ZULULAND DISTRICT MUNICIPALITY

EMPLOYMENT EQUITY PLAN

2021 – 2026

ZULULAND DISTRICT MUNICIPALITY EMPLOYMENT EQUITY PLAN, 2021-2026

EMPLOYER DETAILS

Trade name	**ZULULAND DISTRICT MUNICIPALITY**
DTI registration name	**ZULULAND DISTRICT MUNICIPALITY**
DTI registration number	**NONE**
PAYE/SARS number	**7830729291**
UIF reference number	**0044048/9**
EE reference number	**18277**
Seta classification	**LOCAL GOVERNMENT, WATER AND RELATED SERVICES SECTOR**
Industry/Sector	**LOCAL GOVERNMENT**
Telephone number	**+27(0)35 387 4550**
Postal address	**PRIVATE BAG X76**
	ULUNDI
Postal code	**3838**
City/Town	**ULUNDI**
Province	**KWAZULU-NATAL**
Physical address	**400 UGAGANE STREET**
	ULUNDI
Postal code	**3838**
City/Town	**ULUNDI**
Province	**KWAZULU-NATAL**
Details of Accounting Officer	
Name and surname	**MR. P M MANQELE**
Position	**MUNICIPAL MANAGER**
Telephone number	**+27(0)35 874 5500**
Fax number	**+27(0)35 874 5589**
Email address	**mms@zululand.org.za**
Details of Employment Equity Manager	
Name and Surname	**MR. P M MANQELE**
Position	**MUNICIPAL MANAGER**
Telephone number	**+27(0)35 874 5500**
Fax number	**+27(0)35 874 5589**
Email address	**cmbatha@zululand.org.za**

PREAMBLE

1.(1) In terms of section 20 of the Act, all designated employers are required to develop and implement an Employment Equity Plan for its organisation, and the Municipality will ensure that the principles of fairness and equity are incorporated into all aspects of employment, including recruitment, training, promotion, retention, and accommodation in the workforce.

(2) The Municipality is committed, and will take all necessary steps, to ultimately achieve employment equity by addressing the imbalances of the past in all levels of employment, and this Employment Equity Plan focuses on the goals and objectives to move towards that goal.

INTRODUCTION

2.(1) The Zululand District Municipality is one of ten district municipalities in KwaZulu-Natal and is located in the central northern region of the Province. The Municipality covers an area of approximately 14,810 km², with half of its area of jurisdiction divided between commercially-owned farms and Protected Areas, and the other half being managed by the Ingonyama Trust on behalf of Traditional Authorities and Communities.

(2) The towns of Vryheid and Ulundi are the major hubs within the Municipality, with the former being the economic hub, whilst the latter is the administrative hub, which includes the former Legislative Precinct and the seat of the Municipality. Included in the area of jurisdiction of the Municipality are the following local municipalities:
  (a) the Ulundi Local Municipality;
  (b) the eDumbe Local Municipality;
  (c) the uPhongolo Local Municipality;
  (d) the Nongoma Local Municipality; and
  (e) the AbaQulusi Local Municipality.

(3) The outcome of the Census during 2011, which is admittedly outdated, indicated that the Municipality experienced substantial population growth between 1996 and

2001, during which period the population grew by 12.88%, whilst the population growth between 2001 and 2011 reduced substantially to 3.01%.

(4) As at 2011, the population of the Municipality was approximately 804,000 citizens of which 45.8% were male, and 54.2% were female. The overwhelming majority of the population speaks *isiZulu* (93.,24%), whilst the remainder is primarily made up of English, Afrikaans and *isiNdebele* speaking citizens.

(5) As indicated, the current information from Statistics South Africa, emanating from Census 2011, is substantially outdated, and it is envisaged that the Honourable Minister in the Presidency, responsible for Planning, Monitoring and Evaluation, will publish a Proclamation in the Government Gazette shortly, in accordance with the provisions of section 7(2)(a) of the Statistics Act, 1999 (Act No. 6 of 1999), proclaiming a date on which Census 2022 will be conducted.

(6) The above notwithstanding, it is deemed apposite to reflect the statistics relating to households, gender distribution, and employment, as reflected in Census 2011. At the time, the District was home to 157,748 households, with each household accommodating an average of five individuals. At the time, approximately 20.07% of the households resided in urban areas, 64,85% in areas under the nominal jurisdiction of Traditional Authorities, and 15.08% on commercially-owned farms.

(7) Between 2007 and 2011, the number of households grew by 10.67%, with the highest growth being registered in uPhongolo Local Municipality, with the lowest growth recorded in the Ulundi Local Municipality. Whilst urban households in the Nongoma Municipalities grew by 77.82%, the opposite is true for most of the remaining local municipalities in the Municipality, as total urban households declined by 12.69%, largely as a result of a decline of 16.72% of such households in the AbaQulusi Municipality and a decline of 22.65% of such households in the Ulundi Municipality.

