



EE PLAN (SECTION 20)

PLEASE READ THIS FIRST		SECTION A: EMPLOYER DETAILS & INSTRUCTIONS									
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	Trade name	COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS									
	DTI registration name	N/A									
	DTI registration number										
	PAYE/SARS number	7740726460.									
	UIF reference number										
	EE reference number	N/A									
	National or Provincial EAP	Provincial EAP									
	Industry/Sector	Public Administration and Defence, Compulsory Social Security									
	Seta classification										
	Bargaining Council										
	Telephone number	040 940 7194									
	Postal address	Private Bag X 0035 BHISHO									
	Postal code	5605									
	City/Town	Bhisho									
	Province	Eastern Cape									
	Physical address	Tyamzashe Building Phalo Avenue									
	Postal code	5605									
	City/Town	Bhisho									
	Province	Eastern Cape									
	Details of CEO/Accounting Officer										
	Name and surname		VUYO MLOKOTHI								
	Telephone number		0729039833								
	Email address		vuyo.mlokothi@eccogta.gov.za								
	Details of Employment Equity Senior Manager										
	Name and Surname		THEMBI NCUME								
Telephone number		0795255535									
Email address		Thembi.ncume@eccogta.gov.za									
Business type (Please mark with an X)											
☐ Private Sector ☐ National Government ☐ Local Government ☐ Non-profit Organisation		☐ State Owned Enterprise ☒ Provincial Government ☐ Educational Institution									
Information about the organization (Please mark with an X)											
Is your organisation an organ of State or designated in terms of a collective agreement?		<table border="1"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td>x</td> <td></td> </tr> </table>		YES	NO	x					
YES	NO										
x											
Number of employees in your organisation. (NB: Employers with 1 to 49 employees are designated if they are an organ of state or if they are appointed as a designated employer by collective agreement to comply with Chapter 3 of the EEA)		<table border="1"> <tr> <th>EMPLOYEES</th> <th>x</th> </tr> <tr> <td>1 to 49</td> <td></td> </tr> <tr> <td>50 to 149</td> <td></td> </tr> <tr> <td>150 or more</td> <td>x</td> </tr> </table>		EMPLOYEES	x	1 to 49		50 to 149		150 or more	x
EMPLOYEES	x										
1 to 49											
50 to 149											
150 or more	x										
Is your organisation part of a group / holding company?		<table border="1"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td></td> <td>x</td> </tr> </table>		YES	NO		x				
YES	NO										
	x										

	If yes, please provide the name.	_____
	Date on which this EE Plan was finalised and approved.	_____

IMPORTANT INFORMATION

- a) A designated employer must comply to Sections 16 and 17 of the Employment Equity Act, as amended, by consulting with employees when conducting an EE Analysis, preparing an EE Plan and reporting annually to the Department of Employment and Labour.
- b) Section 20 requires that a designated employer prepares and implements an Employment Equity Plan.
- c) The employer must consult and attempt to reach consensus on the development of the EE Plan (EEA13) by taking the following into account-
 - (i) Analysis report (EEA12).
 - (ii) National or Provincial Economically Active Population (EAP)
 - (iii) Determining the duration of the EE Plan.
 - (iv) Determining the annual objectives of the EE Plan.
 - (v) Corrective measures/ Affirmative Action measures formulated, including goals and targets.
 - (vi) Time frames established.
 - (vii) Determine the monitoring procedures of the implementation of the EE Plan.
 - (viii) Determine the internal procedures to resolve any dispute about the implementation of the EE Plan.
 - (ix) Resources identified and allocated for the implementation of the EE Plan, including senior managers responsible for monitoring the implementation of the EE Plan.
 - (x) The EE Plan must be communicated to all employees.
- d) Barriers and Affirmative Action Measures must be aligned with those indicated in the audit analysis (EEA12) 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 in terms of day, month and year (dd/mm/yyyy); and
 - Include the designations of responsible persons in the workforce to monitor the implementation of these AA Measures.
- e) Designated employers must prepare and implement an EE Plan (EEA13) that outlines annual targets, which are in line with relevant 5-year sector targets regulated in terms of Section 15A of the Employment Equity Act as amended for the four-upper occupational levels (i.e. Top Management, Senior Management, Professionally Qualified and Skilled Technical).
- f) Employers who become designated during the 5-year sector target period regulated in terms of Section 15A of the Employment Equity Act as amended must prepare an EE Plan with annual targets for the remainder of the period.
- g) Numerical goals and targets in the EE plan must include the entire workforce profile for that occupational level in terms of population group and gender, and NOT the difference between the current workforce profile and the projected workforce profile the employer seeks to achieve.
- h) 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.
- i) "Temporary employees" are those employees employed for less than three months.
- j) Guidelines on occupational levels are provided in the EEA9 form of these regulations.

