



**To: The President of the Republic of South Africa**

It is a great privilege to present the 2020 Annual Report on behalf of the Commission to the President, as enjoined 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).

The report covers the activities of the Commission for the period 01 January 2020 to 31 December 2020.

A highlight of activities embarked upon by the Commission during the period under review are:

- a) The adjustment of the annual remuneration for Public Office Bearers which was submitted to the President as prescribed by Section 8(6) of the 1997 Commission Act;
- b) The Commission conducted a Strategic Planning Session for 2020/2021 on 13 to 14 February 2020 and have resolved amongst others, to adopt a comprehensive remuneration review on the principles applied in determining the remuneration of Office Bearers of Independent Constitutional Institutions positions.
- c) The finalisation of the major review project relating to the remuneration of Public Office Bearers in the Executive, Legislative and Judiciary sectors is work in progress.

The lockdown period has been challenging in that the Commission could not fully achieve its goals and objectives for the year 2020.

I thank my fellow Commissioners and the Secretariat for their sterling contributions and support in enhancing the work of the Commission.

**Judge Mashangu M Leeuw**  
Chairperson



The administrative offices of the  
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## 1. ACKNOWLEDGEMENTS

The Independent Commission for the Remuneration of Public Office-Bearers (the Commission) acknowledges the following persons and institutions for their contribution to the functioning of the Commission during 2020, and in generating the finalization of this Annual Report:

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



## 2. FOREWORD BY THE CHAIRPERSON

I have the pleasure in presenting the Commission's 2020 Annual Report on behalf of the Commission to the President. In November 2019, the President appointed five Commissioners to serve for a period of five years in the vacant positions created by the erstwhile Commissioners whose term of office came to an end in October 2019. The newly appointed Commissioners bring various skills in the legal, human resource management, economics, financial, remuneration, governance, strategic planning, local government and traditional and Khoisan fields.

The current Commissioners completed the work started by their predecessors and finalized the annual remuneration recommendations for submission to the President and the National Parliament as provided by the Independent Commission for the Remuneration of Public Office-Bearers Act, 1997 (Commission Act).

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

- a) Recommendations for the adjustment of annual remuneration for Public Office Bearers, which were submitted to the President on 10 December 2020 as prescribed by section 8 (6) the 1997 Commission Act;
- b) The Determination of Remuneration of Office Bearers of Independent Constitutional Institutions Laws Amendment, 2014 (Act 22 of 2014) (ICI Act) was assented to and published for general information on 2 June 2014 and came into operation on 1 April 2019. This Act gives the Commission the responsibility of considering the remuneration of the Independent Constitutional Institutions (ICIs) as well as to make annual recommendations in respect of the remuneration of the ICIs;
- c) The Commission is currently in the process of finalising the major review project in respect of the remuneration of public office-bearers in the Executive, Legislative and Judiciary sector for submission to the President.

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

**Judge Mashangu M Leeuw**  
Chairperson



### 3. HEAD OF SECRETARIAT OVERVIEW

Year 2020 was a challenging one considering the COVID-19 pandemic. Globally, countries experienced economic downturn, which to an extent negatively affected the employment of citizens and eroded income of workforces. The Secretariat in adherence to the regulatory directives operated mostly virtually in order to enhance the achievement of the Commission's mandate in relation to the 2020 activities. The Secretariat appreciate its role of supporting the Commission to achieve the following:

- The collation and compiling of the 2020/2021 Annual Recommendation and Commission 2020 Annual Report;
- The management and engagements with the service provider and POBs stakeholders;
- Consolidation of the remuneration review report of Local Government, the Executive and Legislative and Judicial Sectors; and
- Drafting of terms of references for the review project of remuneration of POBs within the Traditional and Khoi-San Leadership and Independent Constitutional Institutions

The achievement of the above was realised through 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 currently considered by The Presidency within its process of reconfiguration of its structure. The Secretariat is eagerly awaiting for the process to be completed, as this will assist in providing adequate service to the Commission and other relevant stakeholders as envisaged by the extended mandate of the Commission.

The Secretariat adhered to the required legislative prescripts and instructions in relation to its operations. During the year, the Secretariat was mostly assisting the Commission to consolidate its remuneration review report which must be submitted to the President during 2021.

