UTHUKELA
Economic Development Agency

SERVICE DELIVERY AGREEMENT

FOR

MS NN SITHOLE

UTHUKELA ECONOMIC DEVELOPMENT AGENCY

LED PROGRAMMES

2025/2026

END-OF-THE-YEAR ASSESSMENT

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A. PERSONAL DETAILS

NAME OF POST HOLDER	NN SITHOLE
PAY NUMBER	C016
DEPARTMENT	OFFICE OF THE CHIEF EXECUTIVE OFFICER
SECTION	LED PROGRAMMES UNIT
JOB TITLE	LED PROGRAMMES OFFICER

B. JOB DESCRIPTION

DUTIES OF THE LED PROGRAMMES OFFICER

1. ESSENTIAL KNOWLEDGE, SKILLS, AND COMPETENCIES

Knowledge of relevant policies and legislation, team leadership, communication and motivational skills, performance management, project management, good governance, identification of business opportunities in the tourism and agriculture sectors, interpersonal skills, and ability to perform and meet deadlines under pressure.

2. RESPONSIBILITIES

- *Planning, leading, organising, and control of all activities of the LED programmes department.*
- *Prepare short-, medium-, and long-term objectives and plans of the department.*
- *Align operations with available capacity.*
- *Comment on the applicability of key performance areas and their outcomes.*
- *Manage the department's budget allocation.*
- *Prepare and submit reports to the CEO and other relevant committees, including the Agency Board of Directors.*
- *Package and administer agricultural and tourism programmes in line with the strategy of the Agency.*
- *Carry out other duties that may be delegated by the CEO*

