King's Counsel*

King III – a municipal perspective - at a glance

Steering point

The King Committee on governance issued the King Report on Governance for South Africa – *2009 (the Report) and the* King Code of Governance Principles – 2009 *(the Code), together referred to as 'King III' on 1 September 2009.*

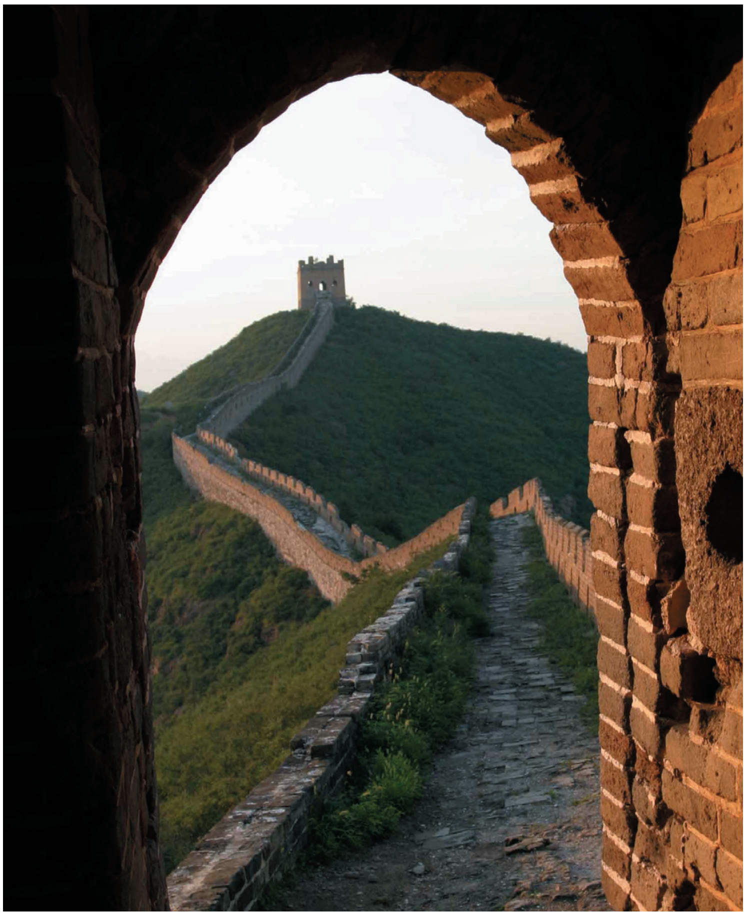
While King II, issued in 2002, focused on the corporate sector, it is intended that King III be applied by all entities, including municipalities.

This paper aims to provide a high-level insight into how the principles incorporated in King III relate to municipalities, and also to provide reference to current legislation governing aspects of governance issues within municipalities.

The need to implement the key principles of good governance, as set out in King III, are not new in the local government arena.

The White Paper on Local Government, dated 9 March 1998, states that "developmental local government is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives." It further states that the principles for service delivery include "accountability for services" and "sustainability of services", while basic financial policy principles include "sustainability" (of financial resources) as well as "accountability, transparency and good governance".

In addition, the eight Batho Pele principles, especially consultation, service standards and openness and transparency, emphasise the government's, and the public's, expectations from the public sector in general, and especially municipalities, in terms of service delivery and stakeholder engagement. These are key principles that are embodied in the spirit of King III.



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1. Applicability of King III

King III applies to all entities regardless of the manner and form of incorporation or establishment. The principles, if adhered to, will result in any entity practicing good governance. For that reason, the Code does not address the application of its principles and each entity will have to consider the approach that best suits its size and complexity. Application of the Code may however be mandated by law or regulation.

The terms 'company', 'boards' and 'directors' refer to the functional responsibility of those charged with governance in any entity and should be adapted as appropriate by reading 'municipality', 'council' and 'councillors' respectively. Furthermore, as certain aspects of governance are legislated in the Local Government: Municipal Systems Act, 2000 (MSA) and the Local Government: Municipal Finance Management Act, 2003 (MFMA), the use of instructive language is important in reading and understanding the Report and the Code. The word 'must' indicates a legal requirement. In aspects where it is believed the application of the Code will result in good governance, the word 'should' is used. The word 'may' indicates areas where certain practices are proposed for consideration.

