



labour

Department:
Labour
REPUBLIC OF SOUTH AFRICA

EEA13

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DEPARTMENT OF LABOUR

PURPOSE OF THIS FORM

Section 20 requires designated employers to prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce. An Employment Equity Plan must state-

- (a) The objectives to be achieved for each year of the plan
- (b) The affirmative action measures to be implemented as required by section 15(2).
- (c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals;
- (d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;
- (e) The duration of the plan, this may not be shorter than one year or longer than five years;
- (f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity;
- (g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;
- (h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and
- (i) Any other prescribed matter.

KOUGA LOCAL MUNICIPALITY EMPLOYMENT EQUITY PLAN (Section 20)

Employer Details

Trade name: **Kouga Local Municipality**

DTI Registration name.....-

PAYE/SARS: **7430739112**.....

EE Ref No.....**623751**.....

Industry/Sector: **Local Government**.....

Province...**Eastern Cape**.....

Tel 'n: **042 2002 200**.....

Fax No: **0865211154**.....

Postal address: **PO BOX 21 Da Gama Road Jeffreysbay 6330**

Physical address: **33 Da Gama Road Jeffery bay 6330**

Name & Surname of the CEO/Accounting Officer: **Charl du Plessis**

Email address: **cduplessis@kouga.gov.za**

1. INTRODUCTION

Section 20 requires that a designated employer prepares and implements an Employment Equity Plan which will achieve reasonable progress towards employment equity. An Employment Equity Plan must state the following:

- a. The objectives to be achieved for each year of the plan should meet the SMART principle as follows: -
 - Specific
 - Measurable
 - Attainable
 - Relevant; and
 - Time bound
- b. Barriers and Affirmative Action Measures must be aligned with those indicated in the audit analysis (section 19(1)) and meet the following requirements:
 - Include time-frames in order to track progress in the implementation of these AA Measures;
 - These time-frames should be within the duration of the EE Plan (no "on-going" permitted) and
 - Include responsible persons to monitor the implementation of these AA Measures (not names of people but designations).
- c. The workforce profile, numerical goals and targets with exact time-frames according to the duration of the plan which must be accompanied by strategies to achieve them as informed by the findings in the audit analysis (as per section 19(2)).
- d. Non-numerical goals according to paragraph b above (no need to repeat the table)
- e. The duration of the plan which may not be shorter than 1 year or longer than 5 years (it must have a start and end date in terms of day, month and year).
- f. Procedures to monitor and evaluate the implementation of the plan (which must state clear roles of stakeholders involved in the monitoring of the plan including time-frames when the monitoring takes place).
- g. Internal procedures to resolve any dispute about the interpretation or implementation of the plan (include the stakeholders involved in resolving the dispute and time-frames allocated for each step of the process)
- h. The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan.
- i. Any other prescribed matter.

DURATION OF THE PLAN

25/12/2021

Start date: (dd / mm / yyyy)

to

30/09/2024

End date: (dd / mm / yyyy)

2. OBJECTIVES FOR EACH YEAR OF THE PLAN

The objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound, are reflected in the table below:

TIMEFRAMES		OBJECTIVES
YEAR 1	25 December 2021-30 September 2022	• To eliminate unfair discrimination in the workplace by initiating programmes that address unfair discrimination • To identify and provide training for unskilled and semi-skilled staff through skills audits, to improve competency, thereby making opportunities available for staff to apply for higher positions. The ripple effect will be that our equity targets will be met. • Reasonable accommodation, equal opportunities and equitable representation of suitably qualified people from the designated groups. • Recruit people from underrepresented groups as per the targets • Implement the Municipal Change management Implementation plan to address all Affirmative action barriers
YEAR 2	1 October 2022-30 September 2023	• Recruit people from underrepresented groups as per the targets • Implement the Municipal Change Implementation plan to address all Affirmative action barriers
YEAR 3	1 October 2023-30 September 2024	• Recruit people from underrepresented groups as per the targets • Implement the Municipal Change Implementation plan to address all Affirmative action barriers



3. BARRIERS AND AFFIRMATIVE ACTION MEASURES

The barriers and Affirmative Action Measures identified in the EE analysis conducted must be included in the EE Plan. These measures must include time-frames to track progress in the implementation of the AA Measures. The time-frames must have specific dates and be within the duration of the EE Plan (no “ongoing” permitted). The designations of responsible persons to monitor the implementation of these AA Measures should be specified.

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE	
Recruitment procedures			x	1. It is a challenge to recruit qualified and experienced African Females and Males, especially in Management & Technical Positions. 2. The Coloured population group is the majority population group	1. To actively recruit African candidates in these positions, based on their qualifications, competencies and experience 2. To recruit African candidates in broadening the scope of advertisement to attract more African Candidates	2021-12-25	2024-09-30	Municipal Manager Corporate Services Director

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE	
				in Kouga; thus, they are overrepresented on various Skills levels				
Advertising positions								
Selection criteria			x	1. Legislation in compliance in terms of the Municipal Finance Management, as well as Municipal Systems Act is a major barrier as it prescribes the Minimum requirements of a position, and if that requirements are not met the	1. To apply section 20(3)c of the Employment Equity Act which prescribes that an employee, within a reasonable time can obtain the relevant experience and qualifications.	2021-12-25	2022-09-30	Human Resource Manager

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				appointment can be null and void.				
Appointments			x	1. Some user departments are opposed to appointing females as they feel females cannot meet the physical demands of rigorous work.	1. Diversity programmes, as well as the Employee Assistance Programme will be utilised to facilitate and drive this change agent. 2. The Municipality has a Change Management Implementation Plan which will be utilised to drive this needed change.	2021-12-25	2022-09-30	Human Resource Manager All Departments
Job classification and grading								

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE	
Remuneration and benefits								
Terms & conditions of employment								
Work environment and facilities			x	1. Facilities do not fully accommodate people with disabilities. E.g. Toilets & parking areas, transportation and staircases.	1. To demarcate parking and toilets facilities for people with disabilities both males and females. Install handrails in the toilets as well as ramps on the outside of toilet entrances and where staircases exist	2021-12-25	2023-09-30	All Departments
Training and development								
Performance and evaluation				1. Individual Performance	1. Cascade Individual Performance	2021-12-25	2022-09-30	MUNICIPAL MANAGER;

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE	
				Management not cascaded to all employees.	Management			MANGER PMS
Succession & experience planning				1. Lack of planning and no skills transfer.	1. The Implementation of the Change Management Implementation Plan will assist in addressing this barrier, which will ensure succession planning 2. The Municipality is also going to implement a work scheduling and planning implementation plan in order to address	2021-12-25	2022-09-30	All Departments

BARRIERS AND AFFIRMATIVE ACTION MEASURES						
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			
				(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	
					this barrier	
Disciplinary measures						
Retention of designated groups						
Corporate culture						
Reasonable accommodation						
HIV/AIDS prevention and wellness programmes						
Assigned senior manager(s) to manage EE						



BARRIERS AND AFFIRMATIVE ACTION MEASURES							
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES	RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE				
						implementation	
Budget allocation in support of employment equity goals							
Time off for employment equity consultative committee to meet							



3. WORKFORCE PROFILE, NUMERICAL GOALS, AND TARGETS

Workforce profile information is a snapshot of the workforce at a particular date and time, which is used below to conduct an analysis of the workforce and, at the same time, serve as baseline information for the setting of numerical goals and targets.

4.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

The workforce profile snapshot tables used for the conducting of the analysis to inform this plan are used below as a baseline for the setting of numerical goals and targets for each year of the plan.

Workforce profile snapshot date:

31/08/2021

Table 1: Snapshot of all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	1	0	0	0	0	0	0	1
Senior management	0	0	1	1	2	0	1	0	0	0	5
Professionally qualified and experienced specialists and mid-management	6	11	1	12	4	6	0	6	0	0	46
Skilled technical and academically qualified workers, junior management, supervisors, supervisors, and superintendents	36	50	1	16	34	28	0	13	0	0	178
Semi-skilled and discretionary decision making	175	155	0	7	67	48	0	5	0	0	457
Unskilled and defined decision making	72	40	0	2	64	37	0	2	0	0	218
TOTAL PERMANENT	289	256	3	39	171	119	1	26	0	0	904
Temporary employees	89	61	0	0	51	41	0	2	0	0	244
GRAND TOTAL	378	317	3	39	222	160	1	28	0	0	1148

Table 2: Snapshot of people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	2	3	0	0	1	0	0	0	0	0	6
Unskilled and defined decision making	4	3	0	0	1	0	0	0	0	0	8
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0	0	0
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	6	6	0	0	2	0	0	0	0	0	14

4.2 ANALYSIS OF WORKFORCE PROFILE BY OCCUPATIONAL LEVEL

The analysis is done separately for each occupational level and for each race and gender intersection in terms of African male, Coloured male, Indian male, White male, African female, Coloured female, Indian female, White male, Foreign National male, and Foreign National female.

TOP MANAGEMENT

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP NATIONAL	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1%	3.9%	0%	0%	100%
EAP PROVINCIAL	43.9%	4.6%	01%	3.1%	41.7%	3.6%	0%	2.1%	0%	0%	100%
ACTUAL	0	0	0	1	0	0	0	0	0	0	1
%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	100%
COMMENTS: As per the National EAP White males are over-represented by 94.9%. This will remain as such until the Contract of the current Municipal Manager expires, which is in terms of the Municipal Systems Act Section 57, thus the status quo will remain for the duration of the plan.											

SENIOR MANAGEMENT

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP NATIONAL	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1%	3.9%	0%	0%	100%
EAP PROVINCIAL	43.9%	4.6%	1%	3.1%	41.7%	3.6%	0%	2.1%	0%	0%	100%
ACTUAL	0	0	1	1	2	0	1	0	0	0	5
%	0%	0%	20%	20%	40%	0%	20%	0%	0%	0%	100%
COMMENTS: As per the National EAP Indian males are overrepresented by 18.2%, White males by 14.9%, Indian Females by 19%, and African Females overrepresented by 4.4%. This will remain as such until all the Senior Managers contracts terminates, which is in terms of the Municipal Systems act Section 57, thus the status quo will remain for the duration of the plan.											

PROFESSIONALLY QUALIFIED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP NATIONAL	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1%	3.9%	0%	0%	100%
EAP PROVINCIAL	43.9%	4.6%	1%	3.1%	41.7%	3.6%	0%	2.1%	0%	0%	100%
ACTUAL	6	11	1	12	4	6	0	6	0	0	46
%	13%	24.9%	2.1%	26%	8.7%	13%	0%	13%	0%	0%	100%

COMMENTS: As per the National EAP, African males are underrepresented by 30,7%, Coloured males are overrepresented by 20,1%, White males are overrepresented by 20,09%, African females are underrepresented by 26,9%, Coloured females are overrepresented by 8,9%, and white females is overrepresented by 9,1%. The Municipality will strive in its Numerical targets to actively employ African Males, and African Females in this skill level, thus addressing the level of underrepresentation.

SKILLED TECHNICAL

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP NATIONAL	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1%	3.9%	0%	0%	100%
EAP PROVINCIAL	43.9%	4.6%	1%	3.1%	41.7%	3.6%	0%	2.1%	0%	0%	100%
ACTUAL	36	50	1	16	34	28	0	13	0	0	178
%	20,2%	28%	0,6%	8,9%	16,5%	15,7%	0%	7,3%	0	0	100%

COMMENTS: As per the National EAP, African males is underrepresented by 23,5%, Coloured males are overrepresented by 23,2%, white males are overrepresented by 3,8%, African females underrepresented by 25.6%, Coloured females are overrepresented by 11,6%, white females are overrepresented by 3,4%.

The Municipality will strive in its Numerical targets to actively employ African Males, and African Females in this skill level, thus addressing the level of underrepresentation. The Municipal Recruitment policy with its internal promotion targets will assist in achieving the numerical targets that is set in the EE Plan

SEMI-SKILLED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP NATIONAL	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1%	3.9%	0%	0%	100%
EAP PROVINCIAL	43.9%	4.6%	1%	3.1%	41.7%	3.6%	0%	2.1%	0%	0%	100%
ACTUAL	175	155	0	7	67	48	0	5	0	0	457
%	38,3%	33,9%	0%	1.5%	14,7%	10,5%	0%	1.1%	0%	0%	100%

COMMENTS: As per the National EAP, African males are underrepresented by 5.4%, Coloured males are overrepresented by 29,1%, white males are underrepresented by 3,6%, African females are underrepresented 20,9%, coloured femaleless are overrepresented by 6,4%, white females are underrepresented by 2,8%.

The Municipality will strive in its Numerical targets to actively employ African Males, African Females, White Males and White Females in this skill level, thus addressing the level of underrepresentation. The Municipal Recruitment policy with its internal promotion targets will assist in achieving the numerical targets that is set in the EE Plan

UNSKILLED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP NATIONAL	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1%	3.9%	0%	0%	100%
EAP PROVINCIAL	43.9%	4.6%	1%	3.1%	41.7%	3.6%	0%	2.1%	0%	0%	100%
ACTUAL	72	40	0	2	64	37	0	2	0	0	218
%	33%	18,3%	0%	0,9%	29,3%	17%	0%	0.9%	0%	0%	100

COMMENTS: As per the National EAP, African males are underrepresented by 10,7%, Coloured males are overrepresented by 13,5%, white males are underrepresented by 4,2%, African females are underrepresented 6,3%, coloured females are overrepresented by 12,9%, white females are underrepresented by 3%.

The Municipality will strive in its Numerical targets to actively employ African Males, African Females, White Males and White Females in this skill level, thus addressing the level of underrepresentation. The Municipal Recruitment policy with its internal promotion targets will assist in achieving the numerical targets that is set in the EE Plan

4.3 NUMERICAL GOALS

Numerical goals must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the end of this EE Plan. Below are two tables on numerical goals, one covering all employees, including people with disabilities, and the other covering people with disabilities **ONLY**.

Start date: 25/12/2021

End date:30/09/2024

Numerical goals for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	1	0	0	0	0	0	0	1
Senior management	1	0	1	0	2	0	1	0	0	0	5
Professionally qualified and experienced specialists and mid-management	14	6	1	5	10	6	0	4	0	0	46
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	60	40	1	13	40	20	0	9	0	0	183
Semi-skilled and discretionary decision making	194	135	0	12	80	48	0	8	0	0	478
Unskilled and defined decision making	95	36	0	4	78	28	0	4	0	0	245
TOTAL PERMANENT	364	217	3	35	210	102	1	25	0	0	957
Temporary employees	42	7	1	2	41	5	0	2	0	0	100
GRAND TOTAL	406	224	4	37	251	107	1	27	0	0	1057

Numerical goals for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	1	0	0	0	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	0	0	2	0	0	0	0	0	4
Semi-skilled and discretionary decision making	4	2	0	0	2	2	0	0	0	0	10
Unskilled and defined decision making	1	3	0	1	2	0	0	1	0	0	8
TOTAL PERMANENT	7	6	0	1	6	2	0	1	0	0	23
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	7	6	0	1	6	2	0	1	0	0	23

4.4 NUMERICAL TARGETS

Numerical targets must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the next reporting period. Below are two tables on numerical targets, one covering all employees, including people with disabilities, and the other only covers people with disabilities **ONLY**.

