

# Your Ultimate Solution

**Agency & Management Proposal for**

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Kampala, Uganda

Prepared by

**Pro Savior (U) Limited  
Kampala – Uganda**

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Pro Savior (U) Limited

We believe that property management needs to be both independent and objective and be under taken in accordance with standards and compliance regimes. At Pro Savior each member of the team ensures performance in accordance with the code of ethics which include not revealing confidential information of clients, not exaggerating misrepresent or misinform clients and conduct laid down by the standard procedure.

As part of an property consultancy group represented on all continents in the globe, Pro Savior Uganda Limited has the ability to source from a combined pool of many professionals, as and when they may be required, to enable us go beyond expected property management practice in Uganda at the same time providing highly dynamic agency services and advice of any specific or specialized nature.

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# OVERVIEW

We are a fully fledged property management company, providing a vast portfolio of real estate services which may include cleaning and security, innovation, all URA returning filing, but are not limited to rental property supervision and management, rent collection, tenant relations, evictions, bill payments and property maintenance, and so much more in the field of property management.

Pro Savior Uganda Limited partners are free to run the business in such a way that leads to sustained success and corporate culture that helps it to recruit and retain the best people who are the essential for the firm. We have an excellent track record and reputation. We believe that this coupled with a recognizable, credible corporate image backed up by very substantial professional indemnity insurance would ensure that all matters handled on behalf of the company would be handled with the utmost professionalism and diligence.

We take this opportunity to introduce ourselves to you and we are honored at the prospect of partnering with you in the best interests of your hard earned and valuable real estate if granted an opportunity to serve you.

We believe that property management needs to be both independent and objective and be undertaken in accordance with standards and compliance regimes. At Pro Savior each member of the team ensures performance in accordance with the code of ethics and conduct laid down by the standard procedure.

We pride ourselves since our management concept is founded and firmly grounded on the pillars of professionalism, integrity, accountability, and quality service that guarantee the maximum return from your investment, whilst we strive to maintain your property at its prime woo the most suitable customers to occupy your vacant property at the most competitive rates on the market.

We have a wealth of expertise, experience and techniques that allow us tailor the management of your property as per your personal requirements, thereby making us one of the few real estate service providers that provide customized and personalized utilized in managing your property



### **Pro Savior philosophy**

The Company is devoted to providing first-rate property management services and believes, in furtherance of that goal, that its employees are its greatest assets. As such, the Company committed to making the Workplace a source of joy, pride, and learning. The Company recognizes that personal growth is imperative for an employee's full potential to be realized. Therefore, the Company encourages the pursuit of educational means designed to refine and expand job skills.

The Company also strongly supports career Advancement through internal promotion. The Company's solid reputation has been built on the success of its employees and is committed to providing competitive wages, benefits, and fair management practices.

The Company is an equal opportunity employer and does/will not discriminate against any employee or applicant for employment in any manner.

### **Pro Savior Company's structure**

Company structure is typical of most property owners/agents, except that the Company is overseen by a five member Board of Commissioners, which sets policy and provides oversight. The Company has two main divisions – Property Management and Housing Vouchers.

In addition, the Company maintains four “support” offices – Accounting, Resident Services, Human Resources, and IT. Within Property Management, there are two regions, overseen by Regional Managers, and an Office of Construction, which handles larger construction projects, e.g. comprehensive modernization.

The Property managers are responsible for the overall operating performance of the property, from collecting rent to readying vacant units and Pro Savior (U) Ltd has been handling all these issues. Although the property manager may delegate the completion of these tasks to subordinates, the property manager is ultimately responsible for their successful completion and for meeting all property goals.

Sarfraz Ali

CEO

Pro Savior (U) Limited.



# INTRODUCTION

Pro Savior stands for the highest standards of quality and integrity in property transactional, management and advisory services all over Uganda.

## *Our invincible strength of professionalism*

Professionalism in the whole thing we do and is achieved day in and day out assists our clients and got their trust. Pro Savior was founded in 2013 as a appraisal, inspection. Its first sale was held on 2013 at Kampala Road in Kampala. Since then, Pro Savior has grown to become the Uganda's best privately owned property agency and consultancy.

Today it is commonly observed throughout Uganda as the firm of preference for high worth commercial and residential property, its local network, Uganda based

More than dozens of professionals handle in excess of **US\$ 1.76 million** worth of commercial, agricultural and residential real estate annually, advising clients ranging from individual owners and buyers to major developers, investors and corporate tenants.

## Core Client Service philosophy

### *Pleasure working with Clients*

Our clients take pleasure in working with us as persons. Their objectives are our objectives and we'll stop at zero to attain them. We go the extra mile because we want to, not because we have to.

### *Our furthestmost property, reliance*

We put on view transparency, honesty and integrity in everything we do, turning transactions into precious long-term associations.

## *Unbeatable Proficiency*

As highly professionals we have extraordinary consciousness and knowledge. As a local organization the wideness of our proficiency is without any judgment. We make sure our clients benefit from it by considerate their goals and bringing in the precise people at the precise time

## *Trust is everything for us*

The approach we meet our clients' requirements today earns us their belief in the potential. By making sure every day transactions are transparent, and clients become actual business allies dealings thrive.

Pro Savior Uganda is a locally registered Company based in Kampala with corporate and individual members the team of professional and administrative staff in the firm.

- We are in the market since 2014.
- Local directors
- Over 8 year's local experience
- Committed, skilled and Self-determined professionals
- Best standard of property advice

Pro Savior Uganda's management has highly experienced personnel of more than eight years in the property market between them.



# INTRODUCTION

## PRO SAVIOR UGANDA LIMITED PROPERTY MANAGEMENT AND ACCOUNTS MANAGEMENT

We also have the opportunity to draw experience Pro Savior offices in Africa. Pro Savior manages and markets residential, commercial, industrial and agriculture properties across Uganda for both individual and corporate clients.

In Africa, Pro Savior has offices in Kampala Hotel Equatoria William street, Uganda and has capacity to grow all over Africa.

Since its inception in 2014, Pro Savior Uganda Ltd has grown to become a market leader offering a full range of property consultancy services regardless of the challenges and risks that come with political atmosphere together with the inflation that affect business

In 2014, Pro Savior Uganda Ltd moved into its new, contemporary local office, which Hotel Equatoria William street Uganda represented the firm's coming of age.

Pro Savior Uganda remains wedded to its core objectives of progressing growth and Capitalizing on market share opportunities in both residential and commercial property Sectors.

It continues to preserve and attract excellent talent in order to provide exceptional service to its clients. We are passionate about property. We aim to be progressive in our thinking. And above all, we are consummately professional in everything we do.

- Established in Africa since 2014
- Reliable network
- Professional and independent service

Pro Savior has highly prominent Agency and Property Management departments under the directorship of **Mr. Sarfraz Ali CEO**, while the finance and accounts departments are headed by **Mr. Edward Katende (CPA) U CFO**.

The department utilizes Tally9ERP (Tally-9 Enterprise Resource Plan) to give exact data on the properties under our management.

The Property Management department has trained property managers, accountants and property supervisors who make sure that all the property management feature are focused effectively and competently.



# INTRODUCTION

PRO SAVIOR UGANDA LIMITED  
PROPERTY MANAGEMENT  
AND  
ACCOUNTS MANAGEMENT

## **We also offer the following services;**

1. Financial accounts
2. Forensic audit
3. Marketing
4. Management accounts
5. The mechanics of leasing an apartment
6. Resident Relations and Retention
7. Annual audit
8. Maintenance
9. Security
10. All URA return filling property
11. Personnel
12. Safety and Risk Management
13. Computer Operations
14. Tenant Accounting

## **Property Management Officer (PMO)**

Property Management Officer is the official assigned to operate logistics management organizations. Property Management Officer is generally not involved in the day-to-day operational activities of property, supply, motor vehicle, and transportation management staff. Our actions and those of our employees are to support the execution of the responsibilities assigned to the Property Management Officer. We work with other members of the activity to coordinate the planning and utilization of property to assure effective and economical service in meeting operational needs. Our responsibilities include the following regarding its serviceability and reparability;

- d. Ensuring that lost, stolen, or damaged property is investigated in accordance with the PPMM, 4.900;



# INTRODUCTION

## PRO SAVIOR UGANDA LIMITED PROPERTY MANAGEMENT AND ACCOUNTS MANAGEMENT

A. Providing leadership, and guidance in the proper accounting, utilization, care, and disposal of property;

B. Establishing and maintaining Operating Unit's regulations and procedures satisfying the requirements of the Department's PPMM and the various laws, Executive Orders, and regulations referenced therein;

C. Deciding the condition and regarding its serviceability and reparability;

D. Ensuring that lost, stolen, or damaged property is investigated in accordance with the PPMM

E. Ensuring guidelines are established for the development of a chain of custody within their bureau.

F. Assuring that property accountability records are reconciled by periodic inventories of property;

G. Providing administration and maintenance of an effective property accountability and control system within the accountable area for which they have been Management Officer;

H. Ensuring that proposed acquisitions are reviewed for satisfying requirements through potential reutilization or required source methods and application of use standards;

I. Ensuring the establishment, training, and maintenance of the property management network comprised of Property Accountable Officers Property Custodians (PCs), Property Utilization Officers, Supply Management Officers, Transportation Officers, and Property Boards of Review members;

J. Ensuring that review, study, evaluation, and improvement of the logistics program, functions, operations and procedures are carried out;

K. Providing technical advice and assistance to components on matters pertaining to logistics/property management and serving as the point of reference with the Department and designated Property.



# METHODOLOGY

PRO SAVIOR UGANDA LIMITED

## Background analysis of Market position

The real estate sector has experienced changes in the last 7 years that have had a negative impact on the property market. Some of the factors that have brought this on include.

a. *Economic meltdown of 2010 and 2011* did not spare the once vibrant and robust real estate market. With soaring interest rates rising from 13% to over 30% it became challenging for businesses that depend on borrowed funds to continue operating their businesses.

b. *Over supply of office space;* over the last five years Kampala has seen an increase in development and completion of Grade A, B and C office space in the CBD and nearby suburbs.

With a supply of approximately 50,000 Sqm annually and hardly any demand to match this.

c. *The oil sector's slow take off* with regards to the legal framework issues resulted in the cutting back of demand from previously interested downstream service providers who were keen to set up offices in Kampala.

These and other factors such as weakening shilling against the dollars, reduced FDIs and slow economic activity have dampened the appetite for office space particularly and left the real estate market with limited demand from a very particular niche of tenants who are often *Looking for.*

## Tenant/ Client profile

The clients for your portfolio at present have the following requirements which are usually a challenge to meet given what is available and what landlords are able and willing to provide.

A. Are looking for cheaper premises with frontage onto main roads with huge traffic.

B. Are interested in mainly ground and first floors where the level of traffic is high.

C. Looking for small spaces between 10 to 50 Sqm of shops.

D. Are looking for accessibility from a residential perspective and security.

E. Are not aware of service charge and therefore would take time to introduce the same.

F. Are willing to pay over and above the passing market rents given the unique nature of the properties and their location.

G. Are not willing to commit to long term agreements but can sign up to one or two years.



# METHODOLOGY

## PRO SAVIOR UGANDA LIMITED

Because of the size and intricacies **financial projection for the portfolio**

Basing on the rental schedule shared with us, we shall undertake a complete lease audit for each tenant to establish if they are paying market rents and come up with a financial projection of the portfolio from the medium to long.

That said as part of our value proposition to the community portfolio, we shall advice you on the following:-

- 1- Market analysis and reports
- 2- Project design review
- 3- Project implementation advisory
- 4- Marketing and sourcing for the right tenants as well as undertaking due diligence on them.

It is still possible to invest and see returns in the commercial real estate sector.

Involved in running such a complex portfolio, Pro Savior proposes to put in place a complete management team comprising all the required specialties.

This team will be led by the head of commercial and residential property management.

There are several approaches to the management of maintenance, varying from the remedy of defects as and when they occur through to a regular series of inspections resulting in a program of planned preventive maintenance.

Initially, the later will probably be more expensive but in the medium term, considerable savings usually result, the physical life of the building can be extended.

However, good estate management decisions can only be taken within the context of the corporate management of the particular cost and profit.

We have within the property management department trained civil, mechanical engineers as well as seasoned property managers who shall deal with maintenance issues as follows:

- Inspect all buildings' and civil works and provide Inspection Reports as required.
- Make recommendations where major maintenance work is required.
- Implement maintenance programs
- Oversee all minor and major maintenance work.
- Respond to day to day enquiries, emergency and routine maintenance as required
- Provide monthly updates and detailed quarterly reports summarizing maintenance as well as other management issues, including costs.
- In addition, we have within our network specialized consultants who may be called upon as need arises.



# METHODOLOGY

PRO SAVIOR UGANDA LIMITED

## Rent Collection and Accounts

Timely and accurate reporting is of great importance to both the Landlord and Tenants. Understanding the importance of this function, we have ensured the accounts department is adequately resourced, to supplement the existing staff, we have an accounts team able to provide real time services and information to both the tenant and the developers' representative.

Pro Savior Uganda undertakes accurate financial reporting to both landlords and tenants of properties by using customized software such as Tally9 ERP MS Excel.

We also advise on market rents and agree, in discussion with the landlord on an efficient and secure system for the collection of rents.

Accounting procedures may be developed over a period of time. There are three main aspects of accounts:

- The issuance of invoice.
- The receipt and payment of funds.
- The keeping and monitoring of accounts.
- The form of report style arrears are identified rapidly and debt collection is implemented on time to avoid income loss through late payments or bad debts.

## Enforcement of Legal Obligations

As managers we ensure that the landlord and tenants understand, agree and adhere to the terms of the lease agreement and that contracts with third party service providers are well structured to protect the interest of the landlord.

We recommend the introduction of a standard lease/ tenancy agreement to be given to all tenants and will be at hand to compliment the owners lawyers in the drafting of this document below are some general comments on how we would advise on some of the main terms of a lease by listing various checkpoints:-

### The lease- preamble-definition of parties

- Who is the landlord and what is the nature of his interest?
- Does the tenant understand the full extent of his liability and obligations?

### Definition of premises

Is the description of the premises? Condition, the fixtures and ownership:

- Accurate
- Complete
- Unambiguous
- Clear in identifying which items will revert to the landlord



# METHODOLOGY

PRO SAVIOR UGANDA LIMITED

## **Payment of Rent**

Does the tenant understand and accept the suggested method of payment?

## **Insurance**

Does the landlord have an insurance policy relating to the premises, and if so, what are its provisions, and are these appropriate to the use of the premises?

## **Repair**

Does the tenant understand the terms relating to the standards in which the property is let, is to be kept and is to be given up?

## **Alterations and Improvements**

Does the landlord's permission have to be obtained before alterations or improvements are made?

## **Market and Rental Values For properties**

As a leading property consulting firm we continually monitor rental levels and will provide you with an update on market rents and trends.

We would undertake rental valuations of properties for a fee, as required, for new units to be let and when rent reviews are due.

Detailed reports will be provided together with photographs showing the state of the property. We will also carry out capital valuations as required.

## **Tenant Selection & Vetting**

It is in our best interest, and on behalf of the client, to ensure your properties are fully let and yields a source of steady income; therefore the quality of the tenants chosen is crucial.

As managing agents we usually select tenants on criteria such as:

- Congruity with other users of the Building.
- Ability to pay
- Ability to maintain premises
- Previous tenancy information

As the landlord's agent, we also look for a good working relationship with the tenant.

## **Agency: Commercial Letting**

Pro Savior is a fully fledged Agency and marketing department with vast experience in marketing and letting of various properties across Uganda and will ensure;

- Best Quality Tenants.
- Manage Waiting Lists.
- Ensure High Occupancy Rates.
- Optimum Income and Return On Investment.
- Negotiate Goodwill where applicable.



# METHODOLOGY

PRO SAVIOR UGANDA LIMITED

- The preparation of a one-page set of Particulars and the display of these in the office.
- Mailing or delivery of such particulars in response to specific enquiries.
- Inclusion of details of the property in a monthly “Property Listing”.
- E-mailing a photo and details of your property to our database of potential Clients.
- Showing potential clients around the property.
- Handling of negotiations between yourself and potential clients.
- Preparation of and signature of a tenancy Agreement once instructed on the Agency & management of you properties, we shall advise the client on all issues around the marketing and maintenance of tenants as well as attracting new tenants to fill up any existing voids.

## Security and Cleaning Services

### Security

On completion of the project, we shall facilitate an audit by security experts and implement their recommendations.

### Cleaning Services

A clean and neat environment is very crucial to the appeal and actual use of any place.

We shall formulate, supervise & implement a cleaning and grounds maintenance program.

## Other Management Issue Legislations

We ensure that all management advice carried out conforms to current and new legislation as well as Building Regulations and Local Authority requirements. We shall recommend amendments as required by new legislation where applicable.

## Property Rates

We are aware that all your properties are which are under freehold but should need arise on matters relating to property rates, we shall act on your behalf to ensure rates are paid in time to avoid a backlog of unpaid rates and ensuing penalties.

## Reports

We propose to submit monthly and quarterly progress reports under the following general headings:

- Administration
- Accounting & financials
- Legal issues
- Security,
- Cleaning and landscaping
- Repairs & maintenance
- Insurance
- Leases
- Asset management - value addition & ROI

The aim of the report is to provide an update on the main areas of management for the investment.



# METHODOLOGY

PRO SAVIOR UGANDA LIMITED

We shall also submit an annual report which contains an analysis that highlights the performance of the portfolio, competition watch and the return on investment ( ROI) obtained in the respective year, with recommendations for adding value to the assets and improving returns going forward.

We shall also advise on portfolio rationalization should you require the same.

## **Insurance**

Rapidly rising building costs have resulted in insurance premiums becoming a material outgoing.

Normal insurance arrangements to cover for the full reinstatement costs against; fire, storm, explosion, riots, loss of rent and public liability, plant and machinery should be implemented.

The sum insured should cover the full extent of the property including improvements and careful consideration should be given to factors likely to make building works more expensive.

## **General Building Repairs.**

Pro Savior has an in house maintenance department that engages service providers on maintenance related works but should the client choose to recommend service providers for a particular job, we endeavor to supervise them to ensure that there is value for money.



# MANAGING YOUR PROPERTY

PRO SAVIOR UGANDA LIMITED

## Rentable/Usable Area

In order to apportion the operating costs to each tenant, we must determine their rentable and usable areas. Usable space is defined as the measured space occupied by the tenant. Rentable space is defined as usable space plus the proportionate share of common area.

The proportionate share of common area also represents the tenant's share of the operating costs.

## Operating Costs

Operating costs are defined as the costs, expenses, fees, rentals, disbursements and outlays of every kind, paid, payable or incurred by or on behalf of the Landlord on an accrual basis in the ownership, maintenance, repair, replacement, operation, administration, supervision, marketing and management of your properties.

All of these costs will be attributed to each tenant on a proportional basis, paid each month, and reconciled at year's end. An accounting of these costs will be updated on a monthly basis.

## Scope of Management

The management of the office development should be a "hassle-free" to the owner. **Rent is paid to owners account and service charge to the client account.**

As the property manager acting in the best interests of the beneficial owner, we will be able to manage all aspects of your portfolio in order to maintain value in the property, while increasing revenue streams and reducing costs to both the tenants and the landlord.

## Additional Services

Pro Savior services such as feasibility and viability analysis, valuation and project management are also provided on a fee basis.

Commercial or residential leasing services will be engaged when tenant leases expire, or to fill vacant space.

Valuation services can be engaged to monitor property value for balance sheet requirements, rent reviews and assessments, corporate financial statements or insurance or mortgage purposes.

Project management services ensure that any work done on the property is up to acceptable standards, protecting the owner from unscrupulous contractors. These services may also be needed should the community consider redevelopment of some of these properties and need project management services.



# OUR SOLUTION

PRO SAVIOR UGANDA LIMITED

## **Zero-Cost Management**

The implementation of this method of property management means that there is zero direct cost to the Landlord. All administrative and management costs incurred by Pro Savior in the day-to-day management of your properties are borne by the tenants as service charges/operating costs, and recovered on a monthly, quarterly or bi-annually dependent on the payment mode agreed with tenants. In cases where tenants are not paying service charge, rent shall be reviewed on include a fixed operational cost.

This system frees the Landlord from the day to day responsibility of the property and the tenants' issues, thus allowing the asset to appreciate under careful management.

## **Simplicity of Process**

By itemizing all costs associated with the property through an annual operational budget, both landlord and tenant can examine operating cost statements, budgets and maintenance schedules to ensure that the building and property are maintained over the term of the tenant leases and the economic life of the asset.

This budget will be submitted towards the end of each financial year for approval by the client.

## **Economies of Scale**

As we continue to roll out this property management system, clients will benefit from the power of bulk purchasing of services and supplies. The system will allow for savings from discounted services and supplies to be passed on to tenants, thus reducing their monthly costs in the process, and making the building more competitive in the marketplace.

## **Professional Indemnity Cover**

Because of the inherent risks associated with agency agreements and property management generally, Pro Savior Has taken out professional indemnity cover for each of all our staff for recourse by the client in case of anything.

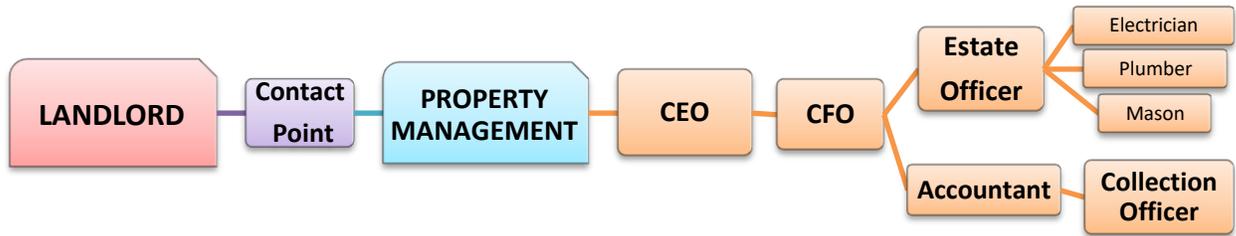
## **Goodwill Aspects**

Whereas goodwill is not best practice in commercial office leasing, due to the nature of specialized portfolio, we shall hand it on a case by case basis and Pro Savior will not charge a fee on the same.



# REPORTING STURTURE

PRO SAVIOR UGANDA LIMITED



## Company Policies

Under this report structure each property manager will go to his Regional Manager for management leadership, while all other on-site personnel will receive supervisory direction from their property manager. If it is not possible to resolve issues that come up in connection with employment, job activities, or general requests with the direct supervisor, staff should contact the next person in the chain of command. Issues relating specifically to employment may be referred to Human Resources.

In addition to the instructions contained in this manual, the property manager shall also be familiar with the following, copies of which shall be available in the Management Office:

## Company Policies

- Policy (ACOP)
- Personnel Handbook
- Ethics Policy
- Risk Management Handbook
- Collective Bargaining Agreement
- Emergency Procedures Manual
- Job Descriptions (for all site employees)
- Utility Allowance Schedule
- Product Knowledge Notebook
- Leasing Notebook
- Resident Handbook



# TRANSPARENT ACCOUNTING

PRO SAVIOR UGANDA LIMITED

SPECIALIZED PROPERTY MANAGEMENT SOFTWARE

The software inherently deals with revenue and expenditures on a per building basis thus allowing balance sheets and income statements to be produced. Other reports easily generated by the program include tenant statements, ledgers (on a per property basis), payroll, supplier's statements, aged analysis, budgets, cost centre. These reports can all be produced on a periodical basis.

## What are its main features?

Tally9ERP is a simple and user friendly system capable of inputting and storing details contained in tenant details for clients with single or a portfolio of properties. Other additional features of the software include:-

- Ability to handle multiple currency transactions in both US Dollars and Ugandan shillings. (Exchange Gain/ Loss)
- An auto numbering system; and, receipting with allocations and error control mechanisms.
- Automatic and systematic reviews of rent
- Other features such as bank reconciliation, auto-posting and printing of all transactions, with each transaction automatically linked to the user and monitored by the system controller
- Production of financial reports in a customized and client friendly format

## Why was it developed?

Many property owners have had experiences where tenants claim to have paid rent and services yet reports from the property managers would indicate discrepancies in the information they had.

Many times property owners would like to have reports within short notice and are inconvenienced by delays, due to the fact that it takes time to compile / retrieve information from physical files, and then prepare a report. Tally is able to give a snapshot status quo / report on any one property in a matter of seconds. Income statements are quickly produced with the ability to produce respective ledgers allowing for a quick, detailed and accurate overview of revenues vs. expenditures.

The need to reduce errors and producing timely reports for the client prompted Pro Savior to come up with a computerized system that is capable of addressing these issues.



# TRANSPARENT ACCOUNTING

PRO SAVIOR UGANDA LIMITED

SPECIALIZED PROPERTY MANAGEMENT SOFTWARE

## What are the benefits of having Tally?

Clients are able to get accurate and real time reports which can be done on a monthly, quarterly or annually basis depending on the client's requirements. The reports give details on income and outgoings during the period under review, which can easily be reconciled with client's bank accounts.

With its VAT input and output features clients are able to calculate the VAT payable to the Uganda Revenue Authority with ease and submit their returns on time.

## Is there any additional cost to the client?

Pro Savior extends the use of this service to all its clients and the property owner is not charged any fee for using Tally.

It is cost effective for the landlord, in that they don't need to employ an accountant to handle accounts issues pertaining to their property; we have property managers with an accounting background, as well as highly qualified accountants who are also proficiently trained in the use of Tally9ERP.

## Why Pro Savior

- Experience in letting and management of all property types.
- Office us in heart of the town Kampala In Uganda to link up everywhere
- A custom-made accounting system; Tally which is widely use in Uganda.
- Unmatched network and client Base.
- Specialist expertise.
- Transparency; Professionally Outsourced management aids transparency.
- Preference of professional management with a reputable company.
- We have an extensive database of service providers.
- Allows you to focus on core business.
- Allows you to maintain a professional relationship with your tenants.
- Managing expectations of the tenants.
- Specialized property reports –can also Give investment advice.
- Benefits from various departments as



# TRANSPARENT ACCOUNTING

PRO SAVIOR UGANDA LIMITED

SPECIALIZED PROPERTY MANAGEMENT SOFTWARE

## **The Elements of Leadership in property management**

It is also important for you as a landlord to know that property manager you trust with property must exhibit leadership skills. At Pro Savior (U) Ltd we are able to:

- Stand and deliver.
- Understand and convey the mission and ideals of the company.
- Inspire, motivate, and cultivate people and ideas.
- Provide vision, guidance and order.
- Provide a model of good, reasonable judgment.
- Be a role model, setting and upholding the company's values.
- Have the ability to see the big picture and the details.
- Know when and how to apply leadership: when to lead and when to shepherd staff
- Possess the ability to make fun of self, and to laugh.
- Support staff growth and creative thinking.
- Enable people. Build teams.
- Respect others' perspectives and acknowledge alternative opinions.
- Characteristics of effective leadership:
  - Positive role model
  - Integrity

- Perseverance
- Good problem solving skills
- Active listener; clear communicator
- Team leader officers of sales activity within the stairwells

## **Chain of Command**

Property management operates within a fairly strict chain of command. This proposal explains best practices for which employee generally does what in various situations found on the job. It explains how information should move in a property management operation. For example, it describes which employee is responsible for collecting and directing specific information, and who makes decisions for property management activities, functions and operations. The property management department in large can include many titles such as: executive director; director of property management; maintenance manager; operations manager; property supervisor; building manager; duty officer, resident or assistant manager; maintenance and janitorial staff; desk clerks; occupancy specialist.



# TRANSPARENT ACCOUNTING

PRO SAVIOR UGANDA LIMITED

SPECIALIZED PROPERTY MANAGEMENT SOFTWARE

## Chain of command

Whatever the size of the property for effective emergency response Pro Savior' staff is trained on how and when to contact the appropriate person in the chain of command.

A basic tenant in property management operations should be to **“Reach Up.”** When a staff person finds he/she uncertain as to how to handle or proceed with a situation, that employee should contact the supervisor or the other designated staff. Employees are trained to document and/or report all relevant information so that the manager or supervisor can make informed decision and provide direction or advice. Information is the lifeblood necessary for appropriate response by appropriate staff, whether they are property management or Pro Savior staff or emergency personnel.

## Supervising Staff

- Pro savior property manager has responsibilities in the area of staff supervision including;
- Day-to-day staff management.
- Providing skill development for staffs through training, coaching, goal setting and performance review.

- Corrective discipline of staff according to the company's personnel policies, and applicable state and federal labor laws
- Training on the internal policies and procedures which employees must follow. Manager helps employees under his or her supervision to gain the skills and expertise necessary for satisfactory building management and operation. Manager takes appropriate corrective or disciplinary action necessary to correct unsatisfactory performance and to help employees retain employment and advance on the job.

## Assignment to Staffs

Manager develops work schedules that provide full-time coverage for the Pro savior U (Ltd). "Fall-back" scheduling plans to provide coverage for staff on leaves.

Manager develops a reserve pool whatever the size of the property for effective emergency response. Pro Savior' staff is trained on how and when to contact the appropriate person in the chain of command. A basic tenant in property management operations should be to **“Reach Up.”**



# TRANSPARENT ACCOUNTING

PRO SAVIOR UGANDA LIMITED

SPECIALIZED PROPERTY MANAGEMENT SOFTWARE

When a staff member finds him or herself uncertain as to how to handle or proceed with a situation, that employee should contact the supervisor or other designated staff. Employees are trained to document and report all relevant information so that the manager or supervisor can make informed decision and provide direction and advice. Information is the lifeblood necessary for appropriate response by appropriate staff, whether they are property management or Pro Savior staff or emergency personnel of experienced front desk for optimal coverage. Shift changes or schedule swaps should be authorized only by the advance approval of the manager. These policies can help minimize overtime and maximize staff familiarity with the Pro Savior (U) Ltd

## **Evaluating Staff & Developing Work Plans for the Future**

Pro Savior (U) Ltd is committed to employing persons who are able and willing to work so hard. As a business, Pro Savior (U) Ltd can offer people returning to employment or just beginning to work with opportunities to gain and enhance marketable and opportunities for career growth.

Pro Savior (U) Ltd employers are encouraged to follow these procedures to help employees maximize their ability to retain employment, develop, enhance skills and advance on the job.

## **Relations with Tenants**

The duties and responsibilities of all Pro Savior property management employees should be more than simply keeping the building clean and collecting rent. Ultimately, the success of any Pro Savior project will be measured by the community created in the building(s) and among the tenants. The key to a high quality of life for tenants is listening, responsiveness, and respectful management. Property management employees are not social workers. However, as managers and operators of Pro Savior, they should be familiar with the owners' philosophy, mission and core cooperating principles' and demonstrate respect for all tenants. Property management staff are trained and held accountable to refer and guide tenants to the Pro Savior Company made available to assist tenants.



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## **Monthly Tenant Meetings: Listening to Tenants**

Property manager participates in community meetings on a regular basis; many projects schedule monthly community or tenant meetings. This is usually a mandatory meeting for manager, as it is an opportunity to hear directly from tenants about their concerns.

These concerns frequently center on building safety, cleanliness, and clarification of house rules and management procedures. Express serious concerns and report relevant information up the chain of responsibility. The manager works with tenant-led groups and services staff to address community and tenant concerns.

## **Boundaries**

Pro Savior staff maintains professional interactions with tenants and coworkers.

Staffs are not permitted to enter into personal relationships with tenants or to accept gifts from tenants.

## **Tenant Safety and Security**

Pro Savior (U) Ltd is responsible for walking and examining (building(s) on a regular basis, to identify weak spots, problem areas, and opportunities for improved staff and building performance.

Pro Savior (U Ltd) is vigilant in seeking out, correcting security and safety hazards.

All tenants should be encouraged to share ideas to improve building security and community safety with the director of the property management or designated staff.

## **Entering Tenant Units**

Tenants have rights to privacy and confidentiality under the rental agreement and by law. These rights should be reflected in the rental agreement. Property management staff is charged with helping protect these rights. Property management staff (including, maintenance personnel, and services personnel like exterminators) may enter a tenant's unit only in the following circumstances;



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- With the permission of the tenant at the time of the requested entry
- In case of emergency (e.g., fire, flooding.)
- Where a court order allows entry (e.g., after obtaining a judgment for possession in an eviction proceeding) Where it is necessary to enter the unit to make non-emergency repairs or exhibit the unit to prospective new tenants, building management should provide the tenant in possession of the unit at least 24 hours written notice, unless the tenant him/herself requests and gives permission for entry. If after receiving at least 24-hour notice (or whatever applicable law and rental agreement require) the tenant still refuses to allow entry, then he or she is in violation of the rental agreement and can be served with a legal notice. Pro Savior management staff should not, except in emergency force their way into a tenant's unit.

The owner should get competent legal advice; implement policies and procedures consistent with that advice, and train staff accordingly regarding legal entry.

When the tenant moves out, the owner can enter the unit without notice. Sometimes it is unclear whether the tenant has abandoned the unit. Perhaps the tenant is away on a trip or staying with someone else. Where it appears that the tenant may have abandoned the unit, the owner must post "Notice of Belief of Abandonment" on the tenant's door for a period of fourteen days before removing any furniture or belongings that the tenant has left behind. The owner is required by law to store any items that have more than nominal value for a period of time, in case the tenant should return. We recommend that owners obtain competent legal advice to determine how to proceed when a unit appears to be abandoned and the tenants' furniture or other items are left behind.

Manager ensures that written notice of intent to enter the unit is properly served, and that employees comply with applicable law.



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## **Tenant File Maintenance and Record**

### **Keeping**

It is a primary duty of Pro Savior U (Ltd) to ensure that all tenant files are maintained, kept separate and confidential.

In general, the tenant's file should include: Rent-up Information-screening and application documents; the leasing agreement; any pet agreement(s); the initial housing authority inspection checklist; and any lease addendum or rent amendments. Unit inspection notices and unit maintenance records. Incident reports, tenant complaints, and memos and letters from Management.

Legal and Late-Rent Notice-late rent notices and all legal correspondence and documents

The managers and related staff should not have access to these files. For example, the tenants' service or case management plan, record of services utilization, or disability information is confidential.

These files must be securely maintained and accessed only as authorized by applicable law, guidelines, regulations, agency policy, and by consent of the tenant.

Pro Savior manager is encouraged to file all new documents promptly in the tenant's file. Documents should be securely fastened in the proper section of the file. The importance of this responsibility revolves around three primary areas:

Management should be able to review files in a sensible and standard manner, with the information clearly arranged. These files may be subpoenaed and therefore may be subject to court review.



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## **Lease Enforcement**

One of the primary responsibilities of property management is collection of rent and enforcement of the terms of tenancy as defined in the rental agreement, house rules, and by federal, state and local law. The manager develops and implements clear procedures and guidelines for lease enforcement that respect the fact that Pro Savior is intended to serve individuals that may initially have difficulty fulfilling all of the terms of tenancy. Property management and Pro Savior (U) Ltd are a team in the effort to helping persons with and obstacles to retain and succeed in housing.

Experience indicates that when Pro Savior (U) Ltd property manager consistently adhere to the owner's lease enforcement and follow-up procedures regarding rent payment, this adherence quickly translates to high rent collection rates. Reasonable accommodation obligation(s) may require some flexibility in enforcement. Owners must accommodate tenants who are similarly situated in a consistent way.

In general, ignoring standard rules and procedures quickly sends a message to tenants that can be inconsistent with the Pro Savior mission to help tenants achieve self-sufficiency. Inconsistency can also be detrimental to the owner as it decreases the provider's ability to operate quality housing and provide effective support services. Tenants should be encouraged to use Pro Savior (U) Ltd to gain or enhance independent livings skills and self-sufficiency. Property management should track not just evictions and abandonment, but activities and outcomes that build community and positive move-outs to other quality housing.

## **Coordination with Support Services**

Pro Savior (U) Ltd provides clear updates to the designated staff in regularly scheduled coordination meetings. Inform staffs of all payment plans, late-rent notices, and 3-day or other legal actions.



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In this way, staff has the opportunity to outreach and attempt to engage tenants whose housing is in jeopardy. During regularly scheduled coordination meetings, the manager should provide weekly updates on outreach and referral efforts to the building manager, within the constraints of the tenant's right to confidentiality and privacy and/or rental agreement.

During the housing interview process, pro savior and property management staff should fully inform applicants about the services available on site or by referral. Staff should explain that Pro Savior is committed to collaborate and coordinate between property management staff, support service providers, the tenant and tenant-led groups.

The tenant should be encouraged to work with the services team, to create an individual plan for housing retention, and to achieve or maintain independence and self-sufficiency. Specific information is then shared between the departments to help tenants address lease violations and behavior that jeopardizes housing retention and the tenant community.

**Note:** Pro Savior providers should not coerce tenants to release confidential information, or make release of such information and condition of tenancy unless required to verify eligibility. Tenants can generally be required to create and follow a service plan only if this is a requirement of the rental agreement.



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## Guidelines for Rent Collection

Only the manager is authorized to receive rent payments from tenants.

Front Lobby/Desk Station staffs are not authorized to accept rent payments Pro Savior (U) Ltd accepts payment for rent or for damages only by personal payment, personal check, or bank check. Acceptable forms of rent payment should be defined in the rental agreement. If the tenant's personal check bounces, most owners will accept only personal payment of rent or damages. Rent payments should be processed as soon as possible. Prompt processing can be important for Pro Savior U (Ltd) tenants who are developing budgeting and money management skills.

Manager keeps a copy of the deposit sheet and all rent payment documents. Keep a chronological file of these deposits in a binder for future reference, in case disputes arise.

The rental agreement should establish the date on which the rent payment is due each month.

Manager sends a first notice to all tenants who have not paid their rent in full by the date defined in the rental agreement, usually by the end of the 5th day of the month.

Traditional housing manager generally begins legal action to terminate tenancy for nonpayment of rent when rent is not paid by the due date specified in the rental agreement.

## Payment Pledges

Pro Savior owners should expect that tenants might on occasion require assistance with rent payment. Managers can offer this assistance in the form of a payment pledge - a commitment by the tenant to make a series of payments to pay the rent due or to pay other debt (For example: unit damage beyond normal wear and tear, attorney's fees and court costs). Only the authorized manager should be authorized to approve or deny proposed payment pledges. Managers should be required to keep a record of all approved and active payment pledges, to verify compliance with the terms of the agreement. When a tenant is out-of-compliance with the terms of the payment pledge, the manager should send the tenant a final notice of late rent, before beginning legal action to terminate tenancy. The notice should remind the tenant that he/she is in default on the payment plan, and that property management will proceed with legal action to terminate tenancy if the tenant does not cure the default promptly.

Most Pro Savior owners allow tenants *one payment pledge per year and generally require that any previous payment pledge be fulfilled at least 12 months* before a new one can be started.



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## **Responding to Tenants who Dispute Rent Balances**

Pro Savior manager is responsible for working with tenants who dispute their rent balance. Pro Savior staff may assist a tenant in meeting with the manager and understanding the situation. Manager obtains payment history and meets with the tenant to address disputes. Pro Savior manager strives to resolve disputes within 30 days of notification by the tenant of the dispute. When tenants dispute a rent balance, the management does the following; Set up a meeting with the tenant. Allow sufficient time to review any ledger or other record of rent payment in advance of meeting with the tenant.

Review the rent ledger or other documentation with the tenant, in an attempt to identify if the tenant indicates that s/he does not agree with the rent ledger or other documentation provided; managers should check applicable records to verify accuracy.

If the manager's review indicates that all payments were logged correctly, the manager informs the tenant that she/he is responsible to provide any additional documentation in support of their claim explain any disputes.

If the manager's investigation indicates an adjustment is due the tenant, the manager copies any relevant documentation, and request review by the staff authorized to make a final determination regarding rent or other payment adjustment due to the tenant, to ensure prompt processing.

If the manager's investigation indicates an adjustment is due the tenant, the manager should copy any relevant documentation, and request review by the staff authorized to make a final determination regarding rent or other payment adjustment due to the tenant, to ensure prompt processing.

· After any meetings with the tenant, the manager sends the tenant a memo restating the findings from the meeting and any follow-up actions required by the manager or the tenant. This is so the tenant and the manager have a clear understanding of the outcome of the dispute and all agreements. All documentation should be placed in the tenant's file.



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- The owner should have written policies and procedures in place to ensure consistent resolution of disputes regarding lost money orders, payment of rent or other charges

Payment pledges generally should not last longer than six (6) months. Irrespective of the terms of the payment pledge policy, the manager consistently follows the policy in compliance with fair housing regulations, the rental agreement or agreement stipulated by legal process.

The building manager sends copies of payment pledges to the designated staff. Pro Savoir U Ltd seeks to help the tenant comply with the terms of the payment pledge or other stipulated agreement.

## The Eviction Process

Pro Savior is committed to providing quality affordable housing to extremely and very low-income earners Pro Savior is committed to helping tenants retain housing. However, when the housing provider's efforts fail and tenants repeatedly violate the terms of tenancy property management should promptly exercise its legal rights up to and including termination of tenancy.

Only the director of property management is authority to authorize legal action.

Manager does not send the tenant's file to the housing owner's attorney for court filing until the director of property management or the designated management personnel have reviewed the case and authorized legal action. The director can determine whether immediate legal action is warranted, or if the tenant's non-compliance can be remedied if the tenant agrees to access available services and resources for example: by connecting the tenant to a payee service to ensure timely payment of rent.

**Note:** The owner should accept rent from the tenant if it is tendered during the three days allowed under the "Pay or Quit" notice. If the notice served on the tenant is a 30-day or 60-day notice, then rent should not be accepted unless the owner is agreeable to letting the tenant continue to live in the unit *rejecting rent during legal process*.



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*Evicted Tenants: Unauthorized Visitor List.* Manager places all evicted tenants on an Unauthorized Visitor List immediately after an eviction.

While occasional evictions are inevitable in Pro Savior, they represent waste of valuable scarce resources. For the owner, evictions can mean expensive, contentious and time-consuming court proceedings. Money that could be better spent on services or building operations is diverted to attorneys and court costs.

Before beginning legal action, managers and staff of the provider consider whether there are alternatives satisfactory to the owner and to the tenant.

The building manager directs the legal and respectful disposal of any personal belongings left by the former tenant. If the tenant moves out, the owner can enter the unit without notice.

Sometimes it is unclear whether the tenant has abandoned the unit. Perhaps the tenant is away on a trip or staying with someone else. Where it appears the tenant may have abandoned the unit, the law requires the provider to post a “*Notice of Belief of Abandonment*” on the tenant’s door for a period of fourteen days before removing any furniture or belongings that the tenants has left behind.

Owners are also required by law to store any items that have more than nominal value for a period of time in case the tenant should return. The provider should get competent legal advice if the unit appears to have been abandoned, but furniture and other items were left behind. This includes providing the tenant with notice that personal property has been left on the premises, affording the tenant the opportunity for a limited period of time to reclaim the property, and disposing of the property in accordance with certain procedures, as directed by applicable local or state law.



# FEE PROPOSAL

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TERMS AND CONDITIONS

## Basis of Fees

### Property Management

Property management fees for your property real estate portfolio are calculated on a percentage of the monthly gross collected rent for the property.

Management and administration fees are line items in the service charge statement.

We offer leasing and property management services for residential and commercial properties at a highly competitive rates on rental and other collections income per month basis Plus VAT and other corporate taxes generated through the letting of your premises.

## Payment Terms

Our proposal is based on full property management services, including collection of rentals, costs and fees, therefore our fee would be deducted from rents and services collected. We will then provide a detailed cashbook statement with the remittance of funds on a monthly basis.

Commercial leasing fees will become due and payable on the signing of either the Heads of Terms or Tenancy/Lease Agreements by both parties, or on occupation of the space by the tenant, whichever occurs first.

## Validity

This quotation is valid for **90** days from receipt of this proposal and a standard Management and letting agreement has been attached for your review and comments.