2. Governance framework – 'apply or explain'

King III follows an 'apply or explain' approach. Where entities have applied the Code and best practice recommendations put forward in the Report, a positive statement to this effect should be made to stakeholders. In situations where the council or those charged with governance decide not to apply a specific principle and/or recommendation, this should be explained fully to the municipality's stakeholders.

3. Structure of King III – Code and Report

All entities should apply both the principles of the Code and the best practice recommendations in the Report. Each principle is of equal importance and together the Code and Report provide a holistic approach to governance. Consequently, 'substantial' application of the Code and Report is not sufficient to achieve compliance.

4. King III – Key risk and reporting implications

4.1 Integrated reporting

In municipalities, the annual report is the equivalent of the integrated report. The annual report covers both the financial and non-financial performance of a municipality in an integrated manner. Guidelines on reporting are issued by National Treasury, in conjunction with the Department of Cooperative Governance and Traditional Affairs, (formerly the Department of Local Government and Traditional Affairs) and we expect National Treasury to take cognisance of King III and issue updated content guidelines in due course.

King II dedicated a chapter to integrated sustainability reporting. The concept of reporting on economic, social and environmental performance (the so-called 'triple bottom line') is thus not new. However, there is growing global and local attention to sustainability issues.

King III requires that statutory financial information and sustainability information be integrated in the 'integrated report'. An integrated report should be prepared annually.

The integrated/annual report should have sufficient information to record how the municipality has positively and negatively affected the socio-economic life of the community in which it operated during the year under review. The report should also contain forward-looking information on how the council believes it can enhance the positive aspects and negate the negative aspects that affect the socio-economic life of the community in which it operates in the future.

Integrated reporting cannot however be a matter of collating sustainability information and reporting at year end – sustainability reporting should be integrated with other aspects of a municipality's strategic and business processes and managed throughout the year.

The integrated approach to reporting should be applied not only at year end through the annual report, but throughout the year when issuing any interim reports.

Assurance on sustainability reporting

King III requires that a formal process of assurance with regard to sustainability reporting should be established. The audit committee should recommend to the council the need to engage an external assurance provider to provide assurance over material elements of the sustainability part of the annual report.

The executive mayor/executive committee is responsible for the integrity of the annual report. However, it may assign the oversight of sustainability issues in the integrated report to the audit committee. The audit committee should also assist the council in their review of sustainability reporting by ensuring that the information is reliable and that no conflicts or differences arise when compared to the financial results.

Impact on municipalities, councils and audit committees

Municipalities will be required to dedicate time and resources to the preparation of the annual report.

Integrated reporting entails more than a mere 'add-on' economic, social and environmental information in the annual report – sustainability reporting should be embedded in the organisation.

The responsibility of the audit committee has been extended beyond financial reporting to include sustainability reporting.

The expansion of responsibilities of audit committees has a direct impact on the required skill set of the committee.

4.2 Combined assurance

Management, internal assurance providers (such as internal audit) and external assurance providers (such as the Auditor-General) are role-players in providing assurance to the council over risks in a municipality.

A combined assurance model effectively coordinates the efforts of management and internal and external assurance providers, increases their collaboration and develops a shared and more holistic view of the organisation's risk profile. A combined assurance model aims to be the antidote to 'assurance fatigue', which can result from an uncoordinated assurance approach.

King III tasks the audit committee with the responsibility of monitoring the appropriateness of the municipality's combined assurance model and ensuring that significant risks facing the municipality are adequately addressed.

Impact on municipalities, councils and audit committees

An assessment of in-house skills and the qualifications/ track record of external assurance providers should be performed.

Audit committees are to coordinate the utilisation of appropriate assurance providers in the assurance model to provide assurance on the identified risks.

A combined assurance model may result in the increased utilisation of external assurance providers.

4.3 Annual review of internal financial controls

King III requires the audit committee to conclude and report annually to the stakeholders and the council on the effectiveness of internal financial controls. This statement should be supported by a formally documented annual review of internal financial controls performed by internal audit. The audit committee should determine the nature and extent of the formal documented review.

