UTHUKELA
Economic Development Agency

SERVICE DELIVERY AGREEMENT

FOR

MS. NN SITHOLE

UTHUKELA ECONOMIC DEVELOPMENT AGENCY

LED PROGRAMMES

2026/2027

QUARTER 1

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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 MANAGER*

B. *JOB DESCRIPTION*

DUTIES OF THE LED PROGRAMMES MANAGER

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

UTHUKELA ECONOMIC DEVELOPMENT AGENCY

Reference to Multi-Year Business Plan	OBJECTIVE	STRATEGY	Indicator No.	KEY PERFORMANCE INDICATOR	MEASURABLE UNIT	BASELINE 2025/2026		2026/27 Projections				FINANCIAL YEAR ENDED: 30 JUNE 2027		
						Annual Target	Annual Actual	ANNUAL TARGET	Quarter 1	Achieved/Not Achieved	Score 1-5	RESPONSIBLE PERSON	BUDGET	PORTFOLIO OF EVIDENCE
NKPA4: LOCAL ECONOMIC DEVELOPMENT														
INVESTMENTS														
LED01	Expansion and diversification of the manufacturing sector	Facilitate stakeholder engagement meetings	27	Date of stakeholder engagement meetings coordinated on the identification, packaging and marketing of investments opportunities with TIKZN and Business Chamber within the district by 30 September 2026	Date	New Indicator	New Indicator	Stakeholder engagement meetings coordinated on the identification, packaging and marketing of investments opportunities with TIKZN and Business Chamber within the district by 30 September 2026	Stakeholder engagement meetings coordinated on the identification, packaging and marketing of investments opportunities with TIKZN and Business Chamber within the district by 30 September 2026	Achieved	4	Ms. NN Sithole - LED Programmes Manager	OPEX	Reports, notice, agenda, minutes and register
LED02		Investment attraction	28	Number of quarterly reports on identification, packaging and marketing of investment opportunities within the district submitted to the Board by 30 June 2027	Number	Four (4) quarterly reports on identification, packaging and marketing of investment opportunities within the district submitted to the Board by 30 June 2027	Four (4) quarterly reports on identification, packaging and marketing of investment opportunities within the district submitted to the Board by 30 June 2027	Four (4) quarterly reports on identification, packaging and marketing of investment opportunities within the district to the Board by 30 June 2027	One (1) quarterly report on identification, packaging and marketing of investment opportunities within the district to the Board by 30 September 2026	Achieved	4	Ms. NN Sithole - LED Programmes Manager	OPEX	Reports and adverts placed on the website,
LED03		Facilitate stakeholder participation in the development of strategy.	29	Date of Development of Business attraction, retention and expansion Strategy and submission to the board for adoption by 31 March 2027	Date	New Indicator	New Indicator	Development of Business attraction, retention and expansion Strategy and submission to the board for adoption by 31 March 2027	N/A	N/A	N/A	Ms. NN Sithole - LED Programmes Manager	OPEX	Strategy and Council resolution
LED04	Support for informal economy and small enterprises	SMME support and development	30	Number of quarterly reports on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 30 June 2027	Number	Four (4) quarterly reports on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 30 June 2027	Four (4) quarterly reports on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 30 June 2027	Four (4) quarterly reports on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 30 June 2027	One (1) quarterly report on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 30 September 2026	Achieved	4	Ms. A Ngwenya - Finance&SMME Development Manager	OPEX	Reports and proof of submission to the board
LED05			31	Number of SMME trainings coordinated by 30 June 2027	Number	Six (6) SMME trainings coordinated by 30 June 2027	Six (6) SMME trainings coordinated by 30 June 2027	Four (4) SMME trainings coordinated by 30 June 2027	One (1) SMME training coordinated by 30 September 2026	Achieved	4	Ms. A Ngwenya - Finance&SMME Development Manager	OPEX	Report and attendance register
LED06			32	Number of quarterly reports on support and development of businesses owned by disabled persons and those in secluded areas by 30 June 2027	Number	Identification, assistance, and marketing of products of businesses operated by disabled persons and those in secluded areas (clothing, cultural artifacts, welding, IT, and builders and carpentry)	Identification, assistance, and marketing of products of businesses operated by disabled persons and those in secluded areas (clothing, cultural artifacts, welding, IT, and builders and carpentry)	Four (4) quarterly reports on support and development of businesses owned by disabled persons and those in secluded areas by 30 June 2027	One (1) quarterly report on support and development of businesses owned by disabled persons and those in secluded areas by 30 September 2026	Achieved	3	Ms. A Ngwenya - Finance&SMME Development Manager	R100 000	Reports and proof of submission to the board
LED07	Expansion and development of strategic economic infrastructure,	Facilitate stakeholder participation in the development of concept document.	33	Date of submission of concept documents developed on Business Hub centre at Wembezi Taxi Rank for former FET students to UTDM and Inkosi Langalibalele Municipality by 30 June 2027	Date	New Indicator	New Indicator	Submission of concept documents developed on Business Hub centre at Wembezi Taxi Rank for former FET students to UTDM and Inkosi Langalibalele Municipality by 30 June 2027	N/A	N/A	N/A	Ms. NN Sithole - LED Programmes Manager	R350 000	Concept document, proof of submission to UTDM and ILM

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						Annual Target	Annual Actual	ANNUAL TARGET	Quarter 1	Achieved/Not Achieved	Score 1-5	RESPONSIBLE PERSON	BUDGET	PORTFOLIO OF EVIDENCE
NKPA4: LOCAL ECONOMIC DEVELOPMENT														
TOURISM														
LED08	Development and support for the tourism sector	Facilitate stakeholder engagement meetings	34	Number of engagement sessions with benefiting stakeholders on the development and monitoring of existing tourism routes held by 30 June 2027	Number	Four (4) reports on the business development and marketing support given to the SMMEs operating the Amazizi, Wembezi, and Mkangala tourism routes by 30 June 2026.	Four (4) reports on the business development and marketing support given to the SMMEs operating the Amazizi, Wembezi, and Mkangala tourism routes by 30 June 2026.	Twelve (12) engagement sessions with benefiting stakeholders on the development and monitoring of existing tourism routes	Three (3) engagement sessions with benefiting stakeholders on the development and monitoring of existing tourism routes held by 30 September 2026	Achieved	4	Ms. NN Sithole - LED Programmes Manager	50 000,00	Reports, notice, agenda, minutes and register
LED09		Facilitate stakeholder participation in the development of strategy.	35	Date of adoption of Strategy for Rural and Township Tourism development and support submitted to the board by 31 March 2027	Date	New indicator	New indicator	Adoption of Strategy for Rural and Township Tourism development and support submitted to the board by 31 March 2027	N/A	N/A	N/A	Ms. NN Sithole - LED Programmes Manager	OPEX	Strategy and Board resolution
LED10		Rural and Township tourism SMME support and development	36	Number of status reports on Rural and Township Tourism Development and Support on UEDA's interventions submitted to the board by 30 June 2027	Number	One (1) survey, one (1) programme of action, and two (2) reports by 30 June 2026	One (1) survey, one (1) programme of action, and two (2) reports by 30 June 2026	Four (4) status reports on Rural and Township Tourism Development and Support on UEDA's interventions submitted to the board by 30 June 2027	One (1) status report on Rural and Township Tourism Development and Support on UEDA's interventions submitted to the board by 30 September 2026	Achieved	4	Ms. NN Sithole - LED Programmes Manager	50 000,00	Report and proof of submission
LED11		Facilitate stakeholder engagements	37	Number of needs analysis reports completed on district tourism product gaps by 31 December 2026	Number	New Indicator	New Indicator	One (1) needs analysis reports completed on district tourism product gaps by 31 December 2026	N/A	N/A	N/A	Ms. NN Sithole - LED Programmes Manager	50 000,00	Report and proof of submission to the board
LED12			38	Number of surveys on hospitality needs assessment within the district on relevance of TVET Curriculum offerings versus industry requirements conducted and submitted to the Board by 30 June 2027	Number	New indicator	New Indicator	One (1) survey on hospitality needs assessment within the district on relevance of TVET Curriculum offerings versus industry requirements conducted and submitted to the Board by 30 June 2027	N/A	N/A	N/A	Ms. NN Sithole - LED Programmes Manager	OPEX	Report and proof of submission to the board
LED13		Ensuring market access	40	Number of tourism destination marketing activations conducted by 30 June 2027	Number	Four (4) reports on destination marketing by, 30 June 2026	Four (4) reports on destination marketing by, 30 June 2026	Two (2) tourism destination marketing activations conducted by 30 June 2027	N/A	N/A	N/A	Ms. NN Sithole - LED Programmes Manager	150 000,00	Report, attendance register
LED14	Support for informal economy and small enterprises	Facilitate stakeholder participation in the development of proposal.	41	Date of Development and submission of proposal to Department of Art and Culture on Product Development and Market Access for souvenirs by 31 December 2026	Date	New Indicator	New Indicator	Development and submission of proposal to the Department of Arts and Culture on Product Development and Market Access for souvenirs by 31 December 2026	N/A	N/A	N/A	Ms. NN Sithole - LED Programmes Manager	OPEX	Proposal and proof of submission
LED15		Ensuring market access	42	Number of quarterly reports on sales of souvenirs submitted to the board by 30 June 2027	Number	Four (4) reports on the sales of souvenirs within the district by 30 June 2026	Four (4) reports on the sales of souvenirs within the district by 30 June 2026	Four (4) quarterly reports on sales of souvenirs submitted to the board by 30 June 2027	One (1) quarterly report on sales of souvenirs submitted to the board by 30 September 2026	Achieved	4	Ms. NN Sithole - LED Programmes Manager	50 000,00	Report, proof of submission to the board

