



Being an Integrity Champion in the Public Service of Namibia

The Ultimate Guide

Overview

The guide begins by grounding ethics within Vision 2030, the National Development Plan 6 (2025–2030) and the Sustainable Development Goals, especially SDG 16 on Peace, Justice and Strong Institutions. It reminds us that integrity is not a compliance exercise but the foundation of national progress. The bridge between policy and public trust.

Part I introduces the moral and developmental context: ethics as the heartbeat of governance and digital transformation. It links the duties of public servants to Namibia's national aspirations and global commitments.

Part II explains the institutional framework: the laws, roles and reporting structures that sustain ethical conduct. It outlines how Integrity Committees, Champions, Supervisors and the Office of the Prime Minister's Integrity Unit interact to maintain accountability and ensure compliance with the Public Service Act, 1995 (Act No. 13 of 1995); Anti-Corruption Act, 2003 (Act No. 08 of 2003).

Part III moves into daily practice, presenting tools such as the 4D Decision Framework: *Define, Diagnose, Decide, and Declare*, for navigating real-world dilemmas. Through relatable Namibian cases, it shows how small ethical decisions shape institutional integrity and contribute to measurable improvements in public trust.

Part IV shifts the focus from people to systems. It provides guidance on procurement integrity, service delivery transparency, financial management, and digital ethics, emphasising that integrity must be designed into processes, data systems, and emerging technologies such as AI.

Part V explores the human dimension by building ethical culture through public awareness, education, behavioural insights, and cultivating an environment of psychological safety. It introduces quarterly learning sessions, integrity circles, and recognition programmes that make ethics visible and rewarding, while ensuring whistleblower protection as required under Rule 5.6 of the Staff Rules.

Part VI connects ethics to results through Monitoring, Evaluation and Learning (MEL). It introduces the Quarterly Integrity Report (QIR) and Annual Integrity Report (AIR), linking them directly to NDP 6 indicators and the National Anti-Corruption Strategy and Action Plan (NACSAP). It reinforces that evidence and reflection drive institutional improvement.

Finally, **Part VII** provides the complete Annexes and Toolkits. Here you will find the official templates for integrity pledges, declarations of interest, gift registers, reporting forms and learning tools, which are all compliant with the Staff Rules. These practical instruments ensure that every ministry reports consistently, transparently, and lawfully.

All seven parts of this guide form a coherent system for ethical governance. It is one that recognises that integrity is both personal and systemic, moral and digital, human and institutional.

This guide empowers every public servant to champion change, strengthen trust, and contribute to a Namibia that is fair, accountable, and worthy of its citizens' confidence.



Foreword

As Prime Minister of the Republic of Namibia, I am guided by the Constitution, which entrusts my Office with the responsibility of leading, coordinating and ensuring the effective functioning of our Public Service.

The Constitution is the supreme law of the land. It is also a covenant between the State and our people, affirming that governance must always be rooted in accountability, fairness, and respect for the dignity of every citizen.

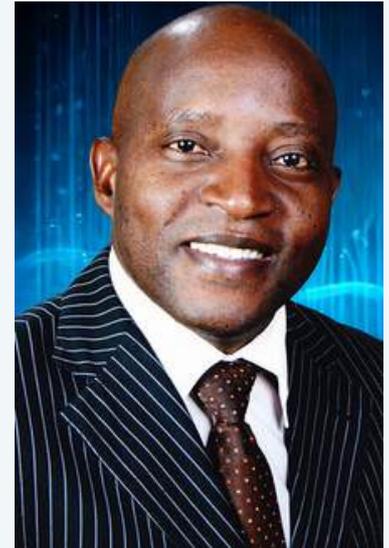
Central to this covenant is the principle of ethics and integrity. They are not abstract values, nor optional additions to governance. They are the very foundation upon which the prosperity of our people rests. A government that acts with integrity safeguards the hopes of its citizens, protects public resources, and ensures that service delivery reaches every village, every town, and every household in our nation.

When trust in government is strong, our democracy flourishes. When integrity is absent, suspicion grows, development falters, and the most vulnerable are left behind. The prosperity we seek for Namibia is a prosperous, inclusive, and peaceful society as envisioned in Vision 2030. This depends on a public service that consistently upholds the highest standards of ethics.

This Integrity Champions' Guide is therefore the ultimate manual. It is a call to action for every public servant to become a custodian of trust. As Champions, you are tasked not only with guarding against corruption, but also with inspiring your colleagues, strengthening systems, and ensuring that decisions are transparent and just. You are the embodiment of the values enshrined in our Constitution.

I commend this Guide to every public servant who has accepted the responsibility of becoming an Integrity Champion. May it serve as both a compass and a shield, guiding your decisions and protecting the credibility of our institutions. Through your commitment, we will ensure that ethics and integrity are not occasional choices, but daily habits of our public service.

Together, we are capable of building a Namibia where public trust is strong, service delivery is fair, and prosperity is shared by all.



Rt. Hon. Dr. Tjitunga Elijah Ngurare
Prime Minister

Tjitunga Elijah Ngurare (PhD)
RT. HON. PRIME MINISTER



Ethics in Motion: Be the Change



Amb. Emilia Ndinelao Mkusa
Secretary to the Cabinet

In every era of national renewal, the public service must ask itself one question: *are we leading change or merely reacting to it?* Today, as technology accelerates, citizens grow more discerning, and institutions face new tests of transparency, our ethical foundations must not stand still. Ethics is not a static code; it is a living practice, one embraced by Namibia's 8th Administration: evolving, questioning, and guiding our actions in service of the Namibian people.

This guide is a practical compass for that journey. It should not be another policy manual to be shelved, but a working tool for All Executive Directors, Chief Regional Officers and Integrity Champions to anchor decisions, shape culture, and strengthen systems of accountability. It connects values to action. It links national aspirations in Vision 2030 and NDP6 to daily choices that define public trust.

As a practical toolkit, each section invites reflection, dialogue, and innovation. It provides tested approaches, from behavioural insights to participatory learning, that can be adapted in the Public Service to address real ethical dilemmas and strengthen compliance. Used consistently, it becomes a mirror through which every leader and team can examine not only what they do, but *how and why* they do it.

Let this guide be a call to collective responsibility. The Rt. Honourable Prime Minister has set the direction; now it is for each of us to lead by example. Let us move ethics from intention to motion. Our integrity, once practiced, becomes the strongest form of leadership.

Ambassador Emilia Ndinelao Mkusa

SECRETARY TO THE CABINET



Executive Summary

It is my honour to present this Integrity Champions' Guide for the Public Service. It is a resource designed to support our collective responsibility to serve the Namibian people with fairness, professionalism, and unwavering commitment to ethical standards. It is also a companion for every public servant entrusted with the role of safeguarding ethics in Namibia's governance system. It has been designed to ensure that integrity is not treated as a peripheral responsibility, but as a cross-cutting principle that strengthens every aspect of public service.

At its core, the Guide affirms that integrity is not an event but a daily practice. Namibia's Ethics and Integrity Champions Guide is a practical roadmap for embedding integrity, transparency and accountability at the centre of public service life. It transforms the Public Service Code of Conduct (PSSR E.X/II - Amended 2023) from a legal document into a living practice, one that every public servant can apply in their daily work, across offices, ministries and agencies.

Integrity must never be confined to compliance or limited to one office. It must be configured as a cross-cutting principle in all aspects of public service life: in recruitment, procurement, financial management, policy-making, and service delivery.

This is why the role of Integrity Champions is so vital. You represent a multidisciplinary team across Office, Ministries, Agencies and Regional Councils, ensuring that integrity is not the responsibility of one department but the shared duty of all.

To succeed, we must think in terms of systems: seeing the connections between individual choices, institutional culture, and the trust of citizens. Each public servant, regardless of position, has the capacity to champion change while remaining true to the Public Service Code of Conduct, the Staff Rules and the Public Service Charter of Namibia. In this way, we not only protect the credibility of our institutions but also build a resilient culture of service that future generations will inherit.

As a lawyer by training, I am constantly reminded that public servants are guided by the principle of administrative justice, which requires that every decision we make is lawful, reasonable, and procedurally fair. The tools are already available for us to act impartially, to innovate responsibly, and to embrace a spirit of service that is both self-driven and motivated; not only to do the right thing, but also to do it right.



Ms Gladice Pickering
Executive Director
Office of The Prime Minister





I wish to acknowledge and appreciate the unwavering partnership of the United Nations Development Programme (UNDP) Namibia. UNDP has been a steadfast development partner. From a Policy point of view, it has also been a trusted knowledge partner, co-creating reform initiatives with us, drawing on the expertise of Namibians, and connecting our efforts to broader global movements and trends within the United Nations family. Together, we have brought to life innovations that strengthen our systems, enhance our service, and make governance more transparent.

This guide is not the end of a process. It is the beginning of a journey that requires courage, persistence, and collective ownership. I call upon every Integrity Champion, and indeed every public servant, to use this guide not as a book to be read once, but as a living tool, to be applied, reflected upon, and adapted as we continue building a public service anchored in integrity, fairness, and accountability.

Gladice Pickering
EXECUTIVE DIRECTOR



Message from UNDP Namibia

The United Nations Development Programme (UNDP) is proud to stand alongside the Government of Namibia in advancing peace, justice, and strong institutions. These capture the essence of Sustainable Development Goal 16. More than abstract ideals, the principles of SDG 16 form the foundation of trust between citizens and the state, and the cornerstone of inclusive development.

We live in a world of increasing complexity. Emerging technologies are rapidly reshaping the way we work, the way we deliver services, and the way citizens experience governance. This transformation brings enormous opportunities, but also profound risks if transparency, accountability, and fairness are not kept at the centre of innovation.

For this reason, the role of Integrity Champions has never been more critical. You are called to embody adaptability and responsiveness in the face of change. You are asked to practice transparency not only in systems, but in the way you engage both colleagues and citizens. And above all, you are expected to model true collaboration, because no single office, ministry or agency can safeguard integrity alone. Your journey ahead requires co-learning and co-creation. As Integrity Champions, you will continue to test new tools, build partnerships, and reflect on lessons. Sometimes from successes, sometimes from failures. But in doing so, you strengthen the resilience of the public service and ensure that Namibia does not lose sight of the broader public good.

