Table of Contents

List of abbreviations .................................................................................................................. 2
1. List of Annexes .......................................................................................................................... 2
0. Revision, Distribution & Documentation Layout ................................................................. 3
0.3 Documentation Layout ........................................................................................................... 3
2. Scope of the Management System .......................................................................................... 4
3. Normative references ............................................................................................................... 4
4. Terms and definitions .............................................................................................................. 4
4. Star Construction & Consultancy Ltd Context ...................................................................... 4
4.1 Understanding SCC Context ............................................................................................... 4
4.1.1 Legal existence ............................................................................................................. 4
4.1.2 Address ....................................................................................................................... 4
4.1.3 Products and services .................................................................................................... 5
4.1.4 Strategy ....................................................................................................................... 5
4.2 Analysis of Interested parties and their needs ...................................................................... 5
4.4 Quality Management System and its Processes ................................................................. 6
5. Leadership ............................................................................................................................... 8
5. 1. Leadership and Commitment .......................................................................................... 8
5.2 Quality Policy and Objectives ............................................................................................ 8
Quality policy implementing objectives: ................................................................................ 8
5.3 SCC roles, responsibilities and authorities ........................................................................ 9
6. Planning .................................................................................................................................. 9
6.1 Processes, actions, associated risks and their mitigation ................................................... 9
6.2 Quality objectives ............................................................................................................... 9
6.3 Planning of changes ............................................................................................................ 9
7. Support ................................................................................................................................... 9
7.1 Provision of Resources ...................................................................................................... 9
7.2 Competence ........................................................................................................................ 11
7.3 Awareness .......................................................................................................................... 11
7.4 Communication .................................................................................................................. 11
7.5 Documented information .................................................................................................. 13
8. Operation ............................................................................................................................... 14
8.1 Operational Planning and Control ...................................................................................... 14
8.2 Requirements for products and services ........................................................................... 15
8.4 Control of externally provided products, services and processes ..................................... 16
8.6 Release of products and services (quality and quantity) .................................................. 17
8.7 Control of Nonconforming Outputs .................................................................................. 17
9. Performance evaluation .......................................................................................................... 17
9.2 Internal Audit ..................................................................................................................... 17
9.3 Management Review ......................................................................................................... 18
10. Improvement ......................................................................................................................... 18
10.2 Non conformity and corrective action .............................................................................. 18
List of abbreviations

SCC: Star Construction & Consultancy Ltd
CAR: Corrective Action Request
QMS: Quality Management System
QAO: Quality Assurance Officer
MD: Managing Director
FAD: Finance and Administration Director
OE: Operations Executive
CDIP: Control of Documented Information Procedure
CPD: Continuous Professional Development
iIET: International Institute for Executive Training
I.E.R: Institute of Engineers Rwanda
MBBR: Moving Bed Bio Reactor
CESB: Capacity Development & Employment Services Board
ISO: International Standards Organization
PP: Purchasing Procedure
RATP: Recruitment And Training Procedure
OPP: Outsourced Processes, Products & Services Procedure
CDIP: Control of Documented Information Procedure
CMP: Change Management Procedure
CNOP: Control of Nonconforming Output Procedure
IAP: Internal Audit Procedure
MRP: Management Review Procedure
PCAP: Preventive and Corrective Action Procedure
GPS1: Growth, Profits and Strength
GPS2: Goals, Productivity, Systems
GPS3: Gross Margin, Perfection and sales

List of Annexes

ANNEX I: SCC Organization Structure
ANNEX II: Staff Duties and Responsibilities
ANNEX III: Internal Rules and Regulations
ANNEX IV: Statutory and Regulatory requirements
ANNEX V: Overall Processes and Interactions
ANNEX VI: Administration and Finance Process Description
ANNEX VII: Dissemination Process Description
ANNEX VIII: Workshop process Description
ANNEX IX: Consultancy Services Process Description
ANNEX X: Learning Annex Process Description
ANNEX XI: Wastewater Management Solutions
ANNEX XII: List of Procedures and Forms
Annex XIII: Work Instructions
Annex XIV: Interested Parties and their concerns
0. Revision, Distribution & Documentation Layout

0.1 Revision

<table>
<thead>
<tr>
<th>Rev.</th>
<th>Nature of changes</th>
<th>Approval</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>[01]</td>
<td>Original</td>
<td>Names</td>
<td>KAZAWADI PAPIAS DEDEKI</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Position</td>
<td>MANAGING DIRECTOR</td>
</tr>
</tbody>
</table>

0.2 Distribution

<table>
<thead>
<tr>
<th>No</th>
<th>Document</th>
<th>Holder</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Original</td>
<td>Quality Assurance Officer</td>
</tr>
<tr>
<td>2</td>
<td>Copy 1</td>
<td>Managing Director</td>
</tr>
<tr>
<td>3</td>
<td>Copy 2</td>
<td>Operations Executive</td>
</tr>
<tr>
<td>4</td>
<td>Copy 3</td>
<td>Communications Executive</td>
</tr>
<tr>
<td>5</td>
<td>Copy 4</td>
<td>Finance &amp; Administration Director</td>
</tr>
<tr>
<td>6</td>
<td>Copy 5</td>
<td>Wastewater Solutions Manager</td>
</tr>
<tr>
<td>7</td>
<td>Copy 6</td>
<td>Construction Projects/Consultancy Manager</td>
</tr>
<tr>
<td>8</td>
<td>Copy 7</td>
<td>Production Manager</td>
</tr>
</tbody>
</table>

0.3 Documentation Layout

SCC Quality Policy & Objectives

SCC Quality Manual

SCC Processes

SCC Procedures

Work Instructions

Records and Forms
Summary of SCC Document Hierarchy

SCC documents include: Quality Policy with 5 implementing objectives, Quality Manual, 6 Processes, 12 Management Procedures, 23 forms and 5 Work Instructions

A list of Procedures is hereby attached as per Annex. XII

1. Scope of the Management System

The Quality Management System (QMS) applies to all processes, activities and employees within Star Construction and Consultancy Ltd. The QMS is according to ISO 9001:2015.

2. Normative references

During the preparation of this manual the following references were used:

ISO 9001:2015- Quality Management System requirements

- SCC Employees roles and responsibilities as shown in Annex: II
- SCC Internal Rules and Regulations refer to Annex. III

3. Terms and definitions

For purposes of this Quality Manual, the terms and definitions given in ISO 9000: 2015 apply.

4. Star Construction & Consultancy Ltd Context

4.1 Understanding SCC Context

4.1.1 Legal existence

STAR CONSTRUCTION & CONSULTANCY Limited is a private company registered by Rwanda Development Board (RDB) according to law N°. 07/2009 of 27/04/2009 relating to companies with a registration code: 100028040.

4.1.2 Address

- Plot N°: 8185 – 8183 Kicukiro District.
- KK15 Rd, KK528St
- P.O Box 4632, Kigali-Rwanda
- Telephone: (+250) 788 500 384
- Web site: www.starconstruction.rw
- E-mail: info@starconstruction.rw
Vision

- To provide reliable solutions and promoting great careers.

Mission Statement

- To ensure high level of discipline, productivity and creativity.

Values

We are bound by the following values:
- Humility, Diligence, Honesty, Innovation, Integrity, Accountability, Competence and Consistence.

4.1.3 Products and services

The products and services of SCC are grouped into:
- Concrete Products that include: Pavers, Culverts, Blocks, Slabs, Road curbs, Beacons, Precast Columns.
- Wastewater Management Solutions that include: Design, Supply, Operation, Maintenance and Repair of wastewater treatment plants.
- Professional Trainings that includes: Continuous Professional Development (CPD) trainings and internationally accredited courses.
- Consultancy that includes: Energy, Sanitation, Construction, Agriculture engineering.
- Construction Projects

4.1.4 Strategy

SCC has reviewed and analyzed key aspects of its stakeholders to determine the strategic direction of the company. This involves:
- Implementation of Quality Management System.
- Understanding the needs of our customers and other interested parties, and strive to satisfy them (Quality, Safety, Price, Time).
- Ensuring that the risks associated with our products and services are identified, assessed and managed.
- Using the most reliable and affordable means of communication to our customers and staff.

4.2 Analysis of Interested parties and their needs

<table>
<thead>
<tr>
<th>Parties</th>
<th>Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>GPS₁ - Growth at least 20% per year, Profits and Strength</td>
</tr>
<tr>
<td>Middle Level Management / Process Managers</td>
<td>GPS₂ - Goals, Productivity, Systems</td>
</tr>
<tr>
<td>Bottom Level Management (Technicians and other staff)</td>
<td>GPS₃ - Gross Margin, Perfection and sales</td>
</tr>
<tr>
<td>Customers</td>
<td>Quality, reliable, safe and affordable products and services</td>
</tr>
</tbody>
</table>

Revision: 01
Approved: Eng. KAZAWADI PAPIAS DEDEKI MD
Issued on: 2017-08-14
Controlled
4.3 Scope of this QMS (refer to 1 above)

4.4 Quality Management System and its Processes

4.4.1 Organization Structure

SCC management system was developed from the Hubbard Administrative Technology that is based on the works of L. Ron Hubbard. This “organization Board” is a continuous action represented by Divisions 1 through 7. All Divisions have defined functions showing job titles and duties and the valuable final product for each.

Within the Divisions are departments evenly distributed and headed by Directors and Managers. The details of positions and titles are found in the Organization structure herein Annex I. The roles and responsibilities and authorities of each staff are also attached in Annex II.

4.4.2 Technology used at SCC for its different processes

Workshop

- Concrete equipment with machine
  POLYHYDRON Pvt Ltd SERIAL NUMBER: PCM 20-10-50-3/5-41
  MODEL: HYDRAULIC PRESS,
  BELGAUN-590 0/4 INDIA
- Concrete Blocks and Pavers Machine
- Concrete products loading with machine (Forklift)
- Concrete mixers
- Vibrating table
- Vibrator and Porker
- Manual pulley

Waste water Management Solutions

- Package sewage treatment plant
  CAPACITY: 5CM PER DAY MBBR BASED,
  REFERENCE: NUMBER PRJ 005/V-5/R-1,
  MODEL: PROMAX CH5, (FEBRUARY 2016)
  MOMBAI 40009, MAHARASHTRA, INDIA.

- Submerged Aerated Filters (SAF)
  Model: Demo - Plant
  Capacity: 2m³/day
  Origin: Denmark

- We also have a partnership with BIOKUBE for supply of Waste water treatment plants:

  BIOKUBE
  Centervej Syd 5 – DK 4733- DENMARK
  Tel (+45)55 98 98 00
  Fax (+45)99 98 98 00
  www.BioKube.com
  mail@biokube.dk
Consultancy

We provide consultancy services in;

- Project feasibility studies
- Design, implementation & Engineering
- Continuous professional development training courses
- Project management

When necessary, we source international expertise partner with the best technology (Energy, Sanitation, Construction and Agriculture) to provide the best services to our customers. Among our partners include;

- **SWS Consulting Engineers srl**
  Head Office Rome, Italy
  Via Marco Marulo 87/b 00143
  Phone: +39 06 5422 0510
  Fax: +39 06 5422 9266
  E-mail: sws@swsconsulting.it

Learning Annex

We partner with the following national and international individual organizations to provide the best trainings in the country:

- **World Institute of Scientology Enterprises (WISE)**
  WISE AFRICA
  5 Cynthia Street,
  Kensington,
  Johannesburg
  South Africa
  Phone: +2776 660 8483
  www.wiseafrica.co.za

- **International Institute for Executive Training (iIET)**
  Gary Costin
  Director of Global Strategy
  Email: gary@iiET.us, info@iIET.us
  Santamonica, United States.

- **CAPACITY DEVELOPMENT & EMPLOYMENT SERVICES BOARD (CESB) a forum of capacity building providers**
  P.O. Box. 7367
  Kigali – Rwanda
  Tel: +250255120785,
  Email: info@cesb.gov.rw

- **Institute of Engineers Rwanda (I.E.R)**
  P.O.Box 4386 Kigali-Rwanda.
  Email:info@engineersrwanda.org
  Remera - Ingenzi House, 2”d Floor
5. Leadership

5.1 Leadership and Commitment

The management of Star Construction and Consultancy Ltd is committed towards the Implementation of the Quality Management System according to ISO 9001:2015. The Managing Director is responsible for ensuring that resources needed (his GPS) for the implementation of this QMS is available.

The Departmental Managers are responsible for their GPS as well in the implementation of this QMS. The Quality assurance Officer is responsible for management of the documentation of QMS, Internal Audit and records as well as scheduling the Management Review Meetings.

The marketing manager is responsible for carrying out Customer Perception and Satisfaction surveys on our products and Services for purposes of Customer Focus.

5.1.2 Customer focus (Covered under 4.1.4)

5.2 Quality Policy and Objectives

5.2.1 SCC Quality Policy

It is our policy to conform and comply with customer, applicable statutory and regulatory requirements.

We are committed to deliver products and services at the highest level of quality to exceed customer expectations.

Star Construction & Consultancy Ltd is committed to the implementation, maintenance and improvement of its quality management system so that it complies with the requirements of ISO 9001:2015.

This Quality Policy is implemented by the following quality objectives that shall be reviewed on an annual basis.

Quality policy implementing objectives:

a) To reduce concrete products defects by 60%

b) To increase the turnover of our products and services by 30%

c) To reduce customer’s rejects to a maximum of 1% of the order

d) To carry out one customer requirements & customer satisfaction survey

e) To reduce project delays past target date to at least 20%

f) Train our staff on planning and reporting through the SCC system

g) To train our staff on Occupational Health and Safety standards

5.2.2 Communicating the quality policy and objectives

The quality policy and objectives are communicated and explained to all SCC employees using the following means to ensure that they are understood and applied.
- Posting of the quality policy and quality objectives through the office premises
- Periodic meetings along with results, discussions about the employees’ contributions and implications of not conforming to QMS requirements.
- Internal audits inquire of auditees to witness their understanding of the quality policy and objectives.

5.3 SCC Roles, Responsibilities and Authorities

For details about roles, responsibilities and authorities of SCC staff, refer to Annex I&II

6. Planning

6.1 Processes, actions, associated risks and their mitigation

In order to manage its processes, SCC Ltd has developed and implemented six operational processes. The description of these processes along with their inputs, resources, outputs, their risks and associated mitigations are in Annexes VI, VII, VIII, IX, X and XI.

6.2 Quality objectives

The quality objectives have been planned and defined as per 5.2.1

6.3 Planning of changes

In case the SCC detect the need for change in QMS processes, outputs and documents; change management procedure shall be carried out as per procedure CMP/6.3-01-001 (Change Management Procedure)

7. Support

7.1 Provision of Resources

SCC determines and provides the resources needed:
  a) To implement and maintain the management system and continually improve its effectiveness
  b) To enhance customer satisfaction by meeting customer requirements
  c) The resources talked about are financial resources, human resources, infrastructure, raw materials, equipment, accessories, logistics, standards and other documents needed for daily use.
  d) Consideration of the resources above is done during annual planning as well as end of projects evaluation.

Resource allocation is done with consideration of the capability and constraints on existing internal resources, as well as needs related to supplier expectations.
7.1.2 Human Resources

Top management ensures that it provides sufficient staffing for the effective operation of the management system, as well its identified processes. Staff or employees provided are competent with appropriate education, training, skills and experience to be able to manage the processes well.

Training and subsequent communications ensure that staff is aware of:

- The quality policy;
- Implementing quality objectives;
- Their contribution to the effectiveness of the management system, including the benefits of improved performance;
- The implications of non conformities to the management system requirements.

Available staffs are: 22 including:

- 3 with Master’s Degree
- 15 Bachelor’s Degree
- 12 with diploma and certificates

SCC has undergone these trainings

- ISO 9001:2015-Quality management systems requirements;
- Documentation of management systems; and
- International Certified Financial Management for Project Managers (FMPM™)
- Masterclass on Road Pavement Design, Management and Economics in Developing Countries
- Biological Waste Water Treatment Plant Design and Operation

These 22 staff are permanent, SCC management employs from professional experts on temporary basis to help them in completing planned assignments on time. Casual labour is also mobilized when necessary in executing the assignments.

