

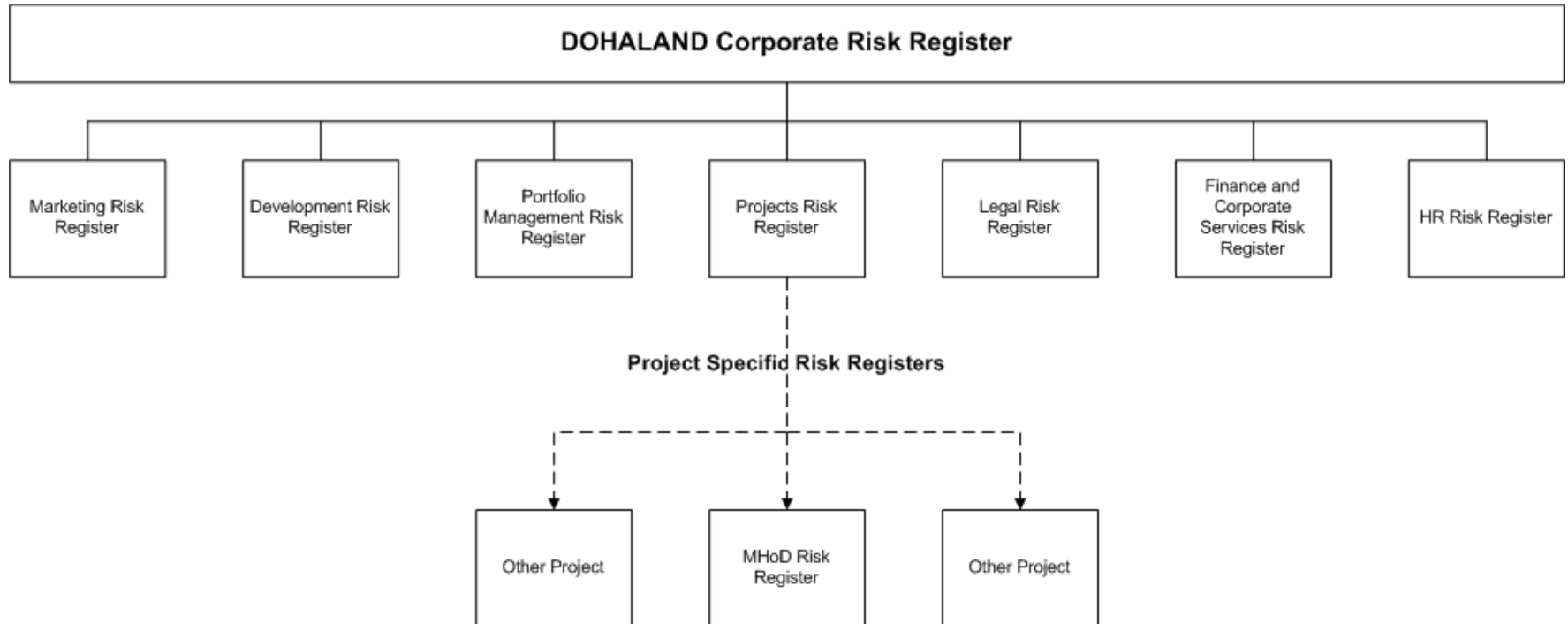


DOHALAND



SUSTAINABILITY AND RISK MANAGEMENT

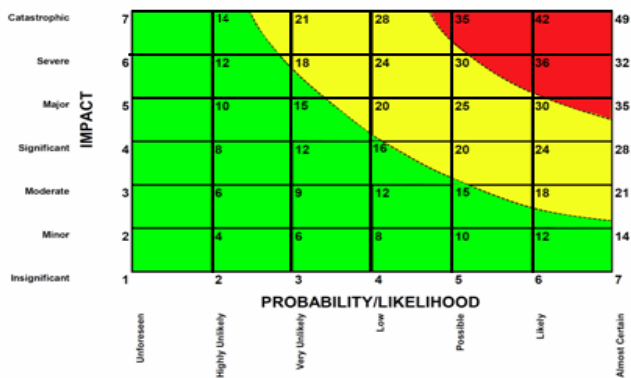
A DOHALAND PERSPECTIVE




EXAMPLE DOHALAND RISK REGISTER - DIVISIONAL

1	2	3	4	5	6	7	8	9	10	11	
Finance Department - Risk Register			Sort by:	Risk Number	Risk Owner	Risk Category	Risk Score	Current Controls	Improvement Potential	Create / Delete Action Plans	Go to Action Plan
Updated / Reviewed		24/04/2010 16:40		Back to Contents							
Risk No:	Risk	Description	Risk Owner	Risk Category	Impact	Likelihood	Risk Score	Current Controls	Improvement Potential		
1	Unrecorded financial liabilities	That commitments are entered into without the knowledge of the Finance department, either by senior management or other Directorates, meaning that appropriate monitoring of liabilities cannot occur and reporting is inaccurate.	Colin McDaid	Operations	4.50	4.50	20.25	Average	Moderate		
2	Non compliance with GAAP	That financial accounts are prepared not in compliance with IFRS and therefore may be incomplete or inaccurate.	Colin McDaid	Compliance	3.80	2.50	9.50	Good	Difficult		
