

**NEC LEKGOTLA
24-26 JANUARY 2026**

**Commission report on
Fixing local
government and
improve basic services**



Introduction

- The Commission was tasked with consolidating the resolutions and recommendations of the **January 2025 Lekgotla, the 5th NGC, the LGI Sub-Committee Report** into a concrete implementation plan to be executed by the Regional and Provincial Executive Committees and oversighted and monitored by the NEC.
- The **January 8 Statement of 2026** focus on “Fixing-Local-Government” reaffirms and reinforces the **“Roll-Call-Action-Plan** that identified the six key areas that the ANC must now implement based on a practical experience and understanding.
- The Commission used the platform for members to undertake a **review of the work undertaken** by the ANC over the last five years and areas of weakness and failures that must be addressed and improved.
- The Commission noted and reiterated that the inability of structures and members to implement and enforce recommendations, actions and activities remains an “Achilles Heel” of the ANC and thus monitoring, oversight and real-time corrective and accountability must now take place
- The commission proposed that the recommendations and resolutions must be converted into practical actions and activities to ensure that in the period leading up to the 2026 LGE all ANC structures and members have a clear understanding on expectations, responsibilities and accountability with consequences for the failure to implement and take required actions as directed upon.

Strategic Thrusts for 2026

A. Roll-Call-Action-Plan

- Roll-Call Councilors' Session held 15 Sept 2025 reaffirmed accountability and service delivery urgency
- Directives: Service Delivery First, Community Accountability, Ethical Leadership, Collective Responsibility
- The six (6) pillars adopted are :
 - a) Action Service Delivery Commitments
 - b) Effective & Sustained Infrastructure
 - c) Capable Local Govt & institutional Capacity
 - d) Reconnect, Restore Trust & Accountability
 - e) LED, Jobs and Industrialisation
 - f) Strategic Developmental Communications

Strategic Thrusts for 2026

B. 5th NGC Outcomes

a) Renewal-Focused Resolutions:

- Launch a structured 'renewal chapter' through to 2032 aimed at organizational rebuilding and anti-corruption measures.
- Strengthen application of the 'step-aside' rule and reinforce internal ethics and integrity mechanisms.
- Economic & social turnaround:
- Stimulate job creation, inclusive economic growth, and reduce poverty and inequality.
- Directive to NEC to expand SARB's mandate to include employment and growth targets.

Strategic Thrusts for 2026

A. January 8 Theme And Tasks

Theme: '2026: Year Of Decisive Action To Fix Local Government And Transform The Economy.'

a) Primary Tasks:

- Diagnose and repair municipal governance breakdowns—addressing service delivery, financial mismanagement, and corruption.
- Implement rapid-response teams to restore public confidence.
- Ensure readiness for 2026 local government elections with a clear nationwide strategy.

Strategic Thrusts for 2026

C. MTDP Implementation Plan (2024–2029) – 2026 Focus

a) Strategic Pillars:

- Inclusive economic growth → Reduce cost of living, expand employment and poverty alleviation.
- Strengthening the state → Build capacity, ethics, and developmental capability in public institutions.
- Accelerated implementation → Shift to results-driven, coordinated, outcome-based government.

Strategic Thrusts for 2026

D. Other National Priorities 2026

- a) National Budget 2026:
- b) Prioritize resourcing for vulnerable households, infrastructure modernization, energy stability, fiscal sustainability, and SOE reform.
- c) State of the Nation Address (Feb 2026): Annual program covering service delivery, economic transformation, energy, water, and municipal turnaround.
- d) Institutional initiatives: Launch Operation Vulindlela models at municipal level and strengthen intergovernmental coordination.

Service Delivery Acceleration Plan

- **Overall Objective:**
Stabilise and improve visible service delivery in priority areas (water, roads, energy, cleanliness, human settlements, climate resilience, jobs) through coordinated **War Rooms** and **District Development Model (DDM)** execution, with clear timelines, accountability, and weekly monitoring.
- **Time Horizon:** Now → June 2026 (with immediate 30/60/90-day milestones)
- **1) Governance & Coordination**
 - **Service Delivery War Rooms (SDWR)**
- **Linkages with National IMC on Service Delivery ↔ Luthuli House SDWR:** Link in **alternate Mondays** cadence (align with M&E led by Comrade Mbalula's office).
- **Traditional Leaders:** Integrated into DDM structures and SDWR operations at district/ward level.
- **Governance Cadence**

