



MK PARTY

UMKHONTO WESIZWE PARTY

THE PEOPLE'S MANDATE

2026 LOCAL GOVERNMENT ELECTION

RESTORE OUR DIGNITY
BY RESTORING OUR CITIES AND TOWNS

RELIABLE SERVICES | CLEAN GOVERNMENT
LOCAL JOBS | SAFER COMMUNITIES

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FOREWORD BY H.E PRESIDENT JACOB G. ZUMA

The 2026 Local Government Elections give our people an opportunity to restore dignity by restoring our municipalities and rural communities.

For too long, municipalities have reproduced the apartheid legacy. Our people remain far from jobs and opportunity. Townships and rural areas remain underserved and underdeveloped. Informal settlements lack secure housing and reliable services. Infrastructure is collapsing while poverty and unemployment deepen—especially among young people, women and military veterans.

The People's Mandate offers a decisive break from this failure. It places the needs, dignity and radical economic transformation at the centre of municipal government.

Every MK Party-governed municipality will be bound by a measurable and enforceable People's Contract. Mayors and executive leaders will be judged against clear 100-day, 1,000-day and five-year targets. Progress will be published, and leaders who fail to deliver will face consequences.

We will restore professionalism. Elected leaders must provide democratic direction, while qualified officials implement the People's Mandate lawfully and competently. No person will be appointed without the required qualifications, experience and revolutionary morality. Municipalities need competent engineers, planners, and accountants in the correct positions.

Corruption and illegal immigration will not be tolerated. Public money, municipal services and local economic opportunities must benefit South Africans. MKP municipalities will enforce immigration and employment laws, act against employers who exploit undocumented workers, and reserve designated service-industry opportunities for South African citizens.

Those who steal public resources or protect wrongdoing will face prosecution. Criminals in local government must start packing. Consequence management will be applied without fear or favour.

Essential services must never be reduced to commodities available only to those who can afford them. Access to sufficient water, electricity, sanitation and refuse removal is fundamental to our people's dignity. Basic services are a human right, not commodities for profit. We reject privatisation and the user-pay principle for basic services. These services must remain under public control, with households contributing according to their ability to pay:

- ◆ indigent families will receive protected basic services,
- ◆ working households will pay affordable charges, and
- ◆ wealthy households and large businesses will pay their fair share.

Our task is greater than repairing broken municipalities. We must transform apartheid geography and rebuild local economies. Municipal procurement and investment must create jobs, productive enterprises and African ownership. Our programme will prioritise employment, and access to municipal procurement for young people, women and military veterans. Across MK-governed municipalities, we will work towards creating 400,000 verified jobs.

Traditional leaders will be recognised as key development partners, not merely consulted after decisions have been made. Traditional councils will participate local economic development and the coordination of

public services. Where traditional leaders and councils undertake additional, clearly defined municipal public-service functions, they will receive adequately budgeted remuneration linked to agreed responsibilities.

Traditional healers will be respected as important community-health partners and custodians of indigenous knowledge. Within the law, they will be integrated into community health, wellness and referral systems, working alongside clinics and other public institutions while meeting appropriate standards of safety, ethics and accountability.

We will restore reliable services, build safe and clean communities, upgrade informal settlements and connect people to jobs, education, healthcare and economic opportunity.

This is our contract with the people:

- ◆ clean, professional and accountable government;
- ◆ reliable services and safe, dignified communities;
- ◆ jobs and economic transformation for young people, women and military veterans;
- ◆ empowered townships, rural communities and locally owned enterprises; and
- ◆ leadership that respects traditional institutions and remains answerable to the people.

We must take back our country. Together, we will defeat poverty, restore our people's dignity and return municipal government to the people.

H.E. President Jacob G. Zuma

President of the uMkhonto weSizwe Party

OUR PROMISE: RESTORING DIGNITY THROUGH DELIVERY

South Africa's municipal crisis has its roots in an incomplete political transition. Democratic authority was transferred to municipalities, yet apartheid geography and racialised ownership were left largely intact. Wealthier white areas retained strong revenue bases and established infrastructure. Townships and rural communities where our people live inherited poverty and deep infrastructure backlogs. Municipalities were then expected to overcome these inequalities without the economic foundations needed to do so.