C. MANAGER'S WORK PLAN 2025/2026

OBJECTIVE	STRATEGY	KPI No.	KEY PERFORMANCE INDICATOR	RISKS	MEASURABLE UNIT	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE PERSON	PORTFOLIO OF EVIDENCE
							Q1	Q2	Q3	Q4		
Development and support for the tourism sector	Development and support for the tourism sector	UEDA 30	Tourism Stakeholder Engagement	Lack of stakeholder support	Number of stakeholder engagement meetings held	Eight (8) engagement meetings held with various stakeholders by 30 June 2026	One (1) engagement with tourism UTDM and one(1) with LMs through LED and tourism forum held by 30 September 2025	One (1) engagement with TKZN and one (1) with EDTEA held by 31 December 2025.	One (1) SMMEs virtual meeting engagement, and one(1) with LMs through LED and tourism forum held by 31 March 2026	Conduct one (1) district tourism indaba and one(1) engagement with LMs thiough LED and tourism forum held by 30 June 2026	Ms. NN Sithole - LED Programmes Officer	Notice, agenda, signed minutes, and attendance register, and signed report.
		UEDA 31	Development of Tourism Routes	Lack of funding, limited stakeholder participation, inadequate marketing resources	Number of reports.	Four (4) reports on the business development and marketing support given to the SMMEs operating the Amazizi, Wombezi, and Mkangala tourism routes by 30 June 2026.	One (1) report on compliance for SMMEs on each route and the marketing of tourism routes through digital platforms by 30 September 2025	One (1) report on 1 meeting with each tourism route SMMEs, and a funding application for SMMEs by 31 December 2025.	Conduct one (1) joint business administration training for tourism routes SMMEs by 31 March 2026.	Conduct one (1) joint feedback session with all tourism routes stakeholders by 30 June 2025	Ms. NN Sithole - LED Programmes Officer	Signed Reports, Notice, Agenda, Minutes, and attendance register
		UEDA 32	Rural and Township Tourism Development	Lack of funding, poor stakeholdor participation	Number of reports	One (1) survey, one (1) programme of action, and two (2) reports by 30 June 2026	Conduct one (1) survey of challenges with rural and township tourism establishments within Uthukela district by 30 September 2025	One (1) programme of action responding to the challenges identified during the survey by 31 December 2025	One (1) Report on the implimentation of the programme of action by 31 March 2026	One (1) report on the mobilisation of rural and township tourism establishments to participate in the district tourism indaba by 30 June 2026	Ms. NN Sithole - LED Programmes Officer	Signed reports, survey questionair, and programme of action
		UEDA 33	Market for Souvenirs	Objective and targets not met due to capacity deficiencies	Number of reports	Four (4) reports on the sales of souvenirs within the district by 30 June 2026	One (1) report of sales by 30 September 2025	One (1) report of sales by 31 December 2025	One (1) report of sales by 31 March 2026	One (1) report of sales by 30 June 2026	Ms. NN Sithole - LED Programmes Officer	Signed reports
		UEDA 34	Tourism Destination Marketing	Limited funding, lack of stakeholder support	Number of reports	Four (4) reports on destination marketing by, 30 June 2026	One (1) report on the establishment of the tourism web office, 30 September 2025	One (1) on attendance at the Drakensberg Extravaganza event by, 31 December 2025	One (1) tourism activation report by, 31 March 2026	One (1) report on attendance of the KZN tourism indaba event by, 30 June 2026	Ms. NN Sithole - LED Programmes Officer	Activation Report (photos, attendance register)
Expansion of the agricultural sector	To mobilise and promote the use of local resources and skills thus ensuring maximising local economic development (Agriculture)	UEDA 35	Promote market access through Livestock Auctions	Objective and targets not met due to capacity deficiencies	Number of reports	Four (4) reports on livestock auctions held by, 30 June 2026	One (1) livestock auction by, 30 September 2025	One (1) livestock auction by 31 December 2024	One (1) livestock auction by 31 March 2026	One (1) livestock auction by, 30 June 2026	Ms. NN Sithole - LED Programmes Officer	Report with pictures
		UEDA 36	Promotion of market access through Agricultural Shows	Lack of budget to support emerging farmers	Number of reports	One (1) report on agricultural show held by 30 June 2026	N/A	N/A	N/A	One (1) report on agricultural show held by 30 June 2026	Ms. NN Sithole - LED Programmes Officer	Report with pictures
		UEDA 37	Development of Agricultural Market	Lack of interest/participation; Insufficient funding for training and mentorship	Number of reports	Three (3) reports on agricultural market by 30 June 2026	N/A	One (1) report on the farmers market held by 31, December 2025	One (1) report on farmers held by 31 March 2026	One (1) report on farmers held by 30 June 2026	Ms. NN Sithole - LED Programmes Officer	Feasibility study and proof of funding application
		UEDA 38	Chicken Abattoir	Lack of support; regulatory challenges; legal restrictions	Number of reports	One (1) updated Chicken farmers, One (1) report on site visits and one (1) report on chicken indaba reports on chicken abattoir by 30 June 2026	One (1) updated Chicken farmers by 30 September 2025	One (1) report on chicken farmer's site visits by 31 December 2025	One (1) Chicken indaba held by 31 March 2026	N/A	Ms. NN Sithole - LED Programmes Officer	Feasibility study and proof of funding application
		UEDA 39	Beans seeds	Lack of budget to support emerging farmers	Number of reports	Four (4) reports on contracts signing, trainings, seeds distribution, and packaging and signing by 30 June 2026	One (1) report of contract signing by 30 September 2025	One (1) traning on sugar beans production by 31 December 2025	One (1) report on the distribution of sugar bean seeds by 31 March 2026	One (1) report on the packaging and marketing of sugar beans by 30 June 2026	Ms. NN Sithole - LED Programmes Officer	Reports with pictures
		UEDA 40	Commercial farmers engagement	Lack of support; regulatory challenges; legal restrictions	Report	One (1) engagement with commercial farmers by 30 June 2026	N/A	One (1) engagement with commercial farmers by 31 December 2025	N/A	One (1) engagement with commercial farmers by 30 June 2026	Ms. NN Sithole - LED Programmes Officer	Report with pictures
		UEDA 41	Hemp Industry	Lack of budget to support emerging farmers	Number of reports	One (1) report on the hemp expo by 30 June 2026	N/A	One (1) report on hemp expo held by 31 december 2025	N/A	N/A	Ms. NN Sithole - LED Programmes Officer	Report with pictures

D. ASSESSMENT

Rating Scale

Level	*Terminology*	*Description*	*Rating* 1 2 3 4 5
5	*Superior*	*Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.*	
4	*Advanced*	*Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.*	
3	*Competent*	*Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.*	
2	*Basic*	*Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.*	
1	*Basic and Unacceptable performance*	*Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.*	

The employee's assessment will be based on his/her performance in terms of the performance indicators identified in his/her work plan which are linked to the KPA's and will constitute 80% of the overall assessment results. The performance standards will make up the other 20% of the employee's assessment score.

Key Performance Areas	Weighting	Individual Score
Municipal Institutional Development and Transformation	20	17
Basic Service Delivery	-	-
Municipal Financial Viability and Management	20	15
Good Governance and Public Participation	20	18
Local Economic Development	30	18
Cross cutting	10	8
Total	*100%*	*76*

INDIVIDUAL PERFORMANCE STANDARDS (NB: weights must total 100%)

STANDARD 1: Planning, Organizing and Controlling

PERFORMANCE CRITERIA: *How effectively does the employee perform advance preparation for and carry out assignment?*	***PERFORMANCE STANDARD WEIGHT***	***INDIVIDUAL SCORE***
Demonstrate the ability to anticipate what might otherwise be overlooked in the planning process	15	13
Develop weekly individual employee work logs		
Set up innovative, monitoring and control system		
Work is completed as planned and often ahead of schedule		
Work within the Budget and effective use of resources		
Prepare work plans, monitors and make follow ups.		
Apply organizational Skills and there is minimum disruption		

STANDARD 2: Job Knowledge

PERFORMANCE CRITERIA: *How well does the employee demonstrate sufficient understanding of the technical, managerial and organizational aspect of the job?*	***PERFORMANCE STANDARD WEIGHT***	***INDIVIDUAL SCORE***
Demonstrate an understanding of the subject matter	20	18
Demonstrate both organizational and functional knowledge		
Always in a position to provide advice and support to superiors and peers		
Serve as a reliable resource for others		
Demonstrate and advanced understanding of the principles of management		
Is well versed to get things done through others		

STANDARD 3: Communications

PERFORMANCE CRITERIA: *How well does the employee present idea, concepts and plans for courses of action, Does the employee communicate in a clear and concise manner, and does the employee listen well and ask appropriate questions?*	***PERFORMANCE STANDARD WEIGHT***	***INDIVIDUAL SCORE***
Demonstrate an ability to translate high complex technical or organizational issues	**5**	**4**
Communicate on multiple levels so that each		
Demonstrate listening skills		
Presents ideas, new policies, etc, in group and one to one in a clear and concise manner		
Keep supervisors informed of pertinent issues		
Provides feedback effectively		

STANDARD 4: Achievement and Orientation

PERFORMANCE CRITERIA: *How is the employee attuned to the importance of accomplishing goals and objectives?*	***PERFORMANCE STANDARD WEIGHT***	***INDIVIDUAL SCORE***
Pushes the limit of his/her job towards the achievement of goals	**15**	**13**
Make Sound Judgements		
Reacts immediately and effectively to changes in plans and priorities		
Shows an ability when required to manage through a crisis situation		
Submit Monthly reports to superiors		
Set realistic Target		
Show understanding of scope of strategic initiatives		

STANDARD 5: Development and Empowerment

PERFORMANCE CRITERIA: *How effectively does the employee recognize the need for, plan and achieve professional development of sub-ordinates employees?*	***PERFORMANCE STANDARD WEIGHT***	***INDIVIDUAL SCORE***
Initiates staff development efforts are clearly observable and measurable	**10**	**7**
Consider delegation capabilities		
Devise and applies unique and challenging means for employee to learn new skills		
Advise on development issues are sought by peers		
Construct a comprehensive development for each subordinates in consultation with HR		
Promote disciple within his/her work station		
Seek out developmental opportunities for subordinate personnel		

