



National Workshop on “Transparency, Accountability, and Ethics in Public Institutions,”

**Building Capacities and Creating Enabling Ecosystem
for Ethical and Transparent Institutions**

**By
Yamikani Ndasauka
Associate Professor, University of Malawi
(PhD, MRes, MA, BA)**

4th August, 2022

Presentation Outline

- Approaches to Ethics Management
- Framework for Ethics Management
- Whose Capacity needs building
- Ethics Capacity Building
- Ecosystem of Ethics and Integrity- Qualifiers and Disqualifiers
- Conclusion

Approaches to Ethics

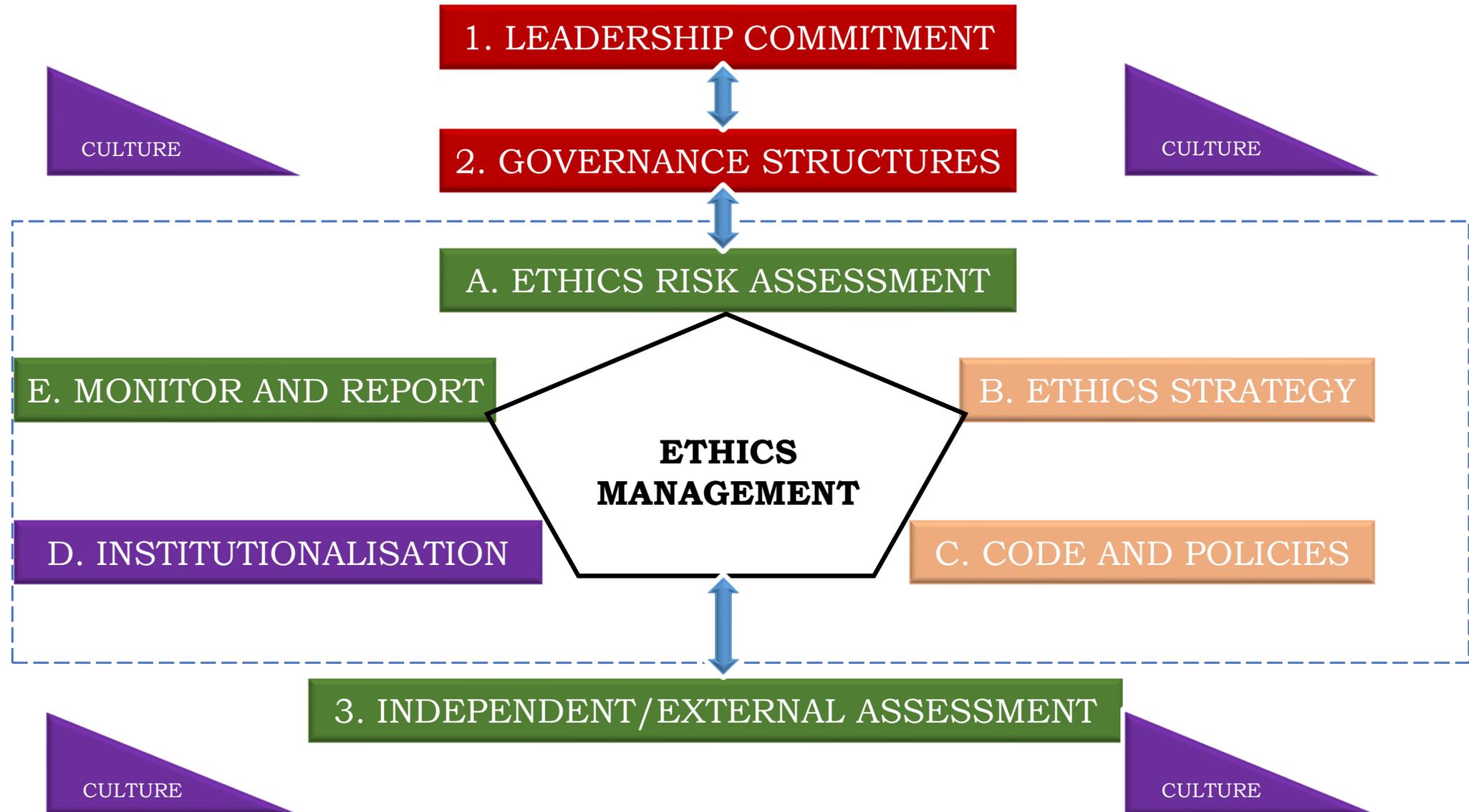
Compliance Approach

- Confidential Reporting
- Disciplinary Procedures

Integrity Approach

- Communication
- Recruitment and selection
- Orientation
- Performance management
- Training
- Implementing and monitoring ethics policies

FRAMEWORK FOR GOVERNANCE OF ETHICS IN AN ORGANISATION



Whose Capacity?

- **Leadership**
- **Responsible people for governance of ethics**
- **Rest of Staff**

Ethics Capacity Building

- **Cognitive Competence**
 - analytical and decision making skills
 - **E.g value based education- Short term**
- **Behavioural Competence**
 - commitment and courage
 - **E.g moral identity-based- Long term/Mentorship**
- **Managerial Competence**
 - Direct and control others- Short term

The Qualifiers

- **Organizational Trust among individuals**
- **Ethical Leadership- mid and top level managers**
- **Benevolent Orientation – effect of decisions on others and society**

The Disqualifiers

- **Organizational Unfairness**
- **Abusive Manager Behaviour**
- **Selfish Orientation**
- **Lack of Awareness- of ethical nature of conduct**
- **Fear of Retaliation- especially from line managers**
- **Lack of Trust**

Conclusion

- **Contextual factors- for instance Kinship**
- **A lot of focus on behavioural competences**
- **Role of Philosophy Department at University of Malawi**
 - **MA in Applied Ethics**
 - **Short Courses on Ethics Management, Critical thinking for Managers**
 - **Ethics Assessment of Institutions**