THE INDEPEDENT COMMISSION FOR THE REMUNERATION OF PUBLIC OFFICE-BEARERS

ANNUAL REPORT 2012



independent commission for the remuneration of public office-bearers

REPUBLIC OF SOUTH AFRICA

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 92 of 1997 (the Commission Act) to present the Annual Report which covers the activities of the Independent Commission for the Remuneration of Public Office-Bearers (the Commission) for the period 01 January 2012 to 31 December 2012.

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

Yours sincerely

Judge Legoabe Willie Seriti Chairperson

The administrative offices of the Independent Commission for the Remuneration of Public Office-Bearers are situated in the Union Building, Pretoria.

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1. ACKNOWLEDGEMENTS

The Independent Commission for the Remuneration of Public Office Bearers (the Commission) wishes to acknowledge and thank the following individuals and institutions for their contributions towards the functioning of the Commission during 2012, and in generating this Annual Report:

- 1. The Presidency, for administrative support to the Commission;
- 2. 4 Image Bureau and Printers, for the design and publication of this Report;
- 3. All public office-bearers and other stake holders who actively participated in productive consultation and communication with the Commission in the execution of its mandate;
- 4. All Commissioners during the reporting period, for their diligence, dedication and commitment to the Commission's activities; and
- 5. The Secretariat for its efficient and effective support to the Commission and the Presidency.

2. PREVIEW OF THE REPORT

The Commission complies with section 10(1) of the Commission Act to report on the Commission's activities of the previous year. The reporting period is for 01 January 2012 to 31 December 2012.

The National Treasury Medium Term Expenditure Framework guidelines of August 2012 indicated that a higher than expected wage increase were evident in the total employees compensation budget that accounts 35% of the overall 2012/13 budget. This percentage has continued to increase in the past and future, and the current increase in respect of the wage bill has led to significant changes to the underlying assumptions of the 2012/13 budget and it poses major risk to the sustainability of the wage bill growth over the medium term. The guidelines further indicated changing the composition of spending from current expenses to capital projects as a main focus area. Consideration by institutions to different ways of changing their personnel profile to achieve cost-effectiveness in the programme service delivery. The public and private sector wage negotiations outcome reflected a higher than budgeted cost of living and other remuneration adjustments.

The President called on company CEO's and the executives in the public and private sector to freeze their salaries and bonuses for the next 12 months in order to address income inequalities last year.

The Commission made its recommendations independently taking into consideration factors such as the role status, duties, functions and responsibilities of office-bearers concerned, affordability, current principles and levels of remuneration, inflationary increases, available resources of the State, and any other factor which in its opinion was relevant.

The Commission published its Annual Recommendations on Cost-of-Living-Adjustment for public office-bearers in respect of the 2012/2013 fiscal year.

During the year, the Commission was faced with many challenges, amongst others, the legal matter brought against the President, the Commission and others by voluntary association of the lower judiciary, the lack of adequate budget to address certain strategic projects and objectives, as well as the extent of stakeholder engagement needed.

The Annual Report's principle objectives is to provide an understanding of the Commission, its mandate, roles, functions, major projects undertaken, challenges, programme and the context within which the Commission operates.

Chapter 3 and **Chapter 4** of the Annual Report are theoretical but indispensable to fully understanding the ethos and nature of the Commission.

Chapter 3 deals with amongst other things the vision, mission, underlying principles, mandate, history, composition, Commissioners, appointments and resignations, roles and functions, and the Secretariat of the Commission. It further provides an understanding of the Commission legislative mandate and how this mandate is carried out.

Chapter 4 deals with the legislative framework within which the Commission operates. The Commission is established by statute and as such must comply with the provisions of the Constitution and National Legislations. The definition of "public office-bearer" is key to the mandate of the Commission.

Chapter 5 highlights the factors the Commission must consider when making recommendations. It stipulates legislative factors that the Commission must consider when making recommendations.

Chapter 6 provides for governance and more specifically describes when the Commission meets, the budget and the administration of the Commission.

Chapter 7 sets out the key activities of the Commission which includes the Commission's short and long term objectives, key priorities, key outputs and challenges. The highlights in this chapter are the recommendations on cost of living adjustments.

Chapter 8 covers the programme of the Commission during 2012 which includes all meetings attended by the Commission, the Subcommittees and the Secretariat.

Chapter 9 covers the progress reports, milestones and the activities of the Commission during 2012.

Chapter 10 covers international engagement of the Commission with other counterparts.

Chapter 11 are Annexures reflecting the Commission's programme and meeting attendance registry.

The Commission endeavours to support public office-bearer institutions in attracting, and retaining skilled and competent staff across the spectrum of public office-bearer groups through its research and recommendations and affirms its commitment to continuous improvement.

A full copy of the Annual Report 2012 is available on the Commission's website at:

http://www.remcommission.gov.za



ABOUT US



Vision

The Commission envisages independent, transparent and sustainable determinations of equitable and accountable total remuneration for all public office-bearer positions in the Republic of South Africa.

Mission

The Commission strives, inter alia, to undertake researched recommendations as required in respect of the remuneration of all public office-bearers.

3.3 Underlying principles

The Commission formulated a set of underlying principles it has utilized in exercising the discretion and responsibility conferred on it by the Constitution and relevant legislations.

The principles are drawn from the objectives and values of our constitutional democracy, and are meant to be practical guides in formulating a just remuneration dispensation.

These principles are as follows:

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

3.4 Mandate

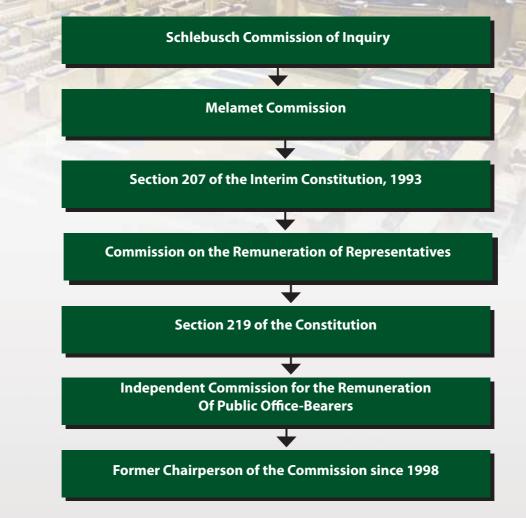
The Commission is a statutory entity established in terms of section 2 of the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997 (hereinafter referred to as "the Commission Act").

The Commission obtains its mandate mainly from the following pieces of legislation:

- The Constitution of the Republic of South Africa;
- 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

3.5 History

The existence of the Commission can best be understood by tracing the historical background of the Commission.



Schlebusch Commission of Enquiry

The Schlebusch Commission was established in 1985 to inquire about the structure of the remuneration and conditions of service of the then State President, Ministers, Deputy Ministers, Members of Parliament and members of the President's Council.

Melamet Commission

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The Melamet Commission was established by the Transitional Executive Council in 15 March 1994 to consider the remuneration of persons elected to legislative bodies at the various levels of government following the April 1994 elections and to establish a consistent and coherent remuneration structure for members of national and provincial legislatures.

Section 207 of the Interim Constitution, 1993

The Interim Constitution promulgated a Commission to make recommendations to Parliament, the provincial legislatures and local governments regarding the nature, extent and conditions of the remuneration and allowances of the members of all elected legislative bodies of the national, provincial and local governments.

Commission on the Remuneration of Representatives

The Commission was constituted in terms of the Commission on the Remuneration of Representatives Act, 1994. The Commission functioned from 21 April 1995 to 05 April 1998. The first Chairperson of this Commission was Justice HW Levy, who was succeeded by Justice JH Steyn.

Section 219 of the Constitution

Section 219 of the Constitution prescribes that National legislation must establish an independent commission to make recommendations concerning the salaries, allowances and benefits referred to in subsection 219 (1).

Independent Commission for the Remuneration of Public Office-Bearers

As a consequence of section 219 of the Constitution, the Independent Commission for the Remuneration of Public Office Bearers Act, 1997, established the current Commission to make recommendations concerning the salaries, allowances and benefits of defined public office-bearers.

Former Chairpersons of the Commission since 1998

No	Date of appointment	Name
1.	21 August 1998 - 30 April 2000	Justice JH Steyn
2.	10 May 2000 -31 March 2004	Justice RJ Goldstone
3.	01 April 2004 - 31 March 2009	Deputy Chief Justice Dikgang Moseneke
4.	01 September 2009 – to date	Judge LW Seriti

3.6 Composition

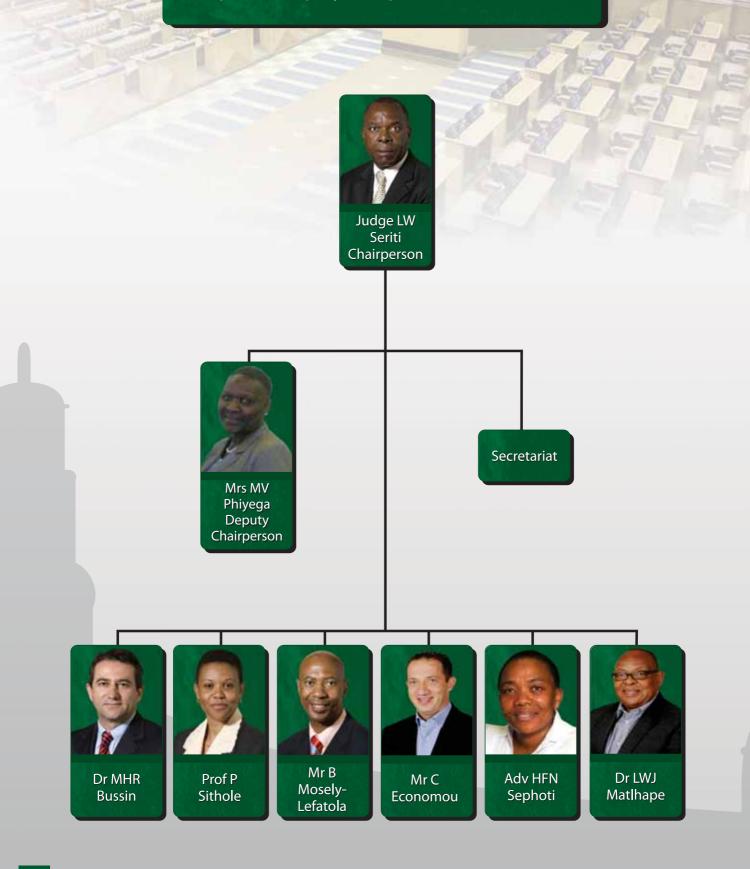
Section 3 of the Commission Act provides the structure of the Commission to consist of eight members appointed by the President. All members of the Commission serve on a part-time capacity for a non-renewable term of office of five years.