To the extent that material weaknesses in financial control that resulted in actual material financial loss, fraud or material errors are identified, these should be reported to the council and stakeholders.

In contrast to, for example, the Sarbanes-Oxley Act, King III does not require external attestation on internal financial controls.

Although the Section 62 (1) (c) (i) of the MFMA assigns responsibility for managing the financial administration to the accounting officer (municipal manager) and requires him/her to take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of internal control, there is no specific obligation on him/her to report on internal financial controls. However, in terms of the provisions of Section 61 (1) (b) of the MFMA, the municipal manager is required to disclose to the council and the mayor all material facts. Currently, internal financial control reporting is done by internal and external audit to the audit committee, management and council. Material breakdown in internal control would be reported to council by the audit committee. The audit committee is now required to conclude and report to stakeholders on an annual basis on the effectiveness of internal financial controls.

Process of reporting on internal financial controls

Audit committee to determine the nature and extent of an annual review of internal financial controls.

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Internal audit to conduct a formal documented review of internal financial controls.

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Internal audit to report to the audit committee on the effectiveness of internal financial controls.

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Audit committee to holistically consider all information from management, internal audit, and external assurance providers and report their conclusion on internal financial controls to the Council and stakeholders.

Impact on municipalities, councils and audit committees

- Increased time and resource commitments for audit committees, management and internal audit regarding a formally documented review of internal financial controls.
- Audit committees should assess the adequacy of available skills to conduct internal financial control reviews.
- The audit committee's conclusions on the effectiveness of internal financial controls are on public record.
- Does the internal audit function possess the necessary and diverse skills required to give assurance to the audit committee?

4.4 Risk-based internal audit

King II acknowledged the role of an effective internal audit function in good corporate governance. King III emphasises that internal audit should follow a risk-based approach to its plan. (This is consistent with Section 165 (2) (a) of the MFMA, which requires the internal audit unit to prepare a risk-based audit plan for each financial year). Internal audit planning should be informed by the strategy of the organisation and therefore, in the instance of a municipality, by its five-year Integrated Development Plan (IDP) and annual Service Delivery and Budget Implementation Plan (SDBIP).

King III expects that the chief audit executive's (CAE) or the head of internal audit's, internal audit planning should take the form of an assessment of the risks and opportunities facing the municipality and should:

- align with the municipality's risk assessment process (considering the risk maturity of the municipality);

- focus on providing an assessment of the municipality's control environment;

- consider the municipality's risks and opportunities identified by management and other key stakeholders;

- take cognisance of industry-relevant emerging issues; and

- discuss the adequacy of the resources and skills available to the CAE with the audit committee.

Impact on municipalities, councils and audit committees

- Internal audit planning and approach should be risk based rather than compliance based.
- Internal audit planning should be informed by the strategy of the municipality both at a strategic and operational level.
- A CAE of appropriate stature, who has the respect and cooperation of the council and management, should be appointed.
- Internal audit reporting lines should be evaluated – internal audit should report functionally to the audit committee chairman in order to allow it to remain independent and objective to ensure that it fully achieves its responsibilities.
- The CAE should have a standing invitation (as an invitee and not a member of the committee) to any of the executive, council or other committee meetings.

4.5 IT governance

The vision of government is to be driven by service excellence to deliver quality and sustainable services in an effective and economic manner, through the equitable distribution of resources and the creation of sustainable growth, in which all communities can live in harmony and prosperity.

Municipalities across South Africa have been facing rapid inevitable change and economic pressure to improve service delivery through the maximisation of administrative and operational efficiencies. In this environment, the effective use of information technology (IT) is a key success factor enabling municipal agility and the ability to respond speedily to citizens' demand for services. In South Africa, Vision 2014 describes an inclusive information society in which the use of IT will be harnessed to ensure that everyone has fast, reliable and affordable access to information and knowledge that will enable them to participate meaningfully in the community and economy. [Presidential National Commission on Information Society & Development, "Towards An Inclusive Information Society for South Africa, A Country Report to Government", November 2005].

