


***PERFORMANCE REVIEW***

***FOR***

*Ms S.A. MAPHALALA*

***UTHUKELA ECONOMIC DEVELOPMENT AGENCY***

*CORPORATE SERVICE MANAGER*

*2026/2027*

**QUARTER 1 REVIEW**

***Content***

*Personal details of employee*
*Employee Job Description*
*Employee 2026/2027 Work Plan*
*Assessment details*
*Personal Development Plan*

## A. PERSONAL DETAILS

| | |
|---|---|
| NAME OF POST HOLDER | SA MAPHALALA |
| PAY NUMBER | C017 |
| DEPARTMENT | OFFICE OF THE CHIEF EXECUTIVE OFFICER |
| SECTION | CORPORATE SERVICE UNIT |
| JOB TITLE | CORPORATE SERVICE MANAGER |

## *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 2026/2027*

| | D | E | F | G | H | I | J | K | L | P | Q | R |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 2026/2027 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN | | | | | | | | | | | |
| 2 | UTHUKELA ECONOMIC DEVELOPMENT AGENCY | | | | | | | | | | | |
| 3 | Indicator No. | KEY PERFORMANCE INDICATOR | MEASURABLE UNIT | BASELINE 2025/2026 | | 2026/27 Projections | | | | FINANCIAL YEAR ENDED: 30 JUNE 2027 | | |
| 4 | | | | Annual Target | Annual Actual | ANNUAL TARGET | Quarter 1 | Achieved/Not Achieved | Score 1-5 | RESPONSIBLE PERSON | BUDGET | PORTFOLIO OF EVIDENCE |
| 5 | | | | | | | | | | | | |
| 6 | 1 | Number of reports submitted to the board on the implemantation of the compliance checklist by 30 June 2027 | Number | One (1) compliance checklist report, reviewed by the Audit Committee and adopted by the Board by 30 June 2026 | One (1) compliance checklist report, reviewed by the Audit Committee and adopted by the Board by 30 June 2026 | Four (4) reports submitted to the board on the implementation of the compliance checklist by 30 June 2027 | One (1) Report submitted to the board on the implementation of the compliance checklist by 30 September 2026 | Achieved | 3 | Ms S Maphalala- Corporate Service Manager | OPEX | Report, proof of submission to the board |
| 7 | 2 | Date of submission of 2027/2028 Compliance Checklist to the Board for adoption by 30 June 2027. | Date | One (1) compliance checklist report, reviewed by the Audit Committee and adopted by the Board by 30 June 2026 | One (1) compliance checklist report, reviewed by the Audit Committee and adopted by the Board by 30 June 2026 | Submission of 2027/2028 Compliance checklist to the board for adoption by 30 June 2027 | N/A | N/A | N/A | Ms S Maphalala- Corporate Service Manager | OPEX | Compliance Checklist, Board Resolution |
| 8 | 3 | Number of Risk Management reports submitted to the Board by 30 June 2027 | Number | New indicator | New indicator | Four (4) Risk Management reports submitted to the Board by 30 June 2027 | One (1) Risk Management Report submitted to the Board by 31 September 2026 | Achieved | 4 | Ms. A Ngwenya - Finance&Investment Manager | OPEX | Risk Management Report, proof of submission to the Board |
| 9 | 4 | Number of Quarterly Performance Reports submitted to UTDM ten (10) days after the end of each quarter by 30 June 2027 | Number | Four (4) quarterly performance reports submitted to UTDM by 30 June 2026 | Four (4) quarterly performance reports submitted to UTDM by 30 June 2026 | Four (4) Quarterly Performance Reports submitted to the Parent Ten (10) days after the end of each quarter by 30 June 2027 | One (1) quarterly Performance report submitted to UTDM ten (10) days after the end of each quarter by 30 September 2026 | Achieved | 4 | Ms S Maphalala- Corporate Service Manager | OPEX | Quarterly reports, board resolution and proof of submission to UTDM |

| D | E | F | G | H | I | J | K | L | P | Q | R |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 5 | Percentage of Internal audit queries resolved by 30 June 2027 | Percentage | New indicator | New indicator | One hundred percent (100%) of Internal audit queries resolved by 30 June 2027 | One hundred percent (100%) of Internal audit queries resolved by 30 September 2026 | Achieved | 3 | Ms. A Ngwenya – Finance&Investment Manager | OPEX | Internal Audit reports, Internal audit Action plan |
| 6 | Number of Audit and Performance Audit Committee meetings held by 30 June 2027 | Number | New indicator | New indicator | Four (4) Audit and Performance Audit Committee meetings held by 30 June 2027 | One (1) Audit and Performance Audit Committee meetings held by 30 September 2026 | Achieved | 3 | Ms. A Ngwenya – Finance&Investment Manager | OPEX | Notice, Agenda, Signed minutes and attendance registers |
| 7 | Number of Board meetings held by 30 June 2027 | Number | Four (4) board meetings by 30 June 2026 | Four (4) board meetings by 30 June 2026 | Seven (7) Board meetings held by 30 June 2027 | Two (2) board meetings held by 30 September 2026 | Achieved | 4 | Ms S Maphalala-Corporate Service Manager | 536 250 | Notice ,Agenda , Signed minutes and attendance registers |
| 8 | Number of Portfolio Committee meeting held by 30 June 2027 | Number | Twelve (12) portfolio meetings | Twelve (12) portfolio meetings | Twelve (12) Portfolio Committee meetings held by 30 June 2027 | Three (3) Portfolio committee meetings held by 30 September 2026 | Achieved | 4 | Ms S Maphalala- Corporate Service Manager | 198 750 | Notice ,Agenda , Signed minutes and attendance registers |
| 9 | Date of adoption of the SLA by the Board between UTDM and the Agency by 30 June 2027 | Date | New indicator | New indicator | Board adopted SLA between UTDM and the Agency by 30 June 2027 | N/A | N/A | N/A | Ms S Maphalala- Corporate Service Manager | OPEX | Signed SLA and Board resolution |
| 10 | Number of Succession Plan on Board recruitment process developed and submitted to UTDM by 31 March 2027 | Number | New indicator | New indicator | One (1) Succession Plan on Board recruitment process developed and submitted to UTDM by 31 March 2027 | N/A | N/A | N/A | Ms S Maphalala- Corporate Service Manager | OPEX | Succession Plan signed by Board Chairperson, proof of submission to UTDM |

| D | E | F | G | H | I | J | K | L | P | Q | R |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **ND TRANSFORMATION** | | | | | | | | | | | |
| 11 | Date of development and adoption of 2027/28-2032/33 multi-year business plan by 31 March 2027 | Date | One (1) Strategy Review and 1SDBIP formulated and adopted by the board by 30 June 2026. | One (1) Strategy Review and 1SDBIP formulated and adopted by the board. | Development and adoption of 2027/28-2032/33 multi-year business plan by 31 March 2027 | N/A | N/A | N/A | Ms S Maphalala- Corporate Service Manager | 265 000 | Multi-year business plan and Board resolution |
| 12 | Number of formal CEO's performance reviews conducted by Performance Review Panels by 30 June 2027 | | New indicator | New indicator | Two (2) formal section CEO's performance reviews conducted by Performance Review Panels by 30 June 2027 | N/A | N/A | N/A | Ms S Maphalala- Corporate Service Manager | OPEX | Signed Assessment Reports, Attendance Registers |
| 13 | Date of review and adoption of HR and other Corporate Services policies by the board by 30 June 2027 | Date | Twenty five (25) policies reviewed and adopted by the board by 30 June 2026 | Twenty five (25) policies reviewed and adopted by the board by 30 June 2026 | Review and adoption of HR and other Corporate Services policies by the board by 30 June 2027 | N/A | N/A | N/A | Ms S Maphalala- Corporate Service Manager | OPEX | Report, reviewed policies and Board Resolution |
| 14 | Date of adoption Performance Management System by Board by 30 June 2027 | | New indicator | New indicator | Date of Adoption of Performance Management System by board by 30 June2027 | N/A | N/A | N/A | Ms S Maphalala- Corporate Service Manager | OPEX | Resolution Board , PMS Policy |
| 15 | Number of reports on training and development sessions submitted to the board by 30 june 2027 | Number | Two (2) capacity building sessions held for eployees by 30 June 2026 | Two (2) capacity building sessions held for employees by 30 June 2026 | Two (2) reports on training and development sessions submitted to the board by 30 June 2027 | One (1) report on training and development session submitted to the board by 30 September 2026 | Achieved | 4 | Ms S Maphalala- Corporate Service Manager | 63 600 | Signed report, attendance register and proof of submission to the Board |

## *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 | 24 |
| Cross cutting | 10 | 8 |
| **Total** | 100% | 82 |

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

***STANDARD 1: Planning, Organizing and Controlling***

| PERFORMANCE CRITERIA:<br>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:<br>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:*<br>*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:*<br>*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:*<br>*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:<br>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:<br>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:<br>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 | Q3 (January 2027 – March 2027) |
| People Management | People management training | Q3 (January 2027 – March 2027) |
| Governance Leadership | Industry Conferences and workshops | Q3 (January 2027 – March 2027). |

***SIGNATURE OF THE EMPLOYEE:***

***Officer: Corporate Service*** : _____

***Signed in*** : UEDA

***SIGNATURE OF THE EMPLOYER:***

***Chief Executive Officer*** : _____ A.B.

***Signed in*** : 15 / ordinarily on 15 of 10 2026.