



To: The President of the Republic of South Africa

I have the honor, in terms of section 10(1) of the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997 (Act No. 92 of 1997), (the Commission Act) to present the Annual Report that covers the activities of the Commission for the period 1 January 2019 to 31 December 2019.

Section 10(2) requires the President to ensure that a copy of the Annual Report submitted by the Commission is tabled in Parliament as soon as is practicable.

Yours sincerely

Judge Mashangu M Leeuw
Chairperson

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I. ACKNOWLEDGEMENTS

The Independent Commission for the Remuneration of Public Office-Bearers (the Commission) acknowledges the following persons and institutions for their contribution to the functioning of the Commission during 2019, and in generating the finalization this Annual Report:

1. The Presidency, for administrative support to the Commission;
2. All public office-bearers and other stakeholders, who actively participated in the meaningful and in-depth consultations and communication with the Commission, in the execution of its mandate;
3. All Commissioners during the reporting period, for their diligence, dedication and commitment to the Commission's activities; and
4. The Commission's Secretariat for its diligence, efficiency and efficient execution of their duties in supporting the work of the Commission.



2. FOREWORD BY THE CHAIRPERSON

I have the pleasure in presenting the Commission's 2019 Annual Report on behalf of the Commission to the President. In November 2019, the President appointed five Commissioners to serve for a period of five years in the vacant positions created by the erstwhile Commissioners whose term of office came to an end in October 2019. The newly appointed Commissioners bring various skills in the legal, human resource management, economics, financial, remuneration, governance, strategic planning, local government and traditional and Khoisan fields.

We are grateful to the outgoing and present members of the Commission who did a sterling job and substantial ground work in the preparation of the 2019 Annual Report. The current Commissioners completed the work started by their predecessors and finalized the annual remuneration recommendations for submission to the President and the National Parliament as provided by the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997 (Commission Act).

An overview of the key issues dealt with by the Commission during the period under review is set out below as follows:

- a) Recommendations for the adjustment of annual remuneration for Public Office Bearers, which were submitted to the President on 20 December 2019 as prescribed by section 8 (6) the 1997 Commission Act;
- b) The Determination of Remuneration of Office Bearers of Independent Constitutional Institutions Laws Amendment, 2014 (Act 22 of 2014) (ICI Act) was assented to and published for general information on 02 June 2014 and came into operation on 1 April 2019. This Act, the Commission the responsibility of considering the remuneration of the Independent Constitutional Institutions (ICIs) as well as to make annual recommendations in respect of the remuneration of the ICIs;
- c) The Commission is currently in the process of finalizing the major review project in respect of the remuneration of public office-bearers in the Executive, Legislative and Judiciary sector for submission to the President.

I express my profound gratitude to the Commissioners and the Secretariat for their professional and sterling work, as well as their unwavering support and well informed inputs which have contributed immensely to the Commission's vision and mission, and fulfilment of the Commission's mandate.

Judge MM Leeuw
Chairperson

3. HEAD OF SECRETARIAT OVERVIEW

It is with great pleasure to reflect on the activities of the Commission during 2019. The achievements and challenges relating to the 2019 activities make the Secretariat appreciate its role of supporting the Commission. The Secretariat provided support to the Commission in:

- The collation and compiling of the 2018/ 2019 Annual Recommendation;
- The management and engagements with the service provider;
- The review of the remuneration of public office bearers within the Executive and Legislative Sectors and Judicial Sector; and
- The Commission's engagements with new stakeholders from the Independent Constitutional Institutions (ICI).

The ability of the Secretariat to perform the work incidental to the exercise or performance of the powers and duties of the Commission depends on the allocated resources by The Presidency and support of the Commission. The provision of the enabling resources enhances the realization of the formers' operational objectives linked to the Commission's mandate.

The Secretariat conveyed its challenges to The Presidency in relation to the inadequate human resource capacity. The process of responding to this challenge was initiated by the Secretariat working closely with The Presidency. The Secretariat anticipates a favourable response from The Presidency on the issues of additional human resources capacity which will enable the Commission to deal with the extended mandate and other matters emanating from POBs institutions.

The interphase between the Commission and The Presidency provides the opportunity to manage Secretariat's operations with the focus of safe-guarding State's resources and providing the Commission with the support it requires to discharge its mandate.

The Secretariat complied with all the legislative prescripts and instructions relevant to its operations. To this end, it is assisting the institutions with enquiries relating to the implementation of previous and current remuneration recommendations regarding public office bearers. The Secretariat wishes to thank all officials from public office bearer institutions and other stakeholders for their support in discharging the Commission's directives and implementing its resolutions.

The Secretariat extends its sincere gratitude to the previous Chairperson, Judge President CJ Musi and other members of the Commission for the support they provided to the Secretariat. It further welcomes the newly appointed Chairperson, Judge President MM Leeuw, and the other members of the Commission.

Lastly, I would like to thank my colleagues within the Secretariat for their dedicated support and contribution in the finalization of this report. Our collective effort, professional conduct and individual strength will enable the team to realize its operational objectives despite inadequate human resources capacity.

Mr PM Makapan
Head of Secretariat



4. GENERAL INFORMATION:ABOUT US

4.1. OUR ROLE

The Commission is an independent institution that is responsible for making annual recommendations concerning the salaries and/or the upper limits of salaries, allowances, benefits, and the resources required by some POBs, to enable them to perform their duties effectively.

4.2. VISION

The Commission envisages independent, transparent, accountable and sustainable determinations of equitable and appropriate total remuneration for all the POBs in the Republic of South Africa.

4.3. MISSION

The Commission strives, inter alia, to make researched recommendations, as required by legislation in respect of the remuneration of all the POBs.

4.4. UNDERLYING PRINCIPLES

The Commission has a responsibility to formulate a set of underlying principles that it utilizes for guidance in exercising its discretion and executing the responsibilities enjoined to it by the Constitution and the relevant legislation. The principles are drawn from the objectives and values of the South African constitutional democracy, and are practical guides to formulating a just remuneration dispensation. These principles are as follows:

- Good governance.
- Lawful, open, fair and justifiable recommendations.
- Consideration of the separation of powers.
- Consideration of the public interest.
- Affordability.
- Transparent and accessible recommendations.
- Performance and market driven recommendations.

4.5. MANDATE

The Commission is a statutory entity established in terms of section 2 of the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997 (Act 92 of 1997) ('the Commission Act'). It obtains its mandate mainly from the following pieces of legislation:

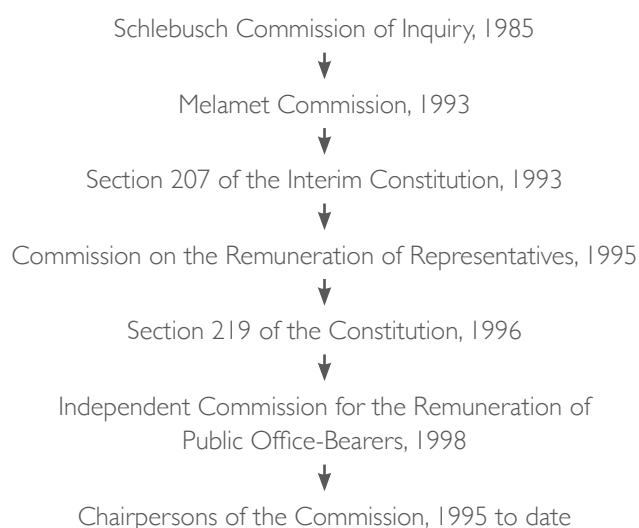
- The Constitution of the Republic of South Africa, 1996;
- The Independent Commission for the Remuneration of Public Office-Bearers, 1997 (No. 92 of 1997); and
- The Remuneration of Public Office-Bearers Act, 1998 (Act No. 20 of 1998).

Other related Acts includes the following:

- The Judges Remuneration and Conditions of Service Act, 2001 (No. 47 of 2001) (Judges Act);
- The Magistrates Act, 1993 (No. 90 of 1993) (Magistrates Act); and
- Traditional Leadership and Governance Framework Act, 2003 (No. 41 of 2003) (The Framework Act)

4.6. HISTORY

An overview of the history of the Commission is provided hereunder as follows:



NO.	PERIOD OF APPOINTMENT	NAME
	21 April 1995 - 5 April 1998	Justice HW Levy
	21 August 1998 - 30 April 2000	Justice JH Steyn
	10 May 2000 -31 March 2004	Justice RJ Goldstone
	1 April 2004 - 31 March 2009	Deputy Chief Justice Dikgang Moseneke
	1 September 2009 - 31 August 2014	Judge LW Seriti
	10 October 2014 - 9 October 2019	Judge CJ Musi
	17 November 2019 to date	Judge President MM Leeuw

4.7. COMPOSITION

Section 3 of the Act provides that the Commission shall consist of eight members appointed by the President of the Republic of South Africa. All members of the Commission serve on a part-time basis for a non-renewable term of five years.

The members are appointed on the basis of their knowledge, qualifications of, or experience in matters relating to the functions of the Commission. The Act also prescribes the criteria for disqualification of appointments and vacation of office of members of the Commission.

PROF I MOSALA
Commissioner

JUDGE MM LEEUW
Chairperson

MS M RAMAGAGA
Deputy Chairperson

DR NZ QUNTA
Commissioner

SECRETARIAT

MR G BARNARD
Commissioner

MR S ROOPA
Commissioner

DR M SIBANDZE
Commissioner

PROF M COETZEE
Commissioner



The Commission comprises the following members:



JUDGE MASHANGU MONICA LEEUW

Judge Mashangu Monica Leeuw holds a BProc degree from University of the North. In 1987 she obtained her Bachelor of Laws degree at the University of the North West.

In 1978 she was appointed as a prosecutor; until she was appointed as a Regional Court Senior Control Prosecutor in 1978. In 1987 she was appointed as a State Advocate. She was one of the first black women to join the Pretoria Bar for the purpose of doing pupillage. She practiced as an Advocate at North West Bar from 1991 to 1997. In 1999 she was elevated as a Judge of the High Court. She is one of the first permanent Judges to be appointed in the Labour Appeal Court. She was appointed as the first female Judge President in the Republic of South Africa on the 29th April 2010.

She currently serves on a number of professional and judicial bodies.

Judge Leeuw served in the Independent Electoral Commission (IEC) as Provincial Secretary: Judiciary in North West Province during the first democratic elections of the Republic of South Africa in 1994. In 1994, in 1995 she served as an investigator evidence/presenter on the Skweyiya Commission. She was a member of the University of Bophuthatswana Council (Senator representing the Faculty of Law) from 1998 to 1999; from 2001 to 2006 she served as a member of the Board of Trustees of the Lawyers for Human Rights. She was the Interim and Permanent member of Council of University of Limpopo from 2004 to 2015. She also served as a member of the Committee responsible for the Judicial Training Programme for Aspirant Women Judges in 2006. She also serves in a number of Committees of the Heads of Court.

She is one of the founder members of the South African Chapter of the International Association of Women Judges (IAWJ) and in 2006 she served as the Regional Representative of the Africa Region and was Provincial Representative in the North West Province of the South African Chapter in of the IAWJ.

She is a recipient of the "Onkgopotse Tiro Excellence Award" awarded by the University of Limpopo and also received the first ever Connectional AME Sarah-Allen – Charlotte Maxeke Legacy Award, awarded by the African Methodist Episcopal Church.

Judge Leeuw was appointed by the President to serve as the Chairperson of the Independent Commission for the Remuneration of Public Office Bearers on 15 November 2019.



MS. MATSHEGO RAMAGAGA

Ms. Matshego Ramagaga holds an LLM (Commercial law) degree obtained from the University of South Africa. Her formal qualifications and practice include Trial Advocacy Skills training, Forensic Accounting and fraud examination and Advanced International Trade Law.

She is a practicing Attorney admitted to the profession in 1990. She is the founder of the law firm Matshego Ramagaga Attorneys which opened its doors in 1991 and continues to operate to date.

She has served as a public prosecutor and later as a Magistrate in the Civil and Criminal Courts and has accepted appointments to serve as an acting Judge of the High Court of South Africa over the period 2003 to 2011.

She has served the profession as a member and a leader in the structures of the Law Society of the Northern Provinces (LSNP), the Law Society of South Africa (LSSA), the Black Lawyers Association (BLA) and the South African Women Lawyers Association (SAWLA) and the Legal Aid board of South Africa

Ms Ramagaga has served the country at provincial level and national level in amongst others, the following positions, Chairperson of the Gauteng Liquor Board, Adjudicator and member of the appeals panel of the Gauteng Housing Adjudication board, Deputy Chairperson of the Companies Tribunal, member of the Audit committee of the Department of Justice and Constitutional Development, founder member of the Presidential Black Economic Empowerment Advisory Council and a senior evidence dealer in the Arms Procurement Commission.

Presently she is a member of the Competition committee of the LSSA, a member of the Executive Committee of the House of Constituents of the Law Society of South Africa, the Deputy Chairperson of the BLA Legal Education Centre and a member of the Companies Tribunal of South Africa.

Ms Ramagaga was appointed by the President as the Deputy Chairperson of the Independent Commission for the Remuneration of Public Office Bearers on 1 August 2016.



DR NOMUSA ZETHU QUNTA

Nomusa Zethu Qunta, known as Zethu is an executive director of ZBQ Consulting Pty Ltd, which she founded in 2005. She has been in private business for over 14 years, specializing in governance, financial management and Strategy. She is also a founder of the ZBQ Foundation, an NPO (Public Benefit Organization) established to focus on uplifting Education in Historically Disadvantage Areas.

She has served in various state entities as a non-executive director; over the past 14 years, some of the entities she has served on are: the Parliament of the Republic of South Africa as a member of the Audit and Risk Committee for 6 years; Tourism KwaZulu-Natal as non-executive director and chairman of the Audit and Risk Committee; Road Accident Fund as a non-executive director and member of Audit and Risk Committee; Department of Sports and Recreation as Chairman of the Audit and Risk Committee.

Prior to establishing her own business, she worked for Government Departments for over 12 years, from junior level to executive level as the Chief Financial Officer. Some of the departments she worked for are: Department of Economic Development, Department of Agriculture, Department of Education and KZN Provincial Treasury.

She currently is the chairman of the South African Railway Safety Regulator from November 2016 and she chairs the Audit and Risk Committee of the National Department of Rural Development and Land Affairs from January 2016.

Her qualifications include Master's Degree in Economics from the University of Pretoria; Master of Business Administration from Oxford Brookes University (UK); Doctoral Degree from Wits University, with her thesis done on the effectiveness of

the Development Finance Institutions in KwaZulu-Natal and in 2018 completed BA Honours in Theology from the University of the North West.

Dr Qunta was appointed by the President to serve as a Commissioner of the Independent Commission for the Remuneration of Public Office Bearers on 15 November 2019.



MR GARTH BARNARD

Garth Barnard holds a Bachelor of Economic Science (BEconSc) (Actuarial Science, Economic Science). He was admitted as a Fellow of the Faculty of Actuaries (Scotland) and as a Fellow of the Actuarial Society of South Africa in 2002.

Garth is a director and co-founder of Moruba Consultants and Actuaries. He has been appointed by the Actuarial Society of South Africa as an examiner of the specialist exam on Pensions and Other Benefits Applications.

He is a qualified actuary, approved valuator of defined benefit, defined contribution and hybrid retirement arrangements as well as an approved liquidator of retirement funds. He has 21 years' retirement industry experience.

He has consulted to and held statutory valuator appointments to numerous private and public sector retirement arrangements in South Africa, Botswana and Namibia.

His list of current and previous appointments included some of the most significant retirement arrangements in South Africa. He has been involved in various reviews of employee benefit structures relating to the Department of Public Service and Administration, National Treasury, Government Employees Housing Scheme as well as advising on potential designs for a pension benefit structure for Traditional Leaders.

Mr. Barnard was appointed by the President as a Commissioner to the Independent Commission for the Remuneration of Public Office Bearers on 1 August 2016.



PROFESSOR MARIETTE COETZEE

Professor Mariette Coetzee is an associate professor in the Department of Human Resource Management. She completed a Bachelor's, Honors degree (cum laude) Master's and Doctoral degree.

Prof Coetzee started her academic career at Technikon Pretoria as a Lecturer in Human Resource Management in 1994. She joined Unisa in the School of Management Sciences in 1997 and was promoted to Associate Professor in 2008. In September 2018 she was appointed as the Acting Chairperson of the Department.

During her employ at Unisa she served as the Deputy COD for the HRM Department, Chair of the Department, Programme Manager for Short Learning Programmes and currently she is the Manager of the Centre for Business Management and Short Learning programmes offered by the College for Economic and Management Sciences. She has been appointed as the Non-examining chair for doctoral students and acts as supervisor for several masters' and doctoral students in the field of Human Resource Management and Remuneration Management.

She published several articles and is the author and co-author of several books on Human Resource Management and Remuneration. She presented numerous papers at local and international conferences.

She serves as a member and leader in committees such as the Unisa Short Learning Programme committee (USLPC) and the College's short learning programmes, Tuition and Research committees.

She is an External Examiner for the University of North West, University of Pretoria, University of Cape Town, Open University

of Mauritius and Bharathidasan University in India. She is also a Peer Reviewer of articles for accredited journals (SAJHRM, SAJEMS, ActCommerci, Journal of Industrial Psychology and SAIMS).

Prof Coetzee has been appointed by the President to serve as a Commissioner of the Independent Commission for the Remuneration of Public Office Bearers.



DR SIPHO MASENJANA SIBANDZE

Dr Sipho Masenjana Sibandze holds a:

- Doctorate Degree (PhD) in Environmental Sciences with a major in Land Resources and a minor in Political Science,
- Master of Arts Degree in Political Science with specialization in Public Administration and
- a Certificate in African Studies from the University of Wisconsin-Madison, Wisconsin, USA.

He also holds a:

- BA Degree with a major in Education and a minor in Political Science.

The Degree was awarded with Merit by the University of Zambia, Lusaka.

He is currently an Executive Producer and Director of Intfwasakusa Production Services, a Non-Governmental Organisation (NPO), that specializes in the production of television documentary films series on the kingships and queenships in South Africa and the kingdoms in Lesotho and Swatini respectively. The documentary films series focus on the entities' contribution to the preservation of customs, cultures, heritages and traditions of the African people including the issues related to nation building, social cohesion, service delivery and development. The Intfwasakusa Production Services will negotiate with the Department of Basic Education and the National Department of Arts and Culture in South Africa, Lesotho and eSwatini to have the issues regarding the:

- Preservation of customs;
- Cultures;
- Heritages; and
- Traditions of the African people including issues related to nation building, social cohesion, service delivery and

development institutionalized in the schools' curriculum and local radio stations and Television programmes as part and parcel of the need to maintain and preserve the African identity in a globalized world for the present generations and posterity.

In May 2008, the then Department of Land Affairs (DLA) transferred Dr Sibandze on a secondment basis to the then Department of Provincial and Local Government (DPLG) with the sole purpose of tasking him with the responsibility of putting in place the systems and procedures for the establishment of the new Department of Traditional Affairs. To this end, he worked closely and tirelessly with the relevant officials from the DPLG, DLA, the Public Service Administration, the Department of National Treasury, the relevant provincial government departments, the National House of Traditional Leaders including the Provincial Houses of Traditional Leaders and other departments of interest to put in place the systems and procedures for the establishment of the said department. With this kind of support, he finally accomplished the task that culminated in the establishment of the said Department through a Presidential Proclamation in December 2009.

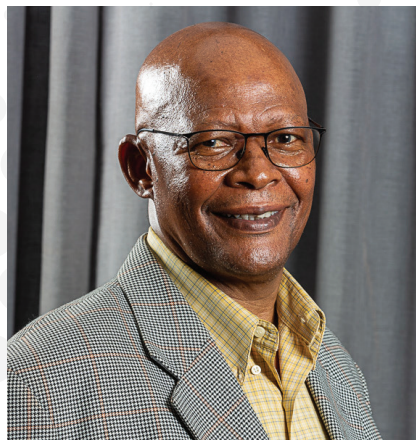
In his public service career since January 1997, Dr Sibandze also served in the following different senior management positions: Acting Director-General for the then newly established Department of Traditional Affairs (March 2010- August 2010); Deputy Director-General, (Research, Policy and Legislation Development) for the same Department (September 2010- December (2015); Executive Manager on secondment to the then (DPLG) (May 2008-February 2010); Executive Manager responsible for Policy, Research and Legislation Development in the Office of the Director-General for the then DLA (January 2005-April (2008); and Senior Manager responsible for the



land tenure reform programme in communal areas of South Africa under the tutelage of the traditional leaders for the latter Department (January 1997-December 2004).

Dr Sibandze was and still is a member of the African Studies Association as well as the Wisconsin University Alumni Association (University Wisconsin-Madison, USA).

Dr Sibandze was appointed by the former President, Mr. J.Z. Zuma as a Commissioner to the Independent Commission for the Remuneration of Public Office Bearers on 01 August 2016 following his retirement from public service on the 31st December 2015. His five-year contract with the Commission expires in August 2021.



PROFESSOR ITUMELENG MOSALA

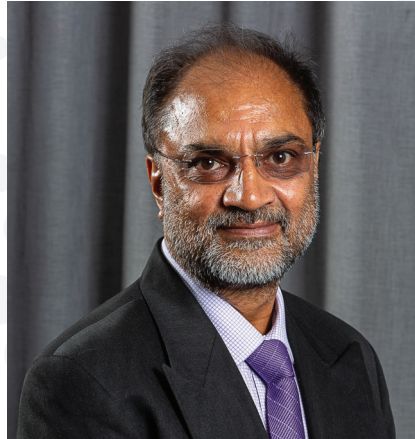
Prof Itumeleng Mosala commenced his professional life as a teacher after completing his teacher's training in 1970. He holds a Master's degree from the University of Manchester (UK); a Master's in Business Administration from the Open University Business School (UK) and a PhD from the University of Cape Town (UCT). He attained an Associate of the Federal Theological Seminary (AFTS) degree from the Federal Theological Seminary of Southern Africa, in 1976. Prof Mosala also successfully completed major modules in Econometrics, International Economics and Economic Policy for a B.Com degree he abandoned for lack of time. He has obtained several professional development certificates for courses he passed from a variety of universities in academic areas such as Big Data - Mathematical Modelling; Business Analytics: The Data Explosion, Quantitative and Qualitative Research Methods; Understanding Nuclear Power; Health Data Analytics, Computer Language R for Data Science and Social Media Analytics, among others.

His full-time career as an academic spanned the years 1980 to 2003 at the following institutions: University of Botswana - 1980:1982, University of Cape Town - 1983-1995, and Technikon North West - 1998:2003(April). This period was interspersed by a period as Lecturer at Wesley College and Divinity Faculty, University of Cambridge, in Cambridge, UK, 1991:1993.

His career in the public service started as a Chief Director for Higher Education in the National Department of Education during The Presidency of Nelson Mandela, 1995(September) to 1998. After a stint as Vice Chancellor and Principal at the Technikon North West, 1998 to 2003(April), he returned to the public service as the Director-General, National Department of Arts and Culture.

Prof. Mosala then joined the private sector, in the nuclear industry, as Regional Vice President of the Westinghouse Electric Company - a global nuclear energy company, from May 2010 to January 2016. He continued to serve in the board of Westinghouse-South Africa until 2019; he founded a number of successful enterprises including financial services advisory company (Still Nascent Ventures). Prof is a published author; social commentator; editor and renowned speaker. He has written numerous publications and books; he has sat on various national committees and boards.

The President of the Republic, Cyril M. Ramaphosa, appointed Prof. Itumeleng Mosala a Commissioner of the Independent Commission for the Remuneration of Public Office Bearers on 15 November 2019.



MR SATISH ROOPA

Mr Satish Roopa holds B Juris and LLB degrees from the University of South Africa as well as the degree M.Phil from the University of Stellenbosch. He completed different training ranging from Leadership Programmes to Multi-Disciplinary Concepts in Railway Engineering to the Remuneration field.

Mr. Roopa served as Member of the Executive Committee for Safety and Security in the North West Province from 1994 to 1999. From 1999 to 2000 he was a Practicing Attorney at S Roopa Attorneys and he served as the Executive Mayor of Potchefstroom from 2000 to 2003. Currently he is the owner and CEO of S Roopa Consultants.

A few examples of his participation at strategic leadership level in many different platforms, include serving as National Secretary for Lawyers for Human Rights, member of the former Potchefstroom University for Christian Higher Education's negotiating team for the merger with the former University of the North West and former chairperson of the UNISA Bargaining Forum.

Satish has extensive experience in corporate governance, and he lectures on the subject at different universities. He served on the boards of several companies. He is currently a non-executive director of the Trans-Caledon Tunnel Authority, a co-opted member of the Legal Services Committee of Legal Aid South Africa and a member of the Council of the Da Vinci Institute: School of Business Leadership. Some of his previous board positions include the Gautrain Management Agency, iSimangaliso Wetlands Authority and ABSA North West.

He is a member of Law Society of the Northern Provinces, the Ethics Institute of South Africa; Institute of Directors of South Africa and the Compliance Institute of South Africa.

Mr. Roopa was appointed by the President to serve as a Commissioner of the Independent Commission for the Remuneration of Public Office Bearers on 15 November 2019.

4.8. FUNCTIONS

The functions of the Commission are fully set out in the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997. They include:

- The powers and duties conferred to the Commission by section 219 of the Constitution, 1996.
- Conducting inquiries into any matter authorized by statute;
- Conducting research or causing research to be conducted as may be necessary for the performance of the functions of the Commission.
- Publishing annual recommendations concerning salaries, allowances and benefits of all POBs, and the resources necessary to enable an office-bearer to perform his or her functions effectively.
- Publishing an Annual Report on its activities.

The Commission operates in an environment in which it is required to balance the inputs and submissions of POBs with

the economic realities of the Republic of South Africa, the expectations of the general public, and the current trends with respect to appropriate remuneration comparators.

Its role is critical in the promotion of, inter alia, a democratic and well-governed system, in which POBs do not determine their own remuneration.

4.9. SECRETARIAT

Legislation requires that the administration of the Commission should be conducted by employed officers in The Presidency who are designated to the Commission by the Director-General: Office of the President, after consultation with the Commission. The Secretariat, under the leadership of Mr PM Makapan, provides the support and infrastructure services that are vital to the performance of the Commission's duties and responsibilities.

The Secretariat structure is as follows:

THE COMMISSION



MS C MASEMOLA
Senior Admin Officer



MR PM MAKAPAN
Head of Secretariat



MSV GOVENDER
Senior Secretary



MS D RANTHAKO
Senior Remuneration Specialist



MS M MASHABA
Senior Legal Researcher



5. LEGISLATIVE FRAMEWORK AND MANDATE

Table 1 below sets out briefly the legislative framework within which the Commission operates. The table also indicates, where applicable, the Acts that have been amended or repealed.

ACT	ACT NO.	RELEVANCE	REPEALED/ AMENDED BY ACT
Magistrates Act	90/1993	Provides for remuneration and conditions of employment of Magistrates	N/A
Interim Constitution of the Republic of South Africa	200/1993	Promulgated legislation establishing a Commission to make recommendations on remuneration of office-bearers	108/1996
Commission on Remuneration of Representatives Act	37/1994	Established a Commission to make recommendations regarding the nature, extent and conditions of remuneration and allowances of all elected members of national, provincial and local legislative bodies, and traditional leaders	92/1997
Payment of Members of Parliament Act	6/1994	Provided for payment of remuneration and allowances to Members of Parliament	20/1998
Remuneration and Allowances of Executive Deputy Presidents, Ministers and Deputy Ministers Act	53/1994	Provided for payment of remuneration and allowances to Executive Deputy Presidents, Ministers, Deputy Ministers	20/1998
Remuneration of Traditional Leaders Act	29/1995	Provided for the remuneration of certain traditional leaders	20/1998
Constitution of the Republic of South Africa	108/1996	Provides for legislation of an Independent Commission to make recommendations regarding salaries, allowances and benefits of certain stated office-bearers	N/A
Independent Commission for the Remuneration of Public Office-Bearers Act	92/1997	Established this Commission to make recommendations regarding salaries, allowances and benefits of office-bearers	N/A
Remuneration of Public Office-Bearers Act	20/1998	Provides a framework for determining salaries, allowances and benefits of defined office-bearers	N/A
Remuneration of Public Office Bearers Amendment Act	9/2000	Further regulates remuneration of political office-bearers	N/A
Remuneration of Public Office Bearers Second Amendment Act	21/2000	Regulates remuneration of Traditional Leaders holding more than one office	N/A
Judges' Remuneration and Conditions of Employment Act	47/2001	Provides for remuneration and conditions of employment of all Judges	N/A
Judicial Officers (Amendment of Conditions of Service) Act	28/2003	Includes all judicial office-bearers in the scope and definition of office-bearers	N/A
Traditional Leadership and Governance Framework Act	41/2003	Changes the structure of traditional leadership office-bearer positions	N/A
Traditional Leadership and Governance Framework Amendment Act	23/2009	Amends: The Traditional Leadership and Governance Framework Act, 2003, by inserting certain definitions; and the Public Office-Bearers Act, 1998, to make provision for remuneration recommendations.	N/A
Determination of Remuneration of Office-Bearers of Independent Constitutional Institutions Laws Amendment Act	22/2014	Provides for remuneration and conditions of employment of Traditional and Khoisan Leadership	41/2003 & 23/2009

6. FACTORS THAT THE COMMISSION CONSIDERS WHEN MAKING RECOMMENDATIONS

When making recommendations referred to in Section 8(4) of the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997 as amended, the Commission must take the following factors into account, as per Section 8(6) of the same Act:

- (i) The role, status, duties, functions and responsibilities of the office-bearers concerned;
- (ii) The affordability of different levels of remuneration of public office-bearers;
- (iii) Current principles and levels of remuneration, particularly in respect of organs of state, and society generally;
- (iv) Inflationary increases;
- (v) The available resources of the state; and
- (vi) Any other factor which, in the opinion of the Commission, is relevant.

All these factors are to be considered by the Commission when making annual recommendations. Information is obtained through consultations with stakeholders, as well as by accessing and researching credible public reports.

7. GOVERNANCE

The Commission Act regulates and determines the operations and governance of the Commission, including how the Commission is constituted, the terms of office of its members, the schedule of meetings and its reporting requirements, as well as the specific functions and its administration.

Commission meetings and decisions

The Commission is required by law to meet at least once a year, at a time and place determined by the Chairperson. However, the Commission has met more often than the stipulated requirement, because of the increased scope of its work. It met six times during the period under review. The Act further sets out the quorum requirement, which is "five members shall constitute a quorum for meetings". Decision making is by consensus. However, where a matter needs to be voted on, the majority view holds.

The Commission's budget

The expenditure incidental to the exercise or performance of the powers and duties of the Commission is defrayed from monies appropriated by Parliament for that purpose. The Presidency provides the Commission with the financial support

and resources to exercise its mandate, as prescribed by the Act and other statutory provisions.

Administration of the Commission

Section 11 (1) of the Commission Act provides that the "Director-General: Office of the President shall, after consultation with the Commission, designate such officers in the Office of the President as may be necessary to perform the work incidental to the exercise or performance of the powers and duties of the Commission". The Commission is assisted by the Secretariat, as indicated in paragraph 4.9 of this Annual Report.

The Secretariat provides governance, advice, administrative support and expertise to the Commission. The Secretariat further supports the Commission in its discharge of its legislative mandate, by providing operational and secretarial services, assisting different PBO institutions with the implementation of the President's proclamations, and with the interpretation of relevant reports by the Commission's stakeholders.



8. OUTPUTS ACHIEVED IN RESPECT OF THE 2019/2020 STRATEGIC OBJECTIVES AND STATUTORY OBLIGATIONS

8.1. STRATEGIC OBJECTIVES AND STATUTORY OBLIGATIONS

8.1.1. To conduct an inquiry into any matter in respect of which the Commission is authorized by relevant acts

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> Investigation into performance-based pay 	<ul style="list-style-type: none"> Research and benchmarking on the subject (Secretariat Report); Closer liaison with relevant Department/ Stakeholders; International visit for fact findings missions; and The project be linked to the local government remuneration review project. 	<ul style="list-style-type: none"> To be dealt with in the review projects; Secretariat must check whether performance-based pay is captured in the local government review; The Commission will engage 21st Century on the current reviews of Legislative & Executive and Judiciary; Secretariat mandated to get information from the Western Cape; and The Commission to check the report and make a decision.
<ul style="list-style-type: none"> Review of the remuneration of the Executive and Legislative Sector POBs 	<ul style="list-style-type: none"> Management of the project; Service provider appointed; Commission meets; Commission meets with 21st Century; 21st Century to submit amended report; Commission & 21st Century to workshop the report; and The final report to be forwarded to stakeholders. 	<ul style="list-style-type: none"> 21st Century to submit the final report.
<ul style="list-style-type: none"> Review of the remuneration of the Judicial POBs sector 	<ul style="list-style-type: none"> Management of the project; and Target date of completion of the project. 	<ul style="list-style-type: none"> The final report to be forwarded to stakeholders and the President by end September 2019.
<ul style="list-style-type: none"> Consolidation of all reviews 	<ul style="list-style-type: none"> Consolidated report. 	<ul style="list-style-type: none"> Report to be submitted to President; and Publication of the report.

8.1.2. To make annual recommendations concerning the salaries, allowances and benefits of POBs

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> 2019/2020 Annual Remuneration Recommendations 	<ul style="list-style-type: none"> Request for submissions from stakeholders on 2019/2020 Annual Remuneration Recommendations; Research in line with best practices and benchmarking; Identify comparative research data and sources; Secretariat's discussion documents / draft recommendations; Commission inputs and discussion; Commission final report on the subject; Justifiable, transparent and fair recommendations; and Recommendations that are in line with international best practices and trends. 	<ul style="list-style-type: none"> Commission is mandated to publish recommendations at least once a year.

8.1.3. Submission of an annual report to the President

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> Timeous project plan in place Compliance with stipulated time frames in terms of legislation Motivated, comprehensive and factual reporting 	<ul style="list-style-type: none"> Secretariat draft annual report; Inputs and discussion by Commission; Finalization and printing of Annual Report; Submission to President; Circulation to main stakeholders; and Broadcasting of Annual Report on Commission website. 	<ul style="list-style-type: none"> Secretariat to draft 2018 Annual Report and circulate it for inputs to the Commissioners; and Submission of the Annual Report to the President.

8.1.4. To investigate and consider any specific matter relating to the salaries, allowances and benefits of POBs, on request by the President or any other stakeholders

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> Review of pension benefit structure of MPs and MPLs 	<ul style="list-style-type: none"> Assessment of implementation of Commission Major Reports and President determinations; Commission report to President and other stakeholders; Research report Assessment of implementation of Commission Major Reports and President determination; Commission report to President and other stakeholders; and Research report. 	<p>Request by the President:</p> <ul style="list-style-type: none"> Part of the current review (Executive & Legislative); and Recommended after the amendment of the Taxation Laws Act.
<ul style="list-style-type: none"> Traditional Leadership (Remuneration of all positions) 	<ul style="list-style-type: none"> Consideration of review objectives; ToR (Cogta and Commission) to be forwarded to the Commissioners; and Report from the Task Team – resolutions (draft reports) to be forwarded to the Commissioners prior to the meeting. 	<ul style="list-style-type: none"> Submission made during strategic planning session by NHTL (i.e. Sitting allowances); and Khoisan position/structure should be aligned to traditional leadership structures.
<ul style="list-style-type: none"> Investigation for rationale parity relating to the POBs positions 	<ul style="list-style-type: none"> Commission will incorporate its findings on the matter in the review reports. 	<ul style="list-style-type: none"> Submission made by Presiding Officers; and Part of the current review and the report will be incorporated to the review report.
<ul style="list-style-type: none"> Implementation of Determination of Remuneration of Office-Bearers of Independent Constitutional Institutions Laws Amendment Act, 2014 (Act No. 22 of 2014) 	<ul style="list-style-type: none"> Effective resource support to Commission; Ensure adequate resources to action the strategic focus of the Commission; Effective resource support to the Secretariat; and Meeting between the Commission, Presidency, National Treasury and Department of Justice and Correctional Services will be convened. 	<ul style="list-style-type: none"> Awaiting response from The Presidency on required resources (Finance and Budget).



8.1.5. Exercise good governance and planning

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> Drafting of Commission's Code of Conduct) 	<ul style="list-style-type: none"> Code. 	<ul style="list-style-type: none"> As agreed during strategic planning To be tabled before the Commission for consideration and adoption; and Management of sub-committees.
<ul style="list-style-type: none"> Recruitment and Induction of new Commissioners 	<ul style="list-style-type: none"> Assisting The Presidency with the recruitment and induction of new Commissioners. 	<ul style="list-style-type: none"> End of term of five Commissioners.
<ul style="list-style-type: none"> Ensure proper annual planning 	<ul style="list-style-type: none"> Provide Presidency with a clear annual programme of the Commission. 	<ul style="list-style-type: none"> The Secretariat Operational Plan that incorporates the Commission strategy required by The Presidency.
<ul style="list-style-type: none"> Commission performance evaluation and its value add 	<ul style="list-style-type: none"> Effective and efficient management of the Commission; Monitor and provide reports on Commission achievements; Commission meetings to be held at the agreed dates; and Optimal attendance of meetings and participation therein. 	<ul style="list-style-type: none"> Mandatory.
<ul style="list-style-type: none"> Ensure compliance with legislative prescripts and acceptable standards 	<ul style="list-style-type: none"> Strict compliance with all statutory and policy requirements. 	<ul style="list-style-type: none"> Mandatory.

8.1.6. Stakeholder management

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> Effective stakeholder engagement plan Clear communication strategy Comprehensive stakeholder mapping Effective Reputation/image management 	<ul style="list-style-type: none"> Timely communication with stakeholders (Introduction of new Commissioners); Adopted Commission Communication strategy; Stakeholder mapping document; Stakeholder database and contacts (engaging incoming stakeholders – Chapter 9 Institutions); Distribution of regular communiqués to all stakeholder groups; Establish and maintain nodal points for communication with stakeholder groups; Press conferences/statements/Communiqués; Website Maintenance; Publication of reports in Gazette; and Establish & maintain relationships with international entities to ensure continued information sharing. 	<ul style="list-style-type: none"> Maintaining stakeholder and engagement strategies.

8.1.7. Sustainable administration and resources

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> To establish the independence, reputation and credibility of the Commission 	<ul style="list-style-type: none"> Public understanding and acceptance of independence requirements; Independent Commission activities; Strict independence ethics and practices; Reports of threats to independence; The Chairperson of the Commission to liaise with the Chief of Staff in the Office of the Deputy President; Letter will be forwarded to the President, copy the Deputy President; and 2nd Option: Meeting with the President. 	<ul style="list-style-type: none"> The achievement depends on the amendment of the Commission legislation(s) that the Commission proposed and consideration of the legal opinion received.
<ul style="list-style-type: none"> Recruitment and retention of qualified support staff to the Commission 	<ul style="list-style-type: none"> Implementation of the proposed Secretariat structure; and Availability of the required resources. 	<ul style="list-style-type: none"> Urgent meeting with the President.
<ul style="list-style-type: none"> Maintain a comprehensive intelligence management capability Knowledge management 	<ul style="list-style-type: none"> Maintenance of document management. 	<ul style="list-style-type: none"> Proper records management.

8.2. KEY OUTPUTS

8.2.1 Annual Cost of Living Adjustment for 2019/2020

After taking all relevant factors and the applicable legislation into account, the Commission recommended an increase for POB positions effective 1 April/1 July 2019.

8.2.2. Communication with stakeholders

The Commission communicated directly and widely with the POB groups and other stakeholders. Apart from the direct interactions with the POB groups and other stakeholders, the Commission maintained an open-door communication policy through its Secretariat.

The Commission interacted with various stakeholders from the public office-bearers' institutions through meetings, visits to receive submissions, comments and inputs on matters relating to remuneration, benefits and allowances, focus groups and conferences. These meetings and visits were not clear considered to be useful and assisted in strengthening the relationship between stakeholders and the Commission.

The Commission further consulted with the Chief Justice, in order to discuss issues of consultation with the lower courts. In terms of legislation, the Commission is obliged to consult with the Chief Justice on matters of the judiciary. The commission did consult with the Chief Justice with regard to issues relating to the lower courts and consultations.

8.2.3. Sub-committees of the Commission

In order to share the workload, the Commission established various sub-committees with the purpose of: strengthening stakeholder relations, increase consultations between the Commission and stakeholders, and enhancing the effectiveness of the Commission. Three sub-committees were established comprising the following committees:

- Executive and Legislature;
- Judiciary and Independent Constitutional Institutions; and
- Local Government and Traditional Leaders.

Recommendations of the sub-committees are tabled at the Commission meetings, in order for the Commission to take discuss and possible adoption. The Sub-committees consist of three Commissioners and at least one member of the Secretariat. The Sub-committees have no mandate to operate independent from the Commission and all decisions must be made by the Commission.



8.3. CHALLENGES

On 7 November 2012, Cabinet resolved that the Commission should also deal with the determination of the remuneration, allowances and related terms and conditions of employment of members of Independent Constitutional Institutions (ICIs) and, further; that the Commission should be capacitated to deal with the increased scope of work.

The President approved the Determination of Remuneration of Office-Bearers of Independent Constitutional Institutions Laws Amendment Act, 2014 (Act No. 22 of 2014) ("the ICI Act") on 2 June 2014, to give effect thereto.

The Commission at its meeting of 26 July 2019 received a letter from the Hon. Minister of Justice and Correctional Services dated 9 July 2019. The letter sought to inform the Commission about the implementation date of the ICI Act which is 1 April 2019.

The tenure for five Commissioners ended on 9 October 2019 and new Commissioners were appointed on 15 November 2019. The implementation date of the ICI Act, consultations with ICIs and the appointment of new Commissioners caused in the delay in the submission of the Commission's recommendations to the President, and resulted in the non-determination by the President during the reporting period.

9. THE COMMISSION'S PROGRAMME FOR THE 2019

A schedule of the Commission's programme of meetings for 2019 is set out in Annexure A. The schedule distinguishes between:

- Commission meetings;
- Statutory meetings with officials; and
- Meetings with stakeholders.

Attendance at meetings is reflected in the register attached as Annexure B.

10. PROGRESS REPORT AND MILESTONES

10.1. ANNUAL RECOMMENDATIONS FOR 2019/2020

The Commission delivered its Annual Recommendations to the President on 20 December 2019. Pursuant thereto, several attempts by the Commission, to secure a meeting with the Speaker of the National Assembly and the Chairperson of National Council of Provinces, for the purpose of submitting the recommendations did not materialize. As a result, the recommendations were not published in Government Gazette during the reporting period.

10.1.1. Annual Cost-of-Living-Adjustment

In considering the recommendations, the commission was guided by the following provisions of the Independent Commission for the Remuneration of Public Office Bearers (Remuneration Act):

- a) Sections 3 to 6 of the Remuneration Act provides for the President to determine the remuneration of Public Office Bearers. These statutory provisions further provide for the consideration of, amongst others, the recommendations of the Commission before the said determinations are made.
- b) Section 7 (1) (a) of the Remuneration Act provides that the Minister of Cooperative Governance and Traditional Affairs determines the upper limits and allowances of the members of Municipal Councils, after consultation with members of the Executive Council responsible for local government in each province and also after taking into consideration, others things, the recommendations of the Commission.
- c) Section 8(4) of the Commission Act provides that the Commission shall publish annually, in the Government Gazette, its recommendations on the salaries or upper limits, and the benefits and allowances for POBs.
- d) Section 8(5) of the Commission Act also provides that the recommendations referred to in section 8(4) shall be submitted to Parliament before publication.
- e) The Determination of Remuneration of Office Bearers of Independent Constitutional Institutions Laws Amendment Act 22 of 2014 (ICI Act) was assented to and published for general information on 02 June 2014 and came into operation on 1 April 2019.

As a result of the promulgation of the Act, the Commission was empowered to consider the remuneration of the Independent Constitutional Institutions (ICIs) effective from the 01st April 2019. Constantly the Commission was enjoined to make annual recommendations in respect of the remuneration of the ICIs for the period 2019/2020.

Annual Remuneration Recommendation for 2019/2020

In deliberating on the annual recommendations for 2019/2020, the Commission considered the comments and inputs from the stakeholders and considered factors as prescribed by section 8(6) of the Commission Act such as the following:

- The Commission's statutory consultations during 2018/2019;
- Section 8(6) of the Commission Act;
- Various economic factors including: Fiscal affordability, historic inflation, future inflation forecasts, wage settlement data, the Commission's prior recommendations and the President's prior determinations; and

- The principle applied in various remuneration anchor positions.

After considering the relevant legislation and factors mentioned above, the Commission recommended the following:

- 3% adjustment to the remuneration of all categories of POBs earning above R1 500 000
- 4% for all categories earning less than R1 500 000.

The Commission's recommendations reflect the annual adjustment for all Public Office-Bearers for the 2019/2020 fiscal year: (**Schedules I-8**)

SCHEDULE I					
REMUNERATION LEVELS WITH EFFECT 1 APRIL 2019					
NATIONAL EXECUTIVE AND DEPUTY MINISTERS					
GRADE	PAY LEVEL	POSITION	1 APRIL 2018	%	1 APRIL 2019
EA	I	President	2 989 845	3	3 079 540
EB	I	Deputy President	2 825 470		2 910 234
EC	I	Minister	2 401 633		2 473 682
ED	I	Deputy Minister	1 977 795		2 037 129

SCHEDULE 2					
REMUNERATION LEVELS WITH EFFECT 1 APRIL 2019					
MEMBERS OF PARLIAMENT					
GRADE	PAY LEVEL	POSITION	1 APRIL 2018	%	1 APRIL 2019
PA	I	Speaker: National Assembly	2 825 470	3	2 910 234
		Chairperson: NCOP	2 825 470		2 910 234
PB	I	Deputy Speaker: National Assembly	1 977 795		2 037 129
		Deputy Chairperson: NCOP	1 977 795		2 037 129
PC	2	House Chairperson	1 882 488		1 938 963
		Chief Whip: Majority Party	1 600 467		1 648 481
		Chief Whip: NCOP	1 600 467		1 648 481
		Parliamentary Counsellor: President	1 600 467		1 648 481
	I	Parliamentary Counsellor: Deputy President	1 600 467		1 648 481
		Leader of Opposition	1 600 467		1 648 481
		Chairperson of a Committee	1 455 015		1 513 216
		Deputy Chief Whip: Majority Party	1 309 563		1 361 946
PD	I	Chief Whip: Largest Minority Party	1 309 563	4	1 361 946
		Leader of a Minority Party	1 309 563		1 361 946
	2	Whip	1 215 210		1 263 818
		Member: National Assembly	1 106 940		1 151 218
PE	I	Permanent Delegate: NCOP	1 106 940		1 151 218



SCHEDULE 3					
REMUNERATION LEVELS WITH EFFECT 1 APRIL 2019					
PROVINCIAL EXECUTIVES AND LEGISLATURES					
GRADE	PAY LEVEL	POSITION	1 APRIL 2018	%	1 APRIL 2019
LA	1	Premier	2 260 409	3	2 328 221
LB	1	Member of Executive Council	1 977 795		2 037 129
		Speaker	1 977 795		2 037 129
LC	1	Deputy Speaker	1 600 467	4	1 648 481
		Chief Whip: Majority Party	1 455 015		1 513 216
	2	Chairperson of Committees	1 309 566		1 361 949
		Leader of Opposition	1 309 566		1 361 949
		Chairperson of a Committee	1 309 566		1 361 949
	3	Deputy Chairperson of Committees	1 232 070		1 281 353
		Deputy Chief Whip: Majority Party	1 232 070		1 281 353
		Chief Whip: Largest Minority Party	1 232 070		1 281 353
		Leader of a Minority Party	1 232 070		1 281 353
LD	1	Parliamentary Counsellor to a King	1 106 940		1 151 218
		Whip	1 106 940		1 151 218
	2	Member of Provincial Legislature	1 071 351		1 114 205

SCHEDULE 4					
REMUNERATION LEVELS WITH EFFECT 1 JULY 2019					
LOCAL GOVERNMENT					
GRADE	PAY LEVEL	POSITION	1 JULY 2018	%	1 JULY 2019
MA	1	Executive Mayor	1 330 776	4	1 384 007
		Mayor	1 330 776		1 384 007
MB	1	Deputy Executive Mayor	1 074 759		1 117 749
		Speaker/Chairperson	1 074 759		1 117 749
		Deputy Mayor	1 074 759		1 117 749
MC	2	Member of Executive Council	1 012 407		1 052 904
		Member of Mayoral Committee	1 012 407		1 052 904
		Chairperson of a Sub-council	1 012 407		1 052 904
		Whip	1 012 407		1 052 904
MD	1	Municipal Councillor	586 743		610 213

SCHEDULE 5					
REMUNERATION LEVELS WITH EFFECT 1 APRIL 2019					
JUDGES					
GRADE	PAY LEVEL	POSITION	1 APRIL 2018	%	1 APRIL 2019
JA	1	Chief Justice	2 896 107	3	2 982 990
JB	1	Deputy Chief Justice	2 606 428		2 684 621
		President: Supreme Court of Appeal	2 606 428		2 684 621
JC	1	Deputy President: Supreme Court of Appeal	2 461 674		2 535 524
	2	Judge: Constitutional Court	2 316 919		2 386 427
		Judge: Supreme Court of Appeal	2 316 919		2 386 427
	3	Judge President: High/Labour Court	2 172 165		2 237 330
	4	Deputy Judge President: High/Labour Court	2 027 241		2 088 058
	5	Judge: High/Labour Court	1 882 486		1 938 961

SCHEDULE 6					
REMUNERATION LEVELS WITH EFFECT 1 APRIL 2019					
MAGISTRATES					
GRADE	PAY LEVEL	POSITION	1 APRIL 2018	%	1 APRIL 2019
JD	I	Special Grade Chief Magistrate	1 436 913	4	1 494 389
		Regional Court President	1 436 913		1 494 389
JE	I	Regional Magistrate	1 289 294		1 340 866
		Chief Magistrate	1 289 294		1 340 866
JF	I	Senior Magistrate	1 068 699		1 111 447
JG	I	Magistrate	971 649		1 010 515

SCHEDULE 7					
REMUNERATION LEVELS WITH EFFECT 1 APRIL 2019					
INSTITUTION OF TRADITIONAL LEADERSHIP					
GRADE	PAY LEVEL	TRADITIONAL LEADERSHIP POSITIONS	1 APRIL 2018	%	1 APRIL 2019
TA	I	King/Queen	1 206 147	4	1 254 393
TB	I	PTL	1 109 658		1 154 044
TC	I	Senior Traditional Leader	256 818		267 091
TD	I	Headmen / Headwomen	110 349		114 763

HOUSES OF TRADITIONAL LEADERS					
GRADE	PAY LEVEL	FULL TIME POSITIONS	1 APRIL 2018	%	1 APRIL 2019
THA	1	Chairperson: NHTL	893 082	4	928 805
	2	Full time Chairperson: PHTL	735 576		764 999
	3	Full time Deputy Chairperson: NHTL	683 073		710 396
	4	Full time Deputy Chairperson: PHTL	630 390		655 606
THB	1	Full time Member: NHTL	393 471		409 210
	2	Full time Member: PHTL	337 290		350 782

SITTING ALLOWANCE FOR PART TIME POSITIONS *					
Part time Member: NHTL			1 444	4	1 501
Part time Chairperson: PHTL			1 717		1 786
Part time Deputy Chairperson: PHTL			1 545		1 606
Part time Member: PHTL			1 197		1 245

* In addition to sitting allowances, part time members are entitled to their salaries as Traditional Leaders, as well as subsistence costs (reasonable and actual expenses) and transport costs (Department of Transport tariffs for the use of privately owned vehicles), for their attendance of official meetings, seminars, workshops and conferences of the respective Houses)



SCHEDULE 8				
REMUNERATION LEVELS WITH EFFECT 1 APRIL 2019				
INSTITUTION OF TINDEPENDENT CONSTITUTIONAL INSTITUTIONS				
INDEPENDENT CONSTITUTIONAL INSTITUTIONS (ICIS)	POSITION	CURRENT REMUNERATION	% ADJUSTMENT	1 APRIL 2019
Auditor-General (AG)	Auditor General	5 080 604	3%	5 233 022
	Chairperson	2 426 036		2 498 817
	Commissioners	2 112 202		2 175 568
Independent Electoral Commission (IEC)	Part-Time: Commissioners			A daily sitting rate or hourly sitting rate calculated on a basic salary of a Judge of the High Court
Office of Public Protector	Public Protector (PP)	2 316 919	3%	2 386 427
	Deputy Public Protector (DPP)	1 446 378	4%	1 504 233
Independent Communications Authority of South Africa (ICASA)	Chairperson	1 880 736	3%	1 937 158
	Councillors	1 446 378	4%	1 504 233
Finance & Fiscal Commission (FFC)	Chairperson	1 880 736	3%	1 937 158
	Part-Time Member: Deputy Chairperson			A daily sitting rate or hourly sitting rate calculated on a first total package equivalent to Level 15 of DPSA
	Part-Time: Other Members			A daily sitting rate or hourly sitting rate calculated on a first total package equivalent to Level 14 of DPSA
Commission for the Promotion and Protection of Rights of Cultural, Religious and Linguistic Communities (CRL Commission)	Chairperson	1 317 874	4%	1 370 589
	Deputy Chairperson	1 186 777		1 234 248
	Commissioner	1 087 879		1 131 394
SA Human Rights Commission (SAHRC)	Chairperson	1 398 373		1 454 308
	Deputy Chairperson	1 245 495		1 295 315
	Commissioners (x 4)	1 245 495		1 295 315
Commission for Gender Equality (CGE)	Chairperson	1 109 646		1 154 032
	Deputy Chairperson	941 782		979 453
	Commissioners	876 381		911 436

10.2. INTERNATIONAL BENCHMARKING 2019

During 2019, the Commission commenced with the remuneration review project in the Judicial sector. The service provider (21st Century Pay Solutions) was appointed in October 2018. The review project is intended to:

- Refine and review the current remuneration, benefits and allowances; and
- To compare and review the international best practices in respect of remuneration practices and to translate such into practical solutions for the judiciary in South Africa.

The Commission and 21st Century Pay Solutions, after engaging the Chief Justice, Lower Courts Remuneration Committee and the Judges Remuneration Committee identified Brazil, Germany and Russia as relevant countries for benchmarking.

The Commission considered the following in selecting the above-mentioned countries for comparison:

- Suggestions and recommendations from stakeholders;
- State systems where power is separated between executive, legislative and judiciary;
- Structures, systems and processes that govern the remuneration of public representatives;
- Countries that promote and strengthen democracy and good governance through independent institutions similar to South Africa;
- Countries with similar governance systems and Judiciary reforms; and
- Other factors like (GDP, and development of countries).

The Commission considered the following uniform approach for probing the best practices in the identified countries (authorities):

- How are various tiers of government structured and why? What is the actual praxis in relation to the Constitution and the formal structures?
- What is the actual practice on the ground (de facto) versus the Constitution and the law (de jure) and how have these evolved over time? E.g. How do the Governors-General relate to their respective Prime Ministers (who are the Heads of Government), with respect to remuneration and benefits and how does this compare with the Lieutenants General or Governors of the 50 respective States (in the case of the USA)?
- What is the policy and practice with respect to Performance Management in the various Branches of Government and along the vertical differentiation chain? How does this

impact the remuneration for POBs according to different POB categories?

- In some of the countries, e.g. Australia, the salaries of local POBs are pegged against those of Members of the Commonwealth Parliament (Central Government in Canberra). This practice may not apply in all the six (6) States of Australia. The Commission will need to probe the issue of salary pegging for all POBs and/or any other formula or ratio that is used in different countries and/or States/ Counties?
- Key Performance Areas of various POB roles, if there are any?
- The refinement of allowances and benefits?
- Job evaluation and grading systems?
- The tools of trade?
- What are the specific development programmes that have been applied / implemented internationally? Are there any to recommend for South Africa?
- What Medical Aid and Life Insurance Policies are being offered? Are these optional or compulsory; are they financially viable (given their subscription rates/ratios); are they national, regional or local?
- How is the issue of experience and service recognition addressed?
- What is the best practice in terms of "Special Risk Insurance Cover"? What is the practice, in comparable legislations and regimes?

The Commission learnt some valuable lessons during the visits. The following lessons and insights were gained from the following countries:

10.2.1 BRAZIL

The Commission represented by Ms T Mgoduso, Mr A Pheto, Ms M Mashaba and Ms C Masemola met with the following authorities/representatives in Brazil, during the week of 24 – 26 June 2019.

Meeting with the South African High Commission in Brazil

The Commission paid a courtesy visit to the Ambassador Extraordinary and Plenipotentiary of South Africa, H E Mr JN Mashimbye. The Ambassador welcomed the Commission to Brazil and briefed them about the country. Ms. Thandeka Mgoduso introduced the Commission's delegation (delegation) and explained the purpose of the visit to Brazil, and further enlightened the Ambassador with the mandate of the Commission and its key stakeholders. The Commission thanked the Ambassador for the warm reception and assistance in securing meetings with the relevant institutions.



Ministry of Foreign Affairs

Minister Andre Veras Guimarães briefed the Commission on a range of issues including, amongst others, the structure of the government and how salaries are structured in Brazil based on anchoring of positions, the position of the Chief Justice of the Supreme Court in the Judiciary is the anchor of all POB positions in Brazil, and the principle prescribes that no public servant could earn a salary higher than that of the Chief Justice/Judiciary.

In 2001 new legislation was introduced to regulate public service pension in Brazil in order to eliminate the high pension payouts which were given to employees who retired before 2001. They further explained that in certain cases a diplomat can also serve as a Head of Department, Deputy Chief of Department in which case his salary, including allowances, may exceed the salary of a Supreme Court Judge. The salary of the President of Brazil is also lower than that of the Supreme Court Judge. The meeting was also informed that the 11 justices/ judges earn an equal salary.

Brazil is a federal presidential constitutional republic, based on representative democracy. The federal government has three independent branches: executive, legislative, and judiciary. Executive power is exercised by the executive branch, headed by the President, advised by a Cabinet. The President is both the head of state and the head of government. Legislative power is vested in the National Congress, a two-chamber legislature comprising the Federal Senate and the Chamber of Deputies. Judicial power is exercised by the judiciary, consisting of the Supreme Federal Court, the Superior Court of Justice and other Superior Courts, the National Justice Council and the Regional Federal Courts.

Brazil's judiciary is a multifaceted system that operates on the state and federal levels, much like the U.S. judicial system. Primarily based on the civil law tradition, it divides cases into several different jurisdictions, including labour, electoral, military, constitutional and non-constitutional. It also includes three instances of appeal, with cases able to advance from first-level courts all the way to either the Supreme Federal Court or the Superior Court of Justice.

The system is divided primarily into ordinary courts and specialized courts. The specialized courts jurisdiction is entirely by the Federal Government and are divided into three areas of practice: the Military courts, the Labor courts and the Electoral courts. The ordinary courts are divided into the Federal and States' judiciaries. The Judiciary of the Brazilian Federal District have jurisdiction over the subject-matter of the ordinary

state level judiciary over that special territory, but is kept and organized by the Federal Government. There are no judicial powers, afforded to Municipalities. The system also includes two special central Courts that are separate from the other divisions: The Supreme Federal Court and the Superior Court of Justice. Both have headquarters in Brasília.

Remuneration and benefits

The following information relating to the remuneration, benefits and allowances was shared during the meeting:

- Employees receive food allowance, which is +/- 120 USD and school allowance.
- Housing allowance or public apartments are offered to diplomats, central bank and officials deployed outside Brazil. The housing allowance only covers 1/5th of the rental amount they pay.
- Only judges who have been transferred to a different province qualify for a housing allowance.
- The head of department may only apply for a housing allowance if there is no apartment available.
- The Department of Plenification owns the apartments and the rent payments received by this department are used towards renovations.
- 25% of the higher salaries' income tax plus contribution towards social security.
- Employees receive 13th cheque (which is taxed) in two halves: 1 half in June and the other half in December.
- The Judiciary receives two months' vacation per year.
- Only the President and Deputy President of the country fly business class.
- Justices, Ministers and Protocol officials get transported to work in public cars with drivers.
- Other officials in the public sector make use of an Uber shuttle when they attend official engagements outside the office.
- The salary of a newly appointed official is not different from that of an official who has been in a similar position for many years (e.g. 20 years).
- No medical aid/health allowance is offered to officials. There is a universal free health system for the whole country. However, the legislature and judiciary have a medical plan and therefore able to use private healthcare.
- Private companies offer a health plan as a fringe benefit.
- Judges contribute towards their pension and they do not receive salary for life.
- In the private sector, employees contribute 8% towards their pension and the company contributes 12% towards social security.

- The President of Brazil gets a salary for life, 2 advisors, 1 secretary and security.

Ministry of Justice and Public Security

The Vice Minister Luiz Pontel de Souza informed the Commission that the Ministry is experiencing some problems with public security. He also indicated that the Chief Justice has an organic security in the Supreme Court and that all judges in the Supreme Court have the same benefits. The Supreme Court salaries are calculated by the law defined in the National Congress.

Comptroller General of the Union

The Office of the Comptroller General (CGU) is an agency of the federal government in charge of assisting the President of the Republic with matters within the executive branch that are related to defending public assets and enhancing management transparency through internal control activities, public audits, corrective and disciplinary measures, corruption prevention and combatting, and coordinating ombudsman's activities. CGU is also in charge of technically supervising all the departments making up the internal control system, the disciplinary system, and the ombudsman's units of the federal executive branch, providing normative guidance as required.

The delegation had a meeting with the Department of Transparency and Prevention of Corruption. They were advised that the department does not deal with salaries, benefits and allowances of public office bearers, and that they only deal with public servants.

An overview of how the public service work was given. The delegation was also advised that all the information relating to the establishment of all the three spheres of government, SOEs (etc.) in Brazil as well as the remuneration and benefits of all public servants are incorporated in the Brazilian Constitution.

Ministry of Economy (MECON)

The Commission met with the Secretary for Management and Performance of Personnel, Mr. Wagner Lenhart. Mr. Lenhart advised the delegation that the remuneration of the Chief Justice is the highest salary as provided for in the Constitution of 1988.

It was further reported that:

- The Brazilian Constitution has amended the retirement benefits. Higher paid employees contribute more than the

lower paid employees and each employee contributes 8% of their salary towards pension.

- Benefits provided to employees are tax free.
- The new retirement system of 2012 came into effect in 2013. Complimentary retirement benefit is optional.
- 11% of full salary goes towards pension and the state contributes 22%.
- Judges who were appointed pre-2003 get 100% pension (lifelong) and those who were appointed post-2003 get 80% pension.
- The salary of a high court judge is 5% less than that of a Supreme Court judge. The rank of high court judges/supreme court judges is equivalent to that of a Minister.

