Fraud and Corruption

201: Corruption prevention for managers
E-course Content Input v.3 - 01

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Client: IFRC / TI
201: Corruption prevention for managers

(Prototype v.4)
The current scenario and scene is always listed at the top.

Here a narrative or descriptive text will share important information regarding the situation.

Interactive choices are always recognisable by the green design. Light green usually means inactive, dark green and white indicates an active element.

Controls to move you back or forward are found near the bottom.
Level 1: National Office meeting with Programme managers
INTRODUCTION

WELCOME TO BANGOSHA

You are a programme manager for the global organisation, GARO and have been working in the country of Bangosha for almost a year now. You work and live in the town of Sarili on Bangosha’s western coast managing GARO’s field office of four project officers and 15 support staff serving the local community.

The local community is comprised of various cultural and religious groups with three majority ethnic groups living in relative harmony. GARO enjoys a long history in Bangosha via various relief efforts as well as assorted long-term development projects.
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Who We Are:

Global Aid & Relief Organisation (GARO) is a global humanitarian organization committed to ending suffering in the world through development projects and humanitarian aid to communities and individuals in need.

What Makes Us Unique

GARO saves lives while building long-term strategies for self-sufficiency:

Our teams work to provide lifesaving impact in 50+ countries

With over 6,000 field staff providing assistance to millions of people in need each year.

20+ years of experience in serving beneficiaries in contexts of development, conflict, and disasters. Our global efforts save thousands of lives each year.

Where We Work

We work in Africa, Asia, Europe and the Americas. We partner with communities and community members in countries with the greatest need in the critical sectors which impact poverty reduction.

About GARO
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Job Description

Global Aid and Relief Organisation

Health and Poverty Reduction Programme Manager Job Description

The Health and Poverty Reduction Programme Manager (PM) will develop and deliver GARO’s strategy for helping to reduce poverty and health disparities in the island nation of Bangosha. The PM will provide leadership, direction, and management of GARO’s programming in the Sarili branch office in Bangosha and ensure appropriate, effective and high-quality programmes in accordance with GARO’s policies and procedures.

Key responsibilities

• Lead and manage the Health and Poverty Reduction programme and branch staff in Sarili according to GARO’s Bangosha Programming Guidelines to ensure appropriate, effective and high-quality programmes in accordance with GARO’s policies and procedures.
• Provide leadership, direction, and management of GARO’s response to potential natural or manmade disaster affecting Sarili.
• Develop and take forward new and existing partnerships in the country/region with GARO International, member organisations, local and international, and with other local and regional organisations.
The AFTIN case

There are several other NGOs operating in Bangosha, including AFTIN, a highly respected international NGO based in Scandinavia which has worked in Bangosha for over 30 years. Last month, a high-level AFTIN employee working at the NGO’s headquarters in Europe was charged with fraud and embezzlement.

Read the newspaper article to find out how this breach has affected AFTIN’s work in Bangosha.
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Although AFTIN’s corruption case did not occur in Bangosha, it has had severe repercussions on its local operations and its ability to deliver its programmes. Unfortunately, its beneficiaries, including its local staff, are the ones who will feel its consequences the most.

You are shocked at the swift reaction of the Bangoshan government and what this means for GARO.
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**About AFTIN**

**Who We Are:**

AFTIN (Action For Those In Need) is a global humanitarian organization committed to ending suffering in the world through providing hunger relief to needy communities in the form of community vegetable gardens and school gardens as well as providing food aid in communities and individuals affected by disaster.

**What Makes Us Unique**

AFTIN saves lives while teaching communities strategies to become self-sufficient and build local food stocks. AFTIN teams work to provide food aid and guidance in 100+ countries. With over 7,000 field staff providing assistance to millions of people in need each year, 50+ years of experience in serving beneficiaries most in need of support in the form of daily, nutritional food packets in times of conflict and disasters, and support for community-based gardening clubs to build long-term sustainability. Our global efforts save millions of lives each year.

**Where We Work**

We work in Africa, Asia, Europe and the Americas. We partner with communities and community members in countries with the greatest need of food aid and
The week after the article is printed, you are called to attend an internal meeting at GARO headquarters to meet with other GARO programme managers to discuss the situation and how your organization can ensure that they have adequate and appropriate anti-fraud and anti-corruption measures and policies in place.

Click on the meeting agenda to see the plan for the meeting.
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Click on the meeting agenda to go to that section you want to visit.

Only allowed when all three sections of the introduction have been visited.
Corruption remains a taboo subject especially among humanitarian agency staff. As we saw with AFTIN, avoiding talking about the issue can make control measures and tools such as whistleblowing mechanisms less effective. We at GARO want to learn from AFTIN’s mistakes and want to encourage open discussions about corruption among our staff and volunteers so we can fight this abuse of entrusted power.

Excuse me, but won’t talking about it all the time give people ideas about how to commit corruption? I know it would in my office.
Level 2: Sarili Field Office
You leave the meeting at the end of the day with many resources in hand. You and your driver head back to your branch office. You are thinking a lot about what you have just learned. You think to ask your driver, Samith, what he knows about AFTIN.