The crisis was deepened by the collapse of the boundary between political leadership and professional administration. Political office-bearers increasingly interfered in appointments and tenders and patronage displaced competence. Officials became accountable to political factions instead of communities and the law. Corruption then diverted resources from maintenance and service delivery while protecting those responsible from consequences.

These failures reinforce one another. The incomplete transition created unequal municipalities. Political interference weakened their institutions. Corruption drained their limited resources. Weak institutions then allowed further corruption and administrative failure. The result is the municipal crisis our people face today:

- ◆ collapsing infrastructure,

- ◆ unreliable services,
- ◆ financial distress and
- ◆ communities still separated from land, jobs and economic opportunity.

Responsibility for housing, transport, electricity, water, policing, land and economic development is divided across different spheres of government. Communities experience one government, but municipalities, provinces, national departments and public entities operate through fragmented mandates, budgets and plans. Accountability becomes blurred, projects are delayed and failure is passed between spheres.

Municipal planning has also become excessively procedural. Integrated Development Plans too often document community needs without aligning land, infrastructure, regulation, procurement, and finance behind a coherent economic strategy. Municipalities:

- ◆ build infrastructure without developing productive enterprises,
- ◆ procure goods without transforming ownership, and
- ◆ approve settlements without connecting residents to employment.

They manage poverty instead of dismantling its causes.

The fiscal framework compounds these failures. Poor municipalities have the greatest needs but the weakest revenue bases. Millions of households cannot afford the full cost of essential services, while declining service quality weakens public confidence and payment. Lower collection reduces maintenance; deteriorating infrastructure causes further service failure; and municipal finances enter a downward spiral.

Outsourcing has hollowed out municipal capacity while political interference has weakened professional administration. Traditional leaders and indigenous institutions remain marginalised despite their authority and developmental role. Young people, women and military veterans remain excluded from procurement, productive assets and economic opportunity.

MKP has heard the anger of families living with dry taps, dark streets, broken roads and unemployment while leaders make promises without consequences. That anger is justified. But anger alone cannot rebuild our municipalities.

The People's Mandate offers a decisive break from this failed model.

Grounded in African nationalism, African dignity and radical economic transformation, it will turn public anger into disciplined government, reliable services, African ownership and measurable consequences for failure. Municipalities will become instruments for restoring the power of the African majority, rebuilding productive capacity and expanding access to land, work and ownership.

African nationalism means building a state rooted in our history and institutions. It must reflect our culture and advance the aspirations of our people. African dignity means that poverty must never deny anyone water or electricity. It must never deny anyone sanitation or shelter. Every person has the right to live in safety. Radical economic transformation means changing who owns the land and who receives municipal contracts. It means ensuring that African communities benefit from public infrastructure and participate in local production.

The MK Party will transform municipalities from passive administrators of decline into active institutions of development. Public land and infrastructure will support spatial integration. Municipal procurement and regulation will develop productive enterprises. Public finance will create jobs and expand African ownership.

Traditional leaders will become recognised and properly resourced development partners. They will play an accountable role in rural planning and land administration. They will also support infrastructure delivery and environmental protection. Their role will extend to local economic development. Where they perform additional municipal functions, these duties will be properly funded and remunerated.

Traditional healers will be respected as custodians of indigenous knowledge. They will be integrated lawfully into suitable community health and wellness programmes. They will also participate in referral systems where appropriate.

Young people and women will be placed at the centre of local economic transformation. Military veterans will also receive targeted support. Municipal procurement and skills programmes will open new opportunities for these groups. Insourcing and enterprise finance will provide further pathways into work and ownership. Municipal land and markets will be made more accessible.

Across MK-governed municipalities these interventions create and sustain up to 400,000 independently verified full-time jobs across MK-governed municipalities within five years. Each municipality will receive a binding target based on its population, budget and economic potential. Only permanent jobs or full-time positions sustained for at least 12 months will count. Temporary work opportunities, apprenticeships and indirect jobs will be reported separately.

Spatial transformation will begin with upgrading informal settlements and releasing well-located land. We will improve public transport and bring homes closer to services and employment.