7.1.3 Infrastructure

SCC determines, provides and maintains the infrastructure needed to achieve conformity to product requirements. Infrastructure includes, as applicable:

- Buildings and land (land with protection fence, equipped 8 offices, equipped training hall, workshop sheds, storage of raw materials, rest rooms for staff and laborers)
- Process equipment, hardware and software (3 staff cars, 1 hydraulic machine for pavers, 1 functional WTP, 1 tipper truck, 1 concrete vibrator and 2 concrete mixers)
- Supporting services (transport, allowances, leave, promotions)
- Information and communication technology (website, internet with wireless connectivity)
- SCC operates on land measuring 3198 m²

This infrastructure is adequate and suitable for the products and services offered at SCC.
7.1.4 Work Environment

SCC provides a clean, safe and well-lit working environment. The Top Management of SCC offers the work environment facilities (electricity, water facilities, parking, coffee, offices, internet, transport facilitation, hygiene facilities, planned and unplanned leave) to achieve conformity to products and services requirements. Specific environmental requirements for products (water tight mixing yard and Curing yard, secure storage for raw materials and finished products) for products and services are determined during quality planning.

7.1.6 Organizational Knowledge

SCC also determines the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This includes knowledge and information obtained from:

a) Internal sources (lessons learned, feedback from subject matter experts, and/or intellectual property)
b) External sources (standards, academia, conferences, and/or information gathered from customers or suppliers)
c) Trainings from different experts

7.2 Competence

The competence in terms of education, training and experience for SCC staff is as per Annex IX.

7.3 Awareness

Refer to communication policy, strategies, internal and external communication in 7.4 below.

7.4 Communication

7.4.1 Internal Communication

<table>
<thead>
<tr>
<th>What to communicate</th>
<th>When to communicate</th>
<th>With whom to communicate</th>
<th>How to communicate</th>
<th>Who Communicates</th>
</tr>
</thead>
<tbody>
<tr>
<td>QMS (quality objectives, customer satisfaction, changes affecting the QMS, decisions from internal audit and quality management review)</td>
<td>For top management (Quarterly)</td>
<td>All employees</td>
<td>Reports, Internal memo, Phone calls &amp; sms.</td>
<td>Quality Assurance Officer</td>
</tr>
<tr>
<td></td>
<td>For process managers (Monthly)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Revision: 01
Approved: Eng. KAZAWADI PAPIAS DEDEKI MD
Issued on: 2017-08-14
Controlled
### 7.4.2 External Communication

The top management determines the external communications relevant to the QMS.

<table>
<thead>
<tr>
<th>What to communicate</th>
<th>When to communicate</th>
<th>With whom to communicate</th>
<th>How to communicate</th>
<th>Who Communicates</th>
</tr>
</thead>
<tbody>
<tr>
<td>QMS</td>
<td>As soon as compliance is attained</td>
<td>Clients, suppliers, Regulatory bodies.</td>
<td>Letters, meetings, social media, telephone calls, website</td>
<td>Quality Assurance Officer</td>
</tr>
<tr>
<td>Information on (Products and services (Price, design, specification, suggestions).</td>
<td>Before, during and after services and products delivery.</td>
<td>Clients and suppliers</td>
<td>Flyers, brochures, Web-posting, use of social media (face book, WhatsApp), sms, workshops and seminars, letters, telephone calls</td>
<td>Communications Executive/ Marketing and Sales Managers</td>
</tr>
</tbody>
</table>
7.5 Documented Information

The management system documentation includes both documents and records. SCC records and documents are classified as: Physical and electronic records.

- **Physical records**: are those records, such as papers, that can be touched and which take up physical space and include hard copies of Quality manual, Process description, Procedures, Work instructions, Field Forms, Reports, records Of Management Meeting Minutes, etc.

- **Electronic records**: also often referred to as digital records, are those records that are generated with and used by electronic devices and include soft copies of Quality manual, Process description, Procedures, Work instructions, Field Forms, Reports, records Of Management Meeting Minutes.

- **The records** are but not limited to employee’s management, contracts management, customer engagements and purchases, sales, Quality manual, Process description, Procedures, Work instructions, Field Forms, Reports, records Of Management Meeting Minutes.

- Documents approval: Managing Director

- Documents font: Calibri

- Documents review: Refer to document control and change management procedure (refer to CDIP: Control of documented information procedure and CMP: Change management Procedure)

- Documents type: both electronic and hard copy files

- Document identification, protection, distribution, control of Access, storage, retrieval and disposal; more details are in Control of Documented Information Procedure (CDIP)/7.5.01-001

Documents and records undergo different controls as defined herein.

The extent of the management system documentation has been developed based on the following:

a) The size of SCC

b) Complexity and interaction of the processes

c) Risks and opportunities

d) Competence of personnel

7.5.3 Control of documented information

7.5.3.1 Control of Documents

Documents required for the management system are controlled in accordance with CDIP/7.5.01-001. The purpose of document control is to ensure that staff has access to the latest, approved information, and to restrict the use of obsolete information. All documented procedures are established, documented, implemented and maintained.
7.5.3.1 Control of Record

A documented CDIP/7.5.01-001 has been established to define the controls needed for the identification, storage, retrieval, protection, retention time, and disposition of quality records.

This procedure also defines the methods for controlling records that are created by and/or retained by suppliers.

These controls are applicable to those records which provide evidence of conformance to requirements; this may be evidence of Measurable requirements, contractual requirements, procedural requirements, or statutory/regulatory compliance. In addition, quality records include any records which provide evidence of the effective operation of the management system.

8. Operation

8.1 Operational Planning and Control

SCC plans and develops the processes needed for product and service realization. Planning is consistent with the requirements of the other processes of the management system. Such planning considers the current resources and capabilities, as well as product and service requirements (Refer to Annexes V to X).

Processes description

The following SCC top-level processes have been identified and fully described:

- a) Finance and Administration. Annex VI
- b) Sales and Marketing. Annex VII
- c) Concrete products Workshop. Annex VIII
- d) Learning Annex. Annex IX
- e) Consultancy. Annex X

Each process may be supported by other activities, such as tasks or sub-processes. Monitoring and control of top level processes ensures effective implementation and control of all subordinate tasks or sub-processes.

Each top-level process has a Process Description document which defines:

- a) Applicable inputs and outputs
- b) Process owner(s)
- c) Applicable responsibilities and authorities
- d) Applicable risks and mitigation strategy
- e) Supporting resources
- f) Interlinkages between the different processes
8.1.1 Quality control

- The incoming products and services inputs (Resources) are analyzed and assessed against requirements refer to (Purchasing procedure (PP/7.01-001)
- Processing and services realization team is assigned on competence basis refer to Recruitment and Training Procedure (RATP/7.01-001)
- If the SCC detect the need of externally provided process, product and services the outsourcing is done according to Outsourced Processes, Products & Services Procedure (OPP/8.01-001)
- Production process is controlled through product testing and services effectiveness evaluations in case of service provision to detect non conformities and apply corrective measure
- Delivery is secured by careful stacking and loading using a forklift for products.

8.2 Requirements for products and services

8.2.1 Customer Communication

SCC has implemented effective communication to customers through:

a) Provision of information relating to products and services;

b) Handling enquiries, contracts or orders and changes;

c) Obtaining customer feedback relating to products and services, including customer complaints;

d) Updating customer on the status of their property (usual hired properties to meet technology requirements by processes).

8.2.2 Determining the requirements for products and services

For applicable statutory and regulatory requirements see ANNEX. IV Capture of Customer Requirements

For new business line, SCC captures:

a) Requirements specified by the customer, including the requirements for delivery and post-delivery activities.

b) Requirements not stated by the customer but necessary for specified or intended use, where known

c) Statutory and regulatory requirements related to the product and services;

d) Any additional requirements determined by SCC

8.2.3 Review of Customer Requirements

Once requirements are captured, SCC reviews the requirements prior to its commitment to supply the Products or Services this review ensures that:

a) Product requirements are defined,

b) Contract or order requirements differing from those previously expressed are resolved,

c) The organization has the ability to meet the defined requirements, and/or the claims for the products and services it offers, and
D) Risks have been identified, analyzed and considered.

8.3.4 Design and Development

Note: Design (Excluded) and for development (we change shape, thickness & color) and development is made in a controlled manner.

8.4 Control of externally provided products, services and processes

Any process, service and product performed by a third party is considered an “outsourced” and must be controlled, as well. SCC outsourced processes, products and services are detailed in Outsourced Processes, Products & Services Procedure (OPP/8.01-001)

8.5.2 Identification and Traceability

SCC products (Culverts and Slabs) are identified by SCC stamp. SCC services are identified by: stamp, company logo and address

8.5.3 Property belonging to customers and external providers

SCC exercises care with customer and supplier’s properties while it is under the organization’s control and being used by the organization. Upon receipt, such property is identified, verified and protected. If any such property is lost, damaged or otherwise found to be unsuitable for use, this is reported to the customer or supplier and records maintained.

Below are external providers’ properties:
- Cars of clients
- Motorbikes and bicycles
- Identification cards
- Personal belongings

All properties of customer, workers and visitors are properly secured and protected.

8.5.4 Preservation

Preservation practices at SCC include:
- Cement is stored in its water and moisture tight container
- Sheds for concrete products is provided and secured
- Transport facilities of finished products are done with tipper truck, forklift, wheelbarrows and hands.
- Water tanks for water storage

8.5.5 Post-Delivery Activities

As applicable, SCC conducts the following activities which are considered “post-delivery activities”:
   a) Guarantee
   b) Technical assistance
   c) Customer satisfaction
8.5.6 Control of Changes

SCC reviews and controls both planned and unplanned changes to processes to the extent necessary to ensure continuing conformity with all requirements. For more details see: Change management procedure (CMP/6.3-01-001)

8.6 Release of products and services (quality and quantity)

Verification

Release of products and services is done after verification (qualitative and quantitative verifications) of customer order requirement against product and services realization outputs. The conforming products and services are collected and approved for delivery.

After verification and approval, the SCC offers (loading of customer’s products and technical assistance “Free of charge” for products). Documents relating to the following are retained:

- Customer acceptance;
- Evidence of conformity;
- Person authorizing the Release.

8.7 Control of Nonconforming Outputs

SCC ensures that process outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery. The controls for such nonconformities are defined in Control of Nonconforming Output Procedure (CNOP/8.01-001)

9. Performance evaluation

Monitoring, analysis and evaluation are carried out on the following:

- Quality conformity of raw materials on arrival and finished products before delivery.
- Processes’ activities monthly.
- Quarterly staff performance

9.1.2 Customer Satisfaction

As one of the measurements of the performance of the management system, SCC monitors information relating to customer perception as to whether the organization has met customer requirements. The methods for obtaining and using this information include:

- Recording customer complaints
- Repeat orders for product and services
- Changing volume of orders for products and services
- Accepting trends in on-time delivery
- Customer satisfaction surveys

9.2 Internal Audit

Scheduled audits are carried out to ensure:
• QMS conformity to SCC own requirements and ISO 9001:2015 requirements.
• Effective implementation of QMS through all activities and processes in the scope of the QMS.

Program, frequency, activities, responsibilities and logistics are detailed as per Internal Audits Procedure (IAP/9.01-001)

9.3 Management Review

The Top Management Team reviews the management system twice a year, to ensure its continuing suitability, adequacy and effectiveness. The review includes assessing opportunities for improvement, and the need for changes to the management system, including the Quality Policy and quality objectives. Management review frequency, agenda (inputs), outputs, required members, actions taken and other review requirements are defined in the documented procedure Management Review Procedure (MRP/9.01-001) and records of management reviews inputs and outputs are maintained.

10. Improvement

SCC uses the Quality Management System to improve its processes, products and services. Such improvements aim to address the needs and expectations of customers as well as other interested parties, to the extent possible. Improvement is driven by an analysis of data related to the results of analysis to evaluate:

a) Conformity of products and services;

b) The degree of customer satisfaction;

c) The performance and effectiveness of the management system;

d) The effectiveness of planning;

e) The effectiveness of actions taken to address risks and opportunities;

f) The performance of external providers;

g) Other improvements to the management system.

10.2 Non conformity and corrective action

SCC takes corrective action to eliminate the cause of nonconformity in order to prevent recurrence. Likewise, the company takes preventive actions to eliminate the causes of potential nonconformities in order to prevent their occurrence.

These activities are done through the use of the formal Corrective Action Request (CAR Form) system, as detailed in the:

Control of Nonconforming Output Procedure (CNOP/8.01-001)

Preventive and Corrective Action Procedure (PCAP/10.01-001)
Annex 1
SCC Organizational Structure
**COMMUNICATIONS DIVISION**

**RECOGNITION**
Department 1
Routing & Personnel

**COMMUNICATION**
Department 2
Communications

**PERCEPTION**
Department 3
Inspections and Reports

---

Any group must continuously create itself by hiring and training personnel and by ensuring communication lines are kept operational internally and with the public. While maintaining standards within the organization.

The communications Division is fully responsible for the establishment of the organization.

The following are the departments and basic functions of the Communications Division.

**Department of Routing and Personnel**
Hires eligible personnel, properly places them for the benefit of the individual and the organisation, and sees that all staff (new and existing) are trained and apprenticed to actually do their individual jobs. Recognizes, establishes and maintains workflows so that people and materials travel swiftly and smoothly through the organization’s channels.

**Department of Communications**
Establishes and maintains internal and external systems so that all communication, internal and external, is secure, swift and smoothly handled.

**Department of Inspections and Reports**
Enables management to perceive and operate intelligently with data by continuously collecting and accurately graphing the monitoring indicators which measure the organization’s health and production.

Inspects the organization and detects and reports to executives any factors that may impede production and expansion so they can be swiftly resolved.

Maintains a high standard of ethical and professional conduct through equitable and predictable internal disciplinary systems.

