

THEN	NOW
1 Disclaimer of Opinion from Auditor General-SA	Unqualified audit opinion.
2 Annual Report Never submitted on time to AGSA and National Treasury	Annual Report submitted on time
2 Confusion with Executive Authority	There is clarity amongst stakeholders that the Chairperson of the Board in terms of Treasury Regulations is the Executive Authority of PansALB.
3 PansALB received no Supporting Documentation for Grant from DAC	Supporting documentation for the grant is in place.
4 No Audit Committee Charter	There is an Audit Committee Charter that is updated annually.
5 No internal Audit Charter	Internal Audit Charter is in place.
6 No Board representation in the Audit Committee	Board is represented by two members in the Audit Committee
7 No Governance Committees	All governance committees are in place and informed by the structure.
8 No Governance Committee Charters	Governance Committee charters are in place, ie <ul style="list-style-type: none"> • Executive Management Committee (EMC) Charter; • Management Committee (MANCO) Charter; • Provincial Coordination Charter; and • Business Unit Charter
9 No Board and Management charter	A charter is currently being developed separating duties of the different Board Committees and the duties of the Board vs. the duties of the CEO
10 No Clear Strategy in place	Board has approved a three year strategy and it is being implemented (2010 – 2013).
11 No approved organizational Structure	PansALB now has an approved organizational structure that is aligned to the delivery of the strategy.
12 No Annual Business Plan through which Board can hold CEO accountable.	The Board has given the ACEO an annual Business Plan to be delivered by the organisation. The ACEO will be evaluated according to this Annual Business Plan.
15 No Reporting Lines and Delegations.	Reporting lines and delegations are in place.
16 No Policies and Procedure	Policies and procedures have been developed and are updated annually.
17 No Job descriptions for employees	All employees have signed job descriptions enabling continuous evaluation and assessment.

18	No Job Profiles	All employees have signed job profiles;
19	No Performance Contracts	Employees have signed performance contracts
20	No Performance information	Project approval template is in place
21	Financial Irregularities were reported by the Auditor General –South Africa	There are no financial irregularities reported by the Auditor General – South Africa
22	Fruitless and wasteful Expenditure	There is no fruitless and wasteful expenditure reported by the A-G
23	No Risk Committee	The risk function has been integrated within the Audit Committee
24	No risk register	Risk register is in place and updated regularly
25	No supporting documents for performance	Project approval template in place
26	High staff turnover (57%)	Organisation is stable and only has a 5 percent staff turnover.
27	No resource mobilization strategy	A resource mobilization strategy is in place with clear targets for those projects that could not be funded through the budget
28	No performance procedures in Place	From the 1 st of April 2010 performance procedure was introduced.
29	Performance information were not in terms of the AGSA SMART Principles: Specific, Measurable, Accurate, Reliable and Time Bound	From 1 st April 2010 performance information has been designed according to the SMART Principles.