



NEC

NATIONAL EXECUTIVE COMMITTEE

BULLETIN



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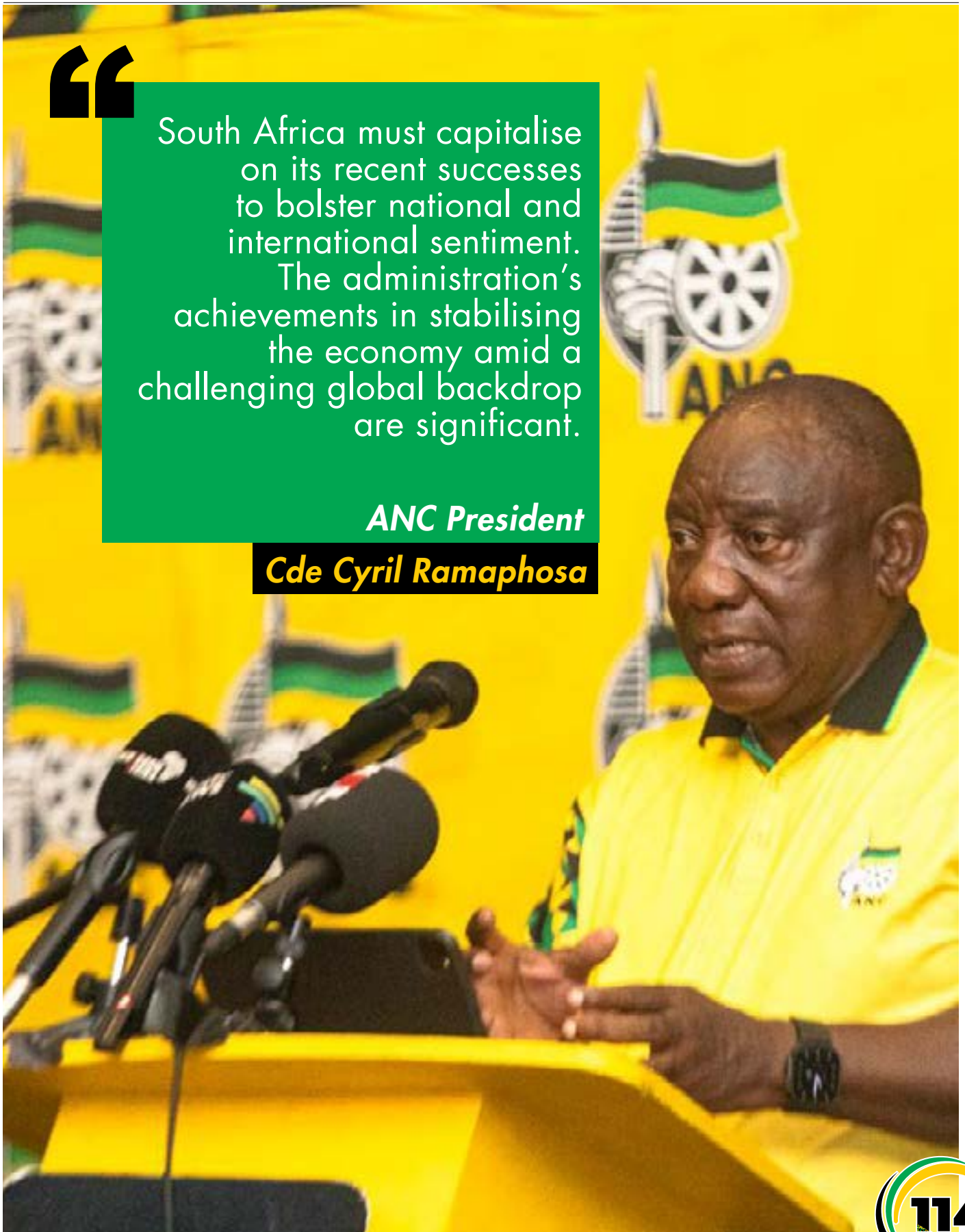
24 - 25 JANUARY 2026

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South Africa must capitalise on its recent successes to bolster national and international sentiment. The administration's achievements in stabilising the economy amid a challenging global backdrop are significant.

ANC President

Cde Cyril Ramaphosa



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I believe that here in South Africa, with all our diversities of colour and race; we will show the world a new pattern for democracy.

There is a challenge for us to set a new example for all. Let us not side step this task.

CHIEF ALBERT LUTHULI

POLITICAL OVERVIEW

Political Overview by ANC President Cyril Ramaphosa to the ANC NEC Meeting

National Chairperson, comrade Gwede Mantashe, Officials of the African National Congress, Comrade Thabo Mbeki, Comrade Kgalema Motlanthe, Members of the NEC, Leadership of the SACP, COSATU and SANCO, Leadership of the ANC Women's League, ANC Youth League and ANC Veterans' League, Leadership of the MK Liberation War Veterans, Leadership of SASCO, COSAS, CONTRALESA, Deployed Comrades,

Welcome to the first ANC NEC Lekgotla of 2026.

Makgotla present us with the opportunity to assess the progress our movement has made in pursuing the National Democratic Revolution (NDR), recalibrate and present programmes and proposals to enhance our work. This lekgotla, however, must have a slightly different focus. The focus must be on implementation.

South Africa's most persistent development constraint is not a lack of vision, but a gap between policy ambition and implementation. Over the past decade, the country has produced detailed strategies on industrialisation, energy transition, infrastructure and SOE reform, yet delivery has been undermined by fragmented authority, uneven capabilities across spheres of government, and limited



capacity to coordinate and adapt in the face of complexity.

Addressing this gap requires strengthening state capacity in a way that goes beyond organisational restructuring or compliance reforms. It requires building dynamic capabilities: the routines, skills and institutional arrangements that allow the state to learn, adapt and act effectively in conditions of uncertainty and complexity.

The ANC recently concluded our very successful 5th National General Council (NGC), where the movement undertook a thoroughgoing assessment of the efficacy of its policies and programmes.

Empowered by the contributions from branch delegates, the Leagues of the ANC, our Allies and a range of stakeholders, and buttressed by our commitment to scientific and evidence-based decision-making, the NGC

adopted a range of actions and programmes to enhance the lives of South Africans.

The ANC's 2026 January 8th Statement builds on the NGC outcomes and sets out the movement's understanding of the prevailing circumstances under which we seek to achieve our national objectives.

We acknowledge that 2026 will be a challenging year, wherein our country and the world will be confronted with both challenges and opportunities.

The people of South Africa will celebrate the 30th anniversary of the Constitution during 2026.

We celebrate the Constitution as key to South Africa's national identity and a living embodiment of our nation's transformation into a united, democratic state founded on the values of human dignity, and striving for the

achievement of equality and advancement of human rights and freedoms.

At various notable and important points throughout our history, South Africans have turned to dialogue and engagement to solve complex and vexing issues.

South Africans will participate in the National Dialogue and, through this process, have a say in the direction of our country, like they did in the drafting of the Freedom Charter in the 1950s and the Constitution in the 1990s.

2026 is also the year of Local Government Elections and the structures of our movement, must be prepared for what is likely to be a challenging contest.

The forces of rightwing imperialism, both global and domestic forces, are seemingly

on the offensive and we need to ensure that our movement and government take appropriate action to protect our nation and its people.

At the same time, we must remain laser-focused on addressing the immediate socio-economic concerns of the South African people.

Intensifying this focus and moving with greater urgency to build on recent improvements, we must still work to address poverty, unemployment and inequality.

Rebuilding trust in democracy and governance, which has been squandered through years of mismanagement, waste and corruption – especially at local government level and state owned enterprises– must be a central tenet of our programme.

These are some of the most important reasons why the ANC NEC decided that 2026 will be the year of Decisive Action to Fix Local Government and Transform the Economy.

In defence of our constitution, our democracy and to build a better life for all, the ANC NEC says we must:

- Fix local government and improve basic services
- Speed up economic transformation, inclusive growth and job creation

- Wage war on crime and corruption and tackle GBVF as a National Disaster
- Build a South Africa that belongs to all through the National Dialogue and the 30th anniversary of the Constitution
- Make organisational renewal visible and irreversible
- Build a better Africa and a better world.
- Therefore, based on the assessments and proposals emanating from the 5th NGC, and refined through the January 8th Statement and tasks, this Lekgotla must develop clear and implementable tasks, with measurable timelines and reporting timeframes.

Developing future programmes must acknowledge the clear improvements and positive developments over the recent past.

Some of these include real improvements in ports and rail, a small but encouraging decrease in unemployment in the third quarter of 2025, removal from the FATF greylist and experienced a year almost free from loadshedding.

South Africa experienced notable economic improvements throughout 2025, marked by four consecutive quarters of growth (although the rate of growth remained low). Statistics South

Africa reported declining levels of poverty and inequality and there was a modest decrease in the unemployment rate (which remains unacceptably high).

Furthermore, the country was removed from the Financial Action Task Force Grey List, received a sovereign credit ratings upgrade for the first time in 20 years, and experienced a year almost free of loadshedding.

Efforts to stabilise public finances are yielding positive outcomes. Recovering from the uncertainties and disagreements around the Government of National Unity's 2025/26 budget, government's November Medium Term Budget Statement was well received and borrowing costs have been falling– a trend which is likely to be reinforced by the accouchement of a lower inflation target.

South Africa must capitalise on its recent successes to bolster national and international sentiment. The administration's achievements in stabilising the economy amid a challenging global backdrop are significant. While peer countries and many developed economies continue to grapple with debt stabilisation and political consensus for reforms, South Africa's progress stands out.



Financial markets have responded positively to South Africa’s improving fundamentals. The Rand appreciated by 12.6% against the US dollar this year, ranking among the top-performing world currencies in the last quarter. Rand strength is attributed to increased flows into domestic financial markets and rising commodity prices.

The JSE All Share index rose by over 30% in 2025, and government bond yields fell by approximately 200 basis points to levels last seen in 2017. Foreign investor confidence was reflected in the purchase of over R100 billion in South African government bonds during the course of 2025.

Despite signs of improvement, South Africa still faces substantial challenges. Economic growth, though

increasing, remains modest, and unemployment levels are persistently high.

The security cluster is in crisis, questions persist regarding the structure of social support, and societal consensus around transformation is weakening.

It is essential to maintain momentum in implementing structural changes across critical network sectors such as electricity, rail, and water. These efforts are aimed at enhancing competitiveness, efficiency, and stimulating growth and investment.

Expanding infrastructure spending, both through budget allocations and development finance institutions, is identified as a priority.

Clear infrastructure spending targets should be set, supported by expanded project planning facilities and more active private sector involvement.

Fix local government and improve basic services
Successive auditor general’s and other reports have held that much of the issues at local government level are attributable to political interference, and to how the tendering system work. The ANC must therefore be unrelenting in ensuring professional administration is insulated from political interference.

Municipal governance on the whole must be capable and ethical. It is critical that municipal administration is also developmental and works with communities to meet their needs. We must therefore continue to mobilise for the full



implementation of the District Development Model (DDM) throughout the country.

The progress registered in Ethekekwini, through the work of the Presidential Ethekekwini Working Group and utilising methods and instruments available in terms of DDM, provides a clear roadmap for other local governments.

Indicators of success in Ethekekwini include significant infrastructure development especially in public transport infrastructure, reducing the number of derelict buildings, and easing the financial burdens for citizens who meet certain debt repayment criteria.

The city has also begun to restore public confidence as evidenced by increased tourism numbers over the festive season.

Like elsewhere in the country, Ethekekwini still experiences significant challenges in the area of water and sanitation. The ANC remains adamant that ensuring water security requires an effort similar to what was expended to address loadshedding.

On the other hand, there has been slower than expected progress in the City of Johannesburg where officials and stakeholders must improve and accelerate their cooperation to make meaningful progress in addressing citizens' concerns.

ANC structures, members as well as progressive formations must heighten their participation in the review of the White Paper on Local Government. Its outcomes must strengthen intergovernmental integration and cooperation as well as the ability of municipalities to meet developmental objectives.

The ANC Action Plan for Local Government reinforces our constitutional imperative that the movement must be grounded amongst the people. It sets out clear requirements for community engagement, door-to-door work and consistent and dynamic communication with constituents.

These tasks, which are also confirmed in our January 8th Statement, of reconnecting with constituents, become even more important when considering the massive effort that will be required to rebuild trust between the ANC and the people before the forthcoming local government elections.

As a movement, we will have to ensure that the ANC fields candidates with the requisite skills and of the highest integrity during the local government elections. All candidates will have to undergo mandatory

political education, including completing the compulsory ethics course.

Speed up economic transformation, inclusive growth and job creation As the ANC-led government, we have made important progress in rebuilding our economy in the wake of state capture, the COVID-19 pandemic and persistent load shedding.

We have embarked on the structural transformation of those parts of our economy that enable economic activity, including the electricity, logistics, water and telecommunications sectors.

Through legislative and regulatory changes, we have enabled massive new investment in these sectors, starting with electricity generation and telecommunications and now moving into logistics and then ports.

We have created conditions for more competitive and efficient industries, while ensuring that strategic assets remain publicly owned and regulated.

In the year ahead, we need to consolidate and accelerate these transformative actions.

We have built up the capacity of the state to plan, finance and implement infrastructure



projects at scale, and have directed substantial public funding towards infrastructure. The R1 trillion that has been committed to infrastructure over the next three years is unprecedented in our history.

We have also made changes to enable greater private investment in infrastructure and to simplify the process for establishing public-private partnerships.

We have agreed as the ANC that we need to use this massive investment in infrastructure to support local suppliers, to grow our construction and related industries, to provide opportunities for black-

women- and youth-owned enterprises and to create sustainable jobs.

In the year ahead, we need to give greater attention to building small, medium and micro enterprises and the informal sector. This means freeing these businesses from onerous regulatory requirements, providing incentives for them to grow and hire, and to better direct financial support to where it can be most productively used.

Through the work we have done over the last few years, led by the ANC, we have built up significant momentum. We have seen real signs of an economy that is turning around.



The programme that emerges from this legkotla must not only sustain that momentum but ensure that progress is faster and more meaningful.

This must be the year in which all South Africans feel the benefits of the progress that has been made.

Wage war on crime and corruption; tackle GBVF as a National Disaster

Our efforts to turn the economy around and to improve the quality of life of all South Africans is undermined by persistently high levels of crime, violence and corruption.

We can point to many achievements in this area. We have done much to rebuild the capabilities, integrity and credibility of our law enforcement agencies in the

wake of state capture. We have established bodies like the NPA Investigating Directorate against Corruption and the SIU Special Tribunal. We are seeing the results of their work in cases brought to court and stolen assets recovered.

We have established specialised multi-disciplinary teams to tackle infrastructure crime, illegal mining, gangsterism and other types of crime. There are areas where we have seen some success.

But most South Africans have yet to feel the effects of this work. Their confidence is further undermined by evidence before the Madlanga Commission of Inquiry and the Ad-Hoc Committee hearing allegations of the infiltration of the police by criminal syndicates.

In 2026, this needs to change. South Africans need to see action being taken to prevent crime and to bring those responsible to book. Communities need to be mobilised, through CPFs and other means, to work with the police to fight crime in their areas.

CPF's must be resourced and empowered, as where they are resourced and supported, they do good work.

We must use the findings and recommendations of the Madlanga Commission and Ad-Hoc Committee to decisively tackle areas the rot in areas of our criminal justice system.

Similarly, the progress we have made in implementing the pillars of the National Strategic Plan on Gender-Based Violence and Femicide has not yet had



an impact on levels of violence against women and children.

The decision to classify GBVF as a national disaster gives us an opportunity to better focus and coordinate these efforts. As the ANC, we need to mobilise across society to make a real difference.

We must follow the leadership of the ANC Women’s League, which has been at the forefront of this fight.

Build a South Africa that belongs to all through the National Dialogue and the 30th anniversary of the Constitution The Freedom Charter, which President OR Tambo characterised as setting out the sum total of our aspirations and the road towards a new life, remains the ANC’s lodestar.

The Freedom Charter laid out a vision for a non-racial, democratic, and just South

Africa. It became a moral and ideological foundation for the anti-apartheid struggle and later influenced the country’s Constitution.

The process of drafting Freedom Charter became the inspiration and the guide for the most extensive exercise of popular engagement in the history of our democracy: the involvement of millions of citizens in the drafting of our new democratic Constitution.

Across the length and breadth of the country public, participatory workshops, seminars and hearings were held. There were talk shows on radio and TV and newsletters were distributed at taxi ranks and other public places.

Around 250,000 submissions from the public were received on the Refined Working Draft of the Constitution alone.

Ordinary South Africans

contributed to and felt that the Constitution belongs to them and the Constitution remains intrinsic to national identity.

As acknowledged in the January 8th Statement, the Constitution is both revolutionary and transformative and advances the objectives of the National Democratic Revolution:

- First, to build a South African nation, united in its diversity.
- Second, to build a democratic and developmental state that meets the needs of the people.
- Third, to build a transformed, inclusive and thriving economy that works for all South Africans.
- Finally, to build a united, non-racial, non-sexist, democratic and prosperous society based on the best of human values.

Therefore, as we celebrate the 30th anniversary of the Constitution, we must use this opportunity to link the promotion of constitutional democracy to the defence of values such as adherence to rule of law, and promotion of social and national cohesion.

The National Dialogue seeks to bring all South Africans together to discuss the challenges our country faces and to define a common vision of a shared future.

We recently addressed the induction of the National Steering Committee of the National Dialogue and look forward to participating in the National Dialogue as a citizen-led process, whose outcomes aim to inform future development priorities and plans.

As mandated by the NGC, ANC structures must participate fully in the National Dialogue.

Participation encompasses both taking part in activities organised by external structures as well as organising inclusive community and sectoral events on pertinent topics.

There should not be any gatekeeping and activities/events organised should give voice to as broad a spectrum of participants and opinions as possible. Everybody should be given the opportunity to give input on the challenges our country faces.

Make organisational renewal visible and irreversible. The ANC's January 8th Statement is correct when it says renewal must be both personal and organisational.

As individual members, we have both rights and duties and chief amongst those is to always represent the best values of the movement. This requires each and every member to show in

their daily lives and in interacting with society, that they live according to the principles of the ANC.

Organisational renewal is an ongoing process that continues to show variable progress. Unless we deepen and accelerate this progress across the ANC and the Alliance, our organisation will perish.

The ANC must continue work to deepen political education across the organisation, as this builds and enhances leadership and governance capacity at all levels.

Holding elected leaders, public representatives and deployees accountable must become even more entrenched. This is why continued adherence to and enforcement of the Accountability Framework (2025) is so important.

Crucially, we must enforce principled and predictable consequence-management for non-performance and misconduct.

As re-iterated by the 2022 National Conference and reinforced by our recent NGC, the ANC must once again become rooted amongst the people. We must specifically eradicate the social distance between ANC leaders and the people we are meant to serve.

To do so, the January 8th Statement sets us the task of rolling out a nation-wide campaign to rebuild every branch into an activist branch. Part of this campaign involves widespread community engagement to solve community problems and promote community development and safety.

Being engaged in these community-wide campaigns also allows greater opportunity to spread the message and progressive ideals of the ANC.

Renewal also speaks to renewal of the Alliance, including bringing the discussion on reconfiguration of the Alliance to finality.

The ANC will, as mandated by the NGC, continue to seek to unite the Alliance and develop a common approach to the renewal and reconfiguration programme.

All ANC members will be required, as per the Constitution, to campaign for ANC victory in forthcoming local government elections. There must be no confusion.

All our energies must be geared towards defending, consolidating and advancing the NDR both domestically and globally. This naturally includes winning the local government elections decisively to lead the people in building truly non-racial, non-

sexist, democratic, united and prosperous local communities.

Build a better Africa and a better world.

The African continent faces numerous challenges. Not only are conflicts continuing, but humanitarian crises are also getting worse - in Sudan due to war, in Mozambique due to floods. Internal threats to the safety of people in Northern Mozambique, Mali, Nigeria, all remain. Our disputes amongst ourselves continue - whether it be DRC and Rwanda or Egypt and Ethiopia over the Nile, internal Somalian long standing tensions or South Sudan instability.

External interference is fuelling these conflicts, not resolving them. All motivated by a scramble for resources beneath African soil.

Military capacity on the continent is constrained and this negatively affects our ability to find African solutions to African problems. It is critical that we engage with our partners regularly, participate in the AU, SADC, and attend when invited to COMESA, EAC meetings.

We must be present in fora where African problems are discussed so we can influence the outcomes.

We can and should push for

negotiated solutions to all these conflicts. This is in the interest of South Africa, and of Africa as a whole. Stability will see our economies grow. Silencing the guns an intrinsic remains part of our agenda.

Our commitment to the international rules-based order, multilateralism, and negotiated settlement of disputes, is reflected on our engagements beyond our own continent. This includes our position on the genocide in Gaza, the war in Ukraine, the attack on Venezuela's sovereignty, the continued colonization of Western Sahara, the future of Cuba.

Increasingly, the world is converging that the current multilateral system is inadequate, and very likely incapable of dealing with global power shifts and complex crises.

Our country and organisation must ensure that global re-alignments and re-organisation of the multilateral system is representative, effective and inclusive. This requires cooperation and coordination, with especially like-minded countries, for the protection and advancing of the interests of the global South.

Comrades, it bears repeating that this will be a challenging year but there are also opportunities before us.

We have the opportunity to strengthen social cohesion in celebrating the 30th anniversary of our Constitution. The overwhelming majority of South Africans see our constitutional democracy as key to being South African.

We must build on this and link the promotion of constitutional democracy to the defence of sovereignty and promotion of national interests.

We have the opportunity to strengthen social cohesion through the National Dialogue. This process also provides an opportunity for civic education and deepening participatory democracy.

There are also opportunities for building new and deepening existing economic, social and cultural partnerships in the alignments and realignments taking place across the world. In all of this, we must remain steadfast and principled.

The ANC must be clear that our main tasks for this year is to fix local government and to fundamentally transform the economy and create jobs. All our actions must be geared towards this.

I thank you.

AFRICAN NATIONAL CONGRESS **NEC LEKGOTLA** **OUTCOMES DOCUMENT** **24 - 26 January 2026, Ekurhuleni**

1. INTRODUCTION

The African National Congress held its first National Executive Committee (NEC) Lekgotla for 2026 from 24 to 26 January - to set out priorities and plan for the year ahead. The Lekgotla took place after the successful 5th National General Council in December 2025, and 2026 January 8 marking the 114th anniversary of the ANC - which declared 2026 as the **Year of Decisive Action to Fix Local Government and Transform the Economy**.

This Lekgotla was convened at a decisive moment for the people, building an ethical developmental state, local government and the future trajectory of the economy and democratic governance in South Africa.

The declaration marks a recognition that municipalities' functionality, credibility, and developmental orientation are the central determinants of whether the state succeeds or fails in improving people's lived realities.

The Lekgotla was attended by NEC members, PEC members, representatives of the ANC Veterans League, ANC Women's League and ANC Youth League as well as Alliance partners and fraternal organizations.

The Lekgotla's focus was on the implementation of existing ANC policies and priorities, through the development of executable plans with clear timeframes, responsibilities and consequence management for poor performance and service delivery.

Delivering the Political Overview, President Cyril Ramaphosa reiterated that South Africa's biggest constraint is not lack of vision, but the gap between policy and execution. While detailed strategies had been developed in critical areas, delivery had been weakened by fragmented authority, uneven capabilities and limited capacity to coordinate and adapt in the face of complexity.

Messages of support from the Congress of South African Trade Unions (COSATU) and the South African Communist Party (SACP) emphasized the importance of strengthening the Alliance in common pursuit of national development goals and improving the quality of life of the people of South Africa, with an emphasis on fixing local government and building an inclusive economy.

The Lekgotla reaffirmed the centrality of fixing local government as a top priority for 2026.

Local government is the sphere closest to communities, the primary site of service delivery and basic services infrastructure maintenance, and the frontline of public trust in democratic institutions. Its persistent dysfunction, characterized by governance failures, financial instability and a widening distance between leadership and the people, constitutes both a profound governance crisis and a significant political risk.

A performance report on the implementation of the 2024-2029 Medium-Term Development Plan (MTDP) was presented, pointing to areas of progress as well as areas of under-performance requiring corrective action.

The Lekgotla further considered the macro-economic and fiscal outlook for the country, as well as measures to drive stability and inclusive growth.

Formal Rephrased Version:

Seven commissions were convened to formulate concrete actions for the 2026 Programme of Action, aimed at advancing the January 8 theme and tasks, incorporating the outcomes of the 5th NGC, addressing gaps in the implementation of the MTDP and strengthening both organizational and political objectives. These commissions were structured in accordance with the priority areas outlined in the January 8 Statement for 2026, as follows:

- Fix local government and improve basic services
- Local government elections 2026
- Speed up economic transformation, inclusive growth and job creation
- Wage war on crime and corruption, GBVF as a national disaster
- Build a South Africa that belongs to all through the National Dialogue and the 30th anniversary of the Constitution
- Make organizational renewal visible and irreversible
- Build a better Africa and a better Wrld.

2. PURPOSE AND OBJECTIVES OF THE LEKGOTLA

The purpose of the Lekgotla was to bring together the key leadership of the ANC as well as the Alliance partners, progressive sectors and other key stakeholders to reflect on strategic issues facing the country, the organization and government as a whole.

The main objectives of the Lekgotla were the following:

- Provide a framework for the ANC 2026 Programme of Action, based on the theme and priorities outlined in the January 8 Statement and the outcomes of the 5th NGC.
- Ensure that the framework addresses implementation roles, accountability of organizational structures, leaders and members, and government deployees at all levels to ensure it provides for coordination and reporting.

3. POLITICAL STRATEGIC CONTEXT OVERVIEW

The President’s Political Overview celebrated significant successes achieved through the movement’s leadership, providing a foundation of hope for the tasks ahead.

Key achievements identified include:

Energy Security: Achieving over 175 days without loadshedding by late 2025, a critical milestone in stabilizing the economy.

Global Standing: South Africa’s removal from the Financial Action Task Force (FATF) “grey list” and a sovereign credit rating upgrade by S&P Global, signaling renewed investor confidence which will enhance our fiscal position.

Institutional Recovery: Progress in rebuilding state-owned enterprises (SOEs) and required measures to strengthen the security cluster

Geo-political: The successful hosting of international engagements such as the G20 have advanced the interests of the Global South and the Continent.

Despite these gains, the President located the ongoing crisis of local government within a persistent “implementation gap”. The hollowing out of municipal capacity through improper deployment and the erosion of technical skills have directly led to the collapse of basic services.

Rebuilding trust is now inseparable from professionalising municipal administration and ensuring the movement fields candidates of the highest integrity and requisite skills for the 2026 Local Government Elections.

Critically, South Africa is facing an offensive from rightwing imperialism by global and domestic forces, while conflict in different regions and Africa continues, and the weakening of multilateralism is evident through unilateral actions and trade volatility.

4. PROGRESS IN IMPLEMENTING THE 2024 MANIFESTO AND MTDP

The Cabinet of the 7th Administration adopted the Medium-Term Development Plan (MTDP) 2024–2029 on 25 February 2025, which guided planning across all spheres of government. The plan gives expression to the six priorities of the ANC Manifesto. The 2nd Deputy Secretary General Report provided an exhaustive progress review of the MTDP, emphasizing its purpose as an instrument through which the ANC’s 2024 Manifesto is translated into measurable targets. The progress review was based on Department of Monitoring and Evaluation (DPME) Bi-Annual Report for the period April - September 2025, and reflected on government performance in the first year of the GNU.

- **Economic growth:** Real GDP increased by 0.8% in the second quarter of 2025, followed by 0.5% growth in the third quarter. These growth rates remain below the policy targets and are insufficient to meaningfully reduce unemployment. However, economic sentiment is improving, with leading institutions such as [the International Monetary Fund (IMF), National Treasury, South African Reserve Bank (SARB) and Bureau for Economic Research (BER)] revising South Africa’s growth forecasts upwards.
- **Employment:** Total employment reached 17.1 million, but remains short of the 18 million targeted for 2029. Youth unemployment remains a structural crisis at 58.5%.
- **Industrialization and Infrastructure:** Government allocated R1.03 trillion for public infrastructure over the MTEF. The Infrastructure Fund has approved 26 blended finance projects worth R101.6 billion. The Budget Facility for Infrastructure (BFI) approved 10 major projects worth R37.1 billion for implementation.
- **Poverty and the Social Wage:** While 19.2 million people receive grants, 63.4% of the population still live below the upper-middle-income poverty line. Food insecurity has risen to 22.2% of households.
- **State Capability:** The report identified municipalities as the “weakest link” in the delivery chain. While national targets like 96% HIV viral suppression and 10,000 ECD centres are on track, school infrastructure (e.g., pit toilets) and water quality remain critical failures at the local level.
- **The District Development Model (DDM):** The DDM was affirmed as the core implementation tool for the MTDP, designed to ensure that national, provincial and local budgets are aligned through a “**One District, One Plan**” approach.

Areas showing progress present strategic opportunities to build on and accelerate development outcomes in the next phase of MTDP implementation, particularly those aligned with the 10 Point Plan.

These include:

- Budget strategy and macroeconomic policy coordination and measures to achieve fiscal sustainability and adequate Financing
- Energy Security – to continue with Energy Action Plan implementation which has been crucial in cross-sectoral coordination to end load-shedding.
- Implementation of infrastructure development project pipeline
- Public employment programmes
- “Butterfly Strategy” for international positioning – aimed at exploiting opportunities in Africa, while opening new markets in the East and fending off impacts of USA decisions
- Fixing viability of local economies
- Freight and logistics recovery – which includes strengthening Transnet and harness private participation
- Tourism sector performance and recovery

The ANC reassert its role as the strategic centre of governance, strengthening oversight, accountability, consequence management, and aligning planning and budgeting with delivery outcomes. Through decisive political leadership, the movement must reaffirm its historic responsibility to advance the interests of workers, the poor, women, youth and all historically marginalized communities.

Over the next 12 months, targeted actions to resolve the following areas of major concern will be implemented:

- Accelerate digitalization transformation in the public sector – which will among others resolve payment systems of the South African Social Security Agency (SASSA) payment systems, and introduce improvement in health records, digital identity, data governance reforms, cybersecurity capability, and case management systems for SAPS and NPA (or the value chain of criminal justice system) and increase for public sector innovation to support public service provision.
- Industrialization – enhance the government implementation plan to coordinate masterplans and other initiatives, remove duplications and strengthen implementation and accountability.
- Strengthen monitoring of food poverty hotspots to target interventions.
- Accelerate refurbishment of Primary Health Care (PHC) infrastructure and staffing in under-resourced provinces.
- On Education - expand teacher training and resourcing for mathematics and science and increase number of learners choosing the subject, and scale up subsidized ECD access and increase maintenance funding for provinces
- Local Government LED and Infrastructure - deploy rapid response technical teams for failing

municipalities, including capacity to implement recovery interventions following natural disasters.

5. MACRO-ECONOMIC AND FISCAL OUTLOOK

The Macroeconomic and Fiscal Outlook shows several positive developments while also facing emerging threats. With a stagnating economy that experienced an average economic growth rate of 0.7%, and the current contractionary fiscal trajectory, conditions to tackle poverty and reduce inequality are constrained.

Improving commodity prices such as Golds, Platinum Group Metals will bode well for the economy, while binding constraints and global trade volatility will continue to shape trade policy. Binding constraint in the network industry are impacting key industrial sectors whilst the various government reforms will contribute to enhancing productively.

The macro-economic outlook pointed to the following factors weakening local government and aspects aiming at catalyzing economic growth:

Growth vs. Population: The economy has grown at a “pedestrian” average of 0.7% (2014–2024) while the population grew at 1.1%. This imbalance poses a potential threat to social stability.

Systemic Financial Distress: 207 municipalities (81%) are in financial distress, with 88 (34%) adopting unfunded budgets.

Revenue and Infrastructure Leakage: Metropolitan municipalities reported water losses of R8.7 billion and electricity losses of R14.5 billion due to ageing infrastructure and illegal connections.

Grant Management: The failure to spend R17.6 billion in municipal conditional grants over five years represents a significant lost opportunity for community development.

Infrastructure Pipeline: The government has committed to a R1 trillion infrastructure investment over the current MTEF, focusing on water, roads, and rail to crowd in private investment.

The Lekgotla provided an opportunity to reaffirm unity of purpose and credibility in advancing reforms that unlock inclusive growth, mobilize investment and enable better service delivery.

Addressing these areas will be critical to unlock economic growth and create jobs.

ANC 2026 PROGRAMME OF ACTION

The primary focus of the Lekgotla was the development of a focused, action-oriented and timebound **Programme of Action for 2026**. Detailed and exhaustive work was undertaken by seven thematic commissions, which were mandated to move beyond broad diagnosis to develop a concrete, time-bound action plan to translate policies into tangible results.

Each commission was tasked with integrating the macroeconomic realities and focus on key aspects from the NGC to enhance policy implementation. The focus shifted to identifying clear delivery mechanisms, assigning responsible structures, and defining measurable indicators for monitoring. This approach ensures that the deliberations are not merely theoretical but serve as a practical blueprint for the movement and the state.

The detailed outcomes and strategic thrusts developed by the commissions are outlined below. These constitute the movement’s collective roadmap for rebuilding municipalities as effective instruments of development, inclusive growth and social transformation.

Furthermore, a programme of action has been developed as well.

TASK 1: FIX LOCAL GOVERNMENT AND IMPROVE BASIC SERVICES

The January 8 Statement focuses on “*fixing-local-government*” reaffirms and reinforces the *Roll Call Action Plan* that identified the six key areas that the ANC must implement immediately based on practical experience and understanding. The Lekgotla adopted a service delivery acceleration plan anchored on an objective to stabilize 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.

Firstly, this will require measures to enhance governance and coordination, and secondly, execute priority workstreams, with measurable targets & milestones focusing on:

Work Stream 1: Water (Reticulation First)

Work Stream 2: Roads & Potholes (“Tuseme/Thusa on the Road” Fridays)

Work Stream 3: Energy (Load Reduction & Network Stability)

- Work Stream 4: Clean Cities & Towns (Link to Fridays)
- Work Stream 5: Human Settlements (Rapid Fixes & Incremental Upgrades)
- Work Stream 6: Climate Resilience & Bridges (Welisizwe)
- Work Stream 7: Traditional Leaders Engagement
- Work Stream 8: Professionalization & Operating Model
- Work Stream 9: Jobs (CWP & EPWP Ramp-up)
- Work Stream 10: Funding Discipline (End Unfunded Budgets)

The Lekgotla further prioritized key actions for 2026:

Service Delivery And Infrastructure

- Prioritise reliable delivery of water, sanitation, electricity, refuse removal, cleaning cemeteries and road maintenance
- Increase implementation of alternative service delivery models (e.g. BOT/ SPV etc)
- Establish rapid response units and service delivery war rooms at municipal, provincial and national levels
- Increase smart metering and correct historical billing errors
- Focus on commercial, industrial and state institutions to improve income generation
- Allocate a minimum percentage of municipal operational budgets to repairs and maintenance
- Audit all stalled, incomplete or abandoned infrastructure and housing projects and enforce service level agreements consequence management
- Strengthen measures to reduce vandalism and infrastructure theft
- Expand free basic services, including alternative energy solutions and manage indigent register

Municipal Financial Management

- Strengthen clean administration, financial controls and credible billing systems
- Settle outstanding debt owed to municipalities by organs of state through Treasury instruments
- Review and reform the local government fiscal framework, including alternative financing models
- Improve revenue collection
- Prevent adoption of unfunded budgets and address recurring negative audit outcomes

Governance, Accountability and Ethics

- Implement recall mechanisms for non-performing public representatives and deployees, MM's and reconfiguration of Troikas' which are not performing
- Implement strict consequence management for corruption, mal-administration and misconduct
- Fast-track disciplinary processes related to tender irregularities and human resource abuse
- Strengthen oversight by councils, ANC caucuses and legislatures
- Improve the political administrative interface - stop inappropriate political interference and micro-management

Professionalisation and Institutional Capacity

- Professionalise municipal political and administrative leadership
- Undertake skills audit of technical professionals
- Prescribe minimum skills, qualifications and experience for councillors and senior officials
- Fill all funded vacancies within defined timeframes
- Implement continuous training and development programmes for councillors and officials

Intergovernmental Coordination and Support

- Strengthen intergovernmental relations and coordination across spheres
- 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 including strengthening performance indicators

Demarcation and Traditional Leadership

- 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
- Traditional and Khoi-San Leadership participate in DDM
- Nationwide engagement roadshow with Traditional and Khoi-San Leadership
- Collaboration to improve safety of initiation programme

Community Engagement and Political Renewal

- Reconnect with communities through door-to-door work and public meetings
- 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

Climate Change Resilience and Disaster Management

- Enhance early warning systems
- Disaster Preparedness and response
- Post-Disaster Reconstruction and Financing
- Strengthen Disaster Management System
- Implement Weather-Based insurance (parametric)
- Improve climate resilient infrastructure (build back better)
- Utilization of capacity in SANDF and DMV

TASK 2: SPEED UP ECONOMIC TRANSFORMATION, INCLUSIVE GROWTH AND JOB CREATION

The Lekgotla reaffirmed the 10-Point Plan to accelerate interventions to address binding constraints and support critical economic sector.

The priorities for the year focus on various sectors to:

- Fix local government and restoring reliable water and electricity services as the foundation for economic recovery;
- Accelerate economic transformation, inclusive growth and job creation through industrialization and infrastructure-led growth;
- Drive re-industrialization and localization in

- strategic sectors, including steel, automotive, agro-processing, energy-intensive industries and critical minerals;
- Implement energy pricing and network industry reforms to reduce administered prices for households and producers;
- Restore freight rail and ports as strategic enablers of growth through corridor-based recovery;
- Strengthen macro-economic coordination to align fiscal, monetary, trade and industrial policy behind growth and employment;
- Scale support for SMMEs, township and rural economies, with a bias towards South African-owned enterprises and informal sector integration;
- Advance youth and women’s economic inclusion, integrating skills, employment, enterprise and care economy interventions;
- Protect domestic industries and expand exports through AfCFTA, BRICS-plus, Global South and our traditional trade markets.

Key Actions will focus on:

- *Freight Rail And Ports:* recover logistics capacity to unlock growth- Support Transnet reform and growth plans
- *Passenger Rail:* scale PRASA restoration and remove signaling constraint
- *Aviation:* restore compliance capacity, unlock passenger and airfreight growth
- *Road Safety:* legislate, enforce, and professionalize scholar transport
- *Roads Maintenance:* MIG/conditional grants, and municipal/provincial delivery – and enhance the quality of expenditure
- *Energy:* pricing reform, municipal surcharges, free basic electricity, and transmission build
- *Distressed and strategic industries:* steel/ferroalloys, autos, and localization enforcement
- *Development finance institutions and mobilization of external finance*
- *Trade, investment, and external economic relations*
- *Transformation:* accelerate implementation, defend the agenda, and use procurement power
- *Mining rights access and local beneficiation participation (especially rural/traditional areas)*
- *Water and sanitation:* targeted delivery now, R&D pipeline for the medium term

- Agriculture and food systems: revive industrial parks, market access, and inputs
- Enhance Coordination and Execution

TASK 3: WAGE WAR ON CRIME AND CORRUPTION, GBVF AS A NATIONAL DISASTER, IMMIGRATION

The Lekgotla resolved to wage a coordinated, whole-of-state and whole-of-society campaign against crime, corruption and gender-based violence and femicide, anchored on intelligence-led policing, effective prosecution, secure borders and active community mobilization under ANC political leadership.

Priorities of 2026 will focus on achieving:

Safer Communities and Reduced Violence

- Measurable reduction in priority crimes, organized crime, gang violence and GBVF;
- Reduced repeat offending, including sexual offences and parole violations;
- Improved safety in schools, universities, townships and GBVF hotspot districts.

Stronger Criminal Justice System

- Increased conviction rates for corruption, organized crime and GBVF;
- Professional, ethical and better-coordinated JCPS Cluster;
- Reduced criminal command-and-control from correctional facilities;
- Improved forensic turnaround times and case resolution.

Restored State Authority and Public Confidence

- Visible, intelligence-led policing and effective border control.
- Stabilized immigration regime and cleaned Population Register.
- Improved asset recovery and disruption of criminal networks.
- Clear political and administrative consequences for corruption and non-performance.

Coordinated Whole-of-State and Whole-of-Society Response

- Integrated operations across SAPS, NPA, IDAC, DHA, BMA, DCS and intelligence structures.
- Active community mobilization through ANC branches, CPFs and mass formations.
- Safety embedded as a shared national

responsibility.

2026 PRIORITIES - KEY ACTIONS

A. Crime, Corruption & Policing

- Intensify intelligence-led and visible policing; dismantle organized crime networks.
- Capacitate Detectives, Crime Intelligence, IPID and DPCI in line with NACAC proposals.
- Establish Anti-Organized Crime Advisory Council.
- Implement AI and technology to combat cybercrime and violent crime.
- Strengthen forensic services and fully implement the Firearm Control Act.
- Deploy permanent police presence at institutions of higher learning.

B. GBVF as a National Disaster

- Fully implement the GBVF National Strategic Plan and fund the GBVF Response Fund.
- Establish National Council on GBVF and GBVF Courts/specialised desks.
- Roll out GBVF rapid response teams in hotspot districts.
- Prevent withdrawal of GBVF cases and improve victim support.
- Advance women’s economic empowerment and address the drivers of violence.

C. Borders, Immigration & Identity Integrity

- Finalize and legislate the White Paper on International Migration.
- Prevent abuse of the asylum system and relocate Refugee Reception Centres to ports of entry.
- Roll out EMCS 2.0 and Electronic Traveler Authorization
- Capacitate the Border Management Authority and resolve border policing duplication.
- Audit and digitize the Population Register.

D. Correctional Services & Recidivism

- Disrupt illegal communications (signal jamming) in correctional facilities.
- Expand parolee monitoring devices.
- Reduce overcrowding through deportation reforms and SADC offender exchange.
- Improve correctional centre self-sufficiency and infrastructure.
- Reallocate Criminal Assets Recovery Account (CARA) funding to strengthen correctional facilities.

E. Community Mobilization & Political Accountability

- Implement the Integrated Crime & Violence Prevention Strategy through ANC branches.
- Strengthen CPFs, Community Safety Forums and street committees.
- Enforce police clearance and vetting for leadership positions.
- Screen ANC membership to ensure cadre integrity.
- Develop targeted public communication on crime and corruption.

TASK 4: BUILD A SOUTH AFRICA THAT BELONGS TO ALL THROUGH THE NATIONAL DIALOGUE AND CONSTITUTION 30TH ANNIVERSARY

The Lekgotla acknowledged the national question which is at the heart of advancing the strategic objectives of the NDR i.e. the critical task of building a united, non-racial, non-sexist, democratic and prosperous South African nation.

It noted the rising tendencies of identification with racial or ethnic groups, as opposed to an inclusive South African national identity. This is manifested through, amongst others, voting patterns, the assertion of identity based politics, the formation of ethnic and regionally based parties, as well as calls for territorial secession.

Feeding off, and actively encouraging, these tendencies - is the project of domestic and international counter-revolution to maintain the status quo and frustrate fundamental socio-economic transformation by dividing our nation, the motive forces in particular, and to turn national minorities against the liberation movement.

Both the National Dialogue as well as the celebration of the 30th Anniversary of the adoption of the Constitution provide us with the opportunity to address these matters.

The 30 Years Anniversary of the Constitution should reassert this aspect as a living social contract, advancing socio-economic rights, equality, dignity, participatory democracy and development at all levels, leaving no one behind. This is a *call to action* for every member of the ANC to play their role to make South Africa into a country that truly belongs to all, united in our diversity.

The Lekgotla further noted that the NGC endorsed an “inclusive and citizen-led” National Dialogue guided by four core principles: transparency, inclusivity, objectivity and action orientation. The Commission believes that the National Dialogue can help rebuild trust and confront disunity in our nation.

The ANC’s role must be one of supporting progress through organizing diverse sectors to contribute to the National Dialogue, ensuring inclusive participation, truth-telling, consensus-building and shared responsibility and accountability.

Key Actions To Be Undertaken In 2026

- Preparing structures for the National Launch of the 30 Years Anniversary of the Constitution- a yearlong programme.
- Constitutional review which highlights areas in the Constitution critical to advancing the NDR and defeating anti-transformation narratives. This should include a briefing document that has clear messaging on the value of the Constitution, informs our inputs into the National Dialogue, highlighting our successes and including proposals for a referendum on the Constitution.
- ANC engagement on the Battle of Ideas, in the context of the Constitution on transformation, Pan Africanism and foreign policy, land reform, etc.
- Establish focal points for both the 30 Year Anniversary of the Constitution and the National Dialogue
- Branch Dialogues and Branch Assemblies
- Constitutional Builders Youth Forums
- Civic Empowerment Assemblies to promote knowledge of the Constitution, national unity and patriotism by honouring national symbols such as the flag, singing the National Anthem and reciting the Preamble to the Constitution
- Multimedia impactful campaigns, inclusive of national days, Battle of Ideas on – Immigration; Pan Africanism and Service Delivery; National Question. The importance of building an inclusive and diverse ANC and society that reflects the demographics of South Africa
- Ward by Ward listening Campaigns and Service delivery troubleshooting
- Mass mobilisation for Nation Dialogue participation
- Establish service delivery hotlines at national, provincial and local level

- Sectoral Outreach and Multi Sectoral Dialogues - ANC engagement with alliance partners, legacy foundations, civil society, pressure groups and Community Based Organisations (CBO's)
- Extensive House Meetings

Task 5: Make Organizational renewal visible and irreversible

“The renewal of the ANC and the Alliance is the most pressing organizational task of this generation. Renewal must be both personal and organizational. As individual members of the ANC, we must show in our daily conduct and interaction with society that we represent the best values of our movement.” 2026 January 8 Statement.

