

OPERATION DUDULA

LOCAL GOVERNMENT ELECTIONS 2026

**OUR WARD.
OUR VOICE.
OUR FUTURE.**

Building Safe, Clean, Accountable and Prosperous Communities

Working Draft — Version 1.0

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MESSAGE FROM THE PRESIDENT

Fellow South Africans,

On 27 April 1994, South Africans entered an era defined by democracy and a shared hope of building an inclusive society with dignity. It was a collective decision by citizens to move towards a system that caters to all South Africans and embraces a future grounded in equality and opportunity for all.

While substantial progress has been made, it is clear to us at Operation Dudula, as it is to many other South Africans, that many challenges remain. The journey towards the South Africa we envisaged in 1994 is still underway. For South Africa to truly thrive, leadership must be rooted in accountability, transparency and a genuine commitment to addressing the needs of all South Africans.

Fellow South Africans, one of the pressing issues facing our beloved country is illegal immigration and the entry of foreign nationals without lawful status. This issue is at the centre of many concerns in South Africa and is a key reason for the strain on public services, economic opportunities and community safety. These challenges require honest, balanced and lawful solutions, as well as the political will to establish effective border management and a well-regulated immigration system as essential components of a stable and functioning society.

Operation Dudula started as a civic community movement in 2021, rising from the desperate cries of South African community members. While we were a community-based movement, we raised the issue of illegal migration and its impact on the government through various peaceful demonstrations, the submission of numerous memorandums and countless marches to the Union Buildings. These demonstrations were either ignored or dismissed by politicians and NGOs that, in our view, did not have the best interests of South Africans at heart. Our concerns were labelled unreasonable, and our movement was given labels that further silenced the cries of concerned South Africans. There has been strong debate around these matters, and differing views should be expected in a democracy. However, it is important that concerns raised by communities are engaged with constructively. Dismissing South Africans only deepens frustration.

Operation Dudula decided to become a political party with the intention of effecting change from within and being the voice for South Africans who are constantly sidelined. The aggression we faced and the arrests we experienced while operating as a civic movement taught us that it is better to become the government and do the right thing than to appeal to a government that is unwilling to do so.

We also recognised that if left unaddressed, the immigration issue, enabled by corruption and a lack of political will, will continue to negatively affect ordinary South Africans.

South Africans deserve a government that is willing to confront difficult issues head-on and implement policies that prioritise the well-being of its people while upholding the rule of law and restoring dignity and confidence.

Dear South Africans, we have immense potential as a people and as a country. Unlocking it requires decisive leadership, leadership that is prepared to make tough choices in the interest of long-term stability and growth. It requires a government that acts with clarity, purpose, and courage. As Operation Dudula, we are committed to being the leadership South Africans need.

Operation Dudula has shown a willingness to address urgent matters. We have seen improvements in services for South Africans at clinics through operations run by various civic groups, including Operation Dudula.

Operation Dudula intends to address crimes that debilitate our communities, including illegal mining, drug dealing, cash-in-transit heists, kidnapping, business hijacking and property hijacking.

Voting for Operation Dudula ensures that your voice is heard, that you matter as a South African, and that you are prioritised and valued.

As the President of Operation Dudula, I encourage all South Africans of voting age to participate actively in the democratic process and vote thoughtfully. A stronger South Africa depends on collective effort, informed choices, and a shared commitment to progress.

Let us work together to build a country that is fair, secure, and prosperous for all South Africans.

Commanders, Morning!

OUR VISION

To build municipalities that are safe, lawful, prosperous, transparent and responsive, where every resident receives quality municipal services and where local government serves the people with integrity, accountability and respect.

OUR MISSION

Operation Dudula seeks to restore confidence in local government through ethical leadership, sound financial management, community participation and practical solutions that improve the daily lives of residents.

We believe municipalities exist to serve communities and not political interests.

OUR CORE VALUES

Integrity

Public office is a public trust.

Elected representatives and municipal officials must act honestly, ethically and in the interests of the communities they serve.

Service

Residents deserve efficient municipal services.

Local government must prioritise reliable basic services, functioning infrastructure and responsive administration.

Transparency

Government decisions should be open to public scrutiny.

Residents have a right to understand how decisions are made, how public money is spent and how municipal performance is measured.

Community Partnership

Government cannot succeed without active communities.

Residents should have meaningful opportunities to participate in local government, raise concerns and contribute to decisions affecting their communities.

Constitutional Government

Local government must operate within the law.

Operation Dudula commits itself to operating within the Constitution and all applicable laws of the Republic of South Africa.

WHY WE ARE CONTESTING THESE ELECTIONS

South Africans deserve municipalities that work.

Across the country, too many municipalities face challenges including deteriorating infrastructure, unreliable service delivery, poor financial management, corruption, unemployment and declining public confidence.

Operation Dudula believes local government should return to its constitutional purpose:

- Delivering basic services
- Maintaining public infrastructure
- Supporting local economic growth
- Creating safe communities
- Managing public finances responsibly
- Working in partnership with residents

This election is about restoring competent, accountable and responsive municipal government.

OUR CONTRACT WITH RESIDENTS

If elected, we commit ourselves to:

- ✓ Honest government
- ✓ Transparent spending
- ✓ Clean audits
- ✓ Better roads
- ✓ Reliable water
- ✓ Reliable electricity distribution
- ✓ Cleaner communities
- ✓ Safer neighbourhoods
- ✓ Responsive councillors
- ✓ Regular public reporting

POLICY PRIORITIES

POLICY PRIORITY ONE

LAWFUL MIGRATION AND MUNICIPAL COMPLIANCE

1.1 OUR POSITION

Illegal immigration remains a central mission of Operation Dudula. Accordingly, immigration compliance, within the lawful powers of local government, will remain a particular area of focus for Operation Dudula municipalities.

Our position is clear: South Africa's immigration laws must be enforced, and unlawful immigration and activities conducted in violation of immigration law must not be ignored.

Illegal immigration does not exist in isolation. It can intersect with unlawful settlement, trading, employment, study, occupation of land and use of public spaces.

These matters may involve different spheres and organs of government and therefore require coordinated enforcement rather than fragmented action.

The Immigration Act 13 of 2002 expressly recognises this need for cooperation. Section 2 requires the Department of Home Affairs to pursue:

"Creating a climate of cooperation with other organs of State to encourage them to take responsibility in implementing this Act within the ambit of their respective powers and functions"

and further provides for:

"Promoting integration of functions, harmonisation and cooperative relations among all organs of State with responsibilities in respect of controlling the borders and activities at ports of entry."

The Act also expressly provides for cooperation with other authorities, including liaison with the South African Police Service, inspection of workplaces and learning institutions, community education and reporting of persons who contravene the Act.

Operation Dudula therefore rejects the notion that municipalities must remain passive when unlawful activity falls within their own regulatory jurisdiction merely because immigration control is principally administered nationally.

Municipalities must act within their constitutional and statutory powers, while working decisively with the Department of Home Affairs (DHA), SAPS, provincial government and other competent authorities.

Where the municipality has lawful authority, it must exercise that authority. Where another organ of state has the relevant power, the municipality must identify, report and support that authority. No sphere of government should use the division of powers as an excuse for inaction.

1.2 A WHOLE-OF-GOVERNMENT APPROACH TO IMMIGRATION COMPLIANCE

The enforcement of immigration law requires cooperation across the different spheres and organs of the state.

The Immigration Act itself requires cooperation between the Department of Home Affairs and other organs of state and specifically contemplates liaison with SAPS and other institutions in implementing immigration control.

Operation Dudula municipalities will therefore establish practical mechanisms for cooperation with:

- The Department of Home Affairs;
- The South African Police Service;
- Provincial government;
- Relevant municipal law-enforcement structures;
- Municipal licensing and by-law enforcement departments;
- Labour and other relevant regulatory authorities; and
- Other organs of state possessing relevant statutory powers.