3	Inappropriate corporate structure created.	That the proposed corporate structure of DOHALAND disables it from entering into appropriate financing arrangements with particular institutions or that the structure of the group otherwise increases the costs or reduces the availability of funding e.g. financing for hotel construction which would contain a bar may disable borrowing from an Islamic bank.	Colin McDaid	Strategic	2.80	2.70	7.56	Average	Moderate		
		That there are restrictions (either from the Board, QF or Qatari Government) that DOHALAND is able to enter into, meaning that it will be in a flexible manner as required by the finance strategy.	Colin McDaid	Strategic	3.80	3.70	14.06	Average	Moderate		
		are not developed with key financial institutions, meaning easily obtainable or not obtainable on a timely basis.	Colin McDaid	Strategic	4.00	2.40	9.60	Good	Easy		
		ufficient planning given to the development of financial Finance Department, meaning that appropriate and robust place when the need arises (e.g. revenue systems).	Colin McDaid	Operations	4.20	4.50	18.90	Average	Moderate		


RISK ASSESSMENT CRITERIA



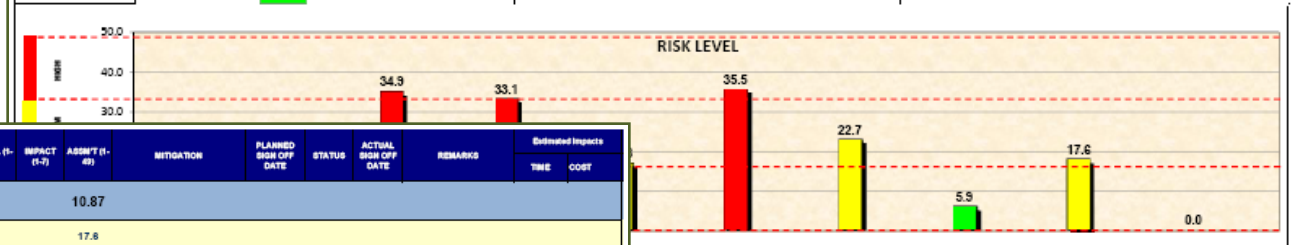
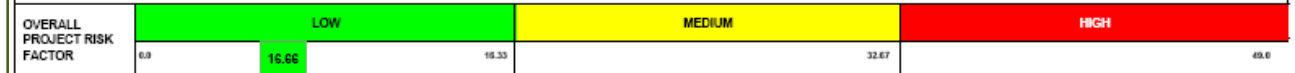
EXAMPLE DOHALAND RISK REGISTER – PROJECTS



