

THE INDEPENDENT COMMISSION  
FOR THE REMUNERATION  
OF PUBLIC OFFICE BEARERS  
*ANNUAL REPORT 2023*





## SUBMISSION OF THE ANNUAL REPORT TO THE PRESIDENT OF THE REPUBLIC OF SOUTH AFRICA

To the President of the Republic of South Africa  
His Excellency President Cyril Ramaphosa  
Union Buildings  
Pretoria  
South Africa

Dear President,

I have the privilege to present the Independent Commission for the Remuneration of Public Office-bearers (Commission) Annual Report 2023 for the reporting period 1 January 2023 to 31 December 2023, as is required by section 10(1) of the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997 (Act No. 92 of 1997) (the Commission Act).

Section 10(2) of the Commission Act 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 President Mashangu M Leeuw  
Chairperson



## COMMISSION CONTACT DETAILS

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## 1. LIST OF ABBREVIATIONS AND ACRONYMS

<b>BER</b>	Bureau of Economic Research
<b>COLA</b>	Cost-of-living-adjustments
<b>CPI</b>	Consumer Price Index
<b>Commission</b>	Independent Commission for the Remuneration of Public Office-bearers
<b>COVID-19</b>	Corona Virus Disease
<b>FY</b>	Financial year
<b>GDP</b>	Gross Domestic Product
<b>ICIs</b>	Independent Constitutional Institutions
<b>LCRC</b>	Lower Courts Remuneration Committee
<b>MPC</b>	Monetary Policy Committee
<b>MP</b>	Member of Parliament
<b>MPL</b>	Member of Provincial Legislatures
<b>MTBPS</b>	Medium-Term Budget Policy Statement
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>POBS</b>	Public Office Bearers
<b>QPM</b>	Quarterly Projection Model
<b>SARB</b>	South African Reserve Bank
<b>SMS</b>	Senior Management Service

## 2. ACKNOWLEDGEMENTS

The Commission expresses its gratitude by acknowledging the persons and institutions mentioned below for their assistance and contributions in adding value to the Commission's activities during 2023, and in generating the finalisation of this Annual Report:

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



### 3. FOREWORD BY THE CHAIRPERSON JUDGE PRESIDENT MM LEEUW CHAIRPERSON

From the onset, I express my heartfelt gratitude to my fellow Commissioners, who availed themselves and worked extra days and hours under trying circumstances. The 2023 Annual Report provides an overview of work done by the Commission throughout this year, as well as in the past four years. Substantial progress has been made towards the finalisation of the Major Review Report on the Remuneration of Public Office Bearers (The Major Review Report), albeit with challenges.

This year, the Commission toiled to finalise the Major Review Report whilst encountering and overcoming obstacles such as the Coronavirus pandemic, which had a huge impact on the Commission's plan to conclude the Consolidated Major Review Report by the end of December 2023. It is evident from the report that the Commission met more often than required by statute. The anticipated date for the submission of the report was often postponed due to the systemic challenges experienced, especially with regards to the incapacity and inadequate support systems at the Commission's disposal. The Commission expected to incorporate the Annual Recommendations for 2023, but due to the delays in submitting the Major Review Report, the 2023 Annual

Recommendations were deferred to the year 2024.

The Commission reflected on issues that limited the Commission in the execution of its work which provide secretarial support as well as appoint service providers limited the Commission's ability to source its own support staff with relevant qualification and capacity. The support staff is not under the direct control of the Commission, especially with regard to their availability and accountability. It should be noted that Commissioners perform their commission work on a part-time basis.

Moving forward, the Commission has initiated a process with Presidency that will enable it to operate efficiently and enjoy total independence as envisaged in Section 219 of the Constitution of South Africa, 1996 as amended.

Nonetheless, The Commission appreciates the support offered and pledged by Presidency and support staff. I also acknowledge the exceptional contribution and inputs provided by the Commissioners, through their knowledge and expertise in their various professions.



#### 4. HEAD OF SECRETARIAT OVERVIEW

##### MR. PM MAKAPAN

##### HEAD OF SECRETARIAT

The year 2023 was challenging considering the Commission's engagements in driving the finalisation of the remuneration review report for the public office-bearers. The socioeconomic conditions that influenced the decision-making regarding the remuneration of employees of various sectors including the public office-bearers include, amongst others, the slow structural growth and the COVID-19 pandemic, slow recovery of South Africa's GDP hindered by multiple structural constraints, including electricity power shortages and logistics bottlenecks. Most countries experienced economic downturns, which negatively affected citizens' employment and eroded the workforce's income. These challenges are some of the factors the Commission considered when finalising its 2022/2023 annual remuneration recommendations.

The Secretariat in adherence to the regulatory directives operated effectively to enhance the achievement of the Commission's mandate concerning the 2023 activities. The Secretariat appreciate its role in supporting the Commission to achieve the following:

- Conducting research and compiling the 2022/2023 annual remuneration recommendations and collating and

compiling the 2023 Annual Report including submission thereof to the Commission for consideration;

- The management and engagements with the service provider and POBs stakeholders; and
- Consolidation of the remuneration review report the public office-bearers within Local Government, the Executive and Legislative, Judicial, Traditional and Khoi-San Leadership and Independent Constitutional Institutions.

The achievement of the above was made possible by the support received from the Presidency in allocation of resources, oversight received from the members of the Commission and open engagement with Commission's POBs stakeholders.

The challenge of capacitating the Secretariat is one of the main impediment that impact on the effective operation of the Unit. The Secretariat has on numerous engagements expressed this challenge through the Commission to the Presidency, and is eagerly awaiting further action. Consideration of this plea will enable the Secretariat to provide adequate service to the Commission and other relevant stakeholders as envisaged by the extended mandate of the Commission.



The Secretariat wishes to thank the Chairperson and members of the Commission for their support in discharging the Commission's directives and implementing its resolutions during the difficult time in 2020.

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

## **5. GENERAL INFORMATION: ABOUT US**

### **5.1. OUR ROLE**

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

### **5.2. STRATEGIC OVERVIEW**

#### **VISION**

Equitable and just remuneration system and structures for all public office bearers.

#### **MISSION**

The Commission strives through research and consultative processes to make rational, justifiable, transparent and defensible remuneration recommendations to the President.

#### **MANDATE**

To make recommendations concerning salaries and/or the upper limits of the salaries, allowances, benefits and resources required by some public office bearers to enable them to perform their respective duties effectively.

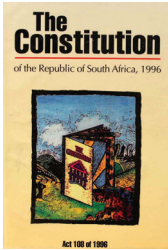
#### **UNDERLYING PRINCIPLES**

The Commission formulated a set of guiding principles that it employs in exercising its discretion and responsibility conferred on it by the Constitution and legislation.



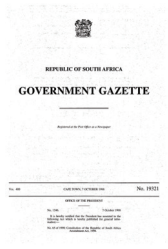
### 5.3. OUR MANDATE

The Commission obtains its mandate from:



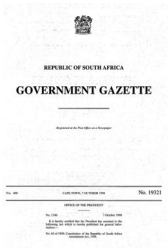
#### Section 219 of the Constitution of the Republic of South Africa, Act 108 of 1996

- Requires an Act of Parliament to establish a framework for determining salaries, allowances and benefits



#### The Remuneration of Public Office Bearers Act, No 20 of 1998, as amended

- Provides a framework for determining the salaries, benefits and allowances of public office bearers



#### The Independent Commission for the Remuneration of Public Office Bearers Act, No 92 of 1997, as amended

- Establishes the Independent Commission and outlines the functions of the Commission, including the publishing of annual recommendations relating to the salaries, benefits and allowances

Other related Acts and legal prescripts include:



- The Judges Remuneration and Conditions of Service Act, No. 47 of 2001 (Judges Act)
- The Magistrates Act, No. 90 of 1993 (Magistrates Act).
- Traditional Leadership and Governance Framework Act, No. 41 of 2003 ("Traditional Leadership Act").
- Determination of Remuneration of Office-Bearers of Independent Constitutional Institutions Laws Amendment Act No 22 of 2014.
- Traditional and Khoi-San Leadership Act No. 3 of 2019.

Other legal prescripts that are incidental to the execution of the Commission mandate but are considered:



- Ministerial Handbook.
- Members' Facilities Handbook.
- Provincial Legislature Handbooks.
- Other.

## 5.5. UNDERLYING PRINCIPLES

The principles fall into two categories, namely:

- Those that are drawn from the objectives and values of the Constitution.
- Those that are meant to be practical guides in formulating a fair remuneration dispensation.

