



QUARTERLY MANAGEMENT REPORT

FIRST QUARTER (Q1)

April 5, 2024

Message from the Managing Director

Subject: First Quarter (Q1) Management Report 2024

Dear Team,

I hope this message finds you well. As we conclude the first quarter of the year, I want to express my sincere appreciation for your unwavering commitment and hard work. Despite the challenges posed by the global economic landscape, **SADriNE Infrastructure Services (SID) Limited** has continued to thrive and make significant strides.

Here are some key highlights from Q1:

- Financial Performance:** Our financial results have been impressive, with revenue exceeding projections. This achievement is a testament to your dedication and strategic decision-making.
- Project Milestones:** We successfully completed several critical projects, including **our first construction projects with Bujagali Energy Limited**. These accomplishments position us as industry leaders in the construction sector.
- Employee Engagement:** Our team's morale remains high, thanks to our supportive work environment and professional growth opportunities. Let's continue fostering collaboration and innovation.
- Client Satisfaction:** Our clients continue to express satisfaction with our services. Their feedback underscores our commitment to excellence.

Looking ahead, we have exciting initiatives planned for Q2, including the launch of our **Board of Directors** and expansion into new markets. Let's maintain our momentum and strive for excellence in all our endeavours.

Thank you for your dedication and passion. Together, we will build a brighter future for **SADriNE Infrastructure Services (SID) Limited**.

Warmest Regards,

Samuel Jjuuko

Managing Director

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List of Acronyms and Definitions

Q1	–	Quarter 1
ESG	–	Environment, Social, and Governance
ISO	–	International Standardization for Organization
MR	–	Management Representative
UNBS	–	Uganda National Bureau of Standard
PSFU	–	Public Sector Foundation Uganda
SID	–	Sadrine Infrastructure Services (SID) Limited
SCG	–	Sandrine Consulting Group
GMI Lab	–	Geotechnical Materials Investigations Laboratory
COGS	–	Cost of Goods Sold
PAYEE	–	Pay As You Earn
NSSF	–	National Social Security Fund

1 Executive Summary

The quarterly report offers a concise overview of the company's last three months, covering progress on strategic goals, financial health, operational efficiency, ESG initiatives, workforce management, departmental performance, and key achievements and challenges.

SADRiNE's Q1 2024 financials were positive. Revenue exceeded target (77.6% from construction) & costs were well-controlled (except minor COGS overrun). Strong profitability (gross margin 36.6% net profit 14.30%). However, a low current ratio (0.5) suggests potential short-term cash flow challenges. Despite this, positive net cash flow indicates a healthy overall financial position.

SADRiNE Q1 2024 Summary: Achievements and Challenges

Achievements:

- **Revenue Growth:** Exceeded Q1 target by 33%, indicating market share increase.
- **Strong Profitability:** High gross (36.6%) and net (14.30%) profit margins demonstrate efficient operations and cost management.
- **Increased Market Share:** Effective marketing and sales strategies boosted market share within existing markets.
- **Project Completion and Progress:** Completed one project (St. Mark SSS Naminya) and steadily progressed others.
- **Improved Operational Efficiency:** Launched email management, increased employee productivity, controlled costs, and enhanced customer service.
- **Employee Satisfaction and Development:** No employee turnover, training programs improved skills, and a positive workplace culture was fostered.
- **High Employee Productivity:** High revenue and departmental target progress demonstrate employee productivity.
- **Corporate Responsibility:** Implemented social and environmental initiatives showcasing commitment beyond profits.

Challenges:

- **Client Payment Delays:** Disrupted cash flow, leading to difficulties meeting financial obligations and impacting operations.
- **Zero-Proposal Rate:** Missed revenue generation and growth opportunities, affecting financial health and competitiveness.

- **High Competition:** Intense competition for customers, market share, and resources. Difficulty maintaining continuous innovation.
- **Skilled Employee Recruitment:** Challenges in finding and recruiting skilled employees.

2 Financial Health

2.1 Revenue and Expenditure Analysis

Table 2-1: Revenue Analysis for The Quarter Ending March 31, 2024

Revenue by Service	Amount (UGX)	%ge Contribution	Biggest sector contributing
Construction	139,010,372	77.6%	Structural/Buildings
Consultancy	37,735,700	21.1%	
Other	2,330,000	1.3%	
Total Revenue	179,076,073		
Revenue further broken by	Amount (UGX)	%ge Contribution	
Planning	27,735,700	15.5%	
Environment	0	0%	
Surveying	0	0%	
Geology and Geotechnical	10,000,000	5.6%	
PSFU	1,800,000	1.0%	
Water resources	0	0%	
Small Hydropower dams	0	0%	
Specialized Trainings	0	0%	
Water and Wastewater	0	0%	
Highway and Bridges	0	0%	
Structural/Buildings	139,010,373	77.6%	
Other source i.e. hire of equipment/supplies	530,000	0.3%	
Actual Revenue Generated in Comparison to the budget			
Target Revenue	134,689,455	Performance/Comments	
Actual Revenue Generated	179,076,073	<ul style="list-style-type: none"> The organization achieved 132.95% of its target revenue, which is a great accomplishment. This means it regenerated more revenue than planned by 33.0%. This quarter will act as a baseline for accessing revenue trends and thus revenue comparison with previous quarters is not applicable. No new sale was made in Q1 and therefore all revenue except that from hire of lab equipment was generated from already running projects. 	
%ge Revenue Generated	132.95%		
Revenue shortfall/increase	44,386,618		
Revenue Target Met?	Yes (exceeded)		
Revenue comparison with the previous quarters	N/A		
Un-received Revenue (Breakdown by Company and Client)			
SID	UGX	Comment	
Bageine	2,000,000	UGX 719,227,455 owed by clients in Q1	
Christine	271,500		
Patrick	2,650,000		
Asbert (KWED)	3,000,000		
Nabilatuk DLG	58,988,790		
SCG			

BEL	101,469,990	
SERING (Ojama)/MWE	67,882,875	
SERING (Arua, Terego, Madi-Okollo)/MLHUD	482,914,300	
GMI Lab		
Richard	50,000	
Total Accounts receivable/unearned revenue/Net credit sales	719,227,455	
Accounts payable/Debts to be paid	93,051,691	

In summary:

- SADRiNE achieved significant revenue in Q1, with construction services playing a major role. The building/structures sector stood out as the primary contributor to the overall revenue.
- The organization aimed for a 15% revenue growth target in 2024.
- By the end of Q1, they planned to generate UGX 134,689,455.
- However, they exceeded their target, achieving a strong performance and a 33.0% increase.
- The sales team actively pursued new business through bidding, but external market factors limited their success.
- No new sales were made in Q1, and most of the revenue (UGX 176,746,073) came from ongoing projects.
- An additional UGX 2,330,000 was generated through equipment hires and from PSFU as salary for Alinda Janet.
- The analysis of accounts receivable/net credit sales revealed that clients owed approximately UGX 719,227,455 in Q1.
- This amount exceeds the entire 15% annual revenue growth target (UGX 538,757,821).
- Despite slow payment from government-funded projects, focusing on faster collections through strategies like payment schedules and regular follow-ups can help the organization reach or exceed their 15% revenue target by year-end.

Table 2-2: Expenses Analysis for the Quarter Ending March 31, 2024

Expense	Budget	Actual	Variance	Variance (%)	Comment
Cost of Goods Sold (COGS)	53,875,782	113,614,650	59,738,868	110.8	Unfavorable variance (The actual COGS expenditure was 111% higher than the budgeted COGS).

Operating Expenses	75,331,548	28,866,172	(46,446,676)	(61.7)	Favorable variance (Only 38.3% of the budget was utilised)
Total Expenses	129,207,330	142,480,822	13,273,492	10.3	unfavorable variance (actual expenses exceeded the budget by 10.3%)
Total Actual expense to revenue ratio (considering the UGX 179,076,073 generated in Q1)	0.79				An expense to revenue ratio of 0.79 indicates that for every UGX 1 of revenue earned, the company spent less than UGX 1 on expenses. This is fairly good sign indicating that the company tried to keep expenses under control (spent 79.6% of its revenue on expenses) and thus achieved high profitability of 20.4%

To cover operational costs and generate a profit, SADRiNE targets direct costs of 20-30% for consulting services and 80-90% for construction services. And a combined expense ratio of 65-80%.

- The combined expense ratio to revenue generated was 0.79 (79.6%).
- This ratio is within the target expense ratio, suggesting that the company achieved a high profit.
- In Q1, the organization demonstrated strong cost control:
 - Cost of Goods Sold (COGS) amounted to UGX 113,614,650, exceeding the budget.
 - Operating expenses were UGX 28,866,172, coming in under budget.
 - However, COGS exceeded the planned amount for the quarter by 110%, resulting in a negative variance of UGX 59,738,868.
 - Remarkably, operating expenses were 61.7% (UGX 46,425,026) under budget.
- Efficient cost management contributed to the company's favourable financial performance in Q1.

It's important to note that strong cost control, especially on operating costs, was due to several reasons among which some include:

- Key expenses like part salaries for January, PAYEE and NSSF which remained pending.

- Two positions for the two engineers intended to be filled in Q1 remained unfilled thus resulting in lower salary expenses.
- Rent wasn't paid as this was cleared ahead in the previous year and will be due on 01st May 2024.
- Some expenses fell in Q1 budget for instance like accountancy auditing fees and ISO surveillance fees, though these were not meant to be spent on in Q1.

Therefore, the delayed expenses are likely to increase the operating cost in Q2 and thus there is a need to revisit and adjust the budget to clearly reflect delayed expenses in Q2.

2.2 Profit Margins

Table 2-3: Profitability Analysis for the Quarter Ending March 31, 2024

Metric	Planned Gross Profit Margin (%)	Actual Gross Profit Margin (%)	Planned Net Profit Margin (%)	Actual Net Profit Margin (%)
	60	36.6	4.1	14.3

- The company achieved profitability metrics:
 - Gross profit margin: 36.6%
 - Net profit margin: 14.3%
- The gross profit margin was below the planned percentage indicating high direct costs incurred in Q1.
- The net profit margin highlights the company's ability to convert a significant portion of its revenue into profit after accounting for all operating expenses.
- However, it's important to note that certain key expenses are still pending.
- These pending expenses may impact future quarters and could potentially reduce the net profit margin.

Table 2-4: Liquidity Analysis for the Quarter Ending March 31, 2024

Current Assets	Current Liabilities	Working Capital	Current Ratio
73,981,213	147,354,850	(73,373,637)	0.5

- A negative working capital of UGX 73,373,637 indicates that a company has more current liabilities than current assets. In other words, the company owes more in short-term debts (due within a year) than it has readily available resources to cover them, which is a sign of a short-term liquidity problem and difficulty meeting upcoming financial obligations.
- A current ratio of 0.5 suggests the company may have difficulty meeting its short-term obligations. It indicates that a company's current assets are only half the value of its current

liabilities. In other words, the company only has enough readily available resources (cash, inventory, accounts receivable) to cover half of its short-term debts (accounts payable, accrued expenses).

- A ratio greater than 1 (at least 2) is desirable, as it means that a company can cover its current liabilities two times over.

Table 2-5: Cashflow Analysis for the Quarter Ending March 31, 2024

Total Cash Inflow (UGX)	Total Cash Outflow (UGX)	Net Cash Flow (UGX)
179,076,073	142,480,822	36,595,251

- The company achieved a positive net cash flow of UGX 36,595,251 in Q1.
- This is a good sign for the company's financial health, as it indicates that the company generated more cash from its operations than it spent during this period.

Table 2-6: Summary of Financial Performance for The Quarter Ending March 31, 2024

DETAILS	January			February			March			Total Income Per Company			Grand Total Q1	Budget Q 1	Difference	%ge Variance	Comment			
Company	SID	SCG	GML	SID	SCG	GML	SID	SCG	GML	SID	SCG	GML								
INCOME AND GROSS PROFIT																				
Income	11,200,000	77,211,216	150,000	600,000	0	180,000	0	89,534,857	200,000	11,800,000	166,746,073	530,000	179,076,073	134,689,455	44,386,618	33.0	Target exceeded by 33.0%			
COGS	88,350	44,309,600	0	0	28,348,000	0	0	40,868,700	0	88,350	113,526,300	0	113,614,650	53,875,782	59,738,868	110.9	Budgeted cost exceeded by 110.9%			
Gross Profit/Margin	11,111,650	32,901,616	150,000	600,000	28,348,000	180,000	0	48,666,157	200,000	11,711,650	53,219,773	530,000	65,461,423	80,813,673	(15,352,250)	(19.0)	The actual gross profit was lower than the target by 19.0%.			
Gross Profit/Margin (%)													99.3	31.9	0	36.6	60	-23.4	(23.4)	Gross profit margin target not met (The actual margin made was 23.4% less than the targeted margin of 60% indicating that high direct costs were incurred that anticipated)
BUSSINESS EXPENSES																				
													Expenditure	Budget Q 1						
Salaries	0	-	-	1,736,000	6,078,000	-	8,072,000	4,592,000	-	9,808,000	10,670,000	-	20,478,000	26,465,500	(5,987,500)	(23)	Within Budget			
Payee	169,600	-	-	194,700	-	-	82,000	-	-	446,300	-	-	446,300	9,794,231	(9,347,931)	(95)	Within Budget			
NSSF	182,800	-	-	407,800	-	-	90,000	-	-	680,600	-	-	680,600	5,643,115	(4,962,515)	(88)	Within Budget			
Rent	-	-	-	-	-	-	-	-	-	-	-	-	-	4,600,000	(4,600,000)	(100)	Within Budget			
Food	-	27,500	-	-	505,600	-	2,000	258,100	-	2,000	791,200	-	793,200	1,080,000	(286,800)	(27)	Within Budget			
Electricity	-	-	21,000	-	5,350	31,000	-	-	43,000	-	5,350	95,000	100,350	180,000	(79,650)	(44)	Within Budget			
Water	-	-	-	-	-	-	-	68,350	-	-	68,350	-	68,350	90,000	(21,650)	(24)	Within Budget			
Waste Collection	-	-	-	-	15,000	-	-	15,000	-	-	30,000	-	30,000	45,000	(15,000)	(33)	Within Budget			
Stationery and Printing	7,500	-	-	-	285,000	-	-	216,500	-	7,500	501,500	-	509,000	480,000	29,000	6	Spent beyond budget by 6% (due to purchase of a board that that not initially budgeted for)			
Travel and Transportation	35,000	8,000	-	2,000	566,000	-	226,000	292,000	-	263,000	866,000	-	1,129,000	720,000	409,000	57	Spent beyond budget by 57% (more movements were made than anticipated)			
Fuel	-	-	-	-	600,000	-	-	300,000	-	-	900,000	-	900,000	2,250,000	(1,350,000)	(60)	Within Budget			
Vehicle repairs and maintenance	-	-	-	-	106,000	-	-	140,000	-	-	246,000	-	246,000	1,200,000	(954,000)	(80)	Within Budget			
Other office repairs and maintenance (printer, equipment, computers)	-	70,000	-	-	10,000	-	-	-	-	-	80,000	-	80,000	855,000	(775,000)	(91)	Within Budget			
Telephone and Airtime	-	10,000	-	-	61,000	-	-	30,000	-	-	101,000	-	101,000	60,000	41,000	68	Spent beyond budget by 68% (more airtime used than anticipated to due frequently engagements with			