IT governance is dealt with in detail in King III. King III recognises that IT has become an integral part of doing business today, as it is fundamental to the support, sustainability and growth of organisations. IT cuts across all aspects, components and processes and is therefore not only an operational enabler for an organisation, but an important strategic asset, which can be leveraged to create opportunities and to facilitate service delivery. However, as well as being a strategic asset to the organisation, IT also presents organisations with significant risks. The strategic assets of IT and its related risks and constraints should be well governed and controlled to ensure that IT supports the strategic objectives of the organisation. The National Treasury Risk Management Framework, which is applicable to all public-sector institutions, encourages public-sector institutions to adhere to the principles espoused in the second *King Report on Corporate Governance 2002* (King II), given its promotion of an advanced level of institutional conduct. Since King II has been superseded by King III, this suggests an endorsement of the principles embodied in King III. This framework comprehensively articulates IT risk management processes in the public sector.

In exercising their duty of care, councillors should ensure that prudent and reasonable steps have been taken in regard to IT governance.

IT governance should focus on:

- strategic alignment with the performance and sustainability objectives of the municipality as set out in its IDP and SDBIP;

- development and implementation of an IT governance framework;

- value delivery: concentrating on optimising expenditure and proving the value of IT;

- risk management: addressing the safeguarding of IT assets, disaster recovery and continuity of operations; and

- the protection and management of information.

Impact on municipalities, councils and audit committees

- The council should operate with IT governance in mind.
- IT should be on the council agenda.
- IT performance should be measured and reported to the council .
- The council may consider appointing an IT steering committee or similar function to assist with its governance of IT.
- The risk committee has the responsibility to oversee the broader risk implications of IT. The audit committee should consider IT as it relates to financial reporting and the going concern assumption.

4.6 Governing stakeholder relationships

The stakeholder-inclusive approach to governance is not a new concept in the King reports and effective stakeholder engagement is recognised as essential to good governance. Stakeholder relationships provide a platform for the council to take into account the concerns and views of residents and other stakeholders in its decision making, which is fundamental to the process of annual reporting. King III provides guidance and recommendations on how stakeholder relationships should be dealt with.

Section 73 of the Municipal Structures Act (MSA) provides for the establishment of ward committees as a means to provide community input into the affairs of a municipality. The MSA devotes a whole chapter to the importance of community participation and in line with King III, each municipality should:

- identify important stakeholder and community groupings;
- develop a strategy and formulate a policy for the management of relationships with each stakeholder grouping;
- through the Office of the Speaker, oversee the establishment of mechanisms and processes that support stakeholders and the community in their engagement with the municipality;
- disclose in its annual report the nature of its dealings with stakeholders and the community and the outcome of these;
- take into account the legitimate interests and expectations of stakeholders and the community in its decision making; and
- ensure that communication with stakeholders and the community is made in clear and understandable language.

5. Other new concepts/topics introduced in King III

5.1 Shareholder approval of remuneration policies

King III requires the board (with the assistance of the remuneration committee) to put forward a policy of remuneration to the shareholders. The vote on the policy is a non-binding advisory vote which enables shareholders to express their views on the remuneration policy. Council's should have developed a policy of remuneration for the remuneration of the municipal manager and Section 57 employees, as required by Section 66 (1) (c) of the MSA. Councils are now required to publish the policy taking into consideration the provisions set out in the 2006 Regulations for Municipal Managers and Managers reporting directly to the Municipal Manager. Councillors' remuneration is governed by Section 167 of the MFMA and must be within the framework of the Public Officer-Bearers Act, 1998, and in accordance with Section 219 (4) of the Constitution of South Africa.

5.2 Directors' performance evaluation

While King II recommended the self-evaluation of the board, its committees and the contribution of each individual director, King III requires the board to consider whether the evaluation of performance should be done in-house or conducted professionally by independent service providers, subject to legislative requirements. Currently, it is only the performance of the municipality overall in terms of the council's performance management system, as well as the municipal manager and Section 57 employees that are evaluated in terms of Sections 38 and 57 (2) of the Local Government: Municipal Systems Act, 2000.

