UTHUKELA
Economic Development Agency

SERVICE DELIVERY AGREEMENT

FOR

MS. ZY NCWANE

UTHUKELA ECONOMIC DEVELOPMENT AGENCY

FINANCE AND SMMEs DEVELOPMENT

2026/2027

QUARTER 1

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A. PERSONAL DETAILS

NAME OF POST HOLDER	ZY NCWANE
PAY NUMBER	C034
DEPARTMENT	OFFICE OF THE CHIEF EXECUTIVE OFFICER
SECTION	FINANCE AND SMME DEVELOPMENT
JOB TITLE	FINANCE AND DEVELOPMENT 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 Finance 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.*
- *Carry out other duties that may be delegated by the CEO*

C. MANAGER'S WORK PLAN 2025/2026

			Indicator No.	KEY PERFORMANCE INDICATOR	MEASURABLE UNIT	Annual Target	Annual Actual	ANNUAL TARGET	Quarter 1			RESPONSIBLE PERSON	BUDGET	PORTFOLIO OF EVIDENCE
NKPA3: FINANCIAL VIABILITY AND MANAGEMENT														
FVM01			16	Date of Submission of credible annual financial statements and performance report to the Auditor-General by 31 August 2026	Date	Submission of credible annual financial statements and performance report to the Auditor-General by 31 August 2025	Submission of credible annual financial statements and performance report to the Auditor-General by 31 August 2025	Submission of credible annual financial statements and performance report to the Auditor-General by 31 August 2026	Proof of submission of annual financial statements and performance report to the Auditor-General by 31 August 2026	Achieved	3	Ms. ZY Ncwane - Finance&SMME Development Manager	OPEX	Annual Financial Statements, APR, Board resolution and proof of submission to AG
FVM02			17	Date of submission of interim financial statements to the internal auditor by 31 March 2027	Date	New indicator	New indicator	Submission of interim financial statements to the internal auditor by 31 March 2027	N/A	N/A	N/A	Ms. ZY Ncwane-Finance&SMME Development Manager	OPEX	Interim financial statements and proof of submission
FVM03		Timeous management and reporting	18	Date of submission of mid-term budget and performance assessment report to UTDM by 20 January 2027	Date	Submission of mid-term budget and performance assessment report to Board and UTDM by 20 January 2026	Submission of mid-term budget and performance assessment report to Board and UTDM by 20 January 2026	Submission of mid-term budget and performance assessment report to UTDM by 20 January 2027	N/A	N/A	N/A	Ms. ZY Ncwane - Finance&SMME Development Manager	OPEX	Proof of submission to the board and UTDM
FVM04			19	Number of monthly financial reports submitted to UTDM within Seven (7) days after the end of each month by 30 June 2027	Number	Twelve (12) submissions of monthly financial reports reported to Board and UTDM by 30 June 2026	Twelve (12) submissions of monthly financial reports reported to Board and UTDM by 30 June 2026	Twelve (12) monthly financial reports submitted to UTDM within Seven (7) days after the end of each month by 30 June 2027	Three (3) monthly financial reports by 30 September 2026	Achieved	4	Ms. ZY Ncwane-Finance&SMME Development Manager	OPEX	Report and Proof of Submission
FVM05			20	Date of submission of the draft 2027/28 annual budget in terms of S87 of MFMA to UTDM by 31 January 2027	Date	Submission of annual budget in terms of S8 of MFMA by 31 January 2026	Submission of annual budget in terms of S8 of MFMA by 31 January 2026	Submission of the draft 2027/28 annual budget in terms of S87 of MFMA to the parent municipality by 31 January 2027	N/A	N/A	N/A	Ms. ZY Ncwane-Finance&SMME Development Manager	OPEX	Draft 2027/28 annual budget, board resolution and proof of submission
FVM06	Expansion and development of strategic economy	Ensure legislative compliance	21	Date of review and adoption of finance related policies by the board by 30 June 2027	Date	New indicator	New indicator	Review and adoption of finance related policies by the board by 30 June 2027	N/A	N/A	N/A	Ms. ZY Ncwane - Finance&SMME Development Manager	OPEX	Report, reviewed policies and Board Resolution
FVM07		Review and adoption of long-term Financial Plan	22	Date of review and adoption of Long Term Financial Plan by the Board by 31 March 2027	Date	One (1) Long Term Financial Plan adopted by 30 June 2026 and Three (3) Quarterly reports on implementation.	One (1) Long Term Financial Plan adopted by 30 June 2026 and Three (3) Quarterly reports on implementation.	Review and adoption of Long Term Financial Plan by the Board by 31 March 2027	N/A	N/A	N/A	Ms. ZY Ncwane-Finance&SMME Development Manager	OPEX	Long term financial plan and board resolution
FVM08		Review and adoption of 2027/28 procurement plan	23	Date of review and adoption of 2027/26 Procurement Plan by the Board by 30 June 2027	Date	New indicator	New indicator	Review and adoption of 2027/28 Procurement Plan by the Board by 30 June 2027	N/A	N/A	N/A	Ms. ZY Ncwane-Finance&SMME Development Manager	OPEX	Procurement plan and board resolution
FVM09		Adherence to the procurement plan	24	Number of quarterly procurement plan reports submitted to provincial treasury by 30 June 2027	Number	New indicator	New indicator	Four (4) quarterly procurement plan reports submitted to provincial treasury by 30 June 2027	One (1) quarterly procurement plan report submitted to provincial treasury by 30 September 2026	Achieved	3	Ms. ZY Ncwane - Finance&SMME Development Manager	OPEX	Quarterly reports and proof of submission to Treasury
FVM10		Monitor the compliance with relevant legislation regarding financial expenditure	25	Number of quarterly SCM reports submitted to the provincial treasury by 30 June 2027	Number	New indicator	New indicator	Four (4) quarterly SCM reports submitted to the provincial treasury by 30 June 2027	One (1) quarterly SCM report submitted to the provincial treasury by 30 September 2026			Ms. A Ngwenya - Finance&SMME Development Manager	OPEX	Reports and proof of submission to Treasury
FVM11		Implement an audit action plan	26	Percentage of audit queries raised by Auditor General and addressed by 30 June 2027	Percentage	New indicator	New indicator	One hundred percent (100%) of audit queries raised by Auditor General and addressed by 30 June 2027	N/A	N/A	N/A	Ms. ZY Ncwane - Finance&SMME Development Manager	OPEX	AG report and audit Action plan

NKPA4: LOCAL ECONOMIC DEVELOPMENT														
INVESTMENTS														
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 reports on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 30 September 2026**	**Achieved**	3	Ms. ZY Ncwane - Finance&SMME Development Manager	OPEX	One (1) quarterly reports on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 30 September 2026
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	Once (1) SMME trainings coordinated by 30 September 2026	Achieved	3	Ms. ZY Ncwane - Finance&SMME Development Manager	OPEX	Once (1) SMME trainings coordinated by 30 September 2026

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	16
Good Governance and Public Participation	20	17
Local Economic Development	30	22
Cross cutting	10	9
Total	***100%***	***81***

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	12
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	17
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	12
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: 77

E. PERSONAL DEVELOPMENT PLAN

Area to be developed	*Suggested training and / or development activity required*	*Suggested Time Frames*
Policy understanding	Financial reporting training, policy and regulation trainings	Q1 (JULY 2026 – SEPTEMBER 2026)
Strategic planning	SMME development related trainings	Q1 (JULY 2026 – SEPTEMBER 2026)

SIGNATURE OF THE EMPLOYEE:

Manager: Finance& SMME Development : Z.Y. NCINANE

Signed in :

SIGNATURE OF THE EMPLOYER:

Chief Executive Officer

Signed in : EKEDA on 15 of 10 20 26