(8) Contrary to the decline in urban households, significant growth was experienced in rural households, with growth of 67.81% in the AbaQulusi Municipality, and growth of 35.58% in the uPhongolo Municipality. The number of female- and child-headed households increased between 1996 and 2011, especially female-headed households

which grew by a significant 46.79% between 1996 and 2002, and 12.33% between 2001 and 2011. Child-headed households declined by 12.19% between 1996 and 2001, but subsequently grew by a significant 26.99% between 2001 and 2011.

(9) The increases in rural households and a decline in urban households are in all probability primarily due to migration patterns, especially males migrating out of the area of jurisdiction of the Municipality in search of economic opportunities in adjacent economic hubs, both inland towards Newcastle, and towards the coast in the King Cetshwayo and iLembe District, and the eThekwini Metropolitan Municipalities. Having said that, the male to female population ratio in the Municipality of 48.7% / 51.3% is not substantially different to the Census 2011 population ratio of 47.27% / 52.73%.

(10) As far as unemployment is concerned, the largest unemployed group in South Africa is the African population, and this is also true for the Municipality, which has an unsustainably high unemployment rate, far higher than the Province-wide unemployment rate. This is confirmed by the labour participation rate, which indicates that only 31.11% of the working age population are engaged in actual employment or are actively seeking work, which is substantially lower than the provincial rate of 43.9%.

(11) This fact is an indication of discouraged work-seekers, who do not have the means to actively search for employment, especially females of working age, and it is important to note that these figures will no doubt increase substantially upon conclusion of Census 2022, especially considering the impact of Covid-19 and the unrest experienced in the Province, which led to the massive shedding of formal employment opportunities. In addition, approximately 10% of the population in the Municipality comprises of people living with disabilities, which also has a substantial impact on the unemployment rate.

(12) On a positive note, Census 2011, indicates that there was a substantial increase in the education level of the population, with an increase of 15.89% during the period 1996 to 2011, and a decrease of 45.33% of citizens with no education whatsoever. The number of citizens with a Grade 12 education grew by 130.82% between 2001 and 2011, and the number with a higher education grew by 31.98% over the same period. What does detract from this positive development, is the increase in

unemployed Graduates and persons with a formal education, and active measures will have to be implemented to halt this decline.

DEFINITIONS

3. In this Plan, unless the context indicates otherwise –

"**Act**" means the Employment Equity Act, 1998 (Act No. 55 of 1998);

"**Affirmative Action Measures**" means measures designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are suitably represented in all categories and levels in the workforce, as contemplated in section 15(1) of the Act;

"**Black people**" means Africans, Coloureds, and Indians;

"**Designated groups**" means black people, women, youth, and people living with disabilities;

"**EE**" refers to Employment Equity;

"**EEA**" refers to the Act;

"**EE Committee**" means the Workplace Forum defined in section 1 of the Act, and established in accordance with the provisions of Chapter V of the Labour Relations Act, 1995 (Act No. 66 of 1995);

"**EE Manager**" means the senior manager duly assigned as Employment Equity Manager, as contemplated in section 24(1) of the Act, who is responsible for the monitoring and implementation of the Plan;

"**KZN**" means the KwaZulu-Natal Province, and "**Province**" has a corresponding meaning;

"**Plan**" means this Employment Equity Plan; and

"**Municipality**" means the Zululand District Municipality.

VISION

4. It is the vision of the Municipality to continuously promote the principles of fairness and equity in the workplace, to ensure that it is reflective of the demographics of the KwaZulu-Natal Province.

MISSION

5. It is the mission of the Municipality to continuously provide equal opportunities for employees and prospective employees from designated groups and to eradicate any form of unfair discrimination in recruiting, promoting, training, remunerative benefits, processes, and practices of, and in, the Municipality.

OBJECTIVES

6. The primary Objectives of this plan are to –

(a) identify and address under-representation within the Municipality;

(b) maintain employment equity, close the employment equity gaps and to manage employment equity in a planned and structured manner;

(c) develop numeric goals and targets aimed at correcting any existing imbalances;

(d) ensure the commitment of all managers to the principles and implementation of the Act through the Plan;

(e) ensure that the Municipality is reflective of the KZN demographics;

(f) identify challenges hampering the effective implementation of this Plan;

(g) develop strategies towards achieving the objectives of this plan, and for such strategies to be reviewed and approved annually;

(h) ensure that sufficient resources, including budget, time, mentors, coaches, and training, are committed to developing the potential of all employees to enable them to have equal access to professional growth and development; and

(i) focus on accelerating the development of existing staff, especially those from designated groups, which development must be achieved by –

(i) continuously monitoring achievement of targets within agreed time frames;

(ii) encouraging employees to commit to negotiated personal developmental plans in order to increase a pool of skills in the Municipality; and

(iii) introducing a culture of learning in consultation with the Human Resource Development Component and line function managers, with a special focus on designated groups.