The NGC resolved for fundamental renewal of the ANC and to become an ever more effective agent for fundamental social and economic transformation. One of the key priorities and tasks for 2026, as articulated by the President in the January 8 statement is making organizational renewal visible and irreversible.

The Lekgotla identified some of the fundamental challenges and the need for the ANC to return to being a people centred organization, with a leadership that is humble, selfless and dedicated to prosperity.

Organizational Renewal Framework - Renewal Charter

- Activist character and quality membership.
- Mass character and connectedness to communities.
- Non-racial character of the ANC.
- Non-sexist character of the ANC.
- Discipline, ethics and integrity in the ANC – showing progress in eradicating corruption and in restoring ethics and revolutionary morality.
- Monitoring and Evaluation of the performance and incentivizing outstanding performance and dis-incentivizing poor performance and laziness in a renewed ANC – review Cadre Policy.
- Differentiated system of compulsory political education, leadership and governance training for all ANC Members. OR Tambo School to do compulsory basic, intermediate and advanced courses as part of the new culture of a renewed ANC.

- Leadership renewal through with a higher standard - ethics and competency and managing leadership transitions better in a renewed ANC.

The Lekgotla has impressed on a litany of challenges and proposed remedial action especially in the following areas:

- Training of new members
- Training of all structures
- Adoption of the Renewal Charter
- Collaboration between Political Education & Organising and Membership
- Strengthen Monitoring, Evaluation & Consequence Management
- Vigorous implementation of ANC Constitution and resolutions

The ANC has a revolutionary obligation to renew itself or perish, therefore, expeditious implementation of all these resolutions will make organisational renewal visible and irreversible.

TASK 6: BUILD A BETTER AFRICA AND A BETTER WORLD

The Lekgotla was convened against the backdrop of a rapidly deteriorating global order marked by heightened unilateralism, the erosion of national sovereignty, persistent violations of international law, and growing disregard for multilateral institutions and human rights norms. This crisis culminated in 2025 with unprecedented actions by the United States government, including the illegal arrest of a sitting President, withdrawal from numerous international agreements and more than 66 international organizations, and the announcement of a so-called “Peace Board” positioned as an alternative to the United Nations system.

This rupture has been accompanied by the global rise of right-wing authoritarianism, narrow nationalism, racism, sexism, xenophobia and violent extremism. These dynamics have intensified global and regional conflicts while further marginalizing the global development agenda.

As a result, the international system is characterized by volatility, uncertainty, and geopolitical fragmentation across Africa, Latin America, the Middle East, Asia, and Europe. The current material conditions will fundamentally reshape how states, regions and movements begin relate to one another. In this complex and fluid environment, the role of

the ANC and the Alliance is to advance and defend South Africa's national interests. This requires enhanced unity, cohesion, clarity of purpose, and effective coordination across government, party and civil-society actors engaged in international work.

The ANC's international relations programme remains firmly grounded in progressive internationalism, anchored in:

- Pan-Africanism and African political and economic integration
- Anti-Imperialism
- Human Rights, Equality, Dignity, Justice, and Self-Determination
- International Law
- Peaceful Resolution Of Conflict
- Multilateralism
- Sovereignty
- Non-alignment
- International solidarity

Noting the above, the ANC has identified the following key priorities for 2026:

- Affirm and capacitate DIRCO to enhance the implementation of economic diplomacy.
- Strategic deployments to strategic missions to pursue and defend our national interests and meet our political, economic and security objectives. (Different missions require different skills sets, political seniority, trade, security, managerial etc.)
- Strategic deployment of South Africans to multilateral organizations at all levels filling our quotas.
- Regional and continental political and economic integration in the region and the continent through Africa Continental Free Trade Area (AfCFTA)
- Government must review, reorganize, realign and consolidate its missions for impactful, coherent and effective outcomes based on the current and future geo-political and geo-economic landscape.
- Strengthen our sports, cultural and people to people diplomacy globally, in order
- to defend and advance our progressive internationalist agenda, whilst deepening links with historical allies and building new progressive ones.
- Build international solidarity by initiating a broad global non state (civil society, political parties etc.) engagement to unite the progressive Left

in South Africa, regionally, continentally and globally using issues such as but not limited to defending international law, human rights, sovereignty and the multilateralism,

- Capacitate and strengthen our state intelligence capacity and better co-ordination of defense in the implementation of our foreign policy.

Building a Better Africa and Better World

- Reviving the principle of anchor and strategic partner states to inform how South Africa engages diplomatically in the African Continent by both the ANC and Government.
- Continuation of party-to-party engagements for conflict resolution and the silencing of the guns on the African continent in pursuit of our Pan Africanist principles by identifying and engaging key partners in Sudan, Egypt/Ethiopia, DRC/Rwanda, Somalia/Somaliland and Western Sahara/Morocco
- Continue to participate in mediation and conflict resolutions process in South Sudan, DRC , Madagascar, etc.
- As SADC Chair for 2026/27, focus on strengthening political and economic integration, cohesion and stability. Government should have a strategic and implementation plan for 2026 and 2027 which sets out what we want to achieve as Chair in our national interests
- Lobby for the finalization for the SADC critical and rare earth mineral strategy, and establishment of a Progressive Forum for SADC Countries.
- Continue to participate in and implement the SADC regional economic integration strategy and the Africa Continental Free Trade Area to ensure harmonization of labour, economic and trade laws for effective and efficient movement of goods, services and people
- Strengthen parliamentary diplomacy, and strengthen provincial and local government diplomacy to ensure harmonization between parliament and other parliamentary structures such as the PAP, Common Wealth Parliamentary Association, the ANC etc. as well as functional coherence amongst the three spheres of government
- Finalize host country agreements with African and multilateral institutions
- Government must identify which countries we can rebuild alliances with in the North using the issue of defense of multilateralism, international

- law and sovereignty as the basis
- Both government and the ANC to prioritize Africa Day programme
- Party to Party and Intra Party Relations
- Continue to engage and strengthening party-to-party relations, especially Liberation Movements by implementing Resolutions of the Liberation movement Summit to ensure the unity and cohesion of the liberation movements
- International Solidarity
- Acceleration of solidarity efforts in support of Western Sahara by increasing community-based campaigns. ANC together with the Leagues, Alliance structures and progressive civil society structures should lead formation of an international solidarity movement in support of Palestine, Western Sahara and Cuba
- Update our modalities and participation policy in progressive internationalist organizations such as Socialist International, Sao Paulo Forum and, inter alia, Forum of Supporters of the Struggle Against Modern Practices
- Government must finalize application of the new Cuba Economic Assistance Package and continue to enhance the Cuban Exchange Program
- Government must appoint special envoys for Western Sahara and Palestine - and the ANC should initiate new unity talks of the Palestinian political parties and progressive role players
- Multilateralism - Transformation of Global Governance
- Government and the ANC must finalise a reflection of the Ezulwini Consensus
- Government must continue to defend multilateralism, international law and human rights, sovereignty and the peaceful resolution of conflict in all fora. It must continue to strengthen the Hague group and build an alliance with the North
- Both government and the ANC must do a detailed reflection on Trumps one year in power and its impact on the global politically and economic landscape as well as a reflection of BRICS given its consistent expansion
- Work with SADC to strengthen responses to disaster management and implementing climate change arrangements

- Capacity Building
- Continue to strengthen coordination between ANC HQ and Provinces on IR matters and establish a fully-fledged and well-resourced ANC IR department. Addressing funding limitation within ANC IR to ensure adequate resourcing for party-to-party engagements in the region, continent and the world
- Implement an international relations training program for all RECs'
- Finalize strategic deployments for foreign missions and updating our government deployment policy to regional, continental multilateral institutions, international organizations and specialized committees /or bodies etc.

CONCLUSION

The true measure of the Lekgotla's programme of action's success will be reflected in the outcomes it delivers and their tangible impact on improving the living conditions of South Africans. Achieving this, demands that all ANC structures and deployed cadres remain fully committed to the implementation of the prioritized tasks, underpinned by strong coordination and strict accountability.

