
Public Sector Governance and Integrity Frameworks Training Course for Senior Officials

7 – 11 March 2027
Manama





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Programme Summary

Public sector governance and integrity frameworks for senior officials are the subject of this five-day training course for agency heads, oversight leaders and senior government managers, ending in a governance and integrity improvement plan for one public body. Public bodies are trusted to use public resources fairly, and that trust depends on clear mandates, honest conduct and credible accountability. The programme moves from principles, through diagnosis of an organisation's arrangements, to design of controls and reporting, then to application on one body. Mars Training Centre UK delivers this programme on public sector governance frameworks.

The Business Case

When governance in a public body is unclear, mandates overlap, conflicts of interest go unrecorded, reports reach oversight bodies late and citizens lose confidence in how decisions are made. Leaders who can set roles, manage integrity risks and report openly make faster decisions, withstand scrutiny from legislatures and auditors and keep services focused on agreed outcomes.

- Decision Quality: Improves as roles, delegations and escalation routes are written down and tested.
- Integrity Exposure: Falls as conflicts of interest and gifts are declared, reviewed and recorded.
- Stakeholder Trust: Rises as performance and risk reports reach oversight bodies on time.

Principles and Evidence Base

- International Framework: Good Governance in the Public Sector: It structures the review of integrity, openness, outcomes, capability, risk and accountability in Sessions 1 and 2.
- OECD Recommendation of the Council on Public Integrity: It guides the design of integrity systems and conflict management in Sessions 3 and 4.
- INTOSAI-P 12: It frames how oversight institutions add value through accountability and transparency in Session 2.

Intended Participants

- Agency heads who set mandates, delegations and reporting lines for their organisations.
- Senior officials who answer to ministers, legislatures or boards for results and conduct.
- Audit and oversight leaders who test whether public bodies are well governed.
- Risk and compliance leaders who advise on integrity and internal control.

The programme serves ministries, regulatory agencies, state-owned service providers and audit institutions.



Learning Outcomes

1. Participants will be able to evaluate the mandate, roles and decision rights of a public body.
2. Participants will be able to diagnose weaknesses in public accountability and transparency.
3. Participants will be able to construct an integrity and conflict of interest management routine.
4. Participants will be able to prioritise gaps in internal control in public bodies.
5. Participants will be able to design reporting on performance and risk oversight for senior decision makers.
6. Participants will be able to justify governance improvements to ministers, boards and auditors.

Programme Structure

Day 1: Public Sector Governance Principles and Mandates

What does good governance mean for a public body, and who decides what?

- Governance Principles Self-Assessment
- Mandate and Role Clarity Map
- Decision Rights and Delegation Matrix
- Stakeholder and Oversight Body Register
- Governance Maturity Scorecard

Day 2: Accountability, Transparency and Reporting

How do public bodies show citizens and overseers what they have done?

- Accountability Line Diagram
- Public Disclosure Checklist
- Annual Report Content Review
- Information Request Handling Procedure
- Stakeholder Engagement Plan

Day 3: Integrity and Conflict Management

How are conduct risks identified and contained before harm occurs?

- Integrity Risk Register
- Conflict of Interest Declaration Form
- Gifts and Hospitality Rules Design
- Whistleblowing Channel Protocol
- Ethics Training Needs Analysis



Day 4: Internal Control, Performance and Risk Oversight

Which controls and reports tell leaders that results are on track?

- Three Lines Model Adaptation
- Control Environment Gap Review
- Performance Indicator Framework
- Risk Appetite Statement for Public Bodies
- Oversight Committee Agenda Design

Day 5: Applying Public Sector Governance to One Body

Is the improvement plan ready to put to a minister or board?

- Applying the Session 1 Maturity Scorecard to the Chosen Body
- Testing the Session 3 Integrity Register Against Real Cases
- Checking the Session 4 Reporting Design Against Oversight Needs
- Setting Owners and Review Dates for Actions
- Completing the Governance and Integrity Improvement Plan

Methodology

The programme uses case analysis built on anonymised board papers, audit observations, integrity incident summaries and performance reports. Participants work in teams as agency leaders, auditors and oversight members, challenge each other's assessments and record what evidence would change a conclusion. Each session ends with a short written position that feeds the final plan.

- Suggested activity: Mapping decision rights for an overlapping mandate and resolving the conflict.
- Suggested activity: Reviewing a conflict of interest case and recommending a response.
- Suggested activity: Presenting a reporting design to a panel acting as an oversight committee.

Capstone Output

Each participant completes a governance and integrity improvement plan for one public body. It holds a maturity assessment, a role and decision-rights map, an integrity risk register, a reporting design and an action schedule with owners. The plan is used to brief a minister or board, open a discussion with auditors and monitor delivery of agreed improvements.



Frequently Asked Questions

Is public sector governance suitable for officials without a legal or audit background?

Yes. Public sector governance is taught in plain language for officials and oversight leaders who take decisions, and the programme assumes no legal or audit qualification.

Which frameworks does public sector governance rest on in this training?

Public sector governance here rests on the International Framework: Good Governance in the Public Sector, the OECD Recommendation of the Council on Public Integrity and INTOSAI-P 12.

How is the plan from public sector governance used at work?

You use the governance and integrity improvement plan to brief a minister or board, open a discussion with auditors and track whether agreed actions are delivered.

How does public sector governance differ from a corporate governance programme?

Public sector governance centres on mandates, public accountability and integrity in bodies serving citizens, while a corporate governance programme centres on boards, shareholders and company law.