Immigration enforcement will therefore not be treated as an isolated Home Affairs matter when unlawful conduct simultaneously falls within municipal regulatory jurisdiction.

1.3 NO ONE IS ABOVE THE LAW

Operation Dudula recognises that refugees and asylum seekers are protected by South African law and applicable international obligations. Those protections do not constitute a general exemption from the laws of the Republic.

Foreigners must comply with the conditions attached to their lawful status. Section 43 of the Immigration Act provides:

"A foreigner shall— (a) abide by the terms and conditions of his or her status..."

and further requires a foreigner to:

"Depart upon expiry of his or her status."

Accordingly, refugees, asylum seekers and other foreign nationals must comply with applicable national legislation, provincial legislation and municipal by-laws, subject to the Constitution and the specific protections afforded by refugee law.

Where a person violates a law or condition applicable to their status, the competent authority must apply the legally prescribed process and consequence. No person should be treated as being above the law because of their immigration or refugee status.

At the same time, municipalities will not unlawfully determine immigration or refugee status themselves. Where an immigration or refugee-status consequence is involved, the matter will be referred to the competent national authority and dealt with according to the applicable law and due process.

1.4 POLITICAL ACTIVITY BY REFUGEES AND ASYLUM SEEKERS

Operation Dudula will promote compliance with the restrictions applicable to political activity by refugees and asylum seekers. Regulation 4(2) of the Refugees Regulations provides:

"No refugee or asylum seeker may participate in any political activity or campaign in furtherance of any political party or political interests in the Republic."

The Regulations further provide that the Standing Committee for Refugee Affairs may withdraw refugee status in circumstances contemplated by the Regulations.

Where credible information is received concerning conduct that may contravene these provisions, the municipality will refer the matter to the competent national authorities. A municipality will not

purport to revoke refugee status or asylum documentation. Such decisions belong to the competent authorities under the refugee-law framework.

1.5 ILLEGAL EMPLOYMENT, TRADING AND STUDY

Immigration compliance cannot be separated from the regulation of economic and educational activity. Section 38 of the Immigration Act provides that:

"No person shall employ — (a) an illegal foreigner; (b) a foreigner whose status does not authorise him or her to be employed..."

The Act further requires employers to make a good-faith effort to establish that persons they employ are lawfully entitled to employment. Section 39 provides:

"No learning institution shall knowingly provide training or instruction to — (a) an illegal foreigner..."

Or to a foreigner whose status does not authorise the relevant training or instruction.

Municipalities will therefore use their lawful licensing, inspection, land-use, by-law and regulatory powers to ensure compliance within municipal areas, while referring immigration-status questions to DHA and other competent authorities. This includes cooperation concerning:

- Businesses operating without required municipal licences;
- Trading contrary to municipal by-laws;
- Unlawful occupation or use of municipal land;
- Unlawful or non-compliant public-space trading;
- Businesses employing persons contrary to applicable legal requirements;
- Institutions or establishments operating contrary to applicable regulations; and
- Suspected immigration offences identified during lawful municipal enforcement operations.

The message is simple: immigration status must be lawful, employment must be lawful, trading must be lawful, study must be lawful, and municipal activity must comply with municipal law.

1.6 NO AIDING OR ABETTING ILLEGAL IMMIGRATION

Operation Dudula will also address the responsibility of South African citizens, businesses, employers, landlords and other persons who knowingly facilitate conduct prohibited by immigration law.

The relevant provision is section 42 of the Immigration Act. Section 42(1), subject to the Act and necessary humanitarian assistance, provides that:

"No person shall aid, abet, assist, enable or in any manner help"

An illegal foreigner, or a foreigner in respect of conduct that violates that foreigner's immigration status. The provision expressly includes:

"harbouring him or her, which includes providing accommodation"

And:

"letting or selling or in any manner making available any immovable property in the republic to him or her."

The act further provides that, in criminal proceedings arising from section 42:

"it is no defence to aver that the status of the foreigner concerned, or whether he or she was an illegal foreigner, was unknown to the accused if it is proved that the accused ought reasonably to have known..."

Operation Dudula municipalities will therefore educate residents, landlords, businesses and other relevant stakeholders about these statutory obligations and will refer suspected offences to the competent enforcement authorities.

The enforcement of immigration law must address not only unlawful presence, but also unlawful facilitation of that presence where the law makes such conduct an offence.

1.7 OUR MUNICIPAL ACTION PLAN

Within the constitutional and statutory powers of local government, and in cooperation with national and provincial authorities, Operation Dudula municipalities will implement the following programme:

- a.** Public Education and Community Awareness Municipalities will establish public information campaigns educating residents, landlords, businesses and community organisations about immigration compliance; the legal distinction between citizens, residents and foreign nationals, including persons unlawfully present; the obligations imposed by section 42 of the Immigration Act; municipal by-laws governing trading, land use and public spaces; and lawful procedures for reporting suspected violations to the appropriate authorities.
- b.** Education of Refugees and Asylum Seekers Municipalities will work with DHA and relevant authorities to ensure that refugees and asylum seekers are informed of the laws and municipal by-laws applicable to them; the conditions attached to their immigration or refugee status; the legal restrictions applicable to political activity; the consequences that may follow from violations where legislation provides for such consequences; and appropriate channels through which disputes and complaints can be addressed.
- c.** Regular Municipal Compliance Inspections Municipalities will conduct regular, lawful inspections of premises and public spaces falling within municipal regulatory jurisdiction, particularly where municipal licences, permits, by-laws, land-use regulations or trading requirements apply. Where an inspection identifies a potential immigration violation falling within DHA's jurisdiction, the matter will be referred to DHA; where criminal conduct is suspected, the matter will be referred to SAPS. Municipal enforcement will remain continuous and evidence-based, rather than dependent upon occasional political campaigns.
- d.** Restoring Lawful Control of Public Spaces Operation Dudula municipalities will restore lawful control over sidewalks, pavements, roads, municipal facilities and other public spaces. Illegal or non-compliant trading will be addressed through the applicable municipal by-laws and licensing framework. Where a trader is a South African citizen, the municipality will provide clear information regarding the requirements for lawful compliance. Where a trader is a foreign national and there are reasonable grounds to suspect an immigration violation, the matter will be referred to the appropriate national authority. The municipal standard will be legality and compliance, applied through lawful procedures.
- e.** Joint Enforcement Operations Operation Dudula municipalities will seek structured cooperation with DHA, SAPS and other competent authorities for coordinated operations addressing unlawful activities within their respective jurisdictions. These operations may include lawful inspections of businesses, trading areas, public spaces, premises subject to municipal licensing, areas affected by unlawful occupation or trading, and other locations where the relevant authorities have lawful jurisdiction to inspect. Where DHA or SAPS possesses powers that the municipality does not possess, municipal officials will facilitate and support the competent authority rather than unlawfully exercise those powers themselves.

- f.** Continuous Enforcement and Accountability Law enforcement cannot be reduced to occasional campaigns. Operation Dudula municipalities will pursue continuous, visible and consistent enforcement of municipal laws and by-laws. Where unlawful trading, occupation or other non-compliant activity repeatedly returns to the same public spaces, enforcement will be repeated as often as necessary and permitted by law. The objective will be the permanent restoration and maintenance of lawful public spaces, rather than temporary enforcement followed by the return of unlawful activity.

1.8 MUNICIPAL MIGRATION MANAGEMENT FRAMEWORK

Operation Dudula-led municipalities will:

- a.** Establish a Municipal Migration Impact Management Framework to assess the effect of population movements on housing, water, sanitation, electricity, waste management, public transport, informal settlements, trading areas and other municipal services.
- b.** Conduct regular population and service demand assessments to ensure that municipal planning is based on actual population numbers rather than outdated demographic assumptions.
- c.** Establish a dedicated municipal unit responsible for coordinating migration-related municipal matters across housing, planning, licensing, by-law enforcement, community safety and service delivery functions.
- d.** Establish formal coordination mechanisms with the Department of Home Affairs, SAPS, provincial government and other relevant national departments where matters involving immigration status fall outside municipal jurisdiction.
- e.** Develop a transparent municipal reporting mechanism through which residents can report suspected fraudulent municipal documentation, unlawful occupation of municipal property, illegal businesses, illegal dumping, unlawful trading and other municipal offences.

