

KENYA MARINE AND FISHERIES RESEARCH INSTITUTE



Internal Audit Charter

Revised in May 2021

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Introduction

This charter provides the framework for the conduct of the Internal Audit function in the institute and is a mandatory requirement under Standard 1000 of the International Standards for the Professional Practice of Internal Audit (the Standards) issued by the Institute of Internal Auditors and adopted by Kenyan law under Public Finance Management (National Government) Regulation 161.

Purpose

The purpose of internal audit function is to provide independent, objective assurance and consulting services designed to add value and improve the institute's operations.

The mission of internal audit is to enhance and protect organizational value by providing management with objective, risk-based assurance, advice, and insight. The internal audit function helps KMFRI accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.

Mandate

The Internal Audit function shall achieve its purpose through the execution of its mandate to:

- a. review and evaluate budgetary performance, financial management, transparency and accountability mechanisms and processes in the institute;
- b. give reasonable assurance through the Board Audit and Risk Management Committee on the state of risk management, control, and governance within the institute; and
- c. review the effectiveness of the financial and non-financial performance management systems of the institute.

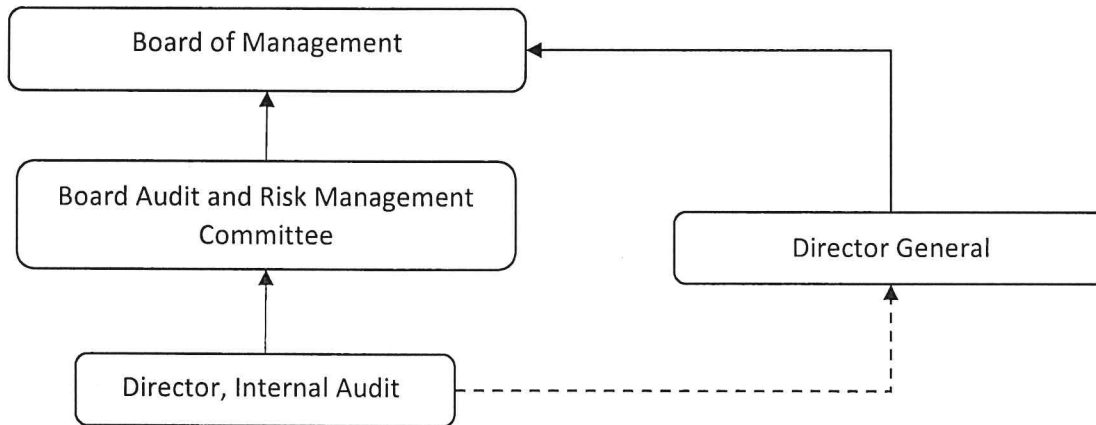
Professional, Legal, and Regulatory Framework

The internal audit function shall govern itself by adherence to the mandatory elements of the Institute of Internal Auditors' International Professional Practices Framework (IPPF) as issued by the Institute of Internal Auditors from time to time and the policies and guidelines issued by the Public Sector Accounting Standards Board of Kenya. The head of the internal audit function will report periodically to senior management and the Board of Management, through its Audit and Risk Management Committee, regarding the internal audit function's conformance to the mandatory elements of the IPPF.

Authority

The head of the Internal Audit function report functionally to the Board of Management's Audit and Risk Committee and administratively (i.e., day-to-day operations) to the Director General. By virtue of this reporting structure, the head of internal audit is a member of senior management and shall participate in all deliberations by senior management. The head of internal audit shall take due care to ensure that his participation in senior management does not impair her / his independence and objectivity.

Organogram



To establish, maintain, and assure that the internal audit function has sufficient authority to fulfil its duties, the Board of Management's Audit and Risk Committee will:

- Approve the internal audit function's charter;
- Approve the risk-based internal audit plan;
- Approve the internal audit function's budget and resource plan;
- Receive communications from the head of the internal audit function on the internal audit function's performance relative to its plan and other matters;
- Approve decisions regarding the appointment and removal of the head of the internal audit function;
- Approve the remuneration of the head of the internal audit function; and
- Make appropriate inquiries of management and the institute's director to determine whether there is inappropriate scope or resource limitations.

