



# Preventing Corruption in Humanitarian Aid



Transparency International defines corruption as,

The abuse of  
entrusted power  
for private gain.

# Facilitation Payments

A type of bribe, often requested or given to speed up a process or approval.

# Facilitation Payments: Group Discussion



You are finishing a latrine construction project after your predecessor left suddenly. Unfortunately, things are going poorly. Your main contact in the Water and Sanitation department keeps asking for extra, unofficial fees for the construction permits you need. Each time you refuse to pay, there are suddenly additional administrative barriers to finishing your project, all of which involve fees.

Facilitation payments are common in this region. Your predecessor regularly paid these fees, saying it was more important to finish the project than it was to worry about small payments. Now it seems to be expected, and after two months on the job with hardly any progress, you feel powerless to complete the project without making these types of payments.

# Conflicts of Interest

Situations where a person's decisions relating to a primary interest (such as the good of the organization) might be influenced by a secondary interest (such as helping a family member or business associate.)

# Conflicts of Interest: Group Discussion



Anh is coordinating the hire of an assistant for her boss Mike, a high-ranking member of the expatriate staff. Two candidates were interviewed and scored by the selection committee. One candidate was clearly more qualified than the other, making the selection committee's decision easy. However, when Anh brought the paperwork to Mike, he refused to sign, saying that he wanted the other candidate.

Anh suspects that Mike's preferred candidate is a personal friend from his religious community, but she doesn't have proof. She has only been working for Mike for a few months, but she has noticed that he becomes angry when challenged. She is afraid that if she doesn't do what Mike says, she will lose her job, which she needs to support her family.

# Gifts

Something given, either in an attempt to influence actions or as a small token.

# Exploitation

Any actual or attempted abuse of a position of vulnerability or power.



# Exploitation: Group Discussion



Ebele is a beneficiary in a community where your organization distributes food during a drought response. She has serious concerns about the distribution of aid and several of your organization's volunteers. At times, she worries that your organization is doing almost as much harm in her community as it is doing good.

Ebele thinks of herself as a leader in the community and wants to do something to help, but she is worried about the safety of her family if she speaks up.

# Do you see signs of corruption?

Even though several people in your department handle procurement contracts, every time that a particular vendor comes into the office he asks to talk to your coworker Paul. If Paul isn't available, the vendor leaves. This vendor's company, Marly Medical Supplies, has won several contracts with your organization to supply medical kits to the field.

You've noticed that Paul often sends emails from his personal email account during work hours. He has recently bought an expensive car.

# Bid Documents

Marly Medical Supplies  
254 5th St.

500 Mdeical Kits --- \$550

Price good until April 3

Kits Medical  
75964 North West Blvd

500 Mdeical Kits: \$600

Total: \$600

Green Care Supplies  
325 High St.

500 Mdeical Kits: \$800

"Quality medical  
supplies for 50  
years"

# Outcome

Two weeks later, Paul is let go from the organization and Marley Medical Supplies is added to your team's blacklist. Through co-workers, you learn that Paul had been receiving kickbacks from several vendors

# Do you see signs of corruption?

Your coworker Han is responsible for requisitions. He works late into the evenings and often comes to the office on weekends. He hasn't taken any leave in the six months. Han has always seemed like a serious person and is very quiet during group conversations. You have heard expensive office equipment is being taken from your local office. Han, as well as several other people, has access to the areas where these goods are stored.

# Outcome

You notice that over the next few weeks, some of Han's work is redistributed. Over lunch a few months later, Han tells you that he was only spending so much time in the office because he felt overwhelmed with work and was afraid his performance would be judged poorly if he didn't complete it all.

# Do you see signs of corruption?

A District Social Welfare Officer has seemed reluctant to have you perform a site visit to a camp in an area he represents, saying that the situation is unsafe. However, you have insisted on visiting the camp. You were told that hundreds of beneficiaries are living here, but the camp looks deserted. You are told that people are away for the day working and visiting friends. The man shows you inside of one of the tents where people are living.



# Outcome

You bring the situation to the attention of your manager, saying that it appears the District Social Welfare Officer is trying to give the impression that there are far more beneficiaries in this camp than there really are, perhaps as a way to get excess funds and resources from your organization. Together, you develop a plan to work with other organizations and the local community to conduct a more accurate needs assessment that bypasses this local government official.



# Disaster Simulation



# Opening



This morning, a 7.2 magnitude earthquake hit the country of Marana, population five million.

Government officials estimate more than 500 people were killed and at least 350,000 have been directly affected. Two out of six districts in the country are without power and cell phone coverage. The quality of the local drinking water is suspect because of damaged infrastructure and a large amount of debris.

# Scenario 1



Your organization is a large NGO that provides relief services after emergencies. You are working from a field office in Marana outside of the affected area.

You have received some information from a partner agency in the directly affected area indicating the situation is serious, but according to your procedures you should conduct an assessment before responding. Your organization's large donor base has already begun to mobilize and wants to see action.

## Scenario 2



Your organization's vehicles are stuck in customs and a local official is requesting \$3000 to speed-up their release.

You have been renting vehicles from local companies and could continue to do so. However, the cost for rentals for all of your staff is almost \$800 a day.

# Scenario 3



You are distributing relief goods for which the beneficiary must show a special registration card. There are many more people with the registration cards than you had been told to expect.

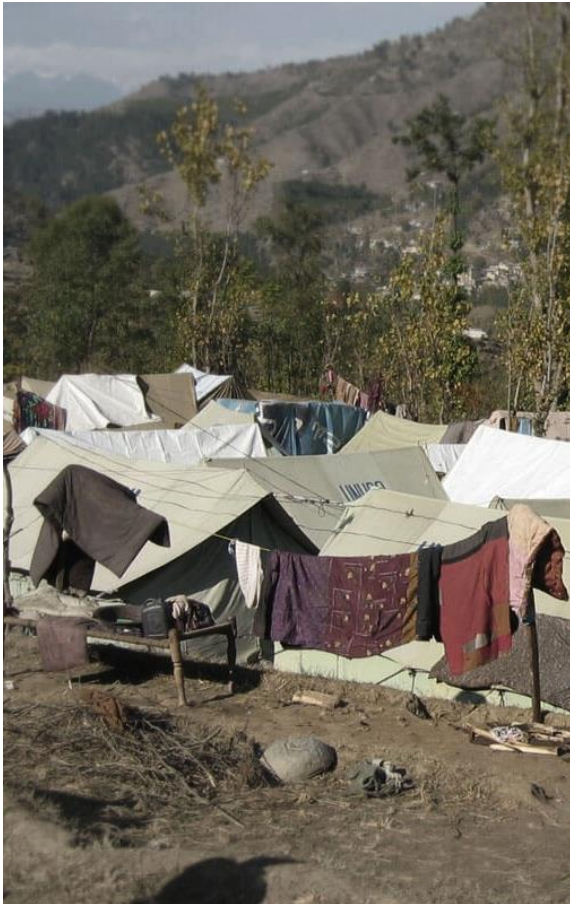
## Scenario 3 (after investigation)



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You investigate, and hear that registration cards are being falsified by a local group not associated with your organization. These fake cards are then being sold to non-targeted beneficiaries so that they can collect goods from your organization.

# Scenario 4



The weather is beginning to get cold, and there is a desperate need for temporary shelter. Your usual contractors are busy with other projects, and you need to find someone else to do the work quickly.

One of your colleagues has a brother who owns a construction company, Ace Construction. They give you a bid that seems competitive and say they could begin immediately. Another colleague's friend owns a construction company, Melton Buildings. They give you a bid that is slightly higher, and they would be able to begin work in a week.

# Scenario 4 (after investigation)



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You call some organizations that have worked with both companies and discover that Ace Construction has a history of using substandard materials to cut costs. You hear that Melton Buildings does good quality work, though they can be a little slower to finish projects.



# Scenario 5



Your organization uses day laborers to empty latrines because hiring regular employees would exceed the project budget.

This region's laws only allow day laborers to work for up to 30 days, after which they need to be hired as regular employees. You've heard concerns that the law is being violated. However, you are having a difficult time finding proof.

The day laborers seem satisfied and happy to have the work.

# Scenario 5 (after investigation)



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You learn that the rumors are true and day laborers who are reaching the end of their 30 day limit are being asked to bring new identification cards so they can continue working. While most day laborers say that they are happy with this agreement, you notice that working conditions are poor. You also hear that several laborers have been injured on the job, but are unable to receive adequate medical care because of their temporary worker status."

# Scenario 6



Your organization raised a large amount of money to help beneficiaries access clean water following the earthquake, but the damage to the local water infrastructure was less than originally reported. You do not need the funds for this purpose.

## Scenario 6 (after investigation)



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You learn there is a community outside of the targeted area that has been living without a reliable source of clean water for years. This community would benefit greatly from some basic water infrastructure.

You also discover that within the affected area, several schools were destroyed and there are not enough funds to rebuild.