



THE REPUBLIC OF UGANDA

**DIRECTORATE FOR ETHICS AND INTEGRITY
OFFICE OF THE PRESIDENT**

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FACILITATING EXCELLENCE
CODE OF ETHICAL CONDUCT FOR STAFF

Final Draft

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PREFACE

This Ethical Code of Conduct for the Directorate for Ethics and Integrity (DEI) sets out standards of behaviour of staff of the Directorate and their relationships within the Directorate and with the public.

This ethical code is designed to facilitate excellence through integrity in service delivery. It is based on core values of the Directorate which are; Quality and Excellence, Justice and Fairness, and Integrity. The code therefore is intended to guide the Directorate's staff on how to conduct themselves and relate to each other and the general public. It is intended to inspire staff to perfect service delivery.

Fundamentally this code is intended to promote Ethical Conduct, Good Governance, Transparency, and Accountability among the staff of the Directorate.

The staff members are therefore expected to conform to this ethical code of conduct and observe it comprehensively.

Alex B. Okello.

SECRETARY

1.0 PREAMBLE

The Directorate for Ethics and Integrity was established in the office of the President to lead the fight against corruption and rebuild the moral uprightness in the country.

The prevalence of corruption compromises our nation's development processes by entrenching social, economic and political inequalities and eroding respect for the rule of law and institutions of governance. The breakdown of social order is not solely attributed to the limitations of legislative enactment but is related to a decline of the moral and ethical well being of the citizens.

For these reasons, the Directorate through its vision **“a prosperous society that cherishes moral values and principles”** and mission **“to empower the Ugandan society to uphold moral values and principles and to coordinate national efforts against corruption”** and thus is mandated to

- To set standards for promotion & rebuilding of ethics & integrity in society
- To provide Leadership in the National efforts to fight corruption and monitor standards that build ethical values in society
- To spearhead the development of anti corruption policy and legal framework

The vision of the Directorate is founded on the core values of integrity; transparency, accountability, and honesty.

It is believed that the moral and ethical leadership of the nation is best achieved by a government that exemplifies in the day to day work of the various ministries, departments and agencies the fundamental principles of these values. For efficient and effective execution of the duties therefore, there is a need for standards of ethics and discipline that public officers and the citizens are bound to observe.

The purpose of this code of ethical conduct is to guide the behavior of the staff of the Directorate in their daily life to promote a harmonious working environment.

Values are fundamental beliefs of an individual or group of people or a community on the ideals of that community. Values give moral force regarding behavior expected of an individual or community members. They are the convictions of that community or individual as to what is right and wrong.

Principles are rules by which an individual or community chooses to conduct themselves. They lay down desired behavior of persons in the community in view of upholding the values.

Standards are measures adopted by an individual or community to be adhered to by its members. It sets out clearly accepted behavior of every member in order to promote the values.

2.0 APPLICATION OF THE CODE

The Directorate's Ethical Code of Conduct sets forth values, principles, and standards to guide the thinking and conduct of all staff. It facilitates the staff to strive to become individuals of good character and make reliable ethical judgments so that they can apply ethical principles and standards in an appropriate manner. This Code therefore applies to all staff of the Directorate, regardless of their seniority, professional, technical or administrative functions, nature of appointment, and the settings in which they work in serving the public.

The Directorate's Ethical Code of Conduct is intended to complement, not replace, the current edition of the Code of Conduct and Ethics for Uganda Public Service, as issued by the Ministry of Public Service. In case of conflict between the provisions of the Directorate's Ethical Code of Conduct and the Ministry of Public Service's Code of Ethics, the latter shall take precedence.

2.1 The Directorate's Core Values

Integrity: The Directorate in providing services to the public is committed to upholding consistency and uprightness in the character of its staff in such a way as to uphold the public trust; so that public confidence and trust in the integrity, objectivity and impartiality of the Directorate are conserved and enhanced. Consistency between what we say we value and what our actions say we value is a matter of integrity

Transparency: The Directorate is committed to providing services to the public in the most transparent manner. Over the years the Directorate has conducted business in an open and transparent manner that leaves easy access for public scrutiny. The Directorate believes that decisions and actions should be taken openly and that sufficient information should be generated and retained so that other persons and agencies as well as the general public can access them.