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 for criteria for disqualification of appointment and vacation of office of members of the Commission.

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The Commission comprises of the following members:

Chairperson, Deputy Chairperson, 6 Commissioners



3.7 Profiles of the Commissioners



Judge LW Seriti Chairperson

Judge Legoabe Willie Seriti was born in Pretoria and has been involved in various human rights cases, political trials and community projects. He was admitted as an attorney in 1977. Judge Seriti was a former senior partner of Seriti, Mavundla & Partners before appointment to the bench. He was a Director in the law firm Maluleke, Seriti, Makume & Matlala Inc.

He holds Bluris and LLB degrees, two Masters Degrees and a Doctorate in Law which he obtained from the University of Pretoria. Judge Seriti was an Executive Member of the Black Lawyers Association. He held the position of High Court Judge in Pretoria from 2003 and Judge of the Supreme Court of Appeal with effect from 04 December 2010. Judge Seriti was appointed by the President on 01 September 2009 as the Chairperson of the Independent Commission for the Remuneration of Public Office-Bearers.



Mrs MV Phiyega Deputy Chairperson

Mrs. MV Phiyega was appointed by the President as Chairperson of the Presidential State Owned Entity Review Committee on 12 May 2010. She was also appointed by the President as the Deputy Chairperson of the Independent Commission for Remuneration of Public Office-Bearers on 02 February 2011.

A past-Group Executive of Absa, Mrs. Phiyega chaired and sat as a Board Member of numerous Absa subsidiaries. She is also a past-Group Executive of Transnet and was an Executive Member of the National Ports Authority. She serves on boards of the Southern Africa Trust and the Nelson Mandela Children's Fund. She is part of Kapela Holdings.

Mrs. Phiyega was a Board Member of the 2010 Bid Committee and Commissioner of the Road Accident Fund Commission. She chaired the Road Traffic Management Corporation Task Team appointed by the Minister of Transport.

Mrs. Phiyega involvement with the advancement of women's include being a member of the International Women's Forum of South Africa, a coach and mentor linked to various organisations.

She holds a BA (SW) from the University of the North, a BA (SS) Hons from UNISA, an MA (SS) from the University of Johannesburg and a Post-Graduate Diploma in Business Administration from Wales University. She also attended Executive Development Programmes at the National University of Singapore and Wharton University, Pennsylvania.

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Dr MHR Bussin Commissioner

Dr. Mark Bussin has a Doctorate in Commerce and is the Chairperson of 21st Century Pay Solutions Group. Dr. Bussin has over 20 years of remuneration experience across all industry sectors. He has experience in running large projects for more than half the companies listed on the Johannesburg Stock Exchange. He serves on numerous boards and remuneration committees and has worked for clients in 22 countries over the last 5 years. He supervises Master's and Doctoral thesis, and is a guest lecturer at several academic institutions around the country. The President appointed him as a Commissioner on 27 July 2009.



Prof P Sithole Commissioner

Prof. Pearl Sithole graduated with a BA (Hons) from the University of Durban-Westville in 1993. She also worked and obtained her MPhil and PhD in Anthropology from the University of Cambridge. She worked as a senior Research Specialist at the Human Research Council and has a long research experience on rural development, land use and governance structures in rural KwaZulu-Natal.

Her research experience ranges from dealing with issues of identity and social change, kingship, policy and public interest, anthropological theory and indigenous knowledge systems. She also analyzes higher education and writes on scholarship and politics of knowledge production. Her career involved research and teaching in a wide range of issues and consulting at a local government level, she is currently a Professor at University of KwaZulu-Natal. The President appointed her as the Commissioner on 27 July 2009.



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Mr B Mosley-Lefatola Commissioner

Mr. Blake Mosley-Lefatola is an Honours graduate from Wits University, in Industrial Sociology. Before joining the State Information Technology Agency (SITA) as Chief Executive Officer (CEO) on 10 January 2011, Mr Mosley–Lefatola's career includes a very strong leadership and managerial background that spanned over a period of more than 20 years, 14 of which were spent at the Provincial and Local sphere of government.

He joined SITA from Gauteng Economic Development Agency where he worked as CEO. His illustrious career includes a stint in the trade union environment as national Education Coordinator and six years as Programme Manager at Planact, Mr Mosley-Lefatola occupied key positions in government. These include Deputy Director-General in the Department of Local Government and Housing, North West Provincial government.

During the years between 2001 and 2008 Mr Mosley-Lefatola applied his trade in the local government. First joining the city of Johannesburg metro as regional director of Region Seven and City of Tshwane Metro as municipal manager, Mr Mosley-Lefatola's tenure in this critical sphere of our government further honed his leadership and management acumen having to deal with a wide array of areas such as Financial, Strategic, HR, Policy and Operational management. In addition, he served as Commissioner to the Fiscal and Finance Committee following his appointment by the Minister of Finance on behalf of the President in 2005. The President appointed him as the Commissioner on 01 September 2001.

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Mr C Economou Commissioner

Mr. Costa Economou was appointed as a Commissioner on 02 February 2011. Mr. Economou is an Actuary by qualification and is the Chief Executive Officer of Colourfield Liability Solutions (Pty) Ltd, a boutique investment management business, having assumed this position in January 2010. Colourfield is recognised as South Africa's largest independent provider of liability driven investment solutions in South Africa.

Formerly, he served as an Executive Head and Director at one of South Africa's largest employee benefit companies, where he worked for 18 years. He was also the Statutory Actuary to some of South Africa's largest corporate and municipal sponsored pension funds.

In addition to being an Actuary, Mr. Economou holds a Masters in Business Administration specialising in Finance and Economics (with Honours) from the University of Chicago Booth School Of Business. He is a member of Beta Gamma Sigma – an association of academic achievers amongst leading colleges and universities across the world.

Mr. Economou was formerly a Council Member of the Actuarial Society of South Africa (ASSA) and still serves on Retirement Matters Committee. He has also served on ASSA's Accounting Disclosures, Surplus Legislation and Member Services Committees.



Adv HFN Sephoti Commissioner

Adv Neo Sephoti was appointed as a Commissioner by the President on 10 March 2011, she is currently appointed by the South African Breweries as Corporate Affairs Manager (October 2005) at Central Region, Bloemfontein. Her role is to manage the Corporate Affairs Department for the region – amongst others dealing with stakeholder relations; management of the Corporate Social Responsibility / Initiatives undertaken by the organisation; ensuring effective internal and external communication in the region; offering a support function on policy drafting; implementation and monitoring as well as being responsible for legal matters for the region.

Her previous work experience includes the following:

Director Regulatory Services from 01 May 2002 to 30 September 2005 and Acting Chief Director: Corporate & Regulatory Services from November 2002 to 30 May 2004 at the Department of Finance & Economic Development. She was responsible for the Directorate: Regulatory Services which encompassed the sub-directorates Liquor Trade Administration, Consumer Affairs, Gambling and Legal Services.

She was appointed as Legal Advisor at North West Provincial Legislature from February 1998 to April 2002. She acted as Legal Advisor to all Parliamentary Committees (Standing and Portfolio Committees); rendered legal advice to the Secretary and any other Member of the Provincial legislature; and was responsible for ensuring Constitutional compliance in all dealings and business of the Legislature. She was admitted as an Advocate of the High Court in 1999.

From 1 January 1996 to 31 January 1998 she was a Legal Officer (Military Law Officer) at South African National Defence Force responsible for enforcement of the Defence Act of 1957 by ensuring proper discipline in the Force and held the rank of Lieutenant and provided Training at the Army College on legal subjects to ranked officials within the SANDF.

From November 1993 – December 1995 appointed as Prosecutor but tasked to be Control Prosecutor from January 1994 until her transfer in December 1995 to the SANDF. In 1993 was candidate Attorney at Kraamwinkel Attorneys.



Dr. Lese W. Matlhape Commissioner

Dr Lese W.J. Matlhape was appointed to the Commission in December 2011. He is a former Executive Director of Industrial Development Corporation where he served for 14 years. Previously, he held senior management positions at Telkom, SA Philips, Shell as well as at Mine Safety Appliances and has also worked in the United States of America.

Dr. Matlhape is a well regarded expert in the fields of Human Resources Management and Support Services. He is among the first HR executives in South Africa to study executive management tenure and how it impacts executive leadership performance in organisations. He performed pioneering work in migrating executive tenure and the concomitant executive remuneration from long-term employment contract to short-term executive employment tenure.

In addition to managing all aspects of human resources at various organizations, he has also acquired extensive management experience in Supply Chain Activities, Assert Management, Corporate Properties, Information Technology, Corporate Insurance, Transport and Fleet Management, Corporate Governance as well as in Knowledge Management and management of Training and Development Academy.

He is currently a board member of the following companies; Prilla Pty Ltd, Joshco and Protea Hotel, Nelspruit and chairs the Remuneration Board Committees of these boards except Protea Nelspruit. He is also a member of the Council of University of Limpopo and chairs the Remuneration, Ethics and Human Resources committee of the council. He also serves as a member of Johannesburg City Remuneration Panel.

Previously, he served as chairman of the board of Clinix Health and Prilla Textile Companies. At a different time periods he served as chairman of Remuneration and Human Resources Committee of the board of the same two companies. Furthermore, he was previously appointed to the board of Johannesburg Development Agency and similarly served as the chairperson of the Remuneration Board Committee. Prior to that he served as a board member of Sames, Siemans and Saldanah Steel.

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Dr Matlhape holds a BA degree from University of Fort Hare, a BA Honours from University of the Free State, MA (Indiana University of Pennsylvania, United States of America), Master of Management (MM) from Wits University, Advanced Executive Program (cum laude) from University of South Africa, Advanced Management Program (Insead Institute of Management – France), Management Development Program (University of Singapore), Diploma in Finance (Damelin Institute), Finance for Non-Financial Managers (UNISA) and a Doctorate in Leadership, Management and Change from the University of Johannesburg.

