

Appendix A – Defined terms and Glossary

The following terms are applicable to this Standard and risk management at Banro.

<p>A c c e p t e d Residual Risk</p>	<p>A residual risk can be categorized as Accepted is if the risk is rated as Low / Medium after considering the planned effectiveness of identified risk treatments. The Low / Medium rating suggest that no additional risk treatment may be warranted (or, at least, not warranted as a matter of priority). In some cases, a High or Significant residual risk may have to be categorized as Accepted if:</p> <ul style="list-style-type: none"> • the condition is considered desirable; • there is nothing practical that can be done to further reduce the risk; and/or; • additional measures to reduce the risk would be uneconomical to pursue.
<p>Assurance</p>	<p>A positive declaration intended to give confidence.</p>
<p>Banro Risk Rating Criteria and Matrix (BRRCM)</p>	<p>The approved tool for rating risk in Banro. It comprises rating criteria for risk likelihood and severity of impact. A 5 x 5 matrix with 25 separate risk ratings, ranked in three categories of High, Medium and Low.</p>
<p>Automated Control</p>	<p>Controls performed systematically without human intervention. Includes controls performed by computer systems or enforced by system security parameters.</p>
<p>Consequence</p>	<p>Is the level of harm resulting from an unwanted event in terms of human injury or ill-health, damage to property, loss, damage to the environment, impact on the business (in terms of reputation, liabilities or opportunities for future business) or a combination of these.</p>
<p>Control</p>	<p>Control represents a whole range of actions, measures and strategies taken by management to address prevent an unwanted event occurring. These include redesigning processes to be safe, documenting policies and procedures, training people in the use of the policies and procedures, monitoring compliance with the policies and procedures, implementing quality assurance programs, including appropriate clauses in contracts, etc.</p>
<p>Control Activities</p>	<p>Control activities help ensure that Management’s directives are implemented and that necessary actions are taken to address risks, thus enabling the entity to achieve its objectives. These activities take place throughout the organization, at all levels, and in all functions, involving processes as diverse as approvals, authorizations, verifications, reconciliations, reviews of operating performance, the security of assets, and the segregation of duties. Controls may be manual, IT dependent, automated, preventative or detective in nature.</p>
<p>Control deficiency</p>	<p>A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect the unwanted event on a timely basis.</p>

Control Risk	<i>The risk that an individual control, albeit effectively designed, will fail to operate effectively based on the following criteria: complexity of the control, the frequency with which it operates, the importance of control based on the nature of the event that the control is intended to prevent or detect and whether other controls depend on it effective operation.</i>
Design deficiency	<i>A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met.</i>
Detect Control	<i>Detective controls have the objective of detecting unwanted events that have already occurred and to initiate recovery processes. Examples include gas detection systems, Pressure gauges, etc.</i>
Enterprise Risk Management (ERM)	<i>Enterprise Risk Management (ERM) includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives and create value for stakeholders.</i>
Exposure Factor	<i>The frequency of occurrence of the unwanted event or the circumstances that can result in the unwanted event.</i>
Hazard	<i>A source or a situation with a potential for harm with respect to negative impact on business objectives through injury, ill-health, damage to property, damage to the environment, damage to reputation, financial loss or a combination of these.</i>
Inherent Risk	<i>The level of risk (likelihood and impact) before any consideration of the existing mitigation / treatment strategies is taken into account.</i>
Likelihood	<i>The chance of a particular event occurring.</i>
Mitigation strategies	<p><i>The actions taken to address the risk in a manner that reduces the likelihood, impact or both of an unwanted event.</i></p> <p><i>The alternatives are:</i></p> <ul style="list-style-type: none"> • <i>Risk Transfer</i> • <i>Risk Control</i> • <i>Risk Elimination</i> • <i>Risk Reduction</i> • <i>Risk Acceptance</i> • <i>Risk Taking</i> • <i>Risk Reaction</i>
Prevent Control	<i>Preventive controls have the objective of preventing the unwanted event from initially occurring. These controls are more desirable, in most circumstances, than detect controls.</i>
Probability	<i>Represents the chance of the predicted level of loss/harm occurring when the unwanted event does occur.</i>
Residual Risk	<i>The level of risk (likelihood and impact) after consideration of the existing mitigation / treatment strategies is taken into account.</i>