Honesty: The Directorate pursues truthfulness as a quality within an individual that urges a person to be true to one and to others. Honest staff experience peace of mind and happiness and are able to stand by convictions and right judgment. The public servant is expected to demonstrate firmness of mind and upright thinking.

Accountability: The Directorate is committed to promoting the duty and obligation or willingness to accept responsibility for one's actions. The staff shall at all times be accountable for their decisions and actions to the public and submit themselves to whatever scrutiny is appropriate to their office. Accountability ensures answerability of public officers for their actions and decisions in order to minimize corruption and promote good governance.

3.0 VALUES, PRINCIPLES, AND STANDARDS

In its efforts to uphold the core values above, DEI commits itself to promote the following values, principles, and standards:

3.1 Responsibility

The principle behind the value of responsibility demands that one should be focused to accomplishing their duties to the best of one's ability, paying attention to detail. In pursuit of this principle, the Directorate staff shall observe these standards;

- a. Every staff member shall demonstrate both in policy and practice a consistently high standard of quality in the provision of the Directorate's assigned services and should also be characterised by an attitude of helpfulness, courtesy, fairness, dedication, and commitment to the public good.
- b. The staff shall support and depend upon each other, accept collective responsibility to the public with pride to achieve the mandate of the Directorate.

3.2 Objectivity

Objectivity is based on the principle that decisions and actions should be taken in accordance with the agreed upon standards without fear or favor to another who is affected by such decision or action.

In pursuit of this principle, the Directorate staff shall observe these standards;

- a. The staff members shall perform their duties in a disinterested and impartial manner.
- b. The staff member shall desist from utilization of information that comes to his or her knowledge in the performance of his or her duties for personal purposes or for the purpose of benefiting or profiting from it.

3.3 Competence

Competence demands that a high level of professional ability and commitment should be exhibited by the staff in the execution of their duties. Therefore;

- a. Every staff member shall provide services and represent him/her self as competent within the boundaries of their Directorate's mandate, and their own education, training, professional registration, or other relevant experiences.
- b. Every staff member shall provide services in substantive areas of applied ethics and regulatory oversight, or use anti-corruption or integrity based techniques or approaches that are new to them only after engaging in appropriate study, training, consultation, and supervision from people who are competent in those interventions or techniques.
- c. The Directorate and its staff are committed to excellence in providing services of the highest quality possible to the public

3.4 Tolerance

Tolerance recognizes the combination of people from different cultural background and social orientations working together to achieve a certain goal.

- a. Every staff member shall appreciate culture and its function in human behavior and society, recognizing its strengths in ethnic groups.
- b. Every staff member shall be able to appreciate and provide services irrespective of race, ethnicity, national origin, color, sex, age, marital status, political belief, religion, and mental or physical disability.
- c. A staff member who is convinced he/she cannot tolerate working with or share working environment with a particular colleague shall report such inconveniences to the immediate supervisor and or officer in charge of personnel welfare with satisfactory reason for remedial actions.

3.5 Time management

Time is one of the most valuable resources that should not be misused. DEI recognizes the importance of time management in relation to productivity of staff and therefore;

- a. The staff members shall be punctual to work and respect the work time provide for by the Ministry of Public Service and therefore shall not be late.
- b. The staff members shall endeavor to accomplish any given assignment in time so as not to disrupt or interfere with the flow of activities of the Directorate.

- c. The staff member shall not be absent from work station without expressed permission from the supervisor.

3.6 Serving public interest

Whenever there is conflict between public interest and personal interest the public interest should take priority. Conflict of interest arises from a situation in where a staff member has private interest that can influence or appear to influence the impartial and objective performance of his or her official duties. In pursuit of this principle, the Directorate staff shall observe these standards;

- a. The staff member shall declare their interest in a particular case or situation should it appear to conflict with the Directorate's interest.
- b. The staff member shall not take unfair advantage of any professional relationship or exploit others to further their personal, religious, political, or business interests.

3.7 Respect

The value of respect is premised on the principle that everyone should be treated with dignity regardless of race, color, and sex. It also includes respect to ones environment and property. Therefore;

- a. Every staff member has a duty always to conduct him/herself in a way that promotes the public confidence and trust in the integrity, impartiality and effectiveness of the Public Service of the Republic of Uganda in general, and the Directorate for Ethics and Integrity in particular, are preserved and enhanced.
- b. Every staff member shall treat colleagues with respect and should represent accurately and fairly the qualifications, views, and obligations of colleagues.
- c. Every staff member shall avoid unwarranted negative criticism of colleagues in communications with members of the public or with other professionals. This may include demeaning comments that refer to colleagues' level of competence or to individuals' attributes such as race, ethnicity, national origin, color, sex, age, marital status, political belief, religion, and physical disability.

3.8 Discipline

Discipline demands high level of uncompromising personal conduct regarding regulations and relationships from staff at all times as they present themselves both in public and private life.

In pursuit of this principle;

- a. Every staff member shall present themselves in a manner that portrays personal discipline and does not appear to cause embarrassment to the Directorate both within and outside office premises.
- b. Every staff member shall present him/her self in a responsible way demonstrating a character that does not contradict the activities of the Directorate. These may include personal dressing and behavior.

3.9 Confidentiality

This based on the principle that private and public confidential information for both the individual and the organization should be protected. The staff is therefore expected to respect and protect such information at all times and thus;

- a. Every staff member shall respect the right to privacy of their colleagues and the members of the public they serve. The staff member shall not solicit private information from such individuals unless it is essential to providing services or conducting evaluation or research.
- b. Every staff member shall respect confidential information shared by colleagues in the course of their official relationships and transactions. He/she shall ensure that such colleagues understand the Directorate personnel's obligation to respect confidentiality and any exceptions related to it.
- c. The staff member shall protect the confidentiality of any official written and electronic records and other sensitive information. Staff members shall take reasonable steps to ensure that sensitive records are stored in a secure location and only available to authorized users.

3.10 Access to information

This ethical principle recognizes the need for information sharing in an organization. However information flow needs to be controlled to protect confidential information. Therefore, the Directorate staff shall observe the following standards to uphold this principle;

- a. Every staff member shall provide the public with all appropriate information as to its mission, policies, and activities – promptly and with courtesy.
- b. Every staff member shall provide members of the public served with reasonable access to information of concern. He/she shall take reasonable step

to interpreted and, or explain such information to the recipient to avoid misunderstanding.

- c. When providing information to a member of the public, the staff member should take steps to protect the confidentiality of other individuals identified or discussed in such information.
- d. Staff members shall not withhold official information unless such information is known to be false or misleading, or believed to be harmful to the recipient and as such the reason for withholding shall be documented.

3.11 Sexual Harassment

No person shall be subjected to sexual demands or acts of sexual solicitation for services of favors granted. The Directorate therefore sets out the following standards to restrain sexual harassment;

- a. The staff shall not demand or solicit for sexually favors from colleagues, trainees, supervisors and subordinates both within and outside office premises. Sexual harassment includes unwelcome sexual advances, sexual solicitation, requests for sexual favors, and other verbal or physical conduct of a sexual nature.
- b. The staff shall not engage in provocative behaviour that may incite sexual advances from colleagues. Such behaviour includes; provocative discussions and inappropriate dressing as well as verbal or physical conduct of a sexual nature.

3.12 Harmony

This value is based on the principle that work environment should be organized such that all staff enjoys the co-existence of the other. It entails team work and team spirit among the staff. Therefore whenever a member of staff is part of a team within DEI or representing DEI in some committee, the ethical principle here demands that such staff member should represent the interest of DEI and the public.

In pursuit of this principle, the Directorate staff shall observe these standards;

- a. The staff member who is part of an interdisciplinary team making decisions that affect the well being of the public being served shall participate and contribute to the best of their ability by drawing on the perspectives, values, and experiences of the Directorate.