---

**Valuable Final Product:**
An established organization with hired, posted, trained and productive personnel

---

Revision: 01
Approved: Eng. KAZAWADI PAPIAS DEDEKI MD
Issued on: 2017-08-14
Controlled
ANNEX II: Staff Duties, responsibilities and Authority:

COMMUNICATIONS DIVISION

Communications Executive

- Developing a marketing communications plan including strategy, goals and budget for the company incorporating public relations, marketing and online.
- Implementing communications plans to increase brand awareness and recognition for the organization.
- Monitoring press stories relating to the company and its brand and maximizing opportunities for positive Public Relations and playing down any negative PR.
- Collating and analyzing current communications and messages and ensuring consistency.
- Developing and leading the company’s internal communication strategy.
- Overseeing the annual communications budget and ensuring its use is fully maximized
- Develop effective corporate communication strategies
- Manage internal communications (memos, letters, newsletters etc.)
- Draft content (e.g. press releases) for mass media or company website
- Organize initiatives and plan events or press conferences
- Liaise with media and handle requests for interviews, statements etc.
- Collaborate with marketing professionals to produce copy for advertisements or articles
- Liaise with marketing professionals to ensure consistency in promoting corporate image
- Facilitate the resolution of disputes with the public or customers
- Assist in communication of strategies or messages from top management
- Maintain a keen understanding of industry trends affecting clients and make appropriate recommendations regarding communication strategy surrounding them
- Keeping social media content relevant and up to date
- Maintaining and developing new content for the specific areas of the corporate website ensuring that it is in line with brand guidelines and publish on the website in a timely
- Providing proofreading, editing and communications advice and services to internal colleagues and customers.
- Deliver presentations at organizational events
- Providing communication support to the employees regarding various internal issues, compensation and benefits, company information, employee survey results, and change in any management policies
- Draft messages or scripts from senior executives for presentation to employees in written or spoken form
- Ensure internal communications messages are consistent across all mediums and for different departments of the organization
- Assists in hiring eligible personnel and properly places them for the benefit of the organization
- Responsible for overseeing training needs for both new and existing personnel
- Establish and maintain workflows
- Inspect the organization and provide the top management with reports of any factors impeding production and expansion and advise on the way forward.
IT MANAGER
- Manage information technology and computer systems of the company
- Plan, organize, control and evaluate IT and electronic data operations
- Manage IT staff by training and coaching employees, communicating job expectations and appraising their performance
- Design, develop, implement and coordinate systems, policies and procedures
- Ensure security of Data, network access and backup systems
- Act in alignment with user needs and system functionality to contribute to organizational policy
- Identify problematic areas and implement strategic solutions in time
- Audit systems and assess their outcomes
- Preserve assets, information security and control structures
- Handle annual budget and ensure cost effectiveness

HR OFFICER
- Support the development and implementation of HR initiatives and systems
- Provide counseling on policies and procedures
- Recruiting staff, which involves developing job descriptions and person specifications, preparing job adverts, checking application forms, shortlisting, interviewing and selecting candidates;
- Create and implement effective onboarding plans
- Develop training and development programs
- Assist in performance management processes
- Support the management of disciplinary and grievance issues
- Maintain employee records (attendance, contracts, RSSB etc.) according to policy and legal requirements
- Review employment and working conditions to ensure legal compliance
- Developing and implementing policies on issues like working conditions, performance management, equal opportunities, disciplinary procedures and absence management;
- Preparing staff handbooks;
- Advising on pay and other remuneration issues, including promotion and benefits;
- undertaking regular salary reviews;
- negotiating with staff and their representatives (for example, trade union officials) on issues relating to pay and conditions;
- Administering payroll and maintaining employee records;
- Interpreting and advising on employment law;
- Dealing with grievances and implementing disciplinary procedures;
- Developing HR planning strategies, which consider immediate and long-term staff requirements;
- Planning and sometimes delivering training - including inductions for new staff;
- Analyzing training needs in conjunction with departmental managers.
RECEPTIONIST/MESSENGER

- Pick-up and delivery messages, documents, packages, and other items between offices or department within an establishment or directly to other business concerns, travelling by foot, bicycle, motorcycle, automobile, or public conveyance.
- Ensure that packages or messages are delivered in a time efficient manner
- Handle packages and documents with care especially ones that are marked “fragile”
- Ensure that packages are ready for delivery by packing them in a safe manner
- Ensure that the delivery is done in a timely manner
- Reconcile packages at recipient’s location
- Take recipient’s signature of the receipt
- Maintain records of daily visits in the log book
- Confirm deliveries by checking into the office after each delivery
- Open and sort incoming mail and deliver to appropriate recipients within the office
- Collect and seal outgoing mail and ensure that proper stamps are used
- Load and unload goods from trucks and delivery vans
- Take COD (cash on delivery) where appropriate and deposit cash into bank as instructed prior to the delivery.
- Serve visitors by greeting, welcoming, directing in person or on the phone; answering or referring inquiries.
- Direct visitors by maintaining employee and department directories; giving instructions.
- Maintain security by following procedures; monitoring logbook; issuing visitor badge.
- Maintain safe and clean reception area by complying with procedures, rules, and regulations.
- Receive and sort daily mail/deliveries/couriers
- Maintain continuity among work team by documenting and communicating actions, irregularities, and continuing needs.
- Update appointment calendars and schedules meetings/appointments.
- Perform other clerical receptionist duties such as filing, photocopying, collating, faxing, etc
- Perform data entry and filing activities
Promotion, marketing and sales are vital elements of any organization in order to survive and expand a group must make its products or services known to potential customers and ensure they are acquired in viable quantity.

The Dissemination Division makes the organization’s products and services widely known and demanded, creating a high volume of public obtaining them.

The following are the departments and basic functions of the Dissemination Division:

**Department of Promotion and Marketing**

Creates a high demand by orienting prospective customers to the organization’s products and services with correctly surveyed and informative promotion and marketing campaigns, including mailings, newsletters, magazines, websites and other media channels.

**Department of Publication**

Creates, sells and swiftly delivers the publications of the organization wherein the unique understandings that have been gained through experience by the company and its founder are conveyed to the public, now as their own understandings, thereby furthering the desire and reach for the organization’s purposes, products and services.

**Department of Sales**

Enlightens potential customers who have now expressed an interest in the organization’s products and services and sees that these are obtained by them. Maintains complete and accurate files and databases of all people who have ever purchased something from the organization so that further services can be promoted and sold to them.

---

**Valuable Final Product:**

Sufficient sales volume to ensure income is greater than outgo plus reserves
DISSEMINATION DIVISION

Sales & Marketing Manager

- The sales & marketing Manager shall aim at increasing the company’s total sales for products and services by 20% increment from last year’s total recorded sales. Customers include individuals, private sector participants and government organizations.
- The sales & marketing manager shall as well prepare strategies for approaching potential customers with the aim of winning new business.
- The sales & marketing manager shall work to maintain good relationships with existing clients, gaining more business wherever possible.
- Observe the requirements of the Quality Management Systems (ISO 9001; 2015, refer to the Quality manual.

Work activities:
- Listening to customer requirements and presenting appropriately to make a sale;
- Maintaining and developing relationships with existing customers in person and via telephone calls and emails;
- Cold calling to arrange meetings with potential customers to prospect for new business;
- Responding to incoming email and phone enquiries;
- Acting as a contact between a company and its existing and potential markets;
- Negotiating the terms of an agreement and closing sales;
- Gathering market and customer information;
- Representing their company at trade exhibitions, events and demonstrations;
- Negotiating on price, costs, delivery and specifications with buyers;
- Challenging any objections with a view to getting the customer to buy;
- Advising on forthcoming product developments and discussing special promotions;
- Creating detailed proposal documents, often as part of a formal bidding process which is largely dictated by the prospective customer;
- Checking the quantities of goods on display and in stock;
- Recording sales and order information and entering figures into a computer system;
- Reviewing your own sales performance, aiming to meet or exceed targets;
- Gaining a clear understanding of customers’ businesses and requirements;
- Making accurate, rapid cost calculations and providing customers with quotations;
- Monthly report to Finance and Administration Director
- Provide accurate feedback on future buying trends to their respective employer
- Prepare forms that lead the company to comply with the requirements of ISO 9001; 2015 QMS.

Customer Service Officer

Customer Service Officer shall assist the sales & marketing manager in maximizing profits through preparing and delivering marketing plans for the concrete products, learning annex and waste water management solution services. Observe the requirements of the Quality management systems (ISO 9001; 2015, refer to the Quality manual.
Working closely with the marketing manager, the work activities shall include the following:

- Working with in-house designers to produce materials of visual impact and within brand guidelines;
- Generating and executing marketing campaigns across social media platforms such as twitter, face-book, YouTube and many more;
- Sourcing advertising opportunities and placing adverts in the press, radio or TV as appropriate to the product or service;
- Liaising with media, printers and publishers as required and managing the production of marketing materials such as leaflets, flyers, posters and newsletters, including e-newsletters and DVDs;
- Liaising with event coordinators to maximize visibility at conferences, receptions and exhibitions, including compiling product and literature lists for display or demonstration;
- Liaising and networking with a range of stakeholders including customers, colleagues, suppliers and partner organizations;
- Communicating with target audiences and managing customer relationships;
- Writing copy for all marketing collateral, including brochures, letters, emails and websites.
- Liaising with designers and printers;
- Organizing photo shoots;
- Maintaining and updating customer databases;
- Organizing and attending events such as conferences, seminars, receptions and exhibitions;
- Monitoring ongoing campaign spend against the budget, keeping accurate records and highlighting where variances occur;
- Monitoring performance;
- Evaluating marketing campaigns;
- Monitoring competitor activity;
- Monthly report to the Finance and Administration Director.
Any organization produces something. Regardless of whether in the manufacturing, retail, service or nonprofit sectors, every organization must produce, deliver and exchange viably, with no delay to its users.

The Production Division is where this happens.

The following are the departments and basic functions of the Production Division

**Department of Production Services**
Accurately predicts any raw materials and equipment required for production and ensures these are available and properly organized.

**Department of Activity**
Ensures the adequate and properly prepared workforce is in place and scheduled for maximum activity, efficiency and service to the public.

**Department of Production**
Viably produces the organization’s product and delivers its services rapidly in high quantity and with excellent quality so that customers are very satisfied with the results.

---

**Valuable Final Product:**
A high quantity of products and services delivered to customers with the promised timeliness, cost and quality.
Broad public awareness, public relation outreach activities and wide product distribution channels are necessary for the continued health of any organization. The Distribution Division is the contact point from the broad public to the organization, and through public information and PR campaigns & provides new customers and potential clients with an introduction to the organization, its products and services while continuously creating a thriving community interest in the company.

The following are the departments and basic functions of the Distribution Division

**Department of Public Information**
Ensures that the appearance of the organization, its lines and its personnel is excellent thus gaining acceptance from the public.

Introduces new prospective customers and clients to the organization and makes the organization and its products and services well known and well thought of through high-quality and correctly planned public relations campaigns.

**Department of Public Services**
Creates a sustainable operating climate by working with allied or like minded groups or associations to continually improve the community or industry.

With the public having been contacted and informed, this department ensures their participation in the organization’s introductory services and products and delivers these to new clientele through excellent delivery encourages introductory clients to participate in further mainline services and products of the organization. Establishes productive distribution channels outside the organization to broadly reach the general public.

**Department of Success**
Collects and makes widely known the successes of the organization’s activities and its products. Exerts control over the organization’s area by encouraging existing clientele to refer others to the good works and services of the organization.

**Valuable Final Product:**

1. An interested and thriving customer base that reaches for and moves onto further products and services.
2. Customers that easily refer others because of their experience.
OPERATIONS EXECUTIVE

- Assist the top management to develop strategic operations goals
- Lead the treasury, production and qualifications department in developing long-term plans to achieve strategic objectives and ensure appropriate implementation in accordance with the company mission and vision.
- Prepare budgets for all projects before, during and after implementation so as to advise the MD promptly and accordingly.
- Ensure that all workings are done in a correct, cost-effective and timely manner in alignment with specifications and quality requirements
- Responsible for improving operational systems, processes and best practices that guarantee organizational well-being
- Responsible for managing and controlling project budgets for all ongoing projects and preparing interim, final reports, monthly financial reports with materials, equipments and labour schedules.
- Responsible for proper utilization of materials, equipment and tools in the workshop and onsite for the appropriate execution of works within the budget and time frame.
- Reporting on behalf of the departments; consultancy service, workshop, wastewater management solutions and learning annex on progress of all activities to the Managing Director.
- Examine financial data/statements from the finance department and advice on how to improve profitability.
- In charge of establishing a consistent workable, effective and efficient system for utilization of available resources in consultancy, sites, workshop, wastewater management solutions and learning annex departments or activities.
- Responsible for the total quality management in the whole organization. Analyzing reports from the quality assurance officer and advising on improvement.
- Responsible for the monitoring, supervision, evaluation, motivation and delegation of staff under directorate
- Upon request, may be sought for help in the recruitment process of the new personnel
- Collaborate with the Finance Director for the prompt payments from the clients and helps in the management of their invoices
- Responsible for pre-tendering and post tendering, cost estimations and related processes.

PRODUCTION MANAGER

- Participates in preparation, implementation and review of the production plan
- Prepare the annual production plan for the workshop based on the budget and requirements
- Set ambitious production goals and communicate them to key personnel
- Manage and evaluate machine resources to ensure productivity and minimal downtime
- Oversee all workforces in the production division by creating schedules for employees to ensure optimum staffing levels.
- Establish workflow policies that enhance speed and efficiency without compromising product safety or integrity
- Strive to reduce expenses and increase productivity across all product lines
- Initiate and prepare workshop and onsite project requisitions for materials, equipment, tools and labor.
• Provide production cost for each product (all products) made in the workshop and update the costs to suit the prevailing market conditions
• Supervise production of concrete products ensuring that the mix ratios are accurate (meet required requirements) and the methodology of work gives optimum output
• Supervision and assessment of internship students in the production division
• Assist in the coordination of all workshop events such as exhibitions and seminars among others
• Prepare presentations (quarterly) to the top management on the performance of the production, reporting challenges and proposing innovative solutions
• Prepare monthly reports to the Operations Executive
• Represent the workshop and manufacturing business in company management meetings
• In charge of general workshop administration and leadership
• Ensure appropriate workshop record keeping
• Liaise with the operations director on selection of suppliers and negotiating of their contracts
• Ensure that health, safety and environmental standard requirements are met in all areas of production
• Lead the entire team in the implementation and compliance with the requirements of the Quality management systems ISO 9001:2015

Logistics Officer:
Logistics Manager shall ensure that there is cost effective management of the supply chain and ensuring that ISO requirements are implemented in the procurement process.

Work activities shall include the following
• Prepare a procurement manual for Star Construction and Consultancy Ltd
• Prepare annual procurement plan for Star Construction and consultancy Ltd
• Preparation of the procurement processes in relation to the procurement manual
• Receive and manage requisitions that have proper technical specifications and approved by the FAD and in accordance with the material requisition forms
• Analyze the requirements and source suppliers for quality products as specified by the procurement manual
• Collaborate with the Operations Executive, FAD and Production Manager/Project Manager to evaluate all potential suppliers before entering into supply contracts
• Management of the supply contracts;
• Ensuring that there is timely delivery and that the products must be tested and approved by the technical team responsible for the works;
• Supply contracts must be archived in the Finance department;
• Coordination of purchasing;
• Maintain the status of the stock of materials and status of the contract performance for different suppliers;
• Issuance of purchase orders and delivery notes;
• Contract closures and termination management;
• Interact with departmental managers about quality of raw materials and possible necessary improvements in the performance of suppliers;
• Monthly report to the Production Manager.
Workshop Foreman

- Supervise workshop production process by ensuring that the mix ratios are observed, vibration/compaction is consistent with the agreed, curing process are maintained and storage space is optimized;
- Coordinate employee activities: He determines the priorities for work to be done, sometimes based on his own initiative and authority, but more often based on needs communicated by sales or management;
- Preparation of payment lists for every 15 days and submitting them to the workshop manager not later than the 16th day;
- Daily inspection of attendance by indicating it on the attendance cards and ensuring that these cards are replaced and used punctually;
- Initiate the requisitions for workshop materials;
- To ensure that workers obey all given regulations and statutory requirements;
- Taking records of inputs and outputs in terms of concrete products from the stocks, order received, products delivered and remaining quantity by filling the “delivery book“;
- Taking records of inputs and outputs in terms of materials, labor work done, stock etc by filling in the “Workshop production form“ and submitting it to the workshop manager on daily basis;
- Ensure that workers are following safety compliance regulations in the workshop
- Report the status of equipment for timely action;
- Store general arrangement according to the time of production..... grouping monthly basis;
- Inspection of materials delivered for use in the production of products in the workshop
  - Coarse aggregate 8-16
  - Coarse aggregates 16-20
  - Fine aggregate (1-5mm)
  - Cement 42.5KN
- Ensure that all products made have been cured as required: Pour water twice a day 7h30 and 15h00 within 4 days from the time of their production.

BUSINESS DEVELOPMENT MANAGER

- Responsible for seeking opportunities for business development for the organization.
- Locates or proposes potential business deals; discovering and exploring opportunities.
- Responsible for heading up expansion in new markets as well as continued expansion among existing customers.
- Screens potential business deals by analyzing market strategies, deal requirements, potential, and financials; evaluating options; resolving internal priorities; recommending equity investments.
- Building relationships with existing clients in an attempt to drive peak performance and success across the organization.
- Develops negotiating strategies and positions by studying integration of new venture with company strategies and operations; examining risks and potentials; estimating partners’ needs and goals.
• Closes new business deals by coordinating requirements; developing and negotiating contracts; integrating contract requirements with business operations.
• Protects organization’s value by keeping information confidential.
• Responsible for planning approaches and pitches.
• Work with team to develop proposals that speak to the client’s needs, concerns, and objectives.
• Instrumental in devising and implementing strategy for meeting organizational targets.
• Attend industry functions, including conferences and association events, and contribute information and feedback on upcoming market trends.

**Project Manager**
The project manager has the overall responsibility for successful planning, design, execution, monitoring, controlling and closure of all projects.