N.B It is advisable that at least 6 months before the expiry of the EE Plan a designated employer should prepare a subsequent EE Plan (Successive EE Plan as required by Section 23).

1. DURATION OF THE PLAN

The affirmative action measures, numerical goals and the annual targets in this EE Plan must be aligned to the sector targets (i.e. the 5-year sector target) set in terms of Section 15A of the Employment Equity Act, as amended. The specific start and end dates for the duration of this Employment Equity Plan (EE Plan) is contained below.

01 September 2025

31st August 2030

Start date: (dd / mm / yyyy) to

End date: (dd / mm / yyyy)

2. OBJECTIVES FOR EACH YEAR OF THE PLAN

The relevant Economically Active Population (EAP) and the 5-year sector targets set in terms of Section 15A of the Employment Equity Act, as amended, have been used to address the under-representation of the suitably qualified individuals from the designated groups in this EE Plan.

The objectives for each year of the plan outlined below are specific, measurable, attainable, relevant and time bound.

TIMEFRAMES		OBJECTIVES
YEAR 1	01 September 2025 to 31 August 2026	1) To achieve equity representation of 45% women of all races at Senior Management Services (SMS) levels.
		2) To achieve 3% of persons with disability for all employees in the Department as per Determination on Sector Numerical Targets.
		3) To conduct awareness campaigns on the approved Employment Equity Plan.
YEAR 2	01 September 2026 to 31 August 2027	1) To achieve equity representation of 41.9% at Top Management Levels as per the Sectoral Numerical Targets.
		2) To achieve equity representation of 46.1% at Senior Management Levels as per the Sectoral Numerical Targets.
		3) To achieve equity representation 46.1 (Females) and 49.8% (Males) at Professional Qualified as per the Sectoral Numerical Targets.
		4) To provide and commit five percent (5%) of the planned internship opportunities for designated groups.
		5) To maintain effective communication by conducting awareness campaigns on the Employment Equity Plan at least once per annum.
YEAR 3	01 September 2027 to 31 August 2028	1) To achieve equity representation of Designated Groups 46.1 (Females) and 49.8% (Males) at Skilled Technical as per the Sectoral Numerical Targets.
		2) To achieve equity representation of 47% accumulative from year 1 women of all races at Senior Management Services (SMS) levels.

YEAR 4	01 September 2028 to 31 August 2029	1) To achieve equity representation of 49% accumulative from year 1 women of all races at Senior Management Services (SMS) levels.
		2) To capacitate designated groups (Professional Qualified) to ensure that they are ready for senior positions for the advancement of Employment Equity.
		3) To capacitate designated groups (Skilled Technical) to ensure that they are ready for senior positions for the advancement of Employment Equity.
YEAR 5	01 September 2029 to 31 August 2030	1) To maintain equity representation of 49% accumulative from year 4 women of all races at Senior Management Services (SMS) levels
		2) To evaluate and report the implementation of Employment Equity programme.
		3) To review and develop EE Plan

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 must 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) (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 FRAME		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Recruitment			✓	Non-adherence to Employment Equity targets especially to SMS positions	All recruitment memoranda as a rule will have a section on reporting on consideration of EE targets by the panel. To	01 September 2025	31 August 2030	Director: Human Resource Administration

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 FRAME		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	
					issue a circular to enforce compliance with the set employment equity targets. Consideration of appointments of employees from all designated groups. Panel members must consider appointment of designated groups. All line managers to be furnished with EE targets			

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 FRAME		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	
					during the drafting of job profiles/specific action for advertisement and during selection & interviews. To Implement Consequence Management for non-implementation of Employment Equity Plan.			
Advertising positions				No identified barrier	-	-	-	-

