



## **Corruption in Nepal Red Cross: Addressing Lack of Integrity and Anti-Corruption Compliance**

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### **Abstract**

*Nepal is highly vulnerable to natural disasters due to its geographic structure. It has been receiving significant aid to respond to the disaster's relief, reconstruction, and rehabilitation. Nepal Red Cross Society (NRCS) is the primary international aid recipient. This study employs a qualitative case study methodology, focusing primarily on the Nepal Red Cross Society (NRCS) and its corruption scandal that emerged after the 2015 Nepal earthquake. It is solely conducted by desk research for comprehensive secondary data such as literature, inquiry reports, media coverage, and official documents related to the NRCS. To understand financial anomalies and their origins, the study scans multiple sources. The objective of this study is to link NRCS wrongdoing to humanitarian aid misuse. After the 2015 earthquake, several NGOs, including the NRCS, engaged in such a chaotic competition for humanitarian support. Among them, the NRCS benefited most from these payments. Multiple government authorities found evidence of nearly RS 16 billion in foreign aid misappropriation by the NRCS. The study indicates that NRCS implemented 98 different projects costing Rs 5.044 billion without obtaining prior approval from the Social Welfare Council (SWC). According to the identified reports, NRCS spent 15 billion, 61 million, 18 million, seven thousand, three hundred, and 74 rupees. The latest recorded data shows total recoverable amounting to Rs 19.41 m have not been recorded in the NRCS accounts. Likewise, outstanding rent fees amounting to Rs 20.19m from various individuals and firms have not been collected, with some pending since the fiscal year 2020/21. The findings indicate that NRCS exhibits a deficiency in integrity and does not uphold anti-corruption compliance. Transparency and accountability are essential for the ethical and effective utilization of international aid. This research highlights NRCS's urgent need for compliance, maintenance, and re-establishing trust as a humanitarian recipient organization.*

**Key Words:** Humanitarian, NRCS, Corruption, Governance, Earthquake

### **Introduction**

Conflicts and natural disasters require humanitarian aid to save lives and reduce suffering. Despite these good intentions, aid

distribution often meets corruption. In settings where national capacities are stretched, aid is supplied, and rapid disbursement puts tremendous demand on organizations. The abrupt growth of program scope and urgency make aid

delivery prone to corruption (Harvey, Savage & Bailey, 2008). Corruption can occur at almost every stage of humanitarian aid delivery. It impacts humanitarian, development, and public sector programs. Aid in fragile regions with poor infrastructure, governance, and security worsens the issue (Harvey, Savage & Bailey, 2008). Transparency International (TI) defines corruption as "the abuse of entrusted power for private gain," including fraud, kickbacks, nepotism, and favoritism. Crisis situations, where action is needed fast, highlight these concerns (Harvey, Savage & Bailey, 2008). A study on Northern Ugandan internally displaced persons (IDPs)' views of corruption shows that aid distribution may be favored and inefficient. Nepotism, when personal relationships influence aid access, may affect resource allocation (Transparency International, 2010). Some societies consider nepotism as survival mechanisms, not corruption. Favoritism towards family or close friends during a crisis is seen as social solidarity, not power abuse (Harvey, Savage & Bailey, 2008).

Cultural acceptance of such methods can distort aid delivery and harm humanitarian efforts. Most nations suffer from such corruption. However, corruption disproportionately impacts developing countries, hindering resource use and development. Despite anti-corruption initiatives, Nepalese people pay more for corruption every day. Local, national, and independent organizations and agencies are corrupt (Panta, 2016). The related governance level sees corruption. The 1963-founded Nepal Red Cross Society (NRCS) mobilizes national and international humanitarian help in Nepal. Since 1964, NRCS has evolved into the country's largest humanitarian organization, recognized by the ICRC and linked with the IFRC. NRCS coordinates emergency aid and development across Nepal through district chapters, subchapters, and cooperation committees in all 77 districts. This network is crucial for distributing humanitarian aid quickly and effectively after

earthquakes, floods, and landslides. Its main purpose is to mobilize national resources and volunteers and route IFRC and other worldwide humanitarian relief.

NRCS integrates foreign relief efforts with local initiatives with government and non-government organizations to maximize their impact. Through its 6,500 junior and Youth Red Cross Circles, the organization engages youth in crucial relief efforts and develops humanitarian leaders. Volunteers often deliver crucial services and supplies to disaster victims first. NRCS helps military and civilians throughout wartime in accordance with international humanitarian law and the Geneva Conventions. It mobilizes international aid during disasters to ensure impartial relief for the needy. NRCS also promotes health, disease prevention, and public welfare projects in Nepal, collaborating with global health organizations to meet immediate and long-term health needs. The NRCS's ability to mobilize national and international aid makes it vital to Nepal's humanitarian efforts. NRCS ensures that humanitarian help reaches all parts of Nepal by building partnerships and efficiently managing relief activities (Nepal Red Cross Society, n.d.).

Nepal first received foreign aid in 1951 through a four-point program agreement with the United States, receiving Rs. 22,000. Initially, grants constituted around 70 percent of the foreign aid provided to Nepal during the 1960s and 1970s. In the fiscal year 2000/2001, loans represented 64.07 percent of total aid, while grants decreased to 35.93 percent. In the fiscal year 2009/2010, the percentage of grants increased to 77.4 percent, but loans decreased to 22.6 percent in Nepal. According to Pandey (2017), currently, loans from international institutions such as the IMF, World Bank, and ADB are increasing, while grants from both bilateral and multilateral sources are markedly declining. The vast history of humanitarian assistance in Nepal has been shaped by the country's socioeconomic needs, political obstacles, and geographical

vulnerabilities. Political instability, poverty, natural catastrophes, and sporadic conflict have been the principal catalysts for the acceptance of humanitarian help in Nepal. Nepal has mostly received assistance to tackle its physical and environmental issues, including susceptibility to earthquakes, flooding, landslides, and climate change. It confronts significant challenges, including poverty, social inequality, and disparities among socioeconomic and ethnic groups. The concerns encompass political instability, violence, international humanitarian aid, post-conflict reconstruction, and pandemics. Nepal's susceptibility to natural disasters, socioeconomic challenges, and political history profoundly influences the delivery of humanitarian aid in the nation. Recently, humanitarian operations have evolved toward enhanced transparency and collaboration. Nonetheless, persistent concerns like climate change, poverty, and political instability continue to influence the trajectory of national assistance. To enhance effectiveness in humanitarian operations in Nepal, it is crucial to improve readiness, bolster local capacity, and optimize coordination systems. The National Integrity System and Anti-Corruption Compliance are essential elements in the prevention of financial crime. Governments globally, in both advanced and emerging nations, are diligently addressing systematic corruption. Numerous developing nations have applied public financial management reforms to enhance financial controls, transparency, accountability, and governance in public-sector organisations. These reforms are crucial for guaranteeing accurate financial reporting and supervision. Systematic corruption is considered a significant impediment to economic and political advancement, particularly in nations where it is deeply ingrained (Bhul, 2023). Corruption has been a salient topic on Nepal's political agenda for several decades, gaining increased prominence in recent years. Corruption is often acknowledged as a significant factor contributing to Nepal's underdevelopment. It emerges in

diverse forms and affects all societal strata, with the bureaucracy, political arena, and economic sector being the most impacted (Upadhaya, 2003).

Liu and Lin (2012) assert that government auditing is an essential instrument in contemporary governance for oversight and accountability assurance. Government audits are essential for mitigating the misuse of authority and resources by examining operational actions, particularly the allocation of public resources. Jeppesen (2018) further asserts that audits enhance accountability and mitigate corruption. Corruption in Nepal presents a substantial obstacle to the nation's stability and socioeconomic development. Corruption in Nepal manifests in various forms, including the misuse of public funds, bribery, and nepotism. Corrupt behaviours undermine public confidence in governmental institutions, result in inequitable resource allocation, restrict investment prospects, and obstruct equitable regional development. The Nepal National Governance Survey (2017-18) offers additional details about popular attitudes regarding corruption. Fifty-five percent of Nepalis feel the government has the capability to combat corruption, whereas thirty-eight percent contend that the government either lacks the will or ability to tackle concerns such as money laundering. Moreover, almost fifty percent of respondents believe that the judiciary and law enforcement participate in bribes.

### **Literature Review: Global Standard of Red Cross Code**

Humanitarian aid delivery is guided by several key international standards and best practices to ensure quality, accountability, and ethical management. One of the most significant frameworks is the Core Humanitarian Standard on Quality and Accountability (CHS), which outlines nine commitments designed to improve the effectiveness of humanitarian responses. These commitments ensure that aid is delivered in a way that is principled, transparent, and respectful of the communities affected by crises (Core

Humanitarian Standard, 2014, p. 2). The CHS also promotes greater accountability by enabling communities to hold humanitarian organisations to the standards they commit to. Among these commitments, Commitment 2 emphasises that people and communities must receive timely and effective support that meets their specific needs. This ensures that aid is responsive and relevant, addressing the immediate and long-term impacts of crises (Core Humanitarian Standard, 2014, p. 11). Additionally, Commitment 8 stresses the importance of competent and well-managed staff and volunteers, highlighting that humanitarian worker should adhere to the organisation's mandate, policies, and ethical standards (Core Humanitarian Standard, 2014, p. 17). Furthermore, Commitment 9 emphasizes transparency, efficient use of funds, and the prevention of corruption, ensuring the ethical and responsible management of resources. This commitment is critical in humanitarian settings where the misuse of resources can have dire consequences for vulnerable populations (Core Humanitarian Standard, 2014, p. 18). Together, these standards promote a humanitarian response that not only addresses immediate needs but also fosters long-term resilience and accountability. The Inter-Agency Standing Committee (IASC) also plays a key role in coordinating large-scale humanitarian efforts. It can call for system-wide scale-ups to strengthen in-country capacities when the scale of a disaster requires a significant international response. This coordination ensures that aid is delivered effectively and avoids duplication of efforts (Core Humanitarian Standard, 2014, p. 3). In summary, international standards like the CHS and IASC principles ensure that humanitarian aid is provided in a manner that is timely, ethical, and accountable, with a focus on meeting the needs of affected communities while maintaining high standards of integrity and resource management.

### **Ethical Standards in Humanitarian Aid**

The voluntary 'Code of Conduct for the International Red Cross and Red Crescent

Movement and Non-Governmental Organizations (NGOs) in Disaster Relief' ensures independence, impartiality, and effectiveness in humanitarian response. The International Red Cross and Red Crescent Movement and other NGOs created it to promote humanitarian ethics (The Code of Conduct, 1994, p. 2). The code's ten principles prioritize humanitarianism, non-discrimination, and political and religious neutrality. Aid is based on need, not race, religion, or nationality, and attempts to alleviate human suffering without promoting political or religious agendas (The Code of Conduct, 1994, p. 3).

Humanitarian groups must respect local customs, not use them for foreign policy, and guarantee that disaster aid builds local capacity (The Code of Conduct, 1994, p. 4). Accountability to aid recipients and funders is another key element of the Code. Organizations must be transparent and professional to reduce resource waste. To promote sustained recovery and avoid future vulnerabilities, aid programs must involve the community. Finally, the Code promotes disaster victims' dignity by encouraging public communication that shows their resilience rather than treating them as objects of pity (The Code of Conduct, 1994, p. 5).

### **Factors Contributing to Corruption**

Corruption, as a global issue, undermines not only the economic development of nations but also their social and political fabric. According to Canadian Broadcasting Corporation (CBC) News in 2014, the President of the World Bank, Jim Yong Kim, remarked that corruption poses a greater threat to humanity than terrorism, syphoning off an estimated US\$1 trillion from developing countries through bribery, money laundering, tax evasion, extortion, and other financial crimes. This assertion underscores the pervasive nature of corruption and its far-reaching consequences. People commonly understand corruption as the dishonest exploitation of power for personal gain, despite the lack of a universally agreed-upon definition. The World

Bank defines corruption as "the abuse of public office for private gain," while TI defines it as "the abuse of entrusted power for private gain." These definitions underscore the dual nature of corruption, where the misuse of power serves personal interests instead of the public good.

McCusker (2006) asserts that practices like bribery, embezzlement, nepotism, and cronyism often facilitate corruption. "Grand" and "petty" corruptions subdivide it, impacting both the private and public sectors. Grand corruption typically involves the misappropriation of public assets or large-scale financial crimes at the highest levels of government, while petty corruption refers to smaller forms of abuse, such as the provision of 'gifts' or favours in exchange for preferential treatment. We can also classify corruption into incidental, institutional, and systemic forms, along with political and bureaucratic types. This wide range of classifications reflects the complexity of the phenomenon, making it a challenge for governance and accountability frameworks to effectively address it. Several factors contribute to the prevalence of corruption, making it a multi-dimensional problem that requires a holistic approach to combat. Key elements identified by Rose-Ackerman (1997) include the level of public benefits available, the discretionary power of officials, the risks associated with corrupt deals, and the bargaining power between the corruptor and the corrupted. These dynamics illustrate how both systemic vulnerabilities and individual decisions can drive corrupt practices.

A variety of sociopolitical factors have contributed to Nepal's pro-corruption situation. Political instability affects long-term anti-corruption efforts, while insufficient transparency conceals wrongdoing from public scrutiny. Inadequate civil society organizations fail to advocate for integrity, whereas centralized power consolidates control without enough supervision. Cultural forces, such as materialism and the desire for quick growth, encourage unethical shortcuts, while low public sector pay

increase the temptation to bribe. Limited public awareness reduces the desire for accountability. Finally, the elite's control of political and economic areas institutionalizes corruption, making significant reform extremely difficult. These factors not only highlight the wide array of conditions that foster corruption but also point out the need for comprehensive strategies that address both governance weaknesses and societal attitudes towards power and wealth.

### **Impact of Corruption on Aid Effectiveness**

The implications of corruption extend beyond national borders. In developing countries, corruption erodes public trust and deters foreign investment, contributing to poverty and inequality. Furthermore, because money laundering and other financial crimes transcend national borders, corrupt practices in one country often have global ripple effects. The global community, including organisations like the World Bank and Transparency International, has recognised the urgency of addressing corruption as a priority for sustainable development. Despite the challenges, there have been efforts to combat corruption through anti-corruption strategies, international conventions, and domestic reforms. However, entrenched political interests, a lack of political will, and the complexity of corruption as a deeply embedded societal issue often undermine these efforts. Corruption remains one of the most complex challenges facing nations today. It is a multi-faceted issue that thrives in environments where transparency, accountability, and governance are weak. The various factors contributing to corruption, from political instability to economic inequality, highlight the difficulty in finding a one-size-fits-all solution. However, continued research and reform efforts are essential in developing strategies to reduce corruption and its devastating impact on both developing and developed nations.

Corruption remains a pervasive issue across the globe, affecting both developed and developing countries. Over recent decades, heightened

attention to corruption has emerged due to high-profile cases in industrialised nations and a growing awareness of the widespread costs of corrupt practices. Corruption manifests in various forms, from petty bribery that obstructs routine bureaucratic procedures to large-scale corruption involving substantial sums for preferential access or treatment. These practices permeate political, economic, and administrative spheres, significantly hampering governance, public trust, and economic stability (Kharel, 2021). In many developing nations, corruption represents a key barrier to progress, undermining developmental initiatives and contributing to economic stagnation. This is especially true in countries like Nepal, where corruption has become deeply ingrained in political and social structures. Despite numerous strategies aimed at combating corruption, results have been limited, and the phenomenon persists as a major obstacle to positive governance and sustainable development. The failure of anti-corruption measures often stems from weak institutions, political patronage, and a lack of transparency within the public sector. Such environments normalize corruption, thereby eroding public trust, social values, and the overall effectiveness of government institutions (Kharel, 2021).

One of the most damaging consequences of corruption is its impact on economic development. Corruption decreases resource allocation efficiency by diverting funds away from productive uses, discouraging private investment, and reducing public sector efficiency. Development assistance and international aid are particularly vulnerable to corruption, as misappropriated funds can prevent aid from reaching its intended beneficiaries. This is especially problematic in developing countries where aid forms a significant part of national budgets. Corruption diminishes the impact of foreign aid by limiting its capacity to improve infrastructure, education, healthcare, and other critical sectors. In turn, this impedes long-term development, undermining efforts to combat

poverty and inequality.

### **Corruption and Aid Effectiveness in Nepal**

The Nepal Red Cross Society (NRCS) follows its Statute of 1963 (amended in 2020) and key policies include the Health Policy and Strategy (2022), Risk Reduction Policy and Strategy (2019), and revised WASH Policy (2003). Kathmandu Administrative Office and Social Welfare Council supervise it. NRCS, the government, and the IFRC Disaster Law have improved disaster risk management (DRM) laws since 2008. Preparing for international disaster aid and incorporating DRR into national policy improves disaster governance and protects communities. Nepal's natural calamities, socioeconomic challenges, and political history influence humanitarian assistance. In recent years, humanitarian initiatives have become increasingly inclusive and coordinated. However, climate change, poverty, and political instability continue to influence national aid. We must enhance preparedness, local capacity, and cooperation to optimise humanitarian efforts in Nepal. The literature regarding corruption and aid effectiveness often highlights the importance of accountability and transparency; however, there is a lack of empirical data concerning the magnitude of corruption and its influence on help results. This research gap underscores the necessity for a more profound comprehension of corruption's impact on undermining aid initiatives and the implementation of robust anti-corruption legislation tailored to humanitarian and developmental sectors. These factors highlight the necessity of addressing structural concerns to mitigate corruption and improve the efficacy of help. Preventing corruption necessitates institutional strengthening, openness, and civic participation. Only such actions can mitigate the adverse effects of corruption on the efficacy of assistance and national development.

Corruption obstructs international assistance, particularly in developing countries like Nepal where institutional inadequacies and insufficient accountability facilitate the

proliferation of graft. This matter necessitates on going national and international initiatives to enhance governance, transparency, and combat corruption. To promote long-term growth and support the most vulnerable, we must combat corruption. In the 2023 Corruption Perceptions Index (CPI) published by TI, Nepal ranked 108th out of 180 countries, reflecting its on-going corruption issues. The 2023 CPI indicates varied levels of corruption among South Asian nations. Bhutan excels, attaining 26th place with a score of 68, signifying comparatively low corruption levels. India and the Maldives are jointly ranked 93rd, with scores of 39, indicating moderate corruption issues. Nepal and Sri Lanka occupy a mid-tier position; however, Pakistan and Bangladesh are ranked worse due to elevated levels of corruption. Afghanistan is ranked lowest at 162nd, with a score of 20, indicating significant corruption problems throughout the region (Table 1). Corruption continues to be a prominent concern in most South Asian nations.

*Table 1. Situation of South Asian Countries in 2024*

Countries	Rank	Score
Nepal	108/180	35
India	93/180	39
Sri Lanka	105/180	34
Bangladesh	149/180	24
Maldives	75/180	40
Pakistan	133/180	29
Bhutan	26/180	68
Afghanistan	162/180	20

### **Objectives and Methods**

This study aims to carefully investigate the scope and features of financial malfeasance inside the Nepal Red Cross Society (NRCS) following the 2015 earthquake, focusing on specific incidents of embezzlement and unlawful expenditures. It seeks to uncover internal control gaps and external regulatory failings that permitted corrupt activities, as well as to assess the broader implications of these integrity violations on aid

efficacy and public trust in Nepal's humanitarian sector.

This study adopts a descriptive research approach within the framework of a qualitative case study, supported by an extensive desk review of existing literature, investigation reports, and official documents. The primary objective is to provide a comprehensive understanding of the corruption issues within the NRCS and offer valuable insights to promote greater transparency and accountability in the Nepalese humanitarian aid sector. This study primarily used secondary data, which I gathered through a systematic review of literature from a variety of sources such as multiple media coverage, Google Scholar, SSRN, library resources, physical document analyses, and the official websites of NRCS and SWC. I also collected secondary data from various reputable institutions, including the Commission for the Investigation of Abuse of Authority (CIAA), Nepal, and other relevant organizations.

### **Discussions of Findings**

#### **Widespread Financial Misappropriation and Misuse**

This case highlights the systematic misallocation of humanitarian resources away from their intended beneficiaries. According to the findings, cash set aside for disaster relief were regularly diverted for inappropriate administrative fees, expensive expenditures, and questionable land deals. The embezzlement of Rs 245 million and irregularities in a warehouse purchasing land of Rs 10.4 million are examples of elite capture in humanitarian situations. The alleged Rs 30 million kickback scheme and the undervalued sale of government-donated land expose institutional deficiencies that allowed private gain. These findings are consistent with extensive research on corruption in humanitarian assistance. According to Harvey, Savage, and Bailey (2008), emergency situations often weaken oversight systems, raising the possibility of financial misappropriation. Carr and Breaux

(2009) argue that humanitarian aid contexts are especially vulnerable to corruption due to quick revenue mobilization and weak transparency systems. The NRCS example indicates how post-disaster urgency may have resulted in financial irregularities, supporting international research demonstrating that weak accountability procedures increase corruption risk.

### **Systemic Financial Mismanagement and Lack of Oversight**

In addition to evident wrongdoing, the data suggests major systemic weaknesses in financial governance. The expenditure of Rs 15.95 billion without the necessary clearance from the Social Welfare Council (SWC) reveals institutional noncompliance with regulatory requirements. Other examples, such as anomalies in training programs and disproportionate construction expenses, testify to inefficient internal control systems and spending supervision. The rental of donor-funded infrastructure for private use represents a departure from humanitarian goals. These findings back up Graycar and Prenzler's (2013) conclusion that corruption thrives in environments where monitoring agencies lack enforcement capabilities. According to Jeppesen (2019), auditing procedures must be independent and enforced to prevent financial fraud. The absence of remedial consequences in this case reflects regulatory failure rather than isolated wrongdoing.

### **Governance Paralysis and Dual Leadership**

The emergence of conflicting and competing central working committees in July 2023 resulted in significant institutional fragmentation for the organization. Both entities lacked official governmental recognition, causing administrative ambiguity and operational standstill. The absence of leadership severely impacted coordination processes and compromised organizational legitimacy. The breakdown in governance was most obvious during the Jajarkot earthquake response in November 2023, when international humanitarian organizations reportedly bypassed

the national framework to aid. This is an example of legitimacy erosion, as defined by institutional theory, in which formal authority structures lose functional capacity due to internal dispute and regulatory uncertainty (Rose-Ackerman, 1997). This story demonstrates how leadership conflicts can directly impair humanitarian efforts.

### **Political Interference and Division**

The institutional issue was primarily explained by political influence within an entity that was intended to function impartially as a humanitarian organization. Leadership competitions were said to represent deeper party relationships, turning governance procedures into venues for political discussion. The formation of ad hoc committees under political pressure, as well as the allocation of leadership positions based on partisan links, go against the essential values of impartiality and independence specified in the International Red Cross and Red Crescent Movement's Code of Conduct (2021). According to Panta (2016), the politicization of Nepal's public institutions tends to decentralize corruption rather than reduce it. The findings indicate that political capture harmed administrative coherence and compromised moral commitments to humanitarian impartiality.

### **Repeated Investigations with No Accountability**

For many years, multiple government-appointed examining bodies investigated charges of financial misconduct within the institution. These investigations consistently revealed severe governance and financial concerns. Global reviews also asked for corrective actions. Nonetheless, the recommendations were not implemented, and no significant legal consequences occurred. This trend exemplifies what McCusker (2006) calls "symbolic accountability," in which investigative processes are established but do not result in enforcement consequences. Despite verified results, a lack of prosecution or institutional reform fosters public conceptions of impunity and undermines deterrence mechanisms.

## Failure of the Legal and Regulatory Framework

The bigger institutional architecture exposes major regulatory problems. Despite being duly registered and subject to the SWC's jurisdiction, the monitoring measures are inadequate to ensure compliance. The dissolution of committees without any further legal action emphasizes the gap between investigation and enforcement. According to Kharel (2021), Nepal's anti-corruption frameworks typically lack political will and institutional cooperation. Judicial delays and unresolved leadership legitimacy issues show how procedural inefficiency fuels governance instability. Long-term mismanagement was made possible by a combination of ineffective oversight, partisanship, and enforcement inadequacies.

## Conclusion and Policy Implication

This analysis demonstrates that corruption inside the NRCS was not only infrequent, but also consistently ingrained, notably during post-2015 earthquake recovery. Financial misappropriation, fragmented governance, and political intervention all harmed humanitarian efficacy and public trust. The findings add to global concerns about corruption in humanitarian governance by demonstrating how emergency situations, insufficient monitoring procedures, and politicized leadership structures combine to create systemic accountability gaps. According to Transparency International's (2023) definition of corruption as the misuse of entrusted power for personal gain, the observed anomalies reflect both individual wrongdoing and systemic design defects. Addressing these difficulties demands systemic transformation rather than individual needs corrective actions. First, it should strengthen financial governance procedures by mandating independent audits, transparent procurement processes, and prompt public disclosure of significant expenditures. Second, regulatory monitoring bodies, such as the SWC, should be given institutional enforcement powers, including the ability to impose sanctions. Third,

governance reforms must shield humanitarian leaders' selection processes from partisan political interference, guaranteeing compliance with internationally accepted humanitarian standards. Transparency could also be enhanced by the establishment of an independent monitoring or compliance committee made up of donors, technical specialists, and members of civil society. Collaboration with international donor agencies on financial tracking measures would boost accountability. This study notes that it relies on secondary sources and public material, which may not have accurately reflected internal administrative processes. Future studies involving interviews with key stakeholders and primary institutional records would provide more in-depth analytical insights into organizational reform trajectories.

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