Priority Infrastructure Investment and Regulatory Zones (PIIRZs) will bring together:

- ◆ land and infrastructure
- ◆ faster regulatory approvals
- ◆ procurement and skills
- ◆ public and private finance

These zones will connect townships and rural communities to investment. They will regenerate CBDs and secondary towns. They will also help local enterprises reach larger markets.

PIIRZs will be supported by Municipal Enterprise Finance Facilities. These facilities will finance project preparation and strengthen viable local enterprises. They will also mobilise external investment. Municipal procurement will expand African ownership. It will create targeted opportunities for young people and women as well as military veterans.

A binding Political-Administrative Interface Compact will define the roles of political leaders and municipal officials. Elected leaders will determine the democratic mandate. Qualified officials will implement it lawfully and professionally.

Political interference in appointments and procurement will be prohibited. The same rule will apply to disciplinary processes and routine administration. Municipalities will rebuild their internal engineering and planning capacity. They will strengthen financial and operational skills and critical functions will be

insourced where this is feasible and cost-effective.

Basic services are human rights; they are not commodities for private profit. Water and electricity must remain under public control. The same principle applies to sanitation and refuse removal.

Indigent households will receive protected basic services. Working households will pay affordable charges. Government and affluent households must pay what they owe, and large businesses must also pay their fair share.

Our Fair Fiscal Contract will combine social protection with financial responsibility. Accurate billing and improved collection will finance repairs and lifecycle maintenance. Municipalities will reduce water and electricity losses. Maintenance will improve services and protect public assets. It will also rebuild public trust. Better services will strengthen payment and attract investment. This will support growth and create a new municipal recovery cycle.

Delivery will reflect the different needs of metros, secondary cities, small towns and rural municipalities. Every municipality will repair existing infrastructure, reduce service losses and strengthen resilience to extreme weather. Maintenance and climate adaptation will be funded before new projects are approved.

MKP municipalities will improve street lighting and cleanliness. They will strengthen emergency services and municipal policing. By-law enforcement will be restored. Crime and corruption will be confronted firmly. Immigration laws will be enforced, and action will also be taken against employers who exploit undocumented workers.

The People's Mandate brings these reforms together through seven integrated priorities:

- ◆ Clean, Capable and Accountable Local Government
- ◆ Reliable Services and Maintained Infrastructure
- ◆ Jobs, Localisation and Ownership

Priority Infrastructure Investment and Regulatory Zones (Piirzs): Investment That Reaches Communities

Spatial Justice and Municipal Integration

- ◆ Safe, Clean and Thriving Communities
- ◆ A Fair Fiscal Contract

These priorities form a measurable and enforceable People's Contract. It contains commitments for the first 100 days and the first 1,000 days. It also sets targets for the full five-year term.

Every MK-governed municipality will publish its baseline and targets. Quarterly results will also be released. Progress will be independently verified. Corrective action will be compulsory. Repeated failure without reasonable cause will carry consequences.

The People's Mandate will not simply administer the existing neo-apartheid municipal system more efficiently. It will change whom local government serves. It will change how public power is exercised. It will also change who owns the wealth created through municipal development.

Our objective is clear:

From exclusion to participation; from participation to ownership; and from ownership to radical economic transformation.

01 CLEAN, CAPABLE AND ACCOUNTABLE LOCAL GOVERNMENT

South African local government is facing a profound crisis of leadership, competence and accountability. Political interference, unstable administrations, inappropriate appointments and the outsourcing of core responsibilities have hollowed out municipal capacity. The Auditor-General's 2024-25 report found that only 39 of the country's 257 municipalities—just 15%—achieved clean audits, while not a single metropolitan municipality did so. At the same time, 225 municipalities spent R1.61 billion on consultants to assist with financial reporting, yet many continued to produce unreliable financial statements.

The result is a costly cycle of dependence and failure. Municipalities pay outsiders to perform essential functions while internal capacity remains weak, infrastructure deteriorates and our people endure unreliable services. Audit findings recur, but consequence management remains inadequate. Without professional administration, a clear separation between political leadership and municipal management, and firm accountability for failure, local government will continue to consume public resources without fostering radical economic transformation which will restore dignity to our people.