LEGISLATIVE AND REGULATORY FRAMEWORK

7. The legislative and regulatory framework that governs this Plan is contained in –

(a) the Constitution of the Republic of South Africa, 1996;

(b) the Employment Equity Act, 1998 (Act No. 55 of 1998);

(c) the Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000);

(d) the Skills development Act, 1998 (Act No. 97 of 1998);

(e) the Skills Development Levies Act, 1999 (Act No. 9 of 1999);

(f) the Labour Relations Act, 1995 (Act No. 66 of 1995);

(g) the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997);

(h) the Codes of Good Practice issued by the Minister of Labour, on the advice of the Commission for Employment Equity, in terms of section 54(1)(a) of the Employment Equity Act, 1998, and where appropriate by NEDLAC in terms of section 203(1)(a) of the Labour Relations Act, 1995, copies of which are attached hereto as Annexure "**A**", which include –

(i) the Code of Good Practice on Key aspects of HIV/AIDS and employment, published as GN.1298 on 1 December 2000;

(ii) the Amended Code of Good Practice on the Handling of Sexual Harassment Cases in the Workplace, published as GN.1357 on 4 August 2005;

(iii) the Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and Practices, published as GN.1358 on 4 August 2005;

(iv) the Code of Good Practice on HIV and AIDS and the World of Work, published as GN.451 on 15 June 2012;

(v) the Code of Good Practice on Equal Pay/Remuneration for Work of Equal Value, published as GN.448 on 1 June 2015;

(vi) the Code of Good Practice on Employment of Persons with Disabilities, published as GN.1085 on 9 November 2015; and

(vii) the Code of Good Practice on the Preparation, Implementation and Monitoring of the Employment Equity Plan, published as GN.393 on 28 April 2017;

(i) the Guidelines on Reasonable Accommodation for People with Disabilities;

(k) the Employment Equity Policy of the Municipality;

(l) the Recruitment and Selection Policy of the Municipality;

(m) the Gender Equality Strategic Framework;

(n) the Retention Policy Framework of the Municipality;

(o) the Safety, Health and Environment Policy of the Municipality;

(p) the Dispute Resolution Policy of the Municipality;

(q) the Grievance Procedure Framework of the Municipality; and

(r) the HIV/Aids Policy of the Municipality.

POLICIES, PRACTICES AND PROCEDURES

8. Consistent with the principles of EE, the Municipality is committed to review all its policies and related procedures on an ongoing basis, to ensure alignment with its EE Policy, in order to identify procedures and practices, whether formal or informal, that have a detrimental effect on the recruitment, selection, appointment, retention, development and promotion of members of designated groups.

KEY CHALLENGES

9. The Key Challenges faced by the Municipality are as depicted in the Table below.

Challenges	Responsibility	Target date
(1) Compliance with the Act: The Executive Management of the Municipality recognises its obligations in terms of the Act and understands that the primary purpose of the Act is to advance transformation through the setting of time specific targets for achieving equity in all the levels of management.	Supervisors, Managers, EE Committee, and Recruitment Committees	Ongoing
(2) Participation and Consultation: The Municipality endeavours acceptance of its Employment Equity Policy as required by the Act throughout the organisation by ensuring participation of all the relevant stakeholders in developing the Plan in a transparent and consultative manner.	HR Policy & Planning Unit, and all Employees	Ongoing
(3) Equality and Equal Opportunities: The Municipality recognises that certain actions are required in order to create a platform from which equal opportunities can be legitimately and effectively practiced, and from which the race and gender imbalances in the management structures can be addressed. Precautions must however be taken, to ensure that the affirmative action programme does not result in the creation of new forms of disadvantage and unfair discrimination or in the marginalisation of any group on the basis of race, gender, or disability. Management is accordingly committed to the elimination of any form of direct or indirect unfair discrimination in any policy or practice and will review its policies and related procedures on an ongoing basis to ensure alignment with its EE Policy.	Employees, Supervisors, Management, the Diversity Unit, and the HR Policy & Planning Unit	Ongoing

(4) Diversity in the workplace: The Municipality recognises the fact that diversity brings substantial potential benefits such as better decision-making and improved problem solving, greater creativity and innovation. The act of recognising diversity also allows for those employees with talents to feel needed and have a sense of belonging, which in turn increases their commitment to the Municipality and allows each of them to contribute in a unique way. The Municipality will, therefore, continue to subject all its employees to an all-embracing diversity intervention.	Diversity Unit, Employees, Supervisors, Management, and HR Development Unit	Ongoing
(5) Recruitment Policy: Using the Municipality's recruitment policy and procedures as a framework, every reasonable effort will be made to appoint suitable internal and external candidates from the designated groups to vacant positions. To make the recruitment strategy an effective tool for employment equity, the focus of the strategy will strive to be proactive and long-term, rather than reactive and short-term. Succession planning will be implemented, and an attempt will be made to identify the potential of internal and external candidates from the designated groups, with a view also to provide appropriate skills development opportunities.	HR Policy & Planning Unit, Recruitment Unit, Recruitment Committees, Supervisors, and Management	Ongoing
(6) Organisational Culture: The Municipality's workforce is diverse in terms of race, gender and origin and it commits itself to fostering an effective organisational culture through the development of a shared set of common values rooted in basic equality and	All Employees	Ongoing

