



**Final 2026/2027
Integrated
Development Plan
(IDP) Review**

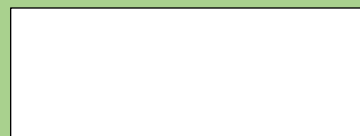
**Annexure G: Midvaal
Integrity Management
Strategy
Implementation Plan
(2026/2027)**



**INTEGRITY MANAGEMENT
STRATEGY
&
IMPLEMENTATION PLAN**

2026/2027

**Midvaal Local Municipality
25 Mitchell Street
Meyerton**





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Integrity Management Strategy

Including anti-fraud and anti-corruption measures

A. INTRODUCTION

In order to be a well governed municipality that fulfils its obligations and delivers services to the community, we need effective, committed leadership and a professional, competent workforce. We also have a responsibility to manage our entrusted resources responsibly and to combat all forms of fraud, corruption and misconduct.

We strongly believe that none of the above will be possible without a strong ethical culture that enables all parties to focus on the right things for the right reasons. For this reason, Midvaal is committing to managing its organisational integrity more actively.

The South African Local Government Anti-Corruption Strategy of 2016 requires all municipalities to strengthen their resilience against corruption by implementing the Local Government Integrity Management Framework. This Midvaal Integrity Management Strategy aligns with the Integrity Management Framework, but has been adapted to Midvaal's specific circumstances and needs.

This Strategy was developed after an Ethics Management Maturity Assessment and an Ethics Risk Workshop was conducted in the Municipality.

B. STRATEGIC OBJECTIVES

Following a review of the existing integrity management maturity, the Midvaal Local Municipality developed the Integrity Management Strategy. We believe that by focusing on the following 5 key objectives we will improve the culture and manage our ethics risks.

- 1. Set a strong ethical tone with clear standards;**
- 2. Develop a professional workforce in a respectful workplace;**
- 3. Actively manage operational fraud, corruption and ethics risks;**
- 4. Ensure effective consequence management; and**
- 5. Work with communities and service providers.**

1. Set a strong ethical tone with clear standards (Leadership)

Midvaal is committed to strong ethical governance.

To avoid us becoming complacent about our ethical standards we believe it is necessary to be more explicit about what we stand for and what we expect of each other. We therefore commit, as the political and administrative leaders of the municipality, to develop a clear Value Statement and to ensure that this becomes embedded in our language and our actions.

Our values will be supported by our policies and communicated to all our stakeholders in a way that conveys the importance that these values have.

2. Develop a professional workforce in a respectful workplace (People)

We believe that if we are focussed and effective, there will be fewer temptations to be involved in unethical actions.

We therefore aim to get the right people into the organisation so that they are competent and confident in fulfilling their responsibilities and proud of the work they do. We also believe that when employees are treated fairly and feel respected, they are more inclined to give their best to the organisation and the community.

We therefore aim to develop respectful personnel practices and to create a fair and supportive work environment.

3. Actively manage operational fraud and corruption and ethics risks (Processes)

Midvaal has a strong focus on risk management which extends to risks related to fraud and corruption.

We do however believe that we have a responsibility for additional oversight and diligence in high-risk areas. Where people have discretionary power, the temptations are numerous and we must help to keep each other and our external stakeholders, honest.

4. Ensure effective consequence management (Accountability)

We understand that we will not be able to prevent all occurrences of misconduct, fraud and corruption.

Where incidents do occur, we need to know about it. Offenders are being held accountable, face the consequences and take responsibility for any losses. It is owed to the community.

We also believe that we can prevent large incidents by consistently manage discipline and act swiftly and fairly as soon as the need arises.

5. Work with communities and service providers (External stakeholders)

Creating an ethical Midvaal is dependent on a mature, transparent and accountable partnership between the municipality and the community.

The municipality must build trust with the community and ensure to create open and responsive communication avenues.

At the same time, the morality of the municipality is only as strong as that of the community and we will therefore aim to partner with community organisations to promote a healthy, moral society.

C. UNPACKING THE STRATEGY

1. Objective 1: Set a strong ethical tone with clear standards

Midvaal is committed to strong ethical governance.

To avoid becoming complacent about ethical standards we believe it is necessary to be more explicit about what we stand for and what we expect of each other. We therefore commit, as the political and administrative leaders of the municipality, to develop a clear Value Statement for the municipality and to ensure that this becomes embedded in our language and our actions.