To address these failures, we will:

- ◆ Publish a Political-Administrative Interface Compact within 100 days. Elected leaders set the mandate and qualified officials implement it.
- ◆ Require statutory competence, integrity checks and signed performance agreements for all senior managers.
- ◆ Build capable municipalities by appointing competent and ethical senior officials
- ◆ Insource critical functions where feasible and cost-effective and reduce reliance on expensive consultants.
- ◆ Prohibit political interference in tenders, appointments, discipline and routine administration; and publish major contracts, deviations and executive scorecards.
- ◆ Use monthly reviews, quarterly council reporting, annual independent assurance and removal or discipline for repeated unjustified failure.

MUNICIPAL ADMINISTRATION SCORECARD

Priority	100 Days	1,000 Days	5 Years
Professional leadership	100% competency audit	100% compliant appointments	95% critical posts professionally filled
Role separation	Political-Administrative Interface Compact signed	100% implemented	90% reduction in substantiated interference
Performance	100% senior managers contracted	90% targets achieved	90% sustained achievement
Technical capacity	Skills audit completed	90% critical posts filled	95% sustained
Financial discipline	All irregular expenditure mapped	50% reduction in new irregular/wasteful expenditure	80% reduction
Procurement integrity	SCM/bid committees vetted	100% major awards transparently disclosed	90% reduction in substantiated manipulation
Accountability	Misconduct backlog identified	90% resolved within prescribed periods	95% resolution

THE RESULT

Competent leadership, lawful administration and visible consequences for failure.

02 RELIABLE SERVICES AND MAINTAINED INFRASTRUCTURE

South Africa’s infrastructure crisis is driven by poor maintenance and insufficient investment in climate resilience. Municipalities spent only 3% of infrastructure asset value on maintenance in 2023–24 against National Treasury’s recommended 8%. The Auditor-General also found problems in 101 of 129 projects audited. MKP will require separate budgets for maintenance, asset renewal, climate adaptation and growth infrastructure. New projects will be approved only where municipalities can operate and maintain them sustainably and protect them against extreme weather. Our principle is simple: maintain what we have, renew what is failing and build the infrastructure our future requires to restore African dignity and advance radical economic transformation.

To address these failures, MKP will:

- ◆ Keep essential services under public control and replace emergency repairs with planned maintenance and renewal.
- ◆ Ring-fence maintenance, distinguish routine maintenance from renewal and growth capital, and reduce technical and commercial losses, vandalism and infrastructure theft.

- ◆ Complete ward-level service and asset-condition audits in 100 days and begin emergency repairs to leaks, pumps, substations, sanitation, streetlights and roads.
- ◆ Publish service standards, outages, repair times and maintenance schedules; give maintenance and renewal priority over prestige projects.
- ◆ Protect registered households and expand refuse collection, recycling, landfill compliance and action against illegal dumping.
- ◆ Build climate-resilient infrastructure, drainage, water reuse, disaster readiness and protection of vulnerable settlements.

THE RESULT

Reliable and climate-resilient water, sanitation, electricity, refuse removal, roads and public facilities that work.

03 JOBS, LOCALISATION AND OWNERSHIP

Municipalities collectively budgeted approximately R698 billion in expenditure in 2025/26. They control procurement, infrastructure investment, municipal land and essential services. Their regulatory authority extends to zoning, development approvals and licenses. These powers shape where businesses locate, which enterprises enter supply chains and whether investment creates work in townships and rural communities.

Yet municipal spending has failed to generate jobs at the scale required by mass unemployment. Procurement remains fragmented and vulnerable to corruption. Inflated prices and politically connected intermediaries divert resources while contracts often fail to build local production, transfer skills, expand African ownership or develop sustainable enterprises. Municipalities therefore consume billions without creating jobs or productive capacity.

