



ALFRED NZO
DISTRICT MUNICIPALITY

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:
THE ALFRED NZO DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER
MR ZAMILE H. SIKHUNDLA
(Herein and after referred as Employer)
AND
MR LINDA NDOKO
DIRECTOR COMMUNITY DEVELOPMENT SERVICES
(Herein and after referred as Employee)
IDENTITY NUMBER: **790218 5587 086**

FOR THE FINANCIAL YEAR 2025/2026
05 NOVEMBER 2025-30 JUNE 2026

Reflect: (PMDS) Performance Management and Development System
Local Government: Municipal Staff Regulations and Guidelines: Chapter 4
And DDM (District Development Model)

1. INTRODUCTION

- 1.1. The Employer, duly represented by **Zamile H. Sikhundla** in his capacity as the **Municipal Manager** has entered into a contract of employment with the Employee, **Linda Ndoko** in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 (“the Systems Act”). The Employer and the Employee are hereinafter referred as “the Parties”.
- 1.2. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement.
- 1.3. The Parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals.
- 1.4. The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.
- 1.5. In this Agreement, the followings terms will have the meaning ascribed thereto:
 - 1.5.1. “**this Agreement**” – means the performance agreement between the Employer and the employee and the Annexures thereto;
 - 1.5.2. “**the Municipal Manager**” – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act.
 - 1.5.3. “**the Employee**” means the person appointed in terms of Section 56 of the Systems Act.
 - 1.5.4. “**the Employer**” means Alfred Nzo District Municipality; and
 - 1.5.5. “**the Parties**” means the Employer and Employee
 - 1.5.6. “**DDM**” District Development Model

2. PURPOSE OF THE AGREEMENT

- 2.1. To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as Chapter 4 of Local Government: Municipal Staff Regulations, 2001 entered into between the Parties.
- 2.2. To specify objectives and targets established for the Employee and to communicate to the Employee the Employer’s expectations of the Employee’s performance targets and accountabilities.
- 2.3. To specify accountabilities as set out in the Performance Plan (**Annexure A**).
- 2.4. To monitor and measure performance against set targeted outputs and outcomes.
- 2.5. To establish a transparent and accountable working relationship.
- 2.6. To appropriately reward the employee in accordance with section 13 of this agreement.
And
- 2.7. To give effect to the Employer’s commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.



3. COMMENCEMENT AND DURATION

- 3.1. A supervisor and staff member must enter into a performance agreement for each performance cycle of the municipality.
- 3.2. The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year.
- 3.3. This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4. The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1. The Performance Plan (Annexure A) sets out –
 - 4.1.1. The performance objectives and targets that must be met by the Employee.
 - 4.1.2. The time frames within which those performance objectives and targets must be met; and
 - 4.1.3. The core competency requirements (CCRs) as the management skills regarded as critical to the position held by the Employee.
- 4.2. The performance objectives and targets reflected in **Annexure A** are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - 4.2.1. Key objectives that describe the main tasks that need to be done.
 - 4.2.2. Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3. Target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4. Weightings showing the relative importance of the key objectives to each other.
- 4.3. The Personal Development Plan (PDP) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4. The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.



5. MANDATE OF THE EMPLOYER

This section describes the purpose of the **Director Community Development Services** job (overall focus) as it relates to the Vision and Mission of the Department. Capture the overall accountability that the **Director Community Development Services** has in relation to her / his position.

- 5.1. Lead and Manage personnel in the department so that they are able to achieve performances objectives as agreed and meet budgetary expectation.
- 5.2. Responsible for Environmental Health Services and Customer Care Services.
- 5.3. Responsible for Disaster Risk Management, Fire and Rescue services
- 5.4. Develop and implement capital and operational budget.
- 5.5. Prepare and provide reports on the activities of the departments as and when required.
- 5.6. Ensure and manage the execution of business planning; Performance management and compliance with the department.
- 5.7. Maintain and promote Stakeholder Relations

6. STRATEGIC CONTEXT OF EMPLOYER:

- 6.1.1. In line with the Vision of the Municipality, the Employee is committed in assisting and supporting the management and staff members of the Municipality in attaining service excellence in the performance of their line function.
- 6.1.2. In supporting the administration, the Employee has set its vision as follows:
- 6.1.3. An administration that functions optimally
- 6.1.4. The Employee commits himself/ herself to the achieving of the Vision, Mission, and strategic objectives of Alfred Nzo District Municipality:
- 6.1.5. To strive for united administration that is equipped with capacitated staff, compliant statues, outcome based and future oriented.

7. CORE FUNCTIONS

This section describes the key functions that the **Director: Community Development Services** is required to perform, based on the job profile, and the departmental strategic/operational plan.

- 7.1. Lead and Manage personnel in the department so that they are able to achieve performances objectives as agreed and meet budgetary expectation.
- 7.2. Responsible for Environmental Health Services and Customer Care Services.
- 7.3. Responsible for Disaster Risk Management, Fire and Rescue services
- 7.4. Develop and implement capital and operational budget.
- 7.5. Prepare and provide reports on the activities of the departments as and when required.