dignity of all persons. This will be supported by respecting individuals irrespective of their backgrounds and traditions, and an appreciation of the negative consequences of stereotyping, which will create a positive, nurturing, and welcoming environment conducive to the growth, development, and retention of its employees irrespective of race, gender, nationality or disability.		
(7) Employee Training and Development: The Municipality is committed to the creation of an enabling environment, which allows individuals to achieve their full potential and thus contribute to excellent performance. Senior Management accordingly commits itself to the development of all employees irrespective of race, gender, and disability, although it is nonetheless recognised that past discriminatory practices have disadvantaged certain groups relative to others, and that special programmes may be warranted in order to achieve equality for all.	Management, HRD Unit, Employees	Ongoing
(8) Succession Planning, Retention and Capacity Building: The Municipality recognises the challenges inherent in recruiting and retaining staff in highly skilled and specialised disciplines, where the pool of candidates from designated groups is extremely limited. In this regard succession planning, retention and capacity building are crucial to the success of this Plan, having due regard to the rights and expectations of all employees with the necessary talents to obtain the said scarce or specialised skills, by way of capacity building,	Supervisors, Management, Recruitment Unit, and HR Policy Unit	Ongoing

secondments, mentoring, internships, and structured professional development.		
(9) Harassment in the Workplace: The Municipality is committed in creating an enabling work environment, which promotes the social and personal well-being of all employees and fosters the realisation of their full human potential. In this context harassment is an important issue for the Municipality because of the negative impact it may have on the physical and psychological well-being of affected employees. Senior Management is committed to eliminate any form of direct or indirect harassment in the workplace, which includes any acts or threats that interfere with the performance at work of any individual or group on account of race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, HIV/Aids status, sexual orientation, age, disability, religion, conscience, belief, political opinion, culture, language, or birth.	All Employees	Ongoing
(10) HIV and AIDS Policy: In line with its HIV and AIDS Policy the Municipality will continue to play a significant role in combating the HIV/AIDS Pandemic.	All Employees, and the Employee Heath & Wellness Unit	Ongoing
(11) SHERQ Policies and Practices: The Municipality will ensure that the highest standards are always adhered to regarding the Safety, Health and Environment Policies and Practices, and an Employee Wellness programme will be implemented on all levels.	All Employees and the OHS Unit	Ongoing
(12) Numerical Goals for 2021 to 2025:	HR Policy & Planning	October 2022

The Municipality will compile numerical goals for the period 2021 to 2026 according to the Economically Active Population of KZN as provided by STATS SA. Recruitment committees will accept accountability for recruiting employees as per the EE targets of the Municipality, and the EE Manager will monitor progress in this regard.		
(13) 50% Gender Equality at Executive Management Level The Municipality will ensure that vacant posts at Executive Management Level will be filled by females to achieve the required target, and Recruitment Committees must be empowered to implement gender equality at the said Level.	Recruitment Committees	Ongoing
(14) 2% Disabled Persons The Municipality will ensure that posts are identified and reserved for Disabled Persons, and partnerships will be established with Disability Agencies and Organisations to access their databases for recruitment and all adverts will be forwarded to such Agencies and Organisations.	Recruitment Committees	Ongoing
(15) Dispute resolution: The Municipality will utilise its Internal Dispute Resolution Procedure to ensure that any disputes regarding EE will be resolved in an amicable way.	All Employees, Supervisors, Managers, and the Labour Relations Unit	Ongoing

METHODS TO IMPROVE DIVERSITY IN THE WORKPLACE

10. The methods to improve diversity in the workplace are as depicted in the Table below.

Method	Responsibility	Target Date
(1) The Municipality views diversity as a source of creativity and innovation, and the successful management of diversity will deliver a stronger, more cohesive, and productive workforce, as well as contribute to greater employee satisfaction and commitment resulting in lower staff turnover and stronger stakeholder orientation and satisfaction. The Municipality will continue to subject all employees to an all-embracing diversity, gender mainstreaming and disability management intervention.	Employee Health and Wellness Unit, the HR Development Unit, Supervisors, and Management	Ongoing
(2) The Municipality acknowledges that, by managing diversity correctly, it will result in superior decision-making, problem solving, creativity and innovation, while reducing direct and indirect costs to the Municipality. Executive Management is committed to create a culture of diversity that is characterised by values, norms, beliefs, systems and practices that are inclusive and supportive of the development of all its employees with the cooperation of all its stakeholders.	Supervisors, Management, and the Diversity Unit	Ongoing
(3) The Municipality realises that, in order to reap the full benefits of a diverse workplace, it must evaluate the diversity programme from time to time as an integral part of its management systems by means of in-house surveys to establish its effectiveness.	Employee Health and Wellness Unit	Annually, by 30 June
(4) Language barriers cause confusion, lack of teamwork and a low morale, and it is therefore crucial to publish all important information in as many locally used languages as possible, and where necessary the content of such information must be explained to	Communications Unit	Ongoing

employees who do not understand any of the published languages.		