To address these failures, MKP municipalities will:

- ◆ create and sustain 400,000 verified full-time jobs across MK-governed municipalities within five years. Short-term work opportunities will be reported separately and will not count towards this target;
- ◆ coordinate municipal procurement, infrastructure investment, land and regulatory powers to attract investment and create full-time employment;
- ◆ build competitive African-owned enterprises in construction materials, water and electrical equipment, municipal fleets, ICT, renewable-energy components, uniforms, furniture, maintenance and engineering services;
- ◆ require major municipal contracts and investment projects to include measurable commitments for full-time jobs, apprenticeships, skills transfer and local supplier development;
- ◆ use advance procurement planning, appropriate contract packaging, certification and predictable demand to help smaller enterprises enter supply chains, expand production and employ more people;
- ◆ establish Municipal Enterprise and Credit Enhancement Facilities in financially sustainable municipalities. These will initially receive 0.5% of operating expenditure and progress towards 1% by 2031 where finances permit;

- ◆ use guarantees, first-loss support and credit enhancement to mobilise at least R3 in external finance for every R1 of municipal support. Priority will be given to investments that create sustainable full-time employment;
- ◆ achieve within five years at least 50% local content and direct 35% of addressable procurement to local, township and emerging enterprises;
- ◆ target 30% participation each for women-owned and youth-owned enterprises and 7.5% for military-veteran-owned enterprises. These categories may overlap; and
- ◆ achieve a 75% survival rate among supported enterprises with at least 40% graduating beyond municipal contracts into national, African and global markets while sustaining employment.

THE RESULT

Municipal spending builds productive enterprises, lasting ownership and 400,000 verified full-time jobs.

04 PRIORITY INFRASTRUCTURE INVESTMENT AND REGULATORY ZONES (PIIRZs): INVESTMENT THAT REACHES COMMUNITIES

South Africa's planning instruments have not delivered sufficient economic transformation. Although every municipality must adopt an IDP, these plans are frequently disconnected from budgets, infrastructure, procurement and measurable economic outcomes. SEZ performance has also been uneven. The operational zones have created only about 30,000 direct jobs, concentrated mainly in a few successful zones. The programmes have underperformed international job-creation benchmarks.

To address these failures, MKP will:

- ◆ Establish Priority Infrastructure Investment and Regulatory Zones (PIIRZs) that combine serviced land, enabling infrastructure, coordinated approvals, finance and local-enterprise development.
- ◆ Convert municipal plans into geographically focused investment programmes with serviced land, coordinated approvals, enterprise development, fiscal tests and published results.
- ◆ Diversify municipal revenue and build commercially disciplined municipal SOEs to develop public land, capture land value and reinvest returns in services and infrastructure.
- ◆ Use PIIRZs to regenerate metropolitan CBDs and industrial corridors, build specialised clusters in secondary cities and strengthen rural towns as service and processing centres.
- ◆ Require a dedicated PIIRZ Finance Facility, a 20-year fiscal-impact assessment and at least R3 of external investment for every R1 of municipal capital.
- ◆ By Year 5, recover at least 30% of infrastructure costs through land value capture and cover operating and maintenance costs; achieve a positive cumulative cash return by Year 10.
- ◆ Publish investment, jobs, local procurement, housing and community-linkage outcomes for every zone.

THE RESULT

Bankable municipal investment linked directly to townships, informal settlements, rural towns and local firms

05 SPATIAL JUSTICE AND MUNICIPAL INTEGRATION

- ◆ Apartheid spatial patterns continue to place poor and working families far from jobs, schools and essential
- ◆ services. Peripheral housing projects have reinforced exclusion and imposed long journeys with high
- ◆ transport costs. Informal settlements remain without adequate infrastructure or secure tenure, while well
- ◆ located public land and underused buildings are neglected.
- ◆ To address these failures, MKP will:
- ◆ end the expansion of dormitory settlements and align housing with transport, services and economic opportunity;
- ◆ upgrade informal settlements first by providing water, sanitation, electricity, roads, drainage and waste removal. Communities will receive secure-tenure pathways and participate in settlement plans. Relocation will occur only where land is unsafe or upgrading is not technically feasible;
- ◆ release well-located public land for mixed-income development. This will include social housing, affordable rental housing and gap-market housing for working families who earn too much for subsidies but cannot access conventional mortgages;
- ◆ require inclusionary development where conditions permit. Major private developments will contribute affordable housing, serviced land or funding so that lower-income households can live closer to opportunity;
- ◆ regenerate CBDs and underused buildings for housing, student accommodation, ECD centres, clinics, workspaces and cultural uses. Unsafe buildings will be secured and returned to productive use through lawful redevelopment;
- ◆ prevent new peripheral poverty by requiring housing projects to demonstrate access to jobs, public transport, schools and healthcare before approval;
- ◆ connect housing to PIIRZs so that residential development is planned alongside investment, enterprise development and employment;
- ◆ integrate municipal plans and budgets across housing, land use, transport, infrastructure and economic development; and
- ◆ publish measurable spatial outcomes for travel times, household transport costs, informal-settlement upgrading, land release and access to economic opportunities.

THE RESULT

Homes, transport, services and opportunity brought them closer together - with no new peripheral poverty.

06 SAFE, CLEAN AND THRIVING COMMUNITIES

Crime, failing streetlights, illegal dumping and neglected public facilities have made many communities unsafe and undignified. Weak by-law enforcement has allowed vandalism, cable theft, dangerous buildings and organised construction disruption to undermine services and investment. Emergency services are often poorly equipped, while social and cultural facilities remain underused. Traditional leaders and healers are also insufficiently integrated into local planning and community services. MK municipalities will restore public order and rebuild shared spaces without compromising the rule of law or human dignity.

MK municipalities will:

- ◆ restore streetlights and clean streets. Illegal dumps will be removed and waste by-laws enforced. Parks, libraries, sports grounds, community halls and recreational facilities will be repaired and maintained;
- ◆ strengthen municipal policing, traffic enforcement and by-law enforcement. Municipalities will improve cooperation with SAPS and communities to combat cable theft, vandalism and organised disruption of construction projects;
- ◆ improve fire, ambulance, disaster-management and emergency readiness. Response standards will be published and emergency equipment maintained;
- ◆ identify dangerous and unlawfully occupied buildings. Municipalities will enforce safety and building regulations through lawful processes while prioritising regeneration and appropriate accommodation solutions;
- ◆ support quality early childhood development and improve community access to healthcare. Youth skills programmes will be linked to local employment and enterprise opportunities;
- ◆ recognise traditional councils as rural development partners. Within the law, they will participate in municipal planning, land-use coordination, community safety, disaster response, infrastructure protection and the delivery of local development programmes;
- ◆ integrate registered traditional healers into community health networks. Municipalities will support cooperation with clinics on referrals, health education, disease prevention and the safe use of traditional medicine in accordance with national health standards;
- ◆ promote African languages, heritage and creative industries as sources of dignity, social cohesion, employment and tourism; and
- ◆ work with national authorities to address illegal immigration through proper documentation and lawful enforcement.
- ◆ enforce immigration and employment laws, act against employers who exploit undocumented workers, and
- ◆ reserve designated service-industry opportunities for South African citizens.

THE RESULT

Clean neighborhoods, reduced illegal immigration, public spaces functioning and faster emergency response.

07 A FAIR FISCAL CONTRACT

Many municipalities are trapped in a destructive cycle of inaccurate billing, weak collection and rising arrears. Incomplete customer records and faulty meters produce disputed accounts that undermine trust and encourage non-payment. Unfunded budgets conceal financial distress, while excessive administrative costs and irregular expenditure divert resources from maintenance and frontline services. Suppliers are paid late, infrastructure deteriorates and municipalities defer obligations to fund consumption. Aggressive disconnections cannot solve this crisis where bills are inaccurate, or households genuinely cannot afford basic services. MKP will establish a fair fiscal contract that protects vulnerable households, collects from those able to pay and restores disciplined financial management.

MKP municipalities will:

- ◆ clean revenue data by verifying customer accounts, meter information, property valuations and indigent registers;
- ◆ resolve genuine billing disputes quickly through accessible dispute mechanisms with clear deadlines;
- ◆ protect qualifying indigent households through properly funded free-basic-service programmes;
- ◆ introduce a locally costed and fully funded flat fee for qualifying working-poor households covering a defined basic allocation of water and electricity;
- ◆ collect firmly from those able to pay, including government departments, businesses, large users and higher-income households;
- ◆ reduce commercial losses and non-vending through meter audits, smart-prepaid conversion and action against illegal connections;
- ◆ adopt only funded budgets based on realistic revenue, credible collection rates and affordable expenditure commitments;
- ◆ publish monthly fiscal indicators covering cash balances, collection rates, creditor arrears, supplier payments, water and electricity losses and progress against funded-budget requirements;
- ◆ pay legitimate suppliers within 30 days and protect smaller businesses from municipal payment failures. Disputed invoices will be identified and resolved promptly;
- ◆ reduce unauthorised, irregular, fruitless and wasteful expenditure through stronger controls, transparent contracting and consequence management;
- ◆ contain excessive salary and administrative costs while protecting engineers, artisans, technicians, revenue specialists and other frontline capacity needed to maintain services;
- ◆ prioritise maintenance before expansion and fully fund the operating and lifecycle costs of infrastructure before approving new projects;
- ◆ maintain adequate liquidity, with financially stable municipalities progressing towards a minimum cash buffer equal to three months of operating cash requirements;
- ◆ keep borrowing and debt service within prudent limits;
- ◆ direct additional revenue towards financial stabilisation first;
- ◆ optimise cash and working capital through improved collections, disciplined creditor management and active treasury management; and

- ◆ use municipal land and underused assets productively through transparent leases, development partnerships and commercially disciplined municipal entities. Land-value gains and asset income will be reinvested in infrastructure and services.

THE RESULT

Accurate bills and protected basic services in exchange for payment, cost control and transparent spending.

THE PEOPLE’S CONTRACT

The People’s Contract is MKP’s solemn commitment to restore African dignity and make local government work for every family. Our people should not have to live with dry taps, dark streets, broken roads and disappearing jobs while leaders escape accountability. Municipalities must do more than administer decline. They must deliver reliable services and build communities where homes connect to work and public investment creates opportunity.

The Contract will:

- ◆ professionalise administration and restore infrastructure.
- ◆ use PIIRZs to mobilise investment and connect procurement to competitive local enterprises.
- ◆ protect vulnerable households through a fair fiscal settlement while collecting from those who can pay
- ◆ support 400,000 verified jobs and stronger local growth over five years.

Delivery will be measured over the first 100 days and 1,000 days before the five-year mandate is assessed. Every MKP municipality will publish its baseline and targets. Quarterly results will show progress on governance, services, spatial integration, investment, localisation, finance and employment. National reporting will never hide local failure behind averages. Mayors and senior managers who fail without justification will be held accountable and removed through lawful procedures. Every promise is a measurable obligation to the people.

THE PEOPLE'S CONTRACT SCORECARD

Each MK municipality will publish its baseline, annual targets and quarterly results. National reporting will aggregate progress without hiding local failure behind averages.

Priority	First 100 days	Within 1,000 days	Five-year target
1. Political-administrative interface	Sign and publish the Political-Administrative Interface Compact. Audit senior appointments and performance agreements.	Fill senior posts with suitably qualified professionals. Resolve unlawful appointments and persistent vacancies.	100% of senior managers meet competency requirements. Keep the senior-management vacancy rate below 10%. Complete annual performance assessments for 100% of senior managers.