**PLANNING FOR THE PROJECT, Pre-execution works**
• Planning and defining the scope
• Developing the budget for the project
• Clarify project resources needed and their specifications
• Activity planning and sequencing
• Preparing working and organisation structures
• Ensuring the quality and safety for the project through a clearly project working methodology.
• Documentation

**CONTROL OF THE PROJECT, Execution works**
• Control of scope
• Time control
• Quality and Safety, conformity with specification and with drawings
• Control of Budget
• Monitoring and Reporting Progress Realisation
• Benefits
• Risks analysis and their Management

**PROJECT CLOSURE**
• Preparing Project handover
• Project evaluation and assessment
• Preparing reports, reports to the TOD

Project initiation
Any duties assigned by TOD
Learning Annex Manager

- Prepare the annual training plan for the learning Annex programs (CPDs and application software, International courses, local courses) including but not limited to the following:-
  - Identify and secure potential trainees
  - Identify and secure potential trainers
  - Identify demand driven CPDs and courses
  - Prepare annual budget
  - Identify requirements for a smooth running of the learning annex

- **Plan, implement and monitor and evaluate training programs and materials.** The Trainings Manager should ensure the review of all training course materials and other training aids prior to their initial use and as needed thereafter.
  - These include course syllabi, handouts, manuals, instructor manuals, audiovisual aids, enhanced technology methods, demonstration and hands-on equipment, and other such training materials. This review is to ensure the technical accuracy of the materials against market and regulatory requirements;

- **Evaluation of Program.** The Trainings Manager should develop and maintain a program evaluation plan;
  - At least annually, the Trainings Manager should modify the program to address identified deficiencies (based on course evaluations), relevant new standards or regulations, or new training methods and technologies;

- Hold meetings where necessary to improve performance and productivity;
- Provide the production cost for each course and update the costs to suit the prevailing market conditions;
- Prepare Learning Annex weekly and monthly reports to the Operations Executive;
- Ensure that health, safety and Environmental standard requirements are met in the learning annex;
- Supervision and assessment of internship students in the Learning Annex;
- Represent the Learning Annex in company management meetings;
- Assist in the coordination of all Learning Annex events such as expos and Seminars among others;
- Propose innovative solutions to Learning Annex challenges;
- Ensure appropriate record keeping in the Learning Annex;
- General administration and leadership of the Learning Annex.

Wastewater Management Solutions Manager

- Identify potential clients, manage and maintain their expectations and requirements;
- Prepare the annual waste water management plan including but not limited to the following:-
  - Identify and secure potential clients
  - Identify, analyze/review and propose suitable sustainable solutions based on specific needs of each of our clients.
  - Prepare annual budget
  - Identify requirements for a smooth running of the department

- Maintain open communications with clients regarding the Waste water treatment process, system operation and malfunctions, as well as make technical assistance and recommendations
for repairs and improvements and existing systems;

- Prepare technical and financial proposals for new waste water treatment plants based on the specific needs of each identified client e.g. preparation of bids on advertised tenders;
- Follow up on the potential clients by answering all their queries and updating them with new technologies provided by the company;
- Regular follow up on projects in progress to improve performance and productivity;
- Prepare departmental weekly and monthly reports to the Operations Executive;
- Ensure that health, safety and environmental standard requirements are met in the department;
- Supervision and assessment of internship students in the waste water management solutions department;
- Represent the department in company management meetings;
- Assist in the coordination of all departmental events such as exhibitions and seminars among others;
- Propose innovative solutions to challenges faced in the department;
- Ensure appropriate record keeping in the department;

Marketing, Operation & Maintenance Officer

- Preparation and Coordination Marketing activities in the Dept.
- Maintain trouble-shooting instructions for maintenance of our Systems.
- Ensure timely maintenance of equipment & systems, critical spares, functioning redundancy, and full system performance.
- Perform technical reviews, system performance reports and execute corrective action plans.
- Participate in the Preparation of the annual waste water management plan
- Maintain open communications with clients regarding system operation and maintenance, as well as make technical assistance and recommendations for repairs.
- Prepare departmental weekly and monthly reports to the Department Manager
- Propose innovative solutions to challenges faced in the department
- Ensure appropriate record keeping in the department
- Supervision of the performance of all Waste water treatment plants installed.
- Performing other duties in the department as required.

Compliance and Sales Officer

- Follow up of submitted proforma to the clients and do purchasing order to the clients in order to achieve or exceed revenue targets.
- Collate and follow up incoming sales and develop proactive measures to generate other sales using market information data.
- Participates in chemical, biological or environmental incident investigations and spill response actions.
- Assists in coordinating, advising and monitoring environmental compliance during renovation, construction, and redevelopment projects, and advises on regulated building materials, handling and disposal.
- Ensuring completion of laboratory tasks within the required time frame.
- Responsible for thorough documentation of analyses according to method and/or regulatory requirements and maintain records of test results.
- Analysis of all required wastewater parameters under the supervision of the Department manager.
- Carries out analytical research concerning quality of treated water.
- Works with chemists, water treatment operators and other plan personnel to interpret scientific theories.
- Develops and implements quality assurance/quality control program
- Will be in charge of maintenance of ISO 14001 and OHSAS 18001
- Propose innovative solutions to challenges faced in the department
- Performing other duties throughout the Department, as needed.
FINANCE DIVISION

The handling of an organization’s finances and assets is vital for its continued survival. Proper financial governance by the Finance Division gives the organization the physical body and wherewithal required to produce its products, deliver its services, remain solvent and thereby achieve its mission.

The following are the departments and basic functions of the Finance Division

**Department of Disbursements**

Makes the necessary adjustment to disburse the funds for purchasing and the payment of all bills and staff, ensuring financial obligations are fulfilled and the other divisions have the wherewithal to produce their products.

**Department of Records, Assets and Materiel**

Sees to the preservation of the organization’s physical body and keeps precise records for all financial transactions, including all necessary bookkeeping, audits and financial reporting, with the end of preserving all assets and reserves.

**Department of Income**

Handles the incoming funds (energy) so that these are properly and securely received and recorded. Accurately maintains customer accounts folders and collects all credit owed to the organization.

Valuable Final Product:
Preserved and valuable assets and reserves
Finance and Administration Director (FAD)

- Responsible for the strategic planning, budgeting and implementation of daily company activities and make cash flow prognoses.
- To direct and coordinate all staff employed by the company.
- Responsible for advising the Management Team (MT) on policy making, management, planning non project staffing requirements, to develop and administrate personnel policies, procedures and systems with particular regard to contracts, job descriptions and leave.
- Responsible for the custody of documentation of the company, including the registers, cheques and payment orders.
- Responsible for the management and utilization of the company assets and liabilities and their maintenance and servicing (Finances, Machines, Buildings, Equipments, Vehicles and intangible assets).
- Responsible for the personnel Management, motivation and assists in recruitment by the MT.
- Responsible for the invoicing and debt recovery.
- Responsible for the payment of suppliers after scrutinizing all the documents.
- Responsible for tax calculation and ensure its remittance to RRA.
- Supervision, evaluation, motivation and delegation of the staff under the Directorate.
- Upon request, may help the MD in the recruitment process of the personnel in the Directorate.
- Responsible for outlining the resource requirements of the company and periodically assessing their appropriateness to meeting short and long term company needs.
- Analyses the periodic company performances (profitability) and give reports/advice to the MD.
- Reports to the MD after direct approval or guidance from the operations Director.

Office Administrator

- Assisting in procurement of items
- Ensuring structured filing of SCC documents
- Assuring good quality storage of documents and proper record keeping (the reference books, letters,...)
- Administer and monitor the financial system in order to ensure that the municipal finances are maintained in an accurate and timely manner
- Implement financial policies and procedures
- Reconcile the general ledger
- Prepare and reconcile general bank statements
- Establish and maintain supplier accounts
- Ensure data is entered into the system
- Ensure transactions are properly recorded and entered into the computerized accounting system
- Assist with daily cash inflow and outflow records
- Maintain financial files and records
Accountant

- Prepare invoices (Billing) to the company’s contractors;
- Responsible for daily records using the accounting software (Tally ERP 9 or Tally 9);
- Responsible for all kinds of notifications, BID guarantees, Promise of credit lines;
- Responsible for keeping track of overdue invoice payments from customers (collection);
- Prepare monthly financial statements;
- Prepare monthly reports to the FAD, these include:
  a. Balance sheet
  b. Profit & loss account
  c. Stock summary
  d. Bank reconciliation statement,
  e. Company’s debtors
  f. Company’s creditors
- Check the supplier’s invoices approved by site engineer or workshop manager.
- Prepare staff workshop workers’ payroll list.
- Responsible of ensuring that all tax payments are made on time. These include;
  a. RRA
  b. RSSB
  c. Patent
  d. Etc
- Any required by FAD.

Cashier:

- Managing all the cash transactions in the workplace;
- Maintaining daily account of the daily transactions;
- Balancing the daily account at the end of each day;
- Checking daily cash balance;
- Interacting with customers that come to the counter;
- Confirm prices of products and any discounts offered;
- Maintaining the accounting records in cash book;
- Reporting to the accountant;
- Making daily, weekly and monthly transaction reports;
- Deposit the cash sales, cheques to the banks;
- Issue EBM to the customers;
- Receive payment by cash or check from debtors;
- Cash checks for customers;
- Sort, count, and wrap currency and coins.
QUALIFICATIONS DIVISION

RESULT
Department 13
Examinations

CORRECTION
Department 14
Review

ABILITY
Department 15
Certificates and Awards

Quality management is an inherent part of any group’s success. Without it, the group can’t remain competitive and begins to deteriorate.

The Qualifications Division sees that all deliverables and the organizational systems themselves are of the highest quality and continually seeks to improve them.

The following are the departments and basic functions of the Qualification Division

**Department of Examinations**
Examines the result of the organization’s production for quality, validity and correctness of products and passes these to review or certification, so every product is certified, or corrected so it can be certified as having achieved the organization’s standard of quality.

**Department of Review**
Reviews the organization’s products, services, personnel, and organizational processes to isolate underlying causes for any substandard levels of quality and implements correction where needed so consistently excellent results are achieved. Cares for the organization’s personnel, ensuring they are fully trained in all aspects of their jobs and organizational policy and technology, so that they become competent, contributing group members.

**Department of Certifications and Awards**
Certifies, based on the results of inspection and examination (and correction where needed), those products found to be of excellent quality. also certifies and awards those personnel, units and organizational channels whose demonstration of competence and ability merits recognition and validation.

**Valuable Final Product:**
1. Well-trained personnel that are effective and efficient
2. A corrected organization and its high-quality services and products
Quality Assurance Officer

- To ensure that everyone in the organization is aware of customer requirements;
- To ensure that the processes are delivering their intended outputs;
- To ensure promotion of customer focus throughout the organization;
- To ensure that the integrity of the QMS is maintained when changes to the QMS are planned and implemented;
- Monthly Report to the Operations Executive on the performance of the QMS (e.g., results of quality audits, corrective actions), including the need for improvement;
- To communicate both (internal and external) on the quality policy and ensure that the quality objectives are achieved;
- To ensure that the organization’s Quality Management System conforms to customer, internal, ISO 9001, and regulatory/legal requirements;
- To ensure all company policies, procedures, and work instructions are followed/document in a clear, simple and concise manner;
- To control and maintain the company audit and risk assessment schedule;
- To identify relevant statutory and regulatory requirements;
- To ensure personnel have received appropriate training and are assessed as competent to perform tasks;
- To plan and implement the monitoring, measurement, and review of internal processes, especially those that affect the quality of the organization’s products and services;
- To work with customers, employees, contractors, and outsourcing firms to develop product and services requirements;

- Responsible for accuracy and timely inspection/calibration of monitoring and measuring devices;
- To keep up on standards, regulations/laws, issues, and news with respect to product and service quality;
- To assist in the preparation of tenders by providing management system related documents;
- To ensure periodic management meetings as planned and take their minutes appropriately.
ANNEX III: INTERNAL RULES AND REGULATIONS

I. Organisation and Management

Generally, there are Three Levels of Management,

1. **Top Level** of Management.
2. **Middle Level** of Management.
3. **Lower Level** of Management.

**Top Level of Management**
The Top Level Management consists of the Shareholders and Managing Director (MD), Executives WWMS Manager and FAD of Star Construction and Consultancy Ltd

**Middle Level of Management**
The Middle Level Management consists of Project Manager, Learning Annex Manager, Production Manager, Accounting & Finance Manager, Procurement Manager, Sales and marketing Manager, and Waste Water Solution Manager.

**Lower Level of Management**
The lower level management consists of the Officer, Foremen, Cashiers, Technicians and supervisors.

II. Working orders

Keeping in view the expansion and future requirements of the people, following Star Construction and Consultancy Ltd rules will be applicable from 01.02.2017.

It is expected that all employees will follow the company rules and regulations and must maintain highest standard, absolute integrity and devotion to duty.

- Each employee must act in accordance with the Star Construction and Consultancy Ltd’s policies, orders, rules, regulations, guidelines etc. applicable from time to time;
- The Star Construction and Consultancy Ltd expect each employee to maintain proper decorum. Employees are expected to conduct themselves on the job in a manner that contributes to operating effectiveness, productivity, safety and a harmonious work environment;
- The duty must be performed in good faith and a brief reporting of the work done in the entire day must be given to the Supervisors;
- Proper register must be maintained for easy tracking and record keeping;
  - a. No employee shall be under the influence of or using alcoholic beverages including drinking such beverages during the work hours. Any employee arriving to work under the influence of alcohol or an illegal substance will not be permitted to work.
  - b. Any act of indiscipline, misconduct, creating union, any misconduct, hooliganism, unprofessional behaviour in the Star Construction and Consultancy Ltd cannot be tolerated and can attract termination and immediate dismissal without any notice, costs or benefits.
- No employee shall drive a vehicle or operate any equipment of Star Construction and Consultancy Ltd while under the influence of alcohol;
• You are required to be at your appointed work place and ready to begin work at the appointed starting time. Irregular attendance or tardiness will not be tolerated and may result in termination;

• Working hours for all employees of Star Construction & Consultancy Ltd. are Monday to Friday 7:00 am – 5:00 pm, office will remain closed on Sunday, approximately 45 hours per week;

• Designated Lunch break will be between 12.30 pm – 1.30 pm;

• Employees who will be late or absent from work must inform their Supervisor and the HR at least one (1) hours prior to normal starting time;

• Under no circumstances should employees leave the assigned work area early without express permission from a Supervisor and HR

• Annual leave Star Construction and Consultancy Ltd permits its employees to take leave for various reasons, 21 days maximum Leave and 18 days minimum leave;

• Leave becomes due to an employee only after completion of probation Period;

• Employees who work late or on overtime must ensure that all lights and equipment are shut off when they leave the work place;

• Dress code is to be followed strictly. Employees must not wear T-shirt from Monday to Thursday applies to the staff and for the workshop workers their uniforms must be worn (locations where uniforms are required). You are expected to look neat and presentable while on the job.

• To encourage performance of the deserving employees, Star Construction and Consultancy Ltd has an increment policy. After careful analysis, each employee has to fill up a self-appraisal form which should be revalued by the executive committee to award increments to the employees. This will be applicable to those employees who complete at least 12 months of service with Star Construction and Consultancy Ltd.

• If employees do not meet the company’s expectations of performance or conduct, necessary corrective action may be taken. It is within management’s discretion to determine what measure would be appropriate under each circumstance.