- b. Where a team decision raises ethical concerns the staff member shall attempt to resolve the disagreement through appropriate channels. If the disagreement cannot be resolved, the staff member shall report to immediate responsible authority for redress.
- c. The staff shall cooperate with colleagues and with colleagues of other ministries, particularly when such cooperation serves the well being of the public

3.13 Consultation

The principle of consultation demands an open and conducive environment for consultation among people. In this case it entails good relationship between staff and that they should consult where necessary on matters that they do not have adequate knowledge.

In pursuit of this principle the Directorate staff shall observe these standards;

- a. Every staff member shall not undertake or execute assignments he/she has no competence or knowledge of without consulting appropriate authority or person of expertise.
- b. Every staff member shall keep themselves informed about colleagues' areas of expertise and competencies to ensure results of consultation.
- c. The staff shall where necessary only disclose the least amount of information necessary to achieve the purposes of the consultation.

3.14 Representation

The principle of representation demands that when one is representing the interest of others, it should be done in good faith and should not contradict the interest of the people being represented. Therefore it is important that only those in positions to represent DEI do so.

In pursuit of this principle, the Directorate staff shall observe these standards;

- a. Every staff member shall make clear distinctions between statements made and actions engaged in as a private individual and as a representative of DEI, or any of the associated research or service delivery organizations.
- b. Every staff member who speaks on behalf of the DEI shall accurately represent the official and authorized position of this institution.

3.15 Publications and Interviews

- a. Any staff member in the Directorate who intends to publish a text or to give an interview on matters relating to the Directorate shall obtain the prior authorization from the Permanent Secretary.

3.16 Gifts and Improper Influence

The guiding idea here is that in the course of execution of their duties the Directorate's staff may be offered gifts. Some of these gifts may be intended to influence their decisions. Therefore to avoid such a scenario;

- a. Every staff member shall not directly or indirectly solicit or accept on his/her own or on another person's behalf, of a gift, reward, commission, discount, loan, debt remittance, favor or advantage, of a nature which could affect his or her independence or impartiality. This does not include conventional hospitality or minor gifts.

3.17 Ethical Use Official of Position and Public Property

The Directorate's staff members **are expected to use the official position** and public property and resources entrusted to them in an ethical manner so as to effectively and efficiently serve the public good. To this effect;

- a. Every staff member shall not offer or give any advantage in any way connected with his or her position, unless expressly authorised to do so by the Permanent Secretary.
- b. Every staff member shall not seek to influence for private purposes any person or body, including other Public Servants, by using his or her official position or by offering them personal advantages.
- c. In the exercise of his or her discretionary powers, the staff shall ensure that public property and financial resources with whom he or she is entrusted are managed and used effectively, efficiently and economically. They should not be used for private purposes except when permission is expressly given by the Permanent Secretary.

3.18 Political or Public Activity

Political and public activities are rights to all individuals. However it should be controlled to avoid its influence on the activities of individuals in authority to make decisions on

behalf of the public. In response to the demands of this principle, the Directorates staff shall adhere to the following;

- a. Subject to respect for fundamental and constitutional rights, every staff member shall take care that none of his or her political activities or involvement on political or public debates impairs the confidence of the public and the Directorate in his or her ability to perform his or her duties impartially and loyally.
- b. In the exercise of his or her duties, the staff member shall not allow himself or herself to be used for partisan political purposes.
- c. A staff member shall comply with any restrictions on political activity lawfully imposed on certain categories of Public Servants by reason of their position or the nature of their duties.
- d. A staff member shall act in a politically neutral manner and shall not attempt or appear to frustrate the lawful policies, decisions or actions of the public authorities in the Republic of Uganda. Outside of his hours of service the staff shall inherently reserve his/her official rank during public discussion involving political opinions.

3.19 Employment outside the Directorate

Employment outside the Directorate would mean both taking another employment while with the Directorate and taking employment upon leaving DEI.