3.8 Appointments and resignations

In terms of section 3(1) read with section 5(2) of the Independent Commission for the Remuneration of Public Office-Bearers Act of 1997, the President appointed the following Commissioner:

Name	Designation	Appointment Date	
Dr Lesenyego Winston Matlhape	Commissioner	02 December 2011	

The President has accepted the resignation of the following Commissioners:

Name	Designation	Resignation Date
Mrs Mangwashi Victoria Phiyega	Deputy Chairperson	12 June 2012
Mr Blake Mosley-Lefatola	Commissioner	19 July 2012

The Commission expresses its sincere gratitude and appreciation to Ms MV Phiyega who was appointment on 12 June 2012 as National Commissioner of South African Police Service. The Commission further thanked Mr Mosley-Lefatola for their considerable contribution and experience in assisting the Commission for achieving some of its objectives.

The Commission wishes both Commissioners the best in their future endeavours and will miss their insightful inputs and contribution provided during their tenure with the Commission.

3.9 Roles and functions

The role of the Commission is to make recommendations on salaries, allowances and benefits of public office-bearers. The Commission's role is critical as it promotes a democratic and transparent process where public office-bearers do not set remuneration for themselves.

The Commission operates in an environment where it is required to balance the views and submissions of public office-bearers with the economic circumstances of the Republic, the perceptions of the general public and the current trends in remuneration.

The functions of the Commission are set out fully in the Commission Act and are summarised to include:

- the powers and duties conferred to the Commission by section 219 of the Constitution, 1996; conducting inquiries into any statutorily authorized 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 of all public office bearers, and resources necessary to enable an office-bearer to perform his or her functions effectively; and
- publishing an Annual Report on its activities.

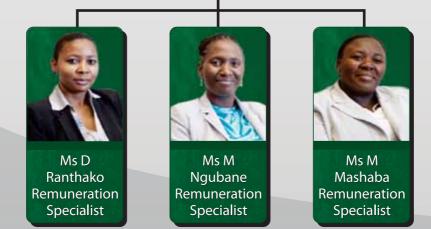
3.10 Secretariat

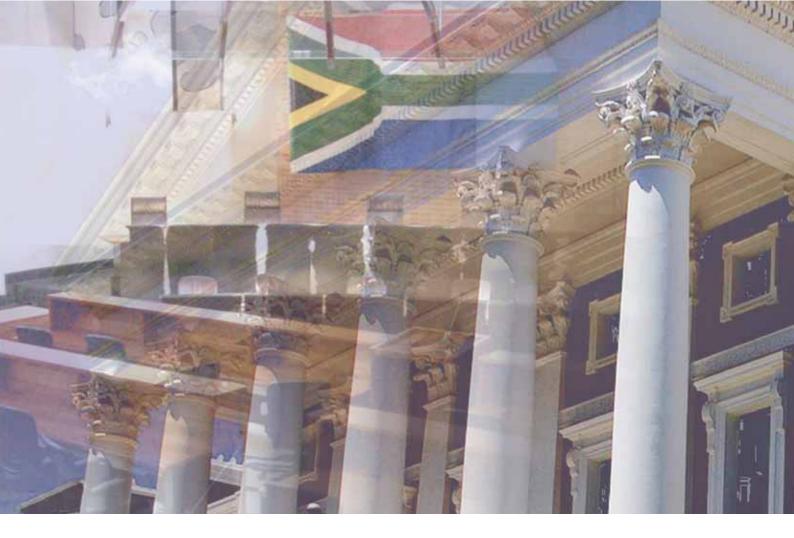
Commission











THE LEGISLATIVE FRAMEWORK



4. THE LEGISLATIVE FRAMEWORK

4.1 Who is a public office-bearer?

In terms of Section 1 of the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997, as amended by section 7 of the Judicial Officers (Amendment of Conditions of Service) Act, 2003, **"office-bearer"** means-

- a) any member of the Cabinet, any Deputy Minister, any member of the National Assembly, or any permanent delegate to the National Council of Provinces;
- b) any member of the Executive Council of a Province or any member of any provincial legislature;
- c) any member of any Municipal Council of any category or type of municipality;
- d) any person holding the office of-
 - i) Constitutional Court judge or a judge, as defined in section 1 of the Judges' Remuneration and Conditions of Employment Act, 2001 (Act No. 47 of 2001); and
 - magistrate, who is appointed under section 9 of the Magistrates' Courts Act, 1944 (Act No. 32 of 1944), read with section 10 of the Magistrates Act, 1993 (Act No. 90 of 1993); and
- e) any member of the National House of Traditional Leaders, any member of any ProvincialHouseofTraditionalLeadersorany traditional leader.

Section 5(5) of the Remuneration of Public Office-Bearers Act, 1998 defines a Traditional leader as "a person identified by the Minister for Provincial Affairs and Constitutional Development after consultation with the Premier concerned, by notice in the Gazette, for the purpose of this Act."

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4.2 What must the Commission recommend?

In terms of Section 8(4) of the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997, as amended, the Commission shall, after taking into consideration the factors referred to in subsection (6), publish in the Gazette recommendations concerning -

- a) the salaries, allowances and benefits of any office-bearer, as defined in paragraphs (a) d) and (e) of the definition of 'office-bearer' in section 1;
- b) the upper limits of the salaries, allowances or benefits of any office-bearer as defined in paragraphs (b) and (c) of the definition of 'office-bearer' in section 1, and
- c) the resources which are necessary to enable an office-bearer, as defined in paragraphs (a), (b), (c) and (e) of the definition of 'office-bearer' in section 1 to perform the office-bearer's functions effectively.

4.3 Publication of recommendations `– when and where?

Section 8(5) of the Independent Commission for the Remuneration of Public Office-Bearers Act,1997, provides that recommendations referred to in subsection (4) must be published in the Gazette at least once a year in respect of each category of office-bearers and must be submitted to Parliament before publication.

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

Table 1: Legislative framework

Act	Act No.	Relevance	Repealed by Act
Magistrates Act	90/1993	Provides for remuneration and conditions of employment of Magistrates	N/A
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 and 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 certain remuneration	N/A

4.4 Section 219 of the Constitution

Section 219 provides Constitutional acknowledgement and recognition for the need for ongoing impartial adjudication of appropriate levels of remuneration for all Public Office-Bearers.

It acknowledges that public trust of and confidence in South African public office-bearers could only be achieved and maintained at acceptable levels if this task is conducted with scrupulous objectivity.

It was with this objective in mind that the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997 was enacted to give effect to the Constitutional prescripts of Section 219. Section 219 of the Constitution stipulates that –

- "(1) An Act of Parliament must establish a framework for determining-
 - (a) thesalaries, allowances and benefits of members of the National Assembly, permanent delegates to the National Council of Provinces, members of the Cabinet, Deputy Ministers, traditional leaders and members of any councils of traditional leaders; and
 - (b) the upper limit of salaries, allowances or benefits of members of provincial legislatures, members of Executive Councils and members of Municipal Councils of the different categories.
- (2) National legislation must establish an independent commission to make recommendations concerning the salaries, allowances and benefits referred to in subsection (1).
- (3) Parliament may pass the legislation referred to in subsection (1) only after considering any recommendations of the commission established in terms of subsection (2).
- (4) The national executive, a provincial executive, a municipality or any other relevant authority may implement the national legislation referred to in subsection (1) only after considering any

recommendations of the commission established in terms of subsection (2).

(5) National legislation must establish frameworks for determining the salaries, allowances and benefits of judges, the Public Protector, the Auditor-General, and members of any commission provided for in the Constitution, including the broadcasting authority referred to in section 192."

4.5 The Independent Commission for the Remuneration of Public Office-Bearers Act, 1997

Section 2 of the Act establishes the Commission.

Section 3 (as substituted by section 8 of Act 28 of 2003) provides that the Commission shall consist of eight members appointed by the President.

Section 8 outlines the following functions of the Commission:

- (1) The Commission may exercise the powers and shall perform the duties entrusted to the Commission by this Act, section 219 of the Constitution or any other law.
- (2) (i) The Commission may conduct an inquiry into any matter in respect of which it is authorized by this Act, section 219 of the Constitution or any other law to perform any function.
 - (ii) For the purposes of the inquiry, the Commission shall have the powers contemplated in section 3 of the Commission Act, 1947, and the provisions of subsections (3) and (4) of the said section 3 shall apply in respect of a person who gives evidence before the Commission or who has been summoned to attend any meeting of the Commission as a witness or to produce any book, document or object.

- (3) The Commission may conduct or cause to be conducted such research or obtain such information from the Secretary to Parliament, the secretary to any provincial legislature, the secretary to the National House of Traditional Leaders, the secretary to any provincial house of traditional leaders, the chief executive officer of any municipality, the Chief Justice or any person designated for that purpose by the Chief Justice, or any functionary or body as may be necessary for the performance of the functions of the Commission under this Act, section 219 of the Constitution or any other law.
- (3A) Whenever the Commission performs any function in terms of this Act relating to the remuneration of any office-bearer as defined-
 - (a) in paragraph (d) (i) of the definition of 'office-bearer' in section 1, it must have regard to the provisions of the Judges' Remuneration and Conditions of Employment Act, 2001 and in particular to section 2 of that Act; or
 - (b) in paragraph (d) (ii) of the definition of office-bearer' in section 1, it must have regard to the provisions of the Magistrates Act, 1993 (Act 90 of 1993), and in particular to section 12 of that Act.
- (3B) lf the chairperson (a) of the Commission is an office-bearer as defined in paragraph (d) (i)of the definition of 'officebearer' in section 1, that member must refrain from particithe pating in any of Commission's deliberations relating to the remuneration of any officebearer as defined in paragraph (d) of the said definition.

(b)

- Any member of the Commission whomaydirectlyorindirectlyderive any benefit from the acceptance President by the of any recommendations by the Commission must refrain from participating in any of the Commission's deliberations relating to such recommendations.
- (4) The Commission shall, after taking into consideration the factors referred to in subsection (6), publish in the Gazette recommendations concerning-
 - the salary, allowances and benefits of any office-bearer as defined in paragraphs (a), (d) and (e) of the definition of 'office-bearer' in section 1;
 - (b) the upper limits of the salary, allowances or benefits of any officebearer as defined in paragraphs (b) and (c) of the definition of 'officebearer' in section 1; and
 - (c) the resources which are necessary to enable an office-bearer as defined in paragraphs (a), (b), (c) and (e) of the definition of 'officebearer' in section 1 to perform the office-bearer's functions effectively.
- Recommendations referred to in subsection

 (4) must be published in the Gazette at least once a year in respect of each category of office-bearers and must be submitted to Parliament before publication.
- (6) Subsection 6 provides for the factors the Commission must take into account when making recommendations in subsection (4).