1.9 MUNICIPAL HOUSING AND LAND

Municipal housing and land must be administered fairly, transparently and in accordance with the law. Operation Dudula will:

- a.** Conduct comprehensive audits of municipal housing, rental stock and municipal land to identify unlawful occupation, fraudulent allocations, abandoned properties and irregular transactions.
- b.** Strengthen verification procedures for municipal housing applications and allocations to reduce fraud, corruption and duplicate applications.
- c.** Prioritise eligible residents for municipal housing programmes in accordance with applicable legislation and approved municipal allocation policies.
- d.** Establish transparent public housing-allocation registers, subject to privacy legislation, so residents can understand how housing opportunities are allocated.
- e.** Act against the fraudulent acquisition or sale of municipal housing and land.
- f.** Prevent municipal land from being unlawfully occupied and develop rapid-response mechanisms for newly identified unlawful occupations.
- g.** Work with national and provincial government to address cases where immigration or documentation fraud is suspected, without allowing municipal officials to unlawfully usurp national immigration functions.
- h.** Prioritise the upgrading of existing informal settlements with proper planning, basic services and lawful tenure pathways rather than allowing uncontrolled settlement expansion.

1.10 BY-LAW ENFORCEMENT AND INFORMAL TRADING

Operation Dudula will restore effective enforcement of municipal by-laws. Municipalities will:

- a.** Review informal trading regulations to ensure that trading takes place in designated areas and does not obstruct roads, pavements, public transport facilities or emergency access.
- b.** Introduce transparent, digital and auditable processes for issuing trading permits and municipal licences.
- c.** Conduct regular inspections of businesses operating within municipal jurisdiction to ensure compliance with applicable municipal requirements.
- d.** Work with relevant national departments where businesses or individuals are suspected of operating in violation of national immigration or employment legislation.

- e.** Combat counterfeit goods, illegal trading, unsafe food handling, unlawful occupation of trading spaces and other offences falling within municipal or law-enforcement jurisdiction.

1.11 MUNICIPAL DATA AND DOCUMENT VERIFICATION

Operation Dudula will introduce stronger municipal controls against fraud. Municipalities will:

- a.** Digitise municipal applications for housing, trading licences, permits and other municipal services.
- b.** Establish audit trails for municipal allocations and approvals.
- c.** Strengthen identity verification through lawful integration with national government verification systems where authorised.
- d.** Identify duplicate, suspicious or fraudulent municipal applications and refer suspected criminal conduct to the appropriate authorities.
- e.** Protect residents against identity theft and fraudulent use of their personal information.
- f.** Ensure that all municipal data systems comply with applicable privacy and information-protection legislation.

1.12 MUNICIPAL IMMIGRATION COORDINATION CENTRES

Operation Dudula will advocate for municipalities to establish Municipal Immigration Coordination Centres in partnership with national government. These centres will not replace the Department of Home Affairs. Their purpose will be to:

- a.** Coordinate municipal departments dealing with issues affected by population movement.
- b.** Refer suspected immigration violations to the Department of Home Affairs.
- c.** Refer suspected criminal activity to SAPS.
- d.** Assist residents in understanding which government institution is responsible for immigration, documentation, housing and municipal matters.
- e.** Coordinate joint operations involving municipal by-law enforcement, SAPS, Home Affairs and other competent authorities where legally authorised.
- f.** Produce regular reports to municipal councils on the local impact of migration and population growth.

1.13 ACCOUNTABILITY AND PUBLIC REPORTING

Operation Dudula will make municipal migration-related management transparent.

Municipalities will:

- a.** Publish annual reports on population growth and its impact on municipal infrastructure and service delivery.
- b.** Report on municipal housing allocations, unlawful occupation and recovery of municipal properties.
- c.** Publish statistics on by-law enforcement, illegal trading and municipal property offences.
- d.** Report suspected fraud and corruption to the appropriate investigative authorities.
- e.** Establish public participation forums where residents can raise concerns about migration-related pressures on municipal services.
- f.** Require councillors and municipal officials to account publicly for decisions involving municipal land, housing, trading permits and other scarce municipal resources.

1.14 National Government Accountability

Where migration-related matters fall outside municipal jurisdiction, Operation Dudula-led municipalities will formally escalate them to the responsible sphere of government. This includes:

- Immigration status;
- Visas;
- Refugee and asylum applications;
- Passports and identity documents;
- Deportation;
- Border security;
- National immigration enforcement;
- National labour legislation; and
- International migration agreements.

Municipalities will maintain formal records of matters referred to national authorities and, where appropriate, report outstanding matters to the municipal council and the public.

1.15 THE LOCAL GOVERNMENT PRINCIPLE

Operation Dudula's position is simple: South Africa's immigration policy may be determined nationally, but the consequences of migration are experienced locally.

Local government cannot control international borders, but it can control whether municipal land is protected, whether municipal housing is allocated transparently, whether by-laws are enforced, whether businesses comply with municipal requirements, whether infrastructure is properly planned, and whether municipal resources are protected from fraud and corruption.

Our municipalities must therefore become better governed, better planned and more accountable.

Priority 1 therefore means exactly what it says: Operation Dudula municipalities will confront illegal immigration and related unlawful activity within the powers available to local government, enforce municipal law consistently, and work with the national authorities responsible for immigration control to ensure that the law is not merely written, but implemented.

SAFE COMMUNITIES

Safety is one of the foundations of a successful municipality.

Every person has the right to live, work and raise their family in a community where their safety and dignity are protected. Yet across South Africa, residents continue to face crime, violence, gender-based violence, unsafe public spaces, inadequate lighting, illegal dumping and the breakdown of local systems that should help protect them. Safety cannot be treated as the responsibility of the police alone. Municipalities have a critical role to play in creating environments that discourage crime, support prevention and allow communities to live with greater security and confidence.

Operation Dudula believes that safe communities are built through visible and accountable local government, effective by-law enforcement, well-maintained public spaces, community participation and cooperation between municipalities, law enforcement and residents. Our municipalities will prioritise practical, locally informed safety measures that respond to the specific challenges faced by each community, while ensuring that public safety is pursued within the Constitution and the law. To turn this commitment into practical action,

Operation Dudula led municipalities will:

- a.** Strengthen cooperation between Municipal Police Departments, SAPS, community policing structures and other relevant agencies.
- b.** Strengthen partnerships with community policing forums and neighbourhood watches.
- c.** Protect municipal infrastructure from vandalism.
- d.** Improve emergency response coordination.
- e.** Introduce rapid response systems for reporting damaged infrastructure.
- f.** Strengthen municipal law-enforcement and by-law enforcement capacity.
- g.** Expand visible policing and patrols within municipal jurisdiction where legally permitted.
- h.** Establish community-based reporting systems for illegal dumping, unlawful occupation, illegal trading, vandalism, public drinking, criminal activity and other municipal offences.
- i.** Establish formal referral mechanisms to SAPS and the Department of Home Affairs where reported conduct falls within their respective mandates.
- j.** Improve lighting, CCTV coverage and other lawful technology in crime hotspots and high-risk public areas.

Success will be measured through publicly reported service indicators, such as response times to infrastructure faults, by-law enforcement activity, and progress on crime-prevention initiatives within municipal competence.

RELIABLE SERVICES AND INFRASTRUCTURE

Operation Dudula believes that service delivery is the primary responsibility of local government. A municipality exists to provide basic services, maintain public infrastructure and create a safe, clean and functional environment in which communities can live, work and prosper.