STANDARD 6: Problem Solving & Decision Making

PERFORMANCE CRITERIA: How effectively does the employee confronts and resolve problems and take action?	PERFORMANCE STANDARD WEIGHT	INDIVIDUAL SCORE
Displays creativity in seeking solutions to problems	5	4
Identifies potential problems before they arise and acts on problems at an early stage		
Approaches problems in a systemic manner		
Involves peers and sub-ordinates in problem solving when necessary		
Has come to understand the need for a more comprehensive approach to reaching solutions		

STANDARD 7: Work Habits

PERFORMANCE CRITERIA: How does the employee organize and executes assignments, To what degree is ongoing supervision/monitoring required to ensure that work is properly completed, How well does the employee demonstrate self-discipline and reliability relative to work to be performed?	PERFORMANCE STANDARD WEIGHT	INDIVIDUAL SCORE
Performed Tasks as directed	5	3
Completes tasks ahead of others and provide assistance to others		
Understand and demonstrates the ability to effectively prioritised tasks		
Ensure that results are complete and meet expectation prior to the beginning of new assignment		

STANDARD 8: Attendance and Punctuality

PERFORMANCE CRITERIA: How consistently does the employee report to work on schedule and prepared?	PERFORMANCE STANDARD WEIGHT	INDIVIDUAL SCORE
Consistently observes regular work schedule	5	4
Makes self-available to work both scheduled and unscheduled over time (without pay)		
Volunteered to remain at work in emergency or prompt responding to calls received after hours		
Volunteers to work overtime in areas outside normal work area when opportunity present themselves		
Consistently adheres to assigned work schedule by arriving, beginning work, stopping work and departing as scheduled		
Makes appropriate notification when delays to arrive at work on time is unavoidable		
Is consistently regarded as a reliable employee		

STANDARD 9: Team Work

PERFORMANCE CRITERIA: *How well does the employee work effectively with others and display an appropriate balance between individual and group effort?*	***PERFORMANCE STANDARD WEIGHT***	***INDIVIDUAL SCORE***
Demonstrate an ability to work as a team member	**5**	**4**
Offers ideas for improvement that contribute to group work effort		
Consistently volunteer to help others within work group as work schedule permits		
Consistently willing to contribute to the implementation of council resolution		
Does his/her part towards group efforts		
Demonstrate a corporative manner in dealing with supervisors and co-workers		

STANDARD 10: Productivity

PERFORMANCE CRITERIA: *To what degree do the employee's work efforts result in desired outcomes to include quality, quantity and timeliness?*	***PERFORMANCE STANDARD WEIGHT***	***INDIVIDUAL SCORE***
Tasks are completed as scheduled and at the desired level of output	**10**	**8**
Often they are completed ahead of schedule and at a level of quality and quantity beyond expectations.		
Ideas and suggestion to improve productivity are offered and frequently generate positive results		
Notifies Head of department of condition impacting productivity outside the control of the employee		
A work log plan is designed on a weekly basis for each employee		
The is evidence of work inspection and control		
Regular site visits are conducted and monitor tasks progress		

STANDARD 11: Customer Service

PERFORMANCE CRITERIA: *How effective does the employee, interact with customers in serving their needs?*	***PERFORMANCE STANDARD WEIGHT***	***INDIVIDUAL SCORE***
Demonstrate an ability to implement the Batho Pele Principles	**5**	**4**
Promote and Implement the Commitment Service Charter		
Organizes training on Batho Pele principle for the subordinate staff		

Goes out of his way to ensure customer satisfaction	
Responds in a timely, courteous and informed manner to customer inquiry and concerns	
Provides follow-up to customer demands and enquiries	

TOTAL: 82

E. PERSONAL DEVELOPMENT PLAN

Area to be developed	*Suggested training and / or development activity required*	*Suggested Time Frames*
Policy understanding	Attendance at seminars on municipal regulations, LED policies, and the District Development Model (DDM)	Quarter 1 (2026/27)
Strategic planning	Training in local economic development strategies and frameworks, including scenario planning and policy analysis	Quarter 1 (2026/27)

SIGNATURE OF THE EMPLOYEE:

Officer: LED Programmes : _____

Signed in : Ladysmith / UEDA.

SIGNATURE OF THE EMPLOYER:

Chief Executive Officer : _____ T.B.

Signed in : UEDA on 30 of JUNE 2026