• Human resources department policies:
  a. Recruitment policies
  b. New regular staff employee orientation
  c. Staff retention
  d. Attendance and leave policies
  e. Grievance handling
  f. Drug/alcohol abuse
  g. Employee relations
  h. Personal debts
  i. Performance evaluation
  j. Feedback and coaching
  k. Insurance policy
  l. Termination policy
Recruitment policies

• Recruitment is done in house.
• Advertising the position: to ensure that the applicant pool is diverse and qualified.
• Screening/interview candidate.
• Concluding the search

New regular staff employee orientation

➢ 90 days orientation period is important to:
  • Assess the employee’s job performance
  • Evaluate the employee’s overall compatibility
  • Orient the employee to the job

➢ Human resource files of each staff employee is maintained
➢ File includes the following documents:
  • Id proof
  • Addresses proof
  • curriculum vitae
  • Copy of employment agreement
  • Education certificates
  • Professional certificates

Staff retention

➢ Employees as assets
  ▪ Our environment places attention on systems that inform us of what the talent needs are
  ▪ Attention is given to attracting and selecting the right people

➢ Culture of interdependence
  ▪ We focus on building relationships and do not take on this challenge alone
  ▪ Creating and maintaining systems allows people to grow professionally

Attendance and leave policies

• Being absent from or reporting to work after the scheduled beginning time requires the employee to properly notify the supervisor in advance
• The department head is responsible for maintaining work schedules
• No leave is allowed during probation period of 3 months

Grievance handling:

• Stages 1
  ▪ The grievant shall state the nature of the grievance in writing
  ▪ The decision of the departmental official shall be given in writing to the grievant
  ▪ Copies of the appeal and decision shall be forwarded to the Human Resource Officer (HR)

• Stages 2
  ▪ If the grievant is not satisfied with the decision at stage 1
  ▪ The grievant may appeal in writing to the human resources
  ▪ Human resource shall investigate the appeal
  ▪ The senior officer shall render a decision in writing
Drug/alcohol abuse
- Strictly prohibited on SCC premises:
  - Drug/alcohol abuse
  - Being the influence or the unauthorized use of drug/alcohol
  - Reporting to work under the influence of drug/alcohol
- Corrective actions:
  - Verbal warnings
  - Written letter warnings
  - Termination of employment

Employee relations
- Supervisors are responsible for training, assisting, motivating, directing and correcting behavior of staff
- Supervisors are responsible for informing their subordinates of management’s expectations
- Supervisors should seek to correct the problem with the least amount of disruption to the work environment
- Progressive discipline is utilized for regular, on probationary employees and may include oral warning, written warning, and suspension and ultimately discharge.
- Oral warnings are typically issued during a private conference between the supervisor and the employee.
- Employees may be issued written warnings as a letter or memo.
- Nonexempt employees may be suspended without pay for incidents which are serious enough to warrant summary suspension.

Personal debts
- Star Construction and Consultancy Ltd expects its employees to be prompt in the payment.
- Any employee who fails to do so may be subject to a write of sequestration or other payroll deduction.

Performance evaluation
- The Performance Evaluation system is designed to:
  - Promote and document performance assessments based on essential job function and clear, realistic job standards.
  - Promote a high level of employee performance through consistent feedback from supervisors.
  - It is carried out quarterly (refer to PE form)

Feedback and coaching
- Occur on an ongoing basis and at the optional 1month review.
- The purpose of feedback and coaching is to recognize effective performance and provide coaching for improvement.
- Opportunity for supervisors and employees to discuss and update job standards set at the beginning of the year.

Insurance policy
- Star Construction and Consultancy Ltd makes available group accidental & death insurance coverage for employees.
- Medical insurance for Employees.
Termination policy

- If the employee terminates the employment relationships:
  - The employee shall fulfill the notice associated with the position he occupies.
- If the employee is terminated for reasons which are considered misconduct:
  - The termination shall generally be immediate
- If the employee is terminated for reasons which are not considered misconduct:
  - The termination shall generally occur after at least one documented discussion with the employee.

- Current Meetings Calendar

<table>
<thead>
<tr>
<th>No</th>
<th>Names of the meeting</th>
<th>Members of the meeting</th>
<th>Topics/theme of the meeting</th>
<th>Minutes of the meeting</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Management review</td>
<td></td>
<td></td>
<td></td>
<td>Bi-Annually</td>
</tr>
<tr>
<td>2</td>
<td>Management meeting</td>
<td></td>
<td></td>
<td></td>
<td>Quarterly</td>
</tr>
<tr>
<td>3</td>
<td>Division meetings</td>
<td></td>
<td></td>
<td></td>
<td>Monthly</td>
</tr>
<tr>
<td>4</td>
<td>Department meetings</td>
<td></td>
<td></td>
<td></td>
<td>Monthly</td>
</tr>
<tr>
<td>5</td>
<td>General meeting</td>
<td></td>
<td></td>
<td></td>
<td>Bi-Annually</td>
</tr>
<tr>
<td>6</td>
<td>Internal audit</td>
<td></td>
<td></td>
<td></td>
<td>Bi-Annually</td>
</tr>
</tbody>
</table>

Signature of employee: date:

Signature of employer: date:
ANNEX IV: REGULATORY AND STATUTORY REQUIREMENTS

Star Construction and consultancy Ltd is committed to complying with the following statutory and regulatory requirements’ within our operational processes.

A. Concrete Products Workshop, Execution and Consultancy
   • RS 265: 2015; Precast Reinforced concrete pipe culvert-Specification-Rwanda Standard
   • RS 262: 2014; Precast Concrete Kerbs, edgings and channels- Specification-Rwanda Standard
   • EAS 179:2003 (ICS 91.100.30); Precast paving blocks- Specification- East African Standard
   • RS 144: 2012; Cement blocks and bricks- Specification- Rwanda Standard
   • RS 183: 2013; occupational health and safety- Rwanda Standard

B. Building Construction
   • Rwanda Building code
   • Legislation on requirements by Institute of Engineers Rwanda

C. Waste water Management Solutions
   • REMA regulations
   • RS 143: 2012; Disposal systems- code of practice- Rwanda
   • RS 109: 2009; Water Quality- Discharged industrial waste water- tolerance limits
   • RS 110: 2009; Water Quality- tolerant limits of discharged domestic water- Rwanda Standard

D. Learning Annex
   • Accreditation procedures by Engineering council
   • Regulations by National Capacity Building Secretariat

The above statutory and regulatory requirements shall be utilized as process inputs that we shall monitor to ensure that process outputs comply with the requirements and updates shall be made annually.
Annex V: Overall Process & Interaction

CONTINUOUS IMPROVEMENT OF THE QUALITY MANAGEMENT SYSTEM

Customer

S A T I S F A C T I O N

Requirements

Product & Service realization

Workshop, Constructions, Wastewater Solutions, Administration & Finance, Sales and Marketing

Outputs

Measurement Analysis

Resources

Tech. Inputs

Non-Tech Inputs

Administrations & Finance

Management Responsibilities

Construction Projects, Wastewater Management, Learning Annex

Wastewater Solutions

Construction


Revision: 01

Approved: Eng. KAZAWADI PAPIAS DEDEKI MD

Issued on: 2017-08-14

Controlled
ANNEX VI: ADMINISTRATION AND FINANCE PROCESS DESCRIPTION

1. **Purpose**

The purpose of the Administration and Finance is to provide a framework for control and establish a system of leadership, policies and procedures to achieve company objective(s).

The Finance department provides financial support and resources, and administration ensures proper leadership in SCC Processes

1. **Process Owners and Responsible Parties**

   **Finance and Administration Director.**
   
   - Responsible for the strategic planning, budgeting and implementation of daily company activities and make cash flow prognoses;
   - To direct and coordinate all staff employed by the company;
   - Responsible for advising the Management Team (MT) on policy making, management, planning non project staffing requirements, to develop and administrate personnel policies, procedures and systems with particular regard to contracts, job descriptions and leave;
   - Responsible for the custody of documentation of the company, including the registers, cheques and payment orders;
   - Responsible for the management and utilization of the company assets and liabilities and their maintenance and servicing (Finances, Machines, Buildings, Equipments, Vehicles and intangible assets);
   - Responsible for the personnel management, motivation and assists in recruitment by the HR department;
   - Responsible for the invoicing and debt recovery;
   - Responsible for the payment of suppliers after scrutinizing all the documents;
   - Responsible for tax calculation and ensure its remittance to RRA;
   - Supervision, evaluation, motivation and delegation of the staff under the Directorate;
   - Upon request, may help the MD in the recruitment process of the personnel in the Directorate;
   - Responsible for outlining the resource requirements of the company and periodically assessing their appropriateness to meeting short and long term company needs;
   - Analyses the periodic company performances (profitability) and give reports/advice to the MD;

   **Accountant**
   
   - Prepare the invoices (Billing) to ours company’s contractors;
   - Responsible for daily records in the accounting software (Tally ERP 9or Tally 9);
   - Responsible for all kinds of notification, BID guaranty, Promise of credit line;
   - Responsible for keeping track of overdue invoice payments from customers (collection);
• Prepare monthly the financial statements;
• Prepare the monthly reports to the FAD these include:
  a. Balance sheet
  b. Profit & loss account
  c. Stock summary
  d. Bank reconciliation statement,
  e. Company’s debtors
  f. Company’s creditors
• Check the supplier’s invoices approved by site engineer or workshop manager.
• Prepare the Staff payroll list and workshop workers.
• Responsible for all kind of Taxes on time:
  a. RRA
  b. RSSB
  c. Patent

**Logistics Manager**

He/ She shall ensure that there is cost effective management of the supply chain and ensuring that ISO requirements are implemented in the procurement process.

2. **Process Inputs**

1. The typical required inputs for this process are:

2.1. Technical information needed:

- Contracts, personnel records and financial data, legal documents, awards certificate, audit report, QMS documents.

2.1.2. Resources needed:

- Electronic machines
- Office furniture
- Stationeries
- Petty cash

2.1.3. Personnel needed:

- Accountant
- Cashier
- Administrator
- HR
- Internal auditor
- External auditor

2.1.4. Special training needed:

- ACCA/CPA
- Accounting software (Tally Erp9)
- Microsoft excel, word
- Leadership skills

3. **Process Steps**

• Payment
• Introduction
Before making any payment, the transaction must be processed either by an expense voucher or through a journal voucher to recognize an asset e.g. prepayment. All payments must be supported by all the relevant documents such as Approved request, Goods Received Note, Invoices, correspondences, and authorizations. Based on these documents a payment voucher with a unique voucher number should be raised, signed, authorized and approved upon which the actual payment is affected.

Where correspondences mean Service Order Form, Materials Order Form, Agreements, Contracts or any other reorganized paper.

**Cash/cheque payment request**

- Payments should be done mainly using cheques apart from petty cash expenses.
- Based on the approved cash/cheque payment request, a voucher is made in the accounting system before the actual payment is affected.
- Details of cheques issued are written on the cheque counter foils for future references.
- Where cheques are used to pay specific creditors, they should be crossed to avoid the risk of it being cashed by a wrong person.

**NB.** A cheque register should be put in place where all cheques paid are registered including the following columns among others

- Date of payment
- Cheque number
- Particulars
- Amount.

**Overview of general payment procedure**

This is a flowchart of documents from quotation to payment:
This is a flowchart of documents from quotation to payment. This is meant for general payment procedure

First stage of documents flow chart:

1. At this stage however before quotations are requested from prospective suppliers there is need to justify why the company is to spend on the particular expenses. Since this may not be documented in some cases communications such as e-mails, newspaper cutting may be attached.
2. At this stage all quotations are to be received by a different person/department from the person/department requesting the quotations, opened and numbered.
3. The quotations are to be opened and supplier chosen based on which the user will raise an LPO.
4. The LPO is required to be signed by at least three people. (The user to prepare, accounts to verify and OE to authorize).
5. Once an LPO has been authorized it is to be delivered to the supplier with minimum delay who must acknowledge receipt and acceptance.
6. The supplier is to deliver services or goods as per LPO and issue delivery note.

Second stage is as per the flowchart below:

1. After the supplier has supplied either the goods or services the user has to ascertain that all the conditions in the LPO have been fulfilled.
2. After the supplier delivers invoice, it is to be received by administration and forwarded to the user department after dating stamping.
3. The user department should attach copy of LPO, delivery note & quotation and cross check for errors if any and sign thereon after ascertaining that all conditions as per LPO and any verbal and documented agreements have been satisfied.
4. Duly signed invoices are to be verified by another person other than the user department preferably the accountant and forwarded to the MD for authorization of payment.
5. After authorization invoices are to be kept in outstanding payments file.

**Third stage**

**Payment of invoices**

1. Depending on the LPO and terms of agreement, the cheque is either to be written immediately or awaits credit period.
2. Administrator is to prepare/write cheque on the basis of an approved invoice.
3. Administrator also to record in the cheque register details such as; date, cheque number, creditor being paid, invoice being paid, purpose and amount.
4. Accountants are to check cheque for calculation and amounts on basis of LPO, quotation, delivery note and approved invoices.
5. Accounts to attach payment voucher from the accounting system, check and verify to ensure recording in the computer system.
6. Cheques are then forwarded for approval by signatories.
7. Accountant is to release cheques to administration are to be forwarded to suppliers taking into consideration cash flow situations.
8. The payee is to acknowledge receipt of cheque by signing the forwarding letter and is after filed in the respective file.

Note: At all times cheque books and cheque book register and counterfoil are to be kept in the fire proof cabinet(s) or safes.

**7.3 Petty Cash**

- **At all times petty cashier should observe max float. Reimbursement to be claimed before exhaustion**
- **USER**
  - Raise a request
- **AUTHORITY**
  - Authorize spending
- **PETTY CASHIER**
  - Request reimbursement
  - Record in petty cashbook
- **ACCOUNTANTS**
  - Write open cash cheque to reimburse petty cash
- **USER**
  - Attach receipt
  - Attach payment voucher
- **PETTY CASHIER**
  - Verify & allocate expenses in the accounting system
- **ACCOUNTANTS**
  - Verify reimbursement
- **FAD**
  - Authorize reimbursement
Petty cash is held by Head Office. Head office has a float of frw 200,000. In future if the company establishes branches, the respective cash floats will be allocated depending on their respective petty expenses.

### 7.3.1 The procedure at Head Office

The petty cash is to be held and managed by the office administrator who is the custodian of petty cash and authorizes payment vouchers.

Upon requirement of some expenses the person/user department is to request by filing a petty cash payment voucher.

1. The payment voucher is then authorized by relevant authority.
2. Once payment has been authorized for payment, the user department gets cash from cashier not exceeding Frw 30,000 and submits receipt to the same upon purchase of goods or services.
3. Petty cashier gives all vouchers numerical numbers register them in petty cash book and requests reimbursement at a certain level before exhaustion of total amount. NB: The minimum petty cash balance should never fall below frw 10,000 before a replenishment requisition is made.
4. Finance Officer verifies request for reimbursement through ensuring that all payment vouchers have receipts and summation is correct.
5. OE authorizes reimbursement and Accounts writes cash cheque.
6. At all times petty cash box is to be kept under lock and key.
7. At various times there are to be cash counts by aperson other than petty cashier and differences investigated.

### 7.4 Correspondences

#### 7.4.0 Incoming correspondences.

There are various documents that are received in the office, for various purposes and as such all documents are to be received by the administration.

Upon receipt the documents are to be channeled to the communications executive/department for subsequent action.

#### 7.4.1 Outgoing correspondences.

There are various documents, which are required to be sent to other people/organization.

To maintain a record of all the documents sent out whether in form of fax or official letters all such communications should have reference numbers and the same should be filled in the reference register.

A copy of the letter should be kept in the Master file while the other copy goes to subject file.

### 7.5 Revenue Collection Management

Star Construction Company shall principally derive its revenue from, sales, services and works in form of contracts, both domestic and foreign ones.
• The above mentioned revenue sources will be done through bank or cheque, the receipt is done on that same day and signed by the administrator who then submits it to the accountant for verification with the cash and cash equivalents that balance with the receipt.
• Contract of different public and private enterprises.

Each contract should have its own distinct file, where all its relevant supporting documents will be filed. Among the documents that should be kept in this file include:

- Copy of the Contract signed by both the contractor and contractee.
- Copies of receipts, banking slips and other relevant documents in relation to the same contract, to keep track of outstanding balances on each contract.

• Recovery system.

- The FAD should put in place adequate arrangements for collection and recovery of all balances outstanding on any contract signed between Star Construction Company and its clients
- Clients should strictly be advised to pay Star Construction Company about the use of cheques and transfer vouchers rather than cash payments. Upon evidence of such payments, for example the money appearing on the Company’s bank account, respective receipts should be given to the client.
- In case of post dated cheques, receipts should only be given on the date at which the cheque is banked.

**7.6 Credit Management**

Clients’ statements should always be kept up to date such that they can access their timely updated statements.

Credit limits should be established for each client to avoid the risk of bad debts in the long run.

