



CENTRO DE INTEGRIDADE PÚBLICA

Anticorrupção - Transparência - Integridade

Institutional Policies



CENTRO DE INTEGRIDADE PÚBLICA
Anticorrupção - Transparência - Integridade

Institutional Policies

Maputo, October 2020

CODE OF CONDUCT

CODE OF CONDUCT

Article 1

(General Principles)

1. Preamble

- 1.1 CIP, a civil society organization whose fundamental guiding principles are integrity, transparency, prevention of corruption and good governance, is an organization that offers equal opportunities to men and women in all its professional actions, making the coefficient of sufficiency prevail¹.
- 1.2 CIP's mission is to monitor and advocate in order to promote good governance, transparency and integrity in the management of public affairs, with the aim of fighting acts of mismanagement of public assets and funds and combating corruption in all its forms of manifestation. With these actions, the organization seeks to ensure that the rights of citizens are respected and that the country has strong, credible and respected public and private institutions in all parts of the world. In order to achieve the results it seeks, CIP adopts the methods of research (qualitative and quantitative), investigative journalism and monitoring to evaluate the performance of the implementation of public policies.
- 1.3 As a civil society organization dedicated to promoting transparency, integrity and combating corruption, the CIP is committed to conducting its activities at the national and international levels in an ethical, honorable and responsible manner, based on the laws, rules and principles of professional ethics and deontology. To achieve this goal, CIP commits its employees to comply with the rules contained in this Code of Conduct, which will be an integral part of their respective employment contracts, and they must therefore agree with its rules by initialing this Code of Conduct.
- 1.4 CIP interacts honestly and transparently with its partners in implementing its Strategic Plan (SP), public and private entities, similar and other civil society organizations, and with society in general, as well as with its employees.

¹ The sufficiency coefficient (criterion) is a set of knowledge and skills that meet the requirements imposed to achieve the objectives set.

Article 2

(Code of Conduct)

1. This Code of Conduct was adopted by the members of the Board of Directors with the participation of the employees and was approved by CIP's General Assembly.
2. This Code of Conduct describes the values, principles and practices that should guide organizational conduct. Its primary objective is to reinforce ethical standards in the organization and aims to maintain a working environment that promotes integrity, gender equality and equity, respect and justice among its employees and the people and entities with whom the organization interacts.
3. This Code of Conduct applies to all employees, without exception, to the members of the Management and Supervisory Boards and to all founding members of the Center for Public Integrity and other members of CIP's General Assembly, as well as to entities or individuals outside the organization, but who interact with any CIP employee.

Article 3

(Compliance with Laws, Rules and Procedures)

1. CIP undertakes to conduct its activities in accordance with the laws, rules and internal regulations and others in force in the Republic of Mozambique.
2. CIP undertakes to comply with all procedures, rules and instructions of public bodies that are applicable to the protection of citizens' rights and the fight against corruption. CIP's reputation for integrity, quality and honesty is based on this commitment.
3. CIP is committed to maintaining high standards of ethics, professionalism, integrity and good public image, ensuring that all its employees adhere to these guiding principles in their professional and private lives.

Article 4

(Organizational Responsibility)

1. CIP acts privileging economic rules in a strategic, social and culturally responsible manner. It is committed to the principles of equitable and sustainable development and above all to the development of an active critical mass.
2. Aiming to be a public utility institution, CIP is dedicated to the progress of research in its areas of action with a view to improving governance, quality of life and social equity of citizens.
3. In the search for tangible results in the fight against corruption, and giving priority to scientific and innovative research to meet the ethical needs of citizens, CIP uses the potential

of existing possibilities in order to promote a culture of open and frank dialogue and continuously analyze the risks and benefits of its work. CIP complies with the recognized rules and principles of research and monitoring, with special emphasis on the autonomy and integrity of the business sector, state and third sector².

Article 5

(Anti-Corruption)

Corruption is a serious violation of human rights, compromising the development of a nation, has the potential to cause serious social harm and negatively affects the relationship between civil society organizations, contributing to a bad business environment between the public, private and cooperative sectors, among other areas.

Article 6

(Prohibition of Bribery)

1. CIP employees are prohibited from giving or receiving bribes to obtain information for use in their current work.
2. Any information obtained in the first instance through bribery should not be used in CIP's work.
3. No CIP employee must accept any form of bribery to publish or not publish any type of information.

Article 7

(Prohibition to receive gifts, gratuities, and hospitalities)

Management, members of the General Assembly, Board Members, Partners and CIP employees are not allowed to offer or receive any type of benefit, such as offers, gifts, gratuities or any other type of hospitality as a result of their relationship with the institution, so as not to compromise and/or jeopardize, even remotely, their ability to make impartial, objective and socially fair decisions.

Article 8

(Exceptions to receiving gifts, offers, gratuities and hospitality)

1. The persons referred to in the preceding article may agree to receive the above goods, provided that they are then presented to the institution, and the senior management must decide whether they revert to CIP, or may remain on the employee's property, depending on their value and other issues to be analyzed, with a view to safeguarding the organization's good image in relation to third parties.

² The third sector is formed by associations and non-profit organizations.

2. The entities covered by the prohibitions may accept to receive goods of little value, provided they do not compromise their capacity to act with professionalism and impartiality, and that they are part of the institutional practice of the organization that offers them, and do not question the ethical principles and coexistence between CIP and said organization or the employees of both individual organizations considered.
3. Gifts may be received as long as they relate to festive dates, weddings, baptisms, anniversaries and other socially acceptable practices or celebrations.

Article 9

(Privileged Information, Confidentiality, Privacy and Symbols)

1. Information is one CIP's most valuable organizational assets. However, much of the information handled or researched is confidential or private. CIP employees must maintain confidentiality, except when its disclosure is authorized by the Board of Directors or required by justice institutions.
2. All CIP employees are prohibited from using inside information obtained by any means within CIP or in the course of their work for their own benefit or that of third parties. These rules apply specifically to the database, unconfirmed complaints, processes under investigation, as well as activity, marketing and service plans and know-how in CIP's areas of activity, projects, records, salary information or any unpublished data or financial report.
3. All personal information of employees, users, partners or suppliers of goods and services are treated by CIP and its employees with confidentiality, with full respect for privacy rights and used diligently.
4. All documents prepared by employees prior to their publication, as well as the registration of financial information, are considered "confidential" and, therefore, may only be made available to interested parties with the written authorization of the Director.
5. All employees must exercise the utmost prudence in handling information and documents that for any reason have access or material possession by them in the performance of their duties at CIP's service.
6. CIP employees are strictly forbidden to use institutional symbols (logo and stamp) and others to cancel personal documents, under any circumstances.