Risk	<i>The threat that an action or event will adversely affect the Company's ability to achieve its current and future objectives.' It is the combination of the potential severity arising from an unwanted event together with the likelihood of the unwanted event actually occurring.</i>
Risk Acceptance	<i>The conscious and rational decision to accept the consequences in the event an undesirable incident occurs. Usually accompanied with a <u>Reactive</u> Risk Mitigation Strategy.</i>
Risk Appetite	<i>The amount of risk the Company is prepared to tolerate or be exposed to at any point in time.</i>
Risk Assessment	<i>A structured process used to determine risk management priorities after considering their risk rating. The process used to determine and clarify potential threats, evaluate preventative controls and determine risk management priorities.</i>
Risk Elimination	<i>Activities undertaken to remove the <u>risk</u> through re-engineering. Examples could involve stopping the use of dangerous substance if it is not necessary, using different methods, acquiring sources of supply, separating people from the hazard</i>
Risk Evaluation	<i>The process of determining the significance of a risk.</i>
Risk Financing	<i>The funding mechanisms selected for the financial consequences of a risk. May also included the provision of funds to meet the cost of implementing a risk treatment.</i>
Risk Management	<i>Coordinated activities to direct and control an organization with regards to risk.¹</i>
Risk Register	<i>Comprises a list (inventory) of risks that may inherently impact on the capacity of business units to achieve their particular objectives or to discharge their responsibilities. Risk inventories are developed for each Mine, Project, RBU, designated support function and the Corporation.</i>
Risk Mitigation Plans	<i>These are documented plans compiled by the <u>risk owner</u> which contain detailed activities, responsibilities and timelines as to how particular <u>mitigation strategies</u> are to be implemented.</i>
Risk Owner	<i>Risk Owners are individuals within the organization with primary responsibility for managing a particular <u>risk</u>.</i>
Risk Profile	<i>The Risk Profile is a snapshot of high and significant <u>residual risks</u> that may impact a function / site / process / project's capacity to achieve its strategic outcomes or discharge its key responsibilities.</i>

¹ ISO/IEC Guide 73:2002

Risk Rating	<i>The multiplication of “<u>Risk Consequence</u>” and “<u>Risk Likelihood</u>”.</i>
Risk Reaction	<i>Acknowledging the risk and adopting an approach that amounts to <u>acceptance</u> but puts in place strategies to address the consequences should the unwanted event occur. This usually entails the establishment of emergency / crisis response and recovery plans.</i>
Risk Reduction	<i>The process undertaken to reduce risk through mitigation / treatment.</i>
Risk Severity	<i>The result or level of harm resulting from an unwanted event in terms of injury or ill-health, damage to property, financial loss, damage to the environment, impact on the business (in terms of reputation, liabilities or opportunities for future business) or a combination of these.</i>
Risk Statement	<i>A statement of what constitutes a risk, expressed in such a way that it can be understood and thus effectively managed. It comprises a statement of the cause and effect, using joining words such as causes, leads to, prevents and hinders. Format: The “unwanted event” caused by “XXXX” resulting in “YYYY”</i>
Risk Taking	<i>The act of deliberately selecting and executing strategies whose outcomes are subject to uncertainty and result in significant exposures. Care needs to be taken to document rationale of the decision, continue to monitor the risk, factor the risk into related decisions, and promote awareness of the existence and strategy for that risk. Management may wish to increase the risk by expansion; extension; engineering or de-controlling activities associated with the risk.</i>
Risk Tolerance	<i>Within the scope of the entity’s Risk Appetite, the acceptable variance from a desired business objective.</i>
Risk Transfer / Sharing	<i>This generally indicates the passing of all or part of the risk through to an independent financially capable third party at a reasonable economic cost under a legally enforceable arrangement. Examples are hedging; insurance or joint venturing.</i>
Risk Transparency	<i>The level to which risks are adequately assessed and monitored using consistent methodologies that enable comparison, aggregation and communication of outcomes.</i>
Risk Treatment²	<i>The process of selection and implementation of measures to modify the risk. The term is sometimes used to for the measures themselves. Risk treatment measures can include avoiding, optimizing, transferring or retaining risk.</i>

Safeguarding of assets	<i>Controls over equipment, inventories, securities, cash and other assets that relate to the physical security and accounting for those assets that include periodic counts where the results thereof are compared with amounts captured in control records. These control activities contribute to Management's antifraud program and will include segregation of duties and other authorization procedures.</i>
Stakeholder	<i>Any individual, group or organization that can affect, be affected by, or perceive itself to be affected by a risk³</i>
Unacceptable Residual Risk	<i>In most cases, a residual risk will be Unacceptable if:</i> <ul style="list-style-type: none"> <input type="checkbox"/> <i>it is rated as High after controls have been considered; and</i> <input type="checkbox"/> <i>the Company is able to take practical, cost-effective steps to better treat the risk.</i>
Unwanted Event	<i>The undesired outcome or incident that could arise from a hazard, aspect or threat. (i.e. manifestation of harm or potential harm to people, damage to property and the environment, negative impact on the business, stakeholders and reputation and loss to process).</i>

³ ISO/IEC Guide 73:2002

Appendix B – Roles and Responsibilities

Role	Responsibilities
Risk Owner	<i>Accountable for the assessment, monitoring and status reporting of the risk.</i>
Risk Treatment Owner	<i>Responsible for implementing the identified risk treatment.</i>
Senior/Executive Managers	<i>Responsibility to ensure that the Banro risk management programs and tools are implemented within all areas of Banro's business and that Risk Management is an integral part of the decision-making process with adequate time and resources being made available to allow effective implementation of this procedure.</i>
General Managers & Functional Leads	<i>Responsibility to ensure hazards are identified; risks assessed and risk mitigation measures are implemented in areas under their control.</i>
Mine Development Project/Study Managers	<i>Responsibility for ensuring compliance with this Standard for risk assessments outlined in the Risk Section of the Banro Development System (BDS) Minimum Standards.</i>
Sustainability Managers	<i>Responsibility to ensure compliance with this standard to ensure hazards are identified; risks assessed and risk mitigation measures are implemented as part of the PMIA.</i>
Site Management and Supervisors	<i>Responsible to:</i> <ul style="list-style-type: none"> • <i>ensure all workers are trained and resources are provided to implement this procedure</i> • <i>be competent in the use and application of this standard</i> • <i>monitor and ensure compliance with the requirements stated in this procedure</i>
All staff (including Managers, Supervisors and Technical personnel)	<i>Responsible for participating in the risk assessment process when invited to be a Risk Assessment team member.</i>
Head of Internal Audit	<i>Responsible to analyze risk assessment outcomes for trends to establish the Corporate Risk Profile.</i>

Appendix C – Banro Risk Categories

Risk Categories	
Category	Description
Community Relations	<i>Risks related to the impact of Banro operations or activities on the local community.</i>
Regulatory Compliance	<i>Risks associated with compliance to regulatory requirements.</i>
Contracts, Procurement & Logistics	<i>Risks associated with the execution of contractual arrangements, the availability and acquisition of supplies and equipment and the transportation of goods, services and product to and from operating sites.</i>
Environment	<i>Risks associated with the impact of Banro operations or activities on the natural environment.</i>
Financial	<i>Risks associated with the financial integrity of the organization.</i>
Geology & Mineral Resource	<i>Risks associated with the project's drilling program.</i>
Government Relations	<i>Risks associated with the relationship with and any intervention by local Government.</i>
Human Resources	<i>Risks associated with manpower requirements, recruitment and retention of appropriate resources required to lead and support the operation.</i>
Information Management Systems	<i>Risks associated with the design, acquisition and operation of all necessary technology and information system requirements to support the operations.</i>
Infrastructure & Services	<i>Risks associated with the design and operation of the on-site and off-site infrastructure and services required to support the operations.</i>
Legal & Title	<i>Risks associated with securing title to all required tenements.</i>
Mining & Ore Reserves	<i>Risks associated with the resource model and the design and operation of the open pit and mine infrastructure.</i>
Permitting & Approvals	<i>Risks associated with securing the permitting and approvals required for the project including construction, operations and closure requirements.</i>
Power	<i>Risks associated with the design, construction and operation of power services required to support the operation.</i>
Processing	<i>Risks associated with testwork, process design and plant recoveries.</i>
Project Execution	<i>Risks associated with the completion of the project on schedule, within budget and on scope.</i>
Reputation	<i>Risks that negative publicity regarding Banro's business practices, whether true or not, will cause a decline in stakeholder confidence and/or financial loss.</i>
Risk/Insurance	<i>Risks associated with the availability of insurance for the project.</i>
Safety & Health	<i>Risks associated with the safety and health of personnel involved in Banro operations and activities.</i>
Security	<i>Risks associated with organizational assets i.e. the unauthorized use, loss, damage, disclosure or modification of organizational assets for the profit, personal interest or political interests of individuals, groups or other entities constitutes a compromise of the asset, and includes the risk of harm to people.</i>
Waste Management	<i>Risks associated with the design and operation of waste transport and storage, water storage and drainage and contamination control.</i>
Treasury	<i>Risks associated with sourcing and securing project funding.</i>
Water Management	<i>Risks associated with the sourcing and management of water resources required for operation of Banro facilities.</i>

Appendix D – Banro Rating Criteria and Matrix

a) Risk Rating Matrix

LIKELIHOOD RATING	1	L₁₈	M₁₁	H₆	H₃	H₁
	2	L₂₀	M₁₄	M₁₀	H₄	H₂
	3	L₂₂	L₁₉	M₁₂	H₇	H₅
	4	L₂₄	L₂₁	M₁₅	M₁₃	H₈
	5	L₂₅	L₂₃	M₁₇	M₁₆	H₉
		1	2	3	4	5
SEVERITY RATING						

b) Likelihood Rating

A	Almost Certain - The event will occur.	90%-100%
B	Expected - The event will probably occur in most circumstances.	55%-90%
C	Likely - The event could occur at some time.	30 %-55%
D	Unlikely - The event may occur at some time.	5 - 30%
E	Rare - The event may occur only in exceptional circumstances.	< 5%

c) Severity Rating – Impact/Consequence Categories

Risk Severity Rating Scale						
Consequence Category:	REVENUE	COSTS	SAFETY & HEALTH	ENVIRONMENT	STAKEHOLDER RELATIONS & REPUTATION	
Consequence Measures:	Production Variance (to budget) (AU -oz CU/NI - lb, etc.)	Cost Variance (to budget)			Confidence	
Severity Rating (1 - 5)	1	<1%	<1%	First Aid case -or- minor reversible health effects of no concern.	Limited environmental impact, no regulatory reporting, and minor closure delays of 1-2 years.	No impact on stakeholder confidence in management of the company.
	2	1 - 2 %	1 - 2 %	Medical Treatment case -or- reversible health effect of concern, no disability.	Minor on-site environmental impact, reportable to regulators, closure delays of 3-6 years.	Limited impact on stakeholder confidence in management of the company.
	3	2% - 5 %	2% - 5 %	Lost time injury/illness -or- severe, reversible health effect resulting from acute, short term exposure -or- progressive chronic condition, infectious disease.	Moderate environmental impacts, extends beyond site boundary, regulatory violations with fines, significant closure delays of 6-10 years.	Medium impact on stakeholder confidence in management of company.
	4	5 % - 10%	5 % - 10%	Single Fatality -or- Permanent Disability- or- exposures resulting in irreversible health effect of concern.	Serious medium term environmental impacts, major regulatory violations, long term closure impacts of >10 years.	High impact on stakeholder confidence in management of company.
	5	>10%	>10%	Multiple fatalities -or- Health effects resulting in multiple disabling illness leading to early mortality .	Severe long term environmental impacts, severe breach of regulations with operation suspended, closure severely impacted.	Loss of stakeholder confidence in management of company.

*** NOTE – Optional Severity rating subcategories**

Risk Severity Rating Scale

Consequence Category:		REVENUE	Production/Revenue Sub Categories						
Consequence Measures:		Production Variance (to budget) (AU -oz CU/Ni - lb, etc.)	Annual Net Resource Depletion (Site) (variance to LOM plan)	Annual Net Resource Depletion (Corporate) (relative to Industry Peers)	Tonnage Variance (Mining)	Throughput Variance (Processing)	Margin (Profit) sales-cash costs sales	Schedule Delays	Sales
Severity Rating (1 - 5)	1	<1%	<1%	<1%	<1%	<1%	<1%	days	<1%
	2	1 - 2 %	1 - 2 %	1 - 2 %	1 - 2 %	1 - 2 %	1 - 2 %	up to 2 weeks	1 - 2 %
	3	2% - 5 %	2% - 5 %	2% - 5 %	2% - 5 %	2% - 5 %	2% - 3 %	up to 1 month	2% - 3 %
	4	5 % - 10%	5 % - 10%	5 % - 10%	5 % - 10%	5 % - 10%	3-5 %	several months	3-5 %
	5	>10%	>10%	>10%	>10%	>10%	>5 %	> 2 mos.	>5 %

Risk Severity Rating Scale							
Consequence Category:		COSTS	Cost Subcategories			SAFETY & HEALTH	Safety & Health Sub - Category
Consequence Measures:		Cost Variance (to budget)	Production Costs (cash cost variance)	Increased CapEx (Study Phase)	Increased CapEx (Execution Phase)		Safety & Health System Integrity
Severity Rating (1 - 5)	1	<1%	<1%	< 5%	<1%	First Aid case -or- minor reversible health effects of no concern.	No concern for safety & health system integrity
	2	1 - 2 %	1-2%	5 - 10 %	1-2%	Medical Treatment case -or- reversible health effect of concern, no disability.	Negligible concern for safety & health system integrity
	3	2% - 5 %	2-5%	10 - 25%	2-5%	Lost time injury/illness - or- severe, reversible health effect resulting from acute, short term exposure -or- progressive chronic condition, infectious disease.	Minor concern for safety & health system integrity
	4	5 % - 10%	6-10%	25 - 50%	6-10%	Single Fatality -or- Permanent Disability- or- exposures resulting in irreversible health effect of concern.	High concern for safety & health system integrity
	5	>10%	>10%	>50 % or project cancellation	>10%	Multiple fatalities -or- Health effects resulting in multiple disabling illness leading to early mortality.	Failure of the safety & health system

Risk Severity Rating Scale						
Consequence Category:	ENVIRONMENT	Environment Subcategories				
Consequence Measures:		Environmental Impact	Regulatory Compliance	Environmental Management System (EMS) Integrity	Closure	
Severity Rating (1 - 5)	1	Limited environmental impact, no regulatory reporting, minor closure delays of 1-2 years.	Limited impact to a minimal area of low significance. Easy to remediate. No regulatory reporting required.	Issue or concern noted and monitored by site management.	No concern for EMS integrity	Full relinquishment of liability assured with delays of 1-2 years beyond planned timeline
	2	Minor on-site environmental impact, reportable to regulators, closure delays of 3-6 years.	Minor impacts on environment. Damage is confined on-site and reversible. Minor wildlife mortality.	Reportable incident to regulators. Compliance monitored or oversight by third party.	Negligible concern for EMS integrity	Full relinquishment of liability assured with delays of 3-6 years beyond planned timeline, minor remediation of reclamation
	3	Moderate environmental impacts, extends beyond site boundary, regulatory violations with fines, significant closure delays of 6-10 years.	Moderate, short-term (1-3 years) environmental impacts. Damage is reversible. Extends beyond site boundary.	Violation of regulations, reportable incident, legal issues with possible fines. Potential permitting issues.	Minor concern for EMS integrity	Full relinquishment of liability not assured with delays of 6-10 years beyond planned timeline, significant remediation of reclamation including redesign and rework
	4	Serious medium term environmental impacts, major regulatory violations, long term closure impacts of >10 years.	Serious medium term (+3 years) environmental impact. Extensive reversible damage. Major wildlife mortality.	Major violation of regulations resulting in legal issues with fines, prosecution or breach of code of ethics possibly impacting business operations.	High concern for EMS integrity	Long term active treatment or perpetual passive treatment, Full relinquishment of liability not foreseeable under current regulatory environment, remediation of reclamation prohibitive due cost or site conditions
	5	Severe long term environmental impacts, severe breach of regulations with operation suspended, closure severely impacted.	Severe long-term environmental impacts, permanent impairment of ecosystem function. Damage is extensive and irreversible.	Severe breach of regulations resulting in operation suspended, licenses revoked, high potential for legal action against corporate and site management.	Failure of the EMS	Perpetual active treatment with no foreseeable relinquishment of liability under current or future regulatory environment

Risk Severity Rating Scale							
Consequence Category:	STAKEHOLDER RELATIONS & REPUTATION	<i>Stakeholder Relations & Reputation Subcategories</i>					
Consequence Measures:	Confidence	Financial Management	Financial Reporting Misstatement	Employee Attraction & Retention	Media / NGO's	Political Risk / Regulatory Compliance	Community
Severity Rating (1 - 5)	1	No impact on stakeholder confidence in management as a result of Financial Activities (reporting, cash flow management, hedge book, etc.).	< 0.1% of Profit Before Income Taxes	Negligible or isolated dissatisfaction	No media attention	Issue or concern noted and monitored by local management. No external monitoring.	Minor or no inconvenience to the community in the affected area. No negative socio-economic impact.
	2	Limited impact on stakeholder confidence in management as a result of Financial Activities (reporting, cash flow management, hedge book, etc.).	0.1% - 0.75% of Profit Before Income Taxes	General morale and attitude problems, increase in turnover	Local media enquiries	Issue or concern monitored by regulatory body. Regional Management oversight	Minor public disturbance in the affected community. Minor negative socio-economic impact.
	3	Medium impact on stakeholder confidence in management as a result of Financial Activities (cash flow management, hedge book, etc.).	0.75% - 1.5% of Profit Before Income Taxes	Poor reputation as an employer, widespread attitude problems	Limited local media attention NGO enquiries	Notification of action by regulatory body Legal issues with possible fines /damages Potential permit / permitting issues. Oversight by Banro SLT	Limited public disturbance in the affected community. Limited negative socio-economic impact.

	4	<p>High impact on stakeholder confidence in management of company</p>	<p>High impact on stakeholder confidence in management as a result of Financial Activities (reporting, cash flow management, hedge book, etc.)</p>	<p>1.5% - 5% of Profit Before Income Taxes</p>	<p>Some senior management or experienced staff leave, high turnover, not perceived as an employer of choice</p>	<p>National headlines, High levels of NGO attention</p>	<p>Violation of regulations, Prosecution with Penalties (incl. jail terms) Breach of code of ethics Permitting issues possibly impacting business Oversight by Banro Board</p>	<p>Serious community relations impact. Significant negative socio-economic impact</p>
	5	<p>Loss of stakeholder confidence in management of company</p>	<p>Loss of stakeholder confidence in management as a result of Financial Activities (reporting, cash flow management, hedge book, etc.)</p>	<p>> 5% of Profit Before Income Taxes</p>	<p>A large number of senior management or experienced staff leave</p>	<p>International headlines, Significant levels of NGO attention.</p>	<p>Revocation of permits/licenses /registrations and/or fines/penalties/jail terms that materially impact business Oversight by Banro Board</p>	<p>Disastrous community relations. Loss of social license to operate</p>

Appendix E – Mitigation / Treatment Categories

Mitigation / Treatment	Description
Elimination	Eliminate the hazard altogether to avoid the risk. Stop the activity.
Transfer	Move the consequence of the event, usually through financial mechanisms: <ul style="list-style-type: none"> • Insurance • Hedge • Alternative finance
Control	Design a system of work that reduces the risk to an acceptable level. <ul style="list-style-type: none"> • Written procedures • Training • Supervision • Systems • Separate people from the exposures • Vertical integration
Reduce	Take measures to reduce either (or both) the likelihood or impact. <ul style="list-style-type: none"> • Substitute - Change the activity or process to one that is less harmful • Use multiple suppliers • Control contact or exposure • Issue and use appropriate PPE • Scale back activity • Insurance
Accept	Identify and acknowledge the risk but proceed while: <ul style="list-style-type: none"> • Factoring into decision-making • Establishing monitoring activities
Take	Increase exposure by: <ul style="list-style-type: none"> • Doing more of the same • Expanding /extending capacity • ‘De-controlling’
Reactive	<ul style="list-style-type: none"> • Crisis management plans • Emergency response • Recovery process • Investigation processes • Insurance

Appendix F – Basic Operations/Functional Risk Register

Business Unit/Function:

The record of a risk assessment, at a minimum should include the following information:

1. Risk Identifier (Alphanumeric) – to facilitate reporting, tracking and cross referencing
2. A Statement of the Risk – that is sufficiently explicit and clear to enable understanding of the issue per the format provided in Appendix A
3. Risk Category – per the listing provided in Appendix C
4. Risk Owner
5. Risk Ratings (Inherent & Residual) including the Likelihood and Severity ratings
6. Risk treatment strategy including:
 - a. Action Plan
 - b. Responsible Parties
 - c. Due Date
 - d. Effectiveness

Appendix G – Basic Projects Risk Register

The record of a risk assessment, at a minimum should include the following information:

1. Risk Identifier (Alphanumeric) – to facilitate reporting, tracking and cross referencing
2. A Statement of the Risk – that is sufficiently explicit and clear to enable understanding of the issue per the format provided in Appendix A
3. Risk Category – per the listing provided in Appendix C
4. Risk Owner
5. Risk Ratings (Inherent & Residual) including the Likelihood and Severity ratings
6. Risk treatment strategy including:
 - a. Action Plan
 - b. Responsible Parties
 - c. Due Date
 - d. Effectiveness
7. Estimation of OPEX and CAPEX impact of residual risk

Prepared by: Head of Internal Audit,

Reviewed by: Chief Finance Officer

Approved by: