization to show the society, at large, that it should be informed about all the dossiers related to the public management, but it is also because it influenced an era, in the way of being and doing politics in Mozambique.

In this brochure, the reader finds a variety of opinions on the action of the CIP in the past 15 years. These are disparate opinions as disparate is also our view of the world. There are several points of view that enrich and enrich the activity of its employees and supporters.

A well-known organization in Mozambique and in around the world, with hundreds of publications, analyzes and mentions in studies of various types, CIP is a mandatory reference in terms of systematic research and proven conclusions in promoting transparency in the areas in which it operates, such as anti-corruption, extractive industry, public procurement, public finance, elections, investigative journalism and health.

It can be said, without any fear, that it is an essential civil society organization for anyone who wants to understand the political economy of Mozambique, and more specifically, to understand the phenomenon of corruption in the last 15 years.



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