Article 10

(Fair Working Conditions)

1. The Center for Public Integrity is a responsible organization and recognizes that its employees are a very strong and valuable asset for the organization and society. CIP provides its employees with a working environment that values diversity and cultural wealth.
2. CIP implements policies and human resources activities that contribute to the creation of a healthy working environment where each employee has the opportunity for professional and personal growth.
3. CIP promotes respect for the diversity of thought, religion and other cultural manifestations, provided that these do not conflict with the freedoms of other employees.
4. CIP provides equal opportunities of access to its staff and prohibits discriminatory practices, threats or acts of violence, harassment and intimidation. The consumption of narcotic drugs and psychotropic substances, illegal drugs and alcoholic beverages in the work environment and in private life is forbidden to all the organization's employees, since such conduct may affect their professional performance and jeopardize the prestige and dignity of the institution.

Article 11

(Record and Report Retention)

1. The Center for Public Integrity assumes and is guided by the highest quality standards in the registration of information. At CIP, the organization's records, accounting books and accounts - whether kept in electronic archive or printed on paper - faithfully mirror transactions and events in accordance with legal requirements and generally accepted accounting principles.
2. CIP is guided by issuing complete, accurate, timely and comprehensible information in all reports and documents it produces and archives, in accordance with Mozambican law, safeguarding the accounting requirements of the lenders.

Article 12

(Protection and Proper Use of Assets)

1. Each employee has the obligation to protect CIP's movable and immovable assets against loss, damage, misuse, theft, embezzlement or destruction.
2. Any situations or incidents that may lead to loss, damage, theft, embezzlement or destruction of the organization's assets held by the employees must be immediately reported to hierarchical superiors, through mechanisms that may be proven.

Article 13

(Doubts and Complaints)

1. Questions or complaints about violations of the matters addressed in this Code shall be promptly submitted to the Board of Directors for consideration and resolution, in a confidential manner or in any other acceptable and decent way.
2. When it is deemed inappropriate to refer the doubt or denunciation to the Board of Directors, it should be submitted to the CIP Fiscal Board.
3. CIP does not allow retaliation for complaints made in good faith on the basis of this Code.

Article 14

(Responsibility)

All employees, as well as the members of the Board of Directors and the Supervisory Board and the other founding members of CIP, must respect and comply with the provisions and standards established in this Code. Violations of the Code will be penalized and the penalties may include removal from office. Any alteration or resignation to this Code by the members of the Board of Directors will require the endorsement of the Supervisory Board and the resolution of the General Assembly which must deliberate with $\frac{3}{4}$ of the votes cast.

Article 15

(External Communication)

1. Communication with the Government of Mozambique, partners and associates should always be carried out and coordinated by the Director. If an employee is, for any reason, in direct contact with these bodies, he/she shall provide a copy of any correspondence to the Director or inform him/her of any conversation and its content.

However, such communication is permitted in the event that an employee becomes aware of any illegality or improper action that can reasonably be dealt with by contacting these bodies directly and confidentially.

2. Employees are prohibited, except in the performance of their duties, from making statements to the media or the public on internal or organizational on CIP policy issues without the authorization of the Board of Directors or in urgent cases, without informing the Director.
3. Employees with specialized knowledge of specific subjects may give personal lectures, participate in transmissions or issue personal opinions, provided they are not related to CIP's work or internal policy, in which case they must be previously authorized by the Director.

Article 16

(Relationship with the Media)

1. CIP employees who are not pillar coordinators with solid and proven knowledge of the subjects in which they work are prohibited from participating in programs/interviews in the media, without authorization from the program coordinator.
2. In case of absence of the program coordinator, the pillar coordinator authorizes the employee's participation in programs/interviews with the media.
3. Pillar coordinators may participate in programs/interviews with the media without informing the program coordinator.

Article 17

(Telephone/Fax)

1. The receptionist is responsible for answering phones and faxes on time and for forwarding calls to those targeted, receiving and forwarding visitors courteously.

Article 17

(Email/Internet)

1. In CIP, Information Technology (IT) is used for activities exclusive to CIP. All correspondence via e-mail in the CIP system is considered the property of the organization.
2. Employees are authorized to rationally use the Internet for personal matters, while giving priority to service matters.
3. Internet use for consulting, receiving and sending pornographic files, as well as files or documents with racist information and/or any content that violates CIP's moral and ethical principles is forbidden.

Article 18

(National and International Travel Authorization)

1. CIP employees must inform the members of its Board of Directors of any internal or international travel they make, and must do so electronically or by any other means that correctly conveys the message.
2. No employee must inform of the trip after having taken it or when he/she is at the destination.
3. All trips to be made must be known to the members of the Board of Directors in advance.

Article 19

(Dress as part of paralanguage)

1. Since paralanguage is a form of non-verbal communication that is characterized by silence and voice, it is important that it be coherent since it can confer a certain status to each individual. Thus, all CIP employees should be guided by a decent dress, which confers an appearance that should inspire confidence, respect and sobriety.
2. CIP employees must avoid presenting themselves wearing clothing that exhibits intimate body parts, or that may embarrass other colleagues and visitors.

Article 20

(Penalties)

1. The employee who incurs the violation of any rule contained in this Code of Conduct will be sanctioned with attention to the rules in force in the Labor Law and other legislation in force in the Republic of Mozambique, without contemplation.

Article 21

(Procedures for the application of sanctions)

1. The members of the Board of Directors may request the Director to initiate disciplinary proceedings against any employee who infringes the rules contained in this Code of Conduct.
2. The member of the Board of Directors who submits the request for the opening of disciplinary proceedings or submits the denunciation may not instruct said proceedings under any circumstance, under penalty of partiality.

3. The director is the one who must indicate the member of the Board of Directors or other CIP employee who shall instruct the process.
4. The instructor, whoever he is, must instruct the process with responsibility and without favoritism, under penalty of being removed and incurring penalties.

Article 22

(Dealing With Information Sources and Other People)

CIP employees must treat with zeal, cordiality and respect all persons who come to the organization to deal with any matter, including providing confidential information, and must be served within a reasonable period of time, up to a maximum of 10 minutes, avoiding hours of waiting.

Conflict of Interest Prevention Policy

Conflict of Interest Prevention Policy

Introduction

As part of the improvement of instruments that promote exemplary internal governance, the Center for Public Integrity (CIP) adopts this policy that aims to fight the involvement of employees in situations of conflict of interest. This instrument expands the content of the fraud prevention policy regarding conflict of interest in order to facilitate its monitoring.

This policy increasingly aligns CIP's internal procedures with those of Transparency International. During the development of this policy, Transparency International was consulted and collaborated in the process.