4.6 The Remuneration of Public Office-Bearers Act, 1998

This is the main Act dealing with the remuneration of office-bearers, and outlines the processes for determining the salaries, benefits and allowances for office-bearers. The respective processes are summarized below for ease of reference.

(i) The President

The Commission makes recommendations regarding the salary, benefits and allowances of the President of the Republic.

The National Assembly determines, by resolution, the salary, benefits and allowances to be paid to the President.

The National Assembly determines the salary after considering:

- the Commission's recommendations;
- the different roles, status, duties, functions and responsibilities of public office bearers;
 - the affordability of different levels of remuneration of public office bearers;
- current principles and levels of remuneration in society in general; and
- inflationary trends and figures.

The National Assembly also determines the amount to which section 8(1)(d) of the Income Tax Act, 1962, as amended shall apply. This amount is referred to as the political office bearer's allowance.

(ii) The Deputy President, Ministers, Deputy Ministers, Members of the National Assembly and permanent delegates to the National Council of Provinces

The Commission makes recommendations to the President regarding the salaries, benefits and allowances of these public office bearers.

The President subsequently determines the salaries, benefits and allowances of these public office bearers after considering:

- the different roles, status, duties, functions and responsibilities of public office bearers;
- affordability of different levels of remuneration of public office bearers;
- current principles and levels of remuneration in society in general;
- inflationary trends and figures; and
- advice of a relevant Cabinet Committee.

The President also determines the amount which shall constitute the political office-bearers' allowance in terms of section 8(1)(d) of the Income Tax Act, 1962.

(iii) Premiers, Members of Executive Committees and Members of Provincial Legislatures

The Commission makes recommendations to the President on the upper limits of the salaries, benefits and allowances of these public office bearers.

The President subsequently determines the upper limits of the salaries, benefits and allowances of the public office bearers.

The applicable Provincial Legislature determines a Premier's **actual** salary, benefits and allowances by way of a resolution.

The Premier in turn determines the **actual** salaries, benefits and allowances of the Members of Executive Committees and Members of Provincial Legislatures in the applicable Provincial Legislature.

(iv) Traditional Leaders, Members of the National and Provincial Houses of Traditional Leaders

The Commission makes recommendations to the President on the salaries, benefits and allowances of these public office bearers.

The President subsequently determines the salaries, benefits and allowances of these officebearers, after consultation with the Minister for Provincial and Local Government and relevant Premier(s), and after considering:

• the recommendations of the Commission;

- the recommendations of the Commission;
- the roles, status, duties, functions and responsibilities of traditional leaders, members of the National House of Traditional Leaders, and members of the Provincial Houses of Traditional Leaders;
- the current principles and levels of remuneration in society generally;
- the need for the promotion of equality and uniformity of salaries and allowances for equal work performed;
 - the enhancement of co-operation, unity and understanding between traditional communities nationally;
 - the extent of the role and functions of traditionalleaders across provincial borders; and
- inflationary trends and figures.

(v) Members of Municipal Councils

The Commission makes recommendations to the President on the upper limits of the salaries, benefits and allowances of these public office bearers.

The Minister for Provincial and Local Government, after consultation with each provincial MEC responsible for local government, determines the upper limits of the salaries, benefits and allowances, after having considered:

- the recommendations of the Commission;
- the respective role, status, duties, functions and responsibilities of the different members of Municipal Councils;
- the different categories or types of municipalities, having regard to their respective powers, duties and functions;

- the gross income, the area of jurisdiction and the nature of settlement of each municipality;
- the affordability of different levels of remuneration of public office bearers;
- the current principles and levels of remunerations in society generally;
- the need for the promotion of equality and uniformity of salaries, benefits and allowances for equal work performed;
- the provision of uniform norms and standards nationally to address disparities; and
 - inflationary trends and figures.

A member of a Municipal Council is entitled to an additional allowance in respect of membership of any other Municipal Council than the one elected to, which allowance is determined by a majority resolution of such other Municipal Council in consultation with the MEC responsible for local government in the relevant Province.

(vi) Constitutional Court Judges, Judges and Magistrates

The Commission makes recommendations to the President regarding the salaries, benefits and allowances of these judicial office-bearers. In doing so, the Commission is statutorily obliged to consult with:

- The Minister of Justice and Constitutional Development;
- The Minister of Finance; and
- The Chief Justice or a person designated by the Chief Justice.

The President determines the salaries, benefits and allowances by means of a notice in the Gazette after Parliament considered, and approved the draft notice.

4.7 The Commission's proposal on the Amendment of the Commission Act

The Commission identified some challenges that impacted on its mandate as provided for in the Commission Act and the challenges warranted the need for the amendment of the Commission Act. These challenges are as follows:

- Concern from Commission stakeholders and public at large that the Commission's recommendations should be the final determinations and not be endorsed by other office-bearers or other institutions;
- Closer scrutiny of the definition of public office bearer;
- Inclusion of Heads of Chapter nine institutions to the public office bearer definition;
 - Exclusion of recommendation of tools of trade for judiciary positions in terms of Section 4 (c) of the Commission Act;
 - Absence of legislative mandate for the President to make determination on the resources which are necessary to enable an office-bearer to perform the officebearer's function effectively;
- The term of office of Commissioners and appointment of full time Commissioners; and
 - Overlapping of regulatory prescripts on other conditions of service for other office-bearers.

4.7.1 The Commission's inputs to the amendments of the Commission's Act

Section 1: Definition of "office-bearer"

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The inclusion of different categorization of officebearer positions within the definition of officebearers need to be reviewed and looked at. The differences are on the nature of appointment, tenure of the positions and requirements for appointment. Section 219 (5) of the Constitution envisages that national legislation must establish a framework that will determine the salaries, allowances and benefits of the Public Protector, Auditor General, and/ or members of any Commission that is enacted in terms of the Constitution should be regulated by an independent commission which is similar to the Commission.

An extension of the Commission mandate on Heads of Chapter Nine and Constitutional institutions need to be looked at.

Section 3: Constitution of the Commission

The term of office of the Commissioners and the possible appointment of full time Chairperson and Deputy Chairperson with executive powers is proposed. The entrustment of executive powers to the Chairperson and Deputy Chairperson will enable the Commission to enhance its operational and responsive efficacy.

The Head of Secretariat will support the Chairperson, Deputy Chairperson and Commissioners and will also serve as Accounting Officer of the Commission.

Section 4: Persons not qualified to be members of Commission

This section provides for persons not qualified to be appointed as a member of the Commission, and therefore the exclusion should also be extended to person(s) appointed in terms of the Public Service Act.

Section 5: The conditions of appointment of Commissioners, term of office and filling of vacancies

The conditions (requirements) of appointment of the Chairperson, the Deputy Chairperson and any other member of the Commission must be clearly documented and properly communicated to the Commissioner(s).

The conditions of service are provided for in the directive issued annually by the Minister of Finance. These conditions of service should be clearly spelt out to the appointee at the time of the appointment.

Section 7: Meetings of Commission

Measures to deal with issues of incessant nonattendance and / or non-performance by any Commissioner must be formulated. Nonattendance of Commission meetings in most instances encumbers any progress and affects the Commission's overall performance. Quorum cannot be formed and consequently, decisions cannot be ratified. This severely disrupts the Commission's activities as envisaged by section 7(2) of the Commission Act.

Section 8 (4) (c): Recommendations for the resources which are necessary to enable an office-bearer to perform the office-bearer's functions effectively

Section 8 obliges the Commission to publish annual recommendations relating to the resources that are necessary to enable a office-bearers other than a member of the judiciary (judges and magistrates) to perform the office-bearer's functions effectively.

The extension of the Commission's mandate to make recommendations on tools of trade in respect of judiciary positions will harmonize the determination process and assist in the realization of an equitable and fair determination in this regard.

The absence of a legislative mandate for the President (or relevant institution) to effect or make a determination on the Commission's recommendations needs also to be addressed.

Section 11 (1): Commission's Secretariat

Section 11(1) of the Commission Act prescribes that the Director-General in the Presidency shall, after consultation with the Commission designate such officers in the Presidency as may be necessary to perform the work incidental to the exercise or performance of the powers and duties of the Commission. The Commission's functions depend on the effective and efficient support by the Secretariat.

The nature of the Commission's functions and its anticipated projects for continuous improvements of the remuneration and other benefits of officebearers require the Commission to constantly engage its Secretariat. The anticipated extension of the Commission mandate will require the strengthening of the Commission Secretariat to deal with the increasing scope of work.

Section 11 (2): Commission's budget

Section 11(2) of the Commission Act prescribed that the expenditure incidental to the exercise or performance of the powers and duties of the Commission shall be defrayed from monies appropriated by Parliament for that purpose. Currently, the Commission receives its budget allocation from the Presidency, as part of the programmes of the Presidency.

The current budgetary arrangement requires a significant overhaul and should be brought in line with Section 11 of the Commission Act, which implies that the Commission should be receiving its funds as appropriated by Parliament. A full budget vote needs to be appropriated by Parliament and be transferred to the Commission. Such course of action would certainly make the Commission more independent consistent with the intention of the relevant legislation.

OTHER INPUTS ON COMMISSION LEGISLATIONS

Overlapping of regulatory prescripts on other conditions of service for other office-bearers needs to be looked at, especially in respect of the judiciary and traditional leadership positions.



FACTORS THAT THE COMMISSION CONSIDERS WHEN MAKING RECOMMENDATIONS



5. 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 in terms of section 8(6) of the same Act, must take the following factors into account:

- (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; and
- (vi) any other factor which, in the opinion of the Commission, is relevant.

The Commission is further required in terms of section 2 of the Judges Remuneration and Conditions of Service Act, 2001 (Act 47 of 2001) and section 12 of the Magistrates Act, 1993 (Act 90 of 1993), to consult with the Chief Justice, Minister of Finance and Minister of Justice and Constitutional Development on any proposed recommendations relating to the salaries, benefits and allowances of public office bearers, prior to its submission thereof to the President, Parliament, and its publication.

The Commission extended the above requirement to the Minister of Public Service and Administration and Minister of Cooperative Governance and Traditional Affairs.



