



To: The President of the Republic of South Africa

I have the honour, in terms of section 10(1) of the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997 (Act No. 92 of 1997), to present the Annual Report that covers the activities of the Commission for the period
1 January 2018 to 31 December 2018.

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

Yours sincerely

Judge Cagney John Musi
Chairperson

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A full copy of the Annual Report 2018 is available on the Commission's website at:
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I. ACKNOWLEDGEMENTS

The Independent Commission for the Remuneration of Public Office-Bearers (Commission) wishes to acknowledge the following individuals and institutions, and thank them for their contribution to the functioning of the Commission during 2018, and in generating this Annual Report:

1. The Presidency, for administrative support to the Commission.
2. All Public Office-Bearers and other stakeholders, who actively participated in productive 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.
4. The Commission's Secretariat for its diligence, efficiency and excellence in supporting the work of the Commission.



2. FOREWORD BY THE CHAIRPERSON

It is the Commission's pleasure to present its 2018 Annual Report to the President. Through this Annual Report, the Commission provides an overview of the key decisions made by it during the period under review.

As an executive summary, the matters attended to by the Commission during the period are detailed below.

- a) The recommendations for the adjustment of annual remuneration packages were submitted to the President on 5 November 2018 and to National Parliament, as provided for by the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997 (Commission Act), on 13 November 2018. The Commission is statutorily obliged to comply with section 8(6) when recommending the salaries, allowances and benefits of Public Office-Bearers (POBs). Statutory consultations were conducted with the Minister of Finance, the Minister of Justice and Correctional Services, as well as the Chief Justice.
- b) The review of the remuneration of Public Office-Bearers in the Executive and Legislative sector commenced in February 2018 and it is intended to be finalised in March 2019.
- c) The review of the remuneration of Public Office-Bearers in the Judicial sector commenced in November 2018 and it is intended to be finalised in July 2019.
- d) The Commission undertook to conduct an international benchmarking exercise in countries that share a common historical and legal heritage, historical background in relation to Western influence and dominion, republican systems (direct involvement by the

people in an electoral process), where power is separated between executive, legislature and judiciary, and structures, systems and processes that govern the remuneration of public representatives.

- e) The following countries were chosen for this purpose: Austria, Ghana, Cameroon, Malaysia and Singapore. Commission's visits to Malaysia and Singapore were declined.
- f) Recommendations on Pension and Medical Aid Benefits of the Former President were submitted to the National Assembly in terms of section 2(5) (a) and (b) and section 2(6) of the Remuneration of Public Office Bearers Act, No. 20 of 1998 (Remuneration Act), on 22 August.
- g) Lastly, the recommendations on the remuneration of members of Financial and Fiscal Commission (FFC) were submitted to the President on 22 August 2018 and the President made his determination on 23 October 2018 and it was forwarded to the Speaker of the National Assembly for consideration.

I express my profound gratitude to the Commissioners and the Secretariat for their professional and sterling work, as well as their unwavering support in pursuit of the Commission's vision, which is set out below.

Judge CJ Musi
Chairperson

3. HEAD OF SECRETARIAT OVERVIEW

Reflecting on the Commission's 2017 accomplishments and challenges makes the Secretariat appreciate its role of supporting the Commission. This is more evident to its research support to the 2017/2018 Annual Recommendations, the finalisation of the appointment of the service provider which will assist the Commission in reviewing the remuneration, allowances, benefits and related matters of public office bearers within the Executive and Legislative sectors during 2018, and the finalisation of the terms of reference for the anticipated remuneration review of public office bearers within the judicial sector.

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 matured guidance of the Commission which at the ultimate end enhances the realisation of its operational objectives with emphasize to the effective and efficient support to the Commission. The Secretariat complied with all legislation, prescripts and instructions relevant to its operations and is assisting institutions with enquiries regarding the implementation of previous and current remuneration recommendations of public office bearers.

The Secretariat conveyed its challenges to the Commission and The Presidency and requested an intervention to deal with the inadequate human resource capacity. The process of responding to this challenge was initiated by working closely with The Presidency, which is the ultimate organ that supports the Commission. The Secretariat

is eagerly awaiting the process being finalised and being provided with the required additional human resources capacity, in order to assist the Commission to deal with the extended mandate that impacts on its operations.

The central tenant of the Commission's approach to communication is that it takes its cue from the constitutional pillars of freedom of information, by communicating its recommendations to the public, the relevant authorities and beneficiaries. Access to information and accountability are fundamental aspects of a thriving democracy. Stakeholder engagement is important to the Commission in conducting its day-to-day duties and the Secretariat served as the main anchor and coordinator of the Commission's interactions with relevant stakeholders and maintained relevant information and records of the engagements.

The interphase between the two structures, the Commission and The Presidency, provided the Secretariat with the opportunity to manage our operations with the focus placed on the ultimate aim of safe-guarding state resources and providing the Commission with the support it requires to discharge its legislative mandate. The Secretariat wishes to thank all officials from public office bearer institutions and other stakeholders for their support in helping it discharge the Commission's directives and implementing its resolutions. We further extend our sincere gratitude to the members of the Commission, under the stewardship of Judge CJ Musi, and The Presidency for the support received.

Lastly, I would like to acknowledge the Secretariat team members for their dedication and contributions to the operation of the Commission





during the year, and for producing this report. Our collective effort, professional conduct and individual strength will make the team realise its ultimate operational objectives that will cascade to the Commission's future goals, despite the constraints we are faced with in terms of the limited human resource 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 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 POBs in the Republic of South Africa.

4.3. MISSION

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

4.4. UNDERLYING PRINCIPLES

The Commission has a responsibility to formulate a set of underlying principles that it utilises to guide it in exercising its discretion and executing the responsibilities conferred on it by the Constitution and the relevant pieces of 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 ('the Commission Act'). The Commission obtains its mandate mainly from the following pieces of legislation:

- The Constitution of the Republic of South Africa, Act No. 108 of 1996.
- The Independent Commission for the Remuneration of Public Office-Bearers, No. 92 of 1997.
- The Remuneration of Public Office-Bearers Act, Act No. 20 of 1998.





4.6. HISTORY

An overview of the history of the Commission is provided in this section.

Schlebusch Commission of Inquiry, 1985

Melamet Commission, 1993

Section 207 of the Interim Constitution, 1993
Commission on the Remuneration of
Representatives, 1995

Section 219 of the Constitution, 1996

Independent Commission for the Remuneration
of Public Office-Bearers, 1998

Chairpersons of the Commission, 1995 to date

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 - to date	Judge CJ Musi

4.7. COMPOSITION

Section 3 of the Act provides for the Commission to consist of eight members appointed by the President. All members of the Commission serve in a part-time capacity for a non-renewable term of office of five years.

The members are appointed in terms of their knowledge of, or experience in matters relating to the functions of the Commission. The Act

also provides the criteria for disqualification of appointments and vacation of office of members of the Commission.

The Commission comprises the following members:



Front row, from left: Dr Masenjane Sibandze – Commissioner; Judge Cagney John Musi – Chairperson, Ms Matshego Ramagaga - Deputy Chairperson
Back row, from left: Dr Loyiso Mbabane – Commissioner; Dr Ronel Nienaber – Commissioner; Mr Garth Barnard – Commissioner; Ms Thandeka Mgoduso – Commissioner; Mr Andrew Lekgotla Pheto – Commissioner



4.8. FUNCTIONS

The functions of the Commission are set out fully 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 statutorily authorised matter.
- 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 for 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 views and submissions of POBs with the economic realities of the Republic of South Africa, the perceptions 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 be conducted by such officers in The Presidency as designated by the Director-General: Office of the President, after consultation with the Commission. The Secretariat, under the leadership of Mr PM Makapan, performs support and infrastructure services that are pivotal to the performance of the Commission's duties and responsibilities.

The Secretariat structure is as follows:



Front row, from left: Ms Constance Masemola (Senior Admin Officer); Mr Peter Makapan (Head of Secretariat);
Ms Vassie Govender (Senior Secretary)
Back row, from left: Ms Dikeledi Ranthako (Senior Remuneration Specialist);
Ms Misaveni 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, which Acts 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

ACT	ACT NO.	RELEVANCE	REPEALED/ AMENDED BY ACT
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
Taxation Laws			





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 in society generally.
- (iv) Inflationary increases.
- (v) The available resources of the state.
- (vi) Any other factor which, in the opinion of the Commission, is relevant.

All these matters are duly considered by the Commission when making annual recommendations. Information is obtained through interviews with stakeholders, as well as by accessing and researching credible public reports.

7. GOVERNANCE

The Commission Act regulates the operations and governance of the Commission and determines how it operates, including: how the Commission is constituted, the terms of office of its members, the schedule of meetings and its reporting requirements, as well as 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 its Chairperson. The Commission meets more often than the basic requirement, because of the scope of its work and it met six times during the period under review. The Act further sets out the quorum requirement, i.e. “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 legal 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 item 4.9 of this Annual Report.

The Secretariat provides governance, advice, administrative support and expertise to the Commission. The Secretariat further supports the Commission as it discharges its legislative mandate, by providing operational and secretariat 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 2017/2018 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 authorised 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 visits for benchmarking and research purposes The project is linked to the Commission's review projects on appropriate remuneration for public office bearers 	<ul style="list-style-type: none"> The Commission will pursue, investigate and assess whether the project should be implemented during the review project on remuneration of public office bearers and thereafter make a recommendation.
<ul style="list-style-type: none"> Review of the remuneration of the Executive and Legislative Sector POBs 	<ul style="list-style-type: none"> Successful execution of the project within budget and within the agreed timeline 	<ul style="list-style-type: none"> A service provider was appointed in January 2018 and It is expected that the project will be completed in March 2019. The Commission and the service provider conducted job profile Interviews at 9 Provincial Legislatures and the National Parliament. International benchmarking exercise was conducted in Cameroon, Ghana, Austria and Tanzania.
<ul style="list-style-type: none"> Review of the remuneration of the Judicial POBs sector 	<ul style="list-style-type: none"> Successful execution of the project within budget and within the agreed timeline 	<ul style="list-style-type: none"> The service provider was appointed in November 2018 and it is expected that the project will be completed in July 2019.



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"> 2018/2019 Annual Remuneration Recommendations 	<ul style="list-style-type: none"> Request for submissions from stakeholders on the 2018/2019 Annual Remuneration Recommendations Recommendations Research on benchmarking Stakeholder consultations conducted and input considered Identify comparative research data and sources Secretariat's discussion documents / draft recommendations submitted for consideration Commission inputs considered and included in the final recommendation made to the President Final report of the Commission on the subject, including justifiable, transparent and fair recommendations 	<ul style="list-style-type: none"> The annual recommendations were submitted to the President on 5 November 2018 and to the Speaker of the National Assembly and the Chairperson of NCOP on 13 November 2019. The recommendations were also published in the Government Gazette on 15 November 2018.
<ul style="list-style-type: none"> Recommendations on Pension and Medical Aid Benefits of the Former President 	<ul style="list-style-type: none"> Conduct job grading Finalise the proposal for determination by Parliament 	<ul style="list-style-type: none"> A recommendation was submitted to the National Assembly in terms of section 2(5) (a) and (b) and section 2(6) of the Remuneration of Public Office Bearers Act, No. 20 of 1998 (Remuneration Act), on 22 August and thereafter published in the Government Gazette on 12 September 2019.
<ul style="list-style-type: none"> Recommendations on the remuneration of members of Financial and Fiscal Commission (FFC) 	<ul style="list-style-type: none"> Conduct job grading Conduct research on developments in comparable remuneration practices internationally Finalise the proposal for determination by President 	<ul style="list-style-type: none"> The recommendations on the remuneration of members of Financial and Fiscal Commission (FFC) were submitted to the President on 22 August 2018 President made his determination on 23 October 2018 and it was forwarded to the Speaker of the National Assembly for consideration.

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> Effective consultation with stakeholders 	<ul style="list-style-type: none"> Stakeholder engagement plan approved by the Commission Statutory consultations scheduled and completed Consider extension of consultation to other appropriate bodies (e.g. JOASA and ARMSA) Submission of recommendations to the President Submission of recommendations to National Parliament/NCOP Press conference Publish the recommendations in the Government Gazette 	<ul style="list-style-type: none"> Ongoing communication and engagement with stakeholders was maintained. Statutory consultation with key stakeholders was conducted, e.g. the Minister of Finance, the Minister of Justice and Correctional Services and the Chief Justice. The submissions were received from stakeholders and discussed during the Commission's meetings, for inclusion in the final proposals.

8.1.3. Submission of an annual report to the President

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> Project plan approved Compliance with stipulated time frames, as per legislation Justifiable, comprehensive and factual reporting 	<ul style="list-style-type: none"> Secretariat draft annual report Input and discussion by the Commission Finalisation and printing of the Annual Report Submission to the President Circulation to main stakeholders Posting of Annual Report on the Commission's website 	<ul style="list-style-type: none"> The 2017 Annual Report was finalised and submitted to the President on 5 November 2018.

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"> Investigation for rationale parity relating to the POB positions Draft project plan to ensure that we give effect to our mandate and adequately address the matter under investigation 	<ul style="list-style-type: none"> Liaising with relevant authorities for implementation of the review 	<ul style="list-style-type: none"> The feedback report on all matters raised with the Commission for investigation will be incorporated into the annual review report.



8.1.5. Exercise good governance and planning

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> Approved work plan 	<ul style="list-style-type: none"> Provide The Presidency with a clear annual work programme for the Commission against which progress is tracked at each Commission meeting 	<ul style="list-style-type: none"> The Secretariat's Operational Plan incorporates the Commission's Strategy and annual objectives, as required by The Presidency.
<ul style="list-style-type: none"> Commission's performance evaluation 	<ul style="list-style-type: none"> Effective execution of statutory mandate and obligations Monitor and report on the Commission's outcomes against the annual work plan Commission meetings are held on the agreed dates and adequate comprehensive records are kept Optimal attendance and participation at meetings Annual overview of achievements in the annual review report to ensure that the mandate has been executed effectively 	<ul style="list-style-type: none"> The Secretariat coordinates the meetings of the Commission. The reports and minutes of the Commission's activities are compiled and maintained. The Annual Report includes an overview of all outcomes.
<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"> Compliance with the relevant legislation and prescripts.

8.1.6. Stakeholder management

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> Annual review of the list of stakeholders through a comprehensive stakeholder mapping process Drafting of a stakeholder engagement plan Clear communication strategy Effective reputation/image management 	<ul style="list-style-type: none"> Reviewed stakeholder list Approval of the Commission's Communication strategy Timely and frequent communication with stakeholders, including introducing new Commissioners Reviewed and updated stakeholder database and contacts (including incoming stakeholders – Chapter 9, Institutions) Distribution of regular communiqués to all stakeholder groups Establish and maintain nodal points for communication with stakeholder groups Regular press conferences/statements/communiqués, when appropriate Website maintenance Publication of required reports and determinations in the Gazette Establish and maintain relationships with international entities to ensure continued information sharing and benchmarking 	<ul style="list-style-type: none"> Maintaining stakeholder relations is critical to the perceived success of the Commission.



8.1.7. Sustainable administration and resources

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> The appointment of skilled resources to support the Commission and of Commissioners who are competent and diligent in executing the mandate 	<ul style="list-style-type: none"> Ensuring skilled and diligent employees in the Secretariat and that Commissioners are able to execute the mandate in terms of the Act. This means that new Commissioners must be inducted and there must be adequate talent management and succession processes in place for the Secretariat support team. Independent Commission activities Strict independence ethics and practices Reporting of threats to independence 	<p>The independence of the Commission is currently compromised, because of the manner in which it is structured. Legal opinion has been received to confirm this. An amendment to the Act is required to deal with the matter of independence and feedback from the Department of Justice is awaited, together with feedback from the relevant Executive Authority.</p>
<ul style="list-style-type: none"> Implementation of the new proposed Secretariat structure 	<ul style="list-style-type: none"> Recruitment and retention of qualified support staff by the Commission 	<ul style="list-style-type: none"> Implementation requires the allocation of financial resources.
<ul style="list-style-type: none"> Implementation of the 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 the Commission through the appointment of staff in the Secretariat and competent Commissioners Ensure adequate resources to action the strategic focus of the Commission Effective resource support to the Secretariat Effective control of costs vs approved budgets 	<ul style="list-style-type: none"> Awaiting a response from The Presidency on the required financial and human resources. Until such time, the new structure cannot be implemented and additional human resources cannot be appointed.
<ul style="list-style-type: none"> Knowledge management 	<ul style="list-style-type: none"> Maintenance of document management 	<ul style="list-style-type: none"> Proper records management is in place.

