

Training resource: to introduce the role of stronger accountability in reducing the risks of corruption and sexual abuse and exploitation

This role play was developed by Lies Dewallef (August 2010, Haiti), who was seconded from RNDDH to HAP. It is based on a series of well known Creole phrases (in bold), and can be used as the basis to generate discussion with staff.

Objectives: To start discussion on accountability (information sharing, participation and complaint mechanisms), and how stronger accountability can reduce risks of corruption (including sexual exploitation).

Options for running the session:

Option 1 Role play - 3 participants play the role of a man, a younger woman, and an older woman. Select the participants who arrive early, and brief them before the workshop begins. (Handout Option 1)

Option 2 Small group role play – Give the role play script to participants in groups of 2-4, to act out to each other. (Handout Option 1)

Option 3 Cartoon – Give the participants the cartoon to read and review in groups. Ask the participants to discuss in details what they see in the cartoon. (Handout Option 2)

For each of the above options, participants can either discuss the questions in groups of 2-4 before feeding back in plenum. OR the facilitator may decide to move straight to discussing the questions in plenum. Initial discussions in small groups allows each participant to reflect more, but will take longer.

Time needed:

Role play/reading cartoon: 10 minutes

Discussion in small groups and feeding back: 45 minutes

Resources / equipment needed

- A role play script or cartoon for each participant
- For the role play: participants to play the roles. Optional props include something to simulate a tent (two chairs and a cloth/blanket), a piece of paper that simulate a birth certificate, a GOODFORYOU folder.

Languages: The participants handouts are available in English, French and Creole.

Discussion:

The suggested questions are good starting points for a discussion on accountability, in particular how stronger accountability can reduce risks of sexual abuse and exploitation plus other forms of corruption.

1. QUESTION: What might have happened if the neighbor had not appeared?

Possible responses include:

- Garline may have accepted the proposal of Mister X, and exchanged sexual favors for a house.
- Garline may have borrowed money to be able to pay the 500 Gourde.
- Garline may have refused his offer, but he may have tried to do the same thing with another woman in the camp.
- Garline might have asked for more information from her neighbors.

Concluding comments:

- There is a large power imbalance between the staff member (access to information, items, has

- power to make decisions that affect the lives of others, etc), and the beneficiary.
- Sexual abuse and corruption is an extreme form of power abuse and is the worse breakdown in NGO accountability.
- The outcomes are potentially negative for both Garline as an intended beneficiary and for the NGO GOODFORYOU.

2. QUESTION: Was the behavior of Mister X the responsibility of his NGO or Mister X? Why?
(optional question)

Possible responses include:

- Mister X is responsible for his behavior because:
 1. He is an adult
 2. He is working as a paid professional
 3. He may have had training from the NGO, he may have been asked by the NGO to sign a code of conduct (which clearly stated this kind of behavior was not acceptable).
- However, the NGO is responsible for minimizing the risk that their staff (and volunteers) do not use their position of power for personal gain, in particular ensuring that aid is not being used by staff (and volunteers) as a means to gain sexual favors.

Concluding comments:

We know sexual exploitation and abuse, plus other forms of corruption, is a real risk. We know there have been cases where staff and volunteers have exchanged aid in return for sex. While each individual is responsible for their behavior, NGOs need to put in place measures to reduce the risk that one of their staff member or a volunteer might use their position of power to sexual exploit those with less power, and to quickly detect incidents if this does happen.

3. QUESTION: What steps can the NGO take to prevent this from happening?

For reference the benchmark (BM) in the HAP 2007 Standard¹ that points are linked to is in brackets. Possible suggestions include:

- Clear and strong management commitment to reduce risk of corruption and sexual abuse and exploitation linked to the NGO's activities (BM1)
 - Commitment is reflected in practice, strategic plans and needed resourcing etc. (BM1)
 - Regular monitoring and learning to review if commitment is being implemented, and how the implementation can be improved (BM6).
- Ensure basic information is clearly communicated to beneficiaries and non-beneficiaries. This will include:
 - Messages that that aid is free, and people are selected as beneficiaries based on needs. It is never acceptable for the NGO staff or volunteer to exchange aid for personal gain. Ensure that their staff and the beneficiaries know that there is a zero tolerance on sexual exploitation (BM2)
 - Clear staff identification – for example ensuring staff have and always show their ID badge (BM2)
 - Basic information about the NGO and project so that beneficiaries and non-beneficiaries know what is being delivered, how people will be chosen, project time frame etc. In this example the NGO had organized focus group for the women in the camp, and distributed folders of information.
 - How to raise complaints.
- Ensure staff understand what the NGO considers acceptable and non-acceptable behavior
 - Ask all staff and volunteers to sign a code of conduct, which clearly states that aid must not be used for personal gain including sexual abuse and exploitation. (BM4)
 - Provide inductions / training to staff to ensure they understand the code of conduct (BM4)

¹ The HAP 2007 Standard in Humanitarian Accountability and Quality Management is available via www.hapinternational.org

- Monitor how well the Code of Conduct is understood (BM6)
- Involve beneficiaries in designing programmes, and identifying associated risks (BM3)
 - For example with different groups in the community, including those who may be more at risk from exploitation, identify protection risks associated with a programme and how these could be reduced
- Ensure there is a mechanism by which staff and beneficiaries can safely raise complaints with the NGO, if something happens.
 - Set up a complaint mechanism so that people are able to raise complaints (BM5)
 - Ensure people know where and how to complain when something like this happens (BM2)
 - Ensure that when someone complains this is confidential, and there is no retaliation, for the complainer (BM5)

Concluding comments:

Use the points identified by participants, plus the ones above, to refer to the HAP Standard, and each of the six benchmarks.

