



BOSA

BUILD ONE SA

LOCAL GOVERNMENT MANIFESTO 2026

Leaders' Foreword

At BOSA, our vision is to create a prosperous society where all South Africans can prosper and coexist peacefully. We are dedicated to working for every individual, ensuring that our democratic values translate into tangible benefits for all citizens.

In the 32 years since the beginning of democracy in South Africa, millions of our fellow citizens have yet to see the system effectively fulfil their aspirations and meet their service delivery expectations. Both young and old continue to wait for the promises made in 1994, when our nation transitioned from an authoritarian Apartheid regime, focused on favouring a select few based on racial lines, to a democratic system designed to serve all citizens equally.

South Africa's future hinges on the outcome of this election and the developments in our cities over the next five years. By 2031, we will either look back on this period as one of growth and rejuvenation or as a time of continued decline. This is why BOSA starts with a clear objective: to create cities that are equipped for the future.

Nation-building cannot happen in isolation or through sweeping top-down initiatives; it is a process that unfolds street by street, ward by ward, and city by city. Each stable and effective council, every clean, consistent water supply, each pothole repaired, and every clinic that opens on time contributes a brick to the foundation of a united South Africa. This is the very essence of BOSA: it is not a slogan, but a method; the patient, deliberate work of making local government work, until the whole nation feels the difference.

Cities and towns are more than mere dots on a map; they are the heartbeats of our nation. They are the cornerstone, where small business owners embrace risks, the vibrant spirit of our diverse cultures thrives, and families pursue a brighter future, together, one stride at a time. Our vision for South Africa's cities is clear: we envision our cities as seamlessly interconnected ecosystems and hubs of access, opportunity, growth, and dignity, as opposed to being misaligned silos riddled with bureaucratic ideals. We believe that when our cities are well-led and work effectively, they serve as platforms for innovation and creativity, enabling entrepreneurs to thrive, families to prosper, and communities to come together. We envision cities that prioritise sustainability and resilience, adopting smart technologies that enhance service delivery. We envision cities that prioritise infrastructure development and investment to foster effective governance, to create urban spaces where everyone, regardless of their background, can access quality and efficient service delivery, healthcare, and employment opportunities.

In our commitment to restoring the dignity of all South Africans, we understand that vibrant cities are the backbone of economic growth and social cohesion. We aim to create local governments that are responsive to the needs of their constituents, actively engaging with residents to develop solutions that address their unique challenges. Through collaboration and innovation, we will build cities that are not only functional but also reflect the diverse spirits and aspirations of our nation.

Our goal is not just to be better local municipality administrators, but it is to reconstruct institutions that consistently work with fairness and professionalism for every South African. From one local council to another, we aspire to make exceptional service delivery the status quo and a felt-lived reality that is reliable and accessible for all South Africans. Every commitment in this document is scoped to what a Mayor, a Member of the Mayoral Committee (MMC) or a ward councillor can actually deliver and be held accountable towards. It is a practical, funded, and time-bound plan for the struggles residents experience every day, whether the tap runs, whether the lights stay on, whether a small business can get a permit without months of delay, whether a Metro Police officer answers the call, and whether a councillor can be trusted to keep their word.

Every commitment in the pages that follow is one we intend to keep and be tested upon, because we know that trust in local government has to be earned back, one delivered promise at a time. It is the fundamental element we believe will help rebuild the trust South Africans have lost in the functioning of their democratic system.

We are delighted to present to you a plan to get South Africa's cities not only working again, but living up to their full potential, with candidates who are equal to the task.

BOSA will get your municipality working through:

Service Delivery

Restoring dignity through water, electricity, sanitation, and housing systems that work for everyone regardless of where they are, and that are administered fairly, transparently, and timeously.

Jobs and Local Economic Growth

Leveraging the municipality's levers of procurement, licensing, land, and public employment to create real and sustainable jobs where people live.

Safety and Security

Bringing policing closer to communities through empowered, accountable Metro Police services working hand in hand with residents.

Corruption and Accountability

Ending patronage and cadre deployment with merit-based appointments, published tender data, and real consequences for wrongdoing.

Leadership

Fielding community-rooted candidates, selected on merit and vetted for integrity, ethical leadership, and holding them to account once elected.

Our Key Priorities for Fixing Local Government

1. Service Delivery

We hold the belief that effective and efficient service delivery is crucial for restoring human dignity and fostering hope within a democratic system that has struggled and dismally failed to meet the needs of all South Africans for the past 32 years. For us, prioritising service delivery is essential not only for building trust and accountability but also for demonstrating a genuine commitment to improving the lives of citizens.

2. Jobs and Local Economic Growth

We believe that jobs and the broader local economy form the foundation of our society, profoundly influencing every aspect of our lives, both individually and collectively. They act as the engine driving progress and prosperity. As such, our most pressing challenge is to repair and strengthen the local economy, as it is essential for fostering growth and enhancing the well-being of all.

