UTHUKELA
Economic Development Agency

PERFORMANCE REVIEW

FOR

Ms S.A. MAPHALALA

UTHUKELA ECONOMIC DEVELOPMENT AGENCY

CORPORATE SERVICE OFFICER

2025/2026

END-YEAR REVIEW

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B. JOB DESCRIPTION

ESSENTIAL KNOWLEDGE, SKILLS AND COMPETENCES

Knowledge of relevant policies and legislation, institutional governance systems, performance management, corporate support services, good governance, and labour relations legislation, regulations and resolutions.

RESPONSIBILITIES

- *Planning, leading, organising, and control of all activities of the corporate services 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.*
- *Manage department's budget allocation.*
- *Prepare and submit reports to the CEO and other relevant committees, including the Agency Board of Directors.*
- *Render secretariat services to the Board, MANCO, portfolio committees of the Board, and administrative services in general.*
- *Administer fleet, HR, IT, filing and archives.*
- *Carry out other duties that may be delegated by the CEO*

DUTIES OF THE CORPORATE SERVICE OFFICER

C. OFFICER WORK PLAN 2025/2026

D	F	G	K	O	P	R	S	T
KEY PERFORMANCE INDICATOR	**MEASURABLE UNIT**	**ANNUAL TARGET**	**QUARTERLY TARGETS**					**PORTFOLIO OF EVIDENCE**
			Q4	**Achieved/Not Achieved**	**scoring 1-5**		**RESPONSIBLE PERSON**	
Compliance Checklist report, compliance checklist reviewed by Audit Committee and adopted by Board 30 June 2026	report, date reviewed by Audit Committee. Date adopted by Board.	One (1) compliance checklist report, reviewed by the Audit Committee and adopted by the Board by the 30 June 2026	One (1) compliance checklists adopted by the Board by 30 June 2025	Achieved	3		Ms S Maphalala- Corporate Service Officer	1 Compliance checklist report, proof of submission to Internal Audit Committee and Board Resolution
Performance reports submitted to UTDM by 30 June 2026	Number of reports submitted to the UTDM	Four (4) quarterly performance reports submitted to UTDM by 30 June 2026	One (1) quarterly Performance report submitted to UTDM by 30 June 2026	Achieved	5		Ms S Maphalala- Corporate Service Officer	Quarterly reports, proof of submission
Quarterly internal Audit Committee Reports by 30 June 2026	Number of reports	Four (4) internal Audit unit reports by 30 June 2026	One (1) internal Audit Committee report by 30 June 2025	Achieved	3		Ms S Maphalala-Corporate Service Officer	Internal Audit reports
Quarterly Board meetings by 30 June 2026	Number of meetings	Four (4) board meetings by June 2026	One (1) board meeting by 30 June 2026	Achieved	4		Ms S Maphalala-Corporate Service Officer	Notice ,Agenda , Signed minutes and attendance registers

KEY PERFORMANCE INDICATOR	MEASURABLE UNIT	ANNUAL TARGET	QUARTERLY TARGETS					PORTFOLIO OF EVIDENCE
Quarterly Board Portfolio committee meetings by 30 June 2026	Number of meetings	Twelve (12) portfolio committee meetings by June 2026	Three (3) Quarterly Board Portfolio committee meetings by 30 June 2026	Achieved	4		Ms S Maphalala- Corporate Service Officer	Notice ,Agenda , Signed minutes and attendance registers
Reviewing and adopting Strategy and SDBIP by 30 June 2026	Strategy Review Planning and 1 SDBIP	One (1) Strategy Review and 1 SDBIP formulated and adopted by the board.	One (1) strategy review and (1) SDBIP adopted by the board by 30 June 2026	Achieved	4		Ms S Maphalala- Corporate Service Officer	Reports, Strats Document, treasury requirement procurement report and SDBIP
Conduct employee Performance Management reviews by 30 June 2026	Number of performance reviews per employee	All employees entered into an employee performance review by 30 June 2025	All employees entered into an employee performance review by 30 June 2026	Achieved	3		Ms S Maphalala- Corporate Service Officer	PM Plan, MANCO resolution, performance reviews, Feedback report
Implementation of capacity buildiing programmes by 30 June 2026	Number of trainings conducted	two (2) capacity building sessions held for employees by 30 June 2026.	N/A	N/A	N/A		Ms S Maphalala- Corporate Service Officer	Signed reports

D	F	G	K	O	P	R	S	T
KEY PERFORMANCE INDICATOR	**MEASURABLE UNIT**	**ANNUAL TARGET**	**QUARTERLY TARGETS**					**PORTFOLIO OF EVIDENCE**
Adoption of policies by 30 June 2026	Number of policies reviewed and adopted	Twenty five (25) Policies reviewed and adopted by the board by 30 June 2026	Twenty-five (25) policies adopted by the Board as part of stratagy review by 30 June 2026	Achieved	3		Ms S Maphalala- Corporate Service Officer	Report, Board Resolution
particapate in IGR meetings and handle other IGR related matters.	Number of meetings to be attended.	four (4) cluster meetings by 30 June 2026	one (1) cluster meeting by 31 June 2026	Achieved	4		Ms S Maphalala- Corporate Service Officer	Notice ,Agenda , Signed minutes and attendance registers

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	10	10
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	15
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**	**10**
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**	**8**
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**	**5**
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**	**5**
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**	**5**
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**	**5**
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**	**10**
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**	**5**
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*
Strategic direction and Leadership	Leadership development programme	Q1 (July 2026 – Sept 2026)
People Management	People management training	Q1 (July 2026 – Sept 2026)
Governance Leadership	Industry Conferences and workshops	Q1 (July 2026 – Sept 2026).

SIGNATURE OF THE EMPLOYEE:

Officer: Corporate Service : _____

Signed in : Ladysmith/UEDA.

SIGNATURE OF THE EMPLOYER:

Chief Executive Officer : _____

Signed in : UEDA on 30 of June 2026.