UNDP is honoured to be both a development partner and a learning partner in this effort. Exchanging insights, sharing tools and lessons learnt by walking alongside government, civil society, and citizens. Our drawing on local expertise while connecting it to global experiences and trends is intentional. We believe that this approach ensures sustainability, continuous learning and reflection. Together, we can ensure that integrity is not an aspiration but a lived reality in every office, every process, and every decision. Do use this guide as a resource, but more importantly, use it to embolden commitment. A commitment to ethical leadership, continuous learning, and a resilient public service. I encourage every Champion to use it with courage, creativity, and a spirit of service to the people of Namibia.



Christian Shingiro
Deputy Resident Representative
UNDP Namibia

Christian Shingiro (PhD)

DEPUTY RESIDENT REPRESENTATIVE
UNDP NAMIBIA



How to use this Guide

Welcome to the Integrity Champions Guide. It is a stepping stone toward embedding ethics and integrity across all levels of public service in Namibia.

This guide is designed for you, the Integrity Champion, the heartbeat of change in your Office, Ministry, Agency (O/M/A) or Regional Council (RC). It brings together tools, real-life case studies and reflection exercises to help you navigate complex ethical situations with confidence and purpose.

- Think of this as your everyday companion, and not a textbook. Each part can stand alone for training or self-study.
- Every chapter ends with an activity, reflection, and checklist.
- Templates and forms in Part VII align with official Staff Rules and can be submitted directly to OPM.
- The guide functions as a living document to be reviewed and refined with every NDP cycle.

Why This Matters Now

We live in a world that is volatile, uncertain, complex, and ambiguous (VUCA). Emerging technologies, shifting social expectations, and global interconnectedness have transformed how we work, communicate, and deliver services.

In this evolving landscape, Integrity Champions are the steady parts in the system. They help to anchor public institutions in trust, transparency, and accountability. You are the bridge between policy and practice, values and action. Through your example, you strengthen the public's faith in the institutions that serve them.

As the Executive Director highlighted in the foreword, integrity is not an abstract ideal. It is a daily practice grounded in administrative justice and public duty; the ability to act impartially, be innovative, and do the right thing, while also doing it right.

This guide is an official practical companion to the Public Service Staff Rule E.X/II - Public Service Code of Conduct, Integrity and Ethics (thereafter PSSR E.X/II) Nothing in it replaces the legal text; it operationalises it.

Integrity Champions, Supervisors, and Executive Directors must apply these tools within the boundaries of the Act, the Regulations, and PSC directives.

“Strong institutions are built not by chance, but by design, through people, systems, and integrity working in harmony.”
– Office of the Prime Minister, 2025



List of Acronyms

Acronym	Description
AI	Artificial Intelligence
AIR	Annual Integrity Report
DEI	Diversity, Equity and Inclusion
DO	Desired Outcome
DHRPD	Directorate of Human Resources Planning and Development
DPSITM	Department of Public Service Information and E-Governance Management
DPSIR	Directorate Public Service Innovation and Reforms
IIAG	Ibrahim Index of African Governance
NDP	National Development Plan
NACSAP	National Anti-Corruption Strategy and Action Plan
O/M/A	Office/Ministry/Agency
OPM	Office of The Prime Minister
PSC	Public Service Commission
PSSR	Public Service Staff Rules
QIR	Quarterly Integrity Report
RC	Regional Council
SDGs	Sustainable Development Goals



Useful Links



Scan Me

Government of Namibia Portal

Office of The Prime Minister



PART 1

ETHICS AT THE
HEART OF
SERVICE
DELIVERY



Ethics at the heart of Service Delivery

Vision 2030: The Ethical Horizon

Namibia's Vision 2030 imagines a prosperous, peaceful, industrialised nation, developed by her human resources, enjoying harmony, justice and political stability. Achieving that vision demands ethical governance: leaders and officials who act fairly, use resources responsibly, and serve citizens with honesty and empathy. Ethics and integrity are therefore development enablers. They determine whether national objectives: growth, justice, technology and sustainability actually reach people.

Integrity Champions are more than a title; they are a living bridge between Namibia's values and the daily practices of the public service. This section introduces the role, its purpose, and what it means to carry the responsibility of upholding ethics in government. Readers will gain a clear understanding of why they were chosen, what is expected, and how their leadership will ripple beyond their own ministry or agency.

“ Integrity is Namibia's renewable energy source for development. It powers Vision 2030, drives the Sustainable Development Goals, and keeps the machinery of government trusted.
– Office of the Prime Minister, 2025 ”

Turning Vision into Practice

NDP 6 & Vision 2030

NDP 6 translates Vision 2030 into action. It calls for a public service that is:

- Accountable and transparent, with strong institutions and rule of law.
- Digitally enabled and inclusive, improving service delivery for all.
- Citizen-centred and innovative, ensuring no Namibian is left behind.
- Integrity is the bridge between policy intent and public experience.
- Every ethical decision, timely report, and transparent digital process moves Namibia closer to Vision 2030.

Integrity is not an abstract principle; it is the soil in which democracy grows. When citizens see that public servants act with fairness, transparency, and respect, trust in government deepens. Without integrity, even the best-designed policies risk collapsing under suspicion and cynicism.

For newly appointed Champions, understanding this foundation is vital because the role is not only about compliance, it is about embodying values that inspire others and set a tone for entire institutions.

In Namibia, where communities are diverse and expectations for fairness are high, Integrity Champions become custodians of trust. They ensure that governance is not only about rules but about lived values, applied consistently whether in procurement, service delivery, or daily decision-making.



Frameworks that shape our work

As an Integrity Champion, ask yourself:

- How can I model ethical decision-making in small daily acts, not just in high-profile cases?
- Does my ministry have clear and accessible processes for reporting conflicts of interest?
- How can we make integrity visible, so that citizens not only trust us but see evidence of fairness in practice?

The following International and National Frameworks provide us with the necessary guidance:

Framework	Core Expectation
Namibia Vision 2030	Requires an honest, transparent, accountable State apparatus as the foundation for prosperity.
Public Service Act, 1995 (Act No. 13 of 1995)	Establishes standards of conduct, discipline, and impartial service.
Public Service Staff Rule E.X/II - Public Service Code of Conduct, Integrity and Ethics (thereafter PSSR E.X/II)	Obligates every OMA to appoint Integrity Champions and Committees; mandates quarterly and annual ethics reporting; details principles of integrity, diligence, impartiality, and accountability.
Anti-Corruption Act, 2003 (Act No. 08 of 2003)	Criminalises gratification, conflict of interest, abuse of office, and failure to report corruption.
National Anti-Corruption Strategy and Action Plan (2021-2025)	Preventing corruption in government offices, ministries and agencies, public enterprises, regional councils, local and traditional authorities
NDP 6 (2025-2030)	DO0405: By 2030, Namibia is amongst the most transparent and accountable nations in governance, with the score on the IAG increasing from 63.9 to 75.
UN Sustainable Development Goals (2015-2030)	Provide global benchmarks for peace, justice and responsible governance; SDG 16 is the core reference.



Why Ethics Matters Now

Ethics is applied development.

It ensures that every policy, budget and technology serves citizens fairly and sustains trust.



Three forces make integrity urgent:

1. Digital Complexity. As the e-ID, AI, and data systems grow, accountability must be built into design and usage.
2. The Public Trust Gap. Citizens judge government by lived fairness, not only by plans or promises.
3. Networked Governance. Service delivery now spans ministries, local authorities and private actors. Shared ethical standards keep the system coherent.

Ethics is Namibia's software for Vision 2030 – without it, the hardware of laws and infrastructure cannot run.

The Ethical DNA of a Public Servant

(Based on the Public Service Charter and Paragraph 5.2 of the PSSR E.X/II)

Core Value	Practical Meaning
Integrity	Place public interest above personal gain.
Impartiality	Base decisions solely on merit; avoid favouritism.
Accountability	Be answerable for actions, resources and outcomes.
Transparency	Disclose information honestly and openly.
Professionalism	Demonstrate skill, diligence and care in all tasks.
Selflessness	Act for the public good, not private reward.
Respect & Human Dignity	Uphold equality and courtesy in every interaction.



Integrity Champions: The System's Pulse

Paragraph 7.4 of the PSSR E.X/II requires each OMA to designate Integrity Champions and form an Integrity Committee.

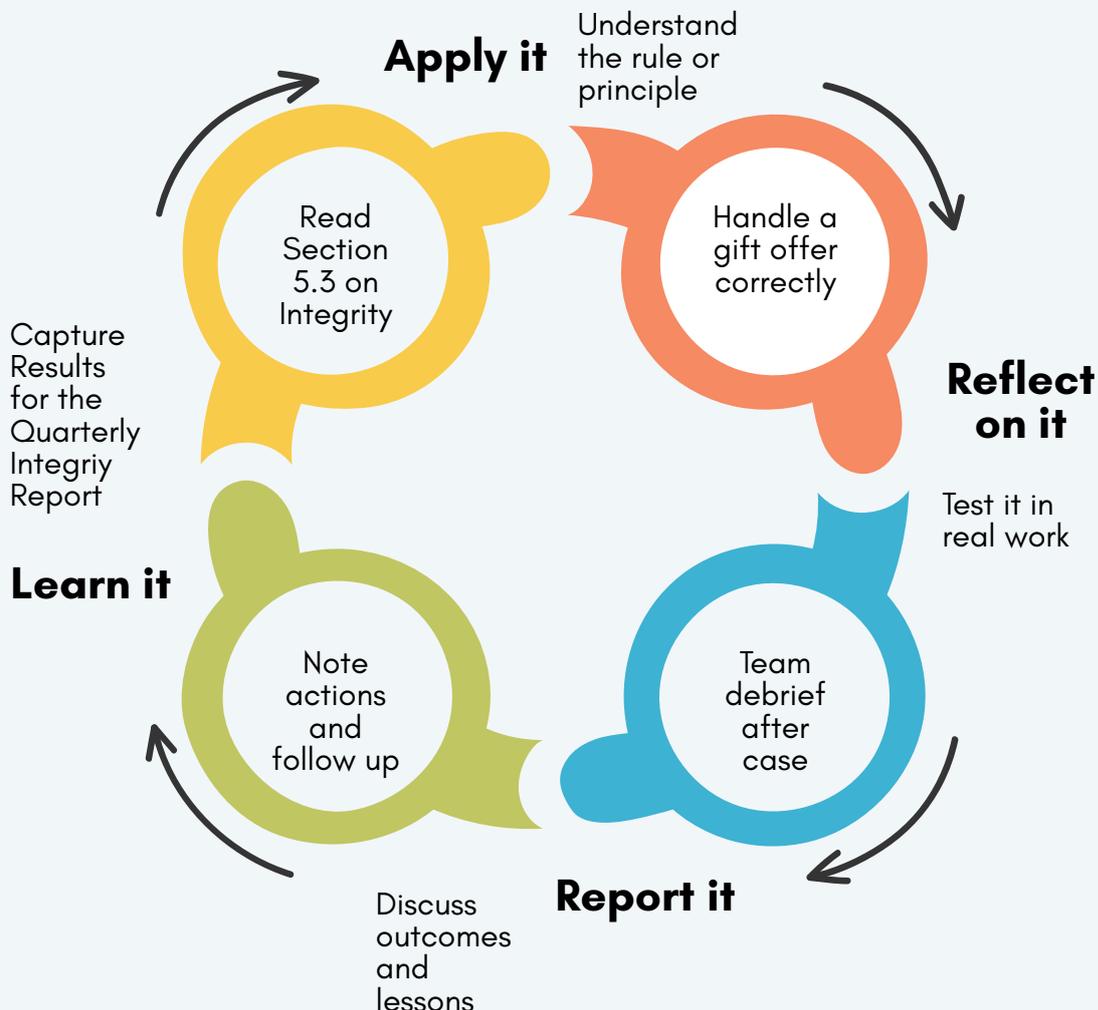
Their mission is to make ethics visible, measurable, and teachable.