GOVERNANCE



6. GOVERNANCE

The Commission Act regulates the operations and governance of the Commission to a very large extent and determines, amongst others, how the Commission is constituted, the terms of office of members of the Commission, meeting and reporting requirements of the Commission, as well as specific functions and the administration of the Commission.

When should the Commission meet and how are decisions taken?

The Commission is required by law to meet at least once a year, at a time and place determined by the Chairperson of the Commission. The Commission in fact meets far more often than this, as set out more on Annexure "B". The Act also sets out that five members of the Commission shall constitute a quorum for Commission meeting, and that a decision of a majority of the members of the Commission present at a meeting shall constitute a decision of the Commission.

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 currently provides the Commission with the support and resources that includes the budget to exercise its mandate as prescribed by the Act and other legal provisions

Administration of the Commission and the Commission Acts

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 discussed in Chapter 3 of this Annual Report.

The Secretariat is providing governance advice and expertise to the Commission. The Secretariat is further assisting the Commission to discharge its legislative mandate by providing operational and secretariat service, assisting the institutions with implementation of the President's Proclamations, and interpretation of relevant reports by the Commission's stakeholders.

In terms of Proclamation No. 26 of 26 April 2001 the administration of the Independent Commission for the Remuneration of Public Office-Bearers Act No. 92 of 1997 (Commission Act) is assigned to the Deputy President.



Standing: Ms M Ngubane, Ms M Mashaba and Ms D Ranthako Sitting: Ms C Masemola, Mr P Makapan and Ms V Govender



KEY ACTIVITIES





7. KEY ACTIVITIES

7.1 Short Term Objectives

- Annual Report for 2012
- Annual Recommendations for 2013/2014
- Communication with Public Office Bearers
- Review of local government remuneration
- Liaising with relevant Authorities for implementation of the President's determination
- Secure funding for adequate functioning of the commission

7.2 Long Term Objectives

- Determination of a Performance Based
 remunerative structure for all Public Office
 Bearers
- Developing internal policies and procedures that ensure the smooth functioning of the Commission
- Fostering the independence of the Commission
- Ensuring optimal permanent composition
 of Secretariat

7.3 Key Priorities

The Commission identified the following key priorities toward the fulfillment of its mandate:

- Investigation into the implementation of pension and medical aid benefits of Traditional leaders
- Investigation into performance based pay
 of public office bearers
- Review of local government remuneration

- Pension and medical aid of Magistrates
- Effective stakeholder engagement plan
- Ensure adequate resources to action the strategic focus of the Commission

The following priorities are outstanding and will direct the Commission's activities in 2013:

- Investigation into the implementation of pension and medical aid benefits of Traditional leaders
 - Investigation into performance based pay of public office bearers
 - Review of local government remuneration
 - Pension and medical aid of Magistrates
 - Ensure adequate resources to action the strategic focus of the Commission

7.4 Key outputs

7.4.1. Annual Cost of Living Adjustments

The Commission after taking all relevant factors into consideration recommended an annual-cost-of-living-adjustment of 5.5% for all public office bearers.

The President, after taking into consideration the recommendations of the Commission and other factors endorsed the annual-cost-of-livingadjustments recommendations of the Commission.

7.4.2. Communication with stakeholders

The Commission continued its initiative to communicate directly and widely with public office-bearer groups and other stakeholders. Apart from the direct interactions with public officebearers and other stakeholders the Commission maintained an open door communication policy through its Secretariat.

The Commission interacted with various stakeholders from public office-bearers' institutions through meetings and visits to receive submissions, comments and inputs on matters of remuneration, benefits and allowances. These meetings and visits were successful 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. It was agreed amongst other things that the Commission should extend its consultation programme to the judicial voluntary associations.

In order to strengthen stakeholder relations and to increase the consultation between the Commission and stakeholders, the Commission formed subcommittees which consist of Commissioners and the Secretariat and further endorsed the Communication and Stakeholder Engagement Strategies respectively.

The primary purpose of Communication Strategy is to obtain a shared understanding between the Commission, public office-bearers and members of public, and to assist the Commission to achieve continuity of critical business processes and information flows under crisis, disaster or event driven circumstances. The purpose of the Stakeholder Engagement Strategy is to provide a conceptual framework for developing a good communication strategy that is based on a solid understanding of the intended audience.

The Commission through its website broadcasts relevant information to its stakeholders and the general public and this enables the Commission to operate more transparently. The Commission's website contains the following relevant information:

- Composition of Commission and its
 Secretariat
- Contact details for the Commission
- List of all public office bearer positions

- Annual remuneration tables since 2005
- The President's determinations
- Full text versions published in the Government Gazette of:
 - **Commission reports**
 - Relevant legislation
 - Commission's remuneration recommendations
 - **Remuneration Proclamations**
- Links to various other relevant websites
- Relevant articles and news items
- A photo gallery

The Commission remains committed to the facilitation of access to relevant information by any stakeholder which conforms with any laws of South Africa relating to access of information.

7.4.3 Subcommittees of the Commission

The Commission formed Subcommittees for Parliament and Legislature, Judiciary, and Local Government and Traditional Leaders. The purpose of forming the Subcommittees is to enhance interaction with stakeholders on matters of the Commission's mandate.

Recommendations of the Subcommittees are tabled at the Commission meetings in order for the Commission to take resolutions on them. The Subcommittees consist of two or three Commissioners and at least one member of the Secretariat. Any member of the Commission is allowed to attend any Subcommittee.

7.5 Challenges

- Delays in feedback from African and International countries
- Inadequate financial and human resource assistance from the Presidency



THE COMMISSION'S PROGRAMME FOR THE YEAR 2012

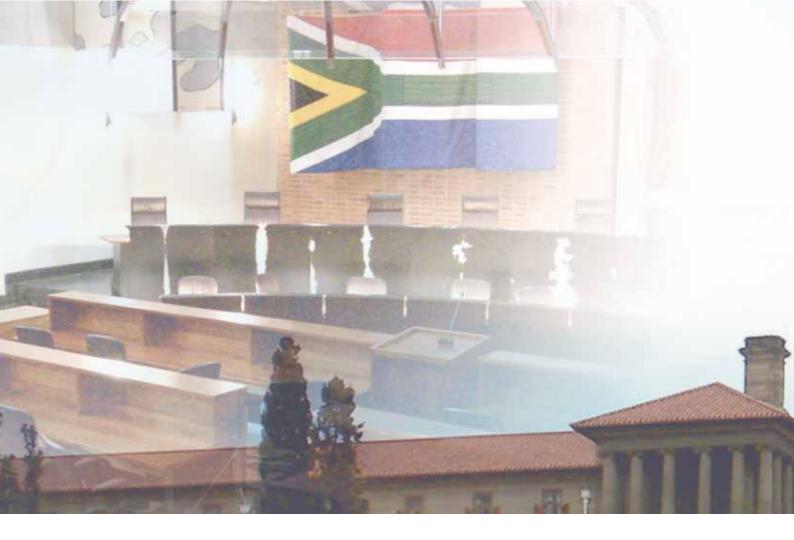


8. THE COMMISSION'S PROGRAMME FOR THE YEAR 2012

A schedule of the Commission's programme of meetings for 2012 is set out in **Annexure B** hereto. The schedule distinguishes between:

- Commission meetings;
- Statutory meetings with officials;
- Meetings with stakeholders; and
- Deadlines for delivery of reports.

The meeting attendance of members of the Commission in 2012 is reflected in the register attached as *Annexure C.*



PROGRESS REPORTS AND MILESTONES



9. PROGRESS REPORTS AND MILESTONES

9.1 ANNUAL REMUNERATION RECOMMENDATION FOR 2012/2013

The Commission delivered its Annual Recommendations to the President on the 15 May 2012. The recommendations included the annual cost of living adjustments for all public office bearers.

The recommendations were further delivered to the Speaker of Parliament and Chairperson of NCOP and released to the public during Commission's press conference on 25 July 2012. The recommendations were published on the **Government Gazette No. 35543** on 26 July 2012.

9.1.1 Annual Cost of Living Adjustment

The Commission is statutorily obliged by virtue of section 8 (4) and (5) of the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997, to make annual recommendations relating to the salaries, benefits and allowances, and the resources required by public office bearers to enable them to perform their respective duties effectively.

The Commission in their meeting of 13 April 2012 resolved to make the annual remuneration recommendations of public office-bearers for 2012/2013 financial year. The Commission considered, amongst others, the following factors to be relevant in forming the basis for its decision:

- The Consumer Price Index (CPI) trends
- Market salary increase of the past year
- Forecast salary increase for the year ahead

Economic conditions

The past recommendations and the President's determinations

Inputs from relevant stakeholders

Economic data has always been used as a guideline in making annual cost of living increase decisions for the employees of an organization(s), whether public or private.

The relevant data would normally include the CPI, PPI, and quarterly GDP figures released by Statistics South Africa, affordability, general market increases, together with interest rates determined by the South African Reserve Bank (SARB). The forecast of the SARB on inflation was expected to average 5.7% in 2012.

After taking into account all relevant factors mentioned here together with applicable legislation, the Commission recommended cost of living adjustment of 5.5% for public office-bearers for the year 2012/2013 effective from 1 April 2012.

The Commission attaches its recommendations, which reflect the general percentage increase of 5.5% in the total remuneration packages of all Public Office-Bearers for 2012/2013 fiscal year.