Numerical targets: Year 1

Start date: 25/12/2021

End date: 30/09/2022

Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	1	0	0	0	0	0	0	1
Senior management	1	0	1	0	2	0	1	0	0	0	5
Professionally qualified and experienced specialists and mid-management	7	11	1	10	5	6	0	6	0	0	46
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	44	48	1	15	38	28	0	13	0	0	187
Semi-skilled and discretionary decision making	175	145	0	7	69	48	0	5	0	0	449
Unskilled and defined decision making	75	40	0	2	68	32	0	4	0	0	221
TOTAL PERMANENT	302	244	3	35	182	114	1	28	0	0	909
Temporary employees	42	7	1	2	41	5	0	2	0	0	100
GRAND TOTAL	344	251	4	37	223	119	1	30	0	0	1009

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	0	0	1	0	0	0	0	0	3
Semi-skilled and discretionary decision making	2	2	0	0	2	2	0	0	0	0	8
Unskilled and defined decision making	1	2	0	0	2	0	0	0	0	0	5
TOTAL PERMANENT	4	5	0	0	5	2	0	0	0	0	16
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	4	5	0	0	5	2	0	0	0	0	16

Numerical targets: Year 2

Start date:1/10/2022

End date:30/09/2023

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	1	0	0	0	0	0	0	1
Senior management	1	0	1	0	2	0	1	0	0	0	5
Professionally qualified and experienced specialists and mid-management	9	9	1	9	7	6	0	5	0	0	46
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	52	43	1	14	40	24	0	11	0	0	185
Semi-skilled and discretionary decision making	188	140	0	8	73	48	0	6	0	0	463
Unskilled and defined decision making	85	38	0	3	72	30	0	4	0	0	232
TOTAL PERMANENT	335	230	3	35	194	108	1	26	0	0	932
Temporary employees	42	7	1	2	41	5	0	2	0	0	100
GRAND TOTAL	377	237	4	37	235	113	1	28	0	0	1032

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	0	0	2	0	0	0	0	0	4
Semi-skilled and discretionary decision making	4	2	0	0	2	2	0	0	0	0	10
Unskilled and defined decision making	1	3	0	1	2	0	0	1	0	0	8
TOTAL PERMANENT	7	6	0	1	6	2	0	1	0	0	22
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	6	6	0	1	6	2	0	1	0	0	22



Numerical targets: Year 3

Start date:1/10/2023

End date:30/09/2024

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	1	0	0	0	0	0	0	1
Senior management	1	0	1	0	2	0	1	0	0	0	5
Professionally qualified and experienced specialists and mid-management	14	6	1	5	10	6	0	4	0	0	46
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	60	40	1	13	40	20	0	9	0	0	183
Semi-skilled and discretionary decision making	194	135	0	12	80	48	0	8	0	0	478
Unskilled and defined decision making	95	36	0	4	78	28	0	4	0	0	245
TOTAL PERMANENT	364	217	3	35	210	102	1	25	0	0	957
Temporary employees	42	6	1	2	41	5	0	2	0	0	100
GRAND TOTAL	406	223	4	37	251	107	1	27	0	0	1057



Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	1	0	0	0	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	0	0	2	0	0	0	0	0	4
Semi-skilled and discretionary decision making	4	2	0	0	2	2	0	0	0	0	10
Unskilled and defined decision making	1	3	0	1	2	0	0	1	0	0	8
TOTAL PERMANENT	7	6	0	1	6	2	0	1	0	0	23
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	7	6	0	1	6	2	0	1	0	0	23

4.4. STRATEGIES TO ACHIEVE NUMERICAL TARGETS

The following strategies will be implemented to achieve the Numerical Targets:

- 4.4.1 To eliminate unfair discrimination in the workplace by initiating programmes that address unfair discrimination
- 4.4.2 To identify and provide training for unskilled and semi-skilled staff through skills audits, to improve competency, thereby making opportunities available for staff to apply for higher positions. The ripple effect will be that our equity targets will be met.
- 4.4.3 Reasonable accommodation, equal opportunities and equitable representation of suitably qualified people from the designated groups.
- 4.4.4 Recruit people from underrepresented groups as per the targets
- 4.4.5 Implement the Municipal Change management Implementation plan to address all Affirmative action barriers

5. PROCEDURES TO MONITOR AND EVALUATE THE IMPLEMENTATION OF THE PLAN

All the structures for monitoring and evaluating the progress of the plan should be specified with clear roles and responsibilities for the stakeholders involved including time frames when the monitoring takes place.

FOCUS AREA	Responsibility	Stakeholder	Frequency
1.Responsibility for the Employment Equity Programme	Assign one or more managers to take responsibility for the implementation and monitoring of the Plan	Municipal manager Director Corporate Services	Completed
2.Approval of the Employment Equity Plan	Municipal Manager to approve the EE plan in consultation with the EE committee	Municipal Manager Director Corporate Services	End of December 2021
3.Diversity Management	Expose Managers and staff to diversity management training so that they can acquire skills to fit in cross culturally. Conduct workshops and training programmes for managers and all employees to enhance their understanding and appreciation of diversity including cultural reform	Municipal Manager Director Corporate Services	Quarterly
4.Reporting and publication of the report (section 21&22 of the Employment Equity Act, 1998)	Upon approval of the Employment Equity Plan, the plan must be submitted to the DG.	Director Corporate Services	15 January of each reporting period
5.Awareness creation on the requirements of the Act, Policies and Conditions of service	Conduct workshops and information sessions for staff and Councillors	Director Corporate Services	Quarterly
6.Realization of employment goals	Performance contracts of Head of Departments must include Employment Equity goals for their Departments	Municipal Manager	Half yearly
7.Communication of the council's commitment to employment equity principles	Communicate to all employees. Make Equity Plan available to all employees	Municipal Manager and Director Corporate Services	Annually
8.Employment Equity Committee	Supporting Employment Equity Committee members by providing time off for meetings and report back	Municipal Manager	Quarterly
9.Introduce career management practices	Develop career management programmes for African females	Director Corporate Services	Annually
10.Monitoring and review (Section 23 of Employment Equity Act, 1998)	The review and monitoring of the Plan including the development of a successive and subsequent Equity Plans	EE committee	Quarterly

6. DISPUTE RESOLUTION MECHANISMS

6.1. The Employment Equity forum will first deal with disputes with regard to the interpretation or implementation of the EEP internally. The timeframe linked to this is 14 days.

6.2 If the dispute stays unresolved it must be referred to the Municipal Manager who in turn must finalise the dispute within 14 days

6.3. Should the dispute not be resolved internally, individuals will have recourse to the relevant dispute resolution mechanisms. Disputes which involve unfair discrimination will have to be referred to the CCMA.

6.4. The existing grievance procedure will be used to deal with individual disputes.

6.5 The internal dispute resolution mechanisms will be monitored and refined over time.

7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

7.1 The Municipal Manager is the head of the Municipality thus Employment Equity is the responsibility of the Municipal Manager.

7.2 The Director Corporate Services is appointed to serve as the Employment Equity Manager.

7.3 All Senior Managers are responsible for Employment Equity in their respective departments.

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

Chief Executive Officer/Accounting Officer	
I <u>CHARL DU PLESSIS</u>	(full Name) CEO/Accounting Officer of
<u>KOAGA MUNICIPALITY</u>	
hereby declare that I have read, approved, and authorized this EE Plan.	
Signed on this <u>21st</u> day of <u>DECEMBER</u>	year <u>2021</u>
At place: <u>JEFFREYS BAY</u>	
	
Chief Executive Officer /Accounting Officer	