Service Delivery Acceleration Plan

- **2) Priority Workstreams, Targets & Milestones**
- **WS1: Water (Reticulation First)**
- **WS2: Roads & Potholes (“Tuseme/Thusa on the Road” Fridays)**
- **WS3: Energy (Load Reduction & Network Stability)**
- **WS4: Clean Cities & Towns (Link to Fridays)**
- **WS5: Human Settlements (Rapid Fixes & Incremental Upgrades)**
- **WS6: Climate Resilience & Bridges (Welisizwe)**
- **WS7: Traditional Leaders Engagement**
- **WS8: Professionalisation & Operating Model**
- **WS9: Jobs (CWP & EPWP Ramp-up)**
- **WS10: Funding Discipline (End Unfunded Budgets)**
- **4) Monitoring, Reporting & Transparency**
- **5) Enablers & Immediate Unblocking**
- **6) Risks & Mitigations (Top 6)**

Key Actions for 2026 Q1-Q4

1. Service delivery and infrastructure (i)

Action/ Activity	Responsible Structure	Time Frame	Output/ results by End of 2026
<p>Prioritise reliable delivery of water, sanitation, electricity, refuse removal, cleaning cemeteries and road maintenance</p> <p>Develop and implement alternative service delivery models (e.g. BOT/ SPV etc)</p> <p><i>Cross reference input by DP and DWS notes</i></p>	<p>LGI PECs RECs Sub-Regions Branches Wards</p>	<p>Weekly/ Monthly Progress Reports</p>	<p>Submitted reports on how the problematic areas have been attended to</p> <ul style="list-style-type: none"> - Achievement percentage ✓ Database on use of local youths (mentored, CWP, etc.). ✓ Local communities confirming through weekly surveys, social media etc. that work is being done that refuse is removed, cemeteries cleaned and secured by neighbourly located youths and LM reporting on such community participatory programmes. ✓ Potholes are filled and communications using satisfaction responses by motorists and beamed comments about work done. ✓ Proper of waste management in rural areas ✓ Safe sanitation in rural areas ✓ Bought Yellow Fleets for the Cleaning Campaigns. ✓ Water Tankers Improved Management (the exploitation vs. the sabotaging of the fixed infrastructure to create demand for extension of the respective contracts. ✓ Installed Pre-Paid Meters. - Challenges - Applied corrective measures. - Response by LGI –alliance sessions to collective to assess on progress.

Key Actions for 2026 Q1-Q4

1. Service delivery and infrastructure (ii)

Action/ Activity	Responsible Structure	Time Frame	Output/ results by End of 2026
Establish rapid response units and service delivery war rooms at municipal, provincial and national levels	LGI PECs RECs Sub-Regions	January & February 2026	<ul style="list-style-type: none"> - Operational National War Room – January 2026 - Weekly/Monthly Submissions by Provinces - Interfacing by LGI and Deployed Cadres. - Communications on achievements. - Communications on challenges and corrective measures to be followed. - LGI confirms status of implementation and M&E to be escalated, beamed and publicized.
Introduce smart metering and correct historical billing errors Focus on Commercial, industrial and State Institutions to improve income generation	LGI PECs Municipalities	Immediate and Weekly and Monthly Reporting	<ul style="list-style-type: none"> - LM improved revenue and financial sustainability - Business and State Institutions top priority and the reluctant payers named and shamed through the LGI, PECs and RECs. - Billing Systems corrected (Pre-paid Meters replace aboriginal billing system not aiding the Municipal income steams). - Affordability status of workers to differentiate from the indigent. - LGI Quarterly Reports.

Key Actions for 2026 Q1-Q4

1. Service delivery and infrastructure (iii)

Action/ Activity	Responsible Structure	Time Frame	Output/ results by End of 2026
Allocate a minimum percentage of municipal operational budgets to repairs and maintenance	LGI Treasury Premiers P/Treasuries	Monthly Quarterly Bi-Annual Annual	<ul style="list-style-type: none"> - Treasury to individualize the status of Municipalities on the status of affordability status of its citizens in terms on the indigent status, business, state, workers and those hiding behind the indigent to avoid payment of services. - Direct Economic Cluster to find ways of ensuring that their Departments and entities commit to investing in such Municipalities to create economic development – attraction of investors, created jobs etc.
Audit all stalled, incomplete or abandoned infrastructure and housing projects	LGI DPWI DHS Premiers COGTA Defence SOEs Other DWS DEE SDWR	Quarterly	<ul style="list-style-type: none"> - Original Project Cycle of a Human Settlements Project, date of abandonment, reasons, efforts to correct. - Direct how to address spent State funds vs. audit direct that the project can continue to disintegrate vs. exposure of communities to crime (measured risk vs. submitted waiver of audits not protecting public interests – SPV Model – Funding, Compliance etc.). - Status Report on all state immovable assets, their locality and revitalization Model: <ul style="list-style-type: none"> ✓ Their original use and status at the moment; ✓ Revitalization using CWP's (Led by Professionals to mentor them on refurbishment, securitization and management and operations to benefit areas where such assets are located); ✓ Commercialization vs. continued use for state functionaries - LGI report on the status reports, proposed corrective measures, funding (state and PPPs) and accounting