The head of the internal audit function will have unrestricted access to, and communicate and interact directly with, the Board of Management's Audit and Risk Committee, including in private meetings without management present.

The Board of Management authorizes internal auditors to:

- Have full, free, direct, prompt, and unrestricted access to all functions, records, property, and personnel pertinent to carrying out any engagement, subject to accountability for confidentiality and safeguarding of records and information;
- Allocate adequate resources, set frequencies, select subjects, determine scopes of work, apply techniques required to accomplish audit objectives, and issue reports;
- Obtain assistance from the necessary personnel of KMFRI, as well as other specialized services from within or outside KMFRI, in order to complete the engagement; and
- Have operational independence over internal audit staff.

Independence and Objectivity

The head of the internal audit function will ensure that the internal audit function remains free from all

conditions that threaten the ability of internal auditors to carry out their responsibilities in an unbiased manner, including matters of audit selection, scope, procedures, frequency, timing, and report content. If the head of the internal audit function determines that independence or objectivity may be impaired in fact or appearance, the details of impairment will be disclosed to appropriate parties.

Internal auditors will maintain an unbiased mental attitude that allows them to perform engagements objectively and in such a manner that they believe in their work product, that no quality compromises are made, and that they do not subordinate their judgment on audit matters to others. Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, internal auditors will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair their judgment, including:

- Assessing specific operations for which they had responsibility within the previous year;
- Performing any operational duties for KMFRI or its affiliates;
- Initiating or approving transactions external to the internal audit function; and
- Directing the activities of any KMFRI employee not employed by the internal audit function, except to the extent that such employees have been appropriately assigned to auditing teams or to otherwise assist internal auditors.

Where the head of the internal audit function has or is expected to have roles and/or responsibilities that fall outside of internal auditing, safeguards will be established to limit impairments to independence or objectivity.

Internal auditors will:

- Disclose any impairment of independence or objectivity, in fact or appearance, to appropriate parties;
- Exhibit professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined;
- Make balanced assessments of all available and relevant facts and circumstances; and
- Take necessary precautions to avoid being unduly influenced by their own interests or by others in forming judgments.

The head of the internal audit function will confirm to the Board of Management's Audit and Risk Management Committee, at least annually, the organizational independence of the internal audit function.

The head of the internal audit function will disclose to the Board of Management's Audit and Risk Committee any interference and related implications in determining the scope of internal auditing, performing work, and/or communicating results.

Scope of Internal Audit Activities

The scope of internal audit activities encompasses, but is not limited to, objective examinations of evidence for the purpose of providing independent assessments to the Board of Management – through its Audit and Risk Management Committee –, management, and outside parties on the adequacy and effectiveness of the institute's governance, risk management, and control processes. Internal audit

assessments include evaluating whether:

- Risks relating to the achievement of the institute's strategic objectives are appropriately identified and managed;
- The actions of the institute's officers, directors, employees, and contractors follow the institute's policies, procedures, and applicable laws, regulations, and governance standards;
- The results of operations or programs are consistent with established goals and objectives;
- Operations or programs are being carried out effectively and efficiently;
- Established processes and systems enable compliance with the policies, procedures, laws, and regulations that could significantly impact the institute;
- Information and the means used to identify, measure, analyze, classify, and report such information are reliable and have integrity; and
- Resources and assets are acquired economically, used efficiently, and protected adequately.

The head of the internal audit function will report periodically to senior management and the Board of Management's Audit and Risk Committee regarding:

- The internal audit function's purpose, authority, and responsibility;
- The internal audit function's plan and performance relative to its plan;
- The internal audit function's conformance with The IIA's Code of Ethics and Standards, and action plans to address any significant conformance issues;
- Significant risk exposures and control issues, including fraud risks, governance issues, and other matters requiring the attention of, or requested by, the Board of Management's Audit and Risk Committee;
- Results of audit engagements or other activities;
- Resource requirements; and
- Any response to risk by management that he / she considers to be unacceptable.