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						Annual Target	Annual Actual	ANNUAL TARGET	Quarter 1	Achieved/Not Achieved	Score 1-5	RESPONSIBLE PERSON	BUDGET	PORTFOLIO OF EVIDENCE
NKPA4: LOCAL ECONOMIC DEVELOPMENT														
AGRICULTURE														
LED16	Expansion of the agricultural sector	Ensuring market access	43	Number of Agricultural markets and auction platform supporting livestock and fresh produce trade coordinated by 30 June 2027	Number	Four (4) reports on livestock auctions held by, 30 June 2026	Four (4) reports on livestock auctions held by, 30 June 2026	Four (4) Agricultural markets and auction platform supporting livestock and fresh produce trade coordinated by 30 June 2027	One (1) Agricultural market and auction platform supporting livestock and fresh produce trade coordinated by 30 September 2026	Achieved	4	Ms. NN Sithole - LED Programmes Manager	250 000,00	Report and proof of submission to the board
LED17			44	Number of reports on transportation to abattoir, for chicken processing, conducted for farmers within the district submitted to the board by 30 June 2027.	Number	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, One (1) report on site visits and one (1) report on chicken indaba reports on chicken abattoir by 30 June 2026	Four (4) reports on transportation to abattoir, for chicken processing, conducted for farmers within the district submitted to the board by 30 June 2027.	One (1) report on transportation to abattoir, for chicken processing, conducted for farmers within the district submitted to the board by 30 September 2026.	Achieved	3	Ms. NN Sithole - LED Programmes Manager	OPEX	Report and proof of submission to the board
LED18		Facilitate stakeholder participation in the development of the production plan.	45	Date of Development and submission of fresh produce production plan by 31 December 2026	Date	New Indicator	New Indicator	Development and submission of fresh produce production plan by 31 December 2026	N/A	N/A	N/A	Ms. NN Sithole - LED Programmes Manager	OPEX	Production plan and proof of submission to the board
LED19		Ensuring market access	46	Number of quarterly reports submitted on sales of fresh produce received to the board by 30 June 2027	Number	Three (3) reports on agricultural market by 30 June 2026	Three (3) reports on agricultural market by 30 June 2026	Four (4) quarterly reports submitted on sales of fresh produce received to the board by 30 June 2027	One (1) quarterly report submitted on sales of fresh produce received to the board by 30 September 2026	Achieved	3	Ms. NN Sithole - LED Programmes Manager	OPEX	Report and proof of submission
LED20		Facilitate stakeholder participation on Agro processing engagements	47	Number of engagements held with Agro processing SMME's by 30 June 2027	Number	New Indicator	New Indicator	Four (4) engagements held with Agro processing SMME's by 30 June 2027	One (1) engagement held with Agro processing SMME's by 30 September 2026	Achieved	4	Ms. NN Sithole - LED Programmes Manager	30 000,00	Report, notice, agenda, minutes and attendance register
LED21		Facilitate stakeholder participation on bulk buying engagements	48	Number of engagement sessions with Livestock associations conducted on bulk buying of livestock neccesities by 31 December 2026	Number	New Indicator	New Indicator	Two (2) engagement sessions with Livestock associations conducted on bulk buying of livestock neccesities by 31 March 2027	N/A	N/A	N/A	Ms. NN Sithole - LED Programmes Manager	30 000,00	Reports and attendance register

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	19
Local Economic Development	30	26
Cross cutting	10	8
Total	*100%*	*85*

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**	**3**
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**	**3**
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: 80

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)	Q1 (JULY 2026 – SEPTEMBER 2026)
Strategic planning	Training in local economic development strategies and frameworks, planning and policy analysis	Q1 (JULY 2026 – SEPTEMBER 2026)

SIGNATURE OF THE EMPLOYEE:

Manager: LED Programmes : Nditholo

Signed in : Ladysmith.

SIGNATURE OF THE EMPLOYER:

Chief Executive Officer :

Signed in : LEDA on 15 of 10 2026