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

**Mr PM Makapan**  
**Head of Secretariat**



## 4. GENERAL INFORMATION: ABOUT US

### 4.1. OUR ROLE

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

### 4.2. VISION

The Commission envisages an equitable and appropriate remuneration for all public office bearer positions Republic of South Africa

### 4.3. MISSION

The Commission strives through research and consultative processes to, *inter alia*; make independent, transparent and sustainable recommendations, as required, in respect of the remuneration of all Public Office Bearers.

### 4.4. 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. 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 just remuneration dispensation

The first category includes:

- Honesty
- Independence
- Integrity
- Leadership
- Objectivity
- Openness
- Selflessness

The second category includes:

- Affordability
- Consultative
- Efficient and effective
- Good governance
- Lawful, open, fair, and justifiable
- Public interest
- Responsive
- Separation of powers
- Transparency and accessibility

### 4.5. MANDATE

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

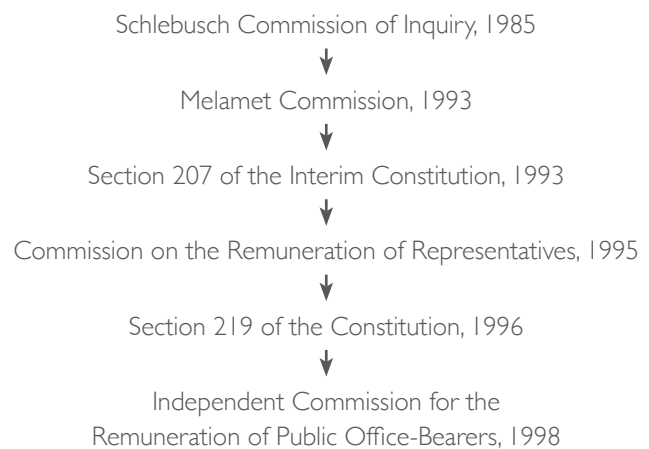
- The Constitution of the Republic of South Africa, 1996;
- The Independent Commission for the Remuneration of Public Office-Bearers, 1997 (No. 92 of 1997); and
- The Remuneration of Public Office-Bearers Act, 1998 (Act No. 20 of 1998).

Other related Acts includes the following:

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

### 4.6. HISTORY

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



#### Chairpersons of the Commission, 1995 to date

Period of appointment	Name
21 April 1995 - 5 April 1998	Justice HW Levy
21 August 1998 - 30 April 2000	Justice JH Steyn
10 May 2000 - 31 March 2004	Justice RJ Goldstone
1 April 2004 - 31 March 2009	Deputy Chief Justice Dikgang Moseneke
1 September 2009 - 31 August 2014	Judge LW Seriti
10 October 2014 - 9 October 2019	Judge CJ Musi
17 November 2019 to date	Judge President MM Leeuw



#### 4.7. COMPOSITION

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

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

Prof I Mosala Commissioner	Judge MM Leeuw Chairperson	Ms. M Ramagaga Deputy Chairperson
Dr NZ Qunta Commissioner	SECRETARIAT	Mr G Barnard Commissioner
Mr S Roopa Commissioner	Dr M Sibandze Commissioner	Prof M Coetzee Commissioner

The Commission comprises the following members:



Judge Mashangu Monica Leeuw

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

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

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

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

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

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

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



Ms. Matshego Ramagaga

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

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



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

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

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

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

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



**Dr Nomusa Zethu Qunta**

Nomusa Zethu Qunta, known as Zethu is an executive director of ZBQ Consulting Pty Ltd, which she founded in 2005. She has been in private business for over 15 years, specialising in governance, financial management and Strategy. She is also a founder of the ZBQ Foundation, an NPO (Public Benefit Organization) established to focus on uplifting Education in Historically Disadvantage Areas.

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

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

Currently she is the Deputy Chairman of Ingonyama Trust Board, Chairman of the Human Resource and Remuneration Committee of the Board of the National Nuclear Regulator, Chairman of the Audit Committee of the National Department of Rural Development, Agriculture and Land Reform and member of the Ministerial Intervention Team of the Department of Health and Gauteng.

Her qualifications include Master's Degree in Economics from the University of Pretoria; Master of Business Administration from Oxford Brookes University (UK); Doctoral Degree from Wits University, with her thesis done on the effectiveness of the Development Finance Institutions in KwaZulu-Natal and in 2018 completed BA Honours in Theology from the University of the North West. She is an ordained pastor of the Apostolic Faith Mission of South Africa Dorcas Centre Church in Durban. Dr Qunta was appointed by the President to serve as a Commissioner of the Independent Commission for the Remuneration of Public Office Bearers on 15 November 2019.



**Mr Garth Barnard**

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

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

He is a qualified actuary, approved valuator of defined benefit, defined contribution and hybrid retirement arrangements as well as an approved liquidator of retirement funds. He has 22 years' retirement industry experience.

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

His list of current and previous appointments included some of the most significant retirement arrangements in South Africa.

He has been involved in various reviews of employee benefit structures relating to the Department of Public Service and Administration, National Treasury, Government Employees Housing Scheme as well as advising on potential designs for a pension benefit structure for Traditional Leaders.

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



**Professor Mariette Coetzee**

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

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

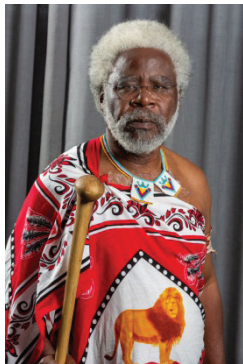
During her employ at Unisa she served as the Deputy COD for the HRM Department, Chair of the Department, Programme Manager for Short Learning Programmes and currently she is the Manager of the Centre for Business Management and Short Learning programmes offered by the College for Economic and Management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

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

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

She is an External Examiner for the University of North West, University of Pretoria, University of Cape Town, Open University of Mauritius and Bharathidasan University in India. She is also a Peer Reviewer of articles for accredited journals (SAJHRM, SAJEMS, ActCommerci, Journal of Industrial Psychology and SAIMS).

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



**Dr. Siphon Masenjana Sibandze (Goje Phangela Khulu)**

Dr. Siphon Masenjana Sibandze (Goje Phangela Khulu) holds a:

- Doctor of Philosophy Degree (PhD) (1983) in Environmental Sciences with a major in Land Resources and a minor in Political Science, University of Wisconsin-Madison, Wisconsin, Madison, United States of America;
- Master of Arts Degree (MA) (1979) in Political Science with specialization in Public Administration, University of Wisconsin-Madison, Wisconsin, Madison, United States of America; and
- a Certificate in African Studies, (1979) University of Wisconsin-Madison, Wisconsin, Madison, United States of America.

He also holds a:

- Bachelor of Arts Degree (BA) (1977) with a major in Education and a minor in Political Science, University of Zambia, Lusaka.

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

Dr. Sibandze is a pensioner since the 31<sup>st</sup> December 2015. At that point in time he had attained the age of 65 years. Currently he is an Executive Producer and Director of Intfwasakusa Production Services, a Non-Governmental Organisation (NPO), that specializes in the production of television documentary films series on the kingships and queenships in South Africa and the kingdoms in Lesotho and eSwatini respectively. The documentary films series focus on the entities' contribution to the preservation of customs, cultures, heritages and traditions of the African people including the issues related to nation building, social cohesion, service delivery and development. The Intfwasakusa Production Services will negotiate with the Department of Basic Education and the National Department of Arts and Culture in South Africa, Lesotho and eSwatini to have the issues regarding the:

- Preservation of customs;
- Cultures;
- Heritages; and

- Traditions of the African people including issues related to nation building, social cohesion, service delivery and development institutionalized in the schools' curriculum and local radio stations and Television programmes as part and parcel of the need to maintain and preserve the African identity in a globalized world for the present generations and posterity.

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

In his public service career since January 1997, Dr. Sibandze also served in the following different senior management positions: Acting Director-General for the then newly established Department of Traditional Affairs (March 2010 - August 2010); Deputy Director-General, (Research, Policy and Legislation Development) for the Department of Traditional Affairs (September 2010 - December 2015); Executive Manager on secondment to the then (DPLG) (May 2008 - February 2010); Executive Manager responsible for Policy, Research and Legislation Development in the Office of the Director-General for the then DLA (January 2005 - April 2008); and Senior Manager responsible for the land tenure reform programme in communal areas of South Africa under the tutelage of the traditional leaders for then Department of Land Affairs (DLA) (January 1997 - December 2004).

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

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



**Professor Itumeleng Mosala**

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

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

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

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

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



**Mr Satish Roopa**

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

Mr Roopa served as Member of the Executive Committee for Safety and Security in the North West Province from 1994 to 1999. He also served as the Executive Mayor of Potchefstroom from 2000 to 2003. Currently he is the owner and CEO of Satish Roopa Consultants.

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

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

He is a member of the Legal Practice Council of the North West Province, the Ethics Institute of South Africa and the Institute of Directors in South Africa.

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



#### 4.8. FUNCTIONS

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

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

The Commission operates in an environment in which it is required to balance the inputs and submissions of POBs with the economic realities of the Republic of South Africa, the

expectations of the general public, and the current trends with respect to appropriate remuneration comparators.

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

#### 4.9. SECRETARIAT

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

The Secretariat structure is as follows:

### SECRETARIAT



**Ms C Masemola**  
Senior Admin Officer



**Mr PM Makapan**  
Head of Secretariat



**Ms D Ranthako**  
Senior Remuneration Specialist



**Ms M Mashaba**  
Senior Legal Researcher



## 5. 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
Remuneration of Traditional Leaders Act	29/1995	Provided for the remuneration of certain traditional leaders	20/1998
Constitution of the Republic of South Africa	108/1996	Provides for legislation of an Independent Commission to make recommendations regarding salaries, allowances and benefits of certain stated office-bearers	N/A
Independent Commission for the Remuneration of Public Office-Bearers Act	92/1997	Established this Commission to make recommendations regarding salaries, allowances and benefits of office-bearers	N/A
Remuneration of Public Office-Bearers Act	20/1998	Provides a framework for determining salaries, allowances and benefits of defined office-bearers	N/A
Remuneration of Public Office Bearers Amendment Act	9/2000	Further regulates remuneration of political office-bearers	N/A
Remuneration of Public Office Bearers Second Amendment Act	21/2000	Regulates remuneration of Traditional Leaders holding more than one office	N/A
Judges' Remuneration and Conditions of Employment Act	47/2001	Provides for remuneration and conditions of employment of all Judges	N/A
Judicial Officers (Amendment of Conditions of Service) Act	28/2003	Includes all judicial office-bearers in the scope and definition of office-bearers	N/A
Traditional Leadership and Governance Framework Act	41/2003	Changes the structure of traditional leadership office-bearer positions	N/A
Traditional Leadership and Governance Framework Amendment Act	23/2009	Amends: The Traditional Leadership and Governance Framework Act, 2003, by inserting certain definitions; and the Public Office-Bearers Act, 1998, to make provision for remuneration recommendations.	N/A
Determination of Remuneration of Office-Bearers of Independent Constitutional Institutions Laws Amendment Act	22/2014	Provides for remuneration and conditions of employment of Traditional and Khoisan Leadership	41/2003 & 23/2009



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

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

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

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

## 7. GOVERNANCE

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

### Commission meetings and decisions

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

### The Commission's budget

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

## Administration of the Commission

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

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



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

### 8.1. Strategic objectives and statutory obligations

#### 8.1.1. To conduct inquiry into any matter in respect of which the Commission is authorized by relevant legal provisions

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> <li>Review of the remuneration of the Executive and Legislative Sector POBs.</li> </ul>	<ul style="list-style-type: none"> <li>Commission meets with 21<sup>st</sup> Century.</li> <li>21<sup>st</sup> Century to submit final and close-out report.</li> <li>The Commission's final report to be forwarded to stakeholders.</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>Review of the remuneration of the Judicial POBs sector.</li> </ul>	<ul style="list-style-type: none"> <li>Commission meets with 21<sup>st</sup> Century.</li> <li>21<sup>st</sup> Century to submit final and close-out report.</li> <li>The Commission's final report to be forwarded to stakeholders.</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 all reviews.</li> </ul>	<ul style="list-style-type: none"> <li>Consolidated report.</li> </ul>	<ul style="list-style-type: none"> <li>The final report to be forwarded to stakeholders and the President by end September 2020.</li> </ul>

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

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> <li>2020/2021 Annual Remuneration Recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Request for submissions from stakeholders on 2020/2021 Annual Remuneration Recommendations;</li> <li>Research in line with best practices and benchmarking;</li> <li>Identify comparative research data and sources;</li> <li>Secretariat's discussion documents/draft recommendations;</li> <li>Commission inputs and discussion;</li> <li>Commission final report on the subject;</li> <li>Justifiable, transparent and fair recommendations; and</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>

#### 8.1.3. Submission of an annual report to the President

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> <li>Timeous project plan in place</li> <li>Compliance with stipulated time frames in terms of legislation</li> <li>Motivated, comprehensive and factual reporting</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat 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; and</li> <li>Broadcasting of Annual Report on Commission website.</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat to draft 2020 Annual Report and circulate it for inputs to the Commissioners; and</li> <li>Submission of the Annual Report to the President.</li> </ul>



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

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> <li>Review of pension benefit structure of MPs and MPLs</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of implementation of Commission Major Reports and President determinations;</li> <li>Commission report to President and other stakeholders;</li> <li>Research report Assessment of implementation of Commission Major Reports and President determination;</li> <li>Commission report to President and other stakeholders; and</li> <li>Research report.</li> </ul>	<p>Request by the President:</p> <ul style="list-style-type: none"> <li>Part of the current review (Executive &amp; Legislative); and</li> <li>Recommended after the amendment of the Taxation Laws Act.</li> </ul>
<ul style="list-style-type: none"> <li>Traditional Leadership (Remuneration of all positions)</li> </ul>	<ul style="list-style-type: none"> <li>Consideration of review objectives.</li> <li>Adoption of Terms of Reference.</li> <li>Review of the remuneration of Traditional Leadership positions.</li> </ul>	<ul style="list-style-type: none"> <li>Submission made during strategic planning session by NHTL (i.e. Sitting allowances); and</li> <li>Khoisan position/structure should be aligned to traditional leadership structures.</li> </ul>
<ul style="list-style-type: none"> <li>Independent Constitutional Institution positions</li> </ul>	<ul style="list-style-type: none"> <li>Consideration of review objectives</li> <li>Adoption of Terms of Reference</li> <li>Review of the remuneration of ICI positions</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>

8.1.5. Exercise good governance and planning

KEY PERFORMANCE ACTIVITY	INDICATORS	REASONS/COMMENTS
<ul style="list-style-type: none"> <li>Ensure proper annual planning</li> </ul>	<ul style="list-style-type: none"> <li>Provide 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>
<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; and</li> <li>Optimal attendance of meetings and participation therein.</li> </ul>	<ul style="list-style-type: none"> <li>Mandatory.</li> </ul>
<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>

8.1.6. Stakeholder management

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 Commission 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; and</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>



### 8.1.7. Sustainable administration and resources

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 consideration of the legal opinion received.</li> </ul>
<ul style="list-style-type: none"> <li>Recruitment and retention of qualified support staff to the Commission</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the proposed Secretariat structure; and</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>

## 8.2. KEY OUTPUTS

### 8.2.1. Annual Cost of Living Adjustment for 2020/2021

After taking all relevant factors and the applicable legislation into account, the Commission recommended an increase for POB positions effective 1 April/1 July 2020.

### 8.2.2. Communication with stakeholders

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

The Commission interacted with various stakeholders from the public office-bearers' institutions through submissions, comments and inputs on matters relating to remuneration, benefits and allowances, focus groups and conferences.

The Commission consulted with the Chief Justice, to discuss issues of remuneration of the Judiciary.

The Commission again consulted with the Minister's that are responsible for the Independent Constitutional Institutions as per the provisions of the Determination of Remuneration of Office-Bearers of Independent Constitutional Institutions Laws Amendment Act, 2014 (Act No. 22 of 2014).

### 8.2.3. Sub-committees of the Commission

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

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

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

## 8.3. CHALLENGES

The Commission at its Strategic Planning Session of 2020/2021 held on 13-14 February 2020 resolved to conduct a comprehensive remuneration review on the practices and principles used to determine the remuneration of Office-Bearers of Independent Constitutional Institutions positions.

The Commission at its meeting held on 27 November 2020 it approved the terms of reference for the review of the remuneration Office-Bearers of Independent Constitutional Institutions. It further resolved to conduct the review in-house, for the reason that members of the Secretariat understudied and acquired skills to conduct remuneration review from external service providers who had assisted the Commission to conduct remuneration reviews of the Local Government, the Executive and the Legislature and the Judiciary respectively during the years 2015 to 2020.

During the first quartet of the year 2020, the world was plaque by a pandemic, which for the first time the world, was destabilised by the COVID-19 pandemic. Because of such, the President Cyril Ramaphosa declared a national state of disaster on 15 March 2020 due to the COVID-19 pandemic, which had affected persons globally. On 23 March 2020 a national lockdown was announced, starting on 27 March 2020 to curb the spread of the pandemic. The COVID-19 pandemic



had adversely affected the workings of the Commission for the year 2020. Majority of the Commission's activities centres around having physical meeting, however, due to the President declaring a lockdown it meant that the Commission will have to function virtually which was unconventional. However, the Commission's 2020 programme went ahead as planned.

## 9. THE COMMISSION'S PROGRAMME FOR THE YEAR 2020

A schedule of the Commission's programme of meetings for 2020 is set out in Annexure A. The schedule distinguishes between:

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

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

## 10. PROGRESS REPORT AND MILESTONES

### 10.7. ANNUAL RECOMMENDATIONS FOR 2020/2021

The Commission delivered its Annual Recommendations to the President on 4 March 2021. The official meeting between the Commission and the President was held on 11 March 2021. Pursuant thereto, a meeting to submit to the Speaker of the National Assembly and the Chairperson of National Council of Provinces was held on 30 March 2021. As a result, the recommendations were published in Government Gazette on 31 March 2021.

#### 1.07.1. Annual Cost-of-Living-Adjustment

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

- Sections 3 to 6 of the Remuneration Act provides for the President to determine the remuneration of Public Office Bearers. These statutory provisions further provide for the consideration of, amongst others, the recommendations of the Commission before the said determinations were made.
- Section 7 (1) (a) of the Remuneration Act provides that the Minister of Cooperative Governance and Traditional Affairs determines the upper limits and allowances of the members of Municipal Councils, after consultation with members of the Executive Council responsible for local government in each province and also after taking into consideration, others things, the recommendations of the Commission.

- Section 8(4) of the Commission Act provides that the Commission shall publish annually, in the Government Gazette, its recommendations on the salaries or upper limits, and the benefits and allowances for POBs.
- Section 8(5) of the Commission Act also provides that the recommendations referred to in section 8(4) shall be submitted to Parliament before publication.
- The Determination of Remuneration of Office Bearers of Independent Constitutional Institutions Laws Amendment Act 22 of 2014 (ICI Act) was assented to and published for general information on 02 June 2014 and came into operation on 01 April 2019.

For the reason that the promulgation of the ICI Act, the Commission is endowed to consider the remuneration of the Independent Constitutional Institutions (ICIs) effective from the 1<sup>st</sup> April 2019. Persistently, the Commission is enjoined to make annual recommendations in respect of the remuneration of the ICIs for the period 2020/2021.

#### Annual Remuneration Recommendation for 2020/ 2021

In deliberating on the annual recommendations for 2020/2021, the Commission considered the comments and inputs from the stakeholders and considered factors as prescribed by section 8(6) of the Commission Act such as the following:

- The Commission's statutory consultations during 2019/2020;
- Section 8(6) of the Commission Act;
- Various economic factors including: Fiscal affordability, historic inflation, future inflation forecasts, wage settlement data, the Commission's prior recommendations and the President's prior determinations; and
- The principle applied in various remuneration anchor positions.

The Commission has again considered the fiscal condition of the country demonstrated in the previous financial years (2018/2019 and 2019/2020), the State's wage bill and the impact of POBs' salary increment on the fiscus and general economic status of the country which has been negatively affected by the COVID-19 pandemic, affordability of the fiscus, relevant legislation and all other factors referred to above.

As a result, the Commission recommends that there be no increment (0%) to the remuneration of all POBs' categories for the 2020/2021 fiscal year.





## II. ANNEXURES

ANNEXURE A: COMMISSION'S PROGRAMME FOR 2020	22
ANNEXURE B: MEETING ATTENDANCE	23



**ANNEXURE A: COMMISSION'S PROGRAMME FOR 2020**

DATE	ACTIVITY	LOCATION
20 January	Bureau of Economic Research Workshop	Cape Town
12 February	Meeting with the Presiding Officers of National Parliament	Cape Town
13 February	Meeting with the Chief Justice, 21st Century and Heads of Courts	Cape Town
14 - 15 February	Commission's strategic planning session	Cape Town
12 March	Meeting with the DG and Commission Meeting	Pretoria
	Preparation for E&L, Judiciary and LG & TL Subcommittee reports and attendance of Commission meeting - 13 to 15 May 2020	Virtual
2 June	Attending Commission's meeting with Judges' Committee	Virtual Meeting
7 July	Attending Judiciary Subcommittee meetings	Virtual Meeting
10 July	Attending E&L Subcommittee meetings	Virtual Meeting
14 July	Attending LG & TL Subcommittee meeting	Virtual Meeting
24 July	Attending Commission Meeting	Virtual Meeting
24 August	Attending Judiciary Subcommittee meeting	Virtual Meeting
15 September	Attending LG & TL Subcommittee meeting with NHTL	Virtual Meeting
30 October	Attending Commission's virtual meeting	Virtual Meeting
13 November	Attending LG & TL Subcommittee meeting	Virtual Meeting
	Commission's meeting with the Acting COO	Virtual Meeting
20 November	Commission Special Meeting	Virtual Meeting
27 November	Attending Commission's virtual meeting	Virtual Meeting



## ANNEXURE B: MEETING ATTENDANCE

ATTENDANCE OF COMMISSION MEETINGS IN 2020											
Commissioners	Date 20 JAN	Date 12 FEB	Date 13 FEB	Date 14-15 FEB	Date 12 MAR	Date 13 MAR	Date 24 JUL	Date 30 OCT	Date 19 NOV	Date 20 NOV	Date 27 NOV
Judge MM Leeuw	P	P	P	P	P	P	P	P	P	P	P
Ms M Ramagaga	P	P	P	P	P	P	P	P	P	P	P
Mr G Barnard	P	A	A	P	P	P	P	P	P	P	P
Dr M Sibandze	P	P	P	P	P	P	P	P	P	P	P
Dr NZ Qunta	P	P	P	P	P	P	P	P	P	P	P
Prof I Mosala	P	P	P	P	P	P	P	P	A	A	P
Mr S Roopa	P	P	P	P	P	P	P	P	P	P	P
Prof M Coetzee	P	P	P	P	P	P	P	P	P	P	P
Mr PM Makapan	P	P	P	P	P	P	P	P	P	P	P
Ms D Ranthako	P	P	P	P	N/R	P	P	P	P	A	A
Ms M Mashaba	P	P	P	P	N/R	P	P	P	P	P	P

P: PRESENT A: APOLOGY N/A: NOT APPOINTED DURING THAT PERIOD

NR: NOT REQUIRED TO ATTEND E/T: EXPIRED TERM OF OFFICE

### SUB-COMMITTEE MEETINGS IN 2020

EXECUTIVE, NATIONAL PARLIAMENT AND PROVINCIAL LEGISLATURE SUB-COMMITTEE	
Name	Date
Judge MM Leeuw	10 JUL
Ms M Ramagaga	N/R
Mr G Barnard	P
Dr Sibandze	P
Mr S Roopa	P
Prof I Mosala	N/R
Prof M Coetzee	P
Dr NZ Qunta	N/R
Mr P Makapan	P
Ms D Ranthako	N/R
Ms M Mashaba	N/R

JUDICIARY SUB-COMMITTEE			
Name	Date	Date	Date
Judge MM Leeuw	2 JUN	7 JUL	24 AUG
Judge MM Leeuw	P	N/R	N/R
Ms M Ramagaga	P	P	P
Mr G Barnard	P	P	P
Dr Sibandze	P	N/R	N/R
Mr S Roopa	P	A	P
Prof I Mosala	P	P	P
Prof M Coetzee	P	P	P
Dr NZ Qunta	P	P	P
Mr PM Makapan	P	P	P
Ms M Mashaba	P	P	P
Ms D Ranthako	P	N/R	N/R



LOCAL GOVERNMENT AND TRADITIONAL LEADERS SUB-COMMITTEE

Name	Date	Date
	14 JUL	15 SEP
Ms M Ramagaga	P	P
Mr G Barnard	A	P
Dr Sibandze	P	P
Mr S Roopa	P	P
Prof I Mosala	N/R	N/R
Prof M Coetzee	P	A
Dr NZ Qunta	A	A
Ms D Ranthako	P	P
Ms M Mashaba	N/R	N/R