Here is a summary of the key responsibilities of an Integrity Champion:

- Coordinate ethics training and awareness.
- Identify and report unethical behaviour.
- Strengthen systems that prevent corruption.
- Support quarterly and annual reporting to OPM's Integrity Unit.
- Align institutional actions with NDP 6 outcomes and NACSAP objectives.

Learning Labs: From Rules to Practice

The Office of the Prime Minister's Division of Ethics and Integrity has been collaborating with the UNDP Accelerator Lab in using and scaling the Learning Lab methodology and adult-learning principles (Dirksen, 2011). The following cycle turns ethics from compliance into competence:





Activity: The Namibia We Serve

Purpose: To Connect personal values to national goals.

Steps:

During your next team meeting (15 minutes), discuss:

- What would a corruption-free Namibia look like?
- How would citizens know integrity lives here?
- Which small daily actions show it?

Write responses on cards or digital notes.
Create a Vision Wall titled Integrity in Action.
Display it publicly or on your intranet.



Output: A concise Integrity Statement for your unit, reviewed quarterly.



My Takeaways

“

Integrity is Namibia's most renewable resource.

Each honest decision, transparent process and accurate report builds the trust that drives Vision 2030 and the Sustainable Development Goals. Together we can make a difference one ethical choice at a time.

”



PART 2

UNDERSTANDING THE FRAMEWORK OF ETHICS AND INTEGRITY



The Legal Framework

The Legal Framework: From Constitution to Code

Ethics in the Namibian Public Service is not optional morality, it is a legal and institutional duty.

Instrument	What it Requires of You	Implications for Integrity Champions
The Constitution of the Republic of Namibia, 1990	Article 18 requires administrative justice: fair decisions, lawful action, and reasons upon request.	Uphold citizens' right to fair administration in every decision and advise colleagues accordingly.
Public Service Act, 1995 (Act 13 of 1995)	Defines misconduct and disciplinary procedures; requires loyalty and impartiality.	Ensure staff understand disciplinary grounds and channels for reporting.
Public Service Staff Rule E.X/II - Public Service Code of Conduct, Integrity and Ethics (thereafter PSSR E.X/II)	Establishes the Code of Conduct, Integrity and Ethics; obliges each OMA to form an Integrity Committee and submit quarterly & annual reports.	Coordinate committee work, monitor adherence, compile Quarterly Integrity Reports (QIRs).
Anti-Corruption Act, 2003 (Act No. 8 of 2003)	Criminalises bribery, conflict of interest, and failure to report corruption.	Promote awareness of legal obligations to report and maintain a safe internal reporting culture.
National Anti-Corruption Strategy & Action Plan (2021-2025)	Sets four pillars – Prevention & Education, Detection & Enforcement, System Harmonisation, Monitoring & Evaluation – and assigns OMAs preventive responsibilities.	Align OMA activities with NACSAP objectives and record progress in QIRs.
NDP 6 (2025-2030)	Integrates integrity into Enhanced governance, accountability, transparency, and public sector performance	Link your reporting to NDP 6 indicators: timely reports, digital audit trails, and service integrity measures.

Institutional Arrangements: Who Does What

Office of the Prime Minister (OPM)

- Oversees ethics and integrity policy through the Division: Integrity Unit.
- Collects Quarterly and Annual Integrity Reports from all OMAs.
- Consolidates findings for the Prime Minister and the Public Service Commission.

Executive Directors (EDs)

- Sign and enforce the Integrity Pledge for their OMA.
- Appoint Integrity Champions and constitute the Integrity Committee (6-12 members from HR, Finance, Procurement, Legal, ICT etc.)
- Ensure quarterly and annual reports are submitted on schedule.
- Take disciplinary or corrective action where breaches are found.

Every Public Servant

- Bound by the Code of Conduct at all times, even outside office hours when representing the Service.
- Must declare conflicts of interest, avoid improper gifts or benefits, and report suspected corruption (Regulations 11 & 16).



Supervisors and Managers

- Duty to supervise and act on breaches. Under s.25 of the Public Service Act, 1995(Act No. 13 of 1995)
- Failure to intervene constitutes negligence and is disciplinable under Public Service Act s.25.

Integrity Champions

- Act as liaison between staff, Integrity Committee and management.
- Facilitate learning sessions, case discussions and system reviews.
- Keep records for the Quarterly Integrity Report.
- Foster safe channels for ethical consultation and whistleblowing.

Integrity Committee (IC)

- Core functions under Paragraph 7.6 of the PSSR E.X/II
- Promote integrity, transparency and good governance.
- Implement and monitor ethics policies and training.
- Identify and report unethical behaviour to the ED.
- Develop awareness programmes and risk maps.
- Support implementation of NACSAP and anti-corruption initiatives.
- Submit quarterly progress to OPM Integrity Unit.

Reporting & Accountability Chain

Quarterly Integrity Report (QIR)



- Submitted at end of June, September, December and March.
- Captures activities, training, cases handled, and system improvements.
- Endorsed by the ED and sent to OPM Integrity Unit.

Annual Integrity Report (AIR)



- Due end of April each year.
- Synthesises QIRs and summarises ethics performance for the fiscal year.
- Feeds into the national Public Service Integrity Report to the Prime Minister.

Information Flow

- Each level adds verification and accountability.
- Feedback must travel both ways, from frontline to policy and back to practice.



Core Processes You Must Know

Process	Legal Basis	Your Action
Conflict of Interest Declaration	Regulation 11 (PSSR E.X/II)	Complete annual and event-based forms; recuse yourself when necessary.
Gifts & Benefits Register	Regulation 16	Record any offered gift or benefit; seek approval before acceptance.
Outside Remunerative Work	Section 17 of Act 13 of 1995 and PSSR D.XVIII/I-II	Obtain written approval from ED and PSC before undertaking outside work.
Use of Public Resources	Section 25(1)(g) of the Public Service Act, 1995 (Act No. 13 of 1995)	Use state assets only for authorised official purposes; keep records.
Reporting Unethical Conduct	S.25(1)(i) of the Public Service Act, 1995 (Act No. 13 of 1995)	Report fraud, nepotism or maladministration immediately to supervisor or Integrity Committee.
Protection from Victimisation	Paragraph 5.6 of the PSSR E.X/II	Whistle-blowers and witnesses are protected from retaliation; any reprisal is a disciplinary offence.



Alignment to the NACSAP and NDP6

Strategic Objective 2: Preventing corruption in government offices, ministries, agencies public enterprises, regional councils, local and Traditional Authorities

Strategic Objective 3: Strengthening Efforts to deter corruption



Strategic Objective 4: Conducting extensive anti-corruption education

NDP 6 and High Level Indicators



Pillar 4: Effective Governance and Public Service Delivery

Goal: Achieve a Competent Public Service with speed and quality service delivery for improved quality of life

Public Sector Governance, Transparency and Accountability: Strengthen management information mechanisms and systems

Peace, Security, and Rule of Law: Improve institutional capacity

“ Ethics in Namibia is a legal and institutional requirement, not a voluntary ideal. Integrity Committees and Champions operationalise the Code of Conduct and NACSAP inside each OMA. Reporting loops (QIR → AIR → National Report) turn ethical behaviour into measurable performance. Every staff member shares responsibility for upholding the Code, reporting violations and practising the values of the Public Service Charter to achieve Vision 2030 and SDG 16. ”