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 FRAME		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				(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)			
Selection criteria				No identified barrier	-	-	-	-
Appointments			✓	Appointments not in line with the EE Targets	Enforce implementation of the EE Targets. 1 September	01 September 2025	31 August 2030	Panel members
Job classification and grading				No identified barrier				
Remuneration and benefits				No identified barrier				
Terms & conditions of employment				No identified barrier				
Work environment and facilities	✓	✓	✓	Departments buildings do not accommodate the needs of	The department must comply with reasonable accommodation requirements	01 September 2025	31 August 2030	CD: Human Resource Management and Development

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 FRAME
	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
				people with disabilities.	and solicit assistance from the Department of Public Works on areas that fall under its competence. Make provision for reasonable accommodation to meet the needs of employees from designated groups by: - Talking elevators - Parking reserved	

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 FRAME		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	
					for Persons with Disabilities. - Government vehicle designed for persons with disabilities where necessary.			

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 FRAME		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Performance and evaluation				PMDS Policy is about to be obsolete. Delays in the PMDS assessments and payments.	To review the PMDS Policy. To encourage employees to submit the required PMDS tools on time in order to expedite the process and ensure that payments are implemented on the 31 st July as prescribed by PMDS Circular	1 September 2025	31 August 2030	Director: Human Resource Utilization and Development

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 FRAME		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	
Succession & experience planning		✓	✓	There is no Succession Planning Programmes in place.	To develop Succession Planning Plan To implement the approved Succession Plan and Policy	1 September 2025	30 Nov 2025	Director: Human Resource Utilization and Development
Disciplinary measures				No identified barrier	None	-	-	-
Retention of designated groups		✓	✓	To develop Business Process Mapping and Standard Operating	Create conducive opportunities for promotion of Persons with Disabilities	1 September 2025	31 August 2030	Director: Human Resource Administration

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 FRAME		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	
				Procedure for Attraction and Retention of Designated Groups.	within the Department			
Corporate culture	✓	✓	✓	There is no Culture Change Plan	Culture Change Plan must be developed and implemented/ Change Management, Diversity	1 September 2025	31 August 2026	Director: Human Resource Utilization & Development
Reasonable accommodation		✓	✓	• There is inadequate reasonable accommodation	• Provisioning of assistive devices such as JAWS,	1 September 2025	31 August 2030	Line Managers/Facilities

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 FRAME		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	
				ation of designated groups such as assistive devices for persons with disabilities, working environment.	Braille, specialised vehicle etc, braille copies of document.			
Harassment				No identified barriers				

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
	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 FRAME		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	
CATEGORIES								
HIV & AIDS prevention and wellness programmes				No identified barrier				
Assigned senior manager(s) to manage EE implementation				No identified barrier				
Budget allocation in support of employment equity goals				No identified barrier				
Time off for employment equity consultative committee to meet				No identified barrier				

4. 5-YEAR SECTOR NUMERICAL TARGETS AND NUMERICAL GOALS

Employers must populate the table below using the regulated 5-year sector targets including the numerical goals for the semi-skilled and unskilled level.

5-YEAR SECTOR TARGETS AND NUMERICAL GOALS FOR SEMI-SKILLED AND UNSKILLED LEVEL (2025-2030)		
OCCUPATIONAL LEVELS AND DISABILITY	GENDER	DESIGNATED GROUPS SECTOR TARGET %
TOP MANAGEMENT	Male	49.8%
	Female	41.9%
	TOTAL	91.7%
SENIOR MANAGEMENT	Male	49.8%
	Female	46.1%
	TOTAL	95.9%
PROFESSIONALLY QUALIFIED	Male	49.8%
	Female	46.1
	TOTAL	95.9%
SKILLED TECHNICAL	Male	49.8%
	Female	46.1%
	TOTAL	95.9%
		EMPLOYER'S NUMERICAL GOAL
SEMI-SKILLED	Male	64
	Female	94
	TOTAL	158
UNSKILLED	Male	7
	Female	8
	TOTAL	15
5-YEAR NUMERICAL TARGET FOR EMPLOYEES WITH DISABILITIES		
5-Year Sector Target for Employees with disabilities (%)		3%

5. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

5.1 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 05 August 2025.....
DD / MM / YYYY