In brief, this Policy aims to

- a) Prevent, identify and manage any potential or actual conflict of interest situations;
- b) Ensure compliance with legal and regulatory rules in force regarding the prevention and management of conflicts of interest;
- c) Increase the level of knowledge and awareness of all Members, direct or indirect employees, and CIP Partners, on matters of conflict of interest.

Definition and Application

For the purposes of this policy, a conflict of interest is a situation in which any person associated with CIP is confronted with a choice between the duties and demands of his/her position and his/her own private interests. As such, this policy applies, unless otherwise indicated, to all persons associated with CIP. Interests under this policy include those of any person with whom the employee has a close personal relationship, including his/her spouse, children, parents or siblings.

Conflicts of interest may occur in situations in which the interests of individuals or others other than those of CIP have an inappropriate influence on the value judgment or transparent performance of Members, Employees and Third Parties in connection with CIP's activities.

A conflict of interest can be considered real, potential and apparent according to the situation:

- **Real:** a situation where there is, in fact, a clear conflict of interest;
- **Potential:** a situation that can evolve into a real conflict of interest;
- **Apparent:** a situation in which a person could reasonably conclude that the Individual

did not act with integrity in the fulfillment of his/her obligation to act in the Institution's interest.

The conflict exists even in situations where no harmful act has been produced because an apparent conflict of interest is capable of weakening trust or credibility be it CIP, Members, employees or third parties.

This Policy and the duties arising from it are applicable to all CIP employees, irrespective of their hierarchical category, to the members of the Audit Committee and members of the General Meeting as a whole, as well as to third parties acting on behalf of and/or in the name of CIP at all times, namely subcontracted entities.

Principles

Any employee or person associated with CIP must avoid the occurrence of any type of conflict of interest, real or apparent, by refraining from participating in processes in which their professional impartiality and independence may be reduced by the existence of an interest other than that related to the objectives of CIP.

In addition to the general principles already mentioned in CIP's Code of Ethical Conduct and Whistleblower Protection Policy, all situations incurred between CIP members, their Partners or Third Parties which are a possible conflict, on behalf of, in the interest of or for the benefit of CIP, must be guided by the following specific principles:

- I. **Transparency:** to give due transparency in the provision of information, with clarity, integrity, timeliness, and no doubt in situations of Conflict of Interest.
- II. **Ethics:** the ethical conduct and moral values that guide the management of Conflicts of Interest at all levels, with all measures being taken to assist in the identification and appropriate management, including the effective and immediate resolution of conflicts.
- III. **Conformity:** compliance with all legal requirements and guidelines issued by CIP Control Bodies related to Conflict of Interest. Thus, rendering services with diligence and attention.
- IV. **Equity:** equitable treatment in the management of prevention and Conflict of Interest situations. Give transparent and equitable treatment to all Employees, Members and Partners without exception.

Cases that may result in conflict of interest

The examples below constitute the main windows of conflict of interest, but do not preclude liability for involvement in other types of conflict of interest not mentioned here.

a) Participation in paid jobs

Employees, including CIP managers, may not provide services to the same organization in the form of consultancy that may be paid separately or in addition to the salary established in their employment contracts. Employees and service providers may not perform other professional activities that conflict or compete with CIP's activities and interests.

However, employees must declare their intention to perform such work by requesting authorization from CIP management before accepting any commitments of the nature mentioned above.

b) Handling of internal policies for personal purposes

CIP managers may not, on purpose, make any decisions to favor personal interests in a restricted manner, damaging the interests of CIP. Such decisions include manipulating or changing internal policies to create restricted gains for the same decision makers without looking at the organization as a whole.

c) Contracting of goods, services and staff

The hiring performed by CIP must be based on the competence and skills necessary for the good performance of the activities to be carried out.

Employees may appoint people from their relationship cycle, including those with whom they are related or have any personal ties, for di-selection and hiring processes at CIP.

However, the employees who make the appointment must make clear their relationship with the person appointed and must assume an exempt position, without any participation, in the process of hiring, placement or promotion.

Employees who hold the position of Coordinator, Director may nominate for hiring, persons with whom they have kinship or some personal relationship, but this hiring must be previously authorized by the Fiscal Board.

It is not allowed to hire or keep employees who have any degree of kinship with direct subordination and prevent the sharing of information about contests or job offers, to one or more competitors in order to create advantage over other interested parties.

d) Hiring or business relations with direct family members

The relationship of kinship and personal relationship between employees and suppliers, service providers, is allowed, provided that this relationship is necessarily declared in writing and attached to the procurement process. Furthermore, if there are employees who have any relationship with suppliers, they must abstain from participating in any negotiations, approvals, so that there is no level of influence between those involved.

Even if the above paragraph is observed, the hiring of direct family members requires prior and specific authorization by unanimous decision of the board of directors, observing the principles of free competition, equal opportunity and validation of the scrutiny of competencies.

e) Gifts and gratuities

No CIP employee or associate may offer or accept any gift, gratuity, loan or other thing of value from any organization or individual where there is evidence that the purpose of such offer is to influence professional processes towards the same organization or individual.

f) Conflict of interest at the General Assembly

It is the duty of the members of the General Assembly to monitor and administer potential conflicts of interest of Executives and members of the Assembly in order to avoid the misuse of the organization's assets and, especially, abuses in related-party transactions.

The Executive or Member of the Meeting who, for any reason, has a private interest or conflict with that of CIP in a given resolution must immediately report the fact and abstain, including physically, from participating in the discussions and deliberations. The abstention must be recorded in the minutes.

How to deal with cases of conflict of interest

CIP employees must declare all their financial and non-financial interests, except those that under no circumstances may influence or result in a conflict of interest.

It will be spontaneous when the interested party or employee, being in an apparent, actual or potential conflict of interest situation, formalizes his/her situation, by means of the Statement of Conflict of Interest Model A.

The declaration term fulfils the objective of providing in a timely manner, to the hierarchical superior or to the Fiscal Board, a declaration in which will be specified the relevant facts and circumstances that may generate or contribute to the occurrence of a conflict of interest. The spontaneous and timely declaration will be considered as mitigating in any administrative disciplinary procedure.

Once a conflict of interest situation, actual, potential or apparent, has been recorded or declared, the Employee or employee involved shall refrain from any acts related to the facts under analysis, unless expressly authorized by the manager immediately above or by the Supervisory Board.

During the admission process, the candidate shall declare the existence or non-existence of a situation that may be classified as a potential Conflict of Interest under this Policy.

Annually, the management employees shall renew the declaration submitted and the other employees shall renew the declaration every 2 (two) years.

Any undeclared conflict of interest by the employee involved must be immediately reported by those employees who have knowledge, giving all possible details for proper investigation. In the process of reporting conflicts of interest, employees must observe the procedures established in the CIP Whistleblower Protection and Reporting Policy.

All incidents reported of suspected violations of this Policy will be investigated immediately and appropriately.

If, after the investigation, it is found that conduct that violates the rules of this Policy has occurred, immediate and exemplary corrective measures will be taken, always in accordance with the circumstances, gravity and applicable law.

Any employee, third party or partner who violates any provision of this Policy will be subject to the sanctions listed below:

- Written warning;
- Suspension;
- Dismissal for just cause;
- Legal action, if any.

Approval, Review and Dissemination

This policy was approved in 2019 and will be reviewed annually or whenever circumstances warrant it.

The policy is an integral part of the employment contract of the employee who must sign it individually and in a mandatory manner at the time of their hiring in accordance with Model B. This policy will also be disseminated through ongoing training or mentions by managers in extended meetings with employees.

MODEL A

DECLARATION OF CONFLICT OF INTEREST

The objective of this Declaration is to ensure impartiality in relations with CIP, through its rules, policies and procedures, cultivating relationships of trust based on ethics and transparency.

Conflict of Interest occurs when a decision is influenced by the interests of the parties involved, damaging the interests of CIP.

Please fill the Declaration Below:

I, _____, hereby declare by this instrument that:

I have I do not have a Personal/Commercial relationship:

- **Personal** (any kind of intimate relationship or degree of kinship) with CIP employees.
- **Commercial** (any type of intimate relationship or degree of kinship) with CIP suppliers and/or service providers).

Describe the data of the person(s) or company(ies) with whom you have a relationship:

Relationship	Full Name	Position	Level of Relationship	Institution
1. <input type="checkbox"/> Personal <input type="checkbox"/> Commercial				
2. <input type="checkbox"/> Personal <input type="checkbox"/> Commercial				
3. <input type="checkbox"/> Personal <input type="checkbox"/> Commercial				
4. <input type="checkbox"/> Personal <input type="checkbox"/> Commercial				

Acting in accordance with our Conflict of Interest Policy, I declare that this statement faithfully reflects the facts that will determine whether or not a conflict of interest exists.

Maputo, _____/_____/_____

Signature: _____

MODEL B

TERM OF COMMITMENT AND DECLARATION OF CONFLICT OF INTEREST

I,, (full name and job description), I declare that I am fully aware of the provisions contained in the CIP Code of Ethics and Conduct and Conflict of Interest Policy.

Thus, I commit myself:

- Not to use, for my own benefit or that of others, my professional or representative position in CIP;
- Not to use, for my own benefit or that of third parties, any information received or accessed in the course of my professional or representative activities at CIP;
- Relate, in this declaration, the existence of potential conflicts of interest already identified by me, as well as list the organizations with which I have maintained or maintained professional ties in the last three years;
- To inform whenever a new potential conflict of interest different from the one stated herein arises.

Do you currently have a situation that is characterized as a potential/real conflict of interest?

Yes (please explain below) No

List of situations that may characterize a conflict of interest under the Conflict of Interest Policy of the CIP:

Maputo, ____/____/____

Signature

HEALTH AND SAFETY POLICY AT THE WORKPLACE

HEALTH AND SAFETY POLICY AT THE WORKPLACE

1. Objective

Due to the nature of our work, the Center for Public Integrity's Management recognizes that it is operating in an environment where ensuring the safety of its employees is a priority. Therefore, CIP adopts this policy which complements the various risk mitigation and management instruments and aims to ensure that all activities are carried out safely by applying all possible measures to eliminate (or at least reduce) risks to the health, safety and well-being of employees, visitors and any other person who may be affected in the context of working with CIP. The policy also ensures the protection of information and other work factors used by CIP employees.

2. Scope and form

The security policy applies to all CIP employees, regardless of their position, to contractors, visitors and any other persons who enter into a professional commitment with CIP.

The policy is designed in a simple and simplified manner to enable its understanding by all employees.

3. Responsibilities and procedures

Responsibilities under the CIP security policy are distributed on three levels: management, staff and visitors.

a) Management Responsibilities

The CIP Directorate has the responsibility to observe the following:

- Ensure the existence and maintenance of a safe working atmosphere where the employee's health is respected before any other conditions even if other policies need to be reviewed.

- Ensure that the employee is heard and respected and has the minimum conditions to perform his/her duties safely.
- Ensure that CIP operates in safe and appropriate facilities for employee well-being, including improved hygiene conditions, water, safety systems and equipment maintenance.
- Provide the necessary information, instructions, training and supervision to ensure that each employee is safe from any risk related to health and safety in the workplace.
- Consult and cooperate with all employees in all matters related to health and safety in the workplace.
- Take steps to ensure that no employee or visitor has access to CIP facilities in a state where behavior is visibly altered by consumption of alcohol, drugs or in possession of blunt instruments as this may constitute a risk in the workplace.
- Ensure that all the organization's actions comply with current legislation, except in cases where some law purposefully prevents the exercise of the mandate published in the CIP statutes and approved by the Government.

b) **The employees' Responsibilities**

Each CIP employee has the obligation to:

- Comply with all security standards instituted by the Board and common safe working practices to reduce threats, injuries to you and others and damage to the installation and equipment allocated to you, including the maintenance of properly closed or locked doors and/or gates, except those that do not give access to the outside of the office.
- Take reasonable care of the health and safety of yourself and others.
- Not to publicly expose institutional information until it has been published with the consent of the management.
- Report immediately on any work-related accident or incident.
- Immediately report any confirmed or suspected danger signs that could harm the health and safety of any CIP employee or institution in general.
- Do not invite or allow strangers into offices.

- Do not access offices in a state of behavior altered by drugs or alcohol, or with blunt instruments, except in cases authorized for personal security.
- Maintain behavior that does not incite violence towards other employees or collaborators.

c) **The Visitors' Responsibilities**

All visitors to the Center for Public Integrity should have access to the offices through the main gate and door:

- Accept and comply with security instructions when requested by the guards before having access to the offices.
- Comply with all the security rules of the Public Integrity Center while inside the offices.
- Declare in case of possession of any goods or instruments that may interfere with the maintenance of security in the CIP offices, such as drugs and blunt instruments.

Approval, Review and Dissemination

- This policy was approved in 2019 and will be reviewed annually or whenever circumstances warrant it.
- The policy is an integral part of the employment contract of the employee, who must sign it individually and in a mandatory manner at the time of hiring.
- This policy will also be disseminated through ongoing training or mentions by managers in extended meetings with employees.

Human Resources Development and Management Policy

Human Resources Development and Management Policy

Explanatory Preamble

The Centre for Public Integrity is a civil society organisation that has been consolidating itself in Mozambican society over the years in the areas in which it intervenes, with the aim of contributing to the good management of the public good through the monitoring and advocacy of public policies. However, at the same time, the institution must focus its activities on issues related to its most important resource: the human resource.

Accordingly, the need arises to develop and implement a Human Resources Development and Management Policy (HRDP) for the institution. This policy aims at valuing the staff/ collaborators, who perform functions in the organisation, with a focus on all dimensions, namely: progression in the framework, which means being attentive to the issues of academic and professional development to better contribute to increasing the quality levels of the work done. It also aims to take into account aspects related to personal and family issues, in order to provide greater comfort and security to employees in the performance of their professional duties.

In order to achieve this, there must be equal treatment for all employees, within the differences that may exist, with regard to the employee's career in the organisation and their selfless commitment to work. In short, there must be objective criteria aimed at adequate and professional management of the organisation's human resources, but without leaving aside motivational aspects inherent to the spirit of commitment and sacrifice, which is a subjective and inherent matter for each employee.

It is with this purpose in mind that this HRDP is developed and it should be taken into account by the organisation's decision-making bodies, with a view to its approval and effectiveness.

Human Resource Development and Management Policy

This HRDP will cover the following specific areas: career progression within the organisation; professional training of employees; mourning and funeral allowance; job description of employees, cases of dismissal from work; absences from the workplace, among others.

Career Progression

Employees joining the organisation must be as a researcher - base, subject to the probationary period provided for in the Labour Law and periodic performance evaluations, to assess compliance with the Annual Activity Plan approved by the institution on the proposal of the employee.

The highest position of progression should be that of Pillar Coordinator, and depends on the existence of sufficient competence of the candidate researcher and the existence of a vacancy to be filled, at all levels of progression.

Automatic progressions over time are not accepted. Progressions depend on the meritocracy.

In order to exercise the function of researcher, the employee must have the level of degree or proven experience to perform the function or, also, other elements of merit that qualify him/her to be part of CIP's staff.

It is permitted to move from the administrative area to the programme, provided that the employee demonstrates competence and has the necessary requirements and knowledge, proven through his or her work in the institution. This progression requires a vacancy in the institution and observance of all gender-related issues through the sufficiency coefficient.

Professional training

The institution should provide short-term training and refresher courses for its employees in order to provide them with the technical knowledge necessary for the correct performance of their activities.

The assessment of training needs, preceded by performance evaluations, should be carried out by the head of the monitoring area in coordination with CIP's management, through the analysis of objective elements from which it has not previously benefited from the required training. This means that each situation should be analysed on a case-by-case basis.

Repeated participation in training courses will not be allowed, as far as their contents are concerned.

Job description

With a view to the objective accountability of employees in the programming and administrative area, with regard to the performance of their activities each employee has job description that guides their work at institutional level.

Work Meetings - Conflict of Interest

If employees need to hold working meetings (lunches, dinners, snacks) outside CIP premises, with partners, key informants or other people but relevant to the institution's work, or are invited to take part in television or other debates in the evening, they should first obtain the Director's consent and then, and then request funds from the Administration and Finance Department to cover the cost of their meal and travel and other expenses arising therefrom, upon presentation of the invitation or documentary programme in which they will participate containing the Director's authorisation/approval, with knowledge of the programme coordinator.

Under no circumstances must employees allow entities outside the institution to pay their

expenses, under penalty and at the risk of this constituting a form of pressure to condition the performance of their activities, including situations of conflict of interest and corruption.

Employees in the above situation are required to submit supporting documents (receipts and other forms of discharge) to the Department of Administration and Finance after carrying out the respective expenditure.

It is strictly forbidden to accept any accommodation as a result of the professional activity to be performed by the employee.

Leave from work

All employees must submit their requests for leave from work to the head of their pillar area and to the administration, and then to CIP Director for knowledge, assessment and approval of the opinions issued.

At no time should employees be absent without the knowledge of their pillar manager and of administration and finance.

Mourning – Death

In the event of the death of a member of staff, the institution should offer to help with the costs of the funeral and place a necrology advertisement in the newspaper with the largest circulation in the country. In these cases, the Director of the PIC must represent the organisation in the whole process related to the death, or appoint an employee for this purpose, and must be present at the main funeral moments until the end.

In the event of the death of a relative of the employee, namely: parents, siblings, nephews up to the second degree of the collateral line, the institution will be represented at the funeral ceremonies by the Senior Manager for Administration and Finance or an employee appointed for this purpose.

In the absence of the Director and of the Senior Manager for Administration and Finance, the Director will be responsible for indicating who will take their place during the funeral ceremonies.

The institution should approve a uniform amount for the death of an employee, which is different from the value to be made available for the death of a relative of the employee, which should be:

1. 50,000.00 Mts (fifty thousand Meticaïs) in case of death of the employee.
2. 25,000.00 Mts (twenty five thousand Meticaïs) in the event of the death of one of the relatives (father, mother, spouse and child) of the employee as described above.

Medical assistance and medicines

In order to provide health security for employees and their direct dependents, the need for them to have health plans arises. CIP provides each employee with a previously approved amount to guarantee medical assistance and medication for themselves and their direct dependents.

The use of this amount is made through advance payment to be borne by the employee, an amount which will be reimbursed to him/her, upon presentation of proof of expenses incurred in consultations, medical treatment and medication or through a letter of request of a certain amount to be justified at a later date upon presentation of proof of expenses. If the employee does not justify the amount advanced within 30 days, it is deducted, immediately from his/her salary, in the month immediately following the expense, in its entirety and without any kind of contemplation.

The expenses to be incurred by each employee may not exceed the amount individually earmarked for this purpose during the respective calendar year. Alternatively, CIP employees may join and seek medical assistance and medication services, through a Health Plan or other methods, from providers of the said service, without this constituting a burden on the institution's accounts.

Moral, Sexual Harassment Policy in Gender

Moral, Sexual Harassment Policy in Gender

Article 1

(General Concepts)

Definition of Moral Harassment

Moral harassment is the conduct of exposing workers to humiliating and embarrassing situations, in a repeated manner. It is a real psychological terror, with the harassment of the employee, without the need to have a specific purpose. This type of harassment can be practiced by one or more employees, having the same position, higher or even lower positions than the victim, the most common, however, is that there is hierarchical superiority between the harasser and the harassed.

Definition of Sexual Harassment

Harassment is an unwanted behavior (gesture, word and attitude.) practiced with some degree of reiteration and with the purpose or effect of affecting the dignity of the person or creating an intimidating, hostile, degrading, humiliating or destabilizing environment.

1. Harassment is sexual when such unwanted verbal or physical behavior is sexual in nature (invitations of a sexual nature, sending messages of a sexual nature, attempting embarrassing physical contact, blackmailing for employment or work progress in exchange for sexual favors, obscene gestures, and a whole set of behaviors appealing to sex).
2. Sexual harassment, in turn, is practiced by a hierarchical superior and has a specific purpose, which is the attempt to obtain some kind of sexual favor. Unlike the previous one, this can happen only once and does not need to be repeated for it to be considered consummated. Any manifestation of sexual nature, implicit or explicit, not being desired by the victim and causing embarrassment and fear of negative consequences in the work relationship, constitutes sexual harassment. It is important to point out that sexual harassment can be distinguished by two types, such as:
 - a) Harassment through blackmail is when there is a requirement for sexual conduct, in exchange for benefits or to avoid damaging the working relationship.
 - b) Intimidation occurs when there are inopportune sexual provocations in the work environment, harming someone's actions or creating an offensive, intimidating or humiliating situation.

CIP's Gender Policy

CIP adopted its Gender Policy in 2014 and in accordance with it, “CIP believes in the freedom of individuals, respect for the law and equal rights regardless of gender, race, color, party affiliation and religious belief, and will therefore work to promote gender equality and equity in its midst and programs.”

CIP's vision Within Gender Framework is:

“Create an organizational culture in which the differentiated needs of women and men result in clear changes for gender equality and equity, making the organization an example of excellence in promoting and defending gender justice within the organization and in the public sphere.”

Its principles are:

1. Equality between women and men, this principle being an essential foundation of social justice and gender equity and the starting point of their approach and institutional positioning;
2. The establishment of a corporate leadership sensitive to gender equality and equity at the highest level;
3. Equal opportunities, inclusion, non-discrimination, i.e., fair treatment of all women and men at work, respecting and supporting human rights;
4. Transparency, measurement and reporting: measure, document and publish the organization's progress in promoting gender equality and equity; and
5. Adoption of a programmatic and institutional operating approach conducive to gender balance and social justice - Affirmative Action”;
6. Fight moral and sexual harassment at work.

Article 2

(General Provisions)

1. The Labor Law Act 2007 in Mozambique prohibits and criminalizes any form of harassment, whether moral or sexual, in the work environment. As provided in article 66.2-3 of the Labour Law of 2007¹, “for harassment committed by the employer or by an agent of the employer, the offended employee is entitled to compensation in the amount of twenty times the minimum wage”. According to article 399-A of the Criminal Code, “abuse of power, sexual harassment to obtain favors is punishable by imprisonment for up to one year and a corresponding fine².”

¹ <http://www.mitess.gov.mz/sites/default/files/documents/files/Lei%2023%202007%20%20Lei%20de%20Trabalho.pdf> Acesso em 27/03/2019.

² <https://meusalario.org/mocambique/lei-de-trabalho/tratamento-justo/assedio-sexual>, Acesso em 28/03/2019.

2. It is against the principles and policy of CIP that any employee, male or female, sexually harass another employee (a).
3. In most cases of harassment, the aggressor is male and women are the predominant victims, although the opposite is not excluded, but in a considerably smaller proportion. Harassment between people of the same sex or gender is possible and can be practiced with or without hierarchical superiority. However, the crime of harassment (harassment for blackmail) is carried out on the basis of hierarchy, power over the harassed person.
4. Several types of conduct may constitute harassment, even without physical contact. The practice can be explicit or subtle, with physical or verbal contact, such as spoken or written expressions, or means such as gestures, images sent by e-mail, comments on social networks. Harassment can also be practiced by third parties not linked to the employment relationship, such as a client or service provider.
5. To be considered harassment it is not necessary that it occurs in the work environment. The harassment can be reported even if it occurs during breaks, resting places and meals, before the beginning of the work shift or after the end of it, during the ride or transportation between work and home, or when the harasser (a) tries to maintain contact with the victim, through social networks, even on days not intended for work activities.

CIP understands that the following are behaviors that can be classified as harassment at work:

- a) Present invitations and requests for sexual favors associated with the promise of employment or improvement in working conditions, job stability or professional career, this relationship may be expressed directly or implied; conduct with the purpose or effect of substantially interfering with an individual's professional performance or creating an intimidating, hostile or offensive work environment;
- b) Systematically repeating inappropriate suggestive remarks, jokes or comments about one's sexual appearance or condition;
- c) Repeatedly send cartoons, photographs or images from the Internet that are unwanted and have sexual content;
- d) Make phone calls, send letters, sms, whatsapps or unwanted e-mails of a sexual nature;
- e) Promote intentional and unsolicited physical contact, or excessive or provoke unnecessary physical approaches (following and controlling someone);
- f) Sending persistent invitations to take part in social or play programs, when the target person has made it clear that the invitation is unwanted;
- g) Whistling or making inappropriate sounds;
- h) Intentions to molest and sexually violate.

Article 3
(Denouncing)

Any employee who believes they have been the object of sexual harassment is encouraged, before making the report, to inform directly the person or persons who carry out such an act, telling them that the act is offensive and should stop. An employee who wishes to report sexual harassment at CIP must do so to the Supervisory Board and/or the direct supervisor or the Director if such practice does not originate from these figures.

1. Questions or complaints about violations of the matters addressed in this “policy” should be promptly submitted to the Governing Board for consideration and resolution, confidentially or in any other acceptable and decent manner.
2. When it is deemed inappropriate to refer the doubt or denunciation to the Board of Directors, it should be submitted to the CIP Fiscal Council.
3. CIP does not allow retaliation for complaints made in good faith on the basis of this “policy”.

Article 4
(Punitive Measures)

The courtship, when reciprocal, is not harassment. Harassment presupposes unwanted sexual conduct. The victim must express his/her rejection, trying to veto the harasser. The silence, however, cannot be considered as acceptance of the harassment because the victim may be at a disadvantage, in case of being harassed by his/her superior, with threats of job loss or professional ascension.

The possibility of harassment within CIP cannot be ignored by those responsible. Therefore, in order to protect his/her employees and avoid the negative consequences of such events, it is important to insist on dialogue and invest in everyone’s awareness.

1. It is a disciplinary infraction to practice harassment by any employee or collaborator, regardless of his or her duties.
2. In the event that CIP receives a complaint of sexual harassment, it will take all necessary measures to ensure that the matter is immediately investigated and resolved. If it is found and proven that sexual harassment has indeed occurred, CIP will take

appropriate immediate action and corrective action ranging from verbal notice to dismissal.

CIP guarantees confidentiality to the employee who reports or cooperates in the investigation of sexual harassment.

**POLICY OF DENOUNCING
AND PROTECTION OF
WHISTLEBLOWERS**

POLICY OF DENOUNCING AND PROTECTION OF WHISTLEBLOWERS

1. Objective

This policy complements and is an integral part of the risk mitigation and management measures, concerning the institutional promotion of probity, namely in what concerns actions to prevent, fight and denounce cases/situations of fraud, corruption and attacks on the moral integrity of employees, in its most diverse aspects and nature, namely: internal regulations; code of conduct and any other internal policies that may be produced, within the scope of the promotion of an exemplary environment and concord with regard to the promotion of noble values of professional coexistence. The policy aims at protecting all the staff of the Public Integrity Center, external entities and their professional agents related to CIP in terms of their activities, during normal working hours and on relevant matters of their institutional collaboration, when they involve acts that may violate the sense of honor and dignity of any of the parties.

Through this policy, the Center for Public Integrity's Management is committed to protecting all employees who report relevant acts within its scope of action, since it believes that without proper protection, such an attitude may contribute to greater reputational damage, both at personal and institutional level, making it difficult to achieve the organization's objectives.

2. Scope

The whistleblower protection policy applies and protects the Center for Public Integrity and all its employees, in the fulfillment of its mission to promote integrity in the public sphere in Mozambique, through the reporting of acts of corruption or its attempt and practices of other irregularities that may conflict with the principles aimed at CIP's objectives in the awareness and promotion of integrity in the management of the public property. It will apply to employees, suppliers or any other natural or legal person that has a relevant relationship with CIP. It will apply uniformly and with the same rigor to any person or institution that has a professional relationship with CIP.

In case of doubt, employees should use the procedures described in this policy and not opt for silence because they fear reprisals or other measures against their diverse condition as CIP professionals, and they should be given the necessary protection by the institution.

All employees should collaborate in the implementation of this policy, ensuring that it creates an alert environment to deal with problems before or as soon as they occur.

3. What can be denounced

The Center for Public Integrity privileges all kinds of information about acts that constitute a risk or place in cause the achievement of its objectives. For this reason, any type of risk or information on the occurrence or suspicion of abuse of power, fraud, corruption or acts that are harmful to decency, physical integrity including sexual harassment must be immediately reported in accordance with the internal procedures described in this and other policies. The report of an act of misconduct will be made in detail, verbally or in writing, depending on the choice of the employee or other entity that has a relevant relationship with CIP.

4. Sharing information

CIP recognizes that the whistleblower may need to collect additional information before submitting a case for review. In order to achieve a result that is best for the parties to the dispute, CIP advises caution in taking action to gather more evidence to support the complaint and the necessary secrecy about the identity of the person who may be the target of the investigations, should these prove to be applicable to the case. Similarly, whistleblowers are prohibited from per se conducting investigations into suspects, nor can they act to seek material evidence before making the complaint. In order to be effective in applying this policy, it is important that persons identified by the institution as being competent receive information in a timely manner.

5. Responsibilities for Denouncing

The responsibility to report acts of misconduct is individual to each CIP employee. Those who, for any reason, cover up suspicious cases will be held responsible in accordance with internal policies to fight and prevent fraud and corruption, as well as the institution's code of conduct and current legislation.

In order to enable reports of acts involving employees at all levels, the following channels must be observed:

Hierarchy of suspects	Who to report to
Denunciation of CIP workers without management positions.	It is reported to the Board of Directors through the Director who, in turn, will report to the Supervisory Board within 7 working days.
Complaint about individuals with leadership position.	It must be reported directly to the Fiscal Board.
Denunciation against members of the Fiscal Board.	It should be reported to the General Assembly with the knowledge of the Director.
Reports about other employees.	It is reported to the Director who should forward the complaint to the Supervisory Board.
In cases where the employee does not feel comfortable to submit a report through the channels defined above, he/she can do so via email Alfredo Binda Jah Bee alfredobindajahbee@gmail.com .	

6. Denouncing Outside the Institution

Denunciations of acts involving CIP employees or collaborators must never be made to external entities before all the internal possibilities described above have been exhausted.

7. Confidentiality

Any employee who becomes aware of any denunciation due to his/her hierarchical position in the institution, and in accordance with paragraph 5, shall ensure the confidentiality of such information as well as the identity of the denouncer. The employee will be held responsible for the compliance with the provisions herein, according to the internal policies of prevention and fight against fraud and corruption.

8. Following up the complaints

Any employee who becomes aware of any denunciation due to his/her hierarchical position in the institution, and in accordance with paragraph 5, shall ensure the confidentiality of such information as well as the identity of the denouncer. The employee will be held responsible for the compliance with the provisions herein, according to the internal policies of prevention and fight against fraud and corruption.

All complaints must be treated with the same rigor and responsibility, regardless of the level of responsibility of the complainant. In order to motivate the reports, within 30 days after the occurrence of the act leading to such procedure, the complainants must be informed about the subsequent steps. Information to the whistleblower does not include details that could compromise investigation processes.

No case of denunciation may be filed without a competent, thorough and necessary investigation including communication to the denouncer of the results, whatever they may be.

9. Protection of the whistleblower

The denunciation of acts of misconduct at CIP focuses on the concept of presumption of good faith and absence of reprisals. CIP presumes that any person who files a complaint about a possible act of misconduct will do so in good faith and on the basis of evidence or actual elements. As such, the following protection measures are ensured:

- a) A person who makes a complaint about a possible act may not be subject to reprisals, threats, discriminatory measures or sanctions of any kind for the reason mentioned, even if it is not possible to prove the suspicious acts, unless it is proven that he/she did so in bad faith. The whistleblower is not necessarily obliged to provide evidence or evidence of the suspicious act. The collection of evidence is the responsibility of the investigation process that will be carried out by competent individuals or bodies.
- b) When it is proven that the whistleblower acted in bad faith and on the basis of false information and that such element of falsehood was known to him/her, in order to harm the whistleblower or any other harmful purpose to the organization, CIP's Management shall apply the measures and sanctions corresponding to the case by means of internal deliberation or with third parties on the penalty.
- c) This policy also protects CIP as an institution when it, through its employees, denounces acts of corruption or fraud as part of its mission to promote integrity in the public sphere in the Republic of Mozambique, an official and publicly recognized mission. The policy also protects employees who report cases of abuse of power, sexual harassment or other cases of assault on decency. Any kind of reprisals, threats, discriminatory measures or sanctions of CIP members for having denounced cases of fraud or corruption involving the public sector will be considered an attack to the authorized mission of the Institution and will deserve the competent repudiation that will be presented to the institution in question and disseminated by the means that the organization uses to convey its information.

10. Approval, Review and Dissemination

This policy was approved in December 2019 and will be reviewed annually or whenever circumstances warrant it.

The policy is an integral part of the employment contract of the employee, who must sign it individually and compulsorily at the time of hiring. This policy will also be disseminated through ongoing training or mentions made by managers in extended meetings with employees.