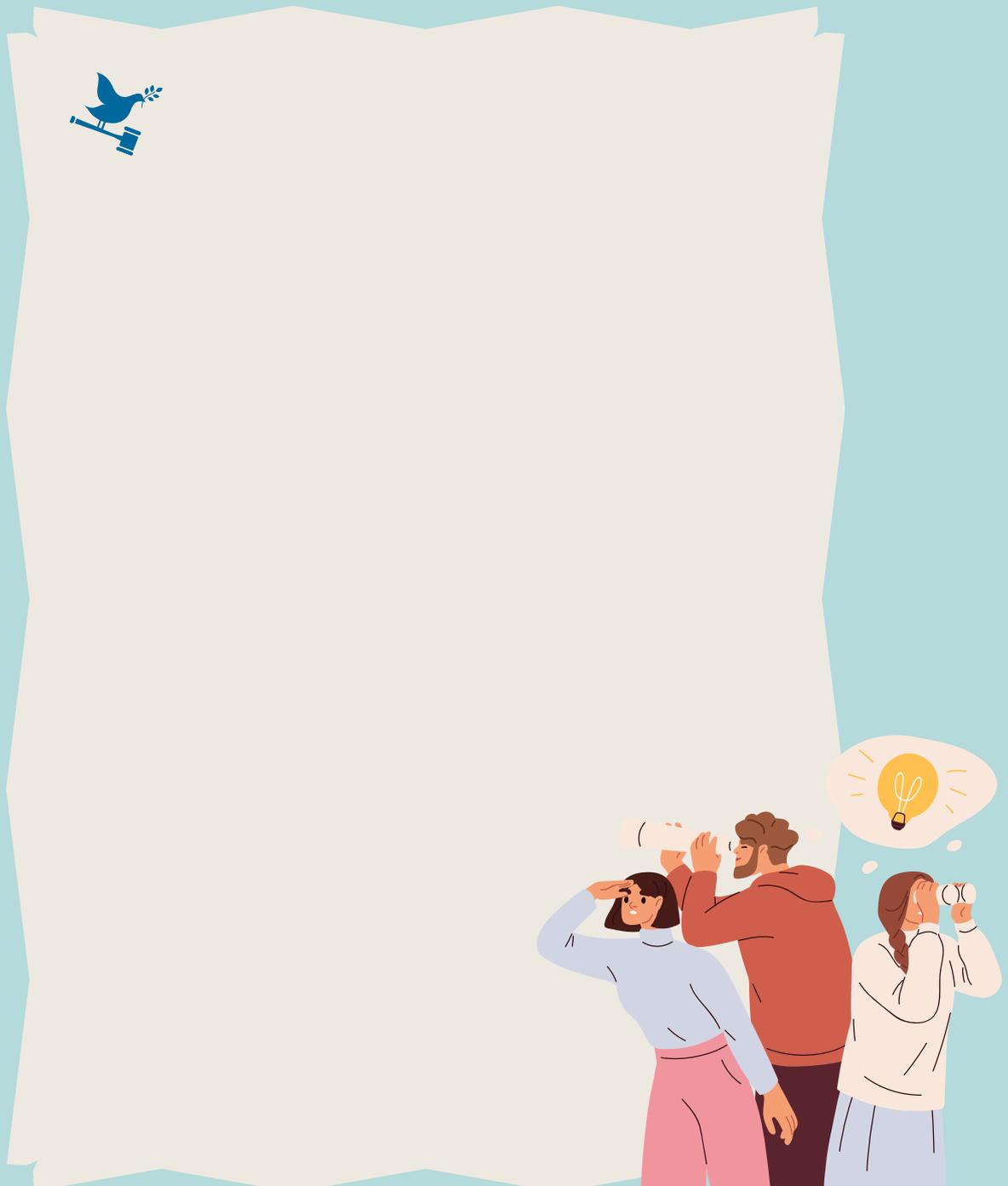


Mapping your Ethics System

Purpose: Visualise where ethics lives in your organisation.

Steps

- Draw a simple map of your OMA's core functions (HR, Finance, Procurement, ICT, Regional Offices).
- Mark points where decisions involve trust or discretion.
- Identify existing controls (e.g., sign-offs, digital logs) and gaps.
- Note one action your team can take this quarter to strengthen integrity at that point.



Output: A one-page Ethics System Map to attach to your next Quarterly Integrity Report.

PART 3

PRACTICING ETHICS



From Policy to Practice

“Integrity systems are not built on slogans but on scaffolds laws, roles, and reporting loops that make good behaviour easy and bad behaviour hard.”

– Office of the Prime Minister, 2025

Laws and codes describe what should happen; ethics describes how it happens. Every public servant faces moments where the rulebook runs out when judgment, fairness, and courage must step in. Ethical practice is a skill, not an instinct. It requires:

- Awareness by spotting ethical tension early.
- Reasoning in weighing duties, consequences, and rights.
- Action by making and recording a principled decision.
- Reflection in learning from outcomes and feeding lessons back into the system.



“The test of integrity is not the absence of temptation, but the ability to choose principle over convenience—even when no one is watching.”

– Adapted from Public Service Staff Rule E.X/II

The 4D Decision Framework

Integrity Champions could use this quick, repeatable framework to handle dilemmas. It links directly to the Amended Code (Regulations 11-19) and the quarterly reporting format.

Step	Question	Practical Tip
1 Define	What exactly is the ethical issue? Which values or rules are at stake?	Write it in one sentence. "A supplier offered me a gift during evaluation."
2 Diagnose	Who are the stakeholders and what are their rights or expectations?	Citizens, colleagues, suppliers, superiors, the State.
3 Decide	What action aligns with the Code of Conduct and public interest?	Apply principles – integrity, transparency, accountability. If unsure, consult the Integrity Committee.
4 Declare & Document	Who needs to know and how will you record it?	Use the Conflict of Interest form, Gifts Register or incident log. Report in the QIR.



Common Ethical Dilemmas

Case 1 - The Gift that Glitters

Scenario:

A business owner delivers a basket of local products to thank your team for "good cooperation." The tender evaluation is still underway.

Relevant Rule: Regulation 16 - Accepting Gifts or Benefits; Section 25(1)(l) of the Public Service Act (1995).

Ethical Analysis: Even small tokens can create the appearance of influence. Transparency is essential.

Action:

- Politely decline or return the gift.
- Record the incident in the Gifts and Benefits Register.
- Report to your supervisor and Integrity Champion.
- Include the event in the next QIR under "Preventive Actions."

Case 2 - The Deadline and the Data Gap

Scenario:

You must send an urgent briefing to the Minister. Critical data from another department is missing.

Relevant Rule: Paragraph 5.3.6(a) of the PSSR E.X/II- Duty to perform with competence, care and honesty.

Ethical Analysis:

Pressure does not justify misleading information.

Action:

- Submit the report noting the missing data and its potential impact.
- Document communications. Transparency protects you and the institution.



Case 3 - Private Business after Hours

Scenario:

A colleague designs flyers for a local business using the office printer and her government email.

Relevant Rule: Section 17 of the Public Service Act (1995); Paragraph 5.3.1(a)-(g) of the PSSR E.X/II

Ethical Analysis: Public resources cannot be used for private benefit.

Action:

- Remind the colleague of the rule and report repeated misuse to a supervisor.
- If you wish to pursue outside work yourself, obtain written approval first.



Case 4 - The Data Request

Scenario:

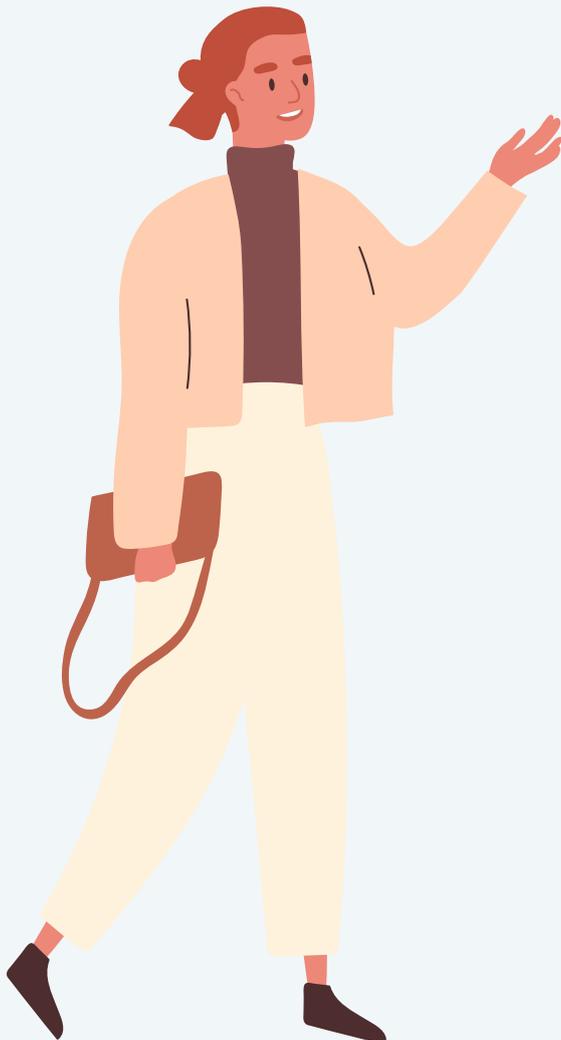
An acquaintance asks you to check someone's personal information on the e-ID system "just to confirm details."

Relevant Rule: Section 5.3.6 (a) - Managing Official Information; Anti-Corruption Act s. 43 - Abuse of Public Power.

Ethical Analysis: Data privacy is a form of human dignity. Unauthorised access is misconduct.

Action:

- Refuse the request
- Record the incident, and if repeated, inform the Integrity Committee.



Case 5 - The Procurement Shortcut

Scenario:

A manager instructs you to split a tender into smaller parts to avoid competitive bidding.

Relevant Rule: Regulation 11 - Conflict of Interest; Public Procurement Act (2015).

Ethical Analysis: Tender-splitting circumvents accountability and is a disciplinary and criminal offence.

Action:

- Seek clarification in writing.
- If pressure persists, escalate to the Integrity Committee and OPM Integrity Unit.



Embedding Ethics Into Daily Workflows

1. Morning Check-In

Ask: "Is today's task open to misuse of discretion?" If yes, note the risk and control.

2. Weekly Reflection

During team meetings, discuss one ethical moment, handled well or poorly. Capture lessons for the quarterly report.

3. Monthly Integrity Circle

Arrange a 15-minute conversation. Topic examples: "Handling confidential data," "Declining gifts gracefully," "Balancing speed and accuracy."

4. Digital Trail

Always use official communication channels. Messages sent through private apps may breach record-keeping obligations.

Tools for Integrity Champions

Tool	Purpose	Frequency
Conflict of Interest Declaration Form	Annual + event-based disclosure.	Annually / as needed.
Gifts & Benefits Register	Record all offers, accepted or declined.	Continuous.
Ethical Incident Log	Track dilemmas, decisions, outcomes.	Continuous; summarise in QIR.
Quarterly Integrity Report Template	Aggregate data on awareness, cases, system improvements.	Quarterly.
Service Integrity Checklist	Identify corruption risks in top 5 services.	Quarterly.



These instruments help transform ethical choices into measurable institutional performance.



Reflection Exercise: Your Ethical Footprint

Purpose: To visualise the ripple effect of daily conduct.

Instructions:

- Draw a small circle labelled My Decisions.
- Around it, add circles for Colleagues, Citizens, Suppliers, The State.
- For a recent decision, note how each circle was affected.
- Discuss: Was anyone disadvantaged? What could be improved?

Outcome:

A short paragraph for inclusion in your unit's Integrity Statement.



Checklist: Ethical Action Review

Before closing any file or meeting, ask:

- Have I acted in the public interest?
- Have I declared any personal interest?
- Are decisions and records transparent and retrievable?
- Have I treated everyone with respect and fairness?
- Can I explain my decision publicly and confidently?

