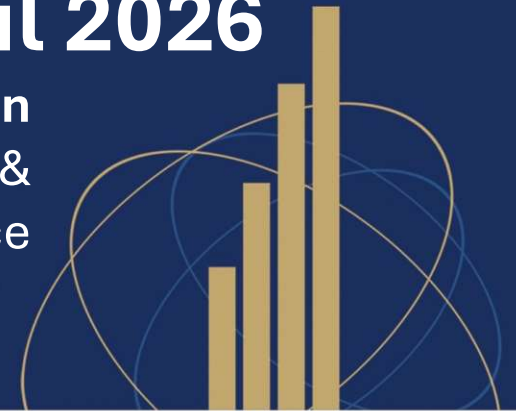




22 April 2026

Break-Away Session
Ethics, Accountability &
Leadership in Governance

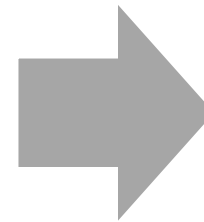
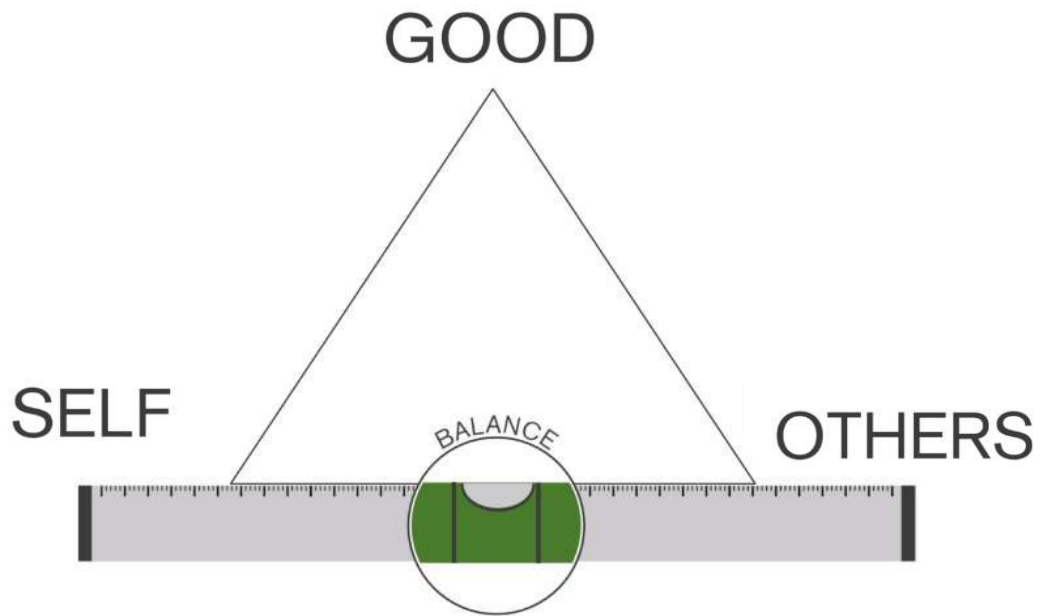


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Fatima Rawat
The Ethics Institute

SAQA Recognised Professional Body

Ethics



**Individual and
collective
flourishing**



Corporate Governance

King V™ definition of corporate governance

The exercise of **ethical** and **effective** leadership by the governing body towards the realisation of the following governance outcomes for the organisation within its economic, social and environmental context:

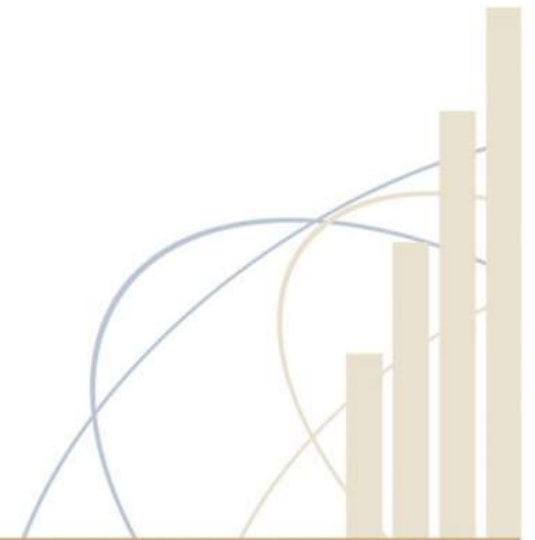
- **Ethical Culture;**
- Performance and Value Creation;
- Conformance and Prudent Control;
- Legitimacy.

Ethical Leadership

Leadership

PRINCIPLE 1: The governing body leads ethically and effectively as the focal point of corporate governance in the organisation.

- Integrity
- Competence
- Responsibility
- Accountability
- Fairness
- Transparency



Governance of Ethics

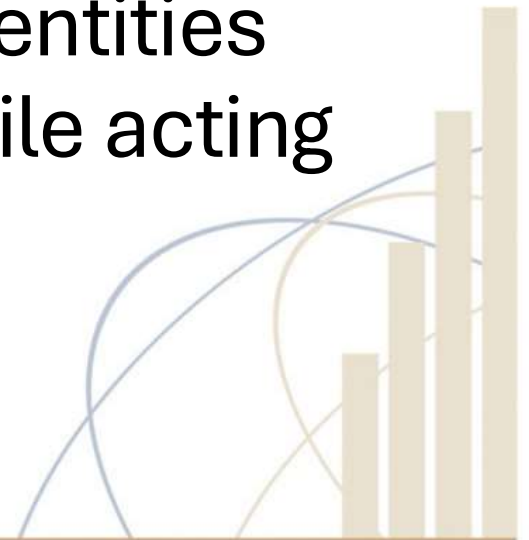
Ethics

PRINCIPLE 2: The governing body governs the ethics of the organisation in a way that enables an ethical culture and responsible corporate citizenship.

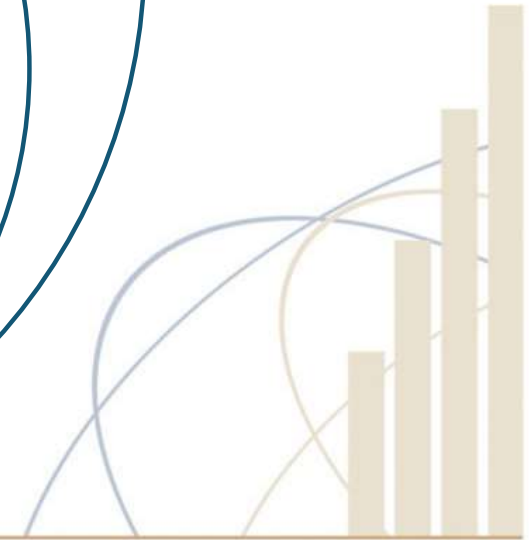
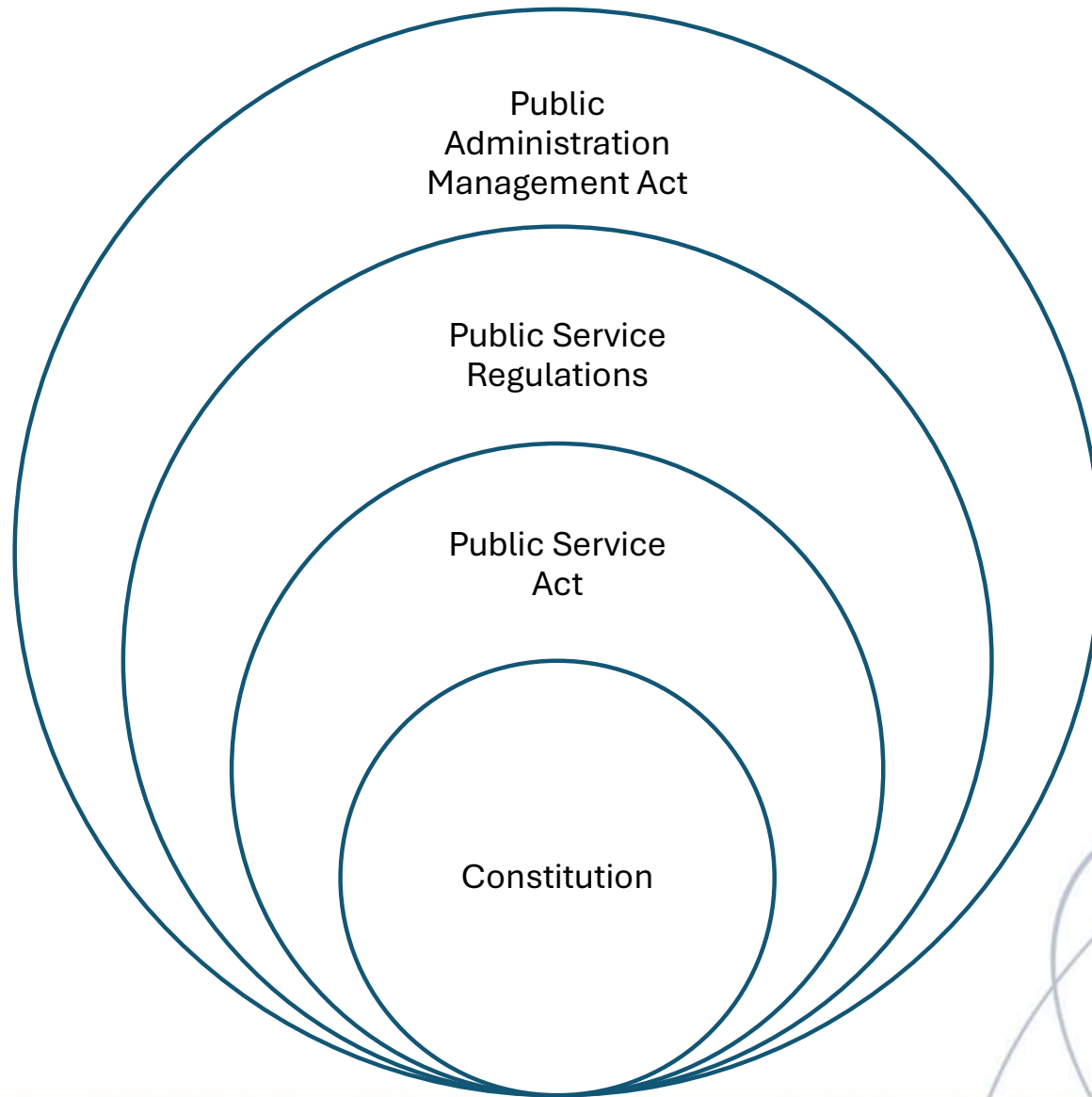
Public Sector Governance

Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved.

The fundamental function of good governance in the public sector is to ensure that entities achieve their intended outcomes while acting in the public interest at all times.



Ethics Management in the Public Sector



Guide to Managing Ethics



Home Introduction Regulatory Framework Ethics Management Framework The Work of The Ethics Officer Resources Register For Updates

Practical Guide to Managing Ethics in the Public Sector.

This guide is written for ethics officers in the South African public sector.

Get Started →

PHAKAMISA

FAIRNESS
HONESTY
DILIGENCE
INTEGRITY
TRANSPARENCY
ACCOUNTABILITY

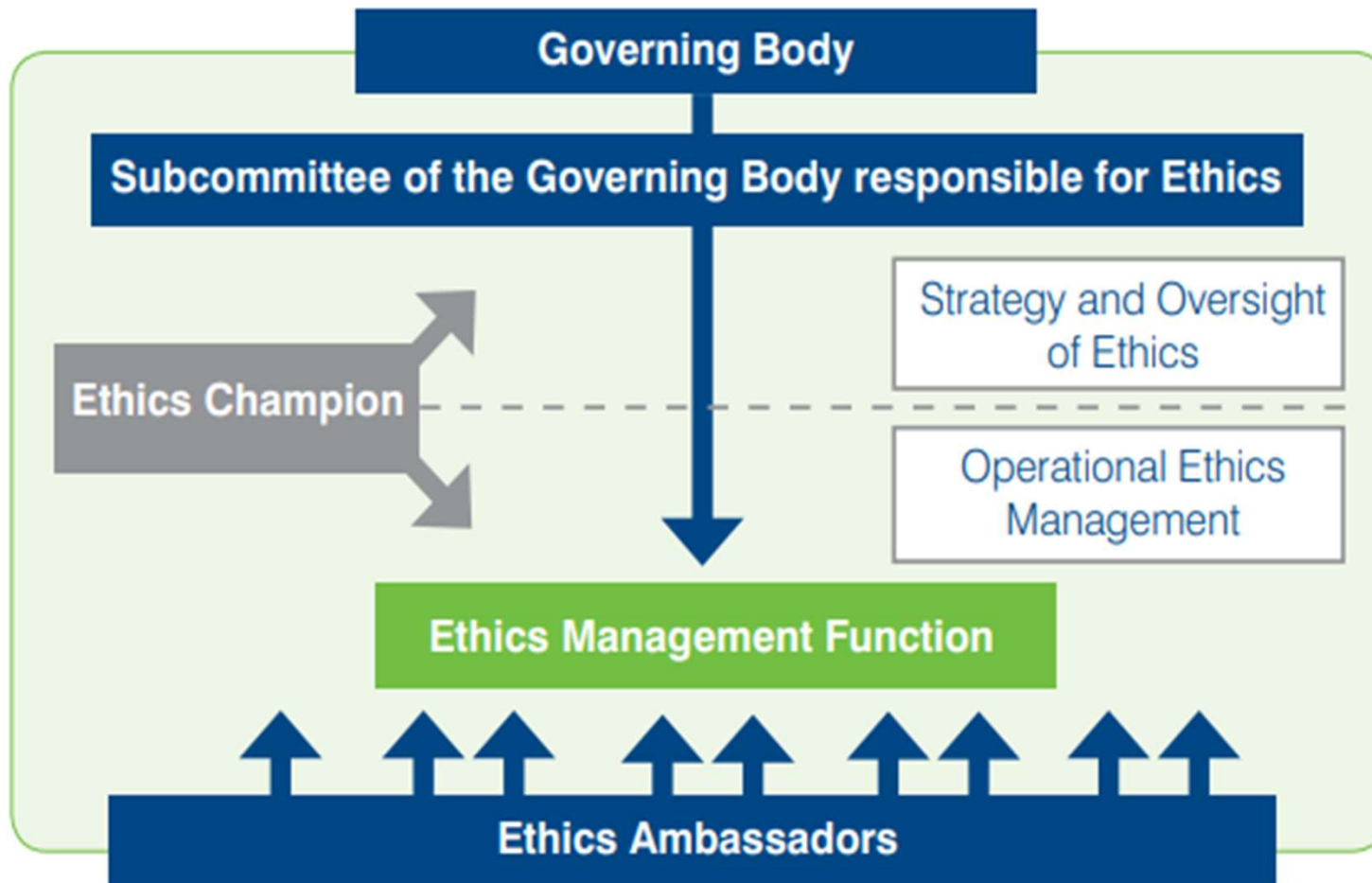
<https://www.dpsa.gov.za/ethicsofficerguide/>

Ethics Management

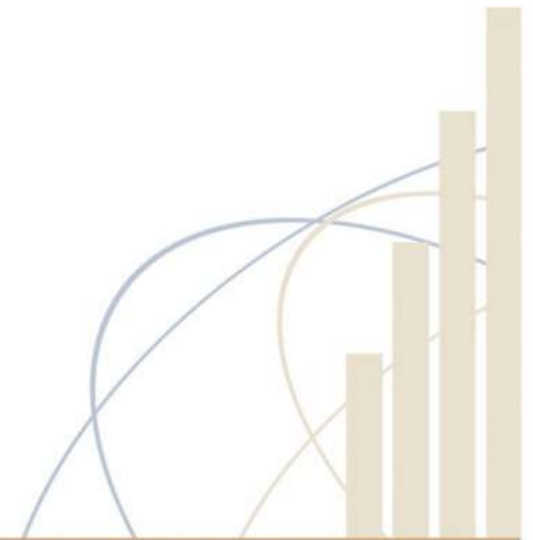
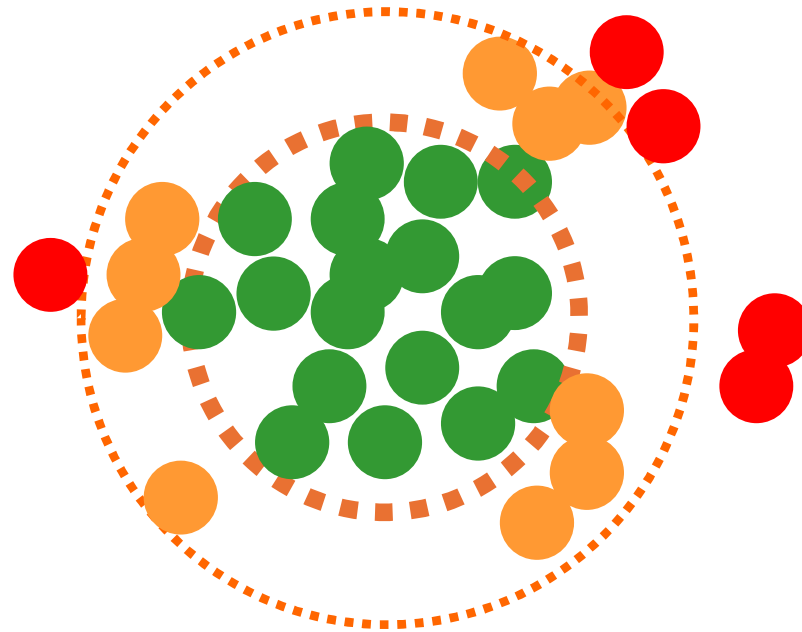


Institutionalisation (Everyday work)			REACTIVE	
PROACTIVE		DETECTION	INVESTIGATIONS	RESOLUTION
CULTURE WORK	COMPLIANCE WORK			
<ul style="list-style-type: none"> • Training • Communication & awareness • Advice & support • Recognition 	<ul style="list-style-type: none"> • Conflict of interest management <ul style="list-style-type: none"> - Disclosures of interests - Other remunerative work - Gifts and hospitality • Lifestyle audits • Pre-employment screening • Information management 	<ul style="list-style-type: none"> • Managing the hotline/ whistleblower reports 	<ul style="list-style-type: none"> • Investigating allegations 	<ul style="list-style-type: none"> • Discipline and consequence management • Reporting to external agencies

Ethics Governance & Management



Management responsibility



Improve Ethical Culture

‘The one thing to improve the ethical culture in the public sector’

Themes derived from more than 5 000 verbatim comments from public servants.

Sample comments shown

Strengthen accountability (27%)

Persons who are found to be unethical should be announced ... so it can scare others from doing something similar.

Punish the wrongdoers or perpetrators of corruption, or else all government programmes are going to become a mockery. We are sick and tired of corrupt officials who operate with such high levels of ‘impunity’!

At present it’s like a circus where everyone gets away with everything because nothing is ever done.

Senior managers are not exemplary in their behaviour and actions, creating great challenges in how they influence future leaders. ‘If you lie down with dogs, you wake up with fleas!’

We need honest managers who’ll separate politics from management duties.

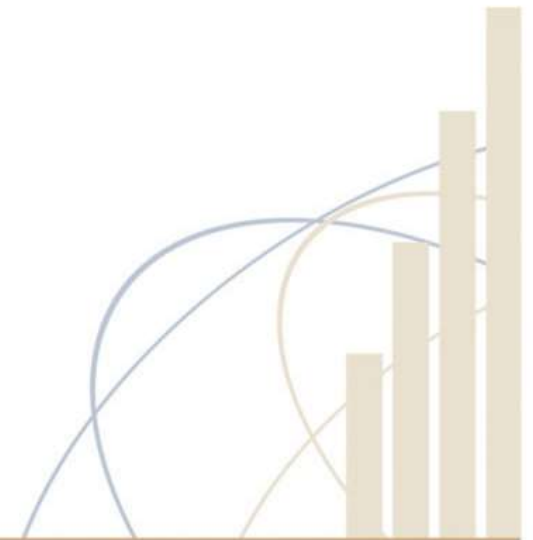
A political will to do so. People with ability and clean hands. This is not rocket science guys.

Ethical & competent leadership (18%)

Practitioners



- Technical + Ethical Skills
- Ethical Culture
- Structures
- Collaboration



Role in ethics

1. Ethics Sensitivity/Awareness

2. Ethical Courage

3. Ethical Behaviour

4. Ethical Decision-making

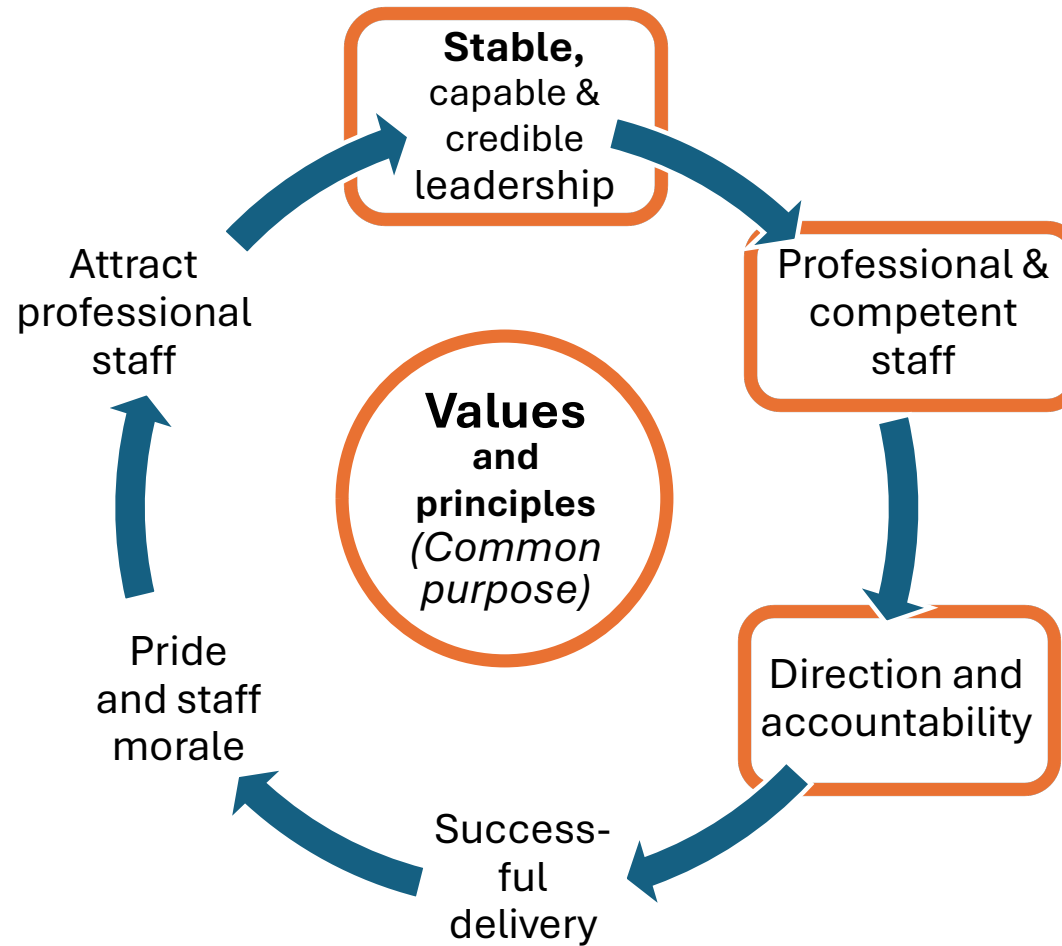
Decision-Making

ERC Decision-Making Framework

ETHICS • RISK • COMPLIANCE INTEGRATION

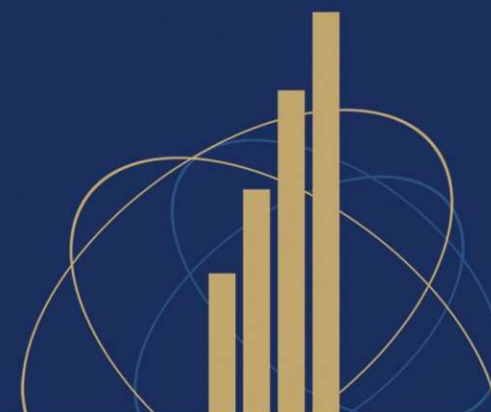


Values Drive Public Sector





Thank You!



CIGFARO
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Government Finance, Audit & Risk Officers

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