Our values will be supported by our policies and communicated to all our stakeholders in a way that conveys the importance that these values have to us.

Actions

1.1 Clarify our values

1. Develop a clear Value Statement for Midvaal;
2. The Value Statement will be aligned with all relevant documents and policies of the municipality.

1.2 Ensure that we have clear policies on ethics and anti-corruption

1. Review anti-fraud and anti-corruption risk management strategy and related policies annually;
2. Develop integrated Code of Ethics document for the municipality;
3. Revisit the Conflict of Interest Policy annually.

1.3 Communicate the Integrity Management Strategy

Once the strategy has been adopted by Council, a campaign will be launched to make the Strategy known in the municipality.

1.4 Create awareness of ethics and anti-corruption

Review and implement the Ethics and Anti-corruption Communication Strategy.

1.5 Ensure governance oversight of the implementation of the Integrity Management Strategy

1. Incorporate the Integrity Management Strategy (IMS) in the Integrated Development Plan (IDP);
2. Report quarterly progress to the Audit, Performance, Integrity & Risk Management Committee;
3. Allocate budget to ensure the implementation of the Integrity Management Strategy.

2. Objective 2: Develop a professional workforce, in a respectful workplace

We believe that if we are focussed and effective, there will be fewer temptations to be involved in unethical actions.

We therefore aim to have an organisation where employees are competent and confident in fulfilling their responsibilities, where they assist each other and the communities and are proud of the work they do. We aim to get the best people into the organisation and then to create an environment where each employee lives our values intuitively.

Actions

2.1 Ensure we get the right people into the organisation

1. Ensure consistent recruitment procedures are applied;
2. Include reference to our Value Statement in recruitment advertisements;
3. Include values-alignment as a requirement for appointment;
4. Implement competency assessments for directors, specialised and tactical positions;
5. Include the Values and Code in Letters of Appointment.

2.2 Ensure employees and councillors know and share our values

1. Develop internal capacity to facilitate interactive ethics workshops in the municipality;
2. Include a significant ethics component in induction processes;
3. Frequent ethics workshops to management and staff;
4. Annual ethics workshops for councillors;
5. Training and awareness for all Supply Chain Management Staff on ethics, fraud and corruption.

2.3 Acknowledge when employees live our values

Launch a good conduct acknowledgement initiative.

2.4 Promote professionalisation

Actively encourage employees to register with recognised professional bodies.

2.5 Create a network of ethics ambassadors

Identify and capacitate ethics ambassadors in the organisation.

3. Objective 3: Actively manage operational fraud, corruption and ethics risks

Midvaal has a strong focus on risk management which extends to risks related to fraud and corruption.

We do however believe that we have a responsibility for additional oversight and diligence in high-risk areas. Where people have discretionary power, the temptations are numerous and we must help to keep each other and our external stakeholders, honest.

The following areas have been identified as high-risk:

- Counter-productive employee behaviours
- Supply Chain Management
- Recruitment
- Illegal electricity connections
- Traffic management
- Misuse / Abuse of Council's resources (Vehicles)
- Theft of Council's resources / Assets
- Abuse/misuse of Council's resources
- Illegal tampering with water meters

Actions

3.1 Improve corruption risk management

1. Assess ethics, fraud and corruption risks as part of the annual risk assessment going forward;
2. Review mitigating strategies for key risk areas.

3.2 Ensure active detection and oversight

Provide additional oversight through unscheduled audits (by Internal Audit) for high-risk areas.

3.3 Improve Supply Chain Corruption Risk Management

1. Conduct due diligence on potential service providers (pre-contracting);
2. Maintain the 'Ethics Pledge' for service providers;
3. Reconfirm ethical obligations in information sessions to service providers;
4. Publish all bid awards on the municipality's website;
5. Maintain the 'open tender processes';
6. Maintain the standard "Conflict of Interest" statement or paragraph in the Letters of Appointment, contracts and all role-players in the SCM processes.

4. Objective 4: Ensure effective consequence management

We understand that we will not be able to prevent all occurrences of misconduct, fraud and corruption. Where incidents do occur, we want to make sure we are aware in order to rectify the situation. We owe it to our communities to ensure that those who steal or abuse resources and position are held accountable and we recover losses.