If any answer is No, pause and consult your Integrity Champion or Committee.

Learning Loop and Reporting (CAARS)

Collect: Record dilemmas and resolutions.

Analyse: Identify patterns—recurring risks or unclear rules.

Act: Recommend system or policy changes.

Report: Include outcomes in QIR under “Lessons and Improvements.”

Share: Submit one “positive deviance” story each quarter—an example of integrity that inspired others.

This continuous loop feeds NDP 6 and the NACSAP



Ethics is an active discipline:
Observe, Reason, Decide, Document.
The 4D Framework helps navigate uncertainty.
Each Integrity Champion converts personal integrity
into institutional learning.
Dilemmas are opportunities to demonstrate
trustworthiness, not threats to reputation.
Reporting and reflection turn isolated actions into
systemic improvement.



PART 4

**SYSTEMS
INTEGRITY &
DIGITAL
ACCOUNTABILITY**



Why Systems Matter

A system is a network of rules, processes, and technologies that channel decisions. When systems are weak, ethical people struggle; when systems are strong, even the tempted find it hard to cheat.

Building integrity into the architecture of government is therefore a prevention strategy, cheaper, smarter, and more sustainable than punishment after the fact.

The Preventive Logic

- Weak systems → discretion without transparency → corruption risk → loss of public trust
- Strong systems → clear processes + open data → accountability → trust and efficiency

Integrity Champions work on the second path.

Understanding Systemic Integrity

Level	Focus	Champion's Role
Institutional	Governance structures, decision pathways, oversight mechanisms.	Help the Integrity Committee review internal procedures against Code and NACSAP requirements.
Operational	Daily administrative processes such as recruitment, procurement, or payroll.	Identify red-flag points where staff exercise unchecked discretion.
Technological	Data, automation, and information systems.	Promote ethical design, access control, and audit trails.
Cultural	Workplace norms, incentives, and informal practices.	Facilitate dialogue and learning circles to shift behaviours.

Each level interacts; culture sustains the technology, and systems anchor the culture.



Mapping Integrity Risks

Integrity Champions should maintain a Process Integrity Map for their OMA.

Step 1: List the top five services or processes where corruption or unfairness is most likely, e.g., procurement, HR recruitment, licensing, inspections, data management.

Step 2: For each, answer:

Question	Example
Where does discretion enter the process?	Approval of supplier or overtime claims.
What control exists?	Two signatures, committee review, or digital log.
Can the control be bypassed?	Yes, when staff share passwords.
What could make bypassing harder?	Automated audit trail, peer review, or public posting of decisions.

Step 3: Prioritise the top two risks and set improvement actions for the quarter. Attach the completed map to your next Quarterly Integrity Report (QIR) under "Preventive Actions."



Procurement Integrity



Procurement is the public service's most corruption-prone domain – it involves money, discretion, and external actors.

The NACSAP and the Public Procurement Act (2015) both assign preventive responsibility to OMAs.

The Integrity Champion's Mini-Checklist

Before Tender

- Confirm that needs assessments and specifications are complete and transparent.
- Ensure conflict-of-interest declarations are signed by all committee members.
- Publish clear evaluation criteria.

During Tender

- Keep a communication log of all bidder contacts.
- Ensure bid openings are minuted and witnessed.
- Report any irregular approach or inducement immediately.

After Award

- Document reasons for award in writing.
- Disclose award information publicly, as permitted.
- Monitor contract variations – frequent changes can mask favouritism.
- Quarterly Reporting Indicators
- Number of procurement staff trained in integrity.
- Cases of irregularities detected and corrected.
- Implementation of open contracting or transparency initiatives.



Service Delivery Integrity

Integrity is not only about avoiding corruption but about ensuring fair, reliable, and dignified service.

Practical Measures

In terms of the Public Service Charter each O/M/A and RC is expected to publish service standards:

- Every front-office should display processing times, required documents, and applicable fees.
- Use queue management or ticket systems:
- Reduces bias and backdoor access.
- Simplify forms and language:
- Clarity prevents manipulation.

Introduce feedback mechanisms:

- Suggestion boxes, SMS short codes, or online portals for feedback, complaints and compliments.
- Analyse complaint data quarterly:
- Use patterns to identify process bottlenecks or staff training needs.

These measures align with NDP 6 Outcome 6 (Digital Transformation) and SDG 16.6 (Develop effective, accountable and transparent institutions).



Financial and Resource Integrity

Every transaction, from fuel vouchers to ICT contracts – reflects national trust.

Champion's Watchpoints

- Ensure segregation of duties: no one person should authorise, process, and reconcile.
- Verify that reconciliation reports are signed monthly.
- Track petty cash and fuel logs; random checks reduce misuse.
- Encourage digital receipts and e-payments for transparency.

Digital Integration Opportunity: Promote the adoption of electronic procurement, e-requisition, and automated payroll systems with clear user access logs.

Digitalisation and Data Ethics

Emerging technologies can strengthen or subvert integrity. The difference lies in governance by design.

Principle	Application in Public Service
Accountability by Design	Each digital transaction must be traceable to a responsible human actor.
Transparency and Explainability	Automated systems must produce records that can be audited and explained.
Data Minimisation	Collect only what is necessary and store it securely.
Consent and Purpose	Citizens must understand how their data is used.
Fairness and Non-Discrimination	Algorithms must be tested for bias.
Security	Protect data against unauthorised access and breaches.



The AI and Automation Checklist

Policies and technology are effective only when supported by behaviour and culture.

Simple Culture-Building Tools

- Integrity Talks: Hold short monthly discussions featuring one staff member sharing an ethical challenge and lesson learned.
- Recognition: Highlight ethical conduct publicly, not just productivity.
- Positive Deviance Stories: Collect examples of staff who solved a problem ethically and innovatively.
- Mentorship: Pair or identify new employees with integrity champions for orientation.
- Visual Reminders: Posters with service pledges and “report without fear” contacts.

Culture changes slowly, but visibility and repetition accelerate the shift.



Building a Culture of Integrity

Before adopting any digital or AI tool, ask:

Question
Is the purpose lawful and clearly defined?
Has a human reviewer been assigned to validate automated outputs?
Are citizens informed about data use and redress channels?
Can the algorithm's decisions be explained and appealed?
Are datasets diverse and free from discriminatory bias?
Are logs protected and regularly reviewed by IT audit teams?



Obligations under the Code (5.3.6)

- Public Servants are not allowed to disclose or post official information on personal or social media.
- Use government-approved communication platforms.
- Classify documents correctly (Confidential, Restricted, Public).
- Report breaches immediately; failure to do so may constitute misconduct.



Strengthening Systems

Objective: Identify one weak point in your ministry's system and design a fix.

Steps

- Choose one process (e.g., asset management, recruitment, data access).
- Describe where ethical risks occur.
- Propose one improvement using the **STRONG** model:

Simplify the process

Transparent steps

Roles clearly defined

Open reporting channels

Non-discretionary rules

Governance oversight built in

Present your proposal at the next Integrity Committee meeting.

Output: A brief "System Repair Note" to be attached to the quarterly report.

Key Takeaways

Systems integrity is preventive ethics design processes so wrongdoing becomes difficult and traceable.

Procurement, service delivery, and financial management are priority risk areas under NACSAP.

Digitalisation requires new skills: data protection, AI accountability, and cyber ethics.

Culture sustains systems: talk about integrity as often as you measure it. Continuous improvement – small fixes every quarter – is how institutions evolve towards Vision 2030 and SDG 16.



PART 5

**Public
Awareness,
Culture and Safe
Reporting**



Creating an Ethical Environment Where Speaking Up is Protected and Learning Never Stops.

“An ethical culture is not created by policy alone; it is sustained by people who feel safe to speak, learn, and act with integrity.”
 – Office of the Prime Minister, 2025



Why Culture and Education Matter

Ethics lives or dies in daily interactions – how a supervisor gives feedback, how colleagues treat one another, how mistakes are handled.

Even the best systems can fail if people fear retaliation or if ethical conduct is invisible.

Therefore, Integrity Champions must work as culture builders and educators, not only as compliance officers.

Ethics education is not a one-off training but an ongoing conversation that keeps conscience alive in a complex world.

Building an Ethics Education Plan

Each OMA should have an Ethics Education Plan that aligns with the NACSAP and NDP 6 Outcomes. The plan turns the Code of Conduct into practice through regular learning, storytelling, and reflection.

Activity Type	Frequency	Purpose	Champion's Role
Orientation & Induction	Within 30 days of appointment	Introduce Code of Conduct, Integrity Pledge, and reporting lines.	Facilitate or co-facilitate with HR.
Quarterly Ethics Sessions	Four per year	Refresh knowledge; discuss new dilemmas or system changes.	Prepare short case studies; record attendance.
Integrity Circles	Monthly (15 min)	Foster open dialogue and peer learning.	Moderate discussion, capture key insights.
Supervisor Refresher Workshops	Twice yearly	Strengthen supervisory accountability and documentation.	Support facilitation, collect feedback.
E-Learning and Quizzes	Ongoing	Reinforce rules via short digital modules.	Promote participation and track completion.

Recognising and Reinforcing Ethical Behaviour

A positive culture grows when good examples are seen and celebrated.

Tools

- Integrity Star of the Quarter: Nominate a colleague who demonstrated ethical courage.
- Integrity Stories Bulletin: One-page internal newsletter highlighting positive deviance.
- Ethics Dashboard: Display key integrity statistics and success stories on the OMA intranet.
- Thank You Notes: Encourage supervisors to recognise integrity in performance appraisals.
- Recognition reinforces that ethics is not a risk to career advancement but the mark of professionalism.

Creating Safe Spaces

Whistleblowing and Protection

Legal Foundation:

Rule 5.6 (Prohibition on Victimization) and Paragraph 5.6 of the PSSR E.X/II protect staff who report fraud, corruption, or maladministration.

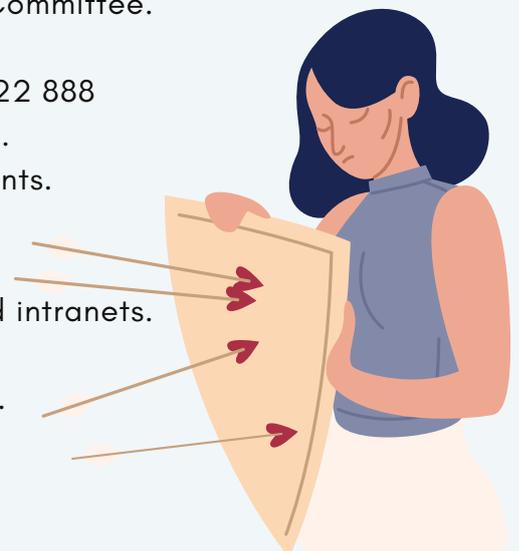
Your Right: No staff member shall be victimised for reporting wrongdoing. Any retaliation is itself misconduct.