Key Actions for 2026 Q1-Q4

1. Service delivery and infrastructure (iii)

Action/ Activity	Responsible Structure	Time Frame	Output/ results by End of 2026
Reduce vandalism and infrastructure theft through coordinated protection measures	Municipalities SOEs Departments LGI Provinces Regions	31 March 2026 Monthly Quarterly Bi-Annually Annually	<ul style="list-style-type: none"> - Provide an Assessment Report on all state assets likely to be prone to Vandalism. - Indicate the status of vulnerability of each asset vs. policing in the area and how best to connect such assets to artificial intelligence linked to local police stations. - Inspectors to be assigned to inspect places likely to be recipients of stolen vandalized state assets - Publicize number of reported vandalism cases. - Mentored/Trained Youths to man exposed state assets through CWP (at first) or other and where there is budget have special dispensation programmes (mitigated to the AGSA due spent vs. high risk levels). - Partner with the Private sector on areas of common grounds (objectives) and modeled on community participatory model as well. - Explore best case scenario In-Sourcing Model vs. reducing Tendering Models to 70:30 ratio by 2031
Expand free basic services, including alternative energy solutions and manage indigent register	Municipalities	Monthly	Universal access to FBS by the indigent



Key Actions for 2026 Q1-Q4

2. Municipal Financial Management

Action/ Activity	Responsible Structure	Time Frame	Output/ results by End of 2026
Strengthen clean administration, financial controls and credible billing systems	National Departments Provinces Municipalities	Monthly Quarterly Annually	<ul style="list-style-type: none"> - LGI will receive progress report infusing NCRs PCR's and Administrators into overall achievements on implemented recovery plans, Municipalities from dysfunctionality to improved financial controls. - Generic Income Streams improvements (Billing, Waste Management, Planning Income streams etc.)
Settle outstanding debt owed to municipalities by organs of state through Treasury instruments	National & Prov Dept, SOEs Municipalities Business & Etc. LGI	Immediate Weekly Monthly Quarterly Bi-Annual Annual	<ul style="list-style-type: none"> - Listed Defaulters, Amounts status and periods submitted REPORT to the LGI. - Treasury and COGTA engagements on a common ground approach to resolve the status of unpaid bills by such bodies. - Reduced debt as recorded by the LGI and reported status to the NEC.
Review and reform the local government fiscal framework, including alternative financing models	NT/ DCOG/ SALGA/ FFC	Quarterly	<ul style="list-style-type: none"> • Financially viable municipalities • Improved service delivery

Key Actions for 2026 Q1-Q4

2. Municipal Financial Management

Action/ Activity	Responsible Structure	Time Frame	Output/ results by End of 2026
Improve revenue collection	Nat, Prov Depts,SOEs Municipalities Business etc.	Immediate Weekly Monthly Quarterly Bi-Annual Annual	<ul style="list-style-type: none"> - Tamper-proof smart meters implemented - Improved Financial Controls and income streams - Completed and Operationalized Indigent Register Management. - Implement Free Basic Services (Treasury to be allowed to release with certified compliance on functional Indigent Register
Prevent adoption of unfunded budgets and address recurring negative audit outcomes	Municipalities Treasury COGTA LGI	Immediate	<ul style="list-style-type: none"> - Municipal Service Delivery Wish List to be aligned with available budget - LGI to deal with Non-Complaint Municipalities acting outside of the frame of TROIKAS or Province to Municipalities on MFMA processes and procedure