8.2. Key outputs

8.2.1. Annual Cost of Living Adjustment for 2018/2019

After taking all relevant factors and the applicable legislation into account, the Commission recommended an increase for POB positions effective 1 April/1 July 2018.

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 input on matters of remuneration, benefits and allowances, focus groups and a conference. These meetings and visits were considered to be useful and assisted in strengthening the relationship between stakeholders and the Commission.

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

Sub-committees were formed to deal with the various stakeholders and the workload was divided among the Commissioners, who are all appointed on a part-time basis.

8.2.3. Sub-committees of the Commission

In order to divide the workload, strengthen stakeholder relations, increase consultations between the Commission and stakeholders, and enhance the effectiveness of the Commission, four sub-committees were formed; the composition of these committees is as follows:

- Executive and Legislature.
- Judiciary and Chapter Nine Institutions.
- Pension and Medical Aid Benefits.
- Local Government and Traditional Leaders.

Recommendations of the sub-committees are tabled at the Commission meetings, in order for the Commission to take resolutions on them. The Sub-committees consist of two or

three Commissioners and at least one member of the Secretariat. The Sub-committee has no mandate to operate independently 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 Constitutional Institutions (Chapter 9 Institutions) and, furthermore, that the Commission should be strengthened to deal with the expanded 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 Act") on 2 June 2014, to give effect to the above.

The Commission updated The Presidency and the Minister of Justice and Correctional Services on its challenges relating to the pronouncement and its readiness to implement the Determination of Remuneration of Office-Bearers of Independent Constitutional Laws Amendment Act, 2014 ("the Amendment Act").

On 20 April 2015, the Commission engaged the services of Ernst and Young (EY) to conduct a review of the salaries, benefits and allowances of public office bearers in the local government sector and the project was finalised. The report will be consolidated with other review reports.





9. THE COMMISSION'S PROGRAMME FOR THE YEAR 2018

A schedule of the Commission's programme of meetings for 2018 is set out in Annexure A. The schedule distinguishes between:

- Commission meetings;
- Statutory meetings with officials;
- 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 2018/2019

The Commission delivered its Annual Recommendations to the President on 05 November 2018. The recommendations were also delivered to the Speaker of Parliament and the Chairperson of NCOP on 13 November 2018. The recommendations were published in Government Gazette number 42040 on 15 November 2018.

10.1.1. Annual Cost-of-Living-Adjustment

In making the recommendations, the Commission considered the relevant provisions of the Independent Commission for the Remuneration of Public Office Bearers Act, No. 92 of 1997 (Commission Act) and the Remuneration of Public Office Bearers Act, No. 20 of 1998 (Remuneration Act).

The Commission gave particular consideration to the following provisions contained in the above-mentioned Acts:

Sections 3 to 6 of the Remuneration Act provides for the President to determine the remuneration

of Public Office Bearers. These sections further provide for the consideration of, amongst other things, the recommendations of the Commission before the said determinations are made.

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, amongst other things, the recommendations of the Commission.

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, as the case may be, and the benefits and allowances for POBs.

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.

Annual Remuneration Recommendation for 2018/2019

In deliberating the annual recommendations for 2018/2019, the Commission considered the comments and input from the stakeholders and took into account factors as prescribed by section 8(6) of the Commission Act and others, e.g.:

- Economic conditions.
- The role, status, duties, functions and responsibilities of the POBs concerned.
- Current principles and levels of remuneration.
- The consumer price index (CPI) and future forecasts.
- The past recommendations and the President's determinations.

In considering the relevant legislative provisions and factors mentioned above, the Commission recommended a **4%** adjustment to the remuneration of all categories of POBs for the 2018/2019 financial year.

The Commission's recommendations reflect the annual adjustment for all Public Office-Bearers for the 2018/2019 fiscal year: **(Schedules I -7)**





SCHEDULE 1

REMUNERATION LEVELS WITH EFFECT FROM 1 APRIL 2018

NATIONAL EXECUTIVE AND DEPUTY MINISTERS

GRADE	PAY LEVEL	POSITION	1 April 2017	%	1 April 2018
EA	1	President	2 989 845	4	3 109 439
EB	1	Deputy President	2 825 470	4	2 938 488
EC	1	Minister	2 401 633	4	2 497 698
ED	1	Deputy Minister	1 977 795	4	2 056 907

SCHEDULE 2

REMUNERATION LEVELS WITH EFFECT FROM 1 APRIL 2018

MEMBERS OF PARLIAMENT

GRADE	PAY LEVEL	POSITION	1 April 2017	%	1 April 2018
PA	1	Speaker: National Assembly	2 825 470	4	2 938 488
		Chairperson: NCOP	2 825 470		2 938 488
PB	1	Deputy Speaker: National Assembly	1 977 795		2 056 907
		Deputy Chairperson: NCOP	1 977 795		2 056 907
	2	House Chairperson	1 836 572		1 910 035
PC	1	Chief Whip: Majority Party	1 561 431		1 623 888
		Chief Whip: NCOP	1 561 431		1 623 888
		Parliamentary Counsellor: President	1 561 431		1 623 888
		Parliamentary Counsellor: Deputy President	1 561 431		1 623 888
		Leader of Opposition	1 561 431		1 623 888
	2	Chairperson of a Committee	1 419 527		1 476 308
PD	1	Deputy Chief Whip: Majority Party	1 277 623		1 328 728
		Chief Whip: Largest Minority Party	1 277 623		1 328 728
		Leader of a Minority Party	1 277 623		1 328 728
	2	Whip	1 185 570		1 232 993
PE	1	Member: National Assembly	1 079 943		1 123 140
		Permanent Delegate: NCOP	1 079 943		1 123 140

SCHEDULE 3**REMUNERATION LEVELS WITH EFFECT FROM 1 APRIL 2018****PROVINCIAL EXECUTIVES AND LEGISLATURES**

GRADE	PAY LEVEL	POSITION	1 April 2017	%	1 April 2018
LA	1	Premier	2 260 409		2 350 825
LB	1	Member of Executive Council	1 977 795		2 056 907
		Speaker	1 977 795		2 056 907
LC	1	Deputy Speaker	1 561 431		1 623 888
		Chief Whip: Majority Party	1 419 527		1 476 308
	2	Chairperson of a Committee	1 277 625		1 328 730
		Leader of Opposition	1 277 625		1 328 730
		Chairperson of a Committee	1 277 625	4	1 328 730
	3	Deputy Chairperson of a Committee	1 202 020		1 250 101
		Deputy Chief Whip: Majority Party	1 202 020		1 250 101
		Chief Whip: Largest Minority Party	1 202 020		1 250 101
		Leader of a Minority Party	1 202 020		1 250 101
LD	1	Parliamentary Counsellor to a King	1 079 943		1 123 140
		Whip	1 079 943		1 123 140
	2	Member of Provincial Legislature	1 045 220		1 087 028

SCHEDULE 4**REMUNERATION LEVELS WITH EFFECT FROM 1 JULY 2018****LOCAL GOVERNMENT**

GRADE	PAY LEVEL	POSITION	1 July 2017	%	1 July 2018
MA	1	Executive Mayor	1 298 317		1 350 250
		Mayor	1 298 317		1 350 250
MB	1	Deputy Executive Mayor	1 048 546		1 090 488
		Speaker/Chairperson	1 048 546		1 090 488
		Deputy Mayor	1 048 546	4	1 090 488
MC	2	Member of Executive Council	987 714		1 027 223
		Member of Mayoral Committee	987 714		1 027 223
		Chairperson of a Sub-council	987 714		1 027 223
		Whip	987 714		1 027 223
MD	1	Municipal Councillor	572 433		595 330





SCHEDULE 5

REMUNERATION LEVELS WITH EFFECT FROM 1 APRIL 2018

JUDGES

GRADE	PAY LEVEL	POSITION	1 April 2017	%	1 April 2018
JA	I	Chief Justice	2 825 470	4	2 938 488
JB	I	Deputy Chief Justice	2 542 857		2 644 571
		President: Supreme Court of Appeal	2 542 857		2 644 571
JC	I	Deputy President: Supreme Court of Appeal	2 401 633		2 497 698
	2	Judge: Constitutional Court	2 260 409		2 350 825
		Judge: Supreme Court of Appeal	2 260 409		2 350 825
	3	Judge President: High/Labour Court	2 119 185		2 203 952
	4	Deputy Judge President: High/Labour Court	1 977 796		2 056 908
	5	Judge: High/Labour Court	1 836 572		1 910 035

SCHEDULE 6

REMUNERATION LEVELS WITH EFFECT FROM 1 APRIL 2018

MAGISTRATES

GRADE	PAY LEVEL	POSITION	1 April 2017	%	1 April 2018
JD	I	Special Grade Chief Magistrate	1 381 647	4	1 436 913
		Regional Court President	1 381 647		1 436 913
JE	I	Regional Magistrate	1 239 706		1 289 294
		Chief Magistrate	1 239 706		1 289 294
JF	I	Senior Magistrate	1 027 596		1 068 699
JG	I	Magistrate	934 277		971 648

SCHEDULE 7**INSTITUTION OF TRADITIONAL LEADERSHIP**

GRADE	PAY LEVEL	POSITION	1 April 2017	%	1 April 2018
TA	1	King/Queen	1 176 730	4	1 223 799
TB	1	PTL	1 082 592		1 125 896
TC	1	Senior Traditional Leader	246 942		256 820
TD	1	Headmen/Headwomen	106 106		110 350

HOUSES OF TRADITIONAL LEADERS

GRADE	PAY LEVEL	POSITION	1 April 2017	%	1 April 2018
THA	1	Chairperson: NHTL	858 734	4	893 084
	2	Full-time Chairperson: PHTL	707 284		735 575
	3	Full-time Deputy Chairperson: NHTL	656 800		683 072
	4	Full-time Deputy Chairperson: PHTL	606 145		630 391
THB	1	Full-time Member: NHTL	378 339	4	393 472
	2	Full-time Member: PHTL	324 317		337 289

SITTING ALLOWANCE FOR PART-TIME POSITIONS *

	1 April 2017	%	1 April 2018
Part-time Member: NHTL	1 388	4	1 444
Part-time Chairperson: PHTL	1 651		1 717
Part-time Deputy Chairperson: PHTL	1 485		1 545
Part-time Member: PHTL	1 151		1 197

* 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).



10.1.2.Proclamations for remuneration recommendations and determinations

Proclamations for remuneration recommendations and determinations for 2018/2019 were published in the Government Gazette as follows:

GAZETTE NO.	DATE	PROCLAMATION NO.	CONTENTS
41902	12 September 2018	Vol. 639	Recommendations on Pension and Medical Aid Benefits of the Former President, Mr JG Zuma.
42040	15 November 2018	Vol. 641	Explanatory Memorandum for Annual Remuneration Recommendations for 2018/2019
42107	13 December 2018	Vol. 642	Determination of salaries and allowances of the Deputy President, Ministers and Deputy Ministers
			Determination of salaries and allowances of the National Assembly and Permanent Delegates to the National Council of Provinces
			Determination of the upper limit of salaries and allowances of Premiers, Members of the Executive Councils and Members of the Provincial Legislatures
42134	21 December 2018	Vol. 642	Determination of upper limits of salaries, allowances and benefits of different Members of Municipal Councils
42174	18 January 2019	Vol. 643	Determination of remuneration of Magistrates
			Remuneration of Constitutional Court Judges and Judges
			Determination of salaries and allowances of Traditional Leaders, Members of the National House and Provincial Houses of Traditional Leaders

10.2. INTERNATIONAL BENCHMARKING 2018

In 2018, the Commission conducted an international benchmarking exercise in the following countries: Austria, Cameroon, Ghana and Tanzania. The purpose of the visits was to research appropriate international remuneration principles and practices relating to different categories of POBs. The visits were intended to assist the Commission in determining international best practice, to learn from these and to adapt the practices to the South African situation in furtherance of the Commission's mandate.

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

I. CAMEROON

South African High Commission

The Commission met with officials from the South African High Commission, Mr F Blignaut and Mr M Mtilwa who welcomed the Commission. The Chairperson introduced the Commission and explained the purpose of the visit to Cameroon, and further enlightened the High Commission officials with the mandate of the Commission and its key stakeholders. The Commission was briefed about the country and thereafter Mr Blignaut accompanied the Commission to the meeting with National Assembly.

The President of Cameroon is elected and creates policy, administers government agencies, commands the armed forces, negotiates and ratifies treaties, and declares a state of

emergency. The President appoints government officials at all levels, from the Prime Minister (considered the official head of government), to the provincial governors and divisional officers. The President is selected by popular vote every seven years. There have been two Presidents since the independence of Cameroon.

The government recognises the authority of traditional chiefs, fons, and lamibe to govern at the local level and to resolve disputes as long as such rulings do not conflict with national law.

Cameroon's legal system is largely based on French civil law with common law influences. Although nominally independent, the judiciary falls under the authority of the executive Ministry of Justice. The President appoints judges at all levels. The judiciary is officially divided into tribunals, the court of appeal, and the Supreme Court. The National Assembly elects the members of a nine-member High Court of Justice that judges high-ranking members of government in the event they are charged with high treason or harming national security.

Meeting with National Assembly of Cameroon

The NA comprises of 180 (one hundred and eighty) members elected by direct and secret universal suffrage for a five-year term of office. The mandate of NA is to make legislations. Its duties and responsibilities are formulated by the Commission, and identify the progressive of the government.

It comprises of the following Bodies:

- The Governing Bodies and Internal Groups





The Governing Bodies

It consist of the *Bureau and the Chairmen's Conference*:

The Bureau

- The NA has a Bureau which is elected at the beginning of each legislative year. This Bureau is comprised of:
 - A President (Speaker)
 - A Senior Vice-President (Vice Speaker)
 - Five Vice-Presidents (Deputy Speakers, served as Chief Whips who have parties and based on 14 members)
 - Four Questors
 - Twelve Secretaries
 - The Bureau is assisted by a Secretary General, who is ex officio member of Bureau as well as legal and parliamentary adviser of the NA.
 - Other 180 Members are elected called "*Simple Floor Members*".

The Chairmen's Conference

- Pursuant to the provisions of Section 39 of Law No 2014/16 of 9 September 2014: Standing Orders of the NA, the Chairmen's Conference is a collegial body comprising:
 - The President of the NA
 - Members of the Bureau of the NA
 - Chairpersons of the nine General Committees
 - Chairpersons of Parliamentary Groups
- A member of Government takes part in the deliberations of the Chairmen's Conference. The main role of the Chairmen's Conference consists of:
 - Drawing up the agenda of the NA

- Ruling on the admissibility of Bills and Private Members' Bills submitted to the NA
- Referring these Bills to the relevant committee
- Setting the dates of the various plenary sittings

Internal groups

The internal groups of the NA are Party Groups and the General Committees, Ad hoc Committees, Special Committees and Committees of Enquiry.

Cameroon is divided into 10 regions, sub-divided into constituency and each region has Governor. It has Divisional Officers, which includes Mayors and Municipal Councilors.

Majority party is called "The Party".

Remuneration and benefits

There is salary differentiation between the Speaker and Deputy Speaker with its advantageous and benefits they receive. The salary determination is the President's prerogative after the Bureau has decided. Advantage and benefits of the President is Bureau Secretary, domestic staff and housekeeping. Ordinary MP or Simple Floor Members have no housekeeping. Salaries are not increased annually because of the economic conditions and are not disclosed. Pension is assured and provided – 10 years for MPs and 15 years for personnel, based on the budget, (6% staff and 10% members). There is no retirement age for Members of Parliament. Emoluments of MPs – reduction every year and reduction is given at the end of the term. Health insurance is provided to staff and members of the NA.

Decree by the President

The President is responsible on the following:

- How is the determination arrived at?
- What are the staff appointed?
- Performance management.

What informs the MPs remuneration?

- The President relies on his advisors on all issues relating to salaries
- Other factors that are considered are: Economic conditions and review lifestyle of MPs
- Submission of MPs for increase request and President's review of their remuneration
- The Speaker's request on the challenges of members
- Retention of members is considered

2. GHANA

Meeting with Office of the Controller and Accountant General (CAG)

The CAG is responsible for managing government payroll. This functions includes, amongst others, engagement of new employees, financial clearance and securing required budget, and information. Other agencies, like police, soldiers and university have their own payroll. There is a move to establish an integrated payroll system.

Ghana is a presidential representative democratic republic, whereby the President of Ghana is both head of state and head of government. It has a multi-party system. Executive power is exercised by the government. Legislative power is vested in both the government and Parliament. The Judiciary is independent of the executive and the legislature. The executive arm comprises the President, Vice President, Ministers and a Council of State (analogous to the Council of Elders).

The Ministers are broadly sub divided into the following categories:

- Sector Ministers e.g. Minister of Trade and Industry, Minister of Finance, out of which a Cabinet is formed. Of interest is that the constitution states that *"There shall be a cabinet which shall consist of the President, the Vice President and not less than ten and not more than nineteen Ministers of State"*;
- Ministers of State e.g. Minister of State at the Office of the President in charge of Public Procurement, Minister of State at the Office of the President; and
- Regional Ministers e.g. Ashanti Region, Central region.





Ghana has a unicameral Legislature composed of 275 Members of Parliament from single-member constituencies with an Executive President who appoints Ministers majority of whom, by the Constitution, have to come from Parliament. The Parliamentary term is four years and the leadership of Parliament comprises:

- A Speaker of Parliament
- Two Deputy Speakers
- Majority leader and deputy leader
- Minority leader and deputy leader
- Majority Whip, first Deputy Whip and second deputy Whip
- Minority Whip, first Deputy Whip and second deputy Whip

Ministry of Finance is responsible issuing instructions regarding rules and regulation. Public service salaries are determined by FairWages and Salaries Commission. The retiring age in Ghana is 60 years. The CAG is also responsible for the remuneration payment of Judicial Officers, from Chief Justice to lower position.

Regarding traditional leaders, there is Minister of Chieftaincy Affairs and a House of Chiefs. Chiefs are not paid salaries, but get royalties, and allowances for attending house of chiefs meetings and other related meetings. The government of Ghana provided National Health Insurance to its citizen. The current pension dispensation provided the contribution as follows: 5.5% employee and 15.5% employer.

Fair Wages and Salaries Commission (FWSC) of Ghana

Public service salaries are determined by Fair Wages and Salaries Commission as mandated by the government of Ghana. The “Single Spine Pay Policy” was introduced in Ghana. There are 9 service classification and 25 level bands. There are 4 categories of allowances, namely:

- Job related: professional allowances consolidated into basic salary
- Inbound allowance: paid when you take a job, e.g. overtime
- Welfare related: e.g. disability and medical subsidy
- Senior managers’ allowance: inducements, status like accommodation utilities. Its aim to attract and retain skill in government

The FWSC envisaged market premium remuneration and provision of posting allowance for rural deployment skills. A need for government to enhance productivity maybe achieved by linking pay to productivity and threshold of sensationalising the approach to the public service is required. This is aimed at providing an opportunity to stop automatic notch progression. The members of the executive arm of Ghana are classed as Article 71 office holders and their remuneration and emoluments are determined by a committee.

Article 71 (1) and (2) of the 1992 Constitution stipulates that the determination of the salaries and allowances of the Executive, the Legislature and the Judiciary paid from the Consolidated Fund would be determined by the President, on the recommendations of a committee of not more than five persons appointed by him and acting upon the advice of the Council of State. In determining the salaries of the President, his Ministers and political appointees, as well as the members of the Council of State, the Constitution states that Parliament will determine that based on the advice of that committee. Parliament is provided with budget for remuneration of members of parliament.

Post each election such committees were constituted, and determinations issued, each determination named after the chairperson of the committee e.g. Chinery-Hesse Committee on Pay Structure, the Prof. Miranda Greenstreet and Prof.

Ewurama Addy PCE reports of 2008 and 2012 respectively.

These were not made public and fuelled public disquiet.

In November 2015, President John Mahama performed the Constitutional ritual of constituting a committee to review the emoluments of Article 71 class of public sector workers. In accordance with Article 71 of the 1992 Constitution and acting on the advice of the Council of State, President John Mahama appointed the committee to determine the salaries of the president, ministers, political appointees, Parliamentarians, members of Council of State among others. The Committee had five members and was chaired by Prof. Dora Francisca Edu-Buandoh.

That Committee report has become one of the most sought-after documents in the corridors of power. The impression once again created is that, the work of Presidential Emoluments Committee (PEC) is all about awarding fat ex-gratia to politicians, an issue the Committee itself lamented in its report. It is unclear: (i) what exactly the report says or recommends and (ii) what has actually been approved between the Executive and the Legislature.

It is believed that the committee's recommendations included how the nation remunerates and resettles its top politicians and officers:

- One of these is the recommendations may be that the salary relativity among the three arms of government as approved by the late President Mills following the report of the

Ewurama Addy Committee be restored.

- The Ewurama Addy Committee sought to establish a salary structure for the Article 71 public office holders with clear and justifiable relativities.
- That Committee adopted a point system in which the President was used as the anchor with 100 points.
- In descending order, the Vice-President, Speaker of Parliament and the Chief Justice became the anchor for the Executive, Parliament and the Judiciary respectively. The Vice-President was awarded 90 points.
- This means the Vice-President was expected to receive 90% of whatever the President receives as monthly pay.
- A member of parliament was awarded 50 points. This implied that an MP would earn 50% of what the President earns.
- At the time, Parliament kicked against this relativity and compelled President Mills to raise them to 60 points.

It is believed that part of the brief of the committee was to review the distorted salary structure that existed at the time. Issues such as the following were believed to have been addressed:

- The situation where the Speaker of Parliament is paid higher than the President of the Republic.
- The two Deputy Speakers, Majority and Minority leaders as well as MPs with cabinet ministerial positions earn more than the Vice-President.
- By the end of 2012, MPs were receiving 78% of the President's pay instead of the approved 60%.





It is believed that Prof. Edu-Buandoh Committee recommended that the relativity as demanded by the MPs and approved by President Mills be restored. It is also believed that the Committee recommended a formula for determining ex-gratia awards for the various categories of public office holders:

- The recommended formula by the Committee had sought to link the ex-gratia to the general performance of the economy.
- The formula incorporated Gross Domestic Product (GDP) per capita and inflation.

3. AUSTRIA

Meeting with South African High Commission in Austria

The Commission paid a courtesy visit to the Ambassador Extraordinary and Plenipotentiary of South Africa, HE Mr TJ Seokolo. The Ambassador welcomed the Commission to Austria and informed the delegation that he will be absent from the country and the Minister Plenipotentiary, Dr JT Pitsoane will make time to meet with the delegation once he has attended the Embassy's scheduled meetings. The Commission thanked the Ambassador for the welcome and assistance in securing meetings with the relevant institutions.

Federal Ministry for Civil Service and Sport

Mag. Klaus Hartmann welcomed the Commission's delegation to the Federal Ministry for Civil Service and Sport (FMCSS) and took them on a mini-tour around the ministerial building prior to their meeting.

The Austrian Federal Government (German: Österreichische Bundesregierung) is a collective body that exercises supreme executive power in the Republic of Austria. It is composed of

the Chancellor; who is head of government, the Vice-Chancellor and the ministers. The President and the Government together form the federal executive branch. The Constitution assigns state tasks to three distinct layers of government:

- Federal government;
- Provincial government; and
- Municipal government.

Tasks and levels of government:

STATE TASKS	FEDERAL LEVEL	PROVINCIAL LEVEL	MUNICIPAL LEVEL
Executive/ Administration	Yes	Yes	Yes
Legislation	Yes	Yes (within the limits of the Federal Constitution)	No
Judiciary	Yes	Yes	No

The Commission was informed that the FMCSS was dealing with the salaries, benefits and allowances of public servants and not that of public office bearers.

The Civil Service Division of the ministry has the task of ensuring a modern management of the administration by developing and implementing the necessary conditions, an efficient administration with well-trained and motivated staff can be ensured. The main tasks of the division are the design of federal civil service law, initial and further training, supporting the ministry in its strategic and operative human resources development, ensuring that its personnel are deployed efficiently, and the outcome-oriented management of the administration.

The Sports Division of the Ministry deals with the promotion of the social and health-related functions of sport, and is responsible for sports clubs and associations.

The Commission was also informed about the following:

- That there are about 142 000 public servants in Austria and half of them are located in Vienna, and about 42 000 of them are employed in municipalities.
- The size of permanent public servants will be reduced and more employees will be appointed on contract.
- Municipalities in Austria are tasked with administration duties.
- The salaries of public servants are similar to those of private sector employees.
- The Minister of Finance negotiates employees' salaries with each Ministry and the Civil Service Union and Austrian Government negotiates salaries' increase on an annual basis taking into account the economic growth and GDP.

The Federal civil service

Due to the department principle, each Minister is responsible for the human resources management of his/her Ministry. The central control is exercised through the budget and the establishment plan. Moreover, the Federal Ministry for the Civil Service and Sport is responsible for the evaluation and grading posts, the uniform application of the Federal performance management system and partly for training; and scope for further centralisation of the Human Resource function to exploit synergies and expand shared services.

The 5 main occupational groups of the federal civil service are tabled below:

GROUPS	IN FTE	IN PERCENT
Administrative Service	45.163	34.0%
Teachers	39.541	29.8%
Law Enforcement	31.100	23.4%
Judges & Prosecutors	2.951	2.2%
Others	534	0.4%
TOTAL	132.741	

Performance Orientation Management and Policy

- Outcome orientation was introduced in 2013 as a budgetary principle in the Austrian constitution.
- Focus: managing public administration based on its contributions towards achieving outcomes in society.
- Information: Outcome statements, outputs and indicators per budgeting chapter and for new regulation.
- Key Pillars: Performance management (outcome orientation) and Outcome oriented impact assessment.

Performance Information in the Budget

- Provides intended outcomes and outputs for all budget chapters;
- Includes indicators and milestones to assess progress;
- Reduced to maximum five outcomes per budget chapter to focus on key issues; and
- Ministries (and Supreme Organs) have to provide information about goals, activities and key data for their policy fields.



Annual Federal Performance Report

Ministries:

- Evaluation, statement on achievement of objectives and reporting.

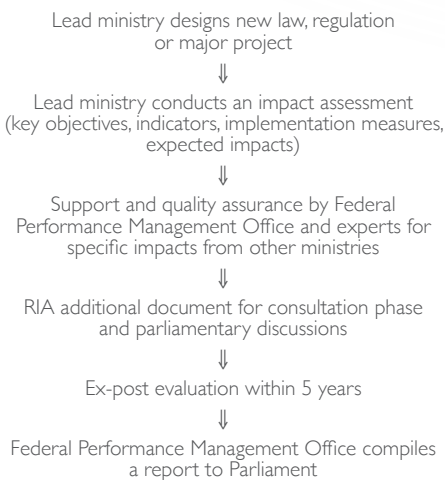
Performance Management Office:

- Standardisation, quality assurance, coordination and reporting.

Parliament and interested public:

- Discussion of results and political accountability.

System of Impact Assessments in Austria



Challenges

- Collecting meaningful data;
- Designing user-friendly IT-Tools;
- Increasing accountability and awareness; and
- Evaluation and foresight.

The Commission thanked the FMCSS for accepting the Commission's request and indicated that

the presentation was insightful. The FMCSS was requested to please complete the questionnaire 21st Century had prepared for the benchmarking exercise.

The Commission was advised that:

- The system of politicians is divided and the salaries of Parliamentarians are dealt with separately;
- There is a law that determines the salaries of parliamentarians and politicians;
- There is a separate pension system for politicians;
- A Minister gets his/her pension after four years of service;
- A member of Parliament gets his/her pension after ten years of service;
- Judiciary members are not Politicians and their salaries are governed by a separate system;
- A system was introduced for higher ranking Politicians and €8 755, which was the highest salary of a higher ranking politician in the 90s, is used to benchmark their salaries;
- There are separate laws governing the salaries of the Federal and Provincial government;
- Working experience is recognised;
- The size of civil servants is going to be reduced and newly appointed employees will be on contract. In order to achieve this, for each three employees who are going on pension only one contract employee will replace them;
- Performance Management in Local Government - there is no direct link between the Federal civil service and the performance & monitoring of Parliamentarians;
- No individual performance assessment is followed;
- The President of Austria is awarded a state apartment and not a house;
- Higher ranking Judges earn up to €10 700 per month and lower level Judges (e.g. provincial judges) earn about €3 850 per month. The

head of Supreme Court of Appeal has a fixed salary (DG level);

- There is no retirement pension or any other benefits for Judges apart from their salaries;
- There are no free trade unions in Austria and there is only one trade union for the entire public sector. The FMCSS negotiates with the trade union before making any decision on the employees' salaries;
- Performance is not linked to an individual employee but to the department/ministry as a whole and one-on-one meetings are held annually between the employer and employee; and
- The salaries are paid for 14 months.

Austrian Parliament: National Assembly

The Commission thanked the National Assembly for the meeting, introduced the Commission's delegation and gave a brief background of the Commission. The meeting was also informed that the President relies on the Commission to provide their recommendations on the relevant remuneration adjustments for the Public Office Bearers and that major review of salaries, benefits and allowances of POBs is normally done every five years with the international practice being taken into consideration.

The Federal Constitutional Act on the Limitation of Emoluments of Holders of Public Offices and the Federal-Emoluments Act were introduced in 1997. The reference amount of €8 755 is the monthly emolument of a Member of the National Council – pre-tax.

By the 5th December of each year, the President of the Court of Audit ascertains an adjustment

factor and publishes it in the official gazette of the Wiener Zeitung. By applying this adjustment factor, the reference amount of the emoluments is adjusted with effect from 1st January of the subsequent year.

The federal institute "Statistics Austria" informs the President of the Court of Audit of the applicable inflation rate converted into a factor by 30th September of each year. The federal Minister for Labour, Social Affairs and Consumer Protection informs the President of the Court of Audit of the adjustment factor applicable to the adjustment of pensions of the statutory social insurance system in the subsequent year. The lower of the two factors is the adjustment factor.

The Commission was also informed about the following:

- Emoluments are fully taxable (up to 50 or 55%);
- There are no specific pensions for politicians (since 1997);
- For MPs, additional to the emoluments, there are strictly limited reimbursements for actual parliamentary costs for accommodation, travel expenses, equipment, etc;
- For Members of the National Council, there are strictly regulated and limited reimbursement for Parliamentary Assistants;
- Travel expenses and compensation are paid based on the submission of bills;
- MPs are allowed to employ or indicate their need for assistants;
- MPs are given workstations in Parliament and they are allowed to have remunerative work outside their work;





- Members of the Highest Chamber are not allowed to also be members of the lower Chambers;
- MPs cannot be appointed as heads of courts; and
- MPs are required to disclose their activities (e.g., if they are members of political parties, voluntary work, additional income, etc.).

The Commission sought clarity on the following matters:

- Whether everyone has access to the same health system and whether there is a medical aid;
- The organogram of Austria;
- Whether the Austrian Audit Court is a law court/tribunal and whether it can sue and be sued;
- Whether the 14 months' salary is applicable to everyone;
- Where do the municipalities in Austria get funding?
- Whether the percentage used to calculate the salaries is an upper limit or fixed;
- How do they determine whether the MPs requesting additional office for constituency are not utilising the office for political work?

The following responses were given by the National Assembly:

- The Austrian Politicians have to pay for their own health insurance and use the same medical aid;
- MPs' assistants cannot be family members or members of their political party;
- Austria consists of a Federal State and nine independent provinces;
- The Austrian Audit court is not a law court but a finance audit body;
- The 14 months' salary is applicable to everyone and is very common in Austria. The 13th salary is

- for holidays and the 14th salary is for Christmas;
- Municipalities have a very complex system of collecting taxes and redistribution of those taxes to provinces. They also own a lot of buildings/houses in Austria;
- The percentage used to calculate salaries is fixed for the federal government and an upper limit for municipalities, and
- It is difficult to monitor whether the MPs will request additional offices for political work and they rely on their submission of bills.

After the discussions the Commission was taken on a tour around the Parliamentary buildings. The Austrian Parliament Building (German: Parlamentsgebäude, colloquially das Parlament) in Vienna is where the two houses of the Austrian Parliament conduct their sessions. The building is located on the Ringstraße boulevard in the first district Innere Stadt, near Hofburg Palace and the Palace of Justice. It was built to house the two chambers of the Imperial Council (Reichsrat), the bicameral legislature of the Cisleithanian (Austrian) part of the Austro-Hungarian Empire. Since its construction, the Parliament Building has been the seat of these two houses, and their successors – the National Council (Nationalrat) and the Federal Council (Bundesrat) – of the Austrian legislature.

The Parliament Building is the site of important state ceremonies, most notably the swearing-in ceremony of the President of Austria and the state speech on National Day, which is celebrated each year on the 26th of October. The building is closely associated with the two parliamentary bodies, as is shown by the use of the term Hohes Haus as a metonym for "Parliament". Parliamentary offices spill over into nearby buildings, such as the Palais Epstein.

4. TANZANIA

On the 9th February 2017, The Presidency endorsed the Commission's submission for international benchmark visits.

Meeting with Ambassador Thami Mseleku of the South African Embassy in Tanzania (Dar es Salaam)

The Deputy Chairperson opened the meeting by highlighting the purpose of the visit to Tanzania and provided background on the Commission's review of the remuneration of Public Office Bearers (POB's) in South Africa.

The Ambassador welcomed the Commission's delegation and apologised for the delay of the meeting arrangements. He informed the Commission that Tanzania has emerged from a socialist government and from then the multiparty system started in 1997.

The overhaul of the constitution occurred 5 years ago which they need to have a constitution based on the wishes of the people as to how they want to live (participatory constitution) to address the problems relating to the Union.

The Ambassador informed the Commission that the public servants are awaiting for salary increase since for the past two years.

Meeting with the Public Service Management and Good Governance

The United Republic of Tanzania (Tanzania) is a union of two countries Republic of Tanganyika and Peoples Republic of Zanzibar. Tanzania is a

sovereign state in eastern Africa within the African Great Lakes region. Tanzania has two governments being the Government of the United Republic of Tanzania which also caters for Tanzania mainland issues and the Revolutionary Government of Zanzibar which caters for Zanzibar affairs.

The pillars of the state is divided into the Executive, the Legislature and the Judiciary. The Executive consists of the President, Vice President, Prime Minister, The Cabinet, Ministries, independent Departments, Regional Administration and District Administration and Local Government Authorities (LGA). The President of Tanzania and the members of the National Assembly are elected concurrently by direct popular vote for five-year terms. The Vice-President is elected for a five-year term at the same time as the president and on the same ticket. Neither the President nor the Vice-President may be a member of the National Assembly. The President appoints a Prime Minister, subject to confirmation by the assembly, to serve as the government's leader in the assembly. The President selects his or her cabinet from assembly members.

The Legislature consists of the Speaker, Deputy Speaker and Members of Parliament. All legislative power relating to mainland Tanzania and union matters is vested in the National Assembly, which is unicameral and has a maximum of 357 members. These include members elected to represent constituencies, the attorney general, five members elected by the Zanzibar house of representatives from among its own members, the special women's seats that constitute at least 30% of the seats that any party has in the assembly, the speaker of the assembly (if not otherwise a member of the





assembly), and the persons (not more than ten) appointed by the President.

The Judiciary consists of the Chief Justice, Court of Appeal Judges, High Court Judges, Resident Magistrate Court, District Court and Primary Court.

The President has powers that are vested in him to establish and abolish Ministries and has a discretion to determine the number and functions of Ministries. Currently Tanzania has 22 Ministries and the Ministerial responsibilities were issued in the Government notice on the Presidential Instrument.

As subordinate organs of the Executive part of the State, Ministries perform delegated functions of the President via Presidential instrument. Ministries are headed by the Ministers appointed by the President and assisted by such number of Deputy Ministers. The Chief Executive Officers of Ministries are Permanent Secretaries assisted by Directors or Commissioners who head functional areas in the Ministries.

The functions and ministerial organisation structure fall into line and support functions. Under some Ministries there are Executive agencies which are semi-autonomous institution which are independent departments and Parastatal organisations performing functions on behalf of Ministries.

Tanzania's parliament is a unicameral parliament or unicameral legislature is a legislature which consists of one chamber or house.

The approval procedures in the operationalisation of Ministries organisation structure are the detailed functions of Ministries are prepared by the Ministries or Public Institutions themselves and submitted to PO_PSM for scrutiny. The PIC

Secretariat will submit the proposed structures to the Presidential Implementation Committee (PIC) for approval. After approval by the PIC the Proposed structure is submitted to the President for authorisation. After the President's approval the authorised structure will be sent to the respective Ministries/institution for implementation. The PO-PSM's role therefore is to monitor and evaluate the implementation of the authorised structure.

The PIC's role to provide advice to the President on the size of the Government and ensure that the organisation structure adhered to the issued instruments, legislations, policies and other laws, organisation structure adhered to set standards, no duplication or overlapping of functions within the Ministries.

Organisational structures are flexible they respond to various forces and they occur where there are abolition and establishment of Government office or change in policies, legislation, strategies and need of improvement in performance in an organisation.

Restructuring is initiated by institutions themselves under technical guidance of PO-PSM which has a mandate to guide Ministries and all other Public Institutions including, Independent Departments, Regional Secretaries, Executive Agencies, Parastatal and LGAs. Restructuring occurs at any given time if there are external and internal environmental changes.

Meeting with Remuneration of Public Office bearers of Tanzania (RPOT)

Tanzania has two governments being the Government of the United Republic of Tanzania which also caters for Tanzania mainland issues and the Revolutionary Government of Zanzibar which caters for Zanzibar affairs. The RPOT its focus is on remuneration of public office bearers

(POBs) in Tanzania Mainland. The Revolutionary Government of Zanzibar has its own scheme of remuneration of POBs. The RPOT is headed by Chief Secretary.

The remuneration of POBs is based on the three pillars of the state namely, the Executive (Public Service Scheme), the Legislature (Parliamentary Services Scheme) and the Judiciary (Judicial Services Scheme).

The Public Service Scheme (PSC) is guided by the Public Service Act which covers services scheme in Central Government, Regional Secretaries and LGA, Independent Departments, Executive Agencies and Public Institutions. The PSC is further classified into civil Service, Local Government Service, Health Service, Teachers Service, Operational Service and the Executive Agencies and Public Institutions Services. The Public Services Commission is responsible for public servants.

The Parliamentary Services Scheme (PSS) is established to promote, develop, maintain and control an efficient service related to matters of employees of the National Assembly which is headed by the Speaker of the National Assembly.

The Judicial Services Scheme is established to promote, develop, maintain and control an efficient service related to matters of Judicial and Non Judicial employees of the Judiciary which is headed by the Chief Justice.

The legal and framework of Salaries and Incentives Policy of 2010 was establish to enhance the capacity of the public service to attract, retain and adequately motivate personnel with requisite

skills, to rationalise and harmonise pay across public service institutions that draw compensation from the Treasury, to alleviate staffing problems in LGAs by ensuring equitable distribution of staff, to adopt a compensation structure where allowances do not feature prominently, to have effective accountability in HR management and to promote performance and productivity in public service.

The Public Service Remuneration Board (PSRB) was established to undertake periodic salary surveys and reviews and recommend to the President on pay levels, allowances and benefits for the Public Services.

The Minimum Wage Board was established to offer advice or make recommendations relating to a minimum wage. Tanzania has approximately 139 salary structures which are approved and administered by the President's Office.

The Public Service Pay and Incentive Policy 2010 lacked legal mandate to harmonise salaries and incentives in Public Institutions. The Schemes of Services was established which was responsible across the entire public service to rationalise and salaries, allowances and fringe benefits across public service. This was done through the PSRB by undertaking job evaluation and re-grading of all position in the public service.

Permanent and pensionable terms of Public Service employees are subjected to payment and other retirement benefits. Those on contract are subjected to payment of gratuity upon completion of specified contract period and gratuity is calculated at 25% of cumulative salaries received.





Salaries in the public service are based on economic factors such as inflation rate and costs of living and more significantly is the ability of the Government to pay such salaries. Salaries for public institutions which utilises its own resources have different salaries and allowances depending on their productivity and profitability.

Public Service employee are entitled to benefits such as a full furnished free housing, full-time official car, accident insurance for government flights, government paid security guards, free medical service with family, 28- day paid annual leave, pension upon retirement after 5 years and government loan of car or cash. Allowances that are attached to public service are subsistence on (official travel), housing, and furniture, utility including electricity and telephone allowances.

Pension contribution of 5% will be deducted from employee's salary and the employer's contribution of 15% will add to the retirement's benefits. Medical aid contribution of 3% will be deducted from employee's salary and 3% will be paid by the employer; 6 % is paid to NHIF by the Government for Judges.

Occupational compensation is made up of 0.5% of the employee's salary and it is paid over to the Workers Compensation Fund. Resources that are provided to POBs are Motor Vehicle and a driver, Personal Assistant and Working Tools.

Meeting with Performance Management Department

In Tanzania public institution are wholly owned by the government which were established by law and mandated to offer public goods in terms of social, economic and administrative services. Due to the fact that when this institutions execute their mandate they utilise public resources, some kind of supervision and accountability will be used to measure performance.

Public institutions are led by governing bodies and management teams which are accountable to appointing authorities for adhering to legal frameworks, transparency in allocation of resources, judicious use of public resources, and delivery of quality public goods.

Governing bodies and management teams are facing a challenge of delivering their mandates and results in the background of unstable and fast changing external and internal environment including shrinking budgets, managing diverse operations, coping with rapid technological changes including the choice of technologies, knowledgeable and informed customers demanding quality services, changing customer tastes which impacts types, levels and quality of public services to be offered, winning the increasingly hostile public and pressure for results from various stakeholders and constituencies.

The rationale and objectives of performance management system are to build a shred comprehension on vision and mission, to set performance standards, to provide quality public service institution, ensuring effective and efficient use of public resources, enhancing the accountability and responsiveness, increment of contribution of public servants in achievement of contribution of public servants in achievements, to meet expectations of various stakeholders including appointing authorities and assess and review implemented activities to continuously improve performance and standards of service delivery.

Tanzania has adopted a broader framework for performance management. The approach looks performance management as an integrated approach for planning, implementation, monitoring, reviewing, evaluating and reporting of activities undertaken.

Performance management generally start at the level of political party where the manifesto of the party will be dealt with, when the party win elections, it uses its manifesto to draft a strategic plan which will also be used by departments that will be cascaded into the strategic plan of such department.

In recent years the Tanzania has undertaken various structural and institutional reforms, has revised its policies and strategies, and has established a number of processes aimed at improving service delivery and the general welfare of its citizens. These include, amongst others: Public Sector Reforms, Decentralisation by Devolution (D-by-D), National Strategy for Growth and Reduction of Poverty.

Tanzania has invested on reforms and capacity building initiatives, the first reform was to focus on cost containment which was Civil Service Reform Programme (CSRP), the second being the Public Service Reform Programme(PSRP).





II. ANNEXURES

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ANNEXURE A: COMMISSION'S PROGRAMME FOR 2018

DATE	ACTIVITY	LOCATION
9 February	Commission Meeting	Pretoria
27 February	Opening of the National House of Traditional Leaders	Cape Town
28 February	Meeting with the Presiding Officers of Parliament	Cape Town
9 March	Special Commission Meeting	OR Tambo
16 April	Meeting with the Minister of Finance	Pretoria
17 April	Meeting with PARMED Board of Trustees	Cape Town
18 April	Meeting with POBPF Board of Trustees	Cape Town
20 April	Commission Meeting	Boksburg
20 April	Meeting with Parliamentary Task Team	Boksburg
24-26 April	Meeting with Northern Cape Provincial Legislature	Kimberley
24-26 April	Meeting with Northern West Provincial Legislature	Mafikeng
4 May	Meeting with Limpopo Provincial Legislature	Polokwane
14-15 May	Meeting with Free State Provincial Legislature	Bloemfontein
15-16 May	Meeting with Eastern Cape Provincial Legislature	East London
16 May	Meeting with Mpumalanga Provincial Legislature	Nelspruit
17 May	Meeting with Lower Courts Remuneration Committee	OR Tambo
17 May	Meeting with the National House of Traditional Leaders	OR Tambo
22-24 May	Meeting with Gauteng Provincial Legislature	Johannesburg
22-24 May	Meeting with KZN Provincial Legislature	Pietermaritzburg
31 May	Meeting with Western Cape Provincial Legislature	Cape Town
12-14 June	Meeting with the National Parliament	Cape Town
15 June	Meeting with the Minister of Cogta	Pretoria
10 July	Meeting with the Deputy President	Pretoria
2 August	FFC Task Team Meeting	Pretoria
2 August	Meeting with the Minister of Justice	Pretoria
3 August	Commission Meeting	Sandton
8 August	Special Commission Meeting	OR Tambo
17 August	Special Commission Meeting	OR Tambo
27 October	Commission Meeting	Kameeldrift
2 November	Meeting with 21 st Century Pay Solutions	OR Tambo
13 November	Submission of Recommendations to National Parliament and NCOP	Cape Town
23 November	Submission of Recommendations to the President	Pretoria
26 November	Meeting with SALGA	Pretoria
7 December	Commission Meeting	Kameeldrift
7 December	Meeting with Lower Courts Remuneration Committee	Kameeldrift



ANNEXURE B: MEETING ATTENDANCE

ATTENDANCE OF COMMISSION MEETINGS IN 2018								
Commissioners	Date	Date	Date	Date	Date	Date	Date	Date
	9 February	9 March	20 April	3 August	8 August	17 August	27 October	7 December
Judge CJ Musi	P	P	P	P	P	P	P	P
Dr R Nienaber	P	P		P	P	A	P	P
Dr L Mbabane	P	P	P	P	P	P	P	P
Mr AL Pheto	P	P	P	P	P	P	P	P
Ms TN Mgoduso	P	A	P	P	A	P	P	A
Ms M Ramagaga	P	P	P	P	P	P	A	P
Mr G Barnard	P	P	P	P	A	P	P	P
Dr M Sibandze	P	P	P	P	A	A	A	P
Mr PM Makapan	P	A	P	P	P	P	A	P
Ms D Ranthako	P	P	P	P	P	P	P	P
Ms M Mashaba	P	P	P	P	P	P	P	A

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 2018

EXECUTIVE, NATIONAL PARLIAMENT AND PROVINCIAL LEGISLATURE SUB-COMMITTEE				
Name	Date	Date	Date	Date
	16 April	20 April	13 November	23 November
Judge CJ Musi	P	P	P	P
Ms M Ramagaga	P	P	P	A
Mr G Barnard	A	P	A	P
Ms TN Mgoduso	A	P	A	P
Mr AL Pheto	P	P	P	P
Dr R Nienaber	P	A	A	A
Dr Sibandze	A	P	P	P
Dr LM Mbabane	P	P	A	P
Mr P Makapan	P	P	P	N/R
Ms D Ranthako	P	P	A	N/R

LOCAL GOVERNMENT AND TRADITIONAL LEADERS SUB-COMMITTEE

Name	Date	Date	Date
	17 May	15 June	26 November
Judge CJ Musi	P	P	A
Ms M Ramagaga	P	P	P
Ms TN Mgoduso	P	P	P
Dr R Nienaber	A	A	P
Dr LM Mbabane	A	P	A
Mr G Barnard	A	A	P
Dr Sibandze	P	P	A
Mr AL Pheto	P	P	P
Mr P Makapan	P	P	P
Ms D Ranthako	P	N/R	P

THE COMMISSION AND THE SERVICE PROVIDER (21ST CENTURY PAY SOLUTIONS)

Name	Date	Date	Date	Name	Date	Date
	9 February	28 February	17 April	18 April	2 November	7 December
Judge CJ Musi	P	P	P	P	P	P
Ms M Ramagaga	P	P	N/R	N/R	A	P
Mr G Barnard	P	A	N/R	N/R	P	P
Ms TN Mgoduso	P	A	N/R	N/R	P	P
Mr AL Pheto	P	P	N/R	N/R	P	P
Dr R Nienaber	P	A	N/R	N/R	P	P
Dr Sibandze	P	P	N/R	N/R	P	P
Dr LM Mbabane	P	P	N/R	N/R	P	P
Mr P Makapan	P	P	P	P	P	P
Ms D Ranthako	P	N/R	P	P	P	P
Ms M Mashaba	P	N/R	N/R	N/R	A	A