For too long, many South African townships have experienced unreliable water, electricity interruptions, deteriorating roads, overflowing refuse, inadequate public facilities and infrastructure that is poorly maintained despite residents paying municipal rates and taxes.

We believe that residents should not have to protest, block roads or repeatedly petition government to receive the basic services to which they are entitled.

Operation Dudula will pursue a service-delivery-first municipality based on five principles:

Reliability. Accountability. Maintenance. Responsiveness. Consequence.

Every municipality must know what infrastructure it owns, what condition it is in, what it costs to maintain and who is responsible when it fails.

3.1 WATER

Water is a basic necessity and a reliable municipal water supply is fundamental to a dignified life.

Operation Dudula will:

- a. Conduct a comprehensive audit of municipal water infrastructure, including reservoirs, pipelines, pumps, meters and informal connections, to identify failures and maintenance backlogs.
- b. Prioritise the maintenance and upgrading of existing water infrastructure before committing municipal resources to unnecessary new projects.
- c. Establish clear municipal targets for reducing water interruptions and publish performance against those targets.
- d. Respond rapidly to burst pipes, major leaks and water outages through dedicated emergency response teams.
- e. Accelerate the repair and replacement of ageing and damaged water infrastructure in townships.
- f. Introduce stronger measures against illegal water connections and infrastructure vandalism while ensuring that vulnerable households are not left without access to basic water.
- g. Reduce water losses caused by leaking infrastructure, illegal connections, faulty meters and poor municipal management.
- h. Expand the installation and maintenance of reliable household water meters where appropriate.

- i.** Ensure that new housing developments and informal settlements are incorporated into realistic municipal water-service planning.
- j.** Establish accessible ward-level channels through which residents can report water leaks, outages and infrastructure failures and receive reference numbers for their complaints.
- k.** Ensure that water tankers and other emergency interventions are used transparently and only as temporary measures while permanent infrastructure is repaired and/or constructed.
- l.** Publish regular information on major water interruptions, causes, expected restoration times and progress on repairs.
- m.** Accelerate infrastructure planning in high-growth communities to prevent service collapse.
- n.** Protect municipal infrastructure against illegal connections, vandalism, theft and unlawful occupation.

3.2 ELECTRICITY

Operation Dudula believes that reliable electricity is essential not only for households but also for local businesses, schools, clinics and the township economy.

Municipalities must work with the relevant electricity authorities to ensure that residents receive reliable and safe electricity services.

Operation Dudula led municipalities will:

- a.** Conduct a comprehensive audit of municipal electricity infrastructure, including substations, transformers, distribution networks and street-lighting infrastructure.
- b.** Prioritise the maintenance and upgrading of electricity infrastructure to reduce avoidable outages.
- c.** Establish rapid-response teams for damaged transformers, substations, electrical cables and other municipal infrastructure.
- d.** Combat the theft and vandalism of electricity infrastructure through stronger security measures and cooperation with law-enforcement agencies.
- e.** Address illegal electricity connections through a combination of enforcement, regularisation where appropriate and expanded access to lawful connections.
- f.** Ensure that electricity infrastructure in low-income areas is maintained to the same standard as infrastructure in affluent areas.
- g.** Develop programmes to replace obsolete and inefficient municipal streetlights with reliable, energy-efficient alternatives.
- h.** Prioritise functioning streetlights around schools, public transport routes, shopping areas, community facilities and other high-risk locations.
- i.** Work with Eskom and other relevant authorities to improve coordination between municipalities and electricity suppliers.

- j. Ensure that municipal electricity faults are logged, tracked and resolved within clearly defined service standards.
- k. Promote energy-efficiency initiatives and appropriate alternative-energy solutions for municipal buildings and facilities where financially viable.

3.3 ROADS AND STORM-WATER INFRASTRUCTURE

Good roads are essential for economic activity, public transport, emergency services, schools and everyday life.

Operation Dudula will treat the maintenance of municipal roads as a core priority, rather than waiting until roads become completely unusable.

Operation Dudula led Municipalities will:

- a. Conduct a comprehensive condition assessment of municipal roads in every ward.
- b. Establish a prioritised road-maintenance/ construction programme based on the condition, safety and economic importance of each road.
- c. Repair potholes within clearly defined response periods and publish performance against those targets.
- d. Resurface severely deteriorated roads instead of repeatedly patching roads that have reached the end of their useful life.
- e. Repair and maintain pavements, curbs, road markings, traffic signs and pedestrian crossings.
- f. Prioritise roads serving schools, clinics, taxi ranks, shopping areas, industrial areas and high-density residential communities.
- g. Upgrade roads in areas where poor infrastructure contributes to flooding, traffic congestion or unsafe pedestrian movement.
- h. Maintain storm-water drainage systems, including drains, culverts, channels and retention infrastructure.
- i. Conduct preventative storm-water maintenance before the rainy season.
- j. Develop ward-level reporting mechanisms allowing residents to report potholes, damaged roads, blocked drains and dangerous road conditions.
- k. Ensure that road-repair contracts are properly monitored so that poor-quality workmanship does not result in repeated expenditure on the same roads.
- l. Publish major road-maintenance projects, contractors, expected completion dates and project status to strengthen accountability.
- m. Introduce more accurate population and consumption data into municipal Integrated Development Plans (IDPs), infrastructure plans and municipal budgets.

3.4 WASTE MANAGEMENT AND CLEAN TOWNSHIPS

Operation Dudula believes that a clean municipality is a functioning municipality.

Illegal dumping, overflowing bins, irregular refuse collection and poorly maintained public spaces undermine public health, dignity, safety and local economic activity.

Operation Dudula will:

- a.** Ensure that reliable refuse collection according to published municipal collection schedules.
- b.** Ensure that refuse collection schedules are communicated clearly to every household and community.
- c.** Rapidly address missed collections and provide residents with accessible mechanisms for reporting failures.
- d.** Expand refuse-collection capacity in high-density areas where existing services are inadequate.
- e.** Establish and maintain properly managed waste-recycling and separation-at-source programmes.
- f.** Develop designated waste-disposal and collection points in areas where illegal dumping is prevalent.
- g.** Conduct regular clean-up operations in illegal dumping hotspots while addressing the underlying causes of repeated dumping.
- h.** Enforce municipal by-laws against illegal dumping and illegal waste disposal.
- i.** Introduce stronger measures against businesses and individuals responsible for large-scale illegal dumping, within the municipality's legal powers.
- j.** Work with schools, community organisations, businesses and residents to establish Clean Ward Campaigns.
- k.** Maintain parks, open spaces, verges and public areas so that they do not become dumping grounds or areas of criminal activity.
- l.** Increase the number and accessibility of refuse bins in public areas, transport nodes, markets and other high-traffic locations.
- m.** Promote waste recycling as an economic opportunity by supporting legitimate local recycling enterprises and cooperatives.
- n.** Ensure that municipal waste facilities comply with environmental and public-health requirements.

3.5 PUBLIC FACILITIES AND COMMUNITY INFRASTRUCTURE

Public facilities belong to the communities they serve. Municipal buildings, parks, libraries, community halls, swimming pools, sports grounds, markets, cemeteries and other public facilities must be properly maintained and accessible.

Operation Dudula will:

- a.** Conduct a municipal public-facilities audit to establish the condition, ownership, utilisation and maintenance requirements of every major municipal facility.
- b.** Restore neglected community halls, libraries, sports grounds, swimming pools and recreational facilities.
- c.** Ensure that public facilities are maintained through preventative maintenance rather than waiting for infrastructure to collapse.
- d.** Upgrade community halls so that they can support community meetings, cultural activities, skills programmes, youth activities and local events.
- e.** Maintain and secure municipal parks and recreational spaces, ensuring they are safe and usable by residents.
- f.** Revitalise township sports facilities and ensure that young people have access to properly maintained fields, courts and recreational infrastructure.
- g.** Improve municipal libraries and community learning spaces, including access to digital connectivity where financially feasible.
- h.** Ensure that municipal facilities are accessible to persons with disabilities.
- i.** Improve lighting and security around public facilities and cooperate with law-enforcement agencies to reduce vandalism and criminal activity.
- j.** Establish proper maintenance schedules for all major municipal facilities and make these schedules publicly available.
- k.** Where facilities are underutilised, consider partnerships with community organisations, sporting bodies, cultural organisations and local businesses to increase legitimate community use.
- l.** Protect municipal facilities from vandalism, theft and unlawful occupation through improved security and community partnerships.
- m.** Ensure that cemeteries are properly maintained, secure and adequately planned for future community needs.
- n.** Develop and maintain public ablution facilities in appropriate high-traffic areas, markets, transport nodes and other public spaces.
- o.** Support the establishment and accessibility of rehabilitation centres that provide individuals struggling with substance addiction with structured treatment, recovery support and pathways towards reintegration into their families and communities.

- p.** Facilitate family counselling and therapeutic support for families affected by substance addiction, recognising the emotional, psychological and financial strain that addiction places on parents, children, partners and siblings.
- q.** Ensure adequate zoning and land-use allocation for rehabilitation facilities, incorporating suitable sites into municipal spatial planning and development frameworks to support the establishment of properly regulated, accessible and appropriately located rehabilitation.

3.6 PUBLIC TRANSPORT AND MUNICIPAL TRANSPORT FACILITIES

Township residents depend heavily on taxis, buses and other forms of public transport to access employment, education, healthcare and commerce.

Operation Dudula led municipalities will:

- a.** Maintain, upgrade and construct municipal taxi ranks and transport interchanges.
- b.** Ensure that taxi ranks have adequate lighting, sanitation, refuse collection and safe pedestrian access.
- c.** Improve pedestrian infrastructure connecting residential areas with public transport facilities.
- d.** Maintain roads and facilities used heavily by public transport operators.
- e.** Work with relevant transport authorities and public-transport stakeholders to address congestion and unsafe transport environments.
- f.** Develop properly planned informal trading areas around transport facilities rather than allowing uncontrolled trading to obstruct pedestrian movement and traffic.
- g.** Commit to establishing an integrated public scholar transportation forum and network within each municipality in an effort to ensure scholar safety, detect risks and identify gaps in the sector.

3.7 SERVICE-DELIVERY ACCOUNTABILITY

Service delivery must be measurable.

Operation Dudula will establish a Municipal Service Delivery Performance Charter requiring municipalities to publish:

- a.** Water outages and restoration times;
- b.** Electricity-related municipal faults and response times;
- c.** Potholes reported and repaired;
- d.** Roads scheduled for maintenance;
- e.** Refuse-collection failures and resolutions;
- f.** Illegal dumping hotspots addressed;
- g.** Public facilities maintained;
- h.** Infrastructure projects and their completion status; and
- i.** Municipal complaints received and resolved.

Each municipality must have a clearly identified mechanism through which residents can report service-delivery failures and track the progress of their complaints.

Councillors and municipal officials must be accountable for the services delivered in their communities.

A complaint must receive a reference number.
A reference number must receive a response.
A response must lead to action.
And failure to perform must have consequences.

3.8 A MUNICIPALITY THAT WORKS

Operation Dudula's vision is a municipality where residents do not have to fight for basic services.

We will work towards townships where:

Water flows.
Electricity works.
Roads are maintained.
Potholes are repaired.
Refuse is collected.
Illegal dumping is controlled.
Public facilities are functional.
Parks are maintained.
And municipal officials are accountable.

Service delivery is not a favour from government. It is the fundamental responsibility of local government and a right that residents must be able to expect from a municipality that works.

LOCAL ECONOMIC DEVELOPMENT AND JOBS

Operation Dudula believes that economic development must begin where South Africans live, work and conduct business: in our municipalities, towns, cities, townships and communities.

Local government is not merely responsible for service delivery. A competent municipality can create an environment in which businesses can start, grow and employ people. Through responsible municipal procurement, infrastructure development, by-law enforcement, access to municipal facilities, support for local enterprises and effective spatial planning, municipalities can become engines of local economic growth.

Our approach is guided by a simple principle:

Municipal economic development must create opportunities for South Africans, particularly local residents, while building productive, lawful and sustainable local economies.

4.1 MUNICIPAL ECONOMIC DEVELOPMENT

Operation Dudula led municipalities will:

- a.** Develop Local Economic Development (LED) plans that produce measurable jobs and businesses, rather than plans that exist only on paper. Every municipality must identify its economic strengths, weaknesses and opportunities and establish measurable annual targets for local business growth, employment and investment.
- b.** Prioritise local businesses in municipal procurement, within the limits of national procurement legislation. Municipalities must ensure that qualifying local and township enterprises are able to compete for municipal contracts and are not unnecessarily excluded by complicated tender requirements.
- c.** Break municipal contracts into appropriate smaller opportunities where legally permissible, allowing small and emerging South African businesses to participate instead of concentrating municipal expenditure among a small number of large contractors.
- d.** Publish municipal procurement opportunities transparently and establish accessible procurement information points so that small businesses can understand what the municipality is buying, when opportunities are available and how to participate.
- e.** Reduce unnecessary municipal red tape by establishing one-stop business support centres where entrepreneurs can obtain information about permits, licences, zoning, trading requirements, municipal services and available support programmes.
- f.** Improve municipal infrastructure as an economic enabler, prioritising:
 - Roads and bridges;
 - Storm-water systems;
 - Water infrastructure;
 - Electricity infrastructure;
 - Public transport facilities;
 - Markets and trading facilities;
 - Industrial parks; and
 - Digital connectivity.
- g.** Use municipal land and facilities strategically to support economic development, including appropriately planned markets, business hubs, incubation centres, light industrial facilities and affordable premises for qualifying local enterprises.
- h.** Attract investment into municipalities by creating predictable regulatory environments, maintaining infrastructure and establishing dedicated municipal investment and business liaison offices.
- i.** Strengthen municipal financial management and consequence management. Wasteful expenditure, corruption, fraud and maladministration divert resources that should be used to build infrastructure and stimulate the local economy.

- j.** Professionalise municipal administration by ensuring that key economic, financial, planning, engineering and infrastructure positions are filled by appropriately qualified and competent professionals through existing municipal governance mechanisms.
- k.** Establish partnerships with local businesses, universities, TVET colleges, professional bodies and industry experts to develop practical programmes that respond to the skills and economic needs of each municipality.
- l.** Promote the digital economy by facilitating affordable connectivity at municipal facilities and creating opportunities for young people to participate in technology, digital services, creative industries and online entrepreneurship.
- m.** Ensure that municipal economic-development programmes do not discriminate unlawfully but are structured within the legal framework governing preferential procurement and local economic development.

4.2 TOWNSHIP AND LOCAL ECONOMY

Operation Dudula recognises that the township economy is one of the most important sources of entrepreneurship and employment at local level.

A municipality must not simply collect revenue from township businesses. It must create an environment in which those businesses can formalise, grow, employ people and become sustainable enterprises.

Operation Dudula will:

- a.** Conduct a comprehensive audit of township businesses and trading activities to establish which businesses are formally registered, which are operating without the required municipal approvals and what barriers prevent legitimate businesses from complying.
- b.** Simplify the process of formalisation for qualifying township businesses by providing accessible municipal assistance with permits, zoning, trading requirements and other municipal processes.
- c.** Ensure municipal by-laws consistently and fairly enforced, including laws governing trading, health and safety, zoning, waste management, building regulations and the use of public spaces.
- d.** Ensure that lawful South African-owned businesses are not displaced from municipal trading opportunities by unlawful operators, while ensuring that enforcement is conducted through lawful municipal processes and without discrimination.
- e.** Develop properly planned township trading areas and markets, replacing uncontrolled roadside trading where appropriate with safe, serviced and affordable trading facilities.
- f.** Revitalise municipal and township industrial parks, ensuring that vacant or underutilised facilities are made available to qualifying local manufacturers, artisans, cooperatives and entrepreneurs.
- g.** Introduce affordable municipal rental and incentive programmes, where financially and legally viable, to assist qualifying start-ups and small businesses during their early stages.

- h.** Establish municipal business incubation hubs offering entrepreneurs access to business advice, bookkeeping support, digital services, mentorship, market information and assistance with municipal compliance.
- i.** Support local manufacturing and production, particularly businesses producing goods that are currently imported into local communities but can reasonably be manufactured locally.
- j.** Promote local supply chains, connecting township manufacturers, farmers, wholesalers, retailers, restaurants, schools, municipal facilities and other institutions where legally permissible.
- k.** Support cooperatives and community enterprises that can create employment and provide locally needed goods and services.
- l.** Develop municipal skills centres in partnership with TVET colleges and other accredited institutions, focusing on skills demanded by the local economy, including plumbing, electrical work, welding, automotive repair, panel beating, construction, hairdressing and beauty, catering, information technology, agriculture and other artisan and technical skills, amongst others.
- m.** Establish municipal mentorship programmes connecting experienced entrepreneurs and professionals with emerging township businesses.
- n.** Promote township tourism and local cultural economies, including heritage sites, entertainment, food, arts, crafts, music, fashion and locally produced cultural experiences.
- o.** Combat counterfeit and illicit goods through effective municipal by-law enforcement and cooperation with relevant national law-enforcement agencies, protecting legitimate businesses and consumers.
- p.** Support skills-development programmes aligned to the actual economic needs of each municipality.

4.3 MUNICIPAL AGRICULTURE AND FOOD ECONOMY

Operation Dudula believes municipalities can play an important role in strengthening local food security and creating opportunities in agriculture.

Operation Dudula led municipalities will:

- a.** Identify suitable municipal land that can lawfully be made available for community gardens, urban agriculture and qualifying agricultural enterprises.
- b.** Support community farming initiatives through access to municipal infrastructure, water where available and lawful, training and market linkages.
- c.** Establish and improve municipal fresh-produce markets that provide affordable access to locally produced food.
- d.** Connect emerging local farmers with schools, hospitals, retailers, restaurants and other potential markets, subject to applicable procurement laws.
- e.** Promote food-processing enterprises that can turn locally produced agricultural products into higher-value goods.
- f.** Support local agricultural cooperatives and small-scale producers through business-development programmes and partnerships.

4.4 LOCAL EMPLOYMENT AND SKILLS DEVELOPMENT

Operation Dudula believes municipalities must use their economic influence to expand opportunities for residents, particularly young people.

Operation Dudula led municipalities will:

- a.** Establish municipal employment and enterprise databases that connect local residents with available opportunities, training and businesses.
- b.** Expand partnerships with local businesses to provide internships, apprenticeships, learnerships and workplace exposure.
- c.** Use municipal infrastructure projects, where permitted by law, to create opportunities for local contractors, artisans and workers.
- d.** Establish Youth Enterprise and Skills Hubs in partnership with businesses, SETAs, TVET colleges and other relevant institutions.
- e.** Provide practical entrepreneurship programmes covering financial literacy, taxation, compliance, marketing, digital business and basic accounting.
- f.** Promote artisan development and facilitate pathways from training into actual employment or entrepreneurship.
- g.** Encourage municipalities to become significant customers of legitimate local businesses through transparent and lawful procurement.
- h.** Ensure that each municipality establishes an employment mayoral council executive department with the responsibility of local employment and skills development.

4.5 MUNICIPAL CONSUMER PROTECTION

Operation Dudula believes residents must be protected from unsafe goods, counterfeit products, exploitative practices and businesses that disregard municipal health and safety requirements.

At local level, Operation Dudula municipalities will:

- a.** Conduct public awareness programmes informing residents of their consumer rights and the appropriate channels for reporting violations.
- b.** Strengthen municipal inspection and enforcement capacity relating to matters within municipal jurisdiction, including environmental health, food safety, trading and business compliance.
- c.** Conduct regular inspections of businesses where legally authorised, particularly establishments handling food and other products affecting public health and safety.
- d.** Take firm action against businesses selling unsafe, expired or illegally traded goods within municipal jurisdiction.
- e.** Work with relevant provincial and national authorities when matters fall outside municipal powers.
- f.** Establish accessible municipal reporting channels through which residents can report unsafe trading practices, illegal dumping, counterfeit goods and other local economic violations.
- g.** Promote transparent and fair trading environments in municipal markets and trading facilities.
- h.** Create transparent databases of local suppliers and service providers.

4.6 LOCAL REVENUE AND RESPONSIBLE MUNICIPAL SPENDING

Economic development cannot succeed where municipalities are financially dysfunctional.

Operation Dudula led municipalities will:

- a.** Improve municipal revenue collection while protecting vulnerable residents through lawful and appropriate indigent-support mechanisms.
- b.** Reduce unnecessary municipal expenditure and redirect available resources towards infrastructure, maintenance and economic development.
- c.** Strengthen financial controls to combat fraud, corruption and wasteful expenditure.
- d.** Improve payment processes to ensure that legitimate small businesses supplying municipalities are paid within prescribed periods.
- e.** Regularly publish accessible information on municipal spending, major contracts and economic-development programmes to strengthen accountability.
- f.** Ensure that municipal assets are properly managed and that vacant or underutilised municipal properties are considered for productive economic use where appropriate.
- g.** Link municipal economic-development spending to measurable outcomes, including businesses supported, jobs created, infrastructure delivered and investment attracted.
- h.** Protect municipal infrastructure against illegal connections, vandalism, theft and unlawful occupation.

4.7 A MUNICIPALITY THAT WORKS FOR LOCAL BUSINESS

Operation Dudula's vision is for municipalities to become partners in local economic development rather than obstacles to it.

A municipality must be able to answer three basic questions:

How many businesses were created?

How many businesses grew?

How many sustainable jobs were created?

Our municipalities must become places where a young South African can start a business, where a township entrepreneur can grow into an established company, where an artisan can find work, where a local manufacturer can access markets and where municipal infrastructure supports rather than undermines economic activity.

Operation Dudula will put local economic development at the centre of municipal governance: using municipal spending, infrastructure, land, markets, procurement, by-law enforcement and partnerships to build stronger local economies and create opportunities for South Africans.

Operation Dudula led municipalities will:

- a.** Identify suitable land and facilities for local enterprise, markets, business hubs, production and community-based economic activity.
- b.** Align zoning, infrastructure, trading facilities, transport access and by-law enforcement with local economic development objectives.
- c.** Support local procurement, skills development, incubation, mentorship and access to municipal information.
- d.** Ensure that Local Economic Zones are lawfully planned, accessible, safe, environmentally responsible and connected to surrounding communities.
- e.** Measure their performance through business participation, jobs, enterprise growth, local procurement and improved municipal revenue.

CLEAN GOVERNMENT, FINANCIAL MANAGEMENT & ACCOUNTABILITY

Operation Dudula believes that municipalities cannot deliver reliable services, protect public resources or restore public confidence without clean, competent and accountable government. Financial discipline, transparent procurement, professional administration and consequence management must therefore form the foundation of municipal governance. Public office is a responsibility to residents, and every institution must be organised around lawful conduct, measurable performance and the responsible use of public resources.

5.1 FINANCIAL MANAGEMENT AND REVENUE PROTECTION

Operation Dudula municipalities will:

- a.** Strengthen revenue collection while protecting qualifying indigent households.
- b.** Review municipal valuation rolls where necessary and improve billing accuracy.
- c.** Reduce revenue leakage and strengthen lawful debt-collection processes.
- d.** Protect infrastructure-maintenance allocations and monitor municipal borrowing and financial obligations.
- e.** Publish understandable municipal budget information and major financial commitments.
- f.** Link municipal spending to measurable service-delivery outcomes.
- g.** Only support funded local municipal budgets.
- h.** Strengthen municipal financial oversight through more frequent, risk-based internal audits with particular attention to revenue collection, expenditure, procurement, irregular transactions and the protection of municipal assets.
- i.** Implement automated financial controls that flag irregular expenditure before it occurs, including transactions that exceed approved budgets, bypass procurement procedures or involve potential conflicts of interest, amongst others.

5.2 TRANSPARENT PROCUREMENT AND CONTRACT MANAGEMENT

Operation Dudula municipalities will:

- a.** Publish procurement opportunities, tender information and contract awards in accessible formats.
- b.** Create procurement information points for small, township and emerging businesses.
- c.** Strengthen controls against unauthorised, irregular and wasteful expenditure.
- d.** Apply lifestyle audits where legally authorised and appropriate.
- e.** Require clear performance obligations, delivery milestones and consequences for non-performance in municipal contracts.

5.3 AUDIT, ANTI-CORRUPTION AND ACCOUNTABILITY

Operation Dudula municipalities will:

- a.** Strengthen independent internal audit functions and risk-management systems.
- b.** Investigate allegations of fraud, corruption, maladministration and conflicts of interest.
- c.** Maintain public performance scorecards for political and administrative leadership.
- d.** Report suspected criminal conduct to the appropriate investigative authorities.
- e.** Publish clear explanations when municipal commitments are not met.
- f.** Build a municipal culture in which exposing corruption is an act of civic responsibility, not something to be punished or feared.
- g.** Ensure that municipal resources are not diverted through corruption, fraudulent documentation or politically connected allocation processes.

5.4 PROFESSIONAL MUNICIPAL ADMINISTRATION

Operation Dudula municipalities will support the professionalisation of municipal administration through:

- a.** Competency-based appointments and transparent recruitment processes.
- b.** Properly qualified senior managers and appropriately staffed critical departments.
- c.** Skills audits across municipal departments and continuous professional development.
- d.** Succession planning and the retention of institutional knowledge.
- e.** Clear performance agreements, regular evaluations and consequences for sustained non-performance.
- f.** Protection of officials from inappropriate political interference.
- g.** Reduction of unnecessary vacancies in critical posts.
- h.** Stronger internal controls and consistent administrative procedures.

Municipal employees must understand that their first responsibility is to the municipality and the residents it serves, not to an individual councillor, political faction or contractor.

5.5 CONSEQUENCE MANAGEMENT AND PUBLIC REPORTING

Every rand collected from residents must have a purpose. Every rand spent must be capable of being accounted for. Sustained non-performance, abuse of public resources and failure to comply with lawful procedures must produce documented consequences.

DIGITAL AND PARTICIPATORY GOVERNMENT

Operation Dudula believes that residents must be able to see how their municipality operates, access information without unnecessary barriers and participate meaningfully in decisions that affect their communities. Digital tools should improve access, transparency and responsiveness while remaining accessible to residents who rely on physical service points and direct engagement.

6.1 ACCESSIBLE DIGITAL MUNICIPAL SERVICES

Residents should not have to take a day off work to find out what their municipality is doing. Government should be accessible where people already are.

We will develop a practical digital municipality programme through which residents can, where systems permit:

- a. Submit and track service complaints.
- b. Apply for municipal services and access municipal forms.
- c. View council documents, procurement opportunities and municipal project information.
- d. Monitor service-delivery performance, rates and account information.
- e. Report illegal dumping, infrastructure damage and by-law violations.
- f. Access ward-level information and receive important municipal notices electronically.

Digital government will not replace physical service points. It will provide residents with another way to access government.

6.2 PARTICIPATORY AND TRANSPARENT GOVERNMENT

We will work towards publicly accessible municipal dashboards showing water interruptions, electricity interruptions, waste-collection performance, road maintenance and other indicators that residents need to understand municipal performance.

We will also create accessible channels for residents, including young people and underserved communities, to participate in community planning, raise concerns and monitor commitments. Information is part of service delivery.

HUMAN SETTLEMENTS

7.1 Policy Position

The right to adequate housing is enshrined in Chapter 2 of the Constitution of the Republic of South Africa. More than three decades after the adoption of the Constitution as the supreme law of the country, many South Africans continue to live in conditions that fall short of the dignity guaranteed by this constitutional right.

According to Stats SA's General Household Survey 2024, informal dwellings still constitute approximately 11.7% of all households in South Africa, with some informal settlements having existed since the early years of democracy.

The continued existence of informal settlements reflects deeper challenges in housing delivery, municipal administration, urban planning, infrastructure provision, and the management of population growth. Human settlements policy must therefore move beyond temporary responses and focus on creating sustainable, integrated communities where all qualifying South Africans can access safe, dignified, and lawful housing.

Operation Dudula believes that municipalities have a central role in addressing these challenges. Effective human settlements management requires proactive governance, strong legal administration, responsible property management, and efficient delivery of basic services.

7.2 Eradication and Upgrading of Informal Settlements

The long-term objective of human settlements policy must be the complete eradication of informal settlements through the accelerated development of formal housing and integrated communities.

Recognising the immediate realities faced by residents of informal settlements, government must provide temporary interventions that improve safety, dignity, and living conditions while formal housing solutions are developed.

Operation Dudula municipalities will:

- a.** Prioritise the upgrading and formalisation of long-standing informal settlements that have existed for decades.
- b.** Seek to transform informal settlements into integrated communities with access to formal housing, sanitation, electricity, roads, public facilities, and economic opportunities.
- c.** Ensure that informal settlement upgrading is approached not only as an infrastructure project, but as a means of breaking cycles of generational poverty and restoring dignity.
- d.** Deploy free battery-powered lighting solutions to reduce dependence on candles and lower the risk of fires.
- e.** Expand access to safer energy alternatives, including solar solutions, to reduce reliance on hazardous energy sources.
- f.** Provide roof repair and leakage assistance to reduce exposure to harsh weather conditions.
- g.** Improve waste management through sufficient deployment and regular collection of communal waste infrastructure.

7.3 Fair and Lawful Administration of Public Housing

Public housing programmes exist to support disadvantaged South Africans who meet the legal requirements for assistance. The effective administration of public housing is therefore essential to ensure that available resources reach intended beneficiaries.

Operation Dudula municipalities will:

- a.** Investigate RDP housing ownership and occupancy to ensure that housing benefits remain with legally qualified beneficiaries.
- b.** Strengthen verification systems to prevent fraud, unlawful occupation, and abuse of housing programmes.
- c.** Ensure transparent and efficient management of housing waiting lists.
- d.** Proactively identify residents who qualify for housing assistance rather than relying exclusively on applications and complaints.
- e.** Address information gaps that prevent disadvantaged communities from accessing available housing opportunities.
- f.** Ensure that public housing administration supports national developmental objectives.

7.4 Addressing Property Hijacking and Illegal Occupation

Property hijacking has become a serious challenge in several urban areas, including parts of Johannesburg CBD and some townships, where unlawful occupation has undermined property rights, public safety, and municipal authority.

Operation Dudula recognises that early intervention is essential, as delays in addressing illegal occupation often make enforcement more complex due to legal processes and administrative requirements.

Operation Dudula led municipalities will therefore:

- a.** Establish specialised teams responsible for monitoring and responding rapidly to illegal occupation.
- b.** Develop early-warning systems to detect unlawful occupation before it becomes entrenched.
- c.** Conduct regular property monitoring and inspections.
- d.** Establish public reporting channels for suspected illegal occupation and property-related offences.
- e.** Secure hijacked buildings and investigate opportunities to repurpose suitable properties as public housing infrastructure.

7.5 Strengthening Property Administration and Landlord Responsibility

A significant contributor to property hijacking and unlawful occupation is poor property administration by owners, landlords, and caretakers who neglect to fulfil their legal responsibilities.

Operation Dudula believes that effective human settlements management requires shared responsibility between government, property owners, and communities.

Operation Dudula led municipalities will:

- a.** Conduct awareness campaigns educating property owners about their legal responsibilities.
- b.** Promote responsible rental practices and lawful property management.
- c.** Provide guidance regarding compliance with applicable housing and immigration laws.
- d.** Encourage landlords to verify the legal status of foreign nationals before entering rental agreements, as required by law.
- e.** Educate communities about the risks associated with unlawful occupation and illegal settlement.

7.6 Enforcing Proper Urban Planning and Zoning Regulations

The misuse of properties through unlawful zoning changes and unauthorised conversions has contributed to disorder within municipalities.

Operation Dudula municipalities will:

- a.** Gover to ensure the strengthening of enforcement of zoning regulations.
- b.** Monitor unlawful conversion of residential properties into unsuitable commercial or overcrowded accommodation spaces.
- c.** Ensure that municipal administration respond proactively to zoning violations.
- d.** Restore proper urban planning standards that support safe and functional communities.
- e.** Ensure that municipal zoning is fair in our townships and low income areas.

7.7 Proactive Municipal Governance

Municipalities must move away from a reactive approach where problems are only addressed after complaints are submitted.

A capable municipality must actively monitor communities, identify challenges early, and intervene before problems become crises.

Operation Dudula municipalities will:

- a.** Conduct proactive community assessments.
- b.** Strengthen municipal monitoring systems.
- c.** Improve communication channels between residents and municipalities.
- d.** Develop faster administrative processes for human settlement challenges.
- e.** Ensure that municipal officials maintain an active presence within communities.
- f.** Regularly assess the impact of population growth on water, sanitation, electricity, waste removal, roads and other municipal infrastructure.

7.8 Legal Soundness and Good Governance

Effective governance requires both decisive action and strict compliance with the law. Decisions that are not legally sound often fail in courts, undermining even legitimate policy objectives. Similarly, residents must have accessible channels through which they can seek assistance, report problems, and receive lawful guidance.

Operation Dudula municipalities will:

- a.** Establish advisory boards consisting of legal experts to provide guidance on complex municipal decisions.
- b.** Strengthen legal review processes before enforcement actions are implemented.
- c.** Improve administrative procedures to ensure decisions are lawful, fair, and sustainable.
- d.** Reduce costly failures caused by poor legal administration.
- e.** Establish dedicated housing and property administration helplines.
- f.** Create accessible reporting systems for housing fraud, illegal occupation, and municipal failures.
- g.** Conduct continuous public awareness campaigns on housing rights, responsibilities, and legal processes.

7.9 Policy Outcome

Through improved municipal capacity, stronger legal administration, responsible housing management, and accelerated human settlement development, Operation Dudula seeks to build communities where every qualifying South African has access to safe, dignified, and sustainable housing.

Human settlements policy must restore dignity, protect public resources, strengthen lawful administration, and ensure that municipalities serve communities through proactive and effective governance.

Operation Dudula intends on building Orderly, Lawful and Sustainable Communities

HEALTHY, CLEAN AND RESILIENT COMMUNITIES

Operation Dudula believes that a municipality's responsibility extends beyond the provision of basic services to the protection of the public environment and the long-term resilience of its communities. Clean surroundings, effective environmental health systems, disaster preparedness and climate resilience are essential to public dignity, safety and sustainable local development.

Clean government begins with clean communities.

Municipal health includes the environment in which people live: sanitation, waste, food safety, pollution, drainage, public facilities and the management of environmental hazards.

We will strengthen environmental health within the municipality's lawful mandate through regular inspections, stronger monitoring of food-handling premises, action against illegal dumping, improved sanitation and drainage, pollution monitoring, better maintenance of cemeteries and public-health facilities under municipal control, and public reporting of major environmental health risks.

Disaster and Climate Resilience

Municipalities must prepare for emergencies before they happen.

We will:

- a.** strengthen municipal disaster-preparedness plans;
- b.** identify communities and infrastructure vulnerable to flooding and fire;
- c.** improve early-warning and emergency communication systems;
- d.** maintain emergency equipment and response infrastructure;
- e.** identify temporary shelters and evacuation arrangements;
- f.** improve fire-prevention measures, particularly in densely populated settlements;
- g.** protect critical water, electricity, road and communication infrastructure; and
- h.** incorporate climate resilience into new infrastructure planning.

Resilience is cheaper than repeatedly rebuilding what should have been protected in the first place.

THE FIRST 100 DAYS

A manifesto should not begin five years from now. It should begin on the first day of government.

Within the first 100 days, an Operation Dudula municipality will begin a structured assessment of municipal finances, water infrastructure, electricity infrastructure, roads and stormwater systems, waste management, municipal buildings and assets, housing and municipal land, procurement contracts, outstanding projects, staff vacancies and critical skills gaps, service-delivery complaints, municipal debt, by-law enforcement and disaster readiness.

The findings will be presented to residents.

Where a problem already exists, residents should not have to wait five years to be told about it.

The first responsibility of a new administration is to know what it has inherited.

THE FIVE-YEAR CONTRACT PLAN OF ACTION

We will measure government by what changes, not by what was promised.

Stabilise

- Audit municipal finances.
- Establish infrastructure baselines.
- Address critical service failures.
- Review contracts and procurement systems.
- Establish public performance reporting.

Repair

- Accelerate infrastructure maintenance.
- Address water, electricity, roads and waste backlogs.
- Improve municipal revenue systems.
- Strengthen professional administration.

Build

- Expand economic-development programmes.
- Unlock municipal land.
- Increase local procurement opportunities.
- Expand housing and settlement upgrading.
- Increase youth opportunity programmes.

Transform

- Implement larger spatial-development projects.
- Expand economic corridors.
- Improve township-rural-CBD connectivity.
- Strengthen digital government.
- Expand investment and local enterprise opportunities.

Consolidate

- Measure outcomes against the original baseline.
- Publish what was achieved.
- Publish what was not achieved.
- Explain why.
- Set out the remaining work.

HOW RESIDENTS WILL KNOW WHETHER WE SUCCEEDED

At the beginning of our term, we will establish measurable baselines.

At regular intervals, we will report publicly on:

- Water: how many households have reliable access?
- Electricity: how quickly are faults repaired?
- Waste: how consistently are collection schedules met?
- Roads: how much of the identified maintenance backlog has been addressed?
- Finance: is the municipality financially stronger?
- Procurement: are opportunities accessible and transparently awarded?
- Housing: how much municipal land and housing stock is properly managed?
- Safety: are identified high-risk public spaces being addressed?
- Economy: how many local enterprises are participating in municipal economic programmes?
- Youth: how many young people have entered internships, apprenticeships, training or enterprise programmes?
- Administration: are critical positions filled by appropriately qualified people?

Where the municipality fails to meet its own commitments, residents will be told. Not five years later. Not during the next campaign. When the failure occurs.

OUR CONTRACT WITH RESIDENTS

We will not promise that every problem can be solved overnight.

We will not pretend that municipalities control functions that belong to national or provincial government.

We will not promise what the law does not permit us to do.

We will promise something more useful.

That we will know what belongs to us.

That we will take responsibility for what belongs to us.

That we will tell residents when something does not belong to us.

That we will pursue the authority responsible.

That we will publish what we are doing.

That we will measure whether it worked.

And that we will not ask residents to accept a broken municipality as the normal price of government.

Safe communities.

Reliable services.

Local opportunity.

Lawful government.

Professional administration.

Accountability that residents can see.