																		clients and workers on site)	
Internet/Data	-	50,847	-	-	60,450	-		79,150		-	190,447	-	190,447	270,000	(79,553)	(29)		Within Budget	
Office supplies	-	85,000	-	50,000	87,000	-	50,000	124,000		100,000	296,000	-	396,000	3,600,000	(3,204,000)	(89)		Within Budget	
Dues and Subscriptions	862,250	80,800	-	-	80,800	-	100,000	255,500		962,250	417,100	-	1,379,350	1,440,000	(60,650)	(4)		Within Budget	
Bidding	-	-	-	-	-	-	210,000			210,000	-	-	210,000	3,000,000	(2,790,000)	(93)		Within Budget	
Advertising and Promotion	-	-	-	-	-	-				-	-	-	-	1,050,000	(1,050,000)	(100)		Within Budget	
Licenses and Permits	-	-	-	-	-	-		30,000		-	30,000	-	30,000	500,000	(470,000)	(94)		Within Budget	
Bank Charges and mobiles charges	39,300	70,725	2,200	7,800	75,725	2,800	9,300	101,875	4,550	56,400	248,325	9,550	314,275	350000	(35,725)	(10)		Within Budget	
Legal Fees	-	-	-	-	100,000	-				-	100,000	-	100,000	200000	(100,000)	(50)		Within Budget	
Accountancy Consultancy Fees	-	-	-	-	-	-				-	-	-	-	125000	(125,000)	(100)		Within Budget	
Accountancy Audit Fees	-	-	-	-	-	-				-	-	-	-	1687500	(1,687,500)	(100)		Within Budget	
Other Consultancy Fees (Engineering)/Reports signing	-	-	-	-	-	-				-	-	-	-	312500	(312,500)	(100)		Within Budget	
ISO Surveillance Audit Fees	-	-	-	-	-	-				-	-	-	-	750000	(750,000)	(100)		Within Budget	
Board Establishment and Board Members Facilitation	-	-	-	-	-	-				-	-	-	-	2500000	(2,500,000)	(100)		Within Budget	
Staff Development	60,000	47,650	-	-	47,650	-		97,700		60,000	193,000	-	253,000	5,333,702	(5,080,702)	(95)		Within Budget	
Welfare Department	-	-	-	250,000	200,000	-				250,000	200,000	-	450,000	750,000	(300,000)	(40)		Within Budget	
Medical Fees	-	-	-	-	-	-				-	-	-	-	-	-	-		Within Budget	
Depreciation	-	-	-	-	-	-				-	-	-	-	-	-	-		Within Budget	
Total Expenses Q1	1,356,450	450,522	23,200	2,648,300	8,883,575	33,800	8,841,300	6,600,175	47,550	12,846,050	15,934,272	104,550	28,884,872	75,331,548	(46,446,676)	(62)		Within Budget	
										Profit/Loss	(1,134,400)	37,285,501	425,450	36,576,551					
												Tax 30%	10,972,965						
												Net Profit/Loss	25,603,586						
												Net Profit/Loss Margin (%)	14.30						

3 Project Updates

3.1 Ongoing Projects

No.	Name of Project	Client	Status Update	Milestones Achieved	Potential Risks	Project Timeline	Budget Utilization
1	Construction of a Classroom Block at St. Mark Secondary School, Naminya. Contract No.: UB I 00144 P CN E 0032.	Bujagali Energy Limited	<ul style="list-style-type: none"> Completed in Q1 Under Defects Liability Period 	<ul style="list-style-type: none"> 100% Completed 	<ul style="list-style-type: none"> Minor defects to be rectified in the ceiling, staircase, and walling 	<ul style="list-style-type: none"> 28/2/2024 completion date 	<ul style="list-style-type: none"> 87%
2	Feasibility and Detailed Design of Water Supply System in Nabilatuk District Headquarters and Nacele Village	Nabilatuk DLG	<ul style="list-style-type: none"> Ongoing and within the timelines 	<ul style="list-style-type: none"> Inception submitted and accepted. Feasibility report submitted. 	<ul style="list-style-type: none"> The district has not yet communicated officially on the new village to replace Nacele that already has a running piped water system. This may cause delays. Contract not yet obtained. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 9%
3	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 0032.56	Bujagali Energy Limited	<ul style="list-style-type: none"> Ongoing and within the timelines 	<ul style="list-style-type: none"> 80% physical works completed 	<ul style="list-style-type: none"> Delays due to aluminum works 	<ul style="list-style-type: none"> 3/5/2024 completion date 	<ul style="list-style-type: none"> 32%
3	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	MLHUD	<ul style="list-style-type: none"> Ongoing and within the timelines 	<ul style="list-style-type: none"> Situational Analysis reports submitted and presented. Physical development plans and reports submitted. 	<ul style="list-style-type: none"> Delay in submissions 	<ul style="list-style-type: none"> 30/6/2024 completion date. 	<ul style="list-style-type: none"> 28%

3.2 New Projects

No new projects started in Q1.

4 Operational Efficiency

4.1 Employee Performance

Table 4-1: Number of Staff for The Quarter Ending March 31, 2024

Department	Current No. of	Staff Turn Over	Staff Hire	Total Available Staff
Management/Business Development Team	03	0	0	03
Finance and Procurement	01	0	0	01
Human Resource	02	0	0	02
Operations	04	0	0	04 (one on a study leave)
Total Available Staff				07

Note: The total number of staff existing is seven (07) but the current number exceed this because the management/business development team also serve in the operations department.

SADRINE recognizes that its employees are its most asset, and that their skills, competencies, and attitudes are essential for the company's performance and reputation. Several training and development initiatives were undertaken in Q1 to enhance the skills and the productivity of the staff.

These included:

- On-job training where employees received training while performing their regular job duties, through shadowing experienced colleagues, mentoring/coaching, or hands-on learning under supervision.
- Workshops and seminars on specific topics relevant to employees' roles or professional development, conducted by external trainers. All workshop related activities were conducted by PSFU.
- Online courses, webinars, and e-learning platforms where employees enhanced their skills and knowledge at their own pace and convenience.
- Cross departmental training where employees were offered opportunities to learn tasks and responsibilities beyond their current role, fostering versatility and enhancing teamwork within the organization.
- Launching of a unique leadership development program designed to cultivate future leaders from within. All employees were informed of the opportunity to participate in a CEO simulation exercise, where they would gain firsthand experience in leading the company. During the first Quarter, we had Faith Lillian Kuloba representing us as a CEO.

- Weekly Friday presentations where each staff member was offered an opportunity to make a presentation.
- Team building activities, specifically Monday fellowships, body training workouts and having lunch together. Body training workouts were conducted on Mondays, Wednesdays, and Fridays every week.
- Book reading where the staff were committed to reading at least one book per month together as a team and discussing together by the end of the month. Books read by staff in Q1 include:
 - January - Opening Your Presence: Presenting the YOU You Want Others to See by Greta Muller.
 - February - Good Power: Leading Positive Change in Our Lives, Work, and the World by Ginni Rometty.
 - March - The Elephant's Dilemma: Break Free and Reimagine Your Future at Work by John Bostock. (It should be noted that the March book was started on 18th March and isn't yet discussed.)
- Coaching and feedback where performance appraisals for staff were conducted by the human resource manager and the managing director to assess staff's performance for the previous year and to identify areas for improvement, set development goals, and track progress over time.

Recognition and award programs play a crucial role in:

- Boosting employee morale.
- Improving employee engagement.
- Celebrating achievements in the workplace.

The organization currently recognizes employees' efforts through:

- Private inboxes on WhatsApp.
- Public shoutouts in team meetings.

Additionally, an employee's value and contribution to the company are typically rewarded through salary raises, which are influenced by the economic situation.

4.2 Departmental Objectives Performance

To drive SADRiNE's success in 2024, the management team proposed addressing the following 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 the above objectives, Table 4-2 indicates the intended priorities, actions, resources, and performance for Q1.

Table 4-2: Departmental Intended Priorities, Actions, Resources and Performance for The Quarter Ending March 31, 2024

OBJECTIVE	TARGET	KPI	STATUS OF IMPLEMENTATION (QUARTER 1 PERFORMANCE)
ISO IMS MANAGEMENT REPRESENTATIVE			
<p>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.</p>	<ul style="list-style-type: none"> • 80% or higher audit score from the external audit. • Achieve an average satisfactory score of 90% or higher for all internal audits conducted before the external audit. • Aim for a 95% closure rate on all non-conformities before the external audit. • Ensure 100% accuracy and compliance of all documented procedures, process, policies with the relevant standards. • Track completion rates for essential training related to each standard (e.g., quality, environmental, and safety awareness). 	<ul style="list-style-type: none"> • Results from internal audit conducted in the months preceding the external audit. • Number of non-conformities identified in the internal audit. • Number of corrective actions implemented before the audit. • Process improvement initiatives implemented. • % of satisfactory external audit score 	<ul style="list-style-type: none"> • Various ISO documents in the google workspace since the previous internal audit, had not been updated since some of them had sections highlighted in yellow. However, the MR managed to review and update various documents as necessary from clause 4 – to partly clause 8. • A folder for obsolete documents to create to separate document that are no longer in use to those in use. • The progress of implementation of the departmental IMS Objectives was followed up and reported in here this table. • An internal audit plan and internal audit program were drafted, and the first internal audit is scheduled to take place on Thursday 11th to Friday 12th April 2024. A management review meeting is scheduled after the compilation of the audit report, and this is scheduled for 26th April 2024. • An email consulting about the anticipated cost of the surveillance audit was sent, however, no feedback was received. • Feedback was sought on the outputs resulting from the use of the business development process and among the outputs that arose from the use of the process was the customer feedback form. • Master list of documents was updated to clause 8 and a master list of records is yet to be generated. • A quarterly management/business performance reported (this document), has been prepared for submission to the top management.
BUSINESS DEVELOPMENT			
<p>Securing high-quality and profitable bids</p>	<p>A minimum of 3 bids</p>	<ul style="list-style-type: none"> • Number of bids submitted (at least 3 per month) 	<p>The department buy newspapers, namely the New Vision every Tuesday and the Daily Monitor every Thursday, to scout for potential bidding opportunities, in addition to checking the EGP system on a weekly basis aiming to enhance the company’s prospects of securing lucrative contracts. 7 bids out of the 9 targeted bids were submitted. The department continues to face challenges in meeting the requirement of submitting a minimum of three bids per month. The primary issue lies in accessing bid advertisements. Thus far, the department's bid submission progress is as follows:</p> <p>January</p> <ul style="list-style-type: none"> • Construction of Two stances Pit Latrine at Naputiro Lokaala with a urinal, Nabilatuk District, Local Government (submitted to Nabilatuk DLG as a sole consultant). <p>February</p> <ul style="list-style-type: none"> • Consultancy services for conducting traffic count studies for consultancy services for a framework contract for feasibility studies, preliminary engineering designs, and detailed engineering design for three (03) years. Link 1 Rwimi – Dura – Kamwenge road (58.6km) (Request for quotation submitted to as a sole consultant). • Vendor Prequalification and Registration Form (submitted to Lutheran World Federation - AWF as a sole consultant). <ul style="list-style-type: none"> ➢ Supply of All Building and Construction Hardware Materials ➢ Consultancy services ➢ Water & Sanitation, Irrigation, Borehole Drilling, Motorization and solarization, Pipe works and any other related items. <p>March</p> <ul style="list-style-type: none"> • Consultancy Services for Design Review and Construction Supervision of Katuna – Muko - Kamuganguzi Road (104km) Lot II from Gravel to Paved (Bituminous) Standard (submitted to UNRA on March 07, in JV with Tertiary Consulting Engineers Ltd.) • Geotechnical Investigations for Munyonyo Apartments (submitted to Buildnet on March 25, as a sole consultant). • Prequalification of Providers for Works, Services and Supplies for FY 2024/25, 2025/26 and 2026/27 (submitted to Ministry of Internal Affairs Prison Service on March 28, as a sole consultant). • Consultancy Services for Design Review and Construction Supervision of the Re-construction of Masaka-Kyotera-Mutukula (89.5km) and Nyendo-Villa Road (11km) and Access Roads (7km) (EOI submitted to UNRA on March 27, in JV with Segmental Consulting and Infrastructure Advisory Pvt. Ltd AND Infraplus Consulting Pvt. Ltd).
<p>Establish a marketing and sales strategy</p>	<p>Established by 28th February</p>	<ul style="list-style-type: none"> • A marketing and sales strategy 	<p>A marketing and sales strategy was established by the business development manager and its implementation and effectiveness will be assessed in the succeeding quarters.</p>

Identify safe bid delivery operations	100% compliance with safety protocols	<ul style="list-style-type: none"> Bids safely delivered 	Safe Boda is frequently utilized for the secure delivery of bids and other documents, ensuring safety during transportation. Given that many bid documents need to be submitted in hard copy at receiving offices, the use of email and electronic document submission (EPG) has not been particularly prevalent.
Increase in revenue from sustainable construction projects.	Acquire a minimum of one sustainable project monthly.	<ul style="list-style-type: none"> 5% revenue increase from sustainable construction projects 	No sustainable construction projects have been undertaken or bided for in the past three months, resulting in no revenue generated from such projects. Increased efforts will be directed towards securing sustainable construction projects in the future.
TECHNICAL/OPERATIONS DEPARTMENT			
Achieve an 80% customer satisfaction rating for report quality, consistently delivered within one day of the agreed deadline.	<ul style="list-style-type: none"> Achieve 90% or higher accuracy in all submitted reports. Submit 100% reports to clients within 24 hours of the task/project deadline. Attain a client satisfaction rating of 4/5 (80%) of submitted reports in the feedback/customer satisfaction surveys. Reduce technical reports errors by 90% through thorough proofreading and quality checks. 	<ul style="list-style-type: none"> %ge of error free reports submitted. %ge of reports submitted within a one-day deadline. Feedback/client satisfaction score from clients on the submitted reports. Feedback received from the clients after report review. %ge of improvement in the efficiency of the report generation process. Training sessions completed for report writing skill enhancement to the team members. 	<ul style="list-style-type: none"> Various quality reports were prepared by the department and within set deadlines. These included; <ul style="list-style-type: none"> Nine (9) situational analysis reports; specifically, the engineering section in an effort to come up with physical development plans under the project: "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". All these reports were submitted before the deadline given by the project team leader. Weekly reports were written on time and submitted to the client on time under the project: "Construction of a Classroom Block at St. Mark Secondary School, Naminya. Contract No.: UB I 00144 P CN E 0032. The client acknowledged receipt of the receipt but concerns regarding repeating or revising submitted reports was raised indicating that the client was satisfied with the report. Due to the department's capability to proofread reports and improve readability, its members participated in the thorough proof reading and quality analysis/checks for the 9 situation analysis reports for Arua, Terego, and Madi-Okollo District before submission to the client. Various errors were captured and rectified and we now wait for feedback from the client after their review. No client feedback assessing their satisfaction with the services offered have been received, however, client's satisfaction survey forms have been seen out to some clients and feedback has yet received. The department still struggles with the efficiency of report generation as some reports take time to be completed. Some of the reasons contributing to the longer periods of report generation identified include; in ability to work as a team or delegate within the department, lack of communication seeking for assistance from colleagues, disorganization/lack of a predetermined table of contents to guide the writing, laziness/mindset etc. The estimated baseline time taken to write a small report is 3-5 days and it's in the department's desire to reduce the number of days spent on a single report. The department intends to track the time spent on writing each report and compute the % change in efficiency $(\text{Baseline Time} - \text{New Time}) / \text{Baseline Time} * 100$ in the next quarter. No training sessions on report writing were carried out as these were intended for new staff hires received within the department.
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"> 100% workers involved in tasks at height completing comprehensive training. Record of zero fall-related incidents throughout the year at construction sites. 100% PPE utilization among workers engaged in tasks at height. 	<ul style="list-style-type: none"> Number of fall-related incidents per quarter %ge of workers completed the required safety training %ge of workers consistently using proper PPEs 	<ul style="list-style-type: none"> No fall-related incident was reported in Quarter 1, however, efforts are needed to check out on the site engineers on a daily/weekly basis to investigate any incidents occurring at the construction sites. Safety trainings were conducted by site engineers/foremen during tool box talks before the start of daily activities. Appropriate PPEs including reflectors, gumboots, and gloves were issued to site personnel/consultants under these projects: <ul style="list-style-type: none"> Classroom Block at St. Mark Secondary School, Naminya. Contract No.: UB I 00144 P CN E 0032. 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. 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.

<p>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.</p>	<ul style="list-style-type: none"> • Increase recycling/reuse rate for specific material types (e.g., concrete, steel, timber) by 5%. • Reduce construction waste generation by 5% • Implement 3 new waste reduction initiatives on construction sites (on-site sorting stations, partnerships with reuse facilities, prefabrication of components). • Achieve a 2% cost reduction through waste reduction and diversion efforts. 	<ul style="list-style-type: none"> • Percentage of construction materials reused on-site or diverted for reuse off-site. • Percentage of construction materials recycled. • Number of new waste reduction initiatives • Waste generation per unit of construction (total amount of waste generated/total volume of construction activity). • Cost savings achieved through waste reduction and recycling efforts. 	<p>No major efforts have been made in regard to this objective, except for the department familiarizing itself with the local and national regulations regarding construction waste disposal and recycling.</p> <p>The department is currently working on the Site Waste Management Plan aimed at reducing the amount of waste produced on construction sites by setting out how building materials, and any resulting waste, will be managed during a project.</p>
<p>HUMAN RESOURCE AND ADMINISTRATION</p>			
<p>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.</p>	<p>Each department achieves an improvement of 20% in their respective key performance indicators within the stated time frame.</p>	<ul style="list-style-type: none"> • Skills gaps identified. • Number of training programs implemented. • % increase in performance. • Effectiveness of the training programs. 	<p>A needs assessment survey was carried out to identify skills gaps in each department.</p>
<p>Optimize workflows to minimize printing by 10% where possible while exploring digital alternatives or automation solutions by end of the year.</p>		<ul style="list-style-type: none"> • % Reduction in the total printed pages • Digital adoption rate. • Cost saving rate. Calculate the financial benefit from reduced paper usage. 	<p>Most HR activities have been optimized to reduce printing for example performance appraisals have been filled in online.</p>
<p>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.</p>		<ul style="list-style-type: none"> • Track progress towards zero workplace injuries using the Total Recordable Case Rate (TRCR) • 100% availability of safety gears for all tasks • Number of identified hazards and near misses reported quarterly. 	<p>Safety gears for Opio are yet to be purchased to ensure his safety and health and an emergency drill is scheduled to take place in April to train employees on how to respond to fire outbreak in a work place.</p>
<p>FINANCE AND PROCUREMENT DEPARTMENT</p>			
<p>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.</p>	<ul style="list-style-type: none"> • Delivery of items with 100% right specifications to the clients • 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. • Client satisfaction with products delivered and service offered 	<ul style="list-style-type: none"> • Number of suppliers contacted before a purchase is made. • Number of quotations received. • Percentage amount saved on each purchase. • Number of suppliers added to the database. • Online supplier reviews 	<p>The supplier database has been updated to add on suppliers mainly those used on the Njeru products and supplier evaluation forms are in place</p>

<p>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.</p>	<ul style="list-style-type: none"> • Ensure maximum compliance with all the governing bodies. • Quick access to clearing certificates from the regulators needed for report submission. • Eliminate assessments from the regulatory bodies. 	<ul style="list-style-type: none"> • Annual report from the external auditors • Monthly reports from the accounts department • Clearance certificates approved within the given period. • Number of assessments received from the regulators 	<p>All monthly returns were filed on time and only awaiting payment. The payment made were for only SID as accountability was needed by PSFU</p>
<p>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.</p>	<ul style="list-style-type: none"> • Eliminate cleaning products with harmful chemicals from the working environment. • Zero percent injuries in the workplace because of cleaning detergents 		<p>No injury has been registered so far in relation to the cleaning materials used.</p>

4.3 Environmental, Social, and Governance (ESG) Initiatives, Activities and Plans Performance

SADRINE planned to implement several initiatives in 2024, activities and plans as highlighted in Table 4-3 and their progress.

Table 4-3: ESG Initiatives, Activities and Plans Performance for The Quarter Ending March 31, 2024

ESG Initiatives, Activities and Plans		Performance/Progress
Initiatives	Drafting and a normal ESG implementation plan	Note yet drafted
	Develop ESG policies, standards, and commitments	Not yet developed
	Develop ESG indicators, targets and analyze results in the Annual Report of 2024	Clear targets aren't yet set
	Reducing carbon emissions	This was enhanced through reducing on printing and powering shutting lights and electronics
	Improving energy efficiency	This was achieved from powering of lights and utilizing natural light, window space and keeping workstations near windows whenever possible
	Supporting local communities	We did not support any community except for the CSR project (Construction of St. SSS Naminya that was done under Bujagali Energy Limited)
	Promoting diversity and inclusion	This was practiced through inclusive hiring practices, evaluation of employee's skills and qualifications rather than personal characteristics, regular feedback, and recognition.
	Ensuring Health and Safety	Employees health and safety was ensured through weekly body training workout, offering time off on public holiday and annual leaves, and providing PPEs on employees at site.
Plans		
Environmental	Continual implementing an environmental management system, ISO 14001, to monitor and improve its environmental performance and compliance.	This was implemented
	Set environmental targets and indicators, such as energy consumption, and waste reduction, and report on its progress and achievements.	Environmental targets were set by each department and progress is reported under departmental objectives
	Engage with stakeholders, such as employees, clients, partners, and	Stakeholders were engaged

	regulators, to raise awareness and collaboration on environmental issues and initiatives.	
Social	Implement a social responsibility policy to guide its actions and decisions on social issues and impacts.	A policy hasn't yet been formed
	Measure and evaluate its social performance and outcomes, such as customer satisfaction, employee engagement, and community impact, and report on its results and impacts.	Customer surveys are in progress, employees were fully present at the workplace, and we didn't encounter any turnover.
	Communicate and consult with its stakeholders, such as customers, employees, suppliers, and community leaders, to understand and address their concerns and expectations.	Communications with various stakeholders were made. For instance, for employee's performance appraisal were done.

4.4 Quality Assurance and Performance

- In Q1, SADRiNE demonstrated a high level of quality by:
 - Having no client requests for report repeats or service rework.
 - Except for one project (Construction of BEL Non-Technical Staff Block at Bujagali Energy Limited), where the organization was requested to resize windows openings due to miscommunications from client representatives.
 - Despite the need for additional time and resources, the client agreed to cover the rework cost.
 - Overall, reports and services delivered by SADRiNE in Q1 met or exceeded specifications, standards, and client expectations.
- The business development department introduced a customer survey form sent to various clients, and feedback is anticipated. The customer satisfaction rate will be reflected in the Q2 report.
- While efforts haven't been made to track projects on time, SADRiNE strives to deliver projects promptly, indicating efficient project execution.
- In Q1, SADRiNE completed one project (Construction of a Classroom Block at St. Mark Secondary School, Naminya), although it was beyond the estimated initial delivery time due to unforeseen challenges like weather conditions and labour turnover. Efforts to set project budgets are intended for new secured projects.

- In Q1, most of the clients associated with the organization were first-time clients, including Bujagali Energy Limited, Ministry of Land Housing and Urban Development, and Nabilatuk District Local Government. However, looking at the running projects, Bujagali Energy Limited returned for more services in less than a month after signing a contract with the company in 2023. The company has also associated with the Ministry of Water and Environment several times. Thus, the repeat business rate is computed as 40% (2 out of 5 clients). A significant portion of customers choosing to come back for more services indicates a good level of customer satisfaction and brand loyalty.
- The Q1 proposal win rate was 0% (0 proposals won out of 7 submitted). While no proposals were converted to projects in Q1, this presents an opportunity to analyse the business development process and identify areas for improvement.
- Based on the current number of employees (6) and the total revenue generated in Q1 (UGX 179,076,073), each employee was able to generate a revenue of UGX 29,846,012. It's important to note that this revenue per employee metric has not been tracked in the past. Moving forward, the Q1 results will serve as a basis for measuring the productivity of employees in terms of the revenue generated. The greater the revenue or growth in sales, the higher the level of productivity reported.
- Recruiting additional employees is expected to contribute to achieving more revenue. This performance data will also provide valuable insights for areas of improvement and guide resource allocation and employee training opportunities.

4.5 Key Strategic Initiatives Performance

SADRINE's strategic plan (2024 – 2028) is being implemented for the first time this year and Table 4-4 indicates the performance of the set strategic initiatives for Q1, 2024.

Table 4-4: Performance of Strategic Objectives for The Quarter Ending March 31, 2024

S/No.	Strategic Initiative	Target	Timeline	Result	Performance/Progress
1.	Recruit two staff	Two additional permanent staff recruited in addition the existing 7 staff	Terms agreed by 29 th Feb 2024	Staff not yet recruited	Three candidates were interviewed in March including: Victor Mande Amelia Nabayinda Jovan Kattante The interviewers identified Amelia followed by Victor as the best candidates and salary suggestions were sent via email to the two candidates by the Human Resource Manager. Feedback was received by Victor, and he will be onboarded in April.
2.	Establish a Board of Directors	Fully fledged board of directors established.	Established by 1 st December 2024	Not yet established	A deadline of June 2024 has been set to have a fully functional board of directors. Various consultations are ongoing with the intended board of members. So far two have been contacted and accepted to be part of the board.
3.	Partnerships with five international firms	100 firms contacted. 5 successful bids won from partnerships	Throughout the year	Some firms have been contacted (no. not known) Zero bids won from partnerships	Various firms were contacted and for some of these bids were submitted with them, however, the organisation did not encounter a successful partnership. Firms contacted for partnership/associated with in Q1 include: <ul style="list-style-type: none"> ● TECOS Ltd ● Infraplus Consulting Pvt. Ltd ● Tertiary Consulting Engineers Ltd ● Segmental Consulting and Infrastructure Advisory Pvt. Ltd The successful bid was a “Prequalification for Supply of All Building and Construction Hardware Materials” from LWF and an LPO for supply of requested items was sent to the client and the business development team waits for the client’s feedback.
4.	Make business contacts in Burundi and offer services there	Operations established in Burundi	Throughout the year	No action was taken	No bidding/services were offered in Burundi in Q1.

5 Challenges and Mitigation Strategies

Challenge	Mitigation Strategies
<p>High competition with other businesses in the market for customers, market share, and resources. Competing in the market requires continuous innovation and this was quite challenging to adopt/maintain in Q1.</p>	<ul style="list-style-type: none"> • Differentiation strategy • Market research and analysis • Strategic partnerships • Pricing strategies • Marketing and branding • Customer relationship management • Efficiency and cost control • Continuous learning and innovation
<p>Delayed payments from some clients who had promised to pay. As a result, the company's cash flows were disrupted, leading to difficulties in meeting financial obligations such as paying suppliers, employees payroll taxes and some salaries, and creditors. The delays strained the company's finances, and led to liquidity issues which affected its ability to operate smoothly and thus some debts remained unpaid.</p>	<ul style="list-style-type: none"> • Prompt invoicing: Send invoices promptly after completing milestones or delivering services. • Follow up: Regularly follow up on outstanding invoices. • Open dialogue: Maintain transparent communication with clients regarding payment expectations. • Reminders: Send friendly reminders before payment due dates. • Reduce dependency: Avoid relying heavily on a few clients. Diversify your client portfolio to mitigate risks. • Emergency fund: Set aside reserves to cover operational expenses during payment delays. • Cash flow forecasting: Regularly analyze cash flow projections to anticipate shortfalls. • Negotiate terms: Discuss extended payment terms with suppliers to align with client payment cycles. • Supplier relationships: Maintain good relationships to negotiate favorable terms. • Invoice factoring: Consider selling outstanding invoices to a third party for immediate cash. • Invoice financing: Use invoices as collateral to secure short-term loans.
<p>The company had a zero-proposal rate meaning it missed opportunities for revenue generation and growth, which can negatively impact the company's financial health and competitiveness in the market.</p>	<ul style="list-style-type: none"> • Market analysis: Understand your target market, client needs, and upcoming projects. • Networking: Attend industry events, conferences, and engage with potential clients. • Proposal tracking: Regularly monitor project opportunities and submit well-prepared proposals. • Tailored proposals: Customize each proposal to match the client's requirements. • Value proposition: Clearly articulate the unique value your company brings. • Competitive pricing: Balance competitiveness with profitability. • Proposal pipeline: Maintain a structured process for proposal development.

	<ul style="list-style-type: none">• Team collaboration: Involve relevant experts (engineers, architects) in proposal creation.• Quality control: Review proposals for accuracy, clarity, and alignment with company goals• Client engagement: Regularly interact with existing and potential clients.• Feedback loop: Seek feedback on unsuccessful proposals to improve future submissions.• Online presence: Enhance your website, social media, and online portfolio.• Case studies: Showcase successful projects to build credibility.• Thought leadership: Publish articles, participate in webinars, and share industry insights.• Proposal writing skills: Train staff on effective proposal writing techniques.• Negotiation skills: Equip team members to negotiate terms effectively.• Teaming agreements: Partner with other firms for joint proposals.• Subcontracting: Collaborate with larger companies as a subcontractor.• Highlight past successes: Emphasize completed projects, client testimonials, and awards.• References: Provide references from satisfied clients.• Learn from losses: Analyze unsuccessful proposals to identify areas for improvement.• Benchmark against competitors: Understand their strengths and adapt accordingly.
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6 Recommendations and Goals

6.1 Actionable Recommendations

- There is a need to implement measures to control costs effectively, including addressing pending expenses and aligning budgets with actual expenditures to improve profitability.
- In Q2 the organisation should prioritize completing strategic objectives, especially staff recruitment and establishing a Board of Directors, to provide leadership and accountability.
- Efforts to secure partnerships with international firms to expand experience and increase revenue streams should be enhanced.
- The annual budget allocations should be reviewed to account for pending expenses and ensure sufficient funds for operational needs.
- Robust cash flow management practices should be implemented to maintain liquidity and meet short-term obligations effectively.
- Project tracking mechanisms to monitor project delivery time and cost performance more effectively should be implemented.
- Targeted training and development programs to equip employees with the skills and knowledge necessary for their roles to drive revenue growth and operational excellence should be implemented. In addition, a training plan/calendar should be structured to ensure consistent learning opportunities for all staff members throughout the year.
- The organization should finalize the drafting of the ESG implementation plan and ESG policies, establish clear and measurable targets for ESG indicators, expand community support initiatives beyond the CSR project, develop and implement a social responsibility policy, implement a system to measure social performance metrics like employee engagement and establish an ESG working group with clear responsibilities.

6.2 Strategic Goals

OBJECTIVE	TARGET	ACTIONS
ISO IMS MANAGEMENT REPRESENTATIVE		
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"> 80% or higher audit score from the external audit. Achieve an average satisfactory score of 90% or higher for all internal audits conducted before the external audit. Aim for a 95% closure rate on all non-conformities before the external audit. Ensure 100% accuracy and compliance of all documented procedures, process, policies with the relevant standards. Track completion rates for essential training related to each standard (e.g., quality, environmental, and safety awareness). 	<ul style="list-style-type: none"> 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. 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. Regularly review the performance of our management systems and identify areas for improvement through conducting management reviews. Conducting regular follow-ups and reviewing the progress of implementation of departmental objectives. Keeping ISO documents up to date through regular checks for any new standards or regulatory changes. 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. Update a master list of records for departmental processes outputs and other records. Update the master list of documents and ensure all required documentation is readily available and up to date in the google workspace. Quarterly reporting of the effectiveness of the system implementation to top management.
BUSINESS DEVELOPMENT		
Securing high-quality and profitable bids	A minimum of 3 bids	<ul style="list-style-type: none"> Checking the EPG website on a weekly basis Networking Looking out for bid opportunities in newspapers
Identify safe bid delivery operations	100% compliance with safety protocols	<ul style="list-style-type: none"> Use safe travel options. Use of E-mail and where acceptable using EPG website for submission
Increase in revenue from sustainable construction projects.	Acquire a minimum of one sustainable project monthly.	<ul style="list-style-type: none"> Actively pursuing green project opportunities. Enhancing marketing efforts to attract environmentally conscious clients.
TECHNICAL/OPERATIONS DEPARTMENT		

<p>Achieve an 80% customer satisfaction rating for report quality, consistently delivered within one day of the agreed deadline.</p>	<ul style="list-style-type: none"> • Achieve 90% or higher accuracy in all submitted reports. • Submit 100% reports to clients within 24 hours of the task/project deadline. • Attain a client satisfaction rating of 4/5 (80%) of submitted reports in the feedback/customer satisfaction surveys. • Reduce technical reports errors by 90% through thorough proofreading and quality checks. 	<ul style="list-style-type: none"> • Establish a thorough review process within the department to catch and rectify errors before submitting reports. • Seek for training to improve time management skills for quicker report generation and provision of training sessions for team members to enhance skills and efficiency in report creation. • Collect and analyze feedback from clients to measure satisfaction and incorporate improvements into the technical reports. • Measure the percentage of the reduction in report errors within the technical department. • Stay updated with the latest trends and developments in the design and construction industry to provide relevant and insightful content in your reports. • Time management techniques like Pomodoro Technique to enhance productivity and focus on report creation. • Support technical staff to formulate the reports.
<p>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.</p>	<ul style="list-style-type: none"> • 100% workers involved in tasks at height completing comprehensive training. • Record of zero fall-related incidents throughout the year at construction sites. • 100% PPE utilization among workers engaged in tasks at height. 	<ul style="list-style-type: none"> • Familiarize myself with OSHA regulations and guidelines related to working at heights. • Carry out work hazards assessments for identifying and addressing potential hazards related to working at heights. • Develop a clear emergency plan for potential accidents at heights including procedures for quick evacuation, first aid and communication during emergencies. • 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. • Conduct regular training sessions to educate workers on proper procedures for working at heights, including equipment use, hazard awareness and emergency response. • Conduct regular site supervision to monitor adherence to established safety protocols. • Enforce the use of appropriate PPEs to enhance worker protection while working at elevated positions.
<p>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.</p>	<ul style="list-style-type: none"> • Increase recycling/reuse rate for specific material types (e.g., concrete, steel, timber) by 5%. • Reduce construction waste generation by 5% • Implement 3 new waste reduction initiatives on construction sites (on-site sorting stations, partnerships with reuse facilities, prefabrication of components). • Achieve a 2% cost reduction through waste reduction and diversion efforts. 	<ul style="list-style-type: none"> • Establish a baseline waste generation per activity of construction. • Track employee participation in waste reduction and recycling initiatives, indicating program adoption. • Ensure your waste management program complies with all relevant environmental regulations. • Train all personnel involved in construction projects on waste sorting, reduction, reuse, and recycling procedures. • Collaborate with platforms or organizations that connect construction waste with potential for reuse to other projects. • Research successful waste reduction and recycling initiatives in the construction industry for inspiration and practical strategies. • Familiarize myself with local and national regulations regarding construction waste disposal and recycling.
<p>HUMAN RESOURCE AND ADMINISTRATION</p>		

<p>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.</p>	<p>Each department achieves an improvement of 20% in their respective key performance indicators within the stated time frame.</p>	<ul style="list-style-type: none"> • Skills gap analysis. <ul style="list-style-type: none"> ○ Identify departmental KPIs and current level of performance in each department. ○ Analyze required skills for optimal performance in each department. ○ Assess current employee skills level through data and qualitative methods. ○ Identify the top 3 skill gaps hindering performance for each department. • Develop targeted training programs. <ul style="list-style-type: none"> ○ Design training programs specific to each skill gap identified. ○ Consider different learning styles and modalities like online, in person and blended. ○ Ensure alignment of training content with departmental goals and KPIs. • Training programs implementation. <ul style="list-style-type: none"> ○ Promote the training programs within each department. ○ Effectively manage scheduling and logistics. ○ Deliver training programs at designated times and locations. • Evaluation and continuous improvement. <ul style="list-style-type: none"> ○ Monitor and track training program participation. ○ Collect feedback from participants and trainers to assess program effectiveness. ○ Analyze post training data performance to measure impact on KPIs. ○ Use evaluation results to update skills gap analysis and refine training programs.
<p>Optimize workflows to minimize printing by 10% where possible while exploring digital alternatives or automation solutions by end of the year.</p>	<p>2024</p>	<ul style="list-style-type: none"> • Workflow analysis <ul style="list-style-type: none"> ○ Map out current workflows for departments with high printing volume. ○ Identify pain points and bottlenecks that lead to unnecessary printing. • Digital alternative exploration. <ul style="list-style-type: none"> ○ Research and identify digital alternatives for paper-based processes like online forms, electronic signatures, document sharing platforms. • Automation implementation. <ul style="list-style-type: none"> ○ Develop and implement workflow automation solutions for identified tasks. ○ Provide training and support to users impacted by automation changes.

<p>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.</p>		<ul style="list-style-type: none"> • Proactive risk management <ul style="list-style-type: none"> ○ Conduct regular risk assessments. ○ Encourage reporting and address identified risks promptly. ○ Regularly update safety procedures and guidelines. • Uncompromising commitment to safety gear. <ul style="list-style-type: none"> ○ Ensure readily available high-quality PPE for all tasks and roles. ○ Implement a system for regular maintenance and inspection of safety gear. • Cultivating a culture of wellbeing. <ul style="list-style-type: none"> ○ Promote work life balance and healthy work habits. ○ Organize stress management workshops and wellbeing activities. ○ Foster open communication and a supportive work environment.
FINANCE AND PROCUREMENT DEPARTMENT		
<p>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.</p>	<ul style="list-style-type: none"> • Delivery of items with 100% right specifications to the clients • 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. • Client satisfaction with products delivered and service offered 	<ul style="list-style-type: none"> • Request for quotations for needed products and services. • Carry out supplier evaluation based on quality, quantity, price, location, delivery time, sustainability, and compliance. • Include detailed information about the suppliers in the database for easier communication. • Get feedback on products and services delivered to clients
<p>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.</p>	<ul style="list-style-type: none"> • Ensure maximum compliance with all the governing bodies. • Quick access to clearing certificates from the regulators needed for report submission. • Eliminate assessments from the regulatory bodies. 	<ul style="list-style-type: none"> • Timely submission and payment of all returns • Be up to date with the changing regulations through attending training and CPDS. • Annual audit to be conducted. • Monthly financial report shared with the management

<p>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.</p>	<ul style="list-style-type: none">• Eliminate cleaning products with harmful chemicals from the working environment.• Zero percent injuries in the workplace because of cleaning detergents	<ul style="list-style-type: none">• Train the caretaker and other staff on how a new product purchased is used.• Purchase certified products with a good online review.• Check for expiration dates and ingredients used before making a purchase
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7 Conclusion

As we conclude our comprehensive analysis of the organization's performance for Q1 2024, it becomes imperative to distil our findings into actionable insights and recommendations. Throughout this report, we have delved into the performance including strategic goals performance, financial performance, operational performance, employee performance and departmental objectives performance. The following conclusions and recommendations are derived.

- SADRiNE made significant strides in revenue generation and cost control in Q1. However, challenges remain in implementing strategic initiatives and managing upcoming expenses. The organization's ability to recruit staff, establish a Board of Directors, and secure international partnerships will be critical for future growth. In addition, careful budget adjustments and cash flow management are necessary to ensure continued profitability and liquidity.
- SADRiNE demonstrated strong operational performance in several key areas. The organization maintained high project quality standards, with minimal errors or rework required, leading to satisfied clients. While project delivery times faced challenges due to unforeseen circumstances, efforts were made to ensure efficient execution. The organization achieved a repeat business rate of 40%, indicating a good level of customer satisfaction and brand loyalty. However, the proposal win rate was 0%, highlighting the need for improvement in the business development process. Despite not tracking revenue per employee in the past, each employee generated a revenue of UGX 29,846,012 in Q1, providing valuable insights on productivity, future resource allocation and training opportunities.
- SADRiNE demonstrated a strong focus on employee development and engagement. The organization's workforce remained stable, with no turnover and new hires. Various training and development initiatives were implemented, including on-the-job training, workshops, online courses, cross-departmental training, leadership development programs, and team-building activities. Additionally, the organization values and recognizes employees' efforts through informal gestures like private messages and public shoutouts, as well as through salary raises based on performance and economic situation.
- SADRiNE has made a good start on implementing ESG initiatives, particularly regarding environmental practices and employee well-being. However, there are significant gaps in

developing a comprehensive ESG program, including formal plans, policies, and clear performance metrics.

- SADRiNE demonstrated a proactive approach to achieving its departmental objectives Efforts were made by each department to make progress in their set targets.