

**DRAFT**

**ANNUAL MANAGEMENT REPORT 2023**

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# Executive Summary

SADriNE is a civil engineering consulting and construction company that has achieved remarkable performance and achievements in 2023, such as completing several infrastructure projects, receiving a ISO certification, and adopting sustainable and digital technologies and practices. To build on this success, SADriNE has set three strategic goals for 2024:

- Increase annual revenue by 15%: SADriNE plans to grow its revenue by expanding into new markets and countries, such as Kenya, Rwanda, and Tanzania, where there is a high demand for infrastructure development. SADriNE also plans to diversify its services and products by offering new specializations, such as environmental engineering, urban planning, and project management.
- Invest in employee development: SADriNE recognizes that its employees are its most valuable asset, and that their skills, competencies, and attitudes are essential for the company's performance and reputation. SADriNE intends to invest in employee development by providing training, coaching, and feedback to improve their performance and retention. SADriNE also intends to create a conducive and supportive work environment, where employees are motivated, rewarded, and respected.
- Foster a culture of innovation and collaboration: SADriNE believes that innovation and collaboration are the key drivers of excellence and competitiveness in the construction industry. SADriNE aims to foster a culture of innovation and collaboration by encouraging employees to share ideas, experiment, and learn from failures. SADriNE also aims to leverage its partnerships and networks with other stakeholders, such as clients, suppliers, regulators, and communities, to enhance its knowledge and resources.

By focusing on these three factors, SADriNE expects to double its performance and achievements in 2024, and to become a leading civil engineering consulting and construction company in Uganda and the region.

In 2024, SADriNE may face some challenges related to inflation, interest rates, labor, and environmental and social issues, but may also have some opportunities related to infrastructure demand, funding, and technology. SADriNE will need to adapt to the changing market conditions and customer expectations and leverage its strengths and capabilities to succeed in 2024.

Some of the challenges that SADRiNE may face in 2024 are:

- The high inflation and interest rates that are affecting the construction industry in Uganda and the region. These factors may increase the costs of materials, equipment, and financing, and reduce the profitability and competitiveness of SADRiNE.
- The shortage of skilled labor and the high turnover rate of workers in the construction sector. These issues may affect the quality, productivity, and safety of SADRiNE's projects, and require more investment in training and retention strategies.
- The environmental and social impacts of infrastructure projects, which may require more compliance with regulations and standards, and more engagement with stakeholders and communities. These aspects may increase the complexity and duration of SADRiNE's projects and expose them to potential risks and disputes.

Some of the opportunities that SADRiNE may have in 2024 are:

- The increased demand for infrastructure development in Uganda and the region, driven by population growth, urbanization, industrialization, and regional integration. These factors may create more opportunities for SADRiNE to bid for and execute new projects, especially in the sectors of water resources, energy, and transportation.
- The adoption of sustainable and digital technologies and practices in the construction industry, such as renewable energy, efficient building materials, generative design, and artificial intelligence. These technologies and practices may help SADRiNE to improve their efficiency, quality, innovation, and competitiveness, and to reduce their environmental and social impacts.

In 2023, SADRiNE had a mixed performance, as it had some strengths and weaknesses compared to the industry and the competitors. The company's strengths were its high growth in sales, gross profit margin, and market position, which showed its strong demand and profitability. The company's weaknesses were its low current ratio, liquidity, and budget utilization, which showed its financial and operational challenges. The company may need to improve its financial management, project execution, and risk mitigation to enhance its performance and competitiveness in 2024.

SADRiNE's strength include:

- We are a successful and reputable engineering and construction company that offers high-quality and affordable services to our clients.
- We are compliant with all the tax and legal requirements in our field and operate our business smoothly and legally.
- We have a strong management system, good client relations, internal training, and weekly meetings that ensure our efficiency, effectiveness, satisfaction, and growth.
- We have a company culture based on solid values that guide our actions and decisions and reflect our commitment and passion.

Our competitive advantage lies in our highly educated and experienced staff, who have expertise in various fields of civil engineering and construction. They are able to provide high-quality consultancy and supervision services for a wide range of infrastructure projects, such as roads, water and wastewater treatment plants, earth dams, small hydropower projects, bridges, and powerlines. Our staff also adhere to the highest standards of professionalism and ethics and deliver their reports on time and within budget. Furthermore, our competitive advantage stems from our highly standardized designs, which are based on the latest technologies and best practices in the industry. Our designs are optimized for efficiency, durability, safety, and sustainability, and meet the expectations and requirements of our clients and stakeholders.

Our value proposition is that we provide engineering consultancy and construction services that are both high-quality and cost-effective. We have a team of highly experienced staff who have expertise in various fields of civil engineering and construction, such as roads, water and wastewater treatment plants, earth dams, small hydropower projects, bridges, and powerlines. They can handle complex and diverse infrastructure projects with professionalism and efficiency. We also offer our services at affordable costs compared to international companies, yet we maintain international standards of quality, safety, and sustainability. We aim to deliver value for money and satisfaction for our clients and stakeholders.

In 2023, we handled eleven projects in various stages of completion. Most of them involved geotechnical engineering. We served new clients such as Nabilatuk District Local Government and Bujagali Energy Limited. We covered diverse sectors, such as physical development plans, water resources, and construction.

Our main projects in 2023, in terms of scope and revenue included:

- Geotechnical Investigations for the Design and Build of Pagada Bridge in Ayuu Alali Parish, Palabek Kal Subcounty, Lamwo District, Uganda.
- Preparation of District, Urban and Local Physical Development Plans for Cluster A Refugee Hosting Districts in Uganda. CLUSTER A: ARUA, MADI-OKOLLO AND TEREKO DISTRICTS. REF. NO.: MLHUD/USMID-AF/CONS/21-22/00021.
- Consultancy Services for Detailed Design and Supervision of Earth Dams and Multi-Purpose Water Systems and Facilities. LOT 2: OJAMA EARTH DAM IN SERERE DISTRICT.

In 2023, we launched our first construction project as part of our strategy to expand into new markets and sectors, boost our customer base, and improve our cash flow. The project was a Classroom Block at St. Mark Secondary School, Naminya, funded by Bujagali Energy Limited (BEL) as a Corporate Social Responsibility initiative. We also secured a contract to build a Non-Technical Staff Block for BEL at their Hydro Power Station, 8 Km Njeru – Kayunga Road, Kikubamutwe. These projects are in progress, and we expect more opportunities from BEL in the future.

SADRiNE’s goals, strategies, and initiatives for 2024 are detailed below.

<b>Initiative 1 – Recruit two staff</b>	
Description	Two staff will be recruited in 2024 to occupy the construction and design sub-departments of operations respectively. This initiative aligns with the strategic intent to establish fully fledged departments by the year 2028. Currently the sub-department of construction has no staff, and the design sub-department is understaffed since that staff there are also acting as Managing Director and General Manager. The strengthening of the operation department will lessen the burden on the existing staff and allow them concentrate on their duties as Managing Director and General Manager.
Resources	An advert to be put out inviting interested personnel to apply. The applications will be assessed, and interviews done. The best candidates will be recruited on full time basis.
Cost	The new staff will need office space, furniture, computers etc. Estimated staff salary of UGX. 1,500,000 per staff Additional costs in terms of welfare, for example, water, electricity, food, etc.
Timing	Commence 8 Jan 2024 Terms agreed by 29 Feb 2024
Outcomes	It is estimated that the staff will contribute to the expansion strategy of SADRiNE increasing the annual turnover from UGX. 1 billion to UGX. 2 billion. It will contribute to the strategic target of establishing fully fledged departments at SADRiNE with a minimum of four staff per department.
<b>Initiative 2 – Establish a Board of Directors</b>	
Description	SADRiNE will establish a Board of Directors to guide its development strategy for the long term. The Board of Directors will consist of the Managing Director, Employee representative and four other members of re-known status outside the company’s existence. The Board is expected to improve the strategic management of SADRiNE. The Board will be expected to meet twice a year and any time that it may necessitate.
Resources	The Managing Director will engage a consulting firm to advise on the establishment of the board. This will be done in consultation with the employee representative.

<b>Initiative 1 – Recruit two staff</b>	
Cost	Costs towards the consulting firm It is estimated that each of the four adopted board members will have an allowance of UGX. 1 million for every sitting. The other two board members will be paid an allowance of UGX. 250,000/= each.
Timing	Commence 8 Jan 2024 Establish full board 1 Dec 2024
Outcomes	It will contribute fully to the strategic target of establishing a board of directors at SADRiNE
<b>Initiative 3 – Partnerships with International Firms</b>	
Description	In 2024, SADRiNE should successfully partner with five international firms. Successful partnership refers to bids that are won. SADRiNE will acquire experience from these partnerships. In 2024, one hundred (100) international firms will be contacted for partnering with them.
Resources	Staff in the business development department will be involved, taking the lead, in conjunction with the Managing Director and the Technical department. Newspapers for the bids Networking
Cost	Costs for bidding and networking
Timing	Identify potential international firms 8 Jan 2024 to end of year Contact the firms from 8 Jan 2024 throughout the year Bidding Throughout the year
Outcomes	This initiative will contribute to the strategic target of acquiring company experience and increasing annual turnover. It will also contribute to target of establishing connections in MAAIF and MWE.
<b>Initiative 4 – Make business contacts in Burundi</b>	
Description	In 2024, SADRiNE should successfully offer its services in Burundi. This will be made through partnerships with local companies in Burundi and other international firms. Several local companies will be contacted by SADRiNE. This will contribute to increasing our market share in EAC.
Resources	Staff in the business development department will be involved, taking the lead, in conjunction with the Managing Director and the Technical department.
Cost	Costs for bidding and networking
Timing	Identify potential international and local firms 8 Jan 2024 to end of year Contact the firms from 8 Jan 2024 throughout the year Bidding Throughout the year
Outcomes	This initiative will contribute to the strategic target of expanding our footprint in the EAC.

# 1 Introduction

## 1.1 Background

**SADriNE Infrastructure Services (SID) Limited was founded in 2018**, registered and operated under the business name SADriNE Consulting Group Limited. In relation to the strategic direction of the directors, the company was re-registered as SADriNE Infrastructure Services (SID) Limited in 2021 to reflect the various services offered outside the consultancy services.

**SADriNE Infrastructure Services (SID) Limited is an independent limited liability company incorporated in December 2021.** The firm provides a full range of professional engineering consultancy and construction services, to public and private clients. SADriNE is behind many of Uganda's most advanced and prestigious facilities.

We have a multidisciplinary team of surveyors, town planners, architects, engineers, urban designers, landscape architects, environmental specialists, construction managers, site supervisors and technicians which enables us to adopt an integrated approach to development projects combining our skills and experience to maximize development potential whilst achieving high standards of design and remaining sensitive to the environment.

SADriNE is recognized as a leader in the construction industry for its strength in traditional construction methods and for its creative, fresh approach and cutting-edge delivery technologies. Our expertise spans the construction industry spectrum, from smaller renovations to multi-million-dollar projects. We specialize in civil works, earthworks, construction of residential, educational, healthcare, and industrial facilities; telecommunications and data centers, as well as infrastructural developmental projects such as roads, water, and wastewater treatment plants among a host of other projects.

At SADriNE we pride ourselves on best-practice industry practices, driven by our professionally qualified, enthusiastic, and knowledgeable staff. Our approach combines common sense with vision and imagination. Our skills and services have been developed to meet our client's needs today whilst keeping the needs of tomorrow firmly in mind.

SADriNE is registered for and implementing the **Integrated Management System (IMS) embodying: ISO 9001:2015 Quality Management Systems; ISO 14001:2015 Environmental**

**Management Systems; and ISO 45001:2019 Occupational Health and Safety Management Systems.**

## **1.2 SADRiNE's Vision, Mission, Values and Objectives**

### **1.2.1 SADRiNE's Vision**

Provide effective engineering designs and constructions as efficiently as possible.

### **1.2.2 SADRiNE's Mission Statement**

“SADRiNE is an engineering design and construction firm that endeavours to exceed the expectations of its clients by effectively and efficiently utilizing its resources.”

### **1.2.3 SADRiNE's Core Values**

At SADRiNE, our values are an essential part of our daily activities. They are directing how we work, behave, and interact with our customers.

**Clients** – Our goal is to develop enduring business relationships that are built on trust, integrity, effective communication, and delivering quality services on time and within budget.

**Employees** – Our employees are the fabric of our company. They determine our reputation, capability, and ultimately, our success. We provide a work environment that encourages self-improvement, teamwork, and innovation.

**Quality of Work** – Our reputation is built on a tradition of providing services with a high level of technical competence and attention to detail. We continually train and educate our staff to provide quality work.

### **1.2.4 SADRiNE's Objectives for 2023**

#### **Operations/Technical Department**

- Provision of PPE and training
- Establish work instructions for all activities
- Production of high-quality reports
- Registering and investigating incidences

#### **Human Resource/Finance/Procurement Department**

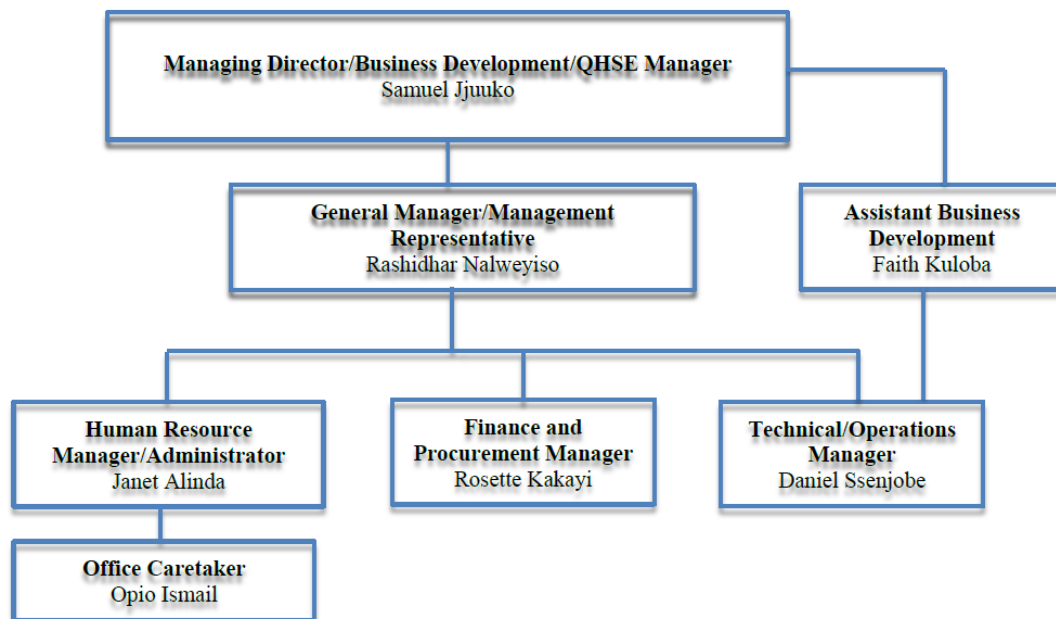


- Recruitment of competent staff
- Strategic budgeting
- Ensure training needs of the various departments are met
- Sorting of waste at office

### Top Management

- Training of staff in relation to QSHE
- Boost SADRiNE's experience through partnerships
- Establish a marketing and sales strategy
- Increase customer base

## 1.3 SADRiNE's Organizational Structure, Management Team, and Key Personnel



## 1.4 SADRiNE's Core Services, Capabilities and Expertise

### 1.4.1 Core Services and Capabilities

PROJECT MANAGEMENT	<ul style="list-style-type: none"> <li>+ Procurement</li> <li>+ Project Scheduling</li> <li>+ Project Management</li> <li>+ Project Cost Estimating</li> <li>+ Business Case Development</li> <li>+ Feasibility and Strategic Studies</li> </ul>
CIVIL/STRUCTURAL ENGINEERING	<ul style="list-style-type: none"> <li>+ Design Reviews</li> <li>+ Dynamic Analysis</li> <li>+ Constructability Reviews</li> <li>+ Structural Steel Design and Analysis</li> <li>+ Equipment and Building Foundations</li> <li>+ Existing Structure Analysis and Review</li> <li>+ Structural Steel Detailing and Shop Drawings</li> <li>+ Complete Concrete Above &amp; Below-Ground Design Services</li> </ul>
CIVIL/ROAD DESIGNS	<ul style="list-style-type: none"> <li>+ Feasibility Studies</li> <li>+ Conceptual and Detailed Urban Street Design</li> <li>+ Public Consultation and Route Planning</li> <li>+ Highway and Junction/Intersection Design</li> <li>+ Safety Audits</li> <li>+ Supervision and Inspection</li> <li>+ Traffic Planning, Simulations &amp; Forecasting</li> <li>+ Noise Pollution Mitigation</li> <li>+ Cost Estimates and Tender Documents</li> <li>+ Construction Management and Supervision</li> <li>+ Pavement Design and Rehabilitation</li> <li>+ Community Consultation Processes</li> <li>+ Liaison with Relevant Authorities</li> <li>+ Preliminary and Detailed Geometric Design using the MX and 12D Design Packages, plus AutoCAD Design/Drafting Tools.</li> </ul>

<p>CIVIL/GEOTECHNICAL ENGINEERING</p>	<ul style="list-style-type: none"> <li>+ Geotechnical Analyses</li> <li>+ Earthwork Design &amp; Recommendations</li> <li>+ Foundation Analysis &amp; Design</li> <li>+ Instrumentation &amp; Monitoring Plans</li> <li>+ Geologic Reconnaissance</li> <li>+ Groundwater Cutoff &amp; Drain Designs</li> <li>+ Grouting &amp; Ground Improvement Design</li> <li>+ Landslide Investigation &amp; Stabilization</li> <li>+ Pavement Analysis &amp; Design</li> <li>+ Site Development Feasibility Studies</li> <li>+ Soil &amp; Bedrock Stabilization</li> <li>+ Slope Stability &amp; Retaining Structure Design</li> <li>+ Subsurface Investigation, Sampling &amp; Testing</li> <li>+ Geotechnical Construction Phase Services</li> <li>+ Laboratory Testing</li> <li>+ Field Testing and Monitoring</li> </ul>
<p>QUALITY ASSURANCE/QUALITY CONTROL</p>	<ul style="list-style-type: none"> <li>+ Quality Audits</li> <li>+ Quality Planning</li> <li>+ Inspection and Test Plans</li> <li>+ Inspection Program Coordination</li> </ul>
<p>SUPPLY OF LABORATORY EQUIPMENT</p>	<ul style="list-style-type: none"> <li>+ Engineering Training Equipment</li> <li>+ Electrical Training Equipment</li> <li>+ Civil Laboratory Training Equipment</li> <li>+ Electronics Training Equipment</li> </ul>
<p>CONSTRUCTION MANAGEMENT</p>	<ul style="list-style-type: none"> <li>+ Turnover</li> <li>+ Construction Management</li> <li>+ Construction Field Support</li> <li>+ Commissioning and Start-up Support</li> </ul>
<p>SURVEYING</p>	<ul style="list-style-type: none"> <li>+ Topographic Surveys</li> <li>+ Corridor Route Surveys</li> <li>+ Road Layout Surveys</li> <li>+ Geodetic Control Surveys</li> </ul>

	<ul style="list-style-type: none"> <li>+ Construction Staking</li> <li>+ Unitization Surveys</li> <li>+ Boundary Surveys</li> <li>+ Utility Routes</li> <li>+ Subdivision Staking</li> <li>+ Land Partitions</li> <li>+ Topographic Mapping</li> <li>+ As-Built Surveys</li> <li>+ Residential Surveys</li> <li>+ Settlement Surveys</li> <li>+ Volume Calculations</li> <li>+ Profile Surveys</li> <li>+ Road Surveys</li> </ul>
URBAN PLANNING AND MASTER PLANNING	<ul style="list-style-type: none"> <li>+ Transportation Planning and Traffic Management</li> <li>+ Strategic Environmental and Sustainability Assessments</li> <li>+ Infrastructure Solutions, including Highways, Drainage and Utilities</li> <li>+ Green Building Design and Energy Efficiency Optimization</li> <li>+ Legislative and Planning Policy Advice and Development Studies</li> <li>+ Master Planning</li> </ul>
PROJECT PHASES	<ul style="list-style-type: none"> <li>+ Feasibility studies</li> <li>+ Preliminary designs</li> <li>+ Detailed designs</li> <li>+ Preparation of tender documents</li> <li>+ Construction supervision</li> <li>+ Commissioning</li> <li>+ Decommissioning</li> </ul>
CONSTRUCTION	<ul style="list-style-type: none"> <li>+ Building works</li> <li>+ Material testing</li> <li>+ Operation of Mechanical Equipment</li> <li>+ Quality Control</li> </ul>

## **1.4.2 Sectors**

- Structural/Buildings
- Highways and Bridges
- Water and Wastewater
- Specialized Trainings
- Small Hydropower Dams
- Water Resources
- Geology and Geotechnical
- Surveying
- Environment

## **1.5 Nature of the Architecture, Engineering and Construction Sector in Uganda**

The architecture, engineering, and construction (AEC) sector in Uganda is a dynamic and rapidly growing industry, playing a crucial role in the country's infrastructure development and economic progress. Here's an overview of its nature.

### **1.5.1 Booming Industry**

Uganda's AEC sector has witnessed significant growth over the past two decades, driven by factors like:

- Increasing urbanization and population growth, leading to high demand for housing and commercial spaces.
- Government investments in infrastructure projects like roads, bridges, and hydropower plants.
- Rising foreign direct investment and private sector participation.

The construction sector alone contributes about 7% to Uganda's GDP and employs over 500,000 people.

### **1.5.2 Diverse Focus**

The AEC sector in Uganda caters to various needs, with major segments including:

- Residential construction: Building houses, apartments, and other dwellings to meet the growing demand for living spaces.
- Commercial construction: Developing offices, shopping malls, hotels, and other commercial buildings.
- Infrastructure development: Constructing roads, bridges, dams, power plants, and other critical infrastructure.
- Institutional construction: Building schools, hospitals, government buildings, and other public facilities.

### **1.5.3 Challenges and Opportunities**

Despite its progress, the AEC sector in Uganda faces challenges like:

- Skilled labor shortage: Limited availability of qualified architects, engineers, and construction workers.
- Access to finance: Difficulty for small and medium-sized enterprises (SMEs) to secure financing for projects.
- Building material costs: Fluctuations in the prices of essential construction materials like cement and steel.

However, the sector also presents exciting opportunities, such as:

- Adoption of new technologies: Integrating Building Information Modeling (BIM), prefabrication, and other innovative technologies to improve efficiency and sustainability.
- Focus on green building: Growing demand for eco-friendly construction practices and sustainable materials.
- Public-private partnerships: Collaboration between the government and private sector to attract investment and accelerate infrastructure development.

### **1.5.4 Professional Landscape**

The AEC sector in Uganda is supported by several professional bodies that set standards, promote ethical practices, and contribute to skills development. These include:

- **Uganda Society of Architects (USA):** Regulates the practice of architecture and promotes excellence in design.
- **Uganda Institution of Professional Engineers (UIPE):** Represents engineers from various disciplines and advocates for professional development.
- **Uganda Association of Consulting Engineers (UACE):** This association represents consulting engineers in Uganda.
- **Uganda National Association of Builders, Suppliers and Engineering Contractors (UNABSEC):** This is the largest and most well-known association, representing over 600 member companies.

These organizations play a crucial role in ensuring the quality and professionalism of the AEC sector in Uganda.

The Ugandan AEC sector holds immense potential for further growth and development. By addressing challenges, seizing opportunities, and embracing innovation, it can contribute significantly to building a modern, sustainable, and prosperous Uganda.

## 2 Performance Analysis

### 2.1 SADRiNE's Financial Performance

Table 1 summarizes SADRiNE's financial performance in 2023. To assess SADRiNE's performance, we compared its financial ratios and indicators with the industry benchmarks and the competitors.

**Current ratio:** This ratio measures the company's ability to pay its short-term obligations with its current assets. A current ratio of 0.4 means that the company has 0.4 times as much current assets as current liabilities. This is below the industry average of 0.8, and lower than the competitors such as ROKO (0.6) and Armstrong (0.7). This indicates that the company may have liquidity problems and may struggle to meet its debt obligations.

**Growth in sales:** This indicator measures the percentage change in the company's sales revenue over a period. A growth in sales of 1.14% means that the company increased its sales by 1.14% from 2022 to 2023. This is above the industry average of 0.8%, and higher than the competitors such as ROKO (0.9%) and Armstrong (0.7%). This indicates that the company has a strong market position and demand for its services.

**Gross profit margin:** This ratio measures the percentage of sales revenue that the company retains as gross profit after deducting the cost of goods sold. A gross profit margin of 47.61% means that the company earns 47.61% of its sales revenue as gross profit. This is above the industry average of 40%, and higher than the competitors such as ROKO (42%) and Armstrong (44%). This indicates that the company has a high profitability and efficiency in its operations.

**Budget utilization:** This indicator measures the percentage of the allocated budget that the company spends on its projects. A budget utilization of 48.53% means that the company spends 48.53% of its budget on its projects. This is below the industry average of 60%, and lower than the competitors such as ROKO (55%) and Armstrong (52%). This indicates that the company may have underperformed or faced delays or challenges in its projects.

In summary, SADRiNE's performance in 2023 was mixed, as it had some strengths and weaknesses compared to the industry benchmarks and the competitors. The company had a high growth in sales, gross profit margin, and market position, but it also had a low current ratio, liquidity, and budget



utilization. SADRiNE needs to improve its financial management, project execution, and risk mitigation to enhance its performance and competitiveness in 2024.

## **2.2 Main Drivers, Factors and Challenges that Affected the Financial Performance**

Some of the main challenges that affected the financial performance of SADRiNE in 2023 are:

- The high inflation and interest rates that are affecting the construction industry in Uganda and the region. These factors increased the costs of materials, equipment, and financing, reducing the profitability and competitiveness of SADRiNE.
- The shortage of skilled labor and the high turnover rate of workers in the construction sector. These issues affected the quality, productivity, and safety of SADRiNE's projects, and require more investment in training and retention strategies.
- The delay in payment from clients, which takes an average of 30 days. This creates cash flow problems for SADRiNE and hinders its ability to invest in new projects, equipment, and staff.
- The lack of running projects to support the cash flow at the start of the year. This resulted from the seasonality of the construction industry, the uncertainty of the market conditions, and the low success rate of the bidding process.

## **2.3 SADRiNE's Operational Performance**

### **2.3.1 Quality**

Quality can affect the reputation, satisfaction, and loyalty of the clients, as well as the efficiency, profitability, and competitiveness of the company. One of the ways to measure quality is to monitor the feedback and complaints from the clients, and to track the number and frequency of repeat requests or rework orders. Repeat requests or rework orders are situations where the clients are not satisfied with the services or products delivered by the company, and ask for revisions, corrections, or improvements. Repeat requests or rework orders can indicate poor quality, as they imply that the services or products did not meet the requirements, standards, or expectations of the clients. They can also result in additional costs, time, and resources for the company, and reduce its productivity and profitability.

SADRIINE has demonstrated a high level of quality by having no client request for a repeat in the reports that had been delivered or rework in the services given in 2023. This means that all the reports and services delivered by SADRIINE in 2023 met or exceeded the specifications, standards, and expectations of the clients, and that the clients were satisfied and happy with the quality of the services and products. This also means that SADRIINE did not incur any extra costs, time, or resources for repeat requests or rework orders, and that it maintained its efficiency and profitability.

Therefore, SADRIINE's quality performance in 2023 was excellent, as it achieved a zero repeat request or rework order rate and delivered high-quality services and products to its clients. SADRIINE will continue to uphold its quality standards and practices, and to seek continuous improvement and innovation, to enhance its quality performance and competitiveness in 2024.

### **2.3.2 Efficiency**

SADRIINE has demonstrated a high level of operational efficiency by completing all the projects undertaken within the given time frame, which shows its timeliness, reliability, and professionalism. However, SADRIINE also faces some challenges that affect its operational efficiency, such as the delayed payment from the clients, which takes an average of 30 days. For some projects, like Ojama Earth Dam, it has taken more than 2 years without any payment. This creates cash flow problems for the company and hinders its ability to invest in new projects, equipment, and staff. Therefore, SADRIINE may need to improve its financial management and negotiation skills and seek alternative sources of funding to overcome this challenge and enhance its operational efficiency.

### **2.3.3 Productivity**

SADRIINE had a higher growth in sales, gross profit margin, and market position than the industry average, which shows that SADRIINE's productivity translated into profitability and competitiveness.

### **2.3.4 Customer Satisfaction**

Customer satisfaction refers to the degree to which customers are happy with the quality, timeliness, and cost of the services and products that the company provides. Customer satisfaction can affect customer loyalty, retention, referrals, and reviews, which can in turn affect the company's market position, revenue, and growth.

One of the best ways to assess customer satisfaction is to conduct customer surveys, which are questionnaires that ask customers to rate and comment on various aspects of their experience with

the company, such as the sales process, the project execution, the communication, the outcome, and the overall satisfaction. Customer surveys can help the company to identify the strengths and weaknesses of its services and products, to understand the needs and expectations of its customers, and to improve its customer service and quality.

However, SADRiNE did not conduct customer surveys to get feedback on its services in 2023. This was due to various reasons, such as lack of time, resources, or expertise, or low priority or awareness of the importance of customer feedback. This resulted in missed opportunities to gain valuable insights into customer satisfaction and to enhance customer relationships.

Therefore, the business development team of SADRiNE plans to implement customer surveys in 2024. This will enable the company to collect and analyze customer feedback and to use it to improve its services and products, and to increase its customer satisfaction and loyalty. The business development team will design and execute the customer surveys carefully, using appropriate methods, tools, and questions, and following the best practices and ethical standards of customer research.

**Table 1: Summary of SADRiNE's Financial Performance**

<b>DETAILS</b>	<b>2023</b>	<b>2022</b>	<b>BUDGET</b>	<b>DIFFERENCE</b>	<b>REASON</b>
Income	468,485,062	410,241,788			
COGS	382,846,315	214,928,195			
<b>Gross profit</b>	<b>85,638,747</b>	<b>195,313,593</b>			
<b>EXPENSES</b>					
Bidding	1,342,500	1,252,500	16,800,000	-15,457,500	Within the budget
Advertising and Promotion	480,000	4,234,520	5,400,000	-4,920,000	No major adverts and printings were done in 2023
Bank and mobile charges	1,396,569	2,761,111	1,500,000	-103,431	Within budget
Business license and permits	1,782,500	1,270,000	4,000,000	-2,217,500	Within budget
Staff Development	5,813,050	11,764,971	24,790,050	-18,977,000	Within budget due to few trainings undertaken in relation to finances available
Depreciation	5,012,689	11,985,591		5,012,689	
Dues and Subscriptions	2,094,750	90,000		2,094,750	
Stationery	527,500	1,889,000	2,880,000	-2,352,500	Within budget
Food	2,765,200	3,490,100	3,600,000	-834,800	Still within the budget
Per diem	0	3,400,000		0	
Office supplies	2,304,900	2,016,369	2,160,000	144,900	Increase in prices of office sundries and we purchased office items like keyboards and cables
Salary	40,098,500	100,568,382	88,884,000	-48,785,500	Still within budget but some salaries were not paid due to shortage of finances
NSSF	585,000	2,698,569	10,980,000	-10,395,000	Shortage of funds
PAYE	5,848,307	22,480,979	31,656,000	-25,807,693	Shortage of funds
Welfare Department	1,255,000	1,599,100	1,000,000	255,000	Purchase of christmas items

Medical	0	55,000		0	
Accountancy (Audit and consultancy)	250,000	0	1,500,000	-1,250,000	Still within budget and a balance of 250000 remained pending by end of year
Legal fees	100,000	675,000	1,500,000	-1,400,000	Still within budget
Audit	2,250,000	4,250,000	6,750,000	-4,500,000	Still within budget however the payment for GMI and SID had not been made by the end of year
Consultancy	539,300	10863750		539,300	
Fuel	5,944,000	8,950,000	9,600,000	-3,656,000	Still within budget
Vehicle repair and maintenance	5,231,000	3,143,000	3,600,000	1,631,000	Service of directors' car was over due hence increase in costs
Rent	28,800,000	15,550,000	18,000,000	10,800,000	All rent was paid by SCG and there was an increase in rent fee and advance payment till April 2024
Repairs and maintenance	680,000	2,240,500	3,600,000	-2,920,000	Still within budget as some equipments remained un-serviced throughout the year
Telephone and airtime	191,300	239,949	240,000	-48,700	Still within the budget
Internet	679,650	844,721	1,080,000	-400,350	Still within the budget
Penalties		1,586,325		0	
Travel and Transport	2,544,000	3,350,000	4,500,000	-1,956,000	Still within the budget
Electricity	549,700	959,100	1,260,000	-710,300	Still within budget
Water	322,650	617,322	840,000	-517,350	Still within budget
Waste	165,000	140,000	240,000	-75,000	Still within budget
<b>TOTAL</b>	<b>119,553,065</b>	<b>224,965,859</b>	<b>246,360,050</b>	<b>-126,806,985</b>	
NET PROFIT	-33,914,318	-29,652,266			
Gross profit Margin 2023	18.28	In 2023 the total gross profit margin achieved was 47.61% compared to 114.2% in 2022 indicating increase in the cost of Goods sold. There is need for the company to manage its direct costs efficiently.			

Gross profit Margin 2022	47.61				
Total sales 2023	468,485,062	Sales in 2023 were 114.2% of sales made in 2022 that's to say 1.1 times greater than those of 2022			
Total sales 2022	410,241,788				
Trend year over year revenue growth	114.2				
Current assets 2023	67,865,840	Current ratio of 0.4 indicates the company has limited ability to meet its short-term obligations compared to 1.40 in 2022. A ratio of 2 is always desired.			
Current Liabilities 2023	174,362,380				
Current ratio	0.4				
Current assets 2022	56,074,334				
Current Liabilities 2022	40,096,868.00				
Current Ratio 2022	1.40				
<b>YEAR</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	
Total Revenue	468,485,062	410,241,788	162,072,679	199,333,562	
Trend Growth in Sales	235.03	205.81	81.31	100.00	
From the years sales records above there was a decrease in sales between 2020 and 2021 and sales increased by 14.20% between 2022 and 2023					
Actual income spent on expenses in 2023	119,553,065	We utilized 48.53% of the total Budget, because of shortage in finances and some expenses by year end were still unpaid such as NSSF, PAYE and staff salaries			
Total Budget for 2023	246,360,050				
	48.53				

### 3 Project Review

No.	Name of Project	Status	Scope, Objectives, Deliverables, Outcomes	Challenges, Risks, Lessons learned	Testimonials, Feedback, Recognition from clients and stakeholders	Impact, Value and Benefits
1	Structural Integrity Assessment for the Proposed Residential Apartments on Plot 1482 Block 196, Kyandondo, Komamboga, Kampala Capital City Authority	Completed	<ul style="list-style-type: none"> <li>The objective of the investigation was to carry out structural appraisal of existing structural elements on Residential Apartments located on Plot 1482 Block 196, Kyandondo, Komamboga, KCCA.</li> </ul>			
2	Geotechnical Investigations for the Proposed state-of-the-art Maternity Block at Ishaka Seventh-day Adventist Hospital in in Bushenyi-Ishaka Municipality, Uganda	Completed	<ul style="list-style-type: none"> <li>Identify the type and depths of subsurface geological materials through hand excavation of three (3) trial pits. The pits were dug to 1 m below the existing surface.</li> <li>Recover disturbed samples at 1.0 m in each of the of the trial pits.</li> <li>Conducting of six (6) Dynamic Probe Light Tests to determine the insitu bearing capacity of the soil.</li> <li>Carry out laboratory tests and analysis on suitable recovered disturbed soil samples; and</li> <li>Compile a geotechnical investigations report</li> </ul>			
3	Geotechnical Investigations for the Proposed Girls' Hostel at Ishaka Adventist Hospital and Health Training Institutions in Bushenyi-Ishaka Municipality, Uganda	Completed	<ul style="list-style-type: none"> <li>Identify the type and depths of subsurface geological materials through hand excavation of one (1) trial pit. The pit was dug to 1 m below the existing surface.</li> <li>Recover disturbed sample at 1.0 m from the trial pit.</li> <li>Conducting of three (3) Dynamic Probe Light Tests to determine the insitu bearing capacity of the soil.</li> <li>Carry out laboratory tests and analysis on suitable recovered disturbed soil samples; and</li> <li>Compile a geotechnical investigations report</li> </ul>			
4	Feasibility and Detailed Design of Water Supply System in Nabilatuk District Headquarters and Nacele Village	Initiated	<ul style="list-style-type: none"> <li>Determine the anticipated demand for water supply and sanitation services taking into consideration gender issues over a horizon of 20 years by considering the population density in the year 2040.</li> <li>Conducting detailed assessment of the underground water resources potential to serve Nabilatuk District Headquarters and Nacele Village within a radius not exceeding 5 kms. Detailed hydro geological investigations shall be carried out. The underground water potential investigations shall aid in the development of at most two potential water sources for both current and future water demand. For towns/centers where groundwater is feasible detailed hydrogeological investigations shall be carried out.</li> <li>Preparation of a feasibility and preliminary design for supplying safe and affordable water to Nabilatuk District Headquarters and Nacele Village to meet the demand over the planning horizons. Special consideration for low operation and maintenance costs compared to initial investment costs shall be made along the entire life cycle of the scheme.</li> <li>Conducting detailed engineering surveys from the underground production water source supply sources to aid in the identification of the optimal location, sizing and alignment of pipe lines and the location of the other infrastructure such as the reservoir, pump stations, treatment works, etc.</li> <li>Preparing realistic proposals for investment in minimum public sanitation facilities with associated costs and operation and maintenance implications in accordance with the 'Strategy for Improved Sanitation and Hygiene in Rural growth centers'.</li> </ul>			<ul style="list-style-type: none"> <li>Impact: The project will improve the access and quality of water for the people living in the district headquarters and the village, as well as for the public institutions, such as schools, health centers, and offices. The project will also reduce the water scarcity and contamination problems that the district faces, especially during the dry season and the rainy season. The project will also contribute to the environmental protection and conservation of the water resources in the area.</li> <li>Value: The project will enhance the quality of life, health, and well-being of the people, as well as their productivity, education, and income. The project will also support the social and economic development of the district and the village, as well as the regional and national goals and plans, such as the Uganda Vision 2040 and the National Development Plan III. The project will also demonstrate the technical and financial feasibility and viability of the water supply system, as well as the best practices and standards for the design and implementation of such projects.</li> <li>The beneficiaries: The people living in the district headquarters and the village will benefit from having reliable, adequate, and safe water supply for their domestic, agricultural, and commercial uses. They will also benefit from having reduced water-related</li> </ul>

			<ul style="list-style-type: none"> <li>Assessing potential environmental impacts for the proposed water supply development and proposing mitigation measures.</li> <li>Preparation of detailed narrative engineering designs, technical specifications, bills of quantities, corresponding drawings and engineering cost estimates including tender documentation.</li> <li>Conduct sensitization meetings with stakeholders to address matters of provision land at free cost; design lay out, provision of local materials, engagement of youths in construction, management aspects of the system during and after construction, COVID 19, HIV and Aids concerns, project time frame etc.,.</li> </ul>			<p>diseases, costs, and risks, as well as increased water security and resilience.</p> <ul style="list-style-type: none"> <li>The society: The society will benefit from having improved social, environmental, and economic outcomes and impacts, such as reduced poverty, improved health, increased employment, and reduced greenhouse gas emissions.</li> </ul>
5	Geotechnical Investigations for the Proposed construction of Students House and Community Block, Nyamitanga Division, Mbarara City	Completed	<ul style="list-style-type: none"> <li>The geotechnical investigations were carried out to determine the physical and engineering properties of the subsurface soils which may subsequently be incorporated in structural designs, recommendations and remedial design solutions for the weak soil and settlement.</li> </ul>			
6	Geotechnical Investigations for the Design and Build of Pagada Bridge in Ayuu Alali Parish, Palabek Kal Subcounty, Lamwo District, Uganda	Completed	<ul style="list-style-type: none"> <li>Core drilling of six (6 No.) boreholes to a depth between 5.0m to 10.0m including logging/profiling of all the boreholes for strata profiles.</li> <li>Conducting standard penetration tests (these were not possible to due to the nature of the site)</li> <li>Determining the depth of water table where encountered.</li> <li>Recovering of disturbed samples at every 1.5m of soil encounter and undisturbed samples at change of strata (these were not possible to due to the nature of the site).</li> <li>Laboratory testing of recovered or rock samples for unconfined compressive strength.</li> <li>Preparation of a geotechnical investigation report</li> </ul>			
7	Geotechnical Investigations for the Design and Construction of a Proposed Medical Ward at Holy Innocents Children's Hospital on Plot 6, Kaberebere-Insingiro Road, Mbarara, Uganda.	Completed	<ul style="list-style-type: none"> <li>The geotechnical investigations were carried out to determine the physical and engineering properties of the subsurface soils which may subsequently be incorporated in structural designs, recommendations and remedial design solutions for the weak soil and settlement.</li> </ul>			<ul style="list-style-type: none"> <li>Impact: The geotechnical investigations will provide essential information about the soil and rock conditions at the site, such as the bearing capacity, settlement, shear strength, permeability, and aggressivity. This information will help the engineers to design and construct a safe and stable foundation for the medical ward, as well as to select the appropriate materials and methods for the construction. The geotechnical investigations will also help to identify and mitigate any potential geotechnical hazards or risks, such as landslides, erosion, or contamination, that may affect the project or the environment.</li> <li>Value: The geotechnical investigations will enhance the quality and reliability of the design and construction of the medical ward, as well as the performance and durability of the structure. The geotechnical investigations will also support the health and safety of the workers and the patients, as well as the compliance and reporting requirements of the stakeholders and the regulators. The geotechnical investigations will also demonstrate the technical and financial feasibility and viability of the project, as well as the best practices and standards for the geotechnical engineering sector.</li> <li>The beneficiaries: The hospital staff and the patients will benefit from having a modern and spacious medical ward that meets their needs and expectations. They will also benefit from having</li> </ul>



						<p>improved access and quality of facilities and services, such as water, sanitation, electricity, and equipment. They will also benefit from having reduced exposure to noise, dust, and heat from the outside environment.</p> <ul style="list-style-type: none"> <li>• The implementers: The hospital management will benefit from having a clear and comprehensive geotechnical report for the design and construction of the medical ward, as well as a strong partnership and collaboration for the execution and management of the project. They will also benefit from having enhanced capacity, knowledge, and experience in the geotechnical engineering sector, as well as improved reputation and trust among the stakeholders and the public.</li> <li>• The society: The society will benefit from having increased access and quality of health care for the people, especially the children, who are the future of the nation. The society will also benefit from having improved social, environmental, and economic outcomes and impacts, such as reduced poverty, improved health, increased employment, and reduced greenhouse gas emissions.</li> </ul>
8	Construction of a Classroom Block at St. Mark Secondary School, Naminya. Contract No.: UB I 00144 P CN E 0032.	Ongoing	<ul style="list-style-type: none"> <li>• To deliver a complete Classroom Block consisting of 2 classrooms and Headmaster's office as detailed in the architectural and structural designs.</li> <li>• The project entails accomplishing the following activities: <ul style="list-style-type: none"> <li>○ Perform construction of a classroom block consisting of 2 classrooms and headmaster's office.</li> <li>○ Carry out all electrical works for the classroom including connections.</li> <li>○ Carry out plumbing and drainage work for the classroom.</li> <li>○ Provide daily and weekly reports on progress and the next day's work plan.</li> <li>○ Provide a completion report.</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>• Impact: The project will provide a conducive and spacious learning environment for the students and teachers at the school, who currently face overcrowding and inadequate facilities. The project will also improve the academic performance and retention of the students, as well as the quality and motivation of the teachers. The project will also contribute to the educational development and attainment of the community and the country.</li> <li>• Value: The project will enhance the quality of education and well-being of the students and teachers, as well as their productivity, creativity, and innovation. The project will also support the social and economic development of the community and the country, as well as the national goals and plans, such as the Uganda Vision 2040 and the National Development Plan III. The project will also demonstrate the technical and financial feasibility and viability of the classroom block, as well as the best practices and standards for the design and implementation of such projects.</li> <li>• The beneficiaries: The students and teachers at the school will benefit from having a modern and comfortable classroom block that meets their needs and expectations. They will also benefit from having improved access and quality of facilities and services, such as sanitation, electricity, internet, and library. They will also benefit from having reduced exposure to noise, dust, and heat from the outside environment.</li> <li>• The implementers: The school management, and the Ministry of Education and Sports will benefit from</li> </ul>

						<p>having a clear and comprehensive design and plan for the construction of the classroom block, as well as a strong partnership and collaboration for the execution and management of the project. They will also benefit from having enhanced capacity, knowledge, and experience in the education sector, as well as improved reputation and trust among the stakeholders and the public.</p> <ul style="list-style-type: none"> <li>• The society: The society will benefit from having increased access and quality of education for the children and youth, who are the future of the nation. The society will also benefit from having improved social, environmental, and economic outcomes and impacts, such as reduced poverty, improved health, increased employment, and reduced greenhouse gas emissions.</li> </ul>
9	Construction of BEL Non-Technical Staff Block at Bujagali Energy Limited, Bujagali Hydro Power Station, 8 Km Njeru – Kayunga Road, Kikubamutwe. Contract No.: UB I 00144 P CN E 0032.	Ongoing	<ul style="list-style-type: none"> <li>• Complete the construction of the dedicated Non-Technical Staff Block, adhering to the specified architectural and structural requirements.</li> </ul>			<ul style="list-style-type: none"> <li>• Impact: The project will provide a comfortable and conducive working environment for the non-technical staff of BEL, who are responsible for the administrative, financial, and human resource functions of the company. The project will also improve the aesthetics and security of the power station, as well as the health and safety of the staff and visitors.</li> <li>• Value: The project will enhance the efficiency, productivity, and morale of the non-technical staff, as well as their communication and collaboration with the technical staff and the management. The project will also support the operational and maintenance activities of the power station, as well as the compliance and reporting requirements of the stakeholders and the regulators.</li> <li>• The beneficiaries: The non-technical staff of BEL will benefit from having a modern and spacious office block that meets their needs and expectations. They will also benefit from having improved access and quality of facilities and services, such as water, sanitation, electricity, internet, and parking. They will also benefit from having reduced exposure to noise, dust, and heat from the power station.</li> <li>• The implementers: BEL and the contractor will benefit from having a clear and comprehensive design and plan for the construction of the office block, as well as a strong partnership and collaboration for the execution and management of the project. They will also benefit from having enhanced capacity, knowledge, and experience in the construction sector, as well as improved reputation and trust among the stakeholders and the public.</li> <li>• The society: The society will benefit from having increased power generation and supply from the Bujagali hydropower station, which is one of the largest and most reliable sources of electricity in Uganda. The society will also benefit from having</li> </ul>

						reduced greenhouse gas emissions and environmental impacts from the power station, which uses renewable and clean energy from the Nile River.
10	Preparation of District, Urban and Local Physical Development Plans for Cluster A Refugee Hosting Districts in Uganda. CLUSTER A: ARUA, MADI-OKOLLO AND TEREGO DISTRICTS. REF. NO.: MLHUD/USMID-AF/CONS/21-22/00021	Ongoing	<ul style="list-style-type: none"> <li>• The overall objective of this segment of the assignment is: <ul style="list-style-type: none"> <li>○ To prepare Integrated District Physical Development Plan (PDP) for Arua District; Urban Physical Development Plans for Odumi Town Council; and a Local Physical Development Plan for Logiri Sub-county.</li> <li>○ To prepare Integrated District Physical Development Plan (PDP) for Madi Okollo District, Urban Physical Development Plan for Inde Town Council; and a Rigbo Sub County.</li> <li>○ To prepare Integrated District Physical Development Plan (PDP) for Terego District, Urban Physical Development Plan for Kubala Town Council; and Odupi Sub County.</li> </ul> </li> <li>• Specifically, the consultancy shall: - <ul style="list-style-type: none"> <li>○ Prepare full scale District Physical Development Plan for Arua, Madi Okollo and Terego Districts</li> <li>○ Prepare Urban Physical Development Plan for Odumi Town Council, Inde Town Council and Kubala Town Council</li> <li>○ Prepare Local Physical Development Plan for Logiri Sub County, Rigbo Sub County and Odupi Sub County</li> <li>○ Prepare Local Physical Development Plans for selected neighbourhood covering at least 4 sq. km in Arua, Madi Okollo and Terego Districts</li> <li>○ Integrate the Physical and socio-economic development proposals outlined in the National Physical Development Plan (NPDP) [2018 – 2040], NDP III, specific regional development plans and strategies, regional PDPs, district development plans and other development frameworks and aspirations of the districts, region and country at large;</li> <li>○ Provide proposals for land use, service delivery and key priority areas including settlements, employment centres, infrastructure developments and environmental safeguards that address pressures as a result of the influx of refugees and are Consistent with the National Physical Planning Standards and Guidelines 2011;</li> <li>○ Promote and ensure full scale stakeholder engagement both for refugees and hosting communities (informative and consultative) throughout the planning process;</li> <li>○ Redefine urban-rural relations, work out how to strengthen cooperation between urban and rural areas, and explore the positive links between urban and rural economy, society, and environment, in order to promote the sustainable development of urban and rural communities alike in each district;</li> <li>○ Formulate strategies for developing modern enterprises including in health, environment, culture, tourism, and high-end service, which together will form functional territories through sustainable social and economic harmonious development;</li> <li>○ Build possible scenarios of the refugee influx increasing, refugees staying longer than anticipated and the refugees repatriating and its implications for the development of the districts and the selected urban councils/Sub-Counties;</li> </ul> </li> </ul>	<p><b>Lessons</b></p> <ul style="list-style-type: none"> <li>• While we can't predict everything, in-depth research and planning is very important to mitigate risks and improve project outcomes. In other words for any project carried out pre surveys should be done.</li> <li>• Field activities may not always go as planned as we may encounter unforeseen conditions such as weather changes, logistical hurdles, failure of interested stakeholders to turn up for meetings. Thus, it's very important for one to be adaptable and flexible in their approach/plan based on the situation on ground. It's also important to think on your feet when unforeseen circumstances arise.</li> <li>• When you go to the field you are the face of the company and if anything, everyone is going to blame the company. Therefore, it is very important to strive to maintain the company's reputation while out there. Avoid at all costs any disrespectful and insensitive behaviour. Be transparent, accountable, take responsibility for any mistake done, apologize even when you feel right, address issues arising promptly and stand your ground when making key decisions.</li> <li>• Never hesitate to seek guidance from your bosses/supervisors when you have concerns or questions of what needs to be done for this will save you from getting stressed and making mistakes as consultants may tell you what should be done as opposed to what you should do.</li> <li>• Fieldwork, most of the time comes with stress and it is important to know the value of your health and wellbeing whenever in the field. Ensure that you always prioritize self-care to avoid burning out.</li> <li>• Strong communication is key to success of any project thus it's important to have clear and frequent communication with stakeholders, communities, and the team you are leading. Open communication will aid in identifying and solving problems, conflicts, and misunderstandings early on.</li> <li>• Before any fieldwork it is good to identify potential challenges beforehand and then come up with potential solutions and back up plans. This was a realization after company accounts got frozen.</li> <li>• The catering situation encountered made me learn of the importance of establishing clear communication protocols to ensure everyone is informed and aligned. The situation taught me the importance of never assigning blame on anyone but instead effectively communicating our concerns and proposing solutions without being aggressive.</li> <li>• The delays in deploying consultants to the different districts taught the importance of delegation. As</li> </ul>	<ul style="list-style-type: none"> <li>• Impact: The project will improve the physical planning and development of the districts, especially in the areas where refugees and host communities coexist. The project will also provide a framework for the coordination and integration of the various sectors and stakeholders involved in the development of the districts. The project will also address the challenges and opportunities posed by the influx of refugees, such as land use, infrastructure, service delivery, environment, and social cohesion.</li> <li>• Value: The project will enhance the quality of life, health, and well-being of the refugees and host communities, as well as their productivity, income, and resilience. The project will also support the social and economic development of the districts, as well as the regional and national goals and plans, such as the Uganda Vision 2040 and the National Development Plan III. The project will also demonstrate the technical and financial feasibility and viability of the physical development plans, as well as the best practices and standards for the preparation and implementation of such plans.</li> <li>• The beneficiaries: The refugees and host communities will benefit from having a well-planned and developed physical environment that meets their needs and aspirations. They will also benefit from having improved access and quality of infrastructure and services, such as water, sanitation, health, education, and markets. They will also benefit from having enhanced social harmony and integration, as well as reduced conflicts and tensions over resources and land.</li> <li>• The implementers: The district local governments, and the Ministry of Lands, Housing and Urban Development will benefit from having a clear and comprehensive physical development plan for the districts, as well as a strong partnership and collaboration for the execution and management of the project. They will also benefit from having enhanced capacity, knowledge, and experience in the physical planning and development sector, as well as improved reputation and trust among the stakeholders and the public.</li> <li>• The society: The society will benefit from having improved social, environmental, and economic outcomes and impacts, such as reduced poverty, improved health, increased employment, and reduced greenhouse gas emissions.</li> </ul>	

			<ul style="list-style-type: none"> <li>○ Formulate strategies on how the district environments with clean water, green landscapes, vibrant biodiversity and ecologies and thriving communities will be conserved and increased; and</li> <li>○ Develop implementation guidelines of the proposed physical Development Plans.</li> </ul>	<p>fieldwork progressed, I requested different consultants to handle logistical needs within their districts and submit accountabilities every evening.</p> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Delays in consultants' deployments: As the sole point of contact, coordinating transportation, and supplies while staying in one district presented logistical hurdles and potentially contributed to delays in deploying consultants to their respective districts.</li> <li>• Financial loss: During one of the stakeholder meetings, I encountered an unexpected and concerning situation. I had secured and paid for catering services in advance, as agreed upon. However, upon arrival, another catering team was also present, providing food unauthorized. This incident caused a financial loss, as I was obligated to pay for both catering services, despite only contracting one.</li> <li>• Frequent changes in field vehicles: Frequent changes in vehicles and driver complaints about road conditions disrupted planned activities and caused delays.</li> <li>• Budget constraints: The fieldwork had budget constraints and thus some activities for some consultants had to be scaled back or eliminated altogether, potentially impacting the project's scope and potential outcomes.</li> <li>• Inadequate or incomplete data collected: Some data that was collected was inaccurate or incomplete due to limited time allocated for the fieldwork for some consultants and limited participation of stakeholders where data and ideas are captured.</li> <li>• Frozen company accounts: Company accounts got frozen for some days which led to delays in receiving finances.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Inaccurate or incomplete data collected can lead to inaccurate estimates in reporting or planning gaps and this negatively impacts one of our core values which is Quality. The flawed plans provided from inadequate or inaccurate data may not be able to address the true needs of the communities and this can result in wasted resources and missed opportunities.</li> <li>• The success of any planning project is based on local communities, and stakeholders therefore, a lack of their political will, participation, commitment and buy-in can hinder project implementation, lead to resistance, and project cancellation.</li> <li>• The planning project requires a diverse team of expertise in urban planning thus a lack of or compromise of expertise in specific areas can hinder progress or compromise outcomes and can negatively impact our relationship with the client.</li> </ul>		
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				<ul style="list-style-type: none"> <li>Underestimating the time and resources (personnel, finances) needed to develop and implement the plans can lead to delays and cost overruns as some people may not be able to deliver.</li> <li>Poorly planned field work can result into reputation damage or negative publicity.</li> </ul>		
11	Consultancy Services for Detailed Design and Supervision of Earth Dams and Multi-Purpose Water Systems and Facilities. LOT 2: OJAMA EARTH DAM IN SERERE DISTRICT	Completed	<ul style="list-style-type: none"> <li>The main objective of the assignment was to undertake design and supervision of construction of Ojama earth dam and associated multipurpose water systems and facilities. The specific objectives of the assignment were: <ul style="list-style-type: none"> <li>To carry out relevant technical investigations and studies and prepare engineering designs and tender documents for Ojama earth dam and multipurpose water systems and facilities.</li> <li>To undertake supervision for construction works for Ojama earth dam and multipurpose water systems and facilities (micro irrigation).</li> </ul> </li> <li>The scope of the consultancy assignment included: <ul style="list-style-type: none"> <li>Design Phase <ul style="list-style-type: none"> <li>Technical Studies <ul style="list-style-type: none"> <li>Topographical Survey</li> <li>Hydrological Analysis</li> <li>Socio-Economic Surveys</li> <li>Water Demand Assessment</li> <li>Geotechnical and Geological Investigations</li> </ul> </li> <li>Detailed Designs <ul style="list-style-type: none"> <li>Detailed Analysis and Design (Foundation and Embankment Design; Seepage Analysis; Dam Stability Analysis; Spillway Design; Design of Multipurpose Water Systems and Facilities; Design of Irrigation System; Other Design Requirements)</li> <li>Technical Specifications</li> </ul> </li> <li>Environmental and Social Impact Assessment</li> <li>Financial and Economic Analysis</li> <li>Tender Documents</li> </ul> </li> <li>Supervision Phase: Supervision of works.</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>Impact: The project will improve the water availability and security for the people living in the district, especially during the dry season. The project will also provide water for multiple purposes, such as irrigation, livestock, domestic, and fish farming. The project will also reduce the soil erosion and flooding problems that the district faces, especially during the rainy season. The project will also contribute to the environmental protection and conservation of the water resources in the area.</li> <li>Value: The project will enhance the quality of life, health, and well-being of the people, as well as their productivity, income, and food security. The project will also support the social and economic development of the district, as well as the regional and national goals and plans, such as the Uganda Vision 2040 and the National Development Plan III. The project will also demonstrate the technical and financial feasibility and viability of the earth dam and water systems, as well as the best practices and standards for the design and implementation of such projects.</li> <li>The beneficiaries: The people living in the district will benefit from having reliable, adequate, and safe water supply for their multiple uses. They will also benefit from having reduced water-related diseases, costs, and risks, as well as increased water resilience and adaptation.</li> <li>The implementers: The district local government, and the Ministry of Water and Environment will benefit from having a clear and comprehensive design and plan for the earth dam and water systems, as well as a strong partnership and collaboration for the execution and management of the project. They will also benefit from having enhanced capacity, knowledge, and experience in the water sector, as well as improved reputation and trust among the stakeholders and the public.</li> <li>The society: The society will benefit from having improved social, environmental, and economic outcomes and impacts, such as reduced poverty, improved health, increased employment, and reduced greenhouse gas emissions.</li> </ul>

## **4 Sustainability Report**

### **4.1 SADRiNE's Environmental, Social, and Governance (ESG) Performance and Initiatives in 2023**

While 2023 lacked a formal ESG implementation plan, SADRiNE actively pursued initiatives that aligned with environmental, social, and governance principles. Recognizing the importance of structured frameworks, we developed a comprehensive ESG plan in 2024, allowing for robust performance evaluation at year-end. This plan builds upon the positive foundation laid in 2023, which unknowingly included initiatives such as:

- Investing in employee development such as training and feedback to improve performance and retention.
- Encouraging employees to share ideas, experiment and learn from failures.
- Establishing a strategy document and company objectives.
- Adopting new technologies such as Google Workspace.
- Exploration of new opportunities and markets.
- Establishment of Board Charter
- Implementation of the ISO Integrated Management System (Quality Management System, Environmental Management System and Health and Safety Management System)

### **4.2 SADRiNE's ESG Policies, Standards and Commitments**

SADRiNE will develop its ESG policies, standards, and commitments in 2024.

### **4.3 SADRiNE's ESG Indicators, Targets and Results**

SADRiNE will develop its ESG indicators, targets in 2024. The results will be presented in the Annual Report of 2024.

### **4.4 SADRiNE's ESG Activities**

SADRiNE's planned activities for 2024 include:

- Reducing carbon emissions
- Improving energy efficiency

- Supporting local communities
- Promoting diversity and inclusion
- Ensuring health and safety
- Customer satisfaction

## **4.5 SADRiNE's ESG challenges, opportunities and plans for 2024**

### **4.5.1 Environmental**

#### **Challenges**

SADRiNE will face environmental challenges such as reducing carbon emissions, improving energy efficiency, minimizing waste generation, and complying with environmental regulations.

The company will also need to adapt to the impacts of climate change, such as extreme weather events, water scarcity, and biodiversity loss, on its projects and operations.

#### **Opportunities**

SADRiNE will find environmental opportunities such as adopting green technologies, such as renewable energy, smart buildings, and low-carbon materials, to reduce its environmental footprint and enhance its competitiveness.

The company will also leverage its expertise and capabilities to provide sustainable solutions for its clients and markets, such as transport and infrastructure, housing, and industrial parks, and create value for the society and the environment.

#### **Plans**

SADRiNE will continue implementing an environmental management system, ISO 14001, to monitor and improve its environmental performance and compliance.

SADRiNE is to set environmental targets and indicators, such as energy consumption, and waste reduction, and report on its progress and achievements.

SADRiNE will also engage with its stakeholders, such as employees, clients, partners, and regulators, to raise awareness and collaboration on environmental issues and initiatives.

## **4.5.2 Social**

### **Challenges**

SADRiNE will face social challenges such as ensuring health and safety, promoting diversity and inclusion, supporting local communities, and respecting human rights.

The company will also need to respond to the changing expectations and needs of its customers and employees, such as quality, innovation, and engagement.

### **Opportunities**

SADRiNE will find social opportunities such as investing in employee development, such as training, coaching, and feedback, to improve performance and retention.

The company will also foster a culture of innovation and collaboration, by encouraging employees to share ideas, experiment, and learn from failures.

The company will also contribute to the social and economic development of the communities where it operates, by creating jobs, providing services, and supporting social causes.

### **Plans**

SADRiNE plans to implement a social responsibility policy to guide its actions and decisions on social issues and impacts.

SADRiNE will also measure and evaluate its social performance and outcomes, such as customer satisfaction, employee engagement, and community impact, and report on its results and impacts.

SADRiNE will also communicate and consult with its stakeholders, such as customers, employees, suppliers, and community leaders, to understand and address their concerns and expectations.

## **4.5.3 Governance**

### **Challenges**

SADRiNE will face governance challenges such as ensuring transparency, accountability, and ethics, managing risks and opportunities, and aligning its strategy and objectives with its ESG vision and values.



SADriNE will also need to cope with the complex and dynamic regulatory and competitive environment that it operates in, and adapt to the emerging trends and challenges, such as digital transformation, artificial intelligence, and data analytics.

### **Opportunities**

SADriNE will find governance opportunities such as enhancing its reputation, trust, and loyalty, by demonstrating its ESG commitment and leadership, and disclosing its ESG performance and impacts.

SADriNE will also optimize its business processes and efficiency, by adopting new technologies, such as artificial intelligence, cloud computing, and data analytics, to improve its decision making and problem solving.

SADriNE will also explore new markets and opportunities, by aligning its strategy and objectives with the global and local ESG agendas and priorities, such as the UN Sustainable Development Goals and the Uganda Vision 2040.

### **Plans**

SADriNE plans to establish an ESG governance structure, such as a board committee, a management team, and a working group, to oversee and coordinate its ESG strategy and activities.

SADriNE will also develop and implement an ESG risk management framework, such as COSO ERM, to identify, assess, and mitigate its ESG risks and opportunities.

SADriNE will also prepare and publish an ESG report, such as GRI Standards, to communicate its ESG performance and impacts to its stakeholders and the public.

## 5 Conclusion and Recommendations

SADriNE's quality performance in 2023 was excellent, as it achieved a zero repeat request or rework order rate and delivered high-quality services and products to its clients. SADriNE will continue to uphold its quality standards and practices, and to seek continuous improvement and innovation, to enhance its quality performance and competitiveness in 2024.

SADriNE had a higher growth in sales, gross profit margin, and market position than the industry average, which shows that SADriNE's productivity translated into profitability and competitiveness.

SADriNE has demonstrated a high level of operational efficiency by completing all the projects undertaken within the given time frame, which shows its timeliness, reliability, and professionalism. However, SADriNE also faces some challenges that affect its operational efficiency, such as delayed payment from the clients, which takes an average of 30 days.

SADriNE did not conduct customer surveys to get feedback on its services in 2023. This was due to various reasons, such as lack of time, resources, or expertise, or low priority or awareness of the importance of customer feedback. This resulted in missed opportunities to gain valuable insights into customer satisfaction and to enhance customer relationships. Therefore, the business development team of SADriNE plans to implement customer surveys in 2024. This will enable the company to collect and analyze customer feedback and to use it to improve its services and products, and to increase its customer satisfaction and loyalty.

In 2023, SADriNE had a mixed financial performance, as it had some strengths and weaknesses compared to the industry and the competitors. The company's strengths were its high growth in sales, gross profit margin, and market position, which showed its strong demand and profitability. The company's weaknesses were its low current ratio, liquidity, and budget utilization, which showed its financial and operational challenges. The company may need to improve its financial management, project execution, and risk mitigation to enhance its performance and competitiveness in 2024.

In 2023, we handled eleven projects in various stages of completion. Most of them involved geotechnical engineering. We served new clients such as Nabilatuk District Local Government and Bujagali Energy Limited. We covered diverse sectors, such as physical development plans, water resources, and construction.

Our main projects in 2023, in terms of scope and revenue included:

- Geotechnical Investigations for the Design and Build of Pagada Bridge in Ayuu Alali Parish, Palabek Kal Subcounty, Lamwo District, Uganda.
- Preparation of District, Urban and Local Physical Development Plans for Cluster A Refugee Hosting Districts in Uganda. CLUSTER A: ARUA, MADI-OKOLLO AND TEREKO DISTRICTS. REF. NO.: MLHUD/USMID-AF/CONS/21-22/00021.
- Consultancy Services for Detailed Design and Supervision of Earth Dams and Multi-Purpose Water Systems and Facilities. LOT 2: OJAMA EARTH DAM IN SERERE DISTRICT.

In 2023, we launched our first construction project as part of our strategy to expand into new markets and sectors, boost our customer base, and improve our cash flow. The project was a Classroom Block at St. Mark Secondary School, Naminya, funded by Bujagali Energy Limited (BEL) as a Corporate Social Responsibility initiative. We also secured a contract to build a Non-Technical Staff Block for BEL at their Hydro Power Station, 8 Km Njeru – Kayunga Road, Kikubamutwe. These projects are in progress, and we expect more opportunities from BEL in the future.

**To drive SADRiNE's success in 2024**, the management team proposes these key objectives focused on performance, competitiveness, and sustainability:

- Increase annual revenue by 15% by expanding into new markets/countries and specializations.
- Invest in employee development by providing training, coaching, and feedback to improve performance and retention.
- Foster a culture of innovation and collaboration by encouraging employees to share ideas, experiment, and learn from failures.

To implement SADRiNE's key objectives/recommendations, Table 1 indicates the intended priorities, actions, and resources.

As we turn the page on 2023, a year brimming with accomplishment and transformation, our deepest gratitude flows to the very heart of SADRiNE: our people, our clients, our partners, and our unwavering stakeholders.

**To our dedicated employees:** You are the architects of our triumphs. Your unwavering commitment, your boundless creativity, and your relentless pursuit of excellence have fueled our journey. We are grateful for the extra hours, the innovative ideas, and the unwavering spirit that you bring to every day. You are the true embodiment of SADRiNE's values, and we are proud to call you our own.

**To our valued clients:** Your trust is our most precious asset. Thank you for believing in our vision, for collaborating with open minds, and for entrusting us with your goals. Witnessing your success, the positive impact we've made together, is the most rewarding aspect of our work. We are committed to exceeding your expectations every step of the way.

**To our inspiring partners:** Together, we are greater than the sum of our parts. Your expertise, your shared vision, and your unwavering dedication have been instrumental in opening new doors and scaling new heights. We are grateful for the synergy we share, the challenges we overcome together, and the future we build brick by brick, side by side.

**To our supportive stakeholders:** Your guidance, your insights, and your unwavering faith in SADRiNE have been the compass that steered us through every uncharted territory. We are grateful for your open communication, your constructive critique, and your unwavering commitment to our shared vision. Your voices shape our path, and we are committed to transparency and accountability in every step we take.

As we celebrate the triumphs of 2023, we do so with a profound sense of gratitude for the incredible team behind our success. Each one of you, in your own unique way, has contributed to this incredible journey. We are excited to face the future together, hand in hand, building on the foundation of trust, collaboration, and shared success.

As we turn the page on 2023, the horizon for SADRiNE shimmers with promise. Fueled by the exceptional year we have just witnessed; we stand on the threshold of 2024 with hearts brimming with excitement and minds buzzing with innovation.

Our commitment to SADRiNE's mission remains as unwavering as ever, and we are confident that the ground we have covered in 2023 will serve as a potent springboard for our next leap forward.

The landscape may shift, but SADRiNE's spirit of adaptability and growth remains constant. We are a company built on unwavering dedication, and we are prepared to harness the opportunities that lie ahead in 2024.

The challenges ahead may loom large, but with unwavering dedication and unyielding innovation, SADRiNE stands ready to illuminate the path forward. Let's step into 2024, brighter than ever.

**Table 2: SADRiNE's Priorities, Actions, and Resources**

OBJECTIVE	TARGET	TIMELINES	ACTIONS	RESOURCES	FREQUENCY OF ANALYSIS	KPI	RESPONSIBILITY	STATUS OF IMPLEMENTATION
<b>ISO IMS MANAGEMENT REPRESENTATIVE</b>								
Achieve an 80% or higher satisfactory audit score in all auditable clauses of the ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 in the upcoming surveillance external audit that will occur in September 2024.	<ul style="list-style-type: none"> <li>80% or higher audit score from the external audit.</li> <li>Achieve an average satisfactory score of 90% or higher for all internal audits conducted before the external audit.</li> <li>Aim for a 95% closure rate on all non-conformities before the external audit.</li> <li>Ensure 100% accuracy and compliance of all documented procedures, process, policies with the relevant standards.</li> <li>Track completion rates for essential training related to each standard (e.g., quality, environmental, and safety awareness).</li> </ul>	2024	<ul style="list-style-type: none"> <li>Conducting regular review of ISO documents in the google workspace and proper organization of folders including creating different folders for obsolete and new documents following the procedure for control of records/ Ensure all required documentation is readily available and up to date.</li> <li>Conducting regular internal audits (twice a year) to identify areas our current system might not meet the 80% score, allowing us to prioritize improvement efforts for improvements including implementing corrective actions for all identified non-conformities.</li> <li>Regularly review the performance of our management systems and identify areas for improvement through conducting management reviews.</li> <li>Conducting regular follow-ups and reviewing the progress of implementation of departmental objectives.</li> <li>Keeping ISO documents up to date through regular checks for any new standards or regulatory changes.</li> <li>Effectively communicate with each department about ISO implementation through seeking feedback/report on the use of departmental processes visa-vi outputs generated and the progress of implementation of departmental objectives.</li> <li>Update a master list of records for departmental processes outputs and other records.</li> <li>Update the master list of documents and ensure all required documentation is readily available and up to date in the google workspace.</li> <li>Quarterly reporting of the effectiveness of the system implementation to top management.</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources (Management Commitment, Internal Team, Trained Auditors/certification body)</li> <li>Financial resources (budget allocation for google workspace documentation, external audit fees)</li> <li>Technological resources (document management system -google workspace)</li> <li>Information resources (ISO standards and reference materials, training materials, best practices, and case studies)</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>Results from internal audit conducted in the months preceding the external audit.</li> <li>Number of non-conformities identified in the internal audit.</li> <li>Number of corrective actions implemented before the audit.</li> <li>Process improvement initiatives implemented.</li> <li>% of satisfactory external audit score</li> </ul>	Management Representative	Ongoing
<b>BUSINESS DEVELOPMENT</b>								
Securing high-quality and profitable bids	A minimum of 3 bids	Monthly	<ul style="list-style-type: none"> <li>Checking the EPG website on a weekly basis</li> <li>Networking</li> <li>Looking out for bid opportunities in newspapers</li> </ul>	<ul style="list-style-type: none"> <li>Internet</li> <li>Bidding costs</li> <li>Subscription for newspapers</li> </ul>	Quarterly	Number of bids submitted (at least 3)	Business Development personnel	Ongoing
Establish a marketing and sales strategy	Established by 28 <sup>th</sup> February	28 <sup>th</sup> February	<ul style="list-style-type: none"> <li>Create a marketing and sales strategy</li> </ul>	<ul style="list-style-type: none"> <li>Internet</li> </ul>	Once	A marketing and sales strategy	Business Development personnel	Ongoing
Identify safe bid delivery operations	100% compliance with safety protocols	2024	<ul style="list-style-type: none"> <li>Use safe travel options.</li> <li>Use of E-mail and where acceptable using EPG website for submission</li> </ul>	<ul style="list-style-type: none"> <li>Internet</li> <li>Transport fee</li> </ul>	Quarterly	Bids safely delivered	Business Development personnel	Ongoing
Increase in revenue from sustainable construction projects.	Acquire a minimum of one sustainable project monthly.	2024	<ul style="list-style-type: none"> <li>Actively pursuing green project opportunities.</li> <li>Enhancing marketing efforts to attract environmentally conscious clients.</li> </ul>	<ul style="list-style-type: none"> <li>Internet</li> <li>Bidding costs</li> <li>Subscription for newspapers</li> </ul>	Quarterly	5% revenue increase from sustainable construction projects	Business Development personnel	Ongoing
<b>TECHNICAL/OPERATIONS DEPARTMENT</b>								
Achieve an 80% customer satisfaction rating for report quality, consistently delivered within one day of the agreed deadline.	<ul style="list-style-type: none"> <li>Achieve 90% or higher accuracy in all submitted reports.</li> <li>Submit 100% reports to clients within 24 hours of the task/project deadline.</li> <li>Attain a client satisfaction rating of 4/5 (80%) of submitted reports in the</li> </ul>	2024	<ul style="list-style-type: none"> <li>Establish a thorough review process within the department to catch and rectify errors before submitting reports.</li> <li>Seek for training to improve time management skills for quicker report generation and provision of training seasons for team members to enhance skills and efficiency in report creation.</li> <li>Collect and analyze feedback from clients to measure satisfaction and incorporate improvements into the technical reports.</li> </ul>	<ul style="list-style-type: none"> <li>Time management techniques like Pomodoro Technique to enhance productivity and focus on report creation.</li> <li>Support technical staff to formulate the reports.</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>%ge of error free reports submitted.</li> <li>%ge of reports submitted within a one-day deadline.</li> <li>Feedback/client satisfaction score from clients on the submitted reports.</li> </ul>	Operations Manager	Ongoing

	<ul style="list-style-type: none"> <li>feedback/customer satisfaction surveys.</li> <li>Reduce technical reports errors by 90% through thorough proofreading and quality checks.</li> </ul>		<ul style="list-style-type: none"> <li>Measure the percentage of the reduction in report errors within the technical department.</li> <li>Stay updated with the latest trends and developments in the design and construction industry to provide relevant and insightful content in your reports.</li> </ul>	<ul style="list-style-type: none"> <li>Internet for accessing online resources or doing research.</li> <li>Project management tools like Trello, Asana, Jira, or Monday.com to manage tasks and deadlines efficiently.</li> <li>Tools like Grammarly or ProWriting to catch errors and enhance the quality of the reports.</li> <li>Writing guides/templates and checklists for report creation.</li> </ul>		<ul style="list-style-type: none"> <li>Feedback received from the clients after report review.</li> <li>%ge of improvement in the efficiency of the report generation process.</li> <li>Training sessions completed for report writing skill enhancement to the team members.</li> </ul>		
Identify, Implement, and maintain effective safety measures and protocols for working at heights to ensure a secure working environment, aiming to minimize the risk of injuries/fatalities at construction sites and achieve zero accidents/injuries the next 12 months.	<ul style="list-style-type: none"> <li>100% workers involved in tasks at height completing comprehensive training.</li> <li>Record of zero fall-related incidents throughout the year at construction sites.</li> <li>100% PPE utilization among workers engaged in tasks at height.</li> </ul>	2024	<ul style="list-style-type: none"> <li>Familiarize myself with OSHA regulations and guidelines related to working at heights.</li> <li>Carry out work hazards assessments for identifying and addressing potential hazards related to working at heights.</li> <li>Develop a clear emergency plan for potential accidents at heights including procedures for quick evacuation, first aid and communication during emergencies.</li> <li>Establish a routine inspection schedule for all height related equipment ensuring that ladders, scaffolds, and other tools are in good condition and meet safety standards.</li> <li>Conduct regular training sessions to educate workers on proper procedures for working at heights, including equipment use, hazard awareness and emergency response.</li> <li>Conduct regular site supervision to monitor adherence to established safety protocols.</li> <li>Enforce the use of appropriate PPEs to enhance worker protection while working at elevated positions.</li> </ul>	<ul style="list-style-type: none"> <li>Occupational Safety and Health Administration (OSHA) Guidelines</li> <li>Financial investment on purchase of appropriate PPEs, equipment and acquiring safety training programs for workers such as courses offered by OSHA Academy or National Safety Council.</li> <li>Technical personnel</li> <li>Safety Protocols and Standard Operating Procedures</li> <li>Safety management app like SaftetyCulture to help in tracking safety metrics, incident reporting, and ensuring compliance with safety protocols.</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>Number of fall-related incidents per quarter</li> <li>%ge of workers completed the required safety training</li> <li>%ge of workers consistently using proper PPEs</li> </ul>	Operations Manager	Ongoing
Track amount of construction waste generation and aim at 5% reduction of the volume sent away from the site by implementing a waste management program that prioritizes waste reduction, reuse, and recycling for construction projects.	<ul style="list-style-type: none"> <li>Increase recycling/reuse rate for specific material types (e.g., concrete, steel, timber) by 5%.</li> <li>Reduce construction waste generation by 5%</li> <li>Implement 3 new waste reduction initiatives on construction sites (on-site sorting stations, partnerships with reuse facilities, prefabrication of components).</li> <li>Achieve a 2% cost reduction through waste reduction and diversion efforts.</li> </ul>	2024	<ul style="list-style-type: none"> <li>Establish a baseline waste generation per activity of construction.</li> <li>Track employee participation in waste reduction and recycling initiatives, indicating program adoption.</li> <li>Ensure your waste management program complies with all relevant environmental regulations.</li> <li>Train all personnel involved in construction projects on waste sorting, reduction, reuse, and recycling procedures.</li> <li>Collaborate with platforms or organizations that connect construction waste with potential for reuse to other projects.</li> <li>Research successful waste reduction and recycling initiatives in the construction industry for inspiration and practical strategies.</li> <li>Familiarize myself with local and national regulations regarding construction waste disposal and recycling.</li> </ul>	<ul style="list-style-type: none"> <li>Human resources (Project manager, site supervisors and construction workers).</li> <li>Financial resources (Budget including training costs, investment in equipment and recycling firms, incentives to reward members who achieve waste reduction goals).</li> <li>Technological software (construction management software, mobile software like phones for reporting on-site waste sorting and waste reduction initiatives).</li> <li>Physical resources (Waste sorting and storage bins clearly labelled for different waste streams e.g.</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>Percentage of construction materials reused on-site or diverted for reuse off-site.</li> <li>Percentage of construction materials recycled.</li> <li>Number of new waste reduction initiatives</li> <li>Waste generation per unit of construction (total amount of waste generated/total volume of construction activity).</li> <li>Cost savings achieved through waste reduction and recycling efforts.</li> </ul>	Operations Manager	Ongoing

				<p>wood, metal, concrete, mixed recyclables, partnerships with local recycling facilities, reusable platforms.</p> <ul style="list-style-type: none"> <li>Informational Resources (waste management guidelines and regulation, best practices/ case studies and success stories, training materials and education programs).</li> </ul>				
<b>HUMAN RESOURCE AND ADMINISTRATION</b>								
Identify and address top 3 skill gaps for each department to implement targeted training programs resulting into an increase in department performance metrics by 20% by December 2024.	Each department achieves an improvement of 20% in their respective key performance indicators within the stated time frame.	2024	<ul style="list-style-type: none"> <li>Skills gap analysis. <ul style="list-style-type: none"> <li>Identify departmental KPIs and current level of performance in each department.</li> <li>Analyze required skills for optimal performance in each department.</li> <li>Assess current employee skills level through data and qualitative methods.</li> <li>Identify the top 3 skill gaps hindering performance for each department.</li> </ul> </li> <li>Develop targeted training programs. <ul style="list-style-type: none"> <li>Design training programs specific to each skill gap identified.</li> <li>Consider different learning styles and modalities like online, in person and blended.</li> <li>Ensure alignment of training content with departmental goals and KPIs.</li> </ul> </li> <li>Training programs implementation. <ul style="list-style-type: none"> <li>Promote the training programs within each department.</li> <li>Effectively manage scheduling and logistics.</li> <li>Deliver training programs at designated times and locations.</li> </ul> </li> <li>Evaluation and continuous improvement. <ul style="list-style-type: none"> <li>Monitor and track training program participation.</li> <li>Collect feedback from participants and trainers to assess program effectiveness.</li> <li>Analyze post training data performance to measure impact on KPIs.</li> <li>Use evaluation results to update skills gap analysis and refine training programs.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Finance department allocation of a dedicated training budget.</li> <li>Leverage online learning platforms and external training providers.</li> <li>Utilize internal experts and knowledge sharing initiatives.</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>Skills gaps identified.</li> <li>Number of training programs implemented.</li> <li>% increase in performance.</li> <li>Effectiveness of the training programs.</li> </ul>	Human resource department and top management.	Ongoing
Optimize workflows to minimize printing by 10% where possible while exploring digital alternatives or automation solutions by end of the year.		2024	<ul style="list-style-type: none"> <li>Workflow analysis <ul style="list-style-type: none"> <li>Map out current workflows for departments with high printing volume.</li> <li>Identify pain points and bottlenecks that lead to unnecessary printing.</li> </ul> </li> <li>Digital alternative exploration. <ul style="list-style-type: none"> <li>Research and identify digital alternatives for paper-based processes like online forms, electronic signatures, document sharing platforms.</li> </ul> </li> <li>Automation implementation. <ul style="list-style-type: none"> <li>Develop and implement workflow automation solutions for identified tasks.</li> <li>Provide training and support to users impacted by automation changes.</li> </ul> </li> </ul>		Quarterly	<ul style="list-style-type: none"> <li>% Reduction in the total printed pages</li> <li>Digital adoption rate.</li> <li>Cost saving rate. Calculate the financial benefit from reduced paper usage.</li> </ul>	Top management and employees directly engaged in printing activities.	Ongoing



Foster a culture of safety and well being for all employees by reducing workplace injuries completely within a year through purchase of safety gears, comprehensive training, and proactive risk management.		2024	<ul style="list-style-type: none"> <li>• Proactive risk management <ul style="list-style-type: none"> <li>○ Conduct regular risk assessments.</li> <li>○ Encourage reporting and address identified risks promptly.</li> <li>○ Regularly update safety procedures and guidelines.</li> </ul> </li> <li>• Uncompromising commitment to safety gear. <ul style="list-style-type: none"> <li>○ Ensure readily available high-quality PPE for all tasks and roles.</li> <li>○ Implement a system for regular maintenance and inspection of safety gear.</li> </ul> </li> <li>• Cultivating a culture of wellbeing. <ul style="list-style-type: none"> <li>○ Promote work life balance and healthy work habits.</li> <li>○ Organize stress management workshops and wellbeing activities.</li> <li>○ Foster open communication and a supportive work environment.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>• Track progress towards zero workplace injuries using the Total Recordable Case Rate (TRCR)</li> <li>• 100% availability of safety gears for all tasks</li> <li>• Number of identified hazards and near misses reported quarterly.</li> </ul>	Human Resource and Administration department and all employees.	Ongoing
<b>FINANCE AND PROCUREMENT DEPARTMENT</b>								
Identify at least two new potential suppliers for each product or service needed and update the supplier database quarterly in relation to supplier contacts, product offerings and market prices. This is to ensure quality and timely delivery of products and services to our clients.	<ul style="list-style-type: none"> <li>• Delivery of items with 100% right specifications to the clients</li> <li>• Identify cost-saving opportunities to a tune of 50% in accordance with the price agreed with the clients and reduce to zero percent the risks associated with failure in delivery by a single supplier.</li> <li>• Client satisfaction with products delivered and service offered</li> </ul>	2024	<ul style="list-style-type: none"> <li>• Request for quotations for needed products and services.</li> <li>• Carry out supplier evaluation based on quality, quantity, price, location, delivery time, sustainability, and compliance.</li> <li>• Include detailed information about the suppliers in the database for easier communication.</li> <li>• Get feedback on products and services delivered to clients</li> </ul>	<ul style="list-style-type: none"> <li>• Finances</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>• Number of suppliers contacted before a purchase is made.</li> <li>• Number of quotations received.</li> <li>• Percentage amount saved on each purchase.</li> <li>• Number of suppliers added to the database.</li> <li>• Online supplier reviews</li> </ul>	Finance department	Ongoing
Ensure adherence to all regulatory requirements and tax compliance to mitigate financial loss in form of penalties. This shall involve regular internal audits, monthly financial reports shared to management, and one annual external audit.	<ul style="list-style-type: none"> <li>• Ensure maximum compliance with all the governing bodies.</li> <li>• Quick access to clearing certificates from the regulators needed for report submission.</li> <li>• Eliminate assessments from the regulatory bodies.</li> </ul>	2024	<ul style="list-style-type: none"> <li>• Timely submission and payment of all returns</li> <li>• Be up to date with the changing regulations through attending training and CPDS.</li> <li>• Annual audit to be conducted.</li> <li>• Monthly financial report shared with the management</li> </ul>	<ul style="list-style-type: none"> <li>• Finances</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>• Annual report from the external auditors</li> <li>• Monthly reports from the accounts department</li> <li>• Clearance certificates approved within the given period.</li> <li>• Number of assessments received from the regulators</li> </ul>	Finance department	Ongoing
Identify and purchase cleaning products that are environmentally friendly and free from harsh chemicals and certified by UNBS to create a safe working environment for the caretaker in charge and all employees who may encounter them.	<ul style="list-style-type: none"> <li>• Eliminate cleaning products with harmful chemicals from the working environment.</li> <li>• Zero percent injuries in the workplace because of cleaning detergents</li> </ul>	2024	<ul style="list-style-type: none"> <li>• Train the caretaker and other staff on how a new product purchased is used.</li> <li>• Purchase certified products with a good online review.</li> <li>• Check for expiration dates and ingredients used before making a purchase</li> </ul>	<ul style="list-style-type: none"> <li>• Finances</li> </ul>	Quarterly		Finance department	Ongoing