

Local Government **ETHICAL LEADERSHIP** — Initiative —

Code for Ethical Municipal Leadership

OVERVIEW

Draft for discussion

4 May 2023

Version 005

An initiative of:



**THE
ETHICS
INSTITUTE**

In partnership with:



**cooperative
governance**

Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA



SOUTH AFRICAN LOCAL
GOVERNMENT ASSOCIATION

SALGA

Inspiring service delivery

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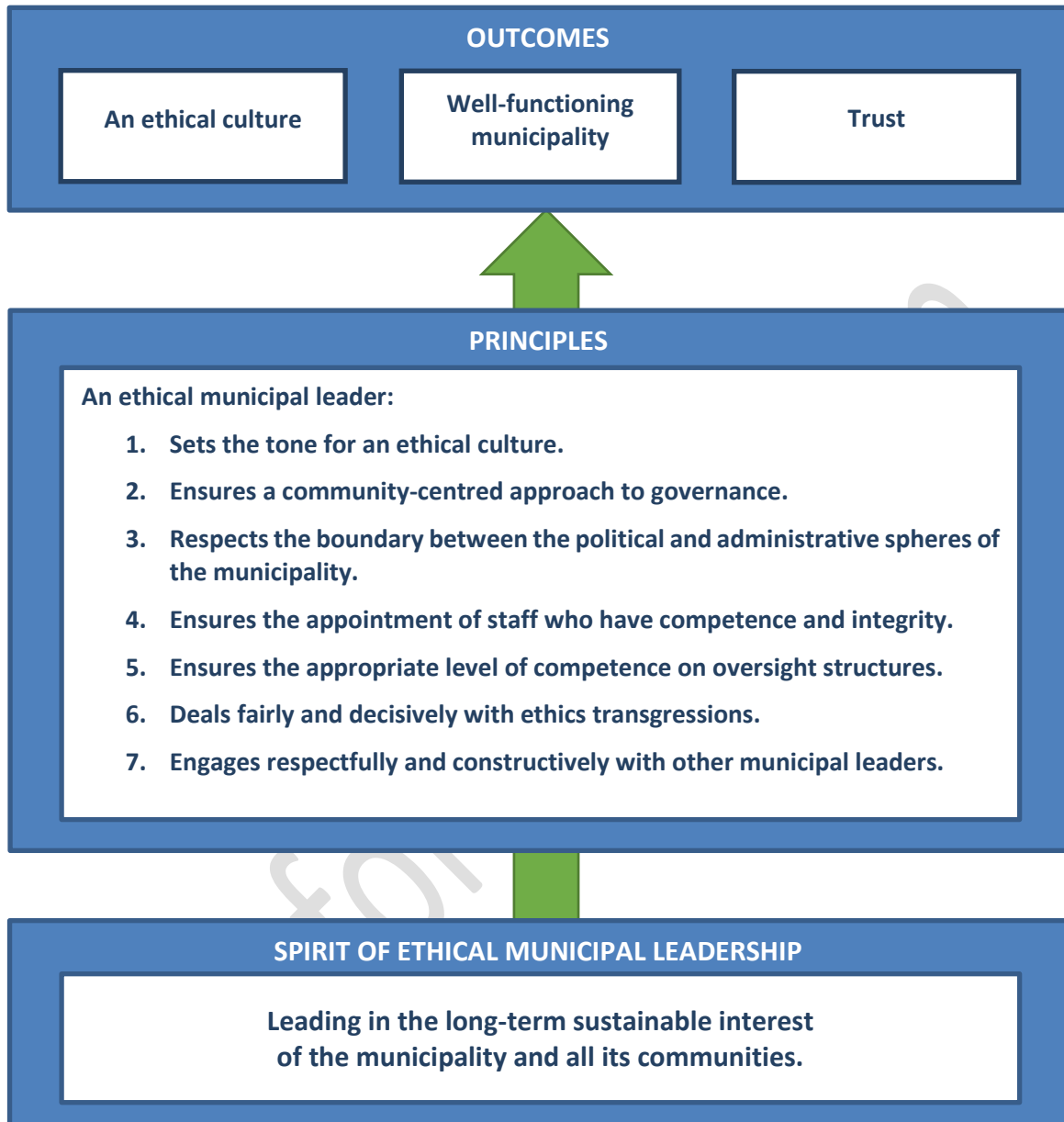
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moral regeneration movement

building an
**ethical
SOCIETY**

Code for Ethical Municipal Leadership



1. Unpacking the PRINCIPLES of ethical municipal leadership

Principle 1: An ethical municipal leader sets the tone for an ethical culture

An ethical municipal leader:

- i. Lives the values of ethical municipal leadership
 - o Integrity
 - o Community centredness
 - o Accountability
 - o Diligence
 - o Courage
- ii. Ensures compliance with the spirit and letter of the legislative and regulatory framework.
- iii. Ensures that the ethics of the municipality is governed and managed in a way that results in an ethical culture.
- iv. Promotes an ethical culture in the community.

Principle 2: An ethical municipal leader follows a community-centred approach to governance

An ethical municipal leader:

- i. Places the interest of the community first.
- ii. Consults meaningfully with communities.
- iii. Is open and truthful with communities.
- iv. Is responsive to communities.
- v. Ensures the prudent use of resources.
- vi. Considers the interests of everyone in the community, not just those who voted for them.
- vii. Aspires to a shared, inclusive vision for the community.
- viii. Where required, builds coalitions in the best interest of the community.

Principle 3: An ethical municipal leader respects the boundary between the political and administrative spheres of the municipality.

An ethical municipal leader:

- i. Respects the principle of separation of powers.
- ii. Actively guards against politicising or factionalising the administration.
- iii. Works in a constructive spirit with the other sphere of the municipality (i.e. council or administration).

Principle 4: An ethical municipal leader ensures the appointment of staff who have competence and integrity

An ethical municipal leader:

- i. Ensures the appointment of the best possible staff (with competence and integrity) to fulfil the mandate of the municipality.
- ii. Avoids appointing staff who can be seen as ‘political’.
- iii. Strives to ensure stability in the management team of the municipality.

Principle 5: An ethical municipal leader ensures the appropriate level of competence, integrity, and diversity on committees and oversight structures

An ethical municipal leader:

- i. Selects the strongest possible candidates (considering their competence and integrity) onto committees and oversight structures.
- ii. Co-opts external expertise onto committees and oversight structures where the internal technical expertise is insufficient.
- iii. Ensures an appropriate mix of skills and diversity on committees.
- iv. Trains committee members on their responsibility, and then ensures stability on committees to allow for committee members to mature and gain experience.

Principle 6: An ethical municipal leader deals fairly and decisively with ethics transgressions

An ethical municipal leader:

- i. Ensures that the spirit and process with which disciplinary cases are adjudicated is:
 - o Fair
 - o Independent, and
 - o Timely
- ii. Ensures that personal and political considerations do not trump the best interest of the municipality and all its communities in disciplinary cases.
- iii. Deals decisively with conflicts of interest.
- iv. Ensures that audit findings are addressed.

Principle 7: An ethical municipal leader engages respectfully and constructively with other leaders

An ethical municipal leader:

- i. Aspires to reciprocal relationships of trust and integrity with each other.
- ii. Ensures that personal, political and factional differences do not get in the way of doing the work of the municipality in the interest of the community.