Key Actions for 2026 Q1-Q4

3. Governance, accountability and ethics

Action/ Activity	Responsible Structure	Time Frame	Output/ results by End of 2026
Implement recall mechanisms for non-performing public representatives and deployees, MMs and reconfiguration of troikas which are not performing	All Structures as per their Delegated Authority	Circumstantial and immediate and aligned by Performance Agreements	<ul style="list-style-type: none"> - Improved accountability and responsibility - Improved overall performance of public representatives and deployees - Improved service delivery - Improved public confidence
Implement strict consequence management for corruption, maladministration and misconduct			
Fast-track disciplinary processes related to tender irregularities and human resource abuse			
Strengthen oversight by councils, ANC caucuses and legislatures			
Stop inappropriate political interference and micro-management			
Disband persistently failing or dysfunctional structures where necessary			

Key Actions for 2026 Q1-Q4

4. Professionalisation and institutional capacity

Action/ Activity	Responsible Structure	Time Frame	Output/ results by End of 2026
Professionalise municipal political and administrative leadership	TROIKA with RWC With PWC LGI SALGA IGR Structures LGSETA	Monthly With Initial Report To LGI By 28 February	<ul style="list-style-type: none"> • Rapidly deploy engineers, artisans and technical professionals in Municipalities requiring immediate technical support including attending to diagnose faults, stabilise systems and support local teams. • Fill funded critical technical and operational vacancies urgently in water services, wastewater operations, electricity distribution and fleet management that contribute to service collapse • External support must be used to stabilise systems and transfer skills, not to replace permanent capacity. • The applicable SETA's be engaged for skills and technical capacity development • The OR Tambo Political School must develop credit points for councillor development towards CPD points
Undertake skills audit of technical professionals			
Prescribe minimum skills, qualifications and experience for councillors and senior officials			
Enforce separation between political office and administration			
Fill all funded vacancies within defined timeframes			
Implement continuous training and development programmes for councillors and officials			

Key Actions for 2026 Q1-Q4

5. Intergovernmental coordination and support

Action/Activity	Responsible Structure	Time Frame	Output/ results by End of 2026
Strengthen intergovernmental relations and coordination across spheres	TROIKA with RWC With PWC LGI SALGA IGR Structures War Rooms	Monthly With Initial Report To LGI By 28 February	<ul style="list-style-type: none"> The National, Provincial, District and Local intergovernmental coordination strengthened in order to implement the DDM. Community-Centred Planning and Social Compacts Integrated Infrastructure and Service Delivery Acceleration Improved Monitoring, Evaluation and Consequence Management Improved DDM, functioning of municipalities, implementation of One Plan, LED and service delivery issues addressed Set of targets and outputs aligned to the One Plan, One Budget be developed and enforced for ANC DDM Champions
Mobilisation of technical and financial resources to struggling municipalities			
Deploy competent technical support teams during interventions			
Strengthen DDM structures and role of Champions with improved spatialisation of planning across spheres of government and development of One Budgets to improve integrated planning and implementation.			
DDM Champions provide monthly reports and processed by War Rooms			
Align planning and budgeting through the District Development Model			
Improve monitoring, evaluation and reporting on municipal performance			

Key Actions for 2026 Q1-Q4

6. Demarcation and traditional leadership

Action/ Activity	Responsible Structure	Time Frame	Output/ results by End of 2026
Demarcation and traditional leadership	PWC With NWC LGI SALGA IGR Structures	Monthly With Initial Report To LGI By 28 February	<ul style="list-style-type: none"> Joint planning between municipalities and Traditional Council be institutionalized. The ANC must ensure meaningful participation of Traditional and Khoi-San Leadership in Municipal Councils The Department of Land Reform and Rural Development and the institution of Traditional and Khoi-San Leadership on must resolve outstanding land reform matters. The framework to address non-uniform provision of benefits by developing a national set of norms and standards for Traditional and Khoi-San Leadership be fast-tracked. Improved relations between ANC, government and TKL
Reform municipal demarcation processes to ensure stability and sustainability			
Deepen meaningful community participation in demarcation decisions			
Institutionalise joint planning between municipalities and Traditional Councils			
Establish appeals mechanisms and evidence-based ward delimitation processes			
TKL participate in DDM			
Nationwide engagement roadshow with TKL			
Collaboration to improve safety of initiation programme	COGTA, Health, DSAC, TKL etc.	Immediate	<ul style="list-style-type: none"> Zero tolerance for initiation fatalities

Key Actions for 2026 Q1-Q4

7. Community engagement and political renewal

Action/Activity	Responsible Structure	Time Frame	Output/ results by End of 2026
Reconnect with communities through door-to-door work and public meetings	RECs With PEC LGI Sub-Regions Branches Wards	Weekly	<ul style="list-style-type: none"> • Understanding of community areas of concern and problems for actioning • Communicate service delivery progress consistently Regular updates prevent misinformation and distrust. • Be transparent about challenges and corrective action Credibility depends on honesty. • Publicise action against corruption and recovery of funds • Visible accountability restores confidence.
Introduce community scorecards and service delivery reporting platforms			
Strengthen whistle-blower protection mechanisms			
Restore trust in ANC-led municipalities through visible improvement in delivery			
Use local government performance as a pillar of electoral renewal			

