



Professionalisation & Ethical Leadership in Public Administration

Sub-Theme 3: Uprooting Corruption

AAPAM Research Seminar | 5–7 May 2026

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PRESENTATION SLOGAN

“The latest evidence shows that Sub-Saharan Africa continues to struggle with corruption not because of weak policies, but because of gaps in ethical leadership, professionalisation of the public service, and enforcement. Recent reports (2025–2026) highlight slow prosecutions, politicised institutions, and symbolic reforms, underscoring the urgent need for competency frameworks, participatory dialogue, and leadership role-modelling to move from policy to practice”.

SLIDE NAVIGATION

Key Report Sections

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6. Professionalisation & Ethical Leadership
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10. The ELIF Project
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12. Conclusions & Recommendations

– Introduction

- Africa's paradox: **robust frameworks, weak practice.**
 - Endemic corruption despite commissions, codes, charters.
 - Root causes: politicised institutions, leadership deficits, weak enforcement
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- **Policy–Practice Disconnect:** Slow prosecutions, weak enforcement
 - Ethical leadership remains inconsistent
 - Poor implementation of the cultural framework of Ubuntu.
 - **Leadership Deficit:** Need for Ubuntu-inspired ethical leadership.
 - **Institutional Culture:** Integrity norms not embedded
 - Corruption normalised
 - No DELIBERATE CULTIVATION of INTEGRITY NORMS
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Why Implementation Fails

- Weak accountability systems.
 - Leaders not modelling ethics.
 - *Leaders implicated in corruption undermine compliance*
 - Fragmented dialogue between policymakers & implementers.
 - Patronage undermines merit-based recruitment
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Examples across Africa show that participatory Forums and Ethic Councils can reinforce INTEGRITY

- Participatory Forums, Ghana: civil society monitoring.
 - Ethic Council in Rwanda: community ethics forums.
 - Policy-Practice Workshops in South Africa: developmental evaluation framework workshops seeks continuous learning.
 - **Lesson:** Dialogue strengthens accountability & integrity.
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- **Reforms (2025–2026):** Public Service Amendment Act, competency frameworks.(Public Management Amendment Act 07 of 2025,Public Service Amendment Act 09 of 2025 ensuring merit- based appointments ,competency standards)
 - **Ethical Leadership Initiatives:** ELIF project across 6 countries.
 - **NSG Assessment:** Legislative progress, ethics training, lifestyle audits.
 - **Shortfalls:** uneven implementation, weak enforcement, delayed whistleblower protections.
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NACS : National Anti-Corruption Strategy(Progress Report 2025)

- **Successes:** Strong legal base, ethics officers, revised recruitment.
 - **Shortfalls:** Weak sanctions, siloed reforms, lack of cultural transformation.
 - **Conclusion:** Progress visible, but risks of symbolic reform remain
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Botswana – Merit-based recruitment, independent oversight. Kept corruption relatively low

South Africa – Advanced policies undermined by politicisation and state capture. No Culture of Integrity,

Nigeria – Agencies succeed but lack culture change.

Rwanda – Dialogue forums effective but rights concerns(Political freedoms)

Professionalisation & Ethical Leadership in Africa

Case Studies & Institutional Perspectives

BOTSWANA



- Strong Civil Service Standards
- PSC: Merit-Based Recruitment
- NSG: Competency Training Focus
- AU: Alignment with AU Charter



SOUTH AFRICA



- Policies Undermined by Capture
- KSG: Culture Transformation
- NSG: Weak Implementation
- AU: Align with Agenda 2063



NIGERIA



- Fragmented Anti-Corruption Efforts
- GIMPA: Integrity Training
- NSG: Need for Coordination
- AU: APRM Peer Review



RWANDA



- Dialogue & Oversight Balance
- PSC: Rights-Based Forums
- NSG: Guard Against Centralism
- AU: Integrity & Freedoms



NACS Progress Report 2025

- New Anticorruption Laws
- Lifestyle Audits Launched
- Clear Whistleblower Protections

From Policy Rhetoric to Transformative Practice

ELIF Project 2025-2026

- Ghana, Nigeria, Zambia
- Cascade Ethics Training
- Focus on Youth & Inclusion

– Regional Trends

- Transparency International (2025): corruption worsened in 10 of 49 countries.
 - Legislative progress: Judicial Matters Act, NPA Amendment Act, PRECCA.
 - Citizen participation: whistleblower reforms slow.
 - Medium-term priorities: fast-track whistleblower laws, embed KPIs.
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ELIF Project (2025–2026) Ethical Leadership for an Inclusive Future:

- Scope: Ghana, Nigeria, Zambia, Cameroon, Togo, DRC.
 - Cascade training: Senior Trainers → Master Trainers → Ethical Champions.
 - Focus: inclusion, ethics policies, social justice.
 - Impact: multiplier effect embedding integrity across institutions.
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– Continental Alignment

- **AU Agenda 2063:** Ethical governance = foundation for inclusive growth.
 - **AU Policy Framework (2023):** Merit-based recruitment, competency standards.
 - **AUDA-NEPAD (2025): APRM** (African Peer Review Mechanism) Institutional culture change, accountability, citizen participation.
 - Alignment: corruption is an **implementation & leadership challenge**, not policy failure.
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– CONCLUSIONS & SOME RECOMMENDATIONS

- Corruption = governance failure of implementation, not design.
- Ethical leadership + professionalisation = bridge to practice.
- Africa's future depends on:
 - **Leaders modelling integrity.**
 - Institutions enforcing accountability.
 - Citizens demanding transparency.

Recommendations

- Embed ethics into competency frameworks.
 - Institutionalize dialogue mechanisms.
 - Strengthen independent oversight bodies.
 - Tie KPIs to ethical leadership.
 - Reward integrity, sanction misconduct. Ensure that there are consequences
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