THE FIRST CATEGORY INCLUDES:



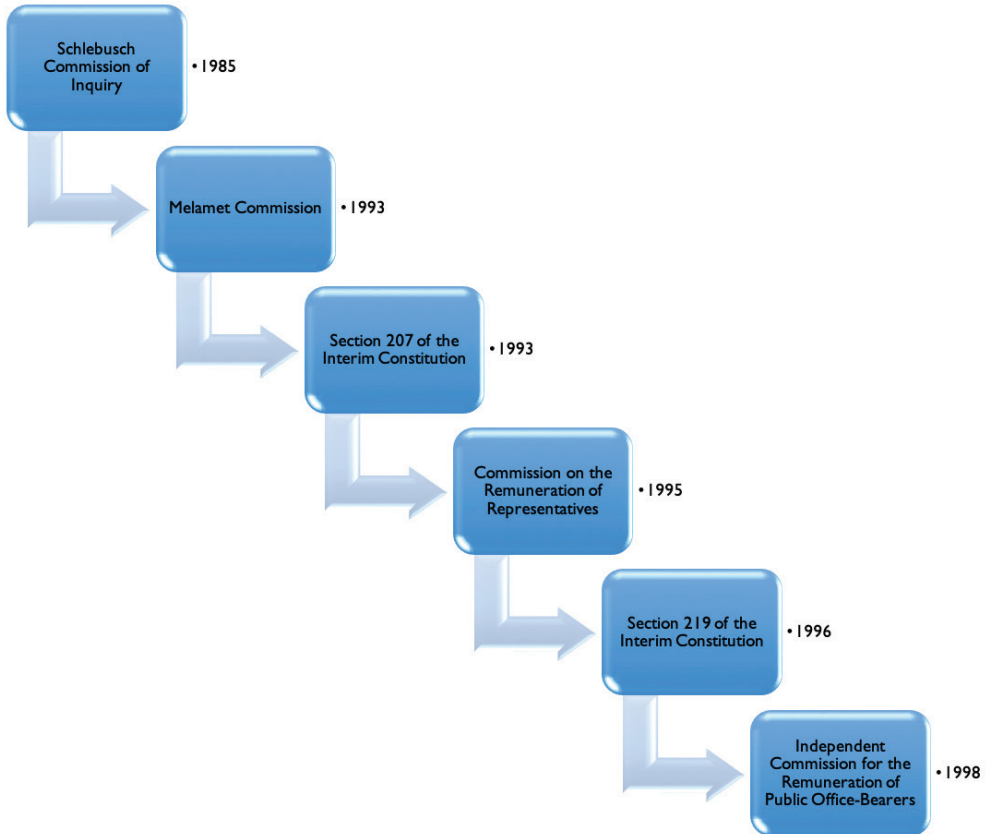


THE SECOND CATEGORY INCLUDES:



## 5.6. HISTORY

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





Chairpersons of the Commission, 1995 to date:

Justice HW Levy	• 21 April 1995 - 05 April 1998
Justice JH Steyn	• 21 August 1998 - 30 April 2000
Justice RJ Goldstone	• 10 May 2000 - 31 March 2004
Deputy Chief Justice Dikgang Moseneke	• 01 April 2004 - 31 March 2009
Judge LW Seriti	• 01 September 2009 - 31 August 2014
Judge CJ Musi	• 10 October 2014 - 09 October 2019
Judge President MM Leeuw	• 17 November 2019 to date

## 5.7. COMPOSITION

Section 3 of the Act provides that the Commission shall consist of eight (8) members appointed by the President of the Republic of South Africa. All members of the Commission serve on a part-time basis for a non-renewable term of five (5) years.

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

The Commission comprises the following members:



**Judge Mashangu Monica Leeuw**  
Chairperson:  
17 November 2019 to date



**Mr Motenane Phenias Tjie**  
Deputy Chairperson:  
1 May 2022 to date



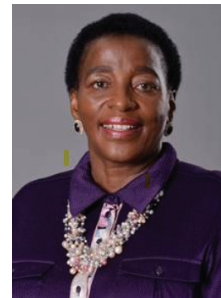
**Professor Itumeleng Mosala**  
Commissioner:  
17 November 2019 to date



**Dr Nomusa Zethu Qunta**  
Commissioner:  
17 November 2019 to date



**Mr Satish Roopa**  
Commissioner:  
17 November 2019 to date



**Ms Japhtaline Mantuka Maisela**  
Commissioner:  
1 May 2022 to date



**Dr. Charles Nwaila**  
Commissioner:  
1 May 2022 to date



**Mr. Lusani Mulaudzi**  
Commissioner:  
23 August 2022 to date



## 5.6. FUNCTIONS

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

- The powers and duties conferred to the Commission by section 219 of the Constitution, 1996.
- Conducting inquiries into any matter authorized by statute.
- Conducting research or causing research to be conducted as may be necessary for the performance of the functions of the Commission.
- Publishing annual Cost of Living Adjustment (COLA) recommendations of salaries, allowances and benefits of POBs, and the resources necessary to enable an applicable office-bearer to perform his or her functions effectively.
- Conduct regular reviews to synchronize recommendations with changing circumstances.
- Publishing an Annual Report on its activities.

The Commission operates in an environment in which it is required to balance the inputs and submissions of stakeholders with the economic realities of the Republic of South Africa, the expectations of the public and the current trends with respect to appropriate remuneration comparators.

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

## 6. LEGISLATIVE FRAMEWORK AND MANDATE

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

Act	Act No.	Relevance	Repealed/ amended by Act
Magistrates Act	90/1993	Provides for remuneration and conditions of employment of Magistrates	N/A
Interim Constitution of the Republic of South Africa	200/1993	Promulgated legislation establishing a Commission to make recommendations on remuneration of office-bearers	108/1996
Commission on Remuneration of Representatives Act	37/1994	Established a Commission to make recommendations regarding the nature, extent and conditions of remuneration and allowances of all elected members of national, provincial and local legislative bodies, and traditional leaders	92/1997
Payment of Members of Parliament Act	6/1994	Provided for payment of remuneration and allowances to Members of Parliament	20/1998
Remuneration and Allowances of Executive Deputy Presidents, Ministers and Deputy Ministers Act	53/1994	Provided for payment of remuneration and allowances to Executive Deputy Presidents, Ministers, Deputy Ministers	20/1998
Traditional and Khoi-San Leadership Act	3/2019	Provided for payment of remuneration and allowances to Traditional and Khoi-San Leaders	N/A
Constitution of the Republic of South Africa	108/1996	Provides for legislation of an Independent Commission to make recommendations regarding salaries, allowances and benefits of certain stated office-bearers	N/A
Independent Commission for the Remuneration of Public Office-Bearers Act	92/1997	Established this Commission to make recommendations regarding salaries, allowances and benefits of office-bearers	N/A
Remuneration of Public Office-Bearers Act	20/1998	Provides a framework for determining salaries, allowances and benefits of defined office-bearers	N/A
Remuneration of Public Office Bearers Amendment Act	9/2000	Further regulates remuneration of political office-bearers	N/A
Remuneration of Public Office Bearers Second Amendment Act	21/2000	Regulates remuneration of Traditional Leaders holding more than one office	N/A
Judges' Remuneration and Conditions of Employment Act	47/2001	Provides for remuneration and conditions of employment of all Judges	N/A
Judicial Officers (Amendment of Conditions of Service) Act	28/2003	Includes all judicial office-bearers in the scope and definition of office-bearers	N/A



Act	Act No.	Relevance	Repealed/ amended by Act
Determination of Remuneration of Office-Bearers of Independent Constitutional Institutions Laws Amendment Act	22/2014	Provides for remuneration and conditions of employment of Traditional and Khoisan Leadership	41/2003 & 23/2009

## 7. FACTORS THAT THE COMMISSION CONSIDERS WHEN MAKING RECOMMENDATIONS

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

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

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

## 8. GOVERNANCE

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

### 8.1. COMMISSION MEETINGS AND DECISIONS

The Commission is required by law to meet at least once a year, at a time and place determined by the Chairperson. However, the Commission has met more often than the stipulated requirement, because of the increased scope of its work. The Act further sets out the quorum requirement, which is "five members shall constitute a quorum for meetings". Decision-making

is by consensus. However, where a matter requires members of the Commission to cast a vote, the majority view will be accepted as the decision.

A schedule of the Commission's programme of meetings for 2023 is set out in Table A. The table distinguishes between:

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

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

**TABLE A: COMMISSION PROGRAMME OF MEETINGS FOR 2023**

COMMISSION MEETINGS		
DATE	ACTIVITY	LOCATION
20 January 2023	Commission's Special Meeting	Virtual Meeting
3 February 2023	Commission Meeting	Hybrid Meeting - Radisson-Blu, Sandton
9 March 2023	Commission's Special Meeting	Southern Sun - Cullinan
14 April 2023	Commission's Special Meeting	Virtual Meeting
21 April 2023	Commission Meeting	Hybrid Meeting - Indaba Hotel, Fourways
9 June 2023	Commission Meeting	Seasons Golf - Leasure Spa, Hartbeespoort
25 August 2023	Commission Meeting	Hybrid Meeting - Kievietskroon, Kameeldrift East
6-7 November 2023	Commission Meeting	Bushman's Rock - Kameeldrift East
28-29 November 2023	Commission Meeting	Union Buildings
5 December 2023	Commission's Special Meeting	Virtual Meeting
7 December 2023	Commission Meeting	Virtual Meeting
12 December 2023	Commission Meeting	Virtual Meeting
19 December 2023	Commission Meeting	Virtual Meeting

STATUTORY CONSULTATIONS AND MEETINGS		
DATE	ACTIVITY	LOCATION
26 January 2023	The Commission communicated in writing with stakeholders and requested their views on salaries of POBs as this was intended to be considered during the finalisation of the recommendations.	Letters
11 April 2023	Meeting with the Presiding Officers of National Parliament	Virtual Meeting
18 April 2023	Meeting with the President	Union Buildings



### MEETINGS WITH STAKEHOLDERS

DATE	ACTIVITY	LOCATION
10 March 2023	BER workshop	Stellenbosch University, Cape Town
16 March 2023	Meeting with the Nigerian National Salaries, Incomes and Wages Commission	Midrand
3 April 2023	Meeting with the Traditional & Khoisan Leadership sector	Virtual
17 May 2023	Meeting with the GEPP	Virtual
31 May 2023	Meeting with SALGA, Minister of Cogta and Deputy Minister of Traditional Affairs	Virtual
12-14 September 2023	Meetings with Municipalities and Provincial Departments of Public Works and Infrastructure in the Eastern Cape & Western Cape	EC & WC respectively
22 September 2023	Meetings with the North West Municipality and Provincial Department of Public Works and Infrastructure	NW DPWI

### EXPENDITURE REPORT FOR THE COMMISSION'S PROGRAMME 2023

Total number of Commissioners	8
Total number of days claimed by the Chairperson	35
Total number of days claimed by the Deputy Chairperson	30
Total number of days claimed by other Commissioners	180
Total Amount paid to the Chairperson	R 188 545
Total Amount paid to the Deputy Chairperson	R 139 335
Total Amount paid to other Commissioners	R 732 951
Cellphone claims	R 84 928
Amount claimed by Commissioners	R 1 145 759

### 8.2. ADMINISTRATION OF THE COMMISSION

Section 11(1) of the Commission Act provides that the "Director-General: Office of the President shall, after consultation with the Commission, designate such officers in the Office of the President as may be necessary to perform the work incidental to the exercise or performance of the powers and duties of the Commission". The Secretariat assists the Commission under the leadership of Mr. PM Makapan and provides the support and infrastructure services that are vital to the performance of the Commission's duties, responsibilities and activities.

The Secretariat also provides governance, advice, administrative support and expertise to the Commission. The Secretariat supports the Commission in discharging its legislative mandate through the provision of operational and company secretarial services, the provision of assistance to different POBs institutions to implement the President's proclamations, and the interpretation of relevant reports from the Commission's stakeholders. The Secretariat consists of the following members:



**Mr PM Makapan**  
Head of Secretariat



**Ms C Masemola**  
Senior Admin Officer



**Ms D Ranthako**  
Senior Remuneration Specialist



**Ms M Mashaba**  
Senior Researcher



**Adv NB Dawood**  
Remuneration Specialist

### 8.3. THE COMMISSION'S BUDGET

The expenditure is incidental to the exercise or performance of the powers and duties of the Commission and is defrayed from monies appropriated by Parliament for that purpose. The Presidency provides the Commission with the financial support and resources to exercise its mandate, as prescribed by the Act and other statutory provisions. The commissioner's remuneration is approved by the Minister of Finance.



## 9. STRATEGIC OBJECTIVES AND STATUTORY OBLIGATIONS FOR 2022 – 2024

### 9.1. TO MAKE ANNUAL RECOMMENDATIONS CONCERNING THE SALARIES, ALLOWANCES AND BENEFITS OF POB

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"><li>2022/2023 and 2023/2024 Annual Remuneration Recommendations</li></ul>	<ul style="list-style-type: none"><li>Preparation of the 2022/2023 and 2023/2024 annual recommendations by requesting submissions from stakeholders</li><li>Identification and prioritizing tasks required to make annual recommendations</li><li>Required research data: Economic indicators, Surveys, submissions and responses of POBs, interaction with POBs, analysis of previous recommendations</li><li>Identify comparative research data and sources</li><li>Secretariat's discussion documents/ draft recommendations</li><li>Commission's inputs and discussion</li><li>Commission's final report on the subject</li><li>Justifiable, transparent and fair recommendations</li><li>Recommendations that are in line with international best practices and trends</li></ul>	<ul style="list-style-type: none"><li>Commission is mandated to publish recommendations at least once a year</li></ul>

### 9.2. TO UNDERTAKE THE REMUNERATION REVIEWS

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> <li>Finalisation of the remuneration review of the Executive and Legislative Sector POBs</li> </ul>	<ul style="list-style-type: none"> <li>Undertaking good research to support review work</li> <li>Project plan on review to guide and speed up the process</li> </ul>	<ul style="list-style-type: none"> <li>Commission to submit the final report to Parliament and President</li> </ul>
<ul style="list-style-type: none"> <li>Consolidation of the remuneration reviews of the Executive, Legislative and Local Government Sectors</li> </ul>	<ul style="list-style-type: none"> <li>Consolidated report</li> </ul>	<ul style="list-style-type: none"> <li>Report to be submitted to the President</li> <li>Publication of the report</li> </ul>
<ul style="list-style-type: none"> <li>Finalisation of the remuneration review of the Judicial Sector POBs</li> </ul>	<ul style="list-style-type: none"> <li>Undertaking good research to support review work</li> <li>Project plan on review to guide and speed up the process</li> </ul>	<ul style="list-style-type: none"> <li>Commission to submit the final report to Parliament and President</li> </ul>
<ul style="list-style-type: none"> <li>Remuneration review of the Traditional and Khoi-San Leadership positions</li> </ul>	<ul style="list-style-type: none"> <li>Undertaking good research to support review work</li> <li>Project plan on review to guide and speed-up the process</li> <li>Undertaking benchmark research for comparative analysis purposes with international counterparts</li> </ul>	<ul style="list-style-type: none"> <li>Submission made during strategic planning session by NHTL (i.e. Sitting allowances)</li> <li>Khoisan position/structure should be aligned with traditional leadership structures</li> <li>Remuneration dispensation of Khoi-San positions should be aligned to other traditional leadership positions</li> </ul>
<ul style="list-style-type: none"> <li>Remuneration review of the Independent Constitutional Institution positions</li> </ul>	<ul style="list-style-type: none"> <li>Undertaking good research to support review work</li> <li>Project plan on review to guide and speed-up the process</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Determination of Remuneration of Office-Bearers of Independent Constitutional Institutions Laws Amendment Act, 2014 (Act No. 22 of 2014)</li> </ul>
<ul style="list-style-type: none"> <li>To provide credible and evidence-based information on remuneration matters to the President</li> </ul>	<ul style="list-style-type: none"> <li>Chairperson's engagement with the President</li> </ul>	<ul style="list-style-type: none"> <li>To investigate and consider any specific matter relating to the salaries, allowances, and benefits of Office Bearers on request by the President</li> </ul>



### 9.3. TO PROMOTE STAKEHOLDER ENGAGEMENT AND ADVOCACY

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

### 9.4. TO PROMOTE EFFECTIVE, ETHICAL LEADERSHIP AND GOOD GOVERNANCE

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> <li>• Ensure compliance with legislative prescripts and acceptable standards</li> </ul>	<ul style="list-style-type: none"> <li>• Strict compliance with all statutory and policy requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Mandatory</li> </ul>
<ul style="list-style-type: none"> <li>• To submit the Annual Report to the President</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat's draft annual report</li> <li>• Inputs and discussion by Commission</li> <li>• Finalisation and printing of Annual Report</li> <li>• Submission to President</li> <li>• Circulation to main stakeholders</li> <li>• Broadcasting of the Annual Report on the Commission website</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat to draft 2021 Annual Report and circulate it for input to the Commissioners</li> <li>• Submission of the Annual Report to the President</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure proper Annual Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Provide the Presidency with a clear annual programme of the Commission</li> </ul>	<ul style="list-style-type: none"> <li>• The Secretariat Operational Plan that incorporates the Commission strategy required by the Presidency</li> </ul>

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> <li>Independence, reputation and credibility of the Commission</li> </ul>	<ul style="list-style-type: none"> <li>Public understanding and acceptance of independence requirements</li> <li>Independent Commission activities</li> <li>Strict independence ethics and practices</li> <li>Reports of threats to independence</li> <li>The Chairperson of the Commission to liaise with the Director-General in the Presidency</li> </ul>	<ul style="list-style-type: none"> <li>The achievement depends on the amendment of the Commission legislation(s) that the Commission proposed and the consideration of the legal opinion received</li> </ul>
<ul style="list-style-type: none"> <li>Implementation of the proposed Secretariat structure</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment and retention of qualified support staff to the Commission</li> <li>Availability of the required resources</li> </ul>	<ul style="list-style-type: none"> <li>Urgent meeting with the President</li> </ul>
<ul style="list-style-type: none"> <li>Maintain a comprehensive intelligence management capability</li> <li>Knowledge management</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of document management</li> </ul>	<ul style="list-style-type: none"> <li>Proper records management</li> </ul>
<ul style="list-style-type: none"> <li>Commission performance evaluation and its value-add</li> </ul>	<ul style="list-style-type: none"> <li>Effective and efficient management of the Commission</li> <li>Monitor and provide reports on Commission achievements</li> <li>Commission meetings to be held at the agreed dates</li> <li>Optimal attendance of meetings and participation therein</li> </ul>	<ul style="list-style-type: none"> <li>Mandatory</li> </ul>



## 10. KEY OUTPUTS ACHIEVED, MILESTONES AND CHALLENGES

### PART A

#### 10.1. ANNUAL REMUNERATION RECOMMENDATIONS FOR 2022/2023

In terms of sections 219(1), (2) and (5) of the Constitution, read together with sections 8(4) and (5) of the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997 (Act No 92 of 1997) (Commission Act), the Independent Commission for the Remuneration of Public Office-Bearers (Commission) is mandated to make annual recommendations relating to the salaries and/or the upper limits of the salaries, allowances, benefits, and the resources required by Public Office Bearers (POBs) to enable them to perform their respective duties effectively.

The Commission has considered the fiscal condition of the State demonstrated in the previous financial years i.e. 2021/2022. The impact of POBs, salary increment on the fiscus, previous Presidential determinations and general economic status of the country as it is recovering from the effects of the COVID-19 pandemic.

After considering the relevant legislation and factors mentioned above, the Commission is recommending a 3.8% increase to the remuneration of all categories of POBs which is linked to the forecast average inflation of 4.8% by National Treasury minus 1%.

The Commission has considered the positions of the Senior Khoi-San Leader and Branch Head as legislated in the Traditional and Khoi-San Leadership Act, Act No. 3 of 2019 as well as the responsibilities of the roles respectively.

It further recommended that the positions of Senior Khoi-San Leader be remunerated at the same level as that of the Senior Traditional Leader; and the Branch Head at the same level as the Headmen/women.

## 11. ANNEXURE A: MEETING ATTENDANCE

ATTENDANCE OF COMMISSION MEETINGS IN 2023															
Commissioners	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date
	20 Jan	3 Feb	9 Mar	14 Apr	21 Apr	9 Jun	25 Aug	6-7 Nov	28 Nov	29 Nov	1 Dec	5 Dec	7 Dec	12 Dec	19 Dec
Judge MM Leeuw	P	P	P	P		P	P	P	P	P	P	P	P	P	P
Mr MPTjie	P	P	P	A	P	A	P	P	P	P	A	P	P	P	P
Dr MC Nwaila	P	P	P	P	P	P	P	P	P	P	P	P	P	P	A
Ms JM Maisela	P	P	P	P	P	A	P	P	A	A	P	P	P	P	P
Dr NZ Qunta	P	P	A	P	A	P	P	P	A	A	A	P	A	P	A
Prof I Mosala	A	P	P	P	P	P	P	P	P	P	P	A	P	P	A
Mr S Roopa	P	P	P	P	P	A	P	P	P	P	A	P	P	P	P
Mr LK Mulaudzi	P	P	P	P	P	P	P	P	A	P	P	P	P	A	P
Mr PM Makapan	P	P	P	P	P	P	P	P	P	P	P	P	A	P	P
Ms D Ranthako	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
Ms M Mashaba	P	P	P	P	P	A	P	P	P	P	P	P	P	P	P
Ms C Masemola	P	P	P	P	P	P	P	P	P	P	P	P	P	A	P
Adv N Dawood	P	P	P	P	A	P	A	P	P	P	P	P	P	A	A

P: Present                      A: Apology                      A: Absent                      NR: Not Required

### SUB-COMMITTEE MEETINGS IN 2023

EXECUTIVE, NATIONAL PARLIAMENT AND PROVINCIAL LEGISLATURE SUB-COMMITTEE				
Name	Date	Date	Date	Date
	14 June	11 August	11 October	12 October
Judge MM Leeuw	P	P	P	P
Mr MPTjie	P	P	NR	NR
Dr MC Nwaila	P	P	P	P
Mr S Roopa	NR	NR	NR	P
Dr NZ Qunta	NR	NR	NR	NR
Prof IJ Mosala	P	A	A	P
Ms JM Maisela	NR	NR	NR	NR
Mr LK Mulaudzi	P	P	P	P
Mr P Makapan	P	A	P	A
Ms D Ranthako	P	A	P	P
Ms M Mashaba	NR	NR	NR	NR



**EXECUTIVE, NATIONAL PARLIAMENT AND PROVINCIAL LEGISLATURE SUB-COMMITTEE**

Name	Date	Date	Date	Date
	14 June	11 August	11 October	12 October
Ms C Masemola	NR	NR	NR	NR
Adv N Dawood	P	P	A	A

P: Present

A: Apology

A: Absent

NR: Not Required

**LOCAL GOVERNMENT AND TRADITIONAL LEADERS SUB-COMMITTEE**

Name	Date	Date	Date	Date	Date	Date
	30 Jan	3 April	31 May	21 June	20	29
					September	September
Judge MM Leeuw	N/R	P	P	N/R	N/R	N/R
Dr NZ Qunta	P	A	P	P	P	P
Dr MC Nwaila	P	A	P	P	P	P
Mr MPTjie	A	P	A	N/R	A	A
Mr S Roopa	P	A	A	A	P	P
Mr LK Mulaudzi	P	P	P	P	P	A
Ms D Ranthako	P	P	P	P	P	P
Mr PM Makapan	N/R	P	P	N/R	P	P
Adv N Dawood	N/R	N/R	P	N/R	N/R	N/R
Ms M Mashaba	N/R	N/R	P	N/R	N/R	P

P: Present

A: Apology

A: Absent

NR: Not Required

**INDEPENDENT CONSTITUTIONAL INSTITUTIONS (ICIS) SUB-COMMITTEE**

Name	Date	Date	Date	Date	Date	Date
	27 Jan	13 Mar	12 May	10 Aug	21 Aug	13 - 14 Oct
Mr S Roopa	P	P	P	P	P	P
Ms JM Maisela	P	P	P	P	P	P
Ms NZ Qunta	P	A	A	A	A	P
Dr MC Nwaila	P	P	P	P	P	P
Mr LK Mulaudzi	P	P	P	A	P	P
Ms M Mashaba	P	P	P	A	P	P
Mr P Makapan	NR	NR	NR	NR	P	NR
Ms N Dawood	NR	NR	NR	P	NR	P

P: Present

A: Apology

A: Absent

NR: Not Required

JUDICIARY SUB-COMMITTEE										
Name	Date	Date	Date	Date	Date	Date	Date	Date	Date	
	16 Jan	31 Jan	6 Mar	15 Mar	18 Apr	3 May	19 Jul	17 Aug	27 - 28 Sep	
Mr MPTjie	A	A	P	P	P	A	P	P	P	
Ms JM Maisela	P	P	P	P	P	P	P	P	P	
Prof IJ Mosala	P	P	P	P	P	P	P	P	P	
Mr LK Mulaudzi	P	P	P	P	A	P	P	A	P	
Ms M Mashaba		P	P		A		NR	NR	NR	
Mr P Makapan	NR	NR	NR	NR	NR	NR	NR	NR	NR	
Ms N Dawood	P	P	P	P	P	P	P	P	P	
P: Present		A: Apology			A: Absent			NR: Not Required		