Supreme Court of Brazil

The Commission was advised that the Supreme Federal Court of Brazil serves as the Constitutional Court of the country and the court of last resort. It is the highest court of law in Brazil for constitutional issues and its rulings cannot be appealed. On questions involving exclusively non-constitutional issues, regarding federal laws, the highest court is, by rule, the Superior Court of Justice. Alongside its appeal competence, mostly by the Extraordinary Appeal (Recurso Extraordinário), the Court has a small range of cases of original jurisdiction, including the power of judicial review, judging the constitutionality of laws passed by the National Congress, through a Direct Action of Unconstitutionality (Ação Direta de Inconstitucionalidade, or ADI). There are also other mechanisms for reaching the Court directly, such as the Declaratory Action of Constitutionality (Ação Declaratória de Constitucionalidade, or ADC) and the Direct Action of Unconstitutionality by Omission (Ação Direta de Inconstitucionalidade por Omissão or ADO). The eleven judges of the court are called Ministers (Ministro), although having no similarity with the government body of ministers. They are appointed by the President and approved by the Senate. There is no term length but a mandatory retirement age of 75.

The following were discussed during the meeting with the Minister Sampaio and Mr Wollman:

- The Constitution of Brazil was developed in the late 80s after the Military regime came to an end;
- The Constitution explains how the salaries of the 3 branches of government should be structured;
- The Supreme Court deals with constitutional and criminal matters of public office bearers (corruption and other criminal matters);
- The state courts deal with matters involving the public and they have jurisdiction over all cities;



- The salary of the Chief Justice of Brazil is the highest in the Judicial sector/country and those following him earn 5% less on their salaries;
- Their benefits include healthcare, housing – only judges who have been moved to a different city would qualify for a housing allowance;
- There are 33 justices in the Supreme Court of Justice;
- The local judge rules over the electoral justice system and the state tribunals work with the federal tribunals;
- There are five levels of judges in Brazil;
- The labour justice system has a permanent structure;
- Stricter rules relating to the minimum age for retirement will be implemented;
- There are regular judges in the municipalities appointed on a part-time basis to perform specific duties, and they receive an additional allowance for performing those duties. Their normal salaries plus the allowance they receive for performing the additional duties may sometimes exceed the maximum salary, and this is allowed as the allowance is not regarded as a normal salary;
- The Chief Justice also heads the National Council of Justices;
- There are no Magistrates in Brazil but different levels of judges;
- All judges fly economy class, have no car allowance and use an Uber shuttle services to attend meetings outside the office.

KEY FINDINGS

- The salary of the Chief Justice in Brazil is the highest in the country;
- Judges do not receive a salary for life and they contribute towards their pension;
- The Constitution of Brazil explains how salaries, benefits and allowances of the public service should be structured;
- The judiciary does not receive benefits such as a car, business class flight ticket, housing allowance, etc. They all fly economy class and housing allowance is provided to those who are placed in a different province;
- There are no Magistrates in Brazil but different levels of judges;
- The retirement age for judges is 75 years.

10.2.2 GERMANY

The Commission was represented by Judge CJ Musi, Dr M Sibandze, Mr G Barnard, Mr. P Makapan and Ms M Phillips from 21st Century met with the following institutions / authorities in Germany, during the week of 05 – 09 August 2019.

Meeting with South African Ambassador in Germany

The Ambassador of South Africa, H E Phumelele Stone Sizani informed the Commission that the Embassy is facing challenges caused by inadequate personnel and vacancies that cannot be filled. These have an indirect effect on the provision of services to clients. Comparison was made to the Canadian Embassy with adequate capacity and similarities to its Constitution to South Africa especially the Bill of Rights section.

The Commission informed the Ambassador about its judicial remuneration review project which was intended to be finalized around September.

The meeting also reflected on the external pressure that comes from organized labour and the role of the Minister of Justice regarding the remuneration of the POBs in South Africa. The Commission was informed that the German legislators insist on receiving their remuneration review on time.

The Commission was informed that the process of determining the remuneration of POBs has no trade union role and is emanating from the Constitution. The scope, power and accountability are not prescribed to Senior Political Party or positions. POBs should not be provided with the space of arguing their own remuneration. It was emphasized that in Germany only a certain maximum number of committees can be established and there is an argument of establishing a single state all of which aimed at reducing the costs associated with POB's.

Bundestag (German Federal Parliament)

Dr Stefan Sinner advised the Commission that the remuneration of public representatives is informed by the German's Law Article 88, Members of the Bundestag Act, Members of the European Parliament Act and Code of Conduct for Members of the German Bundestag. The mentioned legal framework prompted the establishment of Parliament.

The President of the Bundestag (the Speaker), shall receive a monthly supplementary allowance of one month's salary of judge of the highest federal courts, his or her deputies shall receive a monthly supplementary allowance amounting to half of the monthly salary specified, and the chairpersons of committees, committees of inquiry and study commissions shall receive a monthly supplementary allowance corresponding to 15% of the monthly amount specified.

A member of the Bundestag shall receive a monthly expense allowance to cover, in particular:

- Office expenses for the establishment and upkeep of a constituency office outside the seat of the German Bundestag, including rent and utility and service charges, stock and office materials, literature and other communication media and postage,
- Additional expenditure incurred at the seat of the Bundestag and travel expenses, excluding the cost of official trips abroad,
- Travel costs for trips in connection with the exercise of his or her mandate within the Federal Republic of Germany, and
- Additional expenses for other costs incurred in connection with the exercise of a parliamentary mandate (representative functions, invitations, constituency work, etc.) which are not otherwise defrayable from the professional remuneration and allowances paid to cover the cost of living.

The Commission provided Dr. Sinner with an overview on the Commission's mandate and its current reviews. It had further enquired on the remuneration of Judicial Officers. The Commission learned that the remuneration of Judicial Officers was the responsibility of the Minister of Interior.

The sector's remuneration processes are more informed by the collective bargaining and negotiation process. The remuneration of Judicial Officer' is not directly linked to public office bearers and is determined independently. Members are earning less than Judges.

Senate for Justice, Consumer Protection and Anti-Discrimination

Dr Rind, Judge at the Administrative Court, responsible for questions of remuneration of public officials in judicial sector advised the Commission that Section 25 of the German Judiciary Act promulgated on 19 April 1972 (Federal Law Gazette I p. 713), as last amended by Article 9 of the Act of 8 June 2017 (Federal Law Gazette I p.1570) provides the basic principle that a judge shall be independent and subject only to the law. This provides the basic principles of remuneration system.

Since 2016, the German Federal Government is responsible to regulate remuneration and the law changes in different states on remuneration. The basic principles are applied across Germany but specific levels of remuneration differ across the states. Berlin was cited as currently being the lowest in terms of paying its officials.

Remuneration basic structure depends on a career system and the underlying factor is the training in the public service and their highest qualifications. Any person who concludes their legal studies at a university by taking the first state examination as well as a subsequent period of preparatory training by taking the second state examination shall be qualified to hold judicial office; the first state examination comprises a university examination covering areas of specialization and a state examination covering compulsory subjects.

Remuneration in the sector is categorized as follows: A (administrative positions), B (civil service), W (Professors) and R (Judges and Attorneys) (per Deutscher Bundestag: 2019).

The remuneration level depends on the position. Judges of a High Court are on level R2, with eight different levels of remuneration. In addition to basic salary, health cost that includes dependents is covered by the employer at a rate of 70% and 30% by a member. Minor dependents are covered at a rate of 80% by Berlin government.

The life principle is considered for judge's pension. The pension shall be determined in accordance with the office held. Judges for life retire at the end of that month in which they reach the retirement age applicable to them. They generally reach retirement age on their sixty-seventh birthday (standard retirement age). Retirement may not be postponed. Judges for life who were born before 1 January 1947 reach standard retirement age on their sixty-fifth birthday. Other states retirement age is 67 years. This is a political decision.

The pension is calculated at the rate of 71% of the last salary received (slightly higher than the cap applied across other sectors). Reduction can be effected if a member did not reach the prescribed number of years.

Five parameters that needed to be considered within a five-year period would be:

- Amount should be compared with civil service
- Development of index of nominal earnings system
- CPI consideration
- System imminent comparison (grades)
- Cross comparison (outside positions)

Traditionally, Judges were part of civil service. Later in 70s, an R grade was introduced for Judges and Attorneys which is above two steps of civil service. Other conditions that promoted this are:

- Independence of the sector



- Exceptional career advancement within the sector
- Judges' decision based on the interest of the country
- Experience is one of the factors considered for pay progression

Who determined the remuneration of Judges?

- Law makers are responsible for Judges remuneration in terms of legislation
- Ministers of Justice and Finance will be consulted during the process
- Minister of Justice will make a proposal to Parliament

How do we arrive at a remuneration increase?

- Judges through their association engaged the Ministry on their submissions
- Trade unions do not play a meaningful role in Berlin but collective agreements are there to provide individual's right to strike.

The state is interested in Judge's welfare and is covering welfare cost by provisioning of health allowance. Illness like psychological matters and therapy measure are paid by states. Illness within the sector is increasing and the employer is involved. For example, fitness rooms at the office and a one-hour break are provided.

Leave is provided for judges but no forced vacation or leave. Sabbatical leave is also provided.

Meeting with the Ministry of Interior

Mr. Gerd Rohbeck informed the Commission that 11% of the German population is employed by Federal government and collective agreements are entered with employees. The government payment system of civil services includes the Judges.

Basis for remuneration of Federal Court Judges' is elementary principle, adequate payment for living not for the performance for work. Civil Services Remuneration Act provides state figures for payments of remuneration. There are no other additional payment agreements. Increases are normally effected after collective agreement are reached and Parliament has a final decision.

KEY FINDINGS

- Required comparison on salary comparison or alignment of the Premier and Leader of Opposition Party at National Parliament from one Political Party.
- No bargaining process for POBs to argue their own remuneration.
- Member's monthly remuneration is based on a monthly income of a judge of the highest federal courts.
- The President of the Bundestag (the Speaker) monthly supplementary allowance of one month's salary of judge of the highest federal courts, his or her deputies monthly supplementary allowance amounting to half of the monthly salary specified, and the chairpersons of committees, committees of inquiry and study commissions monthly supplementary allowance corresponding to 15% of the monthly amount specified.
- The basis for remuneration should be based on the development of the index of nominal earnings computed by the Federal Statistical Office, which the President of the Federal Statistical Office shall transmit to the President of the Bundestag by 31 March of each year.
- The member's remuneration system closed to their civil service system.
- The office of a member of the Bundestag, which is generally exercised as a primary occupation, must be remunerated in such a way that it is open to everyone, whether they have hitherto been employees, self-employed persons, freelance professionals and not permanent.
- Remuneration must be the same for all members, must safeguard their independence and must enable them to live in a manner 'befitting the importance of their office'
- An outgoing member with at least one year of membership shall receive transitional emoluments amounting to the members' remuneration and shall be paid for one month for each year of membership, up to a maximum of eighteen months.
- The current challenge is that young individuals are elected as Presidents or Chancellors and this requires the pension benefit reform.
- The basic principle that a judge shall be independent and subject only to the law. This provides the basic principles of remuneration system.
- Federal Court decision that people should be paid fairly and rules should be clear and criteria should be fair.
- Five parameters that needed to be considered within a five years' period:
 - Amount should be compared with civil service
 - Development of index of nominal earnings system
 - CPI consideration
 - System imminent comparison (grades)

- Cross comparison (outside positions)
- The income should be in balance with economic conditions.
- Basis for remuneration of Federal Court Judges' is elementary principle, adequate payment for living not for the performance for work.
- Ministers and Chancellor are different stature not public servants but their payment orient from civil service and highest crew.
- Performance management system is linked to senior managers at grade A.



II. ANNEXURES

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ANNEXURE A: COMMISSION'S PROGRAMME FOR 2019

DATE	ACTIVITY	LOCATION
29 Jan	Commission's Special Meeting	Pretoria
31 Jan	Meeting between the Commission and the Chief Justice	Chief Justice's Residence
31 Jan	Meeting between the Commission and 21 st Century	Sandton
6 Feb	Commission's Workshop	Pretoria
15 Feb	Commission's Strategic Planning Session	Durban
16 Feb	Commission's Meeting	Durban
22 Feb	Commission's Special Meeting	Pretoria
25 Feb	Commission's Workshop with 21 st Century	Sandton
26 Feb	Commission's Meeting with Judge Wagley	Sandton
11 March	Commission's Meeting with 21 st Century	Midrand
29 March	Commission's Meeting with Parliamentary Stakeholders	OR Tambo
4 April	Commission's Workshop with BER	Stellenbosch
5 April	Commission's Meeting	Cape Town
11 April	Job Profile Interviews with Judge Presidents	Sandton
11 April	Job Profile Interviews with Judges	Sandton
12 April	Job Profile Interviews with LCRC	Sandton
2 May	Commission's Meeting	Magaliesburg
15 May	Commission's Meeting with the Chief Justice	Constitutional Hill
23 May	Commission's Meeting with Ministry of Justice	Pretoria
24 May	LG&TL Subcommittee Meeting	Midrand
31 May	LG&TL Subcommittee Meeting	Pretoria
31 May	Commission's Meeting with the President of SCA	Bloemfontein
7 June	Commission's Meeting with National Treasury and GPAA	Pretoria
12 June	Commission's Meeting	Pretoria
26 July	Commission's Meeting	OR Tambo
14 Aug	Commission's Meeting with Auditor-General SA	Midrand
14 Aug	Commission's Meeting with SAHRC	Midrand
14 Aug	Commission's Meeting with CRL	Midrand
15 Aug	Commission's Meeting with ICASA	Midrand
15 Aug	Commission's Meeting with Deputy Public Protector	Midrand
23 Aug	Commission's Meeting with CGE	Centurion
27 Aug	Commission's Meeting with Public Protector and IEC	Pretoria
5 Sep	Judiciary Subcommittee Meeting	Pretoria
11 Sep	Commission's Meeting with Ministry of Cogta	Cape Town
12 Sep	Commission's Meeting with Ministry Of Communication	Cape Town
12 Sep	Commission's Meeting with Kenyan Salaries' Commission	Cape Town
13 Sep	Commission's Meeting	Cape Town
13 Sep	Commission's Meeting with 21 st Century & Parliamentary Task Team	Cape Town
20 Sep	Commission's Meeting with Namibian Remuneration Commission	Pretoria
1 Oct	Commission's Meeting	Pretoria
3 Oct	Commission's Meeting with Ministry of Women	Pretoria
4 Oct	Commission's Meeting with the Chief Justice	Office of the Chief Justice
7 Oct	Commission's Workshop on Annual Remuneration Recommendations 2019/20	Limpopo
8 Oct	Commission's Consultation Meeting with LCRC	Limpopo
11 Oct	Commission's Meeting with Ministry of Justice	Pretoria
25 Oct	Commission's Meeting with Ministry of Home Affairs	Pretoria
22 Nov	Commission's Meeting with Parliament's Members' Support Forum	OR Tambo
27 Nov	Commission's Meeting	Pretoria
5 Dec	Commission's Meeting with Speakers' Forum	Pretoria



ANNEXURE B: MEETING ATTENDANCE

ATTENDANCE OF COMMISSION MEETINGS IN 2019											
Commissioners	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date
	29 Jan	6 Feb	16 Feb	22 Feb	5 Apr	2 May	12 Jun	26 Jul	13 Sep	1 Oct	27 Nov
Judge CJ Musi	P	P	P	P	P	P	P	P	P	P	P
Dr R Nienaber	P	P	A	P	P	P	P	P	P	A	N/A
Dr L Mbabane	P	P	P	P	P	P	P	P	P	P	N/A
Mr AL Pheto	P	P	P	P	P	P	P	P	P	P	P
Ms TN Mgoduso	P	P	A	P	A	A	A	P	P	P	N/A
Ms M Ramagaga	P	P	P	P	P	P	P	P	P	P	P
Mr G Barnard	P	P	P	P	P	A	P	P	P	A	P
Dr M Sibandze	P	A	A	P	P	P	P	P	P	P	P
Judge MM Leeuw	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	P
Dr NZ Qunta	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	P
Prof I Mosala	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	P
Mr S Roopa	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	P
Prof M Coetzee	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	P
Mr PM Makapan	P	P	P	P	P	P	P	P	P	P	P
Ms D Ranthako	P	P	P	P	P	P	P	P	A	P	P
Ms M Mashaba	A	A	A	A	A	P	P	P	P	P	P

P: present A: apology N/A: not appointed during that period NR: not required to attend E/T: expired term of office

SUB-COMMITTEE MEETINGS IN 2019

EXECUTIVE, NATIONAL PARLIAMENT AND PROVINCIAL LEGISLATURE SUB-COMMITTEE						
Name	Date	Date	Date	Date	Date	Date
	29 Mar	13 Sep	11 Oct	22 Nov	5 Dec	
Judge CJ Musi	P	A	P	N/A	N/A	
Judge MM Leeuw	N/A	N/A	N/A	P	P	
Ms M Ramagaga	P	P	P	P	P	
Mr G Barnard	P	P	A	A	A	
Ms TN Mgoduso	P	P	P	N/A	N/A	
Mr AL Pheto	P	P	P	N/A	N/A	
Dr R Nienaber	P	P	A	N/A	N/A	
Dr Sibandze	P	P	P	P	A	
Dr LM Mbabane	P	P	P	N/A	N/A	
Mr S Roopa	N/A	N/A	N/A	N/A	A	
Prof I Mosala	N/A	N/A	N/A	N/A	P	
Prof M Coetzee	N/A	N/A	N/A	N/A	P	
Dr NZ Qunta	N/A	N/A	N/A	N/A	A	
Mr P Makapan	P	P	P	A	P	
Ms D Ranthako	P	A	P	A	P	
Ms M Mashaba	N/R	P	P	P	N/R	

JUDICIARY SUB-COMMITTEE											
Name	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date
	31 Jan	26 Feb	11 Mar	11 Apr	12 Apr	15 May	31 May	7 Jun	5 Sep	4 Oct	8 Oct
Judge CJ Musi	P	P	P	P	N/R	N/R	N/R	P	P	P	A
Ms M Ramagaga	P	P	P	A	N/R	P	N/R	P	P	P	P
Ms TN Mgoduso	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	P	P	A
Dr R Nienaber	A	P	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	A
Dr LM Mbabane	P	P	P	N/R	N/R	N/R	P	N/R	P	P	P
Mr G Barnard	P	A	P	N/R	N/R	N/R	N/R	P	N/R	P	P
Dr Sibandze	P	P	P	N/R	N/R	N/R	N/R	N/R	P	P	A
Mr AL Pheto	P	P	P	N/R	N/R	N/R	N/R	N/R	P	N/R	P
Mr P Makapan	P	P	A	P	N/R	N/R	P	N/R	P	P	P
Ms M Mashaba	A	A	A	P	P	P	N/R	P	P	P	P
Ms D Ranthako	P	P	P	N/R	N/R	N/R	N/R	N/R	N/R	N/R	P

LOCAL GOVERNMENT AND TRADITIONAL LEADERS SUB-COMMITTEE		
Name	Date	Date
	24 May	31 May
Ms M Ramagaga	P	P
Ms TN Mgoduso	P	P
Dr R Nienaber	A	A
Dr LM Mbabane	P	P
Mr G Barnard	P	A
Dr Sibandze	P	P
Mr AL Pheto	P	P
Ms D Ranthako	P	A
Ms M Mashaba	N/R	P

INDEPENDENT CONSTITUTIONAL INSTITUTIONS								
Name	Date	Date	Date	Date	Date	Date	Date	Date
	14 Aug	15 Aug	23 Aug	27 Aug	11 Sep	12 Sep	3 Oct	25 Oct
Judge CJ Musi	P	P	P	A	P	P	A	N/A
Ms M Ramagaga	P	A	P	P	P	P	P	P
Mr G Barnard	P	P	P	A	A	A	A	A
Ms TN Mgoduso	A	A	A	A	A	P	P	N/A
Mr AL Pheto	P	P	A	A	P	P	A	N/A
Dr R Nienaber	A	A	P	P	P	P	P	N/A
Dr Sibandze	P	P	P	P	P	P	P	P
Dr LM Mbabane	P	P	P	P	P	P	A	N/A
Mr P Makapan	P	P	P	A	P	P	P	P
Ms D Ranthako	A	A	P	P	P	A	P	A
Ms M Mashaba	P	P	A	P	A	P	P	P

THE COMMISSION AND THE SERVICE PROVIDER (21 ST CENTURY PAY SOLUTIONS)				
Name	Date	Date	Date	Date
	31 Jan	25 Feb	11 Mar	13 Sep
Judge CJ Musi	P	P	P	A
Ms M Ramagaga	P	P	P	P
Mr G Barnard	P	P	P	P
Ms TN Mgoduso	A	P	N/R	P
Mr AL Pheto	P	P	P	P
Dr R Nienaber	A	P	N/R	A
Dr Sibandze	P	P	P	P
Dr LM Mbabane	P	P	P	A
Mr P Makapan	A	P	A	P
Ms D Ranthako	P	P	P	A
Ms M Mashaba	A	A	A	P



SADC MEETINGS		
Name	Date	Date
	12 Sep	20 Sep
Ms TN Mgoduso	P	N/R
Dr Sibandze	P	N/R
Mr P Makapan	P	P
Ms D Ranthako	A	P
Ms M Mashaba	P	P

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