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SCHEDULE 1									
REVISED REMUNERATION LEVELS ADJUSTED BY 5.5% WITH EFFECT FROM 1 APRIL 2012									
NATIONAL EXECUTIVE AND DEPUTY MINISTERS									
GRADE	PAY LEVEL	POSITION	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2011	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2012					
EA	1	President	2,485,839	2,622,561					
EB	1	Deputy President	2,237,308	2,360,360					
EC	1	Minister	1,901,699	2,006,292					
ED	1	Deputy Minister	1,566,089	1,652,224					

SCHEDULE 2										
REVISE	REVISED REMUNERATION LEVELS ADJUSTED BY 5.5% WITH EFFECT FROM 1 APRIL 2012									
		NATIONAL PARLIAM	ENT							
GRADE	PAY LEVEL	POSITION	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2011	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2012						
PA	1	Speaker: National Assembly	2,237,308	2,360,360						
		Chairperson: NCOP	2,237,308	2,360,360						
РВ	1	Deputy Speaker: National Assembly	1,566,089	1,652,224						
		Deputy Chairperson: NCOP	1,566,089	1,652,224						
	2	House Chairperson	1,454,263	1,534,248						
PC	1	Chief Whip: Majority Party	1,230,480	1,298,156						
		Chief Whip: NCOP	1,230,480	1,298,156						
		Parliamentary Counsellor: President	1,230,480	1,298,156						
		Parliamentary Counsellor: Deputy President	1,230,480	1,298,156						
		Leader of Opposition	1,230,480	1,298,156						
	2	Chairperson of a Committee	1,118,654	1,180,180						
PD	1	Deputy Chief Whip: Majority Party	1,006,828 1,062,203							
		Chief Whip: Largest Minority Party	1,006,828	1,062,203						
		Leader of a Minority Party	1,006,828	1,062,203						
	2	Whip	934,285	985,671						
PE	1	Member: National Assembly	843,017	889,383						
		Permanent Delegate: NCOP	843,017	889,383						

		SCHEDULE	3					
REVISED REMUNERATION LEVELS ADJUSTED BY 5.5% WITH EFFECT FROM 1 APRIL 2012								
		PROVINCIAL EXECUTIVES AN	ND LEGISLATURES					
GRADE	PAY LEVEL	POSITION	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2011	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2012				
LA	1	Premier	1,789,873	1,888,315				
LB	1	Member of Executive Council	1,566,089	1,652,224				
		Speaker	1,566,089	1,652,224				
LC	1	Deputy Speaker	1,230,480	1,298,156				
		Chief Whip: Majority Party	1,118,654	1,180,180				
	2	Chairperson of Committees	1,006,828	1,062,204				
		Leader of Opposition	1,006,828	1,062,204				
		Chairperson of a Committee	1,006,828	1,062,204				
	3	Deputy Chairperson of Committees	947,248	999,347				
		Deputy Chief Whip: Majority Party	947,248	999,347				
		Chief Whip: Largest Minority Party	947,248	999,347				
		Leader of a Minority Party	947,248	999,347				
LD	1	Parliamentary Counsellor to a King	843,017	889,383				
		Whip	843,017	889,383				
	2	Member of Provincial Legislature	815,912	860,787				

SCHEDULE 4									
REVISED REMUNERATION LEVELS ADJUSTED BY 5.5% WITH EFFECT FROM 1 APRIL 2012									
		LOCAL GOVERN	MENT						
GRADE	PAY LEVEL	POSITION	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2011	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2012					
MA	1	Executive Mayor	991,115	1,045,626					
		Mayor	991,115	1,045,626					
MB	1	Deputy Executive Mayor	803,341	847,525					
		Speaker/Chairperson	803,341	847,525					
		Deputy Mayor	803,341	847,525					
MC	2	Member of Executive Council	756,463	798,069					
		Member of Mayoral Committee	756,463	798,069					
		Chairperson of a Sub- council	756,463	798,069					
		Whip	756,463	798,069					
MD	1	Municipal Councillor	380,916	401,866					

SCHEDULE 5										
REV	REVISED REMUNERATION LEVELS ADJUSTED BY 5.5% WITH EFFECT FROM 1 APRIL 2012									
		JUDGES								
GRADE	PAY LEVEL	PAY LEVEL POSITION RECOMMENDED RECOMM TOTAL TOT REMUNERATION 1 REMUNER APRIL 2011 APRIL								
JA	1	Chief Justice	2,237,308	2,360,360						
JB	1	Deputy Chief Justice	2,013,525	2,124,269						
		President: Supreme Court of Appeal	2,013,525	2,124,269						
JC	1	Deputy President: Supreme Court of Appeal	1,901,699	2,006,292						
	2	Judge: Constitutional Court	1,789,873	1,888,315						
		Judge: Supreme Court of Appeal	1,789,873	1,888,315						
	3	Judge President: High/ Labour Court	1,678,046	1,770,339						
	4	Deputy Judge President: High/Labour Court	1,566,089	1,652,224						
	5	Judge: High/Labour Court	1,454,263	1,534,248						

SCHEDULE 6											
REVIS	REVISED REMUNERATION LEVELS ADJUSTED BY 5.5% WITH EFFECT FROM 1 APRIL 2012										
	MAGISTRATES										
GRADE	PAY LEVEL	POSITION	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2011	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2012							
D	1	Special Grade Chief Magistrate	1,006,828	1,062,203							
		Regional Court President	1,006,828	1,062,203							
JE	1	Regional Magistrate	894,871	944,089							
		Chief Magistrate	894,871	944,089							
JF	1	Senior Magistrate	738,262	778,866							
JG	1	Magistrate	671,219	708,136							

		SCHEDULE	7							
REV	REVISED REMUNERATION LEVELS ADJUSTED BY 5.5% WITH EFFECT FROM 1 APRIL 2012									
	TRADITIONAL LEADERS									
GRADE	PAY LEVEL	FULL TIME POSITIONS	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2011	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2012						
TA	1	King	927,319	978,321						
ТВ	1	Chairperson: NHTL	657,077	693,216						
	2	Full time Chairperson: PHTL	541,191	570,957						
	3	Deputy Chairperson: NHTL	502,563	530,204						
	4	Full time Deputy Chairperson: PHTL	463,803	489,313						
ТС	1	Full time Member: NHTL	270,530	285,409						
	2	Full time Member: PHTL	231,902	244,656						
TD	1	Senior Traditional Leader	170,096	179,451						
TE	1	Headmen / Headwomen	71,644	75,584						
		PART TIME POSITIONS*	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2011 (Per Day)	RECOMMENDED TOTAL REMUNERATION 1 APRIL 2012 (Per Day)						
		Part time Member: NHTL	974	1,028						
		Part time Chairperson: PHTL	1,159	1,223						
		Part time Deputy Chairperson: PHTL	1,042	1,100						
		Part time Member: PHTL	808	852						

* 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)

9.1.2 Proclamations for remuneration recommendations and determinations

Proclamations for remuneration recommendations and determinations for 2012/2013 were published on Government Gazette as follows:

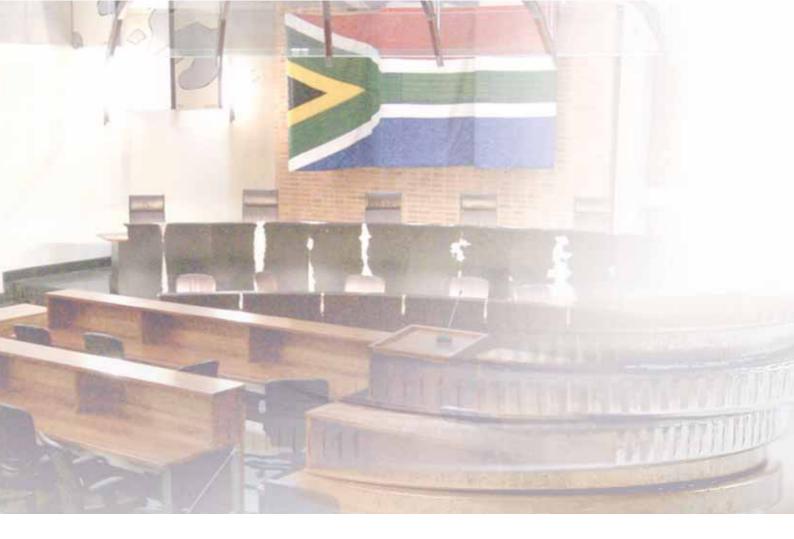
	ALL	ALL ALL ALL	
Gazette No.	Date	Proclamation No.	Contents
35543	26 July 2012	583	Independent Commission for the Remuneration of Public Office Bearers: Annual Recommendations for 2012/2013
35653	03 Sept 2012	45	Determination of salaries, benefits and allowances of the Deputy President, Ministers and Deputy Ministers
		46	Determination of salaries, allowances and benefits of Members of the National Assembly and Permanent Delegates of the National Council of Provinces
35700	18 Sept 2012	567	Determination of upper limit of salaries, allowances and the contribution to be made to the pension fund of which Premiers, Members of Executive Councils and Members of Provincial Legislatures
Parliament minutes: No 34 – 2012	18 Sept 2012	3113	National Assembly resolution on President's remuneration
35744	03 Oct 2012	568	Remuneration of Judges
35745	03 Oct 2012	568	Determination of salaries and allowances of the Traditional Leaders, Members of National House and Provincial House of Traditional Leaders
35962	07 Dec 2012	570	Determination of upper limits of salaries, allowances and benefits of different members of Municipal Council

9.1.3. The Remuneration of Magistrates

The Commission made recommendations to the President regarding the salaries, benefits and allowances of these judicial office-bearers. In doing so, the Commission statutorily consulted with:

- The Minister of Justice and Constitutional Development;
- The Minister of Finance; and
- The Chief Justice or a person designated by the Chief Justice.

In order to effect the Commission recommendations the President liaised with Parliament by means of a notice. On 30 October 2012 the National Council of Provinces adopted Parliament recommendations that the notice of Magistrates remuneration for 2012/13 be referred back to the President for further consideration and compliance by the Commission with the relevant legislative framework. On finalisation of this report the matter was before the constitutional court.



INTERNATIONAL VISITS



10. INTERNATIONAL VISITS

10.1 STUDY TOUR BY KENYAN SALARIES AND REMUNERATION COMMISSION

The Commission hosted the Kenyan Salaries and Remuneration Commission (Kenyan Commission) between 28 and 30 May 2012 following a request by the Kenyan Commission. The Kenyan Commission was led by Mrs. Sarah Serem - Chairperson of the Commission. Other Commissioners includes Mrs. Serah Kinyua, Hon. Peter Oloo Aringo, EGH, Brig. (Retired) Samuel Kirugi, and Mrs. Grace Otieno - Secretary to the Commission.

The following officials took up the responsibility of coordinating the visit of the Kenyan delegation, Kenyan High Commissioner, Amb. Tom Amolo, Head of Secretariat - Mr. Peter Makapan and Personal Assistant to the High Commissioner, Ms. Emily Indumwa.

Listed below are the institutions that were visited by the Kenyan Commission:

Institution	Leader of delegation of the host institution
The Commission	Mrs. MV Phiyega - Deputy Chairperson (IRC)
National Treasury	Mr. L. Fuzile - Director-General
DPSA	Ms. Qinisile Delwa - Director, International Exchange & Special Programmes
Department of Public Enterprise	Mr. Sandile Dlamini - Chief Director, Legal and Governance

10.1.1 MEETING WITH INDEPENDENT COMMISSION FOR THE REMUNERATION OF PUBLIC OFFICE-BEARERS - 28 MAY 2012

Mrs MV Phiyega and the Secretariat represented the Commission during the meeting. The Commission made a presentation which covered the Commission's legislative mandate, composition of the Commission, key principles to be considered in remuneration determination, process on statutory consultation with stakeholders, the review process and Commission's administration.

The Chairperson of the Kenyan Commission thanked the Commission for the information presented to them and highlighted that they have learnt a lot and expressed her wishes for continuing having this relationship with South Africa and further stated that she hope in future there would be a Forum established for African countries on Salaries and Remuneration matters.

10.1.2 MEETING WITH NATIONAL TREASURY -29 MAY 2012

The National Treasury led by Mr. L. Fuzile – Director-General met the Kenyan Commission.

The Director General explained that management of remuneration in the Public Service is crucial especially in Africa as most of the countries in the continent experience development deficit. He further highlighted the following:

- The lack of infrastructure in the continent topromoteinterrelatedtradeandeconomic development;
- The need to curtail current expenditure which is more on consumption than production and subsequently employee remuneration;

Public office-bearers remuneration levels are significant in the management of the entire public service as well as general management of growth of the economy;

- The remuneration levels provides the signal and shapes perception of South African and Public Service as to whether there is money and thus, growth of demands from other public service;
- Efforts of government to limit issues that promote or indicate high expenditure, as such issues may be difficult to control or manage within the available resources.

Other Senior Managers of National Treasury made presentation on economic factors that influence public service and state own entities remuneration.

10.1.3 MEETING WITH DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION (DPSA) - 29 MAY 2012

The Department of Public Service and Administration (DPSA) led by Ms Q Delwa met the Kenyan Commission. The Department presentation covered public service personnel expenditure review, public service remuneration, condition of service, occupation specific dispensation and benefits.

10.1.4 MEETING WITH DEPARTMENT OF PUBLIC ENTERPRISE ("DPE") – 30 MAY 2012

The Department of Public Enterprise ("DPE") represented by Mr. Sandile Dlamini gave an overview of DPE's functions and mandate as follows:

- Public Enterprises are categorized for the purposeofmanagementanddetermination of remuneration
- Most Board Members are non executive and are given power to determine level of remuneration of staff which would be aligned to the category of the Enterprise
- The level of remuneration of staff is determined in consultation with the Minister in-charge

- Mandate of Public Enterprise is derived from the legislation that established the Enterprise
- Overview of 9 state owned companies ("SOC") i.e. SAA, Transnet and Eskom that report directly to DPE
- Determination of salaries of the SOCs' based on the Assets, balance sheet and the mandate of SOCs
- Determination of SOCs'executives i.e. CEO's, COO's and CFO's salaries by the remuneration guidelines
- The government role as the major shareholder and the remaining shareholder amongst other natural and juristic persons
- Fulfilment of SOCs mandate in terms of the provision of the companies Act 2008
- Reinvestment or declaration of dividends by SOCs to their shareholder and benchmarked against the private companies

10.1.5 CONCLUSION

Generally, the study visit was informative and the programme was well organized. There are also several learning points that could be considered by the Commission, like the development of Remuneration Handbook; public accountability on issues of remuneration; close consultation with the Treasury; managing perception of the service and public on matters of remuneration, finances of the country; management of the pension schemes; provision of medical cover into retirement; management of the public service union; and wounding up of the none performing Public Enterprises.

Further, the suggestion of having regular meetings with public organizations in other African countries was a welcome proposal that needs to be taken forward. This will provide a platform for evaluation, benchmarking and strategizing on the best way to manage remuneration for the development of the respective countries as well as sharing skills and enhancing good governance.

10.2 SADC Remuneration Commissions Conference - 30 November 2012

During December 2010 the Commission convened a SADC conference were representatives from South Africa, Kenya, Zimbabwe, Malawi and Namibia attended. The conference agreed that the next conference be extended to other countries and rotate between the countries for hosting. Namibia was considered as the next country to host the conference.

The Public Office Bearers Remuneration & Benefit Commission (Namibian Commission) and the RSA Commission's Secretariat jointly convened the second SADC Remuneration Conference. The conference was held at the Seaside Hotel and Spa in Swakopmund on 28 – 30 November 2012.

Representatives from South Africa, Namibia, Zambia, Kenya, Botswana and Tanzania attended and participated during the conference. The theme for the conference was 'Balanced remuneration determination with the call for outstanding service delivery to the citizens'.

The Namibian Commissioner, Mr. Marc Nel, did the welcoming and opening remarks on behalf of the Namibian Commission Chairperson, Judge President Peter T Damaseb, and Mr PM Makapan, Head of Secretariat, facilitated the proceedings of the conference.

The objective of the conference was to share best practices on remuneration determinations and to formulate a clear relations of the Commissions/ Tribunals. This also presented an important opportunity to share lessons learned on how public office-bearer remuneration is managed and rewarded.

10.2.1 Presentation and discussion

48

The following presentations were made during the Conference:

- Universal role of Commissions/Tribunals in determining the remuneration of public representatives and benefit for countries to entrench this role in the Constitution
- Measurestoensureequitableremuneration for public representatives against government budget

- Framework and lessons learned for recommending remuneration for public representatives
- Performance based remuneration for public representatives (open discussion)
- Communication strategy on determination of public representatives remuneration – (open discussion)
- Lessons learned on governance within the Commission(s)/Tribunal(s) – (open discussion)
- Development of Commission's/Tribunal's relations charter and a way forward

10.2.1.1 Universal role of Commissions/ Tribunals in determining the remuneration of public representatives and benefit for countries to entrench this role in the Constitution

The Chairperson of RSA Commission, Judge Seriti, made presentation on the above topic that covered amongst others the following:

- Public and media interest on the remuneration of public office-bearers
- A need for establishment of independent statutory bodies to ensure transparency in the remuneration of public office bearers
- Constitutional imperatives to establish remuneration Commissions for public office-bearers (POBs)
 - The legislative framework of the RSA Commission and a draft Bill that will extend the mandate of the RSA Commission to determine remuneration of the Constitutional Institutions (Section 219 of RSA Constitution, Independent Commission for Remuneration of POB Act 92 of 1997 and Remuneration of POB Act 20 of 1998)
 - The RSA Commission review process since March 2007 to date

Lessons learned in recommending remuneration of public office-bearers in RSA

10.2.1.2 Measures to ensure equitable remuneration for public representatives/ public office-bearers against government budget

The Namibian Deputy Minister of Finance, Hon C Schlettwein, presented a paper on the above topic and covered the following:

- Fiscal metrics for affordability and equitable remuneration: the size of government as measured by public sector contribution to GDP and share of total employment, government compensation of employees as illustrated by remuneration as a share of GDP, and domestic revenues and per capita incomes
- The case of education and health spending
- Per Capita equivalents and cost of living indexing
- Towards an equitable public service remuneration structure for Namibia

10.2.1.3 Framework and lessons learnt for recommending remuneration for public representatives/public office-bearers

The conveners of the conference requested each participating country to prepare a presentation on the above topic in relation to their countries' practices and lessons learned. The following countries made insight presentations as follows:

Salaries and Remuneration Commission of Kenya

Mrs Grace Otieno, Commission Secretary and Chief Executive presented a paper that covers the following:

- The establishment of the Kenyan Commission in terms of Chapter 12 Article 230(1) of the Constitution of Kenya, 2012
- Mandate, functions and powers of the
 Commission
- Pay setting and remuneration framework

- Constitutional provision and challenges
- Drafting regulations for submission of proposals and determining and advising on remuneration and benefits
- Market surveys to establish data, job evaluation exercise, benchmark visits
- Harmonizing and restoring equity in remuneration cycle
- Database for review/determination of remuneration level
- Corporate governance
- Lessons learned are as follows: a need to have policy and legislations of addressing issues for remuneration and benefits; capacity building in particular research; development of strategic plan; and advocacy and communication

Public Service Commission of Zambia

Mr. Felix Mushabati, Chief Human Resources Management Officer presented a paper that covered the following:

- Legal framework for determining remuneration for POBs, like Presidential Emoluments act
- Pay reforms, like rationalizing and harmonizing remuneration across all public service bodies
- Success stories: consolidation of remunerative salaries into basic salary which enhances real pay and pension benefits
- General challenges: no uniform definition of public office bearers
 - Regional remuneration framework to reduce attrition
 - **Suggestion:** to have a remuneration body with enabling legislation to determine and regulate remuneration

10.2.1.4 Performance based remuneration for public representatives/public office bearers

Dr. K Kamanga, Chairperson of Public Service Commission – Zambia, presented a paper on above topic that covered amongst others the following:

- Overview of performance based remuneration system
 - The man objectives for the introduction of a performance based rewards systems
 - Key elements of a performance based remuneration system to succeed
- Advantage and challenges of the performance based remuneration system

Way Forward

The conference discussed the matter and agreed that the performance based remuneration for public office-bearers is not easy to implement and more research need to be done on this topic.

Countries agreed to prepare a paper based on the topic and to share it with each country's Secretariat. The final document to be channeled through their Secretariat.



10.2.1.5 Communication Strategy on determination for public representatives/public officer-bearers' remuneration

Mr. Isaiah Kubai, Commissioner – Kenyan Salaries and Remuneration Commission, presented a paper on above topic that covers the following:

- The need for a communication strategy
- A need to explain and publicize roles of Commissions/Tribunals
- Who will drive a communication strategy?
- To link the strategy to the mandate
- Identification of the audience/target
- Communication channels
- Communication frequency/timing and communicating "bad" news
- Language usage and message to be conveyed
- A need for communication philosophy of Commission/Tribunal to be in place
- Principles governing communication are essential like, transparency/access to information

Way Forward

The conference agreed that Commissions should consider outsourcing its communication function for proper branding and establish its stakeholder matrix.