Salary and Compensation Policy

Salary and Compensation Policy

Article 1

(General Wage Policy)

1. CIP's policy consists of attracting and retaining highly qualified men and women through competitive rewards commensurate with their tasks, performance, professional skills and experience.
2. CIP, being a non-profit institution with a high level of demand for its role in society, needs highly motivated staff with the necessary qualifications and experience to ensure success in the implementation of its programmes. For this to happen, CIP will consistently employ, retain and remunerate its staff.

Article 2

(Objective)

The remuneration plan aims to define the salaries given by CIP which should be complemented by an attraction, retention and appropriate compensation policy for high performance employees.

Article 3

(Principles)

- a) CIP's staff salaries are differentiated.
- b) Differentiation is based on the following factors:
 - Work rate according to the market in the country;
 - Individual effort and performance;
 - Individual characteristics, experience, qualifications, skills and potential.
- c) The main differentiation criteria are:
 - Level of responsibility inherent to the position;
 - Level of engagement in planning;
 - Need and capacity for independence and strategic decision-making;
 - Complexity of work.

CIP's expectation is that all its employees perform well.

- d) As a means of attracting and retaining employees, CIP provides a salary level comparable to other similar organisations, including international organisations operating in Mozambique.
- e) CIP advocates that the remuneration system - career progression and salary - will only be objectively implemented through an effective system of performance evaluation, monitoring and follow-up and disciplinary procedures.

Article 4

(Job Categories)

1. CIP has the following specific positions:

- Director
- Programme Coordinator
- Senior Administration and Finance Manager
- Coordinator of the Revenue and Public Expenditure Pillar
- Coordinator of the Extractive Industry and Natural Resources Pillar
- Coordinator of the Public-Private Partnership Pillar (PPP)
- Coordinator of Democratic Control Institutions and Regulatory Framework
- Researchers
- Research Assistants
- Accountant
- Logistics and Procurement Manager
- Administration and Finance Assistant
- Secretary/receptionist
- Driver

2. Cleaning and protection services at the institutional level are carried out by companies contracted for this purpose.

3. For each function, specific job descriptions are designed and attached to the Employment Contract.

Five pay grades are proposed, as follows:

Grades	Designation – Category	Dimensions
1	Undifferentiated worker, support staff	They perform a variety of support activities according to their ToR. The position requires high to medium supervision. Examples: housekeeper, driver and guards.
2	Secretary/Receptionist/ Administration & Finance Assistant and Logistics and Procurement Manager	They carry out a variety of administrative and logistical activities in accordance with their ToR. The position requires high to medium supervision. Examples: receptionist, administration and finance assistant and Logistics and Procurement Manager.
3	Senior administrative and financial assistants and junior programme/project managers/assistants	They carry out specialised activities, including administrative and logistical activities related to their ToR, and which requires some level of decision making and implementation expertise. They work with minimal supervision. They are involved but not responsible for planning above and beyond the work they do. Examples: DAF Officer, Programme Officer, Executive Assistant.
4	Pillar Officers/Coordinators and Senior Administration and Finance Manager	They carry out highly specialised activities, including responsibility for managing the activities under their management. The area requires a high level of diagnosis, analysis and writing. They are completely responsible for the areas they manage, from the conceptualisation of the area, diagnosis, programme design, human and financial resources management and coordination of the area. They ensure that the area plan is implemented. It may include the supervision and capacity building of others and responsibility for the area's budget. They have a degree of accountability to beneficiaries and direct donors. Examples: Programme pillar coordinators, Senior Administration and Finance Manager.
5	Organizational Manager	Responsible for the overall strategic management, leadership, mobilisation of CIP's human and financial resources, under the direction of the Governing Board. It includes responsibility for coordinating financial planning, policy formulation, accountability to beneficiaries, Governing Board and donors. Example: Director.

Article 5 (Salary Scale)

For each category, wage levels are provided which allow for the development of a certain category, in horizontal progression. The differentiation will follow the following criteria:

- Individual effort and performance
- Experience in a similar position
- Qualifications combined with demonstrated skills.
- Ability to achieve results

Article 6 (Categorisation of Remuneration)

1. CIP's staff remuneration consists of basic salaries, supplements and other remuneration not specified in these Regulations, but which are provided for in other institutional documents.
2. The **supplements** comprise allowances, bonuses, pay-outs and compensation.
3. The **allowances** are, within the scope of this Regulation, granted according to the availability of financial resources of the institution and these comprise fuel and communication and they are not compulsory remuneration.
4. **Bonuses** are remuneration of a transitional nature and may be eliminated depending on further adjustments to the remuneration bases or the organisation's available funds.
5. **Pay-outs** are incentive payments, whether or not provided for in these Regulations, which may be altered depending on CIP's available funds.
6. **Compensation** is occasional remuneration, always at the request of the beneficiaries and upon approval by the Director and/or Board of Directors.

Article 7

(Remuneration Basis)

1. The basic salaries for full-time employees will be set out in a separate table.
2. The basic pay scale may be subject to periodic review for adjustment purposes.

BONUS

Article 8

(Christmas bonus salary)

1. It corresponds to a respective remuneration basis and depends on CIP's financial conditions.
2. The Christmas bonus salary is granted to all CIP employees, in accordance with the conditions set out in the previous paragraph. However, it may not be awarded in full in cases of unsatisfactory or low professional performance, or even cancelled in the case of unproductive employees.

PRIZES

Article 9

(Performance)

1. The performance bonus is awarded to all employees according to two criteria:
 - a) the criteria set out in the Performance Evaluation Regulation;
 - b) the excellent performance criteria.
2. Where prizes are awarded subject to performance evaluation, the amount to be established, depending on CIP's available funds, will be allocated in stages according to the attached scale.
3. The prize for outstanding performance is awarded to the employees whose performance has greatly contributed to CIP's success of initiatives, activities and visibility, upon proposal of the Pillar Coordinators, recommendation of the Senior Administration and Finance Manager, as to the available funds and approval by the Director.

Article 10

(Efficiency)

1. The efficiency bonuses which will be defined will essentially be targeted at all positions of CIP's staff plan.
2. The efficiency indicators and corresponding values of the prizes to be awarded will be defined by order of the Director, upon proposal by the Pillar Coordinators and opinions by the Administration and Finance.

Article 11

(Salary Discounts)

1. In addition to the legal deductions, salary deductions will be made to employees who have taken out loans or caused damage to CIP property.
2. Discounts to compensate CIP for damages attributable to the employees will be notified to those employees and must have their prior consent.
3. All debts contracted by employees must be paid by 31 December of the year to which they relate, with no possibility of extension of the deadline, and the Administration and Finance sector will be responsible for their collection and liability, if such payment does not happen.



CENTRO DE INTEGRIDADE PÚBLICA
Anticorrupção - Transparência - Integridade

Parceiros:

