



EXCO REINFORCES CALL FOR SPEED, AGILITY AND DECISIVENESS IN EXECUTION

The Department of Employment and Labour's Executive Committee (EXCO) has reinforced the need for greater speed, agility and decisiveness in implementing the Department's priorities, placing a strong emphasis on execution, accountability and continuous improvement.

The message emerged as a central theme throughout the meeting and was underscored by the Acting Director-General, Ms Jacky Molisane, who emphasised:

EXCO convened on 17 September 2026 to consider a range of matters aimed at strengthening organisational performance, governance, financial management and service delivery across the Department and its entities.

A key area of discussion was progress on outstanding matters and critical Information and Communications Technology (ICT) initiatives. These included network infrastructure upgrades, cloud-hosting arrangements and the e-Recruitment system. Management reported progress in addressing system-related challenges and advancing the required implementation processes. EXCO emphasised the importance of maintaining momentum and ensuring that critical milestones are achieved within agreed timeframes to enhance operational efficiency and support improved service delivery.

Members also received an update on the Department's organisational alignment processes and noted ongoing efforts to ensure that organisational structures, functions and capabilities remain aligned to the Department's strategic objectives and operational priorities.

EXCO further considered the Transition Plan for the reconfiguration of the Department and the progressive unbundling of the Unemployment Insurance Fund (UIF) and Compensation Fund (CF). The proposed approach provides for the phased separation of governance, accountability, management authority, budgets and operations, while allowing for co-location during the transition period to safeguard service continuity. The Committee stressed the importance of a coordinated and well-managed transition supported by appropriate governance, legislative, operational and stakeholder engagement arrangements.

As part of its oversight responsibilities, EXCO reviewed In-Year Monitoring (IYM) reports covering departmental and entity performance, financial management and programme implementation. The reports provided insight into progress against planned targets, operational and financial trends, emerging risks and areas requiring focused intervention. The Committee underscored the importance of maintaining performance momentum and ensuring that corrective measures are implemented where necessary to achieve desired outcomes.

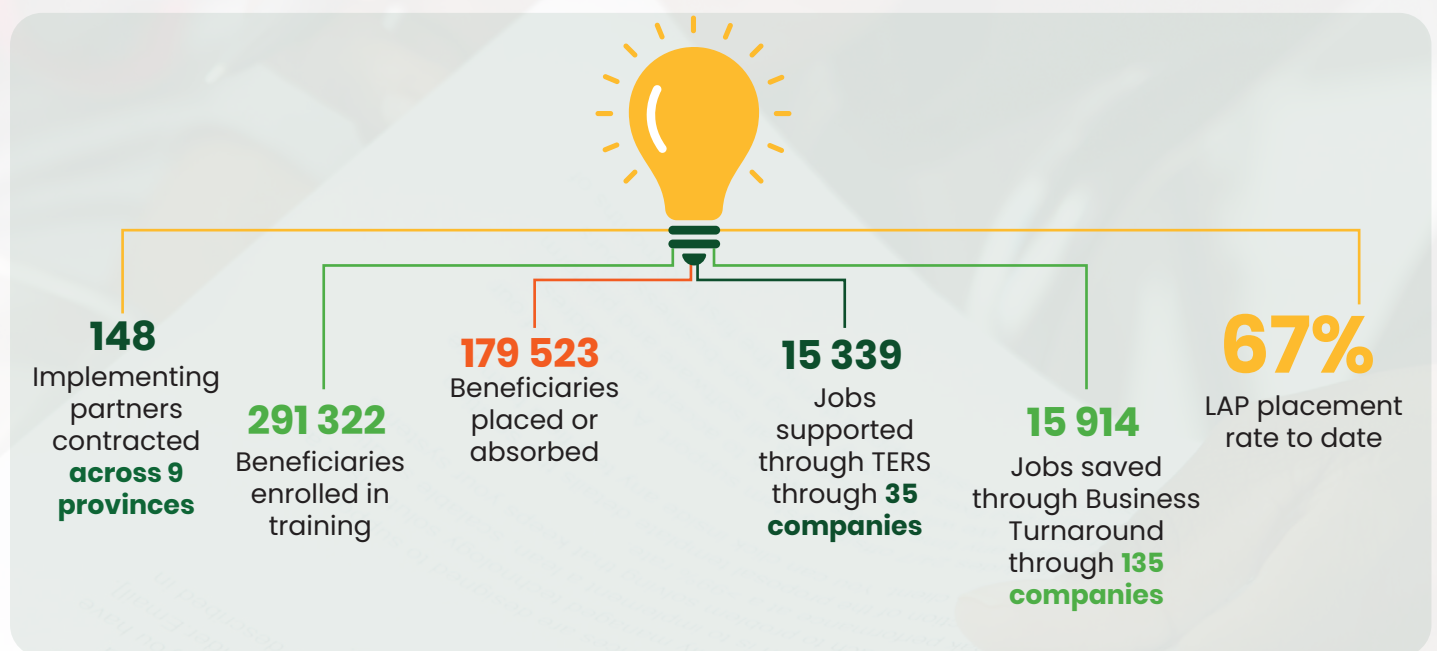
The Department's public employment mandate remained a significant focus area during discussions. Progress towards employment creation targets was reviewed alongside measures aimed at strengthening collaboration with implementing partners and stakeholders. EXCO emphasised the need to accelerate implementation and maximise the impact of available resources to create sustainable employment opportunities and improve livelihoods.