**MUSHEIREB PROJECT
PHASE - 1B & 1C
RISK REGISTER**



PROJECT NAME: MUSHEIREB PROJECT - PHASE 1B & 1C DATA DATE: 30-Apr-10
 LOCATION: DOHA, QATAR REPORT NO: 004



REF.	IMPVT DATE	RISK DESCRIPTION	RISK OWNER	RISK CAUSE	PROB. (I-7)	IMPACT (I-7)	ASMT (I-4B)	MITIGATION	PLANNED END OFF DATE	STATUS	ACTUAL END OFF DATE	REMARKS	Estimated Impacts	
OVERALL PHASE 1A RISK														
1.0 SAFETY														
Total Employees inducted - 405 no., Lost Time Incident - 0 no., Fire Incidents - 0 no., Vehicular Incidents - 1 no., Total Man Hours Worked - 330,532.														
1.01	1-04-09	Issues to pedestrians	TQ/Contractor	Incomplete Site Enclosure/hoarding / Lack of as built utility drawings, signs.	5.90	1.40	7.8	Temporary hoardings around. Call off contract awarded, used	30-Nov-09	Closed	17-Jan-10	Temporary hoardings seen. Shutdown has been	NI	0.0
1.02	1-04-09	Damage to live cable	Union		5.90	4.20	23.6		30-Nov-09	Closed			NI	No
1.03	1-Dec-09	Falls & Trip hazard	Bauer	No proper barrier & protection to excavated sides & un-controlled access.	4.20	4.20	17.6	Ensure temporary protection around excavated area and erect sign on site activities.	30-May-10	Open		As the Enabling Works in progress the protection is ongoing	No	No
2.0 REQUIREMENTS /SCOPE /BRIEF														
2.01	31-Dec-09	Potential delay & cost implication with respect to DAQ file cuts	DL/TQ	Excluded from the current scope, decision pending on the file-out works of DAQ in order to start process.	5.90	4.20	23.6	TQ sends regular reminder to DL. DL to coordinate with Amel Ghanem to take decision	1-Jan-10	Delay		DL to establish meeting with Owen Amiri after Construction cost and hence rental rate established to discuss.	TBD	TBD
3.0 SCHEDULE														
3.01	15-Oct-09	Logistic complications leading	TQ	Proposed early occupancy of Heritage	4.20	4.20	17.8	Safety /logistic plan to be	28-Feb-10	Closed	24-Feb-10	Logistic Plan is	No	No
3.02	15-Oct-09	Delay in project schedule	TQ	Late award of contracts, preceding	4.20	4.20	17.8	Expedite award of contracts.	30-May-10	Closed	7-Apr-10	Enabling Works is on	No	No
3.03	15-Jun-09	Procurement of Phase 1A	DOHALAND	The site plan of the first area does not	4.20	1.40	5.9	TIME Qatar is following up with	31-Oct-09	Closed	31-Dec-09	Properties has been	No	No
3.04	15-Jul-09	Delays due to Tunnel C	PEC/TQ	Due to space constraint Tunnel C	4.20	5.90	23.6	TIME Qatar to provide a partial	31-Jan-10	Closed	14-Mar-10	Construction of Tunnel C	TBD	TBD
3.05	15-Oct-09	Demolition of Al-Jawhara	Marco	Demolition of Al-Jawhara Building is	5.90	1.10	5.9	TIME Qatar is working with	30-Nov-09	Closed	15-Jan-10	Demolition of Al-Jawhara	NI	NI
4.0 BUDGET / COST														
4.01	15-Oct-09	Non timely Payment to Contractor/Consultant	TQ /DL	Delays, non allocation of adequate resources.	2.80	2.80	7.8	Manage invoice / payment timeline / finalize protocols as a Developer / include clauses for Standard advanced payment / Analyze contractor strength to carry delay / Pay on time. New tracking procedure for payments/ certificates has been introduced on construction.	31-Dec-11	Open		Continuation until the completion date of phase 1A	NI	NI
4.02	15-Oct-09	Failure to adhere to the schedule by contractor/consultant	TQ	Under estimate scope of services.	2.80	1.40	3.9	Monitor Contractor / Consultant performance against targets. Take corrective measures if potential delays identified.	31-Dec-11	Open		Continuation until the completion date of phase 1A	NI	NI
5.0 DESIGN														
5.01	30-Sep-09	Delays attributed to non	TQ /DL	Ambiguities in the design of National	4.20	4.20	17.8	GMD to review A&M solution	15-Feb-10	Closed	20-Mar-10	A meeting was held on 17	TBD	TBD

IN	PROCUREMENT	CONSTRUCTION	CONTRACT ADMIN.	AUTHORITIES	COMMUNICATION
	35.5	22.7	5.9	17.6	0.0
BMD	BURNS MCDONNELL		GFA	GROSS FLOOR AREA	
A & M	ALLIES & MORRISON		TBD	TO BE DETERMINED	
MO	MANDARIN ORIENTAL		GMD	QATAR NATION DATUM	
ST	QF	QATAR FOUNDATION	TAC	TENDER & AUCTION COMMITTEE	
	DA	DESIGN ARCHITECT	LTC	LIMITED TENDER COMMITTEE	
T	EA	EXECUTIVE ARCHITECT	GTC	GENERAL TENDER COMMITTEE	
	SD	SCHEMATIC DESIGN			
THORITY	CD	CONTRACT DOCUMENT			
	PURPLE	UPDATES	DELAY	DELAY RISK ISSUES	

THANK YOU