Key Actions for 2026 Q1-Q4

8. Climate change and disaster management

Action/Activity	Responsible Structure	Time Frame	Output/ results by End of 2026
Implement early warning systems	COGTA/ NDMC SDWR DHS DWS NT DEE DRT DFFE/ SAWS SANDF/ SAPS	Immediate	Enhanced disaster prevention, response and management
Preparedness and response			
Post-Disaster Reconstruction and Financing			
Strengthen Disaster Management System			Reduced loss of life and destruction of property
Implement Weather-Based insurance (parametric)			
Improve climate resilient infrastructure (build back better)			
Utilisation of capacity in SANDF and DMV			Partnership between NDMC, COGTA and Defence Reserves & MVs

White Paper on Local Govt: Key Issues For Attention

A. Governance and Administration

- Competency requirements for elected officials
- Professionalisation - Involvement of professional associations, recruitment, delegations to Municipal Manager
- Traditional Council Role In Local Government Governance and Administration
- Defining institutional arrangement to define minimum powers and functions and funding that binding and regulated

B. Key Bills And Related Reforms Requiring Attention

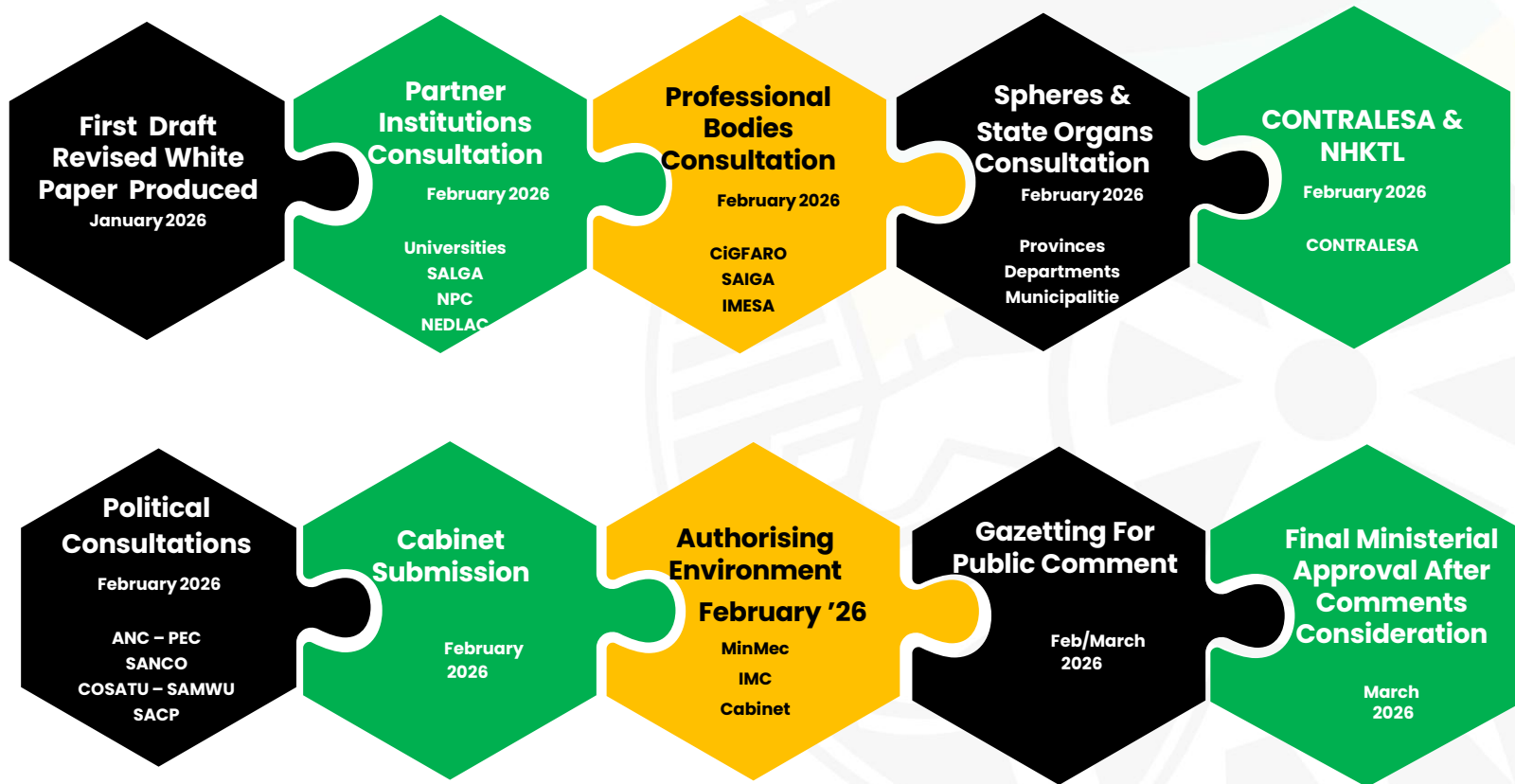
- Coalitions
- Interventions
- Independent Demarcations Authority
- Disaster Management
- PSC Framework
- Sector Department Reforms Focused on service utilities)