- 7.6. Ensure and manage the execution of business planning; Performance management and compliance with the department.
- 7.7. Maintain and promote Stakeholder Relations

8. PERFORMANCE MANAGEMENT SYSTEM

- 8.1. The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 8.2. The Employee undertakes to actively focus on the promotion and implementation of Key Performance Areas (KPA's) (including special projects relevant to the Employee's responsibilities) within the local government framework and Core Competency Requirements (CCRs). The CCR's are made up of the Core Managerial Competencies (CMC's) and Core Occupational Competencies (COC's).
- 8.3. The Employer will consult the Employee about the specific performance standards that will be included in the Performance Management System as applicable to the Employee.
- 8.4. The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (KPAs) (including special projects relevant to the employee's responsibilities) within the local government framework.
- 8.5. The criteria upon which the performance of the Employee shall be assessed shall consist of two components, KPA's and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Directors, both of which shall be contained in the Performance Agreement.
- 8.6. The Employee's assessment will be based on his performance in terms of the outputs/outcomes (KPIs) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPAs applicable to the Employee and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

National Key Performance Areas
KPA 01: Basic Service Delivery
KPA 02: Good Governance and Public Participation
KPA 03: Financial Viability
KPA 04: Municipal Transformation and Dev.
KPA 05: Local Economic Development

- 8.7. The competency requirements for Directors as per **Regulation 9** of Local Government: Regulations on Appointment and Conditions of Employment of Directors will make up the other 20% of the Employee's assessment score. The competencies will be assessed every six (6) months (January and July).

9. DUTIES, RESPONSIBILITIES AND ACCOUNTABILITY

The Employee shall report to the Acting Municipal Manager of Alfred Nzo District Municipality as his supervisor on all parts of this agreement. The Employee shall:

9.1 Timeously alert the supervisor of any emerging factors that could preclude the achievement of any performance agreement undertakings, including the contingency measures that he proposes to take to ensure the impact of such deviation from the original agreement is minimized.

9.2 Establish and maintain appropriate internal controls and reporting systems in order to meet performance expectations.

9.3 Discuss and there after document for record and future use any revision of the targets as necessary as well as progress made towards the achievement of performance agreement measures.

In turn the supervisor shall:

9.4 Create an enabling environment to facilitate effective performance by the Employee.

9.5 Provide access to skills development and capacity building opportunities.

9.6 Work collaboratively to solve problems and generate solutions to common problems within the Municipality that may be impacting on the performance of the Employee.

9.7 Monitor and evaluate the employee's performance.

9.8 Endeavor to provide support in the form of coaching, guidance, mentoring, training and Counseling to the manager should signs of substandard performance show.

10. REPORTING

10.1 The Employee must timeously alert the supervisor of any emerging factors that could preclude the achievement of any performance agreement undertakings, including the contingency measures that he/she proposes to take to ensure the impact of such deviation from the original agreement is minimized.

11. DEVELOPMENTAL REQUIREMENTS

11.1 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (Annexure A) as well as the actions agreed to, and implementation must take place within set time frames.



12. TIMETABLE AND RECORDS OF REVIEW DISCUSSIONS AND ANNUAL APPRAISAL

The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	N/A	N/A
2	November – December Q2 (reporting to the system)	20 th January 2026
Mid Term Reviews 2025/2026	Mid-Year Review 2025/26: Acting Municipal Manager and MANCO	20 th January to 14 th February 2026
Annual Review 2025/2026	Annual Review 2025/2026: Acting Municipal Manager and MANCO	20 nd October -20 November 2026

13. MANAGEMENT OF PERFORMANCE OUTCOMES

- 13.1 The evaluation of the Employee’s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 13.2 A performance bonus of 5% to 14% of inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance,
- 13.3 The Directors will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at current remuneration package at end of financial year (30 June) subject to a fully effective assessment.
- 13.4 In the case of unacceptable performance, the Employer shall:
 - 13.4.1 Provide systematic remedial of development support to assist the Employee to improve his/her performance; and
 - 13.4.2 After appropriate performance and counseling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the Contract of Employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

14. DISPUTE RESOLUTION

- 14.1 Any disputes about the nature of the Employee’s Performance Agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in this agreement, shall be mediated in terms of the following:



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- 14.1.1 A performance dispute will be declared in writing by an affected employee within 21 working days of the occurrence if the need to do so arises.
- 14.1.2 A Performance Dispute Resolution Tribunal will be appointed within 10 working days by the Municipal Manager after receipt of such complaint.
- 14.1.3. A Performance Dispute Resolution Tribunal will be made up of not less than 3 members and not more than 5 members.
- 14.1.4. The members of the Performance Dispute Resolution Tribunal will be drawn from municipal officials serving in the managerial and supervisory positions, whose post level are above that of the accused employee.
- 14.1.5. The Performance Dispute Tribunal will have a chairperson appointed by the Municipal Manager.
- 14.1.6. The Performance Dispute Tribunal Chairperson shall convene a meeting within 14 working days of the receipt of the dispute to hear the dispute.
- 14.1.7. The employee will be afforded representation rights and other rights as accorded in the disciplinary procedure.
- 14.1.8. The proceedings of the Tribunal shall be recorded by means of a mechanical device.
- 14.1.9. The employee shall lead evidence in chief and the supervisor or manager of the employee shall reply in stating the employer's side of the story.
- 14.1.10. The employee and his/her representative shall cross-examine the manager or supervisor.
- 14.1.11. The Tribunal shall deliver its verdict within 10 working days after completion of the proceedings to the Municipal Manager.
- 14.1.12. The employee shall be advised about the decision of the tribunal within five working days of receipt of the verdict of the tribunal by the Municipal Manager.
- 14.1.13. If the employee is not satisfied with the outcome of the performance dispute resolution, the matter can then be treated in terms of the grievance procedure of the Municipality.
- 14.1.14. If the matter is not resolved in terms of the grievance procedure, the matter may be referred to the Bargaining Council for resolution by the employee or dealt with in terms of the other applicable law.

15. AMENDMENT OF AGREEMENT

- 15.1 If at any time during the performance cycle, the responsibilities of the staff member change to the extent that the performance plan in the performance agreement is no longer appropriate, the parties must revise the performance agreement.
- 15.2 Amendments to the agreement should be in writing and can only be affected after discussion and agreement by both parties.



16. PERFORMANCE MANAGEMENT CRITERIA

Performance will be assessed according to the information contained in the Performance Plan and the Core Competency Requirements (CCRs) framework (attached as Annexure A). The specific KPAs and CCRs together with their weightings are as follows:

NATIONAL KEY PERFORMANCE AREAS (KPA's)	WEIGHTING
Basic Service Delivery	37%
Municipal Institutional Development and Transformation	23%
Economic Development Planning	N/A
Municipal Financial Viability and Management	15%
Good Governance and Public Participation	25%
TOTAL	100%

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES ALL COMPULSORY		
LEADING COMPETENCIES (LC's)	√	WEIGHT
1. Strategic Direction and Leadership		10%
2. People Management		15%
3. Program and Project Management		5%
4. Financial Management		5%
5. Change Leadership		3%
6. Governance Leadership		7%
CORE COMPETENCIES (CC's)		
CORE COMPETENCIES (CC's)	√	WEIGHT
1. Moral Competency		5%
2. Planning and Organizing		10%
3. Analysis and Innovation		5%
4. Knowledge and Information management		5%
5. Communication		10%
6. Results and Quality Focus		10%
TOTAL		100%

16.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the KPAs and the Core Competency Requirements (CCRs) respectively.

16.2 Each area of assessment will be weighed and will contribute a specific part to the total score.

16.3 KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment. Up to twelve (12) CCRs could be selected from the list that are deemed to be critical.

16.4 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCR's:

RATING	DEFINITION OF RATING	DESCRIPTION
5	Outstanding performance	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 Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	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	Fully effective	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 Performance Agreement and Performance Plan.
2	Not fully effective	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 Performance Agreement and Performance Plan.
1	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 Performance Agreement 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.

For purposes of evaluating the performance of the Municipal Manager, an evaluation panel constituted by the following persons will be established:

16.4.1 The executive Mayor.

16.4.2 The Chairperson of the Performance Audit Committee or Audit Committee Member.

16.4.3 A Member of the Executive Committee member appointed by the Council.

16.4.4 Mayor and/or Municipal Manager from another municipality.

16.5.5 Ward Committee member, as nominated or identified by the Executive Mayor.

For purposes of evaluating the performance of the Directors, an evaluation panel constituted by the following persons will be established:

16.5.6 The Municipal Manager.

16.5.7 The Chairperson of the Performance Audit Committee or the Audit Committee Member.

16.5.8 A Member of the Executive Committee appointed by the Council; and

16.5.9 The Municipal Manager from another municipality.

The Performance Assessment Panel for all the Unit Managers directly accountable to the Directors for the annual and midyear performance shall be constituted up of the following members:

16.9.10 Two Directors, being.

16.10.1 The Director: Corporate Services

16.10.2 The Director from the department where the employee comes from.

16.10.2 The Director from the Department where the employee comes from to be the Chairperson of the panel.

16.10.3 One Audit Committee Member as decided upon by the Audit Committee.

For purposes of evaluating the performance middle managers directly reporting to Unit managers, an evaluation panel constituted by the following persons will be established:

16.10.4 Three Unit/Division Managers, being.

16.10.4.1 The Manager: Human Resources Management and Organisational Development

16.10.4.2 The Manager of the Unit/Division from the department where the employee comes from.

16.10.4.3 One other Unit/Division Manager.

10.21.2 The Manager of the Unit/Division, where the employee comes from to be the Chairperson of the panel



17. MANAGEMENT OF EVALUATION OUTCOMES

- 17.1. Where the Employer is, at any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting.
- 17.2. The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any program, including any dates, for implementing these measures.
- 17.3. Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 17.4. In the case of unacceptable performance, the Employer shall –
- 17.4.1. Provide systematic remedial or developmental support to assist the Employee to improve his performance; and
- 17.4.2. After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

18. GENERAL

- 18.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 18.2 Nothing in this Agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his/her Contract of Employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

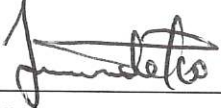


19. SIGNATURES OF PARTIES TO THE AGREEMENT

The contents of this document have been discussed and agreed with the Employee concerned.

EMPLOYEE

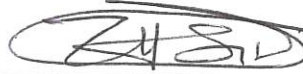
Thus, done and signed at Mt Rayliff on the 05 November 2025



Signature
MR. L. NDOKO

EMPLOYER/ SUPERVISOR

Thus, done and signed at EMAXEIBENI on the 30 November 2025



Signature
Mr. Z. H. SIKHUNDLA

Received Date By IPMS Office



Signature
Senior HR Officer: IPMS& Job Evaluation

CORE COMPETENCY REQUIREMENTS

CORE COMPETENCY REQUIREMENTS ALL COMPULSORY TOTAL =100%

LEADING COMPETENCIES (LC's)	WEIGHT	MOV/POE
1. Strategic Direction and Leadership	5%	SDBIP
2. People Management	10%	SDBIP
3. Program and Project Management	10%	SDBIP
4. Financial Management	10%	SDBIP
5. Change Leadership	5%	SDBIP
6. Governance Leadership	10%	SDBIP
CORE COMPETENCIES (CC's)		
	WEIGHT	
1. Moral Competency	10%	SDBIP
2. Planning and Organizing	10%	SDBIP
3. Analysis and Innovation	5%	SDBIP
4. Knowledge and Information management	5%	SDBIP
5. Communication	10%	SDBIP
6. Results and Quality Focus	10%	SDBIP
TOTAL	100%	100%



GOOD GOVERNANCE AND PUBLIC PARTICIPATION



ALFRED NZO
DISTRICT MUNICIPALITY

ALFRED NZO DISTRICT MUNICIPALITY- PERFORMANCE WORK PLAN

DEPARTMENT: CDS
UNIT: CDS
YEAR: 2025/2026

NAME: LINDA NDOKO
EMPLOYEE NUMBER:9950
JOB TITLE:

PERFORMANCE RATING SCALE

Terminology	Discipl
Unacceptable Performance	Poor Performance
1 Not Fully Effective	Unsatisfactory
2 Fully Effective	Satisfactory
3 significantly above	Very satisfactory
4 Outstanding	Excellent
5 Performance	

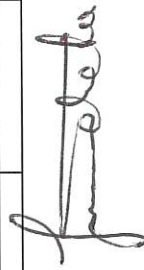
The **"CREAM"** OF GOOD PERFORMANCE INDICATORS" **Clear KPI** :Precise and unambiguous; **Relevant KPI** :Appropriate to the subject at hand; **Economic KPI** :Available at a reasonable cost; **Adequate KPI** :Provide a sufficient basis to assess adequ

The employee must select at least three (3) National Key Performance Areas out of a total of five. The selected areas should carry a total weight of 100%.

NATIONAL KEY PERFORMANCE AREA	PROJECT NAME	PERFORMANCE INDICATOR /MEASURE	WEIGHT %	Baseline (previous achievement)	ANNUAL TARGET 2024/2025	ANNUAL mSCOA AMOUNT/ANNUA L BUDGET 2024/2025	QUARTER 2 2025		QUARTER 3 2026		QUARTER 4 2026	
							TARGET	MOV/POE	TARGET	MOV /POE	TARGET	MOV /POE
	MHS HPCSA Board	No of EHPs Subscription paid	5%	N/A	37	75 000.00	None	None	Facilitate payment of 37 EHPs for HPCSA & SAIEH by 31 March 2026	Cheque Requisition for payment of Subscription	None	None

Commemoratio n of WEHD & SALGA Sessions	5%	N/A	1	R605 000.00	None	Attend & participate in 1 SALGA Session by March 2025	Report	None	None
Community Safety Initiatives	5%	N/A	3	R0.00	Attendance register	Monitor 1 annual Community safety initiative	Attendance register	Monitor 1 annual Community safety initiative	Attendance register
Continuous Disaster Risk Assessment Conducted	5%	N/A	3	R0.00	Continuous disaster risk Assessment Report and attendance register	Conduct 1 Continuous disaster risk assessment of by 31 March 2025	Continuous disaster risk Assessment Report and attendance register	Conduct 1 Continuous disaster risk assessment of by 30 June 2026	Continuous disaster risk Assessment Report and attendance register
Strengthening of District Customer Care Services	5%	N/A	3	R136 500.00	Attendance register	Conduct One Customer care workshop on customer care etiquettes for ANDM Satellite Office by 31 March 2025	Attendance register	Conduct One Customer care workshop on customer care etiquettes for ANDM Satellite Office by 30 June 2025	Attendance register

Employee Signature



Supervisor Signature




BASIC SERVICE DELIVERY



ALFRED NZO
DISTRICT MUNICIPALITY

ALFRED NZO DISTRICT MUNICIPALITY- PERFORMANCE WORK PLAN

DEPARTMENT: CDS
UNIT: CDS
YEAR: 2025/2026

NAME: LINDA NDOKO
EMPLOYEE NUMBER: 9950
JOB TITLE: DIRECTOR

PERFORMANCE RATING SCALE

Terminology	Disciplin
1) Unacceptable Performance	Poor Performance
2) Not Fully Performance	Unsatisfactory
3) Fully Effective	Satisfactory
4) significantly above	Very satisfactory
5) Outstanding Performance	Excellent

The "CREAM" OF GOOD PERFORMANCE INDICATORS" **Clear KPI** : Precise and unambiguous; **Relevant KPI** : Appropriate to the subject at hand; **Economic KPI** : Available at a reasonable cost; **Adequate KPI** : Provide a sufficient basis to assess adequate performance; **Monitors**

The employee must select at least three (3) National Key Performance Areas out of a total of five. The selected areas should carry a total weight of 100%.

NATIONAL KEY PERFORMANCE AREA	PROJECT NAME	PERFORMANCE INDICATOR / MEASURE	WEIGHT %	Baseline (previous actual achievement)	ANNUAL TARGET 2025/2026	ANNUAL MSCOA L BUDGET 2025/2026	QUARTER 2 2025 NOV - DEC		QUARTER 3 2026 JAN - MAR		QUARTER 4 2026 APR - JUN	
							TARGET	MOV/POE	TARGET	MOV /POE	TARGET	MOV /POE
Response, Recovery and Rehabilitation Programme	Establishment of C.E.R.T	% of households assisted with immediate relief materials upon disaster incidents by 30 June 2026	5%	N/A	100%	R2 500 000.00	100% of households assisted with immediate relief materials after disaster incidents 31 December 2025	Assessment Forms; Distribution forms and List of assisted beneficiaries	100% of households assisted with immediate relief materials after disaster incidents by 31 March 2026	Assessment Forms; Distribution forms and List of assisted beneficiaries	100% of households assisted with immediate relief materials after disaster incidents by 30 June 2026	Assessment Forms; Distribution forms and List of assisted beneficiaries
		10 Community Emergency Response Teams Established by 30 June 2026	5%	N/A	10	R160 000.00	CERT training report; basic firefighting equipment Procurement by 31 December 2025	CERT training report; basic firefighting equipment Procurement Specification.	Training of Five (5) CERT by 31 March 2026	Training of Five (5) CERT by 31 March 2026	One (1) Training of CERT by June 2026	CERT training report, Picture and attendance registers for Handing over of equipment

Basic Service Delivery

Disaster Management awareness campaigns	Number of Disaster Management awareness campaigns conducted by 30 June 2026	5%	N/A	60	R0.00	Conduct 20 awareness Programmes by 31 December 2025	Attendance registers	Conduct 20 awareness Programmes by 31 March 2026	Attendance registers	Conduct 20 awareness Programmes by 30 June 2026	Attendance Registers
Inspection of Food Premises	60 food premises inspected by 30 June 2026	2%	N/A	45	R0.00	Inspect 15 food premises by end December 2025	Reports	Inspect 15 food premises by end March 2026	Reports	Inspect 15 food premises by end 30 June 2026	Reports
ANM Environmental Health Information System	Ensure that 230 food stores are inspected by 30 June 2026	5%	N/A	96	R150.00	Facilitate the inspection of 58 food stores (rural and urban) by 31 December 2025	Reports	Facilitate inspection of 5 funeral undertakers and 2 cemetaries by 31 March 2026	Reports	Facilitate the inspection of 31 schools (public & private) by 30 June 2026	Reports
Inspection of schools	20 schools to be inspected by 30 June 2026	3%	N/A	15	R0.00	Inspect 5 schools by end December 2025	Reports	Inspect 5 schools by end March 2026	Reports	Inspect 5 schools by end June 2026	Reports
Procurement of Fire and Rescue Services Vehicles	Fire engines procured and assigned to Stations by 30 June 2026	5%	N/A	2	R5 000 000.00	Follow-up procurement process by 31 December 2025	Procurement progress report	Follow-up procurement process by 31 March 2026	Procurement progress report	Follow-up procurement process by 30 June 2026	One RRV and One RIVs
Mbizana Satellite Centre Plan	Designed Mbizana Disaster Management Centre Plan by 30 June 2026	5%	N/A	1	R2 000 000.00	Submission of Terms of Reference for the design of Mbizana Management Centre Plan to SCM by 30 December 2025	Approved TOR's	None	None	Designs for Mbizana Disaster Management Centre Plans by 30 June 2025	Designs for Mbizana Disaster Management Centre Plans
Procurement of Swift Water Rescue & Firefighting Equipment	1 Rescue Fire Fighting Equipment procured by 30 June 2026	5%	N/A	1	R880 000.00	Follow-up procurement process by 31 December 2025	Procurement progress report	Follow-up procurement process by 31 March 2026	Procurement progress report	Follow-up procurement process by 30 June 2026	Procurement progress report
Inspection of Funeral Undertakers and Cemeteries	Number of funeral undertakers and cemetaries inspected by 30 June 2026	2%	N/A	15	R0.00	Inspect 5 Funeral Undertakers by end December 2025	Reports	Inspect 5 Funeral Undertakers by end March 2026	Reports	Inspect 5 Funeral Undertakers by end June 2026	Reports

