



# **IQSK SHORT COURSES (IQSCO)**

**2021**

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Uadilifu na Ukweli

These short courses are intended to help those who work in the built environment grow in people skills, managing contracts, negotiation, leadership, ethics and change how they have looked at projects before.

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## **Vision**

A world-class Institute that promotes the advancement of Quantity Surveying practice

## **Mission**

To create an enabling environment for Quantity Surveyors to achieve excellence in service delivery

## **Motto**

Uadilifu na Ukweli

## Background

It is a well-known fact that it is people who deliver projects, not processes and systems and for this to happen, the people need to be well equipped to manage those projects. IQSK in an effort to improve service delivery in construction has designed short courses that address gaps in construction practice that will help individuals and firms increase professionalism and efficiency in project delivery.

These short courses are intended to help those who work in the built environment grow in people skills, managing contracts, negotiation, leadership, ethics and change how they have looked at projects before. They are set in areas that are key to the practice and management of the professions and are delivered either as seminars or workplace training programs customized to meet your organization's needs.

The courses will be held every calendar quarter and will run for a short period not exceeding two days. All participants will receive certificates accredited by NCA and NITA and gain CPD points from their respective regulatory bodies.

### WHO SHOULD ATTEND?

The courses are open to anybody wishing to learn more about the topic areas, although they are mostly aimed at Contractors, Quantity Surveyors, Architects, Engineers, Construction Managers, Lawyers, Arbitrators and their staff members etc.

### WHY YOU SHOULD ATTEND

These courses will empower you in the following areas among many others:

- Manage contracts effectively
- Implement best practices with regard to the environment
- Become a people person
- Team integration
- Make presentations with impact
- Negotiate winning bids
- Communicate effectively
- Integrate socially
- Become an effective leader
- Efficiently run an office

## Course Content

The courses are listed below:

CATEGORY	COURSES	TARGET GROUP
Management Courses	<ul style="list-style-type: none"> <li>• Office Management</li> <li>• Leadership &amp; governance in Construction</li> <li>• Financial management</li> <li>• Occupational Health and Safety management</li> <li>• Environmental management and conservation in construction</li> <li>• Brand management</li> </ul>	
Contracts	<ul style="list-style-type: none"> <li>• Understanding contracts in construction</li> <li>• Types of construction contracts</li> <li>• Important common provisions in construction contracts</li> <li>• Standard forms of construction contracts; Building works</li> <li>• Standard forms of construction contracts; Civil engineering works and new procurement methods</li> </ul>	
Contract Management	<ul style="list-style-type: none"> <li>• Pricing and estimating</li> <li>• Bidding/tendering and bid preparation</li> <li>• Interim valuations and final accounts</li> <li>• Claims preparation and analysis</li> <li>• Fluctuations/price adjustment</li> <li>• Alternative dispute resolution</li> <li>• Modern procurement methods in construction</li> </ul>	
General courses	<ul style="list-style-type: none"> <li>• Ethics</li> <li>• Team building</li> <li>• Proposals' preparation</li> <li>• Presentation skills</li> <li>• Negotiation skills</li> <li>• Effective communication skills</li> <li>• CV Preparation/company profile</li> <li>• Creative problem-solving skills</li> <li>• Social skills</li> </ul>	

# 1.0 Management Courses

## 1.1 OFFICE MANAGEMENT

### Purpose of the Course

The purpose of the course is to introduce the basic tenets of an office for a professional consultant or a contractor.

### Learning Outcomes

At the end of the course the following is achieved:

1. An understanding of how an office runs, and how it is organized
2. The stages of a project and how they are documented
3. Office documentation and file management
4. How to manage an office

### Course Description

Office administration: planning, directing controlling the office, roles of office personnel, office organization. Project management: commissioning process, building consultants and their roles, other specialist consultants. Office documentation: personnel, projects and financial records, filing tax returns. Office management: handling clients and staff, filing and record management.

## 1.2 LEADERSHIP AND GOVERNANCE

### Purpose

The intention of the Course is to:-

- Inculcate leadership values and competences at the workplace.
- Develop innovative, creative and entrepreneurial leaders to serve in the public, private and civil society sectors.

### Expected Learning Outcomes

To build professionals with ability to initiate an effective governance framework in organizations

### Course Structure

1. Organizational Management and Leadership
2. Ethics and Accountability in Leadership
3. Strategic Management and Leadership
4. Financial Accountability in Leadership
5. Conflict Management and Negotiation
6. Theories and Principles of Corporate Governance

## 1.3 FINANCIAL MANAGEMENT

### Purpose

This course introduces the participant to the key concepts of financial management and the economics and mathematics of money in a project. It is intended to cover core concepts and best practices related to business finance and their application in construction.

### Learning Outcomes

By the end of the course, the participant should be able to:

1. Understand the importance of financial management in the construction industry;
2. Identify the role of construction and project managers in managing project finances;
3. Understand basic accounting conventions and principles which guide the preparation of financial statements
4. Apply the concepts of financial management to ongoing operations and projects
5. Estimate cash flows from a project, including operating, net working capital, and capital spending
6. Estimate the required return on projects
7. Analyse the financial position of the organisation in terms of the performance and capital requirements.
8. Determine the value added from the project, and make a recommendation to accept or reject the project

### Course Description

Managing project resources, managing of capital, financial forecasting, financial statement analysis. project financing, time value of money, cashflow preparation and management, estimate return on projects, operating, net and working capital, capital spending, management of capital v. corporate finance, interest rates, value added tax.

## 1.4 ENVIRONMENTAL MANAGEMENT AND CONSERVATION IN CONSTRUCTION

### Purpose

To introduce the participants to key issues in environmental management and conservation in construction. It is intended to meet the needs of participants with responsibility for pollution prevention and effective waste management on construction sites.

### Learning Outcomes

1. The course should assist construction site management to understand and comply with legal obligations and implement best practice with respect to environmental management.
2. Explain the connection between construction and the environment
3. Analyse the impact of construction activities and facilities on the environment
4. Describe the existing regulatory requirements pertaining to environmental management in construction.
5. Explain the concept of "green" construction material and their applicability in construction activity.

## Course Description

Effects of construction on the environment including extraction and processing of materials. Environmental laws and their application to construction, environmental ethics and cultural influences. Environmental impacts of construction pollutants. Environmental mitigation, Pollution prevention plan, "Green" building materials: selection and their trade-offs. Planning practices for sustainable construction. Environmental impact assessment and audits. Environmental audits. Contractual requirements on environmental management; implementation of environmental management; nuisance abatement – noise, air, water quality and waste.

## 1.5 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

### Objective

To sensitize participants on health and safety requirements at construction work places and the legal framework they need to comply with.

### Expected Learning outcomes

At the end of the training, the participants will: -

1. Understand what occupational health and safety at work means
2. Understand their responsibilities for upholding health and safety
3. Understand the legal framework that governs health and safety at the workplace
4. Acts of Parliament, Regulations, policies, etc.
5. Be able to identify types of hazards at the workplace
6. Understand the importance of workplace risk assessment to prevent and control hazards
7. Appreciate work related hazards that commonly cause accidents and ill-health
8. Understand safety procedures and ways to prevent accidents at construction sites
9. Appreciate the welfare facilities that the employer is required to avail to the employees
10. Understand why it is essential to report and investigate work place accidents
11. Understand how to distribute risks associated with occupational health and safety at the workplace
12. Be able to adequately sensitize construction workers at site on health and safety
13. Emerging health and safety issues; COVID-19 protocols, etc.

### Course Description

This course seeks to clarify occupational health and safety requirements at construction work places; types of hazards ;ways to prevent accidents at the workplace ; health and safety systems and processes; health and safety responses and procedures ; best practices for health and safety; managing psycho-social needs of workers on site ;welfare of construction workers at site; legislation ,regulation and policies on health and safety – Occupational Safety and Health Act,2017;Work Injury Benefits Act ,2007 ;NCA guidelines for COVID-19 response and mitigation on sites.

### Target Groups

1. Contractors
2. Construction project managers
3. Health and safety officers at sites

4. Supervisory staff at sites
5. Project managers
6. Construction industry professionals –Architects, Quantity surveyors and Engineers.

## **1.6 BRAND MANAGEMENT**

### **Purpose**

A short inspirational and interactive course on how to build a strong brand aligned with your mission, purpose and values.

### **Learning Outcomes**

By the end of this course the participant should be able to:

1. Harness the power of branding to build a strong company
2. Learn about brand strategy, archetypes and what iconic brands do best
3. Develop a strategic and authentic brand
4. Build a strong and authentic brand for your business/company

### **Course Description**

What is branding, creating a brand, speaking the language of brands, branding as the competitive edge, brand strategy

## 2.0 Construction Contract Law

### 2.1 UNDERSTANDING CONTRACTS IN CONSTRUCTION

#### Purpose

To gain a deep understanding of contract law and how it relates to construction

#### Learning Outcomes;

At the end of the course the participants are expected to;

1. Understand the basic elements of a valid contract
2. Appreciate terms and conditions of a valid contract
3. Have knowledge on how contracts are discharged
4. Understand the application of law of contract as it relates to construction
5. Understand basic principles of construction contract administration
6. Sensitised on the law governing contracts in Kenya

#### Course Description

Meaning and history of contracts. Essentials of a valid contract- offer, acceptance, consideration, capacity, legality, free will, intention to create legal relationship. Express and implied terms, contracts under seal. Discharge of contract; performance, agreement, breach, frustration. The law of contract act CAP 23 of LOK.

### 2.2 TYPES OF CONSTRUCTION CONTRACTS

#### Purpose

To sensitize the participants on the various types of construction contracts and their application in construction projects

#### Learning Outcomes

At the end of the course the participants are expected to:

1. Understand the various types of constructions contracts
2. Understand selection of the suitable or appropriate form of contract for a construction project
3. Understand basic principles of construction contract administration

#### Course Description

Oral and written contracts, ad-hoc/bespoke contracts Vs standard contracts, contracts for small works and for major works, lump sum/fixed contracts, schedule of rates contracts, serial and framework contracts, prime cost/cost plus contracts.

## 2.3 IMPORTANT COMMON PROVISIONS IN CONSTRUCTION CONTRACTS

### Purpose

Understand the contents of most construction contracts and gain ability to manage them

### Learning Outcomes

At the end of the course the participants are expected to:

1. Understand the importance of contract forms in project implementation
2. Interpret and apply the key clauses in a construction contract
3. Acquired contract drafting skills
4. Have enhanced contract management abilities

### Course Description

Definitions, articles of agreement / form of agreement, details/list of documents forming the contract, clauses indicating the obligations to each party, insurance and indemnity clauses; guarantees, bonds or securities, payment, fluctuations/rate adjustment, variations, sub-contractors, suspension of works, termination of the contract, extension of time, completion, settlement of disputes, appendix to contract/part II conditions. Risk management provisions in construction contracts.

## 2.4 STANDARD FORMS OF CONSTRUCTION CONTRACT; BUILDING WORKS

### Course Purpose

This course introduces the participants to the most commonly used standard contracts for building works in Kenya.

### Expected Learning Outcomes

At the end of the course the participants should be able to;

1. Have a good understanding of standard forms of contract used in building works.
2. Identify the difference between various standard forms of contract.
3. Match the right standard form of contract to a particular project.

### Course Description

In this course we intend to do a study through the various standard forms of contract for building works including the following standard forms: Joint Building and Construction Council - JBCC form of contract for building works for private projects 2020 edition, Public Procurement Regulatory Authority – PPRA Standard Tender Document for Procurement of Works 2021 edition (Building and Associated Civil Engineering Works) for public projects and Agreement and Conditions of Contract for Small Works.

## Course Outline

1. Introduction to Standard forms of construction contract; building works
2. Study through the various forms of contract.
  - a) Joint Building and Construction Council - JBCC form of contract for building works 2020 edition.
  - b) Public Procurement Regulatory Authority – PPRA Standard Tender Document for Procurement of Works 2021 (Building and Associated Civil Engineering Works). (2021 edition.
  - c) Agreement and Conditions of Contract for Small Works. 2020 edition by IQSK
3. A comparison of the various forms of contracts.
4. How to identify the right form of contract for a project.

## 2.5 STANDARD FORMS OF CONSTRUCTION CONTRACTS; CIVIL ENGINEERING WORKS

### Purpose

Gain a deep understanding into the most commonly used standard contracts for civil engineering works

### Learning Outcomes

At the end of the course the participants are expected to

1. Have a fundamental concepts and provisions of the standard forms of contract used in civil engineering works in Kenya
2. Have basic knowledge of the various examples of standard forms of contracts for civil engineering works in Kenya
3. Understand the principles for the selection of a suitable standard form of contract for a civil engineering project
4. To have awareness of other standard forms of contract for civil engineering works used in other countries

### Course Description

A study through the various standard forms of contract for civil engineering works including the following standard forms: Fédération Internationale Des Ingénieurs-Conseils (FIDIC or in English, International Federation of Consulting Engineers); Conditions of Contract for Works of Civil Engineering Construction (The Red Book); Institute of Civil Engineers (ICE, UK): Engineering and Construction Contract (New Engineering Contract - NEC3 - formerly ICE contract); insights into standard forms of contract available for design and build and turnkey procurement methods e.g. The FIDIC forms of contract.

## 3.0 Contract Management

### 3.1 PRICING AND ESTIMATING FOR CONSTRUCTION WORKS.

#### Purpose

This course introduces participants to the principles of pricing and cost estimating of construction works

#### Expected Learning Outcome

At the end of the course the participants are expected to have gained;

1. Understanding on how to prepare preliminary cost estimates for a construction project,
2. Understand the constituent of unit rate in bills of quantities
3. how to prepare analysis of rates for selected bill of quantity work items/trades from first principles,
4. Understand the factors that influence cost of construction

#### Course Description:

Introduction to pricing and estimation. Project cost estimation (unit cost, built area method, cubic method, elemental cost analysis, approximate quantities). Pricing of Bills of Quantity items; preliminaries and measured work elements; constituents of a BQ Rate (materials, labour, equipment, profit and overheads), building up rates from first principles. Factors affecting construction cost.

#### Course Outline:

1. Introduction to estimating of construction works
2. Project cost estimation methods
  - a) Unit cost.
  - b) Built area method.
  - c) Cubic method.
  - d) Elemental cost analysis.
  - e) Approximate quantities.
3. Elements/ Constituents of a Unit Rate;
  - a) Materials.
  - b) Labour.
  - c) Plant/ Equipment.
  - d) Profit and overheads.
4. Pricing of Preliminaries
5. Building up rates from first principles; Excavations, Concrete Works, Walling
6. Factors that influence construction cost.

### 3.2 BIDDING AND TENDER PREPARATION

#### Purpose

This course equips the participants with knowledge on how to prepare a detailed, competitive and winning bid/tender document.

#### Learning Outcome

At the end of the course the participants should have gained understanding on; the various methods of tendering, Knowledge of the bid process, understand what the evaluators are looking for and prepare winning bids

#### Course Description:

Introduction to bidding and tender evaluation. Methods of tendering;(open, selective/restricted, negotiated; direct procurement). Tender evaluation criteria and how to improve your score. The bid/no-bid decision. The bid process; (pre-qualification, invitation, pre-bid visit/conference, tender opening, tender evaluation, acceptance, contract formation). Looking at your bid from the evaluators' angle.

#### Course Outline:

1. Introduction to bidding and tender evaluation.
2. Methods of tendering.
  - a) Open.
  - b) selective/restricted,
  - c) negotiated;
  - d) direct procurement).
3. Tender evaluation criteria and how to improve your score.
4. The bid/no-bid decision.
5. The bid processes.
  - a) Pre-qualification.
  - b) Invitation.
  - c) Pre-bid visit/conference.
  - d) Tender opening.
  - e) Tender evaluation.
  - f) Acceptance.
  - g) Contract formation.
6. Looking at your bid from the evaluators' angle.

### 3.3 INTERIM VALUATIONS AND FINAL ACCOUNTS

#### Purpose

To sensitise the participants on the application for payment and preparation of interim valuations, final valuation and final account for construction works

#### Learning Outcomes

At the end of the course the participants are expected to;

1. Understand the difference between the interim valuations and final valuations
2. Understand the concept of interim valuations
3. Gain ability to prepare interim valuations
4. Ability to prepare variation orders
5. Adjustment of Variation orders
6. Gain ability to prepare project final accounts

### **Course Description**

Contents and format of interim valuations; valuing preliminaries, completed work, materials on site and off site, retention, advance payment valuations and its recovery, adjustments for variations, adjustments of PC and provisional sums, release of retention, liquidated damages, interest on delayed payments, Variation orders, final accounting as part of contract closure. Prepare sample valuations, Sample Variation orders and final accounts under various

## **3.4 CLAIMS PREPARATION AND ANALYSIS**

### **Purpose**

To sensitize the participants on construction contract claims and their preparation, avoidance of contract claims and their preparation, avoidance of contract claims and record keeping for contractual claims

### **Learning Outcomes**

At the end of the course the participants are expected to;

1. Understand the types of contracts claims and clauses they are anchored
2. Understand how to Prepare contract claims
3. Understand how to avoid contractual claims
4. Understand how to evaluate contractual claims

### **Course Description**

Circumstances that may lead to claims, avoiding claims, contract provisions regarding claims. Claim headings; extension of time, liquidated damages, loss and expense, loss of profit/opportunity, extended preliminaries, interest etc. Requirement for notice. Records and documentation. Claim quantification. Relationship between claims and disputes. Prepare sample claims.

## **3.5 CONTRACT PRICE FLUCTUATIONS/ADJUSTMENT**

### **Purpose**

To sensitise partners on how to effectively apply fluctuation and price adjustment clause, Contracts where fluctuations are applicable and statutory charges and Tax regimes changes

### **Learning Outcomes**

At the end of the course the participants are expected to;

1. Understand the concept of fluctuations
2. Obtain relevant price indices/price lists and baseline data

3. Prepare fluctuations schedules

### **Course Description**

Meaning of fluctuations/price adjustment, provisions of various standard contracts regarding fluctuations, baseline data, price indices and price lists, preparation of fluctuations schedules. Prepare sample fluctuations schedules, scenarios for price adjustment.

## **3.6 FLUCTUATIONS/PRICEADJUSTMENT**

### **Purpose**

To explore and effectively apply fluctuation/price adjustment clause

### **Learning Outcomes**

1. Understand the concept of fluctuations
2. Obtain relevant price indices/price lists and baseline data
3. Prepare fluctuations schedules

### **Course Description**

Meaning of fluctuations/price adjustment, provisions of various standard contracts regarding fluctuations, baseline data, price indices and price lists, preparation of fluctuations schedules. Prepare sample fluctuations schedules.

## **3.7 PROCUREMENT METHODS IN CONSTRUCTION**

### **Purpose**

The course will introduce participants on theory and practice of procurement in the construction industry in Kenya including the construction project delivery systems, tendering processes contract procurement tendering processes and modern construction procurement contracts.

### **Expected Learning outcomes**

At the end of the course the participants should be able to;

1. Identify the various methods of procuring construction contracts
2. Understand the advantages of various procurement methods
3. Match various types of projects to the most appropriate procurement methods
4. Appreciate modern procurement approaches in the construction industry

### **Course Description**

Meaning of procurement as applied in construction. Traditional/Design-bid-build procurement method. Integrating procurement methods; Design and build and its variant – Turnkey, BOOT, Package deal, Public private partnership (PPP), Engineering, Procurement and Construction (EPC) Management oriented procurement methods; Management contracting, construction management, construction manager at risk, client representation/professional construction management.

### 3.8 PROCUREMENT METHODS IN CONSTRUCTION

#### **Purpose**

Understand and apply various methods of construction procurement

#### **Learning outcomes**

1. Identify various methods of procuring contracts
2. Know the advantages of various procurement methods
3. Match various types of projects to the most appropriate procurement methods
4. Apply standard form of contract to the relevant procurement method

#### **Course Description**

Meaning of procurement as applied construction. Traditional/Design-bid-build procurement method. Integrating procurement methods; Design and build and its variant –Turnkey, BOOT, Package deal, Public private partnership (PPP), Engineering, Procurement and Construction (EPC) Management oriented procurement methods; Management contracting, construction management, construction manager at risk, client representation/professional construction management.

## 4.0 General Courses

### 4.1 ETHICS

To cover philosophical anthropology, principles of ethics, professional/business ethics

### 4.2 TEAM BUILDING

To encourage positive and productive team-working in the workplace

### 4.3 GRANT PROPOSALS' WRITING

To develop grant winning proposals

### 4.4 PRESENTATION SKILLS

Learn how to build and deliver powerful presentations with the confidence needed to carry your audience to the result you want.

### 4.5 NEGOTIATION SKILLS

How to reach win-win situations where all parties feel the outcome is fair.

### 4.6 EFFECTIVE COMMUNICATION SKILLS

Improve productivity, effectiveness and relationships by learning how to communicate effectively.

### 4.7 CURRICULUM VITAE/ COMPANY PROFILE PREPARATION

Create an effective professional CV that will catch the interest of potential employers at first glance.

### 4.8 CREATIVE PROBLEM-SOLVING SKILLS

Learn how to use creativity to solve everyday problems


### 4.9 SOCIAL SKILLS

Learn how to improve your social skills by building confidence, friendships and social life.




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