**Payments made by clients using cheques.**

Clients can pay using current cheques or post dated cheques.

- If it’s a current cheque, it should be banked and receipted immediately.
- For post dated cheques, a receipt should only be made on the due date (maturity date).
- A cheque register should be made with the following columns: Receiving date of the cheque, due date of the cheque, cheque number, paying client, description of which invoice the client is paying for, amount and comment.
7.7 Fixed Assets Management

7.7.0 Purchase of Assets

- Need for the asset purchase is assessed by the user, operations and logistics officer which brings it to the attention of the managing director and request for quotation from various suppliers upon which submissions are made and the best supplier selected. The local purchase order (LPO) is raised by the operations department and approved by the managing director for the supply of the asset.

- Assets as per the LPO conforming to specifications are received by the user/operations department and the delivery note plus the invoices signed and passed over to the managing director through the administrator for approval.

- After the approval, necessary entries are passed in accounts.

7.7.1 Fixed Asset Register

According to the nature of the business, assets can be located within one place or be spread in different areas within the country. A fixed asset register with the following specifications and details are maintained:

- Name of the asset
- Date of acquisition
• Purchase documents and cost
• Break down of amounts as per location.
• Total cost
• Depreciation for the periods and cumulative depreciation
• Written down value
• Date and sales value if any
• Profit or loss on sales if any
• Movement of assets
• Revaluation if any
• Annual depreciation charge and
• Physical condition of the assets

Fixed assets register is maintained in spread sheet files on yearly basis to enable to calculate depreciation each year separately with a global file for the cumulative effect.

7.8 Depreciation

Depreciation is calculated on straight line basis over the expected useful life of the asset. Full year’s depreciation is provided in the year of acquisition. Following annual rates are applicable in Rwanda.

<table>
<thead>
<tr>
<th>Category</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land and Buildings</td>
<td>5%</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>25%</td>
</tr>
<tr>
<td>Furniture and fittings</td>
<td>25%</td>
</tr>
<tr>
<td>Computers</td>
<td>50%</td>
</tr>
<tr>
<td>Plant and Machinery</td>
<td>25%</td>
</tr>
<tr>
<td>Office Equipments</td>
<td>25%</td>
</tr>
</tbody>
</table>

For the purposes of Monthly management reporting, Proportionate depreciation amount is taken as a provision. At the end of the financial year, total accumulated depreciation is written off against the assets such that the assets appear at net book values. The entries to pass are;

NB: When a fixed asset is fully depreciated, its should be treated as follows;

• Dispose it off and recognize a chargeable gain or loss
• Revalue it if it is still being used by the company to generate incomes or daily services to the Company.

7.9.0 Personnel

There should be personnel responsible for keeping the employees’ documents. Among the documents to be kept include;

• Recruitment policies.
• Letters of appointment
• Training policies
• Their respective Job descriptions
• Promotion letters
• Warning letters
• Dismissal letters
• TIN numbers if any and NSSF staff identification numbers.
• And any other staff related document

7.9.1 Reimbursements
At various times staff may incur expenses on behalf of the company.
The procedure for claiming reimbursements is as follows:
• The staff should fill in a voucher requesting for reimbursement attaching receipts
• The voucher should be forwarded the administrator to check accuracy and verify
• The voucher is then forwarded for approval. After approval the voucher is forwarded to the cashier to pay and record

7.9.2 Payroll
Star Construction Company pays all the staff through a payroll. Payment is done through the Bank.
Preparation of payroll is done by the accountant and thus forwarded to FAD for review and to the MD for approval.
Once approved instructions are done to the bank (TT) together with instructions to pay individual staff members as per instructions. Together with instructions is a cheque in the Bank to cover TT Transfer.
Notes to the payroll are monthly statutory deductions namely PAYE, NSSF. For all the three above a cheque is done to the respective bodies as per regulations of each on a monthly basis.

7.9.3 Selecting Suppliers/Purchasing
At the beginning of every year there shall be a list of approved suppliers (at least three for each good or service) for all the goods that the company requires occasionally or regularly basis. This list should be properly filed and updated evenly.
For regular suppliers these should be made on yearly/annual basis
For one-off suppliers quotations should be requested as need arises.
A tender will not be awarded unless at least there are three to five quotations tendering for the same job.

7.9.3.0 Criteria for selecting suppliers
Suppliers should be selected on merit using the following as bench mark
1. Quality   2. Price.   3. Terms of payment.   4. Efficiency
5. Previous experience with the supplier.   6. Reliability   7. Urgency
7.9.3.1 Periods of supply

Suppliers should be evaluated after agreed period to ensure that their goods or services meet the above criteria (say after 3 months). If the suppliers do not meet criteria or found to be compromising quality, chances of supplying will be given to other suppliers.

7.9.3.2 Conditions for supply

The conditions of supply will be highlighted on the LPO or the contract depending on the type of supply.

7.9.3.4 Tax Returns and Declarations

The following tax declarations must be made upon securing the Tax Identification Number TIN No.

- PAYE: This should be calculated according to the rates provided under the income tax depending on the level income earned by different individuals.
- NSSF: This is calculated also basing on the rates provided by the laws of Rwanda ie Individual pays 3% while the employer also contributes 5%. This declared quarterly, the NSSF payable should be submitted after 3 months.

Filing System

At all times to ensure proper and complete records are maintained each member of staff is required to have a filing list. The filing list details various files into various categories and numbers. The filing list is updated each time a new file is added. At least the following files must be in place;

- Taxes returns and declaration file
- Contract files i.e. each contract should have its own file indicating the documents in relation to it.
- General expenses file
- Bank statement and reconciliation file
- Supplier invoices files.
- Legal document file
- Correspondences file
- Personnel File
- Petty Cash file
- Assets file together with the assets register.
- Reports File.
- Office meeting minutes.
- Appointment book file
- Visitors book file

In addition the following registers should be maintained;

- Cheque’s register
- Assets register and assets schedule indicating depreciations
- Suppliers’ invoices indicating date when they were received and when they were paid
- Petty cash register
- Share holders register
When handling any document the following should be observed.

- Each member is to have an updated copy of the filing register.
- If new files are added all the staff should be made aware
- Documents should not remain in out/in tray for more than two days
- All documents to be filed should be clearly marked with a pencil the file name and file number and put in the filing tray otherwise the end user of any documents should personally file the documents.

The files and registers that are required to be kept in the safe at all times and properly locked include:
This is to ensure that sensitive and confidential information is only available to those who should have access to such information.

4. Process Outputs

The typical results (outputs) of the process are as follows:

4.1. Product produced:

4.1.1. Documents or technical information produced:

- Materials site delivery form
- Site stock card
- Personal cash requisition form
- Petty cash payment voucher
- Local mission order
- Goods received note
- Delivery note
- Contract execution request form
- Payment voucher
- Visitors book form

4.1.3. Records produced:

- Taxes returns and declaration file
- Contract files i.e. each contract should have its own file indicating the documents in relation to it.
- General expenses file
- Bank statement and reconciliation file
- Supplier invoices files.
- Legal document file
- Correspondences file
- Personnel File
- Petty Cash file
- Assets file together with the assets register.
- Reports File.
- Office meeting minutes.
- Appointment book file
- Visitors book file
5. Related Risks

Management may elect to conduct a formal risk assessment for any of these risks; the preferred method of risk assessment is indicated herein.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Likelihood</th>
<th>Severity</th>
<th>Assessment Method</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation/Reduces assets value</td>
<td>HIGH</td>
<td></td>
<td>Saving account</td>
<td></td>
</tr>
<tr>
<td>Penalties, interest Profit reduce</td>
<td>HIGH</td>
<td></td>
<td>Declaration before 13th of every month</td>
<td></td>
</tr>
<tr>
<td>Bankrupt Company close their business</td>
<td>HIGH</td>
<td></td>
<td>Daily internal control</td>
<td></td>
</tr>
<tr>
<td>Insolvency Lawsuit</td>
<td>HIGH</td>
<td></td>
<td>Daily credit control</td>
<td></td>
</tr>
<tr>
<td>Lack of competency/expertise Poor Productivity</td>
<td>Performance evaluation</td>
<td>Continuous Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inflation Increasing the market price</td>
<td>Follow up market trends</td>
<td>Exchange rate up-to-date</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ANNEX VII: DISSEMINATION DIVISION PROCESS DESCRIPTION

1. Purpose
Working under the Communications Executive who ensures that external communication lines are well established, the Dissemination division ensures that SCC products and services are known to potential clients and good working relationship is maintained, as well as their timely delivery.

2. Scope
The scope of this process covers all products and services of SCC Ltd.

3. Process Owners And Responsible Parties
The sales and marketing manager is responsible for planning, supervising and reporting on marketing related activities.
Reporting to the communications Executive weekly.
The sales and marketing manager is in charge of delivery of products and services timely as well as carrying out customer perception/requirements surveys which are then submitted to the QAO for analyzing.

4. Process Steps
4.1 Inputs
The required inputs for this process are:

1.1.1 Technical information needed:
- Communication forms
- Flyers, brochures, list of customers

1.1.2 Resources needed:
- Transport means
- Airtime
- Internet
- Equipped office

1.1.3 Personnel needed
- A person with marketing skills
- A person with sales skills

1.1.4 Special training needed:
- One week orientation training
- Continuous short term trainings on marketing and sales
- Training in tally9 software
4.2 Process steps.

4.2.1 Marketing

- Customer identification
- Advertisements (website, radio, TV, Newspaper, etc)
- Fixing appointments
- Customer visit
- Display/ Describe our products and services
- Price negotiation.
- Follow up on Orders

4.2.2 Sales

- Receiving customers
- Understanding their needs
- Products and services presentation
- Price negotiation
- Reception of orders
- Preparation of proforma invoices
- Ensuring timely delivery
- Follow up and after sales service

6. Process outputs

- Orders
- Requirements
- Turnover
- Customer satisfaction.

The typical results (outputs) of the process are as follows:
Product produced
Documents or technical information produced

7. Records Produced:

8. Related Risks

<table>
<thead>
<tr>
<th>Risk</th>
<th>Likelihood</th>
<th>Severity</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price fluctuation</td>
<td>Once a year</td>
<td>low</td>
<td>Keep/Maintain the same price for a year.</td>
</tr>
<tr>
<td>Competitors with better quality products</td>
<td>Seven times per year</td>
<td>high</td>
<td>Improve the quality of our products and services regularly and maintain their quality.</td>
</tr>
<tr>
<td>Risk</td>
<td>Likelihood</td>
<td>Severity</td>
<td>Mitigation</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>------------------</td>
<td>----------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Insufficient products</td>
<td>Five times a year</td>
<td>medium</td>
<td>Improve the quality and quantity of our products.</td>
</tr>
<tr>
<td>Insufficient TV and radio Adverts</td>
<td>Radio - once a year, TV - once a year</td>
<td>medium</td>
<td>Use advertisement, public relations and selling to convey company and product benefits to targeted customers by using social media, billboard and flyers.</td>
</tr>
<tr>
<td>Low customer satisfaction</td>
<td>Ten times a year</td>
<td>high</td>
<td>Improve the quality of our customer care, make constant follow up and after sale services. To ensure timely delivery. To respect customer requirements. To provide alternatives for our customers.</td>
</tr>
</tbody>
</table>

### 9. Process interlinkage

- **Projects**
  - **CUSTOMERS**
  - **TRAINNEES**
  - **DISSEMINATION DIVISION (SALES & MARKETING)**
  - **Resources**
  - **CUSTOMERS**
  - **CUSTOMERS**
  - **WORKSHOP/PRODUCTION**
  - **CUSTOMERS**
  - **CUSTOMERS**
  - **CUSTOMERS**

- **Learning Annex**
  - **TRAINNEES**
  - **DISSEMINATION DIVISION (SALES & MARKETING)**
  - **Resources**
  - **CUSTOMERS**
  - **CUSTOMERS**
  - **WORKSHOP/PRODUCTION**
  - **CUSTOMERS**
  - **CUSTOMERS**
  - **CUSTOMERS**

---

Revision: 01
Approved: Eng. KAZAWADI PAPIAS DEDEKI MD
Issued on: 2017-08-14
Controlled
ANNEX VIII: CONCRETE PRODUCTS (WORKSHOP) PROCESS DESCRIPTION

1. **Process Description**

This process (workshop) manufactures different types of concrete products for construction purpose.

2. **Purpose**

This document defines the Concrete Products process in detail and its relationship with other processes.

3. **Scope**

It shall be applied on the production of culverts; pavers; blocks; slabs; road curbs; beacons and precast columns made in the workshop.

4. **Process owners and Responsible Parties**

   4.1. The owners of this process are the Workshop Manager in charge of planning and reporting with the assistance of the foremen who will be in charge of production supervision and scheduling daily work.

   4.2. Quality Assurance officer is in charge of quality control

   4.3. Casual workers are in charge of production

5. **Typical Process Inputs**

   5.1. The required inputs for this process are:

      5.1.1. Technical information needed:
      - Mix ratios
      - Batching
      - Mixing
      - Molding
      - Curing
      - Storing
      - Loading

      Note: for details of the above see Work instructions from W1 to W5

      5.1.2. Resources needed:
      - Production space
      - Raw materials
      - Cement of 32.5 KN and 42.5 KN
      - Fine aggregate (1-5 mm)
      - Coarse aggregate (8-16mm & 16-20mm)
      - Electricity; Water, Hydraulic Oil, Fuel.
5.1.3. Personnel needed
• Production Manager
• Foreman
• Casual laborers
• Welder
• Electrician
• Mechanical engineer

5.1.4. Special training needed:
• One week orientation
• Training on production
• Safety training
6. **Typical Process Steps**

![Diagram of manufacturing process]

**MANUFACTURING PROCESS**

- RAW MATERIALS APPROVAL
- RAW MATERIALS SAMPLING & CHECKING
- ORDERS
- DESIGN OF MIXES
- TESTING & APPROVAL
- MOULDS & PELLETS CLEANING AND REPAIR

**PROCESS OUTPUTS**

- Product produced:
- Typical results (outputs) of the process are as follows:

**Typical Process Steps**

1. **ORDERS**
   - Batching
     - Mixing
       - Assemble Moulds
         - Filling Moulds
           - De-moulding
             - Curing
               - Storage & Protection
                 - Inspection & Testing /Or Laboratory
                   - Acceptance
                     - Delivery

2. **Non-acceptance**
   - Re-assessment of manufacturing process
     - Decision on disposal of defects products

**Revision:** 01  
**Approved:** Eng. KAZAWADI PAPIAS DEDEKI MD  
**Issued on:** 2017-08-14  
**Controlled**
7. Process Outputs

7.1. The typical results (outputs) of the process are as follows:

7.1.1. Product produced:
- Culverts
- Road curbs
- Pavers
- Blocks
- Slabs
- Beacons
- Precast column

7.1.2. Records produced:
- Production reports (daily; monthly; yearly)

Complaints

8. Related Risks

<table>
<thead>
<tr>
<th>Risk</th>
<th>Likelihood</th>
<th>Severity</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company dispute that may lead to litigation and lawsuits.</td>
<td></td>
<td>HIGH</td>
<td>1. Routine inspection of workers</td>
</tr>
<tr>
<td>Accidents</td>
<td></td>
<td></td>
<td>2. Personal protective equipment: (dust mask; gloves; boots; clothing; helmets)</td>
</tr>
<tr>
<td>* Fire</td>
<td></td>
<td></td>
<td>2. Providing the property and life insurance.</td>
</tr>
<tr>
<td>* Crushing by a machine (disability; death)</td>
<td></td>
<td></td>
<td>3. Allowance of the first aid kits and train the employees how to protect themselves</td>
</tr>
<tr>
<td>Reducing the company income by paying the medical expenses</td>
<td></td>
<td></td>
<td>4. Household: Make sure the working environment is safe</td>
</tr>
<tr>
<td>Poor quality of the raw materials</td>
<td></td>
<td>HIGH</td>
<td>Testing of the raw materials &amp; approval before their delivery on site.</td>
</tr>
<tr>
<td>Loss to the company</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It affects the company brand name.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Theft of physical assets</td>
<td>MEDIUM</td>
<td></td>
<td>1. Request checking for each employee entering or leaving the workshop.</td>
</tr>
<tr>
<td>Reduce the company profit</td>
<td></td>
<td></td>
<td>2. Daily inventory and control</td>
</tr>
<tr>
<td>Incompetent personnel/ Inadequate skills of the manpower</td>
<td>HIGH</td>
<td></td>
<td>1. Effective supervision</td>
</tr>
<tr>
<td>Poor quality products</td>
<td></td>
<td></td>
<td>2. Consistency on job training.</td>
</tr>
</tbody>
</table>
9. INTERLINKAGE OF WORKSHOP WITH OTHERS

![Diagram showing interlinkage of workshop with others]

Revision: 01
Approved: Eng. KAZAWADI PAPIAS DEDEKI MD
Issued on: 2017-08-14
Controlled
ANNEX IX: CONSULTANCY SERVICES PROCESS DESCRIPTION

1. **Purpose**
The purpose of the Consultancy services is to guide in Projects appraisal, resource mobilization, Bidding, contract negotiation and link with the execution process in a manner that satisfies our clients’ needs.