STRATEGIES FOR ESTABLISHING EQUALITY AND EQUAL OPPORTUNITIES

11. The strategies to establish equality and equal opportunities in the workplace are as depicted in the Table below.

Strategy	Responsibility	Target Date
(1) The Municipality is committed to the values that underpin an open and democratic society based on human dignity and equality and will provide equal opportunities for all, without discriminating against any person on any improper grounds in relation to age, race, nationality, disability, health, gender, sexual orientation, religion, culture, social or economic class.	Employees, Supervisors, and Management	Ongoing
(2) The Municipality will treat all employees equally regardless of physical or mental abilities unless it is relevant to the position and with due cognisance of the relevant legislation and statutory prescripts.	Employees, Supervisors, and Management	Ongoing
(3) The Municipality will pursue an equal opportunity strategy that addresses the needs and rights of every employee to be treated with respect and dignity, in an environment in which a diversity of background and experiences is valued.	Employees; Supervisors, and Management	Ongoing
(4) The Municipality must use its various programmes to identify employees with potential to be developed and trained in accordance with the set numerical goals and targets for the period 2021 to 2026.	Supervisors, and Management	Ongoing
(5) The Municipality must provide opportunities and means for employees to further their education and	Supervisors, Management, and the HR	Annually by 30 November

skills through the Municipality's Training and Development, and Bursary Programmes.	Development Unit	

STRATEGIES TO PREVENT DISCRIMINATION AND HARASSMENT IN THE WORKPLACE

12. The strategies to prevent discrimination and harassment in the workplace are as depicted in the Table below.

Strategy	Responsibility	Target Date
(1) Discrimination is typically identified as the unequal and unfair treatment of an individual or a group of people as a result of differences and prejudice. The Municipality is committed to create an enabling work environment, that promotes the social and personal well-being of all employees and fosters the realisation of their full human potential.	Employees, Supervisors, and Management	Ongoing
(2) Any unfair discrimination and harassment impact negatively on the physical and psychological well-being of employees, and the Municipality is committed to eliminating any form of direct or indirect unfair discrimination or harassment in any policy or practice. This includes any acts or threats that interfere with the performance at work of any individual or group on account of race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, HIV/Aids status, sexual orientation, age, disability, religion, conscience, belief, political opinion, culture, language, or birth.	Supervisors, Management, and the HR Policy Unit	Ongoing
(3) Management must at all times refrain from offering benefits to only certain individuals or groups of employees on the same occupational level, contrary to the Municipality's policy, and their	Supervisors, and Management	Ongoing

| personal philosophy regarding race, religion, sexual orientation, and other potentially contentious issues may not at any time affect their duty to monitor workplace discrimination, nor may it impact on their views as to what is legal and what is not. | | |

EMPLOYEE TRAINING AND DEVELOPMENT STRATEGIES

13. The strategies to ensure employee training and development are as depicted in the Table below.

Strategy	Responsibility	Target Date
(1) The required workplace skills needs will be audited on an ongoing basis, to ensure that the workplace-skills profile, and the required level of skills for all positions, is updated on an ongoing basis.	All Employees, and the HR Development Unit	Ongoing
(2) The Municipality will determine possible skills gaps, by comparing the workplace profile with the actual employee skills profile, and audit training programmes to ensure that they are still meeting its requirements and ensure that programmes promote capacity building as a pre-condition in meeting strategic objectives.	Supervisors, Management, and the HR Development Unit	Ongoing
(3) Determine and annually audit individual Personnel Development Plans for all employees	HR Development Unit	Annually by 31 July
(4) The Municipality is committed to create an enabling environment that allows individuals to achieve their full potential and to contribute to excellent performance. Senior Management commits itself to the development of all employees, irrespective of race, gender, and disability status. At the same time, Management recognises that as a	Supervisors, Management, and the HR Development Unit	Ongoing

result of past discriminatory practices some groups may be at a disadvantage relative to others, and that special programmes may be warranted in order to achieve equality of opportunity for all.		
(5) The Municipality recognises the challenges inherent in the training and retention of staff in scarce skills and highly specialized disciplines where there is a small pool of candidates from the designated groups. In this regard succession planning and capacity building are crucial to the success of this Plan. The Municipality will identify employees with the necessary talents to obtain the scarce skills and will develop a Personal Development Plan for each of those identified employees.	Supervisors, Management, and the HR Development Unit	Ongoing
(6) The Municipality will ensure that any special needs and reasonable accommodation of disabled persons are included in the training strategy.	Supervisors, Management, and the HR Development Unit	Ongoing

STRATEGIES TO PREVENT DISCRIMINATION AGAINST HIV/AIDS

14. The strategies to prevent discrimination against HIV and Aids are as depicted in the Table below.

Strategy	Responsibility	Target Date
(1) The Municipality has a policy to prevent discrimination against employees who have contracted HIV/AIDS and will operate in such a manner as to provide equal opportunities to such employees.	Supervisors, Management, and the Employee Health and Wellness Unit	Ongoing
(2) The Municipality will create a supportive environment to ensure that employees living	Supervisors, Management, and the	Ongoing

with HIV/ AIDS are able to continue working under normal conditions in their current employment for as long as they are medically fit to do so.	Employee Health and Wellness Unit	
(3) The Municipality recognises that HIV/AIDS is preventable and will provide sufficient resources to support holistic well-being programmes that inform and educate employees of the dangers and implications of contracting HIV and AIDS.	Supervisors, Management, and the Employee Health and Wellness Unit	Ongoing
(4) The Municipality will encourage workers to visit on- and off-site medical facilities for testing to establish their status and to obtain the necessary treatment.	Supervisors, Management, and the Employee Health and Wellness Unit	Ongoing
(5) The Municipality will encourage workers to apply precautionary measures to safeguard themselves against contraction HIV and Aids by means of Awareness Programmes.	Supervisors, Management, and the Employee Health and Wellness Unit	Ongoing
(6) The Municipality will conduct HIV and AIDS training programmes for Employee Well-being Representatives, Mentors, and all employees.	Supervisors, Management, the Employee Health and Wellness Unit, and the HR Development Unit	Ongoing
(7) The Municipality will implement a "Know Your Aids Status" strategy and conduct voluntary counselling and testing programmes.	Supervisors, Management, and the Employee Health and Wellness Unit	Ongoing

METHODS FOR MONITORING IMPLEMENTATION OF THE PLAN

15. The methods to monitor implementation of the Plan are as depicted in the Table below.

Strategy	Responsibility	Target Date
(1) Draft a Plan in consultation with the elected Employment Equity Committee and maintain records to effectively monitor and evaluate the Plan.	HR Policy & Planning	30 June 2021
(2) Mechanisms to monitor and evaluate the implementation of the Plan must be agreed upon and include benchmarks to assess progress	EE Committee	Monthly
(3) The Plan must be evaluated at regular intervals to ensure that reasonable progress is made, which evaluation must be integrated into mechanisms of the Municipality to monitor its operations.	EE Committee	Quarterly
(4) Publish the accepted Plan via the intranet and by means of hard copies.	EE Manager	30 June 2021
(5) The EE Committee must meet on a quarterly basis to receive and consider progress reports, which progress must be recorded and communicated to employees.	EE Committee	Quarterly

METHODS TO RESOLVE INTERNAL DISPUTES

16. The methods to resolve internal disputes are as depicted in the Table below.

Strategy	Responsibility	Target Date
(1) Disputes must be resolved in the first instance between an employee and his or her duly appointed Supervisor or Manager.	Supervisors, and Managers	Ongoing
(2) If the dispute is not resolved, it must be referred to the EE Committee for discussion at its next meeting, and all parties must endeavour to reach consensus on the nature of the dispute and the corrective steps to be taken. In the event that consensus is reached, the decision and corrective	EE Committee	Ongoing

steps must be recorded and monitored at subsequent meetings.		
(3) If the dispute is not resolved by the EE Committee, the dispute must be dealt with in terms of the Dispute Resolution Procedure of the Municipality.	Labour Relations Unit	Ongoing
(4) If the dispute remains unresolved, any party to the dispute may declare a dispute in accordance with the provisions of the Act.	Labour Relations Unit	Ongoing

NUMERICAL GOALS AND TARGETS

17.(1) The estimated National Economically Active Population reflected in Census 2011, is as depicted in the table below.

GENDER	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
MALE	40.5	6.0	1.9	6.7	55.1
FEMALE	33.1	5.0	1.3	5.4	44.8
TOTALS	73.6	11.0	3.2	12.1	100

(2) The estimated KwaZulu-Natal Economically Active Population reflected in Census 2011, is as depicted in the table below.

GENDER	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
MALE	45.3	0.9	5.2	3.1	54.5
FEMALE	39.2	0.7	3.3	2.3	45.5
TOTALS	84.5	1.6	8.5	5.4	100

(3) What is evident from the above Tables, is that when compared to the national statistics, members of the African and Indian population groups are more economically active in KwaZulu-Natal, whilst members of the Coloured and White population groups are less economically active. For purposes of clarity, the national statistics emanating from Census 2011, are utilised in this Plan, and the Provincial statistics are reflected for purposes of clarity and reference only.