“Samith, have you heard about what happened at AFTIN?”

“Oh yes, ma’am. They are all thieves, those other tribes stealing money from my people. Not like us at GARO.”

“But Samith, that is not what happened. The crime was done by a European and it happened far away in their headquarters offices, far from Bangosha. Have you heard about any kind of stealing at AFTIN or even at GARO?”

“Oh no, ma’am. Not stealing. Sometimes borrowing, but never stealing.”
You get back to your office. You have been gone for almost a week and there are a number of issues that you must attend to asap. Take your pick where you would like to start.

- Questionable expense reports
- Gifts to staff
- Expats behaving badly
- Cronyism
- Sexual exploitation
- Supply chain discrepancies
A member of Sarili’s financial team has informed you that he suspects that Lia, GARO’s health project manager has been filing fraudulent expense reports.

Lia’s job seems to require a great deal of travel since you rarely see her in the office. The finance team reports that she often submits expense reports late and many of her receipts are either missing or are photocopies rather than originals. Sometimes, the receipts do not include dates or the dates are not legible. She is currently out of the country on another work trip for the next three weeks.

What do you do?
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- Supply chain discrepancies
There is a vacancy on your disaster preparedness team. You are the head of HR. You know that the team has been eager to post the vacancy so they can hire someone within the next 6 weeks. Storm season is coming and your beneficiaries need the added capacity for disaster preparedness. You have been asked to hold off on the posting by GARO’s new Country Director, whose son, Nigel, just graduated from Harvard with a degree in international relations. Nigel speaks Bangoshan and is looking for a job. You suspect that the CD may expect you to hire Nigel. Several staff members have asked you privately to consider their assorted family and friends who currently lives in Sarili and know the local context.

What do you do?
Level 3: Crisis event
Due to persistent rains and the collapse of one of the major dams, massive flooding has killed approx. 240 people while leaving 80,000 stranded in their homes unable to get out. Infrastructure has been heavily damaged. Local officials are afraid that the other two dams leading into the valley might burst.
You are branch manager in Sarili. You are an expat and only have been working and living in Sarili for 10 months. The floods are your first big emergency response with GARO. You are about to meet:
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The Hon. Mosaan Mosani is a high ranking politician in Bangosha, has decided to ‘help’ GARO with their response. Parliamentarian Mosani was recently involved in several scandals in Tuvalu with Bangosha’s treasury department. He is visiting disaster sites to improve his image among the Bangoshan people.
CRISIS EVENT

NEGOTIATIONS WITH LOCAL OFFICIALS AND BENEFICIARIES

Scene ID: C-02 (C-00)

You and Hon. Mosani will meet for the first time at an IDP camp for beneficiaries.

Your two experts:
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Your two experts:

Gary Doright, head of GARO’s fraud and corruption team
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Sara, your counterpart in Sarili who was born and raised in the affected area
YOUR GOAL

- You want to keep the trust of Bangoehan government in light of the AFTIN situation.
- You need to protect GARO’s autonomy in managing the disaster for the benefit of your beneficiaries.
You are sensitive to the community’s anger over the AFTIN scandal and how the beneficiaries have begun to watch the other NGOs with increasing mistrust. You must go to meet the assessment team and discuss next steps.
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Hon. Mosani, a high-ranking Bangoshan official, is coming to visit an IDP camp where GARO is running aid programming in Sarili. Gary and Sara accompany you. They are coming along to help you talk with Hon. Mosani and the beneficiaries.
As you approach, you see that Hon Mosani is wearing a GARO pin and is telling people that they will get everything they need. Hon. Mosani sees your team approaching and tells the group to clap for GARO.
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I think you should be careful here. We have to be careful about who we choose to recognize as legitimate authority. This is the same guy who was embroiled in all those scandals in Tuvalu? Yeah unless he's a gatekeeper for information or access, I would not give the appearance of being in any kind of partnership with Hon. Mosani.
As you approach, you see that Hon Mosani is wearing a GARO pin and is telling people that they will get everything they need. Hon. Mosani sees your team approaching and tells the group to clap for GARO.

Yes this is the guy involved with the scandals, but he is also a high-ranking official with close ties with Bangosha's highest government levels. I think you should be cordial and respectful, or the people will shut you out for disrespecting their elected leader scandal or no.
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What do you say?

- Thank you for your applause but I think we owe you the applause for all that you have endured and for being so strong when flooding displaced you. GARO is here to help you get back home.

- Thank you Hon. Mosani. The survivors of this tragedy owe you so much for coming to support them in their time of need.
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The people start cheering, while Mosani looks irritated.

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Mosani appears pleased, but the people start shouting with their fists in the air.
Hon Mosani thanks you and your team publicly and tells you and the group that his team has conducted an aerial assessment of the affected area and that he and his team can inform CARO directly about the immediate needs.