2. **Scope**
The process is applied in the field of construction, energy, sanitation, training and agriculture.

3. **Process Owners and Responsibilities Parties**
3.1.1 The owner of this process is the Consultancy service Manager
3.1.1.1 Consultancy services manager shall be supervised by the operations Executive
3.1.1.2 The MD shall be in charge of strategic innovations and leadership
3.1.1.3 The FAD shall facilitate timely financial resources provision
3.1.1.4 The FAD shall facilitate in recruitment of the required personnel
3.1.1.5 QAO shall ensure that the department adheres to the QMS requirements

4. **Process Input**
4.1 Technical information needed
   - Invitation for Expression of Interest
   - Request for proposal
   - Supporting documents
4.2 Resources needed
   - Constant supply of publications e.g., articles or newspapers for project searches
   - Strong internet coverage
   - Facilitation to acquire tender documents
   - CVs of required teams as per tender document requirements/RFP
4.3 Personnel needed
   - Bids preparation specialist
   - Design specialist
   - Secretary to facilitate in paperwork and filling
4.3.1 Consultancy services for infrastructure projects or other types of projects or activities may require adequate external technical and professional expertise that are beyond our own.
4.3.2 Decision of outsourcing will be made by the Managing Director and Operations Executive
4.4 Special training needed
   - Preparation on technical and financial proposal
   - Softwares (MS Project, AutoCAD, Archi-CAD, Arc-GIS, Levit & Robot/Prokon)
5. **Process Steps**

5.1.1 Consultancy Acquiring a Project

5.1.2 Executing the project

- Excel
- Epanet
- HDM4
ANNEX X: LEARNING ANNEX PROCESS DESCRIPTION

1. **Summary**
   1.1. This document defines the Learning Annex process in details and the relationships between this process and the other processes within the SCC management system as illustrated in the process flow chart in the SCC Quality Manual.

2. **Purpose**
   The purpose of the Learning Annex is to bridge the identified skills gaps and generate company profit.

3. **Process Owners and Responsibilities**
   - The owner of this process is the Learning Annex manager who is in charge of planning, coordinating, evaluating and reporting Learning Annex activities.
   - The Quality Assurance Officer oversees quality requirements in the Learning Annex process.
   - The FAD ensures proper and timely resources provision.
   - MD provides support for regulatory requirements and sources trainers and required experts.
   - Administrative officer coordinates all Learning Annex events.

4. **Process Inputs**
   4.1. The required inputs for this process are:
      4.1.1. **Technical information needed:**
         - Customer, statutory and regulatory requirements
         - Need assessment survey results
      4.1.2. **Resources needed:**
         - Modern training Logistics (Flipcharts, projectors, pointer pens, laptops, books)
         - Communication facilities (Internet, telephone)
         - Training halls with sufficient Rooms
      4.1.3. **Personnel needed:**
         - Research and development Staff
         - Coordination staff
         - Competent Facilitator and Instructors
      4.1.4. **Special training needed:**
         - Research development methodology (Training and coaching)
         - Modern e-Learning system
         - Marketing of training services

5. **Process Steps**
   5.1. Within Learning Annex, Training Coordination registers customer training needs.
   5.2. Marketing Manager carries out risk analysis for feasibility and no-go decision.
   5.3. Reply of customer on decision taken.
5.4. The Learning Annex Manager prepares and send a demand driven proposal
5.5. If the proposal is accepted, contract is signed between SCC and the customer
5.6. After contract signing, Learning Annex Manager requests resources to implement the training.
5.7. The Learning Annex Manager inform the customer, when, who, how and where the training will be carried out.
5.8. Training is carried out
5.9. After completion of training, the Learning Annex Manager prepares and share the final report with the customer
5.10. The Learning Annex Manager Keeps training records.

6. **Process Outputs**

The results (outputs) of the process are as follows:
- Reports and course files
- Technical proposal and contracts
- Training materials as handout and presentations
- Evaluation forms and Certificates

7. **Related Risks**

7.1. The following risks are identified related to this process.
7.2. Management elect to conduct a formal risk assessment for any of these risks; the preferred method of risk mitigation is indicated herein.

<table>
<thead>
<tr>
<th>Business Risks</th>
<th>Severity</th>
<th>Assessment Method</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>-Limited financial sponsors for trainees</td>
<td>High</td>
<td>Risk Survey</td>
<td>Cooperation and partnership for long term relationship with government bodies sponsoring in domain of trainings</td>
</tr>
<tr>
<td>-Lower income from training services</td>
<td>Medium</td>
<td>Comparison of Annual processes income/turnover</td>
<td>Increase cash generating opportunities</td>
</tr>
<tr>
<td>-Cultural influence/learning for employment not for Knowledge</td>
<td>High</td>
<td>Learning campaigns &amp; sharing testimony</td>
<td>Design responding programs (Entrepreneurship programs)</td>
</tr>
<tr>
<td>-Regulatory requirement for starters in training service industry</td>
<td>High</td>
<td>Risk-focused Meetings Regular Follow up</td>
<td>To comply with Regulatory requirements</td>
</tr>
<tr>
<td>Luck of competence local trainers</td>
<td>Medium</td>
<td>Many courses we offered by using Outsourced trainers</td>
<td>Carrying out training of trainers</td>
</tr>
<tr>
<td>Technological influence</td>
<td>Medium</td>
<td>Research</td>
<td>Training</td>
</tr>
</tbody>
</table>
5. Process Steps

5.1. Acquiring a Project

5.2. Executing the project

7.1 News papers to acquire projects

7.2 Appraise the projects

Yes

7.3 Acquire tender documents

7.4 Prepare Technical & Financial Proposals

7.5 Approval of bid by MD

7.6 Submit bids

7.7 Attend Bid Opening

7.8 Wait for provisional

7.9 If awarded, submit documents for contract

7.9 Resources mobilization

(add execution box)

7.10 Lodge a claim within 7 days

7.11 Litigation or amicable Solution

7.3 Buy tender docs if necessary

7.4 Prepare EOI

7.5 Submit EOI

7.6 Short listed???

7.7 Have you been eliminated fairly?

Yes

7.9 Archive Documents

NO

7.8 Wait for provisional

Revision: 01
Approved: Eng. KAZAWADI PAPIAS DEDEKI MD
Issued on: 2017-08-14
Controlled
6. Process Outputs

6.1. Results (outputs) of the process are as follows:

6.1.1. Product produced:
- Completed projects contracts and Reports
- Bid submission document

6.1.2. Technical Information produced:
- EOI
- Technical and Financial proposals
- Data base of CVs of Qualified, skilled and experienced personnel
- Study Reports and drawings
- Tender documents
- Bills of Quantities
- Periodic reports
- Inception, Draft, final reports

6.1.3. Records produced:
- Completion Certificates
- Contracts
- Request for Proposals
- Provisional Notifications of award
- Final notifications of award
- Project Budgets and Team composition
7. Related Risks

7.1. The following risks are identified related to this process.

Management may elect to conduct a formal risk assessment for any of these risks

<table>
<thead>
<tr>
<th>Risk</th>
<th>Likelihood</th>
<th>Severity</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rejection of bid submission by PE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delayed submission of bid document</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>submitting a document that is not the best compared to others (Sub-standard Bid)</td>
<td>Non award notification</td>
<td></td>
<td>Carefully comply with the evaluation criteria especially on methodology and Experience of personnel used</td>
</tr>
<tr>
<td>Failure to obtain required personnel for the bid</td>
<td></td>
<td></td>
<td>Start the hunt as soon as the appraisal is complete</td>
</tr>
<tr>
<td>Out priced by competitors</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. Inter-linkage of Consultancy process with Other processes

- Top management
- Leadership Guidance
- Supporting Documents
- Resources
- Finance and Administration
- Operations Executive
- Technical Guidance
- Learning Annex
- Out sourcing training projects
ANNEX XI: WASTEWATER MANAGEMENT SOLUTIONS PROCESS DESCRIPTION:

1. **Process Description**

1.1. The purpose of the process of Wastewater Management Solutions is to describe in details how to offer Sewage and Effluent Wastewater management Solutions through the Design, Distribution, Operation and Maintenance of Sewage and Effluent Treatment Plants.

1.2. **Process Interaction With Other Processes**
2. PROCESS OWNERS AND RESPONSIBLE PARTIES

2.1. The owner of this process is the Manager of Wastewater Management Solutions and His/Her Assistant(s).

2.2. All Responsibilities are well described in the organizational Structure, duties and Responsibilities.

3. Process Inputs

3.1. The typical required inputs for this process are:

3.1.1. Technical information needed:
- Existing types of Wastewater Treatment plants in Rwanda (Technology Used).
- Customer Requirements
- Current global Technology in water Treatment Plants

3.1.2. Resources needed:
- Facilitation to access to our Customers in different ways (Transport, Telephones, Ethernet).
- Provision of necessary office equipment and documents (Required National Standards, Reports on Waste Water Management, News Papers, etc)
- Provision of Modern Software for the Design of Wastewater Treatment Plants.

3.1.3. Personnel needed:
- At Least one Manager is required and two Assistants;
- Other temporary employees will be hired when needed as per project,

3.1.4. Special training needed:
- Orientation training
- Training in Design, operation, Installation of Wastewater Treatment plants for Manager
- Training on Bidding Process or Preparation of Bidding Document for Manager and assistants.
- Training on the use of modern Software used in Wastewater Solutions
4. PROCESS STEPS

4.1. Basic Process Steps are;

- WBS(Activities, Time frame and Responsible person)
  - Resources
  - Quality
  - Safety

1. Identification of potential clients
2. Meet potential Clients
3. Make proposals
4. Follow up
5. Liaise with equipment manufacturers
6. Preliminary tests
7. Call to clients
8. Submit bids/offer

---

**CLOSE**

- Contracts closure Reports
- Discussions with the customers
- Operation and maintenance
- Inspection schedule
- Closed site

---

**CONTROL**

Conformity
- Design
- Specification
- Performance
- Quality

---

**EXECUTE**

- Contracts
- Activities

---

**PLAN**

---

**INITIATE**

Revision: 01
Approved: Eng. KAZAWADI PAPIAS DEDEKI MD
Issued on: 2017-08-14
Controlled
5. PROCESS OUTPUTS

5.1. The results (outputs) of the process are as follows:

5.1.1. Product produced:
- One 5m³/day MBR STP (Membrane Bio Rector Sewage Treatment Plants) installed in our premises

5.1.2. Technical information produced:
- Water Test Reports
- Field Visits Reports

5.1.3. Records produced:
- Water tests Reports
- Technical Specifications for the Required STPs;
- Technical proposals;
- Tender Documents;
- Different forms;
- Contracts
- Reports

5.1.4. Services produced:
- Installation of Sewage Treatment plant
- Lab Tests

6. RELATED RISKS

6.1. The following risks are identified related to this process.
6.2. Management may elect to conduct a formal risk assessment for any of these risks; the preferred method of risk assessment is indicated herein.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Likelihood</th>
<th>Severity</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Availability of water Test Reports</td>
<td>From 15 companies given quotations, only one had the Test Report.</td>
<td>High</td>
<td>- Having our own Water Testing Lab; -Request our customers to do water Testing as a requirement.</td>
</tr>
<tr>
<td>Lack of awareness of the community on the Modern Technology (MBR &amp; MBBR) on its advantages over the existing Technology</td>
<td>All visited companies and Institutions do not understand the working principle of the proposed technology.</td>
<td>High</td>
<td>- Intense Communication and marketing through Seminars and Workshops -Having a sample Plant at our premises for demonstration purpose</td>
</tr>
</tbody>
</table>
### ANNEX XII. LIST OF PROCEDURES & FORMS

#### 1. SCC QMS Procedures

<table>
<thead>
<tr>
<th>N°</th>
<th>Document N°</th>
<th>Document Title:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>PCAP/10.01-001</td>
<td>Preventive and Corrective Action Procedure</td>
</tr>
<tr>
<td>3</td>
<td>OPP/8.01-001</td>
<td>Outsourced Processes, Products &amp; Services Procedure</td>
</tr>
<tr>
<td>6</td>
<td>RATP/7.01-001</td>
<td>Recruitment and Training</td>
</tr>
<tr>
<td>7</td>
<td>PP/7.01-001</td>
<td>Purchasing procedure</td>
</tr>
<tr>
<td>8</td>
<td>HCP/10.01-001</td>
<td>Handling of Complaints Procedure</td>
</tr>
<tr>
<td>9</td>
<td>CDIP/7.5.01-001</td>
<td>Control of documented Information procedure</td>
</tr>
<tr>
<td>11</td>
<td>CMP/6.3-01-001</td>
<td>Change management procedure</td>
</tr>
<tr>
<td>12</td>
<td>CNOP/8.01-001</td>
<td>Control of Nonconforming Output Procedure</td>
</tr>
<tr>
<td>13</td>
<td></td>
<td>Measurement analysis and evaluation procedure (missing)</td>
</tr>
</tbody>
</table>

#### 2. SCC QMS Forms

<table>
<thead>
<tr>
<th>S/N</th>
<th>Types Of Form</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Local Mission Order Form</td>
<td>Available</td>
</tr>
<tr>
<td>2</td>
<td>Material Requisition</td>
<td>Available</td>
</tr>
<tr>
<td>3</td>
<td>Material Site Delivery</td>
<td>Available</td>
</tr>
<tr>
<td>4</td>
<td>Payment Voucher</td>
<td>Available</td>
</tr>
<tr>
<td>5</td>
<td>Petty Cash Form</td>
<td>Available</td>
</tr>
<tr>
<td>6</td>
<td>Proforma Invoice</td>
<td>Available</td>
</tr>
<tr>
<td>7</td>
<td>Sales Invoice</td>
<td>Available</td>
</tr>
<tr>
<td>8</td>
<td>Site Stock</td>
<td>Available</td>
</tr>
<tr>
<td>9</td>
<td>Supplier Evaluation Form</td>
<td>Available</td>
</tr>
<tr>
<td>10</td>
<td>Training Request Form</td>
<td>Available</td>
</tr>
<tr>
<td>11</td>
<td>Complaints</td>
<td>Available</td>
</tr>
<tr>
<td>12</td>
<td>Corrective Action Form</td>
<td>Available</td>
</tr>
<tr>
<td>13</td>
<td>Customer Satisfaction</td>
<td>Available</td>
</tr>
<tr>
<td>14</td>
<td>Delivery Note</td>
<td>Available</td>
</tr>
<tr>
<td>15</td>
<td>Document Registry</td>
<td>Available</td>
</tr>
<tr>
<td>16</td>
<td>Feedback Form</td>
<td>Available</td>
</tr>
<tr>
<td>17</td>
<td>Field Visit Form</td>
<td>Available</td>
</tr>
<tr>
<td>18</td>
<td>Good Received Form</td>
<td>Available</td>
</tr>
<tr>
<td>19</td>
<td>Outsourced Form</td>
<td>Available</td>
</tr>
<tr>
<td>20</td>
<td>Performance Evaluation Form</td>
<td>Available</td>
</tr>
<tr>
<td>21</td>
<td>Purchase Order</td>
<td>Available</td>
</tr>
<tr>
<td>22</td>
<td>Supplier Registry</td>
<td>Available</td>
</tr>
<tr>
<td>23</td>
<td>Training Attendance Form</td>
<td>Available</td>
</tr>
</tbody>
</table>
Document Title: WORKING INSTRUCTION FOR HOLLOW BLOCKS

Procedure Reference: 8 Operation

RBS standard: RS 144-2012 Cement blocks and bricks-Specification

A. HOLLOW BLOCKS 40X20X20
B. HOLLOW BLOCKS 40X15X20
C. HOLLOW BLOCKS 40X10X20
D. STAR VENTILATION 40X15X20
E. STAR VENTILATION 30X15X20
F. AUDI VENTILATION 25X24X15
G. ARCH MOON VENTILATION

➢ Resources/inputs

a. Raw materials:
1. Cement of at least 32.5 KN
2. Fine aggregates
   • Pit or Fine river sand of small than 1 mm in size
   • Coarse sand of 5mm of size (crusher, pit or river sand)
3. Coarse aggregates: stone having a size between 6-10mm
4. Water: potable water

b. Manpower
1. Machine & Tools:
   • Concrete mixer
   • Mould
   • Electrical or Mechanical Machine for blocks
   • Batching basket

➢ Manufacturing process

a. Batching:
1. By Weight or
2. By volume

b. Mixing
1. By a concrete mixer:
   • All aggregates to be discharged into a mixer
   • Mix dry until the mix is consistent uniform.
   • Add water.
2. **By hands:**
   - To be done on a watertight platform or on a concrete surface.

   **Dry mix:**
   - Spread aggregates and add cements
   - Pile out twice before adding water.

   **Wet mix:**
   - Add water by sprinkling it over the spread out aggregates
   - Pile the mixture up for a third time
   - Do not expose the wet mixture over than 30 minutes.

3. **Mix proportions:**
   - Lower strength 1:10 (1 by weight/volume of cement with 10 parts by weight/volume of combined aggregates)
   - Mean Strength 1:8 (1 by weight/volume of cement with 8 parts by weight/volume of combined aggregates)
   - High strength 1:6 (1 by weight/ volume of cement with 6 parts by weight/volume of combined aggregates)

**c. Placing & Compaction (Molding)**

1. **Manually By Hands**
   - Placing the mixture into the moulds; tamped with suitable tampers and struck off level with a trowel then demoulding immediately.

2. **Mechanically by a machine**
   - Fill up the mould up to overflow, vibrate, or mechanically tamp and struck with trowel/spade

**d. Curing after 24 hours at least within 7 days**

1. Immersing in water
2. Spraying continuously with water
3. Wetting the products and wrapping or covering with a plastic sheet

**e. Storing:**
SOLID BLOCKS 40X20X20

I. CURVERD WATER TANK BLOCKS/INTERLOCKING BLOCKS

➢ Resources/inputs

a. Raw materials:
   1. Cement of at least 32.5 KN
   2. Fine aggregates
      • Pit or Fine river sand of small than 1 mm in size
      • Coarse sand of 5mm of size (crusher, pit or river sand)
   3. Coarse aggregates: stone of not greater than 13mm
   4. Water: potable water

b. Manpower
   1. Machine & Tools:
      • Concrete mixer
      • Mould/Electrical or Mechanical Machine for blocks
      • Box of 0.34m3
      • Trowel
      • Tamper

➢ Manufacturing process

c. Batching:
   1. By Weight or
   2. By volume

d. Mixing
   1. By a concrete mixer:
      • All aggregates to be discharged into a mixer
      • Mix dry until the mix is consistent uniform.
      • Add water.
   2. By hands:
To be done on a watertight platform or on a concrete surface.

Dry mix:
- Spread aggregates and add cements
- Pile out twice before adding water.

Wet mix:
- Add water by sprinkling it over the spread out aggregate
- Pile the mixture up for a third time
- Do not expose the wet mixture over than 30 minutes.

3. Mix proportions:
- Lower strength 1:10 (1 by weight/volume of cement with 10 parts by weight/volume of combined aggregates)
- Mean Strength 1:8  (1 by weight/volume of cement with 8 parts by weight/volume of combined aggregates)
- High strength 1:6 (1 by weight/ volume of cement with 6 parts by weight/volume of combined aggregates)

e. Placing & Compaction (Molding)
1. Manually By Hands
   - Placing the mixture into the moulds; tamped with suitable tampers and struck off level with a trowel then demoulding immediately.

2. Mechanically by a machine
   - Fill up the mould up to overflow, vibrate, or mechanically tamp and struck with trowel

f. Curing after 24 hours at least within 7 days
1. Immersing in water
2. Spraying continuously with water
3. Wetting the products and wrapping or covering with a plastic sheet

g. Storing: In a wet space
II. ZIGZAG PAVERS OF 6cm AND 8cm OF THICK

III. RECTANGULAR PAVERS 20x10x6 ; 20x10x08

IV. H PAVERS OF 6CM & 8CM THICK

V. HEXAGONAL PAVERS OF 6CM THICK

VI. FLOWER PAVERS OF 6CM & 8CM THICK

VII. STAR PAVERS OF 6CM & 8CM THICK

➢ Resources/inputs

a. Raw materials:
   1. Cement of at least 32.5 KN
   2. Fine aggregates
      • Pit or Fine river sand of small than 1 mm in size
      • Coarse sand of 5mm of size (crusher, pit or river sand)
   3. Coarse aggregates: stone having a size between 6-10mm
   4. Water: potable water

b. Manpower
   1. Machine & Tools:
      • Concrete mixer
      • Mould
      • Hydraulic machine for pavers
      • Batching basket

➢ Manufacturing process

c. Batching:
   1. By Weight or
   2. By volume

d. Mixing
   1. By a concrete mixer:
      • All aggregates to be discharged into a mixer
      • Mix dry until the mix is consistent uniform.
      • Add water.
By hands:

- To be done on a watertight platform or on a concrete surface.
  
  Dry mix:
  
  - Spread aggregates and add cements
  
  - Pile out twice before adding water.

Wet mix:

- Add water by sprinkling it over the spread out aggregates
  
  - Pile the mixture up for a third time
  
  - Do not expose the wet mixture over than 30 minutes.

Placing & Compaction (Molding)

1. **Manually By Hands**
   
   - Placing the mixture into the moulds; tamped with suitable tampers then demoulding immediately.

2. **Mechanically by a machine**
   
   - Filled up the mould up to overflow, vibrate, or mechanically tamped.

e. **Curing after 24 hours at least within 7 days**

1. Immersing in water
2. Spraying continuously with water
3. Wetting the products and wrapping or covering with a plastic sheet

f. **Storing:** in a wet space
I. Road curbs of 83x25x15
II. Road curbs of 60x25x12
III. Road curbs of 20x25x15

Resources/inputs
a. Raw materials:
   1. Cement of at least 32.5 KN
   2. Fine aggregates
      - Pit or Fine river sand of small than 1 mm in size
      - Coarse sand of 5mm of size (crusher, pit or river sand)
   3. Coarse aggregates:
   4. Water: potable water
b. Manpower
2. Machine & Tools:
   - Concrete mixer
   - Moulds
   - Batching basket

Concrete vibrator
Trowel

Manufacturing process

c. Batching:
1. By Weight or
2. By volume

d. Mixing
1. By a concrete mixer:
   - All aggregates to be discharged into a mixer
   - Mix dry until the mix is consistent uniform.
Add water

2. **By hands:**
   - To be done on a watertight platform or on a concrete surface.

Dry mix:

Wet mix:
   - Add water by sprinkling it over the spread out aggregates
   - Pile the mixture up for a third time
   - Do not expose the wet mixture over than 30 minutes.

**e. Placing & Compaction (Molding)**

1. **Manually By Hands**
   - Placing the mixture into the moulds;
   - Vibrate until all voids are covered
   - Remolding after 72hrs.

2. **Mechanically by a machine**
   - Filled up the mould up to overflow
   - Placing on the vibration table and vibrate until water raise up
   - Remolding after 72hrs.

**f. Curing after 24 hours at least within 7 days**

1. Spraying continuously with water
2. Wetting the products and wrapping or covering with a plastic sheet

**g. Storing:**
I. Reinforced culvert D100 with 100cm internal diameter;
II. Reinforced culvert D80 with 80cm internal diameter;
III. Reinforced culvert D60 with 60cm internal diameter;
IV. Non Reinforced culvert D80 with 80cm internal diameter;
V. Non Reinforced culvert D60 with 60cm internal diameter;

- 100cm of height
- 8cm of thick

➢ Resources/inputs

a. Raw materials:
   1. Cement of at least 32.5 KN
   2. Fine aggregates
      • Pit or Fine river sand of small than 1 mm in size
      • Coarse sand of 5mm of size (crusher, pit or river sand)
   3. Coarse aggregates: not later than 20mm in size
   4. Reinforcement bars: T06
   5. Rubber
   6. Water: potable water

b. Manpower

3. Machine & Tools:
   • Concrete mixer
   • Electrical Moulds
   • Batching basket

➢ Manufacturing process

c. Batching:
   3. By Weight or
   4. By volume

d. Mixing
   3. By a concrete mixer: 450kg/m³
      • All aggregates to be discharged into a mixer
      • Mix dry until the mix is consistent uniform.
5. **By hands:**
   - To be done on a watertight platform or on a concrete surface.

**Dry mix:**
- Spread aggregates and add cements
- Pile out twice before adding water.

**Wet mix:**
- Add water by sprinkling it over the spread out aggregates
- Pile the mixture up for a third time
- Do not expose the wet mixture over than 30 minutes.

**e. Placing & Compaction (Molding)**
1. **Mechanically by a machine**
   - Filled up the half of the mould
   - Start vibration up to overflow,

Demould immediately after casting,

**f. Curing after 24 hours at least within 7 days**
1. Stream curing
2. Water curing:

**g. Storing**
### ANNEX XIV.

#### SCC Issues of concern and list of Interested Parties

<table>
<thead>
<tr>
<th>Interested Party</th>
<th>Int / Ext</th>
<th>Reason for Inclusion</th>
<th>Issue of Concern</th>
<th>Bias</th>
<th>Processes Affected</th>
<th>Priority</th>
<th>Treatment Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certification Body</td>
<td>External</td>
<td>Audit for ISO compliance, issue certifications</td>
<td>Level of SCC compliance to ISO 9001:2015</td>
<td>Opportunity</td>
<td>All processes</td>
<td>Emergency</td>
<td>Continuous Improvement</td>
</tr>
<tr>
<td>Employee / Staff</td>
<td>Internal</td>
<td>Directly responsible for manufacture of products and service delivery</td>
<td>They expect satisfactory resources and facilities</td>
<td>Mixed</td>
<td>Concrete Product Workshop</td>
<td>Medium</td>
<td>Supplier Auditing</td>
</tr>
<tr>
<td>Employee / Staff</td>
<td>Internal</td>
<td>Directly responsible for manufacture of products and service delivery</td>
<td>Require appropriate training</td>
<td>Risk</td>
<td>All processes</td>
<td>Low</td>
<td>Root Cause Analysis</td>
</tr>
<tr>
<td>Management</td>
<td>Internal</td>
<td>Responsible for direction of the company</td>
<td>Company must remain financially healthy</td>
<td>Risk</td>
<td>Administration and Finance</td>
<td>Medium</td>
<td>Manage company finances appropriately</td>
</tr>
<tr>
<td>Management</td>
<td>Internal</td>
<td>Responsible for direction of the company</td>
<td>GMS processes must be efficient</td>
<td>Mixed</td>
<td>All processes</td>
<td>Medium</td>
<td>Internal Auditing</td>
</tr>
<tr>
<td>Management</td>
<td>Internal</td>
<td>Responsible for direction of the company</td>
<td>Concerned with growth of company (new markets)</td>
<td>Opportunity</td>
<td>All processes</td>
<td>Medium</td>
<td>Management Review Activity</td>
</tr>
<tr>
<td>Direct Customer</td>
<td>External</td>
<td>Recipient of concrete products</td>
<td>Expect high quality products</td>
<td>Opportunity</td>
<td>Marketing &amp; Sales</td>
<td>Medium</td>
<td>SWOT Analysis</td>
</tr>
<tr>
<td>Direct Customer</td>
<td>External</td>
<td>Recipient of Consultancy and construction services</td>
<td>Expect on time delivery</td>
<td>Mixed</td>
<td>All processes</td>
<td>Medium</td>
<td>Internal Corrective Action</td>
</tr>
<tr>
<td>Direct Customer</td>
<td>External</td>
<td>Recipient of training services</td>
<td>Could be source of referrals to new customers</td>
<td>Opportunity</td>
<td>Learning Annex</td>
<td>Medium</td>
<td>Marketing Enhancement</td>
</tr>
<tr>
<td>Direct Customer</td>
<td>External</td>
<td>Recipient of wastewater solution services</td>
<td>Flows down GMS requirements &amp; expect SCC not to pollute environment</td>
<td>Mixed</td>
<td>Wastewater Solutions</td>
<td>Medium</td>
<td>Internal Auditing</td>
</tr>
<tr>
<td>Local Community</td>
<td>External</td>
<td>Impacted by concrete products activities</td>
<td>Can provide positive press for SCC</td>
<td>Opportunity</td>
<td>Concrete product workshop</td>
<td>Medium</td>
<td>Other</td>
</tr>
<tr>
<td>Local Community</td>
<td>External</td>
<td>Impacted by construction and consultancy Services</td>
<td>Expect SCC to be a “good neighbour” locally</td>
<td>Opportunity</td>
<td>All processes</td>
<td>Medium</td>
<td>Other</td>
</tr>
<tr>
<td>Local Community</td>
<td>External</td>
<td>Impacted Learning services</td>
<td>Hope SCC will hire and retain local workers</td>
<td>Opportunity</td>
<td>Marketing &amp; Sales</td>
<td>Low</td>
<td>No Action: Accept Risk per Mgmt Decision</td>
</tr>
<tr>
<td>Regulatory Body</td>
<td>External</td>
<td>Impacted by waste water solution activities</td>
<td>Expect SCC not to pollute environment</td>
<td>Mixed</td>
<td>Wastewater Solutions</td>
<td>Low</td>
<td>Other Auditing</td>
</tr>
<tr>
<td>Employee / Staff</td>
<td>External</td>
<td>Mandate regulatory requirements</td>
<td>Must comply with all regulations and statutes</td>
<td>Risk</td>
<td>Administration and Finance</td>
<td>High</td>
<td>No Action: Accept Risk per Mgmt Decision</td>
</tr>
<tr>
<td>Certification Body</td>
<td>External</td>
<td>Provide critical materials and services</td>
<td>Expect to be paid promptly</td>
<td>Risk</td>
<td>All processes</td>
<td>Medium</td>
<td>Manage company finances appropriately</td>
</tr>
<tr>
<td>Certification Body</td>
<td>External</td>
<td>Provide critical materials and services</td>
<td>Require compliance with their requirements</td>
<td>Risk</td>
<td>Medium</td>
<td>SWOT Analysis</td>
<td></td>
</tr>
<tr>
<td>Labor Union</td>
<td>External</td>
<td>Interested in employees and employer relationships</td>
<td>Require adequate and clearly defined rules and regulations</td>
<td>Opportunity</td>
<td>All processes</td>
<td>Medium</td>
<td>No Action: Accept Risk per Mgmt Decision</td>
</tr>
<tr>
<td>Labor Union</td>
<td>External</td>
<td>Labour freedom</td>
<td>Focus on mutual integration of every employees in a organisation</td>
<td>Mixed</td>
<td>Medium</td>
<td>Flexibility and Inclusiveness of all employees</td>
<td></td>
</tr>
<tr>
<td>End User</td>
<td>External</td>
<td>They are main consumers of our products and services</td>
<td>Expect high quality products</td>
<td>Opportunity</td>
<td>All processes</td>
<td>High</td>
<td>Internal Corrective Action (ICAR)</td>
</tr>
</tbody>
</table>

**REVISION:00**  
**APPROVED: MD**  
**Issued: 2016-05-15**  
**Controlled**