

ARRC

African Royal Rainbow Congress

NEW DISPENSATION, GENERATION & DIRECTION

2026 LOCAL GOVERNMENT ELECTION MANIFESTO

***A New Generation.
A New Direction.
A New Dispensation.***



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OUR PROMISE

South Africa stands at a defining moment. Too many communities are without jobs, reliable services, safe neighborhoods, and opportunities for young people. The time has come for a new chapter.

The African Royal Rainbow Congress believes that South Africa does not need more empty promises. It needs a new generation of leadership, a new direction for development, and a new dispensation built on accountability, integrity, opportunity, and service.

This manifesto is our commitment to every South African.

A NEW GENERATION

We believe South Africa's greatest resource is its people. A new generation means:

- ▶ Leadership based on integrity rather than patronage.
- ▶ Young people at the center of economic growth.
- ▶ Women empowered as equal partners in development.
- ▶ Leadership that listens before it leads.
- ▶ Communities actively involved in decision-making.

A NEW DIRECTION

South Africa needs practical solutions. We will focus on:

- ▶ Creating jobs through local economic development.
- ▶ Supporting small businesses and entrepreneurs.
- ▶ Reliable water, electricity, roads, and waste removal.
- ▶ Safe communities.
- ▶ Professional and accountable municipalities.
- ▶ Investment in infrastructure and local industries.

A NEW DISPENSATION

Government must once again serve the people. We commit to:

- ▶ Zero tolerance for corruption.
- ▶ Transparent public finances.
- ▶ Merit-based appointments.
- ▶ Efficient service delivery.
- ▶ Constitutional democracy.
- ▶ Respect for every citizen regardless of race, gender, language, religion, or background.

OUR FIVE PRIORITIES

- | | |
|---|-----------------------------------|
| 1 | Jobs and Economic Growth |
| 2 | Functional Municipalities |
| 3 | Safe Communities |
| 4 | Youth and Skills Development |
| 5 | Honest and Accountable Government |

OUR VISION

A united, prosperous, peaceful, and opportunity-driven South Africa where every citizen has the freedom and support to achieve their full potential.

OUR CALL

The future belongs to those prepared to build it. Together we can create:

***A New Generation.
A New Direction.
A New Dispensation.***



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THE AFRICAN ROYAL RAINBOW CONGRESS

NATIONAL MANIFESTO

A New Generation. A New Direction. A New Dispensation.

PARTNERING FOR PEOPLE. BUILDING PROSPERITY.



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FOREWORD

► *A Message From the President*

South Africa stands at a defining moment in its democratic journey.

The question before our nation is no longer simply whether South Africa has the potential to succeed. We know that it does. The question is whether we have the political courage, institutional discipline, economic imagination and collective determination to turn that potential into a better life for every citizen.

For too long, the political conversation in South Africa has been dominated by promises that are not matched by implementation. Communities continue to demand functioning municipalities, reliable water, electricity, roads, sanitation, waste removal, housing, public safety, economic opportunities and jobs. Young South Africans continue to ask a fundamental question: **What future has been prepared for us?**

The African Royal Rainbow Congress was established because we believe that South Africa can do better.

We believe that politics must once again become an instrument through which citizens build their communities, develop their country and secure a better future for the generations that will follow.

Our politics must be about people. Our government must be about service. Our economy must be about opportunity. Our institutions must be about accountability. Our leadership must be about responsibility.

And our democracy must be about meaningful participation rather than participation that begins and ends on election day.



The ARRC enters public life with a simple but profound belief: **South Africa does not need another generation of politics that merely manages decline. South Africa needs a new generation of leadership prepared to build.**

That is the meaning behind our central message:

A new generation does not simply mean young people replacing older people. It means a different standard of leadership. It means leadership that understands that public office is not personal property. It means leaders who understand that government resources belong to the people. It means leaders who recognize that political authority is a responsibility entrusted to them by citizens.

A new generation means leadership based on integrity rather than patronage; competence rather than political convenience; service rather than self-enrichment; and long-term national development rather than short-term political survival.

A new direction means that we must change what government measures as success.

A government cannot claim success merely because it has produced a policy document, held a conference, opened an office or announced a program. Success must ultimately be measured by what happens in the lives of citizens.

Does a child have access to quality education? Does a young person have a realistic path into employment? Can a small business operate without unnecessary barriers? Does a family have reliable electricity and clean water? Can residents travel on safe and maintained roads? Can a community trust its municipality? Can a woman walk safely through her neighborhood? Can an elderly citizen receive the services and dignity that she deserves?

Can a citizen obtain accurate information from government without having to fight through layers of bureaucracy?

Can taxpayers see that public money is being used responsibly?

These are not abstract political questions. They are the everyday realities through which citizens experience democracy.

The Constitution establishes local government as a sphere of government with responsibilities that include democratic and accountable government, sustainable service delivery, social and economic development, a safe and healthy environment, and community participation.

The ARRC therefore believes that effective local government is not a secondary political issue. It is one of the most important foundations of a functioning democratic state.



When a municipality fails, citizens experience that failure directly. When water does not flow, it is the household that suffers. When electricity infrastructure fails, it is the family and business that carry the consequences. When refuse is not collected, communities face environmental and health consequences. When roads deteriorate, workers, businesses, schools and emergency services are affected. When municipal administration becomes dysfunctional, ordinary citizens lose time, money and opportunities. When corruption becomes normalized, citizens lose trust in the state.

We therefore believe that rebuilding South Africa must begin with rebuilding trust between citizens and institutions.

That trust cannot be demanded.

It must be earned.

It must be earned through competent administration, honest leadership, transparent finances, reliable services, professional institutions and visible consequences when public responsibilities are neglected.

The ARRC does not believe that government can solve every problem alone. We believe government must create the conditions in which citizens, businesses, workers, professionals, civil society, communities, traditional structures, researchers, investors and institutions can contribute to national development.

Government must be an enabler. Government must be a coordinator. Government must be a protector. Government must be an accountable service provider. But government must not attempt to control every aspect of society.

The strength of South Africa lies not only in its state institutions. It lies in the abilities of its people.

South Africa has entrepreneurs who build businesses with limited resources. It has engineers, doctors, teachers, artisans, scientists, farmers, miners, traders, professionals, workers, community leaders and young innovators who continue to create value despite difficult conditions.

The challenge is to build a political and economic environment in which these people can succeed at scale.

That is why the ARRC places people at the center of its political philosophy.

We believe that the greatest resource of South Africa is not found underground, in financial markets or in government buildings.

It is found in the capabilities of its people. Our minerals are valuable. Our land is valuable. Our geographical position is valuable. Our infrastructure is valuable. Our institutions are valuable.

But the greatest long-term national asset is the knowledge, creativity, skills, determination and productive capacity of South Africans.

The ARRC therefore supports a transition toward a knowledge-based economy in which South Africans are not merely consumers of technology, capital and ideas developed elsewhere, but become producers of knowledge, technology, intellectual property, businesses and globally competitive products.



Our economic future must not depend solely on extracting raw materials and exporting them without creating sufficient value inside the country.

We must increasingly process. We must manufacture. We must innovate. We must research. We must build. We must export. We must create companies capable of competing across Africa and the world.

This is not a rejection of South Africa's natural-resource economy. It is a recognition that our resources should become a foundation for broader industrial and economic development.

A ton of mineral can create value once. A processing facility can create value repeatedly. A manufacturing industry can create entire supply chains. A technology company can create intellectual property. A skilled workforce can create value for generations. This is the type of economic transformation that South Africa needs. But economic transformation cannot be separated from education. If we want a knowledge-based economy, we must build a knowledge-capable society. That requires quality schools. It requires teachers who are supported and held to professional standards. It requires technical and vocational education. It requires universities that contribute to research and innovation. It requires apprenticeships. It requires digital literacy. It requires access to technology. It requires pathways from education into employment.

Most importantly, it requires that we stop treating young people as a political demographic and begin treating them as an economic generation.

Young South Africans are not merely future voters. They are current citizens. They are current entrepreneurs. They are current workers. They are current innovators. They are current parents. They are current contributors to the economy. Their future is therefore not a separate issue from the country's present. It is the country's present.

The ARRC also recognizes that women are fundamental partners in South Africa's development. A country cannot achieve sustainable prosperity while large sections of its population remain constrained by economic, social or institutional barriers.

Women must have meaningful access to economic opportunity, entrepreneurship, education, skills development, leadership and participation in public life.

Our commitment to equality is not simply a constitutional obligation. It is an economic necessity.

A country that prevents capable people from contributing at their full potential is deliberately reducing its own productive capacity.

The same principle applies to people living in rural communities, townships, informal settlements, cities and small towns.

Development cannot be concentrated in a limited number of economic centers while large parts of the country remain excluded from meaningful opportunity.



South Africa needs connected communities. We need functioning rural economies. We need productive townships. We need viable cities. We need industrial corridors. We need modern infrastructure. We need reliable logistics. We need digital connectivity. We need access to markets. We need local government that understands economic development rather than merely administration. The ARRC therefore sees local government as an engine of development. A municipality should not exist merely to issue accounts and collect revenue. It should understand the economic geography of its community. It should know where businesses operate. It should understand where economic opportunities can be created. It should identify infrastructure constraints. It should work with entrepreneurs. It should support investment. It should maintain public spaces. It should facilitate development. It should provide services effectively. It should engage citizens. And it should account for its performance.

The Constitution requires public administration to uphold professional ethics, efficient and effective use of resources, development-oriented administration, fair and impartial service, responsiveness to people's needs, public participation, accountability and transparency.

These principles provide a powerful foundation for the type of government the ARRC seeks to build.

We do not need to invent the idea of accountable government. It already exists in our constitutional framework. The challenge is implementation.

The ARRC therefore believes that the next phase of South Africa's democratic development must focus on turning constitutional principles into lived reality.

Democracy must be felt in the household. Accountability must be visible in the municipality. Equality must be experienced in access to opportunity. Human dignity must be reflected in public services. The rule of law must apply regardless of political position, wealth or social status. And government must understand that citizens are not subjects. They are the sovereign participants in our democratic system. The vote is not a blank check.

An election does not give politicians unlimited permission to ignore the people until the next election.

The vote is an instrument through which citizens delegate political authority. That authority must therefore be exercised with humility. The ARRC believes that citizens must remain active participants in governance between elections.

Communities must have meaningful mechanisms through which they can monitor municipal performance, participate in planning, raise concerns, access information and demand answers.

This is particularly important at local government level.

The constitutional framework explicitly recognizes community involvement as an objective of local government.

We therefore reject the idea that citizens should only become politically important during election campaigns.



Citizens must matter every day.

A government that listens only when it wants votes is not practicing the full meaning of democratic participation.

A government that listens continuously becomes more responsive, more informed and more accountable. The ARRC seeks to build that culture. We also recognize that government cannot function effectively without professional institutions. Political leadership and administration have different but complementary responsibilities. Politicians provide direction and democratic accountability. Professionals must implement policies competently and lawfully. The public service must therefore be professional. Municipal management must be professional. Financial management must be professional. Infrastructure management must be professional. Planning must be professional. Procurement must be professional. Public institutions must be evaluated according to competence and performance.

This does not mean excluding democratic leadership. It means ensuring that political leadership is supported by capable administration.

The Constitution itself establishes professional ethics, effective use of resources, responsiveness, accountability and transparency as principles governing public administration.

The ARRC will therefore advocate for a culture in which political affiliation cannot become a substitute for competence.

A public position should carry a responsibility to perform. A public budget should carry a responsibility to deliver. A public contract should carry a responsibility to provide value. A public institution should carry a responsibility to account. And a public representative should carry a responsibility to listen. We believe that corruption is not simply a financial crime. Corruption destroys development. It increases the cost of government. It reduces the quality of infrastructure. It weakens institutions. It discourages investment. It destroys public trust. It creates inequality because those with political access gain advantages over those without it.

Every rand diverted from its intended purpose represents an opportunity that may have been lost somewhere else.

The ARRC therefore supports zero tolerance for corruption and stronger systems of transparency, procurement oversight, financial accountability and public reporting.

But fighting corruption also requires changing the institutional conditions that allow corruption to flourish. We must reduce unnecessary discretion. We must improve systems. We must strengthen oversight. We must improve procurement transparency. We must ensure proper consequence management. And we must create institutions where reporting wrongdoing is protected rather than punished.

The ARRC's vision is therefore not simply about replacing one group of politicians with another.



It is about changing the relationship between political leadership, institutions and citizens. That is what we mean by a New Dispensation. A new dispensation is a new political culture. It is a culture in which public office is understood as public service. It is a culture in which government performance is measured. It is a culture in which citizens are informed. It is a culture in which professionals are respected. It is a culture in which young people are prepared for the future. It is a culture in which businesses are encouraged to create employment. It is a culture in which communities participate in decisions that affect them. It is a culture in which leaders are willing to be judged by results. The ARRC does not present itself as a party with all the answers. No political organization can honestly make such a claim.

We present ourselves as a political movement prepared to ask better questions, listen to citizens, use evidence, engage professionals and develop practical solutions.

Our manifesto must therefore be understood as more than a list of promises. It is a framework for government. It is a statement of values. It is a statement of priorities. It is a statement of what we believe government should accomplish.

And it is an invitation to South Africans to participate in building the country they want.

We know the challenges are substantial.

South Africa faces unemployment, inequality, poverty, crime, infrastructure constraints, weak municipal performance, economic uncertainty, skills shortages and institutional challenges.

These problems did not appear overnight. They will not disappear overnight. The ARRC will therefore not pretend that there are simple solutions to complex problems. What we can promise is seriousness. We can promise that policy must be connected to implementation. We can promise that priorities must be connected to budgets. We can promise that leadership must be connected to accountability. We can promise that citizens must be connected to government.

And we can promise that the long-term interests of South Africa must be placed above narrow political interests.

Our goal is not simply to win elections. Our goal is to build a country worth winning elections to govern. That distinction matters. Political parties can win votes and still fail to build institutions. Governments can remain in office while communities decline. A political organization can dominate political discourse while ordinary citizens remain economically excluded. The ARRC believes that political success must ultimately be measured through national development. We want to see communities where children can play safely. We want to see young people with skills and opportunities. We want to see entrepreneurs building companies. We want to see municipalities that work. We want to see infrastructure that supports economic activity. We want to see farmers producing. We want to see factories operating. We want to see technology companies emerging. We want to see South African professionals competing internationally. We want to see citizens trusting institutions because those institutions have earned their trust. This is the South Africa we seek to build. It will require patience. It will require discipline. It will require political courage. It will require citizens to participate. It will require business to invest. It will require professionals to contribute. It



will require government to reform itself. And it will require a new generation of leadership. The ARRC believes that generation is ready. Not because it is perfect. Not because it has all the answers.

But because it understands that the future cannot be built using the politics of yesterday.

We must think beyond election cycles. We must think beyond individual political careers. We must think beyond party interests. We must think in decades. The South Africa of 2044 and 2045 will be determined by decisions made today. The infrastructure we build today will serve future generations. The schools we build today will educate future workers. The businesses we establish today will employ future families. The institutions we strengthen today will protect future citizens. The values we teach today will shape future leadership.

This is why the ARRC speaks of a New Generation, a New Direction and a New Dispensation.

We are not merely describing an election campaign. We are describing a national project. A project to rebuild trust. A project to strengthen institutions. A project to expand opportunity. A project to develop people. A project to modernize the economy. A project to professionalize government. A project to strengthen local communities. A project to build a prosperous and peaceful South Africa. This manifesto is our contribution to that project. It is a starting point for conversation, policy development and implementation. It belongs not only to the leadership of the ARRC. It belongs to the citizens whose lives government exists to serve. We invite South Africans to challenge us. Question us. Hold us accountable. Tell us what works. Tell us what does not. Tell us what your community needs. Tell us what your business needs. Tell us what young people need. Tell us what families need. Tell us what you expect from government. A political movement that fears questions cannot build a strong democracy.

The ARRC welcomes the responsibility of being questioned because accountability is not an obstacle to leadership.

Accountability is part of leadership.

South Africa's Constitution provides the foundation for a democratic state founded on human dignity, equality, human rights and freedoms, the rule of law, universal adult suffrage, regular elections and a multi-party democratic system designed to promote accountability, responsiveness and openness.



The task before our generation is to give practical meaning to those principles. We therefore begin this manifesto with a simple declaration: South Africa belongs to all who live in it. Its future cannot belong only to politicians. It cannot belong only to business. It cannot belong only to government. It belongs to its people. And the responsibility to build that future belongs to all of us. The ARRC chooses to participate in that responsibility. We choose service over privilege. We choose accountability over secrecy. We choose competence over patronage. We choose opportunity over dependency. We choose development over stagnation. We choose unity over division. We choose the future over political nostalgia. We choose a New Generation. We choose a New Direction. And we choose a New Dispensation.



ARRC President - Dr. Thabiso Mabetswa.



► *A Message From the National Leadership*

The African Royal Rainbow Congress enters the political arena with an understanding that leadership in South Africa carries an enormous responsibility.

Our country is a constitutional democracy built on principles that demand more from political leaders than simply winning elections. The constitutional order requires government to be accountable, responsive and open, while public administration must operate according to principles of professional ethics, efficient resource use, fairness, development orientation, public participation, accountability and transparency.

The ARRC National Leadership accepts these principles not merely as legal requirements but as standards against which political leadership should be measured.

We believe leadership begins with responsibility.

A leader must be willing to accept responsibility when things go well and when they go badly.

A leader must be prepared to listen when citizens disagree.

A leader must be prepared to change direction when evidence demonstrates that a policy is not working.

A leader must understand that public resources are not personal resources.

A leader must understand that public office is temporary while the institutions of the Republic must endure.

This is why the ARRC believes that leadership development must become a national priority.

South Africa needs leaders who understand economics, public administration, law, infrastructure, technology, education, health, agriculture, security, international relations and community development.

Politics has become too important to be treated as a profession that requires no preparation.

The administration of a municipality requires knowledge. The management of public finances requires knowledge. Infrastructure planning requires knowledge. Economic development requires knowledge. Urban planning requires knowledge. Water management requires knowledge. Energy planning requires knowledge. Public safety requires knowledge. Government leadership must therefore be informed by evidence, professional expertise and engagement with citizens.

The ARRC will seek to create a culture in which political leadership works alongside professional expertise rather than treating expertise as a threat.

We believe that the best decisions are made when political mandates, community knowledge, professional expertise and credible evidence are brought together.

Our national leadership also recognizes that South Africa is not one uniform country.

Our communities are different.



The challenges facing a major metropolitan municipality are not identical to those facing a rural municipality.

The economic opportunities of a mining community differ from those of an agricultural community.

The needs of a young township entrepreneur may differ from those of an established industrial business.

The infrastructure requirements of a rapidly growing city differ from those of a remote rural settlement.

National policy must therefore provide a coherent framework while allowing solutions to respond to local conditions.

This is particularly important in local government.

The Constitution establishes municipalities as a distinct sphere of government and requires them to pursue democratic and accountable government, sustainable service delivery, social and economic development, safe and healthy environments, and community involvement.

The ARRC believes these constitutional objectives should become practical performance standards. A municipality should be able to demonstrate whether it is achieving them. Citizens should be able to see what their municipality has promised. Citizens should be able to see what has been delivered. Citizens should be able to understand how public money is being spent. Citizens should be able to ask questions. And citizens should be able to participate. This is the foundation of accountable government. Our leadership therefore commits itself to a politics of measurable performance. Where possible, political promises must be converted into targets. Targets must be connected to budgets. Budgets must be connected to implementation. Implementation must be monitored. And performance must be reported to citizens. We reject the idea that accountability begins and ends with an election.

The election should be the beginning of a mandate, not the end of public scrutiny.

Our leadership also recognizes that economic development must become central to the work of government.

Government cannot create every job directly.

But government can create conditions in which businesses can invest, entrepreneurs can grow, workers can develop skills and industries can expand.

Government can improve infrastructure. Government can reduce unnecessary administrative barriers. Government can provide clearer planning frameworks. Government can improve municipal services. Government can support skills development. Government can facilitate investment. Government can create partnerships. Government can use public procurement responsibly. Government can support local economic development. These functions matter because employment is not simply an economic statistic. Employment affects dignity. Employment affects family stability. Employment affects household income. Employment affects children's opportunities. Employment affects community confidence. Employment affects crime and social stability. Employment affects the tax base. Employment affects economic growth.



The ARRC therefore places jobs and economic growth among its central priorities, consistent with the short manifesto's five priorities.

We also believe that the future of the South African economy will increasingly depend on skills and knowledge.

The country must prepare for technological change rather than simply react to it.

Artificial intelligence, automation, digital platforms, advanced manufacturing, biotechnology, financial technology, renewable energy technologies and other emerging sectors will reshape economies.

South Africa must participate in that transformation.

We must ensure that young people are not merely trained to look for employment in declining industries.

They must also be prepared to create new industries. This requires a closer relationship between education, industry and government. Universities must be connected to innovation. Technical colleges must be connected to industry. Apprenticeships must lead to real skills. Entrepreneurship programs must lead to real businesses.

Government programs must be evaluated according to outcomes rather than the number of people registered.

This is the standard of seriousness that the ARRC intends to bring into public policy.

The National Leadership also recognizes that safety is fundamental to development. A community cannot prosper when residents fear crime. Businesses cannot grow confidently when they face persistent criminality. Children cannot thrive when communities are unsafe. Women cannot exercise their full freedom when public spaces are dangerous. The ARRC therefore places safe communities among its central priorities.

Safety requires professional law enforcement, effective community partnerships, functioning infrastructure, responsible urban planning and stronger social interventions.

It requires government to understand that prevention and enforcement must work together. It also requires communities to become partners in creating safer environments. Our approach to safety will therefore not be based solely on slogans.

It must be based on institutions, intelligence, community participation, professional policing, infrastructure and measurable outcomes.

The same principle applies to corruption.

We cannot build a prosperous country while allowing public resources to be diverted away from their intended purposes.



Corruption must be treated as an attack on development. Every procurement system must be designed to protect public resources. Every public institution must have accountability mechanisms. Every leader must understand that political power does not place them above the law.

The ARRC's leadership therefore accepts the principle that public authority must always remain subordinate to the Constitution and the law.

The rule of law is not an obstacle to government. It is the foundation that gives government legitimacy. It protects citizens. It protects institutions. It protects investors. It protects public servants. It protects political minorities. And it protects democracy itself.

Our leadership also believes that national unity does not mean that citizens must agree on everything.

A healthy democracy allows disagreement. A healthy democracy allows criticism. A healthy democracy allows competing political ideas. A healthy democracy allows citizens to change their minds. The ARRC will therefore not define patriotism as unconditional agreement with government. Patriotism means wanting South Africa to succeed. It means being willing to identify problems. It means being willing to propose solutions. It means being willing to serve. It means being willing to build. It means being willing to place the country's long-term interests above narrow personal interests.

Our National Leadership believes that South Africa can become one of the leading economies and democracies on the African continent, but this will require institutional strength, economic competitiveness and social cohesion.

We must stop thinking only in terms of what South Africa needs to survive.

We must begin thinking about what South Africa needs to lead.

South Africa has the geographic position, natural resources, industrial base, financial institutions, professional capabilities, universities, entrepreneurial culture and continental relationships necessary to play a much greater role in Africa.

But potential is not performance. Potential must be converted into productivity. Productivity must be converted into competitiveness. Competitiveness must be converted into investment. Investment must be converted into jobs. Jobs must be converted into household prosperity. And prosperity must be converted into sustainable development. This is the chain of development that the ARRC seeks to strengthen. Our leadership therefore calls on citizens to participate in this political project. Do not simply ask what government can do for you.

Ask what government must do, what communities can do, what businesses can do, what professionals can do and what citizens can do together.

A strong society is not created by government alone. Government needs citizens. Citizens need functioning institutions. Businesses need infrastructure. Workers need skills. Entrepreneurs need markets. Young people need opportunity. Communities need safety. And the entire country needs a shared direction. The



ARRC seeks to provide that direction. We do not promise perfection. We promise seriousness. We do not promise instant transformation. We promise sustained effort. We do not promise that every problem can be solved immediately. We promise that problems must be confronted rather than hidden. We do not promise that government can do everything. We promise that government must do what it is responsible for—and do it properly.

The National Leadership therefore adopts this manifesto as a commitment to a different political culture.

A culture of service. A culture of competence. A culture of accountability. A culture of participation. A culture of development. A culture of national responsibility. This is the foundation upon which the ARRC will build its political program.



ARRC- The National Leadership.



► *Why South Africa Needs a New Dispensation*

South Africa does not need a new dispensation because its constitutional democracy has failed.

South Africa needs a new dispensation because the promise of constitutional democracy must continually be translated into better governance, stronger institutions and greater opportunity.

The Constitution provides a powerful framework.

The challenge is to make that framework work more effectively in the daily lives of citizens.

The phrase "**New Dispensation**" must therefore not be understood as a rejection of constitutional democracy.

It must mean a renewed commitment to the principles upon which democratic South Africa was founded.

The Republic is constitutionally founded on human dignity, equality, human rights and freedoms, non-racialism and non-sexism, the supremacy of the Constitution and the rule of law, universal adult suffrage, regular elections and a multi-party system designed to ensure accountability, responsiveness and openness.

These principles remain fundamental. The ARRC believes they must be protected and strengthened. But constitutional principles cannot improve lives by themselves. Institutions must implement them. Leaders must respect them. Public servants must practice them. Citizens must participate in them. And political parties must be held accountable for how they exercise public power. That is why the ARRC describes its vision as a New Dispensation. The country needs a political culture in which constitutional principles become operational standards. If the Constitution values accountability, citizens must be able to hold government accountable. If the Constitution values responsiveness, government must listen. If the Constitution values openness, public information must be accessible. If the Constitution values human dignity, public services must treat people with dignity.

If the Constitution values equality, opportunity must not be restricted by arbitrary discrimination or political connections.

If the Constitution values the rule of law, the law must apply to everyone.

This is the standard against which government should be judged.

The first reason South Africa needs a new direction is the gap between **political promises and practical implementation**.

Political campaigns can generate powerful promises. But citizens ultimately judge government by what they can see and experience. A promise of development means little if roads remain unusable.

A promise of economic transformation means little if young people cannot find pathways into employment.



A promise of accountable government means little if citizens cannot obtain answers. A promise of service delivery means little if basic municipal systems remain dysfunctional. The ARRC therefore believes that political programs must become implementation programs. Every major policy should answer five questions: What problem are we solving? What will government do? Who is responsible? How will it be funded? How will citizens know whether it worked? These questions should become normal in government.

The second reason South Africa needs a new dispensation is the need to restore **professionalism in government**.

The Constitution's section 195 provides that public administration must promote professional ethics, efficient and effective use of resources, development orientation, fair and impartial services, responsiveness, public participation, accountability and transparency.

These are not revolutionary ideas. They are constitutional requirements. Yet they remain essential because government cannot succeed without capable administration. Political leadership must therefore take administration seriously. A municipality cannot be run effectively through political slogans. It requires competent financial managers. It requires engineers. It requires planners. It requires environmental professionals. It requires project managers. It requires procurement specialists. It requires information technology professionals. It requires human-resource professionals. It requires people who understand municipal law and governance. The ARRC believes that professional government should be treated as a national asset. The third reason for a new dispensation is economic opportunity. South Africa cannot sustain a future in which millions of people remain economically excluded.

The country must expand productive employment and create an environment in which businesses can grow.

This requires infrastructure. It requires reliable energy. It requires efficient logistics. It requires skills. It requires access to capital. It requires functioning local government. It requires regulatory certainty. It requires innovation. And it requires confidence.

Economic policy must therefore move beyond political rhetoric and focus on the conditions required for investment and productivity.

The ARRC believes in an economy where government, business and citizens each understand their responsibilities.

Government must provide a predictable and enabling environment. Business must invest, innovate, employ and compete. Workers must have access to skills and opportunities. Citizens must participate in the economy. Education institutions must prepare people for actual economic requirements. The fourth reason for a new dispensation is the future of young South Africans.

A country cannot call itself successful while a large proportion of its young population believes that its future is permanently closed.



Young people need more than motivational speeches. They need pathways. A pathway from school to skills. A pathway from skills to employment. A pathway from employment to entrepreneurship. A pathway from entrepreneurship to business growth. A pathway from innovation to commercialization. A pathway from education to meaningful contribution. Youth development must therefore become an economic strategy, not simply a social program.

The ARRC believes that young people should be at the center of the country's development strategy.

The short manifesto already places young people at the center of economic growth and identifies youth and skills development as one of the party's five priorities. The fifth reason is **the need for stronger local government**.

Local government is where citizens encounter the state most directly.

The Constitution assigns local government objectives that include democratic and accountable government, sustainable service provision, social and economic development, a safe and healthy environment, and community involvement.

These responsibilities make municipalities critical institutions in the country's development. The ARRC therefore believes that municipal reform must be central to the new dispensation. Municipalities must become more financially disciplined. They must become more professionally managed. They must become more transparent. They must become more responsive. They must become more development-oriented. And they must become more connected to their communities. The sixth reason is public safety.

No country can achieve its full economic and social potential when citizens do not feel safe.

Safety is not merely a policing issue. It is also a development issue. Unsafe communities lose investment. Unsafe public spaces reduce economic activity. Crime increases costs for businesses. Violence damages families. Fear limits mobility. Children lose opportunities. The ARRC therefore sees community safety as a fundamental condition for development. The seventh reason is institutional trust. Democracy depends upon citizens believing that institutions matter. When citizens believe that laws are applied selectively, trust declines. When citizens believe that corruption is tolerated, trust declines. When citizens believe that public officials cannot be held accountable, trust declines. When citizens believe that elections change politicians but not their circumstances, trust declines. Restoring trust requires visible institutional performance. Citizens must see that their participation matters. They must see that complaints receive responses. They must see that public money is monitored. They must see that poor performance has consequences. They must see that successful programs can be expanded. They must see that government is capable of learning. The eighth reason is the changing global economy. South Africa cannot isolate itself from technological and economic transformation. The global economy is changing rapidly. Countries are competing for capital, skills, technology, manufacturing capacity, energy investment and strategic industries. If South Africa does not modernize its economy, other countries will move ahead. A new dispensation therefore requires a long-term economic strategy.

South Africa must ask what industries it wants to lead in ten, twenty and thirty years.



It must ask what skills those industries will require, what infrastructure those industries will need, how universities and technical institutions can support them, how small businesses can enter their supply chains, and how South African companies can expand across Africa.

It must ask how the country can move from exporting raw materials toward producing higher-value goods and services.

This is the basis of the ARRC's vision for a knowledge-based economy. The ninth reason is the need for national unity around development. South Africa cannot build its future through permanent political conflict. Democracy requires disagreement, but national development requires areas of cooperation. Political parties can disagree about policy while agreeing that infrastructure must work. They can disagree about economic models while agreeing that young people need skills. They can disagree about political philosophy while agreeing that corruption damages the country. They can disagree about implementation while agreeing that citizens deserve dignity. The ARRC believes that national development should become a shared national project. The tenth and final reason is time. The decisions made today will affect citizens who have not yet been born. A road built today may serve communities for decades. A school built today may educate thousands of children. A skilled worker trained today may create a business tomorrow. A technology company founded today may become a global employer. A reformed institution may protect citizens for generations. Likewise, poor decisions can create long-term costs. Debt can burden future generations. Bad infrastructure can constrain growth. Institutional weakness can become entrenched. Corruption can become normalized. Educational failure can reproduce poverty. This is why the ARRC believes politics must become more long-term. We must think beyond the next election. We must think beyond the next political appointment. We must think beyond the next budget. We must ask what kind of country we are building for 2044 and 2045. That is the meaning of a New Dispensation. It is not simply a change of political party. It is a change in political culture. It is a commitment to constitutional democracy combined with serious implementation. It is a commitment to economic development combined with social responsibility. It is a commitment to public services combined with professional administration. It is a commitment to political participation combined with citizen accountability. It is a commitment to national unity combined with honest debate. It is a commitment to the present combined with responsibility for the future. The ARRC therefore calls on South Africans to participate in a new national conversation. Let us move beyond asking only who should govern. Let us ask how South Africa should be governed. Let us move beyond asking only what government promises. Let us ask how government will deliver. Let us move beyond asking only how many votes a political party can win. Let us ask what that political authority will accomplish. Let us move beyond treating citizens as voters.

Let us recognize citizens as participants, taxpayers, workers, entrepreneurs, parents, students, professionals, community members and partners in national development.

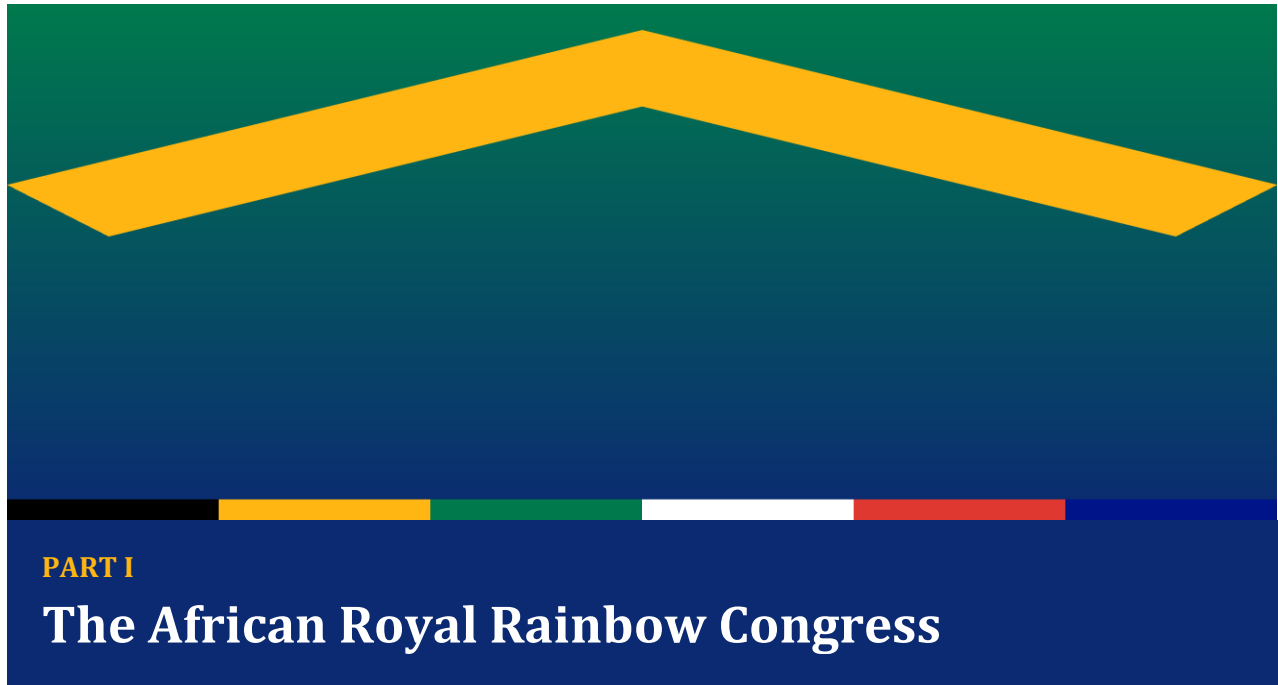


Let us move beyond treating young people as beneficiaries. Let us recognize them as builders of the future. Let us move beyond treating municipalities as administrative structures. Let us recognize them as engines of local development. Let us move beyond treating public servants as political instruments. Let us recognize professional administration as essential to the functioning of the Republic. Let us move beyond treating economic growth as a statistic.

Let us recognize it as a mechanism through which people obtain employment, income, opportunity and dignity.

Let us move beyond treating the Constitution as a document that exists in courtrooms. Let us make its principles visible in schools, clinics, municipalities, businesses, communities and households. That is the challenge of the New Dispensation. The ARRC accepts that challenge. We believe South Africa can be more prosperous. We believe South Africa can be safer. We believe South Africa can be better governed. We believe South Africa can become more competitive. We believe South Africa can create more opportunities. We believe South Africa can strengthen its institutions. We believe South Africa can build a knowledge-based economy. We believe South Africa can develop a new generation of leaders. But belief alone is insufficient. The work must begin. The policies must be developed. The institutions must be strengthened. The budgets must be aligned. The projects must be implemented. The results must be measured. The citizens must be heard. The leaders must be held accountable. And the country must keep moving forward.

This is the political commitment with which the African Royal Rainbow Congress presents this manifesto to the people of South Africa.



PART I

The African Royal Rainbow Congress

1 Who We Are

The African Royal Rainbow Congress (ARRC) is a political movement founded on a clear conviction: **South Africa has the people, resources, institutions, knowledge and potential to become one of the most successful nations on the African continent, but achieving that future requires a new generation of leadership, a new direction in national development and a new political dispensation built around citizens.**

The ARRC enters South African public life with a commitment to serve rather than dominate, to build rather than destroy, and to develop rather than merely manage the challenges inherited from previous generations.

Our political identity is captured in three words: **A New Generation, A New Direction, A New Dispensation.**

These are not simply campaign words. They are the foundation of our political philosophy.

The ARRC believes that political leadership must be measured by what it builds, what it protects, what it improves and what it leaves behind.



A government should be judged by whether communities have reliable services, whether young people have opportunities, whether businesses can grow, whether citizens feel safe, whether institutions are accountable and whether public resources are used responsibly.

Our short manifesto establishes the ARRC's central promise around accountability, integrity, opportunity and service. It identifies unemployment, unreliable services, unsafe communities and limited opportunities for young people among the central challenges facing South Africa.

This expanded manifesto develops that foundation into a broader political vision.

We believe South Africa must move from a politics of promises toward a politics of implementation.

It is not enough to announce that jobs will be created. We must understand where those jobs will come from. It is not enough to promise better municipalities.

We must establish how municipalities will become financially sustainable, professionally managed and capable of delivering.

It is not enough to speak about youth development.

We must build pathways from education to skills, from skills to employment, and from employment to entrepreneurship and economic independence.

It is not enough to speak about accountability. We must create systems through which leaders and institutions can actually be held accountable. The ARRC therefore approaches politics as a serious national responsibility. We believe politics must be connected to research. It must be connected to evidence. It must be connected to constitutional principles. It must be connected to economic realities. It must be connected to the lived experiences of citizens. And, above all, it must be connected to implementation. South Africa has enormous potential.

Our country possesses extraordinary natural resources, a strategic geographic position, established financial and industrial institutions, universities, entrepreneurs, professionals, farmers, workers, artists, innovators and a young population with enormous potential.

But potential does not automatically become prosperity. Potential must be organized. Potential must be developed. Potential must be financed. Potential must be converted into productivity. Potential must become businesses, jobs, infrastructure, skills, technology and opportunity. That is the central challenge the ARRC seeks to confront.

We do not believe South Africa needs to choose between its history and its future.

We believe it can honor its history while building for the future. We do not believe South Africa must choose between African identity and global competitiveness. We believe a proudly African country can become globally competitive. We do not believe democracy requires us to abandon traditional institutions.



We believe traditional leadership and constitutional democracy can engage within their respective constitutional and legal roles.

We do not believe diversity must produce division. We believe diversity can become one of the foundations of national strength. We do not believe economic growth and social development are competing objectives.

We believe sustainable economic growth is one of the mechanisms through which social development becomes possible.

This is the political philosophy of the African Royal Rainbow Congress.

1.1 The African Royal Rainbow Congress

The name African Royal Rainbow Congress is deliberate. Every word expresses part of our political identity. African. Royal. Rainbow. Congress.

Together, they represent a movement that is proudly African, respectful of South Africa's traditional kingdoms and indigenous heritage, committed to unity within diversity and dedicated to democratic participation.

► *African — Our Pan-african Identity*

The word African speaks to our identity, our history, our continent and our future. The ARRC is proudly Pan-African. We believe that South Africa cannot understand its future separately from Africa.

South Africa's future is connected to the future of the African continent through trade, investment, infrastructure, security, migration, culture, technology, energy, agriculture and economic development.

We therefore believe that South Africa must develop not only as a successful country but as a country that contributes to the development of Africa.

Our Pan-Africanism is based on cooperation, economic development, mutual respect and African self-confidence. We believe Africa must increasingly build its own productive capacity. Africa must manufacture. Africa must process its natural resources. Africa must develop technology. Africa must invest in education. Africa must develop infrastructure. Africa must strengthen its institutions. Africa must expand intra-African trade. Africa must create opportunities for its young population. Africa must develop businesses capable of competing internationally. We do not believe Pan-Africanism requires hostility toward the rest of the world. Africa must engage with Europe. Africa must engage with Asia. Africa must engage with the Americas. Africa must engage with the Middle East. Africa must engage with every region willing to participate in mutually beneficial relationships.

But African countries must engage from a position of increasing strength rather than permanent dependence.

South Africa can play an important role in this process.



We believe South Africa can become an example of what is possible when African resources, African talent, African institutions and African innovation are combined with effective governance and long-term planning.

The ARRC wants to build a **great South Africa that can become an example for the rest of Africa.**

We want other African countries to look at South Africa and see what can be achieved.

A country with reliable infrastructure. A country with globally competitive businesses. A country with strong institutions. A country with modern technology. A country with world-class professionals. A country with productive agriculture. A country with advanced manufacturing. A country that adds value to its mineral resources. A country that creates opportunities for its young people. A country that protects its citizens. A country that respects its history. A country that embraces its diversity. A country that can compete internationally without losing its African identity. This is the Africa that the ARRC believes in. Our Pan-Africanism begins by making South Africa stronger. A stronger South Africa can become a stronger trading partner for Africa. A more technologically advanced South Africa can contribute knowledge to Africa. A more industrialized South Africa can participate in African supply chains. A more prosperous South Africa can increase investment across the continent. A more secure South Africa can contribute to regional stability. A more skilled South Africa can contribute human capital. A stronger South African economy can help expand African markets. The ARRC therefore rejects the idea that patriotism and Pan-Africanism are opposites. We believe they can reinforce one another. We can love South Africa and love Africa. We can strengthen South Africa and support African development. We can protect South African interests while promoting African cooperation. We can build a powerful national economy while contributing to continental economic integration.

Our objective is a South Africa that is proudly African, confidently South African and globally competitive.

That is what **African** means within the African Royal Rainbow Congress.

► ***Royal — Acknowledging the Kingdoms and the Kings of the Soil***

The word **Royal** carries a specific historical and cultural meaning for the ARRC.

It represents our recognition and respect for the traditional kingdoms, traditional communities and indigenous leadership structures that form part of South Africa's history and present-day social fabric.

The ARRC acknowledges the **Kings of the Soil.**

We recognize that the history of South Africa did not begin with modern political parties, modern municipalities or the modern constitutional state.

Long before contemporary political institutions were established, African societies developed their own systems of governance, leadership, law, diplomacy, social organization, land stewardship, cultural expression and community responsibility.

Our kingdoms and traditional communities are part of this history.



They are part of the heritage of South Africa.

The ARRC therefore believes that the traditional kingdoms of our country must be acknowledged with dignity and respect.

The Kings of the Soil represent more than ceremonial titles. They represent history. They represent heritage. They represent identity. They represent communities. They represent traditions. They represent the continuity of generations.

They represent an important connection between the people of today and the societies that came before them.

The ARRC's recognition of traditional leadership is not a rejection of constitutional democracy.

It is not a call for traditional authority to replace democratic government.

It is an acknowledgement that modern South Africa has inherited historical institutions that remain important to many communities.

We believe these institutions should be engaged respectfully within the constitutional and legal framework of the Republic.

A modern constitutional democracy does not have to erase traditional identity. Modernization does not require cultural amnesia. Technology does not require the abandonment of heritage. Economic development does not require communities to forget their history.

The ARRC believes South Africa can be modern and deeply connected to its heritage at the same time.

Traditional leadership can also contribute to development. Traditional leaders often maintain longstanding relationships with communities. They understand local histories. They understand cultural practices. They understand community structures.

They can contribute to social cohesion, community engagement, cultural preservation and development discussions within their constitutional and legal roles.

The ARRC therefore believes that government should engage traditional leadership constructively. Traditional communities must be included in development conversations where appropriate. Rural development must recognize the social structures of rural communities. Infrastructure development must engage communities. Economic development must consider local circumstances.

Land and agricultural development must consider both economic productivity and the historical and cultural significance of land.



The ARRC believes land is not merely an economic commodity. For many communities, land represents identity, heritage, belonging and continuity. At the same time, land must also be productive. It must contribute to food security, economic opportunity, investment and development. Our approach must therefore seek balance. We must recognize history while building for the future. We must protect cultural dignity while creating economic opportunity. We must recognize traditional communities while maintaining constitutional democracy. The word Royal therefore represents respect. Respect for our kingdoms. Respect for our traditional communities. Respect for our cultural heritage. Respect for the Kings of the Soil. Respect for the history of African societies. And respect for the responsibility that comes with leadership. The ARRC believes that traditional leadership should be part of the national development conversation.

The Kings of the Soil can be partners in community development, cultural preservation, social cohesion and rural transformation.

We therefore reject the idea that tradition and modernity must be enemies. They can exist together. A South Africa that uses artificial intelligence can still respect its traditional leaders. A South Africa that builds modern cities can still respect its kingdoms. A South Africa that develops advanced industries can still preserve its heritage. A South Africa that becomes globally competitive can still remain deeply African. That balance is central to our identity. Royal represents where we come from. African represents who we are and the continent to which we belong.

Together, they help define the foundation upon which the ARRC seeks to build the future.

► ***Rainbow — Our Diversity and Our Common Destiny***

The word Rainbow represents South Africa's extraordinary diversity. Our country is home to many cultures, languages, communities, histories, traditions and identities. The ARRC does not see this diversity as a weakness. We see it as an opportunity. A rainbow is made up of different colors. The colors do not become identical in order for the rainbow to exist. Their differences are precisely what create the whole. South Africa can learn from this principle. We do not need to erase our differences to become one nation.

We need to find a common purpose that allows our differences to exist within one constitutional democracy.

The ARRC believes in equal citizenship.

A citizen's worth must not depend upon their political affiliation, cultural background, language, geography, economic position or social status.

Every citizen must be treated with dignity. Every citizen must be protected by the law. Every citizen must have the opportunity to participate. Every community must have a voice. Our diversity should be visible in our national leadership. It should be visible in our economy. It should be visible in our institutions. It should be visible in our communities. But diversity must not become a permanent political weapon. We must not build a country where communities are encouraged to fear one another.

We must build a country where different communities can recognize that their futures are interconnected.



The Rainbow therefore represents our belief in **unity through diversity**.

It represents our commitment to a South Africa where different communities can retain their identity while participating in a shared national future.

► ***Congress — Democratic Participation***

The word Congress represents organized democratic participation. The ARRC believes democracy requires citizens to organize. Citizens must be able to come together around ideas, principles, policies and programs. A political party should therefore be more than an election machine. It should be a school of democracy. It should be a platform for political education. It should develop leadership. It should create policy. It should listen to communities. It should encourage debate.

It should provide citizens with a mechanism through which they can participate in public life.

The ARRC wants to build such an organization.

Our Congress must bring together ordinary citizens, professionals, entrepreneurs, workers, young people, community leaders, traditional communities and people with different experiences around one common national objective.

We believe political participation must continue between elections. Citizens should not become politically invisible once votes have been counted. They should be able to engage representatives. They should be able to question government. They should be able to participate in local development. They should be able to raise concerns. They should be able to propose solutions. This is the democratic culture the ARRC seeks to develop.

1.2 Our Political Identity

The ARRC's political identity rests on four major foundations:

constitutional democracy, citizen-centered government, economic opportunity and accountable leadership.

Constitutional Democracy. The ARRC believes in constitutional democracy.

The ARRC believes these principles must not remain abstract.

They must become lived realities.

Citizen-Centered Government. Government exists to serve citizens.

A municipality must work for residents. A public institution must work for the public. A public official must understand that their position exists because citizens require a service. This means government must become easier to access, more transparent and more responsive.

Economic Opportunity. The ARRC believes government must create an environment in which people can work, invest, build businesses, acquire skills and participate in economic life.



Government cannot create every job.

But government can create the conditions in which employment becomes possible.

Accountable Leadership. Political power must always be accompanied by responsibility.

Leaders must explain decisions. Public institutions must report. Public money must be protected. Failure must have consequences. Success must be measured. The ARRC believes this is the standard of leadership required for the next generation.

1.3 Our Values and Principles

Human Dignity. Every person deserves dignity.

Government must never make citizens feel as though they are begging for services that they are entitled to receive from functioning public institutions.

A citizen approaching a government office must be treated with respect. A child attending a public school must be treated with dignity. A patient entering a public healthcare facility must be treated with dignity. A person seeking municipal services must be treated with dignity. Human dignity must be visible in administration.

Equality. The ARRC believes in equal citizenship and equal protection under the law.

Equality must be reflected in access to opportunity, education, services, economic participation and political participation.

Integrity. Integrity means doing the right thing even when there is no political reward for doing so.

The ARRC expects leaders to place the public interest above personal enrichment.

Accountability. Accountability means being willing to answer for decisions.

It means that leaders cannot simply celebrate successes while blaming others for failures.

Public office must involve responsibility for outcomes.

Professionalism. Government requires skills.

Municipal management requires skills. Infrastructure requires skills. Finance requires skills. Economic development requires skills. The ARRC believes professional expertise must be respected and developed.

Service. Public office is public service.

Leadership must therefore be measured by service.

Opportunity. We want to create a society in which people can build better lives.

Opportunity is central to our political vision.

Responsibility. Rights and responsibilities must exist together.

Citizens have rights. Government has obligations. But citizens also have responsibilities toward their communities and country.

Innovation. South Africa must be willing to do things differently when existing approaches fail.

We must embrace technology, research, innovation and new ideas.

Unity. We believe South Africa's diversity can become a source of strength.

Development. Our policies must ultimately improve the capabilities of people and institutions.

1.4 Our Motto and Slogan

The ARRC's principal slogan is:

The slogan captures the three dimensions of our political project.

A New Generation is about leadership.

A New Direction is about policy and development.

A New Dispensation is about the relationship between government and citizens.

Our broader motto is:

This reflects our belief that development requires partnership. Government cannot build South Africa alone. Citizens cannot build South Africa alone. Business cannot build South Africa alone. Workers cannot build South Africa alone. Professionals cannot build South Africa alone. Traditional institutions cannot build South Africa alone.

But together, under a constitutional democratic framework, these different parts of society can contribute to a national development project.

The objective of that partnership is prosperity. Not prosperity for a small political class. Not prosperity for a small group of connected businesses. But broad-based prosperity that expands opportunity.

1.5 The Meaning of a New Generation

A New Generation is not simply about age. It is about mindset. A new generation of leadership must be prepared to think differently. It must respect history without becoming trapped by it. It must learn from previous generations without repeating their mistakes. It must embrace technology. It must understand economics. It must understand constitutional democracy. It must understand public administration. It must understand the changing global economy. It must understand Africa. But it must also understand people. The new generation must combine competence with compassion. It must combine ambition with responsibility. It must combine innovation with ethics. Young people should not be treated merely as voters. They should be treated as builders.



They should be given opportunities to lead. They should be trained. They should be challenged. They should be held accountable. They should be given the opportunity to contribute. The ARRC therefore sees youth leadership development as a national investment.

At the same time, we reject the idea that older generations have nothing to contribute.

South Africa needs intergenerational leadership. Young people bring new ideas, technology and energy. Older generations bring experience, historical knowledge and institutional memory. A New Generation should therefore not mean the rejection of the old.

It should mean the creation of a new political culture in which generations work together.

1.6 The Meaning of a New Direction

South Africa needs direction. Direction means knowing where we want to go and aligning resources with that objective. The ARRC's five central priorities provide the foundation: 1. Jobs and Economic Growth. 2. Functional Municipalities. 3. Safe Communities. 4. Youth and Skills Development. 5. Honest and Accountable Government. These priorities are interconnected. Economic growth creates employment. Employment creates household income. Income supports families. Skills improve productivity. Infrastructure supports businesses. Safe communities support economic activity. Functional municipalities support infrastructure and investment. Accountable government protects public resources. This means government cannot address problems in isolation. The New Direction is therefore an integrated development approach.

We want to move South Africa toward a productive economy, professional government, safer communities and greater opportunity.

We also want South Africa to become a stronger economic force within Africa. Our country must participate in African trade. We must develop logistics corridors. We must strengthen manufacturing. We must benefit from resources. We must support agriculture. We must build technology. We must develop skills. We must attract investment. The New Direction is therefore a direction toward productive capacity and long-term development.

1.7 The Meaning of a New Dispensation

The New Dispensation represents the deepest part of the ARRC's political vision. It means changing the relationship between citizens and government. Government must understand that citizens are not subjects. Citizens are participants in a constitutional democracy. Public office is not personal property. Political power is not a license for privilege. Public resources are not political resources. The New Dispensation therefore requires a culture of accountability. It requires professional institutions. It requires citizen participation. It requires transparency. It requires ethical leadership. It requires measurable performance. It requires government that listens. Most importantly, it requires a move from personality-based politics toward institution-based governance. Strong countries cannot depend entirely on individual leaders. Leaders change. Institutions must endure. The ARRC therefore seeks to strengthen institutions rather than weaken

them. We want citizens to trust government because government performs. We want public servants to be respected because they are competent. We want political leaders to be respected because they are accountable. We want communities to be involved because participation produces better decisions. This is our New Dispensation.

2 Our Vision for South Africa

The ARRC's vision is:

A united, prosperous, peaceful and opportunity-driven South Africa where every citizen has the freedom and support to achieve their full potential.

This vision is deliberately ambitious. South Africa must not define success merely as surviving. We must define success as developing. We must become more productive. More skilled. More innovative. More secure. More prosperous. More competitive. More connected. More capable. More united. Our vision connects people, institutions, infrastructure and the economy.

2.1 A United South Africa

South Africa's diversity is one of its defining characteristics. The ARRC believes unity does not require uniformity. We do not need to become identical to become one nation. We need a common national purpose. A person can be proudly connected to their culture and proudly South African. A person can speak their mother tongue while respecting another person's language. A person can honor traditional leadership while participating in constitutional democracy. A person can embrace modern technology while preserving cultural heritage. This is the South Africa we envision. A country in which diversity becomes strength. Unity must also be economic.

It is difficult to maintain social cohesion when large parts of society feel permanently excluded from opportunity.

We therefore believe development is part of nation-building. Infrastructure can connect communities. Education can create common opportunities. Economic participation can build shared interests. Sport and culture can create shared identity. Democratic participation can create shared responsibility. A united South Africa must therefore be built through practical inclusion. We want citizens to feel that they belong to the same future.

2.2 A Prosperous South Africa

Prosperity means expanding the productive capacity of the country. We need more businesses. More industries. More investment. More innovation. More jobs. More exports. More skills. More infrastructure. More economic participation. South Africa must become better at creating value. Our mineral resources should support industrialization. Our agricultural resources should support food security and processing. Our manufacturing sector should become more competitive. Our technology sector should expand. Our financial system should support productive investment. Our infrastructure should support trade. Our logistics system should connect businesses to markets. Small businesses should become part of larger value chains. Prosperity must be broad enough to create opportunities across communities.

The ARRC therefore sees economic growth not as an end in itself, but as a means of expanding human opportunity.

A growing economy provides greater capacity to invest in education, healthcare, infrastructure and public services.

A productive economy strengthens the tax base. A stronger tax base increases the state's ability to deliver. A stronger private sector creates employment. Employment creates household income. Household income supports communities. This is why economic policy is central to our vision.

2.3 A Peaceful South Africa

A peaceful South Africa is a country where citizens can live, work and travel without living under constant fear.

Safety is fundamental to dignity. A child should be able to walk safely to school. A business owner should be able to operate without constant criminal threats. A woman should be able to move through her community safely. Families should be able to use public spaces. The ARRC therefore treats safety as both a security issue and a development issue. Safe communities attract investment. Safe communities support businesses. Safe communities support education. Safe communities support social cohesion. Safety requires professional institutions. It requires effective policing. It requires functioning justice systems. It requires community participation. It requires better infrastructure. It requires interventions against organized crime. It requires opportunities for young people. The ARRC therefore seeks a comprehensive approach to safety.

2.4 An Opportunity-driven South Africa

The ARRC wants South Africa to become a country where opportunity is not reserved for people with political connections, inherited wealth or privileged access.

A young person should be able to build a career. An entrepreneur should be able to build a business. A farmer should be able to build a productive operation. A worker should be able to acquire skills. A student should be able to access quality education. A professional should be able to contribute without being blocked by unnecessary barriers. An investor should be able to understand the rules. Opportunity requires functioning institutions. It requires infrastructure. It requires education. It requires access to finance. It requires markets. It requires technology. It requires economic freedom within a framework of law and responsibility.

The ARRC believes government should create the conditions for people to succeed rather than attempting to control every aspect of economic life.

The state must enable. Society must participate. Individuals must pursue opportunity. Businesses must invest. The result should be a broader and more dynamic economy.

2.5 Building a Knowledge-based Economy

South Africa's future will increasingly depend on knowledge. Our natural resources remain important. But knowledge makes every sector more productive. Modern mining requires advanced technology. Modern agriculture requires data and precision. Modern manufacturing requires automation. Modern logistics requires digital systems. Modern finance requires technological innovation. Modern healthcare requires research. Modern government requires information systems. The ARRC therefore sees education, skills, research and technology as economic infrastructure. We need universities that produce relevant research. We need technical institutions that produce skilled artisans and technicians. We need businesses that participate in skills development. We need government programs that are connected to actual economic opportunities. We need stronger links between research and commercialization. South Africa should not simply consume technology developed elsewhere. We should develop technology ourselves. We should build intellectual property. We should create technology companies. We should develop artificial intelligence capabilities. We should become exporters of knowledge. This does not mean abandoning traditional industries. It means making them smarter. A knowledge-based mining industry is more productive. A knowledge-based agricultural industry is more efficient. A knowledge-based manufacturing industry is more competitive. A knowledge-based government can provide better services. Technology must therefore be treated as a tool for national development. At the same time, technology must remain centred on people. Innovation must improve human capability. It must not become an excuse to ignore human dignity or social responsibility. The knowledge economy must therefore be inclusive. Young people from townships and rural communities must have access to digital skills. Schools must prepare learners for a technology-driven economy. Entrepreneurs must have access to digital infrastructure. Businesses must be encouraged to innovate. Research institutions must be connected to industry.



This is how South Africa can begin moving from being primarily a consumer and exporter of raw materials toward becoming a producer of knowledge, technology and high-value goods and services.

2.6 South Africa in 2044/2045

The ARRC believes South Africa needs a long-term national vision. Political cycles are short. National development is long. A road may serve a community for decades. A school may educate thousands of children. A university may influence generations. A factory may employ families for decades. A technology company may become a global institution.

A strong public institution may protect citizens long after today's political leaders have left office.

This is why the ARRC looks toward **2044/2045** as a long-term development horizon.

We ask a simple question:

What should South Africa look like by 2044/2045 if we make the right decisions today?

The ARRC wants to see a South Africa that is: More prosperous. More skilled. More technologically advanced. More industrialized. More secure. More connected. More competitive. More institutionally capable. More united. More influential in Africa. More respected internationally.

By 2044/2045, we want the generation being educated today to have become the generation leading businesses, institutions, communities, universities, industries and government.

We want that generation to inherit stronger foundations than those available today. We want them to inherit functioning infrastructure. We want them to inherit productive industries. We want them to inherit stronger institutions. We want them to inherit better schools. We want them to inherit a more competitive economy. We want them to inherit safer communities. We want them to inherit greater opportunity. We want them to inherit a South Africa that believes in itself. The 2044/2045 vision must therefore begin with today's decisions. If we invest in education today, we develop tomorrow's workforce. If we invest in infrastructure today, we support tomorrow's economy. If we reform institutions today, we protect tomorrow's democracy. If we develop technology today, we create tomorrow's industries. If we support entrepreneurs today, we create tomorrow's employers. If we strengthen agriculture today, we improve tomorrow's food security. If we develop manufacturing today, we strengthen tomorrow's exports. If we strengthen municipalities today, we improve tomorrow's communities. If we develop young leaders today, we strengthen tomorrow's institutions. This is the logic behind the ARRC's long-term vision.

We do not want to arrive in 2045 and discover that we spent twenty years discussing the same problems.

We want future generations to look back and say that this generation had the courage to change direction.



We want them to say that South Africa chose development over stagnation. That South Africa chose competence over patronage. That South Africa chose opportunity over exclusion. That South Africa chose innovation over complacency. That South Africa chose accountability over impunity. That South Africa chose unity over division. That South Africa chose the future.

By 2044/2045, the ARRC wants South Africa to have become a leading economic and technological power on the African continent.

We want South African companies operating across Africa. We want African companies trading through South Africa. We want South African universities contributing globally significant research. We want South African entrepreneurs building international companies. We want South African engineers designing infrastructure. We want South African scientists developing solutions. We want South African farmers producing competitively. We want South African manufacturers exporting. We want South African workers possessing skills that are valued globally. We want South African municipalities using modern technology to provide services. We want government institutions that citizens trust. We want communities that feel safe. We want young people who believe their future can be built here.

We want a country that does not constantly lose its best people because they believe opportunity exists only elsewhere.

South Africa must become a country that attracts talent as well as produces it. It must become a country where investment is attracted because institutions work. It must become a country where businesses grow because infrastructure works.

It must become a country where innovation grows because education and research are connected to industry.

It must become a country where citizens participate because they believe participation matters. This is not an overnight project. It will require decades. It will require continuity. It will require political maturity. It will require cooperation across sectors. It will require citizens to remain engaged. It will require governments to measure themselves honestly.

It will require political parties to accept that successful policies should sometimes continue even when they were initiated by another political organization.

National development cannot be owned by one party.

South Africa belongs to its people.

The best ideas must therefore be judged by whether they work, not by who proposed them.



The ARRC believes this is an important principle of the New Dispensation. The country must become larger than its political parties. The Constitution must be stronger than political personalities. Institutions must be stronger than individual leaders. The national interest must be stronger than factional interests. Long-term development must be stronger than short-term political calculation. This is the South Africa we want to build. A South Africa that is proud of its African identity. A South Africa that honors its traditional kingdoms and the Kings of the Soil. A South Africa that embraces its Rainbow diversity. A South Africa that protects constitutional democracy. A South Africa that develops world-class institutions. A South Africa that creates opportunity. A South Africa that builds a knowledge economy. A South Africa that strengthens its role within Africa. A South Africa that becomes an example of what African development can achieve. The ARRC believes South Africa should not merely ask what Africa can become. We should demonstrate what Africa can become.

Our country can become a living example that African identity and modern development can coexist.

That traditional heritage and technological innovation can coexist. That constitutional democracy and respect for traditional institutions can coexist within their respective roles. That economic growth and social development can reinforce one another. That diversity and unity can exist together. That national pride and Pan-Africanism can strengthen one another. That political leadership can become professional, accountable and service-oriented. That government can once again become an instrument of development.

A New Generation to lead differently. A New Direction to develop differently. A New Dispensation to govern differently. And behind all three is one fundamental objective:

To build a great South Africa for its people and a South Africa that can become an example of possibility for the rest of Africa.

The future will not be built by words alone. It will be built by decisions. It will be built by investment. It will be built by skills. It will be built by infrastructure. It will be built by institutions. It will be built by entrepreneurs. It will be built by workers. It will be built by farmers. It will be built by professionals. It will be built by communities. It will be built by young people. It will be built by responsible leadership.

And it will be built by citizens who refuse to believe that decline is inevitable.

The ARRC therefore calls upon South Africans to participate in this national project.

We invite citizens not simply to vote for change, but to participate in building it.

We invite communities not simply to demand services, but to participate in holding institutions accountable.

We invite young people not simply to demand a future, but to help design it.

We invite professionals to bring their knowledge into public life. We invite entrepreneurs to help build productive communities. We invite traditional leaders to participate in development within their constitutional and legal roles. We invite businesses to invest in South Africa. We invite institutions to strengthen themselves.



And we invite political leaders to remember that public office is temporary, but the consequences of public decisions can last for generations.

The ARRC's vision is therefore larger than one election. It is larger than one municipality. It is larger than one political leader. It is larger than one political party. It is a vision for a country. A country that remembers where it came from. A country that understands where it is. And a country that has the courage to decide where it is going. We know where we want South Africa to go. Toward greater prosperity. Toward greater opportunity. Toward greater safety. Toward stronger institutions. Toward greater knowledge. Toward technological advancement. Toward stronger African integration. Toward professional government. Toward accountable leadership. Toward national unity.

Toward a future in which every citizen has the opportunity and support to achieve their full potential.

This is the South Africa we believe is possible. This is the South Africa we intend to work toward. This is the South Africa that the next generation deserves. And this is the South Africa that we must begin building today.

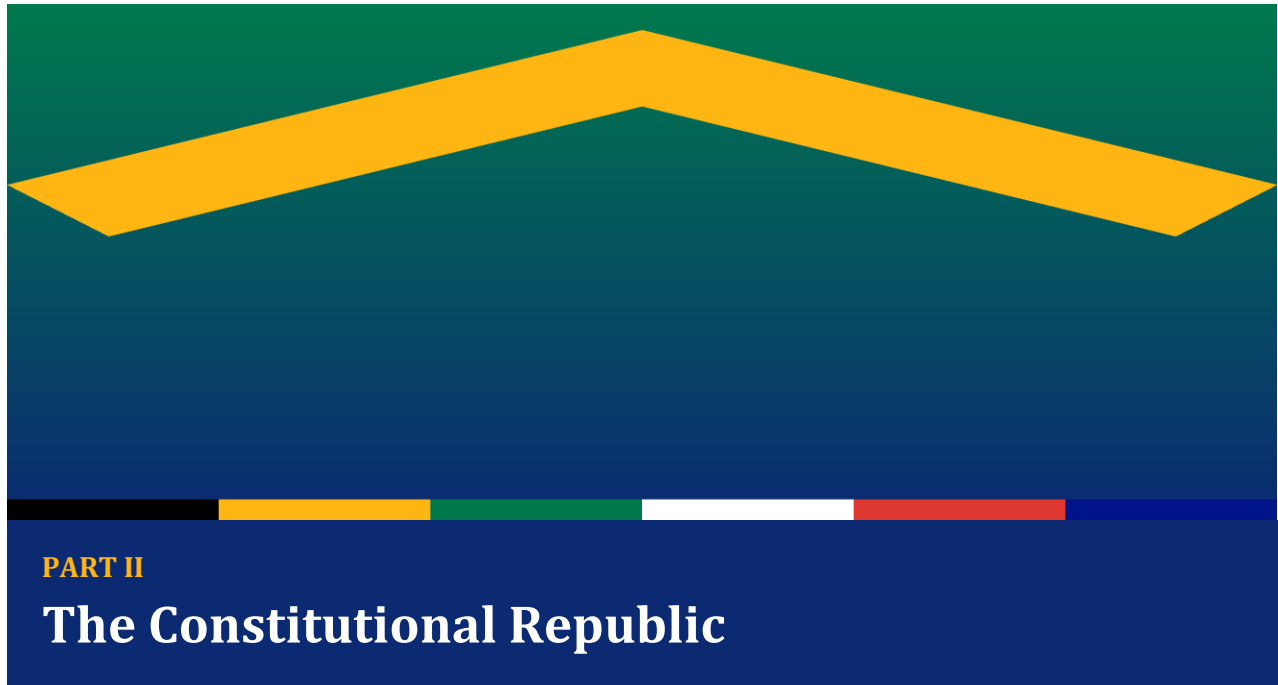
A NEW GENERATION.

A NEW DIRECTION.

A NEW DISPENSATION.

African Royal Rainbow Congress

Partnering for People. Building Prosperity.



PART II

The Constitutional Republic

3 Our Constitutional Foundation

The African Royal Rainbow Congress believes that the future of South Africa must be built upon a clear constitutional foundation.

The Constitution is not merely a legal document kept in government offices, courts and Parliament. It is the framework within which the South African state exists and through which the relationship between the state and its citizens is defined.

For the ARRC, constitutional government means that **political power has limits, public authority has responsibilities, citizens possess rights, institutions have duties, and every person is entitled to dignity and equal protection under the law.**

The Constitution establishes South Africa as one sovereign, democratic state founded on human dignity, the achievement of equality, the advancement of human rights and freedoms, non-racialism, non-sexism, the supremacy of the Constitution and the rule of law. It also establishes universal adult suffrage, a common voters' roll, regular elections and a multi-party system of democratic government intended to ensure accountability, responsiveness and openness.

The ARRC embraces these principles as the foundation of its political project.

Our political philosophy does not seek to replace constitutional democracy with political convenience.

We seek to strengthen constitutional democracy by making it meaningful in the everyday lives of citizens.

A constitutional democracy must be more than elections every few years. It must be visible in the way government treats citizens. It must be visible in the way public money is managed. It must be visible in the way municipalities provide services. It must be visible in the way public officials exercise authority. It must be visible in the way political parties conduct themselves. It must be visible in the way citizens participate. It must be visible in the way courts protect rights. It must be visible in the way institutions hold power accountable.

The ARRC therefore sees the Constitution as both a **shield for citizens** and a **standard for government**.

It protects people from arbitrary power.

At the same time, it establishes principles that government must respect when exercising public authority.

This understanding is central to our concept of a **New Dispensation**.

The New Dispensation is not a departure from constitutional democracy.

It is a commitment to make constitutional democracy work more effectively for ordinary South Africans.

Our Constitution provides the foundation. Our people provide the purpose. Our institutions provide the mechanisms. Our elected leaders provide the responsibility. And our citizens provide the democratic authority. The ARRC therefore believes that the constitutional project belongs to every South African. It does not belong to one political party. It does not belong to one generation. It does not belong to one race, culture, language or community. It belongs to the Republic and its people.

3.1 The Constitution as the Supreme Law

The principle of constitutional supremacy is one of the most important foundations of the South African Republic.

Section 2 provides that the Constitution is the supreme law of the Republic and that law or conduct inconsistent with it is invalid.

For the ARRC, this principle has a straightforward meaning: No political leader is above the Constitution. No political party is above the Constitution. No government department is above the Constitution. No municipality is above the Constitution. No public official is above the Constitution. Political popularity does not create unlimited power. Electoral victory does not create unlimited power.

A government may receive a mandate from voters, but that mandate must be exercised within the constitutional framework.

This distinction is fundamental. Democracy does not mean that the majority may do absolutely anything. Democracy operates through rules, rights and institutions. The Constitution establishes those rules.



The ARRC therefore rejects the idea that electoral victory gives a government permission to ignore constitutional principles.

The people elect governments. The Constitution governs the exercise of public power. This creates an important relationship between democratic legitimacy and constitutional legality. A government must possess both. It must have a democratic mandate. And it must act lawfully. The ARRC believes this principle should guide every level of government. A national government must comply with the Constitution. A provincial government must comply with the Constitution. A municipality must comply with the Constitution.

Political representatives must understand that public office is exercised on behalf of citizens and within the law.

The Constitution therefore creates a system in which power is not simply acquired. Power is regulated. Power is limited. Power is accountable. Power is reviewable. This is essential to preventing the abuse of public authority. The ARRC believes constitutional supremacy must also shape the internal culture of political organizations. A political party that wants to govern a constitutional democracy must understand constitutionalism internally. Its leadership must respect its own rules. Its members must have clearly defined responsibilities. Its structures must operate according to established procedures. Its leaders must be accountable. Its internal elections must be credible.

The ARRC's own constitutional documents already recognize this principle by providing that the party constitution binds the Congress, NEC, provincial structures, regional structures, municipal constituencies or wards, other formations of the ARRC and individual members in matters relating to ARRC governance and practice.

This is important.

A political organization cannot credibly demand constitutional government from the state while disregarding democratic governance within itself.

The ARRC therefore believes that **constitutional culture must begin inside political organizations.**

Our political party must be an example of the type of democratic institution we want South Africa to become.

That means rules must matter. Procedures must matter. Leadership mandates must matter. Accountability must matter. Transparency must matter. The Constitution is therefore not merely something government must obey. It is part of the political culture we want to build.

3.2 The Bill of Rights

The Bill of Rights is one of the central pillars of South Africa's constitutional democracy.

It establishes a framework of rights that protects human beings and provides the basis for a democratic society founded on dignity, equality and freedom.

The Bill of Rights includes protections relating to equality, human dignity, life, freedom and security of the person, privacy, freedom of religion and belief, freedom of expression, assembly, association, political rights, citizenship, movement, trade and occupation, labor relations, the environment, property, housing, healthcare, food, water, social security, children, education, language and culture, among other rights.

For the ARRC, these rights must not be understood as abstract legal language. They must be connected to everyday life. A right to dignity means something when a citizen enters a public office. Equality means something when a child enters a school. Freedom and security mean something when a person walks through their neighborhood. Political rights mean something when citizens participate in elections. Freedom of expression means something when citizens can criticize government. The right to education means something when children can access meaningful education. The right to healthcare means something when people can obtain appropriate services. Rights therefore become meaningful through institutions and public administration.

The ARRC believes government must create conditions in which citizens can actually exercise their constitutional rights.

A right without functioning institutions can become difficult to realize in practice.

This is why our vision for functional government is directly connected to constitutionalism.

We cannot speak seriously about constitutional rights while tolerating institutions that consistently fail to perform their basic responsibilities.

At the same time, constitutional rights must be understood together with the broader constitutional framework.

The Constitution provides mechanisms for balancing rights where lawful limitations are justified. The ARRC therefore rejects both extremes. We reject government that treats rights as obstacles.

But we also reject the idea that every political demand automatically overrides every other constitutional consideration.

A mature democracy requires constitutional reasoning. It requires institutions capable of making difficult decisions within the law. It requires citizens capable of understanding their rights.

It requires leaders capable of respecting those rights even when doing so is politically inconvenient.

The ARRC wants to build precisely this kind of political culture.

3.3 Human Dignity

Human dignity stands at the center of the constitutional vision.

Section 10 provides that everyone has inherent dignity and the right to have their dignity respected and protected.

For the ARRC, dignity is not an abstract concept. It is a measure of how government treats people. A citizen waiting for water is concerned with dignity. A parent unable to access basic services is concerned with dignity. A young person who cannot find an opportunity to work is concerned with dignity.

A pensioner standing in a long queue at a public office is concerned with dignity.

A person reporting a crime and being ignored is concerned with dignity. A small business owner dealing with an unresponsive municipality is concerned with dignity. Dignity therefore has a practical dimension. Government must treat people as citizens, not as inconveniences.

Public officials must understand that citizens are not asking for personal favors when they access public services.

They are engaging with institutions established to serve the public. The ARRC believes the standard of dignity must apply across government. A government office should be professional. A police station should be accessible. A municipal office should be responsive. A public hospital should treat patients with respect. A school should protect learners. A public official should communicate clearly. This does not mean government can satisfy every demand immediately. Resources are limited. Administrative capacity varies. Some decisions require time. But limitations do not justify disrespect. A citizen can be told that a matter requires more time without being humiliated.

A person can be informed that a request cannot legally be granted without being treated as though they have no value.

This is what dignity means in public administration.

The ARRC also believes dignity requires opportunity.

Persistent poverty, unemployment and exclusion can undermine people's ability to live with independence and confidence.

Our constitutional program therefore connects dignity with economic development.

The ARRC's constitutional foundation document identifies the objective of creating an enabling environment in which every South African citizen can reach their full potential, while its stated mission includes fighting poverty, inequality and unemployment and protecting and promoting the rights of South Africans.

This is why economic policy and constitutional policy cannot be separated.



A country that protects rights but fails to create meaningful opportunity remains incomplete.

The ARRC wants a Republic in which dignity is protected both by law and by the practical conditions in which people live.

3.4 Equality

Equality is another foundational principle of the Republic.

Section 9 provides that everyone is equal before the law and has the right to equal protection and benefit of the law. It also recognizes the full and equal enjoyment of rights and freedoms and prohibits unfair discrimination on specified grounds.

For the ARRC, equality means equal citizenship. The state must not create a hierarchy of citizens. The law must apply fairly. Government services must be administered fairly. Political participation must be open. Economic opportunity should not be reserved for a politically connected minority.

At the same time, equality does not mean that every person begins from identical circumstances.

South Africa's history has produced deep inequalities. Communities have different levels of infrastructure. Families have different economic circumstances. Schools have different resources. Some regions possess stronger economies than others. Some communities face greater barriers to participation. The constitutional concept of equality therefore recognizes the importance of addressing disadvantage. The ARRC believes policy must therefore focus on expanding opportunity while removing unfair barriers. Our objective is not to create permanent political categories of winners and losers.

Our objective is to create a society in which people can increasingly participate on fair terms.

Equality must also apply to political participation.

A citizen's political voice should not become less valuable because they live in a rural area.

A township resident must have the same political dignity as a resident of an affluent suburb.

A young person must be treated as a citizen rather than merely as a future voter.

A person with a disability must be able to participate. Women must be able to participate fully in public life. Older citizens must remain part of democratic life. Traditional communities must be engaged respectfully. Equality therefore requires inclusion.

The ARRC's own constitutional values identify justice, equality and fairness as central principles, alongside unity and inclusivity.

We believe these principles must guide both government policy and party conduct.



3.5 Freedom and Security

Freedom has little meaning if people live in fear.

The Constitution protects the right to freedom and security of the person, including protection against arbitrary deprivation of freedom, detention without trial, violence from public or private sources, torture and cruel, inhuman or degrading treatment.

The ARRC therefore sees safety as a constitutional and developmental priority. A citizen cannot fully enjoy freedom if they cannot safely travel through their community. A business cannot operate effectively if crime makes ordinary economic activity dangerous. Children cannot develop properly if communities are dominated by violence. Families cannot build stable lives if they constantly fear criminal activity. Freedom must therefore be protected through functioning institutions. The ARRC believes safety requires: - professional policing; - effective criminal investigations; - functioning courts; - community participation; - protection of vulnerable people; - action against organized crime; - safer public spaces; - effective municipal management; - youth opportunities; - and cooperation between communities and public institutions. Security must also be understood within constitutional limits. A state that seeks to protect citizens cannot itself become arbitrary. The rule of law must apply to security institutions. Police power must be exercised lawfully. Government must protect citizens while respecting constitutional rights. This is the balance of a constitutional Republic. The ARRC therefore rejects both lawlessness and authoritarianism. We reject criminality because it destroys freedom. We reject arbitrary state power because it also destroys freedom.

Our objective is a country in which citizens can trust both the law and the institutions responsible for enforcing it.

3.6 Democratic Participation

Democracy means more than choosing a government.

It means participating in public life.

The Constitution recognizes political rights including the freedom to make political choices, form a political party, participate in or recruit members for a political party and campaign for a political party or cause. Citizens have the right to free, fair and regular elections, while every adult citizen has the right to vote in elections for legislative bodies established under the Constitution and to stand for public office and hold office if elected.

The ARRC regards these rights as fundamental to the Republic. Citizens must be able to organize. Citizens must be able to criticize government. Citizens must be able to support political alternatives. Citizens must be able to campaign. Citizens must be able to vote. Citizens must be able to stand for office. Citizens must be able to participate peacefully. This is particularly important for a new political movement. The existence of political alternatives is part of democratic life. The ARRC therefore believes political parties should compete on ideas, programs, leadership and performance.



We do not want a political culture in which citizens are treated as permanent supporters of one organization.

Citizens must have the freedom to change their minds. They must have the freedom to question leaders. They must have the freedom to support new movements. They must have the freedom to leave political organizations.

The ballot must remain a mechanism through which citizens can reward performance and reject failure.

This is why the ARRC believes electoral politics must be connected to accountability. A political party cannot ask citizens for votes and then disappear after elections. Representatives must remain connected to their communities.

The ARRC's communications strategy has already placed emphasis on community-centred leadership, youth leadership renewal, economic inclusion, community-informed policy development and grassroots democracy.

These principles should become part of the ARRC's broader democratic culture.

3.7 Accountability and Constitutional Government

Accountability is the difference between authority and unchecked power. The Constitution's founding provisions explicitly connect democratic government to accountability, responsiveness and openness. The ARRC believes these three concepts must become practical standards.

Accountability. A leader must be answerable for decisions.

A municipality must explain how public resources are used. A department must report on performance. An elected representative must explain what they have achieved. A political organization must account to its members. Accountability means that responsibility cannot constantly be transferred to someone else.

Responsiveness. Government must listen.

A community raising a legitimate service problem should receive a response. A citizen asking a reasonable question should receive an answer. A municipality should know what its residents' priorities are. A representative should know what is happening in their constituency. Responsiveness requires systems. It cannot depend entirely on whether a particular official happens to care.

Openness. Public institutions must operate transparently.

Citizens must be able to understand how decisions are made. Information should be accessible within the law. Public participation must be meaningful rather than ceremonial. The ARRC believes accountability must also extend to political leaders.

The party's constitutional document already identifies integrity, honesty, transparency and accountability as core values and states that the party is accountable to the people of South Africa and its constituents.



This is an important principle. The ARRC cannot demand accountability from government while failing to practice accountability itself. Our leaders must therefore understand that public trust is earned. It is not inherited. It is not guaranteed by a title. It is earned through conduct. The ARRC also believes leadership mandates must be renewable.

The party's constitutional framework provides for elected leadership structures and terms of office, reflecting the principle that leadership should receive renewed mandates rather than becoming permanent.

This is an important democratic safeguard. Leadership must remain connected to members. A leader should never believe that occupying office makes them untouchable. A mandate is a responsibility. It must be renewed through legitimate processes. This principle applies beyond political parties. It is part of the broader culture we want to create.

3.8 The Responsibility of Government to Citizens

Government exists to serve the public interest.

The ARRC therefore believes that the relationship between government and citizens must be understood as a relationship of public responsibility.

Citizens contribute to society. They pay taxes and rates where applicable. They work. They build businesses. They educate children. They volunteer. They participate in communities. They vote. They obey the law. Government, in turn, must provide governance within its constitutional responsibilities. The state must create conditions for citizens to live with dignity and security. It must maintain institutions. It must provide services within its constitutional and legal mandates. It must protect rights. It must manage public resources responsibly. It must create an environment conducive to economic development.

The ARRC does not believe government should attempt to control every aspect of citizens' lives.

The government should be strong where it needs to be strong and restrained where citizens should exercise freedom.

This is why the ARRC supports a state that is **capable, professional, accountable and constitutional**.

We do not want a state that is weak. A weak state cannot protect citizens. A weak state cannot regulate effectively. A weak state cannot provide infrastructure. A weak state cannot fight organized crime. A weak state cannot support economic development. But we also do not want a state that is unnecessarily intrusive.

The purpose of government is to create the conditions under which citizens can live, work, build families, participate and pursue their ambitions.

The ARRC's mission therefore includes creating an enabling environment in which South Africans can reach their potential.

This is the balance we seek. A capable government. A free citizen. A strong Constitution. A productive economy. A responsible society.

4

Citizenship and Democratic Participation

Citizenship is at the heart of the ARRC's political philosophy.

The Republic is not simply a state administered by officials.

It is a democratic country in which citizens possess rights and responsibilities and participate in determining the direction of the country.

The Constitution recognizes a common South African citizenship and provides that citizens are equally entitled to the rights, privileges and benefits of citizenship and equally subject to its duties and responsibilities.

This is an important principle for the ARRC.

We do not want citizens to think of themselves merely as recipients of government programs.

We want citizens to understand themselves as participants in the Republic. Participation is the foundation of democratic citizenship. It occurs through voting. It occurs through political organizations. It occurs through community organizations. It occurs through public consultation. It occurs through civic activity. It occurs through professional organizations. It occurs through business. It occurs through civil society. It occurs through local community leadership. Citizenship is therefore active.

The ARRC believes that a New Dispensation must create a culture in which citizens understand both their rights and their responsibilities.

4.1 The Meaning of Citizenship

Citizenship is belonging to the Republic and participating in its democratic life. It means possessing rights. It means having responsibilities. It means being protected by the law. It means being accountable under the law. It means participating in society. It means recognizing that the country belongs to all its citizens.

The ARRC believes citizenship should not be reduced to possessing an identity document or being registered to vote.

Citizenship has a deeper meaning. It is a relationship between the individual and the Republic. The citizen expects protection, fairness and accountable government. The Republic expects citizens to participate responsibly in society. This creates a shared national responsibility. We therefore want to encourage active citizenship. Active citizens do not simply complain about problems. They also ask: What can we do? How can we participate? How can we organize? How can we hold institutions accountable? How can we help our community? How can we create opportunity? How can we educate others? How can we contribute? The ARRC believes this mindset is necessary for national development. Government cannot solve every problem

alone. Citizens cannot solve every problem alone. But an organized citizenry working with competent institutions can achieve far more.

4.2 Citizens as Participants in Government

Citizens must have meaningful opportunities to participate in government. Participation begins with elections, but it does not end there. Citizens should participate in public discussions. They should engage municipalities. They should participate in community structures. They should submit comments on policies where appropriate. They should attend council processes where accessible. They should question representatives. They should monitor service delivery. They should raise concerns. They should contribute ideas. This is particularly important at local government level.

The Constitution expressly identifies encouraging the involvement of communities and community organizations in local government matters as one of the objects of local government.

The ARRC believes this principle should be taken seriously.

Community participation should not be treated as a box that government checks after decisions have already been made.

Participation should occur before major decisions are finalized. Residents should be able to identify priorities. They should be able to explain local problems. They should be able to provide information that government may not possess. They should be able to monitor implementation. This can improve government. A municipality may have technical expertise, but residents possess local knowledge. Residents know where water infrastructure fails. They know which roads are dangerous. They know which areas experience crime. They know where informal businesses operate. They know which public spaces are neglected. They know where children face risks. A government that listens to this information becomes more capable. The ARRC therefore believes in community-informed governance. This is one of the foundations of our grassroots political approach.

4.3 The Right to Vote

Voting is one of the most important expressions of democratic citizenship.

The Constitution provides every adult citizen with the right to vote in elections for legislative bodies established under the Constitution and to do so in secret. It also protects the right to stand for public office and, if elected, to hold office.

The ARRC believes voting is both a right and an expression of democratic responsibility. A vote is a mechanism through which citizens exercise political power. It gives citizens the opportunity to reward effective leadership. It gives citizens the opportunity to reject poor performance. It allows citizens to choose between political programs. It allows new political movements to emerge. It creates competition among political organizations. The ARRC therefore wants to encourage informed participation. We do not want citizens to vote because they are afraid. We want them to vote because they understand their choices.

Political parties must therefore explain what they believe. They must explain how they intend to govern. They must explain how they intend to finance their programs. They must explain what they can realistically achieve. They must allow citizens to compare. The ARRC believes voters deserve substance. A manifesto should not merely contain slogans. It should provide a direction. It should establish priorities. It should identify principles. It should provide measurable objectives. It should give citizens a basis upon which to judge the party after elections.

This is why the ARRC is developing a detailed manifesto rather than relying exclusively on campaign messaging.

We want voters to understand the political project. We want citizens to ask difficult questions. We want leadership to be challenged. We believe an informed electorate strengthens democracy.

4.4 Electoral Representation

Representation means that citizens entrust individuals with public responsibility. That trust must be respected. An elected representative does not own the position. They hold it on behalf of the public. This distinction matters. A councillor is not the owner of a ward. A Member of Parliament is not the owner of a constituency. A provincial representative is not the owner of a province. They are representatives. Their authority comes from democratic structures and constitutional law. The ARRC therefore believes representatives must remain connected to the people they represent. A representative should know their community. They should understand local problems. They should communicate regularly. They should report on their work. They should explain decisions. They should create channels through which residents can engage.

The Constitution establishes municipalities as the local sphere of government and provides for democratic and accountable government for local communities. Municipal councils exercise the executive and legislative authority of municipalities.

This makes municipal representation particularly important. Local government is where many citizens experience government most directly. They experience government through: water;. sanitation;. roads;. electricity-related municipal responsibilities;. waste management;. public spaces;. planning;. local economic development;. municipal administration;. and other local functions. A citizen may never meet a national minister. But they will know whether their municipality collects waste. They will know whether roads are maintained. They will know whether municipal offices respond. They will know whether local infrastructure functions. This is why the ARRC considers local representation a serious responsibility.



4.5 Political Accountability

Political accountability means that representatives must remain answerable to the people.

The ARRC believes accountability should operate at several levels.

Accountability to the Constitution. Representatives must respect constitutional principles.

Accountability to the law. Representatives must comply with legislation and lawful processes.

Accountability to voters. Representatives must communicate with the people who elected them.

Accountability to institutions. Representatives must comply with legitimate oversight structures.

Accountability to their political organization. Where applicable, representatives must comply with party rules. Accountability to conscience and ethics. Representatives must understand that legality is a minimum standard. Ethical leadership requires more.

A politician may technically be able to do something while still recognizing that doing so would violate public trust.

The ARRC therefore believes integrity must be central to leadership. The party's constitutional framework identifies integrity, honesty, transparency and accountability as core values. These values should govern the conduct of representatives. We want a political culture where leaders ask: Is this lawful? Is this ethical? Is this in the public interest? Can I explain this decision publicly? Would I be comfortable if citizens knew exactly how this decision was made? These questions create a stronger culture of accountability.

4.6 Community Participation in Local Government

The ARRC places particular importance on local democracy.

The Constitution identifies five central objects of local government: democratic and accountable government, sustainable service provision, social and economic development, a safe and healthy environment, and community involvement in local government matters.

These objectives provide a powerful framework for our approach to municipalities. Local government must not become merely an administrative machine. It must become a platform for local development. A functional municipality should understand its community. It should know its economic opportunities. It should understand infrastructure requirements. It should understand local business conditions. It should identify vulnerable communities. It should engage residents. It should plan. It should budget. It should implement. And it should measure results.

The Constitution further requires municipalities to structure and manage administration, budgeting and planning to prioritize basic community needs and promote social and economic development.

The ARRC believes this should be reflected in municipal leadership. Municipal budgets should be connected to priorities. Plans should be connected to implementation. Implementation should be connected to



measurement. Measurement should be connected to accountability. This creates a cycle of responsible governance. The ARRC therefore supports stronger community oversight of municipal performance. Residents should be able to ask: What was promised? What was budgeted? What was spent? What was delivered? What remains outstanding? What caused the delay? Who is responsible? What is the corrective action? This is not hostility toward government. It is democracy. The Constitution itself establishes community involvement as an object of local government. The ARRC therefore wants to turn community participation into a practical culture.

4.7 Youth Participation in Democracy

Young people are not simply the future of South Africa.

They are part of its present.

Young South Africans already participate in the economy, education, communities, politics, technology, culture, business and civil society.

The ARRC therefore believes youth participation must go beyond election campaigns. Young people must have opportunities to participate in policy development. They must be able to contribute ideas. They must be trained in democratic institutions. They must understand the Constitution. They must understand local government. They must understand economics. They must understand public finance. They must understand political communication. They must develop leadership skills.

This is why the ARRC's political identity places significant emphasis on youth leadership renewal. Its communications strategy explicitly identifies youth leadership renewal as one of its strategic positioning priorities.

The party's constitutional framework also recognizes youth membership as a category within the organization's membership structure.

But participation must mean more than having a youth desk. Young people must participate in decision-making. They must be able to develop policy. They must be able to contest leadership positions. They must be able to participate in campaigns. They must be able to contribute professional expertise. They must be able to challenge older leaders respectfully. At the same time, youth participation must not become tokenism.

Young people should not be placed on posters simply to make political organizations look modern.

They should be given genuine responsibility.

The ARRC believes this is one of the defining characteristics of a New Generation.

We want young people to learn how institutions work so that they can eventually lead those institutions.

The long-term objective is therefore leadership succession.

A healthy democracy must continuously produce capable leaders.

4.8 Professional and Civic Leadership

The ARRC believes South Africa needs a stronger connection between politics and professional expertise. Politics requires more than speeches. Modern government requires people who understand: economics;. finance;. law;. engineering;. medicine;. technology;. agriculture;. education;. infrastructure;. public administration;. data;. urban planning;. environmental management;. communications;. security;. international relations;. and many other fields. Professionals should therefore participate in public life.

This does not mean government should become a technocracy in which elected representatives are replaced by professionals.

Democracy requires elected leadership. But elected leaders need professional advice. A minister cannot personally be an expert in every field. A mayor cannot personally understand every technical aspect of municipal infrastructure. A councilor cannot personally know every detail of public finance. Political leadership therefore needs capable professional institutions. The ARRC believes this is where civic leadership becomes important. Civic leaders understand communities. Professionals understand specialized fields. Political leaders understand democratic mandates. Traditional leaders understand historical and community structures within their constitutional and legal roles. Business leaders understand markets. Workers understand the workplace. Researchers understand evidence. Young people understand emerging trends and technologies. A successful Republic brings these perspectives together. The ARRC therefore believes in a partnership model of governance. Government should listen to citizens. Government should listen to professionals. Government should listen to communities. Government should listen to business. Government should listen to workers. Government should listen to traditional institutions where appropriate. Government should listen to researchers. But listening must ultimately lead to decisions and implementation. Consultation without action creates frustration. Action without consultation can create poor decisions. The ARRC seeks a balance. Listen. Research. Decide. Implement. Measure. Correct. Report. This should become part of the culture of the New Dispensation.

► *The Citizen at the Center of the Republic*

The constitutional foundation of the ARRC can ultimately be reduced to one principle: The Republic must serve its people. The Constitution establishes the legal framework. Institutions provide the mechanisms. Political parties provide alternatives. Elections provide democratic mandates. Public servants provide administration. Courts provide legal protection. Municipalities provide local government. Communities provide participation. But citizens remain at the center.

This is why the ARRC believes that constitutional government must be connected to everyday life.



Constitutional democracy should be visible when a child enters a school. It should be visible when a citizen enters a municipal office. It should be visible when a business applies for a permit. It should be visible when a person reports a crime. It should be visible when citizens vote. It should be visible when communities participate in local government. It should be visible when public officials answer questions. It should be visible when public money is accounted for. It should be visible when a political leader accepts responsibility for failure.

The ARRC therefore wants to build a political culture in which constitutionalism is not simply discussed by lawyers and politicians.

It must be understood by citizens. A citizen should know: I have rights. I have responsibilities. I have a political voice. I can participate. I can organize. I can vote. I can stand for office. I can question government. I can demand accountability. I can contribute to my community. I can help build my country. This is active citizenship. And active citizenship is essential to the New Dispensation.

► *The Arrc's Constitutional Commitment*

The African Royal Rainbow Congress therefore commits itself to a political program grounded in: constitutional supremacy;. human dignity;. equality;. freedom and security;. political participation;. democratic elections;. accountable government;. responsive government;. open government;. community participation;. professional public administration;. youth participation;. ethical leadership;. citizen responsibility;. economic opportunity;. and the rule of law. These principles connect directly with the ARRC's existing constitutional and political documents.

The party's stated vision is for a united, prosperous and peaceful South Africa in which citizens have equal opportunities to thrive. Its mission includes economic growth and development, combating poverty, inequality and unemployment, protecting rights and building a united, prosperous and peaceful country.

Its constitutional framework identifies faith, integrity, accountability, justice, equality, fairness, unity and inclusivity among its values.

Its organizational framework provides for democratic leadership structures and elected leadership at different levels.

These principles are not separate ideas. They form one political philosophy. The Constitution establishes the framework. The citizen is the center. Government is the instrument. Leadership is the responsibility. Democracy is the mechanism. Accountability is the safeguard. Development is the objective. Prosperity is the ambition. And national unity is the foundation.

The ARRC therefore believes that the next chapter of South African democracy must be about more than choosing between political parties.



It must be about rebuilding the relationship between citizens and institutions, making government work, making democratic participation meaningful, creating opportunity, developing professional leadership, building institutions capable of serving future generations, and ensuring that constitutional rights are experienced in everyday life.

And it must be about creating a Republic in which citizens do not simply possess constitutional rights on paper, but have the practical opportunity to exercise those rights.

This is the constitutional foundation of the African Royal Rainbow Congress. We believe in the Republic. We believe in constitutional democracy. We believe in the people. We believe in the rule of law. We believe in human dignity. We believe in equality. We believe in freedom. We believe in democratic participation. We believe in accountable government. We believe that citizens must have a voice.

And we believe that the Constitution must remain the foundation upon which the next generation builds a stronger South Africa.

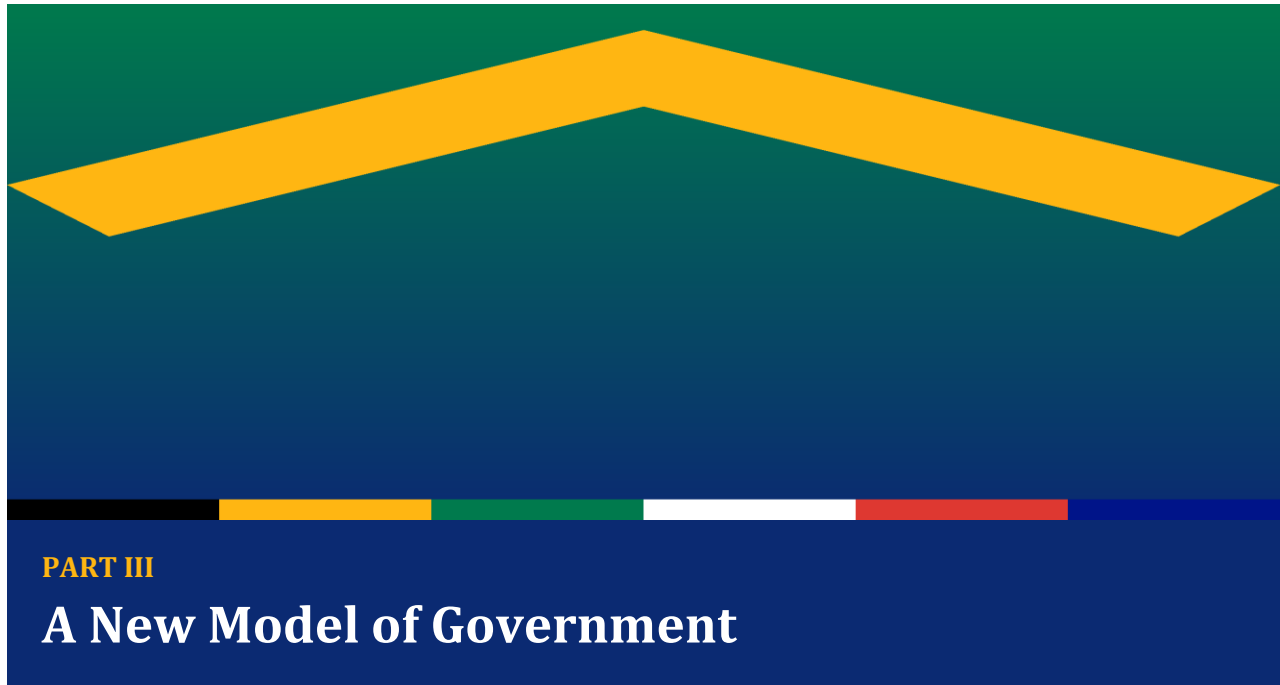
A NEW GENERATION.

A NEW DIRECTION.

A NEW DISPENSATION.

African Royal Rainbow Congress

Partnering for People. Building Prosperity.



5 Professional, Ethical and Accountable Government

The African Royal Rainbow Congress believes that South Africa does not simply need a change of political leadership. South Africa needs a change in the **way government is organized, managed, measured and held accountable**.

The central question of government must always be simple:

Does government work for the people?

A government that cannot provide reliable services, protect public resources, manage institutions professionally, maintain infrastructure, attract investment and respond to citizens cannot fulfill the promise of constitutional democracy.

The ARRC therefore proposes a **New Model of Government** based on professionalism, competence, ethical leadership, measurable performance, accountability and service to citizens.

Our approach begins with a basic principle:

Government is not an opportunity for politicians to become powerful. Government is a responsibility entrusted to leaders by the people.



Public office must therefore be treated as a position of stewardship. A minister is a steward of a department. A premier is a steward of a province. A mayor is a steward of a municipality. A councillor is a steward of a community. A senior public servant is a steward of public resources.

Every person who receives a public salary or exercises public authority must understand that the resources they control do not belong to them personally.

They belong to the Republic. They belong to the people. This requires a different culture. South Africa needs government institutions in which competence matters. It needs appointments based on capability. It needs managers who understand their responsibilities. It needs measurable targets. It needs consequences when officials repeatedly fail. It needs transparent procurement. It needs strong financial controls. It needs ethical political leadership. It needs municipalities that function.

And it needs communities that are not merely consulted during elections but are involved in understanding, monitoring and evaluating public services.

This model is consistent with the ARRC's own organizational principles. The party's constitutional framework identifies integrity, honesty, transparency, accountability, justice, equality, fairness, unity and inclusivity among its core values. The party's organizational framework also recognizes that clear structures, accounting protocols, efficiency and monitoring and evaluation are necessary for effective institutional operation.

The ARRC believes the same principles must apply to the government of South Africa.

5.1 Government That Serves

The first principle of the New Model of Government is **service**.

Government exists to serve the public.

The citizen should not feel that they are entering an institution controlled by people who are doing them a favor.

A citizen approaching government is exercising a relationship with the state. The state exists to administer public affairs. Public officials therefore have a duty to provide services professionally, lawfully, respectfully and efficiently. This requires a cultural transformation.

For too long, citizens have often experienced government as slow, bureaucratic, difficult to navigate and disconnected from their daily realities.

The ARRC wants to reverse this culture. We want to build citizen-centered government. Citizen-centered government asks a different set of questions. Instead of asking: "What is easiest for the department?" Government should ask: "What does the citizen need, and how can we deliver it effectively?". Instead of: "Have we completed the administrative process?" Government should ask: "Has the citizen actually received the intended service?". Instead of: "Have we spent the budget?"

Government should ask: "What did the expenditure achieve?". This distinction is critical. Government should not measure success simply by how much money was spent. It should measure success by what was achieved. A department can spend its entire budget and still fail. A municipality can produce reports and still fail. A government program can hold meetings and still fail. The final test must be outcomes. Did the road get built? Did the water reach the community? Did the waste get collected? Did the school receive the required support? Did the patient receive the service? Did the housing project reach the intended beneficiaries? Did the economic program create sustainable opportunities? Did the public investment produce measurable value? The ARRC therefore proposes an outcome-based culture of government. Government must move from administration for its own sake toward administration that produces results. This does not mean every government program can be reduced to a single number. Some responsibilities require long-term planning. Some social interventions produce results over many years. Some infrastructure projects take time.

But every program should have a clear purpose, measurable objectives and a mechanism for evaluating whether it is working.

The ARRC wants citizens to be able to see what their government is doing. We want government information to be understandable. We want officials to communicate. We want public institutions to explain delays. We want citizens to know where to report problems. We want complaints to be tracked. We want performance to be measured.

Most importantly, we want the public service to remember that **the citizen is the reason the institution exists**.

5.2 Merit-based Appointments

A New Model of Government requires a new approach to appointments.

The ARRC believes public positions must be filled by people who are **competent, qualified, ethical and capable of performing the responsibilities attached to the position**.

Political loyalty must never be the primary qualification for professional government positions.

A person should not become a senior government official merely because they are politically connected.

A person should not receive responsibility for managing billions of rand simply because they have personal relationships with political leaders.

The standard must be competence. Where a position requires specialized expertise, that expertise must be respected. Where a position requires financial management, the individual must understand financial management. Where a position requires engineering knowledge, the institution must have engineering competence. Where a position requires legal expertise, legal competence must be available. Where a position requires municipal management, the individual must possess the necessary management capability. The ARRC believes political leadership and professional administration must be clearly

distinguished. Politicians receive democratic mandates. Professional administrators implement lawful government programs. The two must work together, but neither should unnecessarily replace the other.

This principle is particularly important because government has become too complex to operate effectively through political relationships alone.

Modern South Africa requires expertise in: - economics;. - public finance;. - engineering;. - water management;. - energy;. - infrastructure;. - information technology;. - healthcare;. - education;. - agriculture;. - environmental management;. - urban planning;. - public administration;. - procurement;. - law;. - security;. - data analysis;. - project management;. - and economic development.

The ARRC wants government to become a place where capable South Africans can serve regardless of political connections.

We want professionals to see public service as a prestigious career.

We want young graduates to aspire to become public administrators, engineers, economists, doctors, planners, financial managers and policy experts within government.

We want government to attract talent rather than drive talent away. Merit-based government is not government without politics. Democratically elected leaders must establish policy priorities. But once policy has been established lawfully, implementation requires professional competence.

The ARRC therefore proposes that senior appointments should be subjected to rigorous competency requirements, transparent selection processes and performance agreements.

A person seeking to manage a major institution should be able to demonstrate: qualification,. experience,. technical competence,. leadership capability,. ethical standing,. financial understanding,. strategic capacity,. and measurable performance history.

The ARRC's own organizational discussions recognize the importance of defining eligibility for leadership and ensuring that those entrusted with responsibility do not undermine the organization's objectives.

The same principle should guide the appointment of people entrusted with public responsibility.

5.3 Professionalizing the Public Service

Professional government requires professional public servants.

The ARRC therefore proposes a systematic program to professionalize public administration.

Professionalization means that government institutions must develop clear occupational standards, career pathways, training systems, performance requirements and ethical expectations.

A public servant must understand: What is my responsibility? What authority do I have? What standard is expected of me? What are my performance targets? What happens if I succeed? What happens if I repeatedly fail? What ethical rules govern my conduct? These questions should not depend on the

preferences of an individual manager. They should form part of institutional systems. The ARRC proposes stronger professional development throughout government. This should include: - management training; - financial management training; - procurement training; - ethics training; - project management; - digital government; - data management; - customer service; - leadership development; - technical skills; - regulatory compliance; - and continuous professional development. Training must also be connected to performance.

Government cannot simply send employees to courses and assume that training has solved the problem.

The question must be: Did the training improve performance? The public service should become a learning institution. Where an institution repeatedly fails, government must identify why. Is the problem lack of skills? Poor systems? Inadequate resources? Weak leadership? Corruption? Poor planning? Unclear responsibilities? Political interference? The solution must address the actual cause.

The ARRC also believes public service should provide career progression based on competence and performance.

A young public servant should be able to enter government, develop expertise, demonstrate performance and progress.

Promotion should not depend primarily on political relationships.

A capable public servant should be able to advance because they are good at their job.

This is how institutions become stronger over time.

The ARRC's organizational framework emphasizes systematic structures, clear accounting protocols, efficiency and monitoring and evaluation. Those principles should be reflected in public administration.

5.4 Performance Management

The ARRC believes every major government institution should operate through measurable performance. Performance management should not become another bureaucratic reporting exercise. It must become a management tool. Every department, agency, municipality and major public institution should know: What are we trying to achieve? By when? With what resources? Who is responsible? How will success be measured? What risks could prevent delivery? What corrective action will be taken? A performance system should operate at multiple levels.

National level. National government should establish measurable strategic objectives.

Departmental level. Each department should translate those objectives into departmental targets.

Institutional level. Entities should have specific operational targets.

Management level. Senior officials should have performance agreements connected to institutional objectives.

Individual level. Employees should understand the responsibilities attached to their roles.

The system should not be designed to punish people for circumstances beyond their control.

Performance must be measured fairly.

A manager cannot be blamed for failing to achieve an impossible target when the necessary resources were never provided.

At the same time, management cannot use \"lack of resources\" as a permanent excuse without demonstrating what was done to address the constraint.

Good performance management requires evidence. The ARRC therefore proposes regular performance reviews. Some should occur internally. Some should involve independent oversight. Some information should be communicated publicly. Citizens should be able to understand whether major programs are on track.

The ARRC's own communications strategy already identifies performance measurement as a core management principle, including defined KPIs, reporting and monitoring.

Government should adopt the same discipline.

5.5 Consequences for Non-performance

Accountability means that performance must have consequences. This does not mean creating a culture of fear. It means creating a culture of responsibility. A person who makes an honest mistake should not automatically be treated as corrupt. Government is complex. Mistakes happen. Projects encounter unexpected challenges. Markets change. Weather disrupts infrastructure. Budgets can be affected. Regulatory processes can create delays. The ARRC therefore distinguishes between: honest error,. poor performance,. negligence,. gross negligence,. misconduct,. and corruption. Each requires an appropriate response. Honest mistakes should lead to learning and correction. Poor performance should lead to intervention, support and improvement. Persistent non-performance should lead to formal consequences. Negligence should be investigated. Misconduct should be disciplined. Corruption should be investigated and prosecuted through lawful processes. The objective is not revenge. The objective is institutional performance. A government employee must know that performance matters. A senior manager cannot repeatedly fail an institution without consequences. A project manager cannot consistently miss critical milestones without explanation. A financial officer cannot repeatedly allow control failures without intervention.

A municipal executive cannot preside over sustained institutional collapse while simply continuing in office without review.

The ARRC therefore supports stronger performance contracts for senior officials and managers. Those contracts should contain: - clearly defined responsibilities;. - measurable targets;. - reporting requirements;. - review periods;. - remedial processes;. - and consequences for sustained failure.



Accountability must operate according to law and due process. But due process should not become an excuse for institutional paralysis. Government must be able to correct poor performance.

5.6 Zero Tolerance for Corruption

The ARRC adopts a firm position:

Public corruption is an attack on the people of South Africa.

Every rand stolen from government represents a potential road not built, a clinic not equipped, a school not improved, a water system not maintained or an economic opportunity not created.

Corruption therefore has both a financial and human cost. It weakens public institutions. It increases the cost of government. It discourages investment. It destroys public confidence. It undermines legitimate businesses. It creates unfair advantages. It damages the credibility of democracy. The ARRC therefore supports a comprehensive anti-corruption framework. This must include: prevention,. detection,. investigation,. prosecution,. recovery,. and institutional reform. Zero tolerance does not mean making accusations without evidence. It means refusing to normalize corruption. Where credible allegations arise, they must be handled through proper investigative and legal mechanisms. The ARRC believes public institutions should strengthen conflict-of-interest systems. Officials should disclose relevant interests where required. Procurement processes must be protected from manipulation. Internal controls must be strengthened. Audit findings must be taken seriously. Whistleblowers must be protected within the law. Suspicious transactions must receive appropriate scrutiny.

Where wrongdoing is established, public institutions must pursue recovery of public resources where legally possible.

The culture must change from: *\"Everyone does it.\"*. to: \"Public corruption is unacceptable.\". Leadership must set the tone. A government cannot fight corruption while tolerating unethical conduct among its own senior officials. Ethics must begin at the top.

The ARRC's own values of integrity, honesty, transparency and accountability provide the political foundation for this position.

5.7 Transparency in Public Finances

Public money must be treated as public trust.

The ARRC believes citizens should be able to understand how public resources are collected, allocated and spent.

Government finances can be complicated. Budgets contain technical information. But complexity should not become an excuse for secrecy. The ARRC supports clearer public financial reporting. Citizens should be able to see, in understandable formats: - major budget allocations;. - planned projects;. - actual expenditure;. - project progress;. - significant deviations;. - procurement information where legally appropriate;. - and measurable outcomes.

A government should be able to explain not only **how much it spent**, but **what it received for the expenditure**.

For example, if government spends money on infrastructure, citizens should know: What was the project? What was the approved budget? Who was appointed? What was the expected completion date? What has been delivered? What has been spent? Are there delays? Why? What is being done? This creates accountability. The ARRC believes financial transparency should also extend to municipalities. Residents must understand the financial health of their municipality. They should know whether revenue collection is functioning. They should understand major infrastructure commitments.

They should be able to see whether the municipality is spending according to its priorities.

Public financial management should not be designed solely for accountants.

It should ultimately serve citizens.

5.8 Procurement Reform

Government procurement represents one of the areas in which large amounts of public money move between the state and private businesses.

The ARRC therefore believes procurement must be transparent, competitive, professional and protected from political interference.

Procurement must be designed to obtain value for money. The cheapest price is not always the best price. The highest price is certainly not automatically the best quality. Government must evaluate: - price;. - quality;. - technical capability;. - delivery capacity;. - financial capacity;. - track record;. - compliance;. - risk;. - and value for money. The procurement process must also protect opportunities for legitimate South African businesses.

Small businesses should not be excluded simply because procurement systems are too complicated for them.

At the same time, local economic participation must not become a justification for politically connected companies receiving contracts without genuine competition.

The ARRC believes local participation and procurement integrity can coexist.

A local business should win because it is capable.

A South African company should be supported because it can create jobs and contribute to economic development.

But public money must still be protected.

Procurement should therefore use digital systems wherever appropriate.

Electronic procurement can improve audit trails, reduce unnecessary manual intervention and make it easier to identify unusual patterns.

The ARRC supports stronger procurement oversight and clearer consequences for fraudulent conduct.

Procurement officials must understand that they are protecting public resources.

Businesses seeking government contracts must also understand that public procurement is not a private arrangement.

It is a public process.

5.9 Fighting Political Patronage

Political patronage occurs when political relationships become more important than competence in the allocation of public positions, resources or opportunities.

The ARRC rejects political patronage.

A person should not receive a public position because they are a friend of a politician.

A company should not receive a contract because it has political connections. A public institution should not become a mechanism for rewarding political loyalty. This does not mean political leaders should have no influence over government policy. Elected leaders must set political direction. That is part of democracy. But professional appointments must be based on competence and lawful criteria. The distinction must be clear: Politics determines the mandate. Professional administration implements the mandate. This distinction protects both democracy and the public service. It also protects political leaders.

A professional institution can tell a political leader that a particular proposal is technically impossible, financially unsustainable or legally problematic.

That advice is valuable. A government that only hears what politicians want to hear becomes dangerous. The ARRC therefore wants a culture where professionals can provide honest advice without fear. Government needs people who can say: "This will not work." It needs people who can say: "The numbers do not support this." It needs people who can say: "The infrastructure cannot support this." It needs people who can say: "This procurement process is not compliant." It needs people who can say: "There is a better way." Political leadership becomes stronger when professional advice is honest. The New Model of Government therefore seeks to replace patronage with competence.

5.10 Ethical Leadership

The final foundation of professional government is leadership. Systems matter. Rules matter. Institutions matter. But leadership matters too.

The ARRC believes South Africa needs leaders who understand that public office is a responsibility rather than a privilege.

An ethical leader must be willing to say: I am responsible. When things go well, they must recognize the people who delivered. When things go badly, they must accept responsibility rather than immediately blaming someone else. Ethical leadership requires humility. It requires discipline. It requires honesty. It requires courage. It requires consistency.

The ARRC's constitutional principles place integrity, honesty, transparency and accountability at the center of its organizational identity.

These principles should become the standard for public leadership. Leadership should also be visible. A leader should know what is happening in the institution they manage. They should visit projects. They should speak to workers. They should listen to communities. They should examine reports. They should ask difficult questions. They should understand the numbers. They should understand the risks.

The ARRC's communications strategy describes leadership positioning around community-centered leadership, leadership that listens before it leads, youth-centered governance, participatory democracy, community-led policy development, economic inclusion and leadership accountability.

This provides an important foundation for our model of public leadership. Leadership must listen before it leads. But listening cannot become an excuse for inaction. The process should be: Listen. Understand. Research. Decide. Act. Measure. Report. Correct. That is ethical and accountable government.

6 Local Government That Works

South Africa cannot become a prosperous country if its municipalities do not function. Local government is where the citizen encounters the state most directly. National government may establish broad policy. Provincial government may coordinate and administer important responsibilities.

But municipalities are often responsible for the services that determine whether communities experience government as functional or dysfunctional.

The ARRC therefore believes that fixing local government must be one of the central priorities of the New Dispensation.

The municipality must become an institution that residents can trust. When residents open their taps, they should expect water. When they pay for municipal services, they should understand what those payments support. When they report a burst pipe, they should receive a response. When waste collection is scheduled, it should happen. When roads deteriorate, there must be a maintenance system. When communities grow, infrastructure must be planned accordingly. When businesses invest, municipalities must be capable of supporting development. Local government must therefore move away from crisis management toward planned municipal management.

The ARRC believes these principles should become measurable municipal priorities.

6.1 Functional Municipalities

A functional municipality has five characteristics: It knows what it is responsible for. It has competent management. It has functioning systems. It manages money responsibly. It communicates with its residents. The ARRC wants every municipality to operate through a clear municipal performance framework. Municipalities should identify their core responsibilities and establish measurable service standards. The public should know what service level they can expect. Municipalities should also conduct infrastructure audits. Every municipality should know the condition of its: - water infrastructure;. - sanitation systems;. - roads;. - stormwater systems;. - waste facilities;. - electricity infrastructure within its responsibilities;. - public buildings;. - community facilities;. - and other critical assets. A municipality cannot manage infrastructure it does not understand. Asset registers must therefore be accurate. Maintenance plans must be established. Critical infrastructure should be prioritized.

The ARRC wants municipalities to move from **repairing everything after it breaks** to **maintaining infrastructure before failure occurs**.

Preventative maintenance is often less expensive than emergency replacement.

Municipalities should therefore budget for maintenance as a core function.

6.2 Water Security

Water is fundamental to human life, economic activity and public health. The ARRC therefore places water security at the center of municipal development. Water policy must address the full system. This includes: source;. treatment;. storage;. distribution;. maintenance;. leakage;. billing;. quality;. and long-term planning.

A municipality cannot solve water shortages simply by drilling more boreholes or building more reservoirs.

It needs an integrated water strategy. The ARRC proposes stronger municipal water-loss management. Water losses should be measured. Major leaks should be identified. Infrastructure failures should be prioritized. Illegal connections should be addressed through lawful processes. Metering should be improved where appropriate. Water infrastructure should be maintained. Communities should receive communication during major disruptions. Water quality must be treated as a public health matter. Municipalities must also plan for population growth and climate variability. A community's water requirements today may not be its requirements ten years from now. The New Dispensation therefore requires municipalities to think decades ahead. Water security must be part of long-term development planning.

6.3 Reliable Electricity

Economic development requires reliable energy. Households need electricity. Businesses need electricity. Schools need electricity. Clinics need electricity. Factories need electricity. Small enterprises need electricity. Modern infrastructure increasingly depends on reliable power.

The ARRC therefore believes municipalities must strengthen electricity-related infrastructure and management within their legal responsibilities.

This includes maintenance. It includes network planning. It includes reducing technical losses. It includes addressing illegal connections through lawful and sustainable measures. It includes improving billing systems. It includes planning for expanding demand.

The ARRC also believes South Africa must take advantage of the opportunities created by new energy technologies.

Municipalities should investigate appropriate solutions including distributed generation, renewable energy, battery storage and energy-efficiency programs where technically and financially viable.

But energy policy must be based on engineering and economics rather than slogans. A municipality should ask: What is the demand? What is the capacity? What is the condition of the network? What investment is required? What can residents afford? What can businesses afford? What financing is available? What is the expected return? How will reliability improve? This is professional government.



6.4 Roads and Infrastructure

Infrastructure is the physical foundation of economic activity. Roads connect workers to jobs. Roads connect farmers to markets. Roads connect businesses to customers. Roads connect communities to schools and healthcare. Stormwater infrastructure protects communities. Bridges connect economic areas. Public facilities support social development. The ARRC therefore believes infrastructure planning must be integrated with economic planning. A municipality should not simply build infrastructure because money has become available. It should determine what infrastructure is required to support the community's long-term development. This means creating infrastructure plans linked to: population growth; housing; industrial development; commercial activity; transport; agriculture; tourism; education; healthcare; and environmental considerations. Maintenance must be treated as an investment. A road that is maintained regularly can remain functional for longer.

A road that is ignored until it completely fails can become far more expensive to repair.

The ARRC therefore proposes municipal infrastructure maintenance programs with measurable targets. Communities should know: which roads are scheduled for maintenance; which projects are under construction; what the expected completion date is; what delays have occurred; and what corrective action is being taken. Infrastructure must also create economic opportunities.

Where lawful and practical, municipalities should facilitate participation by local businesses, contractors, artisans and workers.

Infrastructure spending should therefore create both physical assets and economic opportunity.

6.5 Waste Management

A clean community is not simply more attractive. It is healthier, safer and more economically productive. The ARRC therefore believes waste management must become a core municipal priority. Municipalities should have reliable collection schedules. Waste should be removed efficiently. Illegal dumping must be addressed. Landfill sites must be properly managed. Recycling should be expanded where commercially and environmentally viable. Communities should receive education on waste management. Businesses should participate in responsible waste systems. The ARRC supports the development of local recycling and circular-economy opportunities. Waste should increasingly be viewed as a resource where appropriate. Recycling can create economic activity. Material recovery can create jobs. Community-based collection initiatives can create opportunities for small businesses. But the first responsibility remains basic service delivery.

Residents should not be expected to live with overflowing waste while government discusses long-term recycling strategies.

The system must first function.

Then it can be improved.

The ARRC's wider organizational and business ecosystem already recognizes waste management as an area connected to municipal and industrial operations, demonstrating the importance of reliable waste systems to functioning communities.

6.6 Housing and Human Settlements

Housing must be approached as part of human settlement planning. A house on its own does not create a sustainable community. A sustainable settlement requires: housing;. water;. sanitation;. roads;. electricity;. schools;. healthcare access;. public transport;. economic opportunities;. community facilities;. and safe public spaces. The ARRC therefore supports integrated human settlement planning.

Government must avoid creating communities where people live far away from employment opportunities without adequate transport.

Where possible, housing development should be connected to economic development. New settlements should consider: Where will residents work? Where will children attend school? How will people travel? Where will businesses operate? Where will public transport operate? Where will healthcare services be provided? How will water and sanitation infrastructure be maintained? How will the settlement grow? These questions must be answered before communities expand beyond the capacity of their infrastructure. The ARRC also recognizes the importance of upgrading existing communities. Not every solution requires building a completely new settlement. Existing communities can often benefit from: road improvements;. water infrastructure;. sanitation upgrades;. electrification;. public facilities;. economic development;. transport improvements;. and safer public spaces. Housing policy must therefore be connected to broader urban and rural development.

6.7 Municipal Financial Management

A municipality cannot provide sustainable services if its finances are dysfunctional. The ARRC therefore places strong emphasis on municipal financial management. Municipalities must know: How much revenue they collect. How much they owe. What their operating costs are. What their infrastructure needs are. What their debt obligations are. What their cash position is. What their maintenance requirements are. What their future liabilities may be. Financial management must be proactive.

A municipality should not wait until it cannot pay suppliers before recognizing that it has a financial problem.

Financial indicators should be monitored continuously. The municipality should have early-warning systems. Where financial deterioration occurs, corrective action should begin early. Budgeting should be realistic. Municipalities should avoid making commitments they cannot sustainably finance. The ARRC also supports stronger links between budgets and performance. Every major expenditure should have a purpose. The question should always be: What public value does this expenditure create? This does not mean every public service must generate a financial profit. Water, sanitation, roads, community services and other public responsibilities have social value. But social value must still be planned and measured. A municipality cannot operate indefinitely without financial discipline.

The ARRC therefore supports responsible municipal financial management as a foundation of sustainable service delivery.

6.8 Municipal Revenue and Sustainability

Municipalities need sustainable revenue. The ARRC believes municipal revenue policy must balance three objectives: financial sustainability, affordability, and service quality. Residents cannot be expected to pay more for services that are consistently poor. At the same time, municipalities cannot maintain infrastructure without adequate revenue. This creates a relationship between payment, service and trust.

Citizens are more likely to support payment when they can see that the system works.

Municipalities therefore need stronger revenue collection systems. Billing must be accurate. Customer accounts must be managed professionally. Disputes must be resolved efficiently. Payment channels should be accessible. Revenue leakage must be reduced. Fraud must be addressed. Municipalities should also explore lawful economic development strategies that expand the local revenue base. A growing local economy can strengthen municipal sustainability.

This means municipalities should not think of businesses merely as sources of rates and fees.

Businesses are economic partners. If a municipality creates conditions for investment, new businesses can create: jobs; commercial activity; property development; consumer spending; skills; and broader economic growth.

The ARRC therefore supports a municipal development model in which **service delivery and economic development reinforce each other**.

6.9 Professional Municipal Management

The quality of municipal management can determine whether a municipality succeeds or fails. The ARRC therefore supports stronger professional standards for municipal managers and senior municipal officials. Municipal management requires expertise. It requires financial understanding. It requires infrastructure knowledge. It requires human-resource management. It requires procurement knowledge. It requires project management. It requires community engagement. It requires regulatory knowledge. It requires strategic planning. It requires crisis management. A municipality should therefore not be treated as an extension of political party structures. Elected councillors have democratic responsibilities. Professional municipal managers have administrative responsibilities. Both must work together. Political leaders must establish legitimate priorities. Professional officials must implement those priorities lawfully and competently.

Where professional advice indicates that a proposal is financially or technically impossible, elected leaders must be willing to reconsider.

Where political priorities are legitimate, officials must implement them professionally.



This creates institutional balance.

The ARRC's own organizational framework emphasizes the importance of clear structures, defined mandates, systematic operation, accounting protocols, monitoring and evaluation.

Municipalities require the same discipline. The ARRC therefore supports: - competency standards;. - performance agreements;. - regular evaluations;. - professional development;. - succession planning;. - financial controls;. - project management systems;. - infrastructure asset management;. - and institutional accountability. The goal is simple: A municipality should be managed like a serious public institution.

6.10 Community-based Service Delivery

The final element of the ARRC's local government model is community participation. Government must not assume that it knows everything. Communities possess knowledge. Residents know their neighborhoods. They know their streets. They know their local businesses. They know where services fail. They know where infrastructure is vulnerable. They know where crime occurs. They know where elderly residents require support. They know where young people need opportunities. They know which problems are urgent. The ARRC therefore believes community participation should become part of municipal management. This does not mean communities replace professional government. It means government works with communities. The model should be: Government provides institutional capacity. Professionals provide expertise. Communities provide local knowledge. Elected representatives provide democratic accountability. Citizens participate in monitoring. Together, these elements can produce stronger local government.

The ARRC's political communications strategy already places strong emphasis on community-centred leadership, leadership that listens before it leads, community-led policy development, participatory democracy and grassroots democracy.

This philosophy should extend into actual municipal governance. We propose stronger community service structures that can help residents monitor local priorities. For example, communities could participate in structured discussions around: water;. roads;. waste;. electricity;. housing;. public safety;. parks;. economic development;. youth programs;. and infrastructure. The objective is not to create endless meetings. The objective is to create useful information. A community meeting should produce: problems identified;. priorities agreed;. responsible institution identified;. timeframe established;. progress monitored;. and results reported. This converts participation into management.



► ***The Municipality of the New Dispensation***

The ARRC's vision of local government can therefore be expressed through a simple model. 1. KNOW. The municipality must know its infrastructure, finances, population, economic base and service requirements. 2. PLAN. It must develop realistic plans based on evidence. 3. BUDGET. It must allocate resources according to priorities. 4. IMPLEMENT. It must execute projects professionally. 5. MEASURE. It must measure whether the intended result was achieved. 6. REPORT. It must communicate performance to communities. 7. CORRECT. Where something fails, the municipality must identify the reason and take corrective action. 8. IMPROVE. Lessons must be incorporated into future planning. This is the cycle of a functioning institution.

► ***From Political Government to Performance Government***

The ARRC's New Model of Government represents a fundamental shift in political thinking. We do not believe that changing the political party in government is enough. The systems of government must also improve. A new government can inherit the same broken systems. It can inherit the same inefficient procurement. It can inherit the same poor management. It can inherit the same infrastructure problems. It can inherit the same weak financial controls. It can inherit the same bureaucratic culture. It can inherit the same political patronage.

If the system remains unchanged, changing political leadership alone will not produce the New Dispensation.

The ARRC therefore proposes a deeper transformation. We want to build: professional government instead of patronage government;. performance government instead of process government;. ethical government instead of corrupt government;. transparent government instead of opaque government;. competent government instead of politically connected government;. planned government instead of crisis government;. citizen-centred government instead of institution-centred government;. community-based government instead of distant government;. and accountable government instead of government without consequences. This is not an attack on public servants. There are many dedicated South Africans working inside government every day. The problem is often institutional. Good people cannot compensate indefinitely for weak systems. A capable employee working inside a dysfunctional institution can become frustrated. A strong manager can struggle where systems are broken. A professional can be undermined by political interference. The ARRC therefore seeks to strengthen the institutions themselves.

► ***The Role of Technology in the New Model of Government***

A modern government must use technology. Digital government can reduce unnecessary administrative burdens. Citizens should increasingly be able to access services digitally where appropriate. Government should use data to identify problems. Municipalities should have digital systems for tracking service requests. Residents should be able to receive reference numbers for reported problems. They should be able to see whether their complaint has been received.

Where appropriate, they should be able to see whether it is being investigated, assigned or resolved.



This creates accountability. Technology can also improve procurement monitoring, financial reporting, infrastructure management and performance measurement. But technology must not become another expensive government project without measurable benefit. Every digital system should answer: What problem are we solving? Who will use it? What will it cost? What will it save? What will it improve? How will performance be measured? Technology is a tool. It is not the objective. The objective is better government.

► ***Local Economic Development and Municipal Government***

Municipalities must also become partners in local economic development. A municipality cannot create every job. But it can either make economic activity easier or harder. A business deciding where to invest considers infrastructure. It considers electricity. It considers water. It considers roads. It considers approvals. It considers security. It considers municipal responsiveness. It considers access to markets. The ARRC therefore believes municipalities should develop local economic strategies. These strategies should identify: what the local economy already does well; what industries can grow; what infrastructure is required; what skills are available; what skills are missing; what investment opportunities exist; what barriers businesses face; and how local government can support legitimate economic activity.

Municipalities should work with local businesses, communities, traditional institutions where relevant, professional bodies, educational institutions and investors.

The objective is to turn municipalities from passive administrators into active development partners. This is particularly important for rural and township economies. Economic development should not be concentrated only in established commercial centers. The New Dispensation must seek to expand economic opportunity across communities. Local businesses should have opportunities to participate in legitimate procurement. Young people should have access to skills. Small enterprises should have access to information. Infrastructure should support economic activity. This is how local government contributes to national development.

► ***Government That Can Be Trusted***

Ultimately, the New Model of Government is about trust. Citizens must trust that government will act lawfully. They must trust that public money will be protected. They must trust that officials are competent. They must trust that corruption will be taken seriously. They must trust that services will be delivered. They must trust that their voices matter. They must trust that political leaders will accept responsibility. Trust cannot be demanded. It must be earned. It is earned through performance. It is earned through honesty. It is earned through transparency. It is earned through consistency. It is earned when government does what it says it will do. The ARRC therefore believes the New Dispensation must be judged by results. Not by speeches. Not by political slogans. Not by the size of rallies. Not by the number of promises. Not by the number of press conferences. By results. Did government work? Did communities receive services? Did infrastructure improve? Did public money create value? Did corruption decline? Did institutions become stronger? Did citizens become more confident in government? Did businesses find it easier to operate? Did



young people find more opportunities? Did communities become safer? Did municipalities become financially sustainable? These are the questions that must define political accountability.

► ***The Government We Seek to Build***

The African Royal Rainbow Congress seeks a South African government that is:

Professional — because competence matters.

Ethical — because public office is a trust.

Accountable — because power must answer to the people.

Transparent — because public resources belong to the public.

Efficient — because citizens cannot wait indefinitely for basic services.

Constitutional — because no government is above the supreme law.

Merit-based — because public institutions require capable people.

Performance-driven — because government must produce results.

Community-centered — because residents understand their communities.

Economically focused — because development requires opportunity.

Technologically capable — because modern government requires modern systems.

Financially responsible — because public resources are limited.

Firm against corruption — because corruption steals from citizens.

Supportive of professionals — because expertise strengthens government.

Inclusive — because South Africa belongs to all its citizens.

This is the government of the New Dispensation.

► ***A New Social Contract Between Government and Citizens***

The ARRC believes South Africa requires a renewed relationship between citizens and government. Government must accept its responsibilities. Citizens must also understand theirs. Government must provide services. Citizens must participate responsibly. Government must protect public resources. Citizens must respect public property. Government must create opportunities. Citizens must take advantage of opportunities and contribute to economic life. Government must listen. Citizens must engage constructively. Government must be accountable. Citizens must hold it accountable peacefully and democratically. Government must uphold the Constitution. Citizens must respect the Constitution and the law. This is the social contract we seek. It is not a relationship in which citizens simply wait for government.



It is not a relationship in which government simply demands obedience. It is a partnership between a constitutional state and an active citizenry.

► ***The Arrc's Governance Promise***

The African Royal Rainbow Congress therefore makes a clear commitment: We will measure government by what it delivers. We will measure leadership by its integrity. We will measure appointments by competence. We will measure institutions by performance. We will measure municipalities by service delivery. We will measure public spending by public value. We will measure political leadership by accountability. We will measure development by the opportunities created for citizens. The New Dispensation is therefore not simply a political slogan. It is a management philosophy. It is an institutional philosophy. It is a constitutional philosophy. It is a commitment to building a state capable of serving its people. The ARRC believes South Africa has enormous potential. We have natural resources. We have talented people. We have entrepreneurs. We have farmers. We have engineers. We have scientists. We have professionals. We have workers. We have young people. We have universities. We have businesses. We have communities. We have traditional institutions. We have a strategic geographic position. We have an extraordinary cultural heritage.

We have the potential to become one of the most important economies on the African continent.

But potential is not enough. Potential must be organized. Resources must be managed. Institutions must function. Leadership must be competent. Government must deliver. Citizens must participate. That is the challenge of the New Dispensation.

► ***Conclusion — Building a State That Works***

The African Royal Rainbow Congress believes that the future of South Africa cannot be built on political nostalgia.

It must be built on institutional competence.

We must respect our history without becoming prisoners of it.

We must acknowledge the achievements of our democracy while being honest about the failures that remain.

We must protect the Constitution while improving the capacity of the state. We must defend democratic rights while demanding democratic responsibility. We must empower citizens while demanding responsible citizenship. We must support political leadership while insisting upon professional administration. We must encourage economic growth while ensuring that development reaches communities. We must fight corruption while strengthening the systems that prevent it.

We must strengthen municipalities because a country cannot be strong when its communities are neglected.



The ARRC therefore presents the New Model of Government as one of the foundations of its vision for South Africa.

It is a model built around one central idea: Government must work for the people. Not for politicians. Not for political networks. Not for connected individuals. Not for bureaucratic convenience. Not for personal enrichment. For the people. The public servant must remember the citizen. The minister must remember the citizen. The mayor must remember the citizen. The councillor must remember the citizen. The municipal manager must remember the citizen. The procurement official must remember the citizen. The political leader must remember the citizen. Because every rand spent by government ultimately comes with a responsibility to the people. Every public position comes with a responsibility to the people. Every government program comes with a responsibility to the people. Every political mandate comes with a responsibility to the people. This is the culture the ARRC seeks to establish. A culture of service. A culture of competence. A culture of integrity. A culture of performance. A culture of accountability. A culture of participation. A culture of professional government. A culture of functioning municipalities. A culture in which leaders listen before they lead. A culture in which citizens are treated with dignity. A culture in which public money is protected. A culture in which corruption is confronted. A culture in which young people are prepared to lead. A culture in which professionals are valued. A culture in which communities participate. A culture in which government is judged by results. This is what we mean by a New Model of Government. And this is what we mean by a New Dispensation.

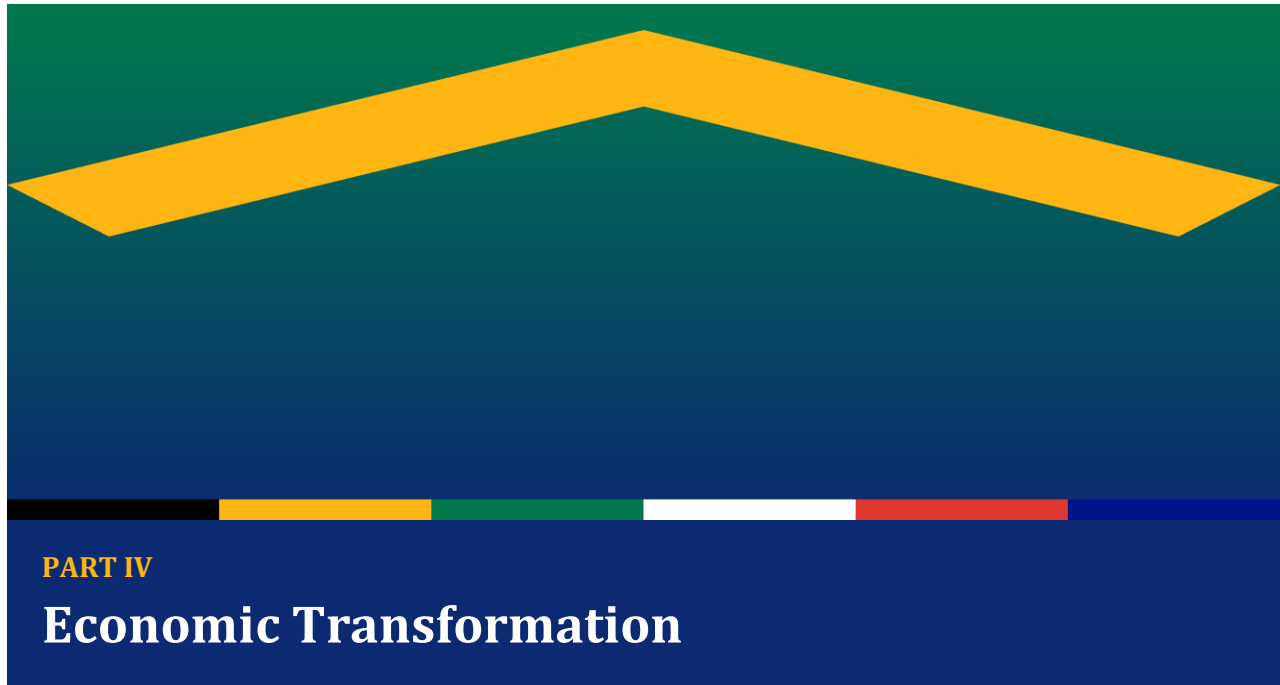
A NEW GENERATION.

A NEW DIRECTION.

A NEW DISPENSATION.

African Royal Rainbow Congress

Partnering for People. Building Prosperity.



PART IV

Economic Transformation

7 Jobs, Investment and Economic Growth

The African Royal Rainbow Congress believes that **economic transformation is central to the New Dispensation.**

A country cannot be politically free in a meaningful sense if millions of its citizens remain excluded from economic opportunity. Democracy must create the conditions in which people can work, build businesses, acquire skills, own productive assets, participate in markets and provide better lives for their families.

The ARRC's starting point is clear: South Africa's greatest resource is its people. The party's manifesto identifies jobs and economic growth as its first priority and commits to creating jobs through local economic development, supporting small businesses and entrepreneurs, and investing in infrastructure and local industries. The manifesto further identifies young people as central to economic growth and women as equal partners in development.

The New Dispensation therefore cannot be limited to changing who governs.

It must change **how economic opportunity is created.**

The ARRC wants to build an economy in which South Africans are not merely consumers of imported products but producers, entrepreneurs, engineers, farmers, manufacturers, technology developers, investors, exporters and owners of businesses operating across Africa and the world.

We want an economy where a young person in Soweto can establish a technology company.

Where a young person in Limpopo can build an agricultural enterprise. Where a township manufacturer can supply a national retailer. Where a rural entrepreneur can process agricultural products locally rather than exporting raw materials. Where a small mining company can participate lawfully in mineral development. Where a South African engineer can design infrastructure for African markets. Where a South African software company can compete globally.

Where a farmer can produce food and participate in processing, packaging, logistics and export markets.

Where a woman-owned business can grow from a micro-enterprise into a major employer. Where informal businesses can transition into formal enterprises without being crushed by unnecessary bureaucracy. The objective is not simply more economic activity. The objective is productive economic participation.

7.1 The Employment Crisis

Employment is one of the most important economic challenges facing South Africa.

The consequences of unemployment extend beyond income.

A person without employment can lose access to economic independence, skills development, dignity and the ability to plan for the future.

Youth unemployment is particularly damaging because long periods outside the labor market can prevent young people from accumulating experience and developing professional networks.

The ARRC therefore views employment as both an economic and social priority. Our approach begins with a simple principle: South Africa must become a country that produces more opportunities than it destroys. Government cannot create every job. But government can create conditions in which businesses can create jobs. Government can improve infrastructure. Government can reduce unnecessary administrative barriers. Government can improve energy and water reliability. Government can support skills development. Government can facilitate investment. Government can improve municipal performance. Government can create better conditions for manufacturing. Government can open markets. Government can support entrepreneurs. Government can make it easier for businesses to operate lawfully.

The private sector, entrepreneurs, cooperatives, investors, farmers, professionals and communities must then become active participants in employment creation.

The ARRC rejects the idea that government employment alone can solve unemployment.

The state must employ people where necessary to provide public services, but sustainable employment must increasingly come from a growing and diversified productive economy.



This requires an economy that can absorb young people entering the labor market every year.

The ARRC therefore proposes an employment strategy built around: - infrastructure development;. - manufacturing;. - agriculture;. - mining and mineral beneficiation;. - logistics;. - technology;. - tourism;. - construction;. - energy;. - professional services;. - small businesses;. - township enterprises;. - rural enterprises;. - and African export markets. Employment policy must also focus on employability.

A person cannot be expected to find employment in industries that require skills they have never had an opportunity to develop.

This is why the ARRC connects economic policy directly to its commitment to youth and skills development. The party's manifesto identifies youth and skills development as one of its five core priorities.

The New Dispensation therefore seeks to create a cycle:

Education → Skills → Employment → Enterprise → Investment → Production → Exports → Economic Growth.

That cycle must become one of the foundations of South Africa's economic future.

7.2 Local Economic Development

Economic development must begin where people live.

A national economic strategy that does not reach municipalities, townships, villages and rural communities will not deliver broad-based opportunity.

The ARRC therefore places local economic development at the center of economic transformation. Every municipality should understand its local economy. It should know: - What businesses operate in the area? - What industries have potential? - What infrastructure is missing? - What skills are available? - What skills are needed? - What natural resources exist? - What agricultural opportunities exist? - What tourism opportunities exist? - What manufacturing opportunities exist? - What businesses are struggling? - What barriers prevent investment? - What markets can local businesses access? Local government must become an economic facilitator. This does not mean municipalities should attempt to run businesses. Their responsibility is to create conditions in which legitimate economic activity can flourish.

A municipality can support development by ensuring reliable infrastructure, efficient approvals, functional roads, predictable planning systems, effective waste management and professional administration.

The ARRC's manifesto explicitly connects job creation with local economic development and calls for investment in infrastructure and local industries.

The ARRC therefore proposes that municipalities develop Local Economic Development Compacts bringing together: government;. local businesses;. entrepreneurs;. community organizations;. traditional leadership where appropriate;. educational institutions;. financial institutions;. professional bodies;. and potential investors. The purpose would be to identify practical economic projects. The approach should be

measurable. A municipality should be able to state: These are the industries we want to grow. These are the infrastructure requirements. These are the skills requirements. These are the investment opportunities. These are the businesses we want to support. These are the jobs we expect to create. These are the obstacles we must remove. This is economic development with accountability.

7.3 Supporting Small and Medium Businesses

Small and medium-sized businesses are essential to economic transformation. Many large companies started as small businesses. A small enterprise can become a manufacturer. A small contractor can become a national infrastructure company. A small technology company can become a global technology business. A small agricultural operation can become an exporter. The challenge is that many small businesses struggle to survive long enough to grow.

The ARRC wants to create an environment where small businesses can move through a development pathway:

Informal enterprise → micro-business → small business → established SME → national company → African/global company.

Government should support this progression rather than trapping businesses permanently in dependence. The ARRC proposes stronger support for: - business registration; - accounting and financial management; - market access; - procurement readiness; - digital systems; - skills development; - export preparation; - access to finance; - mentorship; - compliance; - and technology adoption. Government procurement should also be designed to create genuine opportunities for capable smaller businesses. However, procurement must remain transparent and competitive. The objective is not to create politically connected companies. It is to create capable South African enterprises. A business should win a contract because it can deliver. The New Dispensation must therefore combine economic inclusion with competence.

The ARRC's wider organizational principles emphasize integrity, honesty, transparency, accountability, fairness and inclusivity. These values should govern economic programs as well.

7.4 Entrepreneurship

Entrepreneurship is not simply about owning a business.

It is about identifying a problem and creating a solution that people are willing to pay for.

South Africa needs more entrepreneurs because entrepreneurship expands the productive capacity of society. The ARRC wants entrepreneurship to become part of the national culture. Young people should not be taught that success means only finding employment. They should also understand: I can build. I can create. I can employ. I can innovate. I can export. I can own. This requires education. Entrepreneurship programs should teach practical skills including: - identifying markets; - pricing; - accounting; - cash-flow management; - sales; - marketing; - digital commerce; - procurement; - business law; - taxation; - financing; - human-resource management; - and strategic planning.

The ARRC also supports entrepreneurship in schools, colleges and universities. Students should be exposed to enterprise development before they graduate. Universities should encourage commercialization of research. Technical colleges should connect skills training to actual industries. Entrepreneurship should also be promoted among women, rural communities and township residents. The objective is not to make everyone an entrepreneur. Employment will remain essential. But South Africa needs a larger population of people capable of creating productive enterprises.

7.5 Industrial Development

A prosperous country must produce.

South Africa cannot build a sustainable economy by relying excessively on the export of raw materials and the import of finished products.

Industrialization creates opportunities across the value chain. A manufactured product requires: raw materials;. engineering;. machinery;. transport;. energy;. finance;. design;. software;. labor;. marketing;. packaging;. maintenance;. and distribution. One factory can therefore support an ecosystem of businesses.

The ARRC supports industrial development focused on areas where South Africa possesses natural, technical or strategic advantages.

Potential sectors include: - mineral processing;. - metals;. - automotive manufacturing;. - machinery;. - agricultural processing;. - chemicals;. - energy technology;. - construction materials;. - pharmaceuticals;. - electronics;. - defense-related manufacturing within lawful national policy;. - information technology;. - telecommunications;. - and advanced manufacturing. Industrial policy should not attempt to protect every inefficient company indefinitely. Protection must be connected to performance. Where government support is provided, there should be measurable objectives. What investment will occur? How many jobs will be created? What skills will be developed? What exports will be generated? What local supply chains will be created? What productivity improvements are expected? Industrial development must therefore combine support with accountability.

7.6 Infrastructure Investment

Infrastructure is an economic multiplier. Good infrastructure lowers the cost of doing business. Reliable roads reduce transport costs. Reliable electricity reduces production disruptions. Reliable water supports industrial activity. Efficient ports support exports. Rail supports bulk transportation. Digital infrastructure connects businesses to markets. The ARRC therefore considers infrastructure investment an economic priority. The party's manifesto already commits to investment in infrastructure and local industries. The New Dispensation should take this further through a long-term national infrastructure program. Infrastructure planning must be based on economic priorities. South Africa should identify strategic infrastructure gaps and prioritize projects according to: - economic impact;. - employment potential;. - regional development;. - national strategic importance;. - cost;. - financing;. - technical feasibility;. - and long-term sustainability. Infrastructure should also be maintained.

Building new infrastructure while existing infrastructure deteriorates is financially irrational. Maintenance should therefore be treated as an economic investment.

7.7 Attracting Domestic and International Investment

Investment creates productive capacity.

Capital allows businesses to purchase equipment, build factories, develop technology, expand operations and employ workers.

South Africa therefore needs both domestic and international investment. The ARRC wants South Africa to become an investment destination based on: political stability;. rule of law;. reliable infrastructure;. competitive skills;. predictable regulation;. efficient government;. energy security;. market access;. and economic opportunity. Investment promotion must be professional.

Potential investors should not have to navigate unnecessary layers of government simply to establish a legitimate business.

The country should develop coordinated investment facilitation. An investor should be able to understand: What approvals are required? How long will they take? What infrastructure is available? What skills exist? What incentives are available? What markets can be accessed? What are the regulatory obligations? Predictability matters. The ARRC also believes domestic investors must receive equal strategic attention.

South African entrepreneurs should not be expected to compete for capital while foreign investors receive all the attention.

The objective should be to create an ecosystem in which domestic and international capital work together.

Foreign investment should contribute to productive economic activity, skills, technology, employment and broader development.

7.8 Township Economies

Townships are not simply residential spaces.

They contain businesses, consumers, entrepreneurs, workers, professionals and substantial economic activity.

The ARRC wants township economies to become stronger, more formalized where appropriate and increasingly connected to mainstream value chains.

Township businesses should be able to move beyond survival.

A township enterprise should be able to become a supplier to a supermarket, manufacturer, municipality, mine, construction company or national corporation if it meets the required standards.

This requires: business development;. access to finance;. market access;. infrastructure;. skills;. digital connectivity;. commercial property;. and reliable municipal services. The ARRC also sees significant opportunity in township manufacturing.

Instead of importing every product consumed in townships, South Africa should identify products that township enterprises can produce competitively.

Examples can include: food processing;. clothing;. furniture;. construction materials;. repair services;. digital services;. packaging;. personal care products;. logistics;. and creative industries. The objective is to turn townships into productive economic centers.

7.9 Rural Economies

Rural South Africa must form part of the economic transformation agenda. Rural communities possess significant economic potential through: agriculture;. mining;. tourism;. forestry;. renewable energy;. manufacturing;. traditional industries;. and services. But rural economic development is constrained when infrastructure is inadequate. The ARRC therefore wants rural development to combine: roads;. water;. electricity;. digital connectivity;. agricultural infrastructure;. storage;. markets;. skills;. finance;. and logistics. Rural development should also recognize local knowledge.

Traditional communities and traditional leadership structures can play constructive roles in development where appropriate and within the constitutional framework.

The ARRC's own identity incorporates recognition of South Africa's cultural heritage and African royalty, reflected in its symbolism and references to the "Royals of Africa."

This cultural recognition can be connected to economic development without undermining constitutional democracy.

Traditional communities should be able to participate in development planning and economic opportunities affecting their areas.

7.10 Informal Traders and Micro-businesses

Informal traders are entrepreneurs.

They operate under difficult conditions and often provide essential services to communities.

The New Dispensation should not treat informal economic activity simply as a problem to be removed.

It should distinguish between legitimate economic activity and unlawful activity.

Where informal businesses are legitimate, municipalities should create systems that allow them to operate safely and productively.

This can include: designated trading spaces;. basic infrastructure;. storage;. security;. waste management;. digital payments;. business training;. and pathways toward formalization where beneficial. Formalization should not mean overwhelming a small trader with bureaucracy. The objective should be to make formalization valuable. A business owner should see benefits in registration: access to finance;. procurement;. insurance;. training;. markets;. business support;. and growth opportunities. The informal economy can become a pipeline into the formal economy.

8 A Knowledge-based Economy

The ARRC's vision extends beyond traditional economic transformation. South Africa must prepare for a global economy increasingly driven by: knowledge;. technology;. data;. science;. automation;. artificial intelligence;. advanced manufacturing;. digital services;. and innovation.

The party's wider vision identifies a transition toward a knowledge-based economy and places young people at the center of economic growth. The manifesto also calls for practical development, investment in infrastructure and local industries.

The New Dispensation therefore seeks to position South Africa not simply as a supplier of commodities but as a **producer of knowledge**.

8.1 Moving South Africa Beyond a Resource-dependent Economy

South Africa has enormous natural resources. These resources are an advantage. But natural resources alone do not guarantee prosperity. The real opportunity lies in building industries around those resources. Instead of exporting only raw minerals, South Africa should increasingly participate in: processing;. refining;. manufacturing;. engineering;. technology;. research;. equipment;. services;. and logistics. The same principle applies to agriculture. Instead of simply exporting raw agricultural products, South Africa can expand: processing;. packaging;. cold storage;. food manufacturing;. branding;. logistics;. and international distribution. This creates more economic value. It creates more skilled employment. It develops businesses. It strengthens exports. The objective is therefore not to abandon natural resources. It is to extract greater value from them.

8.2 Technology and Innovation

Innovation is the process through which knowledge becomes useful economic and social value. South Africa needs a stronger culture of innovation. Government should support innovation ecosystems involving: universities;. businesses;. research institutions;. entrepreneurs;. investors;. technical colleges;. and international partners. Innovation policy should focus on solving real problems. South Africa has many problems that can become opportunities for innovation: water management;. energy;. agriculture;. transport;. healthcare;. education;. financial inclusion;. mining;. logistics;. public administration;. security;. and environmental management. The country should encourage entrepreneurs to build solutions for these problems. Technology should not be treated as something imported from elsewhere. South Africa can become a technology producer.

8.3 Artificial Intelligence

Artificial intelligence will increasingly influence the global economy. The ARRC believes South Africa must prepare rather than react. AI should be incorporated into the country's economic and educational strategy. Potential applications include: healthcare;. agriculture;. financial services;. manufacturing;. mining;. logistics;. education;. government administration;. fraud detection;. infrastructure management;. and scientific research. But AI adoption must be responsible. South Africa needs people who understand: AI development;. data;. cybersecurity;. ethics;. machine learning;. software engineering;. and computational systems. The ARRC therefore supports expanding AI education. Young South Africans should not only use AI tools. They should learn to build them.

The goal must be to create South African AI companies capable of serving African and international markets.

8.4 Digital Infrastructure

Digital infrastructure is increasingly as important to economic development as roads and electricity. Businesses require connectivity. Students require connectivity. Researchers require connectivity. Healthcare systems require connectivity. Government requires connectivity. The ARRC therefore supports expansion of reliable digital infrastructure. This includes: broadband;. mobile networks;. data centers;. cloud infrastructure;. digital payment systems;. cybersecurity;. and public digital services. Digital access must also reach rural communities.

A child in a rural village should not be excluded from the knowledge economy simply because of where they were born.

Digital infrastructure can reduce geographic inequality. It can allow rural entrepreneurs to access markets. It can allow students to access educational material. It can allow professionals to work remotely. It can connect small businesses to customers around the world.

8.5 Research and Development

A country that does not invest in research risks becoming dependent on other countries for technology.

South Africa has universities, scientists, engineers and researchers capable of producing internationally relevant knowledge. The challenge is connecting research to economic application. The ARRC supports stronger collaboration between: universities; industry; government; and investors. Research funding should encourage both fundamental science and commercial innovation. Universities should have stronger mechanisms for: patenting; licensing; commercialization; spin-out companies; and industry partnerships. A successful research project should not end in a report sitting on a shelf. Where appropriate, research should become: a product; a company; a technology; a patent; a manufacturing process; or a public-sector solution.

8.6 Skills for the Fourth Industrial Revolution

The future labor market will demand different skills. South Africa must prepare workers for: automation; robotics; AI; data analysis; cybersecurity; software development; advanced manufacturing; engineering; digital marketing; and other technology-enabled industries. But the Fourth Industrial Revolution does not mean traditional skills become irrelevant. Electricians will still be needed. Plumbers will still be needed. Mechanics will still be needed. Builders will still be needed. Farmers will still be needed. Engineers will still be needed. Healthcare workers will still be needed. The difference is that these professions will increasingly use technology. A modern mechanic needs diagnostic technology. A modern farmer uses data. A modern miner uses automation. A modern construction company uses digital project management. The ARRC therefore supports a skills strategy combining: technical trades; professional qualifications; digital skills; entrepreneurship; and lifelong learning.

8.7 Creating Globally Competitive South African Companies

South Africa should not aim only to attract foreign companies. We should build South African companies capable of becoming international companies. The ambition should be: South African companies → African companies → global companies. Companies should be encouraged to export. Exporting creates foreign revenue. It expands markets. It creates scale. It increases competitiveness. It exposes companies to international standards.

South African companies already possess significant experience in areas such as mining, finance, telecommunications, retail, engineering and professional services.

The New Dispensation should encourage the next generation of globally competitive companies. This requires access to: capital; skills; technology; markets; infrastructure; and international partnerships.

9 Natural Resources and Strategic Industries

South Africa's natural resources are a national economic asset.

The ARRC believes these resources should be developed responsibly and in a manner that creates broader economic value.

The objective should be: Resource → Processing → Manufacturing → Employment → Export → Development. The country must move further along the value chain.

9.1 Beneficiation of South African Resources

Beneficiation means increasing the value of resources through processing and transformation. South Africa should seek to process more of its minerals domestically where economically viable. For example, instead of exporting only raw mineral products, opportunities may exist in: concentration;. processing;. refining;. alloy production;. manufacturing;. equipment;. engineering;. and downstream industries. Beneficiation must, however, be commercially realistic. Government should understand the economics. Does South Africa possess sufficient energy? Is the infrastructure available? Is the technology available? Is the market large enough? Can South African processing compete internationally? What capital is required? What environmental standards apply? What skills are required? A successful beneficiation strategy must answer these questions. The objective is not beneficiation as a slogan. It is competitive beneficiation.

9.2 Mining and Mineral Development

Mining remains an important component of South Africa's economy. The ARRC believes the mining sector should be developed within a framework of: investment;. responsible environmental management;. worker safety;. community development;. lawful licensing;. infrastructure;. local procurement;. skills development;. and economic value creation. Mining communities must benefit from mining activity. Mining companies require infrastructure. Workers require safe working conditions. Investors require regulatory certainty. Government requires responsible compliance. Communities require meaningful development. These interests must be brought together. The ARRC also supports the development of mining supply chains. South Africa should not only extract minerals. It should develop companies that provide: mining equipment;. engineering;. technology;. transport;. processing;. maintenance;. environmental services;. laboratory services;. and professional services. Mining can therefore become a platform for broader industrial development.

9.3 Energy Security

No modern economy can function without reliable energy. Energy security is therefore economic security. The ARRC believes South Africa requires an energy system that is: reliable;. affordable;. secure;. diversified;. and capable of supporting economic growth. The energy transition must be managed intelligently.

South Africa should consider its existing energy infrastructure, renewable resources, grid capacity, storage requirements, industrial needs and long-term economic objectives.

The country should develop the technical capacity required to build and maintain modern energy systems.

This creates opportunities in: engineering;. manufacturing;. construction;. maintenance;. software;. battery systems;. renewable energy;. grid technology;. and energy efficiency. Energy policy must ultimately support the economy. A factory cannot operate effectively without reliable electricity. A mine cannot operate effectively without reliable energy. A small business cannot grow if power interruptions repeatedly destroy productivity. Energy security must therefore be treated as a national economic priority.

9.4 Agriculture and Food Security

Agriculture is more than food production. It is an economic system connecting: land;. farmers;. workers;. equipment;. finance;. logistics;. processing;. packaging;. retail;. exports;. and consumers. The ARRC therefore sees agriculture as both a food-security priority and an economic-development opportunity. South Africa must produce sufficient food while developing competitive agricultural value chains. This requires investment in: irrigation;. storage;. roads;. agricultural technology;. skills;. research;. financing;. markets;. processing;. and logistics. Small-scale farmers must have pathways to commercial markets. Large-scale commercial agriculture must remain productive and competitive.

The objective should be a productive agricultural economy that creates opportunities across the value chain.

Food security also requires resilient supply chains.

South Africa should reduce unnecessary dependence on imported food products where domestic production can be competitive.

Agricultural processing is particularly important. A farmer who sells raw produce captures only one part of the value chain. Processing, packaging, branding and distribution can create additional economic value. The ARRC therefore supports greater investment in agricultural beneficiation.

9.5 Manufacturing

Manufacturing converts knowledge and resources into products. It creates jobs across multiple skill levels. It creates demand for engineering. It supports logistics. It creates opportunities for suppliers. It can generate exports. The ARRC therefore considers manufacturing a strategic pillar of economic transformation. South Africa should identify sectors in which local manufacturing can become globally competitive. This should include both traditional manufacturing and advanced manufacturing. Advanced manufacturing can integrate: automation;. robotics;. AI;. digital design;. 3D printing;. data analytics;. and advanced materials.



The future factory will require skilled workers rather than simply large numbers of low-skilled labourers.

South Africa must therefore build manufacturing capability while simultaneously building human capital. Industrial development should also focus on regional supply chains. South African manufacturers should not view South Africa as their only market.

The African Continental Free Trade Area and broader African economic integration create opportunities for companies capable of supplying the continent.

9.6 Transport and Logistics

South Africa's geographic position creates significant logistics potential. The country can serve as a gateway between international markets and the African continent. But this requires efficient: ports; rail; roads; warehousing; border systems; freight services; and digital logistics infrastructure. Logistics costs affect every industry. If transport becomes too expensive, South African products become less competitive. The ARRC therefore supports modernizing logistics infrastructure and improving coordination across the supply chain. Rail should be strengthened for appropriate bulk and freight applications. Ports should operate efficiently. Road networks must be maintained. Border processes should be efficient and secure. Digital systems should improve cargo tracking. Warehousing and logistics parks can support manufacturing and trade. This is not merely a transport issue. It is an industrial competitiveness issue.

9.7 African Trade and Regional Integration

The ARRC's use of African in its identity reflects a broader Pan-African outlook. We believe South Africa's future cannot be separated from Africa's future. South Africa must be a leading participant in African economic development. Our continent represents enormous potential. Africa has: a large and growing population; natural resources; agricultural potential; young people; emerging markets; rapid urbanization; and increasing demand for infrastructure, technology and consumer goods. South African companies should participate in these markets. The objective should not be economic domination. It should be partnership. South Africa can contribute: capital; technology; engineering; manufacturing; financial services; education; healthcare; agriculture; logistics; and professional expertise. African countries can contribute: markets; resources; talent; investment opportunities; and strategic partnerships. The ARRC therefore supports stronger African trade and regional integration.

South African businesses should be encouraged to expand into neighbouring markets and across the continent where commercially viable.

The state should support legitimate exporters with information, trade facilitation and diplomatic economic engagement.



► ***A Pan-african Economic Vision***

The ARRC's Pan-African economic outlook is rooted in partnership.

We do not believe South Africa should isolate itself from Africa.

Nor should Africa remain divided into economies that trade little with each other while exporting raw materials and importing finished products.

The continent should increasingly trade with itself.

South Africa can contribute to this process by developing industries capable of producing goods and services for African markets.

The long-term objective should be an Africa in which: African minerals support African industries. African agriculture feeds African populations. African manufacturers supply African consumers. African technology companies solve African problems. African financial institutions finance African businesses. African infrastructure connects African markets. African universities develop African knowledge. And African entrepreneurs build African companies. This is the economic dimension of Pan-Africanism.

► ***The South African Economic Model of the New Dispensation***

The ARRC therefore proposes an economic model built around seven interconnected pillars: 1. PEOPLE. Invest in education, skills, entrepreneurship and employment. 2. ENTERPRISE. Build strong small, medium and large South African companies. 3. INDUSTRY. Expand manufacturing, processing and productive capacity. 4. INFRASTRUCTURE. Build and maintain the physical and digital infrastructure required for growth. 5. RESOURCES. Develop natural resources responsibly while increasing domestic value creation. 6. KNOWLEDGE. Move aggressively into technology, research, innovation and artificial intelligence.

► ***7. African Markets***

Use South Africa's capabilities to participate in growing African markets. These pillars are interconnected. Skills without jobs create frustration. Jobs without productive companies are unsustainable. Companies without infrastructure cannot compete. Infrastructure without investment becomes underutilized. Resources without beneficiation limit value creation. Technology without skills cannot scale. Economic growth without inclusion can deepen inequality. The New Dispensation therefore requires all seven pillars to work together.

► ***From Resource Wealth to National Prosperity***

South Africa has substantial resources. But resources alone do not create prosperity. People create prosperity. Resources provide inputs. Knowledge provides capability. Capital provides investment. Infrastructure provides connectivity. Entrepreneurs create enterprises. Workers create productivity. Government creates the institutional environment. Markets create demand. Together, these elements create economic growth. This is why the ARRC's economic transformation agenda is ultimately a human-development agenda. We want South Africans to become more productive.

We want young people to acquire valuable skills. We want entrepreneurs to build businesses. We want communities to participate in economic development. We want workers to access better employment. We want farmers to access markets. We want manufacturers to expand. We want technology companies to emerge. We want investors to have confidence. We want natural resources to generate broader economic value. We want South African companies to compete across Africa and globally.

► ***A New Generation of Economic Leadership***

The economic transformation of South Africa will require a new generation of leadership. Leadership that understands both economics and people. Leadership that can read financial statements. Leadership that understands technology. Leadership that understands agriculture. Leadership that understands mining. Leadership that understands manufacturing. Leadership that understands international trade. Leadership that understands entrepreneurs. Leadership that understands communities. The ARRC's concept of a New Generation is therefore not merely about age. It is about mindset. A new generation means leadership that is willing to think differently. It means leadership that asks: What will South Africa look like in 2044? What industries will employ our children? What technologies will shape the economy? What will we export? What will we manufacture? What skills will we need? How will our cities operate? How will our rural communities develop? How will South African companies compete internationally? How will Africa trade with itself?

The ARRC's manifesto calls for a new generation of leadership, a new direction for development and a new dispensation built around accountability, integrity, opportunity and service.

The economic program must therefore embody those principles.

ECONOMIC ACCOUNTABILITY. Economic transformation must also be measurable.

The ARRC does not want another economic strategy that remains a document. We want implementation. Every major economic program should establish measurable objectives. For example: How many businesses were supported? How many survived? How many jobs were created? How much private investment was mobilized? How much manufacturing capacity was added? How much was exported? How much mineral value was processed domestically? How many young people acquired industry-relevant skills? How many technology companies were created? How much research was commercialized? How many township enterprises entered formal supply chains? How many rural businesses gained market access? Economic policy must be judged by outcomes. The ARRC's wider governance philosophy already places emphasis on accountability, performance measurement and monitoring. The same discipline must apply to economic transformation.

► ***The Economy of the New Dispensation***

The African Royal Rainbow Congress believes South Africa can build an economy that is simultaneously:

productive,. innovative,. industrial,. entrepreneurial,. inclusive,. competitive,. resource-efficient,. technology-driven,. and African in outlook. We do not need to choose between natural resources and technology. We need both. We do not need to choose between large companies and small businesses. We need both. We do not need to choose between domestic investment and international investment. We need both. We do not need to choose between urban development and rural development. We need both. We do not need to choose between traditional industries and new industries. We need to strengthen the productive capacity of the entire economy.

The New Dispensation is therefore about building an economy in which different sectors reinforce one another.

Mining can support manufacturing. Manufacturing can support exports. Agriculture can support food processing. Technology can support mining. Digital infrastructure can support rural businesses. Logistics can support manufacturing. Education can support every sector. Finance can support entrepreneurs. Government can create the enabling environment. This is the economic ecosystem South Africa requires.

► ***Our Economic Promise***

The ARRC therefore makes the following economic commitment to South Africans: We will put jobs and economic growth at the center of national development. We will support entrepreneurs and small businesses. We will strengthen township and rural economies. We will encourage investment. We will support industrial development. We will invest in infrastructure. We will pursue greater value from South Africa's natural resources. We will strengthen agriculture and food security. We will support manufacturing. We will modernize transport and logistics. We will build a knowledge-based economy. We will prepare South Africans for artificial intelligence and the Fourth Industrial Revolution. We will strengthen research and development. We will encourage globally competitive South African companies. We will expand economic participation across Africa. And above all:

We will build an economy in which South Africans are not merely participants in the economy, but increasingly owners, producers, innovators, investors and builders of the economy.

► ***Conclusion — From Potential to Prosperity***

South Africa has spent decades debating how economic transformation should happen. The ARRC believes the next chapter must be about making transformation productive. The country cannot afford endless economic debate without implementation. We need factories. We need farms. We need businesses. We need technology companies. We need infrastructure. We need entrepreneurs. We need skilled workers. We need investors. We need exporters. We need engineers. We need scientists. We need manufacturers. We need logistics companies. We need productive municipalities. We need young people with skills and ambition. We need women participating fully in economic life. We need rural communities connected to markets. We need township businesses capable of becoming national enterprises.



We need South African companies capable of competing across Africa. We need an economy that converts the country's resources into long-term prosperity. The ARRC believes that the greatest economic resource of South Africa is not gold. It is not platinum. It is not manganese. It is not coal. It is not agricultural land. It is not technology. It is the South African people. The natural resources of the country can be exhausted. Technologies can become obsolete. Infrastructure can deteriorate. Markets can change. But a skilled, educated, innovative and entrepreneurial population can continuously create new value. That is why the New Dispensation must invest in people. It must give young people skills. It must give entrepreneurs opportunity. It must give businesses infrastructure. It must give investors confidence. It must give workers dignity. It must give farmers markets. It must give communities economic participation. It must give researchers the opportunity to innovate. It must give South African companies the ambition to compete globally. And it must give Africa a South Africa capable of contributing to continental prosperity. The ARRC's vision is therefore not simply to make South Africa richer. It is to make South Africa **more productive, more capable, more innovative, more competitive and more economically independent**.

We want to build a country that does not simply export its resources. We want a country that processes them. We want a country that does not simply import technology. We want a country that develops it. We want a country that does not simply consume products. We want a country that manufactures them. We want a country that does not simply seek jobs.

We want a country in which millions of people have the skills and opportunity to create jobs.

We want a country that does not simply look to international markets, whose companies can enter those markets with confidence, that does not see Africa as a burden, and that sees Africa as a partner.

We want a country in which economic transformation is not measured by political speeches but by **businesses created, jobs created, skills developed, factories built, farms strengthened, technologies commercialized, resources beneficated, exports expanded and communities transformed**.

That is the economic meaning of the New Direction. That is the economic meaning of the New Generation. And that is the economic foundation of the New Dispensation.

A NEW GENERATION.

A NEW DIRECTION.

A NEW DISPENSATION.

African Royal Rainbow Congress

Partnering for People. Building Prosperity.



PART V

People and Social Development

The African Royal Rainbow Congress believes that the purpose of development is ultimately **the development of people**.

Economic growth matters. Infrastructure matters. Functional municipalities matter. Good government matters. But all of these must ultimately improve the lives, capabilities and opportunities of ordinary South Africans.

The ARRC's starting point is that **South Africa's greatest resource is its people**. Its manifesto places young people at the center of economic growth, recognizes women as equal partners in development, and calls for communities to be actively involved in decision-making. The party's five priorities include youth and skills development, while its broader vision is a united, prosperous, peaceful and opportunity-driven South Africa in which every citizen has the freedom and support to achieve their full potential.

This is the foundation of Part V.

The New Dispensation must be measured not only by what government builds, but by **what kind of people and communities South Africa enables its citizens to become**.

A child must have an opportunity to learn. A young person must have an opportunity to work. A woman must have an opportunity to participate fully in the economy. A family must have an opportunity to live with dignity. A person who is sick must have access to appropriate healthcare.

A person living in a rural community must have access to the same fundamental opportunities as a person living in a major city.



A person with a disability must be included. A young entrepreneur must have an opportunity to build. A skilled worker must have an opportunity to contribute. A professional must have an opportunity to serve. An elderly citizen must be treated with dignity. This is what the ARRC means by people-centred development.

The party's commitment to a New Generation, New Direction and New Dispensation is therefore not simply a political slogan. It is a commitment to changing the relationship between government and society.

Government must serve. Communities must participate. Citizens must have opportunity. And development must produce measurable improvements in human lives.

10 Youth Development

South Africa's youth represent one of the country's greatest opportunities. They are not merely the leaders of tomorrow. They are workers, entrepreneurs, students, artists, athletes, professionals, parents, innovators and community leaders today. The ARRC therefore believes that youth development must move beyond speeches and symbolic programs. Young people need practical pathways. They need pathways from school to skills. From skills to employment. From employment to advancement. From ideas to businesses. From sport to professional opportunity. From community participation to leadership. From education to economic independence.

The ARRC manifesto explicitly places young people at the center of economic growth and identifies youth and skills development as one of the party's five national priorities.

The New Dispensation must therefore make youth development a central component of national planning. Youth policy must not treat young South Africans as a single category. A university student has different needs from a young farmer. A young entrepreneur has different needs from an unemployed school leaver. A young professional has different needs from an apprentice. A young artist has different needs from a young athlete.

A young person in a township has different economic opportunities from someone in a rural community.

The policy must therefore be flexible while maintaining a common objective:

Every young South African must have a realistic pathway toward skills, productive participation, independence and leadership.

10.1 Youth Employment

Youth unemployment represents one of the greatest threats to South Africa's long-term development.

When young people leave school and remain outside employment, education or meaningful training for extended periods, the consequences can affect their income, confidence, skills and future economic participation.

The solution cannot be a single government program.

It must be an ecosystem.

The ARRC's economic program therefore connects youth employment to infrastructure, manufacturing, agriculture, entrepreneurship, technology, logistics, mining, services and the broader economy.

Youth employment should be supported through: - apprenticeships;. - internships;. - technical training;. - employment services;. - entrepreneurship;. - digital work;. - construction;. - manufacturing;. - agriculture;. - public infrastructure projects;. - private-sector partnerships;. - and access to markets.

Government should also improve the connection between young people seeking work and employers seeking skills.

A young person should not spend years looking for opportunities without knowing what skills employers require.

Likewise, employers should not continually report skills shortages while young people remain unemployed.

The New Dispensation must close this gap.

10.2 Education and Skills

Youth development begins with education.

But education must be connected to capability.

A qualification is valuable when it provides knowledge, analytical ability, professional competence or technical skills that can be applied productively.

The ARRC therefore supports an education system that develops: literacy;. numeracy;. critical thinking;. communication;. technical ability;. digital literacy;. problem-solving;. entrepreneurship;. creativity;. and professional competence. The party's broader commitment to a knowledge-based economy makes this particularly important. South Africa cannot build an advanced economy without advanced human capital. The country must therefore ask a simple question whenever it designs a youth program:

What capability will this young person have at the end of the program that they did not have at the beginning?

The answer must be measurable.

10.3 Entrepreneurship

Not every young person will become an entrepreneur.

But every young person should understand entrepreneurship.

The ability to identify an opportunity, solve a problem, manage money, understand customers and build value is useful whether a person owns a business or works for someone else.

For those who want to build businesses, the state should create pathways toward enterprise development.

Young entrepreneurs need access to: - business training;. - financial literacy;. - market information;. - mentorship;. - technology;. - business registration support;. - procurement opportunities;. - finance;. - networking;. - and export opportunities.

The ARRC does not want a culture in which young people are taught to wait for government.

We want a culture in which young people are encouraged to ask: What problem can I solve? What product can I create? What service can I provide? Who needs it? Can I build a company around it?

This is part of moving South Africa from an economy of dependence toward an economy of participation and production.

10.4 Apprenticeships and Technical Training

South Africa needs skilled tradespeople. Electricians. Plumbers. Welders. Mechanics. Machinists. Technicians. Construction workers. Artisans. Agricultural technicians. Equipment operators. Network technicians. Industrial maintenance specialists. These skills are fundamental to economic development. The ARRC therefore supports expanding apprenticeship and technical training pathways.

Young people should be able to enter a structured pathway in which they combine classroom learning with practical workplace experience.

Technical education should not be treated as inferior to university education. A skilled artisan can build a successful career. A technician can become an entrepreneur. A qualified tradesperson can establish a company and employ others. Technical excellence is therefore a component of national development.

The New Dispensation must change the cultural perception that academic university education is the only respectable pathway.

South Africa needs universities.

It also needs technical colleges, apprenticeships and occupational training.

10.5 Digital Skills

The digital economy is already changing how people work.

Young South Africans need access to digital skills that can support both employment and entrepreneurship.

These skills should include: basic digital literacy;. coding;. data analysis;. cybersecurity;. digital marketing;. graphic design;. software development;. AI literacy;. digital finance;. e-commerce;. and online collaboration. Digital skills can also reduce geographic barriers.

A young person in a rural community should increasingly be able to provide digital services to customers in Johannesburg, Cape Town, Nairobi, Lagos or international markets.

This creates an entirely new category of economic opportunity.

The ARRC therefore sees digital education as part of youth economic development.

10.6 Youth Leadership

Youth development must also develop leaders. Young people must be encouraged to participate in: community organizations;. student organizations;. professional associations;. business;. local government;. civil society;. sports;. arts;. and political institutions. Leadership development should teach: ethics;. communication;. public service;. financial literacy;. conflict resolution;. constitutional values;. project management;. and accountability.

The ARRC's concept of a New Generation is fundamentally connected to leadership based on integrity rather than patronage and leadership that listens before it leads.

Young leaders should therefore not simply inherit institutions.

They must learn how to improve them.

10.7 Sports, Arts and Culture

Youth development is broader than employment. Young people also need opportunities to develop their talents, creativity and identity. Sports can teach discipline, teamwork, resilience and leadership. Arts can develop creativity and cultural expression. Culture connects generations.

The ARRC's understanding of South Africa also recognizes the country's African heritage and the importance of communities, culture and identity.

Youth programs should therefore include: sport;. music;. dance;. theater;. visual arts;. film;. literature;. heritage;. and cultural entrepreneurship. Creative industries can also become economic industries. A talented young musician can become an employer. A filmmaker can create a production company. A designer can build a global brand. An athlete can create a sports academy. The objective is to transform talent into both personal development and economic opportunity.

11 Women and Families

The ARRC believes women are equal partners in development. This principle is explicitly reflected in the party's manifesto. Women cannot be treated as beneficiaries of development alone.

Women must be participants, decision-makers, professionals, entrepreneurs, workers, farmers, investors, leaders and builders of communities.

Economic development that excludes women is incomplete development. Social development that excludes women is incomplete development. Political leadership that excludes women is incomplete leadership.

The New Dispensation therefore seeks to remove unnecessary barriers that prevent women from participating fully in national life.

11.1 Women as Equal Partners in Development

Women contribute to every part of South African society. They are: teachers;. doctors;. nurses;. engineers;. farmers;. business owners;. traders;. scientists;. lawyers;. artists;. workers;. entrepreneurs;. community leaders;. parents;. and professionals. Government must therefore create conditions in which women can realize their capabilities. This includes access to: education;. skills;. employment;. business opportunities;. finance;. property;. technology;. markets;. and leadership. Women must also be represented meaningfully in decision-making structures. The objective should not be tokenism. It should be competence, opportunity and equal participation.

11.2 Economic Participation

Women's economic participation strengthens families and communities. The ARRC therefore supports policies that increase women's participation in: formal employment;. entrepreneurship;. agriculture;. manufacturing;. professional services;. technology;. construction;. mining;. finance;. and trade.

Economic policy should also recognize the barriers that can prevent women from entering or advancing within particular industries.

Training programs should actively ensure that women can access opportunities across the economy rather than concentrating women in a narrow range of occupations.

11.3 Women-owned Businesses

Women-owned businesses should have access to the same economic ecosystem available to other businesses. This means: finance;. markets;. procurement;. skills;. technology;. business networks;. export opportunities;. and infrastructure. Government programs must also be evaluated according to outcomes. How many businesses were created? How many survived? How many grew? How many jobs were created? How much revenue was generated? How many entered national and international supply chains?

The ARRC wants women-owned businesses to become increasingly capable of operating independently rather than remaining permanently dependent on state support.

The goal is **sustainable enterprise**.

11.4 Family Development

The family is one of the most important social institutions in society. Strong families can provide children with stability, care, values, identity and support. But families also face economic and social pressures.

Unemployment, poverty, housing insecurity, substance abuse, crime, family breakdown and lack of access to services can place enormous pressure on households.

The New Dispensation must therefore approach family development from multiple angles. Economic policy must support household income. Education must support children. Healthcare must support families. Housing must support stable communities. Social services must assist vulnerable households. Community safety must protect families. Family policy should not simply be about one government department. It should be integrated across government.

11.5 Child Protection and Opportunity

Children must be protected and given the opportunity to develop their potential. This requires: safe communities;. quality education;. nutrition;. healthcare;. protection from abuse;. protection from exploitation;. safe recreation;. and supportive families.

A child should not have their future determined by the circumstances into which they were born.

The New Dispensation therefore seeks to create a society where children have opportunities to learn, develop talents and imagine a future beyond poverty.

Child development is long-term national development. The child who receives quality education today becomes tomorrow's: doctor;. teacher;. engineer;. farmer;. scientist;. entrepreneur;. artist;. tradesperson;. public servant;. or leader. Investment in children is therefore investment in South Africa's future.

12 Education

Education is the foundation of the New Dispensation.

The ARRC cannot build a knowledge-based economy without a strong education system.

The country's education system must prepare citizens not only to pass examinations but to participate productively in society.

Education should develop the ability to: read;. write;. calculate;. reason;. communicate;. research;. solve problems;. create;. innovate;. and work with others.

The ARRC's broader vision of opportunity requires education to become a genuine pathway to personal and economic development.

12.1 Quality Basic Education

Basic education must provide strong foundations. Children should leave primary school with appropriate literacy and numeracy skills. Secondary education should prepare students for: higher education;. technical training;. employment;. entrepreneurship;. or further occupational development. Schools must also provide safe and functional learning environments. This requires: adequate classrooms;. appropriate sanitation;. water;. electricity;. learning materials;. digital resources;. qualified teachers;. and effective administration. The quality of education should not depend entirely on geography. A child in a rural school deserves a meaningful opportunity to learn. A child in a township deserves the same ambition from the education system. A child in a wealthy suburb deserves excellence. The objective must be quality for every child.

12.2 Early Childhood Development

The foundations of learning begin before formal schooling. Early childhood development should therefore receive greater attention. Children need environments that support: language;. social development;. basic numeracy;. motor skills;. curiosity;. creativity;. and emotional development. Early childhood programs should also connect parents and caregivers with information about child development. The objective is to ensure children arrive at primary school prepared to learn.

12.3 Technical and Vocational Education

South Africa requires a stronger technical and vocational education system. Technical education should connect directly to economic sectors. Training should reflect actual labor-market demand. This means stronger partnerships between: technical institutions;. employers;. industries;. professional bodies;. and government. Students should gain practical exposure. Where possible, training should include workplace experience.

The result should be graduates who can contribute productively from the beginning of their careers.

12.4 Universities and Higher Education

Universities are essential to national development. They produce professionals. They conduct research. They develop knowledge. They train teachers, doctors, engineers, lawyers, scientists and other professionals. But higher education must also contribute to economic development. Universities should strengthen relationships with industry. Research should increasingly be commercialized where appropriate. Students should have access to entrepreneurship programs. Technology transfer should become a stronger component of university strategy. The objective is not to turn every university into a business. It is to connect knowledge with national development.

12.5 Skills-based Education

Education must increasingly include practical skills. Students should understand how knowledge applies to the real world. Skills-based learning can include: financial literacy;. digital literacy;. entrepreneurship;. agriculture;. technical trades;. communication;. problem-solving;. project management;. and workplace readiness. The education system should recognize different forms of ability. A student who excels academically should have a pathway. A student who excels technically should have a pathway. A student who excels creatively should have a pathway. A student with entrepreneurial ability should have a pathway. Education should help people discover and develop their strengths.

12.6 Digital Education

Digital technology can expand access to educational resources. The ARRC's commitment to a knowledge-based economy requires digital education to become increasingly important. Students should learn how to use technology productively rather than simply consume entertainment. Digital education can provide access to: online courses;. research;. libraries;. simulations;. educational software;. AI-assisted learning;. and international educational resources. Teachers should also receive training in appropriate digital tools. Technology must support teachers rather than replace the human relationship between teacher and learner.

12.7 Linking Education to Employment

One of the most important reforms must be strengthening the connection between education and employment.

Students should understand where their qualifications can lead. Education institutions should understand what skills industries require. Employers should participate in curriculum discussions where appropriate. Career guidance should begin early. Students should be exposed to different professions and industries. Technical pathways should be promoted. Internships and workplace experience should be expanded. The goal is not to turn education into a narrow employment factory. Education must still develop citizens, thinkers and responsible members of society. But education should also give people the capabilities necessary to participate economically.

13 Health and Human Development

A healthy population is essential to national development.

People cannot fully participate in education, employment or economic activity when preventable illness and inadequate healthcare undermine their lives.

The ARRC therefore views healthcare as part of human development. Healthcare should be: accessible;. effective;. professional;. dignified;. efficient;. and responsive. The objective is not merely to build more facilities. It is to build a healthcare system that produces better outcomes.

13.1 Accessible Healthcare

Healthcare access should not depend entirely on geography or income. Citizens should be able to access appropriate healthcare within reasonable reach of their communities. This requires a network that includes: community services;. primary healthcare facilities;. clinics;. hospitals;. specialist services;. emergency services;. and referral systems. Healthcare planning should take population growth into account. A growing community requires corresponding healthcare capacity.

13.2 Primary Healthcare

Primary healthcare should form the foundation of the health system. Early intervention can reduce the pressure placed on hospitals. Primary healthcare can provide: routine consultations;. preventative care;. screening;. maternal and child services;. health education;. vaccination;. chronic disease management;. and appropriate referrals.

Communities should be encouraged to use healthcare proactively rather than waiting until conditions become emergencies.

13.3 Healthcare Infrastructure

Healthcare facilities must be functional. They require: water;. electricity;. sanitation;. medical equipment;. maintenance;. medicine;. technology;. and adequate staffing. A healthcare building without functional infrastructure cannot provide effective healthcare. The ARRC's broader commitment to reliable infrastructure therefore directly supports human development. Healthcare infrastructure should be planned around population needs. Rural communities require appropriate facilities. Townships require adequate capacity. Growing urban areas require expansion.



13.4 Professional Healthcare Administration

Healthcare administration must be professional.

Healthcare professionals should be able to focus on patients rather than being overwhelmed by avoidable administrative failures.

The ARRC's wider governance philosophy supports merit-based appointments, efficient service delivery, transparency and accountable government.

These principles must apply to healthcare management. Leadership positions should be filled according to competence. Performance should be measured. Resources should be tracked. Procurement should be transparent. Facilities should be maintained. Problems should be identified and corrected. The objective is a health system where administration supports healthcare rather than obstructing it.

13.5 Community Health

Health does not begin inside a hospital. It begins in homes and communities. Community health programs should promote: healthy lifestyles;. nutrition;. hygiene;. disease prevention;. maternal health;. child health;. health education;. and early intervention. Community health workers and local organizations can help connect residents to services. Schools can also play an important role in health education. The ARRC supports a model in which communities become partners in improving health outcomes.

13.6 Mental Health and Social Support

Human development includes mental and emotional wellbeing. People face pressures arising from: unemployment;. family difficulties;. poverty;. bereavement;. social isolation;. violence;. academic pressure;. financial stress;. and other challenges. Mental health support must therefore form part of broader healthcare and social development. The approach should focus on: awareness;. early identification;. accessible support;. community-based services;. appropriate professional care;. and reducing stigma.

Mental health should be treated as part of human development rather than something that society ignores until a crisis occurs.

► *The Social Contract of the New Dispensation*

The ARRC believes that government and citizens have responsibilities toward one another. Government must serve. Citizens must participate. Government must provide the conditions for opportunity. Citizens must use those opportunities responsibly. Government must protect rights. Citizens must respect the rights of others. Government must provide quality public services. Citizens must participate in their communities and hold institutions accountable.

The party's manifesto describes the New Dispensation as government once again serving the people and commits to efficient service delivery, constitutional democracy, transparency, accountability and respect for every citizen regardless of race, gender, language, religion or background.



This is important because social development cannot be achieved by government alone.

A strong society requires families, communities, schools, businesses, professionals, civil society and citizens to contribute.

► ***The African Royal Rainbow Approach to Human Development***

The ARRC's identity also informs its approach to people and society.

African reflects a Pan-African outlook and a belief that South Africa can contribute to a stronger and more prosperous Africa.

Royal recognizes the historical and cultural significance of South Africa's traditional kingdoms and acknowledges the Kings of the Soil and the traditional communities connected to the country's heritage.

Rainbow reflects the diversity of the South African nation.

Congress reflects political participation, organization and collective democratic action.

Together, these ideas express an important principle: South Africa's diversity must become a source of strength rather than division. Human development must therefore include every citizen.

The New Dispensation must not ask people to abandon their identity in order to belong.

South Africa can recognize African heritage, traditional leadership, modern constitutional democracy, cultural diversity and common citizenship at the same time.

The objective is not to erase differences.

It is to build a common national future.

► ***Building the Capable South African Citizen***

The ultimate objective of social development is capability. A capable citizen can: learn;. work;. think;. create;. participate;. make informed decisions;. care for their family;. contribute to their community;. and pursue opportunity. Education creates capability. Healthcare protects capability. Economic opportunity applies capability. Strong families support capability. Good communities reinforce capability. Effective government creates the conditions in which capability can flourish.

This is why the ARRC does not view social development as separate from economic development.

They are connected. A healthy child learns better. An educated person has more opportunities. A skilled worker is more productive. A productive worker earns income. A successful entrepreneur creates employment. A stable family can support children. A safe community attracts investment. A functioning municipality supports businesses. A growing economy creates opportunities. This is the development cycle the New Dispensation seeks to build.

► ***Social Development and the New Generation***

The New Generation must inherit a country better prepared for the future. Young South Africans should not inherit: broken institutions;. poor infrastructure;. unemployment;. weak education;. unsafe communities;. or economic exclusion. They should inherit: functional government;. quality education;. skills;. economic opportunity;. digital access;. strong infrastructure;. healthy communities;. and institutions they can trust. This does not mean promising perfection. It means building systems capable of continuous improvement.

The ARRC's manifesto rejects empty promises and calls instead for practical solutions, accountability, integrity, opportunity and service.

Part V applies that philosophy to people.

► ***Measuring Human Development***

The New Dispensation must measure whether social programs work. Youth programs should measure: - skills acquired;. - employment obtained;. - businesses created;. - businesses sustained;. - apprenticeships completed;. - qualifications achieved;. - and leadership opportunities created. Education programs should measure: - literacy;. - numeracy;. - attendance;. - completion;. - teacher performance;. - progression;. - technical skills;. - and employment outcomes. Women's economic programs should measure: - businesses created;. - businesses sustained;. - jobs created;. - investment accessed;. - market access;. - and export participation. Healthcare programs should measure: - access;. - waiting times;. - facility functionality;. - medicine availability;. - preventative care;. - patient outcomes;. - and administrative performance. Social development cannot simply be measured by how much money is spent. It must be measured by what changes in people's lives.

► ***Our Commitment to the People***

The African Royal Rainbow Congress therefore commits to a people-centred New Dispensation. We commit to putting young people at the center of national development. We commit to treating women as equal partners in development. We commit to strengthening families. We commit to protecting children. We commit to improving education. We commit to strengthening technical and vocational pathways. We commit to developing digital skills. We commit to connecting education with economic opportunity. We commit to accessible and effective healthcare. We commit to stronger primary healthcare. We commit to professional healthcare administration. We commit to community health. We commit to recognizing mental health and social support as components of human development. We commit to building opportunities rather than dependency. We commit to developing citizens who can participate meaningfully in the economy and democracy. And we commit to a government that listens before it leads.

These commitments are consistent with the ARRC's central promise: a New Generation of leadership, a New Direction for development and a New Dispensation built around accountability, integrity, opportunity and service.

► ***Conclusion — People Are the Foundation of the New Dispensation***

A country is ultimately not defined by its buildings. It is defined by its people. A government building can be impressive while citizens remain unemployed. A new road can be valuable while children receive poor education. A hospital can be modern while administration fails. A technology program can be ambitious while communities remain disconnected. Development must therefore be judged by the lives of ordinary people. Can the child learn? Can the young person find a pathway into work? Can the entrepreneur build? Can the farmer produce? Can the woman participate equally? Can the family live with dignity? Can the sick person receive appropriate care? Can the student acquire meaningful skills? Can the citizen participate in society? These are the questions that must define the New Dispensation.

The ARRC believes South Africa can build a society where opportunity is not reserved for a small minority.

A society where young people are not viewed primarily as a problem to be managed, but as a generation to be developed.

A society where women are not viewed simply as recipients of assistance, but as equal partners in building the nation.

A society where education is not merely about certificates, but about capability, healthcare is not merely about hospitals, but about human wellbeing, families are supported, children are protected, communities participate, and culture and heritage are respected.

A society where traditional communities and the Kings of the Soil are recognized within a constitutional democratic order.

A society where African identity is a source of confidence.

A society where the diversity represented by the Rainbow becomes a foundation for unity.

And a society where the New Generation has the opportunity to build something greater than what it inherited.

The ARRC believes that **the greatest investment South Africa can make is an investment in its people.**

Because when people are educated, they create. When people are healthy, they participate. When young people are skilled, they work. When women are empowered, families and economies become stronger. When children are protected, the future becomes stronger. When entrepreneurs succeed, employment expands. When communities participate, democracy becomes stronger. When citizens are given opportunity, society becomes more productive. And when government serves honestly and professionally, public trust can be rebuilt. That is the human meaning of the New Dispensation. It is not simply a change in government.

It is a commitment to build **a capable people, a capable society and a capable South Africa.**

A South Africa where every citizen has the freedom and support to pursue their full potential.



A South Africa where development reaches beyond political centers into townships, villages, farms, cities and communities.

A South Africa where the future is not something young people are told to wait for.

It is something they are equipped to build.

A NEW GENERATION.

A NEW DIRECTION.

A NEW DISPENSATION.

African Royal Rainbow Congress

Partnering for People. Building Prosperity.



PART VI

Safe and Secure Communities

The African Royal Rainbow Congress believes that **freedom has little meaning when citizens are afraid to walk in their own streets, send their children to school, operate businesses, use public transport or participate fully in community life.**

A prosperous South Africa must also be a safe South Africa.

The ARRC's broader vision is of a united, prosperous, peaceful and opportunity-driven country, while its existing manifesto identifies safe communities as one of its five national priorities. The party also commits itself to practical government, professional and accountable institutions, constitutional democracy, integrity and service.

Safety must therefore not be treated as an isolated policing issue. It is connected to: economic opportunity;. education;. municipal services;. youth development;. urban planning;. family stability;. substance abuse;. community infrastructure;. justice;. border management;. technology;. and effective government.

A community where streets are dark, abandoned buildings are unmanaged, public spaces are neglected and young people have no opportunities can become vulnerable to crime.

A community with functioning infrastructure, economic opportunity, effective policing, strong schools, active residents and accountable institutions is better positioned to resist criminality.

The ARRC's approach to safety therefore rests on a simple principle:

The state must protect citizens, institutions must work professionally, and communities must be empowered to participate in creating safer environments.



Security must operate within the Constitution and the law.

There can be no New Dispensation based on fear, arbitrary power or political intimidation.

The objective is **lawful authority, professional institutions, effective enforcement and the protection of every citizen.**

14 Community Safety

Community safety begins at the level where people experience crime. It is the street where a person is robbed. The home where a family is threatened. The shop where an entrepreneur is forced to pay protection money. The school where children are exposed to drugs. The public transport route where commuters fear attack. The farm where workers and owners feel vulnerable. The rural community where police response may be slow. The township where residents demand greater security. The neighborhood where elderly people are afraid to walk outside. These experiences must inform national policy. The ARRC believes government must understand that citizens do not experience \"crime statistics\". They experience real events affecting real lives. Community safety must therefore become a measurable responsibility of government.

14.1 Fighting Crime

Crime undermines the foundations of society. It destroys property. It damages businesses. It threatens families. It discourages investment. It affects children. It creates fear. It weakens trust in institutions.

And when crime becomes normalized, communities can begin to lose confidence in the ability of the state to protect them.

The ARRC therefore supports a comprehensive approach to fighting crime.

The first principle is that **criminal activity must have consequences through the lawful justice system.**

The second is that prevention is as important as enforcement.

The third is that policing must be based on information, professional standards and community intelligence.

The fourth is that criminal networks must be targeted rather than focusing exclusively on individual low-level offences.

The fifth is that citizens must have confidence that complaints will be taken seriously. Crime-fighting should focus on areas including: violent crime;. robbery;. burglary;. theft;. vehicle crime;. organized criminal activity;. drug trafficking;. human trafficking;. illegal firearms;. extortion;. business crime;. rural crime;. cybercrime;. and crimes against women and children. The ARRC also believes that crime prevention must begin before criminal behavior becomes entrenched.

This means stronger communities, better youth opportunities, functional schools, safer public spaces and intervention programs for vulnerable people.

A young person who has access to education, skills, sport, entrepreneurship and employment has more legitimate pathways available to them.

This does not excuse criminal conduct.

It reduces the conditions in which criminal networks can recruit vulnerable people.

14.2 Professional Policing

Police officers carry enormous responsibility. They have powers that ordinary citizens do not possess. With that power comes an equally significant responsibility to act lawfully, ethically and professionally. The ARRC therefore supports a professional policing model based on: competence;. discipline;. integrity;. training;. accountability;. technology;. community engagement;. and respect for constitutional rights. Police officers must be properly trained. Training should include: criminal investigation;. evidence handling;. victim support;. community engagement;. domestic violence response;. child protection;. digital crime;. emergency response;. conflict management;. and constitutional rights. Professional policing also requires appropriate management. Officers must know what is expected of them. Command structures must function. Performance must be monitored. Misconduct must have consequences.

At the same time, officers who perform difficult work professionally must receive appropriate institutional support.

The ARRC's commitment to merit-based appointments and accountable government must extend to security institutions. The principle is straightforward: Police leadership must be based on competence and professional ability, not political patronage.

14.3 Community Policing

The police cannot create safe communities alone. Residents possess knowledge that government institutions often do not. They know: which streets are dangerous;. which abandoned buildings are being used for criminal activity;. where drug dealing occurs;. where stolen goods are sold;. where vulnerable children gather;. and where community tensions are developing.

Community policing should therefore create structured channels through which residents can work with law enforcement.



This requires trust. Residents must be confident that information will be handled responsibly. Police must be confident that community structures are acting in good faith. Community policing should include appropriate forums for: crime reporting; problem identification; local safety planning; youth engagement; business engagement; school safety; and neighborhood safety initiatives. The objective is not to turn citizens into police officers. It is to make citizens partners in lawful crime prevention.

14.4 Combating Gender-based Violence

Gender-based violence is one of the most serious threats to personal safety and human dignity.

The response must involve the entire justice and social-support system. Victims must be able to report incidents safely. Cases must be handled professionally. Investigations must be conducted properly. Victims must have access to appropriate support.

The justice process must protect due process while ensuring that serious offences are properly investigated and prosecuted.

Prevention must also begin in communities. Education should promote respect, dignity, responsibility and non-violent conflict resolution. Boys and young men must be taught that strength is not domination or violence.

Families, schools, religious and community organizations, professionals and government institutions all have roles to play.

The ARRC's commitment to a society that respects every citizen regardless of gender must be reflected in the protection of women and girls.

14.5 Protecting Children

Children require special protection. A child should be able to attend school without fear. Children should be protected from: abuse; exploitation; trafficking; violence; criminal recruitment; and harmful environments. Schools must be safe spaces. Communities must have systems for identifying vulnerable children. Law enforcement and social services must work together. Child protection cannot be left exclusively to one department. The education system may identify a vulnerable child. Healthcare workers may identify abuse. Community organizations may identify neglect. Police may identify exploitation. Social workers may provide intervention. These systems must communicate appropriately and lawfully. The objective is to prevent children from falling through institutional gaps.

14.6 Drugs and Substance Abuse

Substance abuse can damage individuals, families and communities. It can affect education. It can contribute to crime. It can undermine employment. It can damage physical and mental wellbeing. The ARRC therefore supports a balanced response involving: law enforcement against illegal trafficking; community education; prevention; early intervention; appropriate treatment; family support; and youth programs.



The focus must distinguish between organized criminal networks profiting from illegal substances and individuals requiring health and social intervention.

Communities should also be supported in identifying local risks. Schools should provide age-appropriate education. Parents and caregivers should have access to information. Young people should have alternatives through sport, education, skills and employment. The objective is not merely to arrest people.

It is to reduce the social damage associated with substance abuse while disrupting the criminal networks that profit from it.

14.7 Infrastructure for Safer Communities

Infrastructure can affect safety. Broken streetlights can create dangerous areas. Abandoned buildings can become criminal spaces. Poorly maintained roads can limit emergency response. Unsafe public transport environments can expose commuters to risk. Poorly planned public spaces can reduce natural community oversight. The ARRC therefore sees infrastructure as part of community safety. Municipalities should identify safety-related infrastructure deficiencies and address them. This includes: street lighting;. road maintenance;. public transport facilities;. parks;. community centers;. safe pedestrian routes;. public-space maintenance;. and appropriate security infrastructure.

This connects directly to the ARRC's commitment to reliable water, electricity, roads, waste removal and functional municipalities.

A clean, functional and well-maintained community can contribute to a stronger sense of ownership and safety.

15 National Security and Social Stability

Community safety and national security are connected, but they are not identical.

National security concerns the protection of the constitutional state, citizens, institutions, territory and national interests.

The ARRC believes national security institutions must operate professionally and within constitutional limits. Security must never become a justification for arbitrary government power. The Constitution and the law must remain the framework within which security institutions operate.

A democratic state must be strong enough to protect its people while restrained enough to respect their rights.

That balance is fundamental.

15.1 Constitutional Security

The ARRC supports constitutional democracy. The party's manifesto explicitly identifies constitutional democracy as a commitment of the New Dispensation. National security must therefore protect: constitutional institutions;. the rule of law;. territorial integrity;. public safety;. democratic institutions;. critical infrastructure;. and citizens' rights. Security institutions must not become instruments for political persecution. They must serve the constitutional order. Political disagreement must remain part of democratic life. The state must protect lawful political participation.

15.2 Protection of Citizens

The primary responsibility of the security system is the protection of people and the constitutional state.

Citizens should be able to expect the state to respond to serious threats. This includes threats arising from: violent crime;. organized crime;. terrorism;. trafficking;. cybercrime;. disasters;. and other serious threats to national stability. Protection also means protecting critical infrastructure.

Electricity systems, water systems, transport networks, telecommunications and healthcare infrastructure are essential to national life.

Their protection must therefore form part of national security planning.

15.3 Professional Security Institutions

Security institutions must be professional. Appointments must be based on competence. Training must be continuous. Operational systems must be modernized. Oversight must be effective. Misconduct must be addressed. Political neutrality within professional security functions is essential to public trust.

The ARRC's commitment to merit-based appointments, transparency and accountability provides the broader governance foundation for this approach.

Security institutions should be judged by their ability to protect the country while respecting constitutional limits.

15.4 Border and Immigration Management

South Africa requires effective border management.

A sovereign state must know who enters and leaves its territory and must maintain lawful immigration systems.

Border management should be: professional;. efficient;. secure;. technologically capable;. and consistent with the law.

The objective should be to control borders without undermining legitimate travel, trade, tourism or regional economic integration.

Illegal immigration, trafficking and cross-border criminal activity require effective enforcement.

At the same time, immigration administration should be transparent and predictable.

The ARRC's Pan-African outlook means border management should also recognize South Africa's position within a connected African continent.

South Africa should cooperate with neighbouring states on: security;. trade;. migration;. anti-trafficking;. customs;. and information sharing.

► 15.5 Organized Crime

Organized crime requires a different approach from ordinary street crime. Criminal networks may operate across: municipalities;. provinces;. borders;. industries;. and digital platforms. They may generate revenue through: drug trafficking;. human trafficking;. extortion;. fraud;. illegal mining;. vehicle theft;. smuggling;. cybercrime;. and other criminal markets. The response must therefore focus on networks and financial structures.

Law enforcement, investigative institutions and relevant government bodies need mechanisms for sharing appropriate intelligence and coordinating investigations.

The objective should be to disrupt the criminal organization rather than merely arresting individual participants.

15.6 Cybersecurity

As South Africa becomes a knowledge-based economy, cybersecurity becomes an economic and national-security priority. Businesses, banks, hospitals, schools, municipalities and government departments increasingly depend on digital systems. A cyberattack can disrupt: electricity;. healthcare;. financial services;. transport;. communications;. or public administration. South Africa therefore needs stronger cybersecurity capability. This includes: cybersecurity education;. professional skills;. secure government systems;. critical infrastructure protection;. incident response;. business preparedness;. and public awareness. Cybersecurity should be incorporated into national infrastructure planning.

15.7 Disaster Preparedness

South Africa must prepare for disasters. These may include: floods;. fires;. droughts;. severe storms;. infrastructure failures;. public-health emergencies;. and other crises. Disaster management requires planning before the disaster occurs. Municipalities should know: which areas are vulnerable;. what resources are available;. who is responsible;. how communities will be notified;. where emergency services will operate;. and how essential services will be restored. The New Dispensation should strengthen cooperation between national, provincial and local institutions. Communities should also receive appropriate disaster-preparedness information. Preparedness saves lives.

PART VII**Land, Agriculture and Rural Development**

South Africa's land and agricultural economy is central to food security, employment, rural development and national prosperity.

The ARRC believes agricultural development must be productive, sustainable and economically inclusive. Land policy must ultimately contribute to: food production;. economic participation;. rural prosperity;. investment;. employment;. and community development. Agriculture should not be viewed only as a rural issue. It affects every South African because every household requires food.

16 Agriculture and Food Security

Agriculture is one of the most fundamental productive activities in society.

A country that cannot maintain reliable food production becomes vulnerable to external shocks.

Food security therefore requires productive farmers, functioning supply chains, adequate water, infrastructure, technology, markets and responsible land management.

The ARRC's agricultural vision is connected to the broader economic program of building productive local industries and supporting communities.

Agriculture must become increasingly integrated with: manufacturing;. logistics;. technology;. finance;. research;. and international trade.

16.1 Supporting Farmers

Farmers require predictable conditions. They need: water;. roads;. electricity;. security;. finance;. markets;. agricultural research;. equipment;. skills;. and reliable logistics. Government should therefore focus on creating conditions that allow farmers to produce. Support programs should be designed around measurable outcomes. Where public resources are provided, farmers should receive clear requirements and appropriate support. The objective is productive agriculture.

16.2 Smallholder and Emerging Farmers

Smallholder farmers can contribute significantly to food security and rural economic development. However, many face barriers involving: finance;. equipment;. markets;. technical knowledge;. storage;. transport;. and irrigation. The ARRC supports pathways through which emerging farmers can become commercially sustainable. This means connecting them to: training;. cooperatives where appropriate;. buyers;. processors;. financial institutions;. technology;. and agricultural extension services.

The objective should be to create independent productive farmers rather than permanent dependence on government support.

16.3 Agricultural Finance

Agriculture requires capital. Farmers may need financing for: land development;. irrigation;. machinery;. livestock;. seeds;. fertilizer;. storage;. transport;. and processing. Agricultural finance must therefore be accessible to viable producers while maintaining proper financial discipline. Financial support should consider the agricultural cycle. A farmer cannot necessarily generate income immediately after making a productive investment. Finance structures should therefore reflect the realities of agricultural production.

16.4 Agricultural Infrastructure

Agricultural infrastructure is essential. This includes: farm roads;. irrigation;. storage;. electricity;. cold chains;. packaging;. processing facilities;. and transport.

A farmer may produce an excellent crop but lose value because the crop cannot reach the market in time.

Investment must therefore extend beyond the farm.

Agricultural infrastructure should connect production to markets.

16.5 Water for Agriculture

Water is one of the most important agricultural inputs. South Africa's water resources must therefore be managed carefully. Agricultural water policy should balance: food production;. environmental sustainability;. community needs;. industrial requirements;. and long-term resource security. Irrigation systems should be maintained. Water infrastructure must be protected. Waste must be reduced. Efficient agricultural technologies should be encouraged. Water security is food security.

16.6 Food Security

Food security means more than producing enough food nationally.

It also involves ensuring that food reaches households at reasonable prices and through resilient supply chains.

Food security therefore requires attention to: production;. storage;. transport;. processing;. retail;. imports;. exports;. and household affordability. Local production can strengthen resilience. Agricultural diversification can reduce vulnerability. Processing can reduce waste. Efficient logistics can reduce costs. The New Dispensation must therefore approach food security as a complete economic system.

16.7 Agricultural Technology

Technology can transform agriculture. Farmers can increasingly use: data;. satellite systems;. precision agriculture;. weather information;. automated irrigation;. soil monitoring;. modern machinery;. and digital marketplaces. Technology can help farmers use resources more efficiently. The ARRC's commitment to a knowledge-based economy should therefore extend to agriculture. Young people should also be encouraged to enter agricultural technology.

The farmer of the future will increasingly be both a producer and a manager of information.

16.8 Agricultural Processing and Beneficiation

Agricultural products should increasingly be processed within South Africa where commercially viable. Instead of exporting raw products, South Africa can expand: food processing;. packaging;. branding;. cold storage;. manufacturing;. and distribution. This creates additional jobs. It increases economic value. It strengthens rural industrialization. It creates markets for farmers.

Agricultural beneficiation therefore links directly to the economic transformation agenda established earlier in this manifesto.

17 Rural Development

Rural development must move beyond social support toward productive economic participation. Rural communities should have access to: infrastructure;. education;. healthcare;. digital connectivity;. employment;. business opportunities;. markets;. and public services. Rural South Africa must not be treated as an afterthought.

17.1 Rural Infrastructure

Rural infrastructure should include: roads;. bridges;. water;. electricity;. schools;. clinics;. telecommunications;. and community facilities. Infrastructure reduces geographic isolation. It allows businesses to operate. It connects farmers to markets. It allows children to access education. It improves emergency response. It supports tourism. Infrastructure is therefore one of the most important rural-development investments.

17.2 Rural Employment

Rural employment must be diversified. Agriculture is important, but rural economies can also support: tourism;. mining;. manufacturing;. renewable energy;. construction;. forestry;. technology;. transport;. and services.

Young people should not be forced to leave rural communities simply because there are no economic opportunities.

A stronger rural economy can allow people to remain close to their families while participating productively in the national economy.

17.3 Rural Industrialization

Rural areas can support industries connected to local resources. Agricultural processing is one example. Forestry products are another. Mining-related manufacturing and services can provide additional opportunities where mining occurs. Tourism can support hospitality, transport, food production and cultural industries. The objective is to create local value chains.

Instead of extracting resources from rural communities and transporting all economic value elsewhere, more productive activity should occur closer to the source where commercially viable.



17.4 Connectivity and Digital Access

Digital connectivity can transform rural development. A connected rural community can access: education;. health information;. financial services;. markets;. government services;. employment platforms;. and digital commerce.

The ARRC's knowledge-based economic vision therefore requires rural communities to be included in the digital economy.

Digital exclusion must not become another form of geographic inequality.

17.5 Rural Municipalities

Rural municipalities must be professionally managed. They require: financial discipline;. competent leadership;. reliable services;. infrastructure maintenance;. economic planning;. and community participation.

The ARRC's manifesto places functional municipalities among its five priorities and commits to professional and accountable municipal government.

Rural municipalities should therefore be judged on practical outcomes. Can residents access water? Are roads maintained? Is waste removed? Is electricity infrastructure maintained? Are businesses able to operate? Are municipal finances managed responsibly? These are the measures that matter.



PART VIII

Infrastructure and Development

Infrastructure is the physical foundation of economic and social life. A country cannot have sustained economic growth without: roads;. rail;. ports;. water systems;. electricity;. housing;. telecommunications;. and public facilities.

The ARRC therefore supports an **Infrastructure Revolution** focused not only on building new infrastructure, but also on maintaining and modernizing what already exists.

18 Infrastructure Revolution

Infrastructure investment must be strategic. South Africa cannot afford to build projects simply because they are politically attractive. Projects must be assessed according to: economic impact;. social value;. cost;. technical feasibility;. maintenance requirements;. financing;. and long-term sustainability. The country should establish clear infrastructure priorities and monitor implementation. Infrastructure must also be maintained. A bridge that is allowed to deteriorate becomes more expensive to repair later. A water system that is neglected eventually fails. A road that is not maintained increases transport costs. Maintenance must therefore be considered part of infrastructure investment.

18.1 Roads

Roads connect people to: jobs;. schools;. hospitals;. businesses;. markets;. farms;. and communities. The ARRC therefore supports a national focus on road maintenance and strategic expansion. Municipal roads require particular attention because residents experience their condition every day. Rural roads are also essential for agricultural markets.

A farmer cannot participate effectively in national markets if roads prevent products from reaching buyers.

Road infrastructure should therefore be treated as economic infrastructure.

18.2 Rail

Rail can play a major role in freight and passenger transportation. An effective rail network can: reduce pressure on roads;. support mining;. support agriculture;. reduce logistics costs;. connect industrial centers;. and strengthen exports. Rail investment should focus on reliability, maintenance, modernization and economic usefulness.

Freight corridors connecting mines, agricultural regions, manufacturing centers, ports and markets are particularly important to economic competitiveness.

18.3 Ports and Logistics

South Africa's ports are strategic economic assets. Efficient ports support exports and imports. Poor logistics increase costs throughout the economy. The ARRC therefore supports investment in: port infrastructure;. cargo handling;. rail connections;. road connections;. digital tracking;. warehousing;. border systems;. and logistics technology. South Africa's ambition to become a stronger participant in African trade requires competitive logistics.

18.4 Water Infrastructure

Water infrastructure supports: households;. agriculture;. industry;. mining;. healthcare;. schools;. and municipalities. Water infrastructure must therefore receive long-term investment. This includes: dams;. pipelines;. treatment plants;. reticulation;. storage;. maintenance;. and water-loss management.

The ARRC's existing manifesto identifies reliable water as a core component of the practical direction it wants government to take.

Water infrastructure should be planned for both current needs and future population growth.

18.5 Electricity Infrastructure

Electricity infrastructure includes much more than generation. South Africa requires: generation capacity;. transmission;. distribution;. maintenance;. storage;. and modern grid management. Municipal distribution systems must also be maintained. Businesses cannot plan effectively when electricity infrastructure is unreliable. Households cannot function normally without dependable electricity. Schools and healthcare facilities cannot provide consistent services without it. Electricity infrastructure is therefore foundational to the New Dispensation.

18.6 Housing

Housing is both a social need and an infrastructure challenge. The objective should be to create communities rather than simply structures. Housing development should consider: schools;. healthcare;. transport;. employment;. shops;. public spaces;. water;. electricity;. and safety.

Poorly located housing can increase economic exclusion by placing residents far from jobs and services.

The New Dispensation should therefore support integrated human settlements.

Housing should be connected to economic opportunity.

18.7 Digital Infrastructure

Digital infrastructure is now a fundamental component of national infrastructure. It supports: business;. education;. healthcare;. government;. financial services;. research;. and communication. South Africa should therefore expand: broadband;. mobile networks;. data centers;. cloud infrastructure;. digital public services;. and cybersecurity capability. Rural communities and underserved areas must be included. Digital access should increasingly become part of the country's infrastructure planning.

18.8 Public Infrastructure Investment

Public infrastructure investment must be professionally managed. Projects should have: clear budgets;. timelines;. procurement processes;. technical specifications;. performance requirements;. and monitoring systems. Corruption and waste in infrastructure destroy both public money and public trust.

The ARRC's New Dispensation explicitly commits to zero tolerance for corruption, transparent public finances, merit-based appointments and efficient service delivery.

Infrastructure programs must therefore be subject to strong accountability.

The country cannot afford infrastructure that costs more than necessary because of corruption, poor planning or political interference.

19 Energy Security

Energy security is one of the foundations of national development. Every sector of the economy depends on energy. Manufacturing requires it. Mining requires it. Agriculture requires it. Hospitals require it. Schools require it. Businesses require it. Households require it.

The ARRC therefore supports an energy strategy focused on **reliability, affordability, diversification and long-term sustainability**.

19.1 Reliable Electricity

Reliability must be the first objective. Businesses need predictable power. Households need predictable power. Critical infrastructure requires uninterrupted or appropriately resilient electricity. The energy system therefore requires sufficient generation, strong transmission networks and functioning distribution systems. Reliability must be measured. The public should be able to see whether performance is improving. Energy planning must also consider future demand. A growing economy requires increasing electricity capacity.

19.2 Energy Diversification

South Africa should avoid excessive dependence on any single energy source. A diversified energy system can include different technologies appropriate to South Africa's circumstances. Diversification can improve resilience. It can also create industrial opportunities. South Africa can develop capabilities in: energy engineering;. equipment manufacturing;. grid technology;. storage;. renewable energy;. maintenance;. and energy efficiency. Energy diversification should therefore be both an energy policy and an industrial policy.

19.3 Renewable Energy

South Africa has significant renewable-energy potential.

Renewable energy can contribute to a diversified electricity system.

The ARRC supports responsible investment in renewable technologies where they can contribute to reliable and affordable electricity.

Renewable-energy development should also create opportunities for South African companies and workers. This includes: construction;. engineering;. maintenance;. manufacturing;. software;. project management;. and technical services.

The country should seek to develop domestic capabilities rather than simply importing every component and service.

19.4 Grid Infrastructure

Generation without transmission and distribution capacity cannot deliver reliable electricity. The grid therefore requires major attention. Investment should focus on: transmission; distribution; maintenance; modernization; grid management; and appropriate storage. The grid must also be capable of accommodating changing patterns of generation and consumption. As energy systems become more diverse, grid planning becomes increasingly important.

19.5 Energy Efficiency

The cheapest unit of energy is often the energy that does not need to be consumed.

Energy efficiency can reduce costs for households and businesses. Government buildings can improve efficiency. Factories can modernize equipment. Municipalities can improve public lighting. Businesses can adopt energy-management systems. Agriculture can use more efficient irrigation and machinery. The ARRC therefore supports energy-efficiency measures that reduce waste while maintaining productivity.

Energy efficiency should be approached as an economic opportunity rather than simply an environmental concept.

19.6 Industrial Energy Security

Industrial development depends heavily on energy. Factories require predictable electricity. Mines require reliable power. Data centers require resilience. Agricultural processing facilities require electricity. Cold storage requires electricity. South Africa therefore cannot pursue industrialization while treating energy security as secondary. Industrial energy planning must consider: capacity; cost; reliability; transmission; distribution; and long-term demand. Major industrial investment decisions should be supported by credible energy planning.

► *The Integrated Development Model*

Parts VI, VII and VIII of this manifesto must be understood as connected. Safety supports economic activity. Businesses cannot flourish in unsafe environments. Agriculture supports food security and rural employment. Farmers need infrastructure and markets. Infrastructure supports every sector. Roads, water, electricity and digital systems enable economic participation. Energy supports infrastructure and industry. Without reliable electricity, productive capacity is constrained. Rural development supports national development. South Africa cannot build prosperity while large parts of the country remain economically disconnected. Professional government supports all of them. Without competent institutions, even good policies can fail. This is why the ARRC's vision is not a collection of disconnected promises. The New Dispensation is intended to operate as an integrated system.



► ***Safety, Opportunity and Development***

The ARRC believes that safety and development reinforce each other. A young person needs a safe school in which to learn. A farmer needs a safe environment in which to produce. A business needs security to invest. A family needs safety to thrive. A community needs functional infrastructure to remain active. A municipality needs professional institutions to coordinate services. A country needs secure borders to protect legitimate economic activity. A digital economy needs cybersecurity. A modern economy needs reliable electricity. A rural economy needs roads and connectivity. Everything connects. The New Dispensation therefore rejects fragmented government thinking. Instead, national development should be built around integrated planning.

► ***The African Dimension***

The ARRC's economic and development philosophy is also connected to its Pan-African identity. South Africa is part of Africa. Its security is connected to regional security. Its agricultural markets are connected to African markets. Its logistics infrastructure can support continental trade. Its companies can operate across African markets. Its infrastructure can connect economies. Its technology companies can solve African problems.

South Africa can therefore become an example of what an African country can achieve when its institutions, people, resources and economic capabilities are organized around a long-term national vision.

The ambition should be to build a South Africa that contributes to Africa rather than isolating itself from the continent.

► ***Development and the Kings of the Soil***

The ARRC's recognition of the \"Royal\" dimension of its identity also has relevance to rural and community development.

South Africa's traditional kingdoms and traditional communities form part of the country's historical and cultural landscape.

The ARRC recognizes the **Kings of the Soil** and the importance of traditional communities while maintaining the constitutional democratic order.

Traditional leadership can have an important role in community engagement, cultural preservation and local development where appropriate and consistent with the Constitution and law.

Development programs affecting traditional communities should involve meaningful consultation. This can strengthen community ownership of development projects. The objective is to bring together: constitutional democracy; traditional heritage; community participation; economic development; and modern infrastructure. The New Dispensation should respect South Africa's history while building its future.

► ***A New Standard for Development***

The ARRC believes that South Africa must establish a new standard for measuring development. We should ask: Is the community safer? Are roads better? Is water more reliable? Is electricity more reliable? Are businesses growing? Are farmers producing? Are young people acquiring skills? Are rural economies becoming stronger? Are municipalities financially sustainable? Are infrastructure projects being completed? Is public money being protected? Are citizens receiving better services? These questions are more important than political rhetoric.

The ARRC's existing manifesto states that South Africa does not need more empty promises and instead requires practical solutions, accountability, integrity, opportunity and service.

That principle must govern implementation.

► ***Conclusion — Building a Safe, Productive and Connected South Africa***

The African Royal Rainbow Congress believes that the New Dispensation must create a South Africa in which people are able to live safely, produce, work, invest, farm, build businesses and raise families with dignity.

A safe country creates confidence. A productive agricultural sector creates food security. Strong rural economies create opportunity. Reliable infrastructure creates competitiveness. Reliable electricity creates industrial capacity. Digital infrastructure creates access to the knowledge economy. Professional institutions create public trust. These objectives cannot be separated. The ARRC's vision is therefore to build a country where: communities are safe;. policing is professional;. children are protected;. women are protected;. criminal networks are confronted;. borders are managed effectively;. farmers are supported;. food security is strengthened;. rural communities are connected;. roads are maintained;. rail is strengthened;. ports are competitive;. water infrastructure works;. electricity is reliable;. digital access expands;. energy systems are diversified;. and public infrastructure is managed professionally. This is what practical government means. It means government that can build. Government that can maintain. Government that can protect. Government that can plan. Government that can manage public money. Government that can work with communities. Government that can support enterprise. Government that can prepare for the future.

The New Dispensation must therefore move beyond the idea that government is simply an institution that distributes resources.

Government must become an institution that **creates the conditions for citizens and communities to thrive.**

The citizen must be able to look at their community and see progress.

The farmer must be able to look at the road and know that their products can reach the market.

The entrepreneur must be able to look at the electricity supply and plan production. The family must be able to look at the street and feel safe. The young person must be able to look at the future and see opportunity.

The investor must be able to look at South Africa and see stability, capability and potential.



The rural community must be able to look at digital infrastructure and know that geography no longer determines destiny.

And the country must be able to look at its infrastructure, institutions, natural resources and people and say:

We are building. That is the New Direction. That is the responsibility of the New Generation. And that is the foundation of the New Dispensation.

A NEW GENERATION.

A NEW DIRECTION.

A NEW DISPENSATION.

African Royal Rainbow Congress

Partnering for People. Building Prosperity.



PART IX

The African Agenda

20 South Africa and Africa

The African Royal Rainbow Congress (ARRC) understands that South Africa's future cannot be separated from the future of the African continent. The identity of the Congress itself reflects this conviction. The word *African* is not merely a geographic description; it represents a political and economic outlook in which South Africa sees itself as part of a broader continental project.

The ARRC believes South Africa should be a country that contributes to Africa's development while protecting and advancing its own national interests. South Africa possesses significant industrial, financial, technological, professional, agricultural, logistical and institutional capabilities. These capabilities should be used not only to strengthen the domestic economy but also to develop mutually beneficial relationships across Africa. The party's existing economic framework already identifies African trade and regional integration as important components of the country's economic future, with particular emphasis on partnership rather than domination.

Africa represents an enormous economic opportunity. The continent possesses natural resources, agricultural potential, a growing population, expanding cities, emerging consumer markets and a young population. At the same time, many African countries require infrastructure, energy, logistics, healthcare, education, technology, financial services, manufacturing capacity and professional expertise.

South Africa should position itself to participate in this growth.

The ARRC's African agenda will therefore be guided by five principles: **partnership, mutual benefit, economic integration, infrastructure connectivity and African self-confidence.**

South Africa should not approach Africa merely as a market for South African products. It should approach the continent as a community of nations whose prosperity is interconnected with our own. African countries can provide markets, investment opportunities, resources, talent and strategic partnerships, while South Africa can contribute capital, technology, engineering, manufacturing, financial services, education, healthcare, agriculture, logistics and professional expertise.

20.1 South Africa's Role in Africa

The ARRC believes South Africa should become one of the leading economic and developmental partners on the African continent.

Leadership in Africa must not mean political domination. It must mean demonstrating what is possible through competent institutions, productive industries, reliable infrastructure, responsible investment and respect for the sovereignty of African states.

South Africa's role should be based on cooperation.

We should seek stronger economic relationships with neighbouring countries while expanding commercial relationships across the continent. South African companies should be encouraged to establish operations, partnerships, supply chains and investment projects in other African countries where commercially viable.

The state should support this process by providing reliable trade information, diplomatic economic engagement, export facilitation and assistance in understanding regulatory environments. Government should not replace businesses, but it should help create the conditions under which South African businesses can compete successfully.

South Africa should also become a center for African professional services.

Our engineers should design African infrastructure. Our technology companies should develop solutions for African problems. Our financial institutions should support African businesses responsibly. Our universities should participate in continental research networks. Our healthcare professionals and institutions should contribute to regional capacity. Our manufacturers should supply African markets. Our logistics companies should connect African producers to domestic and international markets.

This is a practical expression of Pan-Africanism.

The ARRC believes that South Africa should aspire to be known not simply as an important African economy, but as a country that helps build African economic capacity.

20.2 African Economic Integration

African economic integration should become an important part of South Africa's long-term development strategy.

Economic integration can expand markets for South African businesses while allowing South Africa to access products, resources, investment opportunities and expertise from other African countries.

The objective should be to reduce unnecessary barriers to legitimate trade and investment while respecting the laws and economic interests of participating countries.

South Africa should actively support continental initiatives that increase economic cooperation, improve trade facilitation and strengthen African value chains.

Economic integration must extend beyond agreements between governments. It must become visible to businesses.

A small manufacturer should be able to understand how to sell into neighbouring markets. A farmer should be able to identify export opportunities. A technology company should be able to establish operations in another African country without facing unnecessary administrative uncertainty. A logistics company should be able to move legitimate cargo efficiently across borders.

The ARRC therefore supports stronger cooperation between customs authorities, trade agencies, ports, transport systems, financial institutions and business-support organizations.

Economic integration should also support industrial development.

African countries should increasingly seek to process African resources within African value chains rather than exporting raw materials and importing finished products at much higher value.

South Africa can contribute technology, engineering, manufacturing and finance to these value chains while partnering with other African countries according to their own strengths.

20.3 Intra-african Trade

The ARRC believes intra-African trade should become a major source of economic growth.

South Africa should encourage businesses to look beyond the domestic market and identify opportunities throughout the continent.

This requires information.

Many businesses, particularly small and medium enterprises, lack knowledge about foreign markets, regulations, distribution networks and potential customers. Government and business-support institutions should therefore develop practical market intelligence services that help companies understand African markets.

Trade missions should be commercially focused rather than ceremonial.

They should identify actual buyers, suppliers, investment opportunities, infrastructure projects and partnerships.

Small and medium businesses should receive assistance in understanding export requirements, product standards, contracts, logistics, payment systems and market entry.

The ARRC also supports stronger African supply chains.

Instead of viewing African economies only as competitors, South Africa should identify opportunities for complementary production.

One country may produce agricultural inputs. Another may process agricultural products. Another may provide packaging. Another may provide logistics. South African companies may provide engineering, technology, finance or machinery.

Such cooperation creates value across multiple countries.

The objective should be an Africa that increasingly trades with itself, produces for itself and develops industries capable of competing globally.

20.4 Infrastructure Corridors

Economic integration requires infrastructure.

Roads, railways, ports, border facilities, energy systems, telecommunications networks and logistics platforms determine whether businesses can participate effectively in regional markets.

The ARRC therefore supports the development and modernization of infrastructure corridors connecting South Africa with neighbouring countries and broader African markets.

South Africa's own infrastructure strategy already recognizes the importance of freight corridors connecting mines, agricultural regions, manufacturing centers, ports and markets.

These corridors should be understood as economic systems rather than simply roads or railways. A successful corridor should connect: - producers to markets;. - mines to processing facilities;. - farms to food markets;. - manufacturers to customers;. - ports to industrial centers;. - workers to employment;. - businesses to logistics services;. - and African economies to one another.

South Africa should prioritize the maintenance and modernization of existing infrastructure while developing strategically important new connections.

Rail must become a stronger component of bulk freight movement where technically and economically appropriate. Roads must be maintained. Ports must become more efficient. Border systems must become secure and predictable. Digital systems should improve cargo tracking and logistics coordination.

Infrastructure corridors should also create opportunities for local businesses.



Construction, maintenance, warehousing, logistics, engineering, security, information technology and other services can create employment around major infrastructure programs.

20.5 African Industrialization

Africa cannot achieve sustainable prosperity by remaining primarily an exporter of raw materials.

The ARRC therefore supports an African industrialization agenda based on processing, manufacturing, technology, agriculture, energy and value-added production.

South Africa has an important role to play because of its industrial base and professional capabilities.

The country's manufacturing sector should increasingly look toward African markets.

The ARRC's broader economic policy already identifies manufacturing as a strategic pillar of transformation and supports advanced manufacturing involving automation, robotics, artificial intelligence, digital design, data analytics and advanced materials.

African industrialization should create partnerships between governments, businesses, universities, investors and workers.

South Africa should support industrial parks, logistics centers, manufacturing networks and research partnerships that enable African businesses to move higher up the value chain.

The objective should not be to build isolated factories.

The objective should be to build ecosystems.

A factory requires suppliers. Suppliers require transport. Workers require skills. Businesses require finance. Manufacturers require electricity. Exporters require ports. Technology companies require digital infrastructure. All of these elements must work together.

Industrial policy must therefore be connected to infrastructure, education, energy, finance and trade policy.

20.6 Regional Security

Economic development cannot occur sustainably without security.

South Africa's security is connected to the security of neighbouring countries and the broader region. Crime, trafficking, terrorism, organized criminal networks, illegal trade, cybercrime, border insecurity and instability can cross national boundaries.

The ARRC supports regional security cooperation based on constitutional government, professional institutions, intelligence cooperation, lawful border management and respect for human rights.

Security cooperation should include appropriate cooperation between law-enforcement agencies, intelligence structures, border-management institutions and relevant regional partners.

South Africa should also contribute to regional disaster preparedness and humanitarian cooperation.

The ARRC rejects both lawlessness and authoritarianism. Security institutions must protect citizens while operating within the Constitution and the law.

Regional security should also be understood as a development issue.

Young people without economic opportunities can become vulnerable to criminal recruitment. Weak infrastructure can create spaces for criminal activity. Poor border management can facilitate illegal networks. Weak institutions can make corruption easier.

Therefore, security policy must be connected to economic development, education, infrastructure and accountable government.

20.7 South Africa as a Gateway to African Markets

South Africa has the potential to become a major gateway between international markets and the African continent.

That potential depends on logistics.

Ports, railways, roads, warehouses, customs systems, financial services, digital infrastructure and professional services must work together.

The ARRC therefore supports the modernization of South Africa's logistics system as both a domestic economic priority and a continental strategy.

South Africa should seek to attract companies that want to establish African headquarters, distribution centers, manufacturing operations, technology businesses and professional-service platforms.

But a gateway must be competitive.

If logistics costs are too high, businesses will use alternative routes. If ports are inefficient, exporters will lose competitiveness. If border processes are unpredictable, regional trade will suffer.

The ARRC therefore sees logistics reform as industrial policy.

A South Africa that becomes a reliable gateway can create employment, attract investment, strengthen manufacturing and expand its influence through economic partnership.

PART X**Democracy, Institutions and Electoral Reform****21 Strengthening Democracy**

The ARRC believes that South Africa's constitutional democracy is one of the country's most important national assets.

The task of the next generation is therefore not to weaken these principles but to strengthen them.

21.1 Democratic Institutions

Democratic institutions must be capable of resisting political interference and exercising their responsibilities effectively.

Parliament must provide meaningful oversight. Provincial legislatures must scrutinize provincial government. Municipal councils must hold municipal administrations accountable. Independent institutions must perform their constitutional and statutory responsibilities without fear or favor.

Political parties must also respect democratic institutions.

The ARRC believes that electoral victory does not give a government unlimited power. The people elect governments, but government must exercise power within the constitutional framework.

Institutional strength must therefore become a national priority.

21.2 Electoral Participation

Voting is one of the most important democratic rights, but democracy should not begin and end on election day.

Citizens must be encouraged to participate in public life between elections. The ARRC supports civic education that helps citizens understand: - their constitutional rights;. - their responsibilities;. - how government works;. - how municipalities function;. - how budgets are developed;. - how to access public information;. - how to participate in public meetings;. - how to raise complaints;. - and how to hold representatives accountable.

Citizens should not have to be members of political parties to participate meaningfully in democracy.

Civil society, community organizations, professional associations, youth organizations, business organizations and residents' structures all have legitimate roles in public life.

21.3 Political Accountability

Political accountability must operate continuously.

A representative should be answerable to the Constitution, the law, voters, legitimate oversight institutions and ethical standards.

The ARRC believes representatives should regularly communicate with the communities they serve. They should explain what they have done, what remains incomplete and what obstacles exist. Political accountability should not be reduced to whether a politician wins the next election.

A representative may win an election while still failing to fulfill the responsibilities of office.

The ARRC therefore supports a culture in which leaders are evaluated by performance, conduct, accessibility and integrity.

21.4 Citizen Oversight

Citizens should have practical mechanisms for monitoring government. Communities should be able to ask: What was promised? What was budgeted? What was spent? What was delivered? What remains outstanding?

The ARRC already identifies these questions as central to stronger community oversight of municipal performance.

Citizen oversight should be supported by accessible information.

Government information should be understandable rather than hidden behind complicated administrative language.

Where public money is involved, citizens should be able to understand the purpose of expenditure, the responsible institution, the expected outcome and the status of implementation.

21.5 Freedom of Expression

A healthy democracy requires disagreement.

Citizens must be able to criticize government, political parties and public officials peacefully and lawfully.

The ARRC rejects the idea that criticism of government is automatically disloyal.

A government that cannot tolerate criticism becomes less informed.

Freedom of expression allows citizens to identify problems, challenge decisions, expose wrongdoing and propose alternatives.

The political culture of the New Dispensation should therefore encourage debate rather than fear it.

The ARRC should itself be prepared to listen to criticism.

Accountability is not an obstacle to leadership. It is part of leadership.

21.6 Independent Institutions

Independent institutions play a critical role in protecting constitutional democracy.

The strength of a democratic state depends not only on elected leaders but also on institutions capable of applying rules consistently.

Oversight institutions, courts, electoral structures, auditing institutions and other legally established bodies must be protected from improper political interference.

Their credibility depends on competence, independence, transparency and public confidence.

The ARRC will support the principle that institutions must be able to perform their legal responsibilities without political intimidation.

21.7 Strengthening Local Democratic Structures

Local democracy must become stronger.

Municipal government is where many citizens experience government most directly.

Citizens encounter municipalities through water, sanitation, roads, waste management, planning, electricity-related responsibilities, public spaces and local economic development.

Local democratic structures should therefore provide meaningful opportunities for citizens to participate in municipal decisions.

Ward-level engagement should not become a ceremonial exercise.

Communities should participate in identifying priorities, monitoring projects, discussing municipal plans and raising concerns.

The ARRC supports stronger community oversight of municipal performance because local government is central to the lived experience of democracy.

22 Electoral and Political Reform

22.1 Representation of Citizens

Political representation must mean more than occupying a seat. Representatives should understand the communities they serve and maintain regular contact with citizens. Representation must connect government institutions to lived experience.

A councilor should understand local service-delivery challenges. A legislator should understand the economic and social realities of the constituency. Political leadership should not become detached from ordinary citizens.

The ARRC supports citizen-centered representation in which elected officials are expected to communicate, listen and report.

22.2 Political Party Accountability

Political parties must also be accountable.

A party seeking public power must demonstrate that it can govern itself according to rules, procedures and ethical standards.

The ARRC believes political organizations cannot credibly demand constitutional government from the state while disregarding democratic governance internally.

Political parties should therefore maintain clear constitutions, credible internal procedures, accountable leadership structures and transparent decision-making processes.

Internal political culture matters because political parties eventually influence the institutions of the state.

A party that normalizes secrecy, patronage and arbitrary decision-making internally may reproduce those practices in government.

The ARRC therefore commits itself to building a political organization that reflects the democratic culture it seeks for South Africa.

22.3 Candidate Standards

Public office requires competence, integrity and responsibility.

The ARRC supports stronger standards for candidates seeking elected office.

Candidates should understand the Constitution, public administration, ethics, financial accountability and the responsibilities of political leadership.

Political office should not be treated as a reward for loyalty.

Candidates should be selected because they are capable of serving communities.

The country needs representatives who can read budgets, understand policies, engage professionals, listen to communities and make informed decisions.

22.4 Professional Political Leadership

Politics should be treated as a serious public responsibility.

Modern government requires knowledge of economics, finance, law, engineering, healthcare, technology, agriculture, education, infrastructure, public administration, environmental management, security and international relations.

The ARRC's political philosophy therefore supports a partnership between elected leadership and professional expertise. Political leaders must retain democratic authority, but they must be capable of drawing on professional knowledge.

A minister cannot personally be an expert in every field. A mayor cannot personally design every infrastructure system. A councillor cannot personally understand every technical aspect of municipal finance. Competent government therefore requires competent institutions.

The New Generation must understand that asking for professional advice is not weakness. It is responsible leadership.

22.5 Political Funding Transparency

Political funding must be transparent and accountable.

Citizens have a legitimate interest in knowing whether political organizations are being influenced by undisclosed financial interests.

The ARRC supports lawful political funding systems that promote transparency and reduce opportunities for hidden influence.

Political organizations should maintain clear internal financial controls. Campaign resources should be properly accounted for. Leadership should understand that political funding creates responsibilities. A party cannot claim to represent citizens while becoming financially dependent on undisclosed interests.



22.6 Citizen-centered Representation

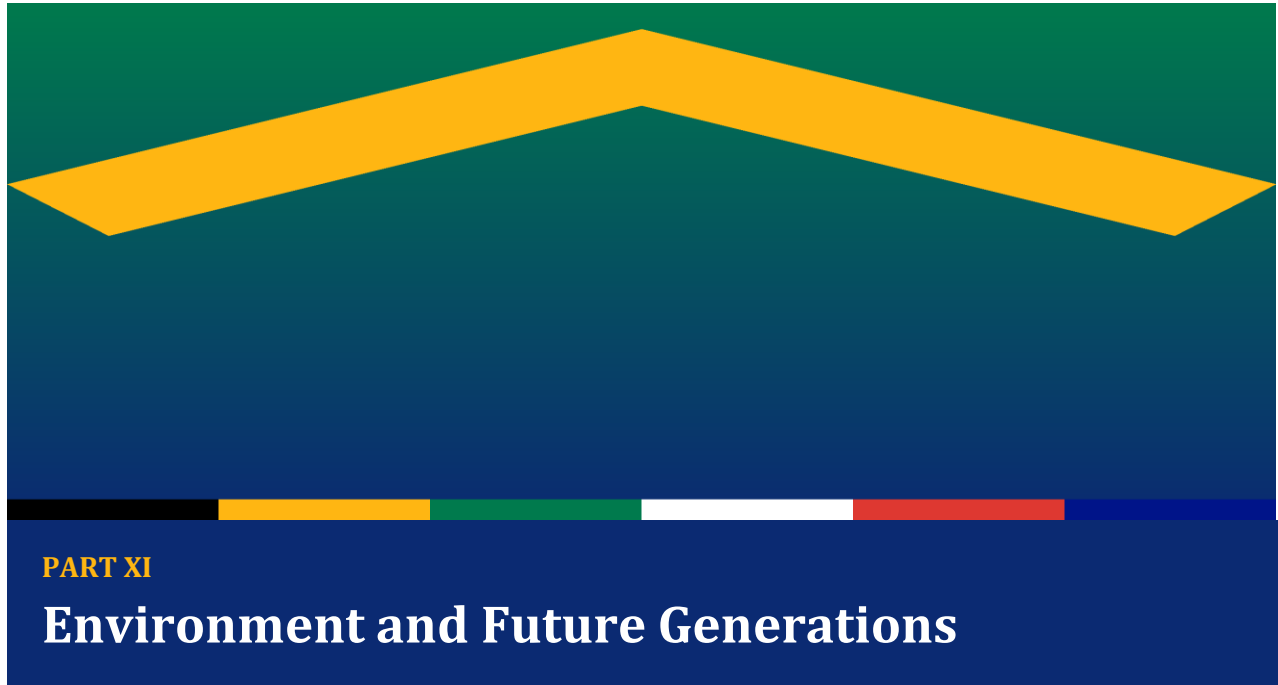
The final objective of political reform should be to strengthen the relationship between citizens and representatives.

Citizens should not be treated as voting numbers.

They are taxpayers, workers, entrepreneurs, parents, students, professionals, community members and citizens with legitimate interests in how the country is governed.

Political representatives should therefore be accessible. They should listen. They should communicate. They should report. They should explain. And they should accept responsibility.

The ARRC believes that political authority is delegated by citizens and must therefore be exercised with humility.



PART XI

Environment and Future Generations

23 Environmental Sustainability

Environmental policy must be understood as part of national development.

South Africa's economy depends on natural resources, water, land, energy and functioning ecosystems. Communities depend on a healthy environment for quality of life. Agriculture depends on water and productive land. Cities depend on functioning waste systems. Industry depends on reliable water and energy.

Environmental protection is therefore not opposed to development.

It is one of the conditions for sustainable development.

The ARRC supports a development model that seeks to increase economic opportunity while protecting the natural systems upon which future generations will depend.

23.1 Environmental Protection

Government must enforce environmental standards consistently. Development projects should consider environmental consequences before implementation. Environmental assessments must be meaningful rather than procedural exercises.

The objective should be to identify risks, reduce unnecessary damage and ensure that development is responsible.

Environmental protection must apply to government, businesses and individuals.

The same principle of accountability that applies to public finances should apply to environmental management.

Where environmental rules are broken, there should be appropriate consequences.

Where businesses invest in environmentally responsible technologies, government should support innovation and efficiency where appropriate.

23.2 Water Conservation

Water is one of South Africa's most important strategic resources.

Water security affects households, agriculture, mining, manufacturing, healthcare, education and municipalities.

The ARRC therefore supports investment in water infrastructure, including dams, pipelines, treatment plants, storage, reticulation, maintenance and water-loss management.

Water conservation must become part of everyday government management. Municipalities should reduce unnecessary losses. Infrastructure must be maintained. Leaks must be addressed. Water systems must be planned according to population growth and economic development. Agriculture should adopt efficient irrigation where appropriate. Industry should increase water efficiency and reuse where technically feasible. Communities should receive practical education about responsible water use. Water security must also be integrated with environmental protection.

23.3 Waste Reduction

Waste management must move from disposal toward responsible resource management. Municipalities must first provide reliable collection services. Illegal dumping must be addressed. Landfills must be properly managed. Recycling should be expanded where economically and environmentally viable. South Africa should develop stronger circular-economy opportunities.

Waste can become an input for new economic activity through recycling, recovery, repair, refurbishment and reuse.

This can create jobs while reducing environmental pressure.

The ARRC's existing approach recognizes recycling, material recovery and community-based collection as potential economic opportunities while emphasizing that basic municipal waste services must function first.

23.4 Climate Resilience

South Africa must prepare communities and infrastructure for environmental risks.

Climate resilience should become part of infrastructure planning.

When roads, bridges, stormwater systems, water infrastructure and settlements are designed, government should consider long-term environmental risks.

Agriculture must also prepare for changing conditions through improved water management, technology, research and resilient production systems.

Disaster preparedness must be strengthened at national, provincial and municipal levels. Communities should know what to do during floods, fires, droughts and other emergencies. Resilience means preparing before disasters occur rather than reacting after damage has already happened.

23.5 Sustainable Cities

South Africa's cities will remain major centers of economic activity.

Sustainable cities should therefore combine housing, transport, employment, infrastructure, public spaces, environmental management and economic opportunity.

Housing should not simply place people far from employment.

Integrated human settlements should connect people to schools, healthcare, transport, businesses, public facilities and jobs. The ARRC's broader infrastructure approach already identifies this relationship between housing and economic opportunity.

Cities should also invest in public transport, safe public spaces, efficient waste management, water conservation, energy efficiency and digital infrastructure.

Urban planning should anticipate future population growth.

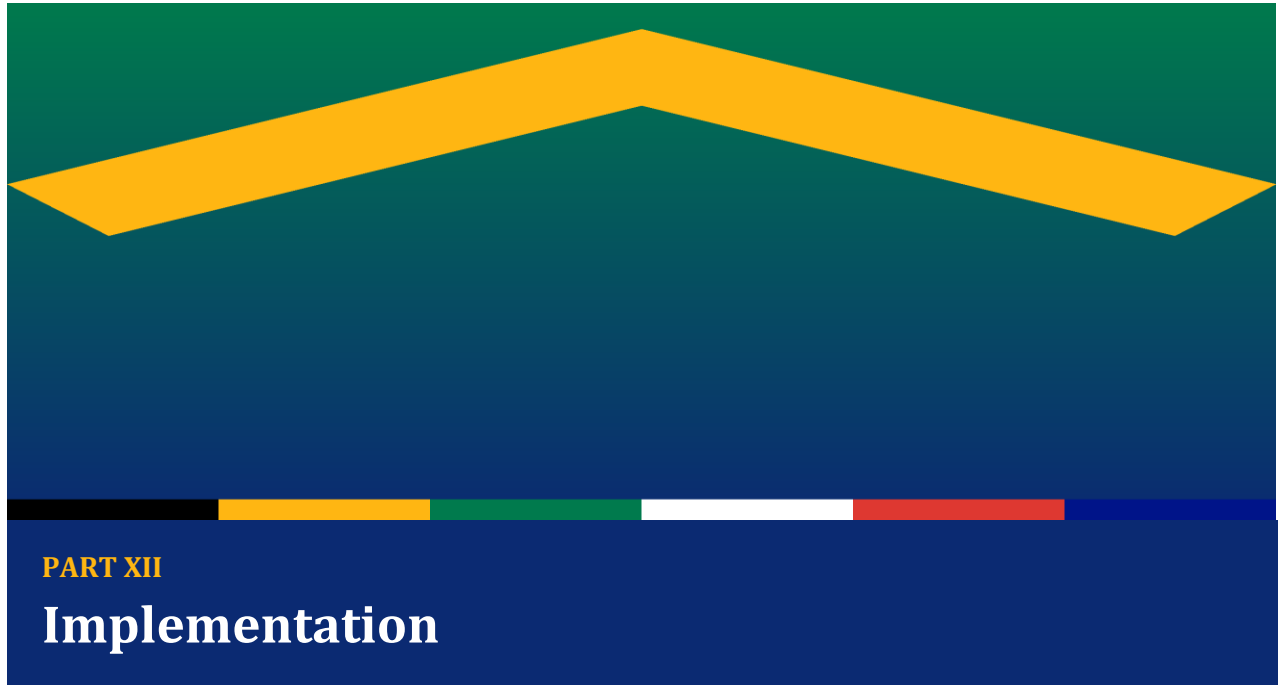
A sustainable city is not simply a city with more buildings.

It is a city where people can live, work, move, learn and participate with dignity.

23.6 Responsible Resource Development

South Africa's natural resources remain an important economic asset. The ARRC does not reject mining, agriculture, manufacturing or other resource-based industries. Instead, the objective should be responsible resource development that creates broader economic value. Minerals should increasingly support beneficiation and manufacturing. Agricultural products should increasingly support processing. Natural resources should contribute to infrastructure, employment, skills development and industrial capacity. The country must also ensure that environmental responsibilities are taken seriously.

Resource development should therefore be guided by the principle that today's economic activity must not unnecessarily destroy tomorrow's opportunities.



PART XII

Implementation

24

From Manifesto to Government Program

A manifesto has value only if it can be implemented.

The ARRC therefore rejects the idea that election promises should exist independently from budgets, institutions, timelines and measurable outcomes.

Every major government commitment should answer five basic questions: 1. What problem are we solving? 2. What will government do? 3. Who is responsible? 4. How will it be funded? 5. How will citizens know whether it worked?

The ARRC's existing manifesto explicitly identifies the gap between promises and implementation and argues that political programs must become implementation programs.

24.1 Our First 100 Days

The first 100 days of an ARRC-led government would focus on establishing the foundations for implementation.

The first priority would be a comprehensive assessment of government performance.

Departments, municipalities and public institutions should be assessed according to their legal responsibilities, financial condition, operational capacity, infrastructure condition and existing commitments.

The second priority would be establishing clear national and local delivery targets. The third priority would be identifying urgent service-delivery failures. The fourth priority would be establishing stronger accountability systems. The fifth priority would be preparing a detailed five-year implementation program. The first 100 days should therefore not become a period of political celebration. They should become a period of institutional preparation and visible action. Government should identify immediate interventions in: - water;. - electricity;. - roads;. - waste management;. - public safety;. - municipal financial management;. - economic development;. - youth skills;. - infrastructure maintenance;. - and anti-corruption systems.

The first 100 days should also establish a public reporting system through which citizens can see what government has committed to doing.

24.2 First-year Priorities

The first year should focus on stabilization and implementation.

The ARRC's five national priorities would provide the central framework:

- ✦ **Jobs and Economic Growth**
- ✦ **Functional Municipalities**
- ✦ **Safe Communities**
- ✦ **Youth and Skills Development**

Honest and Accountable Government. These priorities should be translated into departmental and municipal programs.

Government should identify the institutions responsible for each target. Budgets should be aligned with priorities. Projects should have timelines. Officials should have responsibilities. Performance should be monitored. Where programs fail, government should investigate why and correct the problem.

The objective is not to pretend that every problem can be solved in one year.

The objective is to establish a government culture in which problems are confronted systematically.

24.3 Five-year Program

The five-year program should provide the central implementation framework for the government's first term.

It should identify measurable objectives across economic growth, municipal performance, safety, skills, infrastructure, education, healthcare, agriculture, energy, water, digital development and institutional reform.

Each program should contain: - a baseline;. - a target;. - a responsible institution;. - a budget;. - a timeline;. - implementation milestones;. - performance indicators;. - and a reporting mechanism. The government should distinguish between outputs and outcomes. Building a training center is an output. Young people acquiring useful skills and entering employment is an outcome. Building a road is an output. Reducing travel time and improving market access is an outcome. Spending money on a program is not itself evidence of success. The question must always be: What changed?

24.4 Long-term Development Program

South Africa must think beyond electoral cycles. The ARRC's vision extends toward the South Africa of 2044 and 2045. The decisions made today will affect citizens who have not yet been born. Infrastructure built today may serve generations. Schools built today will educate future workers. Businesses established today may employ future families. Institutions strengthened today may protect future citizens.

The ARRC therefore supports a long-term national development program that survives changes in political leadership where there is broad national agreement around essential development priorities.

Such a program should include long-term targets for: - infrastructure;. - energy;. - water;. - education;. - industrialization;. - technology;. - skills;. - African trade;. - public administration;. - environmental sustainability;. - and human development. The objective is continuity without abandoning democratic choice.

Different parties may disagree about policy while still agreeing that South Africa needs functioning infrastructure, skilled citizens, safe communities and accountable institutions.

24.5 Key Performance Indicators

Government must measure what matters. Key performance indicators should be designed around outcomes experienced by citizens. For municipalities, indicators could include: - water reliability;. - electricity reliability;. - waste collection;. - road maintenance;. - financial health;. - revenue collection;. - infrastructure maintenance;. - response times;. - project completion;. - and citizen satisfaction. For youth development, indicators could include: - skills acquired;. - apprenticeships completed;. - employment obtained;. - businesses established;. - businesses sustained;. - qualifications achieved;. - and leadership opportunities created.

The ARRC's wider human-development framework already supports measuring programs through tangible outcomes rather than simply measuring expenditure.

24.6 Measuring Government Performance

Government performance must be measured continuously.

A department should not wait until the end of five years to discover that a program has failed.

Quarterly and annual reviews should identify progress, delays, risks and corrective actions.

Performance reviews should distinguish between problems caused by poor planning, inadequate resources, procurement failures, technical difficulties and institutional weaknesses.

Where a program is successful, government should consider expanding it. Where a program fails, government should learn from the failure. The ARRC's approach is therefore: Listen. Research. Decide. Implement. Measure. Correct. Report. This should become a permanent culture of government.

24.7 Public Reporting and Accountability

Citizens must be able to see government performance. The ARRC supports regular public reporting on major government commitments. Reports should be written in language ordinary citizens can understand. A public report should show: - what was promised; - what was planned; - what was budgeted; - what was spent; - what was completed; - what was delayed; - why it was delayed; - and what corrective action will follow. Government should not fear reporting failure. Hiding failure makes correction more difficult.

A serious government should be willing to say: **This program did not work. Here is why. Here is what we are changing.**

That is accountability.

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The ARRC Social Contract

The New Dispensation requires a renewed relationship between government and citizens. Government cannot demand trust without earning it. Citizens cannot expect government to solve every problem without participating in society. The ARRC therefore proposes a social contract based on mutual responsibility.

The existing ARRC framework describes this relationship clearly: government must serve and create conditions for opportunity, while citizens must participate, use opportunities responsibly, respect the rights of others and hold institutions accountable.

25.1 What Government Promises Citizens

Government promises to serve, respect the Constitution, protect rights, manage public money responsibly, provide essential public services, fight corruption, appoint people according to competence, communicate honestly, measure performance, listen to citizens, and protect public institutions from political abuse.

Government promises to create conditions in which people can work, build businesses, acquire skills and participate in the economy.

Government cannot promise that every citizen will receive every outcome they desire.

But government can promise to create fairer conditions, stronger institutions and better opportunities.

25.2 What Citizens Can Expect

Citizens can expect dignity. They can expect to be treated fairly. They can expect public institutions to explain decisions. They can expect access to government information within the law. They can expect their complaints to be heard. They can expect public representatives to remain accountable. They can expect public services to be managed professionally. They can expect government to protect public resources. They can expect government to confront corruption. They can expect government to work toward safer communities. They can expect government to support economic opportunity. They can expect government to prepare young people for the future. They can expect government to respect diversity and equal citizenship.

25.3 What We Expect from Citizens

Citizens also have responsibilities. Citizens should obey the law. Citizens should respect the rights of others. Citizens should participate in their communities. Citizens should protect public infrastructure. Citizens should report wrongdoing where appropriate. Citizens should participate in democratic processes. Citizens should hold government accountable. Citizens should support lawful economic activity. Citizens should contribute to safer communities. Parents and communities should participate in children's development. Businesses should contribute to employment and economic growth where possible. Professionals should contribute expertise to national development. The ARRC does not believe citizenship means simply receiving services. Citizenship means participation.

25.4 Government by Partnership

Government cannot build South Africa alone. Citizens cannot build South Africa alone. Business cannot build South Africa alone. Workers cannot build South Africa alone. Professionals cannot build South Africa alone. Traditional institutions cannot build South Africa alone. Civil society cannot build South Africa alone. Universities cannot build South Africa alone.

But these parts of society can contribute to a national development project when they operate within a constitutional democratic framework.



This is the meaning of the ARRC's broader motto:

The partnership model means government listens to society and coordinates action without attempting to control every aspect of social and economic life.

25.5 Building a Culture of Responsibility

South Africa needs a culture in which rights and responsibilities exist together. Government must accept responsibility for its failures. Citizens must accept responsibility for their actions. Political leaders must accept responsibility for their decisions. Businesses must accept responsibility for lawful conduct. Professionals must accept responsibility for professional standards. Communities must accept responsibility for protecting shared spaces. This culture should not be based on blame. It should be based on maturity. A successful country is built by people who understand that freedom creates responsibility.

PART XIII

Our Commitment

26 Our Five National Priorities

The ARRC's national program can be understood through five interconnected priorities.

► 1. *Jobs and Economic Growth*

South Africa must become a country that creates more economic opportunities. Government must improve the environment in which businesses operate. Infrastructure must support production. Energy must become more reliable. Water must be secure. Logistics must become more efficient. Small businesses must receive practical support. Entrepreneurs must be encouraged. Manufacturing must grow. Agriculture must become more productive. Mining must support broader value chains. Technology and innovation must become economic priorities. Investment must be encouraged. The objective is a productive economy that creates employment and expands opportunity.

The ARRC's existing manifesto identifies jobs and economic growth as its first national priority and connects job creation to local economic development, small businesses, entrepreneurship, infrastructure and local industry.



▶ **2. Functional Municipalities**

A municipality must work. Water must flow. Waste must be collected. Roads must be maintained. Infrastructure must be managed. Electricity-related municipal systems must function within their responsibilities. Municipal finances must be controlled. Businesses must be able to operate. Planning must support development. Citizens must be able to communicate with municipal officials. Municipalities must become professional institutions.

The ARRC believes functional municipalities are essential because local government is where citizens encounter the state most directly.

▶ **3. Safe Communities**

Citizens deserve to live without fear.

Safety requires professional policing, effective investigations, functioning courts, community participation, safer infrastructure and stronger social interventions.

The ARRC rejects both criminality and arbitrary state power. Police must operate professionally and within the Constitution. Communities must be partners in lawful crime prevention. Young people must have legitimate opportunities. Children must be protected. Women must be protected. Organized crime must be confronted.

The ARRC's existing security framework connects safety to economic opportunity, education, municipal services, youth development, infrastructure, justice and effective government.

▶ **4. Youth and Skills Development**

Young South Africans must not be treated simply as a demographic group. They are an economic generation. They are workers. They are entrepreneurs. They are innovators. They are parents. They are professionals. They are citizens. The pathway must be clear: School → Skills → Employment → Entrepreneurship → Growth → Leadership.

Technical education, apprenticeships, digital skills, entrepreneurship and industry partnerships must become central to youth development.

Young people should not only be trained to search for jobs. They should be equipped to create economic activity. They should be given opportunities to participate in leadership.

They should be prepared to understand technology, economics, public administration and the changing African and global economy.

The ARRC believes youth leadership should not become tokenism. Young people must have genuine responsibility and opportunities to develop leadership capacity.

► **5. Honest and Accountable Government**

Government must serve the people. Public office must be treated as public service. Public money must be treated as public money. Appointments must be based on competence. Procurement must be transparent. Corruption must have consequences. Performance must be measured. Citizens must have access to information. Institutions must be protected. Leaders must answer for their decisions.

These principles are not optional.

They are the foundation of the New Dispensation.

27 The ARRC Commitment

► **A New Generation**

A New Generation is a commitment to leadership renewal. It is not simply about replacing older politicians with younger politicians. It is about changing the standard of leadership. A New Generation understands technology. It understands economics. It understands constitutional democracy. It respects experience. It values professional knowledge. It is prepared to learn. It is prepared to listen. It is prepared to work. It is prepared to be accountable. A New Generation does not reject the wisdom of previous generations. It learns from it. But it refuses to repeat failures simply because they have become politically familiar. A New Generation asks what South Africa must become.

► **A New Direction**

A New Direction means moving from promises to implementation. It means asking: Where are the jobs? Where is the infrastructure? Where is the investment? Where are the skills? Where is the economic growth? Where is the safety? Where is the accountability? Where is the municipal performance? Where is the opportunity? The New Direction means aligning government resources with national priorities. It means measuring results. It means correcting failure. It means thinking beyond political cycles. It means building a South Africa that can compete in Africa and the world.

► **A New Dispensation**

A New Dispensation means a new relationship between citizens and government. Government exists to serve. Citizens are not subjects. Public office is not personal property. Political authority is delegated authority. The Constitution limits power. Institutions must work. Citizens must participate. Leaders must be accountable. The New Dispensation is therefore not simply a change of political party. It is a change in political culture. It is a culture of service. A culture of competence. A culture of integrity. A culture of accountability. A culture of opportunity. A culture of participation. A culture of national responsibility.

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Conclusion

► *The South Africa We Choose to Build*

The African Royal Rainbow Congress believes that South Africa can become a more prosperous, peaceful, capable and united country.

We believe that the country has the people, resources, institutions, geographical position and economic capabilities necessary to build a better future.

But potential is not enough. Potential must become productivity. Productivity must become competitiveness. Competitiveness must become investment. Investment must become jobs. Jobs must become household prosperity. Prosperity must become sustainable development. And development must strengthen the dignity and capability of citizens.

The South Africa we choose to build is a South Africa where a child can grow up believing that their future is open.

It is a South Africa where young people can acquire skills and find meaningful pathways into employment and entrepreneurship.

It is a South Africa where women participate fully in the economy and public life.

It is a South Africa where families can live with dignity, communities are safe, police institutions are professional, organized crime is confronted, municipalities work, water infrastructure is maintained, electricity is reliable, roads connect people to jobs and markets, rail and ports support competitive logistics, farmers can produce and reach markets, manufacturers can compete, entrepreneurs can build companies, technology is produced, not merely consumed, universities contribute to innovation, research becomes products, companies, technologies and public solutions, public money is protected, political leaders are accountable, citizens participate between elections, criticism is not treated as betrayal, and institutions are respected.

It is a South Africa where the Constitution is not simply discussed in courtrooms but experienced in everyday life.

It is a South Africa where African identity is a source of confidence.

It is a South Africa that works with the continent rather than isolating itself from it.

It is a South Africa whose companies can compete across African markets.

It is a South Africa that contributes engineering, finance, technology, education, healthcare, manufacturing and professional expertise to continental development.



It is a South Africa that uses its natural resources responsibly. It is a South Africa that protects water. It is a South Africa that reduces waste. It is a South Africa that prepares for environmental challenges. It is a South Africa that builds cities and communities for future generations. It is a South Africa that thinks beyond the next election. The ARRC does not claim that these objectives can be achieved overnight. They cannot. South Africa's challenges are complex and have developed over many years. The answer is therefore not another collection of slogans. The answer is seriousness. The answer is planning. The answer is competence. The answer is implementation. The answer is measurement. The answer is accountability. The answer is partnership. Government must reform itself. Business must invest. Workers must develop skills. Professionals must contribute expertise. Communities must participate. Citizens must hold institutions accountable. Young people must be prepared to lead. Political leaders must accept responsibility. And the country must maintain a long-term national vision. The ARRC believes that government should be judged by what citizens experience. Can the child learn? Can the young person find a pathway into work? Can the entrepreneur build? Can the farmer produce? Can the woman participate equally? Can the family live with dignity? Can the student acquire meaningful skills? Can the citizen participate in society? Can the community trust its municipality? Can the business rely on infrastructure? Can the investor see stability? Can the taxpayer see that public money is being used responsibly? These are the questions that define the New Dispensation. The ARRC therefore chooses a politics of construction rather than destruction. We choose service over privilege. We choose accountability over secrecy. We choose competence over patronage. We choose opportunity over dependency. We choose development over stagnation. We choose unity over division. We choose the future over political nostalgia. We choose to build institutions that can outlast individual leaders. We choose to develop citizens who can shape their own future. We choose to create conditions in which businesses can grow and employment can expand. We choose to strengthen communities. We choose to strengthen democracy. We choose to strengthen South Africa's place in Africa. We choose to protect the environment for generations who cannot yet speak for themselves. We choose to measure government by results. We choose to listen before we lead.

And above all, we choose to believe that public office is a responsibility entrusted to leaders by the people.

The future of South Africa cannot belong only to politicians. It cannot belong only to government. It cannot belong only to business. It cannot belong only to one generation. It belongs to all of us. The decisions made today will shape the South Africa of tomorrow. The infrastructure we build today will serve future citizens. The schools we improve today will educate future generations. The businesses we establish today will employ future families. The institutions we strengthen today will protect future citizens. The values we practice today will influence future leaders. The ARRC therefore sees the New Dispensation as a national project. A project to rebuild trust. A project to strengthen institutions. A project to expand opportunity. A project to develop people. A project to modernize the economy. A project to professionalize government. A project to strengthen communities. A project to connect South Africa to Africa. A project to protect future generations.

A project to create a country in which citizens do not merely survive, but have the opportunity to build.



That is the South Africa we choose. A South Africa that works. A South Africa that serves. A South Africa that protects. A South Africa that creates. A South Africa that innovates. A South Africa that participates. A South Africa that leads. A South Africa that remembers its history without being trapped by it. A South Africa that embraces its African identity while competing confidently in the world. A South Africa that respects its constitutional democracy while continuously improving its institutions. A South Africa that gives young people more than promises. A South Africa that gives them tools. Skills. Opportunity. Responsibility. And a genuine place in the national project. The ARRC believes the future belongs to those prepared to build it. We are prepared to build. We are prepared to serve. We are prepared to listen. We are prepared to be questioned. We are prepared to be measured. We are prepared to be held accountable. Because the ultimate purpose of political leadership is not political power. It is public service. And the ultimate measure of government is not whether it remains in office. It is whether the lives of citizens become better. That is the standard we accept. That is the responsibility we embrace. That is the promise of the African Royal Rainbow Congress.

This is the South Africa we choose to build.

APPENDICES. The appendices form the practical reference section of the African Royal Rainbow Congress (ARRC) Manifesto. While the main body of the manifesto sets out the political vision, principles, priorities and proposed programs of the New Dispensation, the appendices provide the supporting framework through which those commitments can be understood, measured and implemented.

The ARRC believes that a serious political program must do more than identify problems or make promises. It must establish principles, define terminology, identify measurable objectives, clarify institutional responsibilities and provide mechanisms through which citizens can assess whether government is delivering.

The appendices should therefore be read together with the main manifesto.

The central philosophy is straightforward:

Political commitments must become government programs. Government programs must become measurable targets. Targets must be connected to budgets and responsibilities. Implementation must be monitored. Performance must be reported. Failure must result in correction. Success must be expanded.

This approach reflects the ARRC's broader commitment to a politics of measurable performance. The manifesto states that political promises should be converted into targets, targets connected to budgets, budgets connected to implementation, implementation monitored and performance reported to citizens.

The appendices are therefore not simply supplementary material. They are part of the architecture of the New Dispensation.



Appendix A — Constitutional Principles and References

A.1 The Constitutional Foundation. The African Royal Rainbow Congress recognizes the Constitution of the Republic of South Africa as the foundation of the country's democratic order.

The ARRC's political project is not based on replacing constitutional democracy with political convenience. It is based on strengthening constitutional democracy and ensuring that its principles become visible in the everyday lives of citizens.

The ARRC therefore regards the Constitution as both: a shield protecting citizens from arbitrary power; and, a standard against which government must be measured. The Constitution is not merely a legal document that applies to courts and lawyers. It must be visible in: - the way citizens are treated by government;. - the management of public finances;. - the delivery of municipal services;. - the conduct of political representatives;. - the operation of public institutions;. - the protection of individual rights;. - the functioning of courts;. - the conduct of elections;. - and the participation of citizens in public life.

The New Dispensation must therefore be a constitutional project in practice, not merely in language.

A.2 Constitutional Supremacy. The ARRC accepts the principle that the Constitution is the supreme law of the Republic.

The political consequence of this principle is fundamental: No political leader is above the Constitution. No political party is above the Constitution. No government department is above the Constitution. No municipality is above the Constitution. No public official is above the Constitution.

The manifesto specifically rejects the idea that electoral victory creates unlimited political power. A government may receive a democratic mandate from voters, but that mandate must be exercised within the constitutional framework.

Democracy therefore requires both: 1. democratic legitimacy; and, 2. constitutional legality. The ARRC believes that both must exist simultaneously.

A.3 Human Dignity. Human dignity must be reflected in the everyday operation of government.

Dignity is not an abstract concept.

A citizen standing in a long queue at a public office is experiencing the state.

A person reporting a crime is experiencing the state. A patient entering a public hospital is experiencing the state. A small business owner dealing with a municipality is experiencing the state. A child entering a public school is experiencing the state. The ARRC therefore believes that government must treat citizens as citizens, not as inconveniences. Public administration must be professional and respectful.

This does not mean that government can satisfy every request immediately. Resources are limited, laws must be followed and administrative processes take time.

But a citizen can be told that something cannot be done without being humiliated.

That is the practical meaning of dignity in public administration.

A.4 Equality. The ARRC recognizes equality as a foundational principle.

Equality means equal citizenship and equal protection under the law. It means that political opportunity should not be reserved for a connected minority. It means government services should be administered fairly. It means political participation should be open. It also means recognizing that South Africa's historical inequalities have created unequal starting conditions.

The ARRC therefore understands equality as requiring both equal citizenship and the removal of unfair barriers to opportunity.

Equality must also be geographic.

A citizen in a rural municipality must have the same political dignity as a citizen in an affluent metropolitan area.

A township entrepreneur must be able to participate in the economy. Young people must be recognized as current citizens rather than simply future voters. Women must be able to participate fully in economic and political life. People with disabilities must be able to participate. Older citizens must remain part of democratic life.

A.5 Rule of Law. The ARRC supports a political culture in which laws apply consistently.

The rule of law means that government itself is subject to legal limits. It means that political influence cannot legitimately replace lawful procedure. It means that citizens must be protected against arbitrary government action. It also means that citizens have responsibilities. The ARRC's approach therefore connects constitutional rights with responsible citizenship.

A.6 Democratic Accountability. Democratic accountability must continue between elections.

The manifesto states that the vote is not a blank check and that citizens must remain active participants in governance between elections. Communities should have mechanisms to monitor municipal performance, participate in planning, raise concerns, access information and demand answers.

This principle should guide the entire government system. Accountability should operate at several levels: - accountability to the Constitution; - accountability to the law; - accountability to voters; - accountability to legitimate oversight institutions; - accountability to ethical standards; - and accountability for the use of public resources. The ARRC believes political leaders should routinely ask: Is this lawful? Is this ethical? Is this in the public interest? Can this decision be explained publicly? Would citizens consider this decision reasonable if they knew all the facts?

These questions form part of the ethical culture that the New Dispensation seeks to establish.

A.7 Local Government Principles. The Constitution establishes municipalities as a distinct sphere of government and identifies democratic and accountable government, sustainable service provision, social and economic development, safe and healthy environments and community involvement as central objectives.

The ARRC believes these principles should become measurable performance standards. A municipality should be able to demonstrate: - what it promised;. - what it budgeted;. - what it spent;. - what it delivered;. - what remains outstanding;. - why delays occurred;. - who is responsible;. - and what corrective action is being taken.

The constitutional principle of community involvement must therefore become a practical culture rather than a formal requirement.



Appendix B — Key Policy Definitions

This appendix establishes working definitions for important terms used throughout the ARRC Manifesto.

The purpose is to prevent important political concepts from becoming vague slogans.

B.1 New Generation. New Generation refers to a new standard of leadership rather than simply a younger group of politicians.

A New Generation leader is expected to demonstrate: - integrity;. - competence;. - accountability;. - willingness to learn;. - professional respect;. - long-term thinking;. - responsiveness to citizens;. - and commitment to public service. The ARRC specifically distinguishes generational renewal from simply replacing older politicians with younger ones. The objective is to change the standard of leadership.

B.2 New Direction. New Direction means a shift from politics centred primarily on promises toward politics centred on implementation.

A New Direction asks: - What is the problem? - What is the solution? - Who is responsible? - What resources are required? - What is the deadline? - What result should citizens experience? - How will success be measured? It therefore represents a move toward evidence, implementation and measurable performance.

B.3 New Dispensation. New Dispensation refers to the political, institutional and developmental culture that the ARRC seeks to establish.

It is not simply a change in the governing political party. It represents a change in how political authority is understood and exercised. The New Dispensation connects:

constitutional democracy + economic development + social responsibility + professional administration + political accountability + citizen participation.

The manifesto describes it as a commitment to constitutional democracy combined with serious implementation, economic development combined with social responsibility, public services combined with professional administration and political participation combined with citizen accountability.

B.4 Citizen-Centered Government. Citizen-centered government means government organized around the needs and lived experiences of citizens.

Government performance should ultimately be evaluated by outcomes experienced by people. Examples include: - whether water is available;. - whether roads are maintained;. - whether children learn;. - whether young people access opportunities;. - whether businesses can operate;. - whether communities are safe;. - and whether public officials respond to citizens.

B.5 Functional Municipality. A functional municipality is a municipality capable of fulfilling its constitutional and statutory responsibilities effectively.

It should: - plan;. - budget;. - maintain infrastructure;. - provide basic services;. - manage finances;. - support local economic development;. - engage communities;. - manage public assets;. - respond to complaints;. - and measure its own performance. A functional municipality is not defined simply by the existence of municipal offices. It is defined by whether the institution actually works.

B.6 Local Economic Development. Local Economic Development refers to deliberate efforts to strengthen economic activity within communities.

This includes supporting: - local businesses;. - entrepreneurs;. - agriculture;. - manufacturing;. - tourism;. - markets;. - infrastructure;. - investment;. - skills;. - supply chains;. - and employment.

The ARRC sees municipalities as potential engines of local development rather than merely administrative structures.

B.7 Economic Opportunity. Economic opportunity means the ability of individuals and businesses to participate meaningfully in economic activity.

It includes access to: - education;. - skills;. - employment;. - entrepreneurship;. - finance;. - markets;. - infrastructure;. - technology;. - property;. - and investment. The objective is to create conditions in which people can increasingly build independent livelihoods.

B.8 Youth Development. Youth development means more than providing temporary programs for young people.



It means building capabilities that can lead to: - employment;. - entrepreneurship;. - leadership;. - innovation;. - professional development;. - civic participation;. - and economic independence.

The ARRC's framework includes technical education, digital skills, leadership, entrepreneurship, sports, arts and cultural participation.

B.9 Professional Government. Professional government means a public administration system in which decisions and implementation are supported by competence, ethics, evidence and institutional responsibility.

Political leaders provide democratic direction. Public servants provide professional administration. Professionals provide specialized knowledge. The ARRC believes these roles should complement one another rather than compete.

B.10 Accountability. Accountability means that an institution or individual must be able to explain decisions, demonstrate responsible use of resources and accept consequences for misconduct or persistent failure.

Accountability therefore includes: - transparency;. - reporting;. - oversight;. - performance measurement;. - ethical conduct;. - and corrective action.

B.11 Performance. Performance means the measurable progress made toward defined objectives.

Performance is not simply expenditure.

A program cannot be considered successful merely because money was spent.

The ARRC's human-development framework specifically states that programs must be measured according to what changes in people's lives.

B.12 Outcome. An outcome is the real-world change resulting from government action.

For example:

Output: A training center is constructed.

Outcome: Young people acquire relevant skills and enter employment or entrepreneurship.

Output: A road is constructed.

Outcome: Travel becomes safer, transport costs decline and economic access improves.

B.13 Infrastructure. For the purposes of the manifesto, **infrastructure** includes the physical and digital systems necessary for economic and social activity.

This includes: - roads;. - rail;. - ports;. - water systems;. - electricity systems;. - sanitation;. - housing infrastructure;. - public facilities;. - broadband;. - telecommunications;. - data infrastructure;. - and digital public services.

B.14 Responsible Resource Development. **Responsible resource development** means the productive use of South Africa's natural resources while protecting environmental interests, supporting communities and seeking greater economic value through processing and industrial development.

B.15 African Economic Integration. **African economic integration** means increasing economic cooperation, trade, investment, infrastructure connectivity and value-chain integration between African countries.

The objective is not simply to increase exports.

It is to build stronger African economic relationships.



Appendix C — Proposed Government Performance Framework

C.1 Purpose. The Proposed Government Performance Framework translates the ARRC's political commitments into a system for measuring government.

The central principle is: Government must be measured by what it delivers, not merely by what it announces. The ARRC believes that performance measurement must become a normal part of government culture. A government program should therefore move through the following chain:

Problem → Policy → Budget → Program → Implementation → Output → Outcome → Measurement → Reporting → Correction

This approach is consistent with the manifesto's broader principle that promises must become targets, targets must connect to budgets and implementation must be monitored.

C.2 National Performance Levels. The framework should operate at four levels.

Level 1 — National Government. National departments should be assessed according to their strategic responsibilities and national targets. Level 2 — Provincial Government. Provinces should translate national priorities into provincial implementation plans while responding to regional conditions. Level 3 — Local Government. Municipalities should be assessed against service delivery, financial, infrastructure, governance and local economic-development indicators. Level 4 — Public Institutions and Agencies.

Public entities should be assessed according to their mandates, financial performance, operational efficiency and public outcomes.

C.3 Core Performance Areas. The ARRC proposes seven broad performance categories.

1. Service Delivery. Measure whether citizens receive the services government is responsible for providing.
2. Infrastructure. Measure infrastructure construction, maintenance, reliability and utilization.
3. Economic Development. Measure investment, enterprise development, employment, productivity and local economic

activity. 4. Human Development. Measure education, skills, health and social-development outcomes. 5. Safety and Justice. Measure crime prevention, policing effectiveness, response times and institutional performance. 6. Financial Governance. Measure: - budget credibility;. - expenditure;. - procurement;. - financial controls;. - irregular expenditure;. - audit findings;. - and asset management. 7. Institutional Performance. Measure: - vacancies;. - administrative capacity;. - turnaround times;. - complaint resolution;. - compliance;. - transparency;. - and management performance.

C.4 The Performance Scorecard. Every major government program should have a performance scorecard containing:

-----	Category	Requirement	-----
----- Objective	What problem is being addressed?	Baseline	
What is the current position? Target	What must change?	Responsible Institution	Who is accountable?
Budget	What resources are allocated?	Timeline	When must it be delivered?
Indicator	How will progress be measured?	Evidence	What proves delivery?
Outcome	What changes for citizens?	Reporting	How will citizens be informed?
Action	What happens if performance fails?	Corrective	

C.5 Quarterly Performance Reviews. Government should conduct quarterly performance reviews.

These reviews should identify:

Green — On Track. The program is progressing according to plan.

Amber — At Risk. The program is experiencing difficulties requiring intervention.

Red — Off Track. The program has materially failed to meet its commitments and requires corrective action.

This approach allows government to intervene before five years have passed.

C.6 Annual Public Performance Report

At the end of each financial year, government should publish an accessible public performance report.

The report should answer: - What did government promise? - What was achieved? - What was not achieved? - How much was spent? - What caused delays? - What corrective measures were taken? - What will happen during the following year? The purpose is not to create another technical report that citizens cannot understand. The purpose is public accountability. C.7 Consequences for Poor Performance. Performance measurement must have consequences. Where poor performance results from insufficient resources, government should address the resource problem. Where it results from weak management, management must be strengthened. Where it results from procurement failures, procurement systems must be corrected. Where it results from corruption or misconduct, appropriate legal and disciplinary processes must follow. Where a program succeeds, government should investigate whether it can be expanded. The objective is a government capable of learning.

The ARRC specifically identifies visible consequences for poor performance and expansion of successful programs as important components of restoring public trust.

Appendix D — National Development Targets

The National Development Targets translate the ARRC's five national priorities into broad long-term areas of measurement.

These targets should be refined through detailed government planning, baseline assessments and budget processes once an ARRC government assumes responsibility.

The figures below should therefore be understood as **proposed planning targets**, not as claims about existing performance.

D.1 Jobs and Economic Growth

The national economic objective should be to create an environment capable of sustained employment and investment growth.

Key targets should include: - sustained expansion of productive economic activity;. - increased private-sector investment;. - growth in manufacturing;. - increased support for small and medium enterprises;. - increased agricultural production;. - improved logistics;. - expanded infrastructure investment;. - increased African trade;. - and greater participation of young people and women in the economy. The government should track: - jobs created;. - businesses established;. - businesses surviving after three and five years;. - investment mobilized;. - exports;. - manufacturing output;. - infrastructure projects completed;. - and local procurement.

D.2 Functional Municipalities. Every municipality should ultimately be assessed against a functional-government standard.

Targets should include: - improved water reliability;. - reliable waste collection;. - functioning sanitation;. - road maintenance;. - improved financial management;. - improved revenue collection;. - reduced infrastructure backlogs;. - faster complaint resolution;. - stronger planning;. - and meaningful community participation. The objective is not to make every municipality identical.

The manifesto recognizes that South Africa's municipalities differ substantially in geography, economic structure and population. National policy should therefore provide a coherent framework while allowing local solutions to respond to local conditions.



D.3 Safe Communities. Safety targets should include:

- improved police response;
- stronger investigative capacity;
- improved cooperation between law-enforcement institutions;
- stronger community safety structures;
- improved public-space safety;
- protection of vulnerable groups;
- and stronger responses to organized crime.

Safety must also be connected to youth development, infrastructure, economic opportunity and functioning municipalities.

D.4 Youth and Skills Development. Youth-development targets should include:

- increased access to technical and vocational training;
- increased apprenticeships;
- expanded digital skills;
- increased work-based learning;
- increased employment outcomes;
- increased youth entrepreneurship;
- and stronger youth participation in leadership.

The ARRC believes youth programs should be measured by outcomes such as skills acquired, employment obtained, businesses created and sustained, apprenticeships completed and qualifications achieved.

D.5 Honest and Accountable Government. Targets should include:

- stronger financial controls;
- transparent procurement;
- reduced irregular expenditure;
- stronger consequence management;
- improved audit outcomes;
- faster disciplinary processes;
- improved public access to information;
- and stronger citizen oversight.

D.6 Infrastructure. National infrastructure targets should cover:

- road maintenance;
- rail capacity;
- port efficiency;
- water infrastructure;
- electricity infrastructure;
- sanitation;
- public transport;
- housing infrastructure;
- broadband;
- and digital public services.

Projects should have clear budgets, timelines, technical specifications, performance requirements and monitoring systems. The ARRC specifically identifies these as essential requirements for professionally managed infrastructure programs.

D.7 Energy. Energy targets should focus on:

- reliability;
- affordability;
- generation capacity;
- transmission;
- distribution;
- maintenance;
- diversification;
- renewable energy;
- storage;
- and energy efficiency.

The ARRC views energy security as foundational to manufacturing, mining, agriculture, healthcare, education, business and households.

D.8 Water. Water targets should include:

- reduced municipal water losses;
- infrastructure maintenance;
- improved treatment capacity;
- improved distribution;
- increased water conservation;
- improved agricultural efficiency;
- and stronger long-term water planning.



D.9 Human Development. Human-development targets should measure real outcomes.

Education indicators should include: - literacy;. - numeracy;. - attendance;. - completion;. - progression;. - teacher performance;. - technical skills;. - and employment outcomes. Healthcare indicators should include: - access;. - waiting times;. - facility functionality;. - medicine availability;. - preventative care;. - patient outcomes;. - and administrative performance. These reflect the ARRC's existing outcome-based approach to social development.

D.10 Long-Term National Development. The ARRC believes South Africa must plan beyond individual electoral cycles.

The manifesto identifies 2044 and 2045 as important long-term reference points and argues that decisions made today will affect citizens who have not yet been born.

Long-term national targets should therefore include: - a more productive economy;. - stronger infrastructure;. - better education;. - improved skills;. - stronger institutions;. - greater African economic integration;. - environmental sustainability;. - technological capability;. - and improved quality of life.

Appendix E — Local Government Implementation Framework

E.1 Purpose. Local government is central to the ARRC's political program because municipalities are where citizens often experience government most directly.

Citizens may never meet a national minister. But they will know whether: - water works;. - waste is collected;. - roads are maintained;. - municipal offices respond;. - public spaces are maintained;. - local infrastructure functions;. - and businesses can operate.

E.2 Municipal Assessment. Every municipality should undergo a baseline assessment covering:

Governance. - council functionality;

- oversight structures;. - public participation;. - leadership;. - administration.

Finance. - revenue;

- expenditure;. - debt;. - financial controls;. - procurement;. - audit findings.

Infrastructure. - water;

- sanitation;. - electricity-related infrastructure;. - roads;. - waste;. - public buildings;. - stormwater;. - community facilities.

Human Resources. - vacancies;

- skills;. - management capacity;. - training;. - performance management.

Economic Development. - local businesses;

- economic sectors;. - investment opportunities;. - unemployment;. - industrial potential;. - agricultural potential;. - tourism;. - township economy;. - informal economy.

E.3 Municipal Recovery Plans. Municipalities experiencing serious dysfunction should receive structured recovery plans.

A recovery plan should identify: 1. the problem;. 2. the cause;. 3. the intervention;. 4. the responsible official;. 5. the budget;. 6. the deadline;. 7. the performance indicator;. 8. the reporting mechanism. The objective should be recovery rather than permanent dependence.

E.4 Municipal Service Standards. Every municipality should publish basic service standards.

Citizens should know what they can reasonably expect. Examples include: - response time for service complaints;. - waste-collection schedules;. - water-service information;. - road-maintenance procedures;. - planning-application processes;. - business-support services;. - and communication channels.

E.5 Community Participation. Community participation should occur throughout the municipal planning cycle.

Communities should be able to participate in: Priority Identification → Planning → Budgeting → Implementation → Monitoring → Evaluation. Residents should not only be invited to meetings after decisions have effectively been made. They should have meaningful opportunities to influence priorities.

E.6 Local Economic Development. Municipalities should identify their own economic strengths.

A mining municipality may focus on: - mining services;. - logistics;. - engineering;. - manufacturing;. - environmental rehabilitation;. - supplier development;. - and skills. An agricultural municipality may focus on: - agro-processing;. - irrigation;. - logistics;. - storage;. - markets;. - and agricultural technology. A coastal municipality may have opportunities in: - tourism;. - logistics;. - fisheries;. - maritime industries;. - manufacturing;. - and services. A township municipality may focus on: - retail;. - manufacturing;. - construction;. - services;. - creative industries;. - technology;. - and entrepreneurship. The ARRC therefore rejects a one-size-fits-all approach.



E.7 Municipal Performance Cycle. The proposed municipal performance cycle is:

Step 1 — Assess. Understand the municipality's condition.

Step 2 — Prioritize. Identify the most urgent challenges.

Step 3 — Plan. Develop realistic programs.

Step 4 — Budget. Connect programs to available resources.

Step 5 — Implement. Execute projects and services.

Step 6 — Measure. Assess whether delivery occurred.

Step 7 — Report. Inform citizens.

Step 8 — Correct. Address failures.

Step 9 — Improve. Expand successful interventions.

This creates the cycle:

Plan → Budget → Implement → Measure → Report → Correct → Improve

The ARRC's manifesto specifically argues that municipal budgets must connect to priorities, plans to implementation, implementation to measurement and measurement to accountability.

E.8 Municipal Citizen Scorecard. The ARRC proposes that municipalities eventually publish a simple citizen-facing scorecard.

The scorecard could include: ————— Area Question —
 ————— Water Is water service reliable? Waste Is
 waste collected according to schedule? Roads Are priority roads maintained? Finance Is municipal
 spending properly controlled? Infrastructure Are projects completed on time? Business Can businesses
 access municipal services efficiently? Participation Are citizens involved in planning? Complaints Are
 complaints resolved? Safety Are public spaces being managed safely? Development Is the
 municipality creating economic opportunity? —————. The
 objective is not to create a simplistic political ranking system. The objective is to make municipal
 performance understandable. E.9 Mayoral and Municipal Leadership Accountability. Political leaders must
 understand that municipal leadership is a responsibility. A mayor, councillor or municipal executive should
 be able to answer: What are our priorities? What is our budget? What are we delivering? What is failing?
 Why is it failing? What are we doing about it? When will citizens see improvement? This is the standard of
 leadership that the New Dispensation requires.



Appendix F — Sources, Research and References

F.1 Purpose. The ARRC Manifesto is intended to be a political and policy document grounded in constitutional principles, institutional responsibilities, economic realities and practical implementation.

The Sources, Research and References appendix should therefore provide the intellectual and documentary foundation for the manifesto.

The objective is transparency. Citizens should be able to distinguish between: - constitutional obligations;. - existing government responsibilities;. - ARRC policy proposals;. - research-based observations;. - political values;. - and proposed targets.

F.2 Primary Constitutional Reference. The Constitution of the Republic of South Africa provides the central constitutional reference point for the manifesto.

The ARRC's constitutional approach is based on the principles of: - human dignity;. - equality;. - human rights;. - non-racialism;. - non-sexism;. - constitutional supremacy;. - rule of law;. - democratic participation;. - accountability;. - responsiveness;. - openness;. - and public administration based on professional ethics and efficient use of resources.

The manifesto explicitly states that the ARRC does not seek to replace constitutional democracy, but to make it more meaningful in citizens' everyday lives.

F.3 Constitutional Principles and Public Administration. The manifesto draws particular attention to constitutional principles governing public administration. Public administration should reflect: - professional ethics;. - efficient and effective use of resources;. - development-oriented administration;. - fair and impartial service;. - responsiveness to people's needs;. - public participation;. - accountability;. - and transparency. These principles form the basis for the ARRC's proposed government-performance framework.

F.4 Local Government References. The local-government sections of the manifesto are grounded in the constitutional objectives of local government.

The ARRC's approach emphasizes: - democratic and accountable government;. - sustainable service provision;. - social and economic development;. - safe and healthy environments;. - community involvement;. - planning;. - budgeting;. - implementation;. - measurement;. - and accountability. These principles inform the Local Government Implementation Framework contained in Appendix E. F.5 Economic Research and Policy.

The manifesto's economic program draws upon the principle that government should create conditions in which businesses can invest, entrepreneurs can grow, workers can develop skills and industries can expand.

The ARRC recognizes that government cannot directly create every job. Government can, however: - improve infrastructure;. - reduce unnecessary administrative barriers;. - support investment;. - strengthen municipal services;. - support skills development;. - facilitate partnerships;. - use procurement responsibly;. - and support local economic development. The economic research base should therefore include evidence relating to: - unemployment;. - economic growth;. - investment;. - manufacturing;. - small businesses;. - infrastructure;. - logistics;. - agriculture;. - mining;. - energy;. - technology;. - and African trade.

F.6 Human Development Research. The manifesto treats human development as connected to economic development.

Education creates capability. Healthcare protects capability. Economic opportunity applies capability. Strong families support capability. Safe communities reinforce capability. Functioning municipalities create conditions in which capability can flourish. The ARRC therefore does not treat social development as separate from economic development. Research supporting human-development policies should therefore examine: - education outcomes;. - literacy;. - numeracy;. - health;. - youth employment;. - entrepreneurship;. - skills;. - women's economic participation;. - social development;. - and community safety. F.7 Technology and Innovation Research.

The manifesto also identifies technology, artificial intelligence, digital infrastructure, research and development and Fourth Industrial Revolution skills as important elements of South Africa's future.

The ARRC believes South Africa should not only consume technology but develop technology. This includes strengthening capabilities in: - artificial intelligence;. - software;. - data;. - cybersecurity;. - robotics;. - automation;. - advanced manufacturing;. - digital services;. - and research commercialization.

The manifesto specifically argues that research should, where appropriate, become products, companies, technologies, patents, manufacturing processes or public-sector solutions.

F.8 Infrastructure Research. Infrastructure research should cover:

- roads;. - rail;. - ports;. - water;. - sanitation;. - electricity;. - housing;. - telecommunications;. - broadband;. - public transport;. - and digital infrastructure.

The ARRC's infrastructure philosophy is based on the idea that infrastructure is an economic foundation.

Infrastructure must therefore be:

planned, financed, constructed, maintained, monitored and evaluated.

The party rejects infrastructure programs that are poorly planned, unnecessarily expensive or vulnerable to corruption.

F.9 Energy Research. Energy research should cover:

- electricity reliability; - generation; - transmission; - distribution; - renewable energy; - storage; - grid modernization; - industrial energy requirements; - and energy efficiency.

The ARRC considers energy policy both an infrastructure issue and an industrial-development issue. Energy diversification can create opportunities in engineering, equipment manufacturing, grid technology, storage, renewable energy and maintenance.

F.10 African Development and Trade Research. The African Agenda should be supported by research relating to: - African economic integration; - intra-African trade; - infrastructure corridors; - logistics; - industrialization; - manufacturing; - regional security; - investment; - and African value chains.

South Africa's geographic and economic position means that African economic integration should be considered part of national economic strategy.

The research base should therefore examine both opportunities and risks.

F.11 Environmental Research. Environmental policy should be supported by evidence relating to:

- water security; - climate resilience; - waste management; - environmental protection; - sustainable cities; - energy transition; - responsible mining; - agriculture; - biodiversity; - and resource management.

The ARRC's environmental approach is based on the principle that development and environmental responsibility should be pursued together.

F.12 Government and Institutional Research. The performance framework should draw upon research relating to: - public administration; - municipal governance; - public finance; - procurement; - service delivery; - institutional capacity; - corruption prevention; - performance management; - citizen participation; - and accountability.

The ARRC's approach recognizes that political leadership and professional administration are different but complementary functions. Political leaders provide democratic direction while professionals implement policy competently and lawfully.

F.13 Research Standards for the New Dispensation. The ARRC should adopt a clear standard for policy research. Where a policy claim is made, the supporting evidence should be identified. Where a target is proposed, the baseline should be established. Where an intervention is recommended, the expected outcome should be identified.

Where international examples are used, their applicability to South Africa should be considered rather than assuming that a foreign model can simply be copied.

Where evidence changes, policy should be capable of changing.

The ARRC believes leadership should be willing to change direction when evidence demonstrates that a policy is not working.

F.14 Reference Categories. The final reference list for the complete manifesto should, where applicable, include the following categories:

Constitutional and Legal Sources. - Constitution of the Republic of South Africa;

- relevant national legislation;. - provincial legislation;. - municipal legislation;. - regulations;. - government policy frameworks;. - and official institutional mandates.

Government Sources. - national departments;

- provincial departments;. - municipalities;. - Statistics South Africa;. - Parliament;. - public entities;. - regulatory institutions;. - and official government reports.

Economic Sources. - economic research institutions;

- financial institutions;. - industry associations;. - development institutions;. - business organizations;. - investment reports;. - and sector studies.

International and African Sources. - African Union institutions;

- regional organizations;. - African development institutions;. - international development organizations;. - trade institutions;. - and comparative international research.

Academic Sources. - universities;

- peer-reviewed research;. - research institutes;. - technical institutions;. - economic research;. - public-policy research;. - engineering research;. - environmental research;. - and social-development research.

Civil Society and Community Sources. - community organizations;. - professional associations;. - labor organizations;. - business organizations;. - non-governmental organizations;. - youth organizations;. - women's organizations;. - and other legitimate public-interest organizations.

► ***Final Note on the Appendices***

The appendices complete the manifesto by connecting vision to structure. The constitutional principles establish the boundaries within which government must operate. The policy definitions establish what the ARRC means by important political concepts. The performance framework establishes how government should measure delivery. The national targets establish what the country should seek to achieve. The local-government framework establishes how implementation should reach communities.

The sources and research framework establishes the evidence base through which policy should be developed and reviewed.

Together, these appendices reinforce one of the central arguments of the New Dispensation:



South Africa does not simply need more promises. It needs a system for turning public commitments into measurable results.

The ARRC therefore proposes a government culture in which: Promises become plans. Plans become budgets. Budgets become programs. Programs become implementation. Implementation becomes measurable outcomes. Outcomes become public reports. Reports create accountability. Accountability creates correction. Correction creates improvement.

This is the practical meaning of the ARRC's commitment to **A New Generation, A New Direction and A New Dispensation.**

The ultimate purpose is not to produce a longer manifesto.

It is to provide a framework through which citizens can ask the most important question of all:

Is government working? And, if it is not: What is being done to make it work? That is the standard by which the New Dispensation should ultimately be judged.