Safe Channels

1. Internal: Supervisor, Integrity Champion, or Integrity Committee.
2. External:
 - o Anti-Corruption Commission (ACC) Toll-Free: 0800 222 888
 - o OPM Integrity Unit via official email or postal address.
 - o Ombudsman Office for administrative justice complaints.

Champion's Role

- Ensure these contacts are visibly posted in offices and intranets.
- Keep whistleblower identities confidential.
- Follow up on reported cases through official channels.



Speak Up Culture Check List

Indicator	What to Look For
Awareness	Staff know where and how to report misconduct.
Trust	Staff believe reports are acted upon fairly.
Protection	No reports of retaliation or ostracism.
Feedback	Reporters are updated on outcomes (within legal limits).
Leadership Response	Managers take visible corrective action.

Evaluate these indicators quarterly and discuss in Integrity Committee meetings.



Psychological Safety and Integrity

A healthy ethical culture depends on psychological safety. People must feel free to question, admit mistakes, and ask for help without fear.

Tips for the Integrity Champion

- Model humility: admit when you don't know or when you erred.
- Separate critique of behaviour from judgment of person.
- Encourage open-ended questions in meetings.
- Offer private check-ins for colleagues who face ethical pressure.
- Partner with HR to provide counselling referrals where necessary.

Behavioural Insights for Integrity

- Behavioural science shows that people follow ethical norms when they are visible, easy, and socially supported.

Nudges that Work

- Visibility: Post service standards and integrity pledges in public spaces.
- Default Options: Design forms that require conflict-of-interest disclosure by default.
- Feedback: Share positive statistics such as "98% of staff filed their declarations on time."
- Commitment Devices: Ask managers to publicly reaffirm their Integrity Pledges annually.
- Reminders: Short digital pop-ups before submitting procurement or payment forms.
- Integrating such nudges into digital workflows supports NDP 6 and the NACSAP





Building and Ethical Ecosystem

Purpose: Identify how learning, safety, and recognition interact in your ministry.

Steps

- Draw three overlapping circles in the space below, labelled Learning, Safety, and Recognition.
- In each, list current activities (e.g., ethics training, whistleblowing policy, staff awards).
- Where they overlap, note areas of synergy or gaps.
- Develop one new activity that strengthens all three areas simultaneously.
- Example: “Ethics Dialogue & Recognition Lunch” combining learning and recognition in a safe, informal space.

A large, light beige, irregularly shaped area representing a workspace for drawing and writing. It features a small blue icon of a dove with an olive branch in the top left corner.

Output: Add this plan to your next Quarterly Integrity Report under “Culture & Education Initiatives.”



Key Takeaways

Ethical education is continuous, not a workshop but a conversation.
Culture changes when people feel safe, recognised, and included.
Whistleblower protection is both a legal right and a leadership responsibility.
Behavioural insights can embed ethics subtly into daily routines.
Integrity Champions are catalysts of trust, connecting systems, people, and purpose.



PART 6

MONITORING,
EVALUATION &
LEARNING



Why Monitoring Matters

“Integrity without measurement is aspiration. Integrity with reflection becomes transformation.”
 – Division: Integrity Unit, Office of the Prime Minister, 2025

Monitoring and Evaluation (M&E) in ethics is not about catching people; it’s about tracking progress towards trust.

It answers three questions:

1. Are we doing what we said we would do?
2. Are these efforts changing behaviour and systems?
3. How can we learn and improve together?

This aligns directly with:

- NDP 6
- NACSAP
- SDG 16.6



The Integrity Performance Cycle

Stage	Activity	Tools / Documents	Output
Plan	Identify priorities for the year (risk areas, awareness goals, digital reforms).	Integrity Action Plan; System Map.	Quarterly targets.
Act	Implement ethics sessions, system fixes, and reporting mechanisms.	Checklists; Meeting minutes.	Documented activities.
Report	Capture achievements and challenges.	QIR and Annual Integrity Report (AIR).	Verified data submitted to OPM.
Learn	Analyse results, share stories, identify barriers.	Integrity Committee Review; Peer exchange.	Insights and recommendations.
Improve	Adjust next quarter’s actions based on evidence.	Updated plan and indicators.	Continuous improvement cycle.

The aim is not perfection but iteration. Each cycle strengthens integrity resilience. 52

Quarterly Integrity Report (QIR)

Purpose

The QIR provides OPM with a consistent, evidence-based snapshot of how each OMA is implementing the Code of Conduct, NACSAP actions, and NDP 6 commitments.

Structure

Each report covers four “tiles” that mirror the areas of this Guide:

Tile	Content	Examples of Indicators
A. Governance & Structures	Functioning of Integrity Committee, meetings held, member attendance.	Number of meetings; Integrity pledge coverage; Committee minutes submitted.
B. Compliance & Incidents	Conflict of interest declarations, gifts register, misconduct cases.	% of staff with annual declarations; Number of reported vs. resolved cases.
C. Systems & Services	Reforms, digital integrity, procurement and service delivery improvements.	Number of processes with digital audit trails; Procurement irregularities corrected.
D. Culture & Learning	Awareness sessions, staff training, recognition and feedback loops.	Number of staff trained; Staff trust survey results; Positive deviance stories collected.

Frequency



Four times a year:

Quarter 1: June
Quarter 2: September
Quarter 3: December
Quarter 4: March

Annual Integrity Report (AIR)

The AIR consolidates all QIRs and provides a year-end reflection on achievements, challenges, and systemic recommendations.

It feeds into the Public Service Integrity Report submitted to the Prime Minister and informs both NDP 6 and NACSAP reviews.

Content Outline

1. Overview of OMA Integrity Plan and priorities.
2. Summary of QIR highlights and lessons.
3. Progress against NDP 6 and NACSAP indicators.
4. Case studies of reforms or ethical leadership.
5. Recommendations for policy or procedural change.

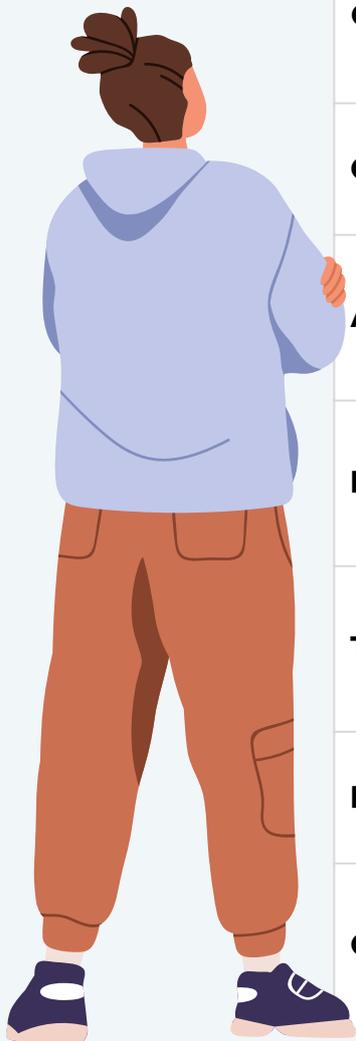
Deadline: End of April each year.

Responsibility: Executive Director, with technical support from Integrity Champions and Committees.



Integrity Indicators and Benchmarks

Area	Indicator	Data Source
Governance	Integrity Committee established and functional.	Committee minutes, attendance logs.
Compliance	% of staff submitting COI declarations on time.	HR records.
Accountability	% of misconduct cases resolved within prescribed time frame.	HR/Legal reports.
Prevention	Number of systems reviewed for integrity risks per year.	Integrity Committee records.
Transparency	% of front-office services displaying service standards publicly.	Site verification.
Digital Integrity	% of key processes with audit trail capability.	ICT logs.
Culture	% of staff participating in ethics education activities.	Training registers, surveys. 54



Outcome Level-Indicators (NDP 6 Alignment)

Learning for Improvement

Monitoring data is valuable only if it feeds back into action.

Learning Practices

1. Quarterly Reflection Meetings:

After submitting QIRs, each Integrity Committee holds a debrief to analyse patterns – what improved, what needs attention.

2. Peer Learning Sessions:

Two to three OMAs meet virtually or in person to exchange innovations (e.g., digital whistleblowing, data ethics training).

3. Integrity Dashboard:

A visual display on the OMA intranet summarising key progress indicators for staff transparency.

4. Case Learning Library:

Archive of dilemmas, resolutions, and reforms accessible to all Integrity Champions nationally. These learning loops institutionalise collective intelligence – the system's ability to learn faster than problems evolve.



Using Technology for Monitoring

Digital tools simplify integrity reporting and make evidence tamper-proof.

Examples

- Online QIR Forms: Hosted on the OPM e-Service platform with auto-reminders for due dates.
- Data Dashboards: Aggregate results across OMAs for quick comparison.
- AI-Assisted Summaries: Analyse narrative sections of reports to identify recurring risks.
- Blockchain Records (Future Development): Secure audit trail for procurement and HR actions.

All digital innovations should respect data ethics principles: transparency, privacy, explainability, and human accountability.

Evaluation: Asking the Hard Questions

Periodic evaluations should go beyond numbers to assess impact. Use these guiding questions to add more than just providing a report that ticks the boxes.

- Relevance: Do our ethics initiatives address actual integrity risks?
- Effectiveness: Are staff behaving differently as a result?
- Efficiency: Are resources used optimally in promoting ethics?
- Sustainability: Are practices embedded or personality-driven?
- Learning: Are lessons shared across ministries and regions?



Evaluations can be internal (Integrity Committee review) or external (OPM Integrity Unit or independent audit).



Integrity Learning Loop

Objective: Help your team turn data into insight and insight into reform.

Steps

- Review your last Quarterly Integrity Report.
- Circle one trend: recurring COI issues, data breaches, late reporting, etc.
- Discuss as a team: Why does this keep happening?
- Identify one low-cost change that could shift the pattern.
- Implement, then observe in the next cycle whether the issue declines.