The Compensation Fund reported on its ongoing efforts to improve claims processing, reduce payment turnaround times and strengthen operational efficiency. Management highlighted several initiatives aimed at enhancing data quality, improving verification processes, increasing system responsiveness and strengthening organisational capacity. EXCO welcomed the advances made and encouraged the continued implementation of interventions designed to improve service delivery and client experience.

Similarly, the UIF presented an update on its performance and outlined a range of initiatives intended to improve operational effectiveness and accessibility of services. The Committee noted progress in digitalisation efforts, including the rollout of mobile Client Service Office capabilities, the development of the online employer system and initiatives to strengthen integration with banking institutions. These measures are expected to streamline processes, improve accessibility and enhance service delivery for beneficiaries.

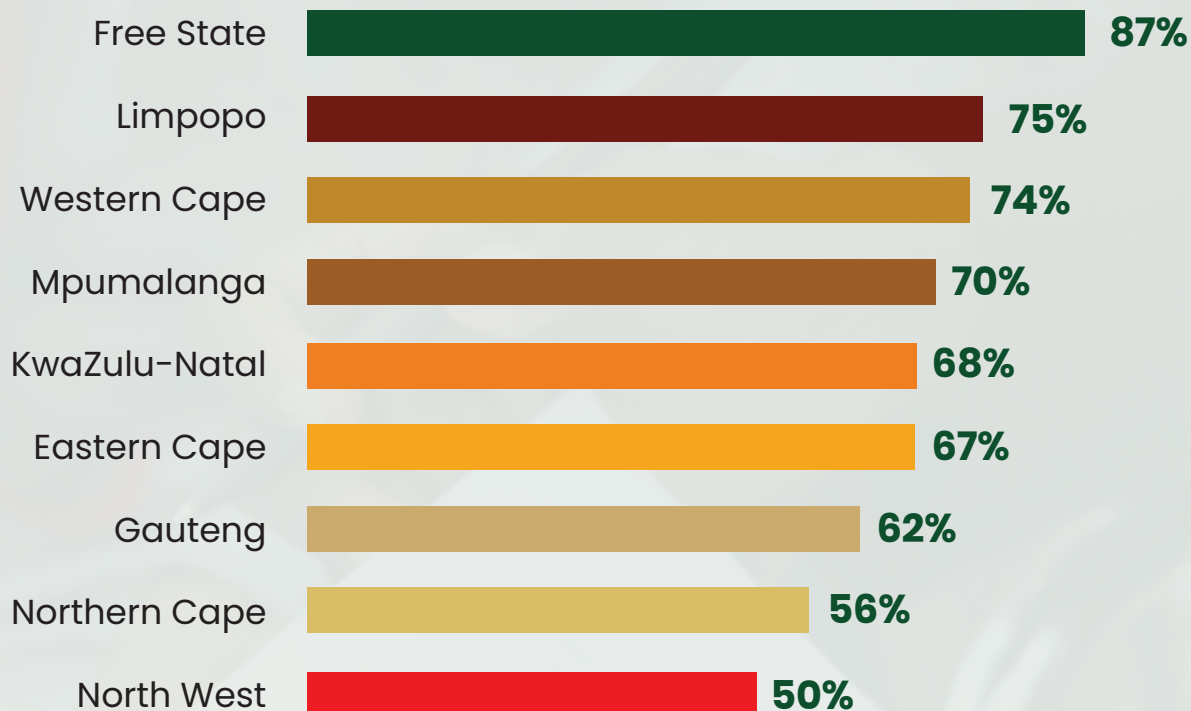
Summary Performance

Figures aggregated from the entity-level annexure. Placement data as captured to date.



Capacity and implementation effectiveness emerged as recurring themes throughout the discussions. Management outlined measures to accelerate the filling of approved posts, optimise the utilisation of existing internal capacity and secure specialist support where required. EXCO encouraged proactive workforce planning and the expedited implementation of these interventions to support the Department's growing service delivery demands and strategic priorities.

Placement rate by province

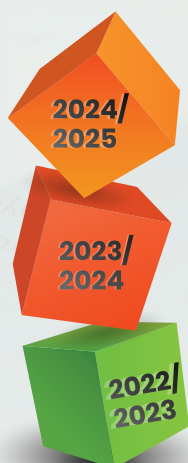


The Committee also considered the operational and financial sustainability of Supported Employment Enterprises (SEE). Progress in improving audit outcomes and initiatives aimed at expanding employment opportunities for persons with disabilities were noted. Discussions focused on strengthening operational efficiency, improving procurement processes, managing production costs and refining the entity's future operating model.

Overall audit outcome comparison

← **Prior year adverse opinion** →

← **2025/2026 Qualification opinion** →



Receivables from Exchanges transactions – Trade Debtors

- Unreconciled debtors' balances
- Historical transactions
- Inadequate supporting documents

EXCO emphasised the importance of adopting a sustainable approach that balances SEE's production activities with its broader developmental, employment and service delivery mandate. The Committee further called for improved financial visibility, including enhanced reporting on cash-flow trends and financial sustainability indicators, to support informed decision-making and strengthen governance oversight.

Audit Action Plan Development, AAP Governance, Approval and Monitoring Pathway



Across all matters considered, EXCO reiterated that plans and commitments must translate into measurable action and tangible results. The Committee reinforced the need for disciplined execution, accelerated implementation, accountability and continuous improvement across all areas of the Department's work.

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In closing, the Acting Director-General expressed appreciation to EXCO members, presenters, officials and the Secretariat for their commitment, constructive engagement and diligence throughout the meeting. She noted that the value of the meeting would ultimately be measured not only by the quality of discussion, but by the Department's ability to implement agreed actions with urgency, improve service delivery outcomes and advance its strategic priorities through decisive and effective execution.

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