- a. A staff member shall not allow the prospect of other employment to create for him/her actual, potential or apparent conflict of interest. He or she shall immediately disclose to his or her supervisor any concrete offer of employment that could create a conflict of interest. He or she shall also disclose to his or her superior his or her acceptance of any offer of employment.
- b. In accordance with the law, for an appropriate period of time, the former staff member shall not act for any person or institution in respect to any matter on which he or she acted, or advised while still with DEI.
- c. The staff member shall not give preferential treatment or privileged access to the Directorate to former staff of the Directorate.

4.0 OBLIGATIONS OF THE STAFF

The DEI Ethical Code of Conduct is a unified document that applies to all staff irrespective of the title or rank at the Directorate. Thus it is the duty of the staff to ensure harmony and ethical conduct towards each other so that the working environment is appropriate for effective productivity. The staff members are therefore obliged to;

- a. Respect and observes the DEI Ethical Code of Conduct at all times
- b. On having direct knowledge of a colleague's impairment that is due to personal problems, psychosocial distress, substance abuse, or mental health difficulties and that interferes with that public servant's effectiveness should consult with that colleague when feasible and assist the colleague in taking remedial action.
- c. Take adequate measures to discourage, prevent, expose, and correct the unethical conduct of colleagues.
- d. Seek resolution by discussing their concerns with the colleague when possible and when such discussion is likely to be productive.
- e. Report unethical conduct and breach of this code to appropriate authority for redress.

5.0 OBLIGATIONS OF DEI

While the staff members are expected to observe the standards laid down above, the management of the Directorate is obliged to do the following;

- a. Provide a conducive working environment including necessary equipments to the staff so as to create a respectful workplace where every individual has the opportunity to reach his or her highest potential.
- b. Provide equal opportunities and fair treatment to the staff regarding benefits and welfare expenditure irrespective of race, color, religion, gender, national origin, marital status, age, veteran status, or disability and department.
- c. Acknowledge staff contributions and give credit fairly to all staff for work they have actually performed and to which they have contributed.
- d. Provide or arrange for continuing education, trainings and staff development programs to enhance performance. Continuing education and staff development should address current knowledge gaps and emerging developments capacities to execute DEI activities

- e. Monitor the observance of DEI Ethical Code of Conduct by all staff
- f. Provide Timely and appropriate rewards and sanctions to staff conduct as stipulated here in.

6.0 MANAGEMENT OF THE CODE

6.1 Responsibility Centre for the code

The Ethical Code of Conduct shall be observed by all staff of the Directorate. There shall be in place a five man committee assigned by the Permanent Secretary to oversee the implementation of the code. This committee shall comprise of at least one representative from each department within the Directorate and their term shall be on annual but renewable basis. The members shall be nominated by the staff of the Directorate and approved by the Permanent Secretary and shall be required to make objective decisions regarding the implementation of the code. The committee shall be responsible for making recommendations on appropriate rewards and sanctions deserved by staff to the top management in the course of implementing the code. The committee shall also recommend review and appropriate amendments of the code where necessary to address the challenges that may arise from time to time.

6.2 Authority

This Code is issued under the authority of the Directorate for Ethics and Integrity. Every staff member has a duty to conduct himself or herself in accordance with this Code and therefore to keep him/her self informed of its provisions and any amendments. He or she should seek advice from an appropriate source when he or she is unsure of how to proceed. The provisions of this Code form part of the terms of employment of the staff. Breach of them may result in disciplinary action.

The Directorate's staff who supervise or manage other staff have the responsibility to see that they observe this Code and to take or propose appropriate disciplinary action for breaches of it, and to recognize and propose appropriate action in response to exemplary performance under it.

6.3 Rewards and Sanctions

The performance of the staff shall be rewarded or sanctioned based on the considerable recommendation of the committee above. Since the code does not replace but complement

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the Public Service Code of Ethics and Conduct, the rewards and sanctions shall be executed within the provision of the Public Service Code of Conduct and Ethics. The Directorate shall regularly review the ethical performance of its staff and will recognize and publicly note examples of exceptional and high standards of ethical performance.