Output: Add a “Learning Note” to your next QIR. Just one paragraph on what changed and why.





TAKEAWAYS

Monitoring and evaluation make integrity measurable, visible, and improvable.

Reports are not paperwork; they are evidence of trust in action.

Data must drive learning. From incidents to insights to reforms.

Technology enhances transparency only when governed ethically.

Institutional maturity grows through continuous feedback, peer exchange, and leadership commitment.

“Together, we can build a Namibia where integrity is not enforced. It is expected. Where systems are fair, data is respected, and public servants serve with pride. Strong institutions are not built overnight; they are built every quarter, by every one of us.”



ANNEXURES & TOOLS



All templates and checklists in this section are derived directly from the Public Service Staff Rules and are designed to standardise reporting and compliance across the public service.

Integrity Champions should not alter the core content but may adapt formatting for their specific OMA's branding or workflow.

The annexes are grouped into five categories:

1. Commitment and Accountability Documents
2. Declarations and Registers
3. Reporting Templates
4. Systems Integrity Tools
5. Learning and Culture Tools



Annexure 1a: Commitment and Accountability Documents



INSTITUTIONAL INTEGRITY PLEDGE

In accordance with the Public Service Staff Rule E.X/II, this Public Service Institution commits to:

Practise and **promote** integrity, transparency, objectivity, impartiality and ethical behaviour in the execution of our mandate.

Comply with all laws, regulations, policies and procedures designed to prevent and address corruption.

Strengthen internal systems, controls, and oversight mechanisms to reduce opportunities for misconduct.

Report any act of corruption or unethical behaviour to the OPM Division: Integrity Unit and cooperate with law enforcement authorities.

Support staff to uphold the same standards of conduct in their daily work.

Signed:

Executive Director.....Date.....

Office/ Ministry/Agency / Regional Council.....

Witness.....Date.....



Annexure 1b: Commitment and Accountability Documents



INTEGRITY PLEDGE

Recognising that:

- (a) Every Namibian has an obligation to uphold the rule of law, specifically laws that deal with the prevention and combating of corruption;
- (b) Every Public Service institution has a key role in preserving public confidence in the integrity of management and operations within their respective institutions, in order to provide public services to Namibians.

I..... ID number

hereby pledge that I shall:

- (a) Not conduct any business practices or activities that would require or encourage any corruption offence;
- (b) Commit to practice and promote integrity, honesty, transparency, objectivity, impartiality and ethical behaviour in the daily performance of my functions and duties and in the interaction with the business community;
- (c) Work together to strengthen the internal systems, procedures and controls to reduce opportunities for corruption within the Public Service;
- (d) Address or report any corrupt practice that occurs within my institution, including against those involved in corruption, regardless of position and status;
- (e) Support anti-corruption efforts by the Government and work together with authorities in order to create awareness, detect, prevent, and enforce laws against corruption;
- (f) Read and comply with the relevant provisions of the laws and regulations, including The Public Service Act, 1995 (Act No. 13 of 1995), Anti-Corruption Act, 2003 (Act No. 8 of 2003), Procurement Act, 2015 (Act No. 15 of 2015) and the Public Service Staff Rule on Integrity and Ethics.

Signature.....Date.....

O/M/A / Regional Council.....



Annexure 2a: Declarations and Registers

Annual Declaration of Private Interests

(Regulation 11 - Conflict of Interest)

Section	Details to Complete
Personal Information	Name, Position, Directorate, Date
Business Interests	List all directorships, partnerships, or ownership interests in any business entity.
Outside Employment or Remuneration	Describe any paid or unpaid work outside the Public Service.
Family Interests	Declare if spouse, partner, or dependent is employed or contracted by government or a supplier.
Potential Conflicts	Identify any situation that may compromise impartiality.
Declaration	"I certify that the information provided is true and that I will update this declaration immediately if my circumstances change."
Signature / Date	
Supervisor Verification	

Annexure 2b: Declarations and Registers

Event-Based Declaration of Interest

To be completed whenever a specific assignment creates potential conflict.

Field	Information
Name	Full Names
Position / Directorate	
Assignment or Tender Reference	Describe details pertaining to the request
Nature of interest	Financial, familial, social, political, etc.
Action Taken	Recused, declared, reassigned, etc.
Declaration	"I certify that the information provided is true and that I will update this declaration immediately if my circumstances change."
Signature / Date	
Supervisor Verification	

Annexure 2c: Declarations and Registers

Gifts and Benefits Register

(Regulation 16)

Field	Information
Date	
Name of Officer	
Description of Gift / Benefit	Describe any notable details
Source / Name of Donor	
Estimated Value (N\$)	
Action Taken	Accepted / Declined / Returned
Approval Reference	
Remarks	

Rules to Remember:

- No gifts may be accepted without approval from the Prime Minister (unless trivial tokens such as pens or calendars).
- All offers, whether accepted or refused, must be recorded.
- Records should be reviewed quarterly by the Integrity Committee.

Annexure 2d: Declarations and Registers

Remunerative Work outside the Public Service

(Section 17 of Public Service Act; PSSR D.XVIII/I-II)

Employees seeking to engage in work outside their official duties must complete this form for approval by their Executive Director and the Public Service Commission.
Attach a description of the work, duration, employer, and potential conflicts.

Annexure 3a: Quarterly Integrity Report (QIR)

(Rule 8.2 – Monitoring and Evaluation)

Quarter: Q1 / Q2 / Q3 / Q4

Year.....

O/M/A RC:.....

Reporting Period:.....

Submitted by:.....

A. Governance and Structures

Indicator	Target	Actual	Remarks
Integrity Committee Established and active	1		
Meetings held this Quarter	2		
Integrity Pledges signed (%)			

B. Compliance and Incidents

Indicator	Target	Actual	Remarks
COI Declarations submitted	100%		
Gifts / Benefits recorded			
Misconduct cases reported			
Cases resolved within timeframe (%)	100%		

C. Systems and Services

Process / Area	Risk	Measures	Key Lessons / Outcomes
Procurement	Tender splitting	Introduced Dual Sign offs	
e-ID Access	Privacy breach	Monitor access	

Annexure 3a: Quarterly Integrity Report (QIR)

D. Culture and Learning			
Activity	Frequency	# of participants	Key Lessons learnt
Ethics Session	Quarterly		
Integrity Circle / World Cafe / Brown Bags	Monthly		
Positive Deviance Story			

Annexure 3b: Annual Integrity Report (AIR)

To be completed at year end (April) and attached to the ED's accountability submission.

Sections:

- Summary of four QIRs.
- Major achievements and innovations.
- Key challenges and risks.
- Capacity and resource needs.
- Recommendations for next year's Integrity Plan.
- Annexes: COI summary, Gifts summary, Training summary, System improvements.

Structure:

1. INTRODUCTION

The anti-corruption initiative requires Accounting Officers to promote integrity and ethical behaviour, assist staff members on ethical matters, identify and report such unethical behaviour and corrupt activities. In order to ensure that there is governance oversight on ethics and integrity management at an OMA level, each OMA/RC shall establish an IC comprising of staff members identified and designated to act as "ethics and integrity champions", in line with this policy and the anti-corruption initiatives.

2. PURPOSE

The purpose of this report is to present an insight on activities undertaken by the IC for Quarter

3. BACKGROUND AND DISCUSSION

In order to monitor and evaluate the effectiveness of the ICs and the extent to which the objectives of these rules are being achieved, quarterly reports (end of June, September, December and March) and annual reports (end of April) will be produced by the IC of each OMA/RC and submitted to the Division: Integrity Unit. An overall Public Service Report will be prepared annually by the Division: Integrity Unit in the Office of the Prime Minister (Department: Public Service Management) and submitted to the Prime Minister.

4. ACTIVITIES PERFORMED UNDER FUNCTIONS SPECIFIED IN THE TERMS OF REFERENCE

- 4.1 Promote the values of integrity and ethical behaviour, transparency and good governance in OMA/RCs.
- 4.2 Ensure that the Public Service Staff Rules (PSSR...) on ethics and integrity, procedures and practices are implemented.
- 4.3 Advise the Accounting Officer and staff members on matters of ethics.
- 4.4 Identify and report unethical behaviour and corrupt activities to the Accounting Officer.
- 4.5 Develop and implement awareness programs to educate staff members on ethics and integrity, good governance and anti-corruption measures.
- 4.6 Support the implementation of the National Anti-Corruption Strategy (NACS) and other anti-corruption initiatives by the Government.
- 4.7 Strengthen the internal systems and procedures that support corruption prevention in the OMA/RC through effective planning and implementation of integrity management initiatives and measures.
- 4.8 Advocate for change towards reducing corruption within the OMA/RC and seeking institution-wide commitment to address anti-corruption measures, challenges as well as resource requirements.
- 4.9 Receive complaints and suggestions from within the OMA/RC on ways to address ineffective systems that contribute to corruption risks and to respond and provide solutions within a reasonable period of time.
- 4.10 Communicate integrity management initiatives and measures across the OMA/RC, inclusive of its regional offices, as the case may be.
- 4.11 Regularly monitor and review the implementation of commitments in the Annual and Action Plans for the OMA/RC.
- 4.12 Report to the Accounting Officer on the progress of the initiatives within the OMA/RC.

5. RECOMMENDATIONS

6. COMMENTS BY ACCOUNTING OFFICER

7. CONCLUSION/S ACCOUNTING OFFICER

DATE:

Annexure 4a: Systems Integrity Tools

Ethics System Map Template

Purpose: Identify where ethical risks arise in OMA processes.

Process / Service:

Key Decision Points:

Discretion Level (High/Medium/Low):

Existing Controls:

New Measures Needed:

Responsible Person:

Timeline:

(To be completed quarterly and discussed by Integrity Committee.)

Annexure 4b: Systems Integrity Tools

STRONG System Repair Note

When identifying system weaknesses, apply the STRONG model (from Part IV).

S - Simplify: Which steps can be made clearer or fewer?

T - Transparent: How can we make actions visible and auditable?

R - Roles: Are responsibilities and approvals well-defined?

O - Open: Are reporting channels accessible?

N - Non-Discretionary Rules: Where can we reduce subjective decisions?

G - Governance Oversight: What review mechanisms exist or are needed?

Attach one completed "System Repair Note" per quarter to the QIR and to be discussed by the Integrity Committee.

Annexure 5a: Learning and Culture Tools

Integrity Circle Record Sheet

(Submit summary to Integrity Committee each quarter.)