10.2.1.6 Lessons learnt on governance within the Commissions/Tribunals

Mr. Vincent Mrisho, Chairperson of Public Service Remuneration Board - Tanzania, presented a paper that covered amongst others the following:

- Wide range of definitions of governance from different scholars
- Some characteristics of good governance that includes the following: participation, transparency, responsiveness, consensus, rule of law, equity, accountability, efficiency and effectiveness
- Remuneration as a tool for good governance
 and challenges

The conference identified the following matters as important to work on:

- Conditions of appointing members
- Integrity of members of Commission/ Tribunals
 - Operational mandate that govern Commission, like scheduling of meetings, attendance
- Relationship of members with stakeholders
- Relationship of members with operational employees
- Ethical conduct of members
- Formulation of a governance charter
- Not to overpromise (if unable to deliver, not true to mandate)
- Monitor conflict through statute

Way Forward

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The conference agreed to utilize the presentation as 'good governance guide.

10.2.1.7 Development of Commissions/ Tribunals relations charter and a way forward

Adv. Neo Sephoti presented a draft Commissions/ Tribunal Charter for consideration. The objectives of the Charter are as follows:

- Ensure avenues for capacity building of remuneration committees and their support structures with the view to improving quality of work of remuneration committees in Africa
- Facilitate, through close and active consultations among remuneration commissions, the establishment and promotion of good remuneration policies, practices and measures, which will allow the commissions to be effective and efficient in their roles in executing the mandate entrusted to them
- Provide a framework for regional cooperation in the collection and dissemination of remuneration information
- Promote the establishment and harmonisation of data storage banks to preserve institutional memory;
- Promote the development of institutional capacities, in both research and technical skills for theCommissions

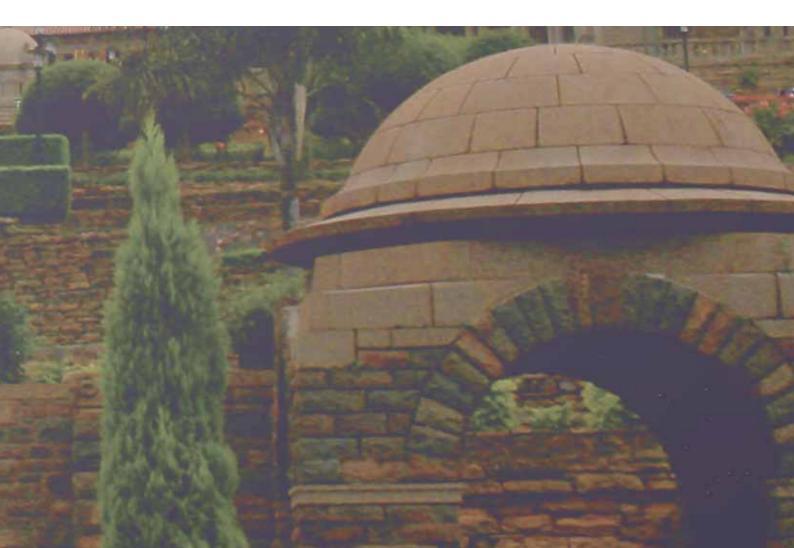
The Charter was adopted by South Africa, Zambia, Tanzania, Botswana, Namibia and Kenya

Way Forward

The conference agreed that all the participating countries should explore ways to host the next Conference excluding South Africa and Namibia. Countries should communicate their intension to host through respective Secretariats by 31 January 2013.



ANNEXURES



10. ANNEXURES

No.	Item	Page No.
A	Dates of Commission engagement during 2012	55
В	Commission Programme for 2011	56
С	Meeting attendance registers	57 - 59

ANNEXURE A: DATES OF COMMISSION ENGAGEMENT DURING 2012

								2	2()'	1	2								
		Ja	nua	ary	,				February March											
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15	16	17	18	19	20	21	12	13	14	15	16	17	18	11	12	13	14	15	16	17
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29	30	31					26	27	28	29				25	26	27	28	29	30	31
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15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16
22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23
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28	29	30	31				25	26	27	28	29	30		23	24	25	26	27	28	29
														30						

ANNEXURE B: COMMISSION PROGRAMME FOR 2012

DATE	ΑCTIVITY	VENUE		
03 February 2012	Commission meeting	Union Building		
21 February 2012	Meeting with the Deputy - President	Cape Town		
14 March 2012	Meeting with the Minister of Cogta	Pretoria		
13 April 2012	Commission meeting	Kiviets Kroon		
15 May 2012	Delivery of the Annual Report 2011 to President	Pretoria		
16 May 2012	Meeting with Salga	Pretoria		
24 May 2012	Judiciary subcommittee meeting with the DG: Justice	Pretoria		
28 - 30 May 2012	Meeting with the Kenyan Salaries & Remuneration Commission	Pretoria		
08 June 2012	Commission meeting	Pretoria		
18 June 2012	Meeting with the DG: Presidency	Union Building		
26 June 2012	Local Government & Traditional Leaders' Sub-Committee	ORT International		
18 July 2012	Meeting with the Chief Justice	Johannesburg		
18 July 2012	Meeting with Semenya, SC	Johannesburg		
25 July 2012	Meeting with the National Assembly Speaker and the Chairperson of NCOP	Cape Town		
25 July 2012	Press conference regarding the Commission's remuneration annual adjustment recommendation	Cape Town		
02 August 2012	Meeting with Minister of Department of Public Works	Pretoria		
03 August 2012	Meeting with the Deputy President	Pretoria		
04 September 2012	Meeting with the DPSA officials	Pretoria		
21 September 2012	Joint meeting of Judiciary & Local Government/Traditional Leaders Sub-Committees	Pretoria		
04 October 2012	Commission meeting	Pretoria		
28 –30 November 2012	SADC Remuneration Commissions Conference	Namibia		
04 December 2012	Executive/Legislative Sub-Committee meeting with Minister of DPSA	Pretoria		
10 December 2012	Executive/Legislative Sub-Committee meeting with Legislative Sector Forum	Pretoria		
13 December 2012	Judiciary Sub-Committee meeting with LCRC	Union Building		

ANNEXURE C: MEETING ATTENDANCE REGISTERS

ATTENDANCE OF COMMISSION MEETINGS - 2012

Name	03 Feb	13 April	08 June	04 Oct	
Commissioners					
Judge LW Seriti	Р	Р	Р	P	
Mrs MV Phiyega		Р	Р	N/A	
Dr HMR Bussin	Р	А	Р	Р	
Prof P Sithole	Р	Р	Р	Р	
Mr B Mosley-Lefatola	A	A	А	A	
Mr C Economou	Р	А	Р	Р	
Adv HFN Sephoti	Р	А	Р	A	
Dr LW Matlhape	Р	Р	Р	Р	
Secretariat					
Mr PM Makapan	A	Р	Р	Р	
Ms D Ranthako	Р	Р	Р	Р	
Ms ML Ngubane	N/A	Р	Р	Р	
Ms M Mashaba	N/A	N/A	Р	Р	

A: APOLOGY

N/A: NOT APPOINTED DURING THAT PERIOD

NR: NOT REQUIRED TO ATTEND

ATTENDANCE OF STAKEHOLDERS MEETINGS - 2012

Sector Sector

JANUARY – JUNE 2012								
Name	21 Feb	14 Mar	15 May	16 MAY	24 May	28-30 May	18 June	26 June
Judge LW Seriti	Р		Р					
Mrs MV Phiyega			Р		Р	Р		
Dr HMR Bussin	Р						Р	
Prof P Sithole	Р	Р	Р	Р				Р
Mr B Mosley-Lefatola								
Mr C Economou			Р					
Adv HFN Sephoti							Р	Р
Dr LW Matlhape			Р					Р
Mr P Makapan	Р	Р	Р	Р	Р	Р	Р	
Ms D Ranthako						Р		
Ms ML Ngubane				Р		Р		Р
Ms M Mashaba					Р	Р		

JULY – DECEMBER 2012												
Name	18 July	18 July	25 July	25 July	02 Aug	03 Aug	04 Sept	21 Sept	28- 30 Nov	04 Dec	10 Dec	13 Dec
Judge LW Seriti			Р	Р					Р	Р	Р	
Mrs MV Phiyega												
Dr HMR Bussin	Р	Р				Р		Р			Р	Р
Prof P Sithole			Р	Р				Р		Р		
Mr B Mosley-Lefatola												
Mr C Economou	Р	Р			Р	Р					Р	
Adv HFN Sephoti						Р		Р	Р			
Dr LW Matlhape	Р	Р	Р	Р		Р		Р	Р		Р	Р
Mr P Makapan	Р	Р	Р	Р	Р	Р		Р	Р	Р	Р	Р
Ms D Ranthako							Р	Р		Р	Р	
Ms ML Ngubane							Р	Р				
Ms M Mashaba	Р	Р					Р	Р				Р

SUBCOMMITTEE MEETINGS - 2012

Executive, National Parliament and Provincial Legislature Subcommittee							
Name	Date	Date	Date	Date	Date		
	21 Feb	02 Aug	03 Aug	04 Dec	10 Dec		
Judge LW Seriti	Р	A	A	Р	Р		
Mr C Economou		Р	Р	N/R	Р		
Dr M Bussin		N/R	Р	N/R	Р		
Dr LW Matlhape		N/R	Р	N/R	Р		
Mr P Makapan	Р	Р	Р	Р	Р		
Ms D Ranthako	N/R			Р	Р		

Judiciary Subcommittee							
Name	24 May	18 July	18 July	21 Sept (Joint)	13 Dec		
Mrs MV Phiyega	Р	N/A	N/A	N/A	N/A		
Dr HMR Bussin	А	Р	Р	Р	Р		
Adv HFN Sephoti	A	A	A	Р	A		
Mr C Economou	A	Р	Р	N/R	N/R		
Dr LW Matlhape	А	Р	Р	Р	Р		
Ms M Mashaba	Р	Р	Р	Р	Р		
Mr P Makapan	Р	Р	Р	Р	Р		

Local Government and Traditional Leaders Subcommittee							
Name	Date	Date	Date				
	16 May	26 June	21 Sept (Joint)				
Prof. P Sithole	Р	Р	Р				
Dr LW Matlhape	А	Р	Р				
Adv HFN Sephoti	N/R	Р	Р				
Mr P Makapan	Р	А	Р				
Ms ML Ngubane	Р	Р	Р				
Ms D Ranthako	N/R	N/R	Р				

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independent commission for the remuneration of public office-bearers

REPUBLIC OF SOUTH AFRICA





Secretariat Independent Commission for the Remuneration of Public Office Bearers

> The Presidency Private Bag X 1000 Pretoria 0001