



# CORRUPTION:



ARE CSOs PART OF THE  
PROBLEM OR PART OF THE  
SOLUTION?

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# RATIONALE FOR TRANSPARENCY IN CSOs

- Resources are limited
- Need to avoid misallocation of resources
- Corruption undermines the legitimacy of a CSO: examples?
- Erosion of public confidence / reduction of public co-operation in projects
- Corruption leads to economic inefficiency





# RATIONALE...

- Corruption lowers the well-being of the people that should benefit from CSOs
- Transparency and accountability facilitates programme sustainability
- Corruption discourages new ideas and innovations
- May result in undertaking of dubious projects that may fail or be rejected





# THE ZIMBABWE CASE

- NGOs have fallen from the moral high ground
- Corruption perpetrated by elements inside and outside NGOs
- Spirit of voluntarism has given way to viewing civic work as lucrative generator of personal income





# CAUSES

- Emergence of “sick institutions” among NGOs
- Economic liberalisation – competition and hardships
- Higher demands for increased NGO intervention in socio-economic activities
- Increased corruption in the public sector





# CAUSES...

- Erosion of the moral fibre and spirit of voluntary service to the needy
- Lack of critical mass in the form of viable membership
- Weak organisational structures of accountability
- Vulnerable resource management systems





# CAUSES...

- Limited resources that force payment of low salaries
- Intricate procedures for accounting for donated resources
- Lack of political will to prosecute offenders
- Gullibility of some donor agencies
- Excessive powers of some executives/board members





# CAUSES: origins & ownership

- My own NGO - MONGO
- Family owned NGO - FONGO
- Business owned NGO - BONGO
- Government owned NGO - GONGO
- Political party owned NGO- PPONGO
- Church owned NGO – CHONGO
- Company owned NGO - CONGO







# WHAT CAN BE DONE?

- Training in ethical behaviour
- Code of conduct for CSOs
- Declaration of assets by CSO staff and board members annually
- Develop financial control and management systems that are not easy to corruptly manipulate





# WHAT CAN BE DONE?

- Raise public awareness of the evils of corruption
- Civic education to eradicate culture of fear
- Civic education to inculcate the democratic ethic in society as a whole
- Agitate for the reinstatement of the rule of law and a democratic constitution





# WHAT CAN BE DONE?

- Ensure that the media has free hand in exposing corruption in CSOs
- Devise and enforce appropriate “conflict of interest” regulations
- Insist on periodic evaluation of CSOs by external evaluators
- Publish reports of audited accounts annually