5.3 Business rescue

A section on business rescue has been included in the chapter on boards and directors to address governance in business rescue proceedings. In summary, King III requires the board to commence business rescue proceedings as soon as the entity is financially distressed. In terms of Section 135 of the MFMA, the primary responsibility to avoid, identify and resolve financial problems rests with the municipality itself. Sections 71 and 72 of the MFMA require the municipal manager to submit monthly budget statements and mid-year budget and performance assessment reports to the mayor, who in terms of Section 54 (2) (a) and (b) must promptly respond to and initiate remedial or corrective steps if the municipality faces any serious financial problems. He/she must also alert the council and the MEC for local government. Therefore, the Section 71 and 72 reports should provide a sound basis for the monitoring of the financial status of a municipality, and allow for appropriate action to be taken on a timely basis.

5.4 Alternative dispute resolution

King III recognises that alternative dispute resolution (ADR) has become an important element of good governance. This is in line with the MSA and MFMA, which offer parties the option of resolving disputes through ADR. King III favours mediation or conciliation and, failing that, arbitration. Benefits of ADR over more traditional dispute resolution processes, such as referral to a court or utilisation of formal dispute resolution institutions created by statute, include reaching conclusions faster, the ability to conduct ADR processes in private and the opportunity to find creative or novel solutions.

Mediation is not defined in the MSA or MFMA but may be defined as a process in which parties to a dispute involve the services of an acceptable, impartial and neutral third party to assist them in negotiating a resolution to their dispute, by way of a settlement agreement. The mediator has no independent authority and does not render a decision. All decision-making powers in regard to the dispute remain with the disputing parties.

Conciliation is similarly not defined in the MSA or MFMA. Conciliation is a structured negotiation process involving the services of an impartial third party. The conciliator will, in addition to playing the role of a mediator, make a formal recommendation to the parties as to how the dispute can be resolved.

Dispute resolution is dealt with in the following Sections of the MSA: 31, 32, 33, 53 (5) and 102 as well as these Sections of the the MFMA: 44 – dealing with organs of state; 48 (2) (f) – with regard to debt; 112 (1) (p) – supply chain management; and 116 (1) (b) (ii) – contracts. Dispute resolution is also addressed in the Regulations for Municipal Managers and Managers Reporting Directly to the Municipal Manager, 2006.

6. Highlights of selected chapters

6.1 Boards and directors

	King III	Municipal perspective
Board (council) structure	Unitary board structure with executive directors and non-executive directors interacting in a working group.	Council's structure is determined by Section 12 of the Local Government: Municipal Structures Act, 1998. The various committees (EXCO and subcommittees) are elected by all councillors in terms of Section 33 of the Municipal Structures Act.
Composition of the board (council)	The board should comprise a balance of executive and non-executive directors, with a majority of non-executive directors. The majority of non-executive directors should preferably be independent.	Councils comprise public office bearers elected by the community. The various committees are elected by all councillors.
Executive director (council, EXCO or executive mayor)	An individual who is involved in the day-to-day management and/or is in the full-time salaried employment of the company and/or any of its subsidiaries.	In terms of Section 151 of the Constitution of South Africa, the executive and legislative authority of a municipality is vested in its municipal council. Section 7 of the Municipal Structures Act lists the types of municipality that may be established and may include an executive mayor.
Non-executive director (councillor)	An individual not involved in the day-to-day management and not a full-time salaried employee of the company or of its subsidiaries. An individual in the full-time employment of the holding company or its subsidiaries, other than the company concerned, would also be considered to be a non-executive director unless such individual by his/her conduct or executive authority could be construed to be directing the day-to-day management of the company and its subsidiaries.	The equivalent would be all councillors (full-time and part-time), but excluding an executive mayor.
Independent non-executive director	The board should include a statement in the integrated report regarding the assessment of the independence of the independent non-executive directors.	Schedule 1 of the MSA, the "Code of Conduct for Councillors", deals with, inter alia, a councillor's responsibility to disclose any direct or indirect personal or private business interests.