Priority	First 100 days	Within 1,000 days	Five-year target
2. Services and infrastructure	Publish service and infrastructure-condition baselines. Identify emergency repairs and ring-fence essential maintenance.	Implement funded asset-management plans. Restore priority water, electricity, sanitation, roads and refuse services.	Reduce priority maintenance backlogs by at least 30%. Execute at least 90% of capital budgets. Reduce water and electricity losses by at least 5% from verified baselines.
3. Municipal and spatial integration	Apply Mandatory Integration Tests to planned public developments. Stop new publicly funded dormitory settlements.	Require 100% of approved public developments to pass the integration tests. Accelerate infill development and settlement upgrading.	Locate 80% of new urban public housing within 60 minutes of employment and 90% within 800 metres of public transport. Direct 40% of suitable urban investment towards infill, densification or transit-oriented development.
4. PIIRZ investment and growth	Publish the PIIRZ pipeline. Establish the PIIRZ Finance Facility. Begin 20-year fiscal-impact assessments.	Launch at least seven catalytic PIIRZs nationally. Mobilise at least R2 externally for every R1 of municipal capital.	Mobilise at least R3 for every R1 of municipal capital. Recover 30% of infrastructure costs through value capture. Cover PIIRZ operating and maintenance costs by Year 5.
5. Localisation and transformation	Map addressable procurement. Verify local and emerging suppliers. Establish enterprise-support pipelines.	Direct at least 30% of qualifying expenditure to local and emerging enterprises. Allocate 0.5% of operating budgets to enterprise and credit enhancement.	Achieve at least 50% local content in addressable procurement. Maintain at least 35% procurement to qualifying local and emerging enterprises. Achieve a 70% two-year survival rate among supported enterprises. Move financially capable municipalities towards a 1% enterprise allocation.
6. The Fiscal Contract	Complete financial diagnostics. Correct inherited unfunded budgets. Verify indigent and working-poor households.	Collect at least 90% of collectable revenue. Introduce the flat-fee water and electricity package. Pay at least 90% of undisputed invoices within 30 days.	Sustain collection at or above 90%. Pay at least 95% of undisputed invoices within 30 days. Provide all qualifying households with free or flat-fee basic services. Maintain 90 days of cash coverage in metros and financially sustainable secondary cities. Structurally weaker municipalities must achieve at least 30 days with a funded path towards 60.
7. Jobs and local economic growth	Publish municipal employment and local-growth baselines. Introduce a common job-verification system.	Create and sustain at least 150,000 verified jobs nationally.	Create and sustain at least 400,000 verified jobs nationally. Target an additional one percentage point of annual real local economic growth in participating municipalities against their verified baselines.

MK will fund this programme through the Fair and Sustainable Municipal Fiscal Contract. Municipalities will improve billing and collection, reduce water and electricity losses and eliminate wasteful expenditure. Resources will shift from excessive administration and prestige projects towards frontline services and

maintenance. Municipal land, infrastructure and underused assets will be used to mobilise private and development finance, while land-value capture will recover part of the public investment that increases property values. Borrowing will fund only long-life infrastructure supported by credible repayment plans. No MK Party municipality will adopt an unfunded budget or approve a commitment without an identified and sustainable source of funding.

- ◆ For too long, political promises have been repeated without measurable targets, independent verification or consequences for failure. The People's Contract will replace empty commitments with public reporting and enforceable accountability.
- ◆ MKP municipalities will implement:
 - ◆ quarterly public scorecards for every municipality, every ward and all seven priorities;
 - ◆ annual independent verification of financial, engineering, employment and service results, including rules that prevent double-counting jobs;
 - ◆ a public hearing and funded corrective plan within 30 days when a material target is missed; and
 - ◆ removal of mayors and executive leaders who repeatedly fail without reasonable cause, together with lawful corrective, disciplinary, recovery and criminal-referral action where officials are responsible for non-performance, negligence or corruption.

Most of this programme can be implemented within the existing constitutional and municipal framework. Where legislation blocks professional, accountable delivery, MKP will pursue targeted reform of the:

- ◆ Municipal Systems Act,
- ◆ Municipal Structures Act,
- ◆ Municipal Finance Management Act,
- ◆ procurement framework,
- ◆ intergovernmental fiscal framework and
- ◆ legislation governing municipal entities.

Reform will clarify political and administrative roles, strengthen professional appointments and consequences, improve procurement and contract management, enable responsible municipal entities and align fiscal transfers with maintenance, integration and measurable results.

OUR PROMISE

The People's Mandate places African dignity and radical economic transformation at the centre of local government. Dignity must be experienced in everyday life. It means water from the tap and electricity that stays on. It means maintained roads, safe streets, an accurate account and a municipality that responds when people call.

MKP will restore professional government and financial discipline so that public resources serve the people. PIIRZs will connect land and infrastructure to investment while procurement builds competitive African enterprises. Women, young people and military veterans will gain real pathways into skills, work and ownership. Spatial reform will bring homes closer to services and opportunity.

Traditional leaders will become partners in rural development while registered traditional healers strengthen community health networks. Every promise will be measured through the People's Contract and failure will carry consequences.

This is our vision of a transformed African municipality: clean, capable and financially sustainable. It will be rooted in African culture, guided by our spirituality and dedicated to the dignity of our people. Local government will no longer administer poverty and exclusion. It will drive radical economic transformation and shared prosperity.

RESTORE OUR DIGNITY BY RESTORING OUR CITIES AND TOWNS.