Table 1: Snapshot of workforce profile for all employees, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	2	0	0	-	0	0	0	-	0	0	2
	%	100	0	0	-	0	0	0	-	0	0	100
Senior management	value	27	1	0	-	21	0	0	-	0	0	49
	%	55	2	0	-	42.8	0	0	-	0	0	100
Professionally qualified and experienced specialists and mid-management	value	78	0	1	1	90	3	0	2	0	0	175
	%	44.5	0	0.57	0.57	51.4	1.7	0	1.1	0	0	100
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	273	6		1	617	11		1	0	0	909
	%	30	0.6	0	0.1	67.8	1.2	0	0.1	0	0	100
Semi-skilled and discretionary decision making	value	55	0	0	0	94	0	0	0	0	0	149
	%	36.9	0	0	0	63	0	0	0	0	0	100
Unskilled and defined decision making	value	5	1	0	0	8	0	0	0	0	0	14
	%	35.7	7.1	0	0	57	0	0	0	0	0	100
TOTAL PERMANENT	value	440	8	1	2	830	14	0	3	0	0	1298
	%	33.8	0.6	0.07	0.1	63.9	1.07	0	0.2	0	0	100
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	440	8	1	2	830	14		3	0	0	1298
	%	33.8	0.6	0.07	0.1	63.9	1.07	0	0.2	0	0	100

Table 2: Snapshot for workforce profile for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	
Senior management	value	0	0	0	-	1	0	0	0	0	0	1
	%	0%	0%	0%	0%	100%	0%	0%	0%	0	0	100
Professionally qualified and experienced specialists and mid-management	value	1	0	0	0	0	0	0	0	0	0	1
	%	100%	0%	0%	0%	0%	0%	0%	0%	0	0	100
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	13	0	0	0	14	1	0	0	0	0	28
	%	46%	0%	0%	0%	50%	3.57 %	0%	0%	0	0	99.57
Semi-skilled and discretionary decision making	value	1	0	0	0	0	0	0	0	0	0	1
	%	100	0	0	0	0	0	0	0	0	0	100
Unskilled and defined decision making	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0%
TOTAL PERMANENT	value	15	0	0	0	15	1	0	0	0	0	31
	%	48.38	0	0	0	48.38	3.22	0	0	0	0	99.98
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	15	0	0	0	15	1	0	0	0	0	31
	%	48.39	0	0	0	48.39	3.22	0	0	0	0	99.98

5.2 5-YEAR SECTOR NUMERICAL TARGETS, NUMERICAL GOALS AND ANNUAL TARGETS

5-year Sector Numerical targets and 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 employees with disabilities, and the other covering employees with disabilities **ONLY**.

01 September 2025

31 August 2030

Start date:
DD / MM / YYYY

End date:
DD / MM / YYYY

Table 3: Numerical goals and 5-year Sector Targets for all employees, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	2	0	0	-	3	1	0	-	0	0	6
	%	33.3%	0	0	-	50%	16.6%	0	-	0	0	99.9%
Senior management	value	27	1	0	-	23	0	0	-	0	0	51
	%	52.9%	1.96%	0	-	45.09%	0	0	-	0	0	99.9%
Professionally qualified and experienced specialists and mid-management	value	114	5	3	1	105	12	2	2	0	0	244
	%	46.7%	2.04%	1.22%	0.40%	43.03%	4.91%	0.81%	0.81%	0	0	99.9%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	371	8	0	1	678	11	0	1	0	0	1070
	%	34.67%	0.74%	0	0.09%	63.36%	1.02%	0	0.09%	0	0	99.9%
Semi-skilled and discretionary decision making	value	61	3	0	0	94	0	0	0	0	0	158
	%	38.6%	1.89%	0	0	59.49%	0	0	0	0	0	99.9%
Unskilled and defined decision making	value	6	1	0	0	8	0	0	0	0	0	15
	%	40.00%	6.66%	0	0	53.33%	0	0	0	0	0	99.9%
TOTAL PERMANENT	value	581	18	3	2	911	24	2	3	0	0	1544
	%	37.62%	1.16%	0.19%	0.12%	59.00%	1.55%	0.12%	0.19%	0	0	99.9%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	581	18	3	2	911	24	2	3	0	0	1544
	%	37.62%	1.16%	0.19%	0.12%	59.00%	1.55%	0.12%	0.19%	0	0	99.9%

Table 4: Numerical goals and targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0	0	0%
Senior management	value	0	0	0	0	2	0	0	0	0	0	2
	%	0%	0%	0%	0%	100%	0%	0%	0%	0	0	100%
Professionally qualified and experienced specialists and mid-management	value	3	0	0	0	0	0	0	0	0	0	3
	%	100%	0	0	0	0	0	0	0	0	0	100%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	15	0	0	0	15	1	0	0	0	0	31
	%	48.38 %	0	0	0	48.38 %	3.22%	0	0	0	0	99.9%
Semi-skilled and discretionary decision making	value	2	0	0	0	0	0	0	0	0	0	2
	%	100%	0	0	0	0	0	0	0	0	0	100%
Unskilled and defined decision making	value	1	0	0	0	0	0	0	0	0	0	1
	%	100	0	0	0	0	0	0	0	0	0	100%
TOTAL PERMANENT	value	21	0	0	0	17	1	0	0	0	0	39
	%	53.84 %	0	0	0	43.58 %	2.56%	0	0	0	0	99.8%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	21	0	0	0	17	1	0	0	0	0	39
	%	53.84 %	0	0	0	43.58 %	2.56%	0	0	0	0	99.8%

5.3 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 employees with disabilities, and the other only covers employees with disabilities **ONLY**.

Numerical targets: Year 1

Start date:	01 September 2025	31 August 2026
	DD / MM / YYYY	DD / MM / YYYY

Table 5: Numerical targets for all employees, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	2	0	0	0	2	0	0	0	0	0	4
	%	50%	0%	0%	0%	50%	0%	0%	0%	0	0	100%
Senior management	value	27	1	0	0	23	0	0	0	0	0	51
	%	52.94%	1.96%	0%	0%	45.09%	0%	0%	0%	0	0	99.9%

Professionally qualified and experienced specialists and mid-management	value	96	1	1	1	95	5	1	2	0	0	202
	%	47.52%	0.49%	0.49%	0.49%	47.02%	2.49%	0.49%	0.99%	0	0	99.9%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	296	8	0	1	632	11	0	1	0	0	949
	%	31.1%	0.84%	0%	0.10%	66.59%	1.15%	0%	0.10%	0	0	99.8%
Semi-skilled and discretionary decision making	value	61	1	0	0	94	0	0	0	0	0	156
	%	39.10%	0.64%	0%	0%	60.25%	0%	0%	0%	0	0	99.9%
Unskilled and defined decision making	value	6	1	0	0	8	0	0	0	0	0	15
	%	40.00%	6.66%	0%	0%	53.33%	0%	0%	0%	0	0	99.9%
TOTAL PERMANENT	value	488	12	1	2	854	16	1	3	0	0	1377
	%	35.43%	0.87%	0.07%	0.14%	62.01%	1.16%	0.07%	0.21%	0	0	99.9%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	488	12	1	2	854	16	1	3	0	0	1377
	%	35.43%	0.87%	0.07%	0.14%	62.01%	1.16%	0.07%	0.21%	0	0	99.9%

Table 6: Numerical targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Senior management	value	0	0	0	0	2	0	0	0	0	0	2
	%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	100%

Professionally qualified and experienced specialists and mid-management	value	2	0	0	0	0	0	0	0	0	0	2
	%	100%	0	0	0	0	0	0	0	0	0	100%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	14	0	0	0	15	1	0	0	0	0	30
	%	46.66 %	0	0	0	50.00 %	3.33%	0	0	0	0	99.9%
Semi-skilled and discretionary decision making	value	1	0	0	0	0	0	0	0	0	0	1
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Unskilled and defined decision making	value	0	0	0	0	0	0	0		0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
TOTAL PERMANENT	value	17	0	0	0	17	1	0	0	0	0	35
	%	48.57 %	0	0	0	48.57 %	2.85%	0	0	0	0	99.9%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GRAND TOTAL	value	17	0	0	0	17	1	0	0	0	0	35
	%	48.57 %	0%	0%	0%	48.57 %	2.85%	0%	0%	0%	0%	99.9%

Numerical targets: Year 2											
01 September 2026						31 August 2027					
Start date:						End date:					
DD / MM / YYYY						DD / MM / YYYY					

Table 7: Numerical targets, including employees with disabilities

Table 5: Numerical targets for all employees, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	2	0	0	0	3	1	0	0	0	0	6
	%	33.33 %	0%	0%	0%	50.00 %	16.66 %	0%	0%	0	0	99.9%
Senior management	value	27	1	0	0	23	0	0	0	0	0	51
	%	52.9%	1.96%	0%	0%	45.09 %	0%	0%	0%	0	0	99.5%
Professionally qualified and experienced specialists and mid-management	value	114	2	2	1	98	7	2	2	0	0	228
	%	50.00 %	0.87%	0.87%	0.43 %	42.98 %	3.07%	0.87%	0.87%	0	0	99.9%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	319	8	0	1	647	11	0	1	0	0	987
	%	32.32 %	0.81%	0%	0.10 %	65.55 %	1.11%	0%	0.10%	0	0	99.9%
Semi-skilled and discretionary decision making	value	61	2	0	0	94	0	0	0	0	0	157
	%	38.85 %	1.27%	0%	0%	59.87 %	0%	0%	0%	0	0	99.9%
Unskilled and defined decision making	value	6	1	0	0	8	0	0	0	0	0	15
	%	40.00 %	6.66%	0%	0%	53.33 %	0%	0%	0%	0	0	99.9%
TOTAL PERMANENT	value	529	14	2	2	873	19	2	3	0	0	1444
	%	36.63 %	0.96%	0.13%	0.13 %	60.45 %	1.31%	0.13%	0.20%	0	0	99.9%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0	0	0%
GRAND TOTAL	value	529	14	2	2	873	19	2	3	0	0	1444
	%	36.63 %	0.96%	0.13%	0.13 %	60.45 %	1.31%	0.13%	0.20%	0	0	99.9%

Table 8: Numerical targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Senior management	value	0	0	0	0	2	0	0	0	0	0	2
	%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	100%
Professionally qualified and experienced specialists and mid-management	value	3	0	0	0	0	0	0	0	0	0	3
	%	100%	0%	0	0	0	0	0	0	0	0	100%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	15	0	0	0	15	1	0	0	0	0	31
	%	46.66 %	0	0	0	50.00 %	3.33%	0	0	0	0	99.9%
Semi-skilled and discretionary decision making	value	1	0	0	0	0	0	0	0	0	0	1
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Unskilled and defined decision making	value	0	0	0	0	0	0	0		0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
TOTAL PERMANENT	value	19	0	0	0	17	1	0	0	0	0	37
	%	51.35 %	0	0	0	45.9 %	2.70%	0	0	0	0	99.9%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GRAND TOTAL	value	19	0	0	0	17	1	0	0	0	0	37
	%	51.35 %	0%	0%	0%	45.94 %	2.70%	0%	0%	0%	0%	99.9%

Numerical targets: Year 3											
01 September 2027						31 August 2028					
Start date:						End date:					
DD / MM / YYYY						DD / MM / YYYY					

Table 9: Numerical targets, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	2	0	0	0	3	1	0	0	0	0	6
	%	33.33%	0%	0%		50.00%	16.66%	0%	0	0	0	99.9%
Senior management	value	27	1	0	0	23	0	0	0	0	0	51
	%	52.9%	1.96%	0%	0%	45.09%	0%	0%	0%	0	0	99.9%
Professionally qualified and experienced specialists and mid-management	value	114	3	3	1	101	10	2	2	0	0	236
	%	48.30%	1.27%	1.27%	0.42%	42.79%	4.23%	0.84%	0.84%	0	0	99.9%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	341	8	0	1	657	11	0	1	0	0	1019
	%	33.46%	0.78%	0%	0.09%	64.47%	1.07%	0%	0.09%	0	0	99.9%
Semi-skilled and discretionary decision making	value	61	3	0	0	94	0	0	0	0	0	158
	%	38.60%	1.89%	0%	0%	59.49%	0%	0%	0%	0	0	99.9%
Unskilled and defined decision making	value	6	3	0	0	8	0	0	0	0	0	17
	%	35.29%	17.64%	0%	0%	47.05	0%	0%	0%	0	0	99.9%
TOTAL PERMANENT	value	551	18	3	2	886	22	2	3	0	0	1487
	%	37.05%	1.21%	0.20%	0.13%	59.58%	1.47%	0.13%	0.20%	0	0	99.9%
Temporary employees	value	0	0	0	0	0	0	0	0	0		0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	551	18	3	2	886	22	2	3	0	0	1487
	%	37.05%	1.21%	0.20%	0.13%	59.58%	1.47%	0.13%	0.20%	0	0	99.9%