Key Issues For Attention

C. Matters With Constitutional Implications

- Powers and Functions
- Municipality Categories
- Proposed Single-Tier Municipalities
- Electoral System and Candidate Selection

Proposed Road Map



Key Indicators for Monitoring

Indicator	Responsible Structure	Time Frame	Output by End of 2026 (specific verifiable result that must exist by 2026 if activity/program is implemented)
Governance			
Monthly Ward Meetings	Branch	Monthly	Focus on key service provision improvement
Monthly Council Caucus Meeting	Chief Whips	Monthly	Caucus Focus On Council Service Provision
Mayoral Exco Meetings	Executive Mayor	Monthly	Agenda Focus On Council Service Provision
REC Monitoring Of Caucus and Deployees Performance	Regional Secretary	Monthly	Focus On ANC War-Room Complaints Received
Establishment Of ANC Provincial Service Delivery War-Rooms	Provincial Secretary	February	100% of Complaints Responded and Attended
Establishment Of National, Provincial and Municipal Service Delivery War-Rooms	SGO	February	100% of Complaints Responded and Attended

Key Indicators for Monitoring

Indicator	Responsible Structure	Time Frame	Output by End of 2026 (specific verifiable result that must exist by 2026 if activity/program is implemented)
Service Provision			
Reliable Water Provision Including Repair Of Leaks	TROIKA and Minister Of DWS	Immediate	Reduction In Community Complaints
Reliable Sanitation Provision Including Spill Reductions and Repair	TROIKA and Minister Of DWS	Immediate	Reduction In Community Complaints
Repair Of Pot-Holes In All Wards	TROIKA and Premier and MoT	Immediate	Reduction In Community Complaints
Load Reduction Mitigation	TROIKA, ESKOM and Minister Of DEE	Immediate	Reduction In Community Complaints
Increase In Provision Of Serviced Stands	Government Deployees In Province And National	Immediate	Reduction In Community Complaints

Key Indicators for Monitoring

Indicator	Responsible Structure	Time Frame	Output by End of 2026 (specific verifiable result that must exist by 2026 if activity/program is implemented)
Financial Management			
Increase in Conditional Grant Expenditure - USDG	Executive Mayor	Immediate	100%
Passing Of Unfunded Budgets	Executive Mayor	June 30	Unfunded Budget
Unqualified Audit Opinion	Executive Mayor	31 st August	Unqualified Audit Opinion
Minimum 8% Allocation For Repairs and Maintenance	Executive Mayor	30 June	8% Budget Allocation For Repairs & Maintenance
Allocation Of Funds For Yellow-Fleet Focused On Roads and Waste Management	Executive Mayor	30 June	Increase in plant and machinery for roads and waste management

Conclusion

- Fix ANC structures to fix local government
- Ensure involvement of Traditional and Khoi-San Leaders in local government matters
- Establish service delivery war-rooms anchored in Luthuli House replicated at provincial and regional spheres by 15 February
- Improved linkages on monitoring and evaluation between Luthuli House and Government
- Ensure that governance cadence is addressed through weekly and monthly structured engagements between regions, provinces and national offices
- Service delivery focus on energy load reduction, safe water and sanitation, waste management, better roads
- Replicate provincial good practices such “Thuntsa-Lerole” – “Beke-Le-Beke” – “Welisizwe-Bridges”
- Climate change impact
- Link programme and projects to create employment
- Focus on eradication of unfunded budgets and delivery of election focused budgets