3. Safety and Security

We believe that a nation burdened by crime cannot foster economic growth or lift its people out of poverty. It is our firm conviction that restoring safety and security is essential for our country, allowing every individual to live without fear and be free from the threat of ongoing harm. Ensuring a safe environment is crucial for empowering our communities and driving positive change.

4. Corruption and Accountability

We believe that corrupt politicians who evade accountability are harmful forces that deprive our fellow South Africans of their constitutional rights to access essential resources and services.

5. Leadership

At the heart of our leadership philosophy lies the belief that political leaders must transcend self-serving ambitions and the traditional career-politician mindset. Instead, they should fully embrace community-driven and participatory democracy. This approach requires leaders to be directly engaged with, and accountable to, the communities they serve.

Our Guiding Values and Principles

Dignity

At the core of Ubuntu is the recognition of the dignity of each human being. Dignity is not an abstract constitutional ideal; it is felt or denied in the everyday administration of basic human services. Who receives water, electricity and sanitation, in what order, on what timeline, and through what process, are statements about whose lives the government treats as worthy of care. Where service delivery is arbitrary, delayed, or politically discretionary, it degrades dignity in the same manner as the violation of human rights. Where it is predictable, equitable, and responsive, it restores the basic recognition that every resident is owed as a matter of existing, not favour. BOSA's approach to local government must therefore treat the *how* of service delivery (the systems, queues, timelines, and accountability mechanisms) as a dignity project in its own right, not merely a technical or administrative one.

Community

We nurture a sense of common interests and a shared future, inspiring connectedness within Build One South Africa and the communities we serve. We serve the greater good of the collective. We are active members of our communities and seek to contribute to our communities' development and growth. We are responsible in our engagements and relationships. We build trust between each other and seek to gain and maintain the trust of the general public by aligning our actions with the values we profess. We firmly believe that South Africans are stronger together and can learn from each other to achieve the shared goal of creating a prosperous, safe, and thriving country. We create space for our differences to be harnessed for a shared purpose.

Equality

We envision one South Africa, where all citizens enjoy equal access and opportunity across race, gender, sexuality, disability, and religious beliefs, as enshrined in our Constitution. We acknowledge that the current state of many municipalities is not only the result of mismanagement and corruption over the past three decades. It is also the consequence of structural and systemic design, spatial planning, and socioeconomic exclusion that were intentionally constructed, established, and institutionalised to reinforce inequality. BOSA believes that addressing this legacy requires more than just acknowledgement and political rhetoric. Policies and equitable service delivery must actively dismantle these structural

inequalities and be designed to provide fair economic opportunities across the diverse spectrum of our cities and towns.

Accountability

A promise without a mechanism to enforce it is not a promise; it is a slogan. Accountability means that every commitment in this manifesto belongs to someone who will be answerable to it; a Mayor, an MMC, or a ward councillor. It means that residents can ask, in public, whether it has been kept. It means budgets, tenders and performances are published, not buried. It also means that officials who underperform or steal face real consequences, not redeployment to other capacities. Accountability is what transforms dignity, community and equality, from being mere values into outcomes that residents can see and measure.

How We Will Deliver This Manifesto

South Africans have seen and read manifold manifestos before. What is usually missing are key underpinning factors, including who is responsible for what and by when, and how it will be paid for. As such, before setting out our five policy priorities in detail, along with the underlying commitments, we set out how we intend to be held to account.

Who is responsible: every commitment in this manifesto sits with a named level of accountability. The Mayor's Office, an MMC or portfolio committee, or a ward councillor, not an anonymous 'the municipality'.

When it happens: flagship commitments carry a clear timeline, most within the first 100 days or the first year of a BOSA-led council, so that residents know when to hold us to it.

How it is funded: our commitments are funded through ring-fenced service revenue (water and electricity billing reinvested into those same services), reprioritised municipal operating budgets, Public-Private Partnerships, and performance-based grants. We do not plan to make commitments through new debt or unfunded promises.

1. Service Delivery: Fixing and Revitalising Local Government Administration

After 32 years of democracy in South Africa, millions of citizens across diverse demographics, locales, cities, towns, suburbs, and rural areas find themselves increasingly disillusioned by the political system. For many, democracy has devolved into mere rhetoric, an illusion that serves only a privileged few. Countless South Africans are forced to live without access to essential services such as clean water, proper sanitation, waste collection, adequate housing, and functional community facilities and infrastructure. This dire situation is not merely an inconvenience; it constitutes a daily assault on human dignity.

According to the Auditor-General, municipal spending in the country was almost R600 billion, with only 16% of municipalities achieving clean audits and reliably providing citizens with basic services. This translates to a particularly grim reality: 85% of municipalities are failing, a reality that can be attributed to patronage, corruption, and mismanagement. From suburban Johannesburg to the townships of Cape Town and the industrial belt of Ekurhuleni, residents across the country frequently encounter water shortages, inefficient waste management, and inadequate public services. These are challenges that heighten inequalities that persist throughout the nation.

This lack of service delivery has been seen most acutely in townships, informal settlements, and rural areas and has been cascaded across various spheres/areas in South Africa. Taxpayers in suburban and middle-class neighbourhoods are also living with potholed roads, billing errors, water interruptions and declining property values as infrastructure ages and maintenance is deferred. BOSA's commitment to service delivery is for every resident in every ward, because a municipality that only works for some of its people is not working, but rather concretises the already existing stark inequality.

The systemic failures in service delivery across these diverse regions are not isolated incidents but indicative of a nationwide problem that undermines the aspirations of a democratic society. Against this backdrop, at the local level, we commit to the following actions.

Restoring Functional, Accountable Municipal Government

Too often, the left hand of a municipality does not know what the right hand is doing. Water, electricity, roads, housing and planning operate as disconnected silos, run by an exhaustive list of separately governed and misaligned municipal entities, boards, and bureaucracies. This delays critical decision-making, because responsibility is unclear. It also results in

systemic and structural failures that persist because accountability is diffused and implementation and execution are toothless rhetoric. BOSA-led municipalities will change that by:

- Where municipal functions and entities are duplicated, or their mandates overlap, consolidating and streamlining them so that the city moves as one coherent system rather than a collection of competing bureaucracies.
- Enhancing the skills of local government officials and civil servants through robust training programs focused on ethics, professionalism, ethical leadership and competent local government administration.
- Introducing ward-and-municipal-level service charters with published turnaround and response times for water outages, burst pipes and leaks, sanitation faults, and electricity faults; this will be enforced through real-time, public quarterly meetings between ward councillors and communities.
- Creating a rapid-response accountability line for service delivery failures, with a named, accountable official, and not an anonymous call or SMS centre.
- Conducting a full, published audit of water, sanitation, refuse, and housing backlogs in every municipality, disaggregated by ward, with priority given to informal settlements, townships and rural areas that have historically been excluded from infrastructure planning.
- Digitising and publishing all municipal procurement data, including tender processes and contracts, and introducing public, digital tender and budget-allocation dashboards. This is so residents can see what has been awarded, to whom, and how the budget is spent.
- Adopting blockchain technologies to track all financial transactions, to further enhance transparency and accountability in public governance, combating corruption in the process.
- Ring-fencing a minimum percentage of infrastructure budgets for informal settlement, township, and rural upgrading.
- Establishing a clearly identifiable point of accountability for every municipal function, so that when something works we know why, and when it fails we know who is responsible.
- Establishing regular performance review mechanisms for elected officials and civil servants.

Adopting Artificial Intelligence (AI) For Effective Governance

At BOSA, we believe in the power of AI in significantly aiding our strides of making local government work more effectively and efficiently for the citizens of South Africa. We envision a future where AI is not just an add-on, but one of the key pillars in how we operate and administer local government levers. To realise this vision, BOSA-led municipalities will adopt AI in several key areas:

- **Predictive Billing:** We will use it to streamline financial reporting and to ensure adherence to regulations, this way minimising errors and enhancing accountability.
- **Improve Transparency in Public Governance.** We will use it to enhance public access to information and services, this way making governance more responsive and engaging.
- **Data-Driven Policy Making:** We will adopt data analytics to create evidence-based policies that are tailored to and best suited at addressing community needs.
- **Predictive Analytics for Service Delivery:** Using data analytics, we will anticipate community needs at blind spots and allocate resources more effectively and efficiently, thus ensuring that critical services are provided where they are needed the most.
- **Streamlined Service Delivery:** We will automate public auditing tasks to enable faster response time to enquiries from citizens, thus ensuring that service is delivered timeously and rapidly.
- **Compliance and Regulation Monitoring:** We will monitor compliance adherence of our municipalities to local regulations and community standards.

BOSA in Johannesburg

BOSA's Mayoral Candidate, Honourable Nobuntu Hlazo-Webster, has committed to restoring clear accountability across service delivery utilities such as City Power, Johannesburg Water, Pikitup, the Johannesburg Roads Agency, the Johannesburg Development Agency, the Johannesburg Property Company, the Johannesburg Social Housing Company, and Metrobus. Her main ethos in this regard is to consolidate fragmented mandates so the city functions as one united system, not a collection of misaligned silos.

BOSA in Cape Town

BOSA's Mayoral Candidate, Roger Solomons, has committed to governing the city in a radically open manner, by opening the City's financial systems to public view through a transparent digital dashboard tracking contracts, spending, procurement, consultants and departmental budgets, and reverting council meetings to being regular and in-person.

BOSA in Tshwane: Revitalising Service Delivery

BOSA's Mayoral Candidate, Martha Moshiga, has committed to revitalising service delivery through ethical leadership, by fixing basic infrastructure backlogs and problems, restoring respect for public office, delivering public governance, and building a clean and safe city and overall where everyone has equal economic participation and opportunity.

Revitalising Water Services: Restoring a Constitutional Right

South Africa faces a catastrophic water crisis driven by decaying municipal infrastructure and systemic neglect. Over half of the households across the country endure severe, ongoing water supply disruptions. Nearly half of our treated drinking water is lost to leaks before it reaches consumers, while failing wastewater systems continuously threaten public health.

BOSA believes that arbitrarily cutting water supply to households, schools, clinics and hospitals is a breach of the constitutional right, entrenched in Section 27, to have access to sufficient water. BOSA-led municipalities will treat the protection of essential public institutions from planned water cuts as a non-negotiable governance principle, and will prioritise fixing the infrastructure failures that make water-shedding necessary in the first place, by:

- Educating communities about water conservation, since South Africans consume more water than the international average (237 litres per person per day, versus 173 litres internationally).
- Implementing merit-based appointments for municipal water sector leadership, with a focus on qualified water engineers.
- Creating localised wastewater treatment options for businesses and communities, along with the necessary training and capacity building.

- Where a municipality has structurally failed to maintain a reliable water supply, exploring models that give capable communities and civil society structures a direct, accountable role in managing local water infrastructure, and drawing on lessons from communities that have taken on this responsibility themselves rather than waiting indefinitely for a failing municipality to act.

Housing: Land, Dignity, and a Roof That Lasts

South Africa is gripped by a severe housing crisis, characterised by a massive backlog that leaves millions of families trapped in informal settlements and inadequate shelters. A large part of this crisis is not only about building houses, but about the availability of well-located municipal land, close to where people actually work, study and access transport. BOSA-led municipalities will change that by:

- Conducting a full, published audit of all municipal land, buildings and other property assets within the first 90 days of taking office, identifying vacant, under-used or well-located parcels suitable for housing.
- Establishing a Municipal Land and Housing Programme to ensure that publicly owned land is used for public need, prioritising housing close to jobs, transport routes and economic opportunity rather than being left vacant or sold off, with every viable parcel released, repurposed, or developed within 24 months.
- Releasing well-located, under-utilised state and municipal land and buildings for social and affordable housing developments, located close to transport and economic hubs.
- Promoting mixed-use, mixed-income housing developments that combine affordable housing with commercial and retail space, increasing project viability and strengthening social cohesion.
- Overhauling the housing allocation system to ensure it is fair, transparent and consistent, with a Municipal Housing Delivery Unit Task Team to clear title-deed backlogs, identify residents still waiting on RDP houses, and assist those yet to register.
- Regulating speculative short-term rental accommodation (such as Airbnb-style listings) in high-pressure areas through municipal licensing, registration and zoning controls, so that housing stock is not diverted away from residents who need it.
- Using government buildings as tools of effective housing.

BOSA in Cape Town: A 90-Day Land Audit

Cape Town has close to 600,000 households on its housing waiting list, yet only 4,377 homes were delivered last year — just 0.6% of the backlog. BOSA has committed to several strides towards addressing this issue: a full audit of all city-owned land and assets within the first 90 days in office; a Municipal Land and Housing Programme; and doubling the current rate of delivery to at least 10,000 affordable housing opportunities a year.

The Everyday Basics: What a Councillor's Job Actually Involves

Manifestos often skip past the unglamorous administrative work that determines whether a municipality actually functions. BOSA will not, by getting the basics right, which we believe is the foundation everything else in this manifesto depends on. We commit to getting the basics right by:

- Maintaining accurate, regularly updated indigent registers, so that households entitled to free basic water, electricity and refuse removal are correctly identified and actually receive what they are owed, rather than being lost in outdated records.
- Keeping municipal valuation rolls current and accurate, since property valuations determine what residents pay in rates. Outdated rolls mean some residents are overcharged while others are undercharged, and municipalities lose revenue they are owed.
- Enforcing a clear, consistently applied credit control policy so that non-payment is managed fairly and predictably, protecting the revenue municipalities need to maintain services for everyone.
- Managing Eskom bulk-electricity debt responsibly, through negotiated, sustainable repayment plans and disciplined prioritisation of debt servicing, so that unpaid bulk debt does not trigger further tariff shocks, supply cuts or credit downgrades that punish paying residents for municipal mismanagement.

Transport and Mobility: Getting Around Should Not Be a Daily Struggle

No service delivery manifesto is complete without a transport infrastructural provision plan, as it is fundamentally one of the most immediate ways residents experience and determine whether their municipality works for them. Reliable roads and functioning transport infrastructure connect directly to the jobs and safety commitments set out elsewhere in this manifesto. BOSA-led municipalities will revitalise the transport infrastructure ecosystem by:

- Publishing clear turnaround-time targets for road maintenance, including pothole repairs and traffic signal faults, and reporting publicly against them.
- Upgrading and formalising taxi rank infrastructure. This includes safe waiting areas, ablution facilities, clear signage, and traffic management. This is recognition that minibus taxis remain the primary mode of transport for the majority of South Africans.
- Coordinating road maintenance, public lighting, and taxi rank upgrades with the safety commitments in this manifesto, since well-maintained, well-lit transport infrastructure is also safer transport infrastructure.
- Working toward one connected public transport system with integrated ticketing across rail, bus rapid transit, municipal bus services, and taxis, wherever feasible.

Environmental Health and Municipal Clinics

Primary healthcare is mainly a provincial competency, not a municipal one, and we will not promise what local government do not have the power to deliver. But municipalities do carry real, direct responsibilities for public health through local government levers, and BOSA-led municipalities will not neglect them, through:

- Aggressively resourcing municipal environmental health services, including food safety inspections at restaurants, spaza shops, and informal food vendors, and consistent enforcement of health and hygiene by-laws.
- Maintaining municipal clinics, where a municipality operates them, to a proper standard of staffing, cleanliness, and medicine availability.
- Recognising that reliable water, sanitation and housing are themselves health interventions. A family without clean water or a safe home cannot be made healthy by a clinic alone, and treating basic services delivery as inseparable from public health outcomes.

2. Jobs and Local Economic Growth Through Local Levers

Youth unemployment among South Africans stands at an alarming 47.4%. While various interventions exist at the national and provincial levels, local government has access to controls significant resources that can create a more direct impact on jobs: procurement, business licensing, municipal land, and public employment. BOSA is committed to using

these exact local levers to cut through bureaucratic red tape and unlock real, sustainable growth where it matters most.

BOSA has also taken the fight for a fairer labour market to Parliament through the Fair Pay Bill, which we envisage would end the practice of using a worker's previous salary to set their new pay and require companies to disclose salary ranges in job advertisements. These very same principles of fairness and transparency will guide how BOSA-led municipalities hire, contract and pay, using the following local tools.

Where Special Economic Zones (SEZ) declarations, tax incentives or national procurement reform require Parliament, National Treasury or SARS approval, we say so clearly and commit to using local government powers, levers and interventions to advocate for them. The following are the tools BOSA's Mayor, MMC or ward councillor will deploy directly, without waiting for anyone else's approval:

- Establishing a Red-Tape Reduction Unit within the municipality, with a mandate to fast-track approvals, permits and licences for small businesses and cut unnecessary bureaucratic delay.
- Offering municipal rates rebates for qualifying small and micro-enterprises, and local subcontracting quotas on municipal infrastructure projects, so that public spending keeps jobs and opportunity inside the local economy.
- Establishing an SMME Desk in every council, holding regular roundtables where small business owners can raise concerns and proposed solutions directly, which councillors are required to escalate and report back on.
- Supporting SMMEs through public-private partnership, allowing a blended model for resource allocation and expertise reciprocation, to foster innovation and sustainability.

Municipalities as Engines of Economic Growth and Opportunity

Cities and towns are the beating heart of South Africa's economy, but bureaucratic red tape, unreliable infrastructure and slow approval processes are strangling growth. BOSA-led municipalities will actively revitalise and grow the sectors that create jobs at scale, and redefine the township economy as a space of ownership and expansion, not survival, through:

- Appointing a Business and Investment Advisory Council in every metro within the first 100 days, to bring business, finance, technology and entrepreneurship leaders directly into city government.

- Using the Mayor's Office and municipal procurement and planning powers to champion Township Special Economic Zones, giving township businesses the same investment incentives, tax support and infrastructure access as industrial zones.
- Adopting a 'Buy Local First' procurement policy, requiring municipal departments and entities to prioritise locally produced goods and services so that municipal spending creates jobs within the local economy.
- Building partnerships between municipal government, TVET colleges, universities and private industry to grow the innovation economy, and opening under-used municipal theatres, libraries and community facilities as creative hubs, with podcast studios, recording facilities, digital production equipment and business incubators, to grow film, music, design and media as engines of youth employment.
- Protecting critical economic infrastructure, such as freight and logistics hubs, from theft, vandalism and criminal interference, and cutting red tape to accelerate investment approvals.

Local Jobs and Economic Growth: Putting South Africans First

We are committed to opening the economy fairly and transparently, to allow for the creation of jobs that put South Africans first. It is utterly unacceptable that we have sectors of the economy where the bulk of the labour force is not South African. To this end, we are committed to implementing strict municipal frameworks that prioritise South African citizens while ensuring that all foreign-owned businesses contribute equitably to the local government sector and the larger economy. BOSA-led municipalities will achieve this by:

- Enforcing legality frameworks for foreign-owned businesses, through strictly enforcing a zero-tolerance policy for unlawful economic participation. Anyone wishing to live, work, or operate a business in South Africa must be fully documented and legally registered.
- Enacting equitable immigrant taxation, which will see the introduction of a specialised municipal tax and levy framework for foreign nationals to ensure they contribute to public infrastructure and local services.
- Overhauling the municipal business licensing system by introducing a strict scoring matrix for rates, taxes, and license issuance, with South African-owned and managed businesses (especially in townships and local communities) receiving priority access to local trading opportunities.

- Actively cooperating with the Department of Home Affairs to facilitate a structured asylum and documentation registration window, to allow undocumented individuals who qualify for legal status under specific criteria, such as marriage to a South African citizen, to regularise their stay, while ensuring strict enforcement follows for those who do not comply.

BOSA in Ekurhuleni: Making Growth the Ambition

BOSA has committed to three flagship initiatives within the first 100 days: the 1,000 Township Businesses Programme, helping informal and small businesses formalise, access finance and enter supply chains; a One-Stop Business Centre for registration, permits and compliance; and a Buy Ekurhuleni First policy directing municipal spending toward local businesses. Townships from Tembisa to Katlehong, Vosloorus, Tsakane, Kwa-Thema, and Daveyton would be recognised as a Special Economic Zones. Whilst BOSA understands that this declaration needs approval from the national government tier, our commitment is to use local government levers, powers, and interventions towards their advocacy.

BOSA in Johannesburg: Open for Investment

BOSA has committed to appointing a Special Business Advisory Council within the first 100 days in office, and to using the Mayor's Office to press for Township Special Economic Zones across the city, building on Johannesburg's position as home to City Deep, the largest inland freight and logistics hub on the African continent.

BOSA strongly believes in the potential and power of SMMEs to create sustainable jobs for the young people of our country, especially given the persistently high unemployment rates. Leveraging local municipality levers and powers, BOSA-led municipalities will empower and support the local economy and SMMEs, by:

- Establishing a Local Municipal Incubation Fund to support youth-led start-ups and township enterprises, with tailored funding and mentorship that keeps job creation and spending inside local economies.
- Reviewing and eradicating onerous and arbitrary business licensing and trading laws at municipal level, and simplifying registration for informal traders through accessible e-registration systems.
- Releasing vacant municipal land and buildings for youth co-working spaces, trade workshops, and incubation hubs.
- Establishing local jobs databases, allowing municipalities to work with local businesses to connect unemployed residents with accessible, local opportunities.
- Partnering municipal youth programmes directly with local TVET colleges for placement pipelines into council-run infrastructure and service projects, giving participants transferable skills and, where performance warrants it, a clear pathway toward permanent absorption rather than a short internship that ends with nothing to show for it.
- Expanding the number of functional trading spaces in high-footfall areas, equipped with basic services such as water, sanitation and lighting, and ensuring by-law enforcement protects livelihoods, with the impounding of goods reserved only for serious offences.

BOSA in Johannesburg: The BOSA Business Council

BOSA Mayoral Candidate, Honourable Nobuntu Hlazo-Webster, launched the BOSA Business Council, a platform built for SMMEs across various fields and backgrounds to voice their collective concerns, bargaining power, and advocacy efforts, to make sure that their voices are central in shaping economic growth, economic transformation, as well as the larger economic policymaking. At its centre, the business council prioritises advocacy and policy influence, opportunity sharing and networking, as well as government oversight and accountability.

BOSA in Parliament: The Fair Pay Bill

BOSA's commitment to a fair and open labour market in South Africa culminated in the introduction of the Fair Pay Bill to Parliament as well as the larger public. At its core, the Bill amends, strengthens, and modernises the Employment Equity Act, 1998 (EEA), by prohibiting companies from asking new entrants into the labour market for past salary information, requiring companies to disclose salary ranges in job advertisements, prioritises new entrants' skills, experiences, and the value of the roles themselves as foundational for hiring decisions.

Connecting People to Jobs Through Transport

A city that is expensive and slow to move through is expensive to live in. Long, costly commutes consume wages and steal time that could be spent with family or in productive work. BOSA-led municipalities will change that by:

- Prioritising transport investment that reduces the distance (economic and physical) between where people live and where opportunity exists.
- Advocating for the devolution of passenger rail management to capable metro authorities, to restore the safety and reliability of commuter rail.
- Building one integrated public transport system with interconnected ticketing across rail, bus rapid transit, municipal bus services and taxis, to ensure that mobility is easier and effective
- Expanding municipal bus services to underserved communities, and building more affordable housing closer to jobs and transport routes.

Sports, Arts, Culture, Tourism and Heritage: Building the Local Creative Economy

Urban renewal is not only about pipes and roads. Our cities are full of decaying, underused public infrastructure such as municipal theatres, libraries, and community halls, sitting alongside a generation of creative talent with nowhere to build a career. BOSA-led municipalities will treat the creative economy as a genuine driver of local jobs and key contributor to community ties, not an afterthought, by:

- Establishing and positioning Metro Creative Council agencies as key agents in boosting the local creative economy by utilising national legislation like the National Arts Council

Act and repurposing neglected municipal theatres, libraries, and community centers into dynamic creative hubs.

- Equipping these hubs with podcasting studios, recording facilities, rehearsal spaces, digital production equipment, coding labs, business incubators and markets. This is so that young people have direct access to the tools of a creative career, not just the aspiration.
- Recognising heritage, tourism, and cultural industries as direct contributors to local job creation and economic development, and using urban revitalisation of public creative spaces as a deliberate economic strategy, not just a cosmetic one.
- Restoring and repurposing historical buildings to create spaces where people, especially young people, can work, play, and live, thereby rejuvenating the city.
- Implementing smart tourism solutions, such as mobile apps and virtual guides, to enhance the visitor experience and promote local attractions, leading to increased job opportunities in technology and service sectors.

Sport and recreation carry the same logic. They build both the local economy and the social fabric of a community. BOSA-led municipalities will ensure that this occurs by:

- Maintaining and developing municipal sports, recreational and signage facilities so they are safe, accessible, and usable, not neglected and abandoned.
- Running grassroots and competitive sports development programmes that give young people a genuine pathway, not just a once-off event.
- Ensuring equitable access to community sporting and recreational spaces across every ward, not concentrated in a few well-resourced areas.
- Hosting flagship sporting events that boost the local economy and use sport and recreation deliberately as a tool to strengthen social cohesion.
- Opening up underutilised stadiums, sports facilities, and parks as multi-purpose community hubs, co-working spaces, and educational hubs to attract investment beyond sport-related use.

3. Safety and Security: Empowering Metro Police and Communities

Decades of corruption, under-resourcing and political interference have hollowed out the South African Police Service, leaving local police stations under-resourced, understaffed and disconnected from the communities they serve. When communities are ignored by the state, safety becomes a privilege reserved for the wealthy, rather than a guaranteed constitutional right. Admittedly, safety consistently ranks among the top concerns for South Africans across every kind of community. From suburban households living behind high walls and electric fencing to small business owners paying extortion syndicates to keep operating, and commuters afraid to use public transport after dark. BOSA's safety commitments are for every resident, in every ward across rural and urban divides. While fixing SAPS ultimately requires national reform, BOSA refuses to leave our townships and rural areas vulnerable while waiting for a broken national government to act. Local councils already possess immediate, under-utilised constitutional authority. By exercising municipal control over by-law enforcement, smart procurement within existing municipal budgets, strategic public lighting, and direct partnerships with community policing structures, BOSA-led municipalities can restore safety directly to our streets by:

- Establishing structured local partnerships involving Metro Police, community policing forums, community patrols, and private security firms in high-risk areas. These partnerships should be coordinated by the local council. Participation of private security will be conditioned on clear accountability, adherence to human-rights standards, and appropriate use-of-force policies, ensuring they do not operate without oversight.
- Running regular, quarterly community safety forums to give residents a direct channel to raise safety and security concerns and priorities.
- Treating extortion syndicates targeting small businesses, informal traders and construction sites as a priority target for coordinated municipal, SAPS, and community intelligence-sharing, recognising the direct damage this does to local jobs and investment.
- Retraining and re-professionalising all municipal Metro Police and law enforcement officers under council control, addressing training gaps in local crime-prevention strategy, advanced de-escalation techniques, human rights compliance, and specialised by-law enforcement.
- Establishing a strict Consequence Management Policy for all municipal safety personnel, enforcing zero tolerance for corruption, extortion, and operational negligence,

with fast-tracked dismissal for those found underperforming or engaging in corrupt activity.

- Funding, upgrading and maintaining critical public safety infrastructure directly within municipal jurisdiction, including street lighting in high-risk areas and along transport routes.
- Establishing a 24-hour Municipal Safety Coordination Centre in every metro, integrating Metro Police, SAPS coordination desks, transport security, critical infrastructure security (water, electricity, depots and substations), and CCTV and data monitoring.
- Expanding CCTV and intelligent monitoring in identified crime hotspots, transport interchanges, business districts, and industrial areas; supported by a modern, city-wide command centre that enables rapid response.
- Introducing body-worn cameras for Metro Police officers, so that honest officers are protected, and residents have confidence that the law is applied fairly.
- Prioritising the protection of municipal and economic infrastructure (substations, cabling, depots, and public buildings) from theft and vandalism.
- Investing earlier in prevention: youth mentorship, after-school sport, arts and culture programmes, and social services that intervene before a young person is drawn into gangs or crime.
- Formally integrating and resourcing recognised Community Policing Forums (CPFs) and Neighbourhood Watches to act as force multipliers alongside our re-professionalised municipal officers. Both entities can learn from and empower each other to make sure that our communities are safe and secure at all times.

BOSA in Johannesburg: A Safety Coordination Centre in 100 Days

Within the first 100 days, BOSA has committed to establishing a City Safety Coordination Centre, integrating JMPD, SAPS coordination desks, Metro Bus security, city infrastructure security, and CCTV and data monitoring systems.

BOSA in Ekurhuleni: 1,000 New Officers

BOSA's Mayoral Ekurhuleni candidate has committed to recruiting 1,000 new EMPD officers within the first 12 months in office, deployed to crime hotspots, transport corridors, and the neighbourhoods that need them most, backed by body-worn cameras and a modern command centre.

BOSA in Cape Town: Safety Beyond Policing

BOSA's Cape Town Mayoral candidate has committed to expanding metro police officers to every community that needs them most, while investing in families, caregivers, schools, and after-school programmes to address the root causes of gang recruitment and youth crime.

4. Corruption and Accountability: Clean Government for All

Corrupt, self-serving and incompetent government officials are not merely theoretical failures; they inflict real harm on ordinary South Africans. They are the main reason water and sanitation systems go unfixed, housing remains inadequate, refuse collection fails, and electrical faults go unresolved.

South Africans have watched the Madlanga Commission of Inquiry expose in detail how networks of corruption and political interference can capture parts of the state. That same public understanding of what capture and impunity look like is exactly what BOSA intends to close off at the level closest to residents: local government.

For BOSA, clean government means competence and merit-based appointments instead of patronage, real and immediate consequences for corruption and mismanagement, and full public transparency over how municipal money is raised, allocated, and spent. Rebuilding public trust in local democracy requires more than political rhetoric; it demands tangible, enforced action. To this effect, we pledge:

- Implementing a Merit-Based Employment Policy across local municipalities and departments, hiring based on experience and competence, not political careerism and patronage.
- Enacting a Consequence Management Policy across local municipalities and departments for officials found guilty of corruption or misconduct, with instant dismissal and not reshuffling between departments or spheres of government.
- Introducing digitised, publicly accessible tender and budget-allocation dashboards, showing what has been awarded, to whom, and how the municipal budget is being spent, updated regularly.
- Holding regular quarterly public forums and participatory budget meetings between local municipalities, departments, ward councillors and communities, giving South Africans a genuine voice on their concerns and influence over budget allocation and expenditure.
- Formalising seats for grassroots and civil society organisations within the Municipal Integrated Development Plan and local ward processes.
- Implementing binding Coalition Agreement Frameworks when councils are led by coalitions, defining shared delivery goals, dispute-resolution procedures, and mandatory quarterly performance assessments, anchored in the same spirit of coalition stability that the Municipal Structures Amendment Bill seeks to entrench in law.

- Governing in a radically open manner, with council meetings restored to being regular and held in person, and agendas and minutes made publicly available.

5. Leadership: Participatory Leadership From the Ground Up

At BOSA, we believe in a participatory leadership approach that prioritises community engagement and accountability. Our candidates live in the communities they serve, enabling them to fully understand the lived realities of those communities; a proximity needed to come up with tailored solutions. This insider perspective and intimate connection enable BOSA leaders to make evidence-based, informed decisions that reflect the needs and aspirations of the people.

By embracing community-driven, participatory democracy, BOSA is dedicated to restoring competence to local councils, relying on the competencies of ordinary South Africans who embody the transformative ethos of change and who believe that change is needed, and it should start from the ground up. We understand that effective service delivery relies on leaders who are not only passionate about their roles but also deeply rooted in the communities they represent.

There are two failed models South Africans already know well: politics that treats residents as passive beneficiaries of decisions made elsewhere, and governance that simply hands services over to someone else and calls it done. BOSA's model is different. A BOSA councillor is the direct, working bridge between residents and their municipality, present enough to know which supply chain and procurement blockages are strangling a small business in their ward, and accountable enough to actually clear them, working with residents and young people as partners in the process rather than recipients of it.

How BOSA Selects and Holds Its Leaders Accountable

- Running an open candidate recruitment process to attract the best South Africans, beyond the pool of career party politicians.
- Conducting extensive vetting and background checks, over and above what is legally mandated by the IEC, to ensure the credibility and integrity of every candidate.
- Ranking candidates through a transparent, objective, merit-based system, not internal party patronage.
- Holding candidates to a binding code of conduct once they are elected to council.
- Requiring candidates to complete aptitude tests and local government knowledge assessments, backed by ongoing BOSA training to keep them up to date on the issues facing their communities.

- Sourcing candidates from the communities they will represent, connecting them directly to the people and the issues on the ground, and fostering trust, responsiveness, accountability, and accessibility.
- Stabilising coalition governance through binding Coalition Agreement Frameworks that define shared delivery goals, specify dispute-resolution procedures, and require mandatory quarterly performance assessments. Coalitions in South Africa are, and will remain, the reality of municipal governance and how democracy functions. Today, 76 of the country's 257 municipalities are coalition-governed, a number set to rise after this election.

Central to our leadership philosophy is the emphasis on dignity and accountability. We recognise that every resident deserves respect and equitable access to resources and services. Our approach to governance ensures that service delivery is predictable, fair, and responsive, restoring dignity to our citizens and reaffirming their right to be treated with care and respect. Together, in these elections and beyond, we can create a future where service delivery is a reality for every citizen, reinforcing both the dignity and hope that every South African rightfully deserves.

BOSA also recognises that many of our communities draw strength, resilience, and moral clarity from their faith. Across South Africa, churches, mosques, temples, synagogues, and other houses of worship have long served as anchors of hope, sanctuaries of care, and trusted spaces where people turn in times of need. We believe that leadership rooted in service is deeply aligned with the values upheld by our diverse faith communities: humility, integrity, compassion, and a genuine commitment to the wellbeing of others.

BOSA leaders are called not merely to govern, but to serve, embodying the principle that true leadership is stewardship, not entitlement. We draw on the wisdom of servant leadership found across South Africa's rich tapestry of faith traditions, recognising that those who lead must first listen, and those who govern must first serve.

Together, we can Build One South Africa for all.