We also believe that we can prevent large incidents by consistently managing discipline and act swiftly and fairly as soon as the need arises.

Actions

4.1 Improve awareness of the whistle-blowing facility

Communicate to internal and external stakeholders and make the scope broader than just fraud.

4.2 Improve performance and discipline management

Engage with / train managers to enhance instruction, information and supervision on performance and discipline management.

4.3 Establish accountability mechanisms in Council

1. Council's Section 79-Ethics Committee to define processes for keeping councilors accountable to the Code of Conduct;
2. Maintain the investigations component of the Anti-fraud and Anti-corruption Risk Management Strategy to ensure independence and oversight in investigations.

5. Objective 5: Work with communities and community organisations

Creating an ethical Midvaal, between the municipality and the community, dependent on a mature, transparent and accountable partnership.

The municipality must build trust with the community and ensure we create open and responsive communication avenues. At the same time, the morality of the municipality is only as strong as that of the community and we will therefore aim to partner with community organisations to promote a healthy, moral society.

Actions

5.1 Be deliberate in engaging communities on transparency and accountable service delivery

1. Keep the community informed on the municipality's ethics strategy;
2. Improve community participation to promote transparency and accountability.

D. GOVERNANCE ARRANGEMENTS

Governance Structures

Institutionalisation of the strategy requires leadership commitment, direction and oversight.

The following governance arrangements will be put in place to implement the strategy.

1. Oversight Committee

1.1 Audit, Performance, Integrity & Risk Management Committee

- Responsible for direction, oversight and pro-active and reactive measures;
- Monitor and oversee the implementation of the strategy;
- Oversight of investigations.

1.2 Council

- Receives and consider reports from the Committee

2. Integrity Champion

The Municipal Manager takes ultimate responsibility for driving and promoting the implementation of the strategy including the implementation and co-ordination.

3. Ethics Working Group

- 3.1 The Ethics Working Group combined with the Committee constituted to maintain the programme and ensure improved co-ordination and synergies to implement the strategy;
- 3.2 The Ethics Working Group will comprise of staff members nominated from every department, namely PMS, IDP, Chief Risk Officer, Head of Labour Relations, Occupational Health & Safety and any other relevant staff member.

4. Implementers

Responsibilities for implementation are included in the implementation plan.

5. Reporting and Information Management

- 5.1 The Municipal Manager must ensure that regular reports on progress with implementation are made to the Committee;
- 5.2 The other role-players must submit their progress to the Office of the Municipal Manager. This reporting will be done at the Ethics Working Group meetings.

E. IMPLEMENTATION PLAN

The strategy is supported by the Integrity Management Strategy Implementation Plan, attached as Annexure A.

Integrity Management Strategy – Implementation Plan (2025/2026)

#	Strategic Objective	Action	Activity	Description	Responsibility	Timeline	Comments
1.	Set a strong ethical tone with clear standards	Clarify our values	Develop a Value Statement for Midvaal	Develop a clear Value Statement through a structured engagement with both political and administrative leadership, included in the Integrated Development Plan (IDP)	Municipal Manager in consultation with the Executive Mayor	March	The intent is to develop a principle-based document focusing more on what we want to promote than what we want to prevent
2.	Set a strong ethical tone with clear standards	Clarify our values	Align Value Statement with all documents/policies	Reflect the Value Statement in all official documents	Municipal Manager supported by all Heads of Department	May	Value Statement to reflect in the IDP, Budget, SDBIP and Council policies, once adopted by Council
3.	Set a strong ethical tone with clear standards	Clarify our values	Accept documented Value Statement	The approved Integrity Pledge to be accepted and signed by all Councillors and municipal staff members	Municipal Manager in consultation with the Executive Mayor	July	Integrity Pledge to be signed by all Councillors & municipal staff members
4.	Set a strong ethical tone with clear standards	Ensure policy clarity	Review Integrity Management Strategy and related policies	The Integrity Management Strategy includes various aspects of the Integrity Management Policy & Plan and therefore to ensure consistency with the related policies	Municipal Manager	March	The anti-fraud and anti-corruption principles are included in the Integrity Management Strategy

5.	Set a strong ethical tone with clear standards	Ensure policy clarity	Develop an integrated Code of Ethics document	To ensure we have one reference document that aligns with our values, develop an integrated Code of Ethics document, including the Value Statement, Code of Conduct for Councillors & Municipal Staff and the Supply Chain Management Code of Conduct, including referencing to other related policies	Municipal Manager	March	The Integrity Management Policy & Plan to be reviewed to ensure all the components are addressed
6.	Set a strong ethical tone with clear standards	Ensure policy clarity	Revisit the Conflict of Interest Policy	Review conflict of interest through Annual Financial Declarations, in view of components of the Code of Conduct for municipal staff members, councillors and supply chain management including service providers	Municipal Manager	July	Complete and submit Annual Financial Declarations
7.	Set a strong ethical tone with clear standards	Ensure policy clarity	Review the Confidentiality Agreement	The Confidentiality Agreement between Council, Councillors and municipal staff members to be aligned with all legislative changes and amendments	Municipal Manager in conjunction with the Executive Mayor	Jul	Complete and submit Confidentiality Agreement
8.	Set a strong ethical tone with clear standards	Ensure policy clarity	Develop Policy Register with all existing policies	Policy Register to be reviewed in consultation with the relevant end-users to ensure all municipal policies are reviewed at least bi-annually, documented, approved and communicated to all affected municipal staff members	Municipal Manager in co-operation with all Heads of Department	March	Policy Register to be reviewed as per the Key Performance Indicator contained in the SDBIP

9.	Set a strong ethical tone with clear standards	Communication of the Integrity Management Strategy (IMS)	Integrity Management Strategy (IMS) to be communicated to all Councillors, municipal staff members and relevant role-players	Communication strategies and awareness material to be developed to ensure all relevant role-players are aware and informed about the Integrity Management Strategy	Municipal Manager	Jul	Communication strategies to address communication with all relevant role-players/stakeholders
10.	Set a strong ethical tone with clear standards	Create awareness of ethics and anti-corruption	Integrity Management Strategy (IMS) to be communicated to all Councillors, municipal staff members and relevant role-players	Communication strategies to include awareness	Municipal Manager	Jul	Communication strategies to include awareness
11.	Set a strong ethical tone with clear standards	Governance oversight	Incorporate the Integrity Management Strategy into the IDP	Include the IMS in the IDP	Municipal Manager	March	Integrity Management Strategy to be included in the IDP to create community awareness
12.	Set a strong ethical tone with clear standards	Governance oversight	Report progress on implementation of the Integrity Management Strategy to the Audit, Performance, Integrity & Risk Management Committee	Quarterly progress reporting to the Committee, as per the Charter of the Committee	Municipal Manager	Quarterly	The Committee to exercise oversight on the implementation of Integrity Management in terms of their Charter

13.	Develop a professional workforce in a respectful workplace	Ensure we get the right people into the organisation	Ensure consistent application of recruitment procedures and adherence to Recruitment Policy	Monitor consistent application of recruitment procedures and no incidents of nepotism, favouritism, or abuse of cadre deployment	Executive Director: Corporate Services	Per appointment	Recruitment Policy, working processes and procedures to be diligently executed
14.	Develop a professional workforce in a respectful workplace	Ensure we get the right people into the organisation	Include reference to the Value Statement in recruitment adverts	Job and tender advertisements	Executive Director: Corporate Services	May	Review and align Job & Tender advertisements to the Value Statement
15.	Develop a professional workforce in a respectful workplace	Ensure we get the right people into the organisation	Include value alignment as a requirement for appointment	Promote values during interviewing and asking relevant questions	Executive Director: Corporate Services	Ongoing	Effective vetting processes to be in place and verified
16.	Develop a professional workforce in a respectful workplace	Ensure we get the right people into the organisation	Implement competency assessments for directors, specialised and tactical positions	Conduct competency assessments in terms of: - MFMA competencies for existing staff - Competency assessments for new tactical positions - Specialised = Task Grade 12 upwards - Tactical = Middle management	Executive Director: Corporate Services - in consultation with relevant line departments	Ongoing	Effective vetting processes to be in place and verified
17.	Develop a professional workforce in a respectful workplace	Ensure we get the right people into the organisation	Reflect the Value Statement & Code of Conduct in Letters of Appointment	Maintain Value Statement and Code of Conduct in Letters of Appointment	Executive Director: Corporate Services	May	Review Letters of Appointment to reflect Value Statement and Code of Conduct for Municipal Staff Members

18.	Develop a professional workforce in a respectful workplace	Ensure municipal staff members and councillors know and share our values	Develop internal capacity to facilitate interactive ethics workshops in the municipality	Departmental management meetings to include ethics related topics and awareness Departmental representation at Ethics Working Group meetings	Municipal Manager supported by Heads of Department	Ongoing	Heads of Department to reflect on ethics related topics and identified fall outs Heads of Department to nominate representatives to serve at Ethics Working Group meetings
19.	Develop a professional workforce in a respectful workplace	Ensure municipal staff members and councillors know and share our values	Include a significant ethics component in induction processes	Maintain including the ethics component in induction processes	Executive Director: Corporate Services	Monthly	Council's stance on ethics to be communicated and awareness created during the induction processes
20.	Develop a professional workforce in a respectful workplace	Ensure municipal staff members and councillors know and share our values	Conduct roll-out of ethics to management and staff	Workshops on ethics, including the Code of Conduct and Value Statement and risk management	Municipal Manager	Nov	Annual workshops conducted to refresh and create awareness. Communicating ethics fall outs to all relevant departments/sections
21.	Develop a professional workforce in a respectful workplace	Ensure municipal staff members and councillors know and share our values	Conduct workshop with Councillors on Code of Conduct for Councillors and Council's Value Statement	Ethics Workshop on Code of Conduct for Councillors and Council's Value Statement	Office of the Speaker	Jan/Feb	Ethics component included in Strategic Planning Sessions
22.	Develop a professional workforce in a respectful workplace	Ensure municipal staff members and councillors know and share our values	Train and conduct awareness for all Supply Chain Management staff on ethics, fraud & corruption	Conduct continuous awareness sessions and completion and submission of financial declarations Maintain platforms to report ethical fall outs Maintain platforms to engage in terms of ethical dilemmas	Chief Financial Officer	Jul/On-going	Awareness, reporting platforms and supporting platforms in place and maintained

23.	Develop a professional workforce in a respectful workplace	Acknowledgement	Launch good conduct acknowledgement initiative	Acknowledge good conduct through formal and informal departmental staff meetings	Municipal Manager in consultation with Heads of Department	Ongoing	Heads of Department to focus on acknowledgement of good conduct
24.	Develop a professional workforce in a respectful workplace	Professionalisation	Actively encourage employees to register with recognised professional bodies	Municipal staff members, specifically Job Levels 1 – 4, to register with relevant professional bodies	Heads of Department	Jul	Municipal staff members to be encouraged to register with relevant professional bodies
25.	Develop a professional workforce in a respectful workplace	Ethics Ambassador Programme	Heads of Department to be capacitated to act as Ethics Ambassadors in the organisation	Heads of Department to act in support of the Ethics Champion (Municipal Manager) as Ethics Ambassadors	Municipal Manager & Heads of Department	Ongoing	Heads of Department support the Municipal Manager as Ethics Ambassadors. Criteria included in the Ethics Working Group Terms & Conditions
26.	Actively manage operational fraud, corruption and ethics risks	Ethics Risk Management	Assess Ethics Risks and Fraud and Corruption Risks as part of the annual risk assessment	Integrate ethics, fraud and corruption risks during enterprise risk assessment session	Municipal Manager	Apr/May	Ethics Risk Register annually reviewed and appropriate remedial actions implemented
27.	Actively manage operational fraud, corruption and ethics risks	Ethics Risk Management	Ethics Risk & Fraud and Corruption Risk Register maintained and progress reported	Progress reports submitted to the Committee for consideration	Municipal Manager	Quarterly	Heads of Department to submit quarterly progress reports to the Office of the Municipal Manager
28.	Actively manage operational fraud, corruption and ethics risks	Specific measures in Supply Chain Management	Conduct due diligence on potential service providers	Develop due diligence criteria and measures applicable to potential service providers	Chief Financial Officer	Jul	Due diligence criteria and measures drafted and approved by the Bid Adjudication Committee for implementation

29.	Actively manage operational fraud, corruption and ethics risks	Specific measures in Supply Chain Management	Implement an Ethics Pledge for service providers	Ethics Pledge for service providers communicated and implemented	Chief Financial Officer	Sep	Appointed service providers to accept and sign Council's Ethics Pledge
30.	Actively manage operational fraud, corruption and ethics risks	Specific measures in Supply Chain Management	Implement an Ethics Pledge for service providers	Ethics Pledge for service providers communicated to service providers during information/engagement/compulsory briefing sessions	Chief Financial Officer	Ongoing	Potential service providers to be aware of Council's Ethics Pledge for service providers
31.	Actively manage operational fraud, corruption and ethics risks	Specific measures in Supply Chain Management	Publish all bid awards on the municipal website	Maintain publishing awards on the website	Chief Financial Officer	Monthly	Awards to be published on Council's website according to the required stipulations
32.	Actively manage operational fraud, corruption and ethics risks	Specific measures in Supply Chain Management	"Open tender processes" to be maintained	"Open tender processes" maintained to encourage transparency	Chief Financial Officer	Ongoing	"Open tender processes" maintained with caution of possible collusion
33.	Actively manage operational fraud, corruption and ethics risks	Specific measures in Supply Chain Management	Include standard "Conflict of Interest" statement or paragraph in the Letters of Appointment and contracts	Letters of Appointment to include "Conflict of Interest" statement	Chief Financial Officer	Ongoing	Declaration of "Conflict of Interest" maintained and monitored
34.	Actively manage operational fraud, corruption and ethics risks	Active detection and oversight	Provide additional oversight through unscheduled audits in high-risk areas	Use Risk Register and ethical fall outs to conduct unscheduled audits by internal audit	Chief Audit Executive	Ongoing	

35.	Ensure effective consequence management	Awareness of whistle-blowing facility	Maintain awareness of the whistle-blowing facilities	Internal and external stakeholders, for example using the website and roadshows to be aware of the various reporting platforms to report any dubious actions involving municipal staff members	Municipal Manager	Ongoing	Allegations involving municipal staff members/service providers to be reported in terms of Council's reporting mechanisms and platforms
36.	Ensure effective consequence management	Improve performance and discipline management	Enhance instruction, information and supervision on performance and discipline management	Continuous communication at: 1. Toolbox talks as in Health and Safety; 2. Supervisors trained on supervision responsibilities, performance and discipline management; 3. Departmental management meetings.	Heads of Department	Monthly	Exercise oversight to enhance instructions, information and supervision on performance and discipline management
37.	Ensure effective consequence management	Improve performance and discipline management	Maintain the investigations component of the Integrity Management Policy & Plan to ensure independence and oversight	1. Investigations to cover non-fraud related matters and any other related matters; 2. Ensure independence, especially where senior staff or politicians are implicated; 3. Align and comply with the MFMA Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings (2014) and other related legislation.	Municipal Manager	Ongoing	Investigations conducted in terms of approved working processes and procedures aligned with the approved Council's policy
38.	Ensure effective consequence management	Establish accountability mechanisms in Council	Council's Section 79-Ethics Committee to define processes for keeping Councillors accountable to the Code of Conduct	Procedures to include methods for ensuring independence, especially where senior politicians (Executive Mayor/Speaker are implicated)	Municipal Manager	Jun	Section 79-Ethics Committee Terms of Reference aligned to relevant legislation

39.	Work with communities and community organisations	Be deliberate in engaging communities on transparency and accountable service delivery	Inform community on the Integrity Management Strategy & Implementation Plan	Distribute Integrity Management Strategy & Implementation Plan to all Ward Committee Members via the Ward Committee Councillors	Office of the Speaker	Jun	Integrity Management Strategy distributed to all ward committee members
40.	Work with communities and community organisations	Be deliberate in engaging communities on transparency and accountable service delivery	Inform community on the Integrity Management Strategy & Implementation Plan	Include ethics components in the Midvaal Newsletter	Executive Director: Corporate Services	Quarterly	Highlight identified critical matters to the community
41	Work with communities and community organisations	Be deliberate in engaging communities on transparency and accountable service delivery	Inform community on the Integrity Management Strategy & Implementation Plan	Make Integrity Management Strategy available on Council's Website	Executive Director: Corporate Services	Jun	Create awareness of Council's stance on ethics management
42.	Work with communities and community organisations	Be deliberate in engaging communities on transparency and accountable service delivery	Improve community participation to promote transparency and accountability	Engage communities on the periodic performance evaluations of the municipality during IDP/Budget Engagements	Municipal Manager	As per approved Key Dead-lines	Create awareness amongst the community on Council's performance