Date	Topic Discussed	Number of Participants	Key Issues / Lessons Learned	Action Points	Responsible Person

Annexure 5b: Speak Up Poster Template

“REPORT WITHOUT FEAR – SPEAK TRUTH TO POWER”

If you witness or suspect misconduct:

- Report to your Supervisor or Integrity Champion.
- Contact the Integrity Committee in your OMA.
- Call the Anti-Corruption Commission (ACC)
- Email or write to the OPM Integrity Unit

Remember: Retaliation against a whistleblower is a disciplinary offence under Rule 5.6 of the Staff Rules.

(All O/M/As RCs must display this poster in visible locations.)

Annexure 5c: Positive Deviance Story Template

Title:

Situation:

What challenge or dilemma was faced?

Action:

What ethical or innovative action was taken?

Outcome:

What changed as a result?

Lesson:

What can others learn or replicate?

(Include one story per quarter in the QIR to share through the OPM Integrity Network.)

Annexure 6:

Reporting Calendar (Aligned to Staff Rules 8.2–8.3)

Period	Report Due	Submitted To	Purpose
Q1 (Jan-Mar)	Jun 30, 2026	OPM Integrity Unit	Ethics activities, COI and Gifts summary
Q2 (Apr-Jun)	Sep 30, 2026	OPM Integrity Unit	Mid-year review
Q3 (Jul-Sep)	Dec 31, 2026	OPM Integrity Unit	Culture & system updates
Q4 (Oct-Dec)	Mar 31, 2027	OPM Integrity Unit	Full-year consolidation
Annual Report	Jun 30, 2027	Prime Minister (via OPM)	National Integrity Report aggregation

Annexure 7:

Quick Reference- Staff Rules on Integrity

Staff Rule Reference	Obligation / Provision
Paragraph 5.3.1-5.3.9	Defines duties: diligence, attendance, discipline, integrity, loyalty.
Paragraph 5.3.6 (a-b)	Managing official information and public statements.
Paragraph 5.6	Prohibition on victimisation of whistleblowers.
Paragraph 6	Strengthening anti-corruption initiatives.
Paragraph 7.4-7.6	Establishment and functions of Integrity Committees and Champions.
Paragraph 7.7	Institutional and individual integrity pledges.
Paragraph 8	Monitoring, evaluation, and quarterly/annual reporting requirements.

(All actions in this guide derive from these provisions.)

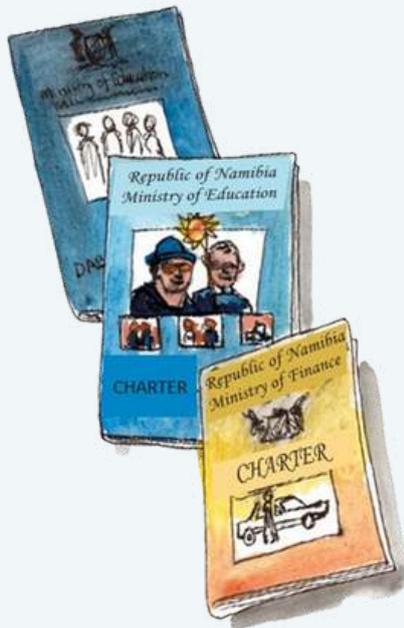


The Public Service Charter



Principle	How we define the principle	Some examples
Standards	Setting, checking and publishing clear standards of service that the customer can reasonably expect.	You abide by standards when you answer the phone in three rings, or respond to all emails on the same day you receive them
Information	Providing information about public services in a straightforward and open way that is easy to understand.	You provide details on the What, Where, When, Who to contact and the How of accessing services.
Courtesy and helpfulness	Providing a polite and helpful service to customers who have a right to such a service, run by public servants who can be identified by a name badge.	You answer the phone stating your full name and Division / Unit and wear your name tag visibly.
Consultation and choice	Making sure that the customer is consulted and communicated with regularly, and giving him/her a choice wherever possible.	You provide an update to the customer on when to expect the service via telephone, email, SMS or mail if possible.
Accountability	Providing details of how everyone performs according to set targets, and identifying who is responsible for reaching those targets.	You sign and commit to your performance agreement, which includes your objectives and goals.
Openness	Letting the customer know how public services are managed, how much they cost, and how well they are being delivered.	You display visible signage on how services are provided, the duration as well as the costs (if any).
Non - discrimination	Ensuring that services are available and offered equally to all customers.	You make sure that your services are inclusive regardless of gender, age, race, religion, ability or language.
Quality of service	Informing customers what to do if they have a complaint, and providing them with an apology, full explanation and early correction if a mistake has been made.	Make sure that you give timely feedback to your customers and find ways for them to track the status of the service they are expecting.
Value for money	Providing efficient and economical public services within the limits of what can be afforded with public money.	You publicly display an updated list of how much each of the services will cost.
Accessibility	Ensuring accessibility to public service by accommodating the service needs of our service users.	You find ways of providing inclusive services - using braille, screen-reading devices and translation services where possible.

Customer Service Charters



A Customer Service Charter is a document that outlines how an organization promises to work with its customers and how it operates. This document sets out the specific standards of service each O/M/A and RC promises to deliver to their customers.

- Outlines the service we provide (what we do);
- Defines who our Customers are;
- Reflects our commitment;
- Sets standards of service that you can expect from us at all times;
- States what we will do if you contact us;
- Commits to take into account customers' views;
- Articulates what is expected from customers
- Explains how to provide us with feedback and how to make a complaint, if you are not satisfied with our service
- The Customer Service Charters draw on the ten General Principles of the Public Service Charter of Namibia.

Managing Expectations

Successful Customer Service Charters typically implement principles like managing customer expectations, providing quality service, and resolving conflicts. Just like in the business world, if your customers do not receive the quality service they are paying for, they have the right to complain.

How do customers provide feedback?

Before that question is answered, you need to remember that part of your duty is to make the public aware that most O/M/As have developed Customer Service Charter brochures or booklets for themselves. Public service institutions are known for creating a lot of paperwork that often goes unused. This means that it's important to make sure that the Customer Service Charters don't become part of that unused paperwork. The Customer Service Charters are important documents that public servants should use as a guide for how to do their job. It's important for public servants to read and understand the contents of their respective institutions' Customer Service Charters and follow them when doing their job.

Feedback Mechanisms

Let us get back to the question of where the public goes to complain. Each O/M/A and RC has a Public Relations Officer or a designated officer who is the main contact between each the organisation and the public. A member of the public would contact this person to report the problem s/he experienced. The person could fill in the complaint form that appears at the back of some of the Customer Service Charters, use the suggestion boxes or follow the complaint procedure as set out in some of the Customer Service Charters. If s/he is not satisfied with the answer given by the O/M/A or RC concerned, the matter can be taken up with the Accounting Officer. If all else fails, the complainant can report the problem to the Office of the Ombudsman.

But what should you do if you see a colleague acting unprofessionally - acting in a way that goes against the principles of the African Charter, the Namibian Public Service Charter, or the Customer Service Charters? In these cases, you have the responsibility to talk to your colleague about it. If s/he still acts in a way that goes against the Charters, you can discuss it with his/her supervisor.

Ethical and Accountable Services

A corrupt public servant is someone who uses public money or property for his or her own personal use. For example, why not quickly use your Government vehicle to do some shopping? Why not quickly photocopy that recipe book for yourself? The answer to these questions should always be “No” – because the car (or the computer, the photocopier, the pencil, etc.) belongs to the Government and not to you personally.

If you act in a way that goes against the Code of Conduct, you may be found guilty of misconduct. If so, disciplinary action will be taken against you under Section 25 of the Public Service Act, 1995 (No. 13 of 1995).

If you lack professional ethics in your work, you will lose respect from the public and your colleagues – not to mention losing self-respect. Unethical activities can also lead to prison.

The Integrity Committee and the Role of Ethics and Integrity Champions

An Integrity Committee is a regulatory structure that is set up to provide strategic direction and oversight on the integrity management and strategy of various Offices, Ministries, Agencies and Regional Councils. It provides leadership and guidance across the organisation in carrying out its responsibilities to act in the public interest, with integrity, objectivity, professional competence, due care, confidentiality, and in compliance with all relevant laws and regulations.

The purpose and objectives of the Integrity Committee is to foster, enhance trust and confidence in the ethical governance and actions across the public sector.

Integrity Committees work within their respective institutions with the overall goal of promoting good governance and reducing the risk of corruption within its sphere of control. The mandates of Integrity Committees include:

- decision-making and setting directions for the implementation of anti-corruption Action Plans within their institutions;
- managing the planning, implementation, monitoring, and evaluation of the Action Plans addressing corruption within their institutions.
- information sharing, by communicating with the Anti-Corruption Commission, and other institutions involved in the implementation of the National Anti-Corruption Strategy.

Declaration of Private Interests

On appointment in the Public Service, it is mandatory that every public servant declares his/her private interest. The purpose is to assess and manage the impact of private engagement(s) on performance and the potential or actual conflict of interest arising thereof.

It is a requirement that every staff / public servant shall place the whole of his/her time at the disposal of the Government. Vide Section 17(1) of the Public Service Act, 1995 (Act 13 of 1995).

If a public servant wishes to perform or engage himself or herself in remunerative work at any time outside his or her employment in the Public Service, prior permission must be obtained from the Accounting Officer. Vide Section 17(2) of the Act.

Acknowledgements

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Layout: Yrika Vanessa Maritz

Deep appreciation to the past and present Integrity Champions who have participated in Integrity Circles, Fishbowl exercises, Escape Rooms and Learning Labs. You have helped push the boundaries of how ethics and integrity are taught, practised, and scaled across government. They have tested new facilitation approaches such as Open Space Technology, Appreciative Inquiry, and Design Thinking, transforming integrity from a compliance exercise into a participatory movement. They have experimented with behavioural insights, nudges, and digital tools such as Mentimeter, online collaboration platforms, and data dashboards to make learning, reporting, and decision-making more engaging and evidence-driven.

Through these efforts, Namibia's Integrity Champions have demonstrated that ethics can be practised innovatively. They have proven that integrity thrives where creativity, reflection, and participation meet. Their work embodies the principle of "Partnerships for the Goals" (SDG 17), strengthening institutions not in isolation, but through collaboration among ministries, the private sector, academia, civil society, and the United Nations system.



Office of The Prime Minister