4. QUESTION: “Pa mòde dwèt ki ba ou manje” (Don't bite the hand from which you eat OR Don't criticize the one who gives you something) From your experience can you think of examples of when beneficiaries were not satisfied with the quality of aid or the way it has been delivered?

Participants often have examples, either based on the general way in which NGOs operate in that country or specific projects they have been part of. Asking them to share any examples they may have can be motivational for then discussing how this can be addressed. As part of the discussion prompt them to reflect on why the quality was not good? Why did it not meet the needs of the people? Again linking the discussion back to the benchmarks.

Concluding points:

We can define accountability as *the responsible use of power*. For HAP this includes three main elements:

- Taking account of the needs of intended-beneficiaries when making decisions that will affect them
- Giving account to beneficiaries and others, explaining decisions and actions.
- Being held to account by beneficiaries and others by providing avenues for complaints and concerns (related to the decisions made and actions taken) to be raised and responded to.

Strong accountability can reduce the risk of corruption, and sexual abuse and exploitation. It is also linked to better quality programmes – i.e. programmes that are ‘fit for purpose’. For example, by engaging with affected-people and understanding their needs, NGOs can design programmes that more closely meet these needs.

Participant Handout Option 1 - Role Play

“Pa mòde dwèt ki ba ou manje”!? (“Don’t bite the hand from which you eat !?”)

Nine months after the earthquake. Garline is sitting in by her tent. She is drying her essential papers and photos. Yesterday someone robbed all her money from her tent because she can't lock anything away. She is crying while she sings :”I can't go on anymore. Please come and help me, God!”

A man approaches:

- Mister X - Hello, how are you?
- Garline - I'm not that bad.
- Mister X – I am a staff member of an NGO and come to give you a large favour. I have a house for you. I only need your Birth Certificate and 2500 Gourds. It is almost for free. Imagine, your own house.
- Garline - Is it true? Do you have a house for me? But I don't have 2500 Gourds. Yesterday someone robbed me. In these rotten tents I can't lock anything away.
- Mister X - Oo, Rotten tents, **Ou kouche sou po bèf la, w ap p, ale l mal (Never look a gift horse in the mouth)**, it's my organization who gave you this tent. How dare you to complain about it. If you didn't have this tent you would be in an even worse situation. Aren't you ashamed? So, this beautiful girl doesn't have any money to pay for her house, that is a big problem, but maybe we can “arrange” something. You are a beautiful girl and I am good man. (Makes sexual advantages)
- Garline - (To change the subject, because she doesn't likes the advantages) My birth certificate is not legible anymore. This is all that left of it after 7 months in this tent.
- Mister X - Oh. That is a big problem. No money, no papers, nothing at all and too “shy” to talk to me (sexual reference). It seems to me that I better go and offer it to someone else, people are fighting for a house. I'm losing precious time here.
- Garline - No, sir! Please stay!

An older woman and neighbor overhears the conversation and enters:

- Neighbor (to Garline) - **“Pa okipe nèg sa, li gen twou nan manch” (Don't listen to that man, he is corrupted).**
- Neighbor (to Mister X) - But who are you, sir? Which organization are you from? Do you have a badge? What is your name? Yesterday the organization GOODFORYOU came here to hand out these folders. In the folder you can see clearly what the criteria are for receiving a house for free. So why are you asking her money or even worse sexual favors?
- Mister X - My goodness **“Rann sèvis bay chagrin” (Offering something can turn against you)** If this is how my help is being received, I better leave. (Mister X leaves).

The neighbor addresses Garline:

- Neighbor - Garline, my darling, don't listen to him, do you hear me? It's not true what he says. It's not true when people say: **“Pa mòde dwèt ki ba ou manje” (Don't bite the hand from which you eat).** We, as victims of the earthquake, have rights too. We have the right to be well informed, we have the right to give our opinion and we have the right to complain. Let me show you this folder GOODFORYOU gave to me yesterday in a meeting they organized for the women. Here it is written clearly that every family who was registered three months ago and who is still living in this camp, will get a house for free. You were registered, weren't you?
- Garline - Yes, I was.
- Neighbor - Look they even added a photo to shows us how the houses will look like. They told us too that we have the right to complain if someone of their staff doesn't respect the rules. You should complain about this man. He was asking you money, and even other things...
- Garline - Yes, I will certainly do that!! **Si pa gen sitirè pa ka gen volè. (If nobody permits it, there can be no thief).**

Questions for discussion:

1. What might have happened if the neighbor had not appeared?
2. Was the behavior of Mister X the responsibility of his NGO or Mister X? Why? (*optional question*)
3. What steps can the NGO take to prevent this from happening?
4. “Pa mòde dwèt ki ba ou manje” (Don't criticize the one who gives you something) From your experience can you think of examples of when beneficiaries were not satisfied with the quality of aid or the way it has been delivered?