The head of the internal audit function also coordinates activities, where possible, and considers relying upon the work of other internal and external assurance and consulting service providers as needed. The internal audit function may perform advisory and related client service activities, the nature and scope of which will be agreed with the client, provided the internal audit function does not assume management responsibility.

Opportunities for improving the efficiency of governance, risk management, and control processes may be identified during engagements. These opportunities will be communicated to the appropriate level of management.

Responsibility

The head of the internal audit function has the responsibility to:

- Submit, at least annually, to senior management and the Board of Management's Audit and Risk Committee a risk-based internal audit plan for review and approval;

- Communicate to senior management and the Board of Management’s Audit and Risk Committee the impact of resource limitations on the internal audit plan;
- Review and adjust the internal audit plan, as necessary, in response to changes in KMFRI’s mandate, risks, operations, programs, systems, and controls.
- Communicate to senior management and the Board of Management’s Audit and Risk Committee any significant interim changes to the internal audit plan.
- Ensure each engagement of the internal audit plan is executed, including the establishment of objectives and scope, the assignment of appropriate and adequately supervised resources, the documentation of work programs and testing results, and the communication of engagement results with applicable conclusions and recommendations to appropriate parties;
- Follow up on engagement findings and corrective actions, and report periodically to senior management and the Board of Management’s Audit and Risk Committee any corrective actions not effectively implemented;
- Ensure the principles of integrity, objectivity, confidentiality, and competency are applied and upheld;
- Ensure the internal audit function collectively possesses or obtains the knowledge, skills, and other competencies needed to meet the requirements of the internal audit charter;
- Ensure trends and emerging issues that could impact the institute are considered and communicated to senior management and the Board of Management as appropriate;
- Ensure emerging trends and successful practices in internal auditing are considered;
- Establish and ensure adherence to policies and procedures designed to guide the internal audit function;
- Ensure adherence to KMFRI’s relevant policies and procedures unless such policies and procedures conflict with the internal audit charter. Any such conflicts will be resolved or otherwise communicated to senior management and the Board of Management; and
- Ensure conformance of the internal audit function with the Standards, with the following qualifications:
 - If the internal audit function is prohibited by law or regulation from conformance with certain parts of the Standards, the head of the internal audit function will ensure appropriate disclosures and will ensure conformance with all other parts of the Standards.
 - If the Standards are used in conjunction with requirements issued by the National Treasury, the head of the internal audit function will ensure that the internal audit function conforms with the Standards, even if the internal audit function also conforms with the more restrictive requirements of the National Treasury.

Relationship with the Auditor-General

The audit activities of both the Internal Audit function and the Office of the Auditor General will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic meetings and contact between the Internal Audit function and Office of the Auditor General shall be held to discuss matters of mutual interest. The Office of the Auditor General will have full and free

access to all internal audit plans, working papers and reports.

The Board Audit and Risk Management Committee shall be informed of all information requested by and issued to the Office of the Auditor General.

Communicating Results of an Audit Assignment

The results of an audit assignment shall be reported to and discussed with the respective administrative heads responsible for the activity being audited, the head of the concerned directorate and the Director General.

When updating the administrative heads responsible for the activity being audited of the progress of an audit assignment, internal auditors shall:

- a. give an oral preliminary report which shall be confirmed in writing within seven (7) days;
- b. discuss the findings, conclusions, and recommendations with the audit client;
- c. issue a signed written report after each internal audit assignment that is objective, clear, concise, constructive, and timely;
- d. give reports which clearly present the purpose, scope, and results of the audit; and
- e. give reports with recommendations for potential improvement, suggestions of corrective actions and acknowledgement of satisfactory performance.

Where the audit report highlights material breaches or persistent material breaches, the reports shall be copied to the Board Audit and Risk Management Committee within 14 calendar days for further actions to be taken.

Reporting

The findings and recommendations arising from each internal audit assignment shall be promptly reported to the Director General for action. The Director General shall approve the management action plan to remediate the issues in the audit reports.

All findings shall be reported, including the actions taken by the Director General, to the Board Audit and Risk Management Committee.

The head of the internal audit function shall prepare a quarterly internal audit report which shall cover areas provided for in internal audit guidelines issued by the National Treasury and submit it to the Director General and the Board Audit and Risk Management Committee within 14 days of the end of the quarter.

Quality Assurance and Improvement Program

The internal audit function will maintain a quality assurance and improvement program that covers all aspects of the internal audit function as set out in Standard 1300 of the International Standards for the Professional Practice of Internal Audit.

The program will include an evaluation of the internal audit function's conformance with the Standards and an evaluation of whether internal auditors apply The IIA's Code of Ethics. The program will also assess

the efficiency and effectiveness of the internal audit function and identify opportunities for improvement.

The head of the internal audit function will communicate to senior management and the Board of Management's Audit and Risk Committee on the internal audit function's quality assurance and improvement program, including results of internal assessments (both ongoing and periodic) and external assessments conducted at least once every five years by a qualified, independent assessor or assessment team from outside KMFRI.

Review of the Charter

This charter will be reviewed at least annually by the head of the Internal Audit function and approved by the Board Audit and Risk Management Committee.

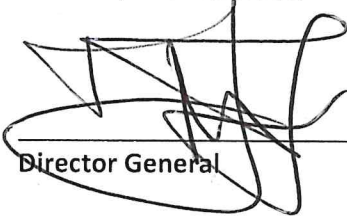
Approval



Director, Internal Audit

Date:

13 September 2021



Director General

Date:

13 September 2021



Chairman,
Board Audit and Risk Management Committee

Date:

13 September 2021

KENYA MARINE AND FISHERIES RESEARCH INSTITUTE



Internal Audit Charter

March 2019.

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Introduction

The Board of Management of the Kenya Marine and Fisheries Research Institute established the Internal Audit function of the Kenya Marine and Fisheries Research Institute (KMFRI) as a key component of its governance framework.

This charter provides the framework for the conduct of the Internal Audit function in the institute.

Purpose

The purpose of KMFRI's internal audit department is to provide independent, objective assurance and consulting services designed to add value and improve KMFRI's operations. The mission of internal audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. The internal audit department helps KMFRI accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.

Mandate

The Internal Audit function shall achieve its purpose through the execution of its mandate to:

- a. review and evaluate budgetary performance, financial management, transparency and accountability mechanisms and processes in the institute;
- b. give reasonable assurance through the audit committee on the state of risk management, control and governance within the institute; and
- c. review the effectiveness of the financial and non-financial performance management systems of the institute.

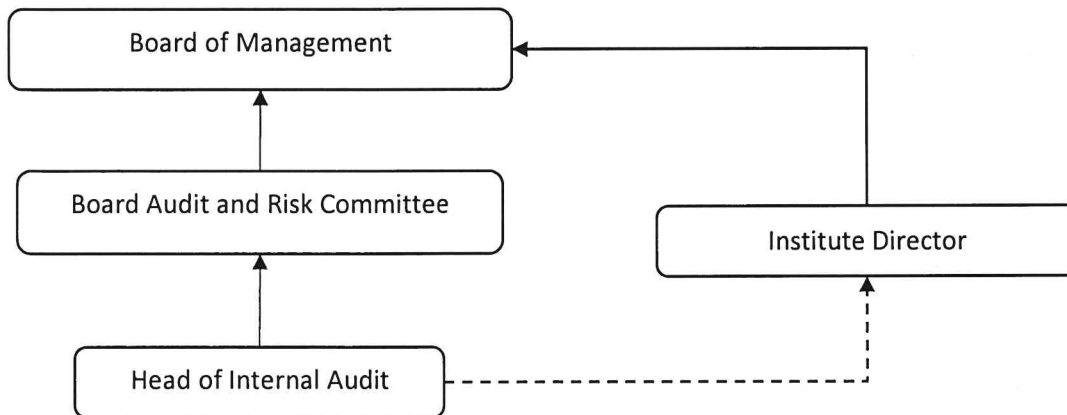
Professional, Legal, and Regulatory Framework

The internal audit department will govern itself shall govern itself by adherence to the mandatory elements of the Institute of Internal Auditors' International Professional Practices Framework as issued by the Institute of Internal Auditors from time to time and the policies and guidelines issued by the Public Sector Accounting Standards Board. The head of the internal audit department will report periodically to senior management and the Board of Management's Audit and Risk Committee regarding the internal audit department's conformance to the Code of Ethics and the Standards.

Authority

The head of the Internal Audit Department report functionally to the Board of Management's Audit and Risk Committee and administratively (i.e., day-to-day operations) to the institute's director. By virtue of this reporting structure, the head of internal audit is a member of senior management and shall participate in all deliberations by senior management. The head of internal audit shall take due care to ensure that his participation in senior management does not impair her / his independence and objectivity.

Organogram



To establish, maintain, and assure that KMFRI's internal audit department has sufficient authority to fulfill its duties, the Board of Management's Audit and Risk Committee will:

- Approve the internal audit department's charter;
- Approve the risk-based internal audit plan;
- Approve the internal audit department's budget and resource plan;
- Receive communications from the head of the internal audit department on the internal audit department's performance relative to its plan and other matters;
- Approve decisions regarding the appointment and removal of the head of the internal audit department;
- Approve the remuneration of the head of the internal audit department; and
- Make appropriate inquiries of management and the institute's director to determine whether there is inappropriate scope or resource limitations.

The head of the internal audit department will have unrestricted access to, and communicate and interact directly with, the Board of Management's Audit and Risk Committee, including in private meetings without management present.

The Board of Management's Audit and Risk Management Committee authorizes the head of the internal audit department to:

- Have full, free, direct, prompt, and unrestricted access to all functions, records, property, and personnel pertinent to carrying out any engagement, subject to accountability for confidentiality and safeguarding of records and information;
- Allocate adequate resources, set frequencies, select subjects, determine scopes of work, apply techniques required to accomplish audit objectives, and issue reports;
- Obtain assistance from the necessary personnel of KMFRI, as well as other specialized services from within or outside KMFRI, in order to complete the engagement; and
- Have operational independence over internal audit staff.

Independence and Objectivity

The head of the internal audit department will ensure that the internal audit department remains free from all conditions that threaten the ability of internal auditors to carry out their responsibilities in an unbiased manner, including matters of audit selection, scope, procedures, frequency, timing, and report content. If the head of the internal audit department determines that independence or objectivity may be impaired in fact or appearance, the details of impairment will be disclosed to appropriate parties.

Internal auditors will maintain an unbiased mental attitude that allows them to perform engagements objectively and in such a manner that they believe in their work product, that no quality compromises are made, and that they do not subordinate their judgment on audit matters to others. Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, internal auditors will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair their judgment, including:

- Assessing specific operations for which they had responsibility within the previous year;
- Performing any operational duties for KMFRI or its affiliates;
- Initiating or approving transactions external to the internal audit department; and
- Directing the activities of any KMFRI employee not employed by the internal audit department, except to the extent that such employees have been appropriately assigned to auditing teams or to otherwise assist internal auditors.

Where the head of the internal audit department has or is expected to have roles and/or responsibilities that fall outside of internal auditing, safeguards will be established to limit impairments to independence or objectivity.

Internal auditors will:

- Disclose any impairment of independence or objectivity, in fact or appearance, to appropriate parties;
- Exhibit professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined;
- Make balanced assessments of all available and relevant facts and circumstances; and
- Take necessary precautions to avoid being unduly influenced by their own interests or by others in forming judgments.

The head of the internal audit department will confirm to the Board of Management's Audit and Risk Committee, at least annually, the organizational independence of the internal audit department.

The head of the internal audit department will disclose to the Board of Management's Audit and Risk Committee any interference and related implications in determining the scope of internal auditing, performing work, and/or communicating results.

Scope of Internal Audit Activities

The scope of internal audit activities encompasses, but is not limited to, objective examinations of evidence for the purpose of providing independent assessments to the Board of Management – through

its Audit and Risk Management Committee –, management, and outside parties on the adequacy and effectiveness of governance, risk management, and control processes for KMFRI. Internal audit assessments include evaluating whether:

- Risks relating to the achievement of KMFRI's strategic objectives are appropriately identified and managed;
- The actions of KMFRI's officers, directors, employees, and contractors are in compliance with KMFRI's policies, procedures, and applicable laws, regulations, and governance standards;
- The results of operations or programs are consistent with established goals and objectives;
- Operations or programs are being carried out effectively and efficiently;
- Established processes and systems enable compliance with the policies, procedures, laws, and regulations that could significantly impact KMFRI;
- Information and the means used to identify, measure, analyze, classify, and report such information are reliable and have integrity; and
- Resources and assets are acquired economically, used efficiently, and protected adequately.

The head of the internal audit department will report periodically to senior management and the Board of Management's Audit and Risk Committee regarding:

- The internal audit department's purpose, authority, and responsibility;
- The internal audit department's plan and performance relative to its plan;
- The internal audit department's conformance with The IIA's Code of Ethics and Standards, and action plans to address any significant conformance issues;
- Significant risk exposures and control issues, including fraud risks, governance issues, and other matters requiring the attention of, or requested by, the Board of Management's Audit and Risk Committee;
- Results of audit engagements or other activities;
- Resource requirements; and
- Any response to risk by management that may be unacceptable to KMFRI.

The head of the internal audit department also coordinates activities, where possible, and considers relying upon the work of other internal and external assurance and consulting service providers as needed. The internal audit department may perform advisory and related client service activities, the nature and scope of which will be agreed with the client, provided the internal audit department does not assume management responsibility.

Opportunities for improving the efficiency of governance, risk management, and control processes may be identified during engagements. These opportunities will be communicated to the appropriate level of management.

Responsibility

The head of the internal audit department has the responsibility to:

- Submit, at least annually, to senior management and the Board of Management’s Audit and Risk Committee a risk-based internal audit plan for review and approval;
- Communicate to senior management and the Board of Management’s Audit and Risk Committee the impact of resource limitations on the internal audit plan;
- Review and adjust the internal audit plan, as necessary, in response to changes in KMFRI’s mandate, risks, operations, programs, systems, and controls.
- Communicate to senior management and the Board of Management’s Audit and Risk Committee any significant interim changes to the internal audit plan.
- Ensure each engagement of the internal audit plan is executed, including the establishment of objectives and scope, the assignment of appropriate and adequately supervised resources, the documentation of work programs and testing results, and the communication of engagement results with applicable conclusions and recommendations to appropriate parties;
- Follow up on engagement findings and corrective actions, and report periodically to senior management and the Board of Management’s Audit and Risk Committee any corrective actions not effectively implemented;
- Ensure the principles of integrity, objectivity, confidentiality, and competency are applied and upheld;
- Ensure the internal audit department collectively possesses or obtains the knowledge, skills, and other competencies needed to meet the requirements of the internal audit charter;
- Ensure trends and emerging issues that could impact [name of organization] are considered and communicated to senior management and the Board of Management’s Audit and Risk Committee as appropriate;
- Ensure emerging trends and successful practices in internal auditing are considered;
- Establish and ensure adherence to policies and procedures designed to guide the internal audit department;
- Ensure adherence to KMFRI’s relevant policies and procedures, unless such policies and procedures conflict with the internal audit charter. Any such conflicts will be resolved or otherwise communicated to senior management and the Board of Management’s Audit and Risk Committee; and
- Ensure conformance of the internal audit department with the Standards, with the following qualifications:
 - If the internal audit department is prohibited by law or regulation from conformance with certain parts of the Standards, the head of the internal audit department will ensure appropriate disclosures and will ensure conformance with all other parts of the Standards.
 - If the Standards are used in conjunction with requirements issued by the National Treasury, the head of the internal audit department will ensure that the internal audit department conforms with the Standards, even if the internal audit department also conforms with the more restrictive requirements of the National Treasury.

Relationship with the Auditor-General

The audit activities of both the Internal Audit function and the Office of the Auditor General will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic meetings and contact between the Internal Audit function and Office of the Auditor General shall be held to discuss matters of mutual interest. The Office of the Auditor General will have full and free access to all internal audit plans, working papers and reports.

The Audit Committee shall be informed of all information requested by, and issued to the Office of the Auditor General.

Communicating Results of an Audit Assignment

The results of an audit assignment shall be reported to and discussed with the institute director, the head of the concerned directorate and the respective administrative heads responsible for the departments or functions the activity of which is being audited.

Where the audit report highlights material breaches or persistent material breaches, the reports shall be copied to the Audit Committee within 14 calendar days for further actions to be taken.

Reporting

A written report will be prepared and issued by the head of the Internal Audit function or designee following the conclusion of each internal audit engagement and will be distributed to the Institute Director, the head of the concerned directorate, the respective administrative heads responsible for the concerned, and other officers/offices as may be required by law. Internal audit activity results will also be communicated to the Audit Committee.

The internal audit report may include the response of the head of the concerned directorate (or designee) and corrective action taken or to be taken in regard to the specific findings and recommendations. The head of the concerned directorate shall be required to respond to the issues raised in an audit report within 21 calendar days of the date of the report. The response by the head of directorate (or designee), whether included within the original audit report or provided thereafter, should include a timetable for anticipated completion of action to be taken and an explanation for any corrective action that will not be implemented. The ultimate responsibility for responding to and addressing issues raised following an audit rests with the institute director.

The internal audit activity will be responsible for appropriate follow-up on engagement findings and recommendations. All significant findings will remain in an open issues file until cleared.

The head of the Internal Audit function will report to each meeting of the Audit Committee on:

- Audits completed
- Progress in implementing the audit work plan, and
- The status of the implementation of agreed internal and external audit, Audit Committee and relevant external body recommendations.

- The status of the implementation of agreed internal and external audit, Board Audit and Risk Management Committee and relevant external body recommendations.

Internal audit will also report to the Board Audit and Risk Management Committee at least once annually on the overall state of internal controls in the Institute (and its entities) and any systemic issues requiring management attention based on the work of internal audit and other assurance providers, such as the Officer of the Auditor General.

Quality Assurance and Improvement Program

The internal audit department will maintain a quality assurance and improvement program that covers all aspects of the internal audit department. The program will include an evaluation of the internal audit department's conformance with the Standards and an evaluation of whether internal auditors apply The IIA's Code of Ethics. The program will also assess the efficiency and effectiveness of the internal audit department and identify opportunities for improvement.

The head of the internal audit department will communicate to senior management and the Board of Management's Audit and Risk Committee on the internal audit department's quality assurance and improvement program, including results of internal assessments (both ongoing and periodic) and external assessments conducted at least once every five years by a qualified, independent assessor or assessment team from outside KMFRI.

Review of the Charter

This charter will be reviewed at least annually by the head of the Internal Audit function and approved by the Board Audit and Risk Management Committee.

Approval



Chief Internal Auditor

Date: 11 MARCH 2019



Chairman,
Audit and Risk Management Committee

Date: 11/03/2019