Table 10: Numerical targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Senior management	value	0	0	0	0	2	0	0	0	0	0	2
	%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	100%
Professionally qualified and experienced specialists and mid-management	value	3	0	0	0	0	0	0	0	0	0	3
	%	100%	0	0	0	0	0	0	0	0	0	100%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	15	0	0	0	15	1	0	0	0	0	31
	%	46.66 %	0	0	0	50.00 %	3.33%	0	0	0	0	99.9%
Semi-skilled and discretionary decision making	value	2	0	0	0	0	0	0	0	0	0	2
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Unskilled and defined decision making	value	0	0	0	0	0	0	0		0	0	0
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
TOTAL PERMANENT	value	20	0	0	0	17	1	0	0	0	0	38
	%	52.63 %	0	0	0	44.73 %	2.63%	0	0	0	0	99.9%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GRAND TOTAL	value	20	0	0	0	17	1	0	0	0	0	38
	%	52.63 %	0%	0%	0%	44.73 %	2.63%	0%	0%	0%	0%	99.9%

Numerical targets: Year 4											
01 September 2028						31 August 2029					
Start date:						End date:					
DD / MM / YYYY						DD / MM / YYYY					

Table 11: Numerical targets, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	2	0	0	0	3	1	0	0	0	0	6
	%	33.33%	0%	0%	0%	50.00%	16.66%	0%	0%	0	0	99.9%
Senior management	value	27	1	0	0	23	0	0	0%	0	0	51
	%	52.9%	1.96%	0%	0%	45.09%	0%	0%	0%	0	0	99.9%
Professionally qualified and experienced specialists and mid-management	value	114	4	3	1	103	12	2	2			241
	%	47.30%	1.65%	1.24%	0.41%	42.73%	4.97%	0.82%	0.82%	0	0	99.9%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	363	8	0	1	668	11	0	1	0	0	1052
	%	34.50%	0.76%	0%	0.09%	63.49%	1.04%	0%	0.09%	0	0	99.9%
Semi-skilled and discretionary decision making	value	61	3	0	0	94	0	0	0	0	0	158
	%	38.60%	1.89%	0%	0%	59.49%	0%	0%	0%	0	0	99.9%
Unskilled and defined decision making	value	6	1	0	0	8	0	0	0	0	0	15
	%	40.00%	6.66%	0%	0	53.33%	0%	0%	0%	0	0	99.9%
TOTAL PERMANENT	value	573	17	3	2	899	24	2	3	0	0	1523
	%	37.62%	1.11%	0.19%	0.13%	59.02%	1.57%	0.13%	0.19%	0	0	99.9%
Temporary employees	value	0	0	0	0	0	0	0	0	0		0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0	0	0
GRAND TOTAL	value	573	21	5	2	899	24	2	3	0	0	1523
	%	37.62%	1.11%	0.19%	0.13%	59.02%	1.57%	0.13%	0.19%	0	0	99.9%

Table 12: Numerical targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Senior management	value	0	0	0	0	2	0	0	0	0	0	2
	%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	100%
Professionally qualified and experienced specialists and mid-management	value	3	0	0	0	0	0	0	0	0	0	3
	%	100%	0	0	0	0	0	0	0	0	0	100%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	15	0	0	0	15	1	0	0	0	0	31
	%	46.66 %	0	0	0	50.00 %	3.33%	0	0	0	0	99.9%
Semi-skilled and discretionary decision making	value	2	0	0	0	0	0	0	0	0	0	2
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Unskilled and defined decision making	value	1	0	0	0	0	0	0		0	0	1
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
TOTAL PERMANENT	value	21	0	0	0	17	1	0	0	0	0	39
	%	53.84 %	0	0	0	43.58 %	2.56%	0	0	0	0	99.9%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GRAND TOTAL	value	21	0	0	0	17	1	0	0	0	0	39
	%	53.84 %	0%	0%	0%	43.58 %	2.56%	0%	0%	0%	0%	99.9%

Numerical targets: Year 5**01 September 2028****31 August 2029**

Start date:

End date:

DD / MM / YYYY

DD / MM / YYYY

Table 11: Numerical targets, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	2	0	0	-	3	1	0	-	0	0	6
	%	33.3%	0	0	-	50%	16.6%	0	-	0	0	99.9%
Senior management	value	27	1	0	-	23	0	0	-	0	0	51
	%	52.9%	1.96%	0	-	45.09%	0	0	-	0	0	99.9%
Professionally qualified and experienced specialists and mid-management	value	114	5	3	1	105	12	2	2	0	0	244
	%	46.7%	2.04%	1.22%	0.40%	43.03%	4.91%	0.81%	0.81%	0	0	99.9%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	371	8	0	1	678	11	0	1	0	0	1070
	%	34.67%	0.74%	0	0.09%	63.36%	1.02%	0	0.09%	0	0	99.9%
Semi-skilled and discretionary decision making	value	61	3	0	0	94	0	0	0	0	0	158
	%	38.6%	1.89%	0	0	59.49%	0	0	0	0	0	99.9%
Unskilled and defined decision making	value	6	1	0	0	8	0	0	0	0	0	15
	%	40.00%	6.66%	0	0	53.33%	0	0	0	0	0	99.9%
TOTAL PERMANENT	value	581	18	3	2	911	24	2	3	0	0	1544
	%	37.62%	1.16%	0.19%	0.12%	59.00%	1.55%	0.12%	0.19%	0	0	99.9%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	581	18	3	2	911	24	2	3	0	0	1544
	%	37.62%	1.16%	0.19%	0.12%	59.00%	1.55%	0.12%	0.19%	0	0	99.9%

Table 12: Numerical targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0	0	0%
Senior management	value	0	0	0	0	2	0	0	0	0	0	2
	%	0%	0%	0%	0%	100%	0%	0%	0%	0	0	100%
Professionally qualified and experienced specialists and mid-management	value	3	0	0	0	0	0	0	0	0	0	3
	%	100%	0	0	0	0	0	0	0	0	0	100%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	15	0	0	0	15	1	0	0	0	0	31
	%	48.38 %	0	0	0	48.38 %	3.22%	0	0	0	0	99.9%
Semi-skilled and discretionary decision making	value	2	0	0	0	0	0	0	0	0	0	2
	%	100%	0	0	0	0	0	0	0	0	0	100%
Unskilled and defined decision making	value	1	0	0	0	0	0	0	0	0	0	1
	%	100	0	0	0	0	0	0	0	0	0	100%
TOTAL PERMANENT	value	21	0	0	0	17	1	0	0	0	0	39
	%	53.84 %	0	0	0	43.58 %	2.56%	0	0	0	0	99.8%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	21	0	0	0	17	1	0	0	0	0	39
	%	53.84 %	0	0	0	43.58 %	2.56%	0	0	0	0	99.8%

6. 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.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
Head of department	Approves the plan and serves as an appeal authority in the event of disputes arising from the implementation of the plan	All the time
Employment equity committee	Shall ensure fairness in the implementation of the policy/Act	At all times
Chief Director-Human Resource Management and Development	Shall chair Employment Equity Committee Shall be responsible for the monitoring of the plan	All times
Line Manager	Implement the Affirmative Action measures in order to achieve employment equity	On-going

7. DISPUTE RESOLUTION MECHANISMS

A clear process to be followed to resolve disputes arising from the interpretation and implementation of the EE Plan, including the responsible persons and time-frames for each step to resolve the dispute.

a) Step One: Complaint

If an employee or applicant for employment alleges that he/she has been unfairly discriminated against, he/she may lodge a formal/ informal complaint at the relevant Directorate.

b) Step Two: Grievance (Part A & B)

A complainant completes a Grievance Form, acknowledged by the Designated employees (Director: Employee Relations & Wellness). Any party that lodged a grievance must do so within 90 days from the date on which the employee became aware of the official act or omission which adversely affects him/her. The grievance must be handled and all decisions taken during the process must be in writing within 30 days. The period may be extended by mutual agreement in writing.

c) Step Three: Dispute (Part C)

A dispute arises if the aggrieved employee remains dissatisfied of the outcome of the grievance it is referred to MEC to advise. If the complainant is still not satisfied, the dispute is referred to the Public Service Commission for investigation and recommendations

8. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN
9. ANY OTHER PRESCRIBED MATTER CAN BE INCLUDED.

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EEA13

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

The information contained in the EEA13 template must be authorised and verified by the Chief Executive Officer; or the Accounting Officer in the case of an employer falling under the Public Finance Management Act, 1999(Act No.1 of 1999) or the Municipal Finance Management Act, 2003 (Act No. 56 of 2003).

Chief Executive Officer/Accounting Officer

I VUYO MLOKOTHI
Accounting Officer

Department of cooperative Governance and Traditional
Affairs - EC province

hereby declare that I have read, approved and authorized this EE Plan.

Signed on this *31st* day of *August* year *2015*

At place: *East London*


Accounting Officer

