

Corruption / Misconduct Investigation Report 2025

NRC Integrity Unit



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Cover photo: Alison Bottomley / NRC

Sudanese refugees use traditional methods, like grass and wood, to supplement emergency shelters

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1 Introduction

NRC is committed to high ethical standards and transparency in all our work and to remain accountable to all internal and external stakeholders.

NRC is subject to and will act in accordance with all applicable professional, ethical and legal requirements and the relevant donors' regulations and procedures. This applies to all staff, contractors, and third parties engaged in delivering humanitarian assistance on NRC's behalf.

NRC's position on corruption:

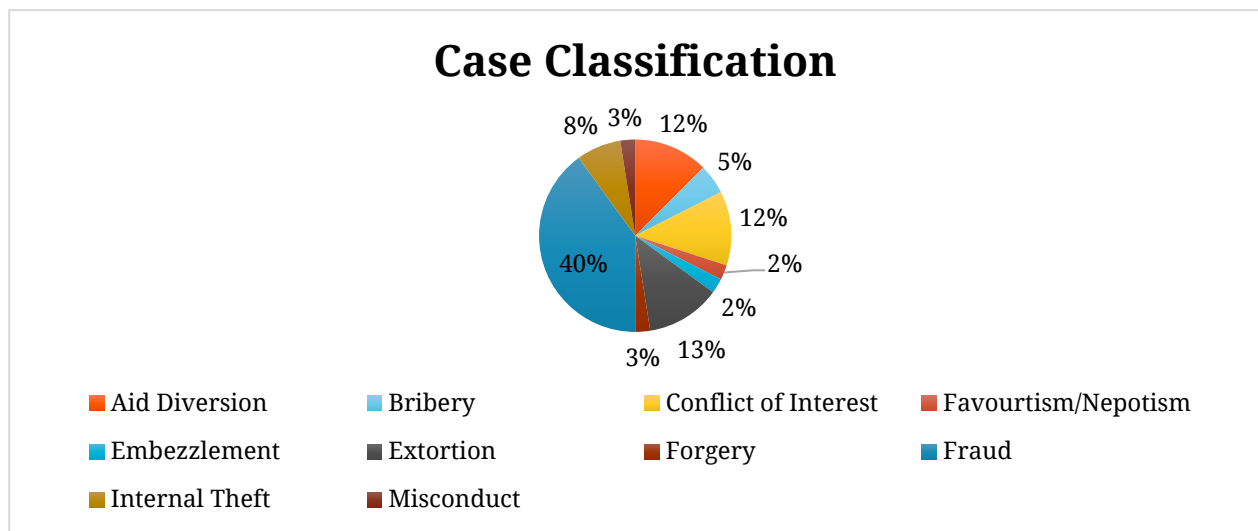
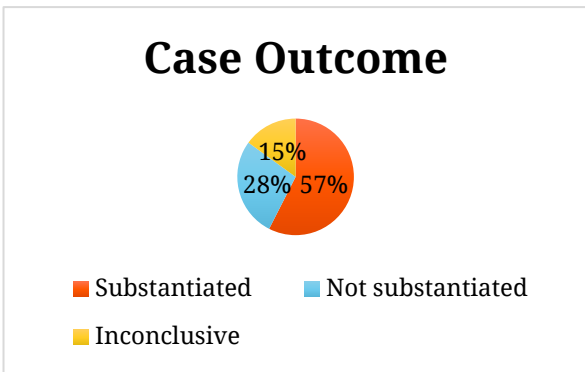
- NRC takes a firm position against corruption in any form, and actively works to prevent, avoid and detect all forms of corruption, through a set of compliance procedures.
- NRC has zero- tolerance for inaction to all types of corruption, and acts and reacts promptly when/if corruption occurs.
- NRC staff and representatives must commit to a zero- tolerance for inaction to corruption and line managers must foster an understanding and culture where corruption is not tolerated.
- NRC staff and representatives are not allowed to provide for, request or receive anything that can be defined as corruption according to NRC's definition of corruption.
- NRC staff and representatives who become aware of possible corruption/breaches of the Code of Conduct must report immediately to one of NRC's whistleblowing (Speak Up) channels.
- NRC encourages open discussions of corruption in the organisation.
- NRC seeks to continuously strengthen its control framework by incorporating lessons learned from corruption cases.

NRC's anti-corruption work is led globally by the Risk Management Section (RMS) at Head Office. Prevention initiatives are implemented by all NRC offices with the support of RMS staff and response to allegations of corruption is led by the Integrity Unit, which manages NRC's Speak Up channels and is part of the RMS.

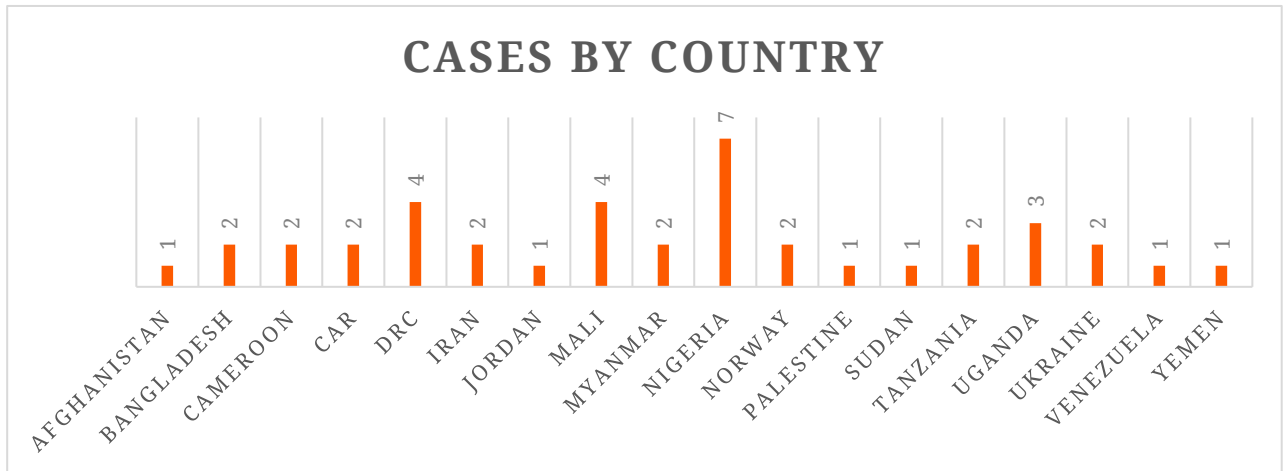
2 Global Case Overview

During 2025, NRC investigated and closed a total of **40 corruption / misconduct cases** across 18 countries. The top three categories of corruption were: (1) Fraud (40%); (2) Extortion (13%); and (3) Conflict of Interest (12%).

Of the 40 corruption/misconduct cases, 23 (58%) were substantiated on a balance of probabilities. The total confirmed financial implications are approximately 73,000 USD. All investigations were led by qualified investigations specialists under NRC's whistleblowing framework, Speak Up. All substantiated cases are referred for disciplinary action in accordance with NRC procedures and relevant labour law.



3 Case Overview by Country



Afghanistan

Aid Diversion – SU-2025-126

Allegation that NRC staff were diverting aid. The allegation was not substantiated.

Bangladesh

Extortion – SU-2025-108

Allegation that NRC volunteers attempted to extort a project participant to facilitate/expedite the approval of their aid application. The allegation was substantiated. There were no financial implications.

Fraud – SU-2025-131

Allegation that NRC contingent workers offered to provide a service for a fee and then did not deliver the service after collecting the fee. The allegation was not substantiated.

Cameroon

Fraud – SU-2025-037

Allegation that a staff member on a bid committee had an undeclared conflict of interest with one of the suppliers in the tender. The allegation was not substantiated.

Fraud – SU-2025-086

Case concerning non-payment of community workers by NRC staff. The investigation found that some community workers did not receive their payments and that it was possible that this was the result of misconduct. Financial implications to be confirmed.

Central African Republic

Bribery - SU-2025-053

Allegation that a bribe was paid to obtain a job. The allegation was not substantiated.

Fraud – SU-2025-017

Allegation of corruption within the procurement process. The allegation was not substantiated.

Democratic Republic of Congo

Forgery – SU-2025-057

Allegation that distribution lists had been forged by NRC staff. The allegation was substantiated. There were no financial implications.

Fraud – SU-2025-058

Allegation of fraudulent activity in the WASH programme. The allegation was substantiated. The financial implications were approximately 678 USD.

Aid Diversion, Extortion – SU-2025-093

Allegation that NRC staff and community leaders were extorting and diverting aid from eligible project participants. The allegation was substantiated. The financial implications were approximately 111 USD.

Conflict of Interest – SU-2025-109

Allegation that an NRC staff member involved in the awarding of a contract had a personal relationship with the owner of said contract, which could have resulted in financial gain. The investigation found that there was a conflict of interest but there was no financial implication.

Iran

Fraud – SU-2025-020

Allegation of corruption within NRC's payroll system. The allegation was not substantiated.

Fraud – SU-2025-035

Allegation of fraudulent activity within a procurement process. The allegation was inconclusive.

Jordan

Extortion – SU-2025-001

Allegation that an NRC staff member was taking kickbacks from the landlord on an NRC-rented apartment. The allegation was substantiated. The total financial implication was approximately 5,285 USD.

Mali

Bribery – SU-2025-082

Allegation that NRC staff were receiving kickbacks in procurement processes. The allegation was not substantiated.

Aid Diversion – SU-2025-031

Allegation that aid was being diverted from project participants by NRC staff. The allegation was substantiated. Financial implications to be confirmed.

Fraud – SU-2025-013

Allegation that project participants on a distribution list were fabricated. The allegation was inconclusive.

Internal Theft – SU-2025-012

Case looking into missing school kits. The investigation was inconclusive.

Myanmar

Extortion – SU-2025-132

Allegation that an NRC staff member extorted a community member. The allegation was inconclusive.

Internal Theft – SU-2025-005

Case looking into cash count discrepancies. The investigation found that the discrepancies were the result of staff misconduct. The total value affected was 4,775 USD.

Nigeria

Internal Theft – SU-2025-148

Allegation that an NRC staff misappropriated NRC assets. The allegation was substantiated. There were no financial implications as the asset was returned to NRC.

Conflict of Interest - Financial – SU-2025-147

Allegation that NRC staff member had a conflict of interest with financial intent. The allegation was not substantiated.

Extortion – SU-2025-015

Allegation that incentive workers from an implementing partner extorted money from community volunteers. The findings were inconclusive.

Aid Diversion, Favouritism/Nepotism – SU-2025-105

Allegation that NRC staff were diverting aid to people they know with the intention of keeping a portion for themselves. The allegation was not substantiated.

Aid Diversion – SU-2025-083

Allegation that aid was being diverted from project participants. The allegation was substantiated. The amount of aid diverted was approximately 5,634 USD.

Fraud – SU-2025-024

Case investigating irregularities in the amount of cloth masks and spades. The investigation found that the irregularities were the result of misconduct. The total value of the missing items was approximately 579 USD.

Fraud – SU-2025-011

Allegation of fraudulent activity in the payment of enumerators. The allegation was substantiated. The total value affected was approximately 573 USD.

Norway

Nepotism/Favouritism – 00010625

Case investigating concerns that an NRC staff member had abused their position to influence decisions on the recruitment of a family member. The allegation was substantiated. Financial implications to be confirmed.

Misconduct – SU-2025-276

Allegation that an NRC staff member was using NRC's name and resources to further personal and political objectives. The allegation was substantiated. No financial implications.

Palestine

Conflict of Interest, Nepotism/Favouritism – SU-2025-172

Allegation that an NRC staff member abused their position to interfere in a recruitment process to favour a candidate with whom they had a personal connection. The allegation was substantiated. No financial implications.

Sudan

Fraud / Aid Diversion – SU-2025-023

Allegations of fraud and aid diversion by participants in the bakeries programme. The allegation was not substantiated.

Tanzania

Fraud – SU-2025-029

Allegation that an NRC staff submitted fraudulent receipts on a reimbursement claim. The allegation was substantiated. There were no financial implications.

Fraud – SU-2025-010

Allegation that a staff member had withdrawn money from the NRC bank under false pretences. The allegation was substantiated. The total value affected was approximately 55,082.91 USD.

Uganda

Extortion – SU-2025-294

Allegation that an NRC contingent worker contracted through a third party extorted a project participant in exchange for a referral for cash assistance. The allegation was substantiated. There were no financial implications.

Conflict of Interest -Financial – SU-2025-281

Case investigating concerns related to use of a staff member's personal account to receive funds from a local partner. The investigation found an undeclared conflict of interest between an NRC staff member and a staff member of the local partner. There were no financial implications.

Conflict of Interest -Financial – SU-2025-061

Allegation that NRC enumerators were extorting project participants. The allegation was substantiated. The total financial implication was approximately 134 USD.

Ukraine

Embezzlement – SU-2025-042

Allegation that staff from a local partner organisation were embezzling project funds. The allegation was inconclusive.

Fraud – SU-2025-008

Case investigating potential irregularities in household registration data on the cash programme. The investigation found no misconduct related to the irregularities.

Venezuela

Fraud – SU-2025-110

Allegations that NRC staff falsified project participant records by adding names of project participants who don't exist. The allegation was substantiated. Financial implications to be confirmed.

Yemen

Fraud – SU-2025-070

Allegations that a local partner had financial irregularities in their supporting documentation. The allegation was substantiated. Financial implications to be confirmed.