(2) The Numerical Goals and Targets of the Municipality for the previous Plan were largely achieved, as depicted in the EEA2 Report submitted in January 2021, a copy of which is attached hereto for ease of reference as Annexure "B". The Table below reflects the Goals and Targets that are proposed to be achieved by the end of this Plan on 31 August 2026.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5			1	3						9
Senior Management	11				8		1				20
Professionally qualified and experienced specialists and mid-management	49			1	44	1		1			96
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	15				19						34
Semi-skilled and discretionary decision making	110	2			55						167
Unskilled and defined decision making	135				112						247
TOTAL PERMANENT	325	2	0	2	241	1	1	1	0	0	573
Temporary employees											0
GRAND TOTAL	325	2	0	2	241	1	1	1	0	0	573

(3) The current Workforce Profile of the Municipality is as depicted in the table below.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5			1							6
Senior management	11				6		1		2		20
Professionally qualified and experienced specialists and mid-management	52			1	40	1		1			95
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6				23						29
Semi-skilled and discretionary decision making	125	2			30						157
Unskilled and defined decision making	170				72						242
TOTAL PERMANENT	369	2	0	2	171	1	1	1	2	0	549
Temporary employees											0
GRAND TOTAL	369	2	0	2	171	1	1	1	2	0	549

(4) The Numerical Goals and Targets of the Municipality as far as employing persons living with disabilities, are as depicted in the Table below.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management	1							1			2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1				1						2
Semi-skilled and discretionary decision making	2				2						4
Unskilled and defined decision making	2				2						4
TOTAL PERMANENT	6	0	0	0	5	0	0	1	0	0	12
Temporary employees											0
GRAND TOTAL	6	0	0	0	5	0	0	1	0	0	12

(5) The current Disability Profile of the Municipality is as depicted in the table below.

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

QUALITATIVE ANALYSIS

18. A Qualitative Analysis was performed on the policies, procedures, and practices of the Municipality to identify any barriers that impact of EE, and to propose appropriate affirmative action measurers to respond to such barriers. The Table below reflects the barriers and proposed affirmative action against each of the Categories contained in the Act.

CATEGORIES	Tick (√) one or more cells for each category to indicate where barriers exist			BARRIERS AND AFFIRMATIVE ACTION MEASURES	
	Policy	Procedure	Practice	BARRIERS (Describe each of the barriers identified in terms of policies, procedures, or practice for each category)	PROPOSED AFFIRMATIVE ACTION MEASURES (Describe the affirmative action measures to be implemented in response to barriers identified for each category)
Recruitment			√	The recruitment of persons from the Coloured and Indian population groups are a challenge, due to the absence of Coloured and Indian Communities in the Municipality.	No affirmative action measures are appropriate, as this barrier is not related to employment equity, but due to circumstances that are unique to the Municipality.
Advertising positions				None	None
Selection criteria				None	None
Appointments			√	The appointment of persons from the Coloured and Indian population groups are a challenge, due to the absence of Coloured and Indian Communities in the Municipality.	No affirmative action measures are appropriate, as this barrier is not related to employment equity, but due to circumstances that are unique to the Municipality.
Job classification and grading				None	
Remuneration and benefits				None	
Terms & conditions of employment				None	
Work environment and facilities				None	
Training and development				None	

CATEGORIES	Tick (√) one or more cells for each category to indicate where barriers exist			BARRIERS (Describe each of the barriers identified in terms of policies, procedures, or practice for each category)	PROPOSED AFFIRMATIVE ACTION MEASURES (Describe the affirmative action measures to be implemented in response to barriers identified for each category)
	Policy	Procedure	Practice		
Performance and evaluation				None	
Succession & experience planning				None	
Disciplinary measures				None	
Retention of designated groups				None	
Corporate culture				None	
Reasonable accommodation				None	
HIV&AIDS prevention and wellness programmes				None	
Assigned senior manager(s) to manage EE implementation				None	
Budget allocation in support of employment equity goals				None	
Time off for employment equity consultative committee to meet				None	

NUMERICAL GOALS AND TARGETS PER OCCUPATIONAL LEVEL

19. The current status of filled posts at the Municipality, as compared to the Economically Active Population statistics, and the numerical goals and targets per Occupational Level for the period 2021 to 2026, are as depicted in the Tables below.

(1) TOP MANAGEMENT

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	40.5	6.0	1.9	6.7	33.1	5.0	1.3	5.4	0	0	100
ACTUAL	5			1							
%	83.3	0	0	16.7	0	0	0	0	0	0	100

COMMENTS:

African Males are substantially over-represented at the Top Management level, with no representation from African Females or the Coloured and Indian population.

It must be noted that recruitment of members of the Coloured and Indian population group is extremely difficult, primarily due to the rural nature of the District Municipality. There are no substantive Coloured and Indian Communities in the Municipality, both of which are primarily centered around the coastal municipalities of the eThekwini Metropolitan Municipality, the King Cetshwayo and iLembe District Municipalities, as well as uMgungundlovu District Municipality. This applies to all the occupational levels reflected below, and whilst there is some representation by the Coloured and Indian population, it is highly unlikely that this will increase substantially during the period of the Plan, for this reason.

As far as African Females are concerned, the Municipality will implement active measures to improve their representation at this level, as indicated by the proposed recruitment of African Females during the relevant years indicated in the Table below.

	AFRICAN		INDIAN		COLOURED		WHITE	
	M	F	M	F	M	F	M	F
2022								
2023		1						
2024		1						
2025								
2026		1						
TOTAL		3						

(2) SENIOR MANAGEMENT

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	40.5	6.0	1.9	6.7	33.1	5.0	1.3	5.4	0	0	100
ACTUAL	11				6		1		2		
%	55	0	0	0	30	0	5	0	10	0	100

COMMENTS:

African males are similarly over-represented at the Senior Management level, although less so than at Top Management Level.

