



ESWATINI
CONTRACTORS
ASSOCIATION



TRAINING CATALOGUE

2026–2027

- Concrete Solutions
- Leading Expertise
- Building Excellence

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STRENGTHENING THE COMMERCIAL CORE OF CONSTRUCTION

As we continue to enhance the capacity of our membership, our strategic focus must evolve alongside the demands of our industry. Following a comprehensive review of training gaps identified in 2025, the next phase of our **Membership Capacity-Building Programme** marks a deliberate shift from pre-award preparation to post-award mastery.

While **Stages 1–3** established a solid foundation in pre-tender decision-making, first-principles estimating, and accurate preliminaries pricing, the subsequent stages are designed to protect those efforts during the most volatile phases of project delivery. In the complex regulatory environments governed by JBCC, GCC, and FIDIC, the burden of commercial discipline rests squarely on the contractor. To ensure our members thrive, our upcoming programme prioritises rigorous contract administration, financial control, and long-term sustainability:

- **Stage 4: Contract Administration.** Designed to equip members with the skills to interpret and assert their commercial rights from signature to completion.
- **Stage 5: Financial Control and Cash Flow Management.** A focus on internal mechanisms to ensure that revenue is not just earned, but retained.
- **Stage 6: Business Sustainability and Growth** aimed at building resilient, commercially sound enterprises.

The ultimate goal of this programme is a fundamental transformation of our sector. By the conclusion of these stages, our members will have transitioned from being purely technical specialists to becoming commercially astute business leaders, capable of sustaining profitable and resilient firms within Eswatini's evolving construction landscape.

Nolwazi Dlamini

COURSE MODULES

MODULE 1 — INTRODUCTION TO CONSTRUCTION CONTRACTS

Objective

Establish a foundational understanding of contract law, contract types, and the formation of contracts that underpin every construction agreement.

Core Themes

- Law of contract: foundations, capacity, and legality
- Types of construction contracts and the standard forms used locally
- Formation of the contract: offer, acceptance, consensus, consideration, intention

MODULE 2 — REFRAME MARGIN: FROM COST CONTROL TO REVENUE PROTECTION

Objective

Shift contractor mindset from focusing only on cost control to actively protecting revenue and entitlement.

Core Themes

- The Margin Equation: Revenue – Cost
- Internal vs External Risk
- Why most margin erosion results from unmanaged external events
- The commercial consequences of late detection and late notice

MODULE 3 — ESTABLISH THE CONTRACT BASELINE

Objective

Enable contractors to understand the commercial implications of the contracts they sign.

Core Themes

- Reading JBCC / GCC / FIDIC commercially
- Mapping risk allocation
- Time-related clauses and extension of time provisions
- Payment mechanisms and certification flow
- Notice provisions and time-bars

COURSE MODULES -CONTINUE

MODULE 4 — DETECT VARIATION BEFORE DAMAGE ESCALATES

Objective

Build early detection discipline and structured response capability.

Core Themes

- Define – Detect – Predict – Act control loop
- Deviation vs contractual variation
- Employer-caused vs contractor-caused events
- Time-related vs value-related impact
- Linking change to entitlement

MODULE 5 — ISSUE NOTICE AS A COMMERCIAL TOOL

Objective

Transform notice from administrative burden into entitlement protection.

Core Themes

- Principles of effective notice
- Timeliness and preservation of rights
- Avoiding adversarial positioning
- Inviting mitigation and collaborative problem-solving
- Opening and maintaining a variation file correctly

MODULE 6 — PROVE CAUSE AND EFFECT TO SECURE RECOVERY

Objective

Build defensible entitlement logic capable of withstanding scrutiny.

Core Themes

Structured entitlement reasoning:

- Reinforce the baseline
- Demonstrate deviation
- Establish contractual change
- Quantify time impact
- Quantify cost impact

COURSE MODULES - CONTINUE

MODULE 7 — BUILD THE PAPER TRAIL THAT PREVENTS DISPUTE

Objective

Instil documentation discipline that supports negotiation and dispute avoidance.

Core Themes

Structured entitlement reasoning:

- Reinforce the baseline
- Demonstrate deviation
- Establish contractual change
- Quantify time impact
- Quantify cost impact

MODULE 8 — STRENGTHEN SUBCONTRACTOR COMMERCIAL POSITIONING

Objective

Equip subcontractors to understand and protect themselves against the risks the main contract passes down to them.

Core Themes

- How main contracts pass risk down to subcontractors
- Identifying unfair subcontract clauses
- Protecting time-related costs in subcontract agreements
- Negotiation positioning and rate defence

COURSE MODULES - CONTINUE

MODULE 9 — COST CONTROL AND CASH-FLOW MANAGEMENT DURING CONSTRUCTION

Objective

Prevent margin erosion and liquidity shocks by building the ability to measure performance weekly, forecast cash and correct early, before the project becomes unrecoverable.

Core themes

- Project control baseline: converting the tender or BOQ into a working budget, cost codes, resource allowances and spending limits.
- Cost control routines: planned versus actual tracking, commitments register (orders and subcontracts), cost-to-complete forecasting and disciplined approvals.
- Productivity control: labour, plant and material usage signals, waste and rework control, and output tracking that links to cost.
- Cash-flow control: cash forecasting, payment cycle management, retention impact, VAT timing basics and survival planning for the payment gap.
- Site and office controls: how to run weekly cost reviews and monthly commercial reviews with clear actions and accountability.

MODULE 10 — CONSTRUCTION BUSINESS MANAGEMENT

Purpose

Move contractors from winning jobs to building sustainable companies, with predictable profitability, controlled overheads and capacity-aware growth.

Core themes

- Business model and strategy: what work to pursue, how the firm positions itself and how to avoid chasing turnover.
- Pricing discipline (business view): overhead recovery, mark-up philosophy and profitability targets, distinct from contract claims.
- Capacity planning: workload pipeline, resource constraints, plant strategy and realistic delivery capacity.
- Financial management: overhead control, working capital discipline, debt control and management accounts that drive decisions.
- Operating system and accountability: roles, delegation, reporting dashboards, meeting rhythm and standard management routines.
- Risk governance (business level): practical controls, decision gates and business continuity habits.



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