Employee Signature

Supervisor Signature

FINANCIAL VIABILITY



ALFRED NZO
DISTRICT MUNICIPALITY

ALFRED NZO DISTRICT MUNICIPALITY- PERFORMANCE WORK PLAN

DEPARTMENT: CDS
UNIT: CDS
YEAR: 2025/2026

NAME: LINDA NDOKO
EMPLOYEE NUMBER: 9950
JOB TITLE: DIRECTOR

PERFORMANCE RATING SCALE

Terminology	Description
1 Unacceptable Performance	Poor Performance
2 Not Fully Performance	Unsatisfactory
3 Fully Effective	Satisfactory
4 significantly above	Very satisfactory
5 Outstanding Performance	Excellent

The "CREAM" OF GOOD PERFORMANCE INDICATORS" **Clear KPI** :Precise and unambiguous; **Relevant KPI** :Appropriate to the subject at hand;**EconomicKPI** :Available at a reasonable cost;**AdequateKPI**:Provide a sufficient basis to assess ade

The employee must select at least three (3) National Key Performance Areas out of a total of five. The selected areas should carry a total weight of 100%.

NATIONAL KEY PERFORMANCE AREA	PROJECT NAME	PERFORMANCE INDICATOR /MEASURE	WEIGHT =%	Baseline (Previous actual achievements)	ANNUAL TARGET 2024/2025	QUARTER 1 2025		QUARTER 3 2026		QUARTER 4 2026	
						ANNUAL MOV/POE	TARGET	ANNUAL MOV/POE	TARGET	ANNUAL MOV/POE	TARGET

Financial Viability

Monitor implementation of departmental Procurement Plan	Number of procurement plan submitted to SCM as per SCM policy	3%		N/A	1	R0.00	Departmental procurement plan 2025/26	Monitor the implementation of departmental procurement plan	Departmental Procurement Plan	Monitor the implementation of Departmental Procurement Plan 2025/26	Departmental Procurement Plan 2025/26
Budget Inputs	Number of departmental Budget inputs conducted before deadline	3%		N/A	3	R0.00	Consolidate and submit draft adjusted CDS Departmental budget inputs	Consolidate and submit draft annual CDS Departmental budget inputs	E-mail submitting budget inputs	Finalise budget inputs for the following financial year	E-mail submitting budget inputs
Monitor Implementation of Subsistence and Travelling Policy	Number of departmental S & T Claims submitted to HR	3%		N/A	8	R0.00	S & T Claims submitted to HR	S & T Claims submitted to HR	Monthly Payment Certificate	S & T Claims submitted to HR	Monthly Payment Certificate
Monitor Deviations from SCM policy excluding Emergency Procurement	Number of Deviations from SCM policy excluding Emergency Procurement	3%		N/A	1	R0.00	Enforce adherence to SCM policy and processes	Enforce adherence to SCM policy and processes	Deviation Register	Enforce adherence to SCM policy and processes	Deviation Register
Reduction in Number of accidents reported on assets allocated	Number of accidents reported on assets allocated	3%		N/A	1	R0.00	Monitor the use of Municipal Assets	Monitor the use of Municipal Assets	Copy of assets register	Monitor the use of Municipal Assets	Copy of assets register

Employee Signature

Supervisor Signature

MUNICIPAL TRANSFORMATION AND DEVELOPMENT



ALFRED NZO
DISTRICT MUNICIPALITY

ALFRED NZO DISTRICT MUNICIPALITY- PERFORMANCE WORK PLAN

DEPARTMENT: CDS
UNIT: CDS
YEAR: 2025/2026

NAME: LINDA NDOKO
EMPLOYEE NUMBER:9950
JOB TITLE: DIRECTOR

PERFORMANCE RATING SCALE

Terminology	Descripti
1 Unacceptable Performance	Poor Performance
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The "CREAM" OF GOOD PERFORMANCE INDICATORS" Clear KPI :Precise and unambiguous; Relevant KPI :Appropriate to the subject at hand;EconomicKPI :Available at a reasonable cost;AdequateKPI:Provide a sufficient basis to assess ade

The employee must select at least three (3) National Key Performance Areas out of a total of five. The selected areas should carry a total weight of 100%.

NATIONAL KEY PERFORMANCE AREA	PROJECT NAME	PERFORMANCE INDICATOR /MEASURE	WEIGHT =%	Baseline (previous actual achievement)	ANNUAL TARGET 2024/2025	ANNUAL MSCOA AMOUNT/ANNUAL BUDGET 2024/2025	QUARTER 2 2025		QUARTER 3 2026		QUARTER 4 2026	
							TARGET	MOV/POE	TARGET	MOV /POE	TARGET	MOV /POE
							OCT - DEC	JAN - MAR	APR - JUN			

Municipal Transformation and Development

Leave Management	Number of leaves approved	3%	N/A	100%	R0.00	100%	Leave Report	100%	Leave Report
CDS MANCO Meetings	Number of Departmental Meetings held by June 2026	3%	N/A	9	R0.00	Three departmental meetings conducted by 31 December 2025	Notices and Attendance Registers	Three departmental meetings conducted by 30 June 2026	Notices and Attendance Registers
Staff Meeting	Number of departmental Staff meeting held by June 2026	3%	N/A	3	R0.00	One meeting held by 31 December 2025	Attendance Register	One meeting held by 30 June 2026	Attendance Register
Facilitate of sitting of Ordinary CDS Standing Committee	Number of Departmental Standing Committee facilitated to table CDS Reports by June 2026	3%	N/A	9	R0.00	Three standing committee meeting facilitated by the 31 December 2025	Notices , Attendance register and Reports	Three standing committee meeting facilitated by the 30 June 2026	Notices , Attendance register and Reports
Co-ordinate the sitting of IGR Structures	Number of IGR Structure Meetings coordinated by 30 June 2026	3%	N/A	3	R0.00	Monitor the Coordination and attend 1 IGR meetings	Copy of invites, attendance register	Monitor the Coordination and attend 1 IGR meetings	Copy of invites, attendance register
Attendance of Ordinary Council Meetings	Number of Ordinary Council Meeting attended with resolutions implemented by 30 June 2026	3%	N/A	3	R0.00	One ordinary Council meeting attended by 31 December 2025	Notice & Attendance Register	One ordinary Council meeting attended by 30 June 2026	Notice & Attendance Register
Approval of performance report on OPMS System	Number of organisational Performance Reports approved and submitted 30 June 2025	5%	N/A	4	R0.00	Approve Quarter Report by the 10th September 2025	OPMS Progress report	Approve Q3 Performance Report by the 10th April 2026	OPMS Progress Report

A handwritten signature in cursive script, appearing to read "J. M. DeLoach".

Employee Signature

A handwritten signature in cursive script, appearing to read "J. M. DeLoach", enclosed within an oval border.

Supervisor Signature

FINANCIAL DISCLOSURE FORM

2025-2026 Personal Development Plan: Recommended to be prepared in compliance with Regulation 51: Workplace Skills Plan

INCUMBENT	LINDA NDOKO
EMPLOYEE NO.	9950
JOB TITLE	DIRECTOR COMMUNITY DEVELOPMENT SERVICES
REPORT TO	ZAMILE H. SIKHUNDLA

1. What are the competencies required for this job (refer to competency profile job Description)?

Knowledge of the Local Government sector and applicable legislation. Good knowledge of budgeting and IDP process. Ability to lead multi-disciplinary team. Good reporting skills. Strategic leadership and Management Capabilities.

2. What are competencies from the above list, does the job holder already possess?

- *Strategic leadership and Management*

3. What then are the competency gaps? (If the job holder possesses all the necessary competencies, complete No's 5 and 6)

- More knowledge on governance

4. Action/Training interventions to address the gaps/needs

- Business administration
- PhD in Development Studies

5. Indicate the competencies required for future career progression/development

- Business administration
- PhD in Development Studies

6. Action/Training interventions to address future progression

- Business administration
- PhD in Development Studies



2025-2026 Personal Development Plan: Recommended to be prepared in compliance with Regulation 51: Workplace Skills Plan


7. Comments/Remarks of the incumbent.

Understanding of the Disaster Risk Management and more focus should be prioritized by the institution since we are a disaster prone area.

8. Comments/Remarks of the supervisor

Agreed upon

Employee: LINDA NDOKO

Signature: 

Date: _____

Supervisor: ZAMILE H. SIKHUNDLA

Signature: 

Date: 30/11/2025

NB: The Office of the IPMS kindly requests your valuable feedback regarding the training programs you participated in during the previous fiscal year of 2025/2026.

Please indicate if the training programs were in line with the Workplace Skills Plan that you signed.

- N/A

How the training programs you attended have impacted your performance aligned with your Performance Plan targets.

- N/A

2025/2026 Performance Agreement Mr. L. NDOKO

CONFIDENTIAL

FINANCIAL DISCLOSURE FORM 2024/25 FINANCIAL YEAR

I, the undersigned, **LINDA NDOKO** residing at Rhwantsana Homestead, Maqoyini Village, Zulu A/A Ntabankulu 5130.

Employed as **Director: Community Development Services** at Alfred Nzo District Municipality hereby certify that the following information is complete and correct to the best of my knowledge:

1. Shares and other financial interests (Not bank accounts with financial institutions)

See information sheet: Note (1)

No	Number of shares/ extent of financial interest	Nature	Nominal value	Name of Company or entity
1	25	Ordinary	-	Welcome Yizani
2				
3				
4				
5				



2025/2026 Performance Agreement Mr. L. NDOKO

2. Directorships and Partnerships

See information sheet: Note (2)

No	Name of Corporate entity, partnership or firm	Type of business	Amount of Remuneration or Income
1	N/A	N/A	
2			
3			
4			
5			

3. Remunerated work outside the Municipality (As sanctioned by Council)

See information sheet: Note (3)

No	Name of Employer	Type of business	Amount of Remuneration or Income
1	N/A	N/A	N/A
2			
3			
4			
5			

2025/2026 Performance Agreement Mr. L. NDOKO

CONFIDENTIAL

4. Consultancies and retainer ships

See information sheet: Note (4)

No	Name of client	Nature	Type of business activity	Value of benefits received
1	N/A	N/A	N/A	N/A
2				
3				
4				
5				

5. Sponsorships

See information sheet: Note (5)

Source of sponsorship	Description of sponsorship	Value of sponsorship
N/A	N/A	N/A

2025/2026 Performance Agreement Mr. L. NDOKO

6. Gifts and hospitality from a source other than a family member

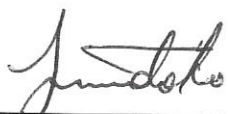
See information sheet: Note (6)

No	Description	Value	Source
1	N/A	N/A	N/A
2			
3			
4			
5			

7. Land and property

See information sheet: Note (7)

No	Description	Extent	Area	Value
1	N/A			
2				
3				
4				
5				



SIGNATURE OF EMPLOYEE

DATE: 05 Nov 2025

PLACE: Mount Ayliff



2025/2026 Performance Agreement Mr. L. NDOKO

CONFIDENTIAL

OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer Yes

(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer No

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer Yes

I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

[Signature]
Commissioner of Oath /Justice of the Peace



Full first names and surname: Spandana (Block letters)

Designation (rank): S/C Ex Officio

Republic of South Africa

Street address of institution: 109 Spoke Street Maxesibeni SAPS

Date: 2025/12/02

Place: Maxesibeni SAPS

[Handwritten initials]

INFORMATION SHEET FOR THE GENERIC FINANCIAL DISCLOSURE FORM

The following notes is a guide to assist with completing the Financial Disclosure forms (Annexure A):

NOTE 1: Shares and other financial interests

Designated employees are required to disclose the following details with regard to shares and other financial interests held in any private or public company or any other corporate entity recognized by law:

- The number, nature and nominal value of shares of any type;
- The nature and value of any other financial interests held in any private or public company or any other corporate entity; and
- The name of that entity.

NOTE 2: Directorships and partnerships

Designated employees are required to disclose the following details with regard to directorships and partnerships:

- The name and type of business activity of the corporate entity or partnership/s; and
- The amount of any remuneration received for such directorship or partnership/s.

Directorship includes any occupied position of director or alternative director, or by whatever name the position is designated.

Partnership is a legal relationship arising out of a contract between two or more persons with the object of making and sharing profits.

NOTE 3: Remunerated work outside the Municipality (As sanctioned by Council)

Designated employees are required to disclose the following details with regard to remunerated work outside the public service:

- The type of work;
- The name and type of business activity of the employer; and
- The amount of the remuneration received for such work.

Remuneration means the receipt of benefits in cash or kind, and work means rendering a service for which the person receives remuneration.



2025/2026 Performance Agreement Mr. L. NDOKO

NOTE 4: Consultancies and retainer ships

Designated employees are required to disclose the following details with regard to consultancies and retainer ships:

- The nature of the consultancy or retainer ship of any kind;
- The name and type of business activity, of the client concerned; and
- The value of any benefits received for such consultancy or retainer ships.

NOTE 5: Sponsorships

Designated employees are required to disclose the following details with regard to sponsorships:

- The source of the sponsorship;
- The description of the sponsorship; and
- The value of the sponsorship.

NOTE 6: Gifts and hospitality from a source other than a family member
Designated employees are required to disclose the following details with regard to gifts and hospitality:

- A description and the value and source of a gift with a value in excess of R350.00;
- A description and the value of gifts from a single source which cumulatively exceed the value of R350.00 in the relevant 12 month period; and
- Hospitality intended as a gift in kind.

Designated employees must disclose any material advantages that they received from any source e.g. any discount prices or rates that are not available to the general public. All personal gifts within the family and hospitality of a traditional or cultural nature need not be disclosed.

NOTE 7: Land and Property

Designated employees are required to disclose the following details with regard to their ownership and other interests in land and property (residential or otherwise both inside and outside the Republic):

- A description of the land or property;
- The extent of the land or property;
- The area in which it is situated.