The NEC will adopt the 2026 Programme of Action arising from the Lekgotla. In this year of the Local Government Elections (LGE), we must intensify our efforts to resolve persistent challenges and work with communities to build the South Africa envisioned in our Constitution.

END.

CLOSING ADDRESS

BY ANC PRESIDENT
CYRIL RAMAPHOSA
to the **ANC NEC LEKGOTLA**
25 January 2026



National Chairperson, Comrade Gwede Mantashe, Deputy President Paul Mashatile, Officials of the African National Congress, Comrade Thabo Mbeki, Comrade Kgalema Motlanthe, Members of the NEC, Leadership of the SACP, COSATU and SANCO, Leadership of the ANC Women's League, ANC Youth League and ANC Veterans' League, Leadership of the MK Liberation War Veterans, Leadership of SASCO, COSAS, CONTRALESA and other formations of the broad democratic movement, Deployed Comrades,

This has been a very productive and focused NEC lekgotla, attended by NEC members, PEC members, representatives of our leagues as well as Alliance partners and fraternal organisations.

We also welcomed the delegation from the Umkhonto we Sizwe Liberation War Veterans, who just held their successful national conference a few days ago.

It is encouraging that the commissions that were constituted as part of this lekgotla paid heed to the call to focus their attention and discussions on clear implementation plans with responsibilities, timeframes and targets.

The organisation will use these markers to hold all public representatives and deployees accountable.

This is not negotiable. This must be done.

This lekgotla has been about getting things done. It has been about execution.

It focused on the actions we will and must take this year to implement the priorities of the

January 8th Statement as well as the NGC decisions.

Therefore, in this **Year of Decisive Action to Fix Local Government and Transform the Economy**, we will be unrelenting in delivering on our commitments, making sure we do what we say and address our peoples' concerns.

The lekgotla outlined specific tasks in the six priority areas identified by the NGC:

- Firstly**, to fix local government and improve basic services
- Secondly**, to speed up economic transformation and to engender inclusive growth and job creation
- Thirdly**, to wage war on crime and corruption and tackle GBVF as a National Disaster
- Fourthly**, to build a South Africa that belongs to all through the National Dialogue and through commemorating the 30th anniversary of the Constitution

Fifthly, to make organisational renewal visible and irreversible
Sixthly, to build a better Africa and a better world.

Crucially, to further the NDR, we are working to regain peoples' trust and speed up the achievement of a better life for all.

We remain convinced that the ANC-led Alliance is the best agent for progressive change in our country. The forthcoming local government elections will therefore be a litmus test of our determination.

As we bring this Lekgotla to a close, we know that the people of South Africa want the ANC to move beyond pronouncements and plans.

The people want action. They want to see progress and an improvement in their quality of life, which they know the ANC has a great task to institute

The people will judge us not so much by what we say but by the impact that our programmes have on their daily lived experiences.

They will ask whether the water flows in their taps.

They will ask whether the electricity is reliable. They will want to feel that the streets and pathways they walk along are safe. They will want to know whether refuse is collected, and whether municipalities are run honestly and with competence.

The people will judge us by whether they have jobs, whether the economy works for the majority of citizens or just a few.

This lekgotla has acknowledged

the progress that has been made over the last few years across a number of areas that affect people's lives. It has recognised that the momentum of meaningful changes is gathering pace and momentum. We see this in the renewal and rebuilding of our movement and in the recovery of our economy and the transformation of our society.

This lekgotla has adopted a Programme of Action for 2026 that not only sustains this momentum but will accelerate the pace of change that all South Africans want to see.

The actions that we have agreed on here must have an immediate and transformative impact on people's lives.

By increasing investment, building and maintaining infrastructure and growing an inclusive economy, we will be able to create jobs that transform lives. We will raise revenue to improve the provision of education, health care and social support. We will lift more and more people out of poverty.

By fixing local government, by improving financial management, by reducing corruption and wastage, we will enable our municipalities to respond more effectively to people's needs.

Our ability to do this will make our towns and villages attractive to investors. Through their investments we will create more jobs and provide skills to our people.

By strengthening our law enforcement agencies, by mobilising communities against crime, by taking a holistic

approach to safety and security, we will be able to reduce levels of crime and make our homes and streets safer.

All of these actions are directed towards realising the promise of our Constitution and the Freedom Charter.

As we celebrate the 30th anniversary of the adoption of our Constitution, we must focus greater effort on advancing the social and economic rights of all our people. No person and no community must be left behind.

The lekgotla resolved that we must see the National Dialogue as an opportunity to mobilise society around a common programme to transform our country.

We should therefore not fear to participate in the work of the National Dialogue.

The actions we have outlined for our Programme of Action are doable and achievable.

We have shown throughout our history that we are capable of as a movement and as an Alliance to live up to the expectations of our people.

We have shown the great progress we can make when we are united, when our objectives are clear, when we are focused on implementation and when we hold each other accountable that we can improve the lives of our people.

To achieve what we have set out, we need a strong, cohesive organisation that is committed to improving the lives of South Africans above all else. We need an organisation free of patronage,

free of factionalism and free of corruption.

We need cadres who live the values of our organisation and who apply themselves wholeheartedly to address the needs of the people of South Africa. We need cadres who are skilled, capable and dedicated to serve the people of South Africa.

We need to have the wisdom and the resolve to deploy the best among us to the areas of work that will have the greatest impact, whether that is to lead a municipality, to build the organisation or to build a united front for progressive change.

This lekgotla has stated that we cannot compromise on accountability.

We cannot and must refuse to accept poor performance. We cannot accept people who abuse the trust of our people and waste public resources.

We must have the courage to replace employees who are not performing the tasks they are given. We must deploy cadres that can fulfil the responsibility of the position that they occupy.

We will implement mechanisms for monitoring, evaluation and accountability so that our decisions in this regard are based on evidence and are not driven by factional or personal interests.

We have received the reports from the commissions. These reports will be consolidated into the Lekgotla Outcomes Document and the ANC Programme of Action for 2026.

Our focus will now be on



implementation. Our focus must be on getting things done and making a real and lasting difference in the lives of our people.

This had been the focus of this lekgotla. As I looked at the reports from the commission, I was pleased that all the reports set out the tasks to be done. This lekgotla is different from the others we have had. It shows we are more intent on actions. This is what our membership and the people of South Africa want to see from the ANC.

The people of South Africa want to see us taking action to change their lives, and this is what we must do without fail.

We thank the SGO, the ANC staff and volunteers who made this lekgotla possible and so successful. We also thank the Alliance partners who have come in numbers, as well as the NEC

members, cde Thabo Mbeki and cde Kgalema Motlanthe. We want to thank the provincial leadership. All of you have lifted the intellectual content of this lekgotla and we have come out with clear decisions.

The decisions of this lekgotla must guide public representatives, employees and our structures in communities in giving effect to our programme of fundamental social and economic change.

This has been a most productive and successful lekgotla. Let us now return to our branches, our municipalities, our communities, our provinces and deployments and do the work that our people expect of us.

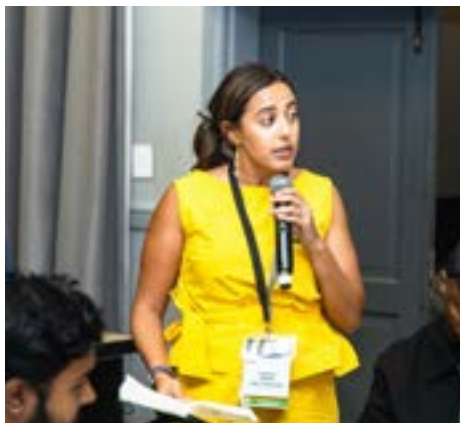
More importantly, let us all go out to fix local government and transform our economy.

I thank you.

Gallery...



Gallery...





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