	King III	Municipal perspective
Minimum number of directors on the board	As a minimum, two executive directors should be appointed to the board, being the chief executive officer and the director responsible for the finance function. For listed companies, a financial director must be appointed to the board from June 2009.	The number of councillors is determined in line with Section 20 of the Municipal Structures Act and may not be fewer than three or more than 270.
Frequency of board meetings	The board should meet at least four times a year	Section 18 (2) of the Municipal Structures Act requires councils to meet at least quarterly.
Rotation of non-executive directors	A programme ensuring staggered rotation of non-executive directors should be put in place. Rotation of board members should be structured so as to retain valuable skills, to have continuity of knowledge and experience and to introduce persons with new ideas and expertise. At least one third of non-executive directors should retire by rotation at the company's AGM or other general meetings. The retiring board members may be re-elected, provided they are eligible.	Councillors are elected for a term of not more than four years according to Section 159 of the Constitution of South Africa and the mayor and other office bearers are elected on an annual basis.
Removal of CEO (municipal manager)	The memorandum of incorporation of the company should allow the board to remove any director from the board, including executive directors, without shareholder approval being necessary.	The municipal manager is appointed by council as provided for in Section 82 of the Municipal Structures Act, and his/her services can be terminated by the municipality (council) in terms of regulation 17 (2) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006.
Chairman of the board	The chairman of the board **should be** an independent non-executive director. The chairman of the board **should not be**the CEO.	The speaker is designated chairperson of council in terms of Section 36 (1) of the Municipal Structures Act and is elected by the Councillors. The mayor is chairperson of EXCO in terms of Section 48 of the Municipal Structures Act and is also elected by councillors. Note - in a plenary executive system, the speaker is the mayor.
Lead independent non-executive director	Should be appointed if the chairman of the board is not independent and free of conflicts of interest on appointment.	Not applicable.

	King III	Municipal perspective
Share options for non-executive directors	Non-executive directors **should not** receive share options.	Not applicable.
Board committees	Unless legislated otherwise, the board should appoint the audit, risk, remuneration and nomination committees as standing committees. Smaller companies need not establish formal committees to perform these functions, but should ensure that these functions are appropriately addressed by the board.	Council committees, members and responsibilities are elected and assigned by council from amongst the councillors in accordance with Section 79 of the Municipal Structures Act.

6.2 Council committees

Council committees comprise members of the council, whereas Section 79 (2) (d) of the Municipal Systems Act, 2000, makes provision for council to authorise a committee to co-opt advisory members. External parties may address committee meetings by invitation only. Council meetings are open to the public unless it is reasonable to exclude the public, including the media, from a meeting having regard to the nature of the business being attended to.

The respective committees' chairpersons should report on their decisions/recommendations to the executive mayor/EXCO in terms of Section 80 (4) and EXCO to council in terms of Section 44 (4) of the Municipal Structures Act at the EXCO/council meeting following the committee meeting.

	Audit committee	Remuneration committee	Nomination committee	Risk committee
Chairman	An independent person according to Section 166 (5) of the MFMA	To be decided by council.	N/A	To be decided by council
Membership	Refer section 6.3	If applicable, all members must be councillors.	N/A	All members must be councillors. However, the council may delegate the responsibility.

6.3 Audit committees

	King III	Municipal perspective
Membership	All members should be independent non-executive directors. Audit committees at subsidiary level that will act as a subcommittee of the holding company may appoint executive directors within the group as audit committee members provided the directors are non-executive in relation to the specific subsidiary.	According to Section 166 (5) of the MFMA, audit committee members must be appointed by council – one of the members who is not in the employ of the municipality must be appointed chairperson. No councillor may be a member of an audit committee. In accordance with Regulation 14 (2) (a) of the Local Government: Performance Management Regulations, the majority of performance audit committee members may not be councillors or employees. Council appoints the chairperson.
Minimum number of members	Audit committees should consist of at least three members.	Audit committees should consist of at least three members in terms of Section 166 (4) (b) of MFMA and Regulation 14 (2) (a) of the Local Government: Performance Management Regulations, 2001. The audit committee and the performance audit committee may be combined as provided for in Regulation 14 (2) (c) of the Performance Management Regulations.
Qualifications	The audit committee as a whole should have a good understanding of: • integrated reporting, including financial reporting, and sustainability issues; • internal financial controls; • internal and external audit processes; • corporate law and risk management; • IT governance as it relates to integrated reporting; and • the governance processes within the company.	Section 166 (4) (a) of the MFMA states that members must have 'appropriate experience'. Regulation 14 (2) (b) of the Local Government: Performance Management Regulations requires one member of the performance audit committee to have expertise in performance management. Municipalities may face a challenge appointing audit committee members that meet all the requirements set by King III.
Frequency of meetings	As frequently as is necessary, but at least twice a year.	Audit committees are required to meet at least quarterly in terms of Section 166 (4) (b) of the MFMA.

	King III	Municipal perspective
Responsibility regarding sustainability reporting	The board may assign the overseeing of sustainability issues in the integrated report to the audit committee. The audit committee should assist the board in reviewing the sustainability reporting to ensure that the information is reliable and that no conflicts or differences arise when compared with the financial results. The audit committee should consider and recommend to the board the need to engage an external assurance provider to provide assurance over the accuracy and completeness of sustainability reporting.	Sustainability reporting is not included in Section 166 of the MFMA as a reporting requirement of the audit committee. Municipalities may face a challenge in upskilling audit committee members to deal with their responsibilities relating to sustainability reporting.

7. Our services

Chief Executive Officer, Suresh Kana and Anton van Wyk, our Global Internal Audit Leader, served as members of the King Committee and chaired the King III Accounting and Auditing and Internal Audit subcommittees respectively. Suresh, Anton and directors Alison Ramsden and Rob Newsome, supported by our other corporate governance specialists, have the necessary expertise to assist you in the application of the King III requirements.

Our services in this area include:

- advising municipalities on governance and ethics;
- advising on effectiveness of internal audit;
- providing an outsourced internal audit function;
- assisting with risk management solutions;
- sustainability reporting assurance.

For further information, please contact your PwC engagement partner or any of the following:

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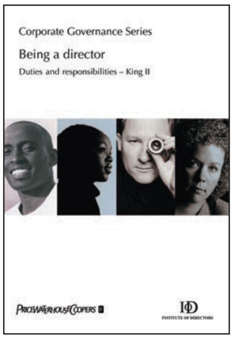
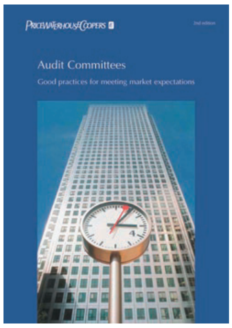


Being a director, Duties and Responsibilities – King II

The publication covers the duties and responsibilities of directors for the effective governance of their companies.

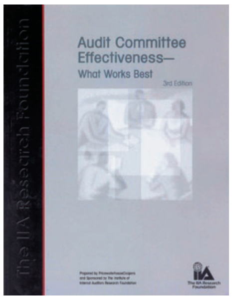


2003 – Audit Committees – Good practices for meeting market expectations (2nd edition)

The 2nd edition of our global guide on Audit Committees summarises best practices and requirements in over 40 countries. It covers all aspects of an audit committee's work, including: organisation (terms of reference, membership, meetings): key responsibilities; communicating and reporting by the committee; and evaluating audit committee effectiveness.

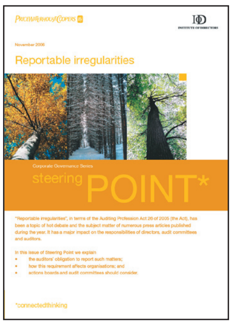
2006 – Current developments for audit committees

In addition to supporting the role of audit committee oversight of Section 404 of the US Sarbanes-Oxley Act, this publication highlights some of the other significant governance developments and their implications to help audit committees cope with ongoing regulatory, legislative and other changes in the business environment.



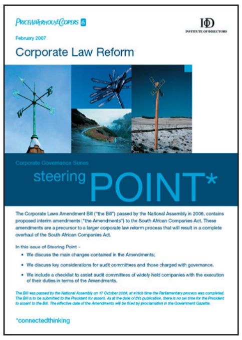
2005 – Audit committee effectiveness – What works best (3rd edition)

The report captures how leading audit committees are effectively and thoughtfully discharging their expanded duties. It also provides numerous examples of how leading audit committees are not just complying with, but surpassing, requirements.



Steering Point – November 2006

This edition explains the auditor's obligations to report "reportable irregularities" and examines how the requirement to report affects organisations and more specifically boards and audit committees.



Steering Point – February 2007

This edition summarises the main changes contained in the Corporate Laws Amendment Act, 2006. It discusses the key considerations for audit committees and those charged with governance.

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