As far as the Foreign Nationals are concerned, both employees are in the process of obtaining the necessary Residency Permits, with the intention of becoming South African citizens.

The under-representation of the Coloured and Indian population groups is due to the reasons discussed in paragraph (a) above.

As far as African Females are concerned, the Municipality will implement active measures to improve their representation at this level, as indicated by the proposed recruitment of African Females during the relevant years indicated in the Table below.

	AFRICAN		INDIAN		COLOURED		WHITE	
	M	F	M	F	M	F	M	F
2022								
2023		1						
2024								
2025		1						
2026								
TOTAL		2						

(3) PROFESSIONALLY QUALIFIED, EXPERIENCED SPECIALISTS, AND MID-MANAGEMENT

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	40.5	6.0	1.9	6.7	33.1	5.0	1.3	5.4	0	0	100
ACTUAL	52			1	40	1		1			
%	54.7	0	0	1.1	42.0	1.1	0	1.1	0	0	100

COMMENTS:

Both African Males and females are over-represented at this level, although efforts will be made to recruit additional African Females, to ensure gender equality within this level.

The under-representation of the Coloured and Indian population groups is due to the reasons discussed in paragraph (a) above.

As far as African Females are concerned, the Municipality will implement active measures to improve their representation at this level, as indicated by the proposed recruitment of African Females during the relevant years indicated in the Table below.

	AFRICAN		INDIAN		COLOURED		WHITE	
	M	F	M	F	M	F	M	F
2022								
2023		2						
2024								
2025		2						
2026								
TOTAL		4						

(4) SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED WORKERS, JUNIOR MANAGEMENT, SUPERVISORS, FOREMEN, AND SUPERINTENDENTS

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	i	W	MALE	FEMALE	
EAP	40.5	6.0	1.9	6.7	33.1	5.0	1.3	5.4	0	0	100
ACTUAL	6				23						
%	20.7	0	0	0	79.3	0	0	0	0	0	100

COMMENTS:

African Females are substantially over-represented at this level, with African Males substantially under-represented, and efforts will be made to increase the representivity of African Males at this level.

The under-representation of the Coloured and Indian population groups is due to the reasons discussed in paragraph (a) above.

As far as African Males are concerned, the Municipality will implement active measures to improve their representation at this level, as indicated by the proposed recruitment of African Males during the relevant years indicated in the Table below.

	AFRICAN		INDIAN		COLOURED		WHITE	
	M	F	M	F	M	F	M	F
2022								
2023	3							
2024	3							
2025								
2026	3							
TOTAL	9							

(5) SEMI-SKILLED AND DISCRETIONARY DECISION MAKING

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	40.5	6.0	1.9	6.7	33.1	5.0	1.3	5.4	0	0	100
ACTUAL	125	2			30						
%	79.6	1.3	0	0	19.1	0	0	0	0	0	100

COMMENTS:

African Males are substantially over-represented at this level, with African Females substantially under-represented. This is primarily due to the physical nature of the work associated with this occupational level, although efforts will be made to increase the representivity of African Females at this level.

The under-representation of the Coloured and Indian population groups is due to the reasons discussed in paragraph (a) above.

As far as African Females are concerned, the Municipality will implement active measures to improve their representation at this level, as indicated by the proposed recruitment of African Females during the relevant years indicated in the Table below.

	AFRICAN		INDIAN		COLOURED		WHITE	
	M	F	M	F	M	F	M	F
2022		5						
2023		5						
2024		5						
2025		5						
2026		5						
TOTAL		25						

(6) UNSKILLED AND DEFINED DECISION MAKING

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	40.5	6.0	1.9	6.7	33.1	5.0	1.3	5.4	0	0	100
ACTUAL	170				72						
%	70.2	0	0	0	29.8	0	0	0	0	0	100

COMMENTS:

African Males are substantially over-represented at this level, with African Females substantially under-represented. This is primarily due to the physical nature of the work associated with this occupational level, although efforts will be made to increase the representivity of African Females at this level.

The under-representation of the Coloured and Indian population groups is due to the reasons discussed in paragraph (a) above.

As far as African Females are concerned, the Municipality will implement active measures to improve their representation at this level, as indicated by the proposed recruitment of African Females during the relevant years indicated in the Table below.

	AFRICAN		INDIAN		COLOURED		WHITE	
	M	F	M	F	M	F	M	F
2022		10						
2023		10						
2024		5						
2025		10						
2026		5						
TOTAL		40						

IMPLEMENTATION DATE

20. This Employment Equity Plan becomes effective on 01 July 2021.

SIGNED AT <u>ULUNDI</u> **ON THIS** <u>30th</u> **DAY OF** <u>JUNE</u>**, 2021**

MR. P M MANQELE
MUNICIPAL MANAGER
ZULULAND DISTRICT MUNICIPALITY