

PREVENTING CORRUPTION IN HUMANITARIAN OPERATIONS



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TRANSPARENCY INTERNATIONAL PROJECT 2006-2010

- **Corruption Risk Map** prepared by the Humanitarian Policy Group (ODI) in 2006
- **Field research** in partnership with seven leading humanitarian INGOs
- **Technical assistance** from Feinstein International Center (Tufts Univ.) and ODI
- Staff interviews in HQs and selected field operations of partner agencies; **Research Report** published July 2008
- Complemented by **case studies** in Sri Lanka and Uganda on perceptions of aid recipients
- Evidence base for **Handbook on Good Practices** launched on February 1st 2010

THE TI HANDBOOK OF GOOD PRACTICES

- **Target audience:** aid providers in post-disaster or post-conflict situations
- Menu of **good practice tools** to help prevent, detect and mitigate corruption risks
- Organised in **three sections**:
 - Overall/institution-wide anti-corruption policies
 - Corruption risks in administrative functions
 - Corruption risks encountered during the humanitarian programme cycle

RISK-BASED TOOL FORMAT

- ❖ Typical corruption risks encountered
- ❖ What to watch out for (“red flags”)
- ❖ Prevention measures
- ❖ Resources needed (financial, human, processes)
- ❖ Challenges (potential pitfalls)
- ❖ Reference materials

Each tool is **stand-alone** (some repetition of information)

Electronic or color-based **links to other tools**

Institutional policy tools explain how policy helps prevent corruption

KEY RECOMMENDATIONS

- ✓ Integrate corruption risk analysis into **emergency preparedness**
- ✓ Consider addressing corruption not as a purely financial issue to be handled only by auditors, but part of **quality assurance** and good management. It should be built into staff **training programmes**
- ✓ Intensify **on-site monitoring**, essential to deterring and detecting corruption, including by independent CSOs

KEY RECOMMENDATIONS (cont)

- ✓ Provide greater **transparency** to beneficiaries, affected governments and local CSOs
- ✓ Empower recipient communities through **downward accountability**, which requires safe, appropriate complaint mechanisms for staff and beneficiaries
- ✓ Break the **taboo** about corruption risks and **share information** among donors, affected country governments and aid providers for **joint response**

DILEMMAS & TRADE-OFFS

There is no magic formula!

- **Too many vs. too few controls**
- **Urgency/need for speed vs. prudence**

DILEMMAS & TRADE-OFFS

(cont)

- **Pressure to spend vs. getting things right**
- **Transparency vs. staff and beneficiary security**
- **Information sharing and joint action vs. legal issues**

NEXT STEPS: AID MONITORING IN POST-EARTHQUAKE HAITI

Haiti represents **'the perfect storm'** for corruption risk in relief, recovery and reconstruction aid:

- ❖ High levels of endemic corruption
- ❖ Already fragile state institutions severely damaged by disaster
- ❖ Extreme poverty creates vulnerability of population to corrupt manipulation
- ❖ Sudden massive injection of resources into resource-poor environment
- ❖ Low technical and financial absorptive capacity to manage huge aid flows

TI PROPOSED PROJECT

- ❖ **Currently under discussion** with Haitian government and international donors
- ❖ Led by TI Secretariat together with Haitian National Chapter and **civil society coalition**
- ❖ To be anchored in **multi-stakeholder steering committee** (Government, donors, aid providers, civil society) under **Haitian Reconstruction Commission**
- ❖ Focus on **implementation** on the ground to **complement** financial tracking programmes

AID MONITORING STRATEGY

- ❖ Context-specific corruption **risk analysis** to create analytical framework
- ❖ **Empowerment of local communities** to monitor aid (possible use of open-source technology)
- ❖ **Non-investigative**: seek to identify patterns of corrupt diversion of aid and recommend **remedial reforms**
- ❖ Preparation of **National Action